

TC ABSTRACT

I. Basic project data

▪ Country/Region:	Trinidad and Tobago
▪ TC Name and Number:	Support to Strengthen Strategic Risk Management within the Office of the Prime Minister (TT-T1053)
▪ Team Leader/Members:	Dana King (ICS/CTT), Project Team Leader; Neeca Brathwaite (CCB/CTT); (LEG/SGO); and Nathalie Hoffman (IFD/ICS)
▪ TC Type:	Client Support
▪ Reference to Request:	IDBDocs#39209816
▪ Date of TC Abstract:	November 3, 2014
▪ Beneficiary:	Republic of Trinidad and Tobago
▪ Executing Agency	Office of the Prime Minister
▪ Funding:	IDB: US\$575,000 Counterpart: US\$200,000
▪ Disbursement period:	36 months
▪ Required start date:	March 1, 2015
▪ Types of consultants:	Individual and Firms
▪ Prepared by Unit:	IFD/ICS
▪ Unit of Disbursement Responsibility:	ICS/CTT
▪ TC included in Country Strategy; in CPD:	No; Yes
▪ GCI-9 Sector Priority:	Institutions For Growth And Social Welfare

II. Objective and Justification

- 2.1 **Justification.** Through its role as Chair of the National Security Council (NSC) and Lead Head for Crime and Security for the Caribbean Community (CARICOM), the Office of the Prime Minister (OPM) of Trinidad and Tobago (TT) is tasked with oversight and management of TT's national security portfolio and preparation of strategic response recommendations, among other duties. TT's national security portfolio encompasses a wide-ranging number of areas including both traditional security matters, national and transnational crime and natural disaster response, and an evolving set of emerging matters that includes climate change, food security, competitive integration, cyber warfare, and epidemiological threats.
- 2.2 To strengthen the OPM's strategic risk management capacity, Cabinet established the Integrated Threat Assessment Centre (ITAC)¹ in 2009 to conduct on-going security risk horizon scanning² and to provide assessments to the NSC that would raise policy makers' awareness of emerging threats to national security and recommended responses.

¹ The ITAC sits under the Secretariat of the NSCS, which is located within the OPM.

² Horizon scanning is a term of art used to describe an organized formal process of gathering, analyzing and disseminating value-added information to support decision making.

Operational since September 2013, ITAC serves as a central repository of intelligence and information that relates to the identification and assessment of potential national security threats. Additionally, ITAC disseminates its threat assessments to alert policymakers and feed into the decision making and policy creation process. Comprised of five (5) government security experts, ITAC does not currently possess the capacity or experience necessary to carry out its function. ITAC does not dispose of the technical expertise necessary to conduct relevant data collection and analysis; to liaise and coordinate with the number of government stakeholders involved in national security matters; or to ensure up-to-date knowledge transfer on cutting-edge security topics.

- 2.3 Following ITAC's establishment, the government noted the need for more broad-based and independent subject matter expertise to complement ITAC's work and to ensure a fulsome risk scoping and assessment; particularly with respect to non-traditional risks. ITAC works primarily with existing national security agencies; and its data collection and analysis reflect the particular spheres of operations and responsibility of its stakeholders. As the primary conveyor of strategic risk management advice within OPM, ITAC's analysis is informed by too narrow a range of inputs to ensure comprehensive risk scoping and response. To address the existing gap in TT's strategic risk management architecture, OPM requires development of independent risk information and assessment channels to enable more robust, academic, and broad-based risk identification and assessment by NSC on existing and potential security threats.
- 2.4 To address these issues, the Government of the Republic of Trinidad and Tobago has requested Bank assistance to strengthen its strategic risk management capacity through strengthening of ITAC's capacity and the provision of independent, advisory services for risk assessment and response.
- 2.5 **Objectives.** The general objective of this Technical Cooperation (TC) project is to strengthen the capacity of the Office of the Prime Minister of the Republic of Trinidad and Tobago to conduct strategic risk assessment and response. The specific objectives of the TC are to enhance the ability of the NSC to: (i) coordinate the collection, production, and analysis of security-related information; and (ii) conduct predictive analysis as well as monitoring and evaluation to prevent the occurrence of national security threats.
- 2.6 **Alignment with Bank Priorities.** This TC is included in the 2015 Country Programming document for TT. This operation will also contribute to the lending priorities of the Ninth General Increase in the Resources of the IDB (AB-2764) (GCI-9) for: (i) small and vulnerable countries; and (ii) strengthening institutional capacity for growth and welfare.

III. Description of activities and outputs

- 3.1 The objectives of this TC will be achieved through the following components: (i) support to strengthen ITAC's in-house technical capacity; and (ii) support for provision of independent expertise to NSC Secretariat.
- 3.2 **Component 1: Support to strengthen ITAC's capacity (US\$400,000).** To facilitate its role as repository and disseminator of strategic risk assessments, ITAC must deepen its capacity

with respect to cross-government data collection, analysis, and stakeholder coordination. This component will support strengthening of ITAC’s technical capacity through financing of: (i) a project manager to coordinate input of Government agencies and facilitate cross-governmental action; (ii) provision of training and knowledge transfer activities for ITAC staff and stakeholders; and (iii) support for data collection and analysis; and (iv) dissemination of ITAC knowledge products to key stakeholders.

- 3.3 **Component 2: Support for provision of independent strategic risk management advice (US\$160,000).** To enable a more proactive response to the plethora of security issues affecting the national and regional community, OPM requires independent, broad-based research on the various facets of security and recommended strategic responses to the continuum of emerging threats facing TT and the region. This component will finance: (i) independent external advisory services;³ and (ii) preparation of a strategy for provision of these services on an on-going basis.

IV. Budget

- 4.1 The present TC will be financed with US\$575,000 in grant resources from the Bank. An additional US\$200,000 in in-kind services will be provided using counterpart resources. These in-kind counterpart resources will consist of 40 work hours per month for three OPM staff who will serve as the PIU for the duration of the TC.

Activity/Component	IDB Funding (US\$)	Counterpart Funding (US\$)	Total Funding (US\$)
Component 1 – Support to strengthen ITAC’s capacity	400,000	0	400,000
(i) Governmental Coordinator	150,000	0	150,000
(ii) Training and Knowledge Transfer	50,000	0	50,000
(iii) Support for data collection and analysis	180,000	0	180,000
(iv) Knowledge dissemination	20,000	0	20,000
Component 2 – Support for provision of independent strategic risk management advice	160,000	0	160,000
(i) Independent Advisory Services	150,000	0	150,000
(ii) Strategy	10,000	0	10,000
Project Management	0	200,000	200,000
Project Manager	0	50,000	50,000
Procurement Officer	0	75,000	75,000
Financial Officer	0	75,000	75,000
Contingency	15,000	0	15,000
Total:	575,000	200,000	775,000

³ Proposed activities include risk foresighting exercises (including table top exercises, brainstorming exercises, and focus groups); the production of policy/position papers identifying and addressing national security issues; on-going environmental assessment and horizon scanning; design and implementation of research projects; design and conduct of symposia, seminars and workshops etc. for appropriate parties and agencies; and subject matter education (based on academic research) for national security and intelligence personnel.

V. Executing agency and execution structure

- 5.1 The Office of the Prime Minister will be responsible for implementing the technical cooperation through its National Security Council Secretariat (NSCS). OPM has no previous experience implementing Bank projects. To strengthen OPM's capacity, a Project Implementing Unit (PIU) will be created within the NSCS and composed of a project manager, procurement officer, and financial officer. Appointment of PIU officers by the OPM will be subject to the no objection of the Bank and a condition precedent to project eligibility. PIU officers may be drawn from existing NSCS staff and will be responsible for coordinating all technical, financial, procurement, and administrative tasks related to the project. To further strengthen OPM's capacity, the IDB will carry out a procurement and financial workshop with NSCS within one month of the PIU's appointment to ensure it has sufficient technical skill to manage procurement and financial functions under this TC.
- 5.2 All procurement of goods and services will be carried out in accordance with the Bank's Policies for the Procurement of Works and Goods financed by the IDB (GN-2349-9). The selection and engagement of consultants will be conducted in accordance with the bank's Policies for the Selection and Contracting of Consultants financed by the IDB (GN-2350-9).

VI. Environmental and Social Classification

- 6.1 There are no environmental or social risks associated with the activities outlined in this operation, therefore its environmental classification is "C", according to the classification toolkit of the Bank. (See link: [IDBDOCS-#39212816](#)).