

# Evaluation of the Project

Establishment and Strengthening of National Drug Policies, Strategies, and Plans of Action in the Americas with a specific attention in the Caribbean (Phase II)

**FINAL REPORT | MARCH 2024**

Submitted to the Organization of American States by Marie-Hélène Adrien



# Acronyms

<b>ACCBP</b>	Anti-Crime Capacity Building Program
<b>CICAD</b>	Inter-American Drug Abuse Control Commission (Spanish acronym)
<b>DAC</b>	Development Assistance Committee
<b>DALY</b>	Disability-adjusted Life Years
<b>DPE</b>	Department of Planning and Evaluation
<b>DPMO</b>	Department of Procurement and Management Oversight
<b>EF</b>	Evaluation Framework
<b>GAC</b>	Global Affairs Canada
<b>LAC</b>	Latin America & the Caribbean
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MEM</b>	Multilateral Evaluation Mechanism
<b>NCDAP</b>	National Council on Drug Abuse Prevention
<b>NDA</b>	National Drug Agency
<b>NDP</b>	National Drug Policy
<b>NDS</b>	National Drug Strategy
<b>NGO</b>	Non-governmental Organization
<b>NPA</b>	National Plan of Action
<b>OAS</b>	Organization of American States
<b>OECD</b>	Organisation for Economic Co-Operation and Development
<b>OID</b>	Inter-American Observatory on Drugs (Spanish acronym)
<b>PAHO</b>	Pan-American Health Organization
<b>RBM</b>	Results-based Management
<b>SDG</b>	Sustainable Development Goal
<b>SKN</b>	St. Kitts & Nevis
<b>TA</b>	Technical Assistance
<b>ToC</b>	Theory of Change
<b>ToR</b>	Terms of Reference
<b>ToT</b>	Training of Trainers
<b>UNEG</b>	United Nations Evaluation Group

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# 1. Introduction

We are pleased to present the Final Report (Draft) to the Department of Planning and Evaluation (DPE) of the Organization of American States (OAS) and Global Affairs Canada (GAC), for the evaluation of the project titled “Establishment and Strengthening of National Drug Policies, Strategies, and Plans of Action in the Americas with a specific attention in the Caribbean (Phase II)”.

The Final Report is structured as follows:

- [Section 2](#) provides an overview of the project and describes the evaluation objectives.
- [Section 3](#) offers a summary of the evaluation methodology employed.
- [Section 4](#) presents key findings organized according to the Evaluation Framework approved in the Workplan, as detailed in [Appendix II](#).

The evaluation commenced in November 2023, with data collection beginning on 6 November after submission of the Inception Report. Following submission of the Midterm Report in December 2023, the evaluator completed all interviews, conducted the country mission in St. Kitts and Nevis (SKN) and finalized all data analyses.

The evaluator extends appreciation to the Department of Procurement and Management Oversight (DPMO), the Project Team and all stakeholders involved in the evaluation for their exceptional support and collaboration.

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## 2. Project Overview and Evaluation Objectives

### 2.1 Project Overview

At the 68th regular session of the Inter-American Drug Abuse Control Commission (CICAD), chaired by Colombia and held in Bogota in December 2020, the OAS and CICAD approved a Hemispheric Drug Strategy (2020) and a Plan of Action on Drugs (2021-2025)<sup>1</sup> to address the crucial issue of drug trafficking in the Latin America and Caribbean (LAC) region.<sup>2</sup>

The project titled “Establishment and Strengthening of National Drug Policies, Strategies and Actions in the Caribbean (Phase II)” is part of a large, multi-decade effort by the Executive Secretariat of the CICAD (ES-CICAD), to provide technical assistance (TA) to OAS member states for the development and improvement of National Drug Strategies (NDS) and National Plan of Action (NPA). Such support is still valued and needed as reported by the Multilateral Evaluation Mechanism (MEM).

The Project aims to help OAS member states improve their national drug policies concerning the control of drug trafficking, drug-related crime, and other issues related to illegal drug supply. The Project also aims at increasing capacities to generate a Monitoring and Evaluation (M&E) framework for the national drug policy in each beneficiary OAS member state. Finally, the Project provides guidance to member states in formulating and implementing an approval and funding strategy in order to increase the sustainability of the national drug policies with a gender perspective.

The Project is being implemented across three categories of countries (Groups A<sup>3</sup>, B<sup>4</sup>, and C).

### 2.2 Project Objectives

While the ultimate expected Outcome is that the Project will **contribute to improving drug-related public security of women and men in beneficiary countries where Canada engages, the Project includes *intermediate outcomes, and immediate outcomes***, as follows:

#### Intermediate outcomes

- Increased coordination of the NDAs of beneficiary Group A countries to respond to the drug problem, incorporating a gender perspective.

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<sup>1</sup> Organization of American States Hemispheric Drug Strategy (10 December 2020) OEA/Ser. L/XIV.2.68 CICAD/doc.2534/20 10 December 2020.

<sup>2</sup> OAS-CICAD Hemispheric Plan of Action on Drugs (2021-2025) – 10 December 2020. Sixty-Eighth Regular Session of CICAD 9-11 December 2020, Bogota, D.C. Colombia. (OEA/Ser. L/XIV.2.68; CICAD/doc. 2533/20).

<sup>3</sup> Antigua and Barbuda, St. Kitts and Nevis, St. Lucia, St. Vincent and The Grenadines, and Grenada.

<sup>4</sup> Barbados, Belize, Dominica, Guyana, and Jamaica.



### Immediate outcomes

- Improved ability to access information to inform the development of the NDS and NPA by NDA in Group B.
- Increased knowledge and skills of drug policymakers in NDAs in beneficiary countries Group A and Group B in the development of NDS and NPA and M&E plans.

To achieve these outcomes, the Project designed and delivered a range of activities for Group A, B and C countries. As per the ToR, only the following activities delivered to Groups A and B countries (the Caribbean) are included in this evaluation:

1. Training to drug policymakers from Group B countries on drafting national drug policies, strategies, and / or plans of action.
2. Provision of TA interventions incorporating gender perspective to NDAs from Group A and B.
3. Provision of guidance to define and implement an approval strategy and funding strategy for the NDS and NPA provided to the NDA in Group A countries.

As per [Table 2.1](#) below, The Government of Canada, through Global Affairs Canada (GAC) and its Anti-Crime Capacity Building Program (ACCBP), invested CA \$1,038,520.13 in the Project (for Groups A, B, and C).

**Table 2.1 Project Budget in CAD**

<b>TOTAL PROJECT</b>	<b>\$1,038,520.13</b>			
<b>Total ACCBP (only)</b>	<b>\$1,014,693.80</b>			
	<b>1<sup>st</sup> Payment</b>	<b>2nd Payment</b>	<b>Total</b>	<b>ICR 13% on total</b>
<b>FY 1 20-21</b>	439,103.63		<b>439,103.63</b>	57,083.47
<b>FY 2 21-22</b>	186,124.14	68, 360.07	<b>254,484.21</b>	33,082.95
<b>FY 3 22-23</b>	321,105.96		<b>321,105.96</b>	41,743.78

## 2.3 Evaluation Objectives

The evaluation reflects the OAS's engagement to measure the performance of its investments and grants in projects, with the view of systematizing and documenting the results of its interventions.

Overall, the evaluation will aim to determine the relevance, efficiency, effectiveness, coherence, and institutional and financial sustainability of the benefits generated by the Project. More specifically, it will explore and answer the following issues specified in the ToR (see [Appendix I](#)):

- a) Was the project's implicit Theory of Change effective?
- b) Were the project's objectives achieved?

- c) Has the project increased the capacity of national drug commissions and related public institutions in OAS member states to develop, implement, and evaluate comprehensive, realistic, and measurable NDS/NPA, and to what extent?
  - d) Did the outcome indicators identify in the logical framework the appropriate measurement of success?
  - e) Are the projects' achievements sustainable, institutionally, and financially?
  - f) Are the projects' objectives and indicators S.M.A.R.T.?
  - g) Did the project team apply results-based management principles from its inception to its conclusion? Please describe which ones.
  - h) Was the process for the selection of beneficiaries done based on pre-established criteria? And were the criteria appropriate?
  - i) Were best practices considered during the design and applied during the implementation?
  - j) Did the beneficiaries actively participate in the design of the project?
  - k) Were lessons learned, from previous operations, considered and applied during the design and the implementation?
  - l) Did the project include specific requirements for conducting follow-up of training activities to measure: increased capacity, increased skills, awareness, and abilities among recipients; and tangible changes in the institutions where such individuals work, among others?
  - m) Was the monitoring mechanism used as an efficient and effective tool to follow-up on progress of the project's actions?
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## 3. Methodology

### 3.1 Data Collection

The evaluation methodology, as outlined in the Inception Report and Workplan<sup>5</sup>, was approved by DPMO. Key aspects of the evaluation methodology include:

- Utilization-focused, participatory, and gender equity-driven principles guide the mixed-methods approach.
- An evaluation framework (detailed in [Appendix II](#)) delineates essential evaluation questions, data sources, and data collection methods.

Data collection involved several steps, including a comprehensive document and literature review (see [Appendix III](#)); semi-structured individual and group interviews, facilitated virtually. Virtual attendance at two sessions of the CICAD's seventy-fourth regular session, held from December 11<sup>th</sup> to 14<sup>th</sup>, 2023, and a three-day mission to St. Kitts and Nevis.

In compliance with the methodology described in the Inception Report and Workplan, the evaluator reviewed the project profile, all operations reports (2020-2022), annual project results reports (2021 and 2022), as well as all other documents derived from project implementation and provided either by the OAS/CICAD or by member states. In addition, the evaluator reviewed key literature on training efficiency and the social and economic burden of drug use, in the Hemisphere.

Stakeholder consultation was an essential component of the evaluation and, as per the ToR, project beneficiaries, local and national counterparts (NDA) constituted close to 80% of the overall population consulted. [Table 3.1](#) below presents the categories of stakeholder interviews. A total of thirty-one (31) interviews (25 females, 6 males) were conducted. The full list of people interviewed, is presented in [Appendix IV](#). Stakeholder consultations were conducted in English and in Spanish and were guided by an interview protocol presented in [Appendix V](#).

**Table 3.1 Categories of Stakeholders Consulted**

CATEGORIES OF STAKEHOLDER
▪ OAS Project Team
▪ Member States representatives at the OAS mission
▪ Local and national counterparts (NDA)
▪ Department of Procurement Services and Management Oversight at the OAS (DPMO)
▪ Selected Beneficiaries from Project activities
▪ Global Affairs Canada (Canada and Barbados regional office)

<sup>5</sup> Submitted to DPMO in November 2023.

## 3.2 Mission to St. Kitts and Nevis

Led by Marie-Hélène Adrien, the SKN mission took place from 16 to 18 January 2024, in Basseterre, SKN. The mission unfolded over three (3) days as presented in [Table 3.2](#).

**Table 3.2** Agenda for the SKN Mission

OVERVIEW OF THE ST. KITTS AND NEVIS (SKN) MISSION (GROUP A COUNTRY)	
<b>Day 1</b>	Individual interview with Ms. Karimu Byron Caines, Director of the National Council on Drug Abuse Prevention (NCDAP) of SKN. (Ms. Byron Caines is the Project focal point and a participant in the project workshops).
	Group interview with staff from the NCDAP who either participated in project activities or who can provide insights into the country's approach to managing the drug demand.
<b>Day 2</b>	(Morning) Focus group/group discussion with representatives from institutions other than the NCDAP who attended project activities (either delivered by the project or through, or delivered by the NCDAP), including the Ministries of Health, Justice, Education, the SKN Police Department, Social Works, etc. Fifteen (15) stakeholders were invited.
	(Afternoon) Focus group/group discussion with civil society representatives involved in addressing the demand for drugs in SKN and who have not been involved in project activities. The purpose of the discussion is to gather insights on the social and economic effects of drug abuse in SKN and to discuss gaps and opportunities in addressing the problem.
<b>Day 3</b>	(Morning) Debrief with NCDAP.

## 3.3 Data Analysis

Data analysis was aligned with the overall methodological approach and complied with international evaluation standards (UNEG; OECD DAC). Data validity was ensured through cross-referencing and triangulation from multiple data sources.

## 4. Key Findings

### 4.1 Project Relevance

The alignment of the project with the institutional objectives of the OAS and the donor, as well as its relevance to regional agreements such as the Hemispheric Drug Strategy 2021-2025 signed by all OAS member states, holds significant importance to the OAS. This section delves into the project's relevance in this context.

**Finding 1:** The project demonstrates a high level of relevance both within the region and within each member state. Its strong relevance with the OAS-CICAD Hemispheric Drug Strategy is noteworthy.

#### 4.1.1 Alignment with OAS-CICAD Hemispheric Plan of Action 2021-2025

The Hemispheric Plan of Action on Drugs reaffirms the commitment of member states to combat drug trafficking decisively. The plan encourages member states to prioritize individuals within drug policies and programs. Its objectives and priority actions are structured across five pillars<sup>6</sup>, and there is a notable alignment between the project and two of these pillars, as illustrated in [Table 4.1](#).

**Table 4.1** Project Alignment with OAS-CICAD Hemispheric Plan of Action on Drugs 2021-2025

SELECTED PILLAR OF THE HEMISPHERIC PLAN OF ACTION	SELECTED AND RELEVANT ACTIONS IN THE HEMISPHERIC PLAN	CORRESPONDING FEATURE OF THE PROJECT
<b>Pillar 1 – Institutional Strengthening</b>		
<b>Objective 1.</b> Establish and/or strengthen national drug authorities, placing them at a high political level and providing them with the necessary capabilities, resources, and competencies to coordinate formulation, implementation, monitoring, and evaluation of national drug policies.	<b>Action 1.3</b> Allocate the necessary resources (material, financial and human) for the effective functioning of the national drug authority.	The project aims to strengthen the capacities of NDAs by providing essential tools (i.e., to develop an NDS) and enhancing staff skills for improved functionality of operations.
<b>Objective 2.</b> Formulate, implement, evaluate, and update comprehensive national drug policies and/or strategies that	<b>Action 2.1</b> Collect and use evidence as a basis for the formulation and updating of national drug policies and/or strategies.	The curriculum delivered in the training sessions of the project prioritizes evidence-based methodologies for NDS

<sup>6</sup> Pillar 1: Institutional Strengthening, Pillar 2: Measures of Prevention, Treatment, and Recovery Support; Pillar 3: Measures to Control and Counter the Illicit Cultivation, Production, Trafficking, and Distribution of Drugs and to Address their Causes and Consequences; Pillar 4: Research, Information, Monitoring, and Evaluation; Pillar 5: International Cooperation.

SELECTED PILLAR OF THE HEMISPHERIC PLAN OF ACTION	SELECTED AND RELEVANT ACTIONS IN THE HEMISPHERIC PLAN	CORRESPONDING FEATURE OF THE PROJECT
<p>promote balanced, multidisciplinary, and evidenced-based approaches, while fully respecting human rights and fundamental freedoms, under the principle of common and shared responsibility, consistent with obligations of parties under international law, and take into account gender, age, community, cultural context, and socially inclusive development.</p>	<p><b>Action 2.6</b> Integrate a human rights, gender, and social inclusion approach, particularly with respect to at risk populations, in the process of formulating, implementing, and updating national drug policies and/or strategies.</p> <p><b>Objective 2.7</b> Provide adequate financial and other necessary resources for the implementation of drug policies and programs.</p>	<p>development. Moreover, the project underscores the imperative of integrating a gender perspective throughout the NDS development process and the creation of its accompanying M&amp;E framework.</p>
<p><b>Objective 3.</b> Design and coordinate national policies that can be harmonized across related government policies / and strategies that address those fundamental causes and consequences of the drug problem.</p>	<p><b>Action 3.1</b> Establish and/or strengthen interagency and multisectoral policy and technical coordinating mechanisms, to achieve a comprehensive, balanced, and multi-disciplinary approach to the drug problem, including its causes and consequences.</p>	<p>The project provides member states with adaptable templates tailored to their specific needs.</p>
<p><b>Objective 4.</b> Design, adopt, and implement alternatives to incarceration for minor or non-violent drug or drug-related offenses, while taking into account national, constitutional, legal and administrative systems, and in accordance with relevant international instruments.</p>	<p><b>Action 4.2</b> Develop mechanisms to monitor and evaluate alternative measures to incarceration for minor or non-violent drug-related offenses, in collaboration with academics, and research institutions, as well as civil society.</p>	<p>A pivotal aspect of the training focuses on enhancing the skills and competences of NDAs in crafting an M&amp;E framework. This equips them with the capability to effectively monitor the NDS' performance.</p>
<p><b>Pillar 5 - International Cooperation</b></p>		
<p><b>Objective 1.</b> Promote and strengthen cooperation and coordination mechanisms to foster technical assistance, improve exchange of information and experiences, and share best practices and lessons learned on drug policies.</p>	<p><b>Action 1.2</b> Promote technology transfers and information sharing among and between member states and international organizations.</p> <p><b>Action 1.3</b> Promote the dissemination of good practices and exchange of successful research experiences among and between member states and international organizations.</p>	<p>The training sessions bring together representatives from the region, spanning English and Spanish-speaking countries in Groups A, B, and C. This facilitated a dynamic exchange of experience and knowledge among NDAs. The approach, which encourages regional cooperation on this pressing hemispheric issue, received high praise from participants.</p>

## 4.1.2 Alignment with GAC priorities and with the SDGs

**Finding 2: The project is well aligned with the priorities of GAC and with several of the Sustainable Development Goals.**

The project holds significance on two additional fronts. Firstly, it aligns with the goals of the Anti-Crime Capacity Building Program (ACCBP) established by GAC, which seeks to enhance member states' abilities to combat terrorism and transnational organized crimes.<sup>7</sup> Within its global scope, the ACCBP focused its actions on the Americas, mainly central America, the Caribbean, and Mexico.

Furthermore, the project is intricately linked to several Sustainable Development Goals (SDGs), particularly **SDG 3** (Good health and well-being) and **SDG 5** (Gender equality). Growing evidence underscores how the 'war on drugs' exacerbates factors detrimental to health and well-being, disproportionately affecting marginalized communities, including women and youth, who already grapple with discrimination, stigmatization, and violence.<sup>8</sup> With its emphasis on bolstering institutional capacity, the project distinctly aligns with **SDG 16** (promoting peaceful and inclusive societies for sustainable development, providing access to justice for all and building effective, accountable, and inclusive institutions at all levels). Moreover, it contributes to **SDG 1**, which aims to eradicate poverty and its manifestations by 2030.

Ultimately, the project addresses the capacity development needs pinpointed in the Caribbean member states' assessment conducted by CICAD in 2019<sup>9</sup>, as shown in [Table 4.2](#) below.

**Table 4.2 Summary Findings of the OAS Needs Assessment**

The study highlights a pressing demand for training in the Caribbean region, coupled with constrained resources available for staff training initiatives. Approximately 36% of the surveyed agencies reported having a staff training and development plan. Additionally, 34.2% allocated budgetary resources for training and development, while 41% designated an officer responsible for staff training and development. Moreover, 61.5% implemented a regular and formal appraisal system covering all permanent staff.

### Box 1: Stakeholders feedback on project relevance

*Our NDA has very few staff members and although we understand the importance of drafting a strategy, we lack the time to actually do it. The training sessions – in particular the in-person ones – proved to be invaluable. We were in the proper environment to focus just on that!*

- Caribbean trainees

*Without a clear Policy, it is very difficult to rally the various agencies responsible for addressing drug demand. We needed a policy and that is exactly what this project helped us achieve.*

- Caribbean trainees

<sup>7</sup> [https://www.international.gc.ca/world-monde/issues\\_development-enjeux\\_developpement/peace\\_security-paix\\_securite/capacity\\_building-renforcement\\_capacites.aspx?lang=eng](https://www.international.gc.ca/world-monde/issues_development-enjeux_developpement/peace_security-paix_securite/capacity_building-renforcement_capacites.aspx?lang=eng)

<sup>8</sup> <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC9302017/>

<sup>9</sup> Inter-American Drug Abuse Control, Commission – Caribbean Substance Use Prevention, Treatment, and Rehabilitation Focused Institutions: Results of an Institutional and Human Resource Training Needs Assessment of the OAS English-, French-, and Dutch-Speaking Caribbean Member States. ISBN 978-0-8270-7467-5.

**Most prevalent barrier to training identified by agencies.**

1. No monetary incentive to further training (71 agencies, or 60.7%).
2. Cost of training too high (61, or 52.1%).
3. Lack of availability of relevant courses (52, or 44.4%).
4. Geographical barriers / no local opportunities for training (52, or 44.4%).
5. Lack of career guidance or counseling (42, or 35.9%).
6. Lack of interest by staff (6, or 6.8%).
7. Modest participation in a local Drug Information Network (DIN) and limited capacity to use the internet.

**Drug Information Network (DNI)**

1. 70 agencies participated in a local DIN, 98 said they had the capacity to use the internet in relation to drug-related activities.
2. Seven countries had at least five or more agencies that indicated active participation in the local DIN, and eight countries had at least five or more agencies that indicated they had the capacity to use the internet in drug-related activities.

**Funding**

65% of agencies indicated the government as their primary source of funding, while 18% were self-funded. About 7% received funding from local NGOs or private donors, 3.4% from international donors, and 5% from other sources.

## 4.2 Project Design

In this section, we assess the project design quality, focusing on two key aspects: the logic model's quality and the design of the training activities.

### 4.2.1 Logic Model

**Finding 3: The project is supported by a robust logic model and pathways to change, crafted through effective collaboration between the project team and GAC. Notably, no alterations were deemed necessary, nor requested, to the logic model throughout the project's implementation.**

The Terms of Reference (ToR) tasked the evaluator with assessing whether the project adhered to a results-based management (RBM) approach and evaluating the robustness of the logic model. The review findings indicate a strong adherence to the RBM approach and a robust logic model.

Both the project team and GAC acknowledged their effective collaboration during the project, which contributed to the finalization of the logic model and the implicit theory of change. The current logic model resulted from multiple iterations of draft models, with prompt and efficient feedback exchange via WhatsApp or SMS.

The logic model exhibits several quality criteria:



- It provides a clear rationale for the project and delineates the pathways of change between each level of outcome.
- All outcomes are tailored to their respective levels of scope, immediacy, and achievability. For example, **immediate outcomes** signify *changes in capacities, skills or knowledge*; **intermediate outcomes** denote *shifts in behavior and attitudes*, such as the coordination of drug agencies to tackle the drug problem; and the **ultimate outcome** reflects *profound societal changes*, exemplified by enhanced drug-related public security for both women and men.
- There is only one idea per expected result – for instance, **ultimate outcome 1000** captures one idea (*improved drug-related public security of women and men in Group A, B, and C countries*), **intermediate outcome 1200** encapsulates one idea (*increased coordination of the NDAs to respond to the drug problems*), **immediate outcome 1120** contains one idea (*increased knowledge and skills of drug policymakers in the development of NDS*).
- The language used to articulate each expected result is both transparent and concise, leaving minimal room for ambiguity.
- The projected timeframe for achieving expected results throughout each year of project implementation is judiciously realistic. For instance, the project allows for sufficient time intervals between the delivery of training (where the key objective is to facilitate the *acquisition of knowledge and skills*) and the drafting of the NDA (where the objective is to support the *application of knowledge*)
- While the logic model incorporates an overarching outcome, the project team is held accountable for the attainment of immediate and intermediate outcomes. This underscores the acknowledgment that achieving societal changes necessitates investing in complementary actions/ projects and may be contingent upon various factors, beyond the team’s direct control.

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## 4.2.2 Training Design

This section evaluates the quality of the training design and the TA design. Specifically, the evaluator investigated whether the training adhered to the Kirkpatrick model<sup>10</sup> of evaluation, which emphasizes measuring changes across four distinct levels. Additionally, the evaluator assessed whether the training adhered to best practices.

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<sup>10</sup> <https://www.kirkpatrickpartners.com/the-kirkpatrick-model/>

## Compliance with the Kirkpatrick Model

**Finding 4:** The project aligns seamlessly with the recommendations outlined in the Kirkpatrick approach for developing training programs. Participants expressed high satisfaction with the organization and delivery of the training sessions, along with the methodologies employed to gauge training outcomes.

Kirkpatrick's approach to evaluating training programs involves assessing results across four distinct levels. Firstly, it gauges participants' initial reactions to the training, measuring their satisfaction with the provided training (level 1). Then, at level 2 (learning), it evaluates the extent to which participants have increased their knowledge and/or skills due to the training, and to what degree. Level 3 (behavior) examines whether participants have applied their newly acquired skills in their workplace. Finally, level 4 (results) measures whether these workplace behaviors have contributed to the organization achieving its desired outcomes. This approach assumes that the training program has identified these expected outcomes and results beforehand. Considering this framework, the project implemented by CICAD aligns well with Kirkpatrick's advocated approach as illustrated in [Table 4.3](#).

**Table 4.3 Alignment between the Project and Kirkpatrick Training Model**

LEVEL	DEFINITION <sup>11</sup>	DOES THE CICAD PROJECT MEASURE CHANGES AT THIS LEVEL?
<b>1 – Reaction</b>	The degree to which participants find the training favorable, engaging, and relevant to their jobs	Yes – participants filled an evaluation form immediately after each workshop.
<b>2 – Learning</b>	The degree to which participants acquire the intended knowledge, skills, attitude, confidence, and commitment based on their participation in the training	Yes – the project administered a pre and post-test after each workshop.
<b>3 – Behavior</b>	The degree to which participants apply what they learned during training when they are back on the job	Yes – the project accompanied each member state during the development of the NDS.
<b>4 – Results</b>	The degree to which targeted outcomes occur as a result of the training and the support and accountability package	Yes – the project reviewed the NDS produced.

**Identification of overall expected results (changes):** The design of all project activities revolved around a set of expected results across short, medium, and long-term timelines. This approach ensured that activities were aligned toward a shared objective, specifically the development of an NDS and its corresponding M&E plan.

**Level 1 – Measuring participants' reaction to the training provided.** At the end of each training session, the trainers measured the degree of satisfaction of the participants and considered their comments to make the necessary adjustments to subsequent training sessions. The evaluator

<sup>11</sup> <https://www.kirkpatrickpartners.com/the-kirkpatrick-model/>

reviewed these evaluations which reflect a very high level of satisfaction with the content and approach of the program as see also through feedback displayed in [textbox 2](#).

### **Level 2 – Measuring participants' learning achievements.**

Prior to and following each training session, participants underwent a test aimed at measuring their learning progress. This test, comprising 29 multiple-choice or true/false questions assessed comprehension of the material covered across 10 modules. Annual reports submitted to DPMO delineate the variance in results between pre- and post-training tests, presenting aggregate percentage changes per module for the entire class. Conversely, qualitative data gleaned for interviews with participants uniformly conveyed that they had learned a great deal during the training courses. This qualitative feedback corroborated quantitative findings regarding modules with the most notable differences in pre- and post- training tests results. For instance, module 8 (monitoring and evaluation exhibited the most significant gap between pre- and post- test responses (27% difference), aligning with interviewees' heightened enthusiasm for this module.

**Level 3 – Measuring behavior.** Measuring changes in behavior was executed pragmatically, primarily through the examination of various iterations of the NDS and its M&E. By providing real-time feedback to the country teams tasked to draft the NDS, the project teams could evaluate their application of the training content. Behavioral changes were further evaluated through ongoing dialogue between project team members and country focal points. Whether during mentoring sessions, face-to-face meetings or exchanges via email or WhatsApp, the project team consistently monitored the country team's progress (as well as constraints) in implementing acquired knowledge.

**Level 4 – Measuring results.** Measurement of the ultimate results (i.e., for some countries, the development of the policy and/or strategy, the monitoring and evaluation plan) was carried out on a regular basis and reported in the project's annual reports submitted to the OAS.

### **Box 2: Participant's feedback**

*Although we learned a lot in each module, the module on monitoring and evaluation was the most important because my knowledge in this area was very weak to begin with.*

*I had a good knowledge of the process of developing a national strategy, so my before and after test results may seem inconclusive for module 1, for example, on the need for public policy. But where the gap between my before-and-after test results really widened was in module 8 on monitoring and evaluation.*

**Finding 5: The project design adheres to industry best practices. Training and mentoring activities were executed with high satisfaction from participants, reflecting well-designed curriculum, structured sessions, meaningful exchanges, and skilled trainers.**

The project's programmatic content was meticulously planned. A concise literature review assessing the efficacy of training programs<sup>12</sup> identifies several quality criteria, as outlined in [Table 4.4](#). Through

<sup>12</sup> Wise, D. Ezell, P., Characteristics of Effective Training: Developing a Model to Motivate Action. Journal of Extension, Volume 41, Number 2, (2003) <https://archives.joe.org/joe/2003april/a5.php>; EL Hajjar, S., Alkhanaizi, M., Exploring the

an analysis of the training materials utilized by the project team and post training evaluations filled in by participants, it is apparent that the training courses offered met high standards of quality. [Table 4.4](#) illustrates how the CICAD project (both its training and its TA) align with and embody each quality criterion. Additionally, it highlights additional features of the training and the TA that contributed to the success of the project.

**Table 4.4 Key Quality and Effectiveness Characteristics of Training and Mentoring Programs**

SUMMARY OF KEY CRITERIA OF QUALITY TRAINING PROGRAMS	CHARACTERISTICS OF TRAINING AND MENTORING PROVIDED TO THE PROJECT TEAM
<b>Content based on needs identified by participants</b>	Although the content offered was, on the whole, a series of generic modules, by administering tests before the training began the project team was able to adapt the content to the state of affairs in each country.
<b>Assessment at all levels</b>	See <a href="#">section 4.2.2</a> above.
<b>Participatory approaches for immediate application</b>	The teaching methods described in the curriculum enabled participants to express themselves, engage in discussions and quickly test the content in the workplace (i.e., in the development of their own policies).
<b>The schedule adapted to participants' work requirements</b>	Training sessions were spaced out to allow participants to absorb and apply the content as they went along. This feature was appreciated by the beneficiaries, who were thus able to complete their training without interrupting their work for excessively long periods.
<b>Competent trainers deliver the training</b>	As can be seen from their curricula vitae, and as all the participants noted, all trainers and facilitators from the project team had a very deep knowledge of national drug strategy development. Added to this was an excellent understanding of the socio-political context of the member states. Finally, post training evaluations suggest that trainers were skilled facilitators, virtually and in-person.
<b>Diversified teaching method are used to keep participants motivated</b>	<p>The curriculum reflects a balance between theoretical and practical sessions. The format is well-balanced and - according to the participants' feedback - enables them to quickly apply the theories taught.</p> <p>The training was also interspersed with mentoring sessions to give participants the opportunity to apply the lessons learned in their daily lives.</p> <p>The sessions were adapted to the circumstances of the pandemic, and were delivered both virtually and face-to-face, depending on the circumstances.</p>

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Factors That Affect Employee Training Effectiveness. SAGE, Open, April-June 2018:1-12, <https://journals.sagepub.com/doi/pdf/10.1177/2158244018783033>; Bruce Tracey, J., Tews, M., Training Effectiveness: Accounting for Individual Characteristics and the Work Environment. Cornell Hospitality Quarterly, Volume 36, Issue 6. <https://doi.org/10.1177/0010880495036006>; Hubers, M. Endedijk, M., Van Veen, K., Effective Characteristics of Professional Development Programs for Sciences and Technology Education. Professional Development in Education, 2022, Vol. 48, NO. 5, 827-846. <https://doi.org/10.1080/19415257.2020.1752289> © 2020.

<b>Use of work tools to facilitate transfer to the workplace</b>	The program has developed several working tools in English and Spanish, including the following.
<b>The following additional features (not included in the literature review) of the OAS/CICAD training and coaching contributed to its quality and its effectiveness</b>	
<b>Regionalization</b>	By bringing different member countries together in the same training program, the project has encouraged mutual assistance between countries in the Hemisphere, and also made each member state aware that its problems are also those of neighboring states. In this sense, since regionalization is an important consideration for the OAS, this inter-country sharing has been more than beneficial, as confirmed by the beneficiary countries (see <a href="#">textbox 6</a> )
<b>Diversity of participants</b>	An important feature of the training activities provided by the project is the inclusion of a diverse set of participants from different agencies or ministries all involved in illicit drug demand management. This coordination has enabled each member state to optimize the development of a national policy by identifying the role and responsibilities of each agency or ministry. It has also made it possible to develop a concerted (rather than isolated) response to the problem of demand for illicit drugs. (See example of SKN experience in <a href="#">section 4.3.4</a> ).
<b>Training the trainers approach</b>	The courses also included a train-the-trainer component, so that the first trainees could multiply the lessons to other ministries. This approach was particularly beneficial for the Caribbean, where human resources are often in short supply, but also for Central and Latin American countries, which often suffer from a high turnover of civil servants.

The evaluation highlights that participants in the training activities were selected thoughtfully. Specifically, the training sessions were attended by heads of NDAs, who then extended invitations to counterparts in other agencies involved in combatting drug usage. The list of training participants demonstrates that representatives from various government bodies, including customs, ministries of health, education, interior security, prisons were consistently present. Additionally, certain NGOs engaged in addressing drug usage were also invited to participate in some countries.

## 4.3 Project Effectiveness

Reviewing the project effectiveness consisted in examining the extent to which the project outcomes (intermediate and immediate) and the project outputs had been achieved. Although the project will eventually achieve its ultimate goal (to be reported on in the final project report to be submitted to the OAS upon completion of the project), the project team is accountable solely for results up to the intermediate outcomes, which are presented in this section.

Throughout this section the following color legend is used to reflect the degree of achievement of the various objectives:

surpassed	achieved	Not yet achieved
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### 4.3.1 Intermediate outcomes

**Finding 6: The project has surpassed its outcome 1100 as 7 member states have adopted an NDS with a gender sensitive approach.**

As depicted in [Table 4.5](#), seven member states from Groups A, B, and C have adopted an NDS as well as an NPA with a gender-sensitive approach.

- Five (5) countries from Group C: **Guatemala** (National Strategy to Address Drugs and Addictions 2019-2030), **Peru** (National Drug Control Strategy 2021-2030), **Uruguay** (national Strategy to Address the Drug Problem 2021-2025), **Costa Rica** (National Drug Strategy 2028-2022<sup>13</sup>). In addition, El Salvador has a completed and approved NDS that will be launched in April 2024.
- One (1) country from Group B: **Guyana** (National Drug Strategy Master Plan 2023-2027<sup>14</sup>)
- One (1) country from Group A: **Antigua and Barbuda** (National Anti-Drug Strategic Plan 2019-2023 - active). Furthermore, St. Kitts and Nevis has completed its NDS, submitted it to Cabinet, and is awaiting Cabinet approval.

A review of these policies indicates that each of the NPA refers to the need to provide dedicated support and increased access to services adapted to the needs of vulnerable population groups (including women and youth). Based on data collected, these countries benefit from strong political support to combat drug trafficking.

It is to be noted that in the 13 other countries of Group A, B, and C, the development of the NDA is in progress, at different stages of development, several of these countries aiming to have their NDS adopted in 2024. For instance, SKN has finalized its NDS/NPA and submitted it to Cabinet for review and, hopefully, approval.

[Table 4.5](#) also conveys that four (4) countries from Groups A, B, and C have developed an M&E framework to monitor the implementation of the NDS/NPA, including:

- Three (3) countries from Group C: Costa Rica, Uruguay, and Peru.
- One (1) country from Group A: St. Kitts and Nevis.

**Table 4.5 Summary Indicators linked to Intermediate Outcome 1100**

SUMMARY INDICATORS LINKED TO INTERMEDIATE OUTCOME 1100	BASELINE	TARGET	ACTUAL (Dec 2023)	ACHIEVEMENT
Beneficiary member states in Groups A, B, and C adopted a NDS with a gender-sensitive approach	0	6	7	surpassed

<sup>13</sup> Still active.

<sup>14</sup> Approved, pending publication.

Beneficiary member states in Groups A, B, and C adopted a NPA with a gender-sensitive approach	0	6	6	achieved
Beneficiary member states in Groups A, B, and C adopted NDS/NPA and M&E frameworks that enable collection of gender-disaggregated data	0	4	4	achieved

**Finding 7:** The project has surpassed its targets in terms of strengthening member countries' ability to access the data they need to develop their strategies, including gender-related information and statistics.

According to interviews conducted with countries participating in the project, data on drug demand is highly fragmented, and in some places non-existent. The various agencies involved in managing drug use often produce data which, unfortunately, is either not shared or difficult to harmonize. The few countries with an Observatory on drug supply and demand are exceptions to this rule, but the production, harmonization, access, and interpretation of data remains one of the problems most often cited during interviews and in project documents (see box opposite). The project has enabled x countries to make significant progress in terms of data access by facilitating the development of a status report and, subsequently, by offering workshops on monitoring and evaluation (data collection, identification of data sources, analysis, and interpretation of data with a gender approach). Following each of these workshops, the project team held virtual follow-up sessions with national agencies to help them in their quest for and interpretation of data.

As per [Table 4.6](#), the project envisaged that four (4) countries would produce a gap and institutional analysis report, and by December 2023, eight (8) countries had completed such a report.

The project had planned to deliver training to thirty-two drug policymakers. In reality, a total of 136 policymakers and planning officers (74 women, 62 men) from NDAs from Group B (Barbados, Belize, Dominica, Grenada, Guyana, and Jamaica) and Group C (Argentina, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Panama, Peru, and Uruguay) were trained, were supported through virtual meetings as required, and reported a high degree of satisfaction with the training (as evidenced by the end of training sessions where on average, 90% of participants expressed a high degree of satisfaction with the training content and its relevance to their job- Level 1 of the Kirkpatrick framework)). Pre-and post-training tests administered to participants ninety-two (92%) of respondents answered questions related to all modules correctly representing a 20% improvement in the general understanding of participants on the core concepts of the training. Of interest, the comparison of pre/post-tests results indicate an increase in knowledge and awareness of twenty-seven percent (27%) (from 61% pre-test to 88% post-test) of M&E with a gender-approach.

Table 4.6 Summary Indicators linked to Intermediate Outcome 1110

SUMMARY INDICATORS LINKED TO INTERMEDIATE OUTCOME 1110	BASELINE	TARGET	ACTUAL (Dec 2023)	ACHIEVEMENT
Beneficiary member states in Groups B, and C complete and present a <a href="#">gap and institutional analysis report</a>	0 (Group B) 0 (Group C)	2 2	6 2	surpassed
Drug policymakers from Groups B and C who received technical guidance identified an increase in awareness of information/data to inform the development of the NDS and NPA	0 (Group B) 0 (Group C)	12 out of 18 20 out of 30 TOTAL: 32/48	65 71 136/48 (74 women, 62 men)	surpassed
Drug policymakers from Groups B and C who received technical guidance identified an increase in awareness in gender-related information /data to inform the development of the NDS and NPA	0 (Group B) 0 (Group C)	12 out of 18 20 out of 30 TOTAL: 32/48	65 71 136/48 (74 women, 62 men)	surpassed
Gap Analysis reports completed in Groups B, and C include gender-related information and statistics	0 (Group B) 0 (Group C)	2 2	6 2	surpassed

**Finding 8:** The project was very successful in transferring skills and knowledge to participants, and it surpassed the size of its planned audience. As a result of the training, all participants reported acquiring skills, knowledge and attitudes that allowed them to develop an NDS (with a gender approach) and to ensure the sustainability of results achieved through the program.

The project team engaged a very large number of participants in its training activities, surpassing its targets, as presented in [Table 4.7](#). The project had hoped to train 80 professionals, 60 out of whom would report an increase in skills, knowledge on drafting NDS and NPAs.

Instead, the project reached one hundred and sixty-eight (168)<sup>15</sup> professionals from Group A, B, and C countries, all (100%) reporting an increase in skills and knowledge, as expressed by the end-of-training evaluations. Interviews conducted as part of the evaluation shed light to a similarly high degree of satisfaction with learning acquired through the training and through the TA received beyond the workshops. Training participants from Group A, B and C member countries were unanimous in confirming that they had enhanced their skills, knowledge, and technical abilities in the following areas:

<sup>15</sup> From Group A countries: 32 professionals (25 women, 7 men); From Group B countries 65 professionals (36 women, 29 men). From Group C countries: 71 professionals (38 women, 33 men). The project reached twice the size of expected participants, since many NDAs invited colleague from other agencies involved in tackling drug demand.



- Identifying the right metrics to measure the implementation of the NDS.
- Awareness about the importance of having the NDS.
- Writing a clear NDS.
- Identifying the potential sources of funding to support NDS implementation.
- Understanding challenges faced by other member states in developing the NDS.
- Lessons from other member states in developing the NDS.
- Understanding of the role and responsibilities of each institution responsible for drug demand and drug supply.
- Developing coherence (speaking in one voice) in addressing drug demand in the country
- Gaining tips from other member states on how to include a gender lens in the NDS.

Several respondents who attended the workshops stressed that the training of trainers (ToT) components courses had been extremely useful. In fact, they enabled them to train stakeholders from other institutions responsible for drug demand management. As an example, the NDA from the Dominican Republic trained an additional fifteen (15) professionals (from the Customs office, prisons, the Ministry of Health, etc.). The NCDAP of St. Kitts and Nevis shared a similar example, stressing the value of ToT in a context of very limited resources in the region.

And although policies vary in terms of the emphasis placed on special measures for women's groups, or youth groups, all the countries participating in the project confirmed that they had consulted women extensively when drawing up the strategy. For the most part, the project was successful in ensuring that NDS incorporate a gender perspective.

A review of the NDS produced by participating member states reveals how the gender perspective has been incorporated into the various strategies. For example, in the St. Kitts and Nevis National Drug Policy (2024, 2028), there is a very clear analysis of the specific effects of women's use of drugs (particularly alcohol) on congenital diseases, and the pressing need to take the necessary measures to counter the problem (both from a legal and a public health point of view)<sup>16</sup>. A second example (see [textbox 3](#)) can be found in the National Drug Policy of Colombia which, as highlighted by a review

### Box 3: El Plan Nacional de Desarrollo 2022 – 2026 “Colombia Potencia Mundial de la Vida” estableció en el artículo 193

“Formulación, adopción e implementación de la nueva Política Nacional de Drogas”, con una proyección a diez años de manera participativa e incluyente, con un enfoque de género, diferencial y territorial.

Por primera vez en la historia de Colombia, las comunidades afectadas por el narcotráfico y la guerra contra las drogas participaron en la creación de esta política nacional.

La construcción se dio de abajo hacia arriba, es decir, desde los saberes y vivencias de las personas de las zonas rurales y vulnerables que han sufrido los efectos de la guerra.

Se organizaron 27 espacios territoriales en 16 departamentos, cubriendo más de 150 municipios e involucrando a mujeres, jóvenes, pequeños cultivadores y consumidores.

<sup>16</sup> National Drug Policy of the Federation of Saint Kitts and Nevis (2024-2028), p. 8

of the Local Press<sup>17</sup> in Colombia, reflects the views of women and other marginalized groups due to the very inclusive approach used in its elaboration.

As a third example, Peru's Drug Policy<sup>18</sup> also mentions the importance of paying special attention to the problem of drug use among women (and adolescent girls), and clearly presents demand data disaggregated by gender. The policy goes on to identify the principles that should underpin all measures supporting vulnerable populations (including women) suffering from addiction. One of these principles is gender.

**Table 4.7 Summary Indicators linked to Intermediate Outcome 1120**

SUMMARY INDICATORS LINKED TO OUTCOME 1120	BASELINE	TARGET	ACTUAL (Dec 2023)	ACHIEVEMENT
Trained drug policymakers in Groups A, B, and C countries report an increased level of knowledge and ability to develop a NDS, NPA, and M&E framework	0/80	60/80	168/80 Group A: 32 Group B: 65 Group C: 71	surpassed
NDS drafted by drug policymakers in NDS in Groups B and C countries incorporate a gender perspective	0 (Group B) 0 (Group C)	3 4	4 7	surpassed
NPA drafted by drug policymakers in Groups B and C countries incorporate a gender perspective	0 (Group B) 0 (Group C)	3 4	4 6	surpassed
M&E frameworks drafted by drug policymakers in NDS in Groups A, B, and C countries incorporate a gender perspective	0 (Group A) 0 (Group B) 0 (Group C)	3 3 3	3 2 3	achieved

**Finding 9:** The project has effectively facilitated member states in executing the engagement and approval process for the NDS and in securing funding for both the NDS and the NPA.

As presented in [Tables 4.8](#) and [4.9](#), the project has successfully achieved its expected outcome of enabling member states to secure funding for their NPA and to engage in its adoption by political authorities.

The project aimed for three countries from Group A to effectively engage in the process of NDP adoption, and it has successfully achieved this objective. St. Kitts and Nevis, St. Lucia, and Antigua and Barbuda have completed their NDS and NPA and are awaiting approval from Cabinet. Likewise, the project aimed for two countries from Group A to identify sources of funding for their NPA. In this

<sup>17</sup> <https://petro.presidencia.gov.co/prensa/Paginas/La-nueva-politica-de-drogas-de-Colombia-busca-transformar-el-paradigma-hacia-la-proteccion-de-la-vida-y-el-medio-230911.aspx>

<sup>18</sup> <https://cdn.www.gob.pe/uploads/document/file/2012814/Pol%C3%ADtica%20Nacional%20Contra%20Drogas%20al%202030.pdf.pdf>

regard, the project has exceeded its target, as St. Kitts and Nevis, St. Lucia, and Antigua and Barbuda have successfully identified sources of funding for their NPA.

**Table 4.8 Summary Indicators linked to Immediate Outcome 1210**

SUMMARY INDICATORS LINKED TO IMMEDIATE OUTCOME 1210	BASELINE	TARGET	ACTUAL (Dec 2023)	ACHIEVEMENT
NDS from Group A countries initiated the approval of the NDS and NPA	0	3	3	achieved
Trained drug policymakers from Group A countries report an increase in their ability to carry out the engagement and approval process for the NDS and NPA	0/16	12/16	28/16 (20 women/ 8 men)	surpassed

**Table 4.9 Summary Indicators linked to Immediate Outcome 1220**

SUMMARY INDICATORS LINKED TO IMMEDIATE OUTCOME 1220	BASELINE	TARGET	ACTUAL (December 2023)	ACHIEVEMENT
NDS from Group A countries identify sources of funding for implementing the NDS and NPA	0	2	3	surpassed
Trained drug policymakers report an increase in their ability to secure funding for implementing the NDS and NPA	0/16	12/16	24/16 (18 women/ 6 men)	surpassed

### 4.3.2 Output achievement

**Finding 10:** The project has successfully delivered all planned outputs. Beneficiaries have positively received these outputs.

**Table 4.10** below provides a comprehensive overview of the degree of achievement for all project outputs contributing to the outcomes examined in [section 4.3.1](#). This table illustrates the level of achievement for each activity, along with the means of verification. These verification methods include correspondence between the project team and beneficiary countries, as well as documents such as manuals and records of training sessions.

**Table 4.10 Degree of Achievement of Outputs**

CONTRIBUTION TO INTERMEDIATE OUTCOME 1110			
OUTPUT 1111 – Technical guidance provided to the NDAs in Group B and C countries in conducting the gap and institutional response analysis to inform the development of the NDS and NDA incorporating a gender perspective			
NO.	ACTIVITY	DEGREE OF ACHIEVEMENT	MEANS OF VERIFICATION
1111.1	Provide technical guidance to NDA in Groups B and C countries in	Achieved	Emails, and virtual and in-person meetings.

conducting a gap and institutional response analysis to inform the development of the NDS and NDA, incorporating a gender perspective.	Training modules (Activities from outputs 1121 and 1122) ( <a href="#">Appendix VI</a> ).
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#### CONTRIBUTION TO INTERMEDIATE OUTCOME 1120

#### OUTPUT 1121 – Training on how to draft the NDS and NPA incorporating a gender perspective delivered to drug policymakers in NDS of Groups B and C countries

NO.	ACTIVITY	DEGREE OF ACHIEVEMENT	MEANS OF VERIFICATION
1121.1	Deliver a training in English on how to draft a NDS and NPA for drug policymakers in the NDAs in Group B countries incorporating a gender perspective	Achieved	Delivered virtually on February 2022, due to COVID-19: Agenda, invitation, list of participants, and training modules ( <a href="#">Appendix VI</a> ).
1121.2	Deliver a training in Spanish on how to draft a NDS and NPA for drug policymakers in the NDAs in Groups C countries incorporating a gender perspective	Achieved	Delivered in-person in August 2022: Agenda, invitation, list of participants, and training modules ( <a href="#">Appendix VI</a> ).

#### OUTPUT 1122 – Training on how to draft the M&E framework for the NDS and NPA for drug policymakers in Group C countries, incorporating a gender perspective

NO.	ACTIVITY	DEGREE OF ACHIEVEMENT	MEANS OF VERIFICATION
1122.1	Deliver a training in English on how to draft the M&E framework for the NDS and NPA for drug policymakers in Groups A and B countries, incorporating a gender perspective.	Achieved	Delivered in-person in June 2022.
1122.2	Deliver a training in Spanish on how to draft the M&E framework for the NDS and NPA for drug policymakers in Groups A and B countries, incorporating a gender perspective.	Achieved	Delivered virtually on February 2023.

#### OUTPUT 1123 – “Guide for Policymakers, Practitioners and Stakeholders on how to develop a National Drug Policy” published and disseminated to drug policymakers in the NDA in beneficiary countries Groups A, B, and C (English and Spanish versions)

NO.	ACTIVITY	DEGREE OF ACHIEVEMENT	MEANS OF VERIFICATION
1123.1	Translate the «Guide for Policymakers, Practitioners, and Stakeholders on How to Develop a National Drug Policy» into Spanish and layout/publication.	Achieved	Translated and published in 2023: Website: <a href="https://www.oas.org/ext/en/main/oas/our-structure/gs/sms/cicad/publications">https://www.oas.org/ext/en/main/oas/our-structure/gs/sms/cicad/publications</a>
1123.2	Organize a webinar for launching and disseminating the guide in English and in Spanish to drug policymakers in NDS of beneficiary countries of Groups A, B, and C	Achieved	The webinar is scheduled for March 20 <sup>th</sup> , 2024 during <a href="#">The Commission on Narcotic Drugs (CND)</a> side event on drug policies.

#### OUTPUT 1124 – Recommendations and inputs to improve drafts (NDS/NPA/M&E frameworks) incorporating a gender perspective, provided to the NDA in beneficiary countries of Groups A, B, and C

NO.	ACTIVITY	DEGREE OF ACHIEVEMENT	MEANS OF VERIFICATION
1124.1	Review the draft versions of the NDS, NPA, and M&E framework for Groups A, B, and C countries and provide recommendations for their improvement, incorporating a gender perspective.	Achieved	Draft policy documents with comments.
1124.2	Conduct follow-up meetings and Q&A response sessions for Groups A, B, and C countries to support the drafting of the NDS, NPA, and M&E frameworks.	Achieved	Emails, and virtual and in-person meetings.
<b>CONTRIBUTION TO IMMEDIATE OUTCOME 1210</b>			
<b>OUTPUT 1221 Guidance to define and implement a funding strategy for implementing the NDS and NPA provided to the NDS in beneficiary countries of Group A</b>			
NO.	ACTIVITY	DEGREE OF ACHIEVEMENT	MEANS OF VERIFICATION
1221.1	Provide guidance to NDA in beneficiary countries in Group A to define and implement a funding strategy for the NDS and NPA.	Achieved	Meetings and Training.

### 4.3.3 Enabling and limiting factors to results achievement

#### Enabling Factors

Documents and interviews with the donor, the project team and representatives from NDAs attribute the project's success to a series of favorable factors that allowed the project team to implement its activities effectively in the different member countries:

- **Strong political will** – all respondents underscored the unwavering backing received at the highest ministerial echelons to tackle both the supply and the demand sides of the illegal drug trade. Eradicating drug trafficking continues to be a paramount agenda item in member states across Groups A, B, and C, recognizing its profound impacts on public health and economic stability.
- **Buy-in and proactive behavior of the NDA** – there is compelling evidence from interviews and document reviews indicating that NDAs were deeply involved in the project. This is exemplified by the active participation of top-tier professionals from NDAs in the project activities and their openness to extending invitations to counterparts from agencies equally engaged in addressing drug demand issues, such as the police department, customs, and correctional facilities.
- **The highly-relevant content** of all the material produced by the project – the project materials produced were highly pertinent, empowering participants to utilize the provided tools and templates, thereby advancing the development of the update of their NDS (see [textbox 4](#)).
- **The very and adaptive supportive approach to the project implementation project** – the project team adopted a remarkably adaptable and supportive approach to project execution, as elaborated further in [section 4.4](#) of the report.
- **The regional scope of the training** – fostering invaluable exchanges among member states, enabling unparalleled support from one country to another.

#### Box 4: Stakeholder Feedback

*The material is very hands on, clearly presented and anyone can use it, regardless of how advanced the country is in the development of its drug policy. We had only a rough draft of our policy, but with the use of the manuals, we were able to progress fairly rapidly.*

- Participants from Group A, country in the Caribbean

*At the start-up of the project, our country already had a well-developed policy. But the manuals allowed us to validate our policy's content (...) More importantly, the manuals turned out to be a precious tool as we engaged in training from other colleagues from our agency as well as from other institutions. This was essential because we have experienced turnover recently.*

- Participants from Group C, country in Latin America

### Limiting factors

Despite these favorable conditions, the project faced challenges, stemming from contextual factors, with COVID-19 being a primary disruptor. In addition to necessitating a swift move from in-person to virtual training delivery, COVID-19 prompted a re-evaluation of funding priorities across countries, resulting in fewer resources available for developing NDS.

Two other noteworthy factors emerged: firstly, the issue of rotation and turnover, particularly prevalent in Central and Latin American countries, where newly elected government often replace high-ranking civil servants within their government agencies. Second, limited capacities within NDAs, predominantly reported by Caribbean countries, have made stakeholder engagement more challenging.

#### 4.3.4 The St. Kitts and Nevis Experience

The Federation of St. Kitts and Nevis (SKN) serves as a prime illustration of a member state reaping the benefits of the project. Initially lacking an NDS at the project’s inception, the country has since undergone remarkable transformation. And, over the course of the project, has crafted its NDS and NPA, awaiting formal approval from Cabinet. [Table 4.11](#) encapsulates the journey of SKN, drawing insights from numerous interviews and focus group discussions conducted during the country visit.

**Table 4.11 The St. Kitts and Nevis Experience**

THE ST. KITTS AND NEVIS EXPERIENCE	
<p>The Federation of St. Kitts and Nevis (SKN) has not escaped the adverse impacts of drug demand, with cannabis remaining the predominant formerly illicit substance in the region.</p> <p>Decriminalization measures have contributed to a notable increase in cannabis usage, particularly evident in public spaces and among vulnerable demographics, such as the youth and female. Despite efforts from various sectors including the Ministry of National Security, Ministry of Health, Education, Social Services, and civil society to mitigate the issue, SKN lacked a comprehensive drug policy at the outset of the project.</p> <p>Classified as a Group A country, SKN embarked on its NDS development journey led by the National Council on Drug Abuse Prevention (NCDAP) and bolstered by funding, training, and technical assistance from the project.</p> <p>The culmination of these efforts resulted in the completion of the SKN NDS pending approval from Cabinet.</p>	
Chronology of Events	
<b>February 2022</b>	Representatives from 12 Ministries/Departments <sup>19</sup> that have a pivotal role in the governance of drug control and represented on the NCDAP participated in a virtual 2-day OAS/CICAD workshop on developing an NDP. Participants interviewed indicated a high degree of satisfaction with the content and the down-to-earth approach of the training delivery.
<b>February-October 2022</b>	Multiple in-country consultations (virtual, in-person) led by NCDAP were held to inform the development of a Situational Analysis (SA) (with additional financial support from PAHO)
<b>October 2022</b>	OAS/CICAD supported workshop to formulate the draft of the SA and its four priority actions (Prevention; Treatment; Cooperation and Collaboration in supply control; Research, Monitoring and Evaluation)
<b>December 2022</b>	The NCDAP submitted the Situational analysis document to OAS/CICAD for further feedback until the document was deemed final.
<b>January-March 2023</b>	Due to constrained internal capacity to independently steer the process, the NCDAP contracted an external consultant to draft the NDS/NPA. The draft was distributed to all NCDAP members and underwent three rounds of review. Throughout this process, the project team served as a critical advisory resource to the NCDAP, offering feedback, recommendations, and additional insights on the draft.

<sup>19</sup> National Council on Drug Abuse Prevention; Office of the Prime Minister and Premier’s Office; Ministry of National Security; Ministry for Social Development Community and Gender Affairs; Ministry of Education; Ministry of Finance; Comptroller of Customs; Commander of Coast Guards; Commissioner of Police; SKN Medical and Dental Association; SKN Bar Association; Christian Council; Evangelical Council.

<b>June 2023</b>	Selected members of the NCDAP participated in an in-person workshop focused on the sustainability of a National Drug Policy (NDP). Attendees of this workshop recognized the advantages of engaging with representatives from other member states. This collaborative approach strengthened connections between drug agencies across the region, fostering a more resilient regional and institutional response to tackling drug use.
<b>July 2023</b>	The SKN 2024-2028 NDS/NPA was finalized and submitted to Cabinet <sup>20</sup> by the Ministry of National Security of SKN. Upon reviewing its content, it emerges that the policy is <b>gender-sensitive</b> : women were largely consulted in its development, and the NPA includes specific actions to take to address women drug users' needs (i.e., continuous wellness programs, childcare while being treated, etc.). The <b>NDS/NPA includes an M&amp;E framework and a budget.</b>
<b>January 2024</b>	Expecting adoption of the NDS/NPA by SKN Cabinet.
<b>Looking Forward</b>	
<b>July-January 2024</b>	The NCDAP will serve as a focal point for other Caribbean member states, providing insights on issues such as stakeholders' engagement in the development of the NDP.
<b>Success Factors (as expressed by stakeholders)</b>	
<ul style="list-style-type: none"> <li>• Financial support for training</li> <li>• Technical assistance</li> <li>• Strong champion to support the overall process (NCDAP)</li> <li>• Consultations leading to the Situational Analysis</li> <li>• The collaboration amongst Ministries/Department to design a one-country NDS/NPA</li> </ul>	
<b>Ongoing Gaps / Needs</b>	
<ul style="list-style-type: none"> <li>• Refresher to address staff turnover in the ministries.</li> <li>• Deep dive into specific modules (specifically how to budget for policy implementation and how to derive robust indicators to monitor and evaluate the policy).</li> <li>• Ongoing support by experts during the Implementation of the NDP.</li> </ul>	

## 4.4 Efficiency and Project Management

**Finding 11:** **Despite navigating through challenging circumstances during the pandemic, the project has been very well managed. While overall commendable, certain areas for enhancement have been identified, particularly regarding the presentation of data in reports submitted to donors.**

There is overwhelming evidence – both from all member states and from GAC—affirming the project team's adept and efficient management of the project, amidst the challenges posed by the pandemic. The project team was particularly commended for its ability to execute all planned activities on time and within budget. The project's contribution agreement was signed in March 2021, coinciding with the onset of the pandemic, lockdowns, and travel restrictions. Under such circumstances, one might have anticipated delays in project completion and requests for extension. However, the project team requested only one extension, until March 2024, to finalize all its activities.

<sup>20</sup> National Drug Policy of the Federation of Saint Kitts and Nevis, 2024-2028 (Draft).



Furthermore, as highlighted by project beneficiaries and GAC, the project team exhibited remarkable flexibility and adaptability in designing and delivering training modules. The project team swiftly transitioned face-to-face training workshops to virtual mode in response to the pandemic. Initially, this shift unsettled some participants, particularly those from Caribbean countries less accustomed to virtual learning. Nonetheless, interviewees unanimously agreed that the project team facilitated a seamless transition to virtual mode, while addressing their concerns and their technological limitations. Ultimately, as most participants attested, the project team facilitated a transformative learning experience, one that proved indispensable in the current professional environment.

Project participants praised the exceptional support and mentoring they received during the development of their NDS. According to their feedback, the TA provided was unparalleled. The project team remained dedicated, extending its support, at all times, to offer encouragement, feedback, and insights. Notably, beneficiaries emphasized feeling respected and highly valued throughout the process, treated as valued partners in this endeavor.

#### Box 5: Stakeholder feedback

*The technical assistance was second to none. The OAS/CICAD team was with us on weekends to encourage us, and we never felt judged; on the contrary, we were treated as equals.*

*- Group A Country*

The donor's viewpoint on project management mirrors that of beneficiaries. GAC acknowledged the project team's professionalism and noted that despite the challenges posed by COVID-19, the project was executed according to plan.

However, two areas requiring attention in a potential next phase of the project were highlighted. The first pertains to the insufficient visibility of Canada in certain project activities. This lack of visibility stemmed from instances where GAC regional staff were informed too late of activities occurring in a given country, impeding their participation, or where Canada's contribution was perhaps not sufficiently highlighted during training sessions.

Secondly, although the quarterly and annual reports are well-organized to align with the logic model's various outcomes, there is room for improvement in the narrative assessment section. This is important to ensure that readers can easily grasp the narrative structure and the information presented. The following example illustrates this point:

In the Second Annual Project Results Report (covering January 1 to December 31, 2022, pages 20 and 21), the narrative assessment, though informative, lacks optimal organization. It oscillates between evaluating progress in Antigua and Barbuda, St. Kitts and Nevis, and St. Lucia without clear transitions. Moreover, it navigates between reporting on country coordination, access to funding sources and the integration of gender-specific approaches. Consequently, while fully relevant, its presentation detracts from its effectiveness.

## 4.5 Social, Economic Costs and Benefits

The evaluation's ToR raised two interesting questions: 1) what were the perceived social and economic costs of drug usage in participating member states 2) what is the estimated return to the investment achieved by the Project?

While calculating the project's exact return on investment is impractical, this section aims to correlate two findings derived from both interviews and a concise literature review concerning the social and economic burden of drug use in the Hemisphere.

**Finding 12: Evidence collected for the evaluation indicates that the existence of an NDS confers manifold benefits upon member states.**

This inquiry, directed to the various NDAs yielded a spectrum of responses (see [textbox 6](#) below) that can be distilled into five overarching categories:

- **Guide:** an NDS and its accompanying strategy offer a compass for appropriate action, guiding responses based on prevailing circumstances.
  - **Standardization:** an NDS can play a crucial role in maintaining consistency and uniformity in responses to criminal offenses, preventing deviations from the appropriate course of action.
  - **Accountability:** By establishing a clear NDS, governments and agencies are held responsible and accountable for their decisions and actions.
  - **Efficiency:** the formulation of an NDS enhances the collective efficacy of responsible agencies involved in addressing the drug use problem, ensuring alignment, and facilitating more efficient operations.
  - **Funding:** an NDS provides a structured framework to inform budget requests.
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### Box 6: Member countries' perception of the usefulness of a drug policy and strategy.

*Having a policy has enabled us to work together and better understand each other's roles and responsibilities (Latin America)*

*By jointly drafting our policy, we were able to appreciate the importance of working together with other institutions that also contribute to tackling the problem of drug use (Latin America)*

*Until three years ago, our country didn't have a truly articulated drug policy. Now, this policy gives us a framework within which we can operate. This makes our task much easier and more efficient (The Caribbean region)*

*In our view, the greatest advantage of having a policy in place is being able to replicate the response to problems, whatever the region affected. We have acquired a high degree of standardization in our approaches, which enables us to respond more effectively to crises. (The Caribbean region)*

*Without a policy, there's no budget and no accountability. It's as simple as that! (The Caribbean region)*

*The policy, but especially the monitoring and evaluation framework attached to it, requires accountability. Having developed this policy, I'm more confident that, at the end of our fiscal year, we'll be accountable for the progress we've made (The Caribbean region)*

*Having a results measurement framework has enabled us to know whether we've made progress or not. It's probably the best tool we've developed together. (The Caribbean region)*

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These interviews underscore the pivotal role of NDS in empowering participating countries to confront the escalating challenge of drug demand, aligning closely with the Theory of Change framework supporting the project. Representatives from NDAs unanimously acknowledged the palpable impact of drug demand across various economic and social dimensions in their respective countries. While precise data quantifying this impact remains elusive, the pervasive effects can be seen throughout public health systems, manifesting in elevated mortality rates among drug users, increased hospitalization, and increased costs for mental health, palliative care, and neonatal services.

Moreover, respondents emphasized the far-reaching repercussions extending into the economic realm, notably evidenced by heightened unemployment rates among illicit drug users, elevated levels of absenteeism, and a surge in work-related accidents. Importantly, these detrimental effects disproportionately burden the most vulnerable segments of society, particularly women who face heightened criticism and stigma compared to males.

Although the insights gleaned from these interviews are qualitative in nature, they parallel the empirical evidence documented in recent studies concerning the profound economic and social toll inflicted by drug use.

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**Finding 13:** Despite the fragmented data, there is compelling evidence that drug usage constitutes a significant social and economic burden for nations throughout the Americas, highlighting the crucial role of NDS in combatting its effects.

The evaluation reviewed data from Canada and data from some member states participating in the project (although none of the data from the LAC region proved to be comprehensive. A recent study conducted in 2023 by the Canadian Centre on Substance Use<sup>21</sup> paints a grim picture: between 2007 and 2020, substance abuse incurred a staggering cost of CA \$49 billion for Canadians. What is more concerning is the upward trajectory observed, with the person-cost of substance abuse increasing by 11.8% during the same period. The report provides a breakdown of these costs:

- Healthcare expenses attributable to substance abuse soared to CA \$ 13.4 billion, marking a 10% increase from 2007 to 2020.
- Lost productivity costs, encompassing premature death, long-term disability, absenteeism, and impaired job performance, amounted to CA \$22.4 billion
- Criminal justice expenditures, covering policing, court proceedings, and correctional services reached CA \$10 billion.

Although a comparable study for the Caribbean and Latin America was difficult to find, a recent study by Pan-American Health Organization (PAHO) offers insight into the costs borne by the healthcare systems in the LAC region as a result of drug use. It can be inferred that these health issues will consequently impact the productivity of these citizens and, in turn, have negative economic impacts for the country.

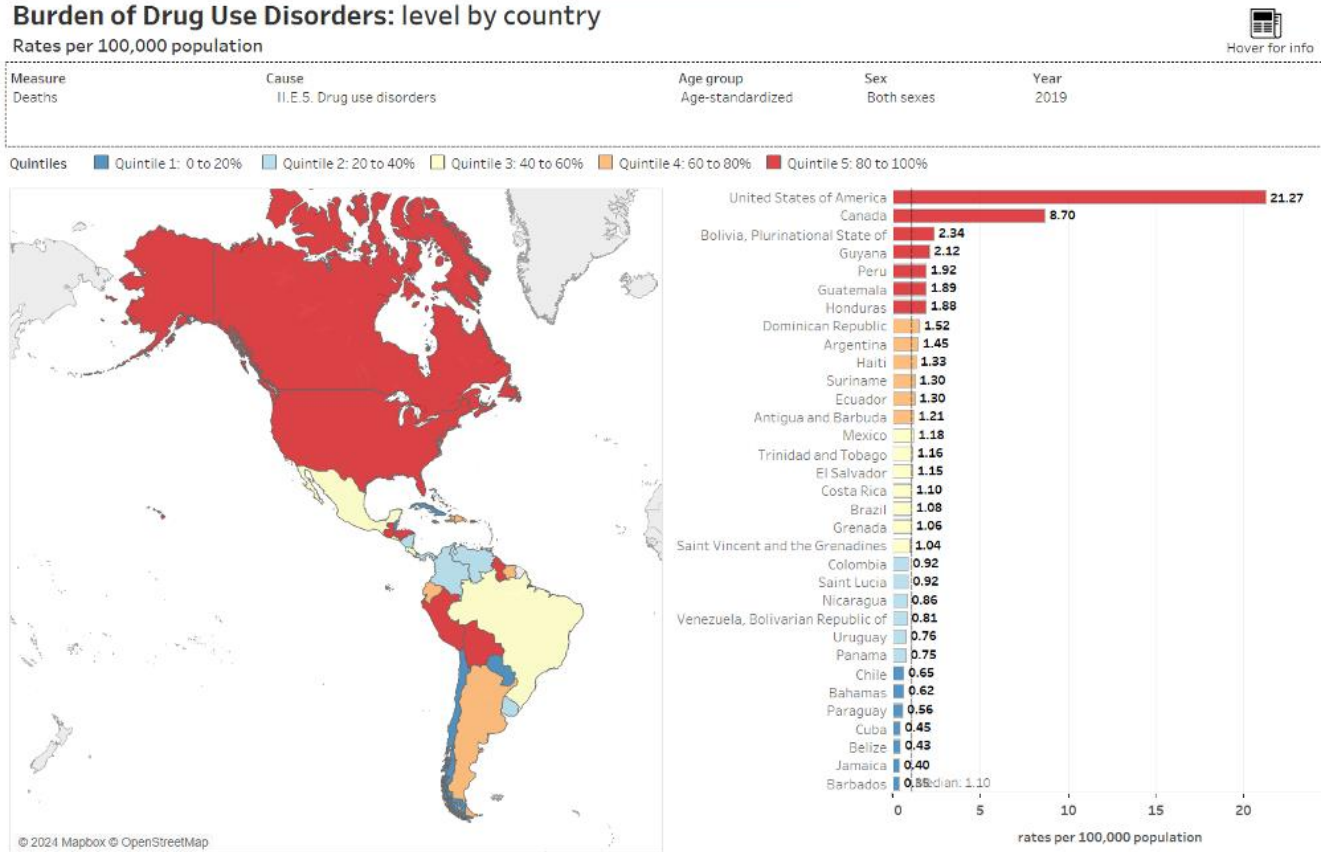
The data visualization<sup>22</sup> presented as [Table 4.12](#) below shows the level, geographic distribution, of the burden of drug use disorders including opioid use disorders, cocaine-use disorders, amphetamine use disorders, cannabis use disorders, and other drug disorders by country in the Region of the Americas in 2019. What this image tells us is that the USA has an average annual DALY (disability-adjusted life-years) of 21.7, Peru's DALY is 1.92, Costa Rica's is 1.10 and Belize's is 0.43. Essentially, this reveals that each year, the US population experiences an average loss of 21.7 years of full health, while for example Peru, Costa Rica, and Belize lose 1.92 years, 1.10 years, and 0.43 year, respectively. Additionally, the data highlights that in 2019, several of the member states that participated in the project, including Peru, Uruguay, and Guyana, ranked among those with the highest DALY rates due to drug use disorders.

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<sup>21</sup> Canadian Substance Use Costs and Harms (2007-2020). 2023. ISBN 978-1-77871-062-9

<sup>22</sup> Pan American Health Organization. The burden of drug use disorders in the Region of Americas, 2000-2019. Non - communicable Disease and Mental Health Data Portal, PAHO 2021. <https://www.paho.org/e>

**Table 4.12 Burden of Drug Use Disorders**



While it is unrealistic to establish a direct causal link between the project and the reduction of DALY in member states, project participants’ perspectives suggest that having an NDS enables better regulation of drug usage and implementation of measures to support drug users. This, in turn, may contribute to addressing the DALY challenges of member countries. Overall, despite being a relatively modest investment in the region, the project makes a proportional contribution to a problem quantified in billions of dollars.

## 5. Conclusions and Recommendations

The overall conclusion drawn from this project is exceedingly positive. It stands as a meticulously tailored response to the pressing challenges encountered by countries across the Americas, well aligned with both regional and national priorities. Notably, the project's intermediate outcomes (increased NDA capacities, and the existence of an evidenced-based NDS with a gender approach) position member states in significantly improved positions to address the pervasive social and economic burdens outlined in this report.

Moreover, beyond its relevance, the project has demonstrated remarkable success, often surpassing its set targets, despite operating within a challenging context. Employing an RBM approach, the project has also played a pivotal role in gradually integrating a gender perspective into the NDS of participating countries. From all these angles, this project emerges as a resounding success.

As the project draws to close in March 2024, the recommendations outlined in this section are intended to shape the potential trajectory of a subsequent phase. In fact, **Recommendation 1**, addressed to GAC, advocates for the support of a third phase of the project, considering its successful outcomes, its favorable cost-benefit outlook and the needs voiced by member states. A third phase would offer an invaluable opportunity for countries at advanced stages in the development of their NDS to finalize its content and to complete the companion M&E framework.

The subsequent recommendations (**Recommendations 2, 3, and 4**) are addressed to OAS/CICAD and specifically suggest adjustments to activities and management of the program. Their aim is to ensure that any potential third phase of the project seamlessly integrates the insights gleaned from the evaluation process.

### Recommendation for GAC

**Recommendation 1: GAC should consider investing in a Phase III of the project given the project's evident success, its benefits well aligned with the Hemispheric Plan of Action, and the demands expressed by member states for its continuation.**

The evaluation has underscored the project's success and achievements. Moving forward, and as it considers its projects investments in the hemisphere, GAC should renew its investment in this project (for a phase III). The project is well aligned with Canada's priorities for the region and has proven to be a low-cost response to the needs expressed by member states to build stronger institutions capable of better addressing the burden of drug demand.

### Recommendations for the project team

**Recommendation 2: The OAS/CICAD should slightly adjust the content of project activities to specifically address the needs expressed by member states, particularly focusing on NDS implementation.**

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In the event of a third phase, the programmatic content of the project should evolve slightly to align with the current needs of countries engaged in developing their NDS. These needs include:

- Offering more training of trainer opportunities to enable member states to increase the number of professionals capable of developing an NDS. This would partly address the turnover issue and the capacity issues voiced by respondents.
- Allocating additional time to modules where participants reported feeling less knowledgeable, particularly focusing on integrating a gender approach into the NDS and developing an M&E framework.
- Providing greater emphasis on TA and ad hoc support for member states as they implement and monitor the NDS.
- Facilitating increased exchanges between member states to enable sharing of lessons learned in NDS monitoring and implementation.

**Recommendation 3: The project team should conduct a review of the structure and organization of the narrative assessment section within the periodic reports submitted to DPMO and to the donor.**

This recommendation is intended to optimize the readability and enhance the effectiveness of showcasing project achievements. Some suggestions for such revisions are offered in the evaluation report. The donor could also offer guidance to the project team regarding the preferred organization of reports to better align with its requirements.

**Recommendation 4: The project team and the donor should engage in dialogue to explore avenues for heightening the donor's presence and recognition during events and activities.**

Given the inherent challenges in aligning schedules and considering that the donor maintains regional presence solely in certain parts of the Americas, it is recommended that the donor and the project team engage in discussions to optimize GAC's visibility in all project activities. Suggestions provided during the evaluation include providing more advance notice to the donor for events or exploring the possibility of virtual donor presence to welcome participants to workshops. There may be additional possibilities worthy of consideration,

## Recommendation for CICAD

**Recommendation 5: CICAD should consider addressing the member state's urgent request for strengthening their data systems concerning drug demand and supply.**

While this recommendation extends beyond the current project's scope, it is nevertheless the ultimate element necessary for strengthening the capacities of the NDAs, particularly those in Group A countries. This assistance may involve enhancing data management infrastructure, such as establishing an Observatory (through CICAD/OID) or supporting the development of a drug information network, all aimed at improving access to better statistics on drug demand while ensuring a more coordinated response to the problem.

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## Appendix I: TOR External Evaluation



### GENERAL SECRETARIAT OF THE ORGANIZATION OF AMERICAN STATES

#### SECRETARIAT FOR ADMINISTRATION AND FINANCE

#### DEPARTMENT OF PROCUREMENT SERVICES AND MANAGEMENT OVERSIGHT

Call for Resumes:

#### External Final Evaluation of the Program: “Establishment and Strengthening of National Drug Policies, Strategies, and Plans of Action in the Americas with a specific attention in the Caribbean (Phase II)”

- Type of Appointment:** Consulting firm or individual consultant
- Organizational Unit:** Department of Procurement and Management Oversight (DPMO)
- Duration:** Approximately 4 months (30 non-consecutive days).
- Consulting Fee:** Based on experience, education, and skills
- Duty Station:** Washington DC, Member Countries and consultant’s place of residence
- Deadline:** no later than October 2023, to Javier Aguilar at [jaguilar@oas.org](mailto:jaguilar@oas.org)
- Profile:** The leading consultant (LC) must demonstrate a minimum 10 years of expertise in project and program evaluation. Experience in developing, implementing and/or monitoring National Drug Policies (NDP), Strategies (NDS) and Action Plans (NPA) will be a plus. The (LC) should also have attained a graduate degree in public policy, health, economics, management, or related area; and experience working experience in OAS member states and have knowledge and experience in Kirkpatrick evaluation method. The (LC) must be proficient in English and Spanish, both oral and written. Experience working with an international organization in the Americas and in the evaluation of similar programs is a plus.
- The evaluator must conduct himself/herself in accordance with the principles of ethics established by the United Nations Evaluation Group



(UNEG) and the OAS code of ethics and commit to submit a statement on conflict of interest.

## Background

- 1.1 The OAS is the leading multilateral institution in the Americas dedicated to political dialogue and collective action, working to promote democracy, strengthen human rights, consolidate peace and security, and address the complex problems created by poverty, terrorism, drugs, corruption, and natural disasters. In pursuit of such goals and at the request of the Global Affairs Canada (GAC), the Department of Procurement and Management Oversight (DPMO) is coordinating and overseeing an external assessment of the program “Strengthening the institutional capacity through member states to design, implement, monitor & evaluate national drug policies in the Americas (a continuation of SMS-1019) 2<sup>nd</sup> phase.”<sup>23</sup>
- 1.2 This assessment is part of the DPMO greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS. Such efforts, coordinated and supervised by the DPMO, began over 15 years ago with the evaluation of initiatives financed by the Spanish Fund for OAS and has been extended to operations financed by donors, such as Canada, the United States of America, the European Union and others. These evaluations, in addition to systematizing and documenting the results of the interventions, have the goal of capitalizing on these experiences for the improvement of future project and program formulations and designs, and institutionalizing best practices in monitoring and evaluation within the Organization.

### **The Inter-American Drug Abuse Control Commission**

- 1.3 The Inter-American Drug Abuse Control Commission (CICAD) is the consultative and advisory body of the OAS on drug issues. It serves as a forum for OAS member states to discuss and find solutions to the drug problem and provides them technical assistance to increase their capacity to counter the drug problem. Since its establishment in 1986, CICAD and its Executive Secretariat have responded to the ever-changing challenges of drug control, expanding its efforts to promote regional cooperation and coordination with and among its member states.

### **The challenges**

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<sup>23</sup> This project is a continuation of the 2019 project titled “Establishment and Strengthening of National Drug Policies, Strategies and Plans of Action in the Caribbean” (PHASE I) and forms part of a larger, multi-decade effort by ES-CICAD, to provide technical assistance to OAS member states for the development and improvement of National Drug Strategies (NDS) and National Plans of Action (NPA). Although this assistance has generated significant progress towards improving national drug policies across the region, training and technical assistance are still needed in planning, implementing, monitoring, and evaluating as indicated in several reports of the Multilateral Evaluation Mechanism (MEM).

- 1.4 Among the challenges that CICAD is facing in the hemisphere, are the lack of drug policy coherence, inter-agency coordination, duplication of efforts, and appropriation of budgets affecting individuals and communities within member states. To address this, OAS member states committed to implementing and strengthening drug strategies and plans of action as part of the Hemispheric Drug Strategy and the 2016-2020 Hemispheric Plan of Action. However, in many cases, member states' drug policies, strategies or plans are outdated, have expired, or were never implemented. Furthermore, agencies and officials have not had access to the required tools or expertise to design, plan, and implement specialized policies. Aware of this, other phases of the project have provided technical assistance to member states in their process of improving, designing, and developing drug policies, strategies, and plans. As the issues mentioned above are a key component of the Hemispheric Plan of Action on Drugs 2016-2020, OAS/CICAD actively seeks funding to continue this work.
  - 1.5 Furthermore, for many years now, CICAD has received requests by OAS member states to support the: i) Development of a National Drug Strategy (NDS); ii) Development of a National Plan of Action (NPA); iii) Development of monitoring & evaluation tools and iv) Dissemination of best management practices that improve the mechanisms of institutional response to the needs of the population, especially those in vulnerable situations. These requests are ongoing, as NDS/NPA expire and require constant revision.
  - 1.6 This project aimed at increasing the capacity of national drug commissions and related public institutions in OAS member states to develop, implement, and evaluate comprehensive, realistic, and measurable NDS/NPA. To meet the varied needs of countries that have requested assistance, OAS/CICAD will develop a set of tools designed to increase the capacity of officials to design and implement their own policies:
    - i) A Universal Curriculum for National Drug Strategies in the Americas (UC-NDS),
    - ii) Updated version of the manual "How to Develop a National Drug Policy";
    - iii) Toolkit for Drug Strategy Development.
  - 1.7 From December 1999 to March 2013, CICAD's Program to Strengthen National Anti-Drug Systems provided technical and financial assistance to national drug commissions of 27 countries, to implement processes to formulate or update their respective national drug plans or strategies. In recent years, regional and national workshops have assisted member states in formulating new or updating current or expired policies. Although this assistance has done much to improve NDP and NDS/NPA across the region, including the design and creation of new policies where there were none, training is still needed in their planning, implementation, monitoring, and evaluation. While this project will only focus on the development of NDP and NDS/NPA through direct and indirect technical assistance,
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including the production of tools and technical instruments for officials, it is important to acknowledge that institutional building has different issues that need to be addressed. Issues related to governance, public administration, technology, among others, affect institutional capacities as well. Within the scope of this project, OAS/CICAD can generate, update, and disseminate instruments to empower member state officials and institutions to improve their current standing, per their stated commitment as CICAD members. Besides biannual follow-up through CICAD regular sessions, adherence to the mandate is monitored via the Multilateral Evaluation Mechanism (MEM).

- 1.8 The expected result of these efforts was that all member states have access to these tools, and therefore can draft and implement policies at the end of the project. In addition, OAS/CICAD provided training officials through forums, training courses, seminars, and internships, among other initiatives related to drug policymakers and public planners, as well as an outreach program for officials and policymakers. With on-site and online training for the National Drug Commissions (or agencies in charge of planning NDPs), OAS member states were expected to have new tools for better planning, implementation, and monitoring and evaluation of NDP in the region.

## Objective of the Consultancy

2.1 The objective of the Consultancy is to evaluate the performance of the SMS-1903 project funded by Canada, regarding efficiency, effectiveness, coherence, and sustainability. The evaluation will explicitly focus on the delivery of the Immediate and Intermediate Outcomes for the program.

### **A. Scope of the evaluation.**

2.2 To achieve the objective the LC shall:

- i) Conduct a formative and summative assessment to estimate the results of the Project.
  - ii) Critically analyze the implementation and management of the Project.
  - iii) Determine the relevance (referring to the adequacy of the design, objectives, and results to the context in which its implementation has been carried out); efficiency (analysis of project management in the analysis period including the assessment of the relationship between the results achieved and the resources of all kinds used for it); effectiveness (compliance with the objectives and results initially formulated, and others not foreseen) of the actions financed; coherence, or compatibility of the intervention with other similar interventions in participating countries; and institutional and financial sustainability of the benefits generated by the projects.
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- iv) Determine if during the conceptualization and/or execution of the projects the gender perspective was used, and if it was used to analyze the results obtained and provide recommendations on how to strengthen it.
  - v) Identify the main results at the level of direct effects and outputs to which the operations have contributed, distinguishing between planned and unforeseen, explicit, and implicit.
  - vi) Document best practices of the program related to its formulation, design, implementation, management, and sustainability.
  - vii) Document if the project was managed following OAS standards and practices.
  - viii) Make recommendations and identify and document lessons learned related to the formulation, design, implementation, management, and sustainability of the project, in order to improve the implementation and future formulations and designs of similar programs.
  - ix) Answer the following questions:
    - a) Was the project's implicit Theory of Change effective?
    - b) Were the project's objectives achieved?
    - c) Has the project increased the capacity of national drug commissions and related public institutions in OAS member states to develop, implement, and evaluate comprehensive, realistic, and measurable NDS/NPA, and to what extent?
    - d) Did the outcome indicators identify in the logical framework the appropriate measurement of success?
    - e) Are the projects' achievements sustainable, institutionally, and financially?
    - f) Are the projects' objectives and indicators S.M.A.R.T.
    - g) Did the project team apply results-based management principles from its inception to its conclusion? Please describe which ones.
    - h) Was the process for the selection of beneficiaries done based on pre-established criteria? And were the criteria appropriate?
    - i) Were best practices considered during the design and applied during the implementation?
    - j) Did beneficiary actively participate in the design of the project?
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- k) Were lessons learned, from previous operations, considered and applied during the design and the implementation?
- l) Did the project include specific requirements for conducting follow-up of training activities to measure: increased capacity, increased skills, awareness, and abilities among recipients; and tangible changes in the institutions where such individuals work, among others?
- m) Was the monitoring mechanism used as an efficient and effective tool to follow-up on the progress of project's actions?

#### **B. Information sources.**

2.3 Among other sources the LC will review the following:

- i) Project profile, project document, and matrixes.
- ii) Progress implementation reports.
- iii) Project indicators identified and used throughout the execution.
- iv) Products derived from the implementation of the project and means of verification.
- v) Any evaluation report available.
- vi) Any other document deemed relevant for the completion of the work.

#### **C. Stakeholders.**

2.4 Among other stakeholders the Consultant will consider the following:

- i) Project Team.
- ii) Member States.
- iii) Local and national counterparts.
- iv) Global Affairs Canada.
- v) Department of Procurement Services and Management Oversight, OAS.
- vi) Beneficiaries, individual and Member States.

### **Activities**

3.1 This consultancy will be coordinated and supervised by the DPMO. The evaluation process will take a participatory approach and take account of the views of all key stakeholders. In general, the evaluation will be based on interviews, analysis of documents, use of relevant evaluation instruments (i.e., application of surveys, focus groups, etc.) and all available data sources, as required. **All conclusions and recommendations must be based on evidence, not opinion and or anecdotes.**

**A. Phase I: Preparatory activities.**

3.2 To achieve the objectives of the Terms of Reference, the LC shall carry out the following activities, without prejudice to other tasks that are necessary to complete the work:

- i) Conduct initial conference calls with key stakeholders such as members of the Program Team, and GAC; and assess more accurately the scope of the work and request the necessary information to perform effectively. As a result, the consultancy will submit a preliminary work plan to the DPMO/OAS; the work plan will include the description and chronology of the activities to be carried out, the reports to be submitted, and the deliverables of the evaluation.
- ii) Develop an Evaluation Framework (EF) after conducting the first wave of interviews, which will contribute to determine if the project was implemented efficiently and effectively and generated the expected results. The EF shall include the following sections among other:
  - (a) A description of the methodology or design of evaluation strategy, including the sampling framework to be used for the collection of data; and the evaluation matrix. The methodology to be used to conduct the cost-benefit analysis. The evaluation methodology must consider qualitative and quantitative measurements.
  - (b) Data collection protocols and analysis of information.
  - (c) The identification of data collection instruments.
  - (d) The identification and measurement of output and outcome indicators (initial, intermediate, and final) to measure the project 's efficiency and effectiveness, in addition to those previously identified during the design of the program, if any. Both groups of indicators are expected to include their definition and methodologies for the collection and calculation.
  - (e) The instruments for the collection of information and related materials.
  - (f) The updated work plan for the consultancy, including the collection, analysis, and production of reports (see paragraph 3.3 (i)).
  - (g) A proposal of the table of contents of the final report, among others.

**B. Phase II: Collection and analysis of information, and Midterm Report.**

- i) Review all the relevant documentation including those produced during the formulation and design of the project.
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- ii) Conduct interviews and collect information from additional key stakeholders, including government officials, and direct and indirect beneficiaries, among others (see paragraph 2.4).
  - iii) Conduct interviews and focus groups to validate the implicit chain of results (Logic Model) for the project, by determining if it was adequate and valid for the expected and actual results.
  - iv) Conduct at least one visit to a beneficiary country to conduct interviews.
  - v) Establish the project's efficiency and effectiveness, identifying lessons learned, and making recommendations for future executions. This assessment will benefit from identifying and quantifying the social and economic costs and benefits of the project; aiming at setting the bases for a future Cost-Benefit Analysis (CBA) proposal. This assessment must also conduct a literature review to support theoretically the social and economic costs and benefits and monetize them; estimate the returns to the investment by calculating the Net Present Value (NPV), and the Internal Rate of Return.
  - vi) Assess the management of the project in the use of planning and implementation tools, such as annual operations plan, strategic plan, logical framework, and project monitoring reports among others.
  - vii) Assess the technical and economic feasibility of the project, including the sustainability of its benefits.
  - viii) Determine the relevance of the criteria used for the targeting of beneficiaries; including member countries and agencies benefiting from the project and make appropriate recommendations for similar initiatives in the future.
  - ix) Analyze how and if the project incorporated a gender perspective approach in the execution of its components, and if there were any such efforts, determine how consequential they were. Were they relevant?
  - x) Measure the program's performance in terms of efficiency and effectiveness. The consultancy shall review and suggest adjustments to the indicators identified in the Logical Framework. In addition, the consultancy shall identify, propose, and measure indicators that were not considered in the design. The consultancy shall analyze the extent to which the expected results were achieved, as well as identify unplanned results that may have occurred.
  - xi) Assess the level of implementation of the Kirkpatrick Model for training activities and their alignment with the OAS Strategic Plan and the CICAD Strategic Plan, if any. The LC shall propose adjustments to the Training Evaluation Plan.
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- xii) Produce a mid-term report describing the progress of the evaluation and the findings to date. The report will be accompanied by a Power Point presentation.
- xiii) The consultant will conduct at least one mission to a beneficiary country. The selection will be discussed and agreed upon during the inception phase.

**C. Phase III: Presentation of final report.**

- i) Produce a final report analyzing and describing the execution, outputs, and outcomes of the supported actions; lessons learned, recommendations, and conclusions; a section for sustainability and beneficiaries, among others. The report will be accompanied by a Power Point presentation.
- ii) The Final report should present recommendations clearly identifying the evaluation criteria related to, the level of priority/risk for its implementation and the proposed timeframe.
- iii) Present the mid-term and final reports to OAS stakeholders as determined by DPMO.

## Products and Deliverables

4.1 The LC will produce and deliver the following documents taking into consideration each of the activities described in the above section:

- i) A detailed preliminary work plan and the evaluation Framework **within 15 days** of signing the contract.
- ii) A mid-term report on the progress of the consultancy including, a revised Logical Framework, the theory of change, and a Power Point to be presented as established in section B, at a date to be agreed upon.
- iii) Final Evaluation Report should include all products mentioned above and a Power Point Presentation to be presented in OAS headquarters at a date to be agreed upon.

## Timeframe & Payment Schedule

5.1 It is expected that the consultancy will require a total of 30 non-consecutive working days between October 2023 and February 2024.

5.2 The payment schedule is as follows:

- 20% Upon signing the contract.
  - 30% Upon delivery of a mid-term report accompanied by a Power Point presentation.
  - 50% Upon delivery of the Final Evaluation Report accompanied by a Power Point presentation
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## Evaluation Premises and Applicable Regulations

6.1 In addition to the clauses contained in the contract, the evaluation team shall comply with the OAS Code of Ethics and UNEG evaluation norms and standards and protect personal data, to uphold and promote:

- i) Anonymity and confidentiality. - The evaluation shall respect the right of individuals to provide information, ensuring their anonymity and confidentiality and guaranteeing the security of personal data that may be collected during the evaluation.
- ii) Integrity. - The evaluator will have the responsibility to highlight issues not specifically mentioned in the terms of reference if this is necessary to obtain a more complete analysis of the project.
- iii) Independence. - The evaluator shall guarantee his/her independence from the evaluated interventions. To avoid possible conflicts of interest, the evaluator shall not have been linked at any time to the project implementation nor have participated in the implementation of other projects or programs related to the evaluated project.
- iv) Incidents. - In case of problems arising during the fieldwork or in any other phase of the evaluation, they shall be immediately communicated to the Planning and Evaluation Department. If not, in no case the existence of such problems can be used to justify the non-obtainment of the results established in these terms of reference.
- v) Validation of the information. - It is the evaluator's responsibility to guarantee the veracity of the information gathered for the elaboration of the reports, and in the last instance, he/she will be responsible for the reliability of the information presented in the evaluation.

## Procurement Process

7.1 The contracting will follow the procurement processes outlined by OAS tender regulations, as well as Executive Order 05-04 Corr.1., ensuring the application of competitiveness and transparency principles.

7.2 The LC should present a narrative and budgetary proposal to the DPMO and a description of each member of the evaluation team, if applicable.

7.3 The LC and any of evaluation team members, assigned to the External Evaluation, shall not, during the External Evaluation and within a period of one year immediately after termination of the External Evaluation, knowingly negotiate for employment, accept employment, seek or receive a performance contract, or receive compensation or fees for services or assignments, from the GS/OAS dependency responsible for the administration

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and execution of the project or program under evaluation. This prohibition applies to Contractor's employees that participated personally and substantially in the External Evaluation in which they may have had major responsibility for the overall management and contents of the evaluation and to Contractor's employees that supervised anyone who may have participated in the previously mentioned activities.

7.4 The LC shall sign a Conflict-of-Interest (COI) Declaration before signing the contract.

7.5 The Organization of American States does not discriminate against any individual based on race, color, marital status, religion, age, gender, disability, sexual orientation, gender identity, or status as a parent.

Consultancy firms interested in participating in the selection process should send the expression of interest and CV no later than October xx, 2023, to Javier Aguilar at [Jaguilar@oas.org](mailto:Jaguilar@oas.org)

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## Appendix II: Evaluation Framework

EVALUATION FRAMEWORK				
	QUESTION	MEANS OF VERIFICATION	DATA SOURCES	METHODOLOGY
1.0 Project Relevance	1.1 Was the Project relevant to the prevailing context in the Hemisphere?	Degree of alignment between Project objectives and regional, country and OAS Strategies  Stakeholders' perspectives (MEM, OAS representatives in countries, Project local counterparts)	OAS Strategies Member States Drug Policies (or equivalent) Hemispheric Drug Strategies  Stakeholders' perceptions (OAS, OAS counterparts, MEM)	Document review Interviews
	1.2 Was the Project aligned with Member States national priorities <sup>24</sup>			
	1.3 Was the Project aligned with the OAS's Strategy?			
2.0 Project Design	2.1 Was the Project's implicit Theory of Change effective?	Realistic pathways of change and assumptions Project manager and local counterpart's perspectives Evaluator's expertise	Project Theory of change Project progress and annual reports Project manager Project local counterparts	ToC review Interview
	2.2 Were project objectives and indicators S.M.A.R.T. and did the indicators identify the right measures of success?			
	2.3 Did the Project design consider/ include lessons learned from previous operations? Did it	Evidence of inclusion of lessons learned and best	Summary of lessons learned.	Document review Interviews

<sup>24</sup> As reflected in their Country Strategies or equivalent.

EVALUATION FRAMEWORK				
	QUESTION	MEANS OF VERIFICATION	DATA SOURCES	METHODOLOGY
	consider/include best practices in training design, delivery, and TA?	practices in Project design. . Project manager’s perspective . Evaluator’s expertise	. Literature review of best practices in training design	
	2.4 Were Project beneficiaries targeted based on pre-established criteria? Were beneficiaries actively engaged in the design of the project?  2.5 Did training design include follow-up mechanisms to measure increased capacities, skills, and other changes of trainees in NDAs of beneficiary Caribbean countries of groups A and B?	. Existence of selection criteria . Project manager’s perspective . Beneficiary and local counterpart perspectives . Pre and post training tests . Follow-up survey with beneficiaries’ employers	. Project reports . Project manager . Beneficiaries and project local counterparts	. Document review . Interview . Focus group
<b>3.0 Project Effectiveness</b>	3.1 Was the Project expected ultimate Outcome achieved?	. Degree of achievement of Project outcome target	. Project documents . Project Manager . Project local counterparts	. Document review . Interviews
	- Did the Project contribute to improved drug-related public security of women and men in beneficiary countries of the Caribbean? (outcome 1000)			

EVALUATION FRAMEWORK			
QUESTION	MEANS OF VERIFICATION	DATA SOURCES	METHODOLOGY
<p>3.2 Were Project's expected intermediate outcomes achieved?</p> <ul style="list-style-type: none"> <li>- Were the policies of the NDS in beneficiary countries of the Caribbean region (groups A and B) strengthened, also reflecting sensitivity to gender? (outcome 1100)</li> <li>- Did the NDS of beneficiary Caribbean countries of groups A and B increase their coordination leading to better individual and collective performance? (outcome 1200)</li> </ul>	<p>. Degree of achievement of Project intermediate outcome targets</p>	<p>. Project documents . Project Manager . Project local counterparts</p>	<p>. Document review . Interviews</p>
<p>3.3 Were the Project's expected immediate outcomes achieved?</p> <ul style="list-style-type: none"> <li>- Did the Project improve the ability to access information/data to inform the development of the NDS and NPA by National Drug agencies in Caribbean countries of group B? (outcome 1110)</li> <li>- Did the Project increase skills and knowledge of drug policymakers in NDA of Caribbean countries of groups A and B in developing their NDS and M&amp;E plans? (outcome 1120)</li> </ul>	<p>. Degree of achievement of Project immediate outcome targets</p>	<p>. Project documents . Project Manager . Project local counterparts</p>	<p>. Document review . Interviews</p>

EVALUATION FRAMEWORK			
QUESTION	MEANS OF VERIFICATION	DATA SOURCES	METHODOLOGY
<p>3.4 Were the Project expected outputs achieved?</p> <ul style="list-style-type: none"> <li>- Was the planned TA provided to NDA in Caribbean countries of group B delivered? Was it effective? (output 1111)</li> <li>- Was training on drafting NDS and NPA (with a gender perspective delivered? Was it effective? (output 1121)</li> <li>- Was training on how to draft the M&amp;E framework (with a gender perspective) delivered? And was it effective (output 1122)?</li> <li>- Were planned tools and guides designed and made available to beneficiary Caribbean countries of groups A and B? (output 1123)</li> <li>- Were recommendations and inputs to improve drafts of NDS and related M&amp;E framework incorporated into subsequent drafts? (output 1124)</li> <li>- Was planned guidance to define and implement the approved NDS offered to beneficiary Caribbean countries of group A (output 1211)</li> <li>- Was planned guidance to define and implement a funding strategy for implementing the NDS offered to beneficiary Caribbean countries from group A? (output 1221)</li> </ul>	<p>Degree of achievement of Project output targets</p>	<p>Project documents Project Manager Project local counterparts</p>	<p>Document review Interviews</p>

EVALUATION FRAMEWORK				
QUESTION		MEANS OF VERIFICATION	DATA SOURCES	METHODOLOGY
	3.5 Which good practices and/or lessons learned emerged from the implementation of the Project?	Evidence of good practice identified from Project implementation	Project reports Stakeholders' perspectives (Project manager, Project local counterpart, beneficiaries)	Document review Interviews Focus group
4.0 Social, Economic Costs and Benefits	4.1 What were the perceived social and economic costs of the Project?	Stakeholders' perspective	Literature on social benefits of training	Document / literature review
	4.2 What is the estimated return to the investment achieved by the Project, its Net Present Value, and its Internal Rate of Return?	Expert's analysis	Project Manager Project local counterparts	Interviews
5.0 Efficiency and Project Management	5.1 Was the Project managed with a results-based management approach throughout its cycle?	Evidence of use of RBM principle (identification of and reporting on Project ultimate, intermediate and immediate outcomes)	Project reports Project manager Project local counterparts DPMO representative	Document review Interviews
	5.2 Were the resources (time, financial human) allocated to the Project appropriate considering the results achieved?	Project manager's perspective Evaluator's analysis		

EVALUATION FRAMEWORK				
	QUESTION	MEANS OF VERIFICATION	DATA SOURCES	METHODOLOGY
<b>6.0 Project Sustainability</b>	6.1 To what extent are institutional results achieved by the Project sustainable? 6.2 To what extent are results achieved financially sustainable?	. Evidence of investments by member states to support or continue results achieved	. Local counterparts' documents . Local counterparts' stakeholders . Project manager Project reports	. Document review . Interviews



## Appendix III: Documents Consulted

LIST OF DOCUMENTS CONSULTED (OR TO BE CONSULTED) (ITERATIVE) <sup>25</sup>	
<b>OAS General Secretariat Department of Procurement and Management Oversight</b>	Project profile - Basic information on the Project Version of 30 August 2019
<b>Department of Foreign Affairs, Trade and Development – Capacity Building Programs.</b>	Contribution Agreement. Project ACCBP-P010145. Project Title: Establishment and Strengthening of National Drug Policies, Strategies and Plans of Action in the Americas with a specific attention in the Americas
<b>General Secretariat of the Organization of American States – Secretariat for Administration and Finance. Department of Procurement Services and Management Oversight</b>	Call for Resumes; External Evaluation of the Program: «Establishment of National Drug Policies, Strategies, and Plans of Action in the Americas with a specific attention in the Caribbean (Phase II)»
<b>CHALLE GAC Capacity Building Program (ICC) International Organization (IO)</b>	Project Proposal and Approval Document
<b>OAS -CICAD</b>	Multilateral Evaluation Mechanism (MEM) – Measures to Control and Counter the illicit Cultivation, Production, Trafficking, and Distribution of Drugs, and to address their Causes and Consequences. Hemispheric Brief, 2023
<b>OAS – CICAD</b>	1 <sup>st</sup> Project Operations Report, 1 April – 30 June 2021
<b>OAS – CICAD</b>	First Annual Project Results Report, 1 April – 31 December 2021
<b>OAS – CICAD</b>	2 <sup>nd</sup> Project Operations Report, 1 January – 30 June 2022
<b>OAS - CICAD</b>	<i>Hemispheric Action Plan on Drugs (2021-2025)</i> Strategy and Action Plan (10 December 2020). OEA/Ser. L/XIV.2.68 – CICAD/Doc.2534/20
<b>OAS Document</b>	Caribbean Substance Use Prevention, Treatment, and Rehabilitation-Focused Institutions – Results of an Institutional and Human Resource training Needs Assessment of the OAS English-French-, and Dutch-speaking Caribbean Member States, (2021) ISBN 978-0-8270-7467-5
<b>Canadian Center on Substance Use and Addiction</b>	Canadian Substance Use Costs and Harms (2007-2020). 2023. ISBN 978-1-77871-062-9
<b>U.S. Department of Health and Human Services Substance Abuse and Mental</b>	Substance Abuse Prevention Dollars and Cents: A Cost-Benefit Analysis (2008)

<sup>25</sup> This list will be updated as new documents are reviewed

LIST OF DOCUMENTS CONSULTED (OR TO BE CONSULTED) (ITERATIVE) <sup>25</sup>	
<b>Health Services Administration Center for Substance Abuse Prevention</b>	
<b>United Nations Development Program (UNDP)</b>	Perspectives on the Development Dimensions of Drug Control Policy (2015)
<b>Research Brief by Jonathan P. Caulkins, Susan M. Sohler Everingham, James Chiesa, Shawn D. Bushway</b>	The Benefits and Costs of Drug Use Prevention – Clarifying a Cloudy Issue (1999)
<b>Canadian Centre on Substance Use and Addiction</b>	Canadian Substance Use and Harms (2007-2020), Canadian Substance Use Costs and Harms Working Group, Executive Summary (2023).
<b>CARICOM</b>	Consultancy report: To conduct an Assessment of the Economic Costs of Substance Abuse in CARICOM Member States: Jamaica, Suriname and Trinidad and Tobago. Jamaica Report (2012)
<b>The White House Executive Office of the President – Office of National Drug Control, Strategy</b>	National Drug Control Strategy (2022)
<b>U.S. Department of Health and Human Services _ Substance Abuse and Mental Health Services Administration _ Center for Substance Abuse Prevention</b>	Substance Abuse Prevention Dollars and Cents: A Cost-Benefit Analysis. DHHS Publication No. (SMA) 07-4298 (2008)
<b>International Narcotics Control Board</b>	Report of the International Narcotics Control Board for 2021. United Nations, Vienna, 2022. ISBN: 978-92-1-148367-3.
<b>Pan American Health Organization. The burden of drug use disorders in the Region of Americas, 2000-2019.</b>	The burden of drug use disorders in the Region of Americas, 2000-2019. Non-communicable Disease and Mental Health Data Portal, PAHO 2021. <a href="https://www.paho.org/e">https://www.paho.org/e</a>
<b>Characteristics of Effective Training: Developing a Model to Motivate Action</b>	Wise, D. Ezell, P., Journal of Extension, Volume 41, Number 2, (2003) <a href="https://archives.joe.org/joe/2003april/a5.php">https://archives.joe.org/joe/2003april/a5.php</a>
<b>Exploring the Factors that Affect Employee Training Effectiveness</b>	EL Hajjar, S., Alkhanaizi, M., SAGE, Open, April-June 2018:1-12, <a href="https://journals.sagepub.com/doi/pdf/10.1177/2158244018783033">https://journals.sagepub.com/doi/pdf/10.1177/2158244018783033</a>
<b>Training Effectiveness: Accounting for Individual Characteristics and the Work Environment</b>	Bruce Tracey, J., Tews, M., Cornell Hospitality Quarterly, Volume 36, Issue 6. <a href="https://doi.org/10.1177/0010880495036006">https://doi.org/10.1177/0010880495036006</a>
<b>Effective Characteristics of Professional Development Programs for Sciences and Technology Education</b>	Hubers, M. Endedijk, M., Van Veen, K., Professional Development in Education, 2022, Vol. 48, NO. 5, 827-846. <a href="https://doi.org/10.1080/19415257.2020.1752289">https://doi.org/10.1080/19415257.2020.1752289</a> © 2020.

## Appendix V: Interview Protocols

### Overview of Interview Questions

INTERVIEW QUESTIONS	STAKEHOLDERS						
	Project Manager	OAS DPMO/ DPE	NDA focal point	GAC	Individual beneficiaries	Other Member State representatives	CICAD and MEM
1. To what extent was the Project relevant to the prevailing context in the Hemisphere? To what extent was the Project aligned with your country's national priorities?	X	X	X	X	X	X	X
2. To what extent was the Project aligned with the OAS's Strategy? With the Strategy of GAC?	X	X		X			
3. Were you engaged in the design of the Project? How?			X				
4. If you participated in training sessions, were you or your supervisor / employer contacted by the OAS to participate in a follow-up survey to assess the effects of the training			X		X		

INTERVIEW QUESTIONS	STAKEHOLDERS						
	Project Manager	OAS DPMO/ DPE	NDA focal point	GAC	Individual beneficiaries	Other Member State representatives	CICAD and MEM
5. How were participants selected?	X		X		X		
6. To what extent did the Project contribute to improved drug-related public security of women and men in your country?			X			X	
7. What can your country or your agency do differently to improve its citizens as a result of the Project?			X		X	X	
8. As a result of the training / coaching that you receive to what extent did you gain skills and competencies in the following areas: - Drafting NDS and NPA with a gender perspective - Drafting the M&E framework with a gender perspective - Defining and implementing the approved NDS - Defining and implementing a funding strategy for implementing the NDS			X		X		

INTERVIEW QUESTIONS	STAKEHOLDERS						
	Project Manager	OAS DP/ MO/ DPE	NDA focal point	GAC	Individual beneficiaries	Other Member State representatives	CICAD and MEM
9. Was the TA offered and tools developed by the Project helpful and accessible?			X		X		
10. Was the TA offered helpful in drafting your NDS and related M&E framework?			X		X		
11. What aspect of the Project worked best? What were its shortcomings?	X	X	X	X	X	X	X
12. Was the feedback received from the OAS helpful in revising your NDS and / or its M&E framework?			X				
13. Did the Project improve the ability of your organization to access information/data to inform the development of the NDS and/ or NPA?			X		X	X	
14. To what extent did your organization coordinate or collaborate with other agencies from the region? Was that helpful and, if so, in what way?			X		X		
15. If you were to recommend changes to the design and / or	X	X	X	X	X	X	X

INTERVIEW QUESTIONS	STAKEHOLDERS						
	Project Manager	OAS DPMO/ DPE	NDA focal point	GAC	Individual beneficiaries	Other Member State representatives	CICAD and MEM
implementation of the Project, what would you change? What would you keep?							
16. What are, in your views the key social and economic benefits of the Project?	X		X	X	X	X	X
17. What observations (if any) do you have regarding the management of the Project by the OAS?			X	X	X		
18. Was the Project managed using an RMB approach? Were reports produced on time and according to GAC and OAS requirements?	X	X		X			
19. To what extent did the Project effectively integrate a gender perspective in it design / implementation?	X		X	X			
20. What key factors (internal, external) affected (positively or negatively) the design and the implementation of the Project?	X	X	X	X			

## EXAMPLE of how the above interview questions will be adapted to a particular group of stakeholders.

### Interview Protocols for Beneficiaries

#### Background

At the request of Global Affairs Canada the Department of Procurement Services and Management Oversight (DPMO) of the Organisation of American States is coordinating an external evaluation of the project «Establishment and Strengthening of National Drug Policies, Strategies, and Plans of Action in the Americas with a specific attention in the Caribbean (Phase II)» This evaluation is part of the DPMO greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS. These evaluations, in addition to systematizing and documenting the results of the interventions, have the goal of capitalizing on these experiences for the improvement of future project and program formulations and designs, and institutionalizing best practices in monitoring and evaluation within the Organization. In the context of this evaluation, we interview different stakeholders that were involved in the project to assess the relevance, effectiveness, efficiency, and sustainability of the project.

*You have been identified as a key stakeholder in the Project and we thank you for your participation. It is highly valued!*

#### Modalities

The group interview will be led by Marie-Hélène Adrien and will last up to **1 hour**.

Everything you say will remain confidential. We will not refer to your name in the report and only aggregated information will be used as evidence to the evaluation findings. One of the key objectives of the evaluation is learning so we encourage you to engage and to share your experience.

If you wish to have further details about the evaluation please contact Marie-Hélène Adrien, the evaluation Team Leader at [mhadrien@gmail.com](mailto:mhadrien@gmail.com).

#### Discussion themes

##### Your participation in the Project

- How were you selected for the training? And which training activities did you attend?
- If you participated in training sessions, were you or your supervisor / employer contacted by the OAS to participate in a follow-up survey to assess the effects of the training?
- To what extent was the Project relevant to the prevailing context in the Hemisphere? To what extent was the Project aligned with your country's national priorities?

#### Project effects

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- As a result of the training / coaching that you receive to what extent did you gain skills and competencies in the following areas:
  - Drafting NDS and NPA with a gender perspective
  - Drafting the M&E framework with a gender perspective
  - Defining and implementing the approved NDS
  - Defining and implementing a funding strategy for implementing the NDS
- To what extent did the Project contribute to improved drug-related public security of women and men in your country?
- What can your country or your agency do differently to improve its citizens as a result of the Project?
- What can your country or your agency do differently to improve its citizens as a result of the Project?
- Was the TA offered and tools developed by the Project helpful and accessible? Was the TA offered helpful in drafting your NDS and related M&E framework?
- To what extent did you/ your organization coordinate or collaborate with other agencies from the region? Was that helpful and, if so, in what way?
- Was the feedback received from the OAS helpful in revising your NDS and / or its M&E framework?
- Did the Project improve the ability of your organization to access information/data to inform the development of the NDS and/ or NPA?
- What are, in your view, the key social and economic benefits of the Project?
- What observations (if any) do you have regarding the management of the Project by the OAS?

### **Looking into the future**

- What aspect of the Project worked best? What were its shortcomings?
- If you were to recommend changes to the design and / or implementation of the Project, what would you change? What would you keep?

Thank you for your collaboration.





## EXAMPLE of how the above interview questions will be adapted to a particular group of stakeholders.

### Interview Protocol for NDAs

#### Background

At the request of Global Affairs Canada the Department of Procurement Services and Management Oversight (DPMO) of the Organisation of American States is coordinating an external evaluation of the project «Establishment and Strengthening of National Drug Policies, Strategies, and Plans of Action in the Americas with a specific attention in the Caribbean (Phase II)» This evaluation is part of the DPMO greater efforts to conduct formative and summative evaluations of projects and programs executed by the OAS. These evaluations, in addition to systematizing and documenting the results of the interventions, have the goal of capitalizing on these experiences for the improvement of future project and program formulations and designs, and institutionalizing best practices in monitoring and evaluation within the Organization. In the context of this evaluation, we interview different stakeholders that were involved in the project in order to assess the relevance, effectiveness, efficiency, and sustainability of the project.

*You have been identified as a key stakeholder in the Project and we thank you for your participation. It is highly valued!*

#### Modalities

The group interview will be led by Marie-Hélène Adrien and will last up to **1 hour**.

Everything you say will remain confidential. We will not refer to your name in the report and only aggregated information will be used as evidence to the evaluation findings. One of the key objectives of the evaluation is learning so we encourage you to engage and to share your experience.

If you wish to have further details about the evaluation please contact Marie-Hélène Adrien, the evaluation Team Leader at [mhadrien@gmail.com](mailto:mhadrien@gmail.com).

#### Discussion themes

##### Your participation in the Project

- Were you engaged in the design of the Project? How?
- Did you participate in the training? And which training activities did you attend?
- If you participated in training sessions, were you or your supervisor / employer contacted by the OAS to participate in a follow-up survey to assess the effects of the training?
- To what extent was the Project relevant to the prevailing context in the Hemisphere? To what extent was the Project aligned with your country's national priorities?

#### Project effects

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- **If you/ your colleagues attended training sessions** - As a result of the training / coaching received to what extent did you/ your colleagues gain skills and competencies in the following areas:
  - Drafting NDS and NPA with a gender perspective
  - Drafting the M&E framework with a gender perspective
  - Defining and implementing the approved NDS
  - Defining and implementing a funding strategy for implementing the NDS
- To what extent did the Project contribute to improved drug-related public security of women and men in your country?
- Was the TA offered and tools developed by the Project helpful and accessible? Was the TA offered helpful in drafting your NDS and related M&E framework?
- To what extent did you/ your organization coordinate or collaborate with other agencies from the region? Was that helpful and, if so, in what way?
- Was the feedback received from the OAS helpful in revising your NDS and / or its M&E framework?
- Did the Project improve the ability of your organization to access information/data to inform the development of the NDS and/ or NPA?
- What are, in your view, the key social and economic benefits of the Project?
- What observations (if any) do you have regarding the management of the Project by the OAS?

### Looking into the future

- What aspect of the Project worked best? What were its shortcomings?
- If you were to recommend changes to the design and / or implementation of the Project, what would you change? What would you keep?

### Conclusions

- Is there anything else that you would like to share with me related to the performance of the Project?
- Who else would you recommend that we interview to assess the performance of this Project?

Thank you for your collaboration!

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