

Draft TC ABSTRACT

I. Basic project data

▪ Country/Region:	Guyana
▪ TC Name:	Support for the Preparation of the Security Strategy
▪ TC Number:	GY-T1107
▪ Team Leader/Members:	Derise Williams CCB/CGY; Arnaldo Posadas IFD/ICS; Alan Girón (IFD/ICS); Stefano Tinari (ICS/CBA Team Leader)
▪ Indicate if: Operational Support, Client Support, or Research & Dissemination.	Client Support
▪ Date of TC Abstract:	September 10, 2013
▪ Beneficiary:	The Cooperative Republic of Guyana.
▪ Executing Agency and contact name	The Ministry of Home Affairs of Guyana
▪ IDB Funding Requested:	US\$ 1,670,996.00
▪ Local counterpart funding, if any:	US\$ 167,099.60
▪ Disbursement period (which includes execution period):	36 months
▪ Required start date:	December 2013
▪ Types of consultants (firm or individual consultants):	Individual and Consulting Firms
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	COF/CGY
▪ Included in Country Strategy (y/n);	Yes
▪ TC included in CPD (y/n):	Yes
▪ GCI-9 Sector Priority:	The actions proposed by this program are aligned with the Operational Guidelines for Program Design and Execution in the Area of Civic Coexistence and Public Safety (document GN-2535). This TC directly tied to the fulfillment of one of the objectives of the Ninth General Capital Increase, to reduce poverty and inequality. It is also linked to the goal of supporting C&D countries.

II. Objective and Justification

Guyana has undertaken a series of initiatives aimed at reducing the security risk from the national and individual perspective, ranging from legislative reforms to cross border alliances at the bilateral and regional level. The Ministry of Home Affairs, the entity responsible for the security sector in Guyana, recognized that the rapidly changing environment with its growing complexities, demands a strategic response that repositions the Ministry, strengthening its capacities even as it extends the scope of its interventions to embrace innovative as well as best practices from outside of its borders. A consultancy was commissioned under the IDB funded Citizen Security Program (1752/SF-GY), to develop a Strategic Plan for the Ministry.

As part of the analysis, the strategic planning group identified a number of key issues for redress. Seven strategic goals were identified to be the pillars that would underpin the strategic plan for the period 2012 to 2017. The goals are (1) realign and modernize MOHA's organization structure for greater responsiveness; (2) establish the MOHA as a center of Excellence in the Public Service; (3) enhance the physical infrastructure of MOHA; (4) deepen inter-organizational linkages for greater

security sector cohesiveness and impact; (5) increase border surveillance and management for greater citizen security; (6) ensure greater citizen security through effective performance of subvention agencies and (7) reduce road fatalities through enhanced traffic management surveillance.

The **objective** of this technical Cooperation will be to support the MOHA in the implementation of selected strategic goals, in a consistent way with the general direction of the strategic plan. Selection of the goals is based also on MOHA priorities and availability of funds.

III. Description of activities and outputs

Activity	Strategy	Outcomes	Activities	Indicators
Realign and Modernize MOHA's Organization Structure for greater responsiveness.	Comprehensive re-engineering/ restructuring of the MOHA taking into account 'best practices' from around the world.	To complete by 2014, at least 90% implementation of a restructured and modern organizational structure for the MOHA.	Comprehensive rationalization and restructuring of the MOHA (with implementation strategy).	The Ratio of professional and specialist staff to support staff. Number of staff in possession of revised job descriptions that encourage greater autonomy through enriched jobs. Number of New Units in operation and new positions included in the Ministry's Staff establishment.
Deepen <i>inter-organizational</i> linkages for greater security sector cohesiveness and impact.	Increase formalized relations with institutions of the Criminal Justice System and other related agencies.	To increase, by Y 2014, the number of solutions for cross cutting internal security challenges in the Justice sector by 40% through systematic, on-going collaboration.	Review existing structures, Committees, Task Forces, and processes as well as recent reform reports to identify initiatives aimed at strengthening these bodies to better support decisions and agreements from security and justice sector deliberations. 2. Develop a Strategy and Action Plan for greater collaboration/ resolution of cross cutting issues in the Security / Justice Sector.	Number of new collaborative MOUs signed/and in force after 2012. The number of cross cutting issues resolved per year after 2012; % of decisions made at various Task Forces / Commission that are implemented within agreed time frames.
Increased Border surveillance and management for greater citizen security.	Insistently implement security/ border control & management collaborative Agreements/Conventions at the bilateral, regional and International levels.	To contribute by Y 2016 to a 40% decrease in transnational border related criminal activity as a result of 60% increase in the level of implementation of cross border treaties /conventions /agreements.	Review existing collaborative agreements and develop a comprehensive Border Security Strategy for increasing the level of implementation of agreed strategies, initiatives, best practice	Number of criminal cases solved after 2012. Percentage reduction in cross border movement of (a) persons, (b) illegal weapons, (c) drugs and (d) funds.
Ensure citizen security through effective performance of the Executive Agencies under MOHA	Utilize citizens' perceptions to measure security levels.	By 2015, 100% of subvention agencies will have, at the core of their services, a focus on providing effective customer care.	1. Define a framework for executive agencies within the framework of enhanced performance management (adopting/modifying 'best practices' and	Approved Framework for enhanced Agency/ Minister relations, consistent with 'best practices' around the world. No. of Performance

supervision.			<p>sensitize key staff in MOHA and Subvention agencies, supporting the submission of a Concept Paper to Cabinet for approval.</p> <p>2. Design and implement Performance Contracts between the Minister, MOHA and the head of each agency to key stakeholders.</p> <p>3. Conduct a survey to determine in every agency key skills that are required to implement this innovation and train key staff.</p> <p>4. Train all MOHA officers that will be involved in providing support to the Minister regarding the re-emphasized oversight role and implementation of the new arrangements.</p>	<p>Contracts signed between the Agencies and the Minister.</p> <p>Number of staff trained in the requisite performance monitoring skills.</p> <p>Percentage of increase in target achievement by every subvention agency.</p>
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IV. Budget

Indicative Budget

Activity/Component	Description	IDB/Fund Funding	Counterpart Funding	Total Funding
Modernization of MOHA structure	Rationalization and Restructuring of MOHA	600,000.00	60,000.00	660,000.00
Strengthening of inter organizational linkages	Review of interaction and cooperation with the Judiciary	350,000.00	35,000	385,000.00
Increased border surveillance	Development of comprehensive border security strategy.	400,000.00	40,000.00	440,000.00
Improvement of Agencies Performance	Introduction of best practices, skills definition and training.	320,996.00	32,099.60	353,095.60
Total		1,670,996.00	167,099.60	1,838,095.60

V. Executing agency and execution structure

The Ministry of Home Affairs will be entity responsible for the execution of this Technical Cooperation. The Ministry of home Affairs is the institution responsible for the formulation and evaluation of national policy aimed at ensuring that the state offers a safe and secure environment for all people. Coordinating liaison from participating institutions will be selected among senior staff. Services from individual consultants and consulting firms will be contracted to execute the components of this operation.

VI. Project Risks and issues

The implementation stage of this Strategic Plan will be directed and facilitated by a Steering Committee chaired by the Minister of Home Affairs. The management tier of the MOHA will

collectively be responsible for the day-to-day execution of strategic interventions and initiatives and are expected to be fully committed to a plan that was shaped and validated by them.

Whenever an organization is faced with the need for improvements that indicate changes to routines, processes, even attitudes, there is the risk that the employees will react negatively to the changes being implemented. Accordingly, at the strategic management level of the organization, a mechanism will be identified and put in place to manage communication and promote motivation during the reform process.

VII. Environmental and Social Classification

There are no environmental nor social risks linked to the activities of this operation. Because of the latter, its classification is “C”, according to the Environment and Safeguard Compliance Policy (OP-703).