



## Project Document



### United Nations Development Programme

**Project Title****Effective control and monitoring of precursor chemicals in Trinidad & Tobago.****UNDAF Outcome(s):**

UNDAF: By 2011, Trinidad and Tobago is implementing rights based social, labour, and economic policies that effectively empower and protect vulnerable groups.

**Expected Country Programme Outcome:**

CPD Outcome 4.1: An enhanced level of human security.

**Expected Project Output(s):**

1. Bill to monitor and control precursor chemicals through well functioning Pre Cursor Team
2. Establishment of the Precursor Chemical Unit & all its functions
3. Policy recommendations developed through Capacity Development in Complex Systems
4. Monitoring and Evaluation (M&E)

**Executing Entity:**

Ministry of National Security

**Executing Agency:**

SSA – Ministry of National Security

**Brief Description**

This project will bring on board a project management methodology that will energize ongoing efforts aimed at strengthening collaboration with and bringing synergy to the activities all stakeholders in relation to precursor chemical monitoring. The project will develop a Bill and establish a Precursor Chemical Unit to operationalise the provisions of the Bill. Finally, capacity will be developed with stakeholders in the area of *Complex Systems* as they relate to precursor chemical monitoring and policy recommendations will be developed.

Programme Period: 2008-2011  
Key Result Area (Strategic Plan) 3.1: Enhancing conflict and disaster risk management capabilities

Atlas Award ID: TBD  
Start date: Q2, 2010  
End Date: Q3, 2011  
PAC Meeting Date: 14 September, 2009  
Management Arrangements: National Implementation

Total resources required US\$ 119,217.78

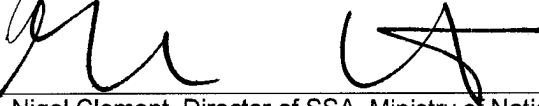
Total allocated resources: US\$ 119,217.78

- Contributions:
  - Government US\$ 71,305.31
  - UNDP US\$ 40,113.18
- UNDP cost recovery 7% GMS US\$ 7,799.29
- Total budget US\$ 119,217.78

Agreed by:

  
Mrs. Jennifer Boucaud-Blake, Permanent Secretary, Ministry of National Security

Agreed by:

  
Mr. Nigel Clement, Director of SSA, Ministry of National Security

Agreed by:

  
Mr. Edo Stork – Resident Representative a.i., UNDP Trinidad and Tobago

20/05/2010

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## I. SITUATION ANALYSIS

The Strategic Services Agency (SSA) was established by Act No. 24 of Parliament in 1995 and was vested with the mandate under Section 6(1)(a) *to act as an office for centralizing information that could facilitate the detection and prevention of illicit traffic in narcotic drugs, psychotropic substances and precursor chemicals*. Arising out of this directive, action on precursor chemicals has been outlined in the Strategic Objective #11 of the SSA's 15 Strategic Goals to *'Prevent the diversion of precursor chemicals and promote the monitoring of controlled drugs.'*

Precursor chemicals are substances that are necessary inputs in the production of many products that are put to legitimate use such as acetic anhydride in the manufacturing of perfume. However, many of these chemicals have traditionally been diverted to the illegal production of narcotics such as cocaine and heroin.

Trinidad and Tobago, being a country with a petrochemical sector which produces precursor chemicals and one that is geographically situated near to drug production centres within South America has a responsibility to ensure that chemicals passing through or being used in its borders is not diverted to illegal use. Additionally, Trinidad and Tobago has committed itself to the obligations under the provisions of Article 12 of the United Nations Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances and is guided by the Inter-American Drug Abuse Control Commission's (CICAD) Model Regulations to Control Chemical Precursors and Chemical Substances, Machines and Materials.

Furthermore, having regard to the fact that the establishment of administrative control measures in the areas of licensing, distribution, transportation, and control of the movement of precursor chemicals and controlled drugs is a re-iterated recommendation under the CICAD Multilateral Evaluation Mechanism (MEM), Trinidad and Tobago should now move with a sense of urgency in developing strategic and functional partnerships among national stakeholders. Examples of these stakeholders are the Ministries of Health, Trade and Industry, Energy and Energy Industries, Customs and Excise (Ministry of Finance), the Trinidad and Tobago Manufacturers Association and the Chamber of Industry and Commerce. Many of these entities currently have limited infrastructural capacity to collaborate effectively. Despite repeated outreach attempts over a six year period to create coordination and synergies among stakeholders, the SSA has been unsuccessful.

This project is a recourse that is now being taken to finally bring on board a *project management methodology* that would energize efforts that are currently being made to collaborate with and bring synergy to the activities of other stakeholders in relation to precursor chemical monitoring. Specifically the methodology will entail results based management, Financial management and Risk Management. Ultimately the current national drug control system that is already in place would be expanded upon for maximum benefit of all participating agencies and departments.

The project's work will be complemented by that of a separate hemispheric project called the Prevention of the Diversion of Precursor Chemicals in Latin America and the Caribbean" (PRELAC), in which Trinidad and Tobago is already involved. This capacity-building project is a European Commission (EC)-financed initiative within the framework of Instrument for Stability and is implemented by the United Nations Office on Drugs and Crime.

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## II. STRATEGY

The overall objectives of the project are:

- In order to improve efficiency and effectiveness, to develop a common platform to define roles, responsibilities and project management procedures between the SSA and its Strategic Partners.
- To develop policy recommendations for the new drug strategy running from 2010 onwards.

Taking into account the experiences of the Ministry for Local Government in adopting Prince2 as its project management methodology, this project will utilize the PRINCE2 project management methodology as its formal platform. A first step that has been made to implement this standard is that this project document is

fully compliant with Prince2 standards. Furthermore, the project manager, project board, and project team members will be socialized in the Prince2 methodology.

With origins dating back several decades, Systems Thinking is a formal field of practice with widespread application in public policy. Systems thinking is a framework that is based on analysing the component parts of an issue or problem by examining the linkages and interactions between the elements that compose the entirety of the system. This approach has significant implications for the strategic planning and evaluation of policy approaches to the illicit drug trade and the many relations it has to corollary social issues such as poverty, crime, and education.

The field of systems thinking has generated a broad array of tools such as modelling. Models aims to create a structure of the system as the basis for analysis. A model is a simplified representation of a complex problem. Using systems thinking techniques such as models enables policy planners to design strategic approaches to problem solving. Visual Analytics can be an important element to advance systems thinking. The basic idea of Visual Analytics is to visually represent information, allowing the analyst to directly interact with the information, to gain insight, to draw conclusions, and to ultimately offer better decision support to decision makers. The basic purpose of Visual Analytics: to establish a science of analytic reasoning supported by visual representations and interaction techniques that help analysts to see, explore and understand patterns in large collections of information; methods designed to help develop insight and make appropriate decisions about actions that should be taken in complex “wicked” problems.

Ultimately, the intended benefits of systems thinking and visual analytics are to provide comprehensive and insightful decision support to strategic planning and operations. These approaches have proven their value in revealing the "leverage points" of interventions to complex problems. Understanding the key leverage points of a complex system enable decision makers to identify and prioritize actions directed at problem areas which have the greatest effect and chances for success.

The SSA will benefit from the use of complex systems analysis and visual analytics to fully map the context and situation relative to Strategic Objective #11 and ultimately offer concrete inputs for the development of the new 2010-2020 SSA Strategic Objectives. It is envisaged that this methodology will be applicable to current and future projects undertaken by the SSA in meeting its strategic objectives. The United Nations Centre for Advanced Visual Analytics (UNCAVA will assist in this project to contribute to the development of results relating to the application of systems thinking towards policy recommendations.

The following actions are proposed to strengthen the capacity of the SSA and it’s Strategic Partners:

- ❖ Advocacy and sensitization of SSA partners of the need for a formal project reporting platform. Cognizant that SSA partners belong to several other Government Ministries and private sector, new strategies must be developed to insure their continued participation but more importantly that the individuals who begin this project continue until its finalisation. This will be done through the participative formulation of this project document as well as various meetings and building of capacity in the Prince2 project management methodology;
- ❖ Implementation of PRINCE2 as a formal project management platform which will entail the training of the Project Manager, Project Staff and Project Board in the Prince2 methodology; All future project reports and procedures will be compliant with the Prince2 methodology.
- ❖ Use of complex systems analysis as a framework of problem analysis for the SSA. This entails the usage of consultancy services and experts in the field of complex systems analysis to fully map out the situation around strategic area#11. New techniques of visualization of the issues will be used. Expert consultants will be expected to transfer their knowledge to counterparts in SSA and their Strategic Partners in this project to make sure that the knowledge will continue to exist in these organizations and be applicable for other Strategic Areas in the general strategy.
- ❖ Identification of strategic elements for input into the new National Strategy of the SSA. A series of analytical reports will be produced and meetings will be organized that will give recommendations and inputs for the new SSA strategy that will run from 2010 onward.

### III. RESULTS AND RESOURCES FRAMEWORK

<b>Intended Outcome as stated in the Country Programme Results and Resource Framework: CPD Outcome 4.1: An enhanced level of human security.</b>				
<b>Outcome indicators as stated in the UNDP Country Programme Results and Resources Framework, including baseline and targets: Baseline:</b> Worrying levels of crime and violence and continuing vulnerability to disasters, particularly floods. <b>Indicators/targets:</b> Institutional arrangements for disaster management in place. Government enabled to use existing data to monitor and respond effectively to crime and violence.				
<b>Applicable Key Result Area (from UNDP 2008-11 Strategic Plan):</b> 3.1: Enhancing conflict and disaster risk management capabilities				
<b>Project title and ID (ATLAS Award ID):</b> Effective control and monitoring of precursor chemicals in Trinidad & Tobago. <b>Award ID TBD</b>				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<p><b>Output 1:</b> Bill to monitor and control precursor chemicals through well functioning Precursor Team</p> <p><u>Baseline:</u> The expanded Precursor Chemical Team would be reactivated to consider and make adjustments to the existing draft bill.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>Co-ordinated mechanism in place for the monitoring of precursor chemicals.</li> </ul>	<p><b>Targets (year 2010)</b></p> <ul style="list-style-type: none"> <li>Bill completed</li> <li>Capacity development of Team in Prince2 and technical aspects of precursor chemicals</li> </ul>	<p>1. Re-establish a working Precursor Chemical Team with additional representation<sup>1</sup></p> <p>2. Draft Bill completed and submitted to Minister</p> <p>3. Advocacy and Training:</p> <p>i. Establishment and implementation of common project management platform (Prince2 exposure)</p> <p>ii. Training in technical aspects of precursor chemicals</p> <p>4. Development of an operational policy to serve as a point of reference in the use of the centralized database by all stakeholders.</p>	<p>Project Manager</p> <p>Project Manager, Precursor Chemical Team (PCT)</p> <p>Project Manager, Prince 2 Consultants</p> <p>Project Manager and SSA and Ministry of Health Subject Matter Experts</p> <p>Project Manager, Precursor Chemical Team, SSA and Ministry of Health Subject Matter Experts</p>	<p><u>Prince2</u></p> <p><u>Training</u></p> <p><u>Prince2 consultant</u></p> <p><u>Travel missions</u></p> <p><u>Workshops</u></p> <p>US\$ 12,000</p> <p>US\$ 20,000</p> <p>US\$ 15,000</p> <p>US\$ 10,000</p> <p>TOTAL: US\$ 57,000</p>

<sup>1</sup> See draft TOR in Annex for Team composition and deliverables.

<p><b>Output 2: Establishment of the Precursor Chemical Unit &amp; all its functions</b></p> <p><u>Baseline:</u> Although there is a system in place for monitoring the importation of precursor chemicals into Trinidad and Tobago, there is none for monitoring exports.</p>	<p><b>Target (year 2010)</b></p> <ul style="list-style-type: none"> <li>• Team established</li> <li>• Centralisation of information relating to precursor chemicals that includes exporting</li> <li>• Capacity development of Unit in Prince2, technical aspects precursor chemicals and NDS</li> </ul>	<ol style="list-style-type: none"> <li>1. Implement policies formulated in #3 above</li> <li>2. Identify and communicate the benefits of this system to the relevant stakeholders</li> <li>3. Training in technical aspects of Prince2, precursor chemicals and NDS<sup>2</sup></li> </ol>	<p>PCT Project Manager, PCT Prince 2 Consultants, SSA and Ministry of Health Subject Matter Experts</p>	<p>TOTAL: US\$ 22,500</p>
<p><b>Output 3: Policy recommendations developed through Capacity Development in Complex Systems</b></p> <p><u>Baseline:</u> Limited knowledge on complex systems analysis and no reports produced using complex systems analysis around the subject of precursor chemicals. So far no strategic recommendations regarding precursor chemicals for the new strategy 2010</p>	<p><b>Targets (year 2010)</b></p> <ul style="list-style-type: none"> <li>- Literature/Desk research completed</li> <li>- Capacity Developed Project Staff in Complex Systems</li> </ul> <p><b>Targets (year 2011)</b></p> <ul style="list-style-type: none"> <li>- Visual Mapping Completed</li> <li>- Policy and Strategy recommendations submitted to</li> </ul>	<ol style="list-style-type: none"> <li>1. Development of Complex Systems Materials <ul style="list-style-type: none"> <li>▪ Training in Complex Systems for relevant project staff.</li> <li>▪ Literature research and desk review.</li> <li>▪ Visual Mapping of issues surrounding precursor chemicals documented using complex systems analysis.</li> </ul> </li> <li>2. Draft Policy and Strategy recommendations</li> </ol>	<p>Project Manager &amp; UNCAVA<sup>3</sup> staff members</p>	<p>Travel 3 Missions US\$ 15,000</p>

<sup>2</sup> leading to understanding of the relationship between precursor chemicals and illegal drug production, the necessity for controls, the advantage of the NDS in the monitoring process

<sup>3</sup> United Nations Centre for Advanced Visual Analytics

<p>onwards have been gathered and brought to the attention of decision makers.</p> <p><u>Indicators:</u></p> <ul style="list-style-type: none"> <li>• Relevant complex systems analysis papers around precursor chemicals endorsed by SSA management</li> </ul> <p>Number of policy and strategic recommendations given for new strategy 2010 onward relating to precursor chemicals.</p> <p><b>Output 4: M&amp;E</b></p>	<p>project board</p> <p><b>Targets (year 2010)</b></p> <ul style="list-style-type: none"> <li>- Ongoing monitoring and at least quarterly reporting to project board using quarterly report template from UNDP</li> </ul> <p><b>Targets (year 2011)</b></p> <ul style="list-style-type: none"> <li>- Evaluation done</li> <li>- Audit done</li> </ul>	<p>formulated in papers and submitted to project board for their endorsement</p> <p>Ongoing monitoring Conduct Audit and Evaluation of project</p>	<p>UNDP</p>	<p>Total: US\$ 16,500</p>
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**IV. ANNUAL WORK PLAN**

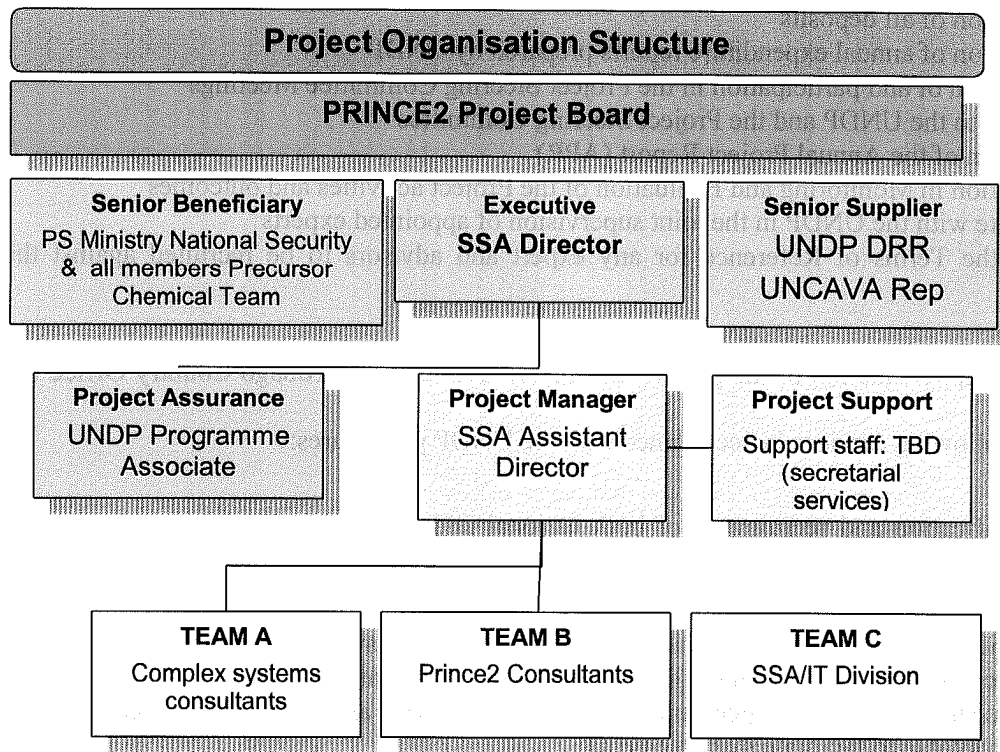
**Year: 2009**

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	Funding Source	PLANNED BUDGET	
		Q1	Q2	Q3	Q4			Budget Description	Amount
<b>Output 1:</b> Draft Bill to monitor and control precursor chemicals through well functioning Precursor Team	1. Re-establish a working Precursor Chemical Team with additional 2. Advocacy and Training: <i>i.</i> Establishment and implementation of common project management platform (Prince2 exposure) <i>ii.</i> Training in technical aspects of precursor chemicals 3. Establishment of policy concerning the centralized database of information relating to					Project Manager Prince2			\$0
						Consultants, Project Manager and SSA and Ministry of			\$0
						Project Manager and SSA			\$57,000
<b>Output 3:</b> Policy recommendations developed through Capacity Development in Complex Systems	1. Development of Complex Systems Materials: ▪ Training in Complex Systems for relevant project staff. 3. Misc.					Project Manager and UNCAVA Staff			\$5,000
<b>Output 4:</b> M&E						project manager			\$1,000
Total Outputs									\$63,000
Cost Recovery GMS 7%									\$4,177
<b>TOTAL</b>									<b>\$67,177</b>

**Year: 2011**

EXPECTED OUTPUTS <i>And baseline, indicators including annual targets</i>	PLANNED ACTIVITIES <i>List activity results and associated actions</i>	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
<b>Output 2:</b> Establishment of the Precursor Chemical Unit & all its functions	<ol style="list-style-type: none"> <li>1. Implement policies formulated in #3 above</li> <li>2. Identify and communicate the benefits of this system to the relevant stakeholders</li> <li>3. Training in technical aspects of Prince2, precursor chemicals and NDS[1]</li> </ol>							\$22,500	
<b>Output 3:</b> Policy recommendations developed through Capacity Development in Complex Systems	<ol style="list-style-type: none"> <li>1. Development of Complex Systems Materials:               <ul style="list-style-type: none"> <li>▪ Training in Complex Systems for relevant project staff.</li> <li>• Visual mapping of issues surrounding precursor chemicals documented using complex</li> </ul> </li> </ol>					Project Manager and Complex Systems Consultant and UNCAVA Staff		\$10,000	
<b>Output 4:</b> M&E	<ol style="list-style-type: none"> <li>2. Draft Policy and Strategy recommendations formulated in papers and submitted to project board for their endorsement through Capacity Development in Complex Systems</li> <li>1. Audit</li> <li>2. Evaluation</li> <li>3. Monitoring and Reporting</li> </ol>					Project Manager with Precursor Chemical Team UNDP UNDP project manager		\$0 \$5,000 \$10,000 \$500 \$48,000 \$4,177 \$52,177	
Total Outputs 1-3									
Cost Recovery GMS 7%									
<b>TOTAL</b>									

## V. MANAGEMENT ARRANGEMENTS



The project will be managed as a nationally implemented project (NIM) with Country Office support provided by UNDP, Port of Spain. The Ministry of National Security will act as the Executing Agency and will have overall responsibility for the management of project inputs and outputs. The Strategic Services Agency (SSA) will act as the Implementing Agency and will be responsible for the management of specific project inputs. All administrative UNDP services will be done at the request of the project manager.

The financing of this project will be met by (i) the Ministry of Security through cost sharing funds payable to the UNDP Country Office as per the attached Cost Sharing Agreement and (ii) the UNDP through Programme Cost Sharing Funds. Project Expenditure Reports will be generated and submitted by UNDP to the National Executing Agency on a quarterly basis or upon request. Annual Expenditure Reports, also known as Combined Delivery Reports (CDRs), will be submitted by UNDP to the Ministry of National Security for review and signature in the first quarter of the following year. As mandated by the UNDP Executive Board's Cost-recovery guidelines for the provision of services, UNDP will charge a 7 percent (7%) general management support fee on the actual cost of services delivered. This fee will contribute to the costs incurred by UNDP in the provision of technical advice, procurement and financial management services to the SSA.

Furthermore, this project will be included into UNDP's audit schedule for the year 2010

The following details the roles and responsibilities of the different stakeholders identified in the project document:

Executing Agency – SSA Ministry of National Security

- 1) Obtain and allocate resources for the implementation of the project in a timely manner
- 2) Certification of all deposits
- 3) Certification of annual expenditure reports prepared by UNDP
- 4) Organisation of and participation in the Project Steering Committee Meetings
- 5) Reporting to the UNDP and the Project Steering Committee
- 6) Preparation of the Annual Project Report (APR)
- 7) Participation in Monitoring and Evaluation of the Project activities and outcomes
- 8) Participate with the UNDP in the joint supervision of appointed experts
- 9) Prepare the Terms of Reference for any expert and advisors to be recruited against this project

To facilitate implementation of the project, the UNDP Trinidad and Tobago Country Office will provide the following services in accordance with the UNDP procedures:

- 1) Identification and recruitment of both national and international experts with the prior agreement of the SSA. The SSA will liaise with the UNDP on any matter of concern;.
- 2) Participate on the Project Steering Committee
- 3) Providing guidance to the SSA in the execution of monitoring and evaluation activities
- 4) Participate with the SSA in the joint supervision of appointed experts
- 5) Payment of appointed experts upon certification by SSA and confirmation that resources are available to facilitate disbursements
- 6) Regularly review the status of project objectives, activities, outputs and emerging issues
- 7) Financial management of the project and the preparation of financial reports

UNDP will process payment after confirming the following:

- Activities financed are within the scope of the project
- The Executing Agency has certified payment within an appropriate time frame
- Project funds are available to facilitate disbursements

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## VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

### Within the annual cycle

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by the Project Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

### Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

A project evaluation is required, due to the innovative aspect of the project. As a matter of fact this project is a pilot to see if Prince2 and Complex Systems Theory can be applied on a wider scale in the National Strategy to Eliminate Production and Trafficking of Drugs Produced Naturally or Synthetically and promote related control measures (2005-2009) and possibly in the strategy running from 2010 onwards.

## VIII. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

<b>OUTPUT 1: Draft Bill to monitor and control precursor chemicals inclusive of establishing the Precursor Chemical Unit</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Re-establish a working Precursor Chemical Team with additional representation</i>	Start Date: Q3, 2009 End Date: Q3, 2009
<b>Purpose</b>	<i>Lay foundation for every other activity of the project</i>	
<b>Description</b>	<i>Appoint unit members and hold meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Team members appointed with appropriate representation from Sr. User role from project board	Verify formal appointment letters	Q3, 2009
Attendance of all unit members to meetings	Verify minutes of meetings	After project meetings

<b>OUTPUT 1: Draft Bill to monitor and control precursor chemicals inclusive of establishing the Precursor Chemical Unit</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Draft Bill submitted to Minister</i>	Start Date: Q3, 2009 End Date: Q3, 2009
<b>Purpose</b>	<i>Formalize execution of strategy relating to Precursor Chemicals and operationalize fully pre cursor chemical team</i>	
<b>Description</b>	<i>Consultations with team members to draft new version of the bill to be tabled in Parliament</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Formal agreement of team members to final draft of the new version of the bill	Verify minutes of meetings	Q3, 2009
All team members agree to new version of the bill	Verify minutes of meetings	Q3, 2009

<b>OUTPUT 1: Draft Bill to monitor and control precursor chemicals inclusive of establishing the Precursor Chemical Unit</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Training and Advocacy</i>	Start Date: Q3, 2009 End Date: Q4, 2010
<b>Purpose</b>	<i>Capacity development in topics of Prince2 project management, complex systems theory and visualizations and pre cursor chemicals technical training</i>	

<b>Description</b>	<i>Formal face to face training and on the job training to apply learnings in this project</i>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
Ability to apply Prince2 project management principles in this project	Based on project documentation to verify adherence to Prince2 principles such as risk management, quality management	Q3, 2009 – Q2,2010	
Understanding of the technical aspects of Precursor chemicals	Activities of the PCT (inclusive of the reports generated)	Q3, 2009	
Understanding the use of the NDS	Activities of the PCT (inclusive of the reports generated)	Q3, 2009	

<b>OUTPUT 1: Draft Bill to monitor and control precursor chemicals inclusive of establishing the Precursor Chemical Unit</b>			
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Establish policy concerning the centralized database</i>	Start Date: Q3, 2009 End Date: Q4, 2009	
<b>Purpose</b>	<i>Agree as to how the relevant information residing in different Government agencies will be shared so as to facilitate the spirit of the Bill</i>		
<b>Description</b>	<i>Consultation with Team members to establish a system for utilising the mechanism of the NDS for harmonious interchange of information</i>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
Formal agreement and commitment of team members to produce a seamless system	Minutes of meeting gives indication that team members see the process as achieving its aim	Q3, 2009- Q4, 2009	

<b>OUTPUT 2: Establishment of the Precursor Chemical Unit &amp; all its functions</b>			
<b>Activity Result 1 (Atlas Activity ID)</b>	Implement policies formulated in #3 above	Start Date: Q1, 2010 End Date: Q4, 2010	
<b>Purpose</b>	<i>To lay the foundation for the proper functioning of the PCU</i>		
<b>Description</b>	<i>To implement the system agreed to in Output 1</i>		
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>	
A centralised database with access to precursor chemical related information being utilized by the PCU	Each stakeholder having the ability and technical capability to input and access information	Q1, 2010- Q4, 2010	

<b>OUTPUT 2: Establishment of the Precursor Chemical Unit &amp; all its functions</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Identify and communicate the benefits of this system to the relevant stakeholders	Start Date: Q1, 2010 End Date: Q4, 2010
<b>Purpose</b>	<i>To harmonize activities which were formerly undertaken by various Government Ministries</i>	
<b>Description</b>	<i>Discussions in stakeholder meetings</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Minutes of the meetings of stakeholders inclusive of PCT	Contributions of the stakeholders	Q1, 2010- Q4, 2010

<b>OUTPUT 2: Establishment of the Precursor Chemical Unit &amp; all its functions</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	Training in technical aspects of Prince2, precursor chemicals and NDS	Start Date: Q1, 2010 End Date: Q4, 2010
<b>Purpose</b>	<i>To ensure technical competencies</i>	
<b>Description</b>	<i>Conducting training workshops</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Ability to apply Prince2 project management principles in this project	Based on project documentation to verify adherence to Prince2 principles such as risk management, quality management	Q1 - 4, 2010
Understanding of the technical aspects of Precursor chemicals	Activities of the PCU (inclusive of the reports generated) and minutes of PCT meetings	Q1-4, 2010
Understanding the use of the NDS	Activities of the PCU (inclusive of the reports generated) and minutes of PCT meetings	Q1-4, 2010

<b>OUTPUT 3: Monitoring and Evaluation</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Audit</i>	Start Date: Q2, 2010 End Date: Q4, 2010

<b>Purpose</b>	<i>Conduct audit</i>	
<b>Description</b>	<i>Do standard audit for project</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Include Audit in standard office NGO/NIM Audit 2010	Audit report for project	Q2, 2010- Q4, 2010

<b>OUTPUT 3: Monitoring and Evaluation</b>		
<b>Activity Result 1 (Atlas Activity ID)</b>	<i>Evaluation</i>	Start Date: Q2, 2010 End Date: Q4, 2010
<b>Purpose</b>	<i>Do Evaluation of project – this is especially useful as this project is intended to be a pilot project with possibilities for replication in other parts of the SSA strategy</i>	
<b>Description</b>	<i>Evaluation for project – focus particularly as to how Prince2 has assisted in bringing structure to project management around pre cursor chemicals and identification of new materials developed for policy development using complex systems theory</i>	
<b>Quality Criteria</b> <i>how/with what indicators the quality of the activity result will be measured?</i>	<b>Quality Method</b> <i>Means of verification. what method will be used to determine if quality criteria has been met?</i>	<b>Date of Assessment</b> <i>When will the assessment of quality be performed?</i>
Do audit and contract external party. Included in UNDP T&T office audit plan	Evaluation Report for project	Q2, 2010- Q2, 2010

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## VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

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## VIII. ANNEXES

**Agreements.** cost sharing agreement will be attached to this document.

**Terms of Reference:** TOR for key project manager and consultants are attached as annex

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## **ANNEX 1: TERMS OF REFERENCE**

**PROJECT MANAGER, “EFFECTIVE CONTROL AND MONITORING OF PRECURSOR CHEMICALS IN TRINIDAD AND TOBAGO”; MINISTRY OF NATIONAL SECURITY - STRATEGIC SERVICES AGENCY; GOVERNMENT OF TRINIDAD AND TOBAGO**

June 2009

### **1. Purpose of the Project Manager**

The role of the Project Manager is to manage the implementation of the project entitled “Effective Control and Monitoring of Precursor Chemicals in Trinidad and Tobago”.

### **2. Situational Analysis and Context**

Precursor chemicals are substances that are necessary inputs in the production of many products that are put to legitimate use such as acetic anhydride in the manufacturing of perfume. However, many of these chemicals have traditionally been diverted to the illegal production of narcotics such as cocaine and heroin.

Trinidad and Tobago, being a country with a petrochemical sector which produces precursor chemicals and one that is geographically situated near to drug production centres within South America has a responsibility to ensure that chemicals passing through or being used in its borders is not diverted to illegal use. Additionally, Trinidad and Tobago has committed itself to the obligations under the provisions of Article 12 of the United Nations Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances and is guided by the Inter-American Drug Abuse Control Commission’s (CICAD) Model Regulations to Control Chemical Precursors and Chemical Substances, Machines and Materials.

Furthermore, having regard to the fact that the establishment of administrative control measures in the areas of licensing, distribution, transportation, and control of the movement of precursor chemicals and controlled drugs is a re-iterated recommendation under the CICAD Multilateral Evaluation Mechanism (MEM), Trinidad and Tobago should now move with a sense of urgency in developing strategic and functional partnerships among national stakeholders. Examples of these stakeholders are the Ministries of Health, Trade and Industry, Energy and Energy Industries, Customs and Excise (Ministry of Finance), the Trinidad and Tobago Manufacturers Association and the Chamber of Industry and Commerce. Many of these entities currently have limited infrastructural capacity to collaborate effectively.

This project will bring on board a project management methodology that would bolster considerably efforts that are currently being made to collaborate with and bring synergy to the activities of other stakeholders in relation to precursor chemical monitoring.

Specifically the methodology will entail results based management, Financial management and Risk Management. Ultimately the current national drug control system that is already in place would be expanded upon for maximum benefit of all participating agencies and departments.

The project's work will be complemented by that of a separate hemispheric project called the "Prevention of the Diversion of Precursor Chemicals in Latin America and the Caribbean" (PRELAC), in which Trinidad and Tobago is already involved. This capacity-building project is a European Commission (EC)-financed initiative within the framework of Instrument for Stability and is implemented by the United Nations Office on Drugs and Crime.

### 3. Project Goal

Cognizant of previous efforts to collaborate among relevant stakeholders along with the local and international demand for Trinidad and Tobago to establish an effective national precursor chemical control system, this project seeks to provide a medium for collaboration among relevant stakeholders. Training in the Prince2 will provide the methodology and forum for facilitating the objectives of this project and ultimately achieving the project's goal. In accordance with the project's title, the goal of the project is to provide for the effective monitoring and control of precursor chemicals in Trinidad and Tobago.

### 4. Expected Outputs

The Project Manager will be expected to manage the project in accordance with established institutional guidelines. Specifically, the Project Manager will work towards achieving the Project's primary objectives through the attainment of the following outputs:

5. Bill to monitor and control precursor chemicals inclusive of Establishing the Precursor Chemical Unit
6. Establishment of the Precursor Chemical Unit & all its functions
7. Policy recommendations developed through Capacity Development in *Complex Systems*

### 5. Summary of Key Functions

- Management of the project and ensuring on time deliverables within reasonable quality standards
- Information and communication management and project reporting
- Coordinating the activities of the UNDP and the Precursor Chemical Team
- Meeting all administrative requirements associated with the projects
- Presentation of reports to Project Board

## 6. Duties and Responsibilities

- Plans, co-ordinates and implements full scale project activities
- Facilitates the definition of project scope, goals and deliverables
- Defines project tasks and resource requirements
- Prepares the Terms of Reference for project team
- Manages project budget and resource allocation
- Plans and schedules project timelines to ensure project deliverables using appropriate tools/Prince2 methodology
- Monitors and reports on progress of the project to project Board
- Conducts Project evaluations and assessment of results

## 7. Competencies:

- Financial Management
- Effective Communication
- Expertise in IT & PRINCE 2
- Leadership

## 8. Required Skills and Experience

### **Education:**

- Masters Degree in Business Administration, Public Administration, Finance, Economics or related field as well as:-
  - qualification in project management or equivalent
  - direct work experience in project management capacity and/or

### **Experience**

10 years of relevant experience in providing management advisory services and/or managing staff and operational systems and establishing inter-relationships among international organization and national governments

- Fluency in written and spoken English is essential

## 9. Duration and Duty Station

- The Project Manager will be stationed at the Strategic Services Agency in Port of Spain, Trinidad and Tobago for the duration of the project.

## 10. Supervision

- Supervision will be under the guidance of the Project Board.

ANNEX 2 : RISK LOG		Award ID: 58357 Project ID: 72463			Date: 21 Oct 2009				
Project Title: Effective control and monitoring of precursor chemicals in Trinidad & Tobago									
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Challenges to related commitment to the project	2009  (In Atlas, select date. Note: date cannot be modified after initial entry)	Operational/ Organizational	Constraints to related resources will impact on stakeholders' participation  P = 5 I = 5	Need to foster buy-in.  Actions to be taken: Prince2 training and NDS training	PCT	Who submitted the risk  (In Atlas, automatically recorded)	When was the status of the risk last checked  (In Atlas, automatically recorded)	e.g. dead, reducing, increasing, no change  (in Atlas, use the Management Response box)
2	Technical competencies of representatives	2009	Operational/Organizational	Representatives participating in project of these nature may not possess the required competencies  P = 3 I = 4	Participating institutions should adequately consider who would best represent them  Actions to be taken: SSA to make initial contact, at the level of Permanent Secretary, with the relevant Ministries to ensure that the appropriate personnel are identified  Induction process for members	SSA and PCT			
3	Project Management		Operational	Team members not	Need to highlight the importance and the	Project			

	process properly recorded	not			strictly adhering to the process of the Prince2 methodology P = 2 I = 4	necessity of fulfilling pertinent Prince2 reporting requirements <u>Actions to be taken:</u> Training in Prince2 Project Manager's continuous monitoring	Manager			
4	Technological capacity and resources insufficient to support the project	2009	Operational/Organizational	Some stakeholders may lack the necessary technological capacity and resources to advance the work of the Team. P = 4 I = 4	Need to ascertain the technological deficiencies that can impede the work of the Team <u>Actions to be taken:</u> Needs assessment to be undertaken in Phase 1 and deficiencies addressed Approach of training of trainers to be adopted for the policy recommendations through complex systems	SSA				
5	Precursor Chemicals Bill not tabled or passed in 2010	2009	Political/Regulatory	The enactment of the legislation is necessary for the project to continue into Phase II	Need to promote the issue as a necessary inclusion in the Parliament legislative agenda <u>Actions to be taken:</u>	PCT				



**COST SHARING AGREEMENT BETWEEN THE  
UNITED NATIONS DEVELOPMENT PROGRAMME  
AND  
THE MINISTRY OF NATIONAL SECURITY**

WHEREAS the United Nations Development Programme (hereinafter referred to as "UNDP") and the Ministry of National Security (hereinafter referred to as the "Donor") have agreed to co-operate in the implementation of the project "Effective control and monitoring of precursor chemicals in T&T" in Trinidad (hereinafter referred to as "the Project "), more particularly described in the Schedule hereto;

WHEREAS the Donor has informed UNDP of its willingness to contribute funds (hereinafter referred to as "the contribution") to the UNDP on a cost-sharing basis to increase the resources available for the Project;

WHEREAS the UNDP is prepared to receive and administer the contribution for the implementation of the project,

WHEREAS the Government of Trinidad and Tobago has been duly informed of the contribution of the Donor to the project;

NOW THEREFORE, UNDP and the Donor hereby agree as follows:

**Article I**

1. The Donor shall, in the manner referred to in paragraph 2 of this Article, place at the disposal of UNDP the contribution of US\$ 79,104.60
2. The Donor shall, in accordance with the schedule of payments set out below, deposit the contribution in UNDP's account:

Chase Bank  
International Agencies Banking  
1166 Avenue of the Americas, 17th Floor  
New York, NY 10036-2708  
UNDP Contributions Account  
No. 015-002284  
SWIFT Address: CHASUS33

(In making the deposit please identify the project number: 00072463).

<b><u>Date payment due</u></b>	<b><u>Amount(US\$)</u></b>
June 1, 2010	\$ 79,104.60

The above schedule of payments takes into account the requirement that contributions shall be paid in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.

3. The UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
4. All financial accounts and statements shall be expressed in United States dollars.
5. The value of a contribution-payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by UNDP of the contribution-payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Donor with a view to determining whether any further financing could be provided by the Donor. Should such further financing not be available, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.
6. Any interest income attributable to the contribution shall be credited to the UNDP Account and shall be utilized in accordance with established UNDP procedures.

## **Article II**

1. In accordance with the decisions and directives of UNDP's Executive Board reflected in its Policy on Cost Recovery from Other Resources, the contribution shall be subject to cost recovery by UNDP for two distinct cost categories related to the provision of support services, namely:

(a) Indirect costs incurred by UNDP headquarters and country office structures in providing General Management Support (GMS) services. To cover these GMS costs, the contribution shall be charged a fee equal to 7%.

(b) Direct costs incurred for implementation support services (ISS) provided by UNDP and/or an executing entity or implementing partner. As long as they are unequivocally linked to the specific project, these costs are built into the project budget against a relevant budget line and, in the case of clearly identifiable transactional services, charged to the project according to standard service rates.

2. The aggregate of the amounts budgeted for the project, together with the estimated costs of reimbursement of related support services, shall not exceed the total resources available to the project under this Agreement as well as funds which may be available to the project for project costs and for support costs under other sources of financing.

### **Article III**

1. The contribution shall be administered by the UNDP in accordance with UNDP regulations, rules and directives, applying its normal procedures for the execution of its projects.
2. Project management and expenditures shall be governed by the regulations, rules and directives of UNDP and, where applicable, the regulations, rules and directives of the Executing Entity/Implementing Partner.

### **Article IV**

1. The implementation of the responsibilities of the UNDP and of the Donor pursuant to this Agreement and the relevant project document shall be dependent on receipt by the UNDP of the contribution in accordance with the schedule of payments set out in Article I, paragraph 2, above and to be in line with the attached Project Document.
2. If unforeseen increases in expenditures or commitments are expected or realized (whether due to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the Donor on a timely basis a supplementary estimate showing the further financing that will be necessary. The Donor shall use its best endeavors to obtain the additional funds required.
3. If the contribution-payments referred to in Article I, paragraph 2, above, are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph 2, above, is not forthcoming from the Donor or other sources, the assistance to be provided to the Project under this Agreement may be reduced, suspended or terminated by UNDP.

### **Article V**

Ownership of equipment, supplies and other property financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.

### **Article VI**

The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

### **Article VII**

UNDP shall provide the Donor on request with financial and other reports prepared in accordance with UNDP reporting procedures.

### **Article VIII**

1. UNDP shall notify the Donor when all activities relating to the contribution have been completed.
2. Notwithstanding the completion of all activities relating to the contribution, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
3. If the unutilized contribution-payments prove insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

### **Article IX**

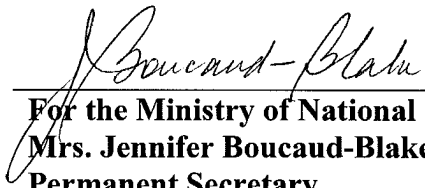
1. After consultations have taken place between the two Parties to this Agreement and provided that the contribution-payments already received are, together with other funds available to the Project, sufficient to meet all commitments and liabilities incurred in the implementation of the Project, this Agreement may be terminated by UNDP or by the Donor. The Agreement shall cease to be in force thirty (30) days after either of the Parties may have given notice in writing to the other Party of its decision to terminate the Agreement.
2. If the unutilized contribution-payments, together with other funds available to the Project, are insufficient to meet such commitments and liabilities, UNDP shall notify the Donor and consult with the Donor on the manner in which such commitments and liabilities may be satisfied.
3. Notwithstanding termination of this Agreement, UNDP shall continue to hold unutilized contribution-payments until all commitments and liabilities incurred in implementation of the activities financed by the contribution have been satisfied and these activities brought to an orderly conclusion.
4. Any contribution-payments that remain unexpended after such commitments and liabilities have been satisfied shall be disposed of by UNDP in consultation with the Donor.

**Article X**

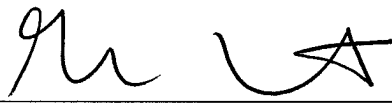
This Agreement shall enter into force upon signature and deposit by the Donor of the first contribution-payment to be made in accordance with the schedule of payments set out in Article I, paragraph 2 of this Agreement.

This Agreement shall be valid from the date it enters into force for a period of eighteen (18) months thereafter.


IN WITNESS WHEREOF, the undersigned, being duly authorized thereto, have signed the present Agreement in the English language in two copies.

  
\_\_\_\_\_  
**For the Ministry of National Security:**  
**Mrs. Jennifer Boucaud-Blake**  
**Permanent Secretary**

20th May, 2010  
**Date**

  
\_\_\_\_\_  
**For the SSA:**  
**Mr. Nigel Clement**  
**Director**

18 MAY 2010  
**Date**

  
\_\_\_\_\_  
**For the United Nations Development Programme**  
**Mr. Edo Stork**  
**Resident Representative a.i.**

20 May 2010  
**Date**

