



OAS | More rights
for more people

**MANAGEMENT RESPONSE
TO THE RECOMMENDATIONS MADE ON THE
EXTERNAL EVALUATION REPORT**

JULY 2024

SECRETARIAT: Secretariat for Multidimensional Security

DEPARTMENT: Inter-American Drug Abuse Control Commission (CICAD)

NAME OF THE EVALUATION: External Evaluation of the project titled “Counterdrug Capacity Building and Technical Assistance Program - Phase IV SMS1901”

PERIOD OF EVALUATION: From 03/2024 To 05/2024

EVALUATED PROJECTS: Counterdrug Capacity Building and Technical Assistance Program - Phase IV SMS1901

NAME OF THE EVALUATOR: Achim Engelhardt, Lotus M&E Group

The main objective of this document is to identify the necessary actions that need to be implemented by the executing agency to respond to the recommendations made in the external evaluation. The area should state whether they accept or not such recommendations and provide an explanation on how they will be responded or incorporate them in the future. The Department of Procurement Services and Management Oversight (DPMO) will follow-up on the implementation of the recommendations based on the actions identified.



RECOMMENDATIONS AND MANAGEMENT RESPONSE

Recommendation 1: Engage the current donors (Canada and the U.S.) and encourage continued and potentially increased funding. Seek additional funding from other OAS Member States and international organizations to expand the project's reach and impact on combatting illicit drug trafficking.	Accepted	Not accepted
---	-----------------	---------------------

X	
---	--

Response: The CICAD/SRU will follow this recommendation for future phases of the Project, including the ongoing Phase V (SMS2303).

Key Actions

Description	Date of implementation
1.1 The Unit is currently in negotiations with the State Department Bureau of International Narcotics and Law Enforcement (INL) to expand its synthetic drugs programming.	2024/2025
1.2 The Unit is also engaging with Canada's Anti-Drug Capacity Building Program (ACCBP) to obtain sustained and increased funding for the full timeframe of the SMS2303 Project.	2024/2025
1.3 The Unit will engage with existing and potential partners (including other OAS member states, international organizations and Permanent Observers) to expand areas of collaboration and funding, both direct and in-kind.	2024/2025

Recommendation 2: Maintain the scope and frequency of capacity-building initiatives and keep ensuring they are accessible to a broader range of stakeholders through several capacity-building channels, such as expert meetings, online courses, hybrid courses, and in-person courses.	Accepted	Not accepted
---	-----------------	---------------------

X	
---	--

Response: The CICAD/SRU will ensure that capacity-building initiatives remain frequent, accessible, and are delivered through a broad scope of channels.

Key Actions

Description	Date of implementation
2.1 Continue delivering the meetings of the Group of Experts on Maritime Narcotrafficking and the Group of Experts on Chemical Substances and Pharmaceutical Products.	Ongoing
2.2 Continue implementing both virtual and in-person counterdrug intelligence capacity-building initiatives through ERCAIAD and CCITS.	Ongoing
2.4 Continue implementing specialized trainings on synthetic drugs, maritime and port narcotrafficking, and drug trafficking by air to a wider range of participants involved in different areas of drug control (such as airport and customs officers, courier services personnel, among others).	Ongoing



Recommendation 3: Refine and enhance the output-level indicators to make them more results-focused, including for changes in beneficiaries' behavior. This will provide more precise insights into the project's progress for all its outputs.	Accepted	Not accepted
---	-----------------	---------------------

X

Response: The CICAD/SRU will work with DPMO to update the output-level indicators of Phase V of the Project (SMS2303) to address this recommendation.

Key Actions

Description	Date of implementation
3.1 The CICAD/SRU will review Phase V's output-level indicators in light of this recommendation and seek ways to update and enhance them.	July-September 2024
3.2 The CICAD/SRU will reach out to DPMO to update the output-level indicators, if applicable.	October-November 2024

Recommendation 4: DPMO: Hold evaluators accountable to deliver on evaluation ToR, including the elaboration of lessons learned through rigorous quality control	Accepted	Not accepted
--	-----------------	---------------------

X

Response: DPMO accepts this recommendation and will make sure that all evaluation reports clearly identify lessons learned.

Key Actions

Description	Date of implementation
4.1 The terms of reference for the evaluation will clearly specify the need to provide lessons learned.	June 2024
4.2 During the revision of draft reports, DPMO will emphasize the need to clearly articulate lessons learned.	Ongoing
4.3 The DPMO is developing an institutional final report template that already includes a specific section dedicated to lessons learned as a set standard	July 2024

Recommendation 5: Capitalize on external support: Foster deeper collaboration with institutional partners across the sub-regions in the Americas with regional research and capacity-building capacities in the sector. Develop joint initiatives and resource-sharing agreements to enhance the effectiveness of early warning systems and other coordinated efforts to complement capacity development.	Accepted	Not accepted
--	-----------------	---------------------

X

Response: The CICAD/SRU will follow this recommendation for future phases of the Project, including the ongoing Phase V (SMS2303), seeking to undertake formal agreements with institutional partners. The SRU will also continue to liaise with CICAD's Inter-American Drug Observatory, which is the unit in charge of early warning systems within the Executive Secretariat.

Key Actions

Description	Date of implementation
-------------	------------------------



5.1 Within the scope of the Phase V of the Project (SMS2303), sign a Cooperation Agreement with the Postal Union of the Americas, Spain and Portugal (UPAEP, for its Spanish-language acronym), to implement joint capacity-building activities.	2024
5.2 Deepen collaboration with existing institutional partners (such as the Regional Security System – RSS, and the International Narcotics Control Board - INCB) to continue implementing capacity-building activities.	2024-2025

Recommendation 6: Continue proactive engagement with stakeholders and create platforms for regular dialogue and feedback, such as informal social media channels, to ensure their needs and perspectives are integrated into the project.	Accepted	Not accepted
	X	
Response: The CICAD/SRU will continue to foster direct, regular dialogue among its partners and beneficiaries to allow continued cooperation/communication among them, as well as direct feedback channels with the Unit.		
Key Actions		
Description	Date of implementation	
6.1 The Unit will promote the establishment of counterdrug gender focal point networks to foster both formal and informal communication channels among counterdrug agencies of the region.	2025	
6.2 The Unit will promote the creation of informal channels of communication among participants of future activities, when appropriate, which has been originating organically during previous Phases of the project.	2024-2027	

Recommendation 7: Advocate for and support reforms to update legal frameworks and normative settings. Work with national governments and legal experts to modernize laws and regulations related to drug enforcement.	Accepted	Not accepted
	X	
Response: The CICAD/SRU notes this recommendation and will support, through the work of the Groups of Experts, and legal operational seminars, the update and modernization of laws and regulations related to drug enforcement.		
Key Actions		
Description	Date of implementation	
7.1 Promote, through the work of the Groups of Experts, the creation or update of regional normative frameworks and/or operational guides related to drug enforcement.	2024	
7.2 Foster legal/operational collaboration, including to update existing regulations and procedural guides, through legal-operational seminars and other relevant activities.	2025	



Recommendation 8: Invest in training and resources to strengthen forensic capacities. Partner with international forensic institutions to provide advanced training and equipment.	Accepted	Not accepted
	X	
Response: The CICAD/SRU notes this recommendation and will explore the possibility of securing funding to include more trainings related to the strengthening of forensic capacities.		
Key Actions		
Description	Date of implementation	
8.1 Explore the possibility of increasing the number of NPS trainings for forensic experts in Latin America.	2025	
8.2 Continue to implement forensic trainings tailored for Caribbean member states.	2025-2026	

Recommendation 9: Keep developing and implementing additional training programs specifically designed for women in law enforcement. These programs should focus on leadership, advanced technical skills, and specialized areas of drug enforcement.	Accepted	Not accepted
	X	
Response: The CICAD/SRU is currently engaging with ACCBP Canada to expand the gender component of the Program to include activities designed specifically to build leadership skills for women counterdrug officers. Moreover, the program will expand the implementation of its capacity-building component for female officers to more countries under this new phase.		
Key Actions		
Description	Date of implementation	
9.1 Begin the implementation of leadership focused activities within the gender component of the program.	2025	
9.2 Continue providing counterdrug capacity-building training activities for female officers of the region.	ongoing	

Recommendation 10: Given the high project ownership, increased stakeholder engagement, and significant knowledge gains from multiple event participation, it is recommended that CICAD expand its "train the trainers" activities to enhance capacity-building sustainability further. Specifically, CICAD should prioritize developing and implementing certified training courses in Barbados, Saint Lucia, and Trinidad and Tobago to address the identified demand.	Accepted	Not accepted
	X	
Response: The CICAD/SRU notes this recommendation and will explore the possibility to adapt some of its existing trainings to include a “train the trainers” component in the mentioned countries.		
Key Actions		
Description	Date of implementation	
10.1 The Unit will engage with its stakeholders to evaluate which of its trainings could be adapted to include a “train the trainers” component.	2025	