



STRATEGIC SERVICES AGENCY

MOR 2018: 06: 20

SEN 2018: 06: 14

JUN 21 2019

ANNUAL REPORT

TSAR-SSA
2016

TSAR-SSA

TABLE OF CONTENTS

TABLE OF CONTENTS	1
DIRECTOR'S MESSAGE	3
SSA'S LEGISLATIVE DIRECTIVE	6
SCOPE	8
INTRODUCTION	9
SUMMARY OF ISSUES UNCOVERED.....	10
RESPONSE TO ADMINISTRATIVE FAILURES	13
FINANCES	14
RESTRUCTURE & ALIGNMENT.....	16
DIRECTOR'S SECRETARIAT	17
CORPORATE SERVICES DIRECTORATE	17
Personnel Efficiency.....	17
Notice of Trade Disputes from the Ministry of Labour and Small Enterprise Development.....	18
Recruitment and retention strategy	19
OPERATIONS AND ORGANISED CRIME DIRECTORATE.....	20
NATIONAL INTELLIGENCE DIRECTORATE	21
CENTRALISING INFORMATION TO SUPPORT OPERATIONS	22
ICT CAPABILITY.....	22
WIDE AREA NETWORK (WAN).....	22
AIR SUPPORT TO LAW ENFORCEMENT OPERATIONS	23
SPECIFIC CONTRIBUTIONS TO LAW ENFORCEMENT 2016.....	26
SUPPORT FOR AND COORDINATION OF OPERATIONS.....	26
INTELLIGENCE SUPPORT	27
TRAINING AND DEVELOPMENT	28
EFFECTIVENESS OF THE STRATEGIC SERVICES AGENCY	29
OPERATIONAL EFFECTIVENESS	29
MANAGING RESOURCES.....	29
WORKING WITH EXTERNAL PARTNERS AND LIAISONS	30
PRIORITIES FOR 2017	31

OPERATIONAL EFFECTIVENESS.....	29
MANAGING RESOURCES	29
WORKING WITH EXTERNAL PARTNERS AND LIAISONS.....	30
PRIORITIES FOR 2017.....	31

DIRECTOR'S MESSAGE:

The Parliament of Trinidad and Tobago passed the Strategic Services Agency (Amendment) Act No. 4 in May 2016, which was assented to by the President shortly thereafter. The Strategic Services Agency (SSA) is now designed to be stronger and more effective than its predecessors. It has a robust mandate, enhanced intelligence capabilities and – for the first time – the remit and authority to address Serious Crime. The SSA, however, continues to be an executive non-departmental public body bound by the policy of the Minister of National Security, but operationally independent from the Ministry of National Security.

Serious Crime has attracted considerable public attention over the last decade or more. Understandably therefore, the focus of our work in the year 2016 was on transforming the SSA into a fit for purpose entity that will address the scourge of serious and organised crime. A number of organisations formed the new Strategic Services Agency – the National Operations Centre, National Security Training Agency, Security Intelligence Agency and the Old Strategic Services Agency.

To fulfil our mandate we needed a strategy which promoted coordination, intelligence sharing, better technology and a focus on primary criminal targets. Our new strategy acts as a multiplier to leverage the most effective use of the power of law enforcement and create an immediate impact on the levels of crime in the country.

Further change is required as the SSA continues to develop into an effective, fully-fledged, crime-fighting body. The Agency's Transformation Programme will help to do this. Over the next three to five years, this programme will help to change the way the SSA operates, how it collects and uses intelligence, its scientific and technological capabilities, its people and its facilities.

We have managed to achieve modest operational successes spanning multiple areas of crime involving drugs, firearms, murders, cyber activities and combating radicalisation and Foreign Terrorists Fighters. All these successes have been built

on collaboration, which continues to grow nationally and internationally. We have been able to streamline our recruitment process to attract and retain suitable human resources; optimise and add to our existing technological assets, remove obsolescent equipment and modernise our systems and processes.

Our strategy focuses on deterring and disrupting criminal activities and in doing so creating a hostile environment for criminals and limiting their opportunities to continue their activities unchallenged and legitimise their enterprises. Importantly, all of this will be done collaboratively. Our approach recognises that law enforcement alone will not successfully deal with the threat of serious organised crime and that a broad approach engaging other agencies, is crucial.

The Strategy also supports the holistic management of criminal intelligence through collaborative use of best practices, standards and competencies. Enhanced technology, committees and fora, as well as, policy and legislative initiatives to empower information sharing and criminal intelligence capabilities at all levels of law enforcement are also essential.

The Strategy embraces the establishment of a Fusion Centre as a means of coordinating a serious crime strategy. We have created a powerful new body of operational crime fighters. This will set the national operational agenda for fighting serious and complex crime and organised criminality.

The organization is now home to a multiagency intelligence capability, drawing on other existing national intelligence capabilities. It continues to build and maintain a comprehensive picture of the threats, harm and risks to the country from organised criminals. It also is responsible for ensuring that those criminals are subject to a prioritised level of operational response.

The Agency now has the authority to coordinate operations with the police and other law enforcement agencies to ensure networks of organised criminals are disrupted and prevented from operating. We are harnessing the latest technologies to ensure that, subject to robust safeguards, our intelligence gathering and analytical

capabilities match the threat posed by criminals, who seek constantly to evade detection.

We are monitoring the security of Trinidad and Tobago on a daily basis and coordinating activities within the Ministry of National Security, with law enforcement partners, Emergency Management and critical infrastructure operators nationwide. The Agency provides all-hazards integrated emergency response to events (potential or actual hazards, natural or human-induced, either accidental or intentional) of a national nature. We provide 24/7 monitoring and reporting, warning products and integrated risk assessments, national-level situational reports and planning, as well as, whole-of-government response management.

The future is exciting! The challenges are several and varied. One of the big challenges in fighting organised crime is precisely that it is organised, agile and flexible. It is run like a business, with chains of command and responsibility, different specialised “departments”, recruitment initiatives and opportunities for collaboration and trade. We at the SSA must remain adaptable to the changing environment and review our systems and processes to remain relevant to the waves of criminal evolution. We intend to:

- Be relentless in the dismantling of serious and organised criminal groups and disrupting of individuals efforts at their points of vulnerability;
- Use innovative and non-traditional interventions do reduce the threat from serious and organised crime; and
- Become more effective at leading, supporting and coordinating the national response to serious and organised crime.

Sincerely

THE STRATEGIC SERVICES AGENCY

LEGISLATIVE DIRECTIVE

The Strategic Services Agency (SSA) is a developing technology driven intelligence agency and derives its statutory responsibility from Chapter 15:06 of the laws of the Republic of Trinidad and Tobago, as amended in 2016.

The primary functions are set out in *Section 6 (1)*, as follows:

- a. Act as an office for centralising information that could facilitate the detection and prevention of serious crime, for co-ordinating operations for the suppression of serious crime and for cooperating with the Services or the corresponding Services of other countries;
- b. develop strategic intelligence and make recommendations to Government on the formation of policies in relation to serious crime;
- c. prepare crime prevention strategies and stimulate action towards and monitor the implementation of the agreed strategies;
- d. advise on policy formation in respect of the development of human resources engaged in crime prevention activities and maintain an inventory of all training undertaken and seek to identify opportunities for training;
- e. disseminate information and intelligence to the Services;
- f. provide intelligence and analytical support for the appropriate operational and intelligence arms of the Services;
- g. assist in identifying sophisticated criminal activity and those who engage in it;
- h. help the law enforcement effort by identifying links between individuals and organisations involved in serious crime;
- i. provide strategic intelligence to assist and promote the efficient and effective use of operational resources so as to enable the development of law enforcement strategies;
- j. identify new trends in, and patterns of criminal activity;

- k. provide a nucleus of specialist intelligence personnel who are able to advise and assist investigating officers concerning operational priorities and deployment of resources;
- l. establish channels of communication with the Services and the corresponding Services of other countries and provide a national focal point for the promotion and exchange of information and intelligence about serious crime;
- m. do all such things as are incidental or conducive to the attainment of the objectives of the Agency.

Additional functions to be discharged by the SSA are outlined in Section 6 (2) of the Act.

SCOPE

The purpose of the Annual Report is manifold:

- i. To provide insight into the state of the Agency upon assuming leadership of the Agency and for the fiscal year January 2016 to December 2016
- ii. To ensure an accurate baseline of financial statements for future goalsetting and measurement of achievements from fiscal 2017
- iii. To detail issues and accomplishments over fiscal 2016

This is a public record, so details of sensitive activities, sources and methodology would be absent, to protect the staff of our intelligence community.

INTRODUCTION

2015 - PRESENT

Following the elections of September 2015, a decision was taken to regularise the SSA, strengthen the national security machinery and eliminate redundancy. As such, the GoRTT authorised the consolidation of a number of units and the current SSA is an amalgam of five (5) organisations:

- The Strategic Services Agency (SSA).
- The Security Intelligence Agency (SIA), established by Cabinet in 1994 to bolster the national security intelligence framework, providing security and strategic intelligence to law enforcement agencies.
- Personnel from the intelligence arm of the now defunct Special Anti-Crime Unit of Trinidad and Tobago (SAUTT), established by Cabinet in 2004 augmented the performance of national law enforcement agencies by expanding the concept of joint operations and providing intelligence-led responses to serious crimes.
- The National Operations Centre (NOC), established in 2010 to continue to effect joint operations and employ technologies to enhance national responses to criminal activity.
- The National Security Training Academy, also established in 2010 to strengthen national capacity through the provision of specialist training.

In January 2016, the newly appointed Director conducted a rapid assessment of the Agency to determine its resources and gauge levels of efficiency across the organisation. The assessment spotlighted, among other things, a poor execution of the Agency's core business, the poor maintenance of facilities/ equipment and little effort at addressing human resource concerns.

CHALLENGES FACING THE AGENCY IN JANUARY 2016

SUMMARY OF ISSUES UNCOVERED

The merger of the SIA and SSA which began in 2010 was never finalised; the approved structure could not accommodate the increased numbers of staff and the new mandate was unclear. When the intelligence arm of SAUTT was incorporated, the situation became administratively untidy.

Although a structure was approved for the new SSA in 2013, little work had been done to advance the integration of the precursor agencies. In January 2016, the assessment revealed that:

- There were no clearly defined roles and responsibilities. The absence of a clear mandate threatened the functioning of the SSA and its relationships developed over time with local and international strategic partners.
- A number of officers had been employed for more than five years on “month to month” contracts. These officers were denied allowances and were afforded minimal vacation leave. As a consequence, some members of staff sought the assistance of a Union to challenge the SSA through the Industrial court.
- There was a lack of transparency in the recruitment process, issuance of contracts and promotions. This led to a challenge through the Equal Opportunity Commission.
- There were some irregularities with contracts of employment:
 - The majority of officers of the former SAUTT were without contracts for more than five years.
 - A number of officers of SIA/SSA were also working without contracts.

- Some employees were issued contracts with questionable clauses that placed the Agency and the GoRTT at a distinct disadvantage.
 - Some employees were engaged on contracts and received rapid promotions despite their lack of relevant qualifications and experience.
 - No performance management processes, monitoring or evaluation were in place.
- There was no real merger of information systems resulting in each precursor agency functioning somewhat independently. In addition, ICT systems were antiquated and incompatible, licenses for software integral to the work of the Agency had expired, and there was evidence of poor maintenance of critical infrastructure.
 - Service providers were engaged for extended periods; some more than eight years, performing the functions of staff.
 - Relationships with the services and our partner agencies were not based on the statutory mandate of the agency or in accordance with the Act. There existed a superior/ subordinate relationship with the Services and many of its partners i.e. TTPS, National Drug Council, Ministry of National Security. For example, the Agency was being treated as a department of the Ministry of National Security resulting in a financial system where the Director was not treated as the accounting officer.

The merger of the NOC and NSTA uncovered additional anomalies:

1. Precursor units brought their own structures, financial systems and procedures. This resulted in:
 - Duplication of job roles and responsibilities.

- Staff qualifications not aligned to the new mandate.
 - Incongruence in relation to procedures and delivery of services.
 - Limited access to required information across the SSA.
2. Improper procurement and due diligence practices by the precursor agencies resulted in major financial debt.
- A number of invoices and estimates obtained from the NOC, were overvalued by 400%.
 - No proper procurement procedures were followed. In the case of the Huawei Project, there were no requests for proposals, information or quotations. There were no design specifications and no proper threat/vulnerability assessments. As a result, the GoRTT is committed to an expensive project commissioned to a company that has been identified as a security risk by our major intelligence partners, for example, i.e. US and UK.
 - Lack of due diligence in the acquisition of assets. In the case of the Air Division at the NOC, where only one (1) helicopter was functional, the unit was staffed by eighty-nine (89) individuals. Further, all members of staff were being paid at least 70% above market rate; especially pilots, several of whom were earning more than \$70,000 per month (See page 23: paragraph Air Support to Law Enforcement).
 - Leased assets were acquired improperly and with terms extremely disadvantageous to the GoRTT. For example, there was the case of the NOC's lease of the S76D Helicopter. The then Minister of National Security, Gary Griffith and the former Vice Director of NOC, simply signed signature pages as opposed to a completed lease agreement.

There was an absence of documented policies and procedures and a lack of transparency in the decision-making processes.

RESPONSE TO ADMINISTRATIVE FAILURES

By the end of January 2016, the Director, recognising the potential negative impact of the emerging issues, immediately took action to halt financial slippage and put in place robust mechanisms for proper oversight and accounting.

A change management team was assembled to develop a new organisational structure to accommodate staff and allow the SSA to efficiently deliver on its new mandate, as outlined in the Act amended in 2016.

To accompany the new structure, a job evaluation exercise was also conducted, job descriptions were prepared and the process for recruitment and retention of staff began.

Following a comprehensive assessment of equipment and facilities, action was taken to reduce health and safety vulnerabilities by the development and implementation of a facilities maintenance programme and the acquisition of equipment as appropriate. Processes were also put in place to ensure accountability and adherence to proper procurement practices.

To improve the operational efficiency, relationships with local and international partners were re-established, software licenses were updated and programmes to enhance information management across the Agency were developed and executed.

The following provides details on the administrative and operational issues of the SSA for the period 1 January to 31 December 2016.

FINANCES

This table highlights the income and major expenditure for the period 1 January to 31 December, 2016.

TABLE 1: INCOME AND EXPENDITURE

INCOME	TT\$
SUBVENTION FROM THE MINISTRY OF NATIONAL SECURITY	120,109,858.97
REFUNDS FROM NATIONAL SECURITY COUNCIL	56,997.00
OTHER REFUNDS	18,470.37
RECOVERY OF OVER-PAYMENTS	0.00
INTEREST ¹	114,897.90
TOTAL INCOME FOR THE PERIOD	120,300,224.24
TOTAL EXPENDITURE FOR THE PERIOD	113,836,489.00
<i>INCLUDING:</i>	
CONTRACT STAFF –SALARIES AND ALLOWANCES ²	45,642,374.00
NON-CONTACT STAFF	20,327,423.00
GOODS & SERVICES	45,179,095.00
MINOR EQUIPMENT	1,560,990.00

The above SSA received **TT\$120,300,224.24³** for the period January to December 2016. This amount includes subventions from the Ministry of National Security; refunds, including, those from the National Security Council, recovery and interest generated from accounts held by the SSA at commercial banks.

During 2016, total expenditure under review amounted to **TT\$113,836,489.00**; with personnel expenditure accounting for 57.9% (**TT\$65,969,797.00**). A total of

¹ Interest accrued up to 30 September 2016.

² Allowances include gratuities paid up to 31 December 2016.

³ This figure draws from two budget periods: January to September from financial year 2015/ 2016 and October to December from year 2016/2017.

TT\$783,674.00 was spent on conferences and training for staff, of which **TT\$392,687.00** was spent on local training and conferences and **TT\$390,987.00** for overseas training and conferences. Utilities, including telephones, electricity and water rates, amounted to **TT\$12,015,387.00**.

With the merger, the functions of the SSA were spread across nine (9) properties, accounting, in part, for the 32% increase in expenditure by the Agency between 2015 and 2016⁴. Additional resources were also required to meet inherited debt from the NOC and NSTA and to address outstanding issues relating to contracts, remedial works to improve safety of premises and the update and replacement of antiquated equipment across the Agency.

A significant drain on national resources was the Huawei project, an integrated CCTV, communications/operational response platform, which began in March 2015⁵. Considerable delays and insufficient oversight extended the life of the project to 2017.

There were a number of other issues impacting the national purse and inherited by the SSA (See Page 19 – Air Support for Law Enforcement Operations)

A review of the national aerial capability, began in 2016 to ensure continued support to law enforcement efforts through cost effective solutions.

⁴ Expenditure for 2015 was TT\$86,071,360.41

⁵ Total cost of \$544,903,704.96. In 2016, the project was sixty-five percent (65%) complete, with \$237,764,800.64 paid out to Huawei. Delays in the delivery extended the project to 2017.

RESTRUCTURE & ALIGNMENT

To more effectively discharge its functions, the SSA was restructured to deliver professional services by streamlining processes and employing dedicated professionals supported by modern technology.

International organisations which perform similar functions were reviewed. Some structures were adapted to accommodate the specific needs the national security community. Built into the structure were mechanisms to promote:

- A comprehensive understanding of the environment through robust scientific enquiry and efficient dissemination of information;
- An efficient use of information and intelligence, as well as, greater accountability in the use of technologies to collect information and drive operations;
- The appropriate application of technologies to plan and execute operations;
- Increased collaboration and coordination within the national security infrastructure; and
- The continuous monitoring and evaluation of the delivery of services to ensure value-added and positive impact.

The Director is supported by three (3) Deputy Directors (Corporate Services, Operations and Organised Crime, and National Intelligence) and a Director's Secretariat.

DIRECTOR'S SECRETARIAT

Director's Secretariat is responsible for setting the strategic direction and providing oversight of the Agency.

CORPORATE SERVICES DIRECTORATE

The Corporate Services Directorate (CSD) is responsible for development of human capital and implementation of organisational policies, facilities management, procurement, finance, training and security. Fundamental to the SSA successfully delivering on its mandate, is the acquisition and retention of professional staff, who are appropriately placed and adequately compensated.

Further, the CSD will ensure that members of staff are afforded opportunities to maintain and/or enhance skills to meet current and emerging challenges. Through the recruitment of highly trained personnel, the SSA will assemble a cadre of experts to enhance detection, investigation and assist with the closure of criminal cases.

Personnel Efficiency

An assessment of the SSA, which began in September 2015, revealed significant human resources issues, which were negatively impacting the optimum performance of the Agency.

In January 2016:

- Forty percent (40%) of the staff did not have employment contracts.
- Thirty-nine percent (39%) of SSA employees were working on "month – month" contracts for more than five (5) years and were not receiving allowances or proper remuneration packages.

TABLE 2: SSA STAFF AT JANUARY 2016

Jan 2016	
TOTAL STAFF COMPLEMENT	307
NO. OF PERSONS WITHOUT CONTRACTS	125
NO. OF CONTRACTS ISSUED IN 2015	47
NO. OF PERSONS PROMOTED IN 2015	11
NO. OF PERSONS RECRUITED IN 2015	25
NO. OF SERVICE PROVIDERS	11

Notice of Trade Disputes from the Ministry of Labour and Small and Micro-
Enterprise Development

On 1 October 2011, one hundred and twenty-four (124) employees from the defunct SAUTT assumed duty as employees of the SSA but received no written employment contracts. Although subjected to the standard salary deductions for taxes, National Insurance and health surcharge, these employees did not receive the customary allowances and benefits afforded to original SSA/SIA staff. Placed on “month to month” contracts, these employees retained the job titles they once held at SAUTT but gradually lost respective allowances, including leave entitlement, which was reduced from thirty (30) working days per annum to ten working days per annum.

All employees were informed that the status of employment contracts was temporary pending approval of a new organisational structure. By Memo (NS: 33/2/1 Vol. I) dated 21 August 2013, the Permanent Secretary, Ministry of National Security advised the then Director of the SSA that approval was granted to issue contracts of employment to “employees” who had been employed on a “month to month” basis. However, at December 2015 more than 80% of those employed on a “month to month” basis, had not received contracts.

In January 2016, the SSA received a notice from the Ministry of Labour Small and Micro-Enterprises Development of twelve (12) trade disputes brought against the Agency in accordance with Section 51 (1) of the Industrial Relations Act, Chapter 88:01 for failure to provide formal contracts to employees, which resulted financial losses. These employees had engaged the Banking Insurance and General Workers Union (BIGWU) to highlight their concerns and seek restitution.

While the conciliation process is ongoing, employees concerns have been ventilated. On 30 June 2016, the Director, in the interest of safeguarding the State and the SSA from a protracted dispute which could increase Agency's vulnerability to unnecessary scrutiny and inadvertent disclosures, proposed a settlement.

Steps were also taken to align job descriptions with the proposed work of the Agency and develop proper procedures to address staff grievances and allow for transparent decision-making with respect to recruitment, training and promotions.

The SSA's Recruitment and Retention Strategy

This was formalised to include:

- Psychometric testing;
 - Written Assessment;
 - Security Vetting;
 - Categories of Interviews
 - Polygraph Examinations; and
 - Medical Examinations
-
- a) Attractive compensation packages.
 - b) Orientation and Induction Programmes supported by written and approved policies and procedures and realistic job previews.
 - c) A Performance Management System.

- d) An Employee Assistance Programme (EAP).
- e) Continuous Training and Development.

The recruitment process for positions on the approved structure began in September 2016 and is expected to continue into 2017.

The integration of the NSTA provided the opportunity for continuous assessment of skills and capabilities and the development of comprehensive training programmes to maintain a high level of technical proficiency among personnel within the national security environment.

OPERATIONS AND ORGANISED CRIME DIRECTORATE

This Directorate was developed to execute the expanded mandate. The NOC was re-engineered to facilitate the collection and analysis of information and the planning and execution of operations through the National Fusion Centre (NFC). The NFC facilitates the discharge of the SSA's functions by hosting other National Security Stakeholders, coordinating operations, providing analytical support and sharing information and intelligence to the Services.

Additionally, the Directorate is responsible for guiding the enhancement of the national technological capability to identify and respond to national threats. It also provides expert criminal investigative services in response to serious and complex crimes, including, but not limited to:

- Violent crimes against persons, specifically homicide, kidnapping and rape;
- Organized crime, including trafficking in drugs, firearms and humans;
- Computer and technology-related crimes;
- Financial/economic crimes, including complex fraud cases, money-laundering and financing of terrorism;
- Public corruption;
- Acts of terrorism; and
- Attacks against critical infrastructure.

For the period 2016 – 2017, the SSA identified as priorities, the research and development of intelligence to support operations and programmes to suppress:

- The availability of illegal firearms;
- The illicit trafficking in narcotics, firearms and humans;
- Increases in violent criminal activity and proliferation of violent gang activity;
and
- Acts of terrorism/radicalisation.

NATIONAL INTELLIGENCE DIRECTORATE

The National Intelligence Directorate (NID) is a repository for raw data. Through rigid and auditable processes, inclusive of robust local and international liaison collaborations, the NID produces and provides security, strategic and tactical intelligence. It also produces well-researched briefs and papers for various departments within the Agency and external partners to detect and prevent serious crimes. The products are also used to advance law enforcement operations; develop strategies, plans/programmes and advise on policy to suppress serious criminal activity.

The inherited functions of the original SSA in relation to the trafficking in illicit narcotics and related activities were subsumed in this Directorate within the Strategic Services and Caribbean Centre for Intelligence Studies (CARCIS) Department. In addition to ensuring compliance with international obligations, this Division will conduct relevant research to drive and monitor the operations of the Agency; identify and assess threats; develop, monitor and advise on counter-crime initiatives and national counter-crime policy formulation.

CENTRALISING INFORMATION TO SUPPORT OPERATIONS

The SSA's capacity to predict and suppress criminal activity is predicated on the ability to harness relevant information and communicate effectively with partners in a timely manner. The Information Services Division (ISD) was therefore developed as the central repository for criminal justice/national security information.

The Agency will support national law enforcement agencies and services by adapting and deploying contemporary and innovative tools and techniques to collect, analyse, and share information.

The Agency examines a wide range of issues, identifying potential risks and vulnerabilities and developing comprehensive reports on the national and geo-political, socio-cultural, economic, technological and military developments and proffering recommendations where appropriate. This process aids the Agency in anticipating issues and developing policy positions and strategies to build national resilience.

ICT CAPABILITY

Fundamental to discharging the responsibilities of the SSA, is the need to harvest existing information resources within the units. Mechanisms are required to:

- Manage information /intelligence;
- Develop and drive crime suppression initiatives; and
- Protect information/data while facilitating the flow of information across the Directorates.

WIDE AREA NETWORK (WAN)

The merger also allows for the creation of a single point for the collection and management of information to meet the needs of each operational unit of the SSA, thus reducing the reporting burden for many of its strategic partners.

The SSA, therefore, restructured its operations in keeping with international standards, harnessing specialist resources of each unit to promote:

- A Comprehensive understanding of the environment through robust scientific enquiry and efficient dissemination of information;
- The efficient use of information and intelligence and greater accountability in the use of technologies to collect information and drive operations;
- The appropriate application of technologies to plan and execute operations;
- Increased collaboration and coordination within the national security infrastructure; and

The continuous monitoring and evaluation of the delivery of services to ensure value-added and positive impact.

AIR SUPPORT TO LAW ENFORCEMENT OPERATIONS

As part of its efforts to modernise the Agency and deliver smart solutions, the SSA reviewed the NOC's programme to provide aerial support to law enforcement. The following deficiencies seriously impacted the availability and efficiency of aerial surveillance and support to law enforcement:

- Trinidad and Tobago possesses five (5) aircrafts (NOC1-NOC5), of which only two (2) are functional. (Table 1). As a result, NOC3 is currently being used for parts to service NOC4.
- The aging fleet, with an average age of twenty-six (26) years has been deregistered by Trinidad and Tobago Civil Aviation Authority (TTCAA).

- The National Helicopter Services Limited (NHSL) from whom the SSA sublets services, is unequipped to provide the maintenance programme required to support the national light aerial surveillance programme.
- The age of the fleet increases the direct costs associated with the programme and affects the availability rates.

TABLE 3: STATUS OF TRINIDAD AND TOBAGO'S AERIAL ASSETS

	NOC2	NOC3	NOC4	NOC01	NOC05
TYPE	AS355	B105	B105	S76A	S76D
YEAR OF ACQUISITION	1982	1986	1984	1990	2013
AGE OF AIRCRAFT	34	30	32	26	25
FLIGHT HOURS	14,800	14,908	13,846	7,933	383

The review also revealed the need to address issues outstanding from the 2015-2016 financial year, specifically:

- The construction and outfitting of the hangar at Cumuto. The contract was negotiated and signed on 14 November 2014 at a cost of US\$21.8 million for a period of nine (9) months from the date of the first deposit. Although the project was expected to start on 16 March 2015, no deposit was made. Consequently, no construction has taken place.
- A lease arrangement for Bell Helicopters at a cost of \$543,000,000.00.
- The rental /Lease of Sikorsky S76D (O&G) (NOC 05) helicopter at a monthly cost of US\$139,500.00 (TT\$ 919,305).
- Insurance for air assets amounting to US\$756,000.00.
- Repairs and purchase of aircraft: In September 2015, the leased craft, NOC01 crashed as a result of "pilot error". The lack of due diligence resulted in the NOC requesting that the agent conduct repairs to the aircraft to

accommodate the purchase of said aircraft by the GoRTT. Repairs amounted to US\$546,000 (TT\$3,822,000) which must now be met by the GoRTT.

TABLE 4: CROSS OVER COSTS

PROJECT	COST (US\$)
HANGAR AT CUMUTO	21.8M
BELL HELICOPTERS	543M
RENTAL/LEASE OF HELICOPTER	139.5K PER MONTH
INSURANCE FOR AIR ASSETS	756K
REPAIRS FOR CRASHED HELICOPTER	546K

Resolution of outstanding issues began in 2016 and is expected to continue into 2017.

SUCSESSES OF THE AGENCY FOR FISCAL YEAR 2016-2017

SPECIFIC CONTRIBUTIONS TO LAW ENFORCEMENT 2016

SUPPORT FOR AND COORDINATION OF OPERATIONS

In 2016, the SSA coordinated and chaired a number of weekly meetings of the Multi Agency Coordination (MAC) Group through the NFC. The NFC also provided aerial and surveillance support to a number of law enforcement initiatives, including:

- Operation "War on Crime".
- Locating of marijuana fields.
- Search for Suspects

Other support provided during 2016, included:

- The addition of Crime Scene Investigation (CSI) Personnel to recover evidence.
- Search and rescue response: providing coordinated aerial surveillance and support for operations.
- Situational analysis in response to potential safety issues.
- Assistance to the Trinidad and Tobago Prisons Service (TTPrS).
- Coordination and planning for large scale events.

INTELLIGENCE SUPPORT

In 2016, actionable intelligence was provided to the Trinidad and Tobago Coast Guard, (TTCG), Transnational Organised Crime Unit (TOCU) and the Trinidad and Tobago Police Service (TTPS). As a result, these agencies were able to prevent and disrupt illegal transactions, intercept illegal narcotics and firearms, seize vessels involved in illicit activities and identify and arrest perpetrators of crime.

The table below lists in greater detail, some of those achievements:

ISSUES	OUTCOME
COCAINE SEIZURES	229KGS
MARIJUANA SEIZURES	290LBS
ARMS AND AMMUNITION SEIZURES	5 FIREARMS 300 ROUNDS
ARRESTS	20 CHARGED
VESSELS DETAINED/IMPOUNDED	2

Disruptions:

Traffickers were forced to dump the following contraband:

COCAINE	3KGS
MARIJUANA	224 LBS
FIREARMS	6

Our intelligence was also used to help identify possible sites used by potential extremists for paramilitary training

TRAINING AND DEVELOPMENT

To effectively discharge the functions at Section 6 (1) (d) and (k) and Section 6 (2) (f) of the Act, the SSA Training Division continuously assesses the national security human resource capability and trains personnel in the context of existing and emerging threats. Based on these assessments, during 2016, the division facilitated training in the following areas:

- Email and Cellular Phone Forensics;
- Investigative Interviewing;
- Crime Scene Investigation;
- Initial Investigations;
- Use of Force and Conflict Management; and
- Courtroom Procedures

Beneficiaries included:

- TTDF
- TTPS
- TT Fire Service
- TT Prison Service
- Immigration Division
- Counter Trafficking Unit
- Custom & Excise Division
- Strategic Services Agency
- TT Municipal Police
- Life Guard Section
- Port Authority of Trinidad and Tobago
- Airport Authority of Trinidad and Tobago
- Traffic Warden Division
- TTEC
- WASA
- CARICOM Members States (Regional Security System)

EFFECTIVENESS OF THE STRATEGIC SERVICES AGENCY

OPERATIONAL EFFECTIVENESS

Through its continuous review of the security landscape, the SSA identified the following as the most critical threats to Trinidad and Tobago for the 2016 - 2017 period:

- Serious Crimes (inclusive of murder, firearm-related offences, cyber and financial crimes, robberies, trafficking - narcotics, humans, arms and ammunition as well as other contraband);
- Corruption;
- Porous borders and illegal migration;
- Terrorism/ Radicalisation; and
- Vulnerable critical infrastructure

Through the constant upgrade of its technological and knowledge management capabilities, recruitment of skilled personnel, as well as, training and retooling its employees to keep pace with evolving criminality, the SSA began to improve the national capacity to address these threats. To this end, the SSA provided one hundred and eight intelligence packages to various local and internal stakeholders and partners.

MANAGING RESOURCES

Human Resources

The revised recruitment process takes into consideration the expanded mandate. The primary objective of which, is to attract and retain, not only those with the best academic qualifications and applicable experience, but also individuals with emotional and ethical competencies commensurate with the level of responsibility.

The SSA will invest in the development of its officers, ensuring that they have the access to the necessary tools (training, equipment and support) to function efficiently.

Asset Management

In 2016, the SSA began the process of formalising all policies and procedures to minimize the wanton wastage. Systems were established to protect and maintain the Agency's assets and to ensure accountability. Preventive maintenance schedules for buildings, equipment and machinery, including vehicles were developed and monitored to comply with occupational health and safety regulations and ensure business continuity.

Adherence to the Exchequer Act. No.69:01, the Financial Regulations and Instructions, Central Tenders Board and any other directives set out by the Ministry of Finance are closely monitored, to safeguard the SSA, the Director and GoRTT.

WORKING WITH EXTERNAL PARTNERS AND LIAISONS

In the past year, the SSA has been deepening its existing stakeholder and liaison (local, regional and international) relationships, as well as, establishing new partnerships to increase the Agency's ability to, mitigate the inherent risks and more readily respond to threats, where permissible.

In response to the increasing complexity of organized crime and the evolution of criminal groups, the SSA engaged with foreign security agencies. Consequently, a number of meetings were held with Intelligence officials from various countries in the Caribbean, North and South America, Europe and Australia:

- Caribbean Countries – Thriving relationships via the CARICOM Implementation Agency for Crime and Security (IMPACS)
- North America – Traditional partners USA, Canada

- South America – Colombia for example, where the government has signed a historic peace Agreement with the leading anti-government organization the The Revolutionary Armed Forces of Colombia - People's Army FARC. The SSA has sought to predict possible responses to external threats as a result of this Agreement.
- Europe - in addition to traditional partners UK, meetings have been held with representatives from Germany, France, The Netherlands and Spain, all countries with extensive experience concerning the threat of foreign terrorist fighters, radicalisation and the return of foreign terrorist fighters.
- Australia - Information exchange regarding nacro-trafficking and radicalization/extremism

Information gained from these collaborations contributed to improving the national capability to respond, informing national policy and legislation and the directing of resources to address threats posed by criminal gangs, terrorism/radicalisation and organised crime.

PRIORITIES FOR 2017

The SSA inherited considerable obligations from the precursor agencies. The process of rationalising these complicated obligations to determine the most appropriate course of action began in 2016 and will continue in consultation with government ministries and stakeholders, into 2017. In concert, the SSA will continue to pursue its mandate to reduce and suppress serious crime.

Perhaps the most significant impediment to moving forward, however, is the dearth of proper information management systems and/or policies in partner agencies. The SSA will continue to work with partners to improve access to relevant and reliable information. At the same time, it is important that partner agencies enhance their mechanisms for receiving and acting on information generated by the Agency. In

2017, the SSA will begin enhanced needs assessments and capitalise on partnership agreements to improve crime/security data management capabilities.

Continuous assessments of internal systems and processes are required as the SSA adapts to the evolving local and international crime/security environment. This will continue in 2017 and remedial action will be taken to ensure the effective delivery of services. The initial recruitment process, including orientation and induction, is expected to be completed by mid 2017.

23 March 2017

