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## Executive Summary

The Ministry of National Security is the arm of the Government of Trinidad and Tobago, charged with the primary responsibility for ensuring the security of the land and people of the twin island state of Trinidad and Tobago. The Ministry's three-pronged operational mandate is to:

- Maintain Law and Order, Public Safety and Defense against Aggression
- Manage Disaster Preparedness and Response; and
- Monitor and Control the flow of persons into and out of the country.

In fulfilling its mandate, the Ministry is guided by the People's Partnership Government's Seven (7) Pillars for Sustainable Development for the country. The remit of the Ministry of National Security falls largely under Pillar 3, National and Personal Security, which speaks to Government's commitment to crime reduction and restoring the sense of security to the populace.

During Fiscal 2011, the Ministry implemented a number of initiatives aimed at upgrading its systems, structures, equipment/facilities and human resource base in order to more effectively fulfill its mandate and attain its development goals. Emphasis was placed on addressing social conditions that serve as incubators for criminal activity.

Among the key initiatives implemented during the period under review were:

- Regularisation and restructuring of the intelligence sector ;
- The pilot and launch of the 21<sup>st</sup> Century Policing Initiative - a people centric approach to Policing;
- The launch of the Communities Organised and Ready for Emergencies (CORE) Programme for Disaster Preparedness and Management;
- The launch of Prevention Programmes targeting youth such as:
  - ✓ The National Mentorship Programme
  - ✓ The Making Life Important Initiative

- Improvement in operations through the utilization of GIS and GPS technology;  
and
- The imposition of a State of Emergency on August 21<sup>st</sup>, 2011.

## Chapter 1

### About the Ministry

The creation of a Ministry with responsibility for national security in Trinidad and Tobago dates back to 1959, with the introduction of Cabinet Government. At that time, it was known as the Ministry of Home Affairs. Over the years, the Ministry has evolved, reconfiguring itself to fulfil its changing roles and responsibilities, consistent with changing domestic and foreign security demands.

Over more recent years, the Ministry has embarked on a number of initiatives aimed at updating and strengthening its systems and structures to better fulfil its mandate. Greater focus has been placed on strengthening the capacity of the existing institutions under its purview with the introduction of modern technology, upgrading physical infrastructure, strengthening its human resource base and expanding the legal framework. In addition, greater emphasis has been placed strengthening the country's border control mechanisms through increased surveillance and upgraded travel documentation. The disaster management agency has also sought to expand its outreach to the general public through various community based initiatives and via the print and electronic media.

To execute its functions, the Ministry has a staff of approximately 20,000 persons, including Military, Paramilitary and Civilian personnel, establishment and contract, who are assigned to its under mentioned eight (8) primary Divisions and other units/agencies:

#### Divisions

- Trinidad and Tobago Police Service
- Trinidad and Tobago Prison Service
- Trinidad and Tobago Fire Service
- Trinidad and Tobago Defence Force
- Immigration Division
- Office of Disaster Preparedness and Management
- Trinidad and Tobago Cadet Force
- General Administration

## Units/Agencies

- Strategic Services Agency (SSA)
- National Drug Council (NDC)
- Citizen Security Programme (CSP)
- Office of Law Enforcement Policy (OLEP)
- Other security intelligence agencies

The Ministry also retains oversight responsibility for a number of advisory bodies, boards and committees. These include:

- 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
- Crime and Justice Commission

In conducting its business, the Ministry also liaises with a number of stakeholder agencies from both the governmental and non-governmental sectors.

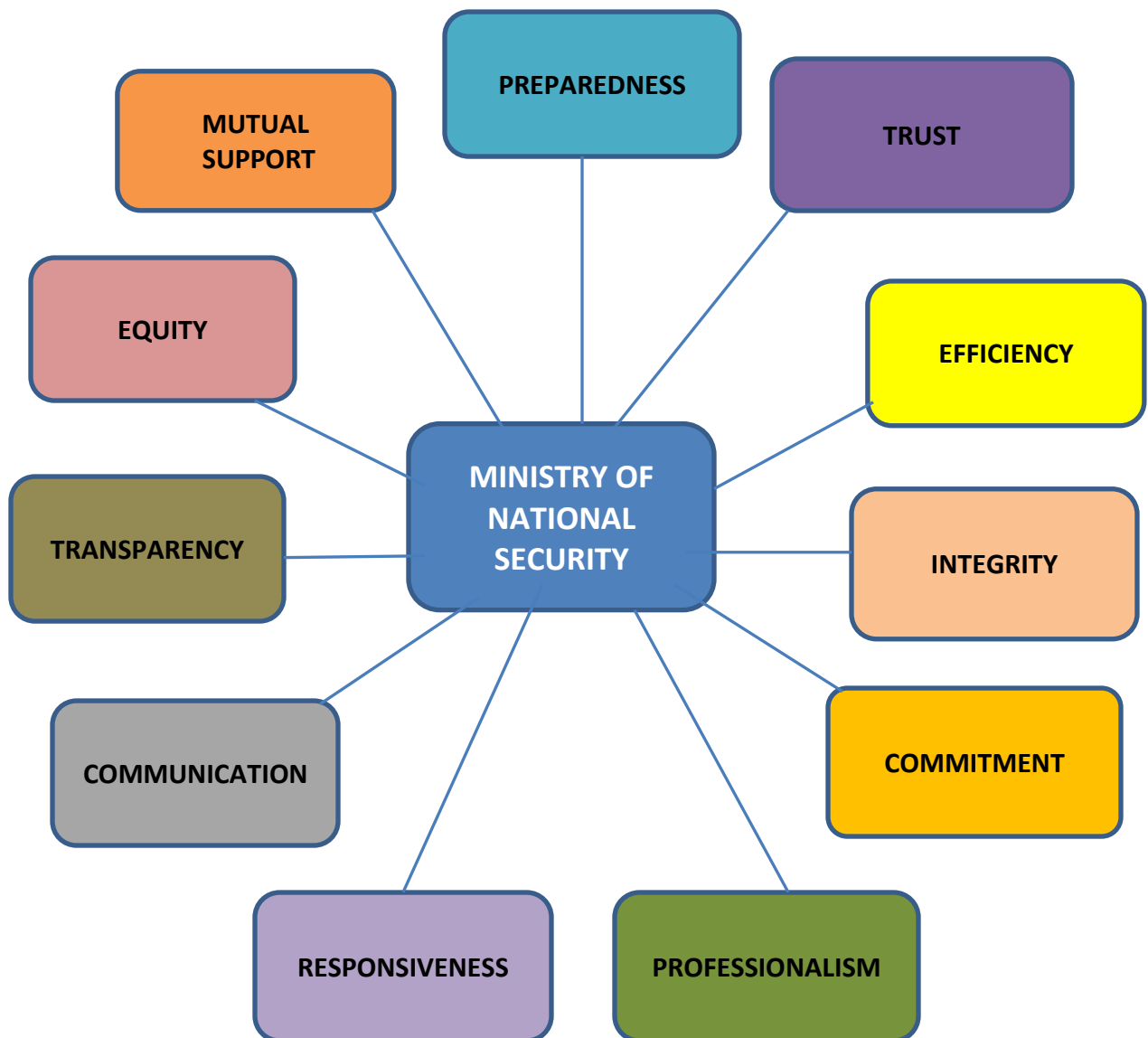
Currently, the law enforcement and public safety obligations of the Ministry of National Security feature among its most significant. It is clear therefore, that in order to fulfil the pressing needs of its mandate, a significant amount of funding is required. Hence, it is understandable that in more recent years, the Ministry's budgetary allocation has been among the top three when compared to other government ministries. For the 2011 Fiscal Year, the Ministry's budgetary allocation was \$3.39 Bn. It must be noted however, that as at October 1, 2010 the Commissioner of Police was appointed as the Accounting Officer for the Trinidad and Tobago Police Service (TTPS). The allocation for the TTPS for Fiscal 2011 was \$1.55 Bn. Therefore, the total allocation to the Ministry of National Security and the TTPS for Fiscal 2011 is \$4.94 Bn.

### Our Mission

“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”

### Our Philosophy

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

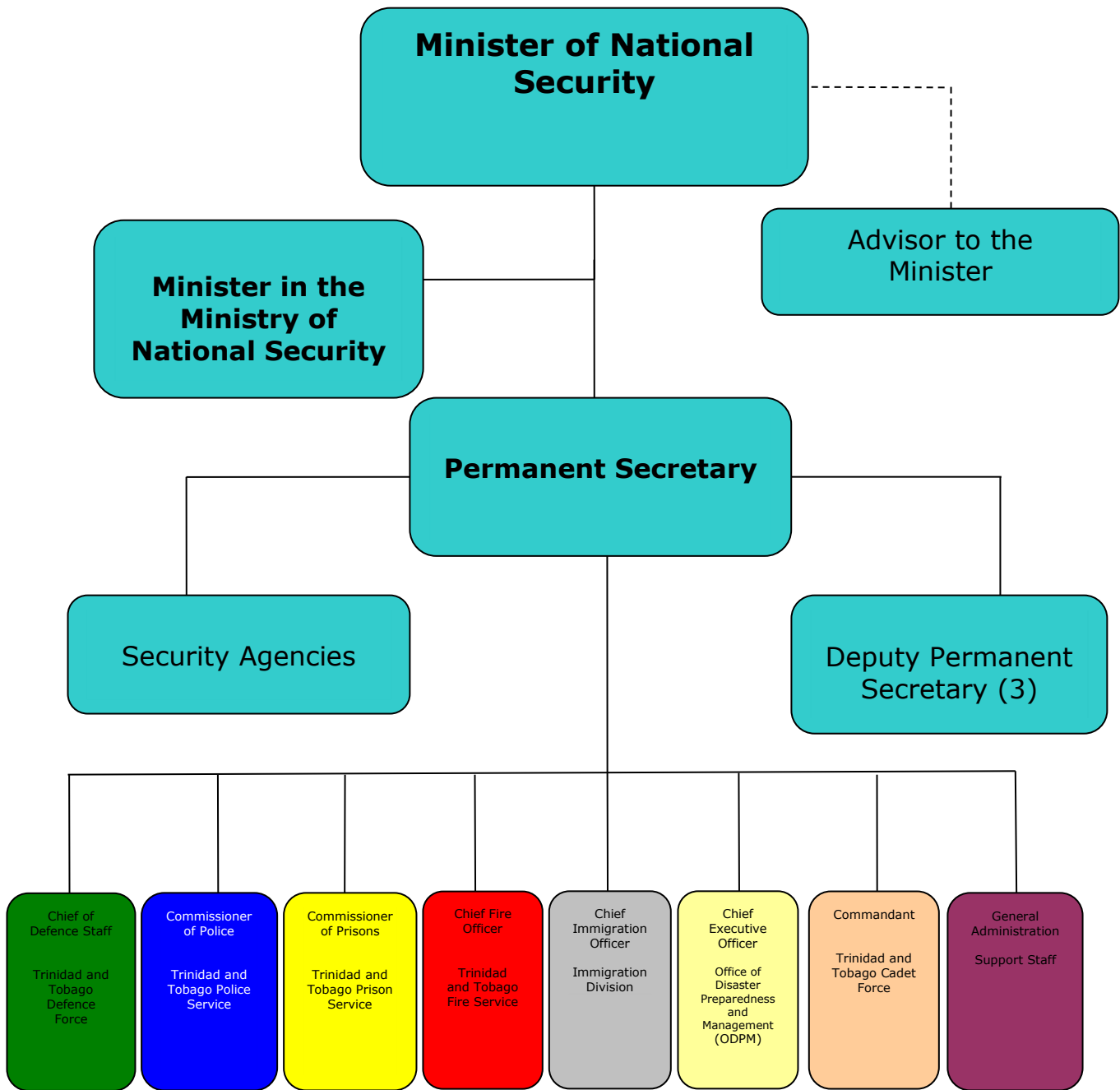


## Corporate Structure

The Ministry is headed by political appointees, with the Minister of National Security being supported by a Minister in the Ministry of National Security. The Ministers are assisted by the Permanent Secretary in managing the affairs of the Ministry. The Permanent Secretary is a public servant and the chief accounting officer for the organization. She oversees the day-to-day operations of the Ministry with the support of three (3) Deputy Permanent Secretaries, together with the respective Heads of 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
Office of Disaster Preparedness and Management	Chief Executive Officer
Immigration Division	Chief Immigration Officer
Trinidad and Tobago Cadet Force	Commandant
Strategic Services Agency	Director

Provided hereunder is an organizational chart depicting the top structure of the Ministry:





## Chapter 2

### Profiles of the Divisions/Agencies of the Ministry

#### *The Trinidad and Tobago Police Service*

As the primary law enforcement agency, the Trinidad and Tobago Police Service is charged with the responsibility to maintain law and order, prevent and detect crime and prosecute offenders. The Service is guided in its day-to-day operations by its motto - “to protect and serve with pride”. Its main functions are as follows:

- ❖ Preserve the peace and detect crime and other infractions of the law
- ❖ Apprehend and bring before justice, persons found committing offences
- ❖ Repress internal disturbances
- ❖ Community Policing initiatives - provide counselling, guidance and advice to all citizens
- ❖ Prepare Certificates of Good Character
- ❖ Provide VIP Protection
- ❖ Conduct Surveillance and Intelligence Gathering
- ❖ Provide E999 Emergency Response and Advice
- ❖ Conduct Traffic Management
- ❖ Grant permission to conduct Cremations, Bingos, Raffles and Street Collection.

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

The Trinidad and Tobago Defence Force is responsible for defending the sovereign good of the Republic of Trinidad and Tobago, contributing to the development of the national community and supporting the State in the fulfilment of its national and international objectives. Its main functions are as follows:

- ❖ 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).

### **The Trinidad and Tobago Prison Service**

The Trinidad and Tobago Prison Service is responsible for ensuring the safe custody and rehabilitation of prisoners. Its main functions are as follows:

- ❖ Ensure the safe custody of inmates who are committed to custody by due process of law
- ❖ Ensure inmates are kept in a healthy and humane environment
- ❖ Develop programmes to ensure the reformatory and rehabilitative treatment of inmates, in keeping with modern, penological practices
- ❖ Maintain structures and provide amenities for the accommodation, comfort, physical, spiritual and social well-being of inmates
- ❖ Provide welfare, recreational, educational and religious programmes to assist inmates in their re-socialization and re-entry into society.

Its Motto is “*To hold and treat*”.

### **The Trinidad and Tobago Fire Service**

The primary responsibility of the Trinidad and Tobago Fire Service is to provide efficient and effective fire, rescue and emergency care services throughout the country. Its main functions are as follows:

- ❖ Provide fire, rescue and emergency care services
- ❖ Save and protect life or property from damage or destruction by fire or other hazards whether fire related or not
- ❖ Provide consultancy services in Fire Prevention and inspect plans and premises for conformance with Fire Safety Codes and Practices
- ❖ Provide and advise upon preventive measures against the occurrence of damage or destruction by fire or other hazards
- ❖ Render humanitarian services where required
- ❖ Educate the public on Fire Safety Practices
- ❖ Conduct investigations to ascertain the cause or origin of fires or other hazards requiring the services of the Fire Service
- ❖ Provide special services which are provided under the Provisional Collection of Taxes Order.

Its Motto is *“In the Service of the People”*.

### **The Office of Disaster Preparedness and Management**

The Office of Disaster Preparedness and Management is the national entity responsible for disaster risk management. Its main functions are as follows:

- ❖ Effective delivery of Comprehensive Disaster Management
- ❖ Managing the coordination of First Responder Agencies during and after national emergencies
- ❖ Critical infrastructure protection
- ❖ Promote public education/community outreach activities for disaster risk reduction
- ❖ Prevention and mitigation initiatives to reduce impact of hazards or potential disasters

### **The Immigration Division**

Immigration Division is responsible for 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. Its main functions are as follows:

- ❖ Issue Travel Documents in accordance with the International Civil Aviation Organisation (ICAO) Document 9303
- ❖ Grant of Student Permits and Emergency Certificates
- ❖ Grant of Extension of Stay for non-nationals and variation of certificates
- ❖ Processing of applications for lifting of deportation orders
- ❖ Examination of travel documents for arriving and departing persons

### **The Trinidad and Tobago Cadet Force**

The Trinidad and Tobago Cadet Force is responsible for training and inspiring young men and women to be model citizens. The organization achieves this through the provision of military-type training and development opportunities to its members.

### **General Administration**

General Administration or Head Office is responsible for ensuring that the other Divisions of the Ministry are provided with the necessary resources, e.g. financial, human, technological, to achieve their objectives. It houses the offices of the Ministers, Permanent Secretary, Deputy Permanent Secretaries and other senior executives of the Ministry. It is the policy-formulating arm of the Ministry and bears responsibility for ensuring implementation of Government's policies and programmes. Through its various reporting obligations, the Ministry is able to maintain accountability and transparency, and keep the public aware of its progress over time.

### **Reporting Functions**

The Table hereunder depicts the Reports which 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 Report						
	Line Minister	Cabinet	Public Service Commission	Chief Personnel Officer	Ministry of Finance	Gov't Printer	President
Annual Report of the National Drug Council	x	x					
Annual Report of the Strategic Services Agency	x	x					
REPORT	Recipient of Report						
	Line Minister	Cabinet	Public Service Commission	Chief Personnel Officer	Ministry of Finance	Gov't Printer	President
Annual Report of the Protective Services Compensation Committee		x					
Annual Administrative Reports of Divisions	x						
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 Admin Report of the Min	x	x					

## Chapter 3

### Accomplishments and Administrative Activities

#### Enhancing Law Enforcement Capabilities

##### 21<sup>st</sup> Century Policing initiative

As the Trinidad and Tobago Police Service strives to develop a model of efficiency and effectiveness within all its operations, the flagship project of this objective, the *21<sup>st</sup> Century Policing initiative*, was launched on April 4, 2011. It is anticipated that this Initiative which embraces a people-centric approach to the provision of police services, will deliver improved customer focused policing through the adoption of the following:

- The introduction of a new deployment system which will allow officers to police the streets instead of the police stations. The new system places Police Officers in neighbourhoods and communities, patrolling and working with residents to prevent crime from occurring. This proactive approach to policing ensures the building of a true partnership between the Police and residents;
- The specialization of detectives which will provide them with the opportunity to concentrate their energies on developing profiles and database of perpetrators of crime;
- The establishment of a central booking system which will result in the introduction of new procedures for bookings, case management and prosecution thereby allowing officers to focus their time and energy on policing their sectors;
- The establishment of a Divisional Traffic Department, the function of which will be to ensure the public adheres to the laws that govern the use of the roadways in Trinidad and Tobago;

- The establishment of a Canine Support and Divisional CSI Units;
- The establishment of Domestic Violence and Special Victims Units to provide specialized services to victims of domestic violence and sex crimes;
- The automation of Police Administration, which will allow for the removal of the paper-based system thereby improving the processing of criminal investigations and the solvency and detection rates.

As part of the overall initiative, several projects were implemented in the Western Division, where the initiative was being piloted. These included:

- ✓ Installation of Global Positioning System (GPS) technology in fifty-eight vehicles
- ✓ Implementation of video conferencing
- ✓ Creation of an Operations Command Centre

In July 2011, a decision was taken to have the Initiative incorporated into the other Divisions on a phased basis.

### **Strengthening the Human Resource Base**

During Fiscal 2011, in keeping with its strategic objectives the Ministry of National Security sought to strengthen its human resource base. The increasing demand for specialized skills has resulted in the increase in the number of positions on contract. This has been complemented by ensuring that the requisite training is undertaken in the areas of administration and operations. Moreover, the Ministry of National Security continued to provide all its Divisions with the human resource and training required to improve the efficiency and effectiveness of the organization.

## Staffing by Division

As it pertains to personnel attached to the Defence and Protective Services arm of the Ministry, it should be noted that with the exception of the Part Time officers attached to the Defence Force Reserves, the Divisions operate at a capacity ranging from 70% to 96% of its sanctioned strength.

Divisions	Sanctioned Strength		Actual Strength	
	Uniformed	Civilian	Uniformed	Civilian
Prisons	3184	53	2288	31
Immigration	352	339	268	282
TT Regiment	141 (Officers) 2947 (Other Ranks )	-	87 (Officers) 2820(Other Ranks )	-
TT Coast Guard	1465	-	1392	-
TT Air Guard	466	10	311	9
TTDF Reserves	220(Permanent) 436 (Part Time)	-	180(Permanent) 224 (Part Time)	-
Fire	2672	-	2412	-
Police	7715 228(Contract)	560	6186 219(Contract)	477



## Additions to Staff during Fiscal 2011

In total, the staff of the Ministry was increased by 1,087 persons in Fiscal 2011, comprising 945 uniformed personnel and 142 civilians, assigned to Divisions, as outlined in the Table hereunder:

Divisions	New Posts Created/ Established				Vacant Posts Filled			
	Civilian		Uniformed		Civilian		Uniformed	
	Estab	Contr	Estab	Contr	Estab	Contr	Estab	Contr
Prisons	Nil	Nil	554	Nil	Nil	02	Nil	Nil
Immigration	Nil	Nil	Nil	Nil	Nil	Nil	Nil	03
Cadet Force	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
TT Regiment	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
TT Coast Guard	Nil	Nil	Nil	Nil	Nil	Nil	153	01
TT Air Guard	Nil	Nil	Nil	Nil	Nil	Nil	79	01
TTDF Reserves	Nil	Nil	Nil	Nil	Nil	Nil	107	Nil
Fire	Nil	Nil	Nil	Nil	Nil	Nil	Nil	Nil
Police	Nil	Nil	Nil	Nil	Nil	65	313	136
ODPM	Nil	Nil	Nil	Nil	Nil	02	Nil	Nil
General Admin	Nil	02	Nil	Nil	Nil	75	Nil	Nil
TOTAL	Nil	02	554	Nil	Nil	142	805	140
	02		554		142		945	

### Main highlights with respect to Staffing

#### ❖ *Trinidad and Tobago Prison Service*

At the end of previous Fiscal Year (2010) the number of uniformed personnel in the Prison Service was two thousand three hundred and four officers (2304), a deficit of 326 officers from achieving the sanctioned strength of the Service. In Fiscal 2011, to address the issue of staff shortages in the Prison institutions due to attrition, the Ministry approved the creation of an additional five hundred and fifty four (554)

Prison Officer I positions . This has become necessary to increase the strength of specialist Units as well as have adequate personnel to man local correctional facilities. Taking into consideration the bureaucratic and administrative processes required to fill the new positions, recruitment will take place on a phased basis to commence in the following fiscal year (2012).

### ❖ *General Administration*

For the period under review, the General Administration (GA) Division established two (2) new Units under its remit. In November 2010, Cabinet issued a directive to all Ministries for the establishment of a People's Issues Resolution Unit in each Ministry.

Staffing was required to provide operational and administrative support to the new Units thereby creating new contract positions for same. Some positions created for Fiscal 2011 are listed hereunder:

#### **People's Issues Resolution Coordinating Unit (PIRCU)**

Senior Peoples Issues Interface Officer (1)

Peoples Issues Interface Officer (4)

The other Unit established under GA was the Mentorship programme which is headed by a Coordinator. During the fiscal year, this new unit was engaged in recruitment of support staff.

### ❖ *Trinidad and Tobago Police Service*

In keeping with the Trinidad and Tobago Police Service programme of intensified recruitment, three hundred and thirteen (313) recruits and one hundred and thirty six (136) Special Reserve Police were added to the Service in Fiscal 2011. In addition to the uniformed staff, sixty five (65) civilians joined the staff of the TTPS, on contract. At the end of the fiscal year the TTPS remained 1,530 officers shy of the sanctioned strength for the organization.

### ❖ *Trinidad and Tobago Defence Force*

Border Security is one the main challenges facing the country in the fight against drug trafficking and the illegal trade in arms and ammunition. In order to strengthen the country's border control capacity, the Trinidad and Tobago Coast Guard recruited one hundred and fifty three (153) new Coast Guard Officers to bolster the strength of its human resource base.

In addition, 79 part time officers were engaged by the Defence Force Reserves.

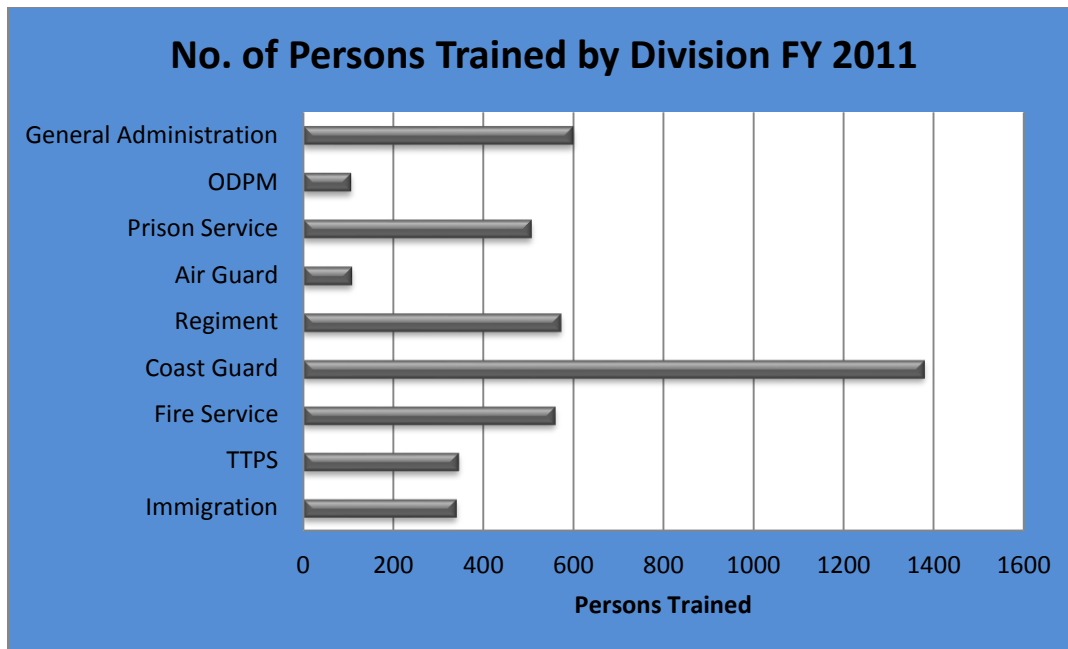
### Training by Division

Approximately four thousand two hundred and thirteen (4,213) persons were provided with training opportunities in Fiscal 2011, in keeping with their job requirements. For the period under review, training focused largely on developing the Operational and Administrative competencies of Divisions within the Ministry.

The Table and chart below provide details on the number of persons trained:

Divisions	No. of Persons Trained
General Administration	599
ODPM	106
Prison Service	506
TTDF	
- Coast Guard	1378
- Regiment	572
- Air Guard	108
Fire Service	559
Police Service	345
Immigration Division	340
<b>TOTAL</b>	<b>4213</b>

NB. The above figures reflect persons who may have undergone multiple training sessions



Additionally, it should be noted that during the period under review the Cadet Force Unit trained approximately 2,200 secondary school students.

### Police Service

In keeping with the new strategic objectives of the TTPS, Training in Fiscal 2011 focused largely on increasing investigative capability. Some courses included Senior Investigative Management, Precursor Chemicals, Intelligence Gathering and Analysis, Financial Investigation, Instructor Training from the International Police Mountain Bike Association. Seventy three (73) inductees were trained in the areas of Emergency Care Management, INTERPOL Cybercrime Training Course and Cyber Security. To enhance officers' capabilities to treat with familial issues, courses were conducted in the areas of Child Abuse Prevention and Protection, Best Practice in Domestic Violence, Undue influence and Elder Abuse.

## **Office of Disaster Preparedness and Management**

A significant portion of the training conducted by the ODPM in Fiscal 2011 focused on enhancing local response mechanisms to natural disasters. Some key courses included:

- Disaster Risk Reduction and Climate Change
- Climate Risk Reduction
- Emergency Telecommunications
- Multi Hazard and Early Warning Systems Workshop
- Disaster Preparedness Training

## **Fire Service**

Seven hundred and eighteen (718) officers of the Fire Service benefited from training in the areas designed to improve the operational and administrative function such as Building Emergency Response Capability, Safety Training Programme, Fleet Management, Personnel Management and Retirement Planning.

## **Immigration Division**

In an effort to equip officers with the requisite skills to operate in the changing dynamics of border protection; staff was exposed to courses including Strategic Leadership Programme, International Organization for Migration (IOM) Caribbean Counter - Trafficking Conference, Access to Leadership and Trafficking and Smuggling in Persons.

## **Prison Service**

To facilitate the transformation to a restorative and rehabilitative system, in Fiscal 2011, members of staff were exposed to restorative justice philosophy at local, regional and international levels. Subject areas included Managing Correctional Programmes, Leadership for Change, Security Awareness and Staff Security Management Training.

## **General Administration**

To enhance the competency and skills base of the staff at General Administration, emphasis was placed on the following areas: Cabinet Note Writing, Strategic Planning, Dynamics of Policy Development and Writing.

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

In Fiscal 2011, the Trinidad and Tobago Defence Force personnel participated in various aspects of training. The subject areas pursued by formation are provided hereunder:

### **Coast Guard**

Training in Fiscal 2011 focused on developing the skills base of members of Coast Guard staff in areas such as Ship and Port Security and Management. Further, three (3) members benefited from the Royal Navy Course hosted by the United Kingdom.

### **Air Guard**

Officers were trained in courses geared towards improving operational capacity. The courses included Air Field Management and Building Aviation Capacity.

In an effort to provide the skills needed to utilize the two (2) AW 139 helicopters, eight (8) members of staff underwent training. Five (5) officers participated in the Bristow Academy Helicopter Recurrent Simulator.

### **Regiment**

Officers of the Trinidad and Tobago Regiment underwent training in Fire Arm Destruction and Stock Pile Management, Cyber Security, and also participated in an Ammunition Specialist Course.

## **Cadet Force**

In the continuing drive to instill discipline among young persons between the ages of 12 and 18, approximately 2200 students from forty one (41) Secondary Schools were engaged in paramilitary training as members of the Trinidad and Tobago Cadet Force during the fiscal year 2011. Of the aforementioned total, new Cadet Units were commissioned in an additional seven (7) Secondary Schools of which two hundred and ten (210) students were trained.

## **Continuation of the Spanish Language Programme (Fiscal Year 2011 (October 2010-September 2011))**

In accordance with the Government's initiative to adopt Spanish as the First Foreign Language (SAFFL) of Trinidad and Tobago, Cabinet indicated, inter alia, that all Ministries should train at least 20% of staff in Spanish. The Ministry of National Security embarked on its Spanish Language Training Programme in December 2004.

### **Spanish Language Training by Division**

During Fiscal Year 2011, a total of one hundred and eighty (180) members of staff were exposed to Spanish training at various levels. One hundred and fourteen (114) members of staff from various divisions were exposed to Spanish at the *Basic level*. Seven (7) members of staff at the General Administration Division participated in *Lower Intermediate Spanish*. Additionally, fifty nine (59) officers which comprised staff members of the TTPS, General Administration and Defence Force engaged in the online *Rosetta Stone Spanish Tutorials* to build competence in interaction with Spanish speaking nationals.

In January 2011, a new Spanish Co-ordinator was recruited which has signalled a rejuvenation of the Spanish Language Programme. Several activities such as the

Spanish Club as well as Latin Dance Classes have resumed. Both the TTPS and TTDF are utilising the services of the Venezuelan Embassy's Institute for Cultural Cooperation.

Other key components of the Spanish Programme are the **Bilingual Signage Programmes** and **Spanish Language Immersion**. To promote the use of Spanish in the work environment and to assist the Ministry's Spanish-speaking visitors, the Bilingual (English-Spanish) Signage drive was continued in Fiscal 2011. At the *Immigration Division*, internal and external bilingual signage was installed at three venues namely, Chaguanas, Point Fortin and Port of Spain. English-Spanish signage was also installed at the *Defence Force* Headquarters in Chaguaramas.

Although a need has been identified to build competency in the Spanish Language among Immigration Officers, staff constraints proved to be an impediment to progress in this area. It is envisaged that the Spanish Language Immersion will be re-introduced in Fiscal 2012.

## **Strengthening the Legal and Regulatory Framework**

During Fiscal 2011, in an effort to provide the law enforcement agencies with the necessary legal authority to operate more effectively while balancing the need to protect the rights of citizens, the Ministry of National Security pursued several key pieces of legislation. These included the following:

### **Acts Proclaimed**

- **The Interception of Communications Act 2010** provides for and about the interception of communications, the acquisition and disclosure of data relating to communications, the acquisition of the means by which electronic data protected by encryption or passwords may be decrypted or accessed and other



related matters. This Act now affords law enforcement the legislative authority and framework for engaging in this sensitive area of operations. The Interception of Communications Act, 2010 was proclaimed with an operative date of December 17, 2010.

- **The Firearms (Amendment) Act 2011** provides for, inter alia, the increase in penalties for offences involving a firearm or any prohibited weapon, as defined by the Act, by an average of fifty percent. This Act was proclaimed with an operative date of February 25, 2011.
- **The Anti-Gang Act 2011** provides for the maintenance of public safety and order through discouraging membership in criminal gangs, suppression of gang activity and the recruitment of children. This Act was proclaimed with an operational date of August 15, 2011.

#### **Acts Assented to**

- **The Trafficking in Persons Act 2011** gives effect to the United Nations Protocol to prevent, suppress and punish trafficking in persons especially women and children, supplementing the United Nations Convention against Transnational Organized Crime and for connected matters. The Trafficking in Persons Act 2011 was assented to on June 9, 2011.
- **The Anti-Terrorism (Amendment) Act 2011** serves to give effect to some of the country's international obligations *vis a vis* the financing of terrorism. This Act was assented to on June 24, 2011.

- **The Miscellaneous Provisions (Kidnapping and Bail) Act 2011** amends the Bail Act and the Kidnapping Act by increasing the amount of time a person can be held with no evidence for the charge of kidnapping and by changing the existing penalty for the offence of kidnapping.

In addition to the aforementioned Acts, Divisions and Agencies within the Ministry of National Security have submitted proposals for strengthening the Legal and Regulatory Framework which are currently being considered. These include the following:

- Proposals relating to Pension and Retirement benefits for Auxiliary Fire Officers for inclusion in the Auxiliary Fire Service Act.
- Immigration (Amendment No. 4) Regulation 7, which seeks to facilitate the introduction of harmonized report forms for entry and departure of pleasure craft. Mechanisms have been implemented with respect to the special procedures for the Single Harmonized Forms and have been mentioned in the Draft Immigration Policy.
- The Office of Disaster Preparedness and Management (ODPM) is currently working with a legal consultant to finalize the Proposal for ODPM transformation.
- The Trinidad and Tobago Defence Force (Coast Guard) is currently drafting proposed amendments to the Shipping (Ship and Port Facility Security) Regulation, 2004 to address waterside security at Port Facilities. In addition, provision is being proposed to create a schedule for issuing additional fines for non-adherence to the shipping (Ship and Port Facility Security) Regulations, 2004.

## **Upgrading Infrastructure**

In order to provide a more modern working environment for staff and to facilitate the expansion of existing units/sections within Divisions, the Ministry of National Security embarked on several initiatives to upgrade its infrastructure. This included the construction of new facilities, refurbishment of existing facilities, the acquisition of new vehicles, equipment, and the refurbishment of vehicles to strengthen the vehicular fleet within the Ministry. It is anticipated that the provision of modern facilities would have a positive impact on the operations of the different divisions.

### **The Trinidad and Tobago Police Service**

In order to facilitate the implementation of the 21<sup>st</sup> Century Policing Initiative Pilot Project, refurbishment work was conducted at the Maraval, Four Roads, St James and West End Police Stations. In addition, refurbishment work was conducted at the Mounted Branch facilities in St James. Elevators were also installed at the San Fernando and Sangre Grande Police Stations to replace the old elevator. Five (5) Quiet Rooms were designed and furnished in the Western Division. Refurbishment of the roof, dormitory, reception area and conference room at the Scarborough Police Station was also undertaken.

### **Immigration Division**

The Immigration Division embarked on upgrading and redesigning of the physical facilities (creation /partitioning of offices) at the Henry Street Office in Port of Spain to facilitate the housing of additional staff members in the Accounts and Administration Sections. Redesigning work was conducted on the Division's Port Office located at Scarborough, Tobago to accommodate the expansion of the Investigation Unit.

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

The Trinidad and Tobago Regiment conducted several major construction and refurbishment works at various locations to improve the physical conditions under which its personnel perform their duties. This includes the construction of a Dispatch

Troop Building and the construction of a Multi-purpose Mess Building. Major upgrade of its electrical supply was also undertaken.

The Trinidad and Tobago Air Guard embarked on construction of Air Guard Modular Buildings. Refurbishment work was also conducted on Hanger and Ramp facilities to accommodate newly acquired helicopters.

### **Trinidad and Tobago Prison Service**

The **Trinidad and Tobago Prison Service (TTPrS)** undertook several refurbishment works and upgrade at some of its facilities including the following:

#### **❖ *Golden Grove Prison***

- Upgrade of Electrical Facilities
- Refurbishment of Vocational Workshop
- Upgrading of Animal Husbandry -Milk Parlor and sheep pen extensions
- Construction of Senior Officers quarters
- Refurbishment of officers dormitory
- Construction of Emergency Response Unit
- Construction of Archives Facility

#### **❖ *Maximum Security Prison***

- Construction of Airing Yard
- Construction of Perimeter Fence
- Extension of Bakery Facility
- Upgrade of the alarm system

#### **❖ *Carrera Convict Prison***

- Construction of Ration Room
- Refurbishment of main prison
- Refurbishment of Superintendent Quarters

❖ ***Port of Spain Prison***

- Re-roofing of Infirmary
- Refurbishment of D2 Block

**Establishment of a District Facility**

Consequent to the declaration of a State of Emergency on August 21, 2011 by His Excellency the President, there was urgent need to provide accommodation for detained persons. In order to expedite the process of locating a suitable facility, the Commissioner of Prisons was mandated to convene and chair a Working Group to urgently find a suitable alternative to house persons detained. The Working Group considered several possible sites and decided that the old Neal and Massy Plant, which consists of two buildings situated at the 26 Kilometer Mark, Churchill-Roosevelt Highway, Santa Rosa, Arima was the most suitable and viable option for quick modification. Cabinet agreed with the decision to lease the facility at Santa Rosa, Arima on September 8, 2011, for the establishment of the said facility as a District Prison.

## Vehicles

In an effort to bolster its existing fleet of vehicles to respond more readily to criminal activity primarily in areas considered to be “hot spots”, the Trinidad and Tobago Police Service added forty-three (43) new vehicles to its fleet. Formations within the Trinidad and Tobago Defence Force also added several new vehicles to its existing complement in order to enhance its mobility. This includes the Trinidad and Tobago Regiment which purchased eleven (11) new vehicles, including ten (10) Troop Trucks to transport large numbers of personnel for required duties, the Trinidad and Tobago Coast Guard purchased nineteen (19) vehicles to strengthen its operational capacity and the Trinidad and Tobago Air Guard which acquired a total of thirteen (13) vehicles to assist with its operations.

## Equipment

A Baggage Scanner was installed at the Golden Grove Prison and the Eastern Correctional and Rehabilitation Centre to assist in the screening of all persons entering the facility. The scanner provides quick and thorough inspection to ensure that persons do not enter the Prison with contraband or weapons. Closed Circuit Television (CCTV) facilities were installed at the Defence Force Reserves in order to strengthen the security system.

## COMMUNITY AND YOUTH-BASED ACTIVITIES

### COMMUNITY BASED ACTIVITIES

#### ▪ Citizen Security Programme (CSP)

The Citizen Security Programme is a community-based programme which aims to reduce criminal activity within Trinidad and Tobago by strengthening social networks within communities. The programme which was launched in 2008 specifically targets “at risk” youth within twenty-two (22) high crime communities. During Fiscal 2011, the CSP continued to engage several communities throughout the country by providing

support to community based activities. Specific emphasis was placed on the development of ‘at risk’ youth within several communities, which benefited from projects aimed at providing youth with alternatives to deviant behavior. Among the initiatives implemented were:

### ***Rapid Impact Projects***

- ✓ *Establishment of a Mural Wall in Cocorite*
- ✓ *Implementation of an after school programme in Farm Road*
- ✓ *Conduct of a capacity building programme for community-based organisations in Samaroo Village*
- ✓ *Establishment of a community monument of honour and achievement awards in Bethel, Tobago*

### ***Other Projects***

- ✓ Homework assistance programme at Quashie Trace, Laventille
- ✓ Establishment of an Information Technology Centre at Mt D’or Road, Champs Fleurs
- ✓ Rehabilitation of a recreational facility at Sogren Trace, Laventille.
- ✓ The conduct of a social norms campaign in Covinge Road, which included a ‘Walk for Peace’
- ✓ Rehabilitation of a recreational facility in La Romain
- ✓ Establishment of a Children’s Park in Embacadere.

### **▪ Making Life Important Initiative (MLI)**

The **Making LIFE Important Initiative (MLI)** was launched on Wednesday September 07, 2011, as a significant step towards creating crime-free, forward-thinking and sustainable communities across Trinidad and Tobago. The programme aims to provide residents within communities, with opportunities to attain their full potential for success and thus contribute positively to the development of Trinidad and Tobago as a whole. Subsequent to the launch of the programme, a framework was developed for

strategic implementation in the Morvant/Laventille community that encapsulates the philosophy of the programme. This proffers a model for crime prevention and sustainable development in vulnerable areas as well as assisting in the provision of services by other agencies in these communities. The projects undertaken have been classified under the following broad categories:

- Education and Training
- Infrastructural Works
- Environmental Resource Management
- Policy and Research
- Stakeholder and Community Engagement
- Sports and Cultural
- Health and Safety

***Projects under the MLI initiative conducted during Fiscal 2011***

- ✓ *Health Clinics - provided medical, dental and pharmaceutical services*
- ✓ *Back to School Camps - promoted the importance of education and allowed children to establish and build relationships with the leaders offering capacity building services*
- ✓ *Support of Community Programmes in the Port of Spain District - school activities, cultural, social and sporting events*
- ✓ *Stakeholder Initiatives in collaboration with communities to implement projects*
- ✓ *Provision of specialized training in Research Communication and Scan intelligence*



## ▪ Concerts of Hope

Concerts of Hope were held in communities across Trinidad and Tobago, featuring the music bands of the Divisions of the Ministry of National Security. This initiative is aimed at strengthening the relationship between the various arms of the Ministry and the communities.

## ▪ Community Outreach Programme

This programme targets at-risk communities. Several communities, particularly in the Port of Spain area were visited by the Minister in walk-about where residents had the opportunity to discuss community issues first-hand with him. This initiative, which began in October 2010, has benefited residents of Nelson Street, St. Barb's, Gonzales, John-John, Beetham Gardens, George Street, Duncan Street, Laventille, Matelot and Maloney. Consequently, several projects emanating from these discussions are being implemented.

## ▪ Fatherhood Fair

The inaugural Fatherhood Fair entitled "*Fathers bring yuh son and come*", which was held on June 18<sup>th</sup>, 2011, was intended to sensitize and create awareness among males about the essential role of fathers and the importance of restoring a sense of family and a value system in the national community. It attracted fathers/guardians and their charges in the hope of improving the relationship between fathers and sons and creating responsible and committed fathers. It is the Ministry's intention to make it an annual event.

## **Community Based Initiatives Undertaken by Divisions**

### Trinidad and Tobago Prison Service

Throughout Fiscal 2011, the Trinidad and Tobago Prison Service continued its reintegration initiatives by a number of reintegration programmes as well as cultural activities. These activities were aimed at assisting offenders in keeping alive those positive external relationships with their families, friends and communities during the

course of their sentences. The involvement of inmates in these programmes was seen as pivotal in keeping the connected to the community at large, prior to their integration into society prior to their release. These programmes included the following cultural, religious, motivational and social events:

- Inmates Divali Show
- Inmates Annual Christmas Concert
- The Prison Band took part in a total of 18 engagements including Military Parades, Concerts for private enterprise and the general public.
- Appreciation functions for 90 volunteers and service providers to the Prison Service
- Launch of Prison Fellowship' Sycamore Tree
- Repatriation Seminar
- Inmates Annual Carnival and Calypso Show
- Annual Church Service
- Inmates' Art Exhibition at the Atrium, Long Circular Mall

### Trinidad and Tobago Police Service

The critical role that a community that has a responsive and trusting relationship with the Police can play in reducing the level of crime is well understood and accepted by the Ministry. As a result, the organization embarked on initiatives aimed at enhancing the police-public relationship. Key among these were the following:

- **Council Meetings:** Officers of the Community Policing conducted four (4) Council meetings in various Divisions.
- **Town Meetings:** Officers of the Community Policing Secretariat conducted thirty three (33) Town meetings at several locations throughout the country.
- **Police Museum:** Approximately 300 persons visited the Police Museum.
- **Booth Displays:** Officers of the Community Policing coordinated various Health Fairs and Booth Displays on Career Guidance in several communities particularly in Port of Spain and environs.

### **Deeper Community Involvement**

South-Western Community Policing assisted in a walkathon exercise for members of the Revelation Life Centre which was organized from Palo Seco Secondary to Subnaik Grounds. They visited thirty (30) camps run by the Ministry of Sports and assisted in traffic duties during the Ministry's 'Walk for Peace' with churches from the Penal District.

North Eastern Division Community Policing collaborated with the Station District and performed duty at the Laventille Steel Band Festival. They attended the 5<sup>th</sup> Annual Women Conference Meeting at Police Headquarters and a three day Rehabilitation Workshop Programme for juvenile delinquency. Barataria also conducted a three day Community Policing workshop for community policing officers.

### **Trinidad and Tobago Fire Service**

During the period January 1<sup>st</sup> to March 31<sup>st</sup>, 2011, operational sections of the Fire Service hosted several members of the public at Fire Stations in the various Divisions. These visitors were exposed to lectures/demonstrations on fire safety in the home and workplace and other general safety guidelines. Participants were given hands-on training in the use of fire extinguishers and also afforded guided tours of firefighting and emergency vehicles.

### **Office of Disaster Preparedness and Management (ODPM)**

In keeping with its mandate to effectively prepare for and to mitigate against disasters, the ODPM embarked on the Communities Organized and Ready for Emergencies (CORE) initiative. Forty (40) Communities are part of the CORE initiative which is anticipated to span five (5) years. The programme is comprised of two aspects, namely the Flood Smart component which focuses on preparing communities to mitigate against flooding disasters and the Building Smart component which places emphasis on effective building methods and materials. The ODPM is also involved in several community exhibitions and health fairs. In addition, several hazard lectures

and presentations were conducted. The ODPM Volunteer Programme was conducted in conjunction with the Ministry of Local Government.

### **Youth-based Activities**

The involvement of youth in criminal activities and its implications for the future of the country, in terms of its social and economic well-being have made preventive intervention a key strategy in the fight against crime. The Ministry of National Security successfully engaged a number of stakeholders in the development of innovative programmes aimed at targeting youths. These programmes, some of which were operationalized during the Fiscal Year under review, include the following:

- National Mentorship Programme
- Positive Adolescent Network (PanYard Initiative)

#### **Positive Adolescent Network (PANyard) Initiative**

The PANyard Initiative was conceptualized as a nexus between the PANyard and youth to help young people develop life/social skills, through mentoring via the steel pan. The aim of this project is to promote music education by transforming various pan yards throughout Trinidad and Tobago into ‘youth friendly’ spaces. The project is expected to operate as an outreach mechanism for “at risk” youth, while endorsing music education as an agent for youth development. The objectives of this initiative include:

- To build community spirit by providing opportunities for collaboration and enhancement;
- To guide the transformation of young persons by offering them a means of creative expression through their involvement in a steel band movement;
- To strengthen a young person’s sense of self awareness, attitude, behaviour and personal skills through the forum of musical training; and
- To intensify the role of the steel pan as a change agent in the national community.

During this Fiscal Year, preliminary planning was conducted to facilitate the efficient functioning of the initiative. Various stakeholders including private organisations were mobilized to assist with the programme particularly with respect to the conduct of camps.

## **Youth Based Initiatives Undertaken by Divisions**

Several Divisions of the Ministry of National Security namely, Trinidad and Tobago Police Service, Trinidad and Tobago Prison Service, Trinidad and Tobago Cadet Force, Trinidad and Tobago Fire Service, ODPM and Trinidad and Tobago Defence Force, were actively involved in youth-based activities, including youth clubs, and career guidance.

### **Trinidad and Tobago Prison Service**

The Trinidad and Tobago Prison Service conducted several activities aimed at engendering positive behavior among the nation's youth including:

- Sporting Event-Youth Training Centre Lads versus Legends of Football Match
- Documentary on the Lads at the YTC
- Annual Prison Service Children's Christmas Treat
- Career Day sessions at Secondary Schools
- Participation in a Fair hosted by MILAT/MYPART
- The mentoring programme in which model offenders from the Youth Training Centre (YTC), Women's Prison and Maximum Security Prison visit schools, community centres and other institutions to advise and discuss the negative effects of crime on the nation's youth.

### Trinidad and Tobago Fire Service

The Trinidad and Tobago Fire Service in a continuing quest to bolster its community relations programmes engaged several ongoing initiatives including Youth Clubs, Apprenticeship Programmes, and Traineeship Programmes. Several school visits were also conducted where children were exposed to basic fire safety. The Fire Service continues its craft oriented Traineeship Programme for persons between the ages of fourteen (14) to sixteen (16) years old. During the period, seventeen (17) trainees of the “11<sup>th</sup> Intake” commenced Basic Fire-fighting training at the Fire Service School located in Couva. Participants in the programme received an average monthly stipend of \$1,150.00.

Fire personnel also hosted two (2) Career Guidance Day Programmes in the Central Division catering for nine hundred and fifty (950) Participants. Brochures, bookmarks and pamphlets were distributed with the pertinent career information. The Trinidad and Tobago Fire Service Youth Club has increased its membership in Martial Arts, Fire Service Youth Club Band, the Football Program and Under 10s Tennis Club.

### Trinidad and Tobago Police Service

Some of the activities undertaken by the Trinidad and Tobago Police Service aimed at impacting youth in a positive manner included:

- **School Visits** - Two hundred and eighty-two (282) school visits were conducted by officers of the Community Policing Secretariat.
- **Lectures:** Approximately three hundred and ten (310) lectures were delivered to various schools and institutions on the following topics:

Anger; Absenteeism and Behaviour Patterns to Parents of New Entrants and Absent Students; Abuse and Responsibility and Motivational Methods; Bullying; Children’s Act; Crime among Pre-Teens and Teenagers; Crime Prevention/General Safety Tips; Consequences of One’s Action; Rights of a Child and Basic Do’s and Don’ts that Children Should Follow; Drug Addiction;

Obscene Language; Peer Pressure; Respect; Self-Awareness and Evaluation; Self Esteem; Sexual Offences; Hygiene; Non-Violence; and Larceny.

- **Walkathon** : Officers of the Community Policing conducted four (4) Walkathons in conjunction with the following Clubs/Units:
  - ✓ Cunupia Police Youth Club
  - ✓ Arouca Police Youth Club
  - ✓ Northern Division Community Policing Unit (Malabar & La Horquetta)
  
- **Career days/health fairs**: Officers of the Community Policing Secretariat conducted six (6) career days/health fairs at the following locations:
  - ✓ St. James Police Youth Club
  - ✓ Pleasantville
  - ✓ Matelot Community College
  - ✓ Woodbrook Health Facility
  - ✓ La Romaine Community Centre
  - ✓ All Saints Church, Newtown
  
- **Counseling /Mediation /Intervention Services**: Approximately one thousand, one hundred and fifty-six (1,156) students and persons received counseling, mediation and intervention services from officers of the Community Policing Secretariat.
  
- **Other Outreach Activities**

The Southern Division conducted its third (3<sup>rd</sup>) Annual Youth Outreach Programme during the period August 11-29, 2011 and is in the process of forming a Police Youth Club which is about sixty percent completed. The programme targeted “at risk” youth who were selected by Principals of various schools in the district. Some of the topics lectured on were: conflict resolution,

peer pressure, teacher/student relation, anger management, nutrition, HIV/AIDS and STDs.

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

- The El Socorro/Aranguez Police Youth Club organized Summer Camp 2011 at the Himalaya Club and joined the Morvant Youth Club to host an ongoing Summer Camp and Graduation ceremony at the San Juan Girls RC School.
  
- The North Coast Police Youth Club held March Past practices at the Blanchisseuse Recreation grounds and a Sport & Family Day at the Police Training Academy.
  
- The Santa Cruz Police Youth Club held discussions with students on the school curriculum and subjects available for study. They also held discussions on students participation in the Youth Clubs with specific reference to self-awareness, identity and character building and forming personalities. The Club conducted a workshop on building peer relationships at the Pan Jammers Pan Tent, Sam Bocaud Street, Santa Cruz. Members visited a Geriatric Home in Santa Cruz and conducted interviews relative to the well-being of citizens however, all appeared to be in good order and proper living conditions.

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

The Trinidad and Tobago Defence Force Reserves has various activities geared towards the youth which include:

- HIV Rapid Testing and Counseling certification



- Assisting with the Annual Cadet Force Camp
- National Mentorship Programme
- El Dorado Youth Camp

### **Trinidad and Tobago Regiment**

During the 2011 Fiscal Year, the Trinidad and Tobago Regiment conducted career guidance sessions at four (4) schools and provided March Past Instructors to eleven schools in preparation for Sports Day activities.

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

The Trinidad and Tobago Cadet Force continued to engage youth in several interactive community activities which included the following:

- Provision of accompaniment by the Cadet Force Band for several community engagements throughout the country.
- Participation in Independence Parades at several locations.
- Conduct of the Annual Cadet Training Camp during the period August 12 to 26, 2011

### **Office of Disaster Preparedness and Management**

#### ***School Sensitization Project***

The School Sensitization Project, now called the Safer Schools Programme, involves school drills, annual school quizzes, lectures/presentations at all levels within the school system. It also involves the erection of educational school booths. The main purpose of this project was to enhance the knowledge of students and teachers on disaster preparedness as well as the hazards that are most likely to affect Trinidad and Tobago.

## **IMPROVING DISASTER MANAGEMENT CAPACITY**

The Office of Disaster Preparedness and Management continued to embark on several initiatives in an effort to ensure the readiness of Trinidad and Tobago in disaster management. Some initiatives undertaken in Fiscal 2011 include:

- Human Allied Forces Emergency/ Disaster Management Exercise (FA-HUM)  
ODPM conducted its inaugural FAHUM Exercise in April 2011. The international/ regional relief and command post exercise was designed to improve interoperability with local emergency/ disaster responders and international disaster response assistance.
- National Preparedness Survey (NPS) - The ODPM conducted a NPS in order to facilitate a comprehensive baseline assessment across Trinidad and Tobago. The aim of the assessment was to ascertain the level of citizens knowledge on hazards, damages and awareness of preparedness.
- A public awareness campaign was conducted in schools and other learning institutions aimed at promoting disaster preparedness and a culture of prevention.
- Development of interactive Web-based Mapping Application - this project provided an adequate short term solution for sharing hazard impact data to all stakeholders. This web-based Geographic Information System (GIS) application serves as a portal for internal and external users to access, query, retrieve and analyze and disaster related data.
- The ODPM embarked on the Communities Organized and Ready for Emergencies (CORE) project in Fiscal 2011, which aims to raise awareness on ways to prepare for and respond to various hazards that affect Trinidad and Tobago at the community level. Forty Communities are part of the CORE initiative which

is anticipated to span five (5) years. Participating communities were chosen based on their high vulnerability to flooding as determined by the ODPM's historical data and risk mapping. The pilot project of the first phase of CORE called **Flood + Smart** was launched in Fyzabad on April 30, 2011, and aims to prepare vulnerable communities to mitigate against and recover from a flooding disasters. The second phase called **Building Smart** focuses on building materials and retrofitting homes will commence at a later date.

- The creation of a National Volunteer Programme which focuses on training and augmenting the capacity of the regional corporations with specific reference to their response to level 1 and level 11 incidents.
- The creation of a National Disaster Risk Reduction Committee (NDRRC) - a multi-stakeholder committee with the goal of building the country's resilience to disasters through leadership, advocacy, collaboration and education.
- The National Emergency Shelter Programme - comprises an annual shelter inspection and the engagement of all key stakeholders within the sphere of emergency sheltering to develop policies and plans to manage shelters and create shelter awareness amongst the population of Trinidad and Tobago.

## **GOVERNING INNOVATIVELY**

To accomplish results in a dynamic security environment, the Ministry of National Security pursues strategies geared towards enhancing its operations. To this end, the following new initiative was implemented during Fiscal 2011:

### **National Mentorship Programme**

The Ministry of National Security, having recognized the importance of mentoring programmes in creating a positive difference in multiple domains of youth behaviour and development, officially launched the National Mentorship Programme on April 11,

2011. The former US Secretary of State, Colin Powell and wife Alma Powell, having pioneered programmes of this kind in the United States, were in attendance, signalling their support for the Programme and sharing their vast experience for the benefit of the country. This Programme stands as testimony to the Ministry and the wider Government's recognition of the importance of mentoring programmes in creating a positive difference in multiple domains of youth behaviour and development including: Improvements in self-esteem; better relationships with parents and peers; greater school connectedness; and improved academic performance.

## Chapter 4

### Service Delivery

During Fiscal 2011, the Ministry of National Security in fulfilling its mandate continued to optimize the use of its resources in providing the services to the citizenry of Trinidad and Tobago and visitors within its space. The Table below depicts some of the key services delivered by the Ministry throughout the Year:

*Services provided by the Ministry of National Security  
For Fiscal Year 2011 as compared to Fiscal Year 2010*

Service	Services delivered Fiscal 2011	Services delivered Fiscal 2010
<u>Police Service</u>		
Serious Crime Reports received	17,297	19,917
Serious Crime Reports detected	3,072 (17.8%)	3,257
Cadavers Traced	419	493
Certificates of Character Processed	61,050	73,035
Crime Scenes Visited	5,624	8,700
Deportees Processed	106	154
Fingerprints Recorded	9,563	14,790
Fingerprints Traced	8,907	17,370
First Offenders traced	7,128	9,458
Name Checks conducted	5,296	1,077
Persons Bailed (Assizes)	1,872	1,797

Service	Services Delivered Fiscal 2011	Services Delivered Fiscal 2010
Repeat Offenders Traced	13,711	14,368
Gang related Crimes investigated	94	59
Narcotics Seized <ul style="list-style-type: none"> <li>• Cocaine</li> <li>• Marijuana</li> </ul>	6597.6 kgs. 2445.9 kgs.	148.0 kgs. 16,139 kgs
Arrests made	7,828	9,692
No. of Persons charged (serious crime)	4211	4694
Emergency calls responded to	89,107	97,123
Patrols conducted <ul style="list-style-type: none"> <li>• Foot</li> <li>• Mobile</li> </ul>	18,702 73,186	15,664 78,444
Serious road accidents investigated	349	356
<u>Immigration</u>		
Arriving Passengers processed	848,903	871,224
Machine Readable Passports produced	146,166	206,463
Student Permits issued	2,261	1,783
Total number of Visas issued	2,264	1,048

Service	Services Delivered Fiscal 2011	Services Delivered Fiscal 2010
<u>Trinidad and Tobago Fire Service</u> Fire calls responded to	2,941	5,642
Responses to Road Traffic Accidents	915	979
Ambulance calls responded to	2,650	3,731
<u>Work Permits</u> Work Permits Granted	5,662	6,665
Work Permit Exemptions Granted	971	2,067
<u>Citizenship and Immigration</u> Persons granted Citizenship	377	474
Applications for Resident Status Approved	629	425
<u>Trinidad and Tobago Prison Service</u> Adult Male Inmates held and Treated: Convicted and Un-convicted	3,699	3,390
Adult Female Inmates held and Treated: Convicted and Un-convicted	121	125
Lads held and Treated at YTC: Convicted and Un-convicted	240	194

Service	Services Delivered Fiscal 2011	Services Delivered Fiscal 2010
<u>Trinidad and Tobago Defence Force</u>		
<u>Coast Guard</u> Drug Interdiction/seizures	62.8 kgs of marijuana	2 cases of marijuana Weight 1,117kgs  16.2 kgs. cocaine
Search and Rescue	62	87
Patrols	1064	809
Medicos	67	44
<u>Air Guard</u>		
Patrols	203	229
Search and Rescue	18	11
Support Flights	71	67

Further, the Trinidad and Tobago Defence Force, in fulfilling its role in securing the nation, provided assistance to the Police Service in the conduct of foot and mobile patrols.



## Chapter 5

### Financial Operations - Fiscal 2011

#### Financial Operations

For the 2011 Fiscal Year, the Ministry was allocated **\$3,388,420,027.00**. Its actual expenditure for the Fiscal Year was **\$3,246,388,021.43**, leaving a variance of **\$142,032,005.57**. It should be noted however, that as at October 1, 2010, the Commissioner of Police was appointed as the Accounting Officer for the Trinidad and Tobago Police Service (TTPS). As such the Accounts of the Ministry of National Security no longer reflect allocation and expenditure of the TTPS. However, since the operations of the TTPS remains under the remit of the Ministry of National Security, it is important to provide a breakdown on the allocation and expenditure of the TTPS. For Fiscal 2011, the total allocation for the Trinidad and Tobago Police Service was \$1,553,290,300.00 while the actual expenditure was \$1,479,989,050.05 leaving a variance of \$73,301,249.95. Collectively, therefore the total allocation for the Ministry was \$4,941,710,327.00 while the actual total expenditure was \$4,726,377,071.48 leaving a total variance of \$215,333,255.52.

#### The Accounts of the Ministry of National Security [\(Excluding the TTPS\)](#)

The Ministry of National Security was allocated **\$3,388,420,027.00**. Its actual expenditure for the Fiscal Year was **\$3,246,388,021.43**, leaving a variance of **\$142,032,005.57**. Of this expenditure, Recurrent Expenditure accounted for 74% while expenditure on the Development Programme accounted for 26%. Personnel Expenditure formed the largest segment of Recurrent Expenditure at 55%, followed by expenditure on Goods and Services at 28%. The Ministry's expenditure is disaggregated by Sub-Head in the table below:

*Ministry's Expenditure by Sub-Head*

Sub-Head		Estimates Financial Year 2011 Revised \$TT	Actual Expenditure Financial Year 2011 \$TT	Variance \$TT
	Personnel Expenditure	1,334,698,300.00	1,321,330,416.00	13,367,884.00
	Goods and Services	740,461,796.00	665,827,829.46	74,633,966.54
	Minor Equipment Purchases	83,459,581.00	69,379,739.93	14,079,841.07
	Current Transfers and Subsidies	382,509,350.00	361,705,891.11	20,803,458.89
<b>Total Recurrent Expenditure</b>		<b>2,541,129,027.00</b>	<b>2,418,243,876.50</b>	<b>122,885,150.50</b>
	Development Programme	847,291,000.00	828,144,144.93	19,146,855.07
<b>Total Expenditure</b>		<b>3,388,420,027.00</b>	<b>3,246,388,021.43</b>	<b>142,032,005.57</b>

**A breakdown of the Ministry of National Security's Actual Expenditure,  
by Division, is provided hereunder.**

Division	Personnel Expenditure	Goods and Services	Minor Equipment	Development Programme	Total
Police Service	00	00	00	00	00
Defence Force	628,436,245.80	253,644,106.20	30,268,662.25	70,772,757.31	983,121,771.56
Prison Service	338,560,783.48	93,550,201.09	9,056,207.59	66,701,953.43	507,869,145.59
Fire Service	273,261,378.79	59,261,682.51	24,194,080.61	13,836,679.61	370,553,821.52
General Administration	21,229,601.24	185,700,324.67	2,791,889.00	895,393.20	210,617,208.11
Immigration	54,210,028.42	68,377,434.70	2,892,828.30	348,060.00	125,828,351.42
Cadet Force	5,392,434.83	5,294,080.29	176,072.18	00	10,862,587.30
NEMA (Tgo)	239,943.44	00	Nil	00	239,943.44
<b>Sub Totals</b>	<b>1,321,330,416.00</b>	<b>665,827,829.46</b>	<b>69,379,739.93</b>	<b>152,554,843.55</b>	<b>2,209,092,828.94</b>
<b>Multi-Sectoral and Other Services (Development Programme)</b>					<b>675,589,301.38</b>
<b>*Current Transfers and Subsidies</b>					<b>361,705,891.11</b>
<b>GRAND TOTAL</b>					<b>3,246,388,021.43</b>

*Figures extracted from the Public Accounts of the Republic of Trinidad and Tobago for the Financial Year 2011 - Volume 3 Appropriation Accounts of Ministries and Departments. Development Programme figures for Immigration and Cadet Force are included under Multi- Sectoral and Other Services in the Appropriation Account.*

\*Note that the Commissioner of Police was appointed as the Accounting Officer of the Trinidad and Tobago Police Service effective October 1, 2010 and as such this Expenditure is not reflected in the above figures.

\*SAUTT and ODPM were allocated funds under *Current Transfers and Subsidies*. The expenditure for Fiscal Year 2011 for these Divisions was as follows:

Division	Estimates Financial Year 2011(Revised)	Actual Expenditure	Variance
Special Anti-Crime Unit of Trinidad and Tobago (SAUTT)	214,995,000.00	213,392,452.55	1,602,547.45
Office of Disaster Preparedness and Management	27,600,000.00	26,968,821.14	631,178.86

Detailed Summaries of Expenditure for the Ministry, by Sub-Head and by Division, are at Appendix II.

### **Note on the Rationalization of SAUTT and SIA**

Within the Ministry of National Security, there were two agencies, the Special Anti-Crime Unit of Trinidad and Tobago (SAUTT) and the Security Intelligence Agency (SIA), which were assigned critical responsibilities, and which were functioning in the absence of any legislative framework to govern their operations. In an effort to regularize this situation and position these Agencies to effectively support the strategic and tactical operational responses, the Government took the decision to:

- Establish a Steering Committee to oversee the restructuring of SAUTT, review the operations of SAUTT, make recommendations and report to the Minister of National Security on the outcome of the review, such recommendations to be submitted for the consideration of Cabinet; and to
- Undertake a comprehensive audit of the SIA and its operations.

Given the urgency of the situation, the Steering Committee (SAUTT) was given a 3-month period to complete the exercise. The Committee commenced work on September 21<sup>st</sup>, 2010, and its findings and recommendations were reviewed by Cabinet. As a result of the content of the Report, inter alia, the Government took a decision to have the Special Anti-Crime Unit of Trinidad and Tobago (SAUTT) cease operations with effect from August 31, 2011. The resources and responsibilities of the

Unit will be absorbed by other law enforcement agencies under the purview of the Ministry.

### The Accounts of the Trinidad and Tobago Police Service (TTPS)

For Fiscal 2011, the total allocation for the Trinidad and Tobago Police Service was \$1,553,290,300.00 while the actual expenditure was \$1,479,989,050.05 leaving a variance of \$73,301,249.95. Of this expenditure, Recurrent Expenditure accounted for 98% while expenditure on the Development Programme accounted for 2%. Personnel Expenditure formed the largest segment of Recurrent Expenditure at 79%, followed by expenditure on Goods and Services at 17.5%. The expenditure of the TTPS is disaggregated by Sub-Head in the table below:

*Trinidad and Tobago Police Service Expenditure by Sub-Head*

Sub-Head	Estimates Financial Year 2011 Revised \$TT	Actual Expenditure Financial Year 2011 \$TT	Variance \$TT
Personnel Expenditure	1,200,344,400.00	1,151,155,350.52	49,189,049.48
Goods and Services	266,782,500.00	246,016,471.03	20,766,028.97
Minor Equipment Purchases	35,415,000.00	34,605,545.58	809,454.42
Current Transfers and Subsidies	16,048,400.00	15,347,957.53	700,442.47
<b>Total Recurrent Expenditure</b>	<b>1,518,590,300.00</b>	<b>1,447,125,324.66</b>	<b>71,464,975.34</b>
Development Programme	34,700,000.00	32,863,725.39	1,836,274.61
<b>Total Expenditure</b>	<b>1,553,290,300.00</b>	<b>1,479,989,050.05</b>	<b>73,301,249.95</b>

## Actual Expenditure by Division

The Trinidad and Tobago Police Service, The Trinidad and Tobago Defence Force, and The Trinidad and Tobago Prison Service, accounted for the top three expenditures among the Divisions/Agencies of the Ministry. Together, they accounted for \$2,970,979,967.20 or 62.8% of the Ministry's collective expenditure for Fiscal Year 2011, as detailed hereunder:

<b>Division/Agency</b>	<b>Total Expenditure (TT\$)</b>
Trinidad and Tobago Police Service	1,479,989,050.05
Trinidad and Tobago Defence Force	983,121,771.56
Trinidad and Tobago Prison Service	507,869,145.59
<b><i>Total</i></b>	<b>2,970,979,967.20</b>

## Chapter 6

### Review of Serious Crimes - Fiscal 2011 (As compared to Fiscal 2010)

During Fiscal 2011, 17,297 incidents of serious crimes were reported, as compared to 20,771 in Fiscal 2010, reflecting a 16.7% decrease. There was also a decrease of 11.5% in the rate of detection during the same period. Notably, decreases in reports were evident in nine of the thirteen categories of serious crimes, as indicated in the Chart below. These decreases ranged from 18.6% to 7.8%.

The most prevalent serious crimes in Trinidad and Tobago for Fiscal 2011 were Burglaries & Break-ins, Robberies and General Larceny. These property-related crimes accounted for 70% of the serious crimes reported for the period, remaining almost constant with Fiscal 2010, when collectively, they accounted for 72% of reported Serious Crimes. Serious Indecency, Kidnappings and Fraud Offences remained the three categories with the least number of reported cases.

The most significant increase occurred in the category of Serious Indecency, which rose from 49 incidents in Fiscal 2010 to 71 in Fiscal 2011, reflecting a 44.9% increase. Conversely, the most notable reductions in Serious Crimes occurred in Robberies, Larceny Motor Vehicle and Larceny Dwelling House, which reflected decreases of 29% and 23% respectively.

#### **Crime Detection**

The overall detection rate of serious crimes rose from 16.7% to 17.8%, when compared to Fiscal 2010. Notably, Larceny Motor Vehicles, General Larceny, Robberies and Burglaries & Break-ins continue to reflect the lowest detection rates, ranging from 10.9% to 5.4% in Fiscal 2010 and 11.7% to 7.3% in Fiscal 2011.

Narcotic Offences and Fraud Offences recorded the highest detection rates among the serious crimes. The detection rate for Narcotics was 100% in Fiscal 2010 as well as in 2011, whilst Fraud Offences achieved detection rates of 77.2% and 62.8% in Fiscal Years 2010 and 2011, respectively.

With respect to the detection rate of violent offences, there was a minimal decrease in the detection of Murders which fell from 23.3% to 20.8% in Fiscal 2011.

### **Violent Offences**

#### ▪ ***Murders***

There was a 15% decrease in the number of reported Murders for Fiscal 2011, when compared to the previous year, with the figure falling from 467 to 394. The Port of Spain Division accounted for the most reported murders for Fiscal 2011, with 94 incidents, whilst the Tobago Division reflected the least murders, with 5 reports.

The Northern Division, which had the most reported Murders for Fiscal 2010 (120), witnessed a significant decrease by 43 reports or 35.8% in Fiscal 2011. However, of all the Divisions, the Eastern Division exhibited the largest reduction, with a 45.2% decline in murders, which fell from 31 Murders in Fiscal 2010 to 17 Murders in Fiscal 2011. The Western Division also witnessed a decline in murders, which fell by 24.1%.

The Divisions with the highest murder detection rate for Fiscal 2011 were the South Western and Tobago, with rates of 40.9% and 40% respectively. Conversely, the lowest detection rate occurred in the Port-of-Spain Division with 5.3%.

#### ▪ ***Woundings and Shootings***

Overall, the number of Woundings and Shootings declined by 16.9%, from 676 reports in Fiscal 2010, to 562 in Fiscal 2011. Significantly, the Port-of-Spain Division, which exhibited the most incidents of Woundings and Shootings, reflected a 19.2% decrease in the number of reports. The Tobago Division had the least reported incidents of Wounding and Shootings.



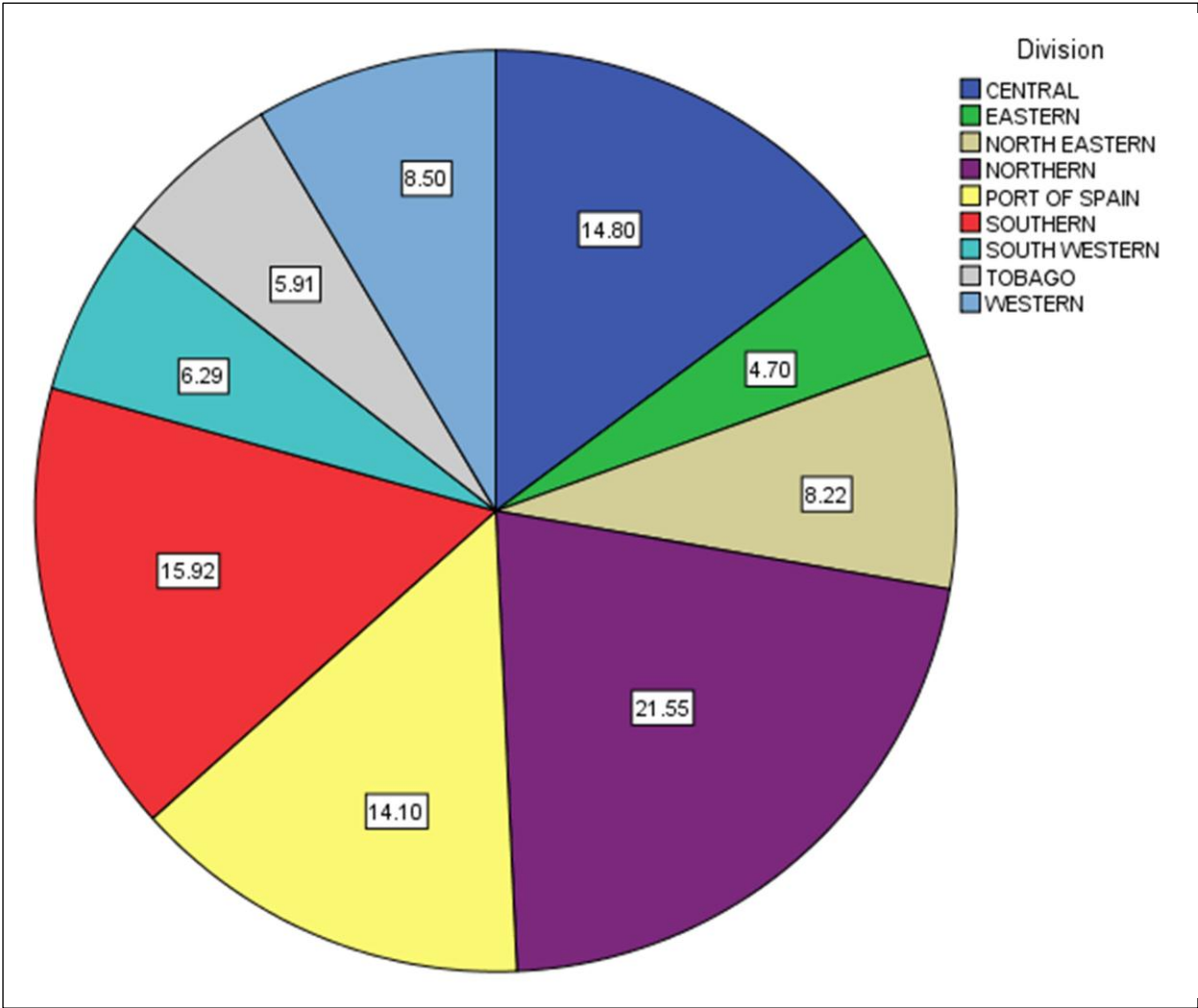
### **Crimes by Division**

Of the nine (9) Divisions, eight (8) reflected decreases in the number of reported serious crimes for Fiscal 2011, ranging from 10.2% to 38.1%. However, there are three Divisions that continue to account for more than half of the reported serious crimes, accounting for 51.1% of the total serious crimes reported in Fiscal 2010 and 50.9% in Fiscal 2011. Hereunder is a breakdown of the percentage of serious crimes reported in these three Divisions:

Divisions	Percentage of Total Serious Crimes	
	2010	2011
Northern Division	21.5%	21%
Southern Division	14.9%	15.3%
Port-of-Spain Division	14.8%	14.6%

Conversely, the three Divisions with the lowest number of serious crime reports for both Fiscal 2010 and 2011 were the Tobago, South Western and Eastern Divisions. Notwithstanding this, the Tobago Division witnessed a nominal increase reflected in a 2.8% of serious crime reports.

The chart below provides information on the number of serious crime reports received by the nine (9) Divisions for Fiscal 2010/2011.



All Divisions witnessed a decline in the number of serious crimes reported during Fiscal 2011. The most notable are as follows:

- South Western Division, where serious crimes decreased by 16.6%
- Port of Spain Division, where serious crimes decreased by 11.5%
- North Eastern Division, where serious crimes decreased by 8.9%
- Western Division, where serious crimes decreased by 8.7%

A detailed comparative breakdown of Serious Crimes reported and detected for Fiscal 2010 and 2011 is provided hereunder:

<i>SERIOUS CRIMES</i>	<i>Fiscal 2010</i>		<i>Fiscal 2011</i>	
	<i>Reported</i>	<i>Detected</i>	<i>Reported</i>	<i>Detected</i>
Burglaries & Break-in	5552	606 (10.9%)	4518	529 (11.7%)
Robberies	5388	562(10.4%)	4148	467(11.3%)
General Larceny	4051	386(9.5%)	3448	295(8.6%)
Larceny Motor Vehicles	1481	80 (5.4%)	1081	79 (7.3%)
Other Serious Offences	917	398(43.4%)	1043	426(40.8%)
Woundings and Shootings	676	165 (24.4%)	562	124 (22.1%)
Rapes, Incest & Other Sexual Offences	705	374(53.0%)	639	247(38.7%)
Murders	467	109 (23.3%)	394	82 (20.8%)
Narcotics	461	461(100%)	537	537(100%)
Larceny Dwelling House	659	67(10.2%)	502	57(11.4%)
Fraud Offences	242	187(77.3%)	223	140(62.8%)
Kidnapping	123	51(41.5%)	131	55(42.0%)
Serious Indecency	49	27 (55.1%)	71	34 (37.0%)
<b>TOTAL</b>	<b>20771</b>	<b>3473 (16.7%)</b>	<b>17297</b>	<b>3072 (17.8%)</b>

The crime statistics provided by the TTPS indicated in the above analysis do not necessarily reflect a correlation between the allocation of resources and the occurrence of crime since resources are allocated to each Division on a needs basis.

## Brief on State of Emergency

On August 21, 2011 a State of Emergency (SOE) was declared in the twin island Republic of Trinidad and Tobago. During the period August 21 - September 30, 2011, there were **1,043** reported serious crimes in Trinidad and Tobago, as compared to **2,037** during the same period of the previous year. The number of reported serious crimes decreased by **49%**. Of the fourteen (**14**) categories of Serious Crime, there were decreases in thirteen (**13**). The categories are disaggregated as follows:

Offence	2010 (Aug-Sep)	2011 (Aug-Sep)	% decrease/ % increase
1. Murder	48	21	56%
2. Woundings and Shootings	57	26	54%
3. Rape, Incest and Other Sexual Offences	70	49	30%
4. Serious Indecency	8	4	50%
5. Kidnappings	13	7	46%
6. Kidnapping for Ransom	1	0	100%
7. Burglaries and Break-ins	533	313	41%
8. Robberies	493	195	60%
9. Fraud Offences	32	16	50%
10. General Larceny	449	200	56%
11. Larceny Dwelling House	59	43	27%
12. Larceny Motor Vehicles	124	29	77%
13. Narcotic Offences	56	62	11%
14.. Other Serious Crimes	94	78	17%
<b>TOTAL SERIOUS CRIMES</b>	<b>2037</b>	<b>1043</b>	<b>49%</b>

- increase
- decrease

## Chapter 7

### Procurement Procedures (Fiscal 2011 - Oct '10 to Sept '11)

The procurement function of the Ministry of National Security is managed by two tender committees, the Special Tenders Committee and the Ministerial Tenders Committee. The Ministry's tendering procedures are governed by Central Tenders Board Ordinance No.22 of 1961 and the Central Tenders Board (Defence Force and Protective Services) (No. 2) Order, 1992.

#### **2. The Central Tenders Board Ordinance, 1961, which was amended in 2003, provides for authority levels as follows:-**

Permanent Secretary	-Up to \$1,000, 000.00
Ministerial Tenders Committee	-Over \$1,000,000.00 but less than \$2,000,000.00
Special Tenders Committee	-Between \$100,000.00 and Infinity
Central Tenders Board	-\$2,000,000.00 and over

#### **Consultancy**

Permanent Secretary	-Up to \$500,000
Ministerial Tenders Committee	-Between \$500,000.00 and less than \$2 million.
Central Tenders Board	-\$2,000,000.00 and over

#### **3. The Permanent Secretary has delegated levels of authority up to \$1,000,000.00 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.

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

❖ Heads of Division	-	Up to \$450,000.00
▪ Chief of Defence Staff	-	Up to \$450,000.00
▪ Chief Immigration Officer	-	Up to \$100,000.00
▪ Chief Fire Officer	-	Up to \$100,000.00
▪ Commissioner of Prisons	-	Up to \$450,000.00
▪ CEO of ODPM	-	Up to \$100,000.00
❖ Deputy Permanent Secretary	-	Up to \$450,000.00
❖ Director, Strategic Services Agency	-	Up to \$300,000.00

**\*Note** - As at October 1, 2010 the Commissioner of Police was appointed as the Accounting Officer for the Trinidad and Tobago Police Service. He has an authorized spending limit of up to \$1,000,000.00

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

**5. 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.

**6. Goods and Services costing in excess of \$500.00 but no more than \$450,000.00**

**- Head of Division**

- 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 should item/s or service/s be purchased without prior approval of the Head/Deputy Head of Division.

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

The approval requirements are the same as at No. 6 above.

**8. Goods and Services costing in excess of \$100,000.00, but no more than \$1,000,000.00 - Deputy Permanent Secretary and Permanent Secretary.**

- For the Heads of Divisions with authority levels from \$100,000.00 up to \$450,000.00, approval for procurement is granted by the Deputy Permanent Secretary.

For approval over \$450,000.00 to \$1,000,000.00, approval is granted by the Permanent Secretary.

- The procedures outlined under the Heads of Divisions 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.

**9. Purchase of Goods and Services costing in excess of \$1,000,000.00 but less than \$2,000,000.00 - Ministerial Tenders Committee and from \$100,000.00 to infinity - Special Tenders Committee:**

- A request is submitted to the Permanent Secretary, Ministry of National Security, for tender procedures to be initiated.
- The specifications of the items/Scope of Works for services /Request for Proposal accompany the request.
  
- The following information is submitted in the 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 the Evaluation Committee
  - ✓ The request must be signed by the Head of the Division
  - ✓ A separate memorandum advising that funds are available for payment of an advertisement through the Government Information Services Limited (GISL)

**SOLE / SELECTIVE TENDER PROCESS**

**10. Sole Tender** - A sole tender is invited when there is only one known supplier for the item requested.

**10.1 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.

**10.2 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 Honourable 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 Honourable 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 Committee.

### **10.3 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 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.

### **11. The Public Tendering Process - Ministerial and Special Tender's 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 Notice are sent to the (GISL) and the Government Printery for publication in the newspaper/to be gazetted (14) days before the tender opening.

## **12. Tender Opening Procedure**

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

## **13. Summary of Bids Received**

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

## **14. 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 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. The Evaluation Committee recommends the supplier to whom the contract should be awarded that met all technical and commercial requirements. Oversight of the evaluation exercise would now be given by the A.O.IV Procurement.

#### **15. 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 Tenders 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. Where an agreement is to be made, the file with the entire process is forwarded to the Legal Department for the agreement to be developed and finalized.

#### **16. 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).
- The CCR, with the recommendation from the Head of Division is submitted to the Chairman of the relevant Committee to authorize the release of the Performance Bond/Cash Performance Deposit.

#### **17. Purchase of Goods and Services in excess of \$2,000,000.00 Central Tenders Board.** All purchases over \$2,000,000.00 are sent to the Central Tenders Board for processing.

### **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 is set out hereunder:

<b>DELEGATION OF AUTHORITY FOR THE PROCUREMENT OF GOODS AND SERVICES</b>	
<b>POST</b>	<b>LIMITS</b>
<b>Central Tenders Board</b>	\$2,000,000.00 to infinity
<b>Special Tenders Committee</b>	\$100,000.00 to infinity
<b>Ministerial Tenders Committee</b>	Over \$1,000,000.00 but less than \$2,000,000.00
<b>General Administration</b>	
Permanent Secretary	Up to \$1,000,000.00
Deputy Permanent Secretary	Up to \$ 450,000.00
Administrative Officer V (Defence and Protective Schedule) GA	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 \$ 50,000.00
<b>Trinidad and Tobago Prison Service</b>	
Commissioner of Prisons	Up to \$ 450,000.00
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 Defence Force</b>	
Chief of Defence Staff	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>Office of Disaster Preparedness and Management (ODPM)</b>	
Chief Executive Officer, ODPM	Up to \$ 450,000.00
Director, Strategic Services Agency	Up to \$ 300,000.00

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.

**Main procurement items by Divisions for the 2011 FY**

Trinidad and Tobago Police Service

Purchase of Arms and Ammunition	\$9,958,764.00
3 Real Time Inspection X Ray Systems	\$960,975.00
120 Alco-Sensor FST Automatic w/Accessories	\$502,200.00
500 Crash Barriers	\$432,400.00

Trinidad and Tobago Fire Service

Purchase of Uniforms	\$5,663,029.81
Repairs and Maintenance to Buildings	\$ 3,992,179.33

Trinidad and Tobago Prison Service

Purchase of Materials and Supplies	\$13,887,660.74
Repairs and Maintenance to Buildings	\$4,453,247.07

Immigration Division

Purchase of Stationery and Supplies	\$966,901.77
Repairs and Maintenance to Buildings	\$273,810.56

Trinidad and Tobago Defence Force

Regiment	
Repairs and Maintenance to Buildings	\$3,257,964.12
Maintenance of Vehicles	\$11,675,681.08

Coast Guard

Purchase of Uniforms	\$4,547,081.24
Maintenance of Vehicles	\$14,348,033.03

Trinidad and Tobago Cadet Force

Purchase of Uniforms	\$1,994,153.24
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## Ministry of National Security (Excluding TTPS) Detailed Summary of Expenditure by Sub-Head

<b>Ministry of National Security (Excluding TTPS)- Summary of Expenditure for 2011</b>			
SUB HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR \$	ACTUAL EXPENDITURES\$	VARIANCE \$
<b>PERSONNEL EXPENDITURE</b>	<b>1,334,698,300.00</b>	<b>1,321,330,416.00</b>	<b>13,367,884.00</b>
Salaries and Cost of Living Allowance	469,397,910.00	467,568,544.43	1,829,365.57
Wages and Cost of Living Allowance	10,671,090.00	10,404,841.35	266,248.65
Overtime-Monthly-Paid Officers	65,700,000.00	65,668,739.51	31,260.49
Allowances-Monthly -Paid Officers	114,560,225.00	112,649,611.02	1,910,613.98
Government's Contribution to N.I.S	40,026,200.00	37,366,280.63	2,659,919.37
Remuneration to Board Members	1,700,000.00	944,800.00	755,200.00
Vacant Posts - Salaries & COLA (without Bodies)	416,000.00	0.00	416,000.00
Remuneration to Auxiliary Fire Unit	12,000,000.00	10,340,278.03	1,659,721.97
Settlement of Arrears to Public Officers	20,000.00	3,067.12	16,932.88
Remuneration of members of Cabinet Appointed Committees	1,636,000.00	495,787.34	1,140,212.66
Payments of Increments-Salaries	0.00	0.00	0.00
Government's Contribution to Group Health	65,500.00	56,342.00	9,158.00
Insurance-Daily Rated Workers			
Increased Salaries to Public Officers 1999/2001	0.00	0.00	0.00
Salaries-Direct Charges	449,965,000.00	448,882,825.67	1,082,174.33
Allowances-Direct Charges	108,182,400.00	107,658,871.39	523,528.61
Vacant Post-Salaries and C.O.L.A	0.00	0.00	0.00
(without Incumbents)-Direct Charges			
Government's Contribution to Group Health			
Insurance-Monthly Paid Officers	507,575.00	447,831.00	59,744.00
Overtime - Daily Rated Workers	895,000.00	658,422.41	236,577.59
Allowances - Daily Rated Workers	200,000.00	109,327.34	90,672.66
Gov't Contribution to NIS - Direct Charges	58,755,400.00	58,074,846.76	680,553.24
<b>GOODS AND SERVICES</b>	<b>740,461,796.00</b>	<b>665,827,829.46</b>	<b>74,633,966.54</b>
Travelling and Subsistence	26,460,250.00	25,387,600.49	1,072,649.51
Uniforms	32,945,794.00	29,524,183.87	3,421,610.13
Electricity	16,473,000.00	15,724,433.69	748,566.31
Telephones	21,518,118.00	20,417,684.38	1,100,433.62
Water and Sewerage Rates	7,092,165.00	6,471,696.45	620,468.55
House Rates	264,200.00	0.00	264,200.00
Rent/Lease-Accommodation and Storage	28,015,800.00	26,890,587.44	1,125,212.56
Rent/Lease-Vehicles and Equipment	77,425,625.00	76,176,624.97	1,249,000.03
Office Stationery and Supplies	11,234,444.00	9,926,888.63	1,307,555.37
Books and Periodicals	1,468,000.00	957,340.61	510,659.39
Materials and Supplies	37,651,380.00	33,229,505.39	4,421,874.61
Maintenance of Vehicles	67,977,000.00	63,079,893.60	4,897,106.40
Repairs and Maintenance-Equipment	5,770,000.00	4,337,034.58	1,432,965.42
Contract Employment	29,395,515.00	28,734,989.27	660,525.73
Training	28,615,000.00	27,230,023.52	1,384,976.48

Official Entertainment	800,000.00	753,184.67	46,815.33
Repairs and Maintenance Buildings	23,010,529.00	21,110,992.06	1,899,536.94
Short Term Employment	2,884,000.00	2,729,008.17	154,991.83
Fees	1,128,000.00	751,777.09	376,222.91
Refunds and Rebates	728,000.00	658,632.28	69,367.72
Official Overseas Travel	5,000,000.00	3,156,057.14	1,843,942.86
Other Contracted Services	27,879,996.00	24,620,195.62	3,259,800.38
Extraordinary Expenditure	82,886,769.00	53,561,418.61	29,325,350.39
Janitorial Services	13,886,400.00	12,960,305.75	926,094.25
Food at Institutions	90,381,000.00	87,931,874.03	2449,125.97
Security Services	29,842,330.00	28,829,878.44	1,012,451.56
Housing Accommodation	6,860,000.00	6,093,461.43	766,538.57
Relocation of Staff	8,431,669.00	8,266,416.39	165,252.61
Postage	75,900.00	45,709.34	30,190.66
Medical Expenses	19,830,000.00	17,101,376.54	2,728,623.46
Travelling-Direct Charges	14,832,400.00	13,372,710.83	1,459,689.17
Insurance	2,130,000.00	2,088,911.17	41,088.83
Promotions, Publicity and Printing	3,880,000.00	2,919,834.98	960,165.02
Expenses of Cabinet Appointed Bodies	1,000,000.00	126,920.76	873,079.24
Hosting of Conferences, Seminars and Other Functions	11,470,512.00	9,972,086.02	1,498,425.98
Employee Assistance Programme	1,218,000.00	688,591.25	529,408.75
<b>MINOR EQUIPMENT PURCHASES</b>	<b>83,459,581.00</b>	<b>69,379,739.93</b>	<b>14,079,841.07</b>
Vehicles (Replacement)	32,823,416.00	25,792,381.80	7,031,034.20
Office Equipment	8,412,050.00	7,270,311.29	1,141,738.71
Furniture and Furnishings	8,261,530.00	7,263,195.28	998,334.72
Other Minor Equipment	33,962,585.00	29,053,851.56	4,908,733.44
<b>CURRENT TRANSFERS AND SUBSIDIES</b>	<b>382,509,350.00</b>	<b>361,705,891.11</b>	<b>20,803,458.89</b>
Regional Bodies	26,793,250.00	21,522,372.98	5,270,877.02
International Bodies	793,650.00	385,654.23	407,995.77
Non Profit Institutions	500.00	0.00	500.00
Households	76,453,950.00	69,734,457.31	6,719,492.69
Other Transfers	278,468,000.00	270,063,406.59	8,404,593.41
<b>DEVELOPMENT PROGRAMME*</b>	<b>847,291,000.00</b>	<b>828,144,144.93</b>	<b>19,146,855.07</b>
<b>GRAND TOTAL</b>	<b>3,388,420,027.00</b>	<b>3,246,388,021.43</b>	<b>142,032,005.57</b>



**\*DEVELOPMENT PROGRAMME**

For the 2011 Fiscal Year the total funds allocated under Development Programme was \$847,291,000.00 while the actual expenditure was \$828,144,144.93. The major expenditure under Development Programme for the fiscal year included the following:

Trinidad and Tobago Defence Force (Air Guard))

Acquisition of four (4) AW 139 Medium Twin Turbine Helicopters	\$576,601,416.46
Logistical Support for four (4) Medium Twin Turbine Helicopters	\$36,050,456.84
Upgrade of Piarco Air Wing to Air Guard Base	\$10,112,517.55

Trinidad and Tobago Defence Force (Coast Guard))

Acquisition of Fast Patrol Craft	\$ 9,177,455.57
Logistical Support for Fast Patrol Craft	\$10,108,233.83

Trinidad and Tobago Prison Service

Refurbishment of the Prison Remand Centre at Santa Rosa	\$55,506,287.55
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Immigration Division

Automation of Passports (Immigration Division)	\$10,945,543.42
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Trinidad and Tobago Fire Service

Purchase of vehicles and equipment	\$5,925,445.82
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## Trinidad and Tobago Police Service Detailed Summary of Expenditure by Sub-Head

<b>Trinidad and Tobago Police Service (TTPS)- Summary of Expenditure for 2011</b>			
SUB HEAD/ITEM/SUB-ITEM	ESTIMATES FINANCIAL YEAR \$	ACTUAL EXPENDITURES\$	VARIANCE \$
<b>PERSONNEL EXPENDITURE</b>	<b>1,200,344,400.00</b>	<b>1,151,155,350.52</b>	<b>49,189,049.48</b>
Salaries and Cost of Living Allowance	677,938,620.00	631,041,852.58	46,896,767.42
Wages and Cost of Living Allowance	960,740.00	755,412.00	205,328.00
Overtime-Monthly-Paid Officers <sup>1</sup>	245,500,000.00	245,470,626.08 <sup>2</sup>	29,373.92
Allowances-Monthly -Paid Officers	199,800,000.00	198,730,994.55	1,069,005.45
Government's Contribution to N.I.S	75,257,940.00	74,428,790.88	829,149.12
Remuneration to Board Members	396,000.00	352,000.00	44,000.00
Vacant Posts - Salaries & COLA (without Bodies)	0.00	0.00	0.00
Settlement of Arrears to Public Officers	0.00	0.00	0.00
Payments of Increments-Salaries	0.00	0.00	0.00
Government's Contribution to Group Health	8,100.00	5,083.00	3,017.00
Insurance-Daily Rated Workers (without bodies)-Direct Charges			
Government's Contribution to Group Health			
Insurance-Monthly Paid Officers	383,000.00	310,754.00	72,246.00
Overtime - Daily Rated Workers	100,000.00	59,837.43	40,162.57
Allowances - Daily Rated Workers	0.00	0.00	0.00
<b>GOODS AND SERVICES</b>	<b>266,782,500.00</b>	<b>246,016,471.03</b>	<b>20,766,028.97</b>
Travelling and Subsistence	20,200,963.00	14,601,853.16	5,599,109.84
Uniforms	10,128,100.00	9,924,985.22	203,114.78
Electricity	12,500,000.00	12,012,593.20	487,406.80
Telephones	25,485,000.00	25,369,945.50	115,054.50
Water and Sewerage Rates	975,000.00	826,529.67	148,470.33
House Rates	0.00	0.00	0.00
Rent/Lease-Accommodation and Storage	14,358,707.00	14,127,356.10	231,350.90
Rent/Lease-Vehicles and Equipment	6,500,000.00	6,499,238.48	761.52
Office Stationery and Supplies	6,684,000.00	6,371,890.14	312,109.86
Books and Periodicals	100,000.00	91,040.98	8,959.02
Materials and Supplies	6,550,000.00	6,155,444.12	394,555.88
Maintenance of Vehicles	30,685,000.00	28,535,773.24	2,149,226.76
Repairs and Maintenance-Equipment	600,000.00	403,322.48	196,677.52
Contract Employment	32,500,000.00	31,765,671.74	734,328.26

<sup>1</sup> The TTPS has embarked on several crime prevention initiatives particularly in areas identified as crime 'hot spots'. Despite operating below its sanctioned strength of 7,715 officers, an additional 12 hours of work was approved to ensure the continuity of patrols in these areas.

Training	5,000,000.00	4,359,805.06	640,194.94
Official Entertainment	300,000.00	182,211.74	117,788.26
Repairs and Maintenance Buildings	10,400,000.00	9,301,032.62	1,098,967.38
Short Term Employment	2,000,000.00	1,112,638.11	887,361.89
Fees	2,725,000.00	2,712,804.36	12,195.64
Official Overseas Travel	2,000,000.00	1,209,173.43	790,826.57
Other Contracted Services	8,738,000.00	7,791,296.49	946,703.51
Extraordinary Expenditure	6,000,000.00	3,986,390.58	2,013,609.42
Janitorial Services	25,000,000.00	24,993,778.56	6,221.44
Food at Institutions	10,100,000.00	9,390,072.12	709,927.88
Housing Accommodation	1,345,230.00	1,330,888.70	14,341.30
Postage	8,500.00	7,655.50	844.50
Medical Expenses	20,250,000.00	18,311,515.08	1,938,484.92
Promotions, Publicity and Printing	3,599,000.00	2,934,884.87	664,115.13
Hosting of Conferences, Seminars and Other Functions	1,800,000.00	1,653,836.08	146,163.92
Employee Assistance Programme	250,000.00	52,843.70	197,156.30
<b>MINOR EQUIPMENT PURCHASES</b>	<b>35,415,000.00</b>	<b>34,605,545.58</b>	<b>809,454.42</b>
Vehicles (Replacement)	11,800,000.00	11,545,382.99	254,617.01
Office Equipment	5,150,000.00	5,107,388.52	42,611.48
Furniture and Furnishings	3,077,000.00	3,003,525.63	73,474.37
Other Minor Equipment	15,388,000.00	14,949,248.44	438,751.56
<b>CURRENT TRANSFERS AND SUBSIDIES</b>	<b>16,048,400.00</b>	<b>15,347,957.53</b>	<b>700,442.47</b>
Regional Bodies	79,000.00	77,079.60	1,920.40
International Bodies	146,000.00	139,765.44	6,234.56
Non Profit Institutions	500,000.00	491,658.51	8,341.49
Other Transfers	15,323,400.00	14,639,453.98	683,946.02
<b>DEVELOPMENT PROGRAMME</b>	<b>34,700,000.00</b>	<b>32,863,725.39</b>	<b>1,836,274.61</b>
<b>GRAND TOTAL</b>	<b>1,553,290,300.00</b>	<b>1,479,989,050.05</b>	<b>73,301,249.95</b>

## Detailed Summary of Expenditure by Division

Division	Estimates for Fiscal Year 2011	Actual Expenditure Fiscal Year 2011	Variance
<b>General Administration</b>			
Personnel Expenditure	24,351,680.00	21,229,601.24	3,122,078.76
Goods and Services	222,315,530.00	185,700,324.67	36,615,205.33
Minor Equipment Purchases	2,950,265.00	2,791,889.00	158,376.00
Development Programme	1,061,400.00	895,393.20	166,006.80
<b>Total General Administration</b>	<b>250,678,875.00</b>	<b>210,617,208.11</b>	<b>40,061,666.89</b>
<b>Fire Service</b>			
Personnel Expenditure	278,039,278.00	273,261,378.79	4,777,899.21
Goods and Services	66,266,200.00	59,261,682.51	7,004,517.49
Minor Equipment Purchases	27,981,060.00	24,194,080.61	3,786,979.39
Development Programme	14,900,000.00	13,836,679.61	1,063,320.39
<b>Total Fire Service</b>	<b>387,186,538.00</b>	<b>370,553,821.52</b>	<b>16,632,716.48</b>
<b>Prison Service</b>			
Personnel Expenditure	340,440,000.00	338,560,783.48	1,879,216.52
Goods and Services	97,902,874.00	93,550,201.09	4,352,672.91
Minor Equipment Purchases	11,166,940.00	9,056,207.59	2,110,732.41
Development Programme	71,600,000.00	66,701,953.43	4,898,046.57
<b>Total Prison Service</b>	<b>521,109,814.00</b>	<b>507,869,145.59</b>	<b>13,240,668.41</b>
<b>Police Service</b>			
Personnel Expenditure	0.00	0.00	0.00
Goods and Services	0.00	0.00	0.00
Minor Equipment Purchases	0.00	0.00	0.00
Development Programme	0.00	0.00	0.00
<b>Total Police Service</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Defence Force</b>			
Personnel Expenditure	631,445,800.00	628,436,245.80	3,009,554.20
Goods and Services	273,343,000.00	253,644,106.20	19,698,893.80
Minor Equipment Purchases	36,373,000.00	30,268,662.25	6,104,337.75
Development Programme	78,534,000.00	70,772,757.31	7,761,242.69
<b>Total Defence Force</b>	<b>1,019,695,800.00</b>	<b>983,121,771.56</b>	<b>36,574,028.44</b>

<b>Division</b>	<b>Estimates for Fiscal Year 2011</b>	<b>Actual Expenditure Fiscal Year 2011</b>	<b>Variance</b>
<b>Immigration</b>			
Personnel Expenditure	54,469,442.00	54,210,028.42	259,413.58
Goods and Services	73,138,883.00	68,377,434.70	4,761,448.30
Minor Equipment Purchases	4,250,000.00	2,892,828.30	1,357,171.70
Development Programme	350,000.00	348,060.00	1,940.00
<b>Total Immigration</b>	<b>132,208,325.00</b>	<b>125,828,351.42</b>	<b>6,379,973.58</b>
<b>Cadet Force</b>			
Personnel Expenditure	5,691,600.00	5,392,434.83	299,165.17
Goods and Services	7,495,309.00	5,294,080.29	2,201,228.71
Minor Equipment Purchases	738,316.00	176,072.18	562,243.82
Development Programme	Nil	Nil	Nil
<b>Total Cadet Force</b>	<b>13,925,225.00</b>	<b>10,862,587.30</b>	<b>3,062,637.70</b>
<b>National Emergency Management Agency (NEMA)</b>			
Personnel Expenditure	260,500.00	239,943.44	20,556.56
Goods and Services	-	0.00	-
Minor Equipment Purchases	-	0.00	-
Development Programme		0.00	
<b>Total NEMA</b>	<b>260,500.00</b>	<b>239,943.44</b>	<b>20,556.56</b>
<b>SUB TOTAL</b>			
<b>Multi Sectoral and Other Services (Dev. Programme)</b>	<b>680,845,600.00</b>	<b>675,589,301.38</b>	<b>5,256,298.62</b>
<b>Current Transfers &amp; Subsidies</b>	<b>382,509,350.00</b>	<b>361,705,891.11</b>	<b>20,803,458.89</b>
<b>GRAND TOTAL</b>	<b>3,388,420,027.00</b>	<b>3,246,388,021.43</b>	<b>142,032,005.57</b>