

## **GENERAL GUIDELINES**

The following guidelines aim to assist training establishments as well as trainers, which such institutions employ to impart training in precursor control.

### **THE TARGET GROUPS**

Identifying the target groups is the first step in training. The following groups of people are suitable targets and programmes should be tailored for each group:

- Law and policy-makers.
- Trainers.
- Drug law enforcement officers.
- Narcotics Laboratory personnel.
- Management and staff of precursor chemical industry and trade.

### **THE TRAINING NEEDS OF THE GROUPS**

Outlining the training needs of each target group comes next. In order to decide the ideal syllabus for a particular segment of trainees, it would be necessary to make a realistic assessment of the training requirements of each of these target groups.

### **LAW AND POLICY MAKERS**

Law and policy-makers need to be made aware about precursors, the possibility of their diversion into illicit trade, the consequences of such diversion and the need for precursor control measures. They also need to be sensitized to the obligations to control precursors under international Conventions and the need to prevent diversion without impeding legitimate trade and industry. The training programme should, therefore, increase awareness and impart conceptual knowledge of the issues involved, in such a manner that it persuades and enables them to devise an effective system of precursor control best suited to their country.

### **TRAINERS**

As precursor control is a relatively new field, there is a need to develop a pool of good trainers in each of the SAARC countries. Effective trainers must, in the first place, possess the basic skills of a trainer. Secondly, they should have an in-depth knowledge of the subjects they are called upon to train others in. Therefore, a training course for precursor trainers should consist of topics like communication skills, training delivery techniques and course designing, etc. It should also impart in-depth knowledge of issues/topics like concept of precursor control, obligations under international conventions, precursor chemicals, laws relating to precursor control and of course, special skills required by the enforcement officers and the laboratory staff.

## **DRUG LAW ENFORCEMENT OFFICERS**

The responsibility to regulate precursors lies on drug law enforcement officers. Howsoever well-designed precursor control measures may be it is the ability of officers to enforce them, which ultimately determines their success. The enforcement skills of these officers need to be sharpened with special focus on the detection of attempted diversions of these chemicals. A precursor training scheme for drug law enforcement officers, therefore, should:

- raise their general awareness about the relevance of precursor control.
- impart an in-depth knowledge in the precursor laws and regulations that have already been enacted or may be enacted in the country.
- familiarize them with the appearance, characteristics and properties of these substances and train them to identify them with the help of field test kits.
- enhance their skills in the field of collection of intelligence and investigation with specific reference to precursors.
- update them on the latest trends in the diversion of these substances.

In short, the training module for officers should aim at raising their awareness in the field of precursors, equipping them with knowledge of relevant laws and preparing them to effectively enforce them. The officers should be in a position not only to effectively implement the existing laws more efficiently, but also to meet future challenges such as, shifts in the use of precursor chemicals in the manufacture of drugs and changes in precursor control regulations in future.

## **NARCOTICS LABORATORY PERSONNEL**

The importance of laboratory personnel in the overall scheme of precursor control in the SAARC region needs no emphasis. The court trying a precursor case should, in the first place, be convinced about the true identity of a chemical substance on the basis of a test report from a laboratory. Chemists should be trained in testing precursors. Equally important is training in the observance of procedures and tendering of evidence in the court by the chemists. Laboratory personnel should also be informed of emerging trends in the misuse of precursors and the substitute chemicals being used for manufacturing drugs. Laboratory personnel can, if trained, also assist the investigators in identifying the source of origin of a substance under investigation.

## **THE CHEMICAL INDUSTRY - MANAGEMENT AND STAFF**

The management and staff of the precursor manufacturers should be familiarized with the legal provisions and their obligations there under. They also need to be educated on how they can identify suspicious transactions and alert authorities, and if considered appropriate by the competent authorities, how they can play a meaningful role in controlled delivery operations. Assisting the enforcement authorities hone on to precursor transactions that may end in diversion could be a major contribution part of the trade and industry. Apart from these topics, the

voluntary code of conduct concept has to be a very important component of a training module for industry.

## **DESIGNING TRAINING PROGRAMMES**

Designing training programmes involves deciding the level of participants, the resource persons, selection of the methods and techniques of training, outlining the course content, and choosing the learning principles.

### **LEVEL OF PARTICIPANTS**

Participants should be carefully chosen to ensure that they are of comparable level of knowledge and interest, can form a cohesive group and can understand and absorb the knowledge that is to be imparted.

### **LAW AND POLICY MAKERS**

Depending upon their respective jurisdictions and responsibilities in each country, senior officers at law and policy making levels from ministries/departments such as:

- the ministry of law,
- ministries dealing with subjects like narcotics, drugs and pharmaceuticals, chemicals, industry,
- the competent authority for precursors, and
- senior officers working in the apex narcotics control and coordination organization

in a country would be ideal participants for a training course, workshop or seminar for law and policy makers.

### **TRAINERS**

Officers currently working in the narcotics training institutions or those likely to be posted in such organizations in the near future should be called for training for trainers' courses. Ideally, they should comprise people with some practical experience in narcotics investigations, and where possible in precursors.

### **DRUG LAW ENFORCEMENT OFFICERS**

Officers at various levels in the departments dealing with drug law enforcement need to be trained. Vertical integration courses could also be organized for groups of officers of different levels. Interactions during such courses would help officers benefit from the experience of others. Imparting training in precursor control to officers with practical experience in narcotics investigations will help them coordinate better with trade and industry.

## **NARCOTICS LABORATORY PERSONNEL**

Chemists engaged in precursor analysis and their supervisors require both basic and specialized training. Participants for specialized training should be selected based on their interest and practical aptitude and their inclination to continue in the field of precursors.

## **MANAGEMENT AND STAFF OF THE CHEMICAL INDUSTRY**

The chemical industry can act as the first line of defence against diversion and therefore, the importance of training their management and staff cannot be over-emphasized.

Persons working at managerial level and concerned with manufacture, sale, importation, exportation, etc. of precursors and also those at subordinate levels performing functions relating to these activities could be invited to such training programmes.

Training for industry could be split into two categories, one for the management level who actually handle sales, imports, exports, etc. and one for the staff responsible for compliance with statutory obligations including the maintenance of records, submission of reports and returns etc.

## **RESOURCE PERSONS**

The choice of resource persons forms an important part of organising a training programme. Resource persons, who act as vehicles for the transmission of knowledge and skills to the trainees will, to a great extent, also determine the success of a training endeavour. While the largest component of resource persons should come from the trainers who have successfully undergone the 'training for trainers programme' other sources could also be tapped to supplement. These sources may include, for example, experienced chemists (to deliver lectures on identification of precursor chemicals, to explain their properties, and testing procedures); outside consultants (for topics like communication skills, delivery techniques, course designing, etc.); professionals from the chemical industry and trade as well as experts from legal professions.

## **METHODS AND TECHNIQUES**

Lectures would be the main method used for training. They must be interactive and need to be supplemented by various training aids to enhance their effectiveness. Hence, the use of audio-visuals such as overhead projectors, PowerPoint presentations and video films is highly recommended. Group discussions could be another method of training. Case studies and group exercises clarify the concepts and add a practical dimension to the knowledge. Panel discussions enable participants to benefit from the experience and expertise of the panelists and also make concepts clear to the trainees.

Experience shows that a 'Test Your Ability' test with about 20 questions with multiple choice answers at the end of the training session helps participants review what they had learnt. Trainees are told at the beginning of the training programme about the test. There would be no marking or evaluation of this test paper by the trainers. After the test, a master answer sheet would be supplied to each trainee in order to enable him to assess how much he has benefited from the training. So, it is just fun. Experience shows that the concept of such a test does not evoke any negative psychological responses, which a test that determines merit by others may do. At the same time, this self-assessment technique unconsciously impels the trainees to stay more alert during the training. Hence, this simple exercise is also highly recommended for use in the training programmes.

## **COURSE CONTENT**

The training content for each target group must be tailored to the specific duties, roles and responsibilities of the trainees in the group. Taking into account the needs of each group of people, the following course content is recommended:

1. **Law and Policy Makers**
  - Basic knowledge (general awareness).
  - Conceptual knowledge on precursor control.
2. **Trainers**
  - Basic skills of a trainer.
  - Higher knowledge of all precursor control issues/subjects.
3. **Drug Law Enforcement Officers**
  - Awareness about precursor control concept and related issues.
  - Basic knowledge of precursors and basic skills to test them.
  - Basic knowledge of precursor control laws and related matters.
  - Higher skills for detecting diversion attempts, follow up investigations and prosecutions of offenders.
4. **Narcotics Laboratory Personnel**
  - Advanced knowledge of precursors.
  - Knowledge of basic laws and procedures.
  - Higher skills in precursor analysis and identification and impurity profiling.
  - Capability to provide scientific support to drug law enforcement staff.
5. **Management and Staff of Industry/Trade**
  - Basic knowledge and awareness about concept and need for precursor control.
  - Basic knowledge of law and legal obligations.
  - Basic skills to identify and report suspicious transactions.
  - Cooperation and coordination with concerned governmental agencies.
  - Compliance with statutory and procedural requirements.

## **LEARNING PRINCIPLES**

The learning principles differ from group to group.

### **1. Law and Policy Makers**

The main learning principles in the case of law and policy makers should be motivation, imparting knowledge, raising their awareness about precursor control issues, assisting them assess the national requirements for precursor control mechanisms in terms of international obligations and also to help them establish laws and devise procedures for effective precursor control.

### **2. Trainers**

Imparting knowledge of precursor control issues, laws and other related matters and enhancing training skills should guide a training programme for trainers.

### **3. Drug Law Enforcement Officers**

Motivation, knowledge of precursors and related laws and, of course, reinforcement of law enforcement techniques and skills should constitute the learning principles for a course designed for drug law enforcement officers.

### **4. Narcotics Laboratory Personnel**

Higher knowledge and reinforcement aiming at refining skills should determine the focus of the training programme for laboratory staff.

### **5. Management and Staff of Chemical Industry/Trade**

Motivation and providing knowledge would be ideal learning principles for training programmes/workshops/seminars organised for management and other staff of the industry and trade.

## **TYPE OF TRAINING**

Having regard to the training that is proposed to be imparted to the various groups of people, it has to be 'off the job' in nature.

## **EVALUATION OF TRAINING PROGRAMMES**

Each training programme needs to be evaluated on, inter alia, the following criteria:

- Response and feedback from the trainees on the appropriateness and relevance of course content, quality of the resource persons and effectiveness of presentations made.
- The extent to which knowledge has been imparted/enhanced.
- Whether the programme is likely to bring about some positive behavioral change in the trainees so as to better achieve the goals of the organisation they work for?
- Whether the training is likely to benefit the organisation tasked to perform functions related to precursor control.

The evaluation can be made through a questionnaire at the end of each training programme. This would help in making necessary changes in the programmes, based on responses from the trainees.