

**REPORT**

**ON THE**

**OPERATIONS OF THE**

***MINISTRY OF NATIONAL***

***SECURITY***

**FOR THE PERIOD**

**2000- 2004**



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REPORT ON THE OPERATIONS OF THE MINISTRY OF NATIONAL  
SECURITY, 2000 – 2004

**1. Mission, Policy or Philosophy and the Strategic Plan (short and long term plans)**

The Mission of the Ministry of National Security, as articulated in the existing Strategic Plan, is as follows:

*“To create an environment which ensures public safety and security through the maintenance of law and order and the commitment of all available resources to the protection of life and property”*

In terms of a Philosophy, the Ministry is committed to the following guiding principles/values, as contained in its Strategic Plan:

- Professionalism
- Integrity
- Trust
- Equity
- Preparedness
- Commitment
- Mutual Support
- Communication
- Transparency
- Responsiveness
- Efficiency

At present, the Ministry is in the process of revising and updating its Strategic Plan, including its Mission, Vision, Philosophy and primary objectives. This, in light of the changing circumstances surrounding the maintenance of national security, locally, regionally and internationally and the resultant changes in the needs of this country as it relates to the provision of a safe and secure environment for its citizens. The Government's Vision 2020 thrust is also playing a critical role in informing the Ministry's strategic direction and would be reflected in its revised Strategic Plan.

A copy of the existing Strategic Plan is enclosed as Appendix I.

**2. Organisational Structure**

- (a) The Ministry of National Security is comprised of a number of Divisions/Sections/Agencies, as follows:

<i>Divisions/Sections/Agencies</i>	<i>Head of Division/Section/ Agency</i>
Trinidad and Tobago Police Service	Commissioner of Police
Trinidad and Tobago Defence Force	Chief of Defence Staff
Trinidad and Tobago Prison Service	Commissioner of Prisons
Trinidad and Tobago Fire Service	Chief Fire Officer
Trinidad and Forensic Science Centre	Director
Office of Disaster Preparedness and Management	Chief Executive Officer
Trinidad and Tobago Cadet Force	Commandant
Immigration Division	Chief Immigration Officer
General Administration	Permanent Secretary/Minister
Strategic Services Agency	Director
Police Complaints Authority	Chairman
Special Anti-Crime Unit of Trinidad and Tobago (SAUTT)	Director

There are also a number of Advisory Bodies and Committees that fall under the purview of the Ministry of National Security. These include:

- Advisory Committee on the Power of Pardon
- Air Advisory Board
- Cadet Force Advisory Committee
- Defence Council
- Defence Force Commission Board
- National Drug Council
- National Emblems Committee
- Protective Services Compensation Committee
- Work Permit Advisory Committee
- Youth Training Centre Board of Management

Enclosed at Appendix II are copies of the Organisational Charts of the entire Ministry as well as selected constituent Divisions as follows:

**Ministry of National Security**

- General Administration (Head Office)
- Trinidad and Tobago Defence Force -*Trinidad and Tobago Regiment and Coast Guard*

- Trinidad and Tobago Police Service
- Trinidad and Tobago Prison Service
- Trinidad and Tobago Fire Service
- Trinidad and Tobago Forensic Science Centre
- Office of Disaster Preparedness Management
- Cadet Force Division
- Immigration Division

(b) Services/Products provided and special products:

The primary objectives of the Ministry of National Security are to maintain law and order and public safety and defend against aggression, manage disaster preparedness and relief and control the flow of persons into and out of the country. In order to achieve these objectives, the Ministry, through its various Divisions, engages in specific activities and provides services in keeping with the attainment of these stated objectives. The table hereunder depicts the main services/products provided by the Ministry:

Overall Function	Service/Product to Realise Function	Responsible Agency/Section/ Division
<p>1. Maintain law and order, prevent and detect crime and prosecute offenders</p>	<p>1. Preserve the peace and detect crime and other infractions of the law.</p> <p>2. Apprehend and bring before justice persons found committing offences.</p> <p>3. Repress internal disturbances.</p> <p>4. Community Policing initiatives – provide counselling, guidance and advice to all citizens.</p> <p>5. Prepare Certificates of Good Character.</p> <p>6. Provide VIP Protection</p> <p>7. Surveillance and Intelligence Gathering.</p>	<p>Trinidad and Tobago Police Service</p>

Overall Function	Service/Product to Realise Function	Responsible Agency/Section/ Division
	<ul style="list-style-type: none"> <li>8. Provide E999 Emergency Response and Advice.</li> <li>9. Grant permission to conduct Cremations, Bingos, Raffles and Street Collection.</li> <li>10. Traffic Management</li> </ul>	
<p>2. Defend the sovereign good of the Republic of Trinidad and Tobago, contribute to the development of the national community and support the State in the fulfilment of its national and international objectives</p>	<ul style="list-style-type: none"> <li>1. Defend the sovereign good of the country</li> <li>2. Cooperate with and assist the civil power in maintaining law and order</li> <li>3. Assist the civil authorities in times of crisis or disaster</li> <li>4. Perform ceremonial functions on behalf of the State</li> <li>5. Provide Search and Rescue services in keeping with national requirements and under international agreements</li> <li>6. Assist in the prevention of trafficking in narcotics and illegal goods</li> <li>7. Monitor the safety of shipping in national waters</li> </ul>	<p style="text-align: center;"><b>Trinidad and Tobago Defence Force</b></p>

Overall Function	Service/Product to Realise Function	Responsible Agency/Section/ Division
	8. Assist in the development of the national community	
3. Provide efficient and effective fire, rescue and emergency care services throughout the country	<ol style="list-style-type: none"> <li>1. Provide fire, rescue and emergency care services</li> <li>2. Provide adequate firefighting and emergency response capabilities</li> <li>3. Provide fire suppression and protection coverage for marine resources</li> <li>4. Supervise the loading, transport and offloading of explosives</li> <li>5. Provide and advise upon preventative measures against the occurrence of such damage or destruction</li> <li>6. Render humanitarian services where required</li> <li>7. Conduct investigations in order to ascertain the cause or origin of a fire or other hazards requiring the services</li> <li>8. Provide Ambulance Services</li> </ol>	Trinidad and Tobago Fire Service

Overall Function	Service/Product to Realise Function	Responsible Agency/Section/ Division
<p>4. Ensure the safe custody and rehabilitation of prisoners</p>	<ol style="list-style-type: none"> <li>1. Ensure the safe custody of inmates who are committed to custody by due process of law</li> <li>2. Ensure inmates are kept in a healthy and humane environment.</li> <li>3. Develop programmes to ensure the reformative and rehabilitative treatment of inmates in keeping with modern, penological practices.</li> <li>4. Maintain structures and provide amenities for the accommodation, comfort, physical, spiritual and social well being of inmates.</li> <li>5. Provide welfare, recreational, educational and religious programmes to assist inmates in their re-socialization re-entry into society.</li> </ol>	<p>Trinidad and Tobago Prison Service</p>
<p>5. Coordinate a Network of Agencies and individuals related to disaster emergency preparedness response and recovery</p>	<ol style="list-style-type: none"> <li>1. Coordinate disaster management</li> <li>2. Plan and provide technical advice on Disaster Management</li> <li>3. Provide Training in Disaster Management</li> <li>4. Conduct Emergency Simulation Exercises in Disaster Management</li> </ol>	<p>Office of Disaster Preparedness and Management</p>



Overall Function	Service/Product to Realise Function	Responsible Agency/Section/ Division
6. Provide for the collection, preservation and forensic analysis of evidence	<ol style="list-style-type: none"> <li>1. Provide forensic pathology services e.g. post mortems</li> <li>2. Conduct analyses/examination of items for forensic investigation e.g. narcotics, explosive residues, body fluids, etc.</li> </ol>	Trinidad and Tobago Forensic Science Centre
7. Ensure the implementation of Government's Policies and programmes relating to the Ministry	<ol style="list-style-type: none"> <li>1. Process applications for citizenship, permanent residence, exemption from the loss of permanent residence status, Overseas Missionaries Permits and other related Citizenship and Immigration matters.</li> <li>2. Receive and process applications for Work Permits.</li> <li>3. Handle matters pertaining to Import licenses for explosives, permission to operate a protective service agency, applications for Presidential Pardons, the use or grant of licences in respect of the Coat of Arms and National Flag</li> </ol>	General Administration
8. Promote the economic, political cultural and social growth of the Republic of Trinidad and Tobago efficiently and effectively, facilitating the movement of people into and out of Trinidad and Tobago and providing	<ol style="list-style-type: none"> <li>1. Issue of Travel Documents</li> <li>2. Grant of Student permits and Emergency Certificates</li> <li>3. Extension of Stay for non-nationals</li> </ol>	Immigration

Overall Function	Service/Product to Realise Function	Responsible Agency/Section/ Division
sound technical advice to the Ministry of National Security on matters of immigration	4. Issue of Inter-Commonwealth Caribbean Travel Documents  5. Process applications for lifting of deportation orders	
9. Act as an intermediary between the public and the Police Service in resolving complaints against Police, Municipal and Special Reserve Officers	1. Receive complaints on the conduct of Police, Municipal or Special Reserve Officers  2. Monitor the investigation of complaints	Police Complaints Authority

(c) **Delegated Level of Authority**

There are two (2) primary areas of delegated authority within the Ministry - finance and administration. In the case of the former, the various levels of authority for spending in the Ministry are set out at Appendix III.

With regard to administration, the primary responsibility lies with the Minister and the Permanent Secretary who is authorised to act on his behalf in certain circumstances. Additionally, Heads of Divisions are charged with the responsibility to manage the day-to-day operation of their Divisions and are required to report to the Minister at the regular monthly Heads of Divisions meeting. Notwithstanding, there are circumstances where the approval of the Minister or Permanent Secretary must be sought.

Within the Divisions, there is also a hierarchy of executive officers and civilian staff who have authority to undertake specific activities on behalf of their Divisional Head. The same applies to the Head Office where Heads of Sections are authorized to independently make decisions on certain matters pertaining to their respective Sections.

(d) **Reporting Functions – Departmental Reports; Reports to Ministries, President/Parliament**

Hereunder is a list of the Reports this Ministry, or its Divisions/Agencies are required to generate:

- Annual Report of the Police Complaints Authority

- Annual Report of the National Drug Council
- Annual Report of the Strategic Services Agency
- Administrative Reports of Divisions

3. Performance Accomplishments versus goals. Remedial plans, if any.

Enclosed at Appendix IV is a document outlining the Ministry's key accomplishments for the Fiscal Years 2003 and 2004. Prior to that date, no comprehensive report was compiled on the accomplishments of the entire Ministry. Further, it should be noted that Fiscal 2005 was the first year that the Ministry embarked on a goal setting and monitoring exercise to accurately gauge its performance.

4. Financial Operations

- (a) *Budget Formulation*
- (b) *Expenditure versus Budget*
- (c) *Debt Policy*
- (d) *Investment Policy*
- (e) *Audit*

**(a) Budget Formulation**

There are three (3) accounting units and six (6) sub-accounting units within the Ministry, which allow for the efficient management of the Ministry's financial and accounting operations. These are as follows:

***Accounting Units***

1. *General Administration*
2. *Police Administration*
3. *Defence Force*

***Sub-Accounting Units***

1. *Prison Administration*
2. *Fire Services Headquarters*
3. *Immigration Division*
4. *Office of Disaster Preparedness and Management*
5. *Forensic Sciences Centre*
6. *Cadet Force*

At the beginning of the budgetary cycle, Divisions of the Ministry are invited to submit request for funding (Draft Estimates of Expenditure), to the Permanent Secretary, based on their strategic direction for the approaching fiscal year. Each Division would therefore consider its core functions, particularly as they relate to projects/programmes for that particular year, but keeping in view their long-term goals, its human resource needs, as well as its physical work environment, when preparing their submissions.

Before such plans are submitted to the Ministry of Finance (Budget Division) and the Ministry of Planning and Development, further discussions are held between the Permanent Secretary, Heads of Divisions and other key persons to clarify justifications and review priorities. Upon receipt of the allocations, the Divisions are requested to re-prioritize their projects/programmes, if necessary, in accordance with the allocations received.

With regard to the projects under the Public Sector Investment Programme (PSIP), the Permanent Secretary liaises with the Project Manager, who collaborates closely with designated officers at the Ministry of Planning and Development to ensure that the scarce resources are properly allocated, particularly to ongoing projects that are at critical stages or new projects that have been identified as high priority.

**(b) Expenditure versus Budget**

Details of the Ministry of National Security's allocations and actual expenditure for Fiscal 2001/2002, 2002/2003 and 2003/2004 are provided at Appendix V.

**(c) Debt Policy**

The Ministry's Policy on debt accumulation is in keeping with that of the Government Service of Trinidad and Tobago – that is – that expenditure plus commitments should not exceed the allocations and releases of the Ministry of Finance to the respective Ministry. This procedure ensures that suppliers of Goods and Services are paid in a timely manner.

**(d) Investment Policy**

The Ministry of National Security does not have an *Investment Policy* in the strictest sense of the term, but does expend large proportions of its allocations on the acquisition of property, facilities, equipment, vehicles and other items that are required in the fulfilment of its mandate. Such costly purchases must, however, receive the approval of Cabinet.

**(e) Audit**

To ensure compliance with the stipulations of Parliament, the Financial Regulation and Instructions and Accounting Circulars issued, there is a vigilant Internal Audit Section, which reports directly to the Permanent Secretary, who is the Ministry's main Accounting Officer.

During the period 2000–2004 the Ministry's Internal Audit Section conducted 135 Audit Examinations on various Divisions within the Ministry, and received responses to 33 of the queries emanating from

these examinations. Attached at Appendix VI is a detailed listing of the examinations and responses received.

The Auditor General's Department supplements the work done by the Internal Audit Section, as External Auditors also make periodic checks on accounting systems and internal controls. Their annual reports on the Ministry of National Security for the period 2000 – 2004 are attached at Appendix VII.

## 5. Human Resource Development Plan

- (a) *Career Path*
- (b) *Performance Measurement Tools*
- (c) *Promotion – Selection Procedures*

The Human Resource is the primary input in ensuring that the Ministry achieves its goals and objectives. With a staff comprising approximately 15,875 persons, who can be categorized under three (3) broad headings – *Military, Paramilitary and Civilian* - this Ministry is currently among the larger Public Sector organisations in the country.

In November 1999, the Ministry established the core Human Resource Management Unit within the General Administration Division, in accordance with the Human Resource Management Policy Document approved by Cabinet Minute No. 600 of 1998. This Unit is comprised of one (1) Director Human Resources and three (3) Senior Human Resource Officers. The establishment of Human Resource Units and Sub Units in the other Divisions is a work in progress.

### (a) Career Path Systems

Within the Public Service, there is no clear policy which provides for a structured Career Path System for employees. As a result, the Ministry of National Security accepts that it has a responsibility to:

- *Improve the knowledge and skills of employees and ultimately their overall job performance;*
- *Increase motivation and job satisfaction in the workplace, and*
- *Help employees to chart a career within the Public Service*

The provision of training in specialised areas is one mechanism used by the Ministry of National Security to help chart career paths for its employees. The Ministry also utilizes the mechanism of Partial Awards as

outlined in the *Training Policy for the Public Service of Trinidad and Tobago*. These awards provide for the grant of financial assistance to officers who wish to pursue, on a part-time basis, programmes of study that are relevant to the duties they are currently performing or will be required to perform. Such assistance is confined to the payment of tuition fees or the payment of a Book Allowance.

**(b) Performance Measurement Tools**

In accordance with the Personnel Department's Circular No. 9, dated November 21, 2001, the Ministry of National Security, with the exception of the Trinidad and Tobago Defence Force, implemented the Performance Management and Appraisal System in January 2002. The Defence Force uses an appraisal system in which the members are assessed as follows:

- *Trinidad and Tobago Coast Guard - On a six-month basis*
- *Trinidad and Tobago Regiment - On an annual basis*

The Performance Management and Appraisal System is the new method of Staff appraisal recently introduced into the Public Service. It focuses on employee performance by reinforcing strengths, identifying deficiencies and feeding information back to employees to allow them to address their deficiencies and improve performance. It is an integrated process involving Performance Planning, Performance Support and Performance Review. It provides for a developmental approach to the management of staff, utilizing Position Descriptions for individual employees that specify standards of performance for each responsibility of the position. The process involves periodic and annual assessments where supervisors and subordinates discuss job related issues and agree on goals and standards.

The Performance Management and Appraisal System supports other Human Resource functions within the Ministry, such as Training and Development, Staff Placement, the Employee Recognition Programme and the Grievance Management System.

**(c) Promotion – Selection Procedures**

The Service Commissions Department is responsible for processing the promotion of civilian staff, based on performance and seniority. The Ministry, therefore, while it may recommend promotion, does not have the authority to promote members of its civilian staff.

In the Defence Force and Protective Services, the procedures are as follows:

Trinidad and Tobago Defence Force:

- Officers occupying ranks ranging from Brigadier/Commodore to Lieutenant Colonel/ Commander are promoted by His Excellency the President, on the advice of the Ministry of National Security, after consultation with the Prime Minister;
- Officers occupying the ranks ranging from Major/Lieutenant Commander to Second Lieutenant/Midshipman are promoted by His Excellency the President, on the advice of the Ministry of National Security, based on the advice of the Defence Force Commissions Board;
- All other ranks are promoted by the Chief of Defence Staff, on the recommendation of the Commanding Officers of the Regiment and Coast Guard.

Protective Services – Police, Prison and Fire Service

- Officers of the First Division of the Police, Prison and Fire Services are promoted by the Police and Public Service Commissions, on the recommendation of the Heads of Divisions, following consultation with the Permanent Secretary;
- Second Division Officers are promoted by the Heads of the respective Divisions.

6. Procurement Procedures

The tendering procedures in the Ministry of National Security are governed by **Central Tenders Board Legislation No. 22 of 61, Central Tenders Board Regulations 1965, and Central Tenders Board (Defence Force and Protective Services) No. 2 Order, 1992.** The Ministry of National Security has two in-house tender committees, which deal with Ministerial and Special Tenders, respectively.

There are varying levels of authority, as prescribed by the Permanent Secretary, for the purchase of articles and payment for the performance of services. These are:

Levels of Authority:

- (i) Up to \$50,000.00 - Deputy Head of Division

- (ii) Up to \$100,000.00 - Head of Division
- (iii) Up to \$100,000.00 - Deputy Permanent Secretary
- (iv) Up to \$500,000.00 - Permanent Secretary
- (v) Between \$500,000.00 and \$999,999.00 - Ministerial Tenders Board
- (vi) Between \$1,000,000.00 to Infinity - Central Tenders Board
- (vii) Between \$500,000.00 to Infinity - Special Tenders Committee

**Level (i) Goods and Services costing in excess of \$100.00, but not more than \$50,000.00 – Deputy Head of Division**

- (a) Quotations are obtained from no less than three (3) suppliers.

**Levels (ii)& (iii) Goods and Services costing in excess of \$500.00 but no more than \$100,000.00**

- (a) These transactions would require the written approval for the Head of Division/Deputy Permanent Secretary.
- (b) Written quotations are obtained from no less than three (3) suppliers.
- (c) Where the item is available from a sole supplier, a written quotation is obtained.
- (d) A written specification of the item or service to be purchased is sent to the firms requesting the submission of a quotation.
- (e) Quotations should contain the following information:
  - *Unit Cost*
  - *VAT (shown separately)*
  - *Validity period of prices quoted*
  - *Delivery period*
  - *Whether the prices quoted ex-stock or Duty Free*
  - *Installation Cost (where applicable)*
  - *Availability of stock*
  - *Terms of Payment, Warranty/Guarantee; Life Expectancy of Item*

***(Ex-Stock – Duty has already been paid, VAT is therefore payable)***

- (f) The quotations, together with recommendations of the purchasing Officer, are submitted to the Head/Deputy of Division for consideration. The availability of funds, the position of the Vote and the Item/Sub-Item to be debited are stated.



- (g) If the lowest offer is not recommended, detailed reasons are given.
- (h) Under no circumstances are any item/s or service/s to be purchased without prior approval of the Head/Deputy of Division.

**Level (iv) Goods and Services costing in excess of \$100,000.00, but not more than \$500,000.00 - Permanent Secretary**

- (a) These items require the approval of the Permanent Secretary.
- (b) The procedure outlined at level (ii) (a-g) are relevant, and strict adherence to the procedure is required.
- (c) The recommendations and justification for the purchase by the Head of Division are included in the request.
- (d) Under no circumstances is any item or service purchased without the prior approval of the Permanent Secretary.
- (e) All communication equipment requires the Permanent Secretary's approval before purchasing.

**Level (v) Purchase of Goods and Services costing in excess of \$500,000.00, but no more than \$1,000,000.00**

- (a) Request is submitted to the Procurement Section, Ministry of National Security, asking that tender procedures be initiated.
- (b) The specifications of the item to be purchased accompany the request.
- (c) In case of a service or construction to be undertaken, a detailed scope of work accompanies the request to initiate tender procedures. The following additional information is submitted in the request:
  - (i) *The estimated cost of the item or service*
  - (ii) *Where the item or service is to be utilised*
  - (iii) *Detailed information where refurbishment of vehicles etc. is to be undertaken*
  - (iv) *The position of the affected Vote*
- (d) After tenders are received from the prospective tenderers the Tenders are sent to the relevant Divisions for evaluation and submission of the recommendations of the Head of Division.

The areas that are examined when evaluating a tender are as follows:

- Tendered Price
  - Delivery Period
  - Terms of Payment
  - After Sales Service
  - Maintenance Contracts
  - Warranty
  - Availability of Spare Parts
  - The Firm's Track Record – availability of Technical Skills, ability to supply, previous jobs completed etc.
  - Period of Validity of Prices
  - In cases of foreign purchases – CIF Charges
  - Training
- VAT is not paid on Duty Free items. VAT is only paid on the local input e.g. Labour cost, Installation Fees etc. This is shown separately in the tender submission.
  - The Central Tenders Board has requested that the Technical Team, which evaluates the tender, is identified in the submission e.g. The Fire Services Evaluation Committee.
  - A detailed analysis is given as to why the lowest tender was accepted. In the event that the lowest tender was not accepted, the areas that did meet the specifications are identified e.g. what aspects of the technical specifications were not met ;the delivery period; availability of spare parts; after sales services; the quality of material etc.
  - Where the items or services to be procured are supplied by only a few suppliers, a request for Selective Tendering could be made. A list with the firms' names and addresses that are to be invited to tender is submitted. However, a request for approval for selective Tendering has to be made to the Honourable Minister of Finance before tendering procedures could be initiated.

Level (vi)      **Purchase of Goods and Services in excess of \$1,000,000.00 – Central Tenders Board**

All purchases over \$1,000,000.00 are sent to the Central Tenders Board for processing.

Level (vii)      **Purchase of Goods and Services costing \$500,000.00 and above – Special Tenders Committee**

The procurement of items listed under the third schedule of the Central Tenders Board (Defence Force and Protective Services) Order, 1992 include:

1. Arms and Ammunition.
2. Repair and maintenance of Aircraft and Coast Guard Vessels.
3. Security Equipment including scanners, detectors and safe fax machines.
4. Uniforms and protective gear.
5. Aircraft, marine craft and parts thereof.
6. Wireless equipment and spares including radar systems.

These are set out at Appendix III.

## **OPEN TENDERS PROCEDURES**

### **Ministerial and Special Tenders Committee**

On receipt of the confirmation of funds from the Permanent Secretary, Ministry of Finance, Tender Notices, the tenderers Instructions, together with specifications/scope of works, are sent to the Chairman of the relevant committee for approval and signature.

Copies of Tender Notices are sent to the Ministry of Information for publication in the newspapers fourteen (14) days before the tender opening.

At the tender opening, the Chairman and one (1) member of the Committee, open the tender box. The bids of the tenderers are read out. The summary of Tenders is prepared and sent to the Head of Division for evaluation. Based on the recommendations of the Head of Division, the note is sent to the relevant Committee for the Award of Contract. Upon the award of a contract, the firm is given fourteen (14) days to post a Performance Bond/ Cash Performance Deposit. When the performance Bond /Cash Performance Deposit is posted, a binding contract between the Permanent Secretary and the supplier is deemed to exist. Upon completion of the contract, the Chairman of the relevant committee releases the Performance Bond/ Cash Performance Deposit.

### **Ministerial Tenders Committee**

#### ***Sole Tender***

A sole tender is invited when there is only one known supplier for the item requested.

### ***Selective Tender***

When the requested item is a specialized item or there are a few unknown suppliers, the Heads of Division request that selective firms be invited to tender. The procedure for the Sole Tender and Selective Tender is the same:

- (i) On receipt of the request, the Committee is asked for approval to approach the Honourable Minister of Finance to invite either a sole or selective tender.
- (ii) The Chairman of the Ministerial Committee, on receipt of the request then writes to the Honourable Minister of Finance requesting approval to invite the firm(s) as requested by the Head of Division.
- (iii) On the receipt of the approval from the Honourable Minister of Finance, the firms are requested in writing, to submit a tender proposal.

At the tender opening, the Chairman and one member of the Committee open the tender box. The bids of the tenderers are read out. The Tender summary is prepared and sent to the Head of Division for evaluation. Based on the recommendations of the Head of Division, the note is sent to the relevant committee for the Award of Contract. On the award of contract, the firm is given fourteen (14) days to post a Performance Bond/Cash Performance Deposit. When the Performance Bond/Cash Deposit is posted, a binding contract between the Permanent Secretary and the supplier exist. On completion of the contract, the Chairman and the relevant committee release the Performance Bond/Cash Performance Deposit.

### **Special Tenders Committee**

#### ***Sole and Selective Tender***

When the confirmation of funds is received from the Permanent Secretary, Ministry of Finance, a Note to initiate tender procedures is prepared for approval and signature by the Chairman and the members of the Special Tenders Committee, to approach the Honourable Minister and Prime Minister, for approval to invite a *Sole or Selective Tender*.

On receipt of the approval to initiate tender procedures, a Note to the Honourable Minister of National Security and Honourable Prime Minister is prepared for his signature and approval.

When the Honourable Prime Minister has given his approval, invitation to tender letters are prepared for the approval and signature of the Chairman of the

Special Tenders Committee. The letters of invitation to the tenderers are despatched fourteen (14) days before the opening of the tender.

At the tender opening, the Chairman and one member of the Committee open the tender box. The bids of the tenderers are read out. The Tender Summary is prepared and sent to the Head of Division for evaluation. Based on the recommendations of the Head of Division, the Note is sent to the relevant Committee to the Award of Contract. On the award of contract, the firm is given fourteen (14) days to post a Performance Bond/Cash Performance Deposit. When the Performance Bond/Cash Performance Deposit is posted, a binding contract between the Permanent Secretary and the supplier exist. On completion of the Contract, the Chairman of the relevant Committee releases the Performance Bond/Cash Performance Deposit.

*Ministry of National Security  
April 2006*

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*John B. ...*

**STRATEGIC**

**PLAN**

**FOR THE**

**MINISTRY**

**OF**

**NATIONAL**

**SECURITY**

**1998-2002**

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### THE COMMITTEE:

*Ms Denise Jones* (Chairperson)  
Administrative Officer V

*Mrs Rubena Roberts*  
Administrative Officer IV

*Mrs Arlene McComie*  
Administrative Officer IV

*Mrs Yolande Charles-Mottley*  
Records Manager II

# MINISTRY OF NATIONAL SECURITY STRATEGIC PLAN 1998-2002

## EXECUTIVE SUMMARY

Since 1990, overall criminal activity has risen dramatically and has been of a progressively violent nature. The changing macro-economic environment has facilitated the expansion of the activities and markets of drug traffickers and producers who have seized the opportunity to organize themselves on a global scale. Advances in technology have had concomitant increases in such criminal activity as money-laundering, counterfeiting, passport fraud and other white-collar crimes. The numbers of the socially displaced continue to rise as retrenchment and separation programmes lead to increased unemployment.

2. A law-abiding, orderly society is critical to the success of Government's policy objectives. The international trade in illicit drugs and the apparent opportunities offered to those in poor social conditions are inimical to the safety and security of the nation.

3. The Government of Trinidad & Tobago has demonstrated commitment to the safety and security needs of the nation both in terms of financial allocations to the Ministry of National Security and in terms of addressing the legislative framework in which the Ministry operates. Therefore, as the new millenium approaches, the Ministry of National Security has recognized the need to transform its operations and adopt a holistic and proactive approach to the maintenance of law, order, public safety and defence against aggression – to become, indeed, *the premier organization which ensures the safety and security of the nation of Trinidad & Tobago.*

4. In pursuit of this vision, the Ministry's mission is:

*To create an environment which ensures public safety and security through the maintenance of law and order and the commitment of all available resources to the protection of life and property.*

5. Consequent on an environmental analysis, as well as an examination of its own strengths and weaknesses either to seize opportunities or cope with threats in the environment, the Ministry has determined that its resources and activities will be focused on achieving the following objectives:

- *To ensure proactive maintenance of Law and Order, Public Safety and Defence against aggression;*
- *To develop appropriate and relevant organizational structures and systems of optimum and cost effective functioning of all Divisions;*



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## INTRODUCTION

### 1. HISTORY OF THE ORGANIZATION

The Ministry of National Security was first known as the Ministry of Home Affairs, which evolved from the Colonial System of Government and was inaugurated in June, 1959, to include a large array of services and Departments with responsibility for the administration of:

- (a) *The Police Force*
- (b) *The Social Services Department (Public Assistance, Old Age Pension, the Co-operative Department and Community Development)*
- (c) *The Immigration Service*
- (d) *The District Administration Services*
- (e) *The Cadet Corps Movement*
- (f) *The Government Printery.*

Following the 1961 General Elections, the portfolios assigned to the Minister were:

- (i) *the maintenance of law and order and the administration of the Police Force (now the Police Service);*
- (ii) *the administration of the Probation and Prison Services;*
- (iii) *the administration of the Immigration Services;*
- (iv) *the administration of the Cadet Corps Movement;*
- (v) *the issue of Marriage Licences and Missionary Permits;*
- (vi) *advising the Governor General on the exercise of Mercy.*

The Ministry no longer had responsibility for:

- (a) *the Social Services Department (Public Assistance, Old Age Pension, the Co-operative Department and Community Development);*
- (b) *the District Administration Services;*
- (c) *the Government Printery.*

The attainment of Independence in 1962 served as a catalyst for the Organization to focus on the following new services dictated by the Constitution.

- (a) The Defence Force:  
*The Trinidad & Tobago Regiment*  
*Trinidad & Tobago Coast Guard*
- (b) The Fire Service.

2. OTHER FEATURES

Consequent on the events of April 1970, the Probation Department was removed from under the aegis of the Ministry, which was re-designated *the Ministry of National Security*. The Joint Services Staff College was established in January, 1979, to upgrade the efficiency of the Protective Services in light of rapid technological, social, economic and political change taking place both locally and internationally.

The Trinidad & Tobago Forensic Science Centre was established in 1979 to provide improved and modern facilities for the practice of Forensic Science and Forensic Pathology. Its resources are available to both the State and to Defence Attorneys.

### 1.5. NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)

The National Emergency Management Agency (NEMA) was established in 1989. NEMA's role is to facilitate the preparation of response and recovery plans and hazard mitigation programmes by those agencies having principal responsibility in these areas. NEMA's success is measured by how well the agencies with which it has interacted respond to emergencies.

### 1.6. JOINT SERVICES STAFF COLLEGE

The Joint Services Staff College, which was established in October 1978, is committed to ensuring that the job skills of administrative, technical and professional personnel of the Protective Services and the Defence Force are updated and enhanced on a continuous basis to ensure that the organizations discharge their responsibilities efficiently and effectively.

The training programmes offered at Joint Services Staff College have evolved to address the changing and expanded roles of the security community as a whole and fall into two major categories:

- *Full and part-time tertiary level educational programmes (Diploma and Associate Degree) qualifying participants to function at the managerial level, promote job specialisation and career path planning in their respective fields;*
- *Training courses, workshops and retreats aimed at enhancing proficiency in single subject areas and the development of general life skills;*
- *Joint Services Staff has been selected as one of the Tertiary Level Colleges to become one of the colleges under the National Community College.*

### 1.7. TRINIDAD & TOBAGO DEFENCE FORCE (REGIMENT & COAST GUARD)

The Trinidad & Tobago Defence Force was established in 1962 with the following responsibilities:

- *to defend the sovereign good the Republic of Trinidad & Tobago;*
- *to cooperate with and assist the civil power in maintaining law and order;*
- *to assist the civil authorities in times of crisis or disaster*
- *to perform ceremonial functions on behalf of the State*
- *to provide Search and Rescue services in keeping with National requirements and under international agreements;*

### 1.11. GENERAL ADMINISTRATION (KNOX STREET)

The General Administration Division provides the support services (including Accounting, Auditing, Communication, Human Resource Management, Project Management and Procurement required to facilitate the efficient functioning of all the other Divisions of the Ministry. This Division – also referred to as Head Office – is also the policy-determining arm of the Ministry and has direct responsibility for ensuring that Government's policies and programmes are implemented by the respective Divisions.

### 1.12. POLICE COMPLAINTS AUTHORITY

The Police Complaints Authority was established by Act No.17 of 1993. The functions of the Authority are:

- (a) *to receive complaints on the conduct of any Police Officer;*
- (b) *to monitor the investigation of complaints by the Complaints Division of the Police Service to ensure that the investigation is conducted impartially;*
- (c) *to report to the Minister from time to time or at his request; and*
- (d) *to review, at the request of aggrieved persons, the disposition of the complaints by the Complaints Division of the Police Service.*

### 1.13 ADVISORY BODIES AND COMMITTEES FOR WHICH THE MINISTRY OF NATIONAL SECURITY IS RESPONSIBLE:

To assist the Ministry in the exercise of its functions/responsibilities, there are several Advisory Bodies and Committees as follows:

- *Advisory Committee on the Power of Pardon*
- *Cadet Force Advisory Committee*
- *Defence Force Commissions Board*
- *Good Character Certificates Committee*
- *National Emblems Committee*
- *Youth Training Centre Board of Management*
- *Police Promotions Advisory Board*
- *Work Permits Advisory Committee*
- *Standing Air Advisory Board*
- *Compensation Committee.*

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### 3. ENVIRONMENTAL ANALYSIS

Environmental factors are prime influences of strategy. The Ministry of National Security acknowledges that it normally interacts with many aspects of the environment in which it operates. Particular features of the environment could have considerable implications for the policies and practices adopted by the Ministry both in the short and the long term; similarly, the Ministry's policies and practices could impact on the environment. It is essential therefore to forecast change and the implications of such change on the Ministry and its operations.

The most important environments with which the Ministry of National Security interacts are:

#### 3.1 THE ECONOMIC ENVIRONMENT

Globalization has seen the world economy integrated as never before, and the concomitant demand for unfettered free trade has caused trade barriers to tumble resulting in the opening up of national economies to foreign investment. The changing macro-economic environment has facilitated the expansion of the activities and markets of drug traffickers. International businesses, fuelled by the globalization of financial systems and market relations, have increased mobility, advanced technology and encouraged sophisticated communication networks.

Drug traffickers and producers have taken advantage of these opportunities to organize themselves on a global scale. Moreover, substantial amounts of the illicit profits have been invested in major financial centres around the world and have become a significant element of the international financial system. Trinidad and Tobago has felt the impact of these changes in the increase of violent and non-violent as well as petty crimes.

The Government of Trinidad and Tobago is aware that a law-abiding, orderly society is critical to the success of its policy objectives. Despite the vulnerability of the economy to international shocks, the Government has continued to increase funding to the Ministry as a part of their commitment to National Security.

#### 3.2 THE TECHNOLOGICAL ENVIRONMENT

The Ministry of National Security recognizes that the ability to generate, access, use and analyze information is essential for the adoption of a proactive approach to the maintenance of law, order, public safety and defence against aggression. The impact of technology on crime, such as money laundering, counterfeiting and passport fraud among others, makes it imperative for adequate financial resources to be allocated to the Ministry to facilitate the development of the appropriate infrastructure and mechanisms to access, manipulate, interpret and utilise data effectively.

#### 3.3 THE SOCIAL ENVIRONMENT

Since 1990, overall criminal activity has risen dramatically and has been of a progressively violent nature.

#### 4. S.W.O.T. ANALYSIS

Following on the analysis of the environment in which it operates, the Ministry of National Security has identified the following as its Strengths, Weaknesses, Opportunities and Threats:

##### 4.1 STRENGTHS

- The legislative authority to carry out the responsibilities with which the Ministry is charged;
- A supportive political and legal environment;
- A staff, largely of trained professionals committed to the achievement of the Ministry's goals;
- Possession of prime property in strategic locations throughout Trinidad & Tobago.

##### 4.2. WEAKNESSES

- A preponderance of inadequate and dilapidated accommodation; -
- Obsolete and inadequate office equipment -
- Ineffective and inefficient Communication Systems. -
- Insufficient attention to the appropriate further training and development of staff;
- Low levels of morale and motivation in some divisions -
- Inadequate attention to succession planning -
- Weak organizational structures and systems -
- Inadequate financial resources
- Antiquated promotional systems that limit opportunities for advancement;
- Outdated and inefficient technology
- Insufficient social interaction within and between Divisions.

## 5. OBJECTIVES

Having regard to its Vision and its Mission and following on the SWOT analysis, the Ministry of National Security has identified the following as its Primary Objectives:

- *To ensure proactive maintenance of Law and Order, Public Safety and Defence against aggression;*
- *To develop appropriate and relevant organizational structures and systems for optimum and cost effective functioning of all Divisions;*
- *To create an environment that utilises the talents of its Human Resources and affords them the opportunity for developing their full potential;*
- *To improve customer service delivery systems for greater customer/client satisfaction;*
- *To promote the diverse roles and responsibilities of the Ministry to its publics.*



5.2 OBJECTIVE II: *Develop appropriate and relevant Organizational Structures and Systems for the Optimum and cost effective functioning of all Divisions:*

Strategies:

- *Examine and redesign business processes/procedures to achieve optimum efficiency throughout;*
- *Revise position descriptions and update Desk Manuals;*
- *Staff the Human Resource Division and Other Human Resource Units, as may be required;*
- *Establish an Information Technology Unit;*
- *Strengthen the capability of the Legal Unit;*
- *Review the staff establishment and the operations of the Project Co-ordination and Management Unit;*
- *Collaborate with the Ministry of Finance and the Ministry of Public Administration on the restructuring of the Financial/Accounting arrangements;*
- *Establish Units with clearly delineated responsibility for office management and maintenance;*
- *Review the structure and systems of Registries;*
- *Ensure the appropriate recruitment/deployment of civilian/uniformed staff;*

5.4 OBJECTIVE IV: *Improve Customer Service Delivery Systems for greater customer/client satisfaction.*

Strategies:

- *Assess organizational performance.*
- *Evaluate Feedback on a Quarterly basis.*

## 6. ACTION PLAN

Having set broad objectives and determined the strategies necessary to achieve these objectives as at pages 13-17, the Ministry of National Security recognized the need to assign responsibility for implementation and time frames within which specific goals must be met.

Accordingly, the following pages (19-32) provide details, in tabular form, of the assignment of responsibilities, the specific activities required and the projected outcomes of the strategies associated with each broad objective.

This Action Plan will ensure that resources are appropriately focussed and will facilitate continuous monitoring and evaluation of the Strategic Plan during the next five years.

## **CONCLUSION**

The Ministry of National Security acknowledges and accepts that plans have always to be adjusted and adapted to varying circumstances. However, the Ministry is confident that this Strategic Plan will provide the focus required to achieve its objectives into the new millenium and that its success will be manifest in the following **key results areas**:

- Organizational restructuring and development
- Legislative reform
- Reduced numbers of new and repeat offenders
- Client-based, customer-focused operations
- Organizational motivation, efficiency and effectiveness
- Public Relations and Communication.

By the year 2002, the Strategic Review exercise will have resulted in a new organizational structure, designed and developed to facilitate client-based, customer-focused, business systems and procedures that are cost effective and efficient. Staff will be deployed for optimum efficiency and will be highly motivated and well-equipped to take advantage of technical advancements in improved legislative and working environments. Finally, proactive intervention to satisfy community needs will result in fewer new and repeat offenders and enhance the public image of the Ministry.

# OBJECTIVE 1

## Ensure Proactive Maintenance of Law & Order, Public Safety & Defence against Aggression

STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
<p>(1) Strengthen the structure of Research Units and establish scientific methods to determine trends in criminal activity and to detect and deter same</p>	<ul style="list-style-type: none"> <li>- Human Resource Division</li> <li>- Research Officer II</li> <li>- Heads of Division</li> <li>- IT Manager</li> </ul>	<ul style="list-style-type: none"> <li>- Evaluate and Assess the capability of existing Research Units</li> <li>- Determine the need for additional Research Units/Sub Units</li> <li>- Provide adequate staff for existing Units/new Units</li> <li>- Acquire equipment including Hardware and Software</li> <li>- Ensure appropriate training</li> </ul>	<p>June 99</p> <p>August 99</p> <p>December 99</p> <p>Phased basis by 2002</p>	<p>Improved Research capability for better decision-making</p>
<p>(2) Review/amend legislation that impacts on the Ministry in close collaboration with the Ministry of the Attorney General.</p>	<ul style="list-style-type: none"> <li>- Senior Legal Officer</li> <li>- Heads of Divisions/Section</li> <li>- Research Unit</li> <li>- Ministry of the Attorney General</li> </ul>	<ul style="list-style-type: none"> <li>- Invite Heads of Divisions to identify and list all the legislation impacting on their operations.</li> <li>- Create a database of such legislation</li> <li>- Request Heads to identify legislation/parts of legislation to be reviewed/amended.</li> <li>- Establish a Legislative Review Committee of the Ministry</li> </ul>	<p>December 1999</p> <p>1999</p> <p>June 1999</p>	<p>Easy retrieval of pertinent Legislation</p> <p>Legislation to facilitate improved operations of the Ministry</p>

STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
(3) Establish a priority list of essential/specialised equipment and ensure phased upgrade/acquisition.	<ul style="list-style-type: none"> <li>- Heads of Divisions</li> <li>- AOV (Finance &amp; Administration)</li> <li>- Procurement Officer</li> </ul>	<ul style="list-style-type: none"> <li>- Audit &amp; establish an inventory of specialised equipment</li> <li>- List items needed for upgrade/replacement/acquisition</li> <li>- Establish databases of suppliers and updated costs of equipment</li> <li>- Ensure the provision of adequate funds.</li> </ul>	<p>December 99</p> <p>December 99</p> <p>December 99</p> <p>Phased basis 1999-2002</p>	<p>The capability to respond more readily and effectively to safety/security concerns.</p>
(4) Engage in continuous assessment of demographics and community needs to determine the location of Police Posts/Stations, Fire Stations, Youth Clubs/Organizations	<ul style="list-style-type: none"> <li>- Heads of Divisions</li> <li>- Research Units</li> <li>- Project Coordination &amp; Management Unit</li> </ul>	<ul style="list-style-type: none"> <li>- Liaise with external research agencies to determine demographic trends</li> <li>- Establish a database of requests/complaints from individuals/organizations</li> <li>- Determine needs and include in Plans/Programmes</li> <li>- Secure funds/Implement</li> </ul>	<p>Continuous</p> <p>Continuous</p>	<p>A proactive response to community needs</p>
(5) Establish appropriate Information Systems and a Library at the Head Office-manned by adequately trained staff.	<ul style="list-style-type: none"> <li>- Permanent Secretary</li> <li>- Human Resource Division</li> <li>- Information Technology Manager</li> <li>- Heads of Divisions</li> </ul>	<ul style="list-style-type: none"> <li>- Engage an Information Technology consultant to determine the IT needs and appropriate architecture for the Ministry.</li> <li>- Identify space in the Ministry's new accommodation for the Library.</li> <li>- Determine staffing and equipment needs.</li> </ul>	<p>November 98 - June 1999</p> <p>June 1999</p> <p>December 99</p>	<p>An Information Technology Plan to facilitate the operations of the Ministry.</p> <p>Ready access to information at all times.</p>

STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
(6) Establish appropriate links with International Organizations to maintain up-to-date Intelligence.	Heads of Division Research Unit	<ul style="list-style-type: none"> <li>Establish database of International Organizations from whose operations the Ministry can benefit.</li> <li>Obtain membership in/establish communication links with these International Organizations</li> <li>Provide funds for membership/participation in meetings/ activities of the Organization</li> </ul>	Continuous	Facilitation of operational effectiveness through international cooperation
(7) Establish systems and opportunities to facilitate the prevention of recidivism	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Commissioner of Prisons</li> <li>Research Unit</li> <li>Communications Specialist</li> <li>Project Coordinator and Management Unit</li> </ul>	<ul style="list-style-type: none"> <li>Provide separate and adequate accommodation for offenders of different categories and different ages.</li> <li>Ensure the establishment of policies and programmes aimed at the harmonious development of offenders' mental, physical, and spiritual facilities.</li> <li>Formulate a public relations campaign to educate the wider community on the role and responsibility in the successful reintegration of inmates into society.</li> </ul>	2002	Reduced numbers of repeat offenders.
			2002	Increased public participation in the reintegration process.

## OBJECTIVE II

Develop appropriate and relevant Organizational Structures and Systems for optimum and cost effective functioning of all Divisions.

STRATEGIES	PERSON RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
(1) Examine & redesign business processes/ procedures to achieve optimum efficiency throughout	<ul style="list-style-type: none"> <li>- Permanent Secretary</li> <li>- Human Resource Division</li> <li>- Heads of Divisions/ Sections</li> </ul>	<ul style="list-style-type: none"> <li>- Complete Strategic Review of Organizational Structure.</li> <li>- Review Organization structure of the Ministry</li> <li>- Identify processes/ activities requiring immediate transformation</li> <li>- Conduct client-based surveys</li> <li>- Sensitize staff and implement change</li> <li>- Utilize information technology to achieve optimum efficiency where appropriate</li> </ul>	<ul style="list-style-type: none"> <li>- Continuous December 99</li> <li>- Continuous</li> <li>- Continuous</li> </ul>	<ul style="list-style-type: none"> <li>- More efficient, client-centred operations.</li> </ul>

2002



<p>(2) Revise position descriptions and update Desk Manuals</p>	<p>Human Resource Division</p> <p>All members of Staff</p>	<ul style="list-style-type: none"> <li>Review position descriptions in light of redesigned processes</li> <li>Design, in consultation with the Chief Personnel Officer, amended job specifications as may be required.</li> <li>Revise and update Desk Manuals accordingly</li> </ul>	<p>Continuous</p>	<p>Improved performance for better service delivery</p>
<p>(3) Staff Human Resource Division &amp; other Human Resource Units.</p>	<p>Permanent Secretary</p> <p>A.O. IV (Personnel)</p> <p>A.O.V (Finance &amp; Administration)</p> <p>Heads of Divisions</p> <p>Ministry of Public Admin.</p> <p>Director of Public Administration</p> <p>Chief Personnel Officer</p>	<ul style="list-style-type: none"> <li>Assure the availability of funds for approved positions and recommend staffing arrangements therein.</li> <li>Collaborate with Heads of Divisions on their individual Human Resource needs.</li> <li>In consultation with the Ministry of Public Administration, design and establish Human Resource Units as required.</li> </ul>	<p>November 98</p> <p>June 99</p>	<p>A core structure to review the Human Resource needs of the Ministry.</p> <p>Improved management of Human Resources throughout.</p>

OBJECTIVES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	EDVIFRANF	PROJECTED OUTPUT
(4) Establish an Information Technology (IT) Unit.	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Information Technology Consultant</li> </ul>	<ul style="list-style-type: none"> <li>Obtain Cabinet approval</li> <li>Employ on contract an IT Manager</li> <li>Design and establish an IT Unit</li> <li>Acquire necessary hardware and software</li> </ul>	December 98	Improved access to data and quicker, more informed decision-making.
(5) Strengthen the capability of the Legal Unit	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>A.O. IV (Personnel)</li> <li>Senior Legal Officer</li> </ul>	<ul style="list-style-type: none"> <li>Employ a Junior Legal Officer</li> <li>Review the role and function of the Unit and staff appropriately</li> </ul>	December 99	Increased capacity for review of pertinent legislation.
Review the establishment and operations of the Project Coordination and Management Unit	<ul style="list-style-type: none"> <li>Human Resource Division</li> <li>Project Manager</li> <li>Administrative Officer V (Finance &amp; Administration)</li> </ul>	<ul style="list-style-type: none"> <li>Review achievements to date.</li> <li>Examine approved establishment vis-a-vis the planned programme of activities under the PSIP 1998/99 - 2000/01</li> <li>Redesign organizational structure as may be necessary.</li> <li>Confirm availability of funds/obtain approval.</li> <li>Recruit staff</li> </ul>	<p>March 99</p> <p>September 99</p>	100% improvement in achieving Development Programme targets.

STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIMELINE	PROJECTIONS/IMPACTS
<p>(7) Collaborate with the Ministry of Finance on the restructuring of the Financial/ Accounting arrangements.</p>	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Human Resource Division</li> <li>A.O.V. (Finance &amp; Administration)</li> <li>Ministry of Finance</li> <li>Ministry of Public Administration</li> </ul>	<ul style="list-style-type: none"> <li>Request Heads of Divisions to comment on strengths &amp; weaknesses of their individual Accounting Units</li> <li>Request Ministry of Finance (Treasury Division) to review organizational structures and systems vis-a-vis Financial Regulations</li> <li>Consult with the Ministry of Public Administration on the creation/abolition of posts as may be necessary</li> <li>Sensitize staff</li> <li>Obtain approval and implement</li> </ul>	<p>February 99</p>	
<p>(8) Establish Units with clearly delineated responsibility for Office Management and Maintenance</p>	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Human Resource Division</li> <li>A.O.V. (Finance &amp; Administration)</li> <li>Ministry of Public Administration</li> </ul>	<ul style="list-style-type: none"> <li>Request Heads to review and comment on the discharge of the responsibility for Office Management and Maintenance.</li> <li>In consultation with the Ministry of Public Administration, design Units.</li> <li>Obtain approval/create and/or abolish positions</li> </ul>	<p>Feb/March 99</p>	<p>A co-ordinated, more efficient approach to management and maintenance of physical assets and the Office Environment</p>

STRA OBJECT	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
(9) Review the structure and systems of Registries	<ul style="list-style-type: none"> <li>- Human Resources Division</li> <li>- Information Technology Manager</li> <li>- Records Manager II</li> <li>- NISC</li> </ul>	<ul style="list-style-type: none"> <li>- Request Heads to review and comment on the operation of their communications flow.</li> <li>- In consultation with key stakeholders, re-design structure and systems of the communications flow.</li> <li>- Acquire Hardware/ Software</li> <li>- Staff appropriately.</li> </ul>	Feb/March 99  December 2000	Enhanced communication flows
(10) Ensure the appropriate recruitment/deployment of civilian/uniformed staff	<ul style="list-style-type: none"> <li>- Permanent Secretary</li> <li>- Heads of Divisions</li> <li>- Human Resource Divisions/Units</li> <li>- Service Com-missions Dept.</li> <li>- Ministry of Finance</li> <li>- Chief Personnel Officer</li> </ul>	<ul style="list-style-type: none"> <li>- Review current staff establishment to determine appropriate civilian/uniformed staffing arrangements</li> <li>- Determine, in consultation with the CPO, positions to be reclassified/ upgraded.</li> <li>- Ensure the availability of funds to fill vacancies</li> <li>- Pursue with SCD or recruit/deploy staff appropriately.</li> </ul>	Continuous	More effective deployment of Human Resources to achieve maximum efficiency.

*Create an environment that utilizes the talents of its Human Resources and affords them the opportunity for developing their full potential.*

STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
(1) Engage in a continuous programme of property acquisition, building, upgrade and maintenance.	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Project Manager</li> <li>Heads of Divisions</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with heads to establish databases/Fixed Asset Registers of status of current physical accommodation vis-a-vis accommodation needs.</li> <li>Ensure the provision of adequate funds for upgrade and acquisition as necessary.</li> <li>Implement a Maintenance Programme for buildings of the Ministry.</li> <li>Review the existing arrangements for janitorial services.</li> </ul>	December 99	Improved accommodation that ensures appropriate physical environment.
(2) Acquire, upgrade and maintain office and other equipment required for daily activities.	<ul style="list-style-type: none"> <li>A.O.V. (Finance &amp; Administration)</li> <li>Office Manager</li> <li>Procurement Officer</li> <li>Heads of Divisions</li> </ul>	<ul style="list-style-type: none"> <li>Liaise with Heads of Divisions to update inventories/establish data bases of office equipment</li> <li>Establish priority list of office equipment to be acquired/ upgraded.</li> <li>Establish maintenance schedules/contracts.</li> <li>Establish protocols to ensure appropriate use of office equipment</li> </ul>	December 99	Improved, more effective operations.  Less down-time and maximum utilization of equipment.
			2002	

Strategies	Persons Responsible	Training Activities	Time Frame	Projected Outcome
(3) Establish performance standards and implement the performance management system	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Human Resource Division</li> <li>Heads of Section/Divisions</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Complete position descriptions inclusive of performance standards.</li> <li>Sensitize and train staff to implement the performance system.</li> <li>Develop &amp; implement a formal programme for recognition of excellent programme.</li> </ul>	December 98	Motivated Staff Rewards based on performance
Develop career paths and succession plans in all Services	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Human Resource Division</li> <li>Heads of Section/Divisions</li> <li>Chief Personnel Officer</li> <li>Director of Personnel Administration</li> <li>Staff</li> </ul>	<ul style="list-style-type: none"> <li>Establish databases of establishment positions and skills banks in all Divisions.</li> <li>Establish clear policies and criteria for promotions.</li> <li>Establish a Career Guidance facility within the Ministry.</li> <li>Monitor performance to determine suitability for positions.</li> <li>Implement a system of job rotation as an integral part of on-the-job training.</li> </ul>	December 99 March 99 December 99 Continuous March 99	More effective deployment of the Human Resource.
Examine Training needs establish training for staff at all levels	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Human Resource Division</li> <li>Heads of Section/Divisions</li> </ul>	<ul style="list-style-type: none"> <li>Formalise system for Training Needs analysis</li> <li>Conduct Training Needs Analysis for all Divisions</li> <li>Design Training &amp; Development Plans &amp; Programmes for all staff.</li> </ul>	March 99 Continuous	Enhanced performance from better trained Human Resources.

(5) cont'd

PERSONNEL  
RESPONSIBILITIES

PLANNED INITIATIVES

INDICATORS

PERSONNEL RESPONSIBILITIES	PLANNED INITIATIVES	INDICATORS
<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Communication Specialist</li> <li>Human Resource Division</li> <li>Heads of Sections/Divisions</li> <li>IT Manager</li> <li>Sports &amp; Cultural Clubs</li> </ul>	<ul style="list-style-type: none"> <li>Determine &amp; Implement appropriate structure for communication flows.</li> <li>Develop policies and protocols for communication flows.</li> <li>Introduce Ethno-Cultural Activities based on relevant National Holidays.</li> <li>Introduce quarterly Inter-Divisional meetings</li> <li>Promote cultural &amp; social activities.</li> </ul>	<ul style="list-style-type: none"> <li>June 2000</li> <li>March 99</li> <li>Immediate</li> <li>June 99</li> <li>Immediate</li> </ul>
	<ul style="list-style-type: none"> <li>Secure state-of-the-art, in-house; Training facilities.</li> <li>Design &amp; Implement a system for evaluating Training effectiveness</li> <li>Establish databases of Training Institutions; Programmes Offered and attendant costs.</li> </ul>	<ul style="list-style-type: none"> <li>December 99</li> <li>December 99</li> <li>December 99</li> </ul>
		<ul style="list-style-type: none"> <li>Improved communication flow</li> <li>Enhanced human relations.</li> <li>A more team-based organization.</li> </ul>

(7) Establish an Employee Assistance Programme

STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Human Resource Division</li> <li>Heads of Divisions</li> <li>A.O.V. (Finance &amp; Administration)</li> </ul>	<ul style="list-style-type: none"> <li>Review existing proposal for the establishment of an Employee Assistance Programme (Protective Services)</li> <li>Have discussions with Heads of Divisions to determine the type of EAP to be introduced.</li> <li>Investigate/Research individuals/organizations that service EAPS</li> <li>Prepare proposals for appropriate EAPS.</li> </ul>	<ul style="list-style-type: none"> <li>February 99</li> <li>April 2000</li> </ul>	<p>Creation of a caring environment that motivates employees.</p>	



# OBJECTIVE IV

## Improve Customer Service Delivery Systems:

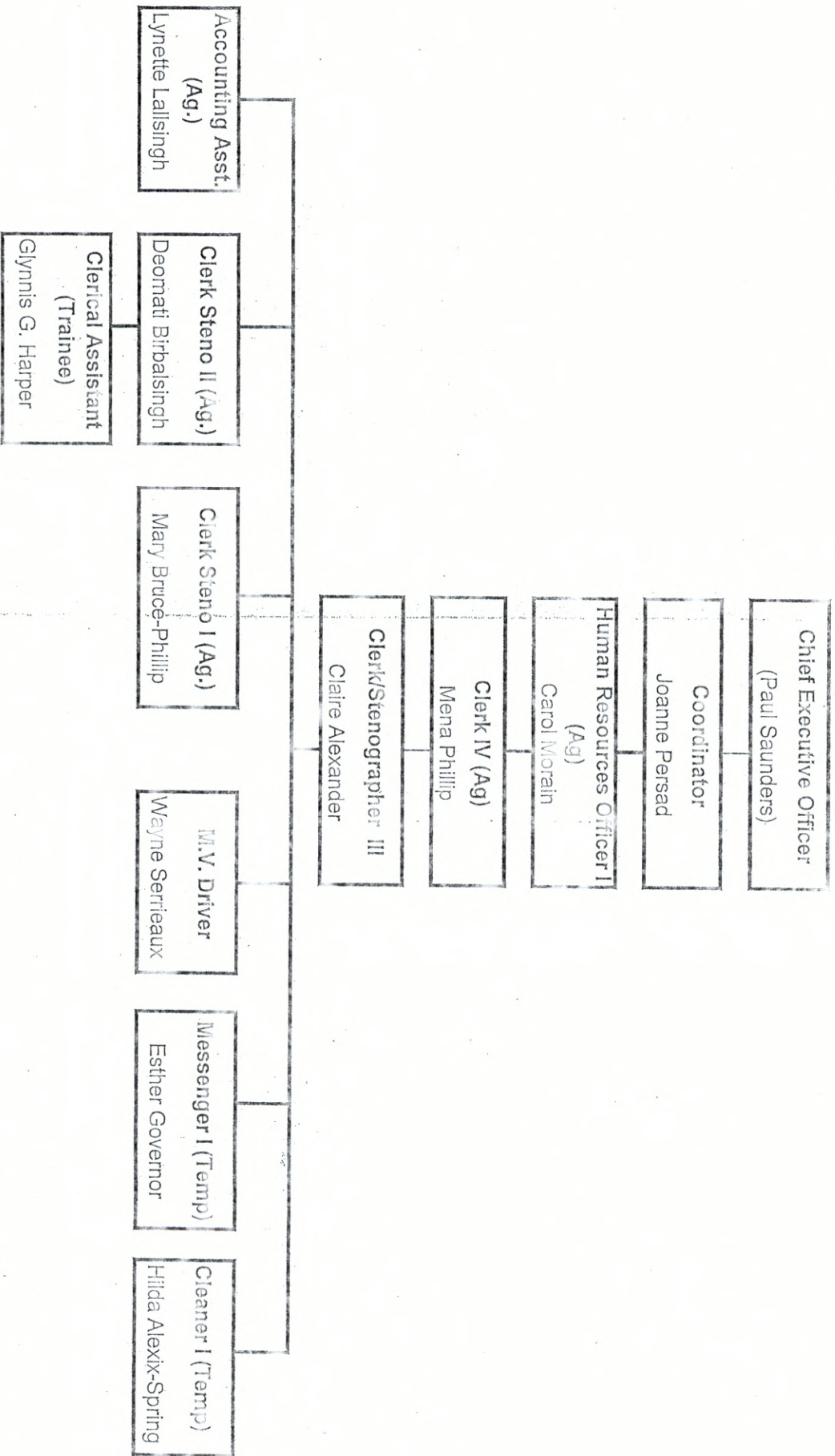
STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOME
(1) Assess Organizational Performance	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Communications Specialist</li> <li>Human Resource Division</li> <li>Heads of Divisions/Sections</li> </ul>	<ul style="list-style-type: none"> <li>Prepare a feedback Questionnaire to be completed by customers.</li> <li>Conduct surveys where necessary/set up Suggestion Boxes to determine client satisfaction.</li> <li>Review operating systems.</li> </ul>	March 99	Greater customer/client satisfaction
Evaluate Feedback on a Quarterly basis	<ul style="list-style-type: none"> <li>Permanent Secretary</li> <li>Communications Specialist</li> <li>Human Resource Division</li> <li>Heads of Divisions/Sections</li> </ul>	<ul style="list-style-type: none"> <li>Provide adequate accommodation for clients/customers</li> <li>Design and Implement a system of customer service representatives</li> <li>Sensitize Staff/Implement Change</li> <li>Establish Committee, review Feedback and report quarterly.</li> </ul>	Continuous	A customer-focused client-centred Organization

# OBJECTIVE V

Promote the Diverse Roles and Activities of the Ministry to its Public.

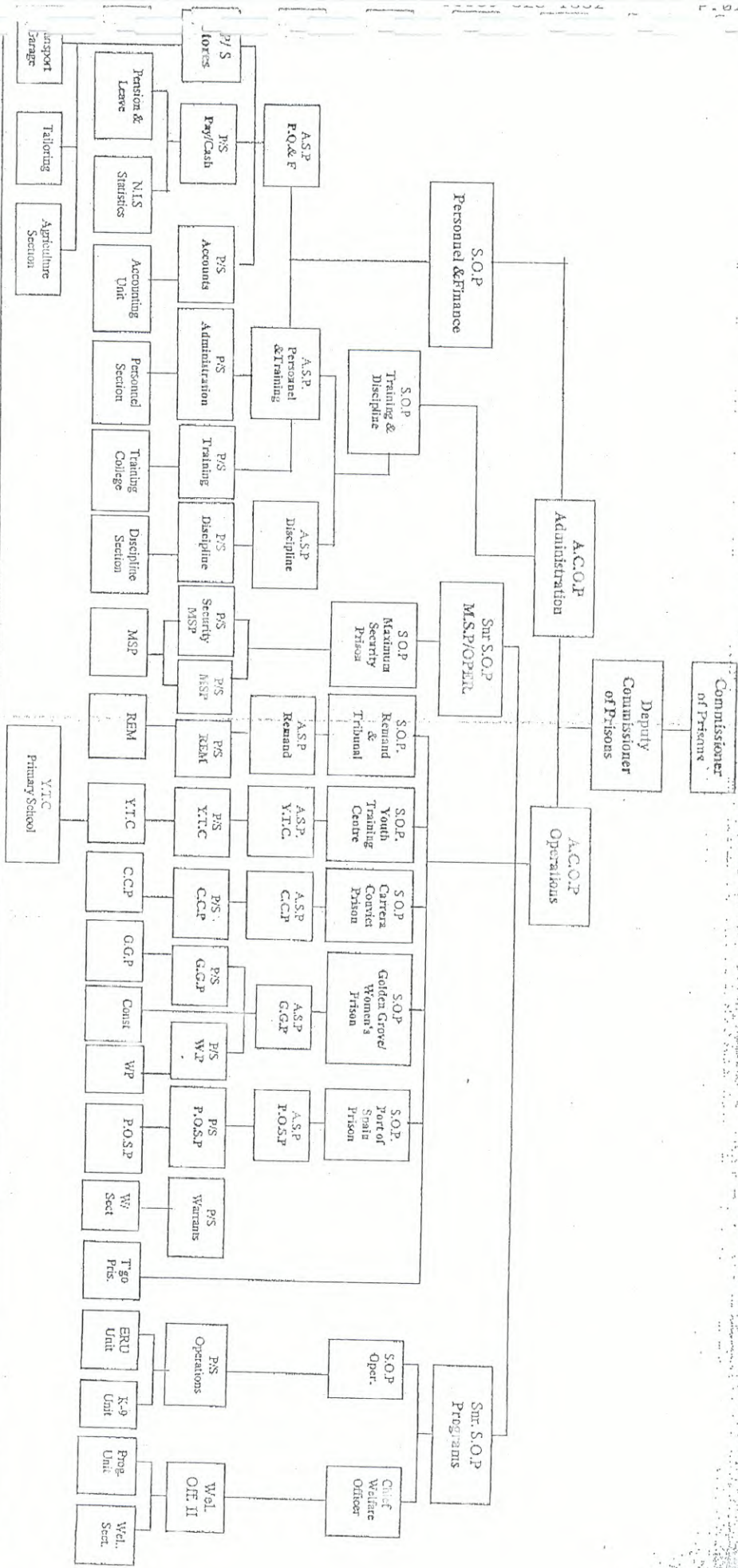
STRATEGIES	PERSONS RESPONSIBLE	PLANNED ACTIVITIES	TIME FRAME	PROJECTED OUTCOMES
(1) Maintain a positive image of the Ministry in the public arena.	<ul style="list-style-type: none"> <li>- Permanent Secretary</li> <li>- Communication Specialist</li> <li>- Heads of Divisions</li> <li>- Information Division</li> </ul>	<ul style="list-style-type: none"> <li>* Design a Communication strategy</li> <li>* Publish weekly features in the national media on positive achievements, highlighting topical issues.</li> <li>* Identify key Managers and Officers who interact regularly with the public.</li> <li>* Arrange Television/Radio interviews/programmes with key personnel.</li> </ul>	Immediately and continuing	An Enhanced Public Image of the Ministry
(2) Introduce a Ministry Newsletter and Staff Bulletin Boards	<ul style="list-style-type: none"> <li>- Communication Specialists</li> <li>- Heads of Division</li> <li>- Staff</li> </ul>	<ul style="list-style-type: none"> <li>* Sensitize Staff</li> <li>* Design layouts/determine costs</li> <li>* Identify locations for Bulletin Boards</li> <li>* Identify funds/seek corporate sponsorship.</li> </ul>	December 1998	

The Ministry of National Security  
Office of Disaster Preparedness and Management  
(ODOIM)  
Organizational Structure



TRINIDAD AND TOBAGO PRISON SERVICE

ORGANISATIONAL CHART AS AT 4-8-96

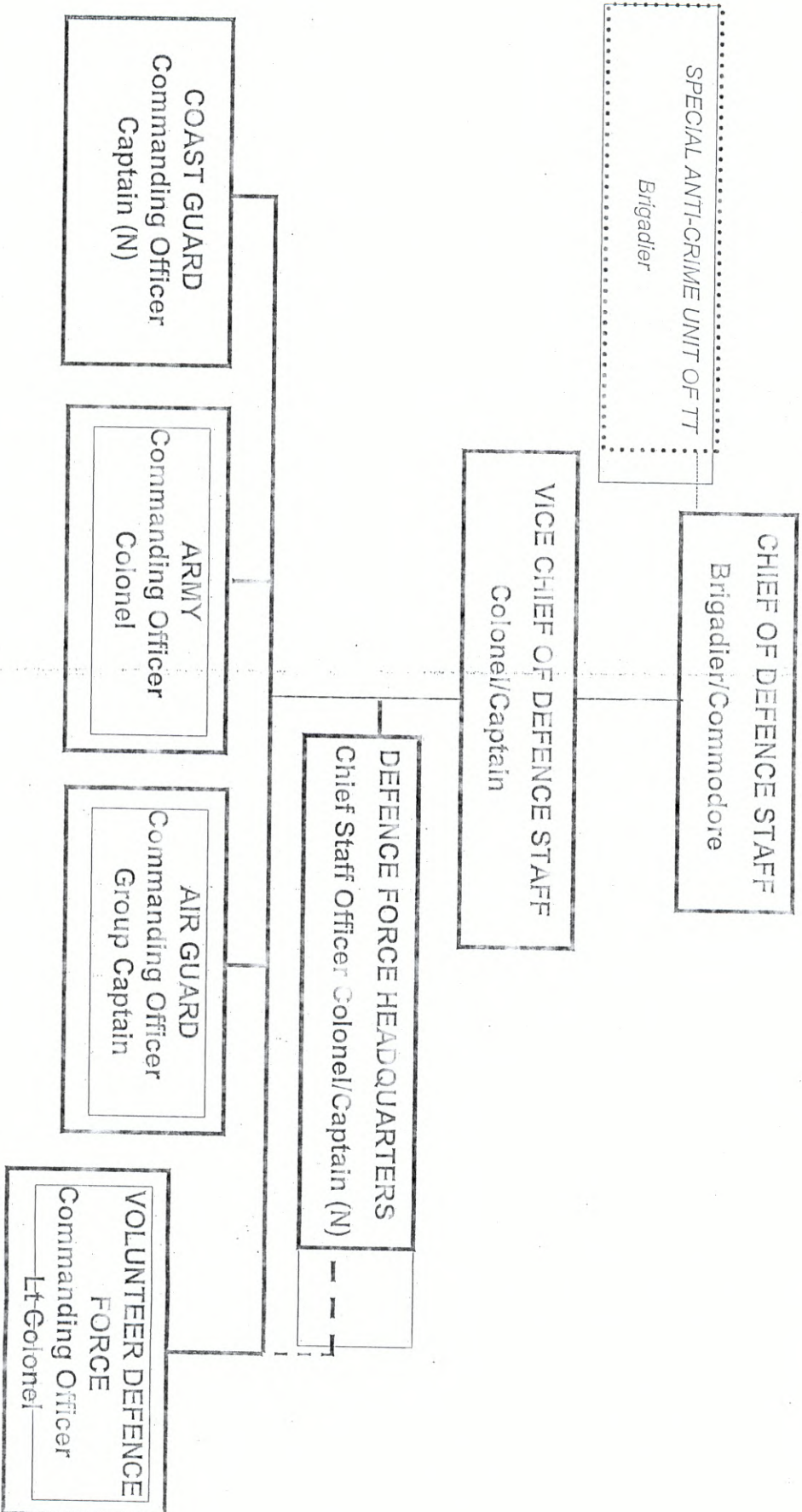


Representative of HR Personnel (BLOCK LETTERS) \_\_\_\_\_  
 Signature \_\_\_\_\_  
 Date \_\_\_\_\_

Commissioner of Prisons (BLOCK LETTERS) \_\_\_\_\_  
 Signature \_\_\_\_\_  
 Date \_\_\_\_\_

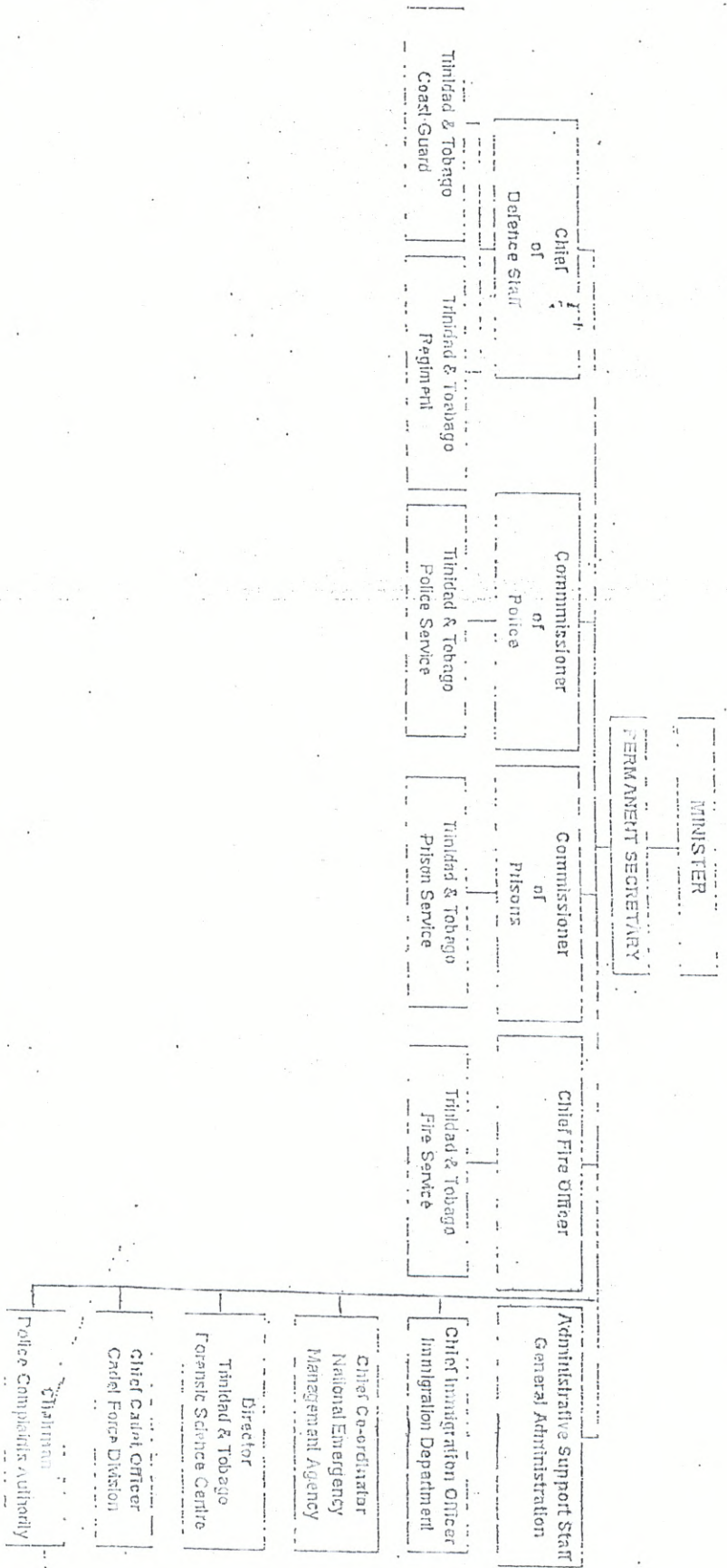
KEY:  
 S.O.P. SUPERINTENDENT OF PRISONS  
 A.S.P. ASST. Supt. OF PRISONS  
 P.S. Prison's SUPERVISOR  
 M.S.P. Maximum Security Prison  
 Rem. Remand Prison  
 Y.T.C. Youth Training Centre  
 C.C.P. Golden Grove Prison  
 P.O.S.P. Tort of Spain Prison  
 G.G.P. Emergency Release Unit

# TRINIDAD AND TOBAGO DEFENCE FORCE

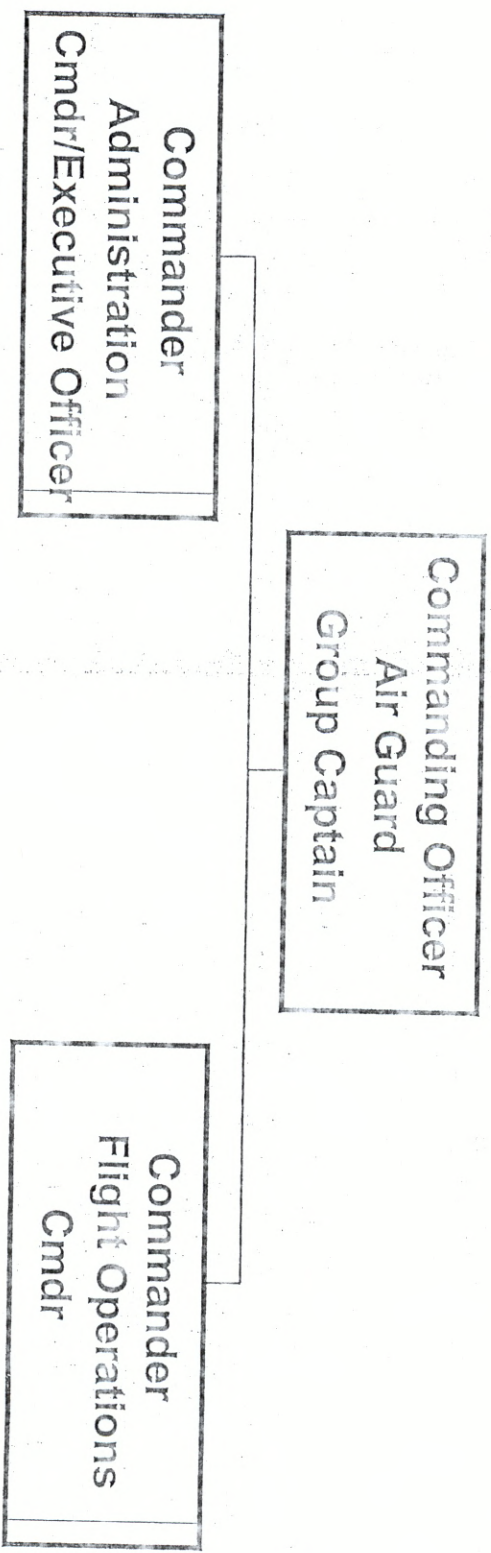


# MINISTRY OF NATIONAL SECURITY

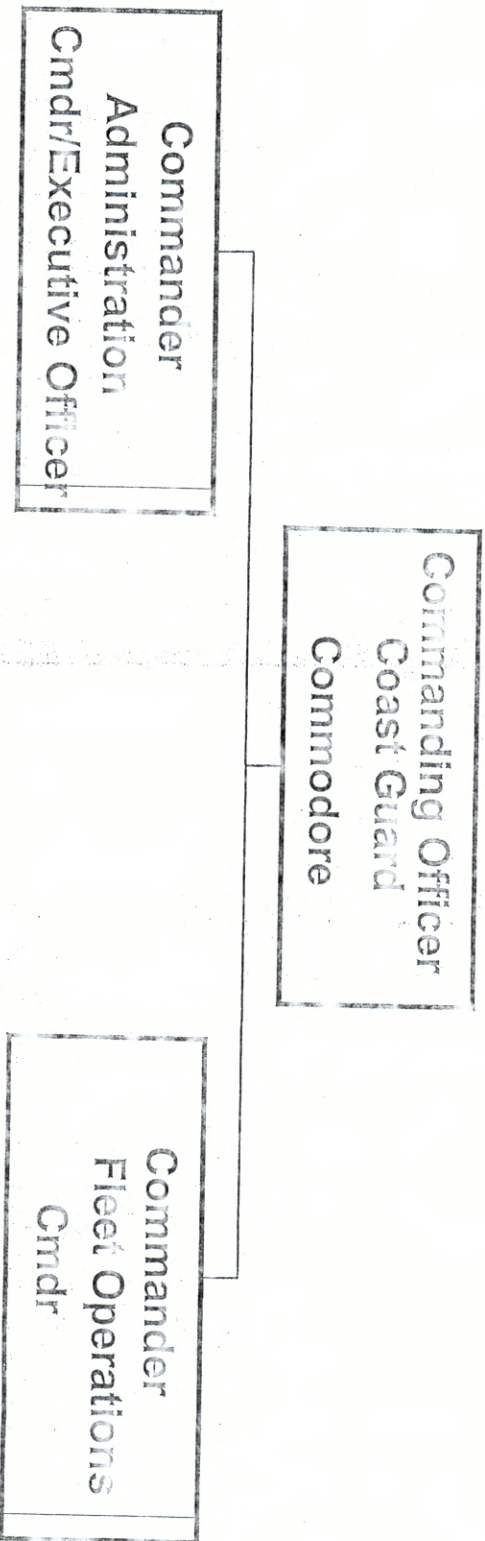
APPENDIX



# TRINIDAD AND TOBAGO AIR GUARD

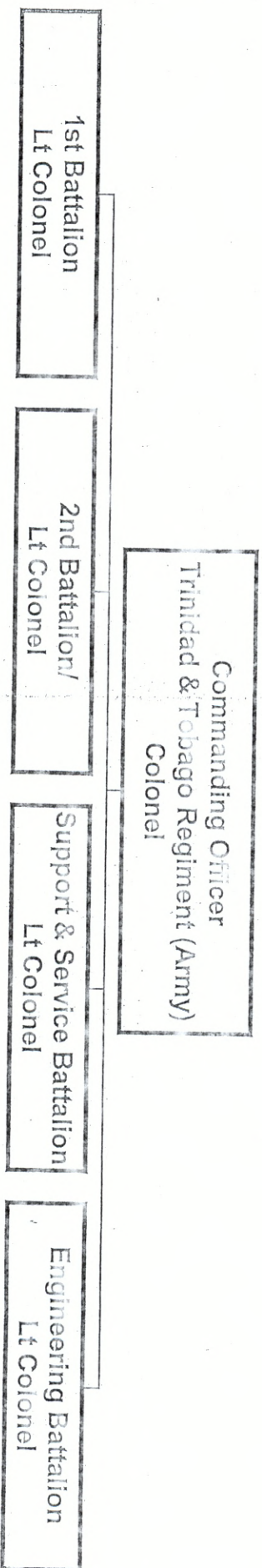


# TRINIDAD AND TOBAGO COAST GUARD





# TRINIDAD AND TOBAGO REGIMENT (ARMY)



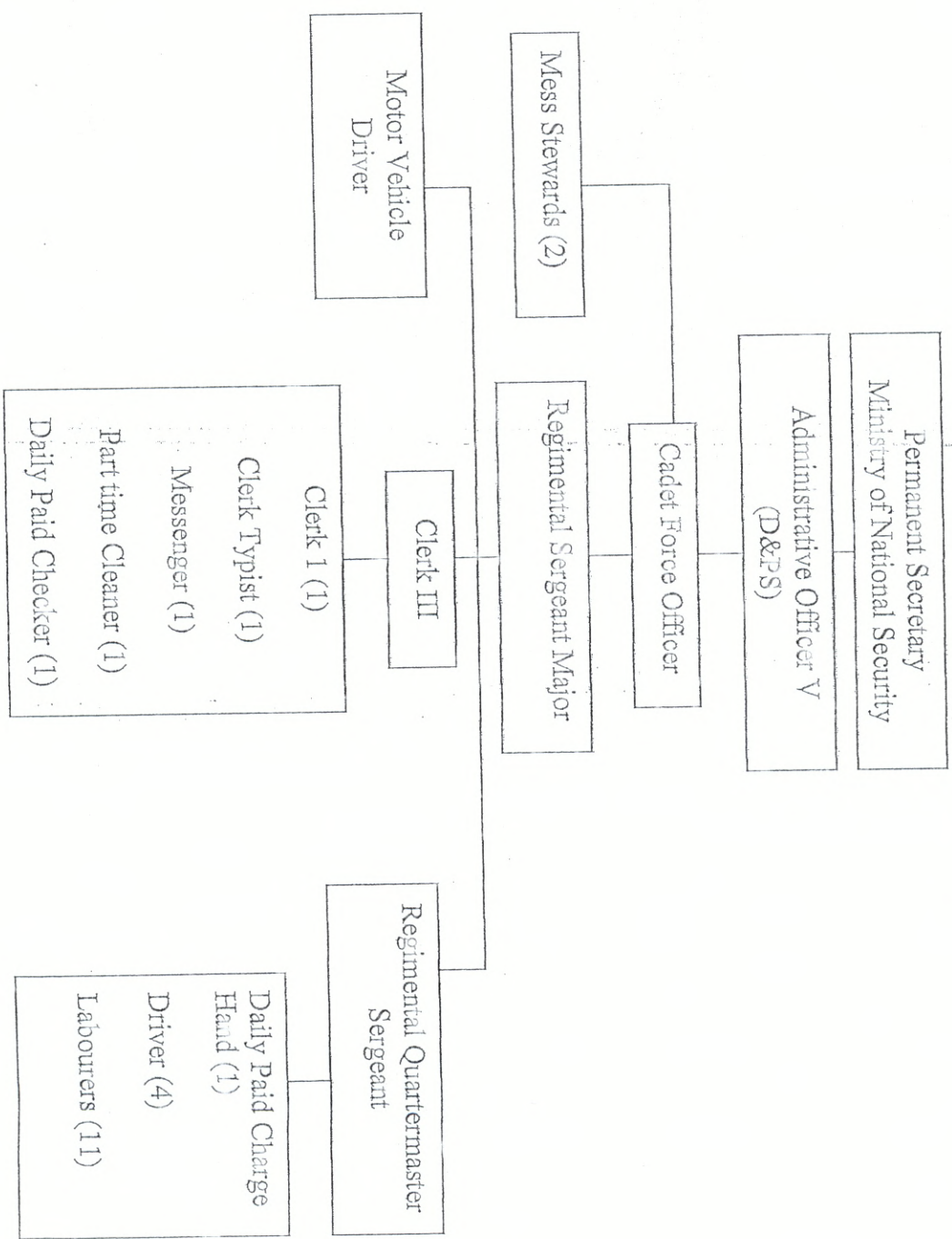


MINISTRY OF NATIONAL SECURITY  
 TRINIDAD AND TOBAGO FORENSIC SCIENCE CENTRE

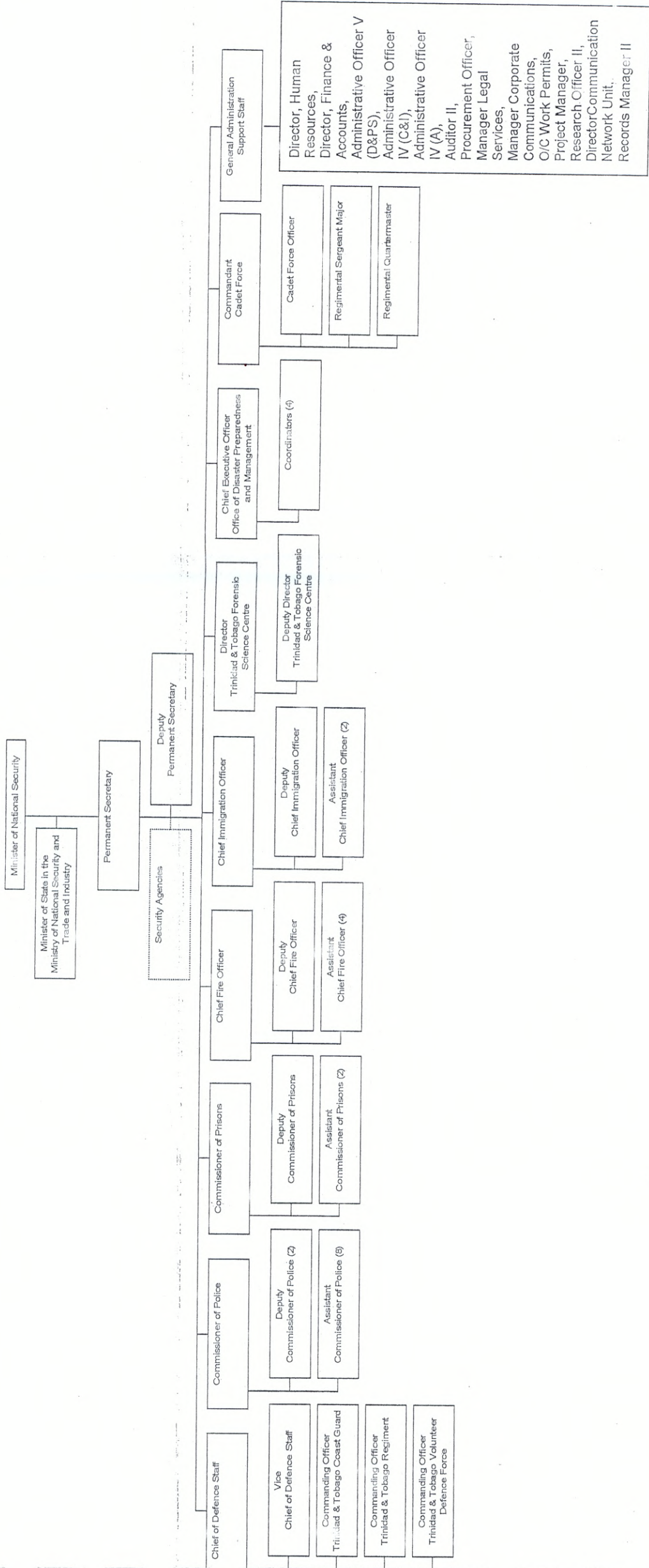


CADNET FORCE DIVISION

ORGANIZATION CHART

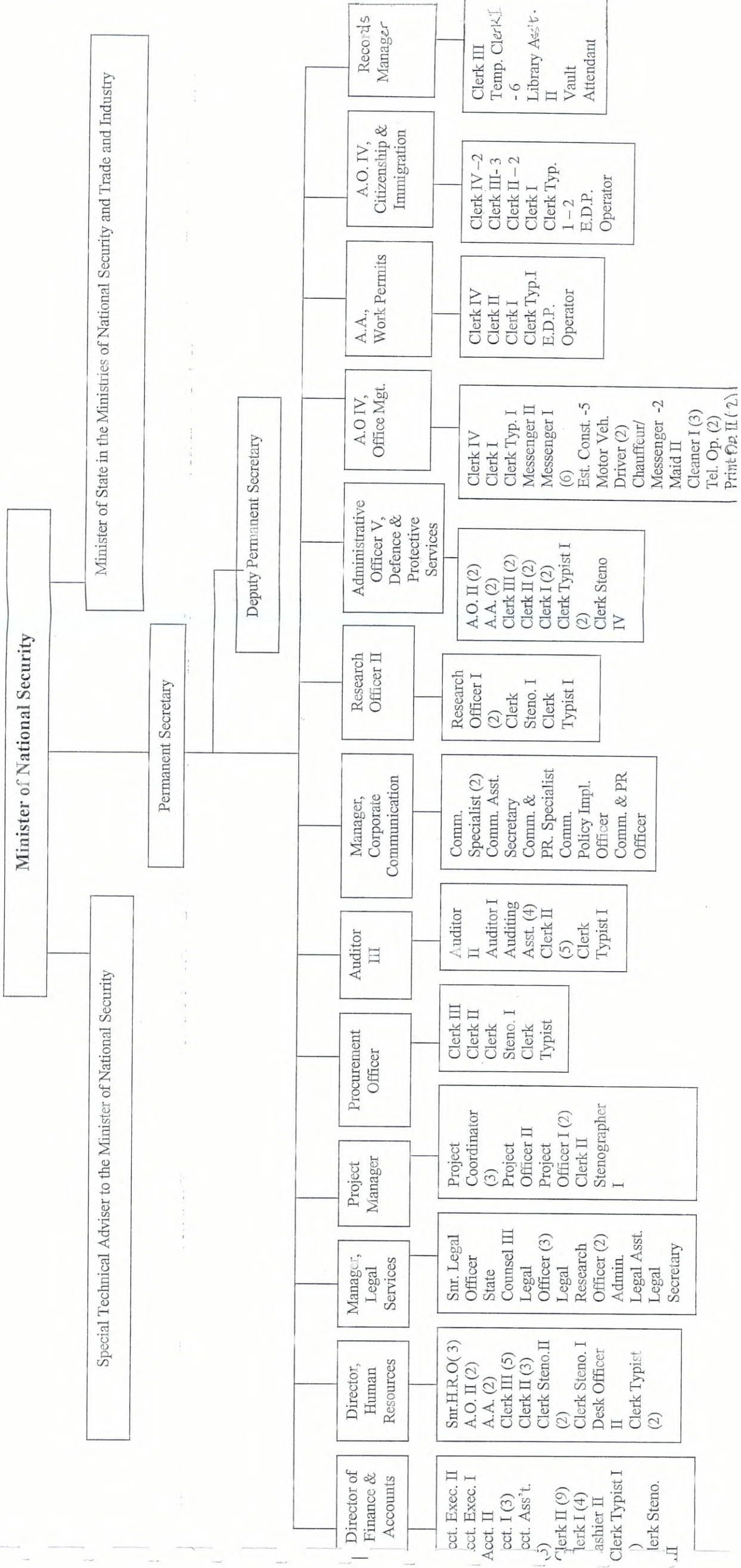


# TOP STRUCTURE OF THE MINISTRY OF NATIONAL SECURITY ORGANISATIONAL CHART



ORGANIZATIONAL CHART

GENERAL ADMINISTRATION DIVISION



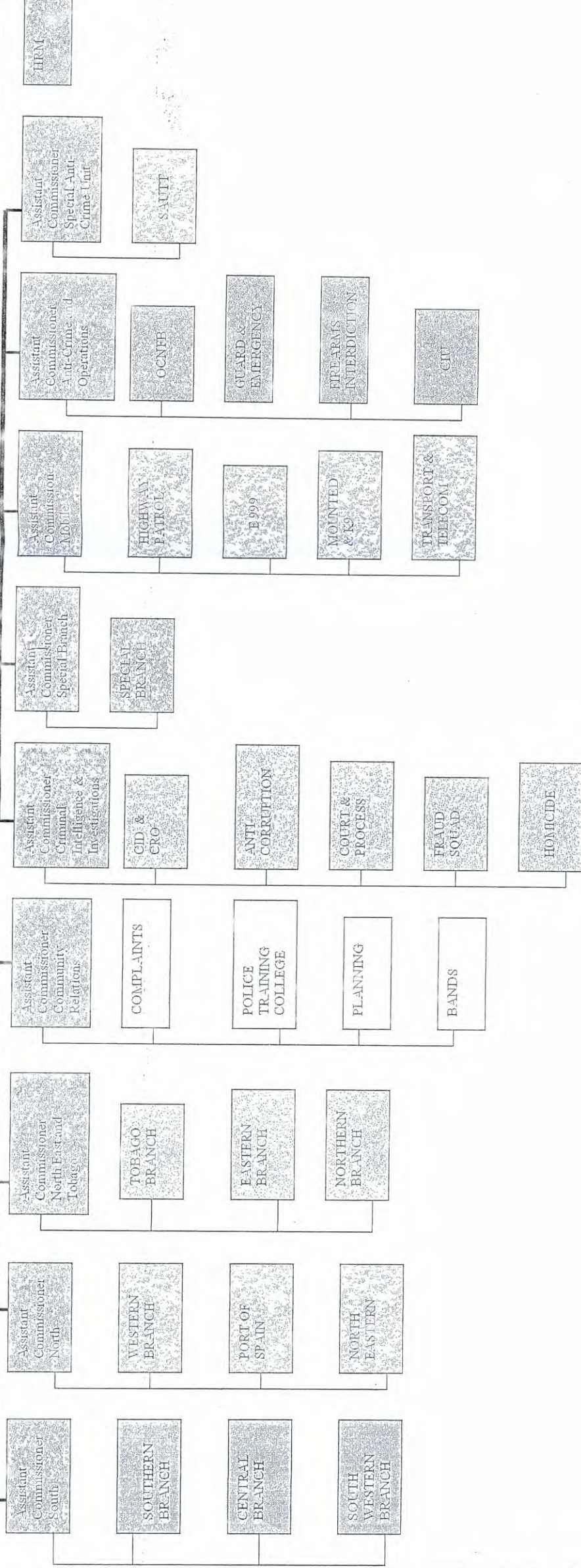
CM #2701 /04

Commissioner of Police

Deputy Commissioner  
Crime and Operations

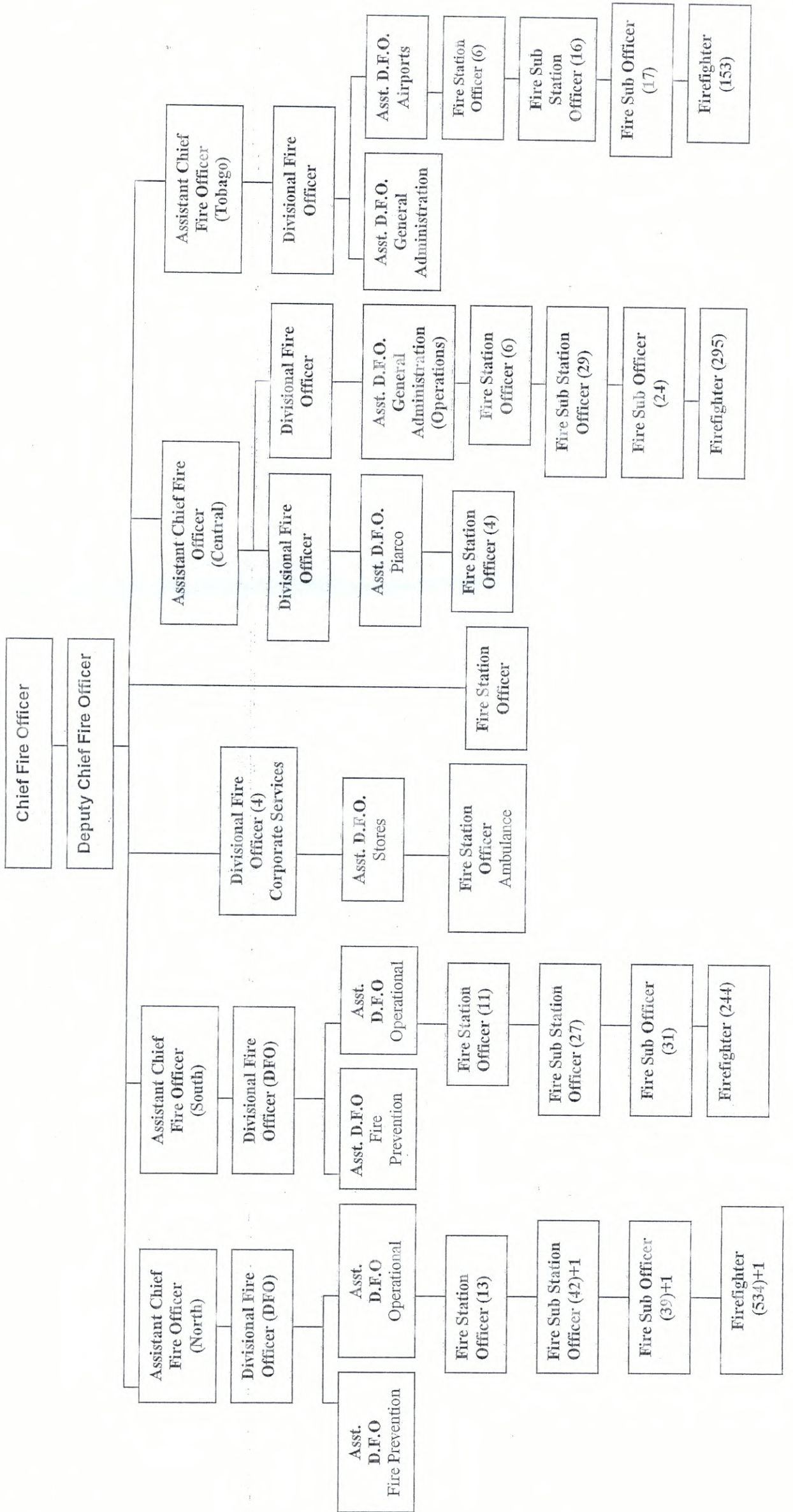
Deputy Commissioner  
Strategic Planning and Development

Director  
Human Resources



Trinidad and Tobago Fire Service

Organization Chart





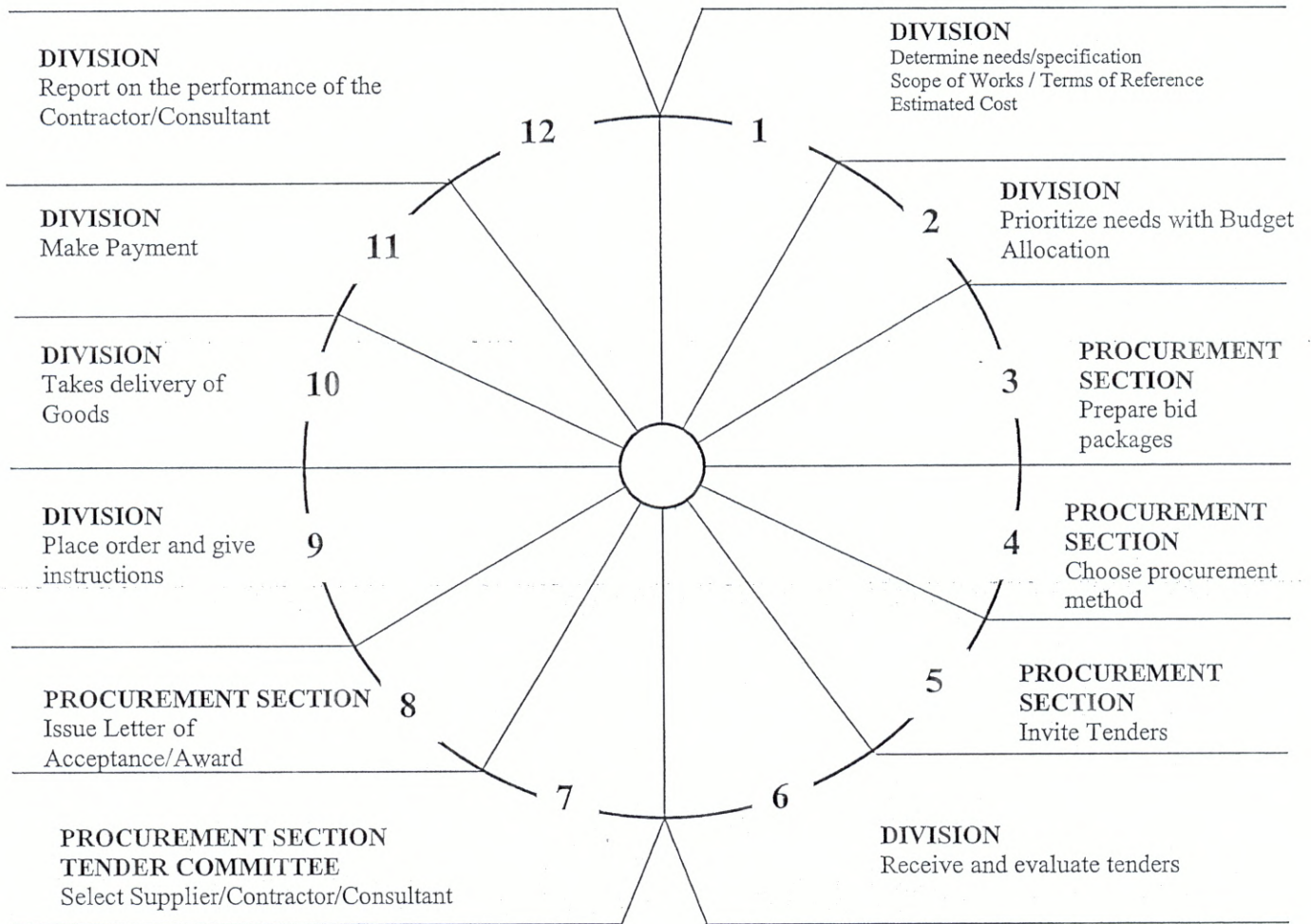


**DELEGATION OF AUTHORITY  
FOR THE PROCUREMENT OF GOODS AND SERVICE  
IN THE MINISTRY OF NATIONAL SECURITY**

<b>POST</b>	<b>LIMITS</b>
Central Tenders Board	\$1,000,000.00 to infinity
Special Tenders Committee	\$500,000.00 to infinity
Ministerial Tenders Committee	\$500,000.00 to \$999,999.00
 <b>GENERAL ADMINISTRATION</b>	
Permanent Secretary	Up to \$500,000.00
Deputy Permanent Secretary	Up to \$100,000.00
Administrative Officer V (Defence and Protective Services Schedule, General Administration)	Up to \$25,000.00
Administrative Officer IV (General Administration)	Up to \$25,000.00
 <b>TRINIDAD AND TOBAGO FIRE SERVICE</b>	
Chief Fire Officer	Up to \$100,000.00
Deputy Fire Officer	Up to \$50,000.00
 <b>TRINIDAD AND TOBAGO PRISONS SERVICE</b>	
Commissioner of Prisons	Up to \$100,000.00
Deputy Commissioner of Prisons	Up to \$50,000.00
Assistant Commissioner of Prisons (Administration)	UP to \$25,000.00
Senior Superintendent of Prisons (Finance & Personnel)	Up to \$25,000.00
 <b>TRINIDAD AND TOBAGO POLICE SERVICE</b>	
Commissioner of Police	Up to \$100,000.00
Deputy Commissioner of Police	Up to \$50,000.00
Assistant Commissioner of Police (Community Relations)	Up to \$25,000.00
Senior Superintendent of Police (Administration & Finance)	Up to \$25,000.00
Administrative Officer V	Up to \$25,000.00
 <b>TRINIDAD AND TOBAGO DEFENCE FORCE</b>	
Chief of Defence Staff	Up to \$100,000.00
Vice Chief of Defence Staff	Up to \$50,000.00
Chief Staff Officer	Up to \$25,000.00
J4 Logistics	Up to \$25,000.00
 <b>TRINIDAD AND TOBAGO IMMIGRATION DIVISION</b>	
Chief Immigration Officer	Up to \$100,000.00
Deputy Chief Immigration Officer	Up to \$50,000.00
Assistant Chief Immigration Officer (North)	Up to \$25,000.00
 <b>TRINIDAD AND TOBAGO FORENSIC SCIENCE CENTRE</b>	
Director, Forensic Science Centre	Up to \$100,000.00
Deputy Director, Forensic Science Centre	Up to \$50,000.00

# Ministerial / Special Tender Committee (MNS)

## Procurement Cycle



## TENDERING PROCESS FOR GOODS AND SERVICES

- REQUEST FOR TENDER (Division)
- REQUEST FOR CONFIRMATION OF FUNDS Procurement Section minimum two (2) weeks.
- APPROVED CONFIRMATION OF FUNDS (P.S. MINISTRY OF FINANCE)

### Public

- Tender publication in the press
- Tender box opened 14 days after publication
- Preparation of Spreadsheet ( 7 days to 2 weeks)

### Selective

- Prime Minister Approval of the firm/s
- Letter of Invitation
- Evaluation to Division – 7 days

- TENDER COMMITTEE MEETING
- PREPARATION OF NOTE
- AWARD OF CONTRACT

**ACCOMPLISHMENTS OF THE MINISTRY OF NATIONAL SECURITY FOR  
FISCAL YEARS 2003 AND 2004**

**1. Summary of Accomplishments For Fiscal Year 2003**

***A. TRINIDAD AND TOBAGO POLICE SERVICE***

- Increased strength- Recruitment of 2 batches of Regular Police and commencement of recruitment process for Project SRP 1000.
- Increased presence, particularly on roadways and in crime “hotspots.”
- Increased mobility – acquisition of additional vehicles
- Strengthening of collaborative anti-crime efforts with:
  - a. Crime Stoppers and other stakeholder agencies;
  - b. Members of the general public through the convening of Town Meetings on a regular basis. There were approximately 25 held during the period.
  - c. The Youth population through the revitalisation of a number of Police Youth Clubs.
- Introduction of the Drug Abuse Resistance Education Programme (D.A.R.E.) in selected primary schools. DARE is a programme aimed at motivating and empowering young people to resist the pressure to engage in drug use and violence.
- Expansion of Communication Network – acquisition of additional computers and cabling of stations.
- Training of officers in such areas as Narcotic Investigation, Traffic Management and Computer Software Applications.
- Implementation of Automated Fingerprinting Identification System (AFIS) – A computerised database to identify fingerprints in a more timely and efficient manner.
- Recommencement of the Crime Stoppers Programme, which is operated in conjunction with the Business Sector.

***B. TRINIDAD AND TOBAGO DEFENCE FORCE***

- Increased and improved capacity for aerial and ground monitoring of coastlines and territorial waters through installation of surveillance equipment, refurbishment of aircraft and refitting of vessels.
- Increased mobility with acquisition of vehicles including 1 ambulance, 12 utility pickups, 32 Troop carriers, and 30 Land Rovers.
- Improved technological capacity through the acquisition of additional computers, printers and scanners.

- Local, Regional and International training in areas such as Troop Command, Intelligence Gathering and Military Operations.
- Increased strength – Recruit intake.
- Recommencement of the Civilian Conservation Corps
- Upgrading of physical facilities through construction/refurbishment – including Cookhouse and Dining Facility at Camp Omega; completion of Phase 1 of TTDF Headquarters at Teteron Bay; construction of electrical kiosk at Coast Guard facilities, Tobago; refurbishment of senior and junior rates dormitory, Staubles Bay.

**C. TRINIDAD AND TOBAGO POLICE SERVICE AND TRINIDAD AND TOBAGO DEFENCE FORCE**

- Implementation of “Operation Anaconda”.
- Launch of “War on Crime” – A comprehensive law enforcement exercise comprising 20 initiatives targeting all areas in Trinidad and Tobago – A law enforcement exercise to curb criminal activity in the country.
- Establishment of the Inter Agency Task Force – To target specific crime hotspots identified in the country.

**D. TRINIDAD AND TOBAGO PRISON SERVICE**

- Increased mobility and more timely transportation of documents and items to various destinations – acquisition of an ambulance, cell van, bus and station wagon.
- Implementation of additional programmes aimed at skill development for the inmate, in preparation for reintegration into society.
- Improved communication – installation of a Communications System at Port of Spain Prison, Carrera Convict Prison and Youth Training Centre.
- Acquisition of additional equipment, including 3 Lawn Mowers, 1 Harvester, 1 Backhoe.

**E. TRINIDAD AND TOBAGO FIRE SERVICE**

- Increased strength with the enlistment of 110 new officers, and continuous training and retraining of officers
- Upgrading of physical facilities – construction of fire stations ongoing at Piarco and Sangre Grande, as well as the design phase of the Couva Station.
- Greater connectedness, with the completion of Phase III of the Information Technology Network.
- Acquisition of new PABX telephone system in three Divisions, facilitating a faster flow of information.

***F. IMMIGRATION DIVISION***

- Improved customer service – More timely processing of passport requests and citizenship and residence matters
- Expansion of database

## 2. Accomplishments for Fiscal Year 2004

### **A. TRINIDAD AND TOBAGO POLICE SERVICE**

#### **Acquisitions:**

##### ▪ **Vehicles**

- 102 Sedans; 26 Motorcycles; 4 Flat Bed Trucks;  
5 30-Seater Buses; 1 Executive Car; 1 2-ton Truck;  
19 Mobile Police Stations

##### ▪ **Equipment**

- 16 Desk-Top and 2 Lap Top Computers
- 15 Scanners
- 15 Printers
- 4 Digital Cameras
- 10 Standby Generators
- 15 Night Vision Binoculars
- 2050 Bullet Proof Vests
- 630 Police Safety Vests
- 15 Night Vision Binoculars
- Arms and Ammunition

**Additionally, as part of the ongoing Police Computerization Project, the following was achieved:**

- Expansion and upgrade of Computer Network Infrastructure
- Acquire Criminal Intelligence and Information Management System
- Phase I of the Networking of Fleet Management Operations
- Pilot Implementation of Mobile Computing
- Acquisition and Installation of Computers and Network Equipment at Stations and Investigative Units
  
- **Facilities**
  - These works were completed during Fiscal 2004:**
  - Phase 1 of the Construction of Chaguanas Divisional Headquarters and Police Station
  - Construction of Building to temporarily house the Oropouche Police Station
  - General Repairs to the Guard and Emergency Branch Dorms
  - Remedial works to the Valencia Police Station
  - Phase I of Remedial works to Carenage Police Station



- Remedial works to Police Administration Building, South
- Painting and Minor works to Sangre Grande Divisional Headquarters and Police Station
- Painting and minor works to Ste. Madeleine Police Station

There were also a number of building projects, which will continue into Fiscal 2005, as follows:

- Remedial Works to Blanchisseuse Police Station – 50 % complete
- Remedial works to Carenage Police Station (Phase II)– 50% complete
- Refurbishment of Tobago Divisional Headquarters and Scarborough Police Station – Scope of works completed
- Refurbishment of Chaguanas Divisional Headquarters – Cabinet approval being sought
- Refurbishment of Siparia Police Station – 20% complete
- Remedial works to Santa Cruz Police Station – 95% complete
- Redesign of facility to accommodate the Maracas Bay Police Station – 50% complete

▪ **Human Resource**

- **Recruitment** - 242 Regular Officers  
- 501 Special Reserve Police

- **Promotions** - 29 Regular Officers  
- 24 Special Reserve Police

- **Training** - **1,112 Officers**

**1041 Officers on Local Training**

- Executive Leadership Development
- Counter Terrorism
- Alternative Dispute Resolution
- Crime Scene and Forensic Investigation
- Human Rights and International Humanitarian Law
- Computer Forensic
- Image Building in the Police Service
- Management
- Supervisory Skills

**71 Officers on Foreign Training**

- Intelligence Gathering and Analysis
- Narcotics Investigation

- Statistics and Crime Pattern Analysis
- Crime Scene Technology
- Fraud Investigation
- Money Laundering
- Internal Affairs Investigations
- Tactical Homicide Investigation

**The above acquisitions/developments contributed to the following:**

- A **consistent decrease** in the incidence of crimes against the person, such as ***Rapes, Incest and Sexual Offences*** and ***Serious Indecency***
- Reduction in certain categories of serious crimes – e.g. Kidnappings decreased by 34%; Fraud Offences decreased by 33.2%; Woundings and Shootings decreased by 22.4%
- Heightened Police Visibility – A combined total of 45,893 foot and mobile patrols were conducted in Crime Hotspot areas in each Division
- Improved Intelligence Gathering Capability - resulting in the successful execution of several operations
- Strengthening of the Anti-Kidnapping and Firearms Interdiction Units
- Greater Inter-Agency Collaboration – a total of 7,506 mobile patrols, 1,859 foot patrols, 1,021 static patrols. This initiative was responsible for:
  - a total of 9,411 persons being searched;
  - a total of 2,843 vehicles being searched;
  - a total of 1,149 snap road blocks;
  - 1,208 persons being detained;
  - 575 rounds of ammunition being seized;
  - 72 weapons being seized
- Improved policing of the nation's roadways – increased number of recoveries of stolen vehicles and detection of firearms and drug offences; greater enforcement of the law on the roadways to deter errant motorists.
- Improved Community Relations – Convening of regular Town Meetings; Call in Radio Programme where community members can discuss concerns with Police Officers; Collaborative effort with the Ministry of Social Development toward the establishment of the *Community Safety and Enhancement Programme(CSEP)*.
- 47 Lectures/Displays conducted, reaching 10,175 persons, as part of the Public Education Campaign Against Crime targeting Young Persons

## B. TRINIDAD AND TOBAGO DEFENCE FORCE

### Acquisitions:

#### ▪ Vehicles

- 8 Sedans; 1 Executive Sedan; 2 Sport Utility Vehicles; 2 Long Wheel Base; 1 25-Seater Bus; 1 Boat; 2 Motorcycles; 1 Truck

#### ▪ Equipment

- 1 Heavy Duty Excavator
- Completed Installation of Global Maritime Distress and Safety System (GMDSS)

#### ▪ Facilities

##### Regiment

- Completion of Fuel Station at Camp Cumuto
- Refurbishment, furnishing and equipping of the Cookhouse at Camp Omega
- Refurbishment and outfitting of Workshop at Camp Cumuto
- 90% completion of electrical, water and sewer upgrade at Camp Cumuto
- 92% completion of Barrack Room Accommodation at Camp Ogden
- 65% completion of Barrack Room Accommodation at Camp Omega
- Commence construction of a Training Facility at Camp Omega.

##### Coast Guard

- Award of contracts to NIPDEC for construction of facilities at Staubles Bay, Airwing Piarco and the Tobago Base- at a cost of \$116 Mn. To be completed by December 2006.
- Tenders invited for the upgrade works on the Jetties at Staubles Bay.
- Initiation of tendering procedures for the design, construction and delivery of three (3) high speed Interceptors.

#### ▪ Human Resource

- **Recruitment** – Regiment - 295 recruits  
- Coast Guard - 117 recruits
- **Promotions** - Regiment -11 Officers  
- Coast Guard - 02 Officers
- **Training** - Regiment - **83** - 27 Officers and 56 Other Ranks  
- Coast Guard - **104** – 28 Officers and 76 Ratings

Areas of Training:

- Narcotics Investigation
- Pilot Recurrency
- Officer Cadet Training
- Counter Terrorism
- Command and Staff Training
- Port Facility and Vessel Security

**Youth Programmes**

- **CCC**
  - 4 Cycles completed throughout eight (8) Regions (North West, North Central, North East, South Central, South West, South East, Central, Tobago)
  - 3,605 young persons benefited from the Programme, and undertaken by the Programme Director, 60% of the graduates exited the Programme with significantly improved attitudes. All trainees participated in On-the-Job Training Programmes for a 4-month duration, and an estimated 40% have gained employment.
- **Specialised Youth Service Programmes – SYSP**
  - **National Youth Service**
  - **Military Led Academic Training Programme (MILAT)**
  - **Military Led Apprenticeship and Reorientation Training Programme (MYPART)**

Administrative arrangements are being finalized for the commencement of Pilot National Youth Service, MILAT and MY PART in January 2005.

**The above acquisitions contributed to the following:**

- Strengthened surveillance capability of Coast Guard
  - 666 Maritime Patrols conducted
  - 143 Search and Rescue Operations
  - 898 Air Patrols
- Re-establishment of a Second Infantry Unit of a battalion strength
- Successfully led the Grenada assistance initiative in the aftermath of Hurricane Ivan.
- Achieve compliance with International Shipping and Port Security (ISPS) Code - Establishment of the Port Security Branch of the Coast Guard – responsible for ensuring that all ports within Trinidad and Tobago are operating in compliance with the International

Maritime Organization (IMO) Convention and the International Shipping and Port Security (ISPS) Code.

Deadline for compliance (July 01, 2004) was met.

- Enhanced collaboration and cooperation between the fishing population and the Coast Guard, through the development and implementation of a Fisher Folk Training Programme by Coast Guard for local fisherfolk of Icacos, Cedros and Fullerton.
  - Training began on September 06, 2004 and is ongoing.
- Increased inter-agency operations aimed at eradicating the trafficking of illicit substances and other criminal activities and to assist in times of crisis or disaster. (Ops. conducted with Police Service (OCNU), Customs and Excise etc.)

### **C. TRINIDAD AND TOBAGO PRISON SERVICE**

#### **Acquisitions**

#### **Vehicles**

- The following listing includes vehicles awaiting final delivery:
  - One Flat Bed Truck
  - One Five Door Station Wagon
  - One Yamaha Motorcycle
  - Five Four Wheel Drive Long Base Jeeps
  - One Diesel Six Cylinder Cab and Chassis Truck
  - One Refuse Compactor Body

#### **Equipment**

- Office Equipment
- Furniture and Furnishings
- Other Minor Equipment

#### **Facilities – Ongoing Projects**

- Phase II of the construction of the Vocational Workshop at Golden Grove

- Construction of Administration Building at Golden Grove Prison
- Construction of the Animal Husbandry
- Electrical Upgrade of Golden Grove Prison

### **Human Resource**

- **Recruitment - 116 persons**
- **Promotions - 92**
  - 86 Prison Officers II
  - 5 Superintendents of Prisons
  - 1 Senior Superintendent of Prisons

- **Training**

Officers received specialised training in the following areas:

- Alternative Dispute Resolution
- Computer Technology
- Total Quality Management
- Organisational Transformation and Assessment
- Security Risk Management
- Customised Technology Cluster Programming

In the area of skills upliftment, as at September 2004, there were 38 officers pursuing various courses ranging from Technical Vocational Training to BSc. and MSc. Programmes at various universities. Three (3) are doing their Masters of Science Degree in Security and Risk Management as well as Project Management. Eleven (11) are pursuing their Bachelor of Science Degree in Social Work

**The above developments contributed to the following:**

- Linking Offenders (inmates) with skill and resource
- Reduction of crime and the incidence of offending
- Provision of constructive regimes which targeted offending attitudes and behaviours

- Provision of improved educational, technical and vocational skills to offenders
- Functional preparation of staff to face the challenges of the new Restorative Justice Philosophy Transformation.
- Comprehensive infrastructural and facility upgrades to meet the requirement of professionalism in the physical layout of our penal institutions.

#### **D. FORENSIC SCIENCE CENTRE**

- **Equipment**
  - An **Integrated Ballistics Identification System (IBIS)** - allows firearm examiners to link evidence from different incidents for more timely results and improved crime solving capability.
  - A **Fourier Transform Infrared Spectrometer (FTIR)** – will significantly reduce the turnaround time for routine powdered drug cases.
  - A **4 Colour Monochrome Video Spectral Comparator (VSC – 4C)** – for use in document examination.
  - **3 Computers, 2 Printers** and other computer equipment.
- **Human Resource**
  - Creation of twelve (12) additional posts of Scientific Officer I. Appointments to six (6) of those posts completed.
  - Re-employment of two (2) Evidence Technicians

**Training – 8 Officers** received training in the following areas:

- Interpretation of DNA Evidence in Casework
- Firearm and Toolmark Examination
- IBIS Operators

#### **E. NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)**

##### **Disaster-related Programmes administered by NEMA**

- **Flood Mapping Project** in the Caroni, South Oropouche River and San Juan Basins. (2001 –December 2003)
- **Forest Fire Reduction Project** in the Lopinot and Nariva Forest Reserves. (2001 – 2003)

- Landslide Hazard and Vulnerability Study for Trinidad and Tobago
- Seismic Hazard and Vulnerability Study for Trinidad and Tobago

#### **F. TRINIDAD AND TOBAGO FIRE SERVICE**

- **Vehicles**

- 2 Firefighting Vehicles
- Award of a contract for purchase of 3 Airport Firefighting Vehicles, 1 Ambulance and 1 Utility Vehicle for use at the Piarco Fire Station.
- 8 Sport Utility Vehicles; 1 Sedan; 1 25-seater Bus; 2 Panel Vans; 1 Dump Truck; 1 Ambulance; 1 Water Tender/Tanker; 1 Hose Laying Recovery Fire Rescue.
- 50 Water Tenders
- 3 Aerial Appliances (Hydraulic Platform)
- 1 Turntable Ladder (all rounder)
- 5 Water Tankers
- 1 Airport Fire Unit (Major for Tobago)
- 1 Hazmat Unit

- **Equipment**

**Minor Equipment purchases, inclusive of the following:**

- 4 Holmatro Rapid Intervention Rescue System
- 6 Portable Dams
- 1 Breathing Apparatus Filling Station
- 1 Thermal Image Camera
- 4 Breathing Apparatus Sets
- 1 Breathing Apparatus Repair Kit
- 400 5-Gallon Containers of Firefighting Foam
- 10 Portable Pumps
- 1 Trailer Pump
- 500 Pails (5 gall foam)
- 50 B.A. Sets
- 50 Chemical Suits
- 2 B.A. Refilling Systems
- 6 Sea Pumps – Pump House #2

- **Human Resource**

- **Recruitment** – 234 recruits
- **Promotion** – 27 Officers



▪ **Training – 17 Officers**

- Fire Administration and Fire Ground Management
- Fire/Arson Investigation
- Group Managers Programme
- Spiromatic Self Contained Breathing Apparatus Training

**The above developments contribute to the following:**

- A better understanding of the management of risk and the importance of prevention
- An enabling capacity to minimize fire deaths and injury, as well as the number of fires and the economic and social costs of fire.
- An improved Fire Service's contribution to community safety and public relations.
- The importance of partnership in delivering Best Value
- Broadening of the range of Fire Service's work in response to emergencies other than Fire, non fire-related incidents and the new threats posed by terrorism.
- Increased regional and international collaboration with Fire Service counterparts in the interest of institutional strengthening.

**G. SPECIAL ANTI-CRIME UNIT OF TRINIDAD AND TOBAGO (SAUTT)**

• **Vehicles**

- 24 Sport Utility Vehicles
- 6 Twin Cab Pick Ups
- 6 Sedans
- 2 Panel Vans
- 1 5-tonne Troop Carrier
- 1 Flat Bed Truck
- 1 25-Seater Bus
- 1 Ambulance

• **Equipment**

- Specialist Communication and Sensor Equipment
- Arms and Ammunition
- Canine and requisite specialized equipment

• **Human Resource**

- **Training – 152 Officers in areas inclusive of the following:**
  - Criminal Investigation and Processing Systems
  - Analytical Investigation Methods
  - Computer Forensic

- Asset Forfeiture and Money Laundering
- Project Planning
- Tactical Emergency Management
- Covert Surveillance
- Intelligence Analysis

**The above acquisitions contributed to the following:**

- Conduct of 30 Operations and a number of Low-visibility and Maritime Patrols
- Seizure of illicit drugs (7.1 kg); arms (10 items); and ammunition (321 rounds)
- Recovery of Kidnapped Victim
- Arrest of 7 persons

Ministry of National Security

## APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR ENDED 2004 SEPTEMBER 30

## HEAD OF EXPENDITURE - 22 MINISTRY OF NATIONAL SECURITY

## A - APPROPRIATION ACCOUNT

SUB-HEADS		ESTIMATES 2003.10.01 TO 2004.09.30	ACTUAL EXPENDITURE 2003.10.01 TO 2004.09.30	VARIANCE			
				LESS THAN ESTIMATES		MORE THAN ESTIMATES	
				\$	c	\$	c
<b>01 PERSONNEL EXPENDITURE</b>		<b>1,325,565,535.00</b>	<b>1,277,464,495.14</b>	<b>48,101,039.86</b>	<b>0.00</b>		
Original Provision	1,261,258,000.00						
Add:							
1st Supplementary Genera. Warrant dated 25/06/04	64,307,535.00						
	<u>1,325,565,535.00</u>						
<b>02 GOODS AND SERVICES</b>		<b>465,891,995.00</b>	<b>431,205,569.42</b>	<b>34,686,425.58</b>	<b>0.00</b>		
Original Provision	445,202,100.00						
Add:							
1st Supplementary General. Warrant dated 25/06/04	20,689,895.00						
	<u>465,891,995.00</u>						
<b>03 MINOR EQUIPMENT PURCHASES</b>		<b>61,825,000.00</b>	<b>33,341,608.11</b>	<b>28,483,391.89</b>	<b>0.00</b>		
<b>04 CURRENT TRANSFERS AND SUBSIDIES</b>		<b>135,396,510.00</b>	<b>127,995,290.58</b>	<b>7,401,219.42</b>	<b>0.00</b>		
Original Provision	53,209,300.00						
Add:							
3rd Supp. Gen. Warrant	82,187,210.00						
	<u>135,396,510.00</u>						
<b>09 DEVELOPMENT PROGRAMME</b>		<b>99,931,000.00</b>	<b>80,911,363.11</b>	<b>19,019,636.89</b>	<b>0.00</b>		
Original Provision	83,806,000.00						
Add:							
1st Supp. Gen. Warrant dated 25/06/04	16,125,000.00						
	<u>99,931,000.00</u>						
<b>TOTAL</b>		<b>2,088,610,040.00</b>	<b>1,950,918,326.36</b>	<b>137,691,713.64</b>	<b>0.00</b>		
		2,088,610,040.00					

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 01</b>	<b>PERSONNEL EXPENDITURE</b>
<b>ITEM 003</b>	<b>PRISONS SERVICE</b>
Sub Item 01	Salaries anc Cost of Living Allowance
Sub Item 04	Allowances
	Variance due to receipt of Credits and the delay in finalization of negotiations between the Prison Officers Association and the Chief Personnel Officer.
<b>ITEM 008</b>	<b>NATIONAL EMERGENCY MANAGEMENT AGENCY</b>
<b>Sub Item 01</b>	<b>Salaries anc Cost of Living Allowance</b>
	The Director of NEMA continued to be paid by the TT Defence Force, awaiting approval from DPA for payment of Acting Allowance to two (2) Coordinators.
<b>SUB HEAD 02</b>	<b>GOODS AND SERVICES</b>
<b>ITEM 001</b>	<b>GENERAL ADMINISTRATION</b>
Sub Item 01	<b>Travelling</b>
	Claims were not received on time to effect payment.
Sub Item 04	<b>Electricity</b>
Sub Item 05	<b>Telephones</b>
Sub Item 15	<b>Repairs and Maintenance - Equipment</b>
Sub Item 28	<b>Other Contracted Services</b>
Sub Item 61	<b>Insurance</b>
Sub-Item 62	<b>Promotions, Publicity and Printing</b>
	Expenditure was less than anticipated.
<b>ITEM 002</b>	<b>FIRE SERVICE (TRINIDAD)</b>
Sub Item 01	<b>Travelling</b>
	Arrears of Travelling allowance outstanding.
Sub Item 03	<b>Uniforms</b>
	Outstanding tender contract not completed.
Sub Item 04	<b>Electricity</b>
Sub Item 06	<b>Water and Sewerage Rates</b>
Sub Item 13	<b>Maintenance of Vehicles</b>
Sub Item 15	<b>Repairs and Maintenance - Equipment</b>
Sub Item 17	<b>Training</b>
Sub Item 28	<b>Other Contracted Services</b>

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>ITEM 002</b>	-	<b>FIRE SERVICE (TRINIDAD)</b>
Sub Item 37		Janitorial Services
Sub Item 58		Medical Expenses
Sub Item 66		Hosting of conferences, Seminars and Other Functions
		Outstanding were bills not received on time for processing.
Sub Item 99		<b>Employee Assistance Programme</b>
		Variance due to vote being underutilised.
<b>ITEM 003</b>	-	<b>PRISON SERVICE (TRINIDAD)</b>
Sub Item 01		<b>Travelling</b>
		Claims were not received on time to effect payment.
Sub Item 03		<b>Uniforms</b>
		Variance due to late submission of bills by suppliers.
Sub Item 04		<b>Electricity</b>
Sub Item 06		<b>Water and Sewerage Rates</b>
		Expenditure was less than anticipated.
Sub Item 11		<b>Books and Periodicals</b>
		Variance due to late submission of bills by suppliers.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b>
Sub Item 14		<b>Repairs to Vehicles</b>
Sub Item 15		<b>Repairs and Maintenance - Equipment</b>
Sub Item 17		<b>Training</b>
Sub Item 21		<b>Repairs and Maintenance - Building</b>
Sub Item 23		<b>Fees</b>
Sub Item 37		<b>Janitorial Services</b>
Sub Item 57		<b>Postage</b>
		Expenditure was less than anticipated.
Sub Item 99		<b>Employee Assistance Programme</b>
		Variance due to vote being underutilised.
<b>004</b>	-	<b>POLICE SERVICE (TRINIDAD)</b>
Sub Item 03		<b>Uniforms</b>
		Contracts were not awarded in time to effect payments in the financial year.

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>004</b>	-	<b>POLICE SERVICE (TRINIDAD)</b>
Sub Item 06		<b>Water &amp; Sewerage Rates</b>
Sub Item 10		<b>Office Stationery and Supplies</b>
Sub Item 15		<b>Repairs and Maintenance - Equipment</b>
		Variance due to late submission of bills by suppliers.
Sub Item 16		<b>Contract Employment</b>
		Delay in the filling of Contract Posts.
Sub Item 62		<b>Promotions, Publicity and Printing</b>
		No Bills on Hand.
<b>005</b>	-	<b>REGIMENT</b>
Sub Item 03		<b>Uniforms</b>
		Tenders were not awarded in time.
Sub Item 05		<b>Telephones</b>
Sub Item 06		<b>Water and Sewerage Rates</b>
		Late submission of bills.
Sub Item 08		<b>Rent - Accommodation</b>
		Expenditure was less than anticipated.
Sub Item 40		<b>Food at Institutions</b>
		Expenditure was restricted to the amount released by the Ministry of Finance.
<b>006</b>	-	<b>COAST GUARD</b>
Sub Item 17		<b>Training</b>
		Training Plan was not fully realised.
Sub Item 23		<b>Fees</b>
		Expenditure was less than anticipated.
Sub Item 57		<b>Postage</b>
		Most deliveries were made by Military Courier.
<b>007</b>	-	<b>IMMIGRATION (TRINIDAD)</b>
Sub Item 05		<b>Telephones</b>
		Bills were not received on time to effect payment.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

007	-	<b>IMMIGRATION (TRINIDAD)</b>
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Maintenance of Vehicles</b>
Sub Item 17		<b>Training</b>
Sub Item 23		<b>Fees</b>
Sub Item 28		<b>Other Contracted Services</b>
Sub Item 36		<b>Extraordinary Expenditure</b> Expenditure was less than anticipated.
<b>ITEM 008</b>	-	<b>NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)</b>
Sub Item 01		<b>Travelling</b> Claims were received for only two (2) Coordinators.
Sub Item 04		<b>Electricity</b> Bills were not received from TSTT on time.
Sub Item 11		<b>Books and Periodicals</b> Delay in processing request for Overseas payments for renewal of subscription.
Sub Item 15		<b>Repairs and Maintenance (Buildings and Equipment)</b> Repairs and maintenance were not carried out on all equipment.
Sub Item 17		<b>Training</b> Planned workshops and training programmes were not carried out due to staff shortage.
Sub Item 21		<b>Repairs and Maintenance - Building</b> Expenditure was restricted to the amount released by Ministry of Finance.
Sub Item 37		<b>Janitorial Services</b> Challenges were experienced in sourcing janitorial companies.
Sub Item 43		<b>Security Services</b> MTS was unable to provide security services.
Sub Item 62		<b>Promotions, Publicity and Printing</b> There was no public information officers on staff.
009	-	<b>FORENSIC SCIENCE CENTRE</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

009	-	<b>FORENSIC SCIENCE CENTRE</b>
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 15		<b>Repairs and Maintenance (Buildings and Equipment)</b> Expenditure was less than anticipated.
Sub Item 16		<b>Consulting and Other Contracted Services</b> Non receipt of bills.
Sub Item 17		<b>Training</b> Training Plan was not fully realised.
Sub Item 18		<b>Expenses</b> Expenditure was restricted to the amount released by the Ministry of Finance.
ITEM 010	-	<b>FIRE SERVICE (TOBAGO)</b>
Sub Item 01		<b>Travelling</b> Arrears of Travelling allowance still outstanding.
Sub Item 03		<b>Uniforms</b>
Sub Item 04		<b>Electricity</b>
Sub Item 06		<b>Water and Sewerage Rates</b>
Sub Item 13		<b>Maintenance of Vehicles</b>
Sub Item 21		<b>Repairs and Maintenance - Building</b>
Sub Item 58		<b>Medical Expenses</b> Expenditure was less than anticipated.
ITEM 011	-	<b>PRISON SERVICE (TOBAGO)</b>
Sub Item 01		<b>Travelling</b>
Sub Item 04		<b>Electricity</b> All bills on hand were paid.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Maintenance of Vehicles</b>
Sub Item 15		<b>Repairs and Maintenance - Equipment</b>
Sub Item 21		<b>Repairs and Maintenance - Building</b> Variance due to vote being underutilised.
Sub Item 40		<b>Foods at Institutions</b> All bills on hand were paid.



## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

012	-	<b>POLICE SERVICE (TOBAGO)</b>
Sub Item 01		<b>Travelling</b> Outstanding claims were not received on time to effect payment.
Sub Item 58		<b>Medical Expenses</b> Bills were received from Tobago after closing date.
013	-	<b>IMMIGRATION (TOBAGO)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 04		<b>Electricity</b> Late submission of bills.
<b>SUB HEAD 03</b>		<b>MINOR EQUIPMENT PURCHASES</b>
001		<b>GENERAL ADMINISTRATION</b>
Sub Item 04		<b>Other Minor Equipment</b> Expenditure was restricted to the amount released by the Ministry of Finance.
002		<b>FIRE SERVICE (TRINIDAD)</b>
Sub Item 01		<b>Vehicles (Replacement)</b>
Sub Item 03		<b>Furniture and Furnishings</b>
Sub Item 04		<b>Other Minor Equipment</b> Expenditure was restricted to the amount released by the Ministry of Finance.
ITEM 003		<b>PRISON SERVICE (TRINIDAD)</b>
Sub Item 02		<b>Office Equipment</b>
Sub Item 04		<b>Other Minor Equipment</b> Variance due to late submission of bills by suppliers.
004		<b>POLICE SERVICE (TRINIDAD)</b>
Sub Item 01		<b>Vehicles (Replacement)</b> Late award of Contracts by the Central Tenders Board.
Sub Item 04		<b>Other Minor Equipment</b> Main supplier could not supply items on time for the closing of the financial year.

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

005

### REGIMENT

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Contracts were not awarded on time.

006

### COAST GUARD

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Contracts were not awarded on time.

ITEM 008

### NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

ITEM 009

### FORENSIC SCIENCE CENTRE

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

ITEM 010

### FIRE SERVICE (TOBAGO)

Sub Item 01

Vehicles (Replacement)

Expenditure was restricted to the amount released by the Ministry of Finance.

ITEM 011

### PRISON SERVICE (TOBAGO)

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

**D - NOTES TO THE ACCOUNTS**

**NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.**  
**012 POLICE SERVICE (TOBAGO)**

- Sub Item 01 **Vehicles (Replacement)**  
Late award of Contracts by the Central Tenders Board.
- Sub Item 04 **Other Minor Equipment**  
Expenditure was restricted to the amount released by the Ministry of Finance.

**013 IMMIGRATION (TOBAGO)**

- Sub Item 01 **Vehicles (Replacement)**
- Sub Item 02 **Office Equipment**
- Sub Item 03 **Furniture and Furnishings**
- Sub Item 04 **Other Minor Equipment**  
Expenditure was restricted to the amount released by the Ministry of Finance.

**SUB HEAD 04 CURRENT TRANSFERS AND SUBSIDIES**

**ITEM 004 INTERNATIONAL BODIES**

- Sub Item 01 **International Criminal Police Organization (Interpol)**  
Fees paid were less than anticipated

**ITEM 005 NON-PROFIT INSTITUTIONS**

- Sub Item 02 **Police Youth Clubs**

**ITEM 007 HOUSEHOLDS**

- Sub Item 03 **Severance Benefits**
- Sub Item 06 **National Youth Service (NYS)**

**009 OTHER TRANSFERS**

- Sub Item 02 **Strategic Services Agency**
- Sub Item 08 **Special Anti-Crime Unit of T&T (SAUTT)**  
Expenditure was less than anticipated.

**SUB HEAD 09 DEVELOPMENT PROGRAMME**

Expenditure was restricted to the amount released by the Ministry of Finance.

**NOTE 2:-** Details of Statements required by paragraph 3 (d) of Comptroller of Accounts Circular No. 20 dated 2004 November 16.

- A. Details of nugatory or similar payments. These include payment for which no value or manifestly insufficient value has been received. - NIL
- B. The amount of any unvouched or improperly vouched expenditure. - NIL
- C. Overpayments discovered during the year.

Details are as follows:

No. of Cases of Overpayments discovered during the year	No. of Cases reported to the Comptroller of Accounts and Auditor General	Total Amount Overpaid \$	Amount Recovered \$
<u>GENERAL ADMINISTRATION</u> 62	32	42,728.69	39,480.39
<u>POLICE SERVICE</u> 1844	388	1,625,210.81	624,910.79

D. Losses of cash, stamps and stores which were discovered during the year:

DIVISION	LOSS	VALUE \$	REMARKS
<u>POLICE SERVICE</u>	1 Wireless Set	11,000.00	From M. V. PAW 8995 assigned to Guard and Emergency Branch on 30.09.04.
	1 Wireless Set	8,000.00	Fell out from Helicopter on 04.02.04. Assigned to P.C. Salandy of the Organised Crime and Narcotics Unit.

- E. Losses of cash and stamps settled or written-off during the year. - NIL
- F. Particulars of losses of stores settled or written-off during the year: - NIL
- G. Misallocations, which if correctly charged would have resulted in excess expenditure on any Sub-Head, Item of Sub-Item - NIL
- H. Irregular issues of stores. - NIL
- I. Gifts of Public property. - NIL
- J. Any major transactions affecting the Appropriation Account for the financial year 2004.or relating to property for which the Accounting Officer is responsible. - NIL

**NOTE 3:** Comparative Statement of Expenditure for the five (5) financial years 2000 - 2004 viz Financial Years ended 2000 September 30, 2001 September 30, 2002 September 30, 2003 September 30, 2004 September 30.

YEAR/ PERIOD	EXPENDITURE CLASSIFICATION							TOTAL
	PERSONNEL EXPENDITURE	GOODS AND SERVICES	MINOR EQUIPMENT PURCHASES	CURRENT TRANSFERS AND SUBSIDIES	CURRENT TRANSFERS TO STATUTORY BOARDS AND SIMILAR BODIES	DEBT SERVIC -ING	DEVELOP- MENT PROGRAMME	
	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c
2000	792,089,607.23	221,701,462.62	9,132,710.09	9,122,398.26	0.00	0.00	368,113,610.76	1,400,159,788.96
2001	1,007,720,318.22	273,685,538.87	19,966,049.70	12,352,565.34	0.00	0.00	49,336,090.32	1,363,060,562.45
2002	1,067,494,263.76	326,917,786.41	21,659,100.47	16,552,586.61	0.00	0.00	32,443,651.52	1,465,067,388.77
2003	1,199,100,398.45	381,197,562.02	29,640,989.39	42,028,888.39	0.00	0.00	30,073,791.57	1,682,041,629.82
2004	1,277,464,495.14	431,205,569.42	33,341,608.11	127,995,290.58	0.00	0.00	80,911,363.11	1,950,918,326.36

**NOTE 4-** Payments out of Public Moneys to Members of Parliament (Other than salaries, allowances and pensions) Section 25 (2) Ch. 69:01.

NAME OF MEMBER	AMOUNT	SERVICE/SERVICES FOR PAYMENT
NIL	NIL	NIL

CERTIFICATE

I hereby certify that the Appropriation Account for the financial year ended 2004 September 30, submitted in accordance with Section 24 (1) (b) of the Exchequer and Audit Act Chapter 69:01, as amended by Act No. 23 of 1998 has been reconciled with the records of the Comptroller of Accounts as reflected on the Comptroller of Accounts (Paymaster's) Schedule of Receipts and Payments.

DATE: 2005 January

ACCOUNTING OFFICER  
PERMANENT SECRETARY  
MINISTRY OF NATIONAL SECURITY.

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR ENDED 2003 SEPTEMBER 30

HEAD OF EXPENDITURE - 22 MINISTRY OF NATIONAL SECURITY

A - APPROPRIATION ACCOUNT

SUB-HEADS	ESTIMATES 2002.10.01 TO 2003.09.30	ACTUAL EXPENDITURE 2002.10.01 TO 2003.09.30	VARIANCE	
			LESS THAN ESTIMATES	MORE THAN ESTIMATES
\$ c	\$ c	\$ c	\$ c	\$ c
<b>01 PERSONNEL EXPENDITURE</b>	<b>1,211,896,100.00</b>	<b>1,199,100,398.45</b>	<b>12,795,701.55</b>	<b>0.00</b>
Original Provision	1,280,910,100.00			
Less:				
3rd Supp. Gen. Warrant	(69,014,000.00)			
	<u>1,211,896,100.00</u>			
<b>02 GOODS AND SERVICES</b>	<b>418,859,415.00</b>	<b>381,197,562.02</b>	<b>37,661,852.98</b>	<b>0.00</b>
Original Provision	426,359,415.00			
Less:				
3rd Supp. Gen. Warrant	(7,500,000.00)			
	<u>418,859,415.00</u>			
<b>03 MINOR EQUIPMENT PURCHASES</b>	<b>44,270,000.00</b>	<b>29,640,989.39</b>	<b>14,629,010.61</b>	<b>0.00</b>
<b>04 CURRENT TRANSFERS AND SUBSIDIES</b>	<b>43,362,300.00</b>	<b>42,028,888.39</b>	<b>1,333,411.61</b>	<b>0.00</b>
Original Provision	47,162,300.00			
Less:				
3rd Supp. Gen. Warrant	(3,800,000.00)			
	<u>43,362,300.00</u>			
<b>09 DEVELOPMENT PROGRAMME</b>	<b>31,390,000.00</b>	<b>30,073,791.57</b>	<b>1,316,208.43</b>	<b>0.00</b>
Original Provision	32,880,000.00			
Less:				
1st Supp. Gen. Warrant	(1,490,000.00)			
	<u>31,390,000.00</u>			
<b>TOTAL</b>	<b>1,749,777,815.00</b>	<b>1,682,041,629.82</b>	<b>67,736,185.18</b>	<b>0.00</b>

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 02</b>	<b>GOODS AND SERVICES</b>
<b>001</b>	<b>GENERAL ADMINISTRATION</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 03	<b>Uniforms</b>
Sub Item 14	<b>Repairs to Vehicles</b>
Sub Item 15	<b>Repairs and Maintenance (B&amp;E)</b>
Sub Item 16	<b>Consulting and Other Contracted Services</b>
Sub Item 27	<b>Official Overseas Travel</b>
<b>002</b>	<b>- FIRE SERVICE (TRINIDAD)</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 11	<b>Books and Periodicals</b> Expenditure was restricted to the amount released by the Ministry of Finance.
Sub Item 12	<b>Materials and Supplies</b>
Sub Item 13	<b>Upkeep of Vehicles</b>
Sub Item 14	<b>Repairs to Vehicles</b>
Sub Item 15	<b>Repairs and Maintenance (Buildings and Equipment)</b> Expenditure was less than anticipated.
Sub Item 16	<b>Consulting and Other Contracted Services</b> Non finalization of contracts.
Sub Item 18	<b>Expenses</b> Expenditure was less than anticipated.
Sub Item 57	<b>Postage</b> Most mail deliveries were made by hand.
<b>003</b>	<b>- PRISON SERVICE (TRINIDAD)</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

SUB HEAD 02		<b>GOODS AND SERVICES</b>
002	-	<b>FIRE SERVICE (TRINIDAD)</b>
Sub Item 03		<b>Uniforms</b> Expenditure was restricted to the amount released by the Ministry of Finance.
Sub Item 04		<b>Electricity</b> Bills were not submitted on time.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b>
Sub Item 14		<b>Repairs to Vehicles</b> Expenditure was less than anticipated.
Sub Item 16		<b>Consulting and Other Contracted Services</b> The approved contract for rental of tents was not received.
Sub Item 18		<b>Expenses</b>
Sub Item 23		<b>Fees</b> Expenditure was less than anticipated.
Sub Item 40		<b>Food at Institutions</b> Reduced expenditure due to rearing of animals and cultivation of food crops used to supplement consumption resulted in savings.
Sub Item 57		<b>Postage</b> Most mail deliveries were made by hand.
004	-	<b>POLICE SERVICE (TRINIDAD)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 03		<b>Uniforms</b> Contracts were not awarded in time to effect payments in the financial year.
Sub Item 04		<b>Electricity</b>
Sub Item 07		<b>House Rates</b> Non receipt of bills.



D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 02</b>		<b>GOODS AND SERVICES</b>
<b>004</b>	-	<b>POLICE SERVICE (TRINIDAD)</b>
Sub Item 10		<b>Office Stationery and Supplies</b>
Sub Item 11		<b>Books and Periodicals</b>
Sub Item 12		<b>Materials and Supplies</b>
		Expenditure was restricted to the amount released by the Ministry of Finance.
Sub Item 16		<b>Consulting and Other Contracted Services</b>
		Non receipt of bills for MTS Contracts.
Sub Item 18		<b>Expenses</b>
		Late receipt of Medical, Optical and Dental Bills.
Sub Item 40		<b>Food at Institutions</b>
		Expenditure was less than anticipated.
<b>005</b>	-	<b>REGIMENT</b>
Sub Item 03		<b>Uniforms</b>
		Tenders were not awarded in time.
Sub Item 05		<b>Telephones</b>
Sub Item 06		<b>Water and Sewerage Rates</b>
		Late submission of bills.
Sub Item 08		<b>Rent - Accommodation</b>
		Expenditure was less than anticipated.
Sub Item 40		<b>Food at Institutions</b>
		Expenditure was restricted to the amount released by the Ministry of Finance.
<b>006</b>	-	<b>COAST GUARD</b>
Sub Item 17		<b>Training</b>
		Training Plan was not fully realised.
Sub Item 23		<b>Fees</b>
		Expenditure was less than anticipated.
Sub Item 57		<b>Postage</b>
		Most deliveries were made by Military Courier.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

SUB HEAD 02		<b>GOODS AND SERVICES</b>
007	-	<b>IMMIGRATION (TRINIDAD)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 03		<b>Uniforms</b> Expenditure was less than anticipated.
Sub Item 05		<b>Telephones</b> Non receipt of bills.
Sub Item 08		<b>Rent - Accommodation</b> Contracts were not awarded on time.
Sub Item 10		<b>Office Stationery and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b>
Sub Item 14		<b>Repairs to Vehicles</b> Expenditure was restricted to the amount released by the Ministry of Finance.
Sub Item 15		<b>Repairs and Maintenance (Buildings and Equipment)</b>
Sub Item 16		<b>Consulting and Other Contracted Services</b> Expenditure was less than anticipated.
Sub Item 17		<b>Training</b>
Sub Item 18		<b>Expenses</b> Expenditure was less than anticipated.
008	-	<b>NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 04		<b>Electricity</b> Bills were not submitted on time.
Sub Item 11		<b>Books and Periodicals</b>
Sub Item 15		<b>Repairs and Maintenance (Buildings and Equipment)</b> Expenditure was less than anticipated.
Sub Item 16		<b>Consulting and Other Contracted Services</b> Non receipt of bills.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

SUB HEAD 02		<b>GOODS AND SERVICES</b>
008	-	<b>NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)</b>
Sub Item 17		<b>Training</b> Training Plan was not fully realised.
Sub Item 57		<b>Postage</b> Expenditure was restricted to the amount released by the Ministry of Finance.
009	-	<b>FORENSIC SCIENCE CENTRE</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 15		<b>Repairs and Maintenance (Buildings and Equipment)</b> Expenditure was less than anticipated.
Sub Item 16		<b>Consulting and Other Contracted Services</b> Non receipt of bills.
Sub Item 17		<b>Training</b> Training Plan was not fully realised.
Sub Item 18		<b>Expenses</b> Expenditure was restricted to the amount released by the Ministry of Finance.
010	-	<b>FIRE SERVICE (TOBAGO)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b>
Sub Item 14		<b>Repairs to Vehicles</b>
Sub Item 15		<b>Repairs and Maintenance (Buildings and Equipment)</b>
Sub Item 18		<b>Expenses</b> Expenditure was restricted to the amount released by the Ministry of Finance.

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 02</b>		<b>GOODS AND SERVICES</b>
<b>011</b>	-	<b>PRISON SERVICE (TOBAGO)</b>
Sub Item 06		<b>Water and Sewerage Rates</b> Late submission of bills.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b> Expenditure was less than anticipated.
Sub Item 40		<b>Food at Institutions</b> Expenditure was restricted to the amount released by the Ministry of Finance.
<b>012</b>	-	<b>POLICE SERVICE (TOBAGO)</b>
Sub Item 04		<b>Electricity</b>
Sub Item 05		<b>Telephones</b>
Sub Item 06		<b>Water and Sewerage Rates</b> Late submission of bills.
Sub Item 14		<b>Repairs to Vehicles</b>
Sub Item 18		<b>Expenses</b>
Sub Item 40		<b>Food at Institutions</b> Expenditure was less than anticipated.
<b>013</b>	-	<b>IMMIGRATION (TOBAGO)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 04		<b>Electricity</b> Late submission of bills.
<b>SUB HEAD 03</b>		<b>MINOR EQUIPMENT PURCHASES</b>
<b>001</b>		<b>GENERAL ADMINISTRATION</b>
Sub Item 03		<b>Furniture and Furnishings</b>
Sub Item 04		<b>Other Minor Equipment</b> Expenditure was less than anticipated.

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 03</b>	<b>MINOR EQUIPMENT PURCHASES</b>
<b>002</b>	<b>FIRE SERVICE (TRINIDAD)</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.
<b>003</b>	<b>PRISON SERVICE (TRINIDAD)</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.
<b>004</b>	<b>POLICE SERVICE (TRINIDAD)</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.
<b>005</b>	<b>REGIMENT</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Contracts were not awarded on time.
<b>006</b>	<b>COAST GUARD</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Contracts were not awarded on time.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 03</b>	<b>MINOR EQUIPMENT PURCHASES</b>
<b>008</b>	<b>NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.
<b>009</b>	<b>FORENSIC SCIENCE CENTRE</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.
<b>010</b>	<b>FIRE SERVICE (TOBAGO)</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.
<b>011</b>	<b>PRISON SERVICE (TOBAGO)</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.
<b>012</b>	<b>POLICE SERVICE (TOBAGO)</b>
Sub Item 01	Vehicles (Replacement)
Sub Item 02	Office Equipment
Sub Item 03	Furniture and Furnishings
Sub Item 04	Other Minor Equipment
	Expenditure was restricted to the amount released by the Ministry of Finance.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

SUB HEAD 03

MINOR EQUIPMENT PURCHASES

013

IMMIGRATION (TOBAGO)

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

SUB HEAD 04

CURRENT TRANSFERS AND SUBSIDIES

004

INTERNATIONAL BODIES

Sub Item 01

International Criminal Police Organization (Interpol)

Fees paid were less than anticipated

009

OTHER TRANSFERS

Sub Item 01

Police Complaints Authority

Expenditure was less than anticipated.

SUB HEAD 09

DEVELOPMENT PROGRAMME

Expenditure was restricted to the amount released by the Ministry of Finance.

D - NOTES TO THE ACCOUNTS

**NOTE 2-** Details of Statements required by paragraph 3 (d) of Comptroller of Accounts Circular No. 22 dated 2003 December 01.

- A. Details of nugatory or similar payments. These include payment for which no value or manifestly insufficient value has been received. - NIL
- B. The amount of any unvouched or improperly vouched expenditure. - NIL
- C. Overpayments discovered during the year.

Details are as follows:

No. of Cases of Overpayments discovered during the year	No. of Cases reported to the Comptroller of Accounts and Auditor General	Total Amount Overpaid \$	Amount Recovered \$
<u>POLICE SERVICES</u> 1,714	221	1,915,664.07	904,644.46

D. Losses of cash, stamps and stores which were discovered during the year:

DIVISION	LOSS	VALUE \$ c	REMARKS
NIL	NIL	NIL	

- E. Losses of cash and stamps settled or written-off during the year. - NIL
- F. Particulars of losses of stores settled or written-off during the year: - NIL
- G. Misallocations, which if correctly charged would have resulted in excess expenditure on any Sub-Head, Item of Sub-Item - NIL
- H. Irregular issues of stores. - NIL
- I. Gifts of Public property. - NIL
- J. Any major transactions affecting the Appropriation Account for the financial year 2003 or relating to property for which the Accounting Officer is responsible. - NIL



D - NOTES TO THE ACCOUNTS

**NOTE 3:** Comparative Statement of Expenditure for the five (5) financial years 1999 - 2003 viz Financial Years ended 1999 September 30, 2000 September 30, 2001 September 30, 2002 September 30, 2003 September 30.

YEAR/ PERIOD	EXPENDITURE CLASSIFICATION							TOTAL
	PERSONNEL EXPENDITURE	GOODS AND SERVICES	MINOR EQUIPMENT PURCHASES	CURRENT TRANSFERS AND SUBSIDIES	CURRENT TRANSFERS TO STATUTORY BOARDS AND SIMILAR BODIES	DEBT SERVIC- -ING	DEVELOP- MENT PROGRAMME	
	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c
1999	785,789,896.10	191,495,167.35	8,621,115.02	8,244,676.40	0.00	0.00	37,553,634.78	1,031,704,489.65
2000	792,089,607.23	221,701,462.62	9,132,710.09	9,122,398.26	0.00	0.00	368,113,610.76	1,400,159,788.96
2001	1,007,720,318.22	273,685,538.87	19,966,049.70	12,352,565.34	0.00	0.00	49,336,090.32	1,363,060,562.45
2002	1,067,494,263.76	326,917,786.41	21,659,100.47	16,552,586.61	0.00	0.00	32,443,651.52	1,465,067,388.77
2003	1,199,100,398.45	381,197,562.02	29,640,989.39	42,028,888.39	0.00	0.00	30,073,791.57	1,682,041,629.82

**NOTE 4 -** Payments out of Public Moneys to Members of Parliament (Other than salaries, allowances and pensions) Section 25 (2) Ch. 69:01.

NAME OF MEMBER	AMOUNT	SERVICE/SERVICES FOR PAYMENT
NIL	NIL	NIL

CERTIFICATE

I hereby certify that the Appropriation Account for the financial year ended 2003 September 30, submitted in accordance with Section 24 (1) (b) of the Exchequer and Audit Act Chapter 69:01, as amended by Act No. 23 of 1998 has been reconciled with the records of the Comptroller of Accounts as reflected on the Comptroller of Accounts (Paymaster's) Schedule of Receipts and Payments.

DATE: 2004 January 30

ACCOUNTING OFFICER  
PERMANENT SECRETARY  
MINISTRY OF NATIONAL SECURITY.

APPROPRIATION ACCOUNT FOR THE FINANCIAL YEAR ENDED 2002 SEPTEMBER 30

HEAD OF EXPENDITURE - 22 MINISTRY OF NATIONAL SECURITY

A - APPROPRIATION ACCOUNT

SUB-HEADS	ESTIMATES 2001.10.01 to 2002.09.30 \$ c	ACTUAL EXPENDITURE 2001.10.01 to 2002.09.30 \$ c	VARIANCE		
			LESS THAN ESTIMATES \$ c	MORE THAN ESTIMATES \$ c	
<b>01 PERSONNEL EXPENDITURE</b>		<b>1,069,138,200.00</b>	<b>1,067,493,384.76</b>	<b>1,644,815.24</b>	<b>0.00</b>
Original Provision	1,146,864,200.00				
Less: Transfer					
F: Bud: 12/44/4 T dd. 02.09.02	(7,190,000.00)				
Less:					
1st Supplementary General					
Warrant dd	(70,536,000.00)				
	<u>1,069,138,200.00</u>				
<b>02 GOODS AND SERVICES</b>		<b>351,649,425.00</b>	<b>326,918,665.41</b>	<b>24,730,759.59</b>	<b>0.00</b>
Original Provision	369,459,425.00				
Add: Transfer					
F: Bud: 12/44/4 T dd. 02.09..02	7,190,000.00				
Less:					
1st Supplementary General					
Warrant dd	(25,000,000.00)				
	<u>351,649,425.00</u>				
<b>03 MINOR EQUIPMENT PURCHASES</b>		<b>34,176,000.00</b>	<b>21,659,100.47</b>	<b>12,516,899.53</b>	<b>0.00</b>
Original Provision	42,176,000.00				
Less:					
1st Supplementary General					
Warrant dd	(8,000,000.00)				
	<u>34,176,000.00</u>				
<b>04 CURRENT TRANSFERS AND SUBSIDIES</b>		<b>18,544,200.00</b>	<b>16,552,586.61</b>	<b>1,991,613.39</b>	<b>0.00</b>
<b>09 DEVELOPMENT PROGRAMME</b>		<b>40,196,922.00</b>	<b>32,224,632.87</b>	<b>7,972,289.13</b>	<b>0.00</b>
Original Provision	60,929,000.00				
Less:					
1st Supplementary General					
Warrant dd	(20,732,078.00)				
	<u>40,196,922.00</u>				
<b>TOTAL</b>		<b>1,513,704,747.00</b>	<b>1,464,848,370.12</b>	<b>48,856,376.88</b>	<b>0.00</b>

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>SUB HEAD 02</b>	<b>GOODS AND SERVICES</b>
<b>001</b>	<b>GENERAL ADMINISTRATION</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 03	<b>Uniforms</b>
Sub Item 14	<b>Repairs to Vehicles</b>
Sub Item 15	<b>Repairs and Maintenance (B&amp;E)</b>
Sub Item 16	<b>Consulting and Other Contracted Services</b>
Sub Item 27	<b>Official Overseas Travel</b> Expenditure was less than anticipated.
<b>002</b>	<b>- FIRE SERVICE (TRINIDAD)</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 11	<b>Books and Periodicals</b> Expenditure was restricted to the amount released by the Ministry of Finance.
Sub Item 12	<b>Materials and Supplies</b>
Sub Item 13	<b>Upkeep of Vehicles</b>
Sub Item 14	<b>Repairs to Vehicles</b>
Sub Item 15	<b>Repairs and Maintenance (Buildings and Equipment)</b> Expenditure was less than anticipated.
Sub Item 16	<b>Consulting and Other Contracted Services</b> Non finalization of contracts.
Sub Item 18	<b>Expenses</b> Expenditure was less than anticipated.
Sub Item 57	<b>Postage</b> Most mail deliveries were made by hand.
<b>003</b>	<b>- PRISON SERVICE (TRINIDAD)</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 03	<b>Uniforms</b> Expenditure was restricted to the amount released by the Ministry of Finance.

## D - NOTES TO THE ACCOUNTS

### NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

Sub Item 04	<b>Electricity</b> Bills were not submitted on time.
Sub Item 12	<b>Materials and Supplies</b>
Sub Item 13	<b>Upkeep of Vehicles</b>
Sub Item 14	<b>Repairs to Vehicles</b> Expenditure was less than anticipated.
Sub Item 16	<b>Consulting and Other Contracted Services</b> The approved contract for rental of tents was not received.
Sub Item 18	<b>Expenses</b>
Sub Item 23	<b>Fees</b> Expenditure was less than anticipated.
Sub Item 40	<b>Food at Institutions</b> Reduced expenditure due to rearing of animals and cultivation of food crops used to supplement consumption resulted in savings.
Sub Item 57	<b>Postage</b> Most mail deliveries were made by hand.
<b>004</b>	<b>- POLICE SERVICE (TRINIDAD)</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 03	<b>Uniforms</b> Contracts were not awarded in time to effect payments in the financial year.
Sub Item 04	<b>Electricity</b>
Sub Item 07	<b>House Rates</b> Non receipt of bills.
Sub Item 10	<b>Office Stationery and Supplies</b>
Sub Item 11	<b>Books and Periodicals</b>
Sub Item 12	<b>Materials and Supplies</b> Expenditure was restricted to the amount released by the Ministry of Finance.
Sub Item 16	<b>Consulting and Other Contracted Services</b> Non receipt of bills for MTS Contracts.
Sub Item 18	<b>Expenses</b> Late receipt of Medical, Optical and Dental Bills.
Sub Item 40	<b>Food at Institutions</b> Expenditure was less than anticipated.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

005	-	<b>REGIMENT</b>
Sub Item 03		<b>Uniforms</b> Tenders were not awarded in time.
Sub Item 05		<b>Telephones</b>
Sub Item 06		<b>Water and Sewerage Rates</b> Late submission of bills.
Sub Item 08		<b>Rent - Accommodation</b> Expenditure was less than anticipated.
Sub Item 40		<b>Food at Institutions</b> Expenditure was restricted to the amount released by the Ministry of Finance.
006	-	<b>COAST GUARD</b>
Sub Item 17		<b>Training</b> Training Plan was not fully realised.
Sub Item 23		<b>Fees</b> Expenditure was less than anticipated.
Sub Item 57		<b>Postage</b> Most deliveries were made by Military Courier.
007	-	<b>IMMIGRATION (TRINIDAD)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 03		<b>Uniforms</b> Expenditure was less than anticipated.
Sub Item 05		<b>Telephones</b> Non receipt of bills.
Sub Item 08		<b>Rent - Accommodation</b> Contracts were not awarded on time.
Sub Item 10		<b>Office Stationery and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b>
Sub Item 14		<b>Repairs to Vehicles</b> Expenditure was restricted to the amount released by the Ministry of Finance.

## D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

Sub Item 15	<b>Repairs and Maintenance (Buildings and Equipment)</b>
Sub Item 16	<b>Consulting and Other Contracted Services</b> Expenditure was less than anticipated.
Sub Item 17	<b>Training</b>
Sub Item 18	<b>Expenses</b> Expenditure was less than anticipated.
008	- <b>NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 04	<b>Electricity</b> Bills were not submitted on time.
Sub Item 11	<b>Books and Periodicals</b>
Sub Item 15	<b>Repairs and Maintenance (Buildings and Equipment)</b> Expenditure was less than anticipated.
Sub Item 16	<b>Consulting and Other Contracted Services</b> Non receipt of bills.
Sub Item 17	<b>Training</b> Training Plan was not fully realised.
Sub Item 57	<b>Postage</b> Expenditure was restricted to the amount released by the Ministry of Finance.
009	- <b>FORENSIC SCIENCE CENTRE</b>
Sub Item 01	<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 12	<b>Materials and Supplies</b>
Sub Item 15	<b>Repairs and Maintenance (Buildings and Equipment)</b> Expenditure was less than anticipated.
Sub Item 16	<b>Consulting and Other Contracted Services</b> Non receipt of bills.
Sub Item 17	<b>Training</b> Training Plan was not fully realised.
Sub Item 18	<b>Expenses</b> Expenditure was restricted to the amount released by the Ministry of Finance.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

<b>010</b>	-	<b>FIRE SERVICE (TOBAGO)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b>
Sub Item 14		<b>Repairs to Vehicles</b>
Sub Item 15		<b>Repairs and Maintenance (Buildings and Equipment)</b>
Sub Item 18		<b>Expenses</b> Expenditure was restricted to the amount released by the Ministry of Finance.
<b>011</b>	-	<b>PRISON SERVICE (TOBAGO)</b>
Sub Item 06		<b>Water and Sewerage Rates</b> Late submission of bills.
Sub Item 12		<b>Materials and Supplies</b>
Sub Item 13		<b>Upkeep of Vehicles</b> Expenditure was less than anticipated.
Sub Item 40		<b>Food at Institutions</b> Expenditure was restricted to the amount released by the Ministry of Finance.
<b>012</b>	-	<b>POLICE SERVICE (TOBAGO)</b>
Sub Item 04		<b>Electricity</b>
Sub Item 05		<b>Telephones</b>
Sub Item 06		<b>Water and Sewerage Rates</b> Late submission of bills.
Sub Item 14		<b>Repairs to Vehicles</b>
Sub Item 18		<b>Expenses</b>
Sub Item 40		<b>Food at Institutions</b> Expenditure was less than anticipated.
<b>013</b>	-	<b>IMMIGRATION (TOBAGO)</b>
Sub Item 01		<b>Travelling</b> Claims were not received on time to effect payment.
Sub Item 04		<b>Electricity</b> Late submission of bills.

D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

SUB HEAD 03

MINOR EQUIPMENT PURCHASES

001

GENERAL ADMINISTRATION

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was less than anticipated.

002

FIRE SERVICE (TRINIDAD)

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

003

PRISON SERVICE (TRINIDAD)

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

004

POLICE SERVICE (TRINIDAD)

Sub Item 01

Vehicles (Replacement)

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

005

REGIMENT

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Contracts were not awarded on time.

006

COAST GUARD

Sub Item 01

Vehicles (Replacement)

Sub Item 02

Office Equipment

Sub Item 03

Furniture and Furnishings

Sub Item 04

Other Minor Equipment

Contracts were not awarded on time.



D - NOTES TO THE ACCOUNTS

NOTE 1 - Explanations for the causes of material variances between the Estimates and the Actual Expenditure.

**008 NATIONAL EMERGENCY MANAGEMENT AGENCY (NEMA)**

Sub Item 01 Vehicles (Replacement)

Sub Item 02 Office Equipment

Sub Item 03 Furniture and Furnishings

Sub Item 04 Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

**009 FORENSIC SCIENCE CENTRE**

Sub Item 01 Vehicles (Replacement)

Sub Item 02 Office Equipment

Sub Item 03 Furniture and Furnishings

Sub Item 04 Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

**010 FIRE SERVICE (TOBAGO)**

Sub Item 01 Vehicles (Replacement)

Sub Item 02 Office Equipment

Sub Item 03 Furniture and Furnishings

Sub Item 04 Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

**011 PRISON SERVICE (TOBAGO)**

Sub Item 01 Vehicles (Replacement)

Sub Item 02 Office Equipment

Sub Item 03 Furniture and Furnishings

Sub Item 04 Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.

**012 POLICE SERVICE (TOBAGO)**

Sub Item 01 Vehicles (Replacement)

Sub Item 02 Office Equipment

Sub Item 03 Furniture and Furnishings

Sub Item 04 Other Minor Equipment

Expenditure was restricted to the amount released by the Ministry of Finance.



**NOTE 2 -** Details of Statements required by paragraph 3 (d) of Comptroller of Accounts Circular No. 22 dated 2002 November 28.

- A. Details of nugatory or similar payments. These include payment for which no value or manifestly insufficient value has been received. - NIL
- B. The amount of any unvouched or improperly vouched expenditure. - NIL
- C. Overpayments discovered during the year.

Details are as follows:

No. of Cases of Overpayments discovered during the year	No. of Cases reported to the Comptroller of Accounts and Auditor General	Total Amount Overpaid \$	Amount Recovered \$
<u>GENERAL ADMINISTRATION</u> 5	5	1,053.81	1,053.81
<u>FIRE SERVICE</u> 88	88	332,458.16	296,281.32
<u>POLICE SERVICE</u> 1,191	0	2,510,059.02	1,087,899.61

D. Losses of cash, stamps and stores which were discovered during the year:

DIVISION	LOSS	VALUE \$ c	REMARKS
<u>POLICE SERVICE</u>	<u>Stores</u> (1) Malacious damage to one (1) Steel Door at Siparia Police Station on June 9, 2002 by a Prisoner.	1,500.00	On June 10, 2002 the Prisoner appeared at the Siparia Magistrate's Court where he pleaded guilty and was sentenced to six (6) months Hard Labour.
	(2) Malacious damage to two (2) Flourescent tubes together with frame at Penal Police Station on January 12, 2002 by a Prisoner.	48.00	This matter was heard before the Siparia Magistrate's Court on January 14, 2002 and the defendant remanded to the St. Ann's Mental Hospital for Psychiatric evaluation.

- E. Losses of cash and stamps settled or written-off during the year. - NIL
- F. Particulars of losses of stores settled or written-off during the year: - NIL
- G. Misallocations, which if correctly charged would have resulted in excess in expenditure on any Sub-Head, Item of Sub-Item - NIL
- H. Irregular issues of stores. - NIL
- I. Gifts of Public property. - NIL
- J. Any major transactions affecting the Appropriation Account for the financial year 2002 or relating to property for which the Accounting Officer is responsible. - NIL

**NOTE 3:** Comparative Statement of Expenditure for the five (5) financial periods 1998 - 2002 viz financial years ended 98.01.01 - 98.09.30 and financial years ended 1999.09.30, 2000.09.30, 2001.09.30 and 2002.09.30.

YEAR/ PERIOD	EXPENDITURE CLASSIFICATION SUB-HEADS							TOTAL
	PERSONNEL EXPENDITURE	GOODS AND SERVICES	MINOR EQUIPMENT PURCHASES	CURRENT TRANSFERS AND SUBSIDIES	CURRENT TRANSFERS TO STATUTORY BOARDS AND SIMILAR BODIES	DEBT SERVIC- -ING	DEVELOP- MENT PROGRAMME	
	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c	\$ c
1998	535,151,410.59	144,759,319.31	7,406,307.98	6,609,134.55	0.00	0.00	144,425,059.60	838,351,232.03
1999	785,789,896.10	191,495,167.35	8,621,115.02	8,244,676.40	0.00	0.00	37,553,634.78	1,031,704,489.65
2000	792,089,607.23	221,701,462.62	9,132,710.09	9,122,398.26	0.00	0.00	368,113,610.76	1,400,159,788.96
2001	1,007,720,318.22	273,685,538.87	19,966,049.70	12,352,565.34	0.00	0.00	49,336,090.32	1,363,060,562.45
2002	1,067,493,384.76	326,918,665.41	21,659,100.47	16,552,586.61	0.00	0.00	32,224,632.87	1,464,848,370.12

**NOTE 4 -** Payments out of Public Moneys to Members of Parliament (Other than salaries, allowances and pensions) Section 25 (2) Ch. 69:01.

NAME OF MEMBER	AMOUNT	SERVICE/SERVICES FOR PAYMENT
NIL	NIL	NIL

CERTIFICATE

I hereby certify that the Appropriation Account for the financial year ended 2002 September 30, submitted in accordance with Section 24 (1) (b) of the Exchequer and Audit Act Chapter 69:01, as amended by Act No. 23 of 1998 has been reconciled with the records of the Comptroller of Accounts as reflected on the Comptroller of Accounts (Paymaster's) Schedule of Receipts and Payments.

DATE:

ACCOUNTING OFFICER  
PERMANENT SECRETARY  
MINISTRY OF NATIONAL SECURITY.

Audit Reports/Queries for the period 2000 – 2004

Date Report Issued	Division	Audit Examination	Remarks
10/1/2000	Commissioner of Police	Examination of Worksheets re: offsetting of arrears owed to Public Sector Employees i.r.o payment of balance on the PSELR.	Reply 30/6/2000
12/1/2000	A.E 1 General Administration	Reconciliation Statements and List of Void Cheques Heads 20 & 22 as at 31/8/99	Reminders 24/3/2000 & 30/8/2000
18/1/2000	Commissioner of Police	Statement of settlement of arrears owing to Public Sector Employees	Reply 30/6/2000
21/1/2000	Commissioner of Police	Reconciliation Statements and List of Void Cheques Heads 22 as 1998 as at 3/5/99	Reminders- 24/3/2000 & 31/10/01
31/1/2000	Commissioner of Prisons	Book 5 Worksheets in respect of reintroduction of increments in the Public Service	Reminders- 24/3/2000 & 25/9/2000.
2/2/2000	Commissioner of Police	Reconciliation Statements and List of Void Cheques Heads 20 as at 1/4/99.	Reply- 17/2/2000
24/2/2000	Commissioner of Police	Re-introduction of increments in the Public Service – SRP.	Reply 21/3/2000
27/3/2000	Commissioner of Prisons	Re-introduction of increments in respect of officers acting 1997-1999.	Reply- 12/6/2000.
27/3/2000	Commissioner of Police	Re-introduction of increments in respect of officers out of the Service – 1997-1999.	Replies 10/5/2000 17/10/2000
18/4/2000	Chief of Defence Staff	Verification of balance of Computer Advances-Lt. Col. Andrew Dalip	Reply 27/4/2000
20/4/2000	Chief Fire Officer	Exam. Of worksheet i.r.o residual balances due to Fire Officers.	Reply- 5/5/2000
25/4/2000	Chief Immigration Officer	Exam. Of Revenue, Imprest, Inventory Telephone etc.	Reply- 26/7/2000
2/5/2000	Commissioner of Police	Exam. of Revenue/Imprest etc. South Western Division, April, 2000	Reminders 23/8/2000 31/10/01

Audit Reports/Queries for the period 2000 – 2004

Date Report Issued	Division	Audit Examination	Remarks
5/5/2000	Commissioner of Prisons	Examination of Worksheets in favour of Deo Chinpire	Reply 29/5/2000
10/5/2000	Commissioner of Police	Examination of Revenue/Imprest etc. – Central Division	Reminders- 24/8/2000 & 31/10/2001
2/6/2000	Chief Fire Officer	Exam. Of worksheets in respect of Residual Balances due to Fire Officers.	Reminders- 14/9/2001 & 31/10/2001
17/5/2000	Chief of Defence Staff	Exam. Of worksheets in respect of Volunteers- Defence Personnel ftp 1996-1998.	Reply 24/9/2000
29/5/2000	Commissioner of Police	Expenditure Check Vouchers/Schedules October-December, 1999.	Reminders- 23/8/2000 & 31/10/2001
8/6/2000	Chief of Defence Staff.	Overpayment of retired officers	Reminders:- 23/8/2000 & 31/10/2001
5/6/2000	Commissioner of Police	Exam. Of worksheets i.r.o re-introduction of increments in the Public Service.	31/10/01
15/6/2000	Commissioner of Prisons	Exam. Of worksheets i.r.o re-introduction of increments in the Public Service.	Reply 25/9/2000
14/8/2000	Commissioner of Police	Exam. Of certified pension and leave record i.f.o Nestor Charles #7343.	Closed
14/9/2000	Commissioner of Police	Systems check with respect to payment of pension and gratuity.	Reminder 31/10/01
31/10/2000	Chief of Defence Staff.	Statement of settlement of arrears owing to Public Sector Employees (Military Personnel	Reminder 31/10/01
31/10/2000	Chief of Defence Staff.	Exam of worksheets i.r.o arrears of salary for serving members (Military Personnel).	Reminder 31/10/01
10/11/2000	Chief Fire Officer	Outstanding motor vehicle loan on Mr. F.S.O Curwin Allexander	Reminder 31/10/01
12/2/2001	Commissioner of Police	Examination of computation of preparation package to SRP Officers.	Reminder 31/10/01

**Audit Reports/Queries for the period 2000 – 2004**

<b>Date Report Issued</b>	<b>Division</b>	<b>Audit Examination</b>	<b>Remarks</b>
16/2/2001	Chief Fire officer	Exam. Of Pension & Leave Record and worksheet for short payment – Mr Ramjit Sooknanan-Cleaner 11	Reply 16/3/2001
20/2/2001	Commissioner of Police	Reconciliation Statements and List of Void Cheques Head 22 as at Dec., 2000.	Reply 19/3/2001
12/3/01	Chief of Defence Staff	Reconciliation of Void Cheques Heads 20 & 22.	Reply 6/6/2001
23/3/01	Chief of Defence Staff	Exam. Of physical stock and Stores Records	Reminder 31/10/2001
8/5/2001	Commissioner of Police	Exam. Of Revenue/Imprest, Inventory and Telephone Records-SWD, Matelot & Point Fortin Police Station.	Reminder 31/10/2001
28/6/2001	Chief of Defence Staff	Exam. Of Expenditure Records Heads 20& 22 AU No. 21 ftp Oct-Dec, 2000.	Outstanding
25/7/2001	Commissioner of Police	Examination of Expenditure records Heads 20 & 22.	Outstanding
14/8/2001	Chief Immigration Officer	Exam. Of Revenue Cash Book No.3 ftp July.	Outstanding
14/8/2001	Chief Immigration Officer	Exam. Of Revenue Cash Book No.2 ftp June.	Outstanding
10/10/2001	Chief of Defence Staff	Exam. Of worksheets iro arrears of salary 1/3/92 – 30/9/2000.	Outstanding
10/10/2001	Commissioner of Police	Exam. Of worksheets iro arrear of salary ftp 1/1/99 - 31/5/2001.	Outstanding
10/10/2001	Chief Fire Officer	Exam. Of worksheets iro arrears of salary and allowances ftp 1/19-31/5/2001.	Reply 19/11/01
23/10/01	Chief Immigration Officer	Exam. Of Revenue, telephone and Inventory records Immigration Chaguaramas, October 2001.	Outstanding
23/10/01	Chief Immigration Officer	Exam. Of Revenue Cashbook, Inventory and Counterfoil Register- Immigration Piarco, October, 2001	Outstanding

Audit Reports/Queries for the period 2000 – 2004

Date Report Issued	Division	Audit Examination	Remarks
23/10/01	Chief Immigration Officer	Exam. Of Revenue/ Imprest/ Inventory books: – Immigration, POS, October 2001	Unanswered
12/11/01	Commissioner of Police	Exam. Of Worksheets i.r.o Arrears of salary f.t.p. 1.1.99 – 31.5.01	Unanswered
19/11/01	Commissioner of Prisons	Pension and Pay records f.t.p 2000-2001	Reminders 19.9.02 & 9.4.03
23/11/01	Commissioner of Prisons	Exam. Of Revenue/ Imprest/ Other/ Cash/ Telephones/ and Inventory Records	Reminders 19.9.02 & 9.4.03
11/12/01	Chief Immigration Officer	Payment of o/t allowance to Immigration Officers	Reminders 19.9.02
14/12/01	Chief Fire Officer	Examination of Arrears of Acting allowance i.f.o Alson Plante. Ag F.S.O, R47E	Reminders 19.9.02 & 9.4.03
16/1/02	Chief Immigration Officer	Payment of o/t allowance to Immigration Officers	Reminder 19.9.02 Reply 8.10.02
20/2/02	Chief of Defence Staff	Exam of records i.r.o motor vehicle and computer advances	Reminder 19.9.02
20/2/02	Chief of Defence Staff	Exam of stores records f.t.p 1/10/2000 – 30/9/2001	Reminder 19.9.02
6/2/02	Cadet Force Officer	Exam. Of Stores/ Stock 2001 – 2002	Reminder 19.9.02
22/2/02	Chief Immigration Officer	Advances – 2001	Reply 29.4.02 Checked 16.5.02
27/2/02	Chief Fire Officer	Exam. Of worksheets i.r.o. Increments re. Intro in the Public Service 1999 – 2001	Reminders 19.9.02 & 9.4.03
22/2/02	Chief of Defence Staff	O/p and Computer loan register 2001	Reminder 19.9.02
7/3/02	Director, Forensic Science Centre	O/p and Computer loan register: – January 2000 – February 2002	Reminder 19.9.02 Reply 9.10.02
12/4/02	Chef of Defence Staff	Exam. Of Expenditure records: – October – December 2001	Reminder 19.9.02
12/4/02	Commissioner of Police	Exam. Of Expenditure October: – December 2001	Reminders 19.9.02 & 9.4.03



**Audit Reports/Queries for the period 2000 – 2004**

<b>Date Report Issued</b>	<b>Division</b>	<b>Audit Examination</b>	<b>Remarks</b>
25/4/02	Commissioner of Police	Exam. Of revenue records, inventory and telephone registers f.t.p March 2002 at Chaguanas Police Station, Chaguanas Div. Hq, Pt. Fortin, Gasparillo, Mon Repos, Gran Couva and Brasso Police Stations	Reminders 19.9.02 & 9.4.03
26/4/02	Commissioner of Police	Exam. Of Revenue, Imprest, Telephone and Inventory records f.t.p 1 – 20.3.02 Sangre Grande Police Station, ED HQ and Manzanilla Police Station	Reminders 19.9.02 & 9.4.03
26/4/02	Commissioner of Police	Exam of revenue, telephone and inventory records f.t.p 1 – 28.3.02 San Rafael Police Station	Reminders 19.9.02 & 9.4.03
25/4/02	Commissioner of Police	Exam. Of revenue and inventory records – Guapo Police Station f.t.p March 1 – 26, 2002	Reminders 19.9.02 & 9.4.03
25/4/02	Commissioner of Police	Exam. Of revenue and inventory records – La Brea Police Station f.t.p March 1 – 26, 2002	Reminders 19.9.02 & 9.4.03
20/3/02	Commissioner of Police	Contract Gratuities – Database Maintenance Clerks f.t.p August 23, 1999 to August 22, 2001	Reminders 19.9.02 & 9.4.03
5/7/02	Commissioner of Prisons	Exam. Of Worksheets i.f.o Narinedath Ramnarine; ex – Prison Officer f.t.p 1-1:99 – 31.5.2000	Reminder 19.9.02 Reply 18.10.02
5/7/02	Commissioner of Prisons	Exam. Of worksheets i.r.o arrears of allowances f.t.p January 1, 1999 – May 31, 2002	Reminders 19.9.02 & 9.4.03
6/8/02	Chief Fire Officer	Exam. Of imprest records f.t.p October 2001 – July 2002	Reminder 14.4.03
9/8/02	Commissioner of Police	Exam. Of revenue records, inventory, counterfoil returns at Besson St, Oropouche, Fyzabad and Penal Police Stations for July 2002	Unanswered
9/8/02	Commissioner of Police	Exam. of revenue, cash, inventory, counterfoil returns at Marabella, Barrackpore, Cedros, Tableland, Central, Erin and Santa Flora Police Stations – July 2002	Reminders 19.9.02 & 9.4.03

**Audit Reports/Queries for the period 2000 – 2004**

<b>Date Report Issued</b>	<b>Division</b>	<b>Audit Examination</b>	<b>Remarks</b>
10/8/02	Commissioner of Police	Exam. Of revenue, inventory and telephone records at Siparia Div. Hq, Freeport, Cunupia and Caroni Police Stations f.t.p May 2002	Reminder 9.4.03
31/7/02	Commissioner of Police	Exam. Of revenue, cash, inventory, counterfoil returns at Belmont and Four Roads Police Stations – July 2002	Reminder 9.4.03
9/8/02	Commissioner of Police	Exam. Of revenue and inventory records at Moruga Police Station f.t.p 1-18.7.02	Reminder 9.4.03
9/8/02	Commissioner of Police	Exam. Of revenue and inventory records at Biche Police Station f.t.p 1-23.1.02	Reminder 9.4.03
10/9/02	Chief Immigration Officer	Exam. Of Arrears of overtime for Immigration Officers f.t.p 1.1.99 – 30.9.00	Unanswered
14/10/02	Commissioner of Police	Exam. Of revenue cash book, imprest and fire arms at Morvant, Chaguanas, San Raphael, Piarco and Couva Police Station for September 2002	Unanswered
28/10/02	Commissioner of Police	Exam. Of Arrears of overtime f.t.p 1.1.89 to 29.2.92	Reply 11.11.02
12/11/02	Commissioner of Police	Exam. Of revenue cash book at Maracas Bay Police Station	Reminder 9.4.03
13/11/02	Commissioner of Police	Exam. Of revenue cash book at La Horquetta Police Station and D.H.Q	Reminder 9.4.03
13/11/02	Commissioner of Police	Exam. Of revenue cash book at Sangre Grande D.H.Q	Reminder 9.4.03
19/11/02	Com. Of Police	Examination of Pension Record at Police H/quarters for 2002	Reminder 9/4/03 & 6/8/03
19/11/02	Chief Imm. Officer	Examination of O.T. record Imm. Dept, Port of Spain f.t.p 1-30/9/02	Reply 14/1/03
4/12/02	Chief Fire Officer	Examination of Revenue Records for San Juan; Tunapuna; Siparia; P/Fortin; Chaguanas & DHQ Central	Reminder 9/4/03 & 7/8/03

**Audit Reports/Queries for the period 2000 – 2004**

<b>Date Report Issued</b>	<b>Division</b>	<b>Audit Examination</b>	<b>Remarks</b>
21/01/03	Comm. Of Police	Exam of Reconciliation of void cheques Hds 20&22 Police Administration Bldg. P.O.S.	Reply 28/8/03
3/04/03	Comm. Of Police	Exam of Revenue Imprest, cash – Police Admin Bldg. P.O.S.	Reminder 6/08/03
3/4/03	Comm. Of Police	Exam of Revenue Imprest cash –San F'do DHQ Traffic Br.	Reminder 6/8/03
3/4/03	Comm. Of Police	Exam of Imprest Records O.C.N.U. f.t.p 1-25/3/03	Reply 3/09/03
7/04/03	Chief Imm. Officer	Exam of Rev., Imprest & Inventory Records Immigration, San Fernando	Reminder 7/8/03
9/04/03	C.O. Police	Exam of Rev., Imprest cash- St. James P/Station Div Hqtrs.	Reminder 7/08/03
10/04/03	Chief Fire Officer	Exam of Rev. Records Fire Service, North Admin.	Reply 14/05/03
10/04/03	Chief Imm. Officer	Exam of Rev & Imprest Records Imm. Depart. Federick & Henry Sts. P.O.S.	7/8/03
24/4/03	Comm. Of Prisons	Exam of Pension Records - Max. Security Prisons.	7/8/03
30/4/2003	Commissioner of Police	Expenditure Rds., Heads 20 & 22 ftp October-December, 2002, Police H"qtrs.	Reminder 7/8/2003
15/5/03	Chief of Defence Staff	Exam. Of Expenditure Records Heads 20 & 22.	Reply 8/10/03
19/5/03	Accounting Executive 1	Exam of Expenditure Records Hds 20 & 22 General Admin. A.U. 7 Oct-Dec, 2002.	Reminder 7/8/03
3/6/03	Commissioner of Prisons	Examination of overpayment Records, MSP ftp 2002/03.	Reminder 7/8/03
3/6/03	Accounting Executive 1	Examination of Revenue & Counterfoil Records- General Admin. Jan-May, 2003	Reminder 7/8/03

Audit Reports/Queries for the period 2000 – 2004

Date Report Issued	Division	Audit Examination	Remarks
3/6/03	Accounting Executive 1	Examination of Overpayment Records General Admin. Jan-May, 2003.	Reminder 7/8/03
3/6/03	Accounting Executive 1	Examination of Imprest Records General Admin. Jan-May, 2003.	Reminder 7/8/03
3/6/03	Chief Fire Officer	Examination of Votebook Oct 2002 –May, 2003. Overpayment Records, Jan-May, 2003- Fire Service Headquarters.	Reminder 7/8/03
3/6/03	Chief Fire Officer	Examination of Counterfoil Records Jan-May, 2003 Fire Service Headquarters.	Reminder 7/8/03
11/6/03	Chief Fire Officer	Examination of Advances Records (1) Motor Vehicles (2) Computer Loans.	Reminder 7/8/03
16/6/03	Commissioner of Police	Examination of P.E Records 2002/03 Police Headquarters, Admin Bldg. P.O.S	Reminder 7/8/03
16/6/03	Chief Immigration Officer	Exam. Of (1) Counterfoil Rds Jan-May, 2003, Revenue Jan, 2003 & PE Records 2002/03 (2) Votebooks ftp Oct-May, 2003 Immigration P.O.S	Reminder 7/8/03
23/6/03	Commissioner of Police	Exam. Of exp. Of Counterfoil Rds (i) Receipt & Issues (ii) Physical Stock (iii) Return ftp Jan-May, 2003 Police Headquarters' P.O.S	Reminder 7/8/03
23/6/03	Commissioner of Police	Examination of overpayment ftp Jan-May, 2003, Police Headquarters P.O.S	Reminder 7/8/03
30/6/03	Commissioner of Prisons	Exam of Counterfoil Records Royal Goal P.O.S ftp Jan-May, 2003	Reminder 7/8/03 Reply 8/9/03
2/7/03	Commissioner of Prisons	Exam. of Revenue Imprest & Other Cash records ftp May-June, 2003 Royal Goal	Reminder 7/8/03 Reply 4/9/03
4/7/03	Commissioner of Prisons	Examination of Votebook Releases & Commitment MSP, Arouca ftp Oct, 2002-May, 2003.	Reply 7/8/03

Audit Reports/Queries for the period 2000 – 2004

Date Report Issued	Division	Audit Examination	Remarks
16/7/03	Director of NEMA	Exam of Subsidiary Records Jan-June, 2003	Reminder 7/8/03 Replies 10/10/03 &20/11/03
22/7/03	Commissioner of Prisons	Exam. Of PE & Advances Records, Jan-May, 2003.	Reminder 7/8/03
7/8/03	Cadet Force Officer	Exam. Of Subsidiary Records Jan-June, 2003	Reminder 5/9/03 Reply 11/9/03
7/8/03	Director of Finance	Exam. Of Subsidiary Records 1/1/03-31/5/03.	Reminder 5/9/03
22/7/03	Chief Fire Officer	Exam. Of Subsidiary records 1/1-31/5/03	Reminder 5/9/03
25/8/03	Dir. of Forensic Science Centre	Exam. Of Subsidiary Rds ftp Jan-June, 2003	Reply 9/9/03
21/8/03	Commissioner of Police	Exam. Of Subsidiary Rds. 1/1-30/6/03	Reply 19/9/03
21/8/03	Commissioner of Police	Exam. Of Revenue, Inventory & Tel. Records – Couva Police Station	Reminder 22/9/03
21/8/03	Chief of Defence Staff	Exam. Of pension records Chaguaramas f.t.p 2000/2003	Reminders 22/9/03 3/11/04 Reply 19/10/03
8/9/03	Sec. Police Complaints Authority	Exam of Imprest, Exp & Inventory Rds Police Comp. Authority ftp Jan-March, 2003.	Reminder 9/10/03
29/8/03	Director NEMA	Exam. Of Inventory Records NEMA, P.O.S-2003	Reminder 9/10/03 Reply 14/11/03
8/9/03	Director of Finance	Exam. Of Votebook/Commitment Rds-General Admin. ftp 2002/03.	Reminder 9/10/03
9/9/03	Chief of Defence staff	Exam. Of (i) Subsidiary Rds (2) Imprest Records, Def. Force Hqtrs, Teteron Barracks and Coast Guard ftp 1/1-30/6/03	Reminder 9/10/03

**Audit Reports/Queries for the period 2000 – 2004**

<b>Date Report Issued</b>	<b>Division</b>	<b>Audit Examination</b>	<b>Remarks</b>
19.11.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers for October 2003 at Siparia, DHQ SW Div, Pt. Fortin, Brasso, Gran Couva, Freeport, La Brea, Gasparillo, Barrackpore Police Stations, Dist Reg P.H.	Reminders 23.12.03, 26.1.02, 1.4.04
19.11.03	Commissioner of Police	Exam. Of revenue, inventory, telephone and fire arm registers f.t.p Jan – Oct 2003 at Erin, Besson St, Maraval, Fyzabad, Oropouche, Mayaro and Mon Repos Police Stations	Reminders 23.12.03, 26.1.02, 1.4.04
19.11.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers at Maracas St. Joseph, Cumuto, Cunupia, Caroni, Chaguanas Police Stations and Central Div. Hq	Reminders 23.12.03, 26.1.02, 1.4.04
19.11.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers for October 2003 at Four Roads, Carenage, Biche, Guapo and Cedros Police Stations	Reminders 23.12.03, 26.1.02, 1.4.04
19.11.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers for October 2003 at La Horquetta Police Station	Reminders 23.12.03, 26.1.02, 1.4.04
18.12.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers for November 2003 at Tableland Police Station	Reminders 26.1.02 & 1.4.04
18.12.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers for November 2003 at Woodbrook and Marabella Police Station	Reminders 26.1.02 & 1.4.04
18.12.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers for November 2003 at Santa Cruz, St. Joseph, Tunapuna, San Juan, St. Clair and West End Police Station	Reminders 26.1.02 & 1.4.04

Audit Reports/Queries for the period 2000 – 2004

Date Report Issued	Division	Audit Examination	Remarks
22.12.03	Commissioner of Police	Exam. Of revenue, imprest, inventory, telephones and fire arm registers at Princes Town Police Station and P.O.S Office	Reminders 26.1.02 & 1.4.04
17.3.04	Commissioner of Police	Exam. Of revenue, imprest, inventory and telephone records for February 2004	Unanswered
17.3.04	Director of Finance	Exam. Of PE Records f.t.p 1.11.03 – 31.1.04	Reply 31.3.04
12.3.04	Chief Fire Officer	Exam. Of revenue records for February 2004	Reply 14.4.04
25.3.04	Chief Fire Officer	Exam. Of revenue, inventory, and telephone records for February 2004	Reply 14.4.04
25.3.04	Commissioner of Police	Exam. Of revenue records for February 2004	Unanswered
9.11.04	Commissioner of Police	Exam. Of worksheets i.r.o. Arrears of salary and allowances f.t.p 1.1.02 to 31.3.04 at Police Headquarters	Reply 28.12.04

## HEAD OF EXPENDITURE - 22

## MINISTRY OF NATIONAL SECURITY

## GENERAL ADMINISTRATION

**Deposit Accounts**

2.113 Evidence of the existence of two(2) Deposit Accounts reportedly held by this Ministry was not produced.

**Pension and Leave Records**

2.114 Pension and Leave Records have not been updated and submitted annually to the Comptroller of Accounts as required.

**Contract Employment**

2.115 Signed Agreements of employment were not produced in respect of four(4) officers employed on contract by the Ministry. As a result, terms and conditions of employment were not ascertained.

## DEFENCE FORCE

**Internal Audit**

2.116 The Accounting Unit of the Defence Force did not have an internal audit section as required.

## REGIMENT

**Overpayments**

2.117 Seventeen(17) cases of overpayment totalling \$91,438.47 which have been reported to the Auditor General were not recorded in the Registers maintained. As a result it could not be ascertained if terms of repayment were adhered to. In addition, there were several long outstanding balances.

**Deposit Accounts**

2.118 Records in respect of the two(2) Deposit Accounts reported to be held by the Regiment were not produced for audit.



## **Travelling**

2.119 Payments for travelling in respect of prior financial periods were made in the current accounting period. It was discovered that there were eighty-one(81) instances of duplicate payments amounting to \$44,559.65 in respect of travelling claims submitted.

## **Rent/Lease – Office Accommodation and Storage**

2.120 Formal Lease Agreements were not produced in respect of nine(9) properties rented by the Regiment. As a result, terms and conditions of the tenancies could not be ascertained.

## **COAST GUARD**

### **Overpayments**

2.121 Two(2) cases of overpayment totalling \$34,717.76 which had been reported to the Auditor General were not recorded in the Registers maintained by the Coast Guard. As a result it could not be ascertained whether terms of repayment were adhered to. In addition, there were several long-outstanding balances that had not been recovered.

### **Rent/Lease – Office Accommodation and Storage**

2.122 Formal lease Agreements were not produced in respect of two(2) properties rented by the Coast Guard. Terms and conditions of the tenancies could not be ascertained.

### **Internal Control**

2.123 Vouchers in respect of expenditure for previous years were not personally countersigned by the Accounting Officer as required.

## **IMMIGRATION**

### **Rent/Lease - Office Accommodation and Storage**

2.124 Formal Agreements in respect of fourteen(14) properties rented by this Division were not produced for audit examination. As a result, expenditure totalling \$3,022,402.43 incurred during the financial year was not verified satisfactorily.

### **Pension and Leave Records**

2.125 Pension and Leave records were not prepared and submitted to the Comptroller of Accounts as required.

## Deposit Accounts

2.126 Records relating to Deposit Accounts were not maintained in the manner set out in Financial Directives. In addition, quarterly Reconciliation Statements were not produced.

## Internal Audit

2.127 Evidence of Internal Audit check was not seen on several of the records examined.

## CIVILIAN CONSERVATION CORPS PROGRAMME (CCC)

2.128 An examination was carried out on the records of this Programme and it was noted that an amount of \$28,748,665.00 was incurred on the operations of the Programme during the financial year 2004. For the financial year 2003 expenditure of \$24,975,601.00 was incurred.

## BACKGROUND

2.129 The Civilian Conservation Corps Programme (CCC) was launched in 1993 March to treat with the needs of youth unemployment relief in the age group 18 to 25 and the conservation of the environment. The Programme was to be administered by the Trinidad and Tobago Defence Force.

2.130 In 1998, Cabinet agreed that the Programme should be integrated and rationalized under the Youth Training and Employment Partnership Programme (YTEPP).

2.131 In 2002 March, Cabinet agreed, inter alia:

- to the recommencement of the CCC Programme in the North West Region under the administration of the Trinidad and Tobago Defence Force;
- that the Minister of National Security submit for consideration of the Cabinet a detailed breakdown of the entire Programme, including the location of the Regional Administrative Centres.

2.132 The training commenced in 2002 May with 300 persons. During the first two(2) months the trainees underwent induction and self-esteem training at CCC Headquarters. They then participated in the "On the Job and Skills Training" until completion in 2002 November.

2.133 A Report on this phase was submitted in 2002 December to the Coordinating Committee of the Social Sector (CCSS). A decision was subsequently taken to establish a Steering Committee to review the operations of the CCC Programme and to make recommendations for future phases of the Programme. This Committee was to report to the CCSS.

2.134 Subsequently, the Steering Committee formulated an Implementation Plan for Cycle 2 of the Programme which stated, inter alia:

- the objectives of the Programme;
- the target group who were at present unemployed/unemployable; and
- target regions.

#### **Programme Objectives**

2.135 The objectives of the Programme formulated by the Steering Committee and agreed to by Cabinet were as follows:

- a) to foster self-esteem among young people “at risk”;
- b) to initiate intervention that would assist in fostering socially desirable behaviours among youths;
- c) to train and develop unemployed young adults between the ages of 18 and 25 years to prepare them for employment;
- d) to develop in young adults an understanding and sensitivity to the natural environment;
- e) to collaborate with the Forestry Division to implement their reforestation and environmental conservation programmes; and
- f) to foster a sense of national pride in participants.

2.136 The Steering Committee also set out the criteria for the Programme, Monitoring and Evaluation and Programme Administration.

## Programmes

2.137 The Programmes were conducted in the following eight(8) regions.

- |    |               |    |            |
|----|---------------|----|------------|
| 1. | North West    | 5. | Tobago     |
| 2. | North Central | 6. | South West |
| 3. | South Central | 7. | South East |
| 4. | Central       | 8. | North East |

The programme was conducted for a six(6)month period in two(2) phases. Phase 1 consisted of a six week induction phase while Phase 2 covered Skills Training with a re-forestation component.

## Monitoring and Evaluation

2.138 Since the Programme was centered around behavioural change, a mix of methods were to be used to determine the extent to which exposure to the CCC ethos had influenced the values and attitudes of its graduates. These methods would include pre and post training psychometric testing, focus groups and tracer studies. A tracer study was to be done every two years to track not only employment status but also the extent to which behavioural changes contributed to improvement in the quality of life of the graduates of the programme.

## Programme Administration

2.139 The Programme was to be administered by a Steering Committee, a Technical Working Committee, a Programme Director, a Programme Coordinator, Regional Managers and Detachment Commanders.

## FINDINGS

2.140 At the time of audit it was found that:

- There was a functioning Steering Committee;
- The Technical Working Committee was not in operation. However, the Programme Director, who is a member of the Steering Committee served as a liaison with the Ministry for the continuance of the Programme;
- There was a Programme Coordinator, eight(8) Regional Managers, eight(8) Detachment Commanders and twenty-four(24) Team Leaders;
- The Programme had been established in all eight(8) Regions and six(6) cycles of the Programme had been

completed with over three thousand (3,000) youths being exposed; and

- Proper records were being maintained at the Head Office which showed particulars of expenditure incurred, vehicles owned, stores received and issued and furniture, equipment and computers owned.

2.141 An amount of \$30,000,000.00 has been provided in the 2005 Estimates for the continuation of the programme.

## **HEAD OF EXPENDITURE - 23**

### **MINISTRY OF THE ATTORNEY GENERAL**

#### **Contract Employment**

2.142 Formal Agreements were not presented in respect of five(5) officers employed on contract.

#### **Internal Audit**

2.143 Evidence of internal audit examination was not seen on the Overpayments Ledger.

#### **Inventory**

2.144 The Inventory Register was not properly maintained in that pertinent information such as dates of acquisition, additions, disposals and transfers was not recorded.

#### **Other Contracted Services**

2.145 Formal Agreements were not produced in respect of services provided by two(2) service providers.

#### **Losses**

2.146 Internal Reports were seen concerning the larceny of a digital camera, a video cassette recorder, remote control and cable during 2003 November. Reports as required by Financial Directives were not received by this Department.

## Deposit Accounts

2.92 Reconciliation Statements for Deposit Accounts assigned to this Ministry have not been produced. These Reconciliation Statements are needed to determine the accuracy of the balances in the Ministry's books and balances in the books of the Treasury.

## HEAD OF EXPENDITURE – 22

### MINISTRY OF NATIONAL SECURITY

#### POLICE SERVICE

##### Visits to Police Stations

2.93 Site visits were made to twelve(12) Police Stations and it was found that the stand-by generators at four(4) of these Police Stations were out of order. In addition, three(3) of the twelve(12) Stations were in a state of disrepair.

##### Office Accommodation

2.94 Formal lease agreements in respect of office accommodation at six(6) locations were not produced. As a result, expenditure amounting to \$2,133,454.92 was not verified satisfactorily.

##### Vote Control

2.95 At 2001 April, expenditure plus commitments exceeded sums released under nine(9) sub-items by \$3,485,060.48. This contravenes Financial Directives.

## HEAD OF EXPENDITURE – 23

### MINISTRY OF THE ATTORNEY GENERAL AND LEGAL AFFAIRS

#### Office Accommodation

2.96 Rent at the rate of \$33,925.00 per month was paid for the period 2001 March to September for premises which were vacated by the Ministry of Legal Affairs in 2001 February. A formal agreement in respect of this lease/rental was not produced. Lease/rental agreements were also not seen for office accommodation at three(3) other locations.

#### Contracts

2.97 Formal contract agreements were not produced in respect of three(3) officers who were contracted by the Ministry.

2.97 Table 9 shows that 31.64% of the total expenditure of \$14,832,849,100.60 incurred for the financial year 2000 was expended on meeting Charges on Account of the Public Debt.

Table 9

**CHARGES ON ACCOUNT OF THE PUBLIC DEBT  
AS A PERCENTAGE OF TOTAL EXPENDITURE  
FOR THE FINANCIAL YEARS/PERIOD 1996 TO 2000**

Financial Year/Period	Total Actual Expenditure \$	Charges on Account of the Public Debt \$	Charges on Account of the Public Debt to Total Actual Expenditure %
1996.01.01 to 1996.12.31	11,010,396,729.00	2,796,946,041.20	25.40
1997.01.01 to 1997.12.31	13,068,821,856.00	3,992,454,865.30	30.55
1998.01.01 to 1998.09.30	9,325,320,153.68	2,898,782,872.84	31.09
1998.10.01 to 1999.09.30	13,144,739,764.21	4,499,969,277.26	34.23
1999.10.01 to 2000.09.30	14,832,849,100.60	4,693,578,598.26	31.64

2.98 Table 9 also shows that over the financial years/period 1996 to 2000 expenditure has steadily increased and a significant portion of the expenditure of each financial year/period has been incurred on account of the Public Debt.

2.99 It is recommended that as part of prudent financial management serious consideration be given to the 'Public Debt', 'trend in borrowings' and 'Charges on Account of Public Debt'. Paragraphs 1.13, 1.14 and 2.97 of this Report refer.

**HEAD OF EXPENDITURE – 22**

**MINISTRY OF NATIONAL SECURITY**

**GENERAL ADMINISTRATION**

**Deposit Accounts**

2.100 Reconciliation Statements as at 2000 September 30 in respect of eleven(11) Deposit Accounts were not produced for Audit.

## FIRE SERVICE

### Overpayments

2.101 Four(4) officers who retired from the Service were indebted to the State in the sum of \$64,233.68. At the time of audit this amount was still outstanding.

## ADVANCES

### (i) Motor Vehicle

2.102 Two(2) officers who were in receipt of motor vehicle advances and who retired from the Service were indebted to the State in the sum of \$66,195.00. At the time of audit the amount was still outstanding.

### (ii) Computer Loans

2.103 Repayments in respect of computer loans made to twenty-four(24) officers were seen to be in arrears. In addition, three(3) officers who were no longer employed had outstanding balances totalling \$35,171.00.

## Vehicle Records

2.104 Seventy-nine(79) out of a complement of one hundred and sixty-six(166) vehicles were reported to be out of service at 2000 September 30. The Ministry is advised to utilize the services of a Board of Survey.

## Pension and Leave Records

2.105 Pension and Leave records were not updated annually as required by Financial Directives.

## PRISON SERVICE

### Overpayments

2.106 Six(6) officers who had retired/resigned from the Service were indebted to the State in the sum of \$44,575.31.

## POLICE SERVICE

### Vote Control

2.107 At 2000 September 30 Expenditure plus Commitments exceeded Releases by \$7,284,475.00. This situation is contrary to Financial Directives.



## Vouchers

2.108 Vouchers amounting to \$947,615.95 in respect of previous years were not countersigned by the Accounting Officer as required by Financial Directives.

## Overpayments

2.109 Numerous instances of overpayment continued to occur in the Police Service. These were due mainly to:

- (i) payment of 'working' allowances to officers on leave;
- (ii) continued payment of salaries and allowances to officers on sick leave pending the classification of such leave;
- (iii) lengthy delays in that medical certificates took as long as eight(8) weeks from the date of issue to reach the Administration Branch; and
- (iv) the application process in obtaining approval for extended sick leave taking between three(3) months and two and one half (2 ½) years to reach the Police Service Commission for approval.

In the case of eight(8) officers, overpayments totalled \$180,275.00 with respect to (ii) above.

## Pension and Leave Records

2.110 These records were not being updated annually as required by Financial Directives.

## Internal Audit

2.111 This Accounting Unit does not have a separate Internal Audit Section as required by Regulation 13(4) of the Financial Regulations which states:

*"Each accounting unit should have ... an independent internal audit section."*

## Audit Surveys

2.112 During the period 2000 June – August, eighteen(18) Police Stations were visited and the following noted:

- (i) Ten(10) Stations were in a state of disrepair and uninhabitable. In some cases the buildings were abandoned.

- (ii) Generators were not functional at seven(7) Stations.
- (iii) Roadworthy vehicles were not available at four(4) Stations.
- (iv) At six(6) Stations revenue cash was not properly secured in accordance with Financial Directives.
- (v) There was a cash shortage of \$800.00 at one(1) Station.

2.113 It is recommended that, inter alia, efforts be made to accelerate the repair/refurbishment of Police Stations to ensure that service to the public is always readily available.

### HEAD OF EXPENDITURE – 23

#### MINISTRY OF THE ATTORNEY GENERAL

##### Rent-Accommodation

2.114 Lease/rental Agreements were not seen for four(4) properties rented by this Ministry.

##### Contracts

2.115 A formal Contract was not seen for expenditure of \$368,000.00 in respect of maintenance services at the Ministry of the Attorney General.

### HEAD OF EXPENDITURE – 24

#### MINISTRY OF LEGAL AFFAIRS

##### Rent-Accommodation

2.116 Lease/rental Agreements were not seen for three(3) premises rented by this Ministry.

## HEAD OF EXPENDITURE – 22

### MINISTRY OF NATIONAL SECURITY

#### FIRE SERVICE

##### Office Accommodation

2.112 Formal lease/rental Agreements were not produced in respect of office accommodation at two(2) locations.

##### Consulting and Other Contracted Services

2.113 Certificates of satisfactory completion were not seen for three(3) contracts that were fully executed during the year.

##### Pension and Leave Records

2.114 Pension and Leave records were not properly updated and forwarded to the Comptroller of Accounts as required.

##### Vote Control

2.115 At 2002 May 30 expenditure plus commitments exceeded sums released under several sub-items. This contravened Financial Directives.

#### \* POLICE SERVICE

##### Internal Controls

2.116 The following system weaknesses were observed:

- There was no segregation of duties in accounting for revenue.
- Deposit receipts were not produced for amounts totalling \$21,600.00 collected in the month of 2002 June.
- There was no evidence of any Internal Audit function or departmental check.

##### Internal Audit

2.117 The Accounting Unit of the Police Service did not have an independent internal audit section as required by the Financial Regulations.

## Consulting and Other Contracted Services

2.118 Formal Agreements were not produced for nine(9) officers recruited on contract.

## Vote Control

2.119 At 2002 June 30 expenditure plus commitments exceeded sums released under six(6) sub-items. This contravened Financial Directives.

## Pension and Leave Records

2.120 Pension and Leave records were not updated and forwarded to the Comptroller of Accounts as required.

## Audit Surveys

2.121 Audit surveys conducted at twelve(12) Police Stations revealed that:

- At four(4) stations payments for ninety-seven(97) Firearm Users Licences were outstanding.
- At three(3) stations payments for seventy(70) Firearm Users Employees Certificates were outstanding.
- At six(6) stations seventeen(17) vehicles were unserviceable.
- At one(1) station the standby generator was not functioning.
- Working conditions at four(4) stations were reported by officers to be deplorable. There was evidence of:
  - missing windows and doors;
  - non-functioning toilets;
  - termite, cockroach, rat and mosquito infestation;
  - flooding during rains;
  - no drinking water; and
  - complete dilapidation in one case.

- Pension and Leave records of monthly-paid staff were not updated and submitted to the Comptroller of Accounts as required.
- Repayments in respect of two(2) overpayments were not seen to be deducted from the salary of two(2) officers, one of whom has since resigned.
- Overpayments of emoluments to ten(10) officers totalling \$7,524.77 were not reported to the Auditor General as required.

2.091 The Advances Account in the name of an officer was credited with five(5) monthly repayments in respect of a motor vehicle insurance loan of \$3,304.20 even though deductions were not made from the officer's salary.

#### **Consulting and Other Contracted Services**

2.092 Formal Agreements of employment were not produced for eight (8) officers employed on contract by the Ministry.

#### **Office Accommodation**

2.093 Signed lease Agreements were not produced for three (3) premises rented by the Ministry. As a result the terms and conditions of the leases could not be verified.

#### **Loss of Equipment**

2.094 Reports of items lost/stolen were not reported to the Auditor General as required. Items included computers, line conditioners and speakers. Audit examination revealed that official reports were not completed as required.

## **HEAD OF EXPENDITURE – 22**

### **MINISTRY OF NATIONAL SECURITY**

#### **POLICE SERVICE**

#### **Overpayments**

2.095 The late classification of extended sick leave as leave without pay resulted in amounts totalling \$100,892.97 being overpaid to eleven(11) officers. These eleven(11) cases of overpayment were not seen to be reported to the Auditor General as required.

## **Pension and Leave Records**

2.096 The Pension and Leave records of monthly-paid officers were not updated and forwarded to the Comptroller of Accounts as required.

## **Office Accommodation**

2.097 Signed lease Agreements were not produced in respect of seven (7) properties rented by the Police Service. Approval was not seen for the increase in the monthly rental of another property from \$30,000.00 to \$36,000.00 VAT exclusive.

## **Minor Equipment Purchases**

2.098 A signed contract was not produced for the purchase of four (4) Mobile Police Stations at a total cost of \$1,939,606.00. However, a down payment of \$872,500.00 was seen to be made to the Vehicle Maintenance Corporation of Trinidad and Tobago Limited (VMCOTT). It has been reported that the Mobile Police Stations have since been received by the Police Service.

## **Consulting and Other Contracted Services**

2.099 Sums totalling \$729,806.97 were paid for janitorial and ground maintenance services during the period 2002 December 13 to 2003 April 30. A signed contract was not produced.

## **Internal Audit**

2.100 The Accounting Unit of the Police Service did not have an independent internal audit section as required by the Financial Regulations. Paragraph 2.117 of the Auditor General's Report for the financial year 2002 refers.

## **Audit Surveys**

2.101 Audit surveys were conducted at the following thirty-three (33) Police Stations:

- Biche
- Mayaro
- Caroni
- Chaguanas
- Gran Couva
- Arouca
- Besson Street
- Carenage
- Marabella
- Mathura
- Mon Repos
- Tableland
- Santa Flora
- Sangre Grande
- Cumuto
- Central Police Station
- San Fernando
- St Margaret's

- Belmont
- Fyzabad
- Oropouche
- St Clair
- Siparia
- South/Western  
Division  
Headquarters
- Maraval
- Santa Cruz
- Port of Spain Division  
Headquarters
- Barrackpore
- Rio Claro
- Erin
- San Raphael
- West End
- Toco

2.102

Audit findings from these surveys were as follows:

- At thirteen (13) stations payments for one hundred and seventeen (117) Firearm Users Licences were outstanding;
- At twelve (12) stations payments for one hundred and fifty (150) Firearm Users Employees Certificates were outstanding;
- At seven (7) stations there were no vehicles;
- At seven (7) stations there were no stand-by generators;
- At six (6) stations there were no cash pans;
- Working conditions at several stations were reported by officers to be deplorable. There was evidence of:
  - termite infestation;
  - leaking roofs;
  - no property room;
  - no facilities for female officers; and
  - rotted floors.
- Four(4) stations were in a state of disrepair.

## FIRE SERVICE

### Erection of Stores and Administrative Building – Fire Service Headquarters

2.103 On 2000 September 26, a contract was awarded by the Central Tenders Board for the erection of a Stores and Administrative Building at the Fire Service Headquarters at a cost of \$1,953,333.65 VAT inclusive. On 2001 August 07 an Agreement was signed between the Permanent Secretary, Ministry of National Security and the contracted firm for the works to be completed within twenty-eight (28) weeks with effect from 2001 January 02, that is, by 2001 July 17.

2.104 However, extensions were granted on three(3) occasions with revised completion dates of 2001 September 17, 2001 October 29 and 2001 December 28.

2.105 On 2003 April 25, the contractor was informed by the Central Tenders Board that approval was given for an increase in the contract price by \$1,017,768.14 VAT inclusive, with a completion date of 2003 May 09. A formal supplemental Agreement was not seen.

2.106 Audit officers conducted a site visit on 2004 January 26. It was represented to the audit officers that the physical structure was about ninety percent (90%) complete. No work was seen to be done with respect to the ceiling, partitioning, plumbing and electrical works. The engineering design to accommodate the installation of a lift in the building was not yet constructed. In addition, two toilets were installed in the centre of the building with no vents or windows.

2.107 It was seen that the Chief Fire Officer, on several occasions, expressed his dissatisfaction with the progress of construction.

2.108 It has been noted that the Agreement signed between the Contractor and the Permanent Secretary, Ministry of National Security has no provision for penalties for non-compliance with any part of the contract.

## HEAD OF EXPENDITURE – 23

### MINISTRY OF THE ATTORNEY GENERAL

#### Consulting and Other Contracted Services

2.109 Formal Agreements were not seen in respect of eleven (11) officers employed on contract and six(6) service providers.