



OAS | CICAD



7th | Evaluation
Round
M E M

MULTILATERAL EVALUATION MECHANISM (MEM)

PROCEDURAL MANUAL

SEVENTH EVALUATION ROUND 2016-2018

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I. MULTILATERAL EVALUATION MECHANISM (MEM)

A. Background

The Multilateral Evaluation Mechanism (MEM) is an instrument designed to measure the progress of actions taken by the member states of the Organization of American States (OAS) to address the hemispheric drug problem and other related crimes.

The Heads of State and of Government at the 1998 Second Summit of the Americas in Chile, mandated the creation of a multilateral evaluation mechanism which would make periodic recommendations to member states to improve their capacity to control drug trafficking and abuse and enhance multilateral cooperation. Specifically, in the Santiago Plan of Action of the Second Summit of the Americas, Heads of State mandated countries to:

“...develop, within the framework of the Inter-American Drug Abuse Control Commission (CICAD-OAS), a singular and objective process of multilateral governmental evaluation in order to monitor the progress of their individual and collective efforts in the Hemisphere and of all the countries participating in the Summit, in dealing with the diverse manifestations of the problem.”

In 1998, the Declaration of CICAD on the MEM was approved in Montevideo, Uruguay, which highlighted the importance of the MEM process:

“3. Reaffirm the principles on which the Multilateral Evaluation Mechanism is based, that is, respect for the sovereignty, territorial jurisdiction, and domestic law of the states, as well as reciprocity, shared responsibility, and an integrated, balanced approach in dealing with the issue; the Anti-Drug Strategy in the Hemisphere; and the international agreements and instruments in effect.

4. Decide that the Multilateral Evaluation Mechanism will be applicable to all states, individually and collectively; that it will be governmental, singular and objective, with the participation of specialized representatives of the governments; that it will be transparent, impartial, and equitable so as to ensure objective evaluation; that it will ensure full, timely participation by the states, based on generally applied norms and procedures, established by mutual agreement in advance, in order to ensure an equitable evaluation process; that it will not contain sanctions of any nature; and that it will respect the confidentiality of deliberations and information administered by the states, in accordance with the norms and procedures established in advance.”

In 2010, as a principle of the Hemispheric Drug Strategy, CICAD stated that *“The MEM is the appropriate mechanism to monitor, evaluate and improve national and hemispheric policies and actions to address the world drug problem. Member states will actively participate in this Mechanism in order to keep it up to date by reviewing it periodically.”*

Subsequently, in 2013, the Antigua, Guatemala Declaration “For a Comprehensive Policy against the World Drug Problem in the Americas,” the member states in the OAS General Assembly declared:

“5. That they recognize the Multilateral Evaluation Mechanism (MEM) as the only valid hemispheric tool for evaluating drug control policies in the countries that make up the Inter-American system.

6. Recall that the evaluation of drug control policies must be a multilateral exercise.”

Likewise, the Hemispheric Plan of Action on Drugs 2016-2020, outlined among its objectives to “*Support the Multilateral Evaluation Mechanism (MEM) process, noting the level of progress and compliance of the commitments undertaken by member states.*”

For this purpose, the member states agreed to the following priority actions:

“3.1 Systematic gathering of updated and quality information to observe the level of implementation of the MEM recommendations.

3.2 Active and timely participation in each of the activities that the MEM carries out, according to the agreed methodology.

3.3 Dissemination of MEM Reports by member states, while adopting, as appropriate, corrective and proactive measures as necessary.

3.4 Increase information sharing on hemispheric cooperation initiatives focused on addressing the world drug problem, to support the implementation of the MEM recommendations.”

B. Principles

Pursuant to the Mandate of the Second Summit of the Americas, the process of multilateral evaluation is based upon the following principles:

1. Respect for sovereignty, territorial jurisdiction, and the domestic laws of States.
2. Reciprocity, shared responsibility and an integrated balanced approach to this issue.
3. The current Hemispheric Drug Strategy and its Plan of Action¹ and international agreements and instruments in force.

¹ Hemispheric Drug Strategy approved by CICAD during its forty-seventh regular session in Washington, D.C., May 3, 2010 and adopted by the OAS General Assembly during its fortieth regular session in Lima, Peru, June 2010. Plan of Action, 2016-2020 approved during the sixtieth regular session of CICAD, in Nassau, The Bahamas, November 2, 2016, and adopted by the OAS General Assembly during its forty-seventh regular session in Cancun, Mexico, in June 2017.

C. Objectives

The process of multilateral evaluation has the following objectives to:

1. Achieve full application of the Hemispheric Drug Strategy and its Plan of Action.
2. Strengthen mutual confidence, dialogue, and hemispheric cooperation in order to confront, with greater efficiency and efficacy, the diverse aspects of the world drug problem².
3. Follow-up on the progress of individual and collective efforts in the Hemisphere of all the countries participating in the Mechanism, indicating both results attained as well as obstacles faced by the countries.
4. Promote the following actions on the basis of the evaluation results and within the framework of CICAD:
 - a) To Support member states in the planning and execution of their national drug plans;
 - b) To contribute to the strengthening of member states' capacity to confront the drug problem; and
 - c) To stimulate the development of technical assistance and training programs, and the exchange of experiences and best practices according to the needs of each.
5. Produce and publish periodic reports on the situation of the drug problem in the countries and in the Hemisphere.
6. Strengthen multilateral cooperation as the way to ensure an objective evaluation of member states' efforts to confront the drug problem.
7. Promote through CICAD the strengthening of cooperation and coordination with other regions, the United Nations and other international entities.

D. Characteristics

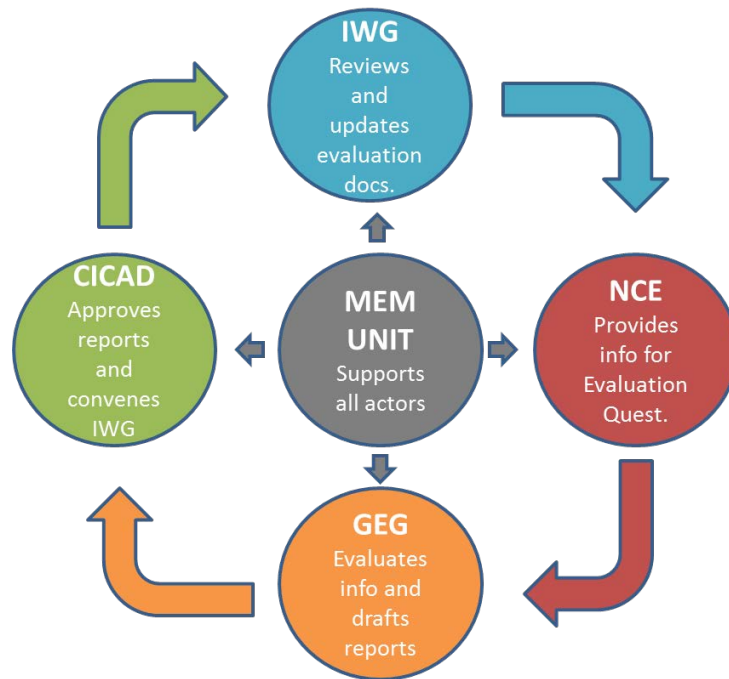
The multilateral evaluation process applicable to all member states, individually and collectively, has the following characteristics:

1. Governmental, singular and objective, with the participation of specialized representatives of the governments.
2. Transparent, impartial and equitable to assure an objective evaluation.
3. Full and timely participation of member states based upon mutually and previously established rules and procedures of general application to guarantee an equitable evaluation process.
4. Excludes sanctions of any kind.

² The illicit cultivation, production, manufacture, sale, demand, trafficking and distribution of narcotic drugs and psychotropic substances, including amphetamine-type stimulants, the diversion of precursors, and related criminal activities.

5. Respectful of the confidentiality of the deliberations and the information provided by member states, in accordance with established norms and procedures.
6. Only valid hemispheric tool for evaluating drug control policies in the countries that make up the Inter-American system³.

**MEM PROCESS OPERATION
AND STAKEHOLDERS INVOLVED**



The activities of the MEM process evaluation start when the Intergovernmental Working Group (IWG) reviews and updates the MEM basic documents to carry out the next evaluation round. The National Coordinating Entity (NCE) of each member state provides the information requested in the evaluation questionnaire, which is evaluated by the Governmental Expert Group (GEG) that drafts the country national reports and later the hemispheric report. The draft reports are approved by the CICAD Commission, which also convenes the next IWG. The MEM Unit of the CICAD Executive Secretariat provides support to the different actors involved in this process.

³ Commemorative Declaration of Nassau during the sixtieth regular session of CICAD in Nassau, The Bahamas, November, 2016 and the Declaration of Antigua, Guatemala "Towards a Comprehensive Policy on the World Drug Problem in the Americas," June 2013 at the forty-third regular session of the OAS General Assembly.

II. INTERGOVERNMENTAL WORKING GROUP (IWG)

The Intergovernmental Working Group (IWG) shall be comprised by the delegates of the member states to update and optimize the MEM process and its operational features, based on the current Hemispheric Drug Strategy and its Plan of Action. Each member state will fund the participation of their Expert to attend the IWG meetings.

The specific duties of the IWG include updating and revising the MEM evaluation instrument for the subsequent MEM Round, including the Evaluation Questionnaire, Procedural Manual, Evaluator's Manual and the MEM process Calendar of Activities, ensuring that the key topics related to the drug problem and new trends are incorporated, while eliminating topics that are no longer useful or have become obsolete.

A. Convocation

The CICAD Commissioners will convene the MEM Inter-Governmental Working Group (IWG) before each evaluation round. CICAD Commissioners can provide the IWG with any specific guidance concerning the new round that it particularly wants the IWG to focus upon/revise.

B. Chair and Vice-Chair

1. The CICAD Commission elects the IWG Chair, and the IWG elects the Vice-Chair, taking into account gender inclusion.
2. The IWG Chair and Vice-Chair have the following responsibilities:
 - a) Preside over all activities of the IWG;
 - b) Coordinate all Plenary meetings debates;
 - c) Assist the Executive Secretariat, especially the MEM Unit, in the coordination, organization and preparatory work for IWG meetings; and
 - d) In coordination with the MEM Unit, fulfill the IWG work plan.
3. The IWG Chair represents this Group and present reports and IWG recommendations to the respective CICAD regular sessions.
4. The IWG Vice-Chair replaces the IWG Chair in case of temporary/permanent absence and assist in the fulfillment of duties. These duties include coordinating with the Chair and the MEM Unit on specific action items. To this end, the Vice-Chair may enlist the support of other IWG members.
5. The IWG Chair and/or Vice-Chair liaise with the MEM Unit/CICAD Executive Secretariat to carry out the instructions of the IWG.

C. IWG Characteristics

1. The IWG delegates are designated by each member state, one per country. Delegates should have competencies in the design and/or formulation and/or

implementation and/or evaluation of strategies and/or programs on drugs and/or public policies in general. In addition, each member state designates one or more alternates that can assist or replace the principal delegates, as necessary.

2. Each member state adheres to the principle “one country, one voice.”

D. IWG Thematic Sub-Groups

1. The IWG can divide into thematic sub-groups, in accordance to the current CICAD Hemispheric Drug Strategy, in order to review and update the MEM evaluation instrument for the next round.
2. The thematic sub-groups elect a Coordinator and can elect a Sub-Coordinator to oversee the drafting work and represent these working sub-groups.
3. The thematic sub-group Coordinators, together with the IWG Chair and Vice-Chair draft the necessary guidelines to update and draft the evaluation instrument and the corresponding manuals.

E. CICAD Executive Secretariat

1. The various Units of the Executive Secretariat work to ensure that all instructions related to thematic areas, received from the IWG, are appropriately implemented.
2. The Units of the Executive Secretariat support and work directly with the IWG Chair and/or Vice-Chair or other IWG members, in their areas of expertise, as indicated by the work required.
3. The MEM Unit maintains direct contact with the IWG and provides technical, coordination and managerial support to all the activities of this Group.

F. IWG Operations

1. The IWG operates through virtual and in-person meetings. A country delegate from each country should be present at each of these meetings.
2. The IWG delegates actively and timely participate and collaborate in the meetings, as well as in the drafting work and improve the evaluation instrument and the corresponding manuals.
3. The IWG thematic sub-groups meet to review and draft the evaluation instrument and the corresponding manuals and thereafter the whole IWG meets in plenary session to approve the final proposal.

4. The quorum for IWG plenary meetings shall be one third of the representatives of the member states making up this body. The quorum for adopting decisions shall be a majority of the representatives of the member states making up this body⁴. IWG plenary decisions are taken by consensus and, when this is not possible, by a majority vote of the member state representatives⁵.
5. The quorum for IWG Thematic sub-group meetings shall be one third of the representatives of the member states making up this body. IWG Thematic sub-group decisions will be taken by consensus and, when this is not possible, by a majority vote of its members.
6. The IWG Chair or Vice-Chair works on behalf of the Group to reach consensus, with respect to specific proposals. This activity includes helping the Group reach compromises when consensus is difficult to reach.
7. The Chair, Vice-Chair, and any member of the IWG is encouraged to seek compromise as the preferred outcome to differences within the Group pertaining to the MEM as the desirable alternative to adopting Plenary decisions through a majority of the member states.

III. GOVERNMENTAL EXPERT GROUP (GEG)

The Governmental Expert Group (GEG) is composed of Experts from the diverse areas of the drug problem and designated by each of the member states. Each member state finances the participation of its Expert in the GEG meetings. Member states inform the Executive Secretariat of the name of their Expert, and provide his/her Curriculum Vitae and current contact information, in a timely manner, prior to the GEG meeting, to ensure proper coordination.

A. Characteristics of the Experts

1. The Government-appointed Experts have a:
 - a) Solid technical background and experience in one or more of the current Hemispheric Drug Strategy and Plan of Action thematic areas; and
 - b) Working knowledge of English and/or Spanish.
2. GEG Experts are selected for their technical expertise and work objectively to evaluate countries' progress on drug plans or strategies based on their national realities.
3. If possible, the Expert should not be the representative of the National Coordinating Entity (NCE).
4. Experts are designated with the authority to make autonomous judgments, and take appropriate and timely decisions.
5. Ensure stability and continued service of the experts throughout the evaluation process.

⁴ In accordance with the OAS Permanent Council Regulations, Article 44, August 16, 2017.

⁵ In accordance with the OAS Permanent Council Regulations, Article 57, August 16, 2017.

B. Composition of the GEG

1. The GEG consists of one main designated Expert per member state. The country designates one or more alternates who can attend meetings and working sub-groups, adhering to the principle “one country, one voice.”
2. The GEG is headed by a General Coordinator and a Deputy General Coordinator, taking into account gender inclusion.
3. The GEG may form working sub-groups, with each sub-group headed by a Working Sub-Group Coordinator and may designate a Deputy Coordinator.

C. Organization of the GEG

1. The GEG determines its internal organization and operation.
2. In terms of organization and methodology, the GEG:
 - a) Elects the General Coordinator and Deputy General Coordinator at the onset of each evaluation round; and
 - b) Forms working sub-groups to draft the national reports and a hemispheric report.
3. Election of the GEG General Coordinator and Deputy General Coordinator should consider the most experienced experts in drug-related topics and in the MEM process, together with their leadership skills and also take into account regional representation and gender inclusion.

D. Functions of the GEG

1. General Coordinator and Deputy General Coordinator

- a) The General Coordinator and Deputy General Coordinator have the following responsibilities:
 - i. Preside over all activities of the GEG;
 - ii. Coordinate all plenary meeting debates;
 - iii. Fully participate as Experts in their respective working sub-group meetings;
 - iv. Meet with the Working Sub-Group Coordinators to address issues arising during their debates and when drafting reports;
 - v. Carry out ongoing communication with Experts in between GEG sessions; and
 - vi. Ensure that the GEG work plan is carried out for the corresponding evaluation round.
- b) The GEG General Coordinator represents the GEG and presents reports at CICAD regular sessions.
- c) The Deputy General Coordinator replaces the General Coordinator in case of temporary/permanent absence and assists in the fulfilling duties. Should the

General Coordinator's absence be permanent, the GEG elects another member to carry out the duties of the Deputy General Coordinator.

- d) The GEG General Coordinator and Deputy General Coordinator fully participate in working sub-groups, but not function simultaneously as a Working Sub-Group Coordinators.

2. Working Sub-Group Coordinators

The Working Sub-Group Coordinators has the following responsibilities:

- a) Coordinate all meetings for their respective working sub-groups during the GEG evaluation round.
- b) Participate in all Coordinators' meetings to report on the progress of his/her respective working sub-group and address arising issues and/or suggest solutions.
- c) Fully report to their working sub-group on topics discussed at the Coordinators' meetings.
- d) Carry out ongoing communication with Experts in their capitals and with the General Coordinator and Deputy General Coordinator.
- e) Ensure that the draft reports are in accordance with established guidelines (Evaluator's Manual, Procedural Manual and agreements reached in plenary meetings and Sub-Group Coordinator's meetings).
- f) Present feedback from their respective working sub-groups.

3. Governmental Expert Group (GEG):

- a) Experts participate timely and actively in all the drafting exercises, during the GEG meetings as well as in his/her country.
- b) Experts are in constant communication with the respective Working Sub-Group Coordinator and the MEM Unit from their capitals.
- c) The GEG is responsible for evaluating countries, as well as drafting, reviewing and editing the national and hemispheric evaluation reports, and agree on a format and style for the reports.
- d) The GEG drafts the evaluation reports based on the narrative document prepared by the MEM Unit which will reflect accurately the information submitted by the country.
- e) The GEG prepares the final drafts of the evaluation reports for presentation, during the corresponding regular session, to the CICAD Commissioners for its approval.
- f) The Experts do not participate in the evaluation of their own country.
- g) Country experts may be consulted by the GEG, during their meetings, on information provided by their country's National Coordinating Entity (NCE) for

clarification purposes. Any other information requested by the GEG from the country will be conducted through the NCE.

- h) Experts are responsible for drafting reports, comparing the information with previous rounds, during the GEG meetings as well as assignments in their capitals.
- i) Experts complete their respective drafting assignments prior to the working sub-group meetings and review the draft reports prepared by other sub-group members.
- j) The Expert of each member state adheres to the principle “one country, one voice.”
- k) Experts and their alternates remain in the same working sub-groups during drafting meetings, save specific exceptions which will be resolved in the Plenary, according to its rules.
- l) When country’s Expert is elected GEG Coordinator or Deputy Coordinator of the GEG, the alternate may occupy the country’s seat at the Plenary, respecting point “j” above.
- m) The alternate Experts can provide technical opinions on their area of expertise during the GEG meetings.

E. GEG Operations

1. GEG Plenary

- a) The quorum for GEG plenary meetings shall be one third of the Experts making up this body. The quorum for adopting decisions shall be a majority of the Experts making up this body⁶. GEG plenary decisions are taken by consensus and, when this is not possible, by a majority vote of the Experts⁷.
- b) The Plenary timely reviews the text for each draft report, with all countries being evaluated with equal attention.
- c) The order in which country reports are reviewed by the Plenary is determined by the GEG General and Deputy Coordinators, based on working sub-groups, level of complexity, language and regional distribution.
- d) During the GEG Plenary, Experts contribute to reviewing all reports, except their own, with emphasis on their own areas of expertise.

2. Working Sub-Groups

- a) The working sub-group meetings operate with the presence of one third Experts (and/or their alternates) assigned to specific sub-groups, and which have been accredited for participation in the GEG. GEG working sub-group

⁶ In accordance with the OAS Permanent Council Regulations, Article 44, August 16. 2017.

⁷ In accordance with the OAS Permanent Council Regulations, Article 57, August 16. 2017.

decisions will be taken by consensus and, when this is not possible, by a majority vote of its members.

- b) Working sub-groups prepare, evaluate and review all assigned reports, based upon the same criteria and guidelines.
- c) The MEM Unit submits a proposal for assigning Experts to working sub-groups, based on professional background and experience.

F. CICAD Executive Secretariat

1. The Units of the Executive Secretariat support and work with the GEG, in their thematic areas, as appropriate.

IV. FINANCING OF EXPERT PARTICIPATION AT GEG MEETINGS

Each member state finances the participation of its Expert to the GEG meetings. However, countries may request assistance from CICAD when, due to exceptional circumstances, they are unable to finance their Expert's participation in the GEG meetings.

A. Procedures to request assistance

1. In order to request assistance, the country sends a letter to the CICAD Executive Secretariat, at least three weeks before the meeting, explaining the reason for its request. All communications are considered confidential. Assistance may be requested once per round.
2. The Executive Secretariat sends a response letter to the country on the type of assistance it will receive. The country receives assistance to cover a portion of its Expert's expenses in a meeting. The country needs to cover the difference.

B. Criteria for the approval of requests

The MEM Unit Chief reviews all country requests taking into account the following criteria:

1. The exceptional circumstance of the country (based on the letter submitted by the country).
2. Current availability of funds.
3. Strong commitment by the country to the MEM process.
4. Expert's experience.
5. Expert's active participation and fulfillment of responsibilities (during the GEG meetings and in their capitals).
6. Counterpart funding from the country to cover its Expert's participation.

V. NATIONAL COORDINATING ENTITY (NCE)

A. Functions of the NCE

The National Coordinating Entity (NCE) is appointed by each member state at the beginning of each evaluation round to provide its country information so the GEG may carry out the corresponding evaluation.

B. Responsibilities of the NCE

The NCE shall have the following responsibilities:

1. Compile information to submit responses to the MEM evaluation instrument (Questionnaire), and review and analyze this information to ensure accuracy and consistency.
2. Prepare and provide an introductory document supporting these responses, in order to contribute to the GEG's evaluation within the established timeframe.
3. Respond to the MEM evaluation instrument within the established timeframe.
4. Review the GEG's "notes to country" in the draft report and distribute them to the appropriate national institutions.
5. Timely review responses received from national institutions to the GEG's "notes to country," in addition to overall text in the draft report.
6. Clarify any information requested by the GEG or the MEM Unit.
7. Promote MEM reports in the country and share said activities with the MEM Unit.
8. Provide technical assistance jointly with the MEM Unit and raise awareness on the MEM process with all participating institutions in the country.

VI. MEM UNIT

A. Functions of the MEM Unit

The MEM Unit is under the Executive Secretariat of the Inter-American Drug Abuse Control Commission (CICAD) and provides technical, coordination and managerial support for those actors involved (IWG, GEG, NCEs) in the MEM process.

B. Responsibilities of the MEM Unit (MU)

The following are MU responsibilities:

1. Maintain continuous communication with the IWG, GEG and the NCEs.
2. Maintain communication with the CICAD Commissioners regarding the MEM process.

3. Verify that information received from the countries is complete.
4. Prepare the narrative document for all MEM country reports reflecting the information submitted by the country.
5. Support the GEG in organizing the working sub-groups and in plenaries and in drafting the national reports.
6. Provide relevant information to draft the hemispheric evaluation draft report and any additional data requested by the GEG.
7. Organize training/workshops, including online, for those actors involved in the MEM process.
8. Maintain an updated glossary of drug terminology.
9. Provide Experts with evaluation guidelines.
10. Provide NCE's with an operational manual.
11. Publish and distribute the MEM national and hemispheric reports, or other MEM-related reports, once they have been approved by the CICAD Commission.
12. Execute promotional activities on the MEM reports and raise awareness on the evaluation process, together with member states and/or regional organizations (i.e. CARICOM, SICA) process on a continuous basis.

VII. REPORTS

A. Evaluation Report

1. The national evaluation report of each OAS member state is concise and reflects the country's internal reality in implementing the Hemispheric Drug Strategy and its Plan of Action that outlines clearly challenges encountered, the strengths and the progress made in executing drug policies, as well as pending steps.
2. The thematic structure of the report is based on the CICAD Hemispheric Drug Strategy and its corresponding Plan of Action. Its main chapters are:
 - a) Introduction
 - b) Institutional Strengthening;
 - c) Demand Reduction;
 - d) Supply Reduction;
 - e) Control Measures;
 - f) International Cooperation;
 - g) Conclusion; and
 - h) Glossary.
3. The report is produced in accordance with the following stages:
 - a) Preparing the narrative document of each country by the MEM Unit, based on the responses received to the Evaluation Questionnaire and, as appropriate, on relevant information from previous rounds;

- b) Drafting the national reports by an expert and his/her alternate(s) is assigned by the Coordinator of his/her respective working sub-group. Alternates may also be consulted by other working sub-groups in matters of their particular expertise, as appropriate;
 - c) Analysis and evaluation of the information in each narrative document by the GEG, during their first drafting meeting, taking into account the interpretive notes in the evaluators' manual, as well as information from the national reports from previous rounds, incorporating conclusions, and finalizing one draft report per country;
 - d) Delivery of each country's draft report for its comments and data update through the "notes to country;"
 - e) Analysis by the GEG of comments and data updates submitted by the country, who modifies each country's draft report accordingly;
 - f) Delivery of final draft report to the country;
 - g) Approval of each country's final draft report by the CICAD Commission in its regular session; and
 - h) Presentation by the CICAD Executive Secretariat of the MEM reports to the OAS Permanent and Observer Missions, the Committee of Hemispheric Security, the Permanent Council and the OAS General Assembly.
4. The sources of information used for the production of the evaluation report are the following:
- a) The member states' responses to the Evaluation Questionnaire. Additionally, the introductory document can be used as reference;
 - b) The evaluation reports from prior MEM rounds;
 - c) Authorized external sources of information, such sources as official websites of national drug agencies/institutions, other official national websites, official national reports, documents from international entities, such as Organization of American States (OAS); United Nations Office on Drugs and Crime (UNODC); Financial Action Task Force (FATF); Caribbean Financial Action Task Force (CFATF); Financial Action Task Force of Latin America (GAFILAT); World Bank; International Monetary Fund (IMF), and other official sources as identified by the GEG;
 - d) The GEG consultations with the NCEs during the evaluation process are carried out to clarify, verify, and request more information; and
 - e) Consultations with the CICAD Executive Secretariat.

B. Hemispheric Report

- 1. The hemispheric evaluation report is concise and reflects the reality of member states in the Hemisphere as a whole regarding the drug problem, outlining clearly the challenges encountered, the strengths and the collective progress in implementing drug policies.

2. The thematic structure of the report is based on the CICAD Hemispheric Drug Strategy and its corresponding Plan of Action. Its main chapters are:
 - a) Introduction;
 - b) Institutional Strengthening;
 - c) Demand Reduction;
 - d) Supply Reduction;
 - e) Control Measures;
 - f) International Cooperation;
 - g) Conclusions; and
 - h) Glossary.

3. The hemispheric report is produced in the following stages:
 - a) Assignment of the GEG experts responsible for analyzing and drafting the hemispheric report, and their organization into thematic sub-groups in charge of the chapters of the report. Each sub-group has a main drafter and one or more secondary drafters;
 - b) Categorization and organization of information and statistics at the hemispheric level by the MEM Unit;
 - c) Analysis of the information in the national reports and other inputs provided by the MEM Unit, to produce an initial draft and evaluation of the hemispheric report chapters;
 - d) Review of the initial draft, and exchange of comments and proposed changes among the working sub-group;
 - e) Submission of the draft hemispheric report to CICAD commissioners for comments and edits;
 - f) Presentation of the final draft hemispheric report to CICAD by the GEG Coordinator; and
 - g) Presentation of the hemispheric report to the OAS Hemispheric Security Council, the Committee of Hemispheric Security, the Permanent Council and the OAS General Assembly.

4. The sources of information used for the production of the hemispheric report shall be the following:
 - a) The evaluation reports from the current MEM round and from previous rounds;
 - b) Authorized external sources of information, such sources as official websites of national drug agencies/institutions, other official national websites, official national reports, documents from international entities, such as Organization of American States (OAS); United Nations Office on Drugs and Crime (UNODC); Financial Action Task Force (FATF); Caribbean Financial Action Task Force

(CFATF); Financial Action Task Force of Latin America (GAFILAT); World Bank; International Monetary Fund (IMF), and other official sources as identified by the GEG;

- c) Consultations made by the GEG to the Executive Secretariat, and to experts on the issues covered by the hemispheric report, in order to clarify and verify the information received.