

STRATEGIC PLAN OF THE SECRETARIAT OF THE INTERAMERICAN COMMITTEE AGAINST TERRORISM

— CICTE Annual Meeting —

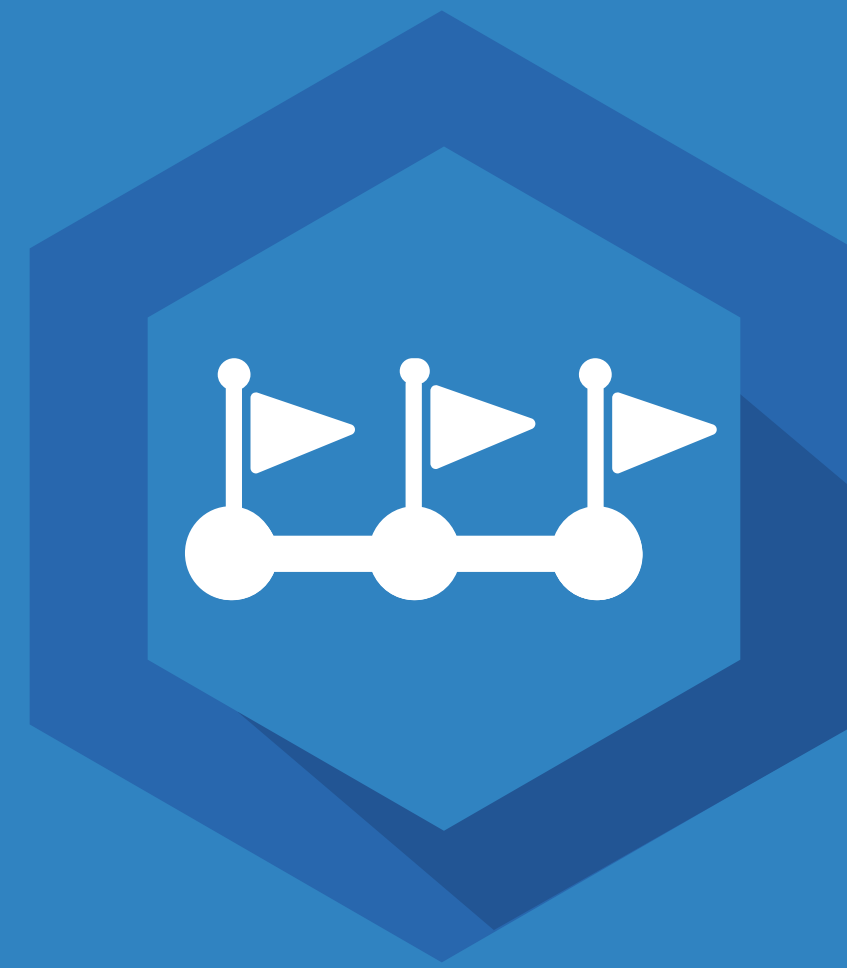
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Organization of
American States



Objectives of Strategic Plan

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Build and Strengthen
Partnerships



Continue to Implement
Capacity Building and
Training in the Hemisphere



Maximize Resources



Build and Strengthen Partnerships

Objectives

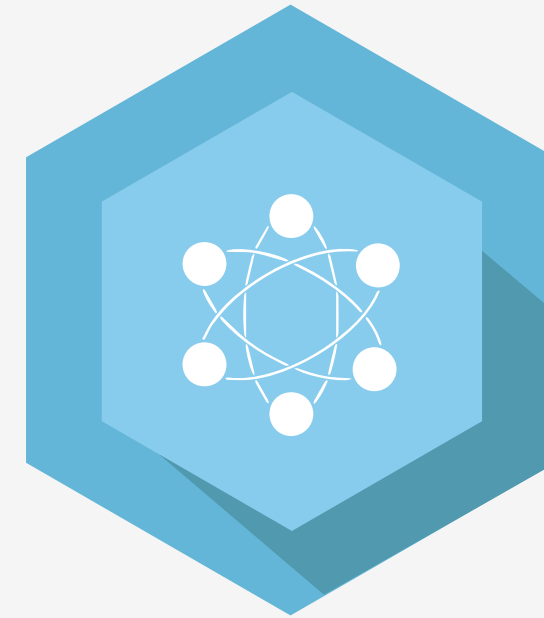
- Strengthen CICTE's NPC network.
- Establish new and continue existing strategic partnerships.
- Exchange information and best practices.
- Strengthen outreach mechanisms.
- Promote greater cooperation with national and multilateral agencies, private and public foundations, international financial institutions, and corporations.

What we need to do



Continue to build upon existing programs

- Ensure a shared mission and vibrant discussion.
- Robust partnerships.



Revitalize National Points of Contact network

- Hold a annual meeting between the Secretariat and the NPCs.
- Consider holding OAS NPC meeting every two years with sub-regional meetings on off years.
- Consider the creation of a virtual NPC platform.



Multi-Stakeholder Approach

- Work broadly with government organizations, academia, the private sector and civil society, as well as NPCs
- Cyber Security and Tourism Security programs are good models.



Capacity Building and Training

Objectives

- Develop better capacity-building programs and workshops to strengthen security in the Member States.
- Exchange experiences and best practices.
- Promote the use of new technologies.
- Keep abreast of emerging threats and trends.

Survey Results (Sent Nov. 24th, 2014)

Programs considered most important to respondents:

1. Cyber Security

2. Maritime/Port Security

3. Tourism Security

4. Document Security and Fraud Prevention

5. Aviation Security

Program Areas

Border Controls



Aviation Security

Document Security and
Fraud Prevention

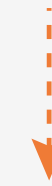
Customs and
Immigration Security

Maritime Security

Support for the
Implementation of
UNSCR 1540

Legislative Assistance and Combating Terrorism Financing

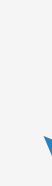
Strengthening Strategies on Emerging Terrorist Threats



Bio Security

Counter Improvised
Explosive Devices

Critical Infrastructure

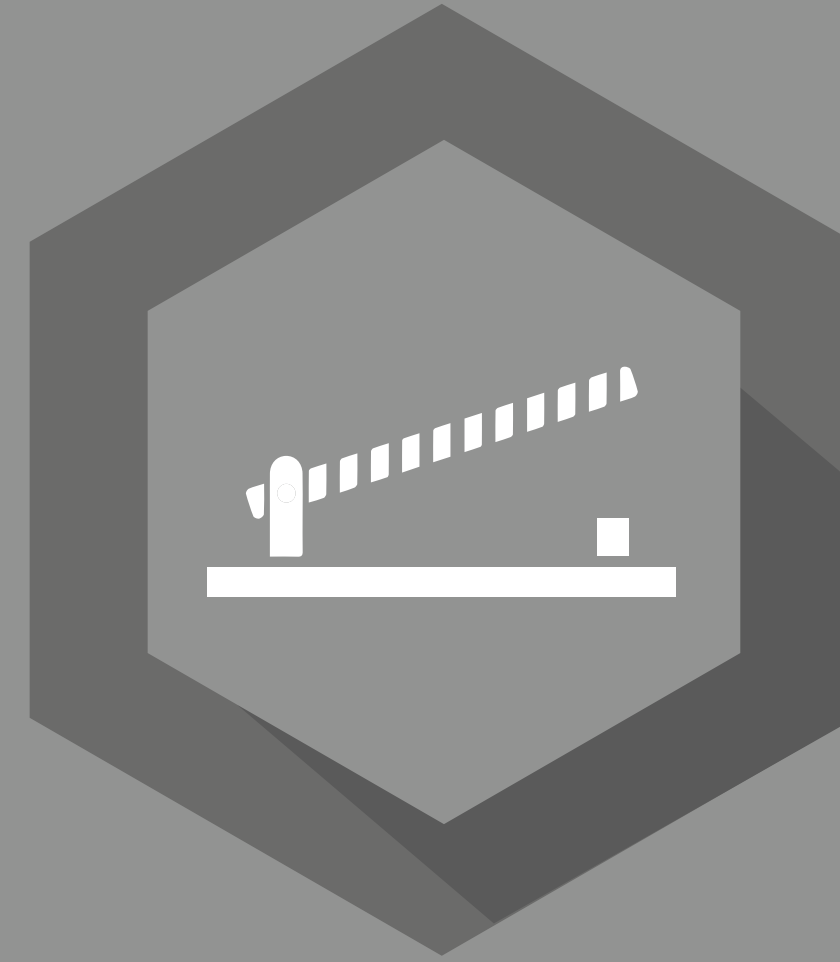


Cyber Security

Tourism Security

Security for
Major Events

Global Supply
Chain Security



Border Controls

Aviation Security

Border Controls

- Provide low-cost training on identifying and intercepting passengers and high-risk cargo.
- Expand training on insider threats, screening, cyber security and cargo security.
- Train the Trainer approach.

“While technology is important,
it should only be used as a
supplement to human skills.”

Document Security and Fraud Prevention

Border Controls

- Respond to evolving challenges (e.g. hackers' ability to access personal information).
- Improve border controls while addressing human rights and gender issues.
- Increase focus on technical assistance missions.

Customs and Immigration Security

Border Controls

- Expand security capacity to accommodate the vast growth of containerized traffic (sea trade).
- Over the next 4 years, conduct capacity-building workshops addressing container and cargo ship security and interdiction in 10 countries.
- Employ multilayered training methods and a train the trainer approach.

Maritime Security

Border Controls

- Continue to provide capacity building and technical assistance.
- Assist Member States put in place measures that target transnational criminal activities in the maritime sector.
- Carry out strategic crisis management exercises and trainings at the port level and at the national level.

Support for the Implementation of UNSCR 1540

Border Controls

- Assist 2-3 states with the implementation of national action plans each year.
- Identify and share best practices for CBRN materials non-proliferation systems.
- Help establish national comprehensive legal frameworks to comply with 1540 mandates.



Legislative Assistance and Combating Terrorism Financing

Legislative Assistance and Combating Terrorism Financing



Bring small island states of the Caribbean and the Pacific together to discuss common concerns.



Assist OAS Member States to develop policies aimed minimizing the risks of Free Trade Zone (FTZ)



Strengthening Strategies on Emerging Terrorist Threats

Bio Security

Strengthening Strategies on Emerging Terrorist Threats

- Continue developing Bio Security National Action Plans in the region.
- Develop Bio Security Virtual Center of Excellence.
- Assist in the creation of national and international protocols to address bio-security threats.

Counter Improvised Explosive Devices

Strengthening Strategies on Emerging Terrorist Threats

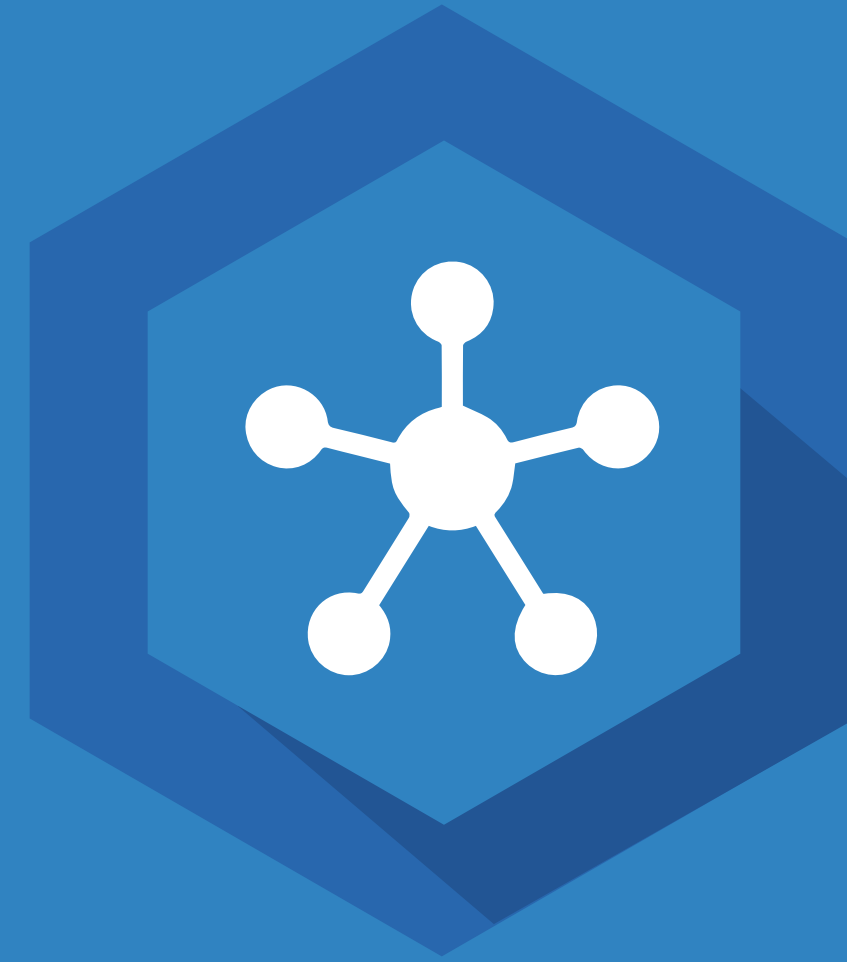


Enhance the understanding of IED threats to OAS Member States.



Develop tactical capacity building missions to provide training in intelligence collection, mitigation, detection diffusion and disposal, and investigations.

“CICTE’s IED program is the first of this kind to be implemented in the Americas.”



Critical Infrastructure Protection

Cyber Security

Critical Infrastructure Protection

- Establish and strengthen national CSIRTs.
- Help Member States develop national cyber security strategies.
- Develop a virtual hemispheric network of CSIRTs.
- Train security technicians in critical infrastructure protection.
- Provide technical assistance missions on a state-by-state basis.
- Partner with the private sector and academia to assist in cyber security policies and training activities.

“There is no one-size-fits-all solution. Each country approaches Cyber Security differently, depending on its prevailing economic, political, and cultural landscape.”

Tourism Security

Critical Infrastructure Protection

- Develop tourism security and crisis management plans at the national level.
- Expand programs to address specific risks such as kidnapping, sex tourism and trafficking.
- Focus on train-the-trainer efforts.

Security for Major Events

Critical Infrastructure Protection



Support security preparation and training for specific major events, optimizing the IPO Americas Security Planning Model.



Help build strong public-private partnerships and regional cooperation for the security of major events.

“To date, the Security for Major Events program has trained more than 280 officials from 29 Member States, and has worked to advance awareness and opportunities for women’s roles in major event security planning through regional workshops and encouraging the appointment of female NFPs.”

Global Supply Chain Security

Critical Infrastructure Protection

- Address impediments to Authorized Economic Operator programs: bad legislation, poor trainings, staff turnover and lack of buy-in from the private sector.
- Organize regional and sub-regional technical workshops.
- Homogenize AEO program procedures across customs administrations.
- Develop professional network of contacts among experts within Member States border security agencies.



Maximizing Resources



Objectives

- De-link program costs from staff costs.
- Secure a sustainable base of support and develop strategies to expand the donor pool.
- Increase voluntary and special project contributions.
- Continue to secure in-kind (secondments) contributions from Member States.
- Cultivate support and cooperation with the private sector.
- Strengthen intra-agency (among OAS bodies) collaboration and cooperation on cross-cutting issues.

Staffing Plan

(Current Situation)

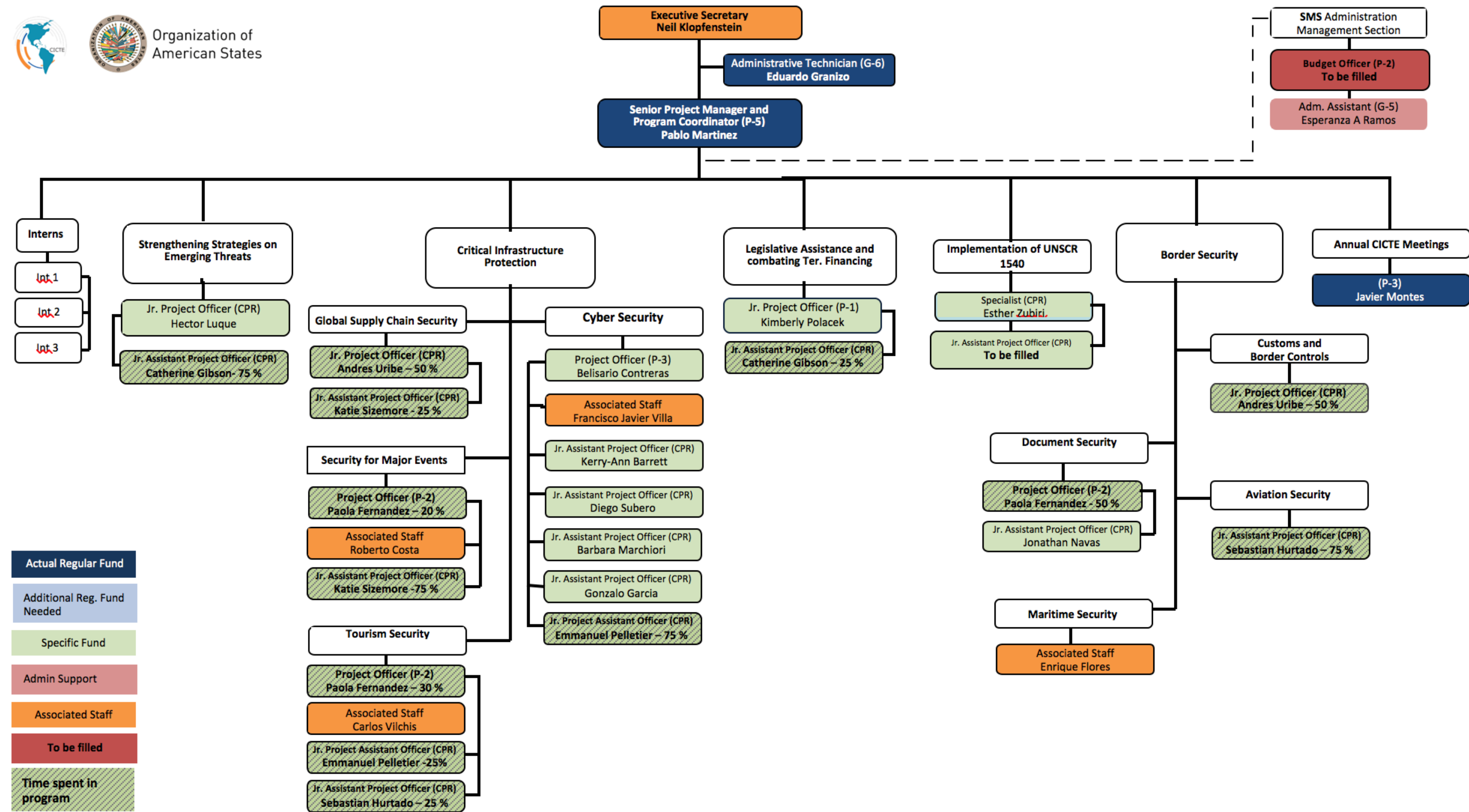
- CICTE needs a sustainable staffing plan.
- Professional core of program managers.
- The inclusion of staffing costs with program costs discourages potential donors from providing funding for CICTE programs.
- Only three of the 22 staff currently working in the CICTE Secretariat are supported by the OAS regular fund.

Present CICTE Organization Structure

MARCH 2015



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What we have

Regular Fund positions

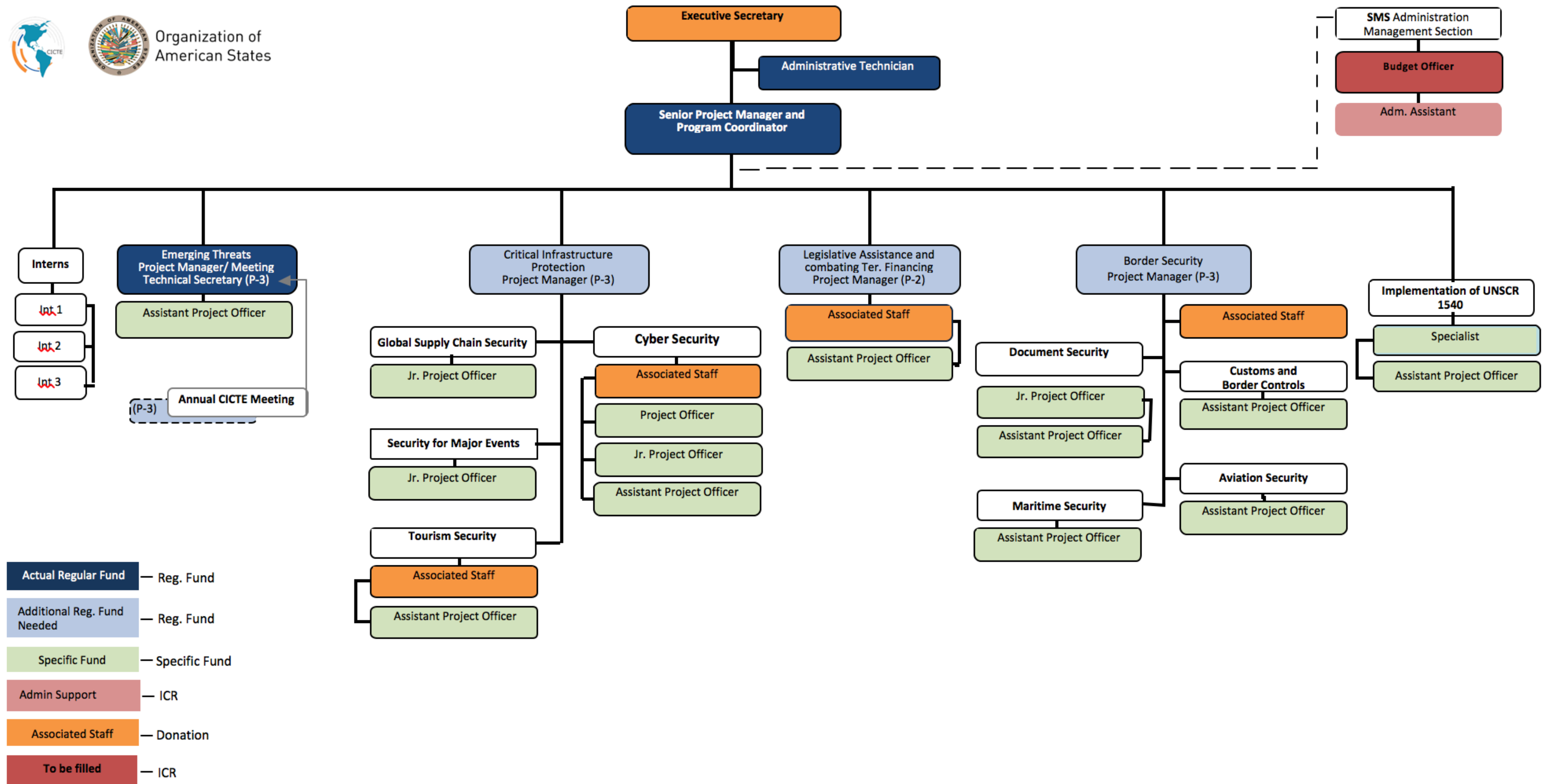
Position Title	Responsibilities
Program Coordinator (P-5)	Day to day management and coordination of all CICTE programs.
Technical Secretary (P-3)	Responsible for preparation of the Annual Committee Meeting.
Assistant to the Secretary (G-6)	Provides secretariat's support to and handles the agenda of the Secretary of CICTE.

Proposed CICTE Organization Structure

MARCH 2015



Organization of
American States



What we need

Regular Fund positions

Position(s) Title	Responsibilities
Program Coordinator (P-5)	Day to day management and coordination of all CICTE programs (no change).
Project Manager for Emerging Threats/Technical Secretary (P-3)	Continue to assist in the preparation of the CICTE annual meeting (25%)/project management (75%) (Revised to J.D.)
Project Manager for Critical Infrastructure Protection (P-3)	Manage project officers and oversee Critical Infrastructure Protection capacity-building activities.
Project Manager for Border Security (P-3)	Manage project officers and oversee Border Security capacity-building activities.
Project Manager for Legislative Assistance and Counter Terrorism Financing (P-2)	Manage project officers and oversee LACTF capacity-building activities.
Assistant to the Secretary (G-6)	Provides secretariat's support to and handles the agenda of the Secretary of CICTE (no change).

Associated Staff (Secondments)

(Current Situation)



An important resource
for the Secretariat.



Offer a source of
specialized expertise in
particular project.



Staff required varies
according to program
need.

What we need to do



Hiring Process

1. Prepare needed job description.



2. Secretariat solicits candidate from Member State/donor country.



3. Member State/donor country recruits candidate.



4. Mission submits cover letter, CV and contact information of candidate.



5. Interview and Assessment



6. Decision made



CICTE Program Funding

(Current Situation)

- Total funding has declined from a high of \$ 5.7 million in 2011 to an average of \$ 3.5 million in 2013-14.
- Financial support from traditional donors (i.e. US and Canada) has declined; funds from other Member States has increased.
- Some donors expect the OAS to fund key CICTE staff through Regular Funds, rather than through program costs.
- On track to receive at least 1/3 or more of resources from non-traditional donors.










CONTRIBUTIONS 2014 & 2015 as of today

COUNTRIES

México		\$ 400, 000	+	3 Secondments
Suriname		\$ 300,000		
Colombia		\$ 350,000 *		
Brazil				1 Secondment
Spain				1 Secondment
United Kingdom		\$ 350,000		
Estonia		\$ 100,000		
ICSS (Qatar)		\$ 350,000		
Inter-American Development Bank		\$ 260,000		

OTHER CONTRIBUTORS

Argentina	
Bahamas	
Chile	
Guyana	
Panama	
Paraguay	
Trinidad and Tobago	

* Final agreement under negotiation

Secretariat Vision



Final Recommendations

- **Name Change**

Change the name of the Secretariat to more accurately reflect the work it is doing:

Executive Secretariat for Border Security, Critical Infrastructure Protection and Counterterrorism.

- **Greater Collaboration**

The Secretary General should establish internal mechanisms to promote collaboration, coordination, cooperation and information exchange among all OAS entities dealing with and issue or problem that cuts across mandates or lanes of responsibility.



Organization of American States

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