

TC Document

I. Basic Project Data

▪ Country/Region:	TRINIDAD AND TOBAGO
▪ TC Name:	Strengthening the Integrated National Early Warning System in Trinidad and Tobago
▪ TC Number:	TT-T1116
▪ Team Leader/Members:	Hori, Tsuneki (CSD/RND) Team Leader; Chakalall, Yuri (CSD/RND) Alternate Team Leader; Alleng, Gerard P. (CSD/CCS); Collins, Michael I. (CSD/RND); Ericka Morales (CSD/RND); Lewis, Alix (CCB/CTT); Ramsumair-John, Priya Elizabeth (CCB/CTT); Restrepo, Lisa Sofia (CSD/RND); Vila Saint-Etienne, Sara (LEG/SGO)
▪ Taxonomy:	Client Support
▪ Operation Supported by the TC:	.
▪ Date of TC Abstract authorization:	31 May 2022.
▪ Beneficiary:	The Office of Disaster Preparedness and Management (ODPM), Tobago Emergency Management Agency (TEMA), and Communities living in the area where the pilot activities will take place
▪ Executing Agency and contact name:	Inter-American Development Bank
▪ Donors providing funding:	Japan Special Fund(JSF)
▪ IDB Funding Requested:	US\$420,000.00
▪ Local counterpart funding, if any:	US\$110,000.00 (In-Kind)
▪ Disbursement period (which includes Execution period):	24 months
▪ Required start date:	1/15/2023
▪ Types of consultants:	Individuals; Firms
▪ Prepared by Unit:	CSD/RND-Env, Rural Dev & Disaster Risk
▪ Unit of Disbursement Responsibility:	CCB/CTT-Ctry Off Trinidad & Tobago
▪ TC included in Country Strategy (y/n):	Yes
▪ TC included in CPD (y/n):	Yes
▪ Alignment to the Update to the Institutional Strategy 2010-2020:	Gender equality; Productivity and innovation; Social inclusion and equality

II. Objective and Justification

- 2.1 The overall objective of this TC is to realize citizen safety through improving the implementation capacity of disaster risk management in Trinidad and Tobago. To this end, the TC will focus on support for strengthening the early warning system in the country.
- 2.2 **Background:** Trinidad and Tobago is exposed to multiple natural hazards, including earthquakes, coastal storms, floods, coastal erosion, landslides, among others. The International Disaster Database (EM-DAT, 2022) records 11 major disasters that occurred in the country between 1990 and 2021. These disasters affected more than 153,000 people during the same period, with economic losses reportedly amounting to US\$47 million. Separately, the United Nations

DesInventar database¹ reports that more than 1,300 natural disasters (including small scale disasters) have occurred in the country during the period from 1990 to 2014. Recently, particularly in October 2018, massive torrential rains and widespread flooding occurred, severely affecting about 150,000 people². The number of these disasters has been increasing in recent years, partly due to the climate change.

- 2.3 The Government of the Republic of Trinidad and Tobago (GoRTT) established the Office of Disaster Preparedness and Management (ODPM)³ in 2005, under the Ministry of National Security, as the national coordinating agency to reduce hazard risks and enhance disaster preparedness. At the local level, 14 Disaster Management Units (DMUs) in Trinidad are established within each local corporation for disaster preparedness, which coordinate their activities with the Ministry of Local Development and Local Government. In 1998, the Tobago House of Assembly (THA) established the Tobago Emergency Management Agency (TEMA) for the purpose of disaster management and preparedness in Tobago⁴.
- 2.4 The ODPM developed the draft country's Comprehensive Disaster Management (CDM) Policy 2022-2032 in January 2022. This policy, along with the Guiding Principles and Philosophy Statement, sets forth 11 specific policy goals⁵. The National Early Warning System, the focus of this TC, supports Goal 1⁶: Multi-Hazard Early Warning Systems. In addition, the importance of promoting and implementing EWS is also one of the priority actions in the Sendai Framework for Disaster Risk Management 2015-2030⁷, an outcome of the United Nation's Second World Conference on Disaster Reduction held in Sendai, Japan, in 2015.
- 2.5 Based on international general consensus and consistent with the framework of previous projects developed and implemented by the IDB in other countries⁸, this

¹<https://www.desinventar.net/DesInventar/results.jsp>. DesInventar records the history of all disasters, including minor events.

² Upon the request from the GoRTT on this occasion, the IDB formulated and approved the TC Emergency: Emergency Assistance due to Severe Flooding in Trinidad and Tobago (See: <https://www.iadb.org/en/projects-search?country=§or=&status=&query=TT-T1085>)

³ The mission of the ODPM is to build national Disaster Risk Management and Climate Change Adaptation capabilities with our partners and coordinate response and recovery operations in order to protect the people, environment and economy and ensure a disaster resilient nation. See: <https://www.facebook.com/ODPMTT/about>

⁴ TEMA is the lead agency for disaster risk management in Tobago. The Agency has a reporting relationship with the Tobago Congress and cooperates with the ODPM. The role of TEMA, which, is largely involved in the implementation of this TC project along with ODPM, is to co-ordinate a network of agencies and individuals within the island of Tobago to direct their efforts to the maximum preservation of life and the protection of property in times of disaster. See: <http://www.tema365.com/web/>

⁵ For more information, see ODPM's Comprehensive Disaster Management (CDM) Policy 2022 - 2032. The 11 goals outlined in the policy include: early warning systems, disaster loss reduction, emergency preparedness, mitigation of infrastructure risks, community resilience, disaster risk governance, disaster risk mainstreaming, disaster risk financing, integration of climate change adaptations, diverse partnerships and volunteerism, and disaster education.

⁶ Goal 1 is formally titled "Multi-Hazard Early Warning Systems are in place for identifying current risks and can anticipate and assess new and emerging risks."

⁷ https://www.preventionweb.net/files/43291_sendaiframeworkfordrren.pdf

⁸ See, for example EC-L1221 (See <https://www.iadb.org/en/project/EC-L1221>), PR-T1216 (<https://www.iadb.org/en/project/PR-T1216>), and PE-T1453 (<https://www.iadb.org/en/project/PE-T1453>).

- TC defines EWS as a system that (i) monitors and analyzes hazards, (ii) provides timely alert information to residents (including vulnerable citizens), (iii) prepares and encourages citizens to take necessary evacuation actions upon receiving an alert information, and (iv) The above three elements function in harmony. The benefits of appropriately operating and maintaining an EWS have been widely recognized empirically, including: reducing injuries and deaths with high efficiency and speeding up the return to post-disaster socioeconomic activities⁹; and providing information to vulnerable groups (children, elderly, indigenous peoples, travelers, and disabled persons) who have limited access to emergency information and facilitating appropriate preparative actions¹⁰. The profitability (i.e., the return on investment cost) of EWS is reported by Wethli (2014)¹¹ as a median of 5.0 (with a minimum of 0.9 and a maximum of 57)¹².
- 2.6 Strategic outcomes of EWS implementation have also been recognized, including the strengthening of community solidarity and social capital through evacuation drills (Hori and Shaw, 2012)¹³ and the contribution of surveillance using sirens with video cameras to crime prevention (La Vigne et al, 2011; Chicago Police Department, 2022; MTAS, 2022)¹⁴, among others. This second strategic outcome is particularly important in light of the fact that Trinidad and Tobago has seen a rise in crime rates, particularly homicide rates, among Latin-American and Caribbean countries in recent years¹⁵.
- 2.7 **Challenges** of strengthening the early warning system in Trinidad and Tobago can generally be identified through prior dialogues and diagnostics with ODPM and TEMA as follows:
- 2.8 **Ensuring more timely and accurate climate event monitoring and hazard analysis.** The Trinidad and Tobago Meteorological Service (TTMS), a government organization that monitors and observes natural phenomena and hazards, undertook a major weather instrument upgrade in 2018. This equipment upgrade has improved the accuracy of weather forecasts in Trinidad and Tobago to a level the World Meteorological Organization (WMO) considers standard, according to

⁹ "Last - Mile" preparation for a potential disaster - interdisciplinary approach towards tsunami early warning and an evacuation information system (Taubenbock, 2009). <http://www.nat-hazards-earth-syst-sci.net/9/1509/2009/>

¹⁰ Early Warning Practices can Save Many Lives: Good Practices and Lessons Learned (UNISDR, 2010). <https://www.unisdr.org/we/inform/publications/15254>

¹¹ Wethli Kyla, 2014. Background Paper: Benefit-Cost Analysis for Risk Management: Summary of Selected Examples. The World Bank.

¹² See: https://dotrisk.co.za/wp-content/uploads/2018/01/wdr15_bp_benefitcost_analysis_for_risk_management_wethli.pdf

¹³ See: [https://www.emerald.com/insight/content/doi/10.1108/S2040-7262\(2012\)0000010022/full/html](https://www.emerald.com/insight/content/doi/10.1108/S2040-7262(2012)0000010022/full/html)

¹⁴ See: <https://www.ojp.gov/pdffiles1/nij/grants/236740.pdf>, <https://home.chicagopolice.org/inside-cpd/police-observation-device-pod-cameras/>, <https://www.mtas.tennessee.edu/knowledgebase/there-empirical-evidence-surveillance-cameras-reduce-crime>

¹⁵ Information extracted from the Trinidad and Tobago Police Department. See: <https://www.statista.com/statistics/1225249/homicide-rate-trinidad-tobago/>. Another report states that it is the sixth worst in the world: <https://newsday.co.tt/2022/05/27/international-ngo-trinidad-and-tobago-has-sixth-highest-crime-rate/>

the organization's self-analysis¹⁶. At the same time, however, the self-analysis also points out that the country's climate hazard observation system needs to be improved in several ways, including strengthening the observation of events that are likely to increase in the future due to climate change, such as localized heavy rains. In fact, the major flooding that occurred in the country in 2018 was caused due to the multiples localized heavy rains¹⁷. Therefore, it will be important for Trinidad and Tobago to establish a system for more robust and precise observation, prediction, and analysis of climate hazards including localized heavy rains. Even for other hazards, however, the literature points to the need for increased observational and analytical capacities¹⁸.

- 2.9 **Community sirens with cameras that directly provide alert information to communities (including vulnerable citizens).** Currently, Trinidad and Tobago utilizes the media (e.g., radio, television, and social media) as tools to inform its citizens and tourists of hazard warnings. However, this makes it difficult to provide information to the elderly, travelers, and the disabled, who are considered to be vulnerable to information access. It is also difficult to provide alert information at night (when people are sleeping) when they do not have access to the medias. Therefore, it is internationally recognized that the installation of community sirens with cameras is an effective way to quickly and universally inform communities at immediate hazard risks¹⁹. This effect has also been recognized by the government of Trinidad and Tobago. According to TEMA, for example, about 60 community sirens with camera would need to be installed on the island of Tobago. However, this has not been accomplished to date. Only four sirens have been installed, and these do not have cameras. The effectiveness of community sirens with cameras is not limited to providing universal alert information; it can also be used, as mentioned above, to remotely monitor information on the crime scene using cameras (in addition to using sirens to send real-time voice messages to the scene).
- 2.10 **Mechanisms for citizens to participate more voluntarily in activities as part of EWS.** In order to achieve the aims of the EWS, it is crucial to encourage communities to take proactive participatory actions (e.g., periodic evacuation drills). This is extremely important in light of lessons learned in other countries. For example, in Japan, that is considered one of the most advanced countries in terms of investment in equipment related to EWS (e.g., climate radars and community sirens), when there is no sufficient community awareness campaign, as little as

¹⁶Reference Article: <https://developer.ttwweathercenter.com/2019/08/17/the-early-warning-system-how-effective-is-it/>. This article was referenced on May 2, 2022. Note, however, that the specifications of the Center's web page have since changed, and this article is currently unavailable.

¹⁷Not only in the country but also throughout the Caribbean region, there has been an increase in recent years in localized heavy rainfall that is not related to hurricanes or tropical storms. The Bahamas, for example, experienced a thunderstorm in mid-May 2022 with a 24-hour rainfall of more than 12 inches. The government of the Bahamas needs about \$8 million to deal with flooding caused by this event (See <https://thenassauguardian.com/8-mil-price-tag-for-flooding-remediation/> and <https://thenassauguardian.com/sears-solutions-designed-to-address-flooding/>)

¹⁸CDEMA (2021): Multi-Hazard Early Warning Systems Gap Analysis Report: Trinidad and Tobago

¹⁹See, for example, the following experience in Ecuador: <https://reliefweb.int/report/ecuador/sistema-de-alerta-temprana-beneficiar-m-s-de-un-mill-n-de-personas>

30% of residents participate in local evacuation drills²⁰. In the case of Ecuador, it has been reported that although the community sirens with cameras have been installed as part of the EWS development in recent years, in some cases the number of participants in evacuation drills is less than 1% of the total number of residents because the EWS are not fully recognized by them²¹. One approach to solving this challenge is that some countries have been successful in encouraging community participation in evacuation drills by conducting behavioral science-based analysis and adopting policies based on it²². These innovative and good practices from other countries are likely to be effective if these are applied correctly to the EWS in Trinidad and Tobago. Other literature also points to the active participation of women in community emergency organizations in the country as an important perspective²³.

- 2.11 **Approach:** The IDB has recently supported the establishment and strengthening of early warning systems in member countries through loan projects in Ecuador (EC-L1221) and Haiti (HA-L1041) and technical cooperation in Paraguay (PR-T1216) and Peru (PE-T1534)²⁴. Based on these experiences, this TC emphasizes the importance of (i) strengthening a central monitoring center to carry out nationwide hazard/disaster monitoring and analysis, (ii) installing community sirens with cameras where needed, and (iii) providing two-way communication between the center and the communities in real time as a means of strengthening the EWS in Trinidad and Tobago. Based on this approach, and further based on the analysis and diagnosis of the current EWS based on the paragraphs 2.8-2.10, this TC will give priority activities to the GoRTT through two components.
- 2.12 Another important lesson learned from the IDB's experience is to support the establishment of multi-hazard EWSs. This is particularly evident in the experiences of Ecuador (responding to volcanic eruptions, earthquakes, tsunamis, and floods through the IDB projects) and Peru (responding to floods, tsunamis, glacier collapses through the IDB's projects). Trinidad and Tobago has also experienced a variety of hazards, as mentioned above, and as such, disaster management agencies such as ODPM and TEMA need to respond. Therefore, while the above-mentioned challenge has focused primarily on climate hazard risk, the diagnosis and future discussions through this TC will not be limited to this but will apply a multi-hazard national EWS strengthening approach that takes into account past good practices.

²⁰ According to an article published in the Nihon Keizai Shimbun on November 14, 2019.

²¹ IDB Internal Report: *Mejora de la eficiencia de los Sistemas de Alerta Temprana utilizando ciencias del comportamiento: Aplicación de la idea "NUDGE" de en el marco operacional del SAT ante Tsunamis en Ecuador* (<https://idbg.sharepoint.com/teams/EZ-RG-TCP/RG-T3369/25%20Results%20Management/Producto%20Final%20-%20Nota%20Tecnica%20-%20Nudge%20SAT%20Tsunami.pdf>)

²² For a case study, see the following report: <https://documents1.worldbank.org/curated/en/465051578683565433/pdf/Using-Behavioral-Insights-to-Improve-Disaster-Preparedness-Early-Warning-and-Response-Mechanisms-in-Haiti.pdf>

²³ According to the same reference as footnote 18.

²⁴ See <https://www.iadb.org/en/project/EC-L1221>, <https://www.iadb.org/en/project/PR-T1216>, <https://www.iadb.org/en/project/HA-L1041>, <https://www.iadb.org/en/project/PE-T1453>, respectively.

- 2.13 **Relevance to other related projects in Trinidad and Tobago.** Several EWS related initiatives have been implemented in the country in the past. For example, there is a Community Based Flood Early Warning System (CFEWS)²⁵ being implemented by the Trinidad and Tobago Water Resources Authority (WRA), the Ministry of Rural Development and Local Government, and the Trinidad and Tobago Red Cross starting in 2019. Strategic planning instrument also exists, including the report developed in 2000 by the Parliament through the Joint Select Committee on Land and Physical Infrastructure²⁶. Other diagnosis study initiative also exists, including a gap analysis of multi-hazard early warning systems executed by the Caribbean Disaster Emergency Management Agency (CDEMA)²⁷. However, no similar project focusing on the use of community sirens with cameras has been implemented. More to the point, this TC could complement the outputs of the previous projects in the EWS, such as the universal provision of information to residents and the contribution to crime deterrence via the sirens with cameras.
- 2.14 **Alignment to the Country Strategy.** This TC aims to achieve citizen safety through the enhancement of early warning systems. This approach will strengthen socio-economic activities that are resilient to climate change and climate risk, or the governance that underlies them. In this sense, the project will contribute to addressing the following priorities of the IDB Group's Country Strategy 2021-2025 for Trinidad and Tobago (GN-3071).
- 2.15 **Alignment to the Update to the Institutional Strategy 2020-2023.** Key activities of the project include the provision of universal warning information using community sirens with cameras, or basic diagnostics and pilot implementation and validation for this, and the promotion of community participation. In this regard, the TC is consistent with the Social inclusion and equality priority area of the Institutional Strategy 2020-2023. The community siren with camera also introduces an innovation not previously adopted in the country, which is in line with the Strategy's Productivity and innovation priority area. The project will contribute to the Indicator 2.20 (Beneficiaries of enhanced disaster and climate change resilience) in Level 2 of the IDB Group Contributions to Development Results (GN-2727-12).
- 2.16 **Alignment with Japan Special Fund (JSF):** This TC aims to achieve citizen safety through the enhancement of early warning systems. In this sense, this TC is aligned with a) of Chapter 3 "Eligibility Activities" of the JSF's Operating Guidance. The deliverables developed under this project (e.g., technical reports) will follow JSF guidelines and will include specific measures (e.g., placing a specific logo on the report) during the TC implementation.

²⁵ See: <https://info.undp.org/docs/pdc/Documents/TTO/CFEWS%20Concept%20Document.pdf>

²⁶ The report is titled: Inquiry into Flood Alleviation and Control Measures for Major River Basins.

²⁷ The same reference as footnote 18

III. Description of Activities and Outputs

3.1 This TC consists of the following two components to address the challenges identified in Paragraphs 2.8 - 2.10, and approaches to solving the issues stated in Paragraphs 2.11 – 2.12:

3.2 **Component 1: Analysis of the current condition and identification of key challenges to strengthening the country's early warning system (US\$170,000).** Core activities here will be (i) presenting case studies, good practices, and lessons learned on multi-hazard national EWS from other countries to Trinidad and Tobago through an International Workshop; (ii) Developing a long-term roadmap necessary for strengthening the country's multi-hazard EWS, particularly in strengthening the hazards monitoring/analysis systems and providing universal alert information to residents using the community sirens with cameras; and (iii) preparing priority public investment projects' proposal on the basis of the aforementioned international dialogue and long-term roadmap:

- i. **International Workshop.** This will be realized in a virtual/hybrid format. The purpose of the workshop is to share international experiences on multi-hazard National EWS from Japan, Ecuador, Haiti, Paraguay, and Peru and other countries mentioned in the previous paragraphs, including good practices and lessons learned from the sirens with cameras, examples of equipment suitable for monitoring and analyzing specific climate hazards such as earthquakes, torrential rains, volcanic eruptions and tsunamis, and behavioral science approaches that show potential for encouraging citizen participation in EWS.
- ii. **Development of a technical diagnosis of national EWS and concrete plans for strengthening.** In particular, this activity will focus on: (a) Develop a gap analysis of current hazard observation systems (e.g., for earthquakes, torrential rains, volcanic eruptions, tsunamis) and identify areas for improvement²⁸; (b) Needs assessment of the community sirens with camera equipment needed in the whole country to send out hazard alerts universally and camera-based crime monitoring/prevention in collaboration with multiple GoRTT organizations (e.g., the Trinidad and Tobago Police Force); (c) a gap analysis related to local community participation in EWS-related activities and proposed approaches to address them, e.g., using behavioral science; and finally (d) Develop a roadmap and action plan for strengthening the multi-hazard national EWS over the medium to long term.
- iii. **Priority Investment Project Design.** Based on the activities described above, a specific short to medium term priority projects overviews, technical design, preliminary cost estimates, and cost-benefit analysis for national EWS strengthening will be developed in collaboration with the GoRTT.

²⁸ This will include, for example, a discussion of the elements needed to improve forecasting abilities for localized torrential rains, which are expected to increase in the future, e.g., the need for additional observation equipment such as climate X radar monitoring systems.

- 3.3 **Component 2: Pilot early warning systems priority actions for increased emergency resiliency (US\$250,000).** The country's priority actions identified in Component 1 will be piloted through this component to specifically verify their effectiveness. Special emphasis will be placed here on verifying the effectiveness of the pilot operation of the community sirens with cameras. The pilot will be implemented on both the islands of Trinidad and Tobago, with ODPM and TEMA leading the activities on their respective islands. On both islands, the pilot activities will be focused on a specific area and targeted to a specific community. The purchase and installation of the community siren with camera will be covered by the TC. Their installation will be accomplished with the participation of ODPM, TEMA, and community members as much as possible. Other activities will include training to ODPM and TEMA²⁹, formation of community disaster emergency organizations, and piloting of evacuation drills using behavioral science. All of these activities will be based on the operation of community sirens with cameras. These pilot experiences will be reviewed ex post facto and incorporated into the proposed design of the public investment projects.

IV. Budget

4.1 Indicative Budget

Activity/Component	IDB/Fund Funding	Counterpart Funding (in kind, US\$)	Total Funding (US\$)
Component 1: Analysis of the current condition and identification of key challenges to strengthening the country's early warning system	<ol style="list-style-type: none"> 1. Senior Technical Advisor to supervise the quality of implementation of the entire project: US\$30,000 2. International workshop to share lessons learned from past early warning systems in other countries: US\$20,000 3. Development of a roadmap for EWS strengthening: US\$40,000 4. Priority Investment Project Design: US\$80,000 Total IDB: US\$170,000	US\$10,000	US\$180,000
Component 2: Pilot Implementation of Priority Actions	<ol style="list-style-type: none"> 1. Training for TEMA and ODPM to implement the community emergency operation using drones: US\$30,000 2. EWS-related pilot activities conducted for selected pilot communities: US\$110,000 x 2 = US\$220,000 (Note: this includes the purchase of the necessary components for a community siren with camera that to be less than 10% of the contract amount). Total IDB: US\$250,000	US\$100,000	US\$350,000
Total	US\$420,000	US\$110,000	US\$530,000

²⁹ In particular, the pilot activities on the island of Tobago will include training on the use of drones and other emergency assistance equipment that will be activated in the event of an emergency, as introduced in another financing project TT-L1034 (see <https://www.iadb.org/en/project/TT-L1034>).

V. Executing Agency and Execution Structure

- 5.1 **Execution of this TC:** At the request of the Government of Trinidad and Tobago (through the Ministry of Planning and Development), the Executing Agency for the TC will be IDB through CSD/RND, according to one of the exceptional circumstances included in Annex II of the procedures for the processing of technical cooperation operations (OP-619-4). This rationale for Bank execution is consistent with the justification provided in Appendix 10, d. of the Operational Guidelines for TC Instruments (GN-2629-1). The main counterparts are OPDM and TEMA, which will coordinate with other agencies as necessary, especially in implementing the pilot activities in the field. The IDB project team and GoRTT (mainly ODPM and TEMA) will monitor project progress every two months (Note: a senior advisor will be contracted for this purpose). In addition, semi-annual meetings will be held to exchange views on the project with relevant regional institutions, NGOs, and others invited.
- 5.2 **Procurement:** Follow-up and monitoring of the implementation of this TC will be done by the IDB, in accordance with the "Policy on the Selection and Contracting of Consulting Firms for Operational Services to be Performed by the IDB" (GN-2765-4) and the corresponding "Operational Guidelines" (OP-1155-4) and will hire firm consultants in accordance with the guidelines set forth in AM-650 for individual consultants. There are no preconditions for the first disbursement. All knowledge products derived from this Technical Cooperation will be the Bank's intellectual property.

VI. Project Risks and Issues

- 6.1 A high level of inter-organizational coordination between ODPM and TEMA is essential for this TC to have a successful, positive impact. In other words, insufficient, and/or ineffective inter-organizational coordination could be a potential risk that could cause delays in its implementation. This risk needs to be mitigated through a periodic sector dialogue mechanism to be established between the IDB, ODPM, and TEMA.

VII. Exceptions to Bank policy

- 7.1 None

VIII. Environmental and Social Strategy

- 8.1 This TC will not finance feasibility or pre-feasibility studies of investment projects or associated environmental and social studies, for which it does not have applicable requirements of the Bank's Environmental and Social Policy Framework (MPAS).

Required Annexes:

[Request from the Client - TT-T1116](#)

[Results Matrix - TT-T1116](#)

[Terms of Reference - TT-T1116](#)

[Procurement Plan - TT-T1116](#)

* If TC Document is sent for BOD approval, the only Annexes that need to be translated are the Results Matrix and the Procurement Plan. The Request from Client and the ToRs should be included as links and no translation is required.