



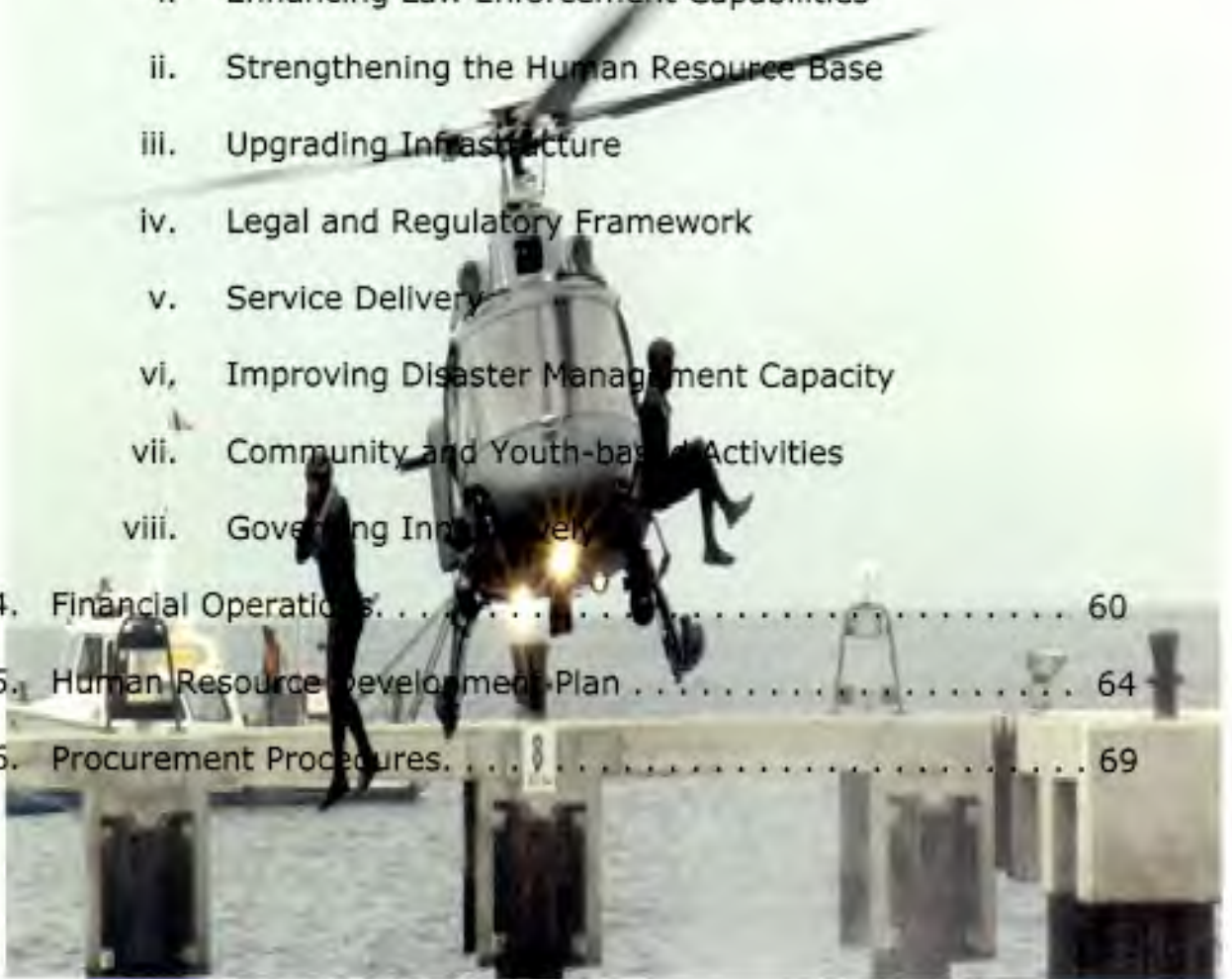
**Ministry of  
National Security**  
*Administrative Report*

**Fiscal Years  
2005-2008**

31-33 ABERCROMBY STREET, PORT-OF-SPAIN

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# **Section 1**

## ***1.1 MISSION***

## ***1.2 POLICY***

## ***1.3 PHILOSOPHY***

## 1.1 OUR MISSION

The Mission of the Ministry of National Security 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"*

## 1.2 OUR POLICY

The Ministry of National Security is guided primarily by Goal 5 of the fifth Development Pillar in Government's Vision 2020 Operational Plan, which states as follows:

***"Trinidad and Tobago will be a safe and secure place to live, visit, do business and raise families."***

## 1.3 OUR PHILOSOPHY

In executing its responsibilities under the aforementioned Developmental Pillar, the Ministry is committed to the following guiding principles and values:



# **Section 2**

## **Organisational Structure**

**2.1 Corporate Structure**

**2.2 Services/Products provided and Special Products**

**2.3 Delegated Levels of Authority**

**2.4 Reporting Functions**

## 2.1 Corporate Structure

The Ministry of National Security operates under three (3) general areas of responsibility:

1. To maintain Law and Order, Public Safety and National Defence;
2. To manage Disaster Preparedness and Emergency Relief; and
3. To monitor and control the flow of people into and out of the country.

The Ministry is headed by a political appointee in the position of Minister of National Security, who is assisted in managing the affairs of the Ministry by the Permanent Secretary. The Permanent Secretary is a public servant and the chief accounting officer for the Ministry. She is assisted in overseeing the day-to-day operations of the Ministry by two (2) Deputy Permanent Secretaries, together with the respective Heads of Divisions/Agencies. The Ministry comprises twelve (12) Divisions/Agencies, as set out hereunder:

<b>Division/Agency</b>	<b>Head of Division/Agency</b>
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 Tobago Forensic Science Centre	Director
*Office of Disaster Preparedness and Management	Chief Executive Officer
Immigration Division	Chief Immigration Officer
*Trinidad and Tobago Cadet Force	Commandant
General Administration	Permanent Secretary
*Special Anti-Crime Unit of Trinidad and Tobago (SAUTT)	Director
*Strategic Services Agency	Director
*Police Complaints Authority	Director

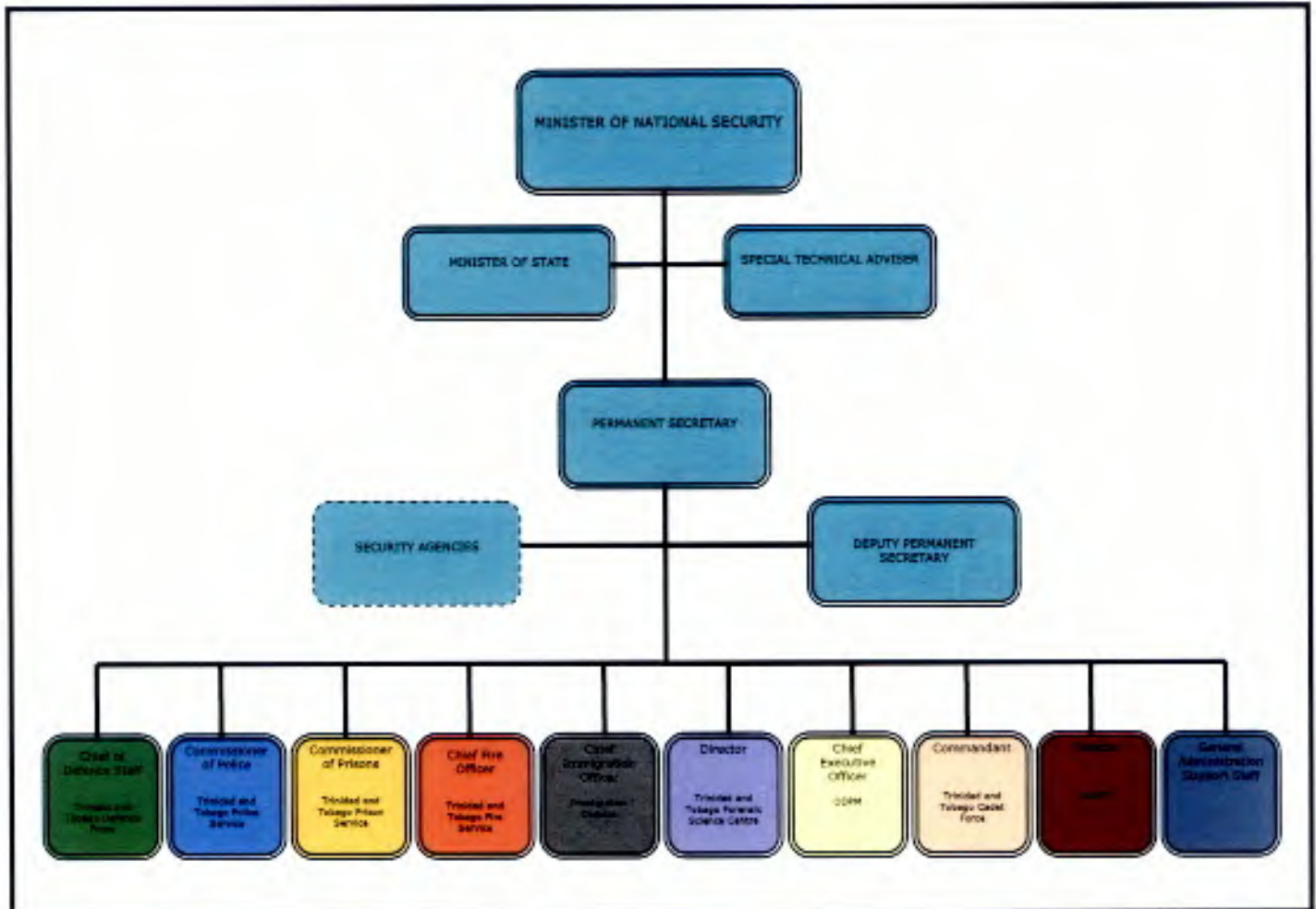
Organizational Charts of the above-named Divisions/Agencies, with the exception of those at the \*, are at **Appendix I**.

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
- Cadet Force Advisory Committee
- Defence Council
- Defence Force Commission Board
- National Emblems Committee
- Protective Services Compensation Committee
- Work Permit Advisory Committee
- Youth Training Centre Board of Management
- Police Promotions Advisory Board
- Crime and Justice Commission

Depicted at **Table I** below is the "Top Level Organizational Structure" of the Ministry:

**Table 1 – Ministry of National Security “Top Level Organizational Structure”**





## 2.2 Services/Products provided and Special Products

The table hereunder depicts the main services/products provided by the Ministry:

**Table 2 - Services/Products provided by the Ministry**

Overall Function	Responsible Agency/Division
<b>1. Maintain law and order, prevent and detect crime and prosecute offenders.</b>	<b>Trinidad and Tobago Police Service</b>
<p><b>Services/Products to realize Function:</b></p> <ul style="list-style-type: none"> <li>□ Preserve the peace and detect crime and other infractions of the law.</li> <li>□ Apprehend and bring before justice persons found committing offences.</li> <li>□ Repress internal disturbances.</li> <li>□ Community Policing initiatives – provide counseling, guidance and advice to all citizens.</li> <li>□ Prepare Certificates of Good Character.</li> <li>□ Provide VIP Protection.</li> <li>□ Surveillance and Intelligence Gathering.</li> <li>□ Provide E999 Emergency Response and Advice.</li> <li>□ Grant permission to conduct Cremations, Bingos, Raffles and Street Collection.</li> <li>□ Traffic Management.</li> </ul>	
Overall Function	Responsible Agency/Division
<b>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 fulfillment of its</b>	<b>Trinidad and Tobago Defence Force</b>

**national and international objectives.**

**Services/Products to realize Function:**

- Defend the sovereign good of the country.
- Cooperate with and assist the civil power in maintaining law and order.
- Assist the civil authorities in times of crisis or disaster.
- Perform ceremonial functions on behalf of the State.
- Provide Search and Rescue services in keeping with national requirements and under international agreements.
- Assist in the prevention of trafficking in narcotics and illegal goods.
- Monitor the safety of shipping in national waters.
- Assist in the development of the national community.
- Implement the Specialized Youth Service Programmes (SYSP):
  - Civilian Conservation Corps (CCC)
  - Military-led Academic Training (MILAT)
  - Military-led Youth Programme of Apprenticeship and Reorientation Training (MYPART)

<b>Overall Function</b>	<b>Responsible Agency/Section/Division</b>
<b>3. Provide efficient and effective fire, rescue and emergency care services throughout the country</b>	<b>Trinidad and Tobago Fire Service</b>

**Services/Products to realize Function:**

- Provide fire, rescue and emergency care services.
- Provide adequate firefighting and emergency response capabilities.
- Provide fire suppression and protection coverage for marine resources.
- Supervise the loading, transport and offloading of explosives.
- Provide and advise upon preventative measures against the

occurrence of such damage or destruction.

- Render humanitarian services where required.
- Conduct investigations in order to ascertain the cause or origin of a fire or other hazards requiring the services.
- Provide Ambulance Services.

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

Overall Function	Responsible Agency/Division
<b>6. Provide for the collection, forensic preservation and analysis of evidence</b>	<b>Trinidad and Tobago Forensic Science Centre</b>
<b>Services/Products to realize Function:</b>	
<ul style="list-style-type: none"> <li data-bbox="212 495 1154 529">a) Provide forensic pathology services e.g. post mortems.</li> <li data-bbox="212 573 1390 644">a) Conduct analyses/examination of items for forensic investigation e.g. narcotics, explosive residues, body fluids, etc.</li> </ul>	
Overall Function	Responsible Agency/Division
<b>7. Ensure the implementation of Government's Policies and programmes relating to the Ministry</b>	<b>General Administration</b>
<b>Services/Products to realize Function:</b>	
<ul style="list-style-type: none"> <li data-bbox="212 1041 1390 1155">a) 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 data-bbox="212 1199 1089 1232">a) Receive and process applications for Work Permits.</li> <li data-bbox="212 1276 1390 1423">a) 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> </ul>	
Overall Function	Responsible Agency/Division
<b>8. Promote the economic, political, cultural and social growth of the Republic of Trinidad and Tobago, by efficiently and effectively facilitating the movement of people into and out of Trinidad and Tobago, and providing sound technical advice to the Ministry of National Security on matters of immigration.</b>	<b>Immigration Division</b>

**Services/Products to realize Function:**

- Issue of Travel Documents.
- Grant of Student Permits and Emergency Certificates.
- Extension of Stay for non-nationals.
- Issue of Inter-Commonwealth Caribbean Travel Documents.
- Process applications for lifting of deportation orders.

**Overall Function**

**Responsible Agency/Division**

**9. Act as an intermediary between the public and the Police Service in resolving complaints against Police, Municipal and Special Reserve Officers**

**Police Complaints Authority**

- Receive complaints on the conduct of Police, Municipal or Special Reserve Officers.
- Monitor the investigation of complaints.

**Overall Function**

**Responsible Agency/Division**

**10. Tackle crimes of national significance including organized crime, kidnapping, gang violence and terrorism.**

**Special Anti-Crime Unit of Trinidad and Tobago**

**Services/Products to realize Function:**

- Support investigators in anti-crime operations.
- Conduct surveillance at strategic locations.
- Provide training for law enforcement and protective service agencies.

**Overall Function**

**Responsible Agency/Division**

**11. To train and inspire young men and women to be model citizens.**

**Cadet Force of Trinidad and Tobago**

**Services/Products to realize Function:**

- Provide training and development opportunities to members of the Cadet Force.

### 2.3 Delegated Levels 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 hereunder:

**Table 3 – Delegated levels of authority**

<b>DELEGATION OF AUTHORITY FOR THE PROCUREMENT OF GOODS AND SERVICES</b>	
<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 infinity
<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 Chief 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 \$450,000.00
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 Force	Up to \$450,000.00
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
<b>Special Anti-Crime Unit of Trinidad and Tobago (SAUTT)</b>	
Director, SAUTT	Up to \$450,000.00

With regard to administration, there are functions devolved by the Chief Personnel Officer and delegated by the Public Service Commission, which are applicable to all Government Ministries. Additionally, Heads of Divisions of the Ministry 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 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.

## 2.4 Reporting Functions

The Table hereunder depicts the Reports Divisions/Agencies of the Ministry are required to generate and the recipients of such reports:

**Table 4 – Reports compiled by the Ministry of National Security**

REPORTS	Recipient of Reports						
	Line Minister	Cabinet	Public Service Commission	Chief Personnel Officer	Ministry of Finance	Gov't Printer	President
Annual Report of the National Drug Council	×	×					
Annual Report of the Strategic Services Agency	×	×					
Annual Report of the Protective Services Compensation Committee		×					
Annual Report of the Police Complaints Authority	×	×					
Annual Administrative	×						

Reports of Divisions							
Quarterly Return on the exercise of Delegated Authority			x	x			
Quarterly Return on payment of Retirees' Benefits					x		
Monthly Report on Human Resource Matters to be Gazetted						x	
Weekly Report on Grant and Renunciation of Citizenship						x	
Annual Administrative Report of the Ministry	x						x



**Section 3**

**Performance**

**Accomplishments**

According to the Goals established under the Vision 2020 Development Plan for the country, the Ministry of National Security is charged, primarily with the responsibility to ensure that Trinidad and Tobago is *a safe and secure place to live, visit, do business and raise families*.

To achieve this objective, the Ministry has implemented a number of initiatives aimed at upgrading its systems, structures, equipment/facilities and human resource base, as set out under the following strategic areas of focus:

- i. Enhancing Law Enforcement Capabilities
- ii. Strengthening the Human Resource Base
- iii. Upgrading Infrastructure
- iv. Strengthening the Legal and Regulatory Framework
- v. Service Delivery
- vi. Improving Disaster Management Capacity
- vii. Community and Youth-based activities
- viii. Governing Innovatively

These initiatives are all aimed at facilitating the realization of the Objectives contained in the Vision 2020 Operational Plan, as set out hereunder:

**Table 5–Objectives outlined in Vision 2020 Operational Plan 2007-2010**

OBJECTIVES	INITIATIVES UNDERTAKEN
1. Significantly reduce crime by using a holistic, sustained approach that addresses the root causes of crime.	<b>Item vii</b>
2. Reduce the involvement of young people in crime.	<b>Item vii</b>
3. Increase the homicide detection rate	<b>Item ii</b> <b>Item iv</b> <b>Item viii</b>
4. Reduce recidivism through the rehabilitation and reintegration of offenders.	<b>Item ii</b> <b>Item iii</b> <b>Item iv</b>
5. Instill a culture of law and order and respect for	<b>Item vii</b>

human life among all citizens.	
6. Restore public trust and confidence in the Protective Services.	<b>Item vii</b>
7. Create an integrated national security infrastructure which ensures that the issues of crime, public safety and national security are addressed on a holistic and sustained basis.	<b>All Items</b>
8. Protect the borders of Trinidad and Tobago from illegal entry and exit of people and products.	<b>Item ii</b> <b>Item iii</b> <b>Item iv</b> <b>Item v</b>
9. Secure Trinidad and Tobago's interest through International regional and local defence efforts.	<b>All Items</b>
10. Protect all citizens from the hazards of natural disasters.	<b>Item vi</b>

## ***i. Enhancing Law Enforcement Capabilities***

### ***Police Service Transformation***

In 2004 the Ministry embarked on a Police Transformation Project, aimed at increasing the leadership and management capabilities of the Police Service; so as to enhance its effectiveness in the fight against crime. In implementing the Project, the Transformation Team adopted a 4-tiered approach designed to:

- i. ***Create a functional organization*** - meritocracy, accountability for performance, rational and evidence-based decision-making, effective internal communications.
- ii. ***Promote professionalism*** - training and education, adherence to high standards of service, competence and integrity.
- iii. ***Improve crime control*** - crime analysis, strategic application of resources, intra- and inter-agency coordination, implementation, follow-through; and
- iv. ***Enhance Service*** - Responsive to public priorities, fairness, increased trust and confidence in Police.

Now in its fourth year, the Transformation initiative has been successful in the following critical areas of police operations:

- i. ***Implementing the Model Station Project / "Policing for People" Initiative*** aimed at changing the culture and behaviour of the ordinary police officers who deal with the public on a daily basis. The plan is to infuse these officers with the philosophy and habits of "***policing for people***", which gives priority to accomplishing the following:
  - Police attentiveness and accessibility to the public

- Timely responsiveness to assist citizens with their problems
- Competence in doing police work
- Reliability – meeting acceptable standards
- Respect – treating the public with dignity and appropriate force
- Fairness

Five police station districts were selected as pilots for the **Policing for People** initiative - Arouca, Chaguanas, Morvant, San Fernando and West End Police Stations. Directly benefiting from this initiative are **75** communities and a collective population of **148,142**.

To enhance the ability of constables and supervisors to engage in Policing for People, Officers were trained from April to November 2007. Eight modules of training included community policing, handling calls for service, making vehicle and pedestrian stops, use of force, preliminary investigations and other topics. For each module, there were over 450 participating officers. A separate course for supervisors was also undertaken. As part of this initiative, civilian Victim and Witness Support Officers are being introduced in the Divisions of each Model Station.

It is anticipated that, as a result, the public will, over time, increase their trust and willingness to work with the Police, to treat more effectively with the crimes and other challenges that plague communities.

- ii. **Improving the Police Training Curriculum** - The recruit training curriculum has been re-written twice. The first curriculum was completed in August 2005 and used for two batches of recruit training, with 271 new recruits exposed to the curriculum. The second curriculum was revised in November 2007 and is currently being used for new recruits.
- iii. **Establishment and Strengthening of the Crime and Problem Analysis (CAPA) Branch** The creation of CAPA was one of the

recommendations to improve the capacity of the TTPS to gather accurate and timely information about crime, analyze it, produce insights into more effective interventions, evaluate the impact of those interventions, and report the results of their assessments back to both operational and administrative personnel. CAPA was first established as a unit in November 2005 with a small staff and was established as a dedicated branch of the TTPS in 2007. The capacity of CAPA has been strengthened to allow the Branch to undertake the level of analysis that is required to maximize the value of the data being compiled. CAPA staff continues to receive training in such subjects as GPS Field Training, Fundamentals in Crime, Problem Analysis Tactical Analysis and GIS.

- iv. Improving the efficiency and fairness of processing complaints against Police Officers
- v. Improving the Officer Performance Appraisal System
- vi. Improving the Promotion System
- vii. Improving the Governance of the Police Service
- viii. Implementing:
  - a. Homicide Case Processing Project – to evaluate, with a view to improving, the processing of homicide cases.
  - b. Firearms Project – to collect and analyze data on gun crimes, design strategies to increase gun seizures and enhance the processing of firearms.
  - c. Auto-theft Project – to design location-based strategies for reducing auto thefts and monitor and evaluate their implementation.
  - d. Forensic Evidence Project
  - e. Gang Violence Project – collect information on gang intelligence with a view to designing programs aimed at reducing the incidence of gang violence.
  - f. Repeat Offender Program
- ix. Establishment of a Robbery Reduction Unit

In pursuit of the goal to enhance Police professionalism, the Transformation Team conducted, during Fiscal 2008, a number of Training Programs benefiting over 500 Police Service personnel. Among the training courses delivered were High Impact Supervision (Level II), Incident Command System and Train the Trainer Programs.

### ***Introducing Closed Circuit Television (CCTV)***

Implementation of the CCTV System is another initiative in a package of measures aimed at alleviating the crime situation, by equipping law enforcement with a tool to more effectively monitor public areas, increase its intelligence gathering opportunities and alleviate street crime.

The Pilot Phase of the CCTV Network, involving eighteen (18) cameras, was launched in Port-of-Spain during Carnival 2008, following the implementation of a temporary System during Cricket World Cup 2007. Since the launch of the Network, the Ministry of National Security has procured additional cameras, and at present, the System is 510 cameras strong. The Ministry is also continuing negotiations with private entities operating cameras with a view to incorporating them into the Network. This will allow the CCTV System to have a more effective reach.

Moreover, it is Government's intention to fully develop a robust CCTV Network by integrating, upgrading and expanding the System to other critical areas outside of the downtown areas, such as on the major highways and Priority Bus Route, as well as within the environs of Port-of-Spain and San Fernando. As part of a much larger project, the Government is also in the process of developing a comprehensive ***National Monitoring and Surveillance System***, using CCTV and other appropriate technology to monitor traffic patterns, vehicle registration and driver behaviour, among other things. It is anticipated that the CCTV Network that is now being developed by the Ministry of National

Security will be fully integrated into the proposed National Monitoring and Surveillance System.

### **The Special Anti—Crime Unit of Trinidad and Tobago (SAUTT)**

SAUTT was established in November 2003, to tackle crimes of national significance including organized crime, kidnapping, gang violence and terrorism. During its almost four years of existence, the Unit has made tremendous progress in the following areas:

**Implementation of a National Security Database** –The first phase of the National Security Database was implemented in Fiscal 2007. This system uses state of the art character recognition software to capture data from several divisions and form data warehouses. These warehouses can then be accessed electronically to provide the base for a national security information-sharing network.

**Establishment of a Specialist Recovery Unit** in Fiscal 2007, to provide a crime laboratory to assist the Crime Scene Investigators with preliminary preparation of exhibits from major crimes.

**Establishment of a Physical Surveillance Unit**, a dedicated full time unit to monitor criminal suspects and suspected criminal activity.

**Establishment of the Specialist Crime Academy** – In July 2006 the Specialist Crime Academy was established to deliver comprehensive training to SAUTT personnel, the Police Service and other divisions of the Ministry of National Security. The facility provides training in Crime Scene Management, Forensic Awareness, Investigations Techniques, Interviewing Techniques, Fingerprinting, Photography, First Responder Training, Surveillance Training, Intelligence Analyst Training and many other subject areas. The Academy's Curriculum was expanded during

Fiscal 2007 to include Level 2 Investigations (Management of Serious Crimes) and specialist investigations e.g. kidnapping, sexual offences, homicide and financial investigations.

**Establishment of the Leadership and Management Institute** – This Institute was established on June 18<sup>th</sup> 2007 with the primary purpose of providing a newer and more effective skill set among managers and leaders in law enforcement agencies. The Programs are all accredited and are modeled after the syllabi of the Police Academy for Leadership at Bramshill, U.K. and the U.K. National Police Improvement Agency.

During Fiscal Year 2008, SAUTT, which is now in its fifth year of operation, focused on three (3) main areas - strengthening national forensic capability, providing developmental training for law enforcement and lending operational support to the Trinidad and Tobago Police Service and other law enforcement agencies. As a result, SAUTT was engaged in approximately one hundred and fifty (150) operations. The Unit also upgraded its operational infrastructure with the completion of a number of purpose-built facilities including a facility for proper storage of forensic items and the conduct of Crime Scene Investigations Analysis, a Forensics Armoury and Fingerprints Centre, a Multi Purpose Building and SAUTT's Security Studies Institute (SSI) Academy. For this fiscal year, SAUTT provided training for in excess of 2,070 law enforcement personnel.

## **Immigration**

The Immigration Division has implemented an **Integrated Border Management System (IBMS)** to ensure that nationals are provided with a secure travel document that satisfies international standards and minimizes the risk of passport and identity fraud. The system is comprised of a number of components, including the following, which have already been implemented:

- An Automated Machine Readable Passport Issuing System - commissioned on 17<sup>th</sup> January, 2007



- A Border Control System – commissioned on 28<sup>th</sup> February, 2007
- A Facial Recognition System - commissioned on 12<sup>th</sup> June, 2007
- An E-Passport Reading System - commissioned on 12<sup>th</sup> June, 2007
- An Automated Finger Print Identification (AFIS) System – commissioned on 12<sup>th</sup> June, 2007

One of the key advantages of the Machine Readable Passport is the ability to identify activities of fraud. The implementation of facial recognition in the issuing of Passports, for example, provides officials with additional security features to aid in identifying fraudulent documents. An automated Fingerprint Identification System (AFIS) at the Piarco and Crown Point Airport further supports the Border Control System.

To support these newly implemented systems, the Immigration Division, in partnership with the International Organisation for Migration (IOM), created a training plan to facilitate specialized training in Border Security for all Immigration Officers. With this training it is expected that Immigration Officers would become much more knowledgeable of the newly implemented systems thereby enhancing service delivery to the general public.

The Immigration Division continues to work feverishly to ensure that Trinidad and Tobago is compliant with the International Civil Aviation Organization (ICAO) mandate that by April 1<sup>st</sup> 2010, only Machine Readable Passports are issued.

The Immigration Division is also undertaking preliminary work toward the **restructuring of its Deportation and Investigations Unit** and is continuing collaboration with the International Office of Migration (IOM) in the organizational transformation process. During Fiscal 2008, the IOM supported the Immigration Division, and was successful in:

- i. Establishing a Document Examination Laboratory at Piarco International Airport with state of the art forensic capability;
- ii. Advancing a comprehensive review of the Immigration and Citizenship Acts to ensure consistency with the current national and international immigration environment and to remove any ambiguities regarding entitlement; and
- iii. Implementation of the Training Curricula focusing on such topics as Criminal intelligence analysis, risk profiling, information and intelligence sharing and exchange at national, regional, and international level, national migration, citizenship, passport, visa, refugee, and border management laws and policies that impact the management of regular and irregular migration and document fraud detection and forensic analysis.

As part of the overall transformation and upgrading of the immigration functions of the Ministry, Cabinet also approved, in January 2007, the introduction of revised mechanisms to expedite the processing of Work Permits and Visa Applications. Since then, in addition to strengthening the Ministry's Work Permit Secretariat with increased manpower and technology, the Ministry has initiated the use of Group Work Permit Applications and issuance of Multiple-Entry Visas.

### **Forensic Science Centre**

A modular DNA laboratory was acquired in February 2007 as a short term measure to implement DNA technology in casework. The fully equipped modular laboratory has the requisite rooms and environment for performing DNA analysis and became operational in early June 2007.

Following the passage of the DNA Act 2007, the Centre completed five (5) DNA reports pertaining to cases of sexual offences (2), homicide (2) and

identification of unknown person (1). Additional work was in progress on four homicide and two sexual offences cases.

Additionally, three (3) Firearm Examiners were recruited from the International Resources Group (IRG), USA in October 2006, for a period of one year, resulting in the Centre reducing its backlog of firearm cases by 89%. The service of one (1) of the three Firearm Examiners was retained for a period of one additional year to facilitate complete elimination of the backlog.

### **Trinidad and Tobago Defence Force**

To ensure adequate protection of our territorial borders, the Government of Trinidad and Tobago, while awaiting the delivery of the three (3) Offshore Patrol Vessels (OPV) for use by the Trinidad and Tobago Coast Guard, acquired two (2) Interim Vessels. These vessels have strengthened the Coast Guard's maritime fleet, equipping the organization, in the interim, with resources to deal more effectively with the challenges presented by the illicit drug trade and the illicit trade in arms and ammunition. The two (2) interim vessels, renamed the *TTS Gaspar Grande (CG 21)* and *TTS Chacachacare (CG 22)*, were modified and commissioned into service in April 2008.

Further, as a result of a joint proclamation signed in July 2005 between the Government of the Republic of Trinidad and Tobago and the Delaware National Guard, Subject Matter Expert Exchanges (SMEEs) between the two countries have been ongoing. The SMEE Programme allows military personnel in different countries to exchange information on matters of military interest. Subject Matter Experts brief each other on their methods and procedures for dealing with various matters. This exchange was particularly beneficial to the Trinidad and Tobago Air Guard, as it allowed members of that Unit to acquire knowledge and competencies for future development.

### **Pilot Project to monitor the rates of Recidivism and Re-offending**

In Fiscal 2007, the Prison Service retained the services of a Consultant to complete a Pilot Project aimed at monitoring the rates of recidivism and re-offending within the Prison System of Trinidad and Tobago. That Study underscored the need to upgrade the information technology of the Division so that it could better measure the recidivism rate, more accurately and comprehensively assess inmates upon entry into the Prison System and track inmates within the Prison System and post release.

The Prison Service has since developed and implemented an alternative strategy, which involves a correctional intervention Programme, aimed specifically at modifying behaviour, by exposing convicted offenders to a three (3) phase Orientation, Mainstream and Pre-release Programme. Within this Programme, offenders are exposed to specifically designed courses aimed at their moral, social, cognitive, spiritual and cultural/sporting development. Following implementation of this Programme, a review of the Pilot Project will be conducted during the final quarter of Fiscal 2009, by which time, it is anticipated, the infrastructure for effective monitoring of recidivism and re-offending will be adequately upgraded.

### **Introduction of a Parole System in the Trinidad and Tobago Prison Service**

Following completion of the Parole Introduction Committee's Report in Fiscal 2007, which detailed the requirements for establishment of the Parole System, presentations were made by the Prison Transformation Unit outlining several pertinent issues relative to the implementation of parole, including: -

- ✓ How Parole Will Operate within Trinidad and Tobago
- ✓ The Composition of the National Parole Board
- ✓ The Delivery Programme
- ✓ Budget
- ✓ The Issue of Parole as an Effective Strategy for Public Safety
- ✓ Best Practices or What Works in Corrections and Parole
- ✓ Openness and Accountability
- ✓ Citizens Engagement Strategies

As a result, a Consultant was procured to present a proposed action plan entitled '*Design and Implementation of a Parole System in Trinidad and Tobago*'. This proposal included: -

- ✓ Legislative Initiatives
- ✓ Organisational Design and Structure
- ✓ Integrated Offender Management Systems
- ✓ Sanctions Services and Treatment Programmes
- ✓ Administration Support and Technical Services
- ✓ Partnerships and Collaborations with Communities
- ✓ Monitoring and Evaluation
- ✓ Training Requirements
- ✓ Budget Requirements

The proposal is presently under review by the Ministry of National Security.

### **i. Strengthening the Human Resource Base**

The Ministry of National Security has been taking steps to close the gap between its sanctioned and actual strengths and to attract highly skilled officers, on contract, to meet the demand for additional specialized technical skills. With a number of Divisions registering manpower shortages, efforts have been intensified to ensure, not only that suitable candidates of the required caliber are recruited, but that the organization does all in its power to motivate its existing employees to ensure retention of its invaluable human resource assets. This thrust was underscored through the provision of increased training and development opportunities, as well as enhancement of the recruitment process.

#### **Staffing**

In total, the population of the Ministry was increased by **two thousand, seven hundred and eight (2,708) persons** between Fiscal Year 2005 and 2008, comprising 2,520 uniformed personnel and 188 civilians, assigned to Divisions, as outlined in the Table hereunder:

**Table 6 - Additions to Staff for Fiscal Years 2005 - 2008**

Divisions	New Posts Created		Vacant Posts Filled		
	Civilian	Uniformed	Civilian		Uniformed
			Estab.	Contract	
Prisons	Nil	222	24	Nil	460
Immigration	Nil	Nil	15	Nil	88
Forensic	14 (Estab.)	Nil	09	04	Nil
Cadets	Nil	Nil	09	Nil	Nil
Defence Force	Nil	Nil	04	Nil	366
Fire	Nil	Nil	Nil	Nil	1080
Police	22 (Contract)	Nil	14	38	344
ODPM	Nil	Nil	Nil	Nil	Nil
SAUTT	Nil	Nil	Nil	71	182
<b>TOTAL</b>	<b>36</b>	<b>222</b>	<b>75</b>	<b>113</b>	<b>2,520</b>
			<b>188</b>		

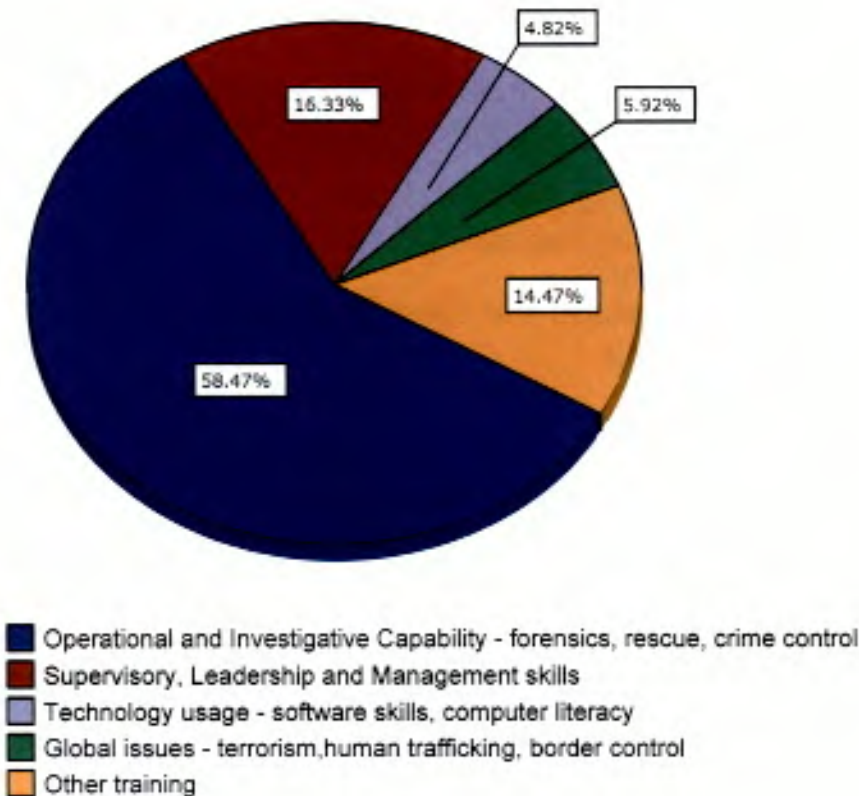
With the additions to staff during over the years, by the end of Fiscal Year 2008, the Ministry's actual population was increased to 16,492.

The Uniformed Staff of the Ministry, at the end of Fiscal Year 2008, accounted for roughly 95.8 % of the organization's human resource, while the civilian staff accounted for the remaining 4.2 %.

### **Training**

In keeping with the Ministry's thrust towards the use of new systems and modern technology to bolster crime-fighting capabilities, training for Fiscal 2005 - 2008 focused largely on developing technical and managerial skills. In total, approximately **7,871** members of staff accessed training opportunities during the years under review.

The chart below illustrates the focus of the training accessed by personnel of the Ministry of National Security for the fiscal period 2005-2008, based on the number of attendees for each category of training.



### **Some specific areas of training included:**

- Strategic Crime Control Training
- Crime Scene Investigation
- Investigative Interviewing
- Forensic Awareness
- Emergency Care Programme
- Management Studies
- Basic Fire Fighting
- Conversational Spanish
- Firearm and Toolmark Examiners Training Seminar
- Currency Detection
- Integrated Ballistics Identification System (IBIS) Basic User Training
- Computer Literacy, Microsoft Excel, Microsoft Access & Microsoft PowerPoint
- Occupational Safety and Health
- Electrical Engineering Technology
- Project Management
- Public Relations Protocol and Event Management
- Supervisory Training
- Psychology
- Industrial Relations
- Psychiatric Nursing
- Conflict Resolution Management
- Managing Performance and Renewal In Public Services
- Managerial and Leadership Effectiveness for Public Service Managers and Executives
- Forensic Microscopy
- Instrumental Analyses of Explosives and Explosives Residues
- Counter Terrorism Intelligence Analysis Seminar
- Royal Navy Young Officer's Course
- Policing for People Level 1-5
- Scenario Based Training
- Digital Photography
- Fundamentalism and Religious Extremism
- Homicide Assessment Teams Training
- Intelligence Analyst Course
- Technical Writing and Research Methods
- Paramedic/EMT training
- Marine, Port & Harbour Security
- Defining Masculine Excellence
- Strategic Leadership and Command Programme
- Human Resource Development
- Medical First Responders Training
- Quality Service Delivery



## ii. Upgrading Infrastructure

The Ministry's infrastructural development agenda for Fiscal 2005-2008 focused heavily on ensuring the availability of appropriate structures and facilities to support the fight against crime. Primarily, this entailed the conduct of improvement works on 56 police stations, including the five (5) Police Service Model Stations and the completion of the following facilities, designed to strengthen the nation's crime detection capability:

- ↓ **The Forensics Armoury and Fingerprint Centre**, a project which started in 2007 was completed at a cost of \$7.5 M. This state-of-the-art facility is designed to provide Crime Scene Experts with accommodation to safely store and test arms and ammunition recovered from crime scenes, and is furnished with technology to allow for the expert recovery, storage and retrieval of fingerprints;
- ↓ A **Forensics Compound** to support crime scene investigations by providing for the proper storage of all forensics items. This project cost \$10.5M.
- ↓ A **Security Studies Institute (SSI) Academy Training Building** which houses the SSI Academy, caters for all aspects of administration and includes classrooms, conference areas etc., was completed at a cost of \$6M.

These new facilities, equipped with the state-of-the art technology that has become the backbone of successful law enforcement in the twenty-first century, has further positioned the Ministry to more effectively respond to the needs of the citizenry in the area of security.

In addition to these projects, during Fiscal Year 2005 -2008, a number of other key infrastructural development works, were advanced, as the Ministry:

- Completed construction of five (5) Police Stations at Gasparillo, Toco, Mayaro, Tunapuna and Belmont. Three (3) Police Posts were constructed at Brasso, Las Lomas and Manzanilla to provide increased Police presence in those villages.
- Refurbished Police Stations at Siparia, Chaguanas and Central, YTC Facility, Carrera Convict Prison and the Golden Grove Prison Administration Building, Staubles Bay and ODPM Headquarters.
- Continued construction of a jetty at Staubles Bay.

In the area of safety, following on Cabinet's approval in July 2005, for the refurbishment and upgrading of equipment and facilities for the supply of water for fire fighting in down town Port of Spain and environs, the Fire Service embarked on a project to upgrade its fire fighting capacity throughout Trinidad and Tobago by upgrading its hydrants and mains and other critical infrastructure.

In Fiscal 2006, 227 Fire Hydrants were purchased, more than 60% of these Hydrants were installed in Port of Spain. In addition, one (1) jockey pump was acquired and repairs and maintenance works carried out on three (3) main pumps and two (2) jockey pumps.

In Fiscal 2007 the Fire Service advanced the above project as follows:

- Purchased 288 Fire Hydrants
- Installed one (1) jockey pump at Pump House II;
- Completed the construction of an electrical kiosk on Wrightson Road to allow for a more reliable supply of electricity to Headquarters; and
- Attained Cabinet's approval for additional funding to restart and complete the Piarco Airport and Rescue Facility project.

The Piarco Fire Station, a critical facility, given its proximity to the national airport, was advanced to 90% completion during the Fiscal Year 2008. While work on this Station began in 2003, its completion has been delayed due to contractual issues. In spite of that situation, however, fire officers continue to maintain a presence at the Piarco Airport in the old Tobago terminal.

Two (2) Fire Stations were completed in Fiscal 2008, namely the Couva South Fire Station and the Sangre Grande Fire Station. Officers took occupancy of these Stations in March and July 2008, respectively.

The acquisition of four (4) facilities located at San Fernando, Sangre Grande, Point Fortin and Chaguanas to house Immigration Offices, also featured among the Ministry's accomplishments. Three of these facilities, at Sangre Grande, Point Fortin and Chaguanas were acquired in a bid to optimize the Immigration Division's capacity to receive Machine Readable Passport applications. Full-time service commenced at Sangre Grande in Fiscal 2007 and at Chaguanas and Point Fortin in July and August 2008 respectively.

#### **Vehicles and Equipment**

In Fiscal 2005 - 2008, the Ministry sought to purchase and refurbish a number of vehicles to increase its mobility and service to the public. These activities were consistent with the Ministry's thrust to enhance the fight against crime, and as such, the large majority of acquisitions were for use by the Trinidad and Tobago Police Service (TTPS).

Vehicle acquisition for the period was as follows:

Fiscal Year 2008	-	236
Fiscal Year 2007	-	145
Fiscal Year 2006	-	232
Fiscal Year 2005	-	22
<b>TOTAL</b>		<b>635</b>

The following are some of the major purchases:

- 14 Firefighting Vehicles. Also, 14 trucks to be used extensively in fire prevention exercises, including the whole scale inspection of all commercial/industrial premises, as mandated by the Occupational Safety and Health Act.
- 500 Vehicles for use by the Police Service
- 60 Vehicles for the Prison Service, including buses and ambulances, some of which were purchased as a result of the transport requirements of the new sections created in the Prison Service, based on the implementation of the recommendations of the Cabinet appointed Task Force Report on Prison Reform.

In addition to the new acquisitions, there were also a number of refurbishments, the main ones being in the divisions/agencies dealing with public safety and aerial defence. For Fiscal Year 2008, the Fire Service spent \$1.1 Mn. on the refurbishment of 25 vehicles, including 10 ambulances and 4 Water Tenders, while the Air Guard spent \$8.2 Mn. to refurbish its aircraft and vehicles. The majority of the latter expenditure was incurred to ensure the operational capability of the Air Guard's C-26 aircraft, the refurbishment of which amounted to more than \$7.6M.

The Ministry's efforts to step up the fight against crime and to further develop public safety and air defence capability were also advanced during the years with the purchase of **equipment** for the TTPS, Fire Service and Air Guard. The Ministry's main focus, however, was once again, on law enforcement. Some of the items purchased were as follows:

#### **Police Service**

*Tactical Uniform Items: SWAT Boots, Operational Uniforms, Tactical Belts and holsters, Taser Guns, Expandable Batons, Bullet Proof vests and other Items, purchased at a cost of more than \$18Mn.*

### **Fire Service**

*The purchase of 11 Holmatro sets (rescue tools and extrication equipment) at a cost of \$1.85 Mn., Breathing Apparatus Sets, Rescue Systems.*

### **Air Guard**

*Flight Suits, Life Vests, Life Rafts, Medical Equipment and Security Equipment, at a cost of \$5.4 Mn.*

### **iii. Legal and Regulatory Framework**

In addition to human resource and physical acquisitions such as vehicles and state-of-the-art technology, it is critical that organizations, and particularly law enforcement, be provided with the legislative authority to effectively undertake its functions. As the security environment changes and challenges are reconfigured, Government must ensure that its Legal and Regulatory Framework remains current and relevant to respond to the changing needs of the country, the Region and the world. To address this issue, the Ministry of National Security embarked on a comprehensive review of its legislative framework, with a view to updating archaic and outdated laws that are inadequate to deal with the present day realities. Among the legislative reviews advanced were:

- ✦ Fire Service (Regulations for Auxillary Fire Service) Legal Notice No. 41
- ✦ Immigration Act, Chapter 18:01 and Citizenship Act, Chapter 1:50
- ✦ Cadet Force Regulations
- ✦ Trinidad and Tobago Defence Force Act, Chapter14:01.
- ✦ Air Guard Standing Orders (which provide the framework of Regulations and Orders for the general operation of the Air Guard).
- ✦ Prison Service Rules under the Prisons Act Chapter 13:01

These reviews will continue into Fiscal Year 2009.

**Table 7** below highlights legislation and legislation-related activities pursued and/or passed during Fiscal Year 2005 – 2009, that would impact the various arms of the Ministry.

**Table 7 – Legislative Activity, 2005 – 2007**

<b>FISCAL YEAR 2005</b>	
<b>DIVISION</b>	<b>ACTIVITY</b>
<b>TTPS</b>	<ul style="list-style-type: none"> <li>• Indictable Offences (Preliminary Enquiry) (Amendment) Act, 2005 – Assented to September 15, 2005.</li> <li>• Administration of Justice (Miscellaneous Provisions) Act, 2005 – Assented to July 29, 2005.</li> <li>• Criminal Procedure (Amendment) Act, 2005 – Assented to July 15, 2005.</li> <li>• Summary Courts (Amendment) Act, 2005 – July 15, 2005.</li> <li>• Offences Against the Person (Amendment) (Harassment) Act, 2005 – Assented to June 23, 2005.</li> <li>• Anti-Terrorism Act, 2005 – Assented to September 13, 2005.</li> </ul>
<b>Fire Service</b>	Recommendations were made to the Ministry to institute a review of the Fire Service (Terms and Conditions of Employment) Regulations, 1998.
<b>Prison Service</b>	<ul style="list-style-type: none"> <li>• The Corporal Punishment (Offenders over 18) (Amendment) Act, 2005 – Assented to August 4, 2005.</li> <li>• Established a Legal Services Unit in accordance with the recommendations of the Task Force Report on Penal Reform and Transformation.</li> </ul>
<b>Immigration</b>	<ul style="list-style-type: none"> <li>• The Extradition (Commonwealth and Foreign Territories) (Amendment) Act, 2004</li> <li>• The Mutual Assistance in Criminal Matters (Amendment) Act, 2004</li> <li>• Legal Notice: 117 of 2005 Immigration (Exemption from Work Permit Requirement) Order, 2005</li> </ul>
<b>FISCAL YEAR 2006</b>	
<b>TTPS/Prison Service</b>	<ul style="list-style-type: none"> <li>• Bali (Amendment) Act, 2005 – December 22, 2005.</li> </ul>
<b>Fire Service</b>	<ul style="list-style-type: none"> <li>• Fire Service (Amendment) Act, 2006 – Assented to September 28, 2006.</li> <li>• Draft regulations for the Auxiliary Fire Service were prepared by the Fire Service for consideration by the Ministry's Legal Department.</li> </ul>
<b>Immigration</b>	<ul style="list-style-type: none"> <li>• Sunset Legislation ICC Cricket World West Indies 2007 Act, 2006</li> <li>• The Immigration (Advance Passenger Information Bill), 2006.</li> </ul>
<b>SAUTT</b>	<ul style="list-style-type: none"> <li>• Completion of First Draft of SAUTT Legislation.</li> </ul>

## FISCAL YEAR 2007

<b>TIPS</b>	<p><i>Police Reform Package –</i></p> <ul style="list-style-type: none"> <li>• The Constitution (Amendment) Act, 2006 gave the Commissioner of Police the complete power to manage the Police Service, inclusive of recruitment and disciplinary procedures. In light of this, the role of the Police Service Commission was also reformed through this Constitutional amendment.</li> <li>• The Police Service Act, 2006 was passed to ensure the efficient and transparent management of the Service and to provide that the principles of equity and meritocracy be applied at all times.</li> <li>• The Police Complaints Authority Act, 2006 was passed changing the structure of the Authority, and giving it more power to investigate complaints against Police officers, Municipal Police Officers and Special Reserve Police Officers.</li> </ul> <p>The above pieces of legislation were proclaimed with an operative date of January 1, 2007.</p> <ul style="list-style-type: none"> <li>• Visiting Police Forces Act, 2007 – Assented to on March 23, 2007.</li> <li>• Justice Protection Act, 2000 – Proclaimed by Legal Notice No. 76 of 2007, with an operative date of April 04, 2007.</li> <li>• Regulations under the Justice Protection Act, 2000, published on May 01, 2007.</li> <li>• Police Service Regulations, published in August 2007, by Legal Notice No. 145 of 2007. They came into operation on August 06, 2007.</li> <li>• Appointment of the Commissioner of Police and Deputy Commissioner of Police (Qualification and Selection Criteria) Order, 2007 &amp; the Commissioner of Police and Deputy Commissioner of Police (Selection Process) Order, 2007 – Laid in the House of Representatives on July 20, 2007 and in Senate on August 23, 2007.</li> </ul>
<b>Fire Service</b>	A comprehensive review of the Fire Service (Terms and Conditions of Employment) Regulations, 1998 is being undertaken with a view to addressing lacunae in several areas.
<b>Prison Service/TIPS</b>	Bail Amendment Act, 2006; The Bail (Amendment) Act, 2007; The Bail (Amendment) (No.2) Act, 2007.
<b>Forensic Science Centre</b>	<ul style="list-style-type: none"> <li>• By Legal Notice No. 175 dated September 12<sup>th</sup>, 2007, Firearm and Toolmark Examiner, was included in the list of Government Experts under the Evidence Act. This inclusion facilitated the admissibility of scientific reports signed by the Firearm and Toolmark Examiners recruited under the Institutional Strengthening Project into evidence in the Courts of Law. The Deoxyribonucleic Acid (DNA) Act 2007 was assented to on September 28<sup>th</sup>, 2007. Under Section 33 (3) of the Act, the Trinidad and Tobago Forensic Science Centre is deemed an approved forensic DNA laboratory for three years after the commencement of the Act. However, in order to be an approved laboratory to conduct forensic DNA analysis, the Centre is required to be accredited by an international accrediting body listed in the Act.</li> </ul>
<b>Immigration</b>	<ul style="list-style-type: none"> <li>• The Caribbean Community (Removal of Restrictions) Act, 2005</li> <li>• Legal Notice No. 63 – The Immigration (Amendment) (No. 3) Regulations, 2007</li> <li>• Legal Notice No. 54 – The Immigration (Amendment) (No. 2) Regulations, 2007</li> </ul>

During **Fiscal 2008**, the Ministry successfully enacted the **Immigration (Advance Passenger Information) Act, 2008**, which replaces the Immigration (Advance Passenger Information) Act No 29, 2006, assented to on December 27, 2006, and expired on June 30 2007.

The new **Immigration (Advance Passenger Information) Act, 2008**, like its predecessor, makes provision for the transmission of advance passenger information respecting persons traveling to Trinidad and Tobago and for matters related thereto. It differs from its predecessor, however, in that:

1. the sunset clause has been removed;
2. the Act now applies to all maritime vessels, and not only those in excess of 100 net tonnes as provided for previously; and
3. the place of birth has been included in the core data elements. This information will expedite background investigations utilizing a person's place of birth which is fixed, as compared to a person's citizenship which may change.

The new legislation was assented to on July 07, 2008.

Apart from the above, the Ministry also pursued, during Fiscal 2008, drafting of legislation as follows:

- **A Bill to establish the Special Anti-Crime Unit of Trinidad and Tobago**
- ***Draft Military Aviation Regulations*** (Trinidad and Tobago Air Guard) to ensure safe military aviation operations in keeping with internationally accepted standards and practices. The Regulations will also facilitate the retention of services of persons with special skills for the development of the Trinidad and Tobago Defence Force in general, and the Trinidad and Tobago Air Guard, in particular.
- ***Draft Parole Legislation*** (Prison Service).
- ***Draft proposals for the recruitment process to include D.N.A testing for recruits and serving Prisons, as well as Fire Officers.***



- **Draft Disciplinary Policy** (Prison Service), which aims to improve the disciplinary process within the Prison Service.

These pieces of legislation/related policy formulation are all at different stages of development and will also continue to be pursued during Fiscal 2009.

### **Implementing the DNA Act of 2007**

A critical piece of legislation in the fight against crime, the DNA legislation, DNA Act of 2000, was passed and assented to on July 14, 2000. This Act established a framework wherein DNA forensic analysis could be utilized by the State for the purpose of conducting criminal investigation and prosecution. After a number of deficiencies were identified in the legislation, the DNA Act of 2000 was overhauled and new legislation, Act No. 24 of 2007, replaced the Act of 2000.

In December 2007, the Honourable Minister of National Security established a DNA Working Group, charged with responsibility for ensuring that the necessary mechanisms for implementation of the legislation, including policies and processes for proper documentation, collection and storage of samples, are instituted. Some of the key responsibilities of the Group include:

- ↳ Establishment of a dedicated unit to recover DNA profiles from all persons currently serving custodial sentence, which amounts to approximately two thousand (2000) persons.

- ✦ Establishment of a dedicated forensic intelligence unit to assimilate and consolidate all DNA intelligence and evidence, as is customary in other world class law enforcement communities.
- ✦ Recruitment and appointment of a DNA Board, management and administrative systems for DNA evidence and identification of first world practices and equipment for Trinidad and Tobago.

When fully implemented, the DNA Act would provide a vital crime fighting tool that is expected to significantly enhance the crime detection capability of the nation's law enforcement sector.

#### **v. Service Delivery**

The Ministry of National Security utilized its resources in Fiscal Year 2008 to provide a range of services from crime management and detection to monitoring the arrival and departure of persons into and out of the country. **Table 8** below depicts some of the key services delivered by the Ministry throughout the year:

**Table 8- Services delivered by the Ministry – Fiscal 2005 – 2008**

<b>SERVICES DELIVERED</b>	<b>FY 2005</b>	<b>FY 2006</b>	<b>FY 2007</b>	<b>FY 2008</b>
<b>Police Service</b>				
Crime reports received	16,699	19,025	18,890	18,718
Crimes detected	3,681	4,190	1,049	3,118
No. of Certificates of Character processed	39,094	28,994	31,571	33,855
Repeat offenders traced	19,488	10,411	8,757	7,927
<b>Fire Service</b>				
Fire calls responded	785	935	910	859
Response to road traffic accidents	298	283	1,392	1,070
<b>Prison Service</b>				
Adult Male Inmates held and treated; Convicted & Un-Convicted	3450	3389	3296	3,278
Adult Females held and treated: Convicted & Un-Convicted	116	119	122	143
Lads held and treated at YTC: Convicted & Un-Convicted	205	192	181	589
<b>Immigration Division</b>				
Passenger Arrivals	871,647	860,617	789,429	890,886
Passenger Departures	871,868	860,177	874,250	886,886
Persons Rejected from entering	1,246	1,307	1,061	907
No. of Passport issued	106,762	31,471	42,677	76,132
<b>Maritime Division</b>				
Medico cases	68	89	109	24
Search and Rescue	106	91	99	73
Drug interdiction cases	02	02	05	51
<b>Coast Guard</b>				
Patrols	--	76	61	108
Support	--	96	83	99
Search and Rescue	--	07	09	05
<b>Forensic Science Centre</b>				
No. of case submissions	3,465	4,406	3,842	4,473
No. of exhibit submissions	12,532	14,669	14,592	18,660
No. of certificates of analysis generated	5,011	4,814	6,992	5,186
No. of autopsies performed	659	751	768	1,038
<b>SAUTT</b>				
No. of Operations	115	193	145	310
Training provided to agencies:				
TTPS	--	225	1,127	2,846
Other Agencies	--	95	627	368

\* The Trinidad and Tobago Air Guard was established in August 2005

In addition, in keeping with the Special Anti Crime Unit of Trinidad and Tobago's (SAUTT) objective to facilitate capacity building for law enforcement, more than 4,890 Police Officers and another 140 members of the Trinidad and Tobago Defence Force (TTDF) were exposed to training. With specific focus on strengthening the nation's forensic capability, supervisory capacity and investigative skills, key areas of training included:

- Forensic Awareness and DNA - 1,375 TTPS officers trained
- Level 1 Investigators - 1,233 TTPS officers trained
- Leadership Programmes (various courses) - 408 officers [TTPS and TTDF]

Other courses provided included *Use of DNA, Digital Photography and Crime Scene Investigation*, together with various *leadership building* courses.

Another key area of emphasis in the Ministry's service delivery for FY 2005-2008 was disaster preparedness and management. At the forefront of this effort was the progress made by the Office of Disaster Preparedness and Management (ODPM), as it sought to build its networks among key stakeholders by lending its support and expert guidance to organizations, in strengthening their level of disaster preparedness. In 2008, the ODPM hosted a Consultant from the United Nations Development Programme (UNDP), held discussions with disaster coordinators in collaboration with the Ministry of Local Government and was represented on the Security and Transportation Committee in preparation for the Fifth Summit of the Americas.

The ODPM was also instrumental in the provision of more than 1,800 mattresses and in excess of 1,700 sheet sets, along with other supplies, to citizens in need. The majority of these items were distributed during flood events in the country.

The Trinidad and Tobago Fire Service supported the efforts to manage disasters by responding to 3,489 emergency calls (excluding bush fires), resulting in the preservation of lives of thousands of citizens in distress.

## **v. Improving Disaster Management Capacity**

When, in January 2005, Government took the decision to replace the National Emergency Management Agency (NEMA) with an Office of Disaster Preparedness and Management (ODPM), the main objective was to ensure a more pro-active model of comprehensive, modern disaster management. The ODPM, as formulated by the Government, is therefore tasked with the responsibility for leading the national effort in protecting public health and safety, restoring essential government services and providing emergency relief to those severely affected by a major hazard impact.

While the ODPM has primary responsibility for national disaster management, it collaborates with a number of critical stakeholders, within and external to the Ministry, who provide strategic operational and logistical support. Internally, its main partners are the Trinidad and Tobago Fire Service and the Trinidad and Tobago Defence Force, while externally the Ministries of Works and Transport, Social Development and Education, a number of private organizations, as well as non-governmental organizations, work with ODPM to raise the bar on disaster preparedness and mitigation in the country.

In July 2006, a new Organizational Chart for the ODPM was approved, increasing the staff from 13 to 43. With its increased manpower, revised mandate and its refurbished facilities, the ODPM was able to successfully:

- Establish a **National Emergency Operations Centre** in Fiscal 2006, which, with the assistance of the Defence Force Reserves, operates, together with the ODPM Office, on a 24-hour basis, including weekends

and public holidays, to receive emergency messages and initiate action. The outfitting of the Centre continued into Fiscal 2007, during which the Operations and Radio Rooms at the Centre were completed, with the installation of fourteen (14) computers as well as HF, VHF and UHF Radios and two (2) satellite phones. A Call Centre was also established and equipped with four (4) computers.

In addition to the Reserves, members of the Trinidad and Tobago Regiment also provide technical support to the Centre.

- Develop a **Geographical Information System**, the first phase of which was completed in Fiscal 2006, and its development advanced in Fiscal 2007. This System enables the ODPM to electronically plot the areas historically affected by hurricanes, floods etc. and use that information to better design response and mitigation programmes.

During Fiscal 2008, the nation's disaster management landscape was enhanced as follows:

#### **Mitigation, Planning and Research**

- The ODPM completed its compilation of data on areas affected by flooding and other hazards, with specific focus on calendar year 2007. This information was used to complete and disseminate brochures to educate the general public on potential hazards.
- An Information Database for Disaster was established. The ODPM continued its collaboration with the Ministry of Local Government in the conduct of assessments and review of emergency incidents, with a view to developing more effective disaster management measures.

- The ODPM partnered with the Environmental Management Authority (EMA) to share information on discoveries of potential disasters unearthed by research undertaken by the EMA on new development projects.

### **Public Education Programme**

Increased public knowledge of disaster prevention and mitigation is among the primary goals of the ODPM. To this end, the ODPM embarked upon several public education campaigns to sensitize citizens about appropriate disaster preparedness strategies in the event of a national disaster. Some of the campaigns undertaken during the period under review include the following:

- i. Development of three new brochures on hurricanes, earthquakes and preparedness checklist;
- ii. Production of two DVDs on the school tours, which were aired on television;
- iii. Observance of Disaster Preparedness Month, which was launched on June 3<sup>rd</sup>, at the Hilton Trinidad.
- iv. Continuation of advertising campaigns comprising radio and television advertisements, which were initiated in fiscal 2007.

### **Shelter Management Programme**

This Programme, which entails the conduct of shelter inspections, the formulation of shelter listings, as well as the development of a shelter policy and plan, was initiated to increase preparedness in the event of a disaster.

- The shelter selection process entails preliminary inspections to ensure that they meet stipulated criteria. Persons required to conduct such inspections are trained by the Professional Suite of UWI and Association of Professional Engineers of Trinidad and Tobago (APETT). Facilities which meet the criteria are placed on a shelter listing.

- The shelter listing, which identifies facilities designated for providing accommodation for persons or families requiring assistance and relief during disasters, are constantly updated and published in the print media. Recent additions to this list include the Seventh Day Adventist's Churches and Schools, which were added subsequent to an agreement brokered with the Adventist and Development Relief Association.
- The ODPM has also initiated the development of a Shelter Policy and Plan which will outline the procedures used to evaluate shelters as well as establish other disaster management systems.

In addition to the above initiatives, the Trinidad and Tobago Defence Force collaborated with the ODPM to co-host FAHUM 2008. FAHUM is an annual disaster relief field training exercise, comprising a command post exercise which is sponsored by the United States Southern Command (US Command). The exercise involves military and civilian agencies in the region including (16) Caribbean Disaster Emergency Response Agency (CDERA) participating states. CDERA is one of the lead agencies for all natural disaster response activities, humanitarian relief activities, observations and evaluations with the Caribbean and Central America.

The exercises associated with FAHUM foster mutual cooperation, and enhance interoperability and the ability to respond collaboratively to natural or man-made disasters in the Region.

Additionally, the Trinidad and Tobago Regiment embarked upon an Initial **Disaster Assessment Training** exercise. This exercise entails a thorough review of disaster response in relation to decision-making and strategies employed. Activities incorporated within the Initial Disaster Assessment Training include:



- i. Identifying the benefits and criticality of providing disaster assessment information during the early stages of disaster response;
- ii. Identifying, collecting and communicating disaster assessment information that enables the work of Disaster Services Human Resources (DSHR) groups and activities;
- iii. Applying concepts of the information process that support management and service delivery decisions;
- iv. Determining the method collection based on size and scope of the disaster; and
- v. Identifying strategies and resources to ensure collection of accurate disaster assessment information.

Another formation of the Defence Force, the Trinidad and Tobago Air Guard, in an effort to enhance its disaster management capacity, conducted First Responder Training, established an eight-man response team and requisitioned equipment for hurricane preparedness.

## **vi. Community and Youth-Based Activities**

Under the framework of the Operational Plan, the Ministry of National Security has certain objectives to achieve with respect to Community and Youth Based Activities that include encouraging greater participation of communities and the private sector in both crime prevention and detection.

Among the strategies identified in the Operational Plan is improvement in the information flow to the public in order to promote greater trust and confidence in the Protective Services. The development of an appropriate public relations strategy has also been identified as essential to dispense information to the public and to encourage greater community involvement. Another related strategy identified is the implementation of a multifaceted anti-crime Public Education Programme, aimed at promoting national unity in the fight against

crime, through greater collaboration between citizens and law enforcement agencies.

In order to meet these stated objectives, the Ministry of National Security engaged in a number of youth-based and community-based activities during Fiscal Year 2005-2008.

### **Youth Based Activities**

One of the main thrusts of the Ministry of National Security in its crime reduction efforts has been to engage youths in constructive activities in order to foster positive and purposeful lifestyles; by inculcating a culture of discipline and productivity. To this end, many of the Divisions of the Ministry engage in developmental youth-related activities through their involvement in youth clubs, camps, skills training, school tours and career guidance programmes.

### ***Police Youth Clubs***

Youth Clubs were established to foster a more productive relationship between the youth and law enforcement. During Fiscal 2005-2008, the twenty-one (21) functioning Police Youth Clubs were involved in a wide range of activities including participation in the President's Inauguration, attendance at the Annual Easter Camp and Musical Lessons at Beetham Gardens and Annual Sports and Family Days at La Brea and Roxborough, Tobago. At the international level, a number of Youth Club members were afforded the opportunity to participate in exchange visits to the U.S.A. and Grenada. There were also exchange visits between Clubs based in Trinidad and those in Tobago. Steps are being taken to establish more clubs in other parts of the country.

### ***Cadet Force of Trinidad and Tobago***

In Fiscal 2006, the expansion of the Cadet Force was initiated, with plans to establish Cadet Units in 17 additional schools, in order to intensify the impact within schools and the wider community.

During fiscal 2008, a total of eight (8) new Cadet Units were commissioned in Secondary schools in Trinidad and Tobago Government Secondary Schools in Trinidad and Tobago.

### ***Youth Training***

The Fire Service continued its craft oriented traineeship programme for persons between the ages of fourteen (14) to sixteen (16) years. This three (3) year programme affords young persons the opportunity to be trained in areas of masonry, plumbing, welding, auto mechanics, auto electrical, carpentry, technical drawing, upholstery and domestic electrical wiring. Participants receive a monthly stipend of \$1,150.00. A total of one hundred and thirty-one (131) trainees were enrolled in the programme during Fiscal Years 2005-2008.

The Drug Abuse Resistance Education (D.A.R.E) Programme continued under the guidance of the Trinidad and Tobago Police Service, in collaboration with the Ministry of Education. The Programme was conducted at sixteen (16) schools and impacted three hundred and seventy-eight (378) students. Under this Programme, officers were assigned to certain schools and had regular, direct interaction with students to educate them on the dangers associated with drug use and abuse. The Police Service also:

- Provided lectures to participants of the HYPE programme (ages 16-30 yrs) and students of the Arouca SDMS School (ages 16-30 yrs) on larceny and the importance of good behaviour.
- Hosted, in collaboration with Shirley –London Consultancy, the 'Youth Empowerment Retreat' for young adults aged 18 to 29 years. Lectures were conducted on sex crimes, domestic violence and HIV and AIDS.

### ***School Tours***

- During Fiscal Years 2005-2008, the **Office of Disaster Preparedness and Management** commenced its Secondary School Tours. These tours

involved visits to twenty-eight (28) schools in Trinidad eleven (11) schools in Tobago, and youth based organizations such as Youth Camps and the St. Michael's School for boys. Approximately eight thousand (8,000) children benefited from the Tours.

- Within the **Prison Service**, the Youth Training Centre (YTC) Outreach Programme was conducted among seventy (70) secondary schools and ten (10) community centres. This Programme involves inmates from the YTC speaking to children and young people about the dangers of crime, using their own life stories as examples.
- The staff of the **Community Policing Secretariat** visited six (6) schools in the Woodbrook district and provided students with crime prevention tips for personal safety and security.
- The **Trinidad and Tobago Fire Service** hosted a total of one thousand, two hundred and fifty one (1,251) primary school and preschool students, together with adults, at Fire Services Headquarters. These students were sensitized on the importance of fire safety in the home and were given guided tours of the Station facilities.

### ***Career Guidance***

During Fiscal 2008, the Air Guard visited six (6) secondary schools, as well as other youth based organizations, to impart information about the functions of the Air Guard and the employment opportunities available within the organization.

The Trinidad and Tobago Coast Guard conducted career guidance sessions at twelve (12) secondary schools and interfaced with approximately nine hundred and fifty (950) students from forms four and five. Most sessions were designed to promote a greater awareness of the roles and functions of the Coast Guard and to highlight it as a viable option as a future career. The Coast Guard also

promoted a project called *Project New Guard* which also focused on enlightening young adults on its roles and functions.

The Trinidad and Tobago Regiment also participated in career guidance seminars at secondary schools throughout Trinidad and Tobago.

## **Community Outreach Services**

### ***Community based projects***

- The Trinidad and Tobago Prison Service provided assistance through out-gang services to various communities and government agencies, providing services such as painting, cutting and removal of trees and moving of office furniture and equipment.
- The Trinidad and Tobago Regiment granted assistance to several schools and local organizations, including assistance with music at sporting and cultural events, training of march past teams, provision of escort for hikes, assisting with basic infrastructural works and provision of transportation services.
- An outreach programme was conducted by the Prison Service, in collaboration with Trinidad and Tobago Red Cross Society, to sensitize communities on the thrust to rehabilitate and reintegrate offenders, as part of the Prison Transformation initiative. There were also discussions on how the general community could assist in the reduction of crime.

Additionally, workshops were hosted for families of inmates to sensitize them on procedures for dealing with threatening situations.

- The ODPM conducted Mall Tours to three of the major malls in Trinidad to disseminate information on disaster preparedness. A similar initiative was conducted at the Gulf City Mall in Tobago. The ODPM also assisted several local organizations including CLICO, First Citizens Bank, the Auditor General Department and the Cotton Tree Foundation, in mounting displays and exhibitions on disaster management issues.

Disaster Preparedness Month was launched on 3rd June, 2008 and was well attended.

- The Prison Service, Fire Service, Regiment and Police Service Bands performed at numerous functions throughout the year, including at school sporting activities, national festivals, cultural events and other special occasions. These activities allowed the protective services direct interaction with members of the public and the opportunity to foster stronger relationships.

### **viii. Governing Innovatively**

To remain relevant and achieve success in a quick-paced and dynamic security environment, the Ministry of National Security has had, over the years, to constantly review its operations and incorporate new or adapted initiatives and systems, aimed at improving effectiveness and efficiency.

Within Fiscal 2008, the majority of organizational innovation focused on enhancing the quality of customer service, for both the internal and external customer. Some of the more outstanding initiatives included the following:

- Victim Support Units
- Crime and Problem Analysis Branch
- Immigration Appointment System
- Establishment of High-Rise Emergency Readiness and Response Team
- The Prime Minister's *Innovating for Service Excellence* Award for 2008
- Strengthening the Strategic Planning and Management capacity within the Police Service
- Establishment of the Office of Law Enforcement Policy (OLEP)

#### ***Establishment of Victim Support Units***

*Victim Support Units (VSU)* were established within the Trinidad and Tobago Police Service to provide more humane conditions under which to interface with victims of domestic violence, sexual offences and crimes of a highly sensitive

and personal nature and to strengthen outreach to that group. The units, which were initially established at the Model Stations, are staffed with civilian personnel who are referred to as Victim Support Officers, and who are qualified in the fields of psychology and sociology. It is the intention of the Police Service, eventually, to establish VSUs in all Police Stations.

### ***Introduction of a Passport Appointment System***

In another customer-oriented initiative, the Immigration Division, as of April 15, 2008 introduced an ***Appointment System***. This System was implemented to alleviate the long lines that were occurring at passport offices across Trinidad and Tobago, as a result of the influx of citizens seeking to acquire the new Machine Readable Passport. The Ministry of National Security engaged the services of the TTPost Call Centre, located at TTPost Head Office at Piarco, to receive calls from the public and schedule appointments for the various immigration passport offices, through the assigned number 669 4MRP (4677). TTPOST was replaced in Fiscal 2008, by DirecOne.

From the day the Appointment System was launched, it was inundated with calls. For Fiscal Year 2008, a total of **46,578** MRP applications were received. These are in addition to the Emergency applications, which are processed on a case-by-case basis.

### ***Establishment of High-Rise Emergency Readiness and Response Team***

As the body responsible for certifying that all safety measures are satisfactorily met, the Fire Service deploys Fire Inspectors and Fire Fighting Crews to conduct site visits and familiarization tours at all high-rise structures to ensure compliance and to identify risks. Fire Prevention personnel also conduct site visits on an ongoing basis during construction, to ensure adherence to stipulations issued by the Chief Fire Officer. In light of the growing number of



high-rise structures, the Fire Service has established a dedicated ***High-Rise Emergency Readiness and Response Team***, with the following terms of reference:

1. Record and confirm all fire, life and safety requirements necessary for each individual high-rise.
2. Ensure the establishment, approval and testing of all required evacuation plans, emergency management structures and procedures.
3. Facilitate the testing, inspecting and maintenance of emergency protection, alarm and response systems.
4. Coordinate liaisons, training and information necessary for the development and maintenance of personnel and property safety at all high-rise buildings.
5. Establish and test emergency response plans for all high-rise structures.

***Winner of the Prime Minister's "Innovating for Service Excellence" Award***

The Trinidad and Tobago Prison Service proudly copped the Prime Minister's *Innovating for Service Excellence Award* for 2008, under the category "Breaking new ground". The award was attained for the Prison Service's *Behind Prison Walls Project*, which is a public education initiative, and part of a wider public education programme launched in June 2006. The Project focused on restoring public trust and confidence in the Prison Service and improving stakeholder relationships, through a process of public education. It demonstrates the shared-responsibility approach of the Trinidad and Tobago Prison Service, as it attempts to build partnerships with all stakeholders and communities in the rehabilitation of offenders.

This public relations strategy was a first for the Prison Service and sought to empower citizens and community advocates through information sharing and

dialogue, on the processes geared towards the Rehabilitation and Re-integration of offenders.

Inmates and staff were directly involved in the programmes which included: -

- ✓ Eleven public outreach programmes throughout Trinidad and Tobago
- ✓ Production of Behind Prison Walls Stakeholder Newsletter
  
- ✓ Two six (6) parts radio series featuring interviews with inmates on 195.5 FM
- ✓ Twelve-part radio series titled 'Women Behind Bars' on Power 102 FM
- ✓ Four-part radio series titled 'Lock Down' on Red 96.7 FM
- ✓ Inmate interviews on Radio Shakti 97.5 FM
- ✓ Four-part television series on NCC Channel 4
- ✓ Nationwide Youth Mentoring Programme
- ✓ Secondary School tours of the Youth Training Centre
- ✓ An inmate column on the Probe Newspaper titled 'No Holds Barred'

### ***Strengthening the Strategic Planning and Management capacity within the Police Service***

To deal with transitional arrangements relative to the implementation of the Police Reform Bills, a Cabinet-appointed Senior Planning Group was established in 2006. The main function of the Group was to outline the major tasks to be undertaken by the Police Service to allow it to effectively assume its new responsibilities in keeping with the Legislation, and to review proposals in respect of an appropriate governance structure. Among its recommendations, the Senior Planning Group underscored the importance of establishing a broad-based internal team, empowered to perform the functions of change agents and change advocates, so as to encourage full implementation of the Police Reform Legislation. Cabinet, in June 2007, agreed to this recommendation and to the Team's composition and Terms of Reference, which are as follows:

- **Head, Executive Management Service**
- Head, Finance and Accounts
- **Head, Administration**
- **Head, Human Resource**
- Head, Planning and Research and Project Implementation
- Head, Police Legal Unit
- **Head, Information Technology**
- Head, Internal Audit

#### Terms of Reference:

- To advise the Commissioner of Police and his Executive on matters related to the implementation of recommendations from the Senior Planning Group
- To assist in the development of structures, strategies, systems and procedures necessary to implement the recommendations of the Senior Planning Group
- To collaborate with the External Team to facilitate the implementation of recommendations from the Senior Planning Group
- To identify potential stumbling blocks that are likely to impede the progress of the implementation process, and work with the External Group to create strategies to eliminate them.

Four (4) members of the Team, as highlighted above, assumed duty in Fiscal 2008.

During the period, the Ministry sought to build new capacity in areas that were deemed to be important to its future operations. Toward this end, the Ministry undertook to enhance its organizational structure with the creation of the following sections:

#### **Fiscal 2006**

***Citizen Security Programme (CSP)*** – The Citizen Security Programme (CSP) was introduced in December 2005 and has an overall goal to reduce the levels of crime and violence in Trinidad and Tobago by:

1. Strengthening efforts to prevent, counteract and control factors associated with criminal acts and violence, with special attention to "at risk" youths throughout society; as well as
2. Strengthening Crime Management capabilities and developing community interventions.

There are three (3) major components of the CSP which are (1) Community Action; (2) Assistance to the Trinidad and Tobago Police Service (TTPS); and, (3) Institutional Strengthening of the Ministry of National Security.

**International Affairs** – The International Affairs section was established in Fiscal 2006 to coordinate the efficient and effective delivery of all security, law enforcement, defence and civil support programmes and projects that require an interface and engagement with local and international agencies.

**Defence Transformation and Integration Secretariat (DEFTIS)** – DEFTIS was established to enhance the institutional capacity within the Ministry of National Security for the ongoing management of a broadened and integrated national defence sector and to ensure the required technical competence to deal with the emerging complex military issues.

### **Fiscal 2007**

**Office of Law Enforcement Policy (OLEP)**-As the policy-formulating arm of the Ministry, General Administration Division bears responsibility for ensuring implementation of Government's policies and programmes. To boost its capacity in this area, the *Office of Law Enforcement Policy (OLEP)* was established, with its primary purpose being to discharge the new responsibilities of the Ministry, in keeping with the new governance of the Police Service, following the passage of the Police Service Act, No. 7 of 2006. The Unit will execute its functions with an initial staff of twelve (12), led by a Director and Associate Director, and including officers in the area of Finance, Law, Research and Evaluation and Human Resource.

**Strategic Project Management Office (SPMO)** – SPMO is responsible for the administration of specific types of contracts within the Ministry. Its functions include inter alia:

1. Assessing and analyzing the current project management organization and capabilities within the Ministry;
2. Designing and coordinating the establishment of an office located in the appropriate organizational echelon, for the purpose of acting as the principal project management office for the design, construction, equipping and delivery of the Offshore Patrol Vessels; and
3. Providing sufficient training to the individuals assigned to adequately perform their duties.

In addition to the above newly-created sections, the Records Management section of the Ministry was expanded in 2007 via a Cabinet-approved restructuring.

# ***Section 4***

## ***Financial Operations***

- 4.1 Budget Formulation
- 4.2 Expenditure versus Budget
- 4.3 Debt Policy
- 4.4 Investment Policy
- 4.5 Audit
- 4.6 Revenue Collection

#### **4.1 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 Science 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, Housing and Environment, 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, Housing and Environment 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.

#### **4.2 Expenditure versus Budget**

Details of the Ministry of National Security's allocations and actual expenditure for Fiscal 2005-2007 are provided at Appendix.

#### **4.3 Debt Policy**

The Ministry's policy on debt accumulation is in keeping with that of the Government Service of Trinidad and Tobago which states that expenditure plus commitments should not exceed the allocations and releases of the Ministry of Finance to the respective Ministry.

#### **4.4 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 fulfillment of its mandate. Cabinet approval is required for the more expensive acquisitions.

#### **4.5 Audit**

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

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.



## **4.6 Revenue Collection**

The Divisions of the Ministry are authorised to collect fees from the public for services provided. As a result, one aspect of the Ministry's financial operations is revenue collection. An estimate of revenue is submitted to the Ministry of Finance in each fiscal year. The receiver of revenue and the items under which revenue is collected are as follows:

### **Permanent Secretary**

- Naturalisation Certificates
- Registration as a Citizen
- Work Permits – Application fees
- Work Permits – Duration fees
- Travelling Salesmen – Permit fees
- Certificate of Residence
- Forensic Science Centre – fees for services
- Overseas Missionary Permits

### **Chief Immigration Officer**

- Passport and Permit fees
- Immigration-Boarding and Clearing fees
- Certificate of Residence under Amnesty Programme – Application fee
- Restoration of Citizenship – Application fees
- Restoration of Citizenship – Certificate fees
- Issue of Letters confirming Citizenship or Residence

### **Commissioner of Police**

- Clothing and Powder Cart
- Miscellaneous
- Fees for lodgement of firearms

### **Chief Fire Officer**

- Special Services
- Examination fees

# ***Section 5***

## ***Human Resource Development Plan***

- 5.1 Career Path Systems
- 5.2 Performance Management Tools
- 5.3 Promotion – Selection Procedures

The Human Resource is the primary input in ensuring that the Ministry achieves its goals and objectives. The staff of the Ministry of National Security can be categorized under three 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 in 1988. This Unit is comprised of the following:

**Table 9 - General Administration Human Resource Unit**

Position	DIVISIONS								TOTAL
	General Administration	Police Service	Fire Service	Prison Service	Immigration Division	Forensic Science Centre	Defence Force	ODPM	
Director Human Resource	1	1	1	--	--	--	1		<b>5</b>
Director Human Resource Services	--	--	--	--	1	--	--	--	<b>1</b>
Senior Human Resource Officer	3	6	1	2	--	--	--	--	<b>12</b>
Human Resource Officer III	1	5	2	3	2				<b>13</b>
Human Resource Officer II	2	6	2	4	1	1			<b>16</b>
Human Resource Officer I	1	4	7	4	1			1	<b>18</b>

## 5.1 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 for 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 specialized 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.

## 5.2 Performance Management 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
  - Trinidad and Tobago Air Guard
  - Trinidad and Tobago Regiment
- } On an annual basis

The Performance Management and Appraisal System is the new method of Staff appraisal 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 is the new method of Staff appraisal recently introduced into the Public Service 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.

### 5.3 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 Lieutenant Colonel/Commander to Brigadier/Commodore are promoted by his Excellency the President, on the advice of the Minister of National Security, after consultation with the Prime Minister;*
- *Officers occupying the ranks ranging from Second Lieutenant/Midshipman to Major/Lieutenant Commander 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; and*
- *All other ranks are promoted by the Chief of Defence Staff, on the recommendation of the Commanding Officers of the Régiment and Coast Guard.*

#### *Protective Services – Police Service, Prison Service and Fire Service*

- *Officers of the First Division of the Police, Prison and Fire Services are promoted by the Police and the Public Service Commission, 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.*

## ***Section 6***

# ***Procurement Procedures***

The tendering procedures in the Ministry of National Security are governed by Central Tenders Board Ordinance No.22 of 1961, Central Tenders Board (Defence Force and Protective Services) (No. 2) Order, 1992.

2. The Ministry of National Security has two tender committees; the Special Tenders Committee and the Ministerial Tenders Committee.

3. The Central Tenders Board Ordinance, 1961 amended in 2003, authority levels are as follows:-

Permanent Secretary	- Up to \$500, 000.00
Ministerial Tenders Committee	- Between \$500,000.00 and \$999,999.99
Special Tenders Committee	- Between \$500, 000.00 to Infinity
Central Tenders Board	- Between \$1,000,000.00 and Infinity

#### **Consultancy**

Permanent Secretary	- Up to \$200,000
Ministerial Tenders Committee	- Between \$200,000.00 and less than \$1 million.
Central Tenders Board	- Over \$1,000,000.00

4. The Permanent Secretary has delegated levels of authority up to \$450,000.00 for goods and services (except the procurement of items listed under the third schedule of the Central Tenders Board (Defence Force and Protective Services) Order, 1992 which 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; and



6. Wireless equipment and spares including radar systems.

5. The Permanent Secretary's delegated levels of authority are as follows:

- Deputy Head of Division - Up to \$50,000.00
- Head of Division
  - Commissioner of Police - Up to \$450, 000.00
  - Chief of Defence Staff
  - Director Special Anti Crime Unit of Trinidad and Tobago
- Head of Division
  - CEO (ODPM) - Up to \$100,000.00
  - Chief Immigration Officer
  - Commissioner of Prisons
  - Director of Forensic Science Centre
  - Chief Fire Officer
- Deputy Permanent Secretary - Over \$100,000.00 to \$450, 000.00

## **REQUIREMENTS FOR THE APPROVAL OF LEVELS OF AUTHORITY**

**6. Goods and Services costing in excess of \$100.00 but not more than \$50,000.00 – Deputy Head of Division**

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

**7. Goods and Services costing in excess of \$500.00 but no more than \$100,000.00 – Head of Divisions**

- Written quotations are obtained from no less than three (3) suppliers.
- Where the item is available from a sole supplier, a written quotation is obtained.
- A written request for quotation and a specification of the item or a

description of the service to be purchased is sent to the firm requesting the submission of a quotation.

- The written request for quotations as well as the quotations from the suppliers should contain the following information:
  - Unit Cost
  - VAT (shown separately)
  - Validity period of prices quoted
  - Delivery period
  - Whether the prices quoted are 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)**

- The quotations, together with recommendations of the Purchasing Officer, are submitted to the Head/Deputy Head of Division for consideration. The availability of funds, the position of the Vote and the Item/Sub-Item to be debited are stated.
  
- If the lowest offer is not recommended, detailed reasons are given.
  
- Under no circumstances item/s or service/s should be purchased without prior approval of the Head/Deputy Head of Division.

**8. Goods and Services costing not more than \$ 450,000.00 - Heads of Division and Deputy Permanent Secretary**

The approval requirements would be the same as those valued in excess of \$500.00 but no more than \$100,000.00.

**9. Goods and Services costing in excess of \$100,000.00, but no more than \$ 500,000.00 – Permanent Secretary**

- ◆ The procedures outlined under the Heads of Division approval are relevant.
- ◆ The recommendations and justification for the purchase by the Head of Division are included in the request.
- ◆ Items or services should not be purchased without the prior approval of the Permanent Secretary
- ◆ All communication equipment requires the Permanent Secretary's approval prior to purchasing.

**10. Purchase of Goods and Services costing in excess of \$500,000.00 but no more than \$1,000,000.00 – Ministerial Tenders Committee and from \$500,000.00 to infinity – Special Tenders Committee**

- A request is submitted to the Permanent Secretary, Ministry of National Security for tender procedures be initiated.
- The specifications of the items/Scope of Works for services /Request for Proposal accompany the request.
- The following information is submitted in request:
  - The estimated cost of the item or service
  - Where the item or service is to be utilized
  - The justification for the purchase of the item or service
  - The vote and position of the affected Vote.
  - The names and members of Evaluation Committee
  - The request must be signed by the Head of the Division

## **SOLE / SELECTIVE TENDER PROCESS**

### **11. Sole Tender**

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

#### **11.1 Selective Tender**

When the requested item is a specialized item or there are a few known 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.

#### **11.2 Ministerial Tenders Committee**

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

- On receipt of the request, the Committee is asked for approval to approach the Minister of Finance to invite either a sole or selective tender.
- The Chairman of the Ministerial Committee, on receipt of the request then writes to the Honorable Minister of Finance requesting approval to invite the firm(s) as requested by the Head of Division.
- On the receipt of the approval for the Honorable Minister of Finance, the Letters of Invitation to the tenderers are dispatched fourteen (14) days before the opening of the tenders for the Ministerial Tenders Committees.

#### **11.3 Special Tenders Committee**

##### **Sole / Selective Tender Process**

- ◆ 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 and 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 their signature and approval of the firm/s.
- ◆ 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 dispatched fourteen (14) days before the opening date of tenders.

## **12. The Public Tendering Process – Ministerial and Special Tenders Committee**

- ◆ A request is made to the Permanent Secretary, Ministry of Finance to confirm the availability of the estimated cost of the good/service to initiate tender procedures.
- ◆ On receipt of the confirmation of funds from the Permanent Secretary, Ministry of Finance the following documents are prepared:

- Tender Notices
  - The Tenderers instructions
  - Copies of the Specifications/Scope of Works/ Request for Proposal
- ♦ These documents are sent to the Chairman of the Ministerial/Special Tenders Committee for approval and signature
  - ♦ Copies of Tenders Notices are sent to the Ministry of Information and the Government Printery for publication in the newspaper fourteen (14) days before the tender opening.

### **13. Tender Opening**

The Chairman and one (1) member of the Committee, open the tender box. The bids are retrieved and read out. A Schedule of Tenders is prepared and signed by the Chairman and the Member.

### **14. Summary of Bids Received**

A summary is made of the cost of all bids received in ascending order

### **15. Evaluation of Bids – Ministerial Tenders Committee and Special Tenders Committee**

- ♦ The file with all bids and the summary sheet is sent to the Head of Division for evaluation by the appointed Evaluation Committee,
- ♦ The areas that are examined when evaluating a tender are as follows:
  - (a) Tendered Price

- (b) Delivery Period
- (c) Terms of Payment
- (d) After Sales Service
- (e) Maintenance Contract
- (f) Warranty
- (g) Availability of Spare Parts
- (h) The Firm's Track Record – Availability of Technical Skills, ability to supply, previous jobs completed etc.
- (i) Period of Validity of Prices
- (j) In cases of foreign purchases – CIF Charges
- (k) Training

a. 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.

b. A detailed analysis is given as to why the lowest tender was not 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.

## **16. Award of Contract – Ministerial and Special Tenders Committee**

On receipt of the Evaluation Report from the Head of the Division, a note is prepared for the Ministerial/Special Tenders Committee for the award of contract. Upon the award of a contract by the Ministerial/Special Tender Committee 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 Chairman of the Committees/ Permanent Secretary and the supplier exists.

#### **17. Contract Administration – Ministerial and Special Tenders Committee**

- The delivery period/completion of works/services period is monitored by the Division and the Procurement Section. On completion of the contract, the Head of Division submits the Contract Completion Report (CCR).
- On completion of the Contract, the Head of Division submits the CCR. Based on the CCR, the Chairman of the relevant Committee releases the Performance Bond/Cash Performance Deposit.

#### **18. Purchase of Goods and Services in excess of \$1,000,000.00- Central Tenders Board**

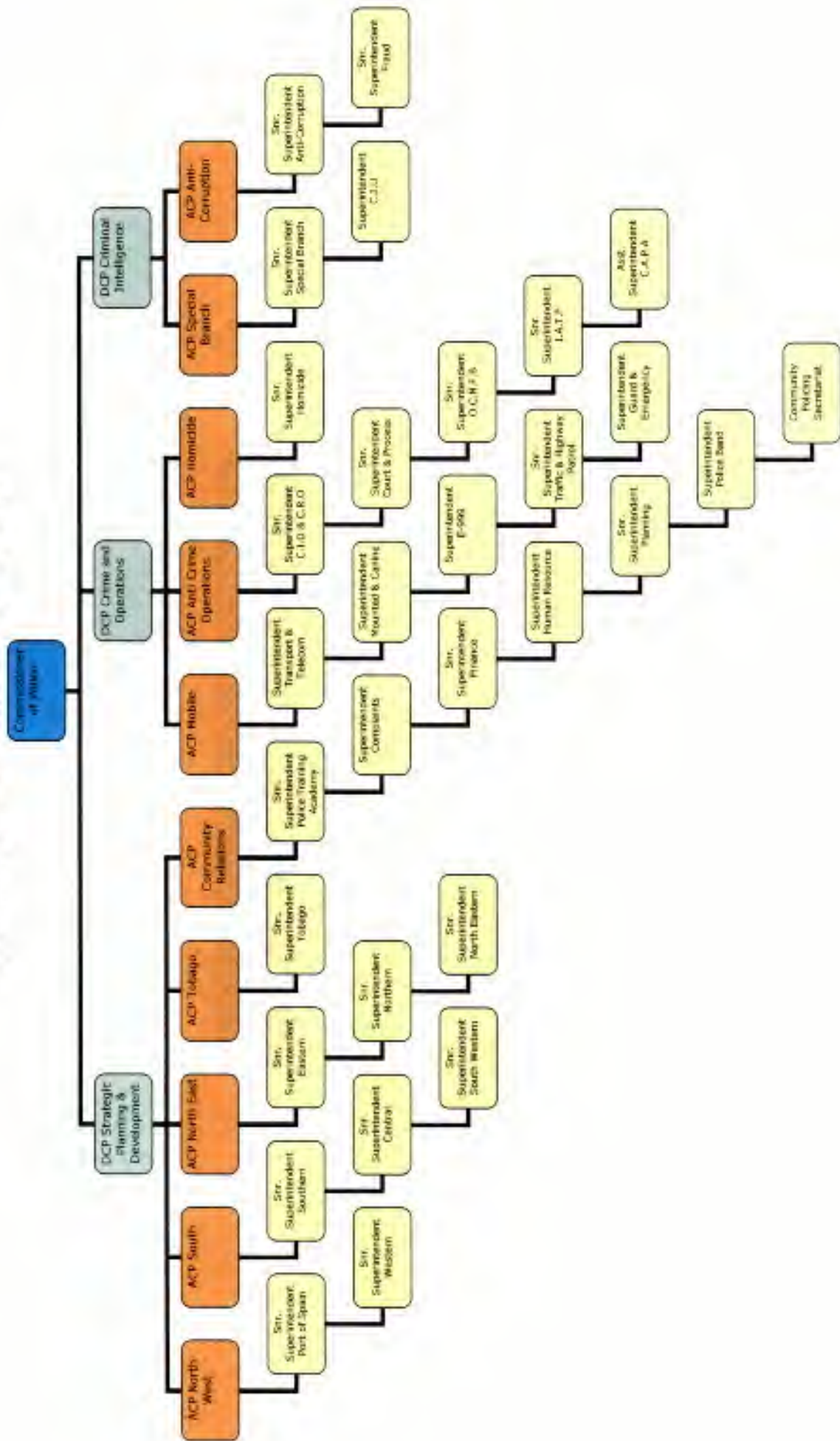
All purchases over \$1,000,000.00 are sent to the Central Tenders Board for processing.



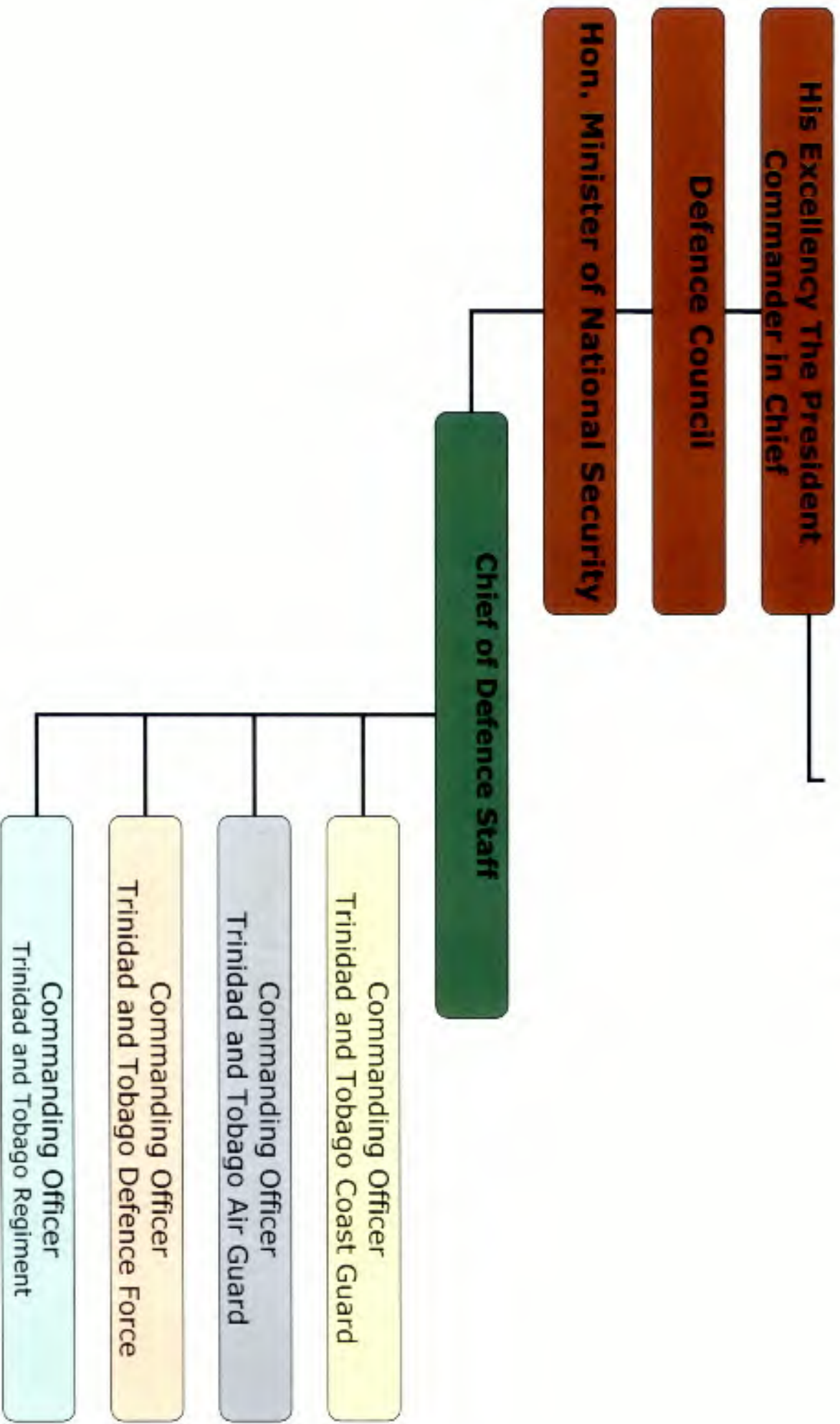
# Appendix I

## ORGANISATIONAL STRUCTURE OF THE DIVISIONS OF THE MINISTRY OF NATIONAL SECURITY

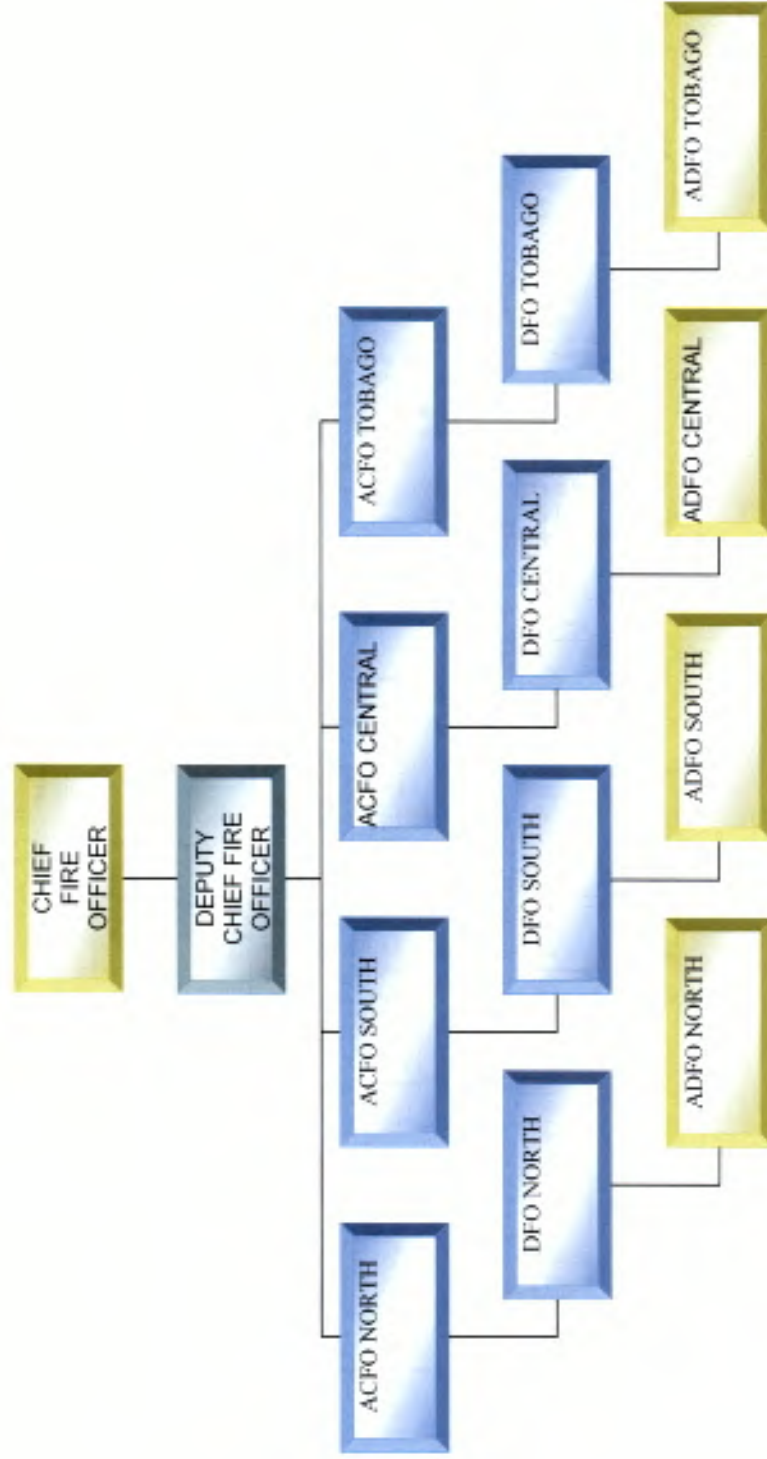
### Trinidad and Tobago Police Service



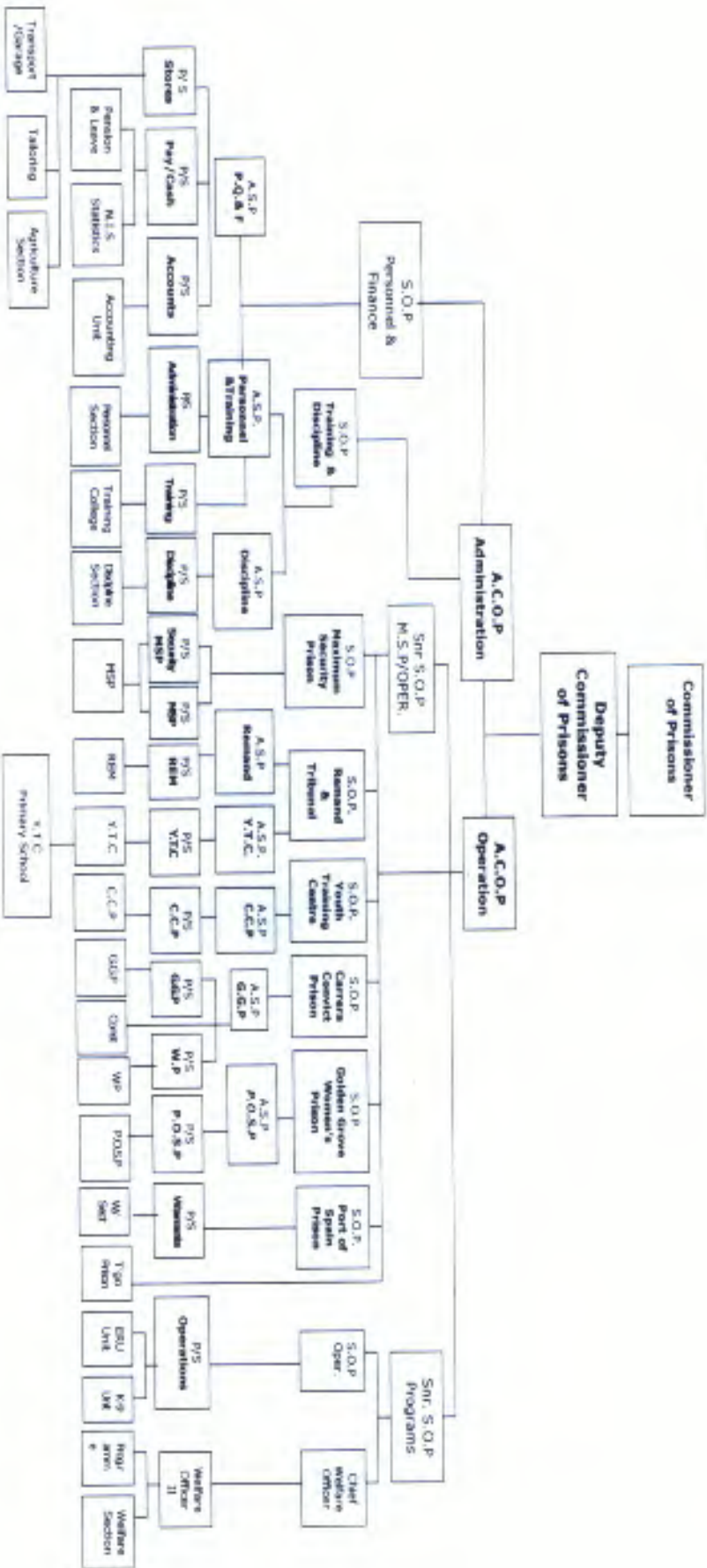
# Trinidad and Tobago Defence Force



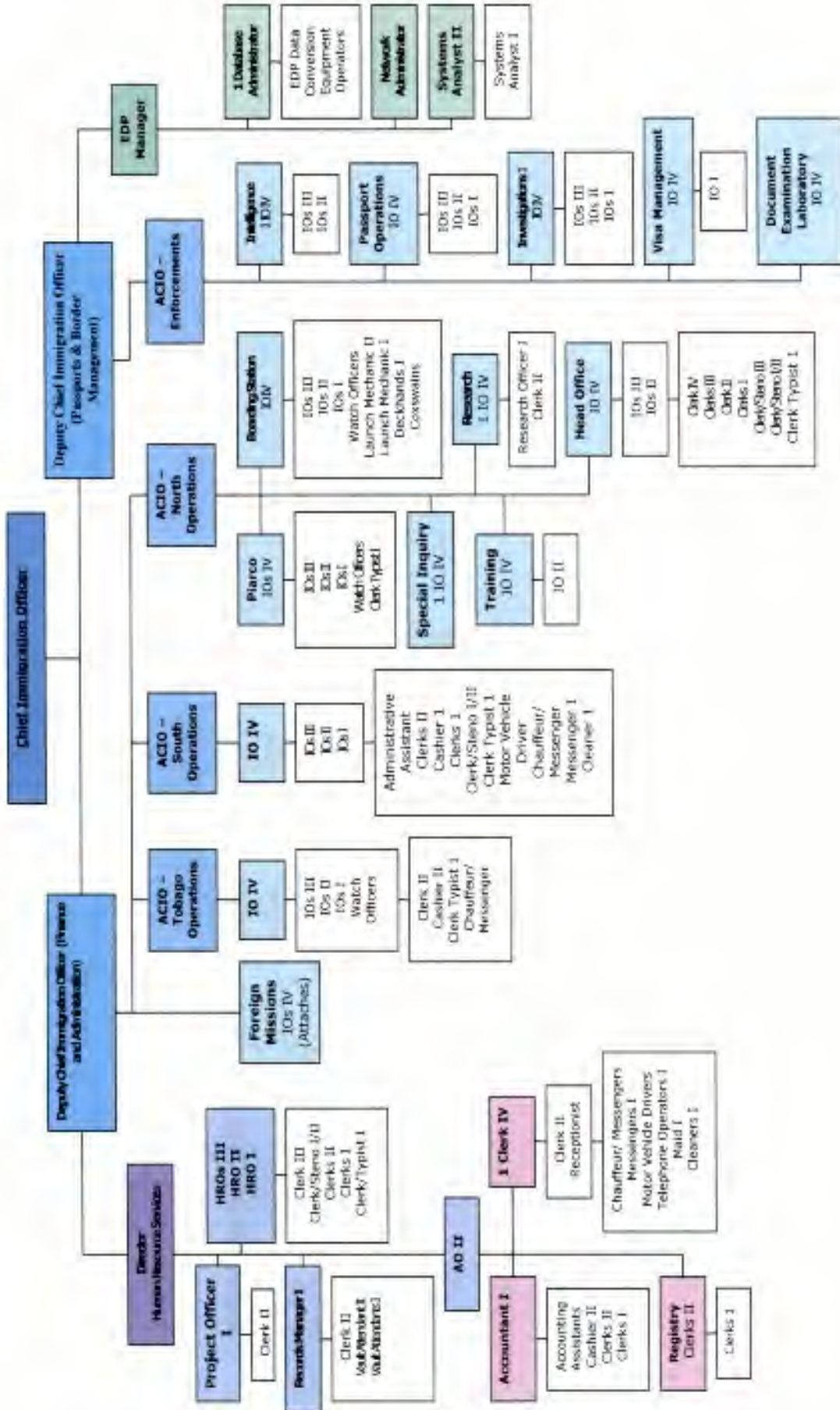
# Trinidad and Tobago Fire Service



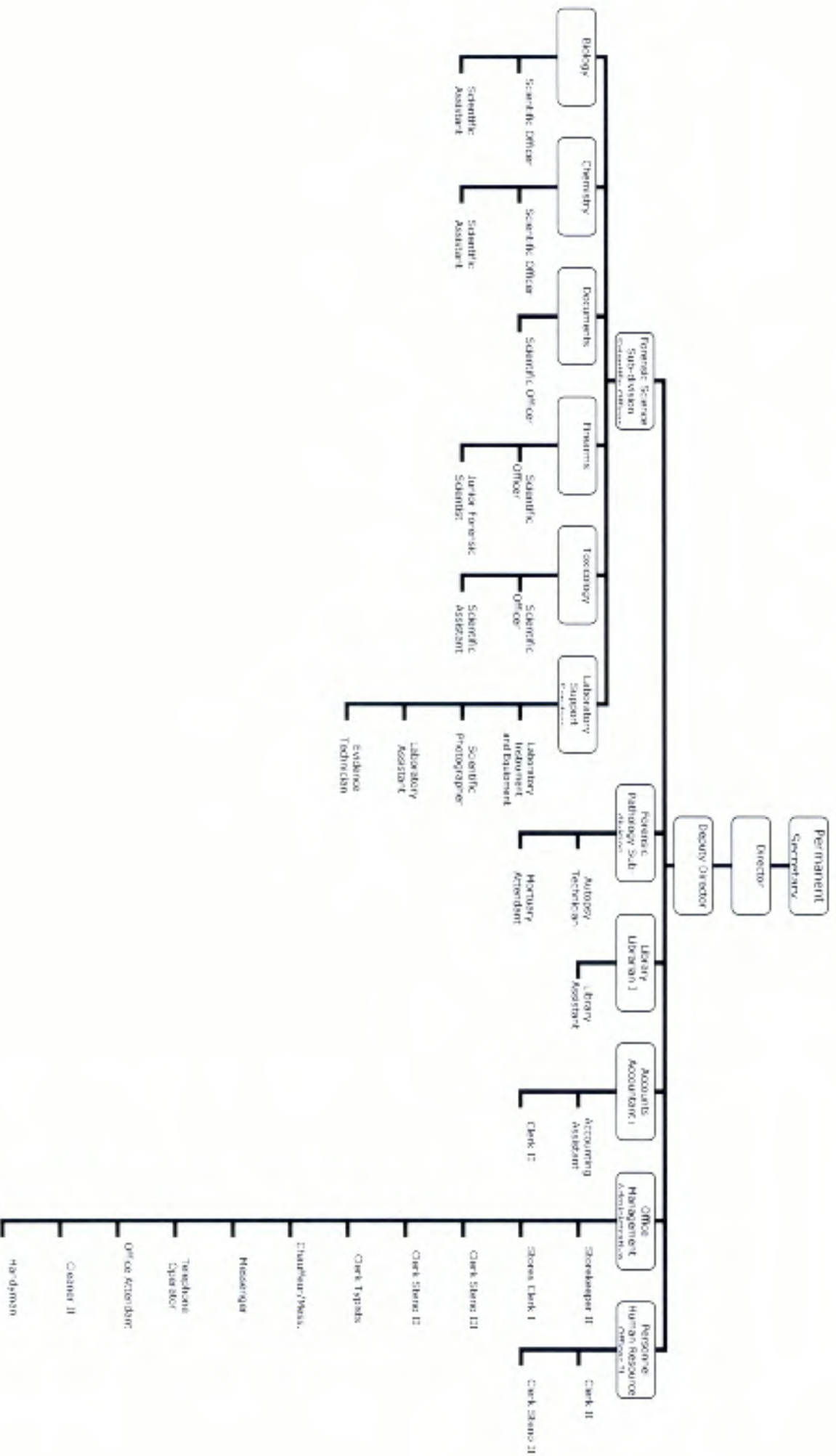
# Trinidad and Tobago Prison Service



# Trinidad and Tobago Immigration Division

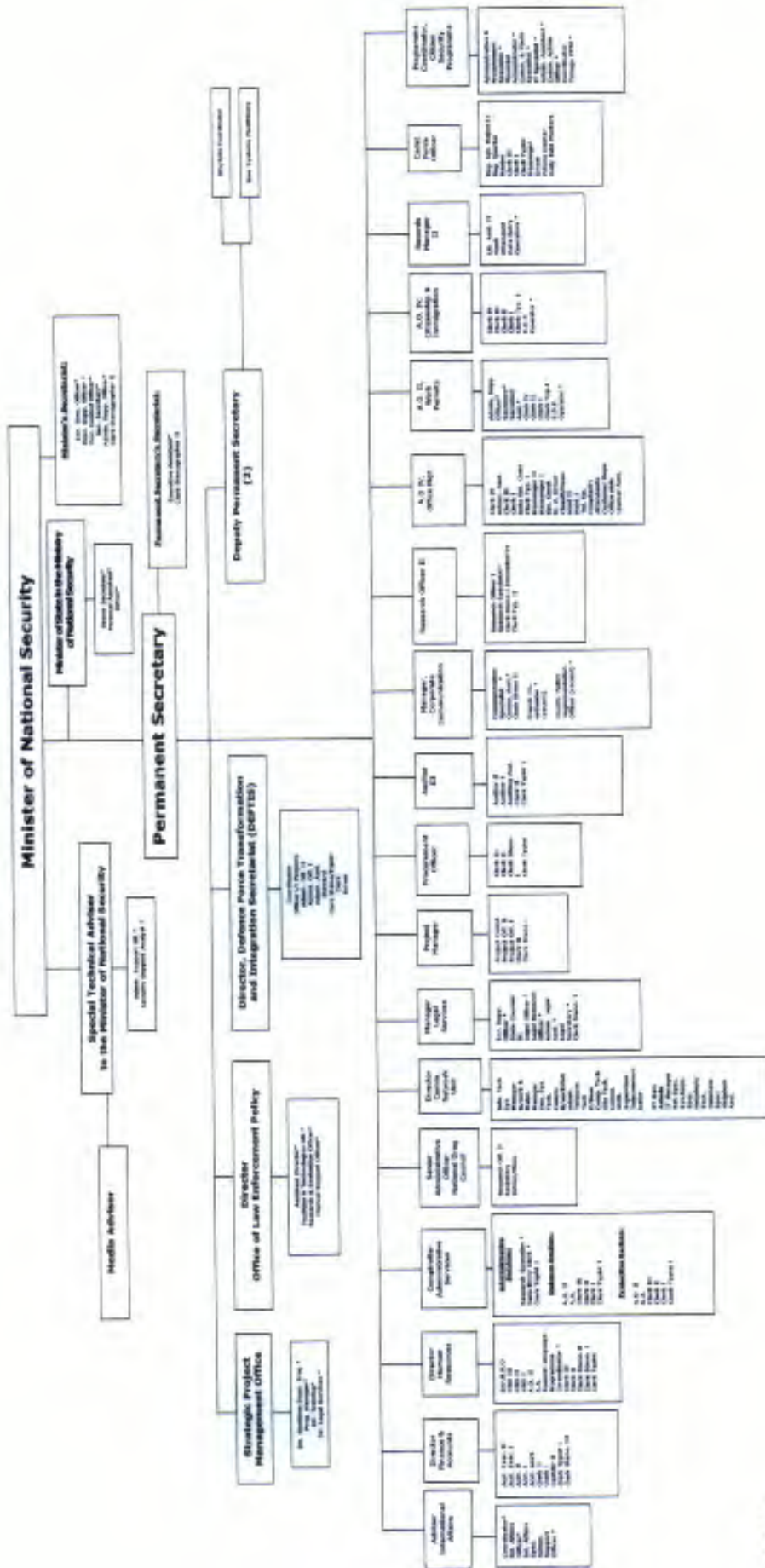


# Trinidad and Tobago Forensic Science Centre



# General Administration Division

ORGANIZATIONAL CHART  
GENERAL ADMINISTRATION DIVISION 2008



## Appendix II

### Summary of Expenditure 2005-2008

<b>Ministry of National Security- Summary of Expenditure for 2005</b>			
SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2005	ACTUAL EXPENDITURE FINANCIAL YEAR 2005	VARIANCE
	\$	\$	\$
<b>PERSONNEL EXPENDITURE</b>	<b>1,515,587,443.00</b>	<b>1,488,065,888.43</b>	<b>29,521,554.57</b>
Salaries and Cost of Living Allowance	863,724,987.00	848,374,297.51	15,350,689.49
Wages and Cost of Living Allowance	9,120,450.00	8,756,339.71	364,110.29
Overtime	113,600,000.00	113,850,656.71	49,345.29
Allowances	167,651,150.00	154,492,708.61	13,158,441.39
Government's Contribution to N.I.S	50,835,950.00	49,159,597.75	1,676,352.25
Remuneration to Board Members (vacant Posts - Salaries & COLA (without Bodies)	509,800.00	416,450.00	93,350.00
Remuneration to Auxiliary Fire Unit	7,719,900.00	7,267,202.68	422,697.32
Settlement of Awards to Public Officers	1,800,000.00	982,816.21	817,183.79
Remuneration-Member of Cabinet Appointed Committees	0	0.00	0.00
Payments of Increments-Salaries	100,000.00	99,668.32	331.68
Government's Contribution to Group Health Insurance-Daily Rated Workers	85,384.00	65,767.00	19,617.00
Increased Salaries to Public Officers- 1999/2001	100,000.00	0.00	100,000.00
Salaries-Direct Charges	230,088,371.00	229,937,320.19	151,050.85
Allowances-Direct Charges	62,435,793.00	62,401,940.56	33,852.42
Vacant Post-Salaries and C.O.L.A. (without Bodies)-Direct Charges	7,037,636.00	0.00	7,037,636.00
Government's Contribution to Group Health Insurance-Monthly Paid Officers	577,620.00	331,123.00	246,497.00
<b>GOODS AND SERVICES</b>	<b>575,936,437.00</b>	<b>536,103,141.22</b>	<b>39,833,295.78</b>
Traveling	22,446,700.00	20,845,547.31	1,601,152.69
Uniforms	32,475,640.00	29,999,941.08	2,485,698.92
Electricity	13,974,600.00	13,731,790.72	242,809.28
Telephones	30,018,904.00	29,960,404.08	58,500.92
Water and Sewerage Rates	7,569,500.00	6,168,504.29	1,400,995.71
House Rates	274,600.00	189,730.03	84,869.97
Rent/Lease-Accommodation and Storage	20,739,638.00	20,344,162.17	395,475.83
Rent/Lease-Vehicles and Equipment	73,289,241.00	60,795,353.64	12,493,887.36
Office Stationery and Supplies	6,608,000.00	6,376,307.17	231,692.83



Books and Periodicals	149,360.00	802,654.36	358,435.32
Materials and Supplies	28,573,020.00	28,200,760.24	1,372,259.76
Maintenance of Vehicles	72,646,000.00	72,803,664.01	144,325.01
Repairs to Vehicles	0.00	0.00	0.00
Repairs and Maintenance-equipment	3,948,500.00	5,213,248.71	1,264,748.71
Contract Employment	13,406,054.00	12,735,031.71	671,022.29
Training	14,380,000.00	14,334,687.02	45,312.98
Expenses	0.00	0.00	0.00
Official Entertainment	400,000.00	202,305.62	197,694.38
Repairs and Maintenance Buildings	22,669,000.00	21,442,737.15	1,226,262.85
Short Term Employment	1,601,000.00	1,767,657.85	166,657.85
Fees	1,300,850.00	965,250.21	335,599.79
Refunds and Rebates	387,500.00	219,546.57	167,953.43
Official Overseas Travel	7,964,500.00	7,852,314.77	112,185.23
Other Contracted Services	11,985,900.00	10,871,702.12	1,114,197.88
Extraordinary Expenditure	68,642,380.00	67,808,599.78	833,780.22
Janitorial Services	9,054,519.00	8,002,552.09	1,051,966.91
Food at Institutions	59,980,270.00	58,547,539.87	1,432,730.13
Security Services	9,557,548.00	9,781,068.00	223,519.99
Housing Accommodation	2,254,260.00	1,740,484.94	513,775.06
Relocation of Staff	2,404,000.00	2,224,513.17	179,486.83
Postage	125,800.00	57,276.50	68,523.50
Medical Expenses	16,024,800.00	17,373,541.18	1,348,741.18
Traveling-Direct Charges	12,116,000.00	9,216,924.17	2,899,075.83
Insurance	4,404,600.00	3,915,533.16	489,066.84
Promotions, Publicity and Printing	3,247,000.00	1,503,410.18	1,743,589.82
Expenses of Cabinet Appointed Bodies	200,000.00	171,900.00	28,100.00
Holding of Conferences, Seminars and Other Functions	5,249,000.00	4,012,490.24	1,236,509.76
Loan Repayment	0.00	0.00	0.00
Employee Assistance Programme	219,000.00	21,195.00	197,805.00
<b>MINOR EQUIPMENT PURCHASES</b>	<b>84,073,736.00</b>	<b>65,597,668.35</b>	<b>18,476,067.65</b>
Vehicles (Replacement)	17,540,000.00	19,639,757.41	2,099,757.41
Office Equipment	184,000.00	3,978,211.23	3,794,211.23
Furniture and Furnishings	7,210,000.00	4,589,844.05	2,620,155.95
Other Minor Equipment	59,320,736.00	45,090,245.66	14,230,490.34
<b>CURRENT TRANSFERS AND SUBSIDIES</b>	<b>132,292,500.00</b>	<b>127,427,398.00</b>	<b>4,865,102.00</b>
Regional Bodies	2,767,800.00	3,596,347.55	828,547.55
International Bodies	400,000.00	84,735.28	315,264.72
Non-Profit Institutions	500,500.00	179,663.33	320,836.67
Educational Institutions	900,000.00	866,000.00	34,000.00
Households	98,090,000.00	35,851,516.97	62,238,483.03
Other Transfers	988,442,000.00	57,843,831.91	930,598,168.09
<b>DEVELOPMENT PROGRAMME</b>	<b>208,345,613.00</b>	<b>199,883,827.50</b>	<b>8,461,785.50</b>
<b>GRAND TOTAL</b>	<b>2,516,145,729.00</b>	<b>2,414,857,923.50</b>	<b>101,287,805.50</b>

## Ministry of National Security- Summary of Expenditure for 2006

SLIB HEAD/TEAM/SUB-TEAM	ESTIMATED FINANCIAL YEAR 2006 ₹	ACTUAL EXPENDITURE FINANCIAL YEAR 2006 ₹	VARIANCE ₹
<b>PERSONNEL EXPENDITURE</b>	<b>1,835,139,316.00</b>	<b>1,640,976,303.10</b>	<b>194,163,012.90</b>
Salaries and Cost of Living Allowance	1,004,854,594.00	830,816,961.23	174,037,632.77
Wages and Cost of Living Allowance	8,028,200.00	9,032,243.89	-90,865.01
Overtime	166,809,100.00	163,993,766.81	2,815,333.19
Allowances	111,822,312.00	163,773,336.66	-51,951,024.66
Government's Contribution to N.I.S	56,647,495.00	53,381,289.29	3,266,205.71
Remuneration to Board Members (Vacant Posts - Salaries & COLA (without Bodies)	556,000.00	551,890.00	4,110.00
Remuneration to Auxiliary Fire Unit	5,200,000.00	6,177,149.30	-977,149.30
Settlement of Awards to Public Officers	1,248,500.00	350,286.93	898,213.07
Payments of increments-Salaries	100,000.00	96,007.75	3,992.25
Government's Contribution to Group Health Insurance-Daily Rated Workers	84,900.00	67,110.00	17,790.00
(Increased Salaries to Public Officers: 1999/2001	80,000.00	0.00	80,000.00
Salaries-Direct Charges	351,125,775.00	350,527,046.72	598,728.28
Allowances-Direct Charges	57,033,275.00	53,965,254.34	3,068,020.66
Vacant Post-Salaries and C.O.L.A. (without Bodies) Direct Charges	0.00	0.00	0.00
Government's Contribution to Group Health Insurance-Monthly Paid Officers	501,115.00	441,000.00	60,115.00
<b>GOODS AND SERVICES</b>	<b>684,945,818.00</b>	<b>634,540,015.26</b>	<b>50,405,802.74</b>
Travelling and Subsistence	23,713,731.00	21,650,898.33	2,062,832.67
Uniforms	37,336,800.00	31,913,189.50	5,423,610.50
Electricity	15,832,200.00	15,139,634.53	692,565.47
Telephones	81,569,000.00	80,816,202.03	752,797.97
Water and Sewerage Rates	7,078,300.00	4,035,360.04	3,042,939.96
House Rates	341,000.00	32,366.76	308,633.24
Rent/Lease-Accommodation and Storage	24,552,200.00	24,236,735.53	315,464.47
Rent/Lease-Vehicles and Equipment	97,704,100.00	96,955,135.12	748,964.88
Office Stationery and Supplies	6,432,000.00	6,167,864.07	264,135.93
Books and Periodicals	956,000.00	644,104.30	311,895.70
Materials and Supplies	30,823,615.00	27,803,397.82	3,020,217.18
Maintenance of Vehicles	71,325,000.00	73,874,487.19	-2,549,487.19
Repairs and Maintenance-Equipment	4,239,000.00	3,205,431.86	1,033,568.14
Contract Employment	17,391,000.00	16,426,947.36	964,052.64
Training	17,952,100.00	16,697,723.00	1,254,377.00
Official Entertainment	400,000.00	369,135.37	30,864.63
Repairs and Maintenance Buildings	21,681,000.00	19,771,247.24	1,909,752.76

Short Term Employment	90,000.00	57,469.68	2,512.02
Fees	1,790,000.00	1,285,483.05	494,516.95
Returns and Rebates	475,000.00	230,162.33	244,837.67
Office Overseas Travel	4,900,000.00	4,150,366.87	749,633.13
Other Contracted Services	18,024,696.00	12,517,036.02	5,507,660.00
Extraordinary Expenditure	106,866,500.00	99,806,434.27	7,060,065.73
Janitorial Services	10,968,008.00	7,366,867.32	3,601,140.68
Food at Institutions	63,741,220.00	63,315,800.50	425,419.50
Security Services	13,043,700.00	11,216,750.45	1,826,949.55
Housing Accommodation	5,146,300.00	3,793,694.36	1,352,605.64
Relocation of Staff	3,110,000.00	2,934,064.50	175,935.50
Postage	154,800.00	80,816.94	91,021.06
Medical Expenses	21,994,880.00	19,002,073.35	2,992,806.65
Traveling-Direct Charges	10,268,000.00	9,714,853.94	553,146.06
Insurance	2,951,800.00	2,802,435.99	149,364.01
Promotions, Printing and Printing	3,166,000.00	2,365,487.77	799,512.23
Expenses of Capitate Admitted Bodies	200,000.00	121,400.00	78,600.00
Hosting of Conferences, Seminars and Other Functions	4,367,366.00	3,689,505.50	677,860.50
Employee Assistance Programme	519,000.00	113,210.00	405,790.00
<b>MINOR EQUIPMENT PURCHASES</b>	<b>117,933,350.00</b>	<b>55,158,942.84</b>	<b>62,774,407.16</b>
Vehicles (Replacement)	24,977,400.00	7,407,310.39	17,570,089.61
Office Equipment	6,892,650.00	4,439,959.67	2,452,690.33
Furniture and Furnishings	7,666,776.00	6,326,024.56	1,340,751.44
Other Minor Equipment	78,136,524.00	37,985,648.22	40,150,875.78
<b>CURRENT TRANSFERS AND SUBSIDIES</b>	<b>247,432,422.00</b>	<b>238,417,027.99</b>	<b>8,015,394.01</b>
Regions Bodies	9,863,562.00	6,338,892.36	3,524,669.64
International Bodies	904,132.00	204,832.11	699,299.89
Non-Profit Institutions	500,500.00	175,886.42	324,613.58
Educational Institutions	0.00	0.00	0.00
Households	40,192,514.00	34,886,186.07	5,306,327.93
Other Transfers	196,361,734.00	194,008,309.07	2,353,424.93
<b>DEVELOPMENT PROGRAMME</b>	<b>221,850,000.00</b>	<b>171,840,128.48</b>	<b>49,999,871.52</b>
<b>GRAND TOTAL</b>	<b>3,106,500,906.00</b>	<b>2,740,932,417.64</b>	<b>365,568,488.36</b>

## Ministry of National Security- Summary of Expenditure for 2007

SUB HEAD/ITEMS/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2007 \$	ACTUAL EXPENDITURE FINANCIAL YEAR 2007 \$	VARIANCE \$
<b>PERSONNEL EXPENDITURE</b>	<b>1,859,978,770.00</b>	<b>1,843,106,396.36</b>	<b>16,872,373.61</b>
Salaries and Cost of Living Allowance	895,092,870.00	990,842,937.66	-95,750,132.44
Wages and Cost of Living Allowance	12,072,500.00	11,675,316.43	397,183.57
Overtime	186,075,200.00	186,981,902.08	-10,885.87
Allowances	223,670,000.00	223,316,912.68	353,087.32
Government's Contribution to N.I.S	61,828,600.00	69,296,549.50	-7,467,949.50
Remuneration to Board Members Vacant Posts - Salaries & C.O.L.A. (without Bodies)	774,820.00	753,280.00	21,540.00
Remuneration to Auxiliary Fire Unit	6,332,473.00	6,280,981.14	51,491.86
Settlement of Awards to Public Officers	870,000.00	25,900.87	844,099.13
Payments of increments-Salaries	200,000.00	87,227.82	112,772.18
Government's Contribution to Group Health Insurance-Daily Rated Workers	85,400.00	86,105.00	-705.00
Increased Salaries to Public Officers (1999/2001)	0.00	0.00	0.00
Salaries-Direct Charges	319,200,400.00	316,405,422.49	2,794,977.51
Allowances-Direct Charges	64,151,200.00	57,219,686.77	6,931,513.23
Vacant Post Salaries and C.O.L.A. (without Bodies)-Direct Charges	0.00	0.00	0.00
Government's Contribution to Group Health Insurance-Monthly Paid Officers	641,880.00	679,669.00	-37,789.00
<b>GOODS AND SERVICES</b>	<b>777,092,340.00</b>	<b>726,926,634.27</b>	<b>50,165,705.73</b>
Travelling and Subsistence	33,292,100.00	30,866,911.47	2,425,188.53
Uniforms	36,906,000.00	30,640,603.83	6,265,396.17
Electricity	18,226,200.00	17,310,966.02	915,233.98
Telephones	36,811,200.00	34,957,767.52	1,853,432.48
Water and Sewerage Rates	8,096,500.00	6,281,986.36	1,814,513.64
House Rates	381,000.00	196,786.40	184,213.60
Rent/Lease Accommodation and Storage	26,389,800.00	24,937,656.43	1,452,143.57
Rent/Lease-Vehicles and Equipment	68,117,675.00	57,611,176.99	10,506,498.01
Office Stationery and Supplies	9,074,646.00	8,406,426.78	668,219.22
Books and Periodicals	7,181,000.00	776,864.22	6,404,135.78
Materials and Supplies	36,744,215.00	36,420,190.79	324,024.21
Maintenance of Vehicles	77,389,000.00	66,576,371.76	10,812,628.24
Repairs and Maintenance-Equipment	4,529,255.00	3,574,206.91	955,048.09
Contract Employment	20,881,900.00	18,952,753.24	1,929,146.76
Training	22,863,900.00	20,699,733.79	2,164,166.21
Official Entertainment	500,000.00	446,934.51	53,065.49
Repairs and Maintenance Buildings	28,402,885.00	18,236,972.32	10,165,912.68
Short Term Employment	1,817,600.00	1,621,934.87	195,665.13

Fees	2,100,504.00	1,676,682.16	423,821.84
Refunds and Rebates	475,000.00	426,427.02	48,572.98
Official Overseas Travel	6,400,000.00	5,529,920.47	870,079.53
Other Contracted Services	14,005,339.00	12,428,166.17	1,577,172.83
Extraordinary Expenditure	139,760,500.00	137,815,416.37	1,945,083.63
Janitorial Services	11,404,128.00	9,807,054.14	1,597,073.86
Food at Institutions	98,801,789.00	94,126,571.57	4,675,217.43
Security Services	14,374,361.00	14,250,587.00	123,774.00
Housing Accommodation	6,938,500.00	5,626,594.88	1,311,905.12
Relocation of Staff	3,976,000.00	3,863,856.32	112,143.68
Postage	137,600.00	60,684.18	76,915.82
Medical Expenses	25,512,000.00	23,664,218.23	1,847,781.77
Travelling-Direct Charges	11,183,000.00	10,282,431.96	900,568.04
Insurance	1,487,165.00	1,284,927.38	202,237.62
Promotions, Publicity and Printing	4,341,000.00	3,541,669.63	799,330.37
expenses of Cabinet/ Appointed Bodies	500,000.00	349,400.00	150,600.00
Hosting of Conferences, Seminars and Other Functions	14,458,938.00	13,476,882.95	982,055.05
Employee Assistance Programme	434,225.00	182,025.00	252,200.00
<b>MINOR EQUIPMENT PURCHASES</b>	<b>105,135,782.00</b>	<b>94,173,634.12</b>	<b>11,279,743.58</b>
Vehicles (Replacement)	24,016,500.00	20,619,575.31	3,396,924.69
Office Equipment	6,445,500.00	4,057,444.10	2,388,055.90
Furniture and Furnishings	8,678,700.00	7,301,161.94	1,377,538.06
Other Minor Equipment	66,995,082.00	60,195,452.77	6,799,629.23
<b>CURRENT TRANSFERS AND SUBSIDIES</b>	<b>367,904,750.00</b>	<b>357,982,010.95</b>	<b>9,922,739.05</b>
Regional Bodies	2,699,700.00	2,529,988.25	169,711.75
International Bodies	579,050.00	356,823.04	222,227.96
Non Profit Institutions	500,500.00	487,823.68	12,676.32
Educational Institutions	0.00	0.00	0.00
Households	48,229,500.00	38,946,288.43	9,283,211.57
Other Transfers	317,696,000.00	315,681,086.55	2,014,913.45
<b>DEVELOPMENT PROGRAMME</b>	<b>748,419,000.00</b>	<b>733,393,255.18</b>	<b>15,025,744.82</b>
<b>GRAND TOTAL</b>	<b>3,856,530,642.00</b>	<b>3,754,583,930.91</b>	<b>104,264,306.79</b>

## Ministry of National Security- Summary of Expenditure for 2008

SUB-HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR 2008 \$	ACTUAL EXPENDITURE FINANCIAL YEAR 2008 \$	VARIANCE \$
<b>PERSONNEL EXPENDITURE</b>	<b>2,508,745,057.00</b>	<b>2,375,846,089.02</b>	<b>132,898,967.98</b>
Salaries and Cost of Living Allowance	1,244,376,010.00	1,179,284,950.53	65,091,059.47
Wages and Cost of Living Allowance	1,440,880.00	1,481,061.72	-968,818.21
Overtime-Monthly Paid Officers	227,365,300.00	225,270,703.25	2,094,596.75
Allowances-Monthly Paid Officers	315,595,200.00	276,579,212.74	38,015,987.26
Government's Contribution to N.I.S	76,775,280.00	71,477,569.23	5,297,710.77
Remuneration to Board Members	1,162,600.00	935,200.00	247,400.00
Vacant Posts - Salaries & COLA (without Bodies)	1,500,000.00	0.00	1,500,000.00
Remuneration to Auxiliary Fire Unit	13,200,000.00	12,000,032.48	1,199,967.52
Settlement of Arrears to Public Officers	610,000.00	0.00	610,000.00
Payments of Increments-Salaries	150,000.00	52,316.11	97,683.89
Government's Contribution to Group Health Insurance-Daily Rated Workers	88,470.00	66,469.00	22,001.00
Increased Salaries to Public Officers 1999/2001	0.00	0.00	0.00
Salaries-Direct Charges	183,010,400.00	145,594,255.45	37,416,144.55
Allowances-Direct Charges	129,301,070.00	126,114,490.88	3,186,579.12
Vacant Post-Salaries and C.O.L.A (without Bodies)-Direct Charges	0.00	0.00	0.00
Government's Contribution to Group Health Insurance-Monthly Paid Officers	902,460.00	658,990.00	243,470.00
Overtime-Daily rated Workers	2,146,450.00	758,366.63	1,388,083.37
Allowances-Daily rated Workers	825,200.00	65,766.05	759,433.95
Government's Contribution to N.I.S-Direct Charges	29,259,737.00	25,098,696.84	4,161,040.16
<b>GOODS AND SERVICES</b>	<b>841,036,677.00</b>	<b>730,360,732.00</b>	<b>110,675,945.00</b>
Travelling and Subsistence	32,046,725.00	29,316,145.24	2,730,580.76
Uniforms	37,779,500.00	34,683,952.04	3,095,547.96
Electricity	18,719,100.00	18,012,787.24	706,312.76
Telephones	42,066,350.00	36,429,625.45	5,636,724.55
Water and Sewerage Rates	3,295,380.00	6,211,700.79	-2,916,320.79
House Rates	277,819.00	196,624.80	81,194.20
Rent/Lease-Accommodation and Storage	36,186,430.00	31,736,840.24	4,449,589.76
Rent/Lease-Vehicles and Equipment	31,606,709.00	43,029,579.16	-11,422,870.16
Office Stationery and Supplies	12,024,620.00	10,371,116.70	1,653,503.30
Books and Periodicals	1,783,800.00	1,216,027.67	567,772.33
Materials and Supplies	39,237,670.00	34,373,952.64	4,863,717.36
Maintenance of Vehicles	53,450,000.00	77,939,449.00	-24,489,449.00
Repairs and Maintenance-Equipment	6,491,840.00	4,509,091.77	1,982,748.23
Contract Employment	28,053,380.00	28,116,812.10	-66,432.10

Training	32,960,547.00	29,179,169.40	2,087,982.60
Official Entertainment	625,000.00	490,526.32	154,473.68
Repairs and Maintenance Buildings	33,215,295.00	30,076,140.41	3,156,154.59
Short Term Employment	7,505,546.00	2,120,426.54	376,117.46
Fees	2,346,503.00	1,976,184.42	371,322.58
Refunds and Rebates	743,760.00	386,299.66	358,460.34
Official Overseas Travel	5,285,000.00	6,019,725.07	268,274.90
Other Contracted Services	19,166,780.00	14,696,266.19	4,469,513.81
Extraordinary Expenditure	16,750,000.00	11,205,068.86	5,544,931.14
Janitorial Services	21,651,803.00	20,656,534.17	1,015,868.83
Food at Institutions	87,443,057.00	75,938,998.01	8,504,058.99
Security Services	25,644,041.00	19,395,503.79	6,248,537.21
Housing Accommodation	7,351,850.00	6,895,884.85	455,965.15
Relocation of Staff	4,186,500.00	3,715,788.51	470,711.49
Postage	136,590.00	46,757.61	89,832.39
Medical Expenses	31,576,271.00	25,997,661.52	5,578,609.48
Traveling-Direct Charges	12,086,200.00	6,761,574.10	2,324,625.90
Insurance	1,317,310.00	1,296,310.00	16,000.00
Promotions, Publicity and Printing	5,561,316.00	4,456,952.06	1,087,363.94
Expenses of Cabinet Appointed Bodies	1,100,000.00	1,040,877.42	59,122.58
Hosting of Conferences, Seminars and Other Functions	10,897,556.00	8,505,840.08	2,391,714.92
Employee Assistance Programme	629,000.00	232,633.75	396,366.25
<b>MINOR EQUIPMENT PURCHASES</b>	<b>266,594,783.00</b>	<b>182,795,457.94</b>	<b>84,799,325.06</b>
Vehicles (Replacement)	145,027,601.00	91,591,357.35	53,436,243.65
Office Equipment	9,683,813.00	6,981,633.21	2,621,779.79
Furniture and Furnishings	12,099,310.00	8,166,420.06	3,932,889.94
Other Minor Equipment	101,884,259.00	76,075,847.30	23,808,411.70
<b>CURRENT TRANSFERS AND SUBSIDIES</b>	<b>397,805,190.00</b>	<b>393,632,818.09</b>	<b>3,876,371.91</b>
Regional Bodies	6,796,705.00	6,537,670.96	259,034.04
International Bodies	568,690.00	210,112.50	378,577.50
Non-Profit Institutions	500,500.00	401,766.31	98,733.69
Educational Institutions	0.00	0.00	0.00
Households	48,941,669.00	48,554,701.10	386,967.90
Other Transfers	340,987,326.00	338,228,567.20	2,758,758.80
<b>DEVELOPMENT PROGRAMME</b>	<b>985,085,685.00</b>	<b>880,734,771.75</b>	<b>114,350,913.25</b>
<b>GRAND TOTAL</b>	<b>5,011,271,402.00</b>	<b>4,564,671,868.90</b>	<b>446,599,533.20</b>

## Appendix III

### Details of Overpayments and Losses of cash, stamps and stores discovered during the years 2005-2008

#### 1. Overpayments

FY 2005	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  \$
<b>General Administration</b>	27	27	106,139.23	67,610.56
<b>Police Service</b> 2842	1538	1538	4,194,953.03	1,676,938.88
<b>Regiment</b> 15	15	15	141,308.55	46,135.74
<b>Immigration</b> 11	11	11	21,157.85	8,674.55



FY 2006	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
			\$	\$
	<b>General Administration</b>			
	62	50	166,452.72	93,210.85
	<b>Fire Service</b>			
	267	267	624,735.39	160,964.49
	<b>Prison Service</b>			
	4	4	20,199.23	20,199.23
	<b>Police Service</b>			
	1485	205	1,623,833.23	739,437.56
	<b>Forensic Science Centre</b>			
	5	5	25,283.88	22,260.47
	<b>Immigration</b>			
	14	14	19,217.49	10,645.12
	<b>Trinidad and Tobago Defence Force</b>			
	55	55	475,304.80	176,640.60

FY 2007			
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  \$
<b>General Administration</b> 100	74	211,640.71	123,948.80
<b>Fire Service</b> 254	254	201,766.94	160,617.63
<b>Prison Service</b> 4	4	20,199.23	20,199.23
<b>Police Service</b> 850	730	2,342,821.62	1,181,719.71
<b>Immigration</b> 6	0	10,373.13	8,591.20
<b>Trinidad and Tobago Defence Force</b> 120	118	1,227,026.69	329,652.01

FY 2008	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
			\$	\$
	<b>General Administration</b> 84	80	113,739.93	70,373.87
	<b>Fire Service</b> 368	368	610,927.38	345,999.95
	<b>Prison Service</b> 5	5	72,849.08	34,962.31
	<b>Police Service</b> 1047	550	3,351,798.79	1,011,081.52
	<b>Regiment</b> 29	29	530,747.99	75,468.43
	<b>Coast Guard</b> 23	23	924,024.10	552,830.75
	<b>Immigration</b> 13	4	213,018.94	9,375.23
	<b>Forensic Science Centre</b> 10	10	23,223.64	22,023.64

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

FY 2005	Division	Loss	Value \$	Remarks
<b>Police Service</b>		2 Digital Clocks	400	Stolen on 16.02.05 from CID Office, Siparia
		1 Printer and 1 Flat Panel Monitor	3,895	Stolen on 23.10.05 from the Sangre Grande Police Station
		1 Ceiling Fan	400	Stolen on 9.11.04 from the Fyzabad Police Station
		Motor Vehicle Parts	11,600	Stolen on 05.02.05 from Police Vehicle PBO 8985 at Port of Spain CID

<b>FY 2006</b>			
<b>Division</b>	<b>Loss</b>	<b>Value \$</b>	<b>Remarks</b>
<b>Police Service</b>	1 No. 3 Bullet-proof Vest	1,858.47	Stolen on 24.12.05 from the Police Training College
	1 No. 4 Bullet-proof Vest	2,600	Stolen on 15.12.05 from the Police Training College
	1 Brush Cutter	6,000	Missing on 24.07.06 from the compound of the Police Training College
<b>Immigration</b>	Cash	3,100	The matter was investigated, no further Police action was taken

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2007**

<b>Division</b>	<b>Loss</b>	<b>Value \$</b>	<b>Remarks</b>
<b>Police Service</b>	1 Bullet Proof Vest	3,000	Stolen on 01.01.07 from PC Kieron Fridle Reg No. 16392 in motor vehicle PBS 592 at No. 29 Mc Inroy Street Curepe
	Law Volume III	62.50	Discovered missing on 27.10.06 from office at Central Division
	2 pairs Handcuffs, 2 T&T Police Service Grey Shirts, 6 Silver TTPS buttons numeral No. 4770	1,174.20	Stolen from Reg No. 4770 PC Tyrone Mitchell's residence on 03.01.06
	8 66 FZE 0039 Walkie Talkie	9,000	Smashed in the ground by Ian Perriera while being arrested by PC 14763 Weekes (Malicious damage on 20.02.07)
	1 20" Sharp Television	900	Malicious damage by Jimbo Singh at the Siparia Police Station on 05.06.07
	1 Laptop	11,000	Stolen on 23.07.07 from motor vehicle PCB 9461 at Maritime Plaza carpark

	2 Bullet Proof Vests	3,716.84	Stolen on 15.07.07 from Guard Unit, Police Administration Building, belonging to SRP 4421 Da Silva and SRP 4571 Charles
	1 Bullet Proof Vest	2,600	Stolen on 08.11.06 from motor vehicle PBE 1804 belonging to PC 15536 Richard Nicorne at his residence
<b>Fire Service</b>	Cash	100	None
<b>Immigration</b>	1 Lasko Fan	300	Matter was reported to Director, Human Resource Services, Immigration. Process of further reporting is continuing.

<b>FY 2008</b>			
<b>Division</b>	<b>Loss</b>	<b>Value \$</b>	<b>Remarks</b>
<b>Police Service</b>	1 Smith and Wesson 9mm Pistol (3936) and 25 rounds Ammunition	4,637.75	Stolen on 10/11/07 from Guard Unit, Police Administration Building
	1 Police ID Card; 1 Pistol 3824; 14 rounds Ammunition	3,577.58	Stolen on 06/12/07 belonging to #14183 Ashby
	1 Toolkit	2,500	Stolen on

		09/02/08 from PBS 8479
1 Police Trousers, Police ID Card	217	Stolen on 06/02/08 from motor vehicle PBC 6273 belonging to #13778 Kheon Archie
1 9mm Pistol, 13 rounds Ammunition	5,263.87	Stolen on 22/02/08 from motor vehicle PBT 3207
1 Police ID Card	15	Stolen on 04/03/08 belonging to #6565 SRP Spencer
1 BTU 1200 Air Condition Unit	7,530	Stolen on 23/04/08 at the Police Academy
Walkie Talkie 6785SD7475	9,560	Lost on 30/04/08 in the Forest in Point FortIn by #13156 Cpl. Jones
1 Pistol, 115 rounds Ammunition, Police ID Card, 2 Cellular Phones	5,552.50	Stolen from the apartment of Cpl. Nicholas on 10/06/08
1 Police ID Card	15	Stolen on 16/08/08 from #14707 C. Dubar, Organized Crime Narcotics and Firearms Bureau
1 Police ID Card	15	Stolen on 01/02/07 belonging to #15093 Boris
1 Police Kit	641	Stolen on 17/05/08 belonging to #15770 PC Mitchell
1 Coil (aluminum	40,000	Stolen on



	and copper)		06/09/08 from Police Headquarters
	1 Bullet Proof Vest	3,550	Stolen on 24/08/08 belonging to SRP Samaroo
	2 Bullet Proof Vests	7,433.68	Stolen on 15/07/07 from Guard and Emergency Branch, POS belonging to SRPs #4421 De Silva and #4571 Charles
<b>Coast Guard</b>	1 Generator	99,935	The generator was stolen from the private vehicle of 5732 Leading Electrician Knights. A police report was made. The officer informed the Commanding Officer, Coast Guard that he will pay for the cost of the generator
<b>Immigration</b>	1 Remote	300	Stolen from Immigration Office on Henry Street, Port of Spain. Reported to the Administrative Officer II.