



## MANDATE

This report is prepared in compliance with Section 4 (4), Chapter 15:06 as amended by Act 4 of 2016

*"The Director shall prepare an annual report on the operations of the Agency which shall be submitted to the Minister within one month after the end of the year to which the report relates..."*

Taking into cognisance section 8 (1) and (2) Chapter 15:06 as amended by Act 4 of 2016

*"(1) Subject to subsection (2), no employee of the Agency shall disclose any information obtained or accessible in the course of the performance of duties and functions under this Act unless so authorised by the Director.*

*(2) Disclosure referred to in subsection (1) is permissible for the following reasons only:*

*(a) for the investigation or prosecution of a serious crime, an offence under the Dangerous Drugs Act or any other contravention of the laws of Trinidad and Tobago; or*

*(b) for the investigation of a serious crime or a dangerous drugs offence committed abroad or contravention of the laws of any other country which is party to the 1988 Vienna Convention Against Illicit Traffic in Narcotic Drugs and Psychotropic Substances or with whom Trinidad and Tobago has a mutual legal assistance treaty.*

*(3) Any person who contravenes subsection (1) is guilty of an offence and is liable on conviction on indictment to a fine of one hundred thousand dollars and to imprisonment for ten years."*

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## DIRECTOR'S MESSAGE

The Agency acknowledges that crime is increasing due to:

- The quality of Social Services;
- The lack of appropriate knowledge;
- Misconceived ideologies;
- Abuse of Alcohol and other drugs;
- Disorganised communities; and
- The impact of the disturbances in Venezuela and other parts of South America.

A high level of public concern is being expressed in Trinidad and Tobago about the state of violent crime. Consequently, the focus of our work year 2017 was on transforming the Strategic Services Agency to a fit-for-purpose entity that addressed the scourge of serious organised crime and radicalisation. While we retained the core focus on our intelligence operations and serious crime interdiction capabilities, we continued to review our systems and processes to remain relevant to the waves of criminal evolution. We were also required to complement these with the technical, scientific and specialist capabilities that are vital in this increasingly complex and data-driven environment.

### **PEOPLE**

No agency can seriously address improvement without increasing the power of its people. Our human capital transformation is critical to developing the potential of the Agency. We needed to attract and engage a results-focussed workforce. We recruited personnel from a diverse talent pool, some from academia, some from prior military, and some from the police and developed them to meet the challenges they will face, and then deployed them in ways that maximised their talents and potential. Our reward system is based on commitment to service, demonstrated expertise and a dedication to excellence.

### **TECHNOLOGY**

The Agency uses Information Communication Technology (ICT) to fulfil its mandate, which inter alia, can be interpreted to mean to provide an all-source collection and production of criminal and terrorism information from disparate sources. Information is a strategic resource that underpins the key functions and decision-making processes of the Agency. The way information is managed, including the technology used to support it, is therefore central to the Agency's business practices. We therefore reviewed our ICT Strategic Framework and key components that needed to

be considered in managing the Agency's information resources. Our review of the ICT framework led us to develop a strategy that will help us to govern, modernise, transform, innovate and optimise the myriad systems inherited from predecessor agencies. Embedded in our programme is an initiative to take back control of our cyberspace and the transmissions that occur therein, before they are completely lost to resolute subversives.

## **GOVERNANCE OF THE AGENCY**

The Strategic Services Agency remains committed to the values of integrity, ethics in public life and the rule of law. The Agency holds itself accountable not only for how much it spends but also for the ways it uses the resources with which it has been entrusted. In addition, it has an overarching mission to serve the public interest in adhering to the requirements of legislation and government policies. The Agency devoted time to develop mechanisms to ensure that the entire Agency can demonstrate the integrity of all its actions and has mechanisms in place that encourage and enforce a strong commitment to ethical values and legal compliance at all levels.

The Agency recognises that it cannot achieve its intended outcomes solely through its own efforts. We also need to work with institutional stakeholders to improve services and outcomes. Developing formal and informal partnerships with other entities, both locally and internationally, allows us to use our resources more efficiently and achieve our outcomes more effectively. Relationships with other entities are particularly important, as we serve the same users and communities and provide complementary or related services.

During the year 2017, the Agency focused on developing the capacity of the entity, including the capability of its leadership and the individuals therein. Several of our initiatives undertaken during the year concentrated on ensuring that the Agency is and remains fit-for-purpose - meaning our underlying governance and staffing structures must enable us to deliver the planned services. We began to tailor our capabilities to enable the Agency to respond successfully to changing legal and policy demands, as well as to economic, political and environmental changes and risks. These capacity-building initiatives have influenced the intended outcomes, the services and projects the Agency needs to deliver, to achieve its intended mandate.

## **FOSTERING A NEW AGENCY CULTURE**

The gaping cultural and professional differences among the disparate predecessor organisations created instability and dysfunction. The Agency had to acknowledge that culture is a powerful force, and although it is invisible and generally exists on a

subconscious level, it is the single most important factor accounting for success or failure in organisations. We therefore set about to create a new cultural framework and set new rules of engagement for people, teams and stakeholders. These rules included:

- How we make decisions;
- How we engage – the methods that teams use to collaborate internally and externally to deliver on their goals;
- How we measure – organisational performance metrics and their effect on the focus and direction of the group's efforts; and
- How we work – the working style of the Agency including how innovations are developed and how problems are solved.
- Our attention therefore centred on people, process, technology and on developing critical organisational competencies, all around organisational culture transformation and process improvement, to achieve effective and sustainable change. In this way, our traditional methods evolved with a whole-of-agency focus on building organisational capability.

## **ADDRESSING RADICALISATION**

The radicalisation of our youth remains a very pervasive problem. There remains a nexus between the violent street gangs and radicalisation. Disengagement from family, community and education along with social and cultural marginalisation are frequently quoted reasons why the youth join gangs. The gang offers social status and a sense of belonging through shared anti-social actions and achievements. This same feeling of social, cultural or religious disenfranchisement seems to be what makes young people susceptible to the voice and instruction of extremists who promise social, cultural or religious status and a sense of integration and belonging.

Collaboration is fundamental both to our understanding of the threat and to our delivery of the most effective response and in the year ahead we will continue to increase our collaboration initiatives. Information sharing is a key element to providing better support for our nation's protection. We will continue to work with our partners in a collaborative fashion to understand our threat environment and enhance our intelligence gathering capability. Informed by this picture, we will then make flexible use of our collective resources to intervene in the business of organised crime.

## **OUTLOOK**

The Agency appreciates the expectation of our ultimate customer, the taxpayer of Trinidad and Tobago and we can only give our best to meet this expectation. All of our work is aimed at delighting our customer and making Trinidad and Tobago as safe as possible.

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## 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.

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## EXECUTIVE SUMMARY

2017 represented the first full year of the Strategic Services Agency (SSA) operating under its new mandate. With an organisational structure and job descriptions approved by the National Security Council and Chief Personnel Officer respectively, the Executive began recruitment, orientation and induction of qualified persons into the Agency.

By the end of 2017, seventy-two percent of all senior executive positions were filled, while the Agency worked to achieve sixty percent full employment against the agreed structure. Action was also taken to address unresolved trade disputes and discharge outstanding financial liabilities.

In the midst of the transition to the new structure, where applicable, the SSA also sought to absorb or divest the functions of its precursor agencies; and where needed, develop or re-establish relationships with international and local partners to position the Agency to more effectively deliver on the new and expanded mandate.

As the SSA scanned the local and international environment, the need to rationalise issues within the context of its new mandate was addressed, precipitating the recognition to expand the application of intelligence beyond the traditional and limited national focus on criminal intelligence. The SSA directed attention to the development of both strategic and anticipatory intelligence, seeking to reduce vulnerabilities in the nation's preparedness and instigate more responsive mechanisms.

Work was also undertaken to improve systems for developing and managing intelligence and information sources, including the analysis of extant and emerging threats, providing alerts to protect the national interests and preserve life, and providing real-time support to ongoing operations undertaken by strategic partners.

This report provides details of the work undertaken by the agency and is divided into the following sections:

- **Operational Priorities** defines the priorities which guided the activities of the Agency between 1 January and 31 December 2017. This section also provides an overview of the environment in which the work was being conducted and highlights tangible successes - seizures and arrests, which resulted from the dissemination of intelligence and coordination of operations.
- The **Administrative Report** details the progress made in building human capacity and augmenting systems and procedures to ensure the efficient delivery of services.

- The **Financial Report** details the income and expenditure of the Agency, recognising that part of its budgetary allocation was used to finance debts inherited from precursor Agencies.
  - The **Operational Report** measures the output of the Agency against the operational priorities and highlights successes resulting from the collection of information, development and dissemination of intelligence and coordination of operations.
  - Based on internal assessments of the Agency systems and procedures and ongoing review of national and global trends in serious and organised crime, the Agency identified its strategic priorities for 2018. These are outlined in the final section: 2018 Strategic and Operational Priorities.
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## OPERATIONAL PRIORITIES OF 2017

In 2017, the operational priorities of the SSA were in keeping with the functions outlined in Section 6 (1) and (2) of the SSA Act, Chapter 15:06 as amended by Act 4 of 2016 and focused primarily on:

1. Collecting and developing intelligence to identify and respond to threats to national security.
2. Supporting law enforcement operations through the provision of strategic, anticipatory and security intelligence.
3. Coordinating operations and providing tactical advice to secure national assets and preserve life.
4. Conducting research to promote a better understanding of the national security environment and providing advice to enhance national crime suppression initiatives.
5. Developing and re-establishing relationships with local and international partners to inform national programmes and reinforce the country's role in global crime and security programmes.

## 2017 ACCOMPLISHMENTS

<b>SSA Intelligence led to:</b>		
<b>Prevention of Homicide</b>		<b>29</b>
<b>Seizures</b>	Cocaine	275.84 Kg
	Marijuana	51.25 lb
	Firearms	14
	Ammunition	997 rounds
<b>Police arrests</b>		<b>42</b>
<b>Disruption of robbery ring</b>		<b>2</b>
<b>Recovered vehicles</b>		<b>1</b>
<b>Kidnapped victims rescued</b>		<b>8</b>
<b>Aerial Support to Law Enforcement</b>		
<b>Eradication Exercises</b>		<b>12</b>
<b>TTPS</b>	Robbery	1
	Shooting	4
	Support for law enforcement operations	35
<b>Trinidad and Tobago Prisons Service</b>		<b>4</b>
<b>Search and Rescue / Body Recovery Operations</b>		<b>1</b>
<b>Support to Disaster Relief / Environmental Management</b>		<b>10</b>
<b>Aerial surveillance for major events</b>		<b>30</b>

## SECURITY AND OPERATING ENVIRONMENT

During 2017, the country began to feel the impact of well-intentioned but poorly implemented decisions at both the national and international levels. Trinidad and Tobago, already facing financial difficulty and seeking to grapple with an increasingly violent population was dragged onto the global battlefield against terrorism as it became known as the country with the highest number of foreign terrorist fighters per capita in the Western Hemisphere.

The gradual defeat of the Islamic State of Iraq and Syria (ISIS) by the coalition forces in the primary conflict zone, elevated the risks of a regional conflict among the remaining armed factions, either in support of the two main superpowers (US and Russia) or among the coalition forces seeking to secure strategic territories and form new alliances within the region.

Amid the scramble for geopolitical influence in the Middle East, radicalised fighters relocated to areas where the underlying drivers of extremism exist. The repatriation of foreign terrorist fighters (FTFs), which included women and children; recipients of non-traditional training in radical forms of Islam, the construction of explosive devices and armed conflict; was viewed, therefore, as a significant threat in their home countries and other conflict zones throughout the Middle East and North Africa (MENA) regions.

As attention seekers hustled for media attention to denounce perceived discrimination in national policies and plans, the SSA strove to understand the local terrorism phenomenon in all its aspects, including the agenda of potential terrorist groups, organisational structures, networks, recruitment and financing. Simultaneously, the SSA collaborated with its international counterparts to monitor the activities of known terrorists so as to secure national borders and protect citizens.

2017 also heralded troubling signs of deteriorating commitment to international cooperation as major powers increasingly withdrew from the institutions established to bolster international trade, security and the protection of human rights. Globally, governments confronted challenges to their legitimacy and authority, and in many countries, including United States of America (US) and the United Kingdom (UK); nationalist sentiments presided over the rights of refugees, immigrant communities and minorities.

Closer to home, the policies of the Bolivarian Republic of Venezuela resulted in tens of thousands of migrants moving through Trinidad and Tobago, some settling illegally, impacting the social and health services and criminal activity. Those using Trinidad and Tobago as a point of departure to their international destinations, placed additional strain on the financial system and accessibility of foreign exchange.

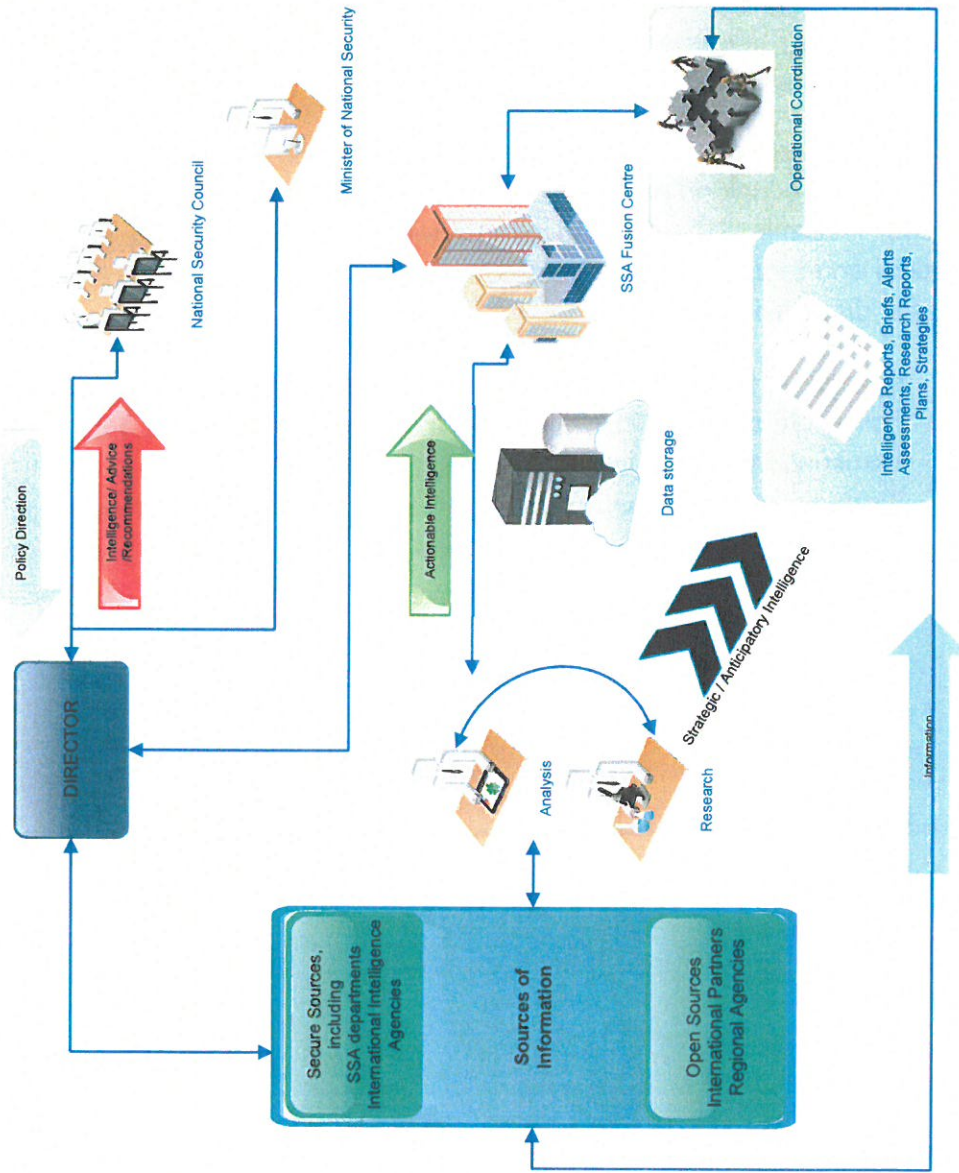
In Colombia, the Peace Accord between the government and the Revolutionary Armed Forces of Colombia (FARC) advanced in its implementation with the demobilisation of FARC units creating a vacuum, which criminal organisations fought each other to fill. Action by Colombia's security forces led to the relocation of these groups and their concentration along the Colombian / Venezuelan borders.

As the situation in Venezuela continues to deteriorate, the potential for the expansion of these organisations and the development of mega-gangs is extremely high. Although these groups are primarily drug trafficking groups, members have access to large caches of firearms, which may easily find their way to CARICOM nations of Suriname, Guyana and Trinidad and Tobago.

In 2017, the presence of Colombian and Venezuelan nationals engaged in criminal activities within Trinidad and Tobago was noted, as was an increase in the availability of illegal firearms. The SSA focused attention on stunting the growth of criminal networks and reducing firearm related violence through targeted data collection and analysis; disseminating-

- Actionable intelligence to the operational units within the Trinidad and Tobago Police Service (TTPS), Trinidad and Tobago Defence Force (TTDF) and Transnational Organised Crime Unit (TOCU).
  - Strategic and anticipatory intelligence to operational and strategic bodies to identify and eliminate opportunities for financing and / or circumventing regulations.
-

FIGURE 1: WORK FLOW





## ADMINISTRATIVE REPORT

In 2017, the SSA began streamlining its activities and procedures to fulfil the Agency's mandate. Many of the gaps observed in 2016 were filled. Administratively, organisational and departmental policies and procedures were rationalised and processes mapped to allow for smooth operations and appropriate transfer of knowledge. Socially, a cultural and environmental analysis was completed and enhancement of information and communications technology is ongoing to modernise systems and increase efficiency.

The Legal Unit also drafted regulations to support the SSA Act and the Interception of Communications Act. These regulations will reinforce the Oath of Allegiance taken by staff of the SSA.

The restructuring of the agency has seen some fallout however, in terms of staffing. More specialists were required than catered for in some departments, other departments needed to be merged, others divested. Skilled resources in many spheres were needed, including the library, the training, and research departments.

Over the period it was noted that to increase efficiency, technology needed to be at the forefront vis-a-vis tele-conferencing, video-conferencing, human resource information systems and outdated enterprise technology infrastructure.

### **AGENCY PROCESS MAPPING**

The Agency as a whole, has been undergoing training in the sphere of process mapping. This communication instrument also must be seen as the business and management tool used to assist the agency in -

- a) Increasing understanding of processes, advancing from the silos of many agencies, to one unified organisation i.e. for the effective integration of business operations and practices;
- b) Engaging staff to participate and in some instances, develop their unique processes, most importantly as a shared vision, of their respective departments;
- c) Encouraging innovation and creativity, as employees, seeing the complexity of their processes, cultivate new approaches;
- d) Using the RASCI model to develop more accurate Key Performance Indicators (KPIs) and refined job descriptions.

All supervisors, managers and senior executives were involved in this process, as well as the most critical of their staff members. Over 50 members of staff were exposed at

this time. As those exposed have returned to the respective departments, more staff are becoming involved in the process.

Staff willingly participated in weekend workshops. As the various agencies were merged into one, the process mapping programme was seen to improve internal efficiencies, effectiveness, adaptability and customer service levels.

As work continues, unnecessary processes will be eliminated to improve efficiency. Consideration will be given to increased automation of procedures, combining and /or modifying other steps to accelerate business processes, simplify work flows and improve the overall effectiveness of the SSA's service delivery.

## **THE STRATEGIC PLAN**

In 2017, the Agency committed to developing a 3-year strategic plan (2017 – 2020). This constituted a comprehensive inquiry into the way in which the organisation was governed and conducted its business. The process aimed at charting the course for improved implementation of priority areas for action, in accordance with the Agency's legal mandate. The development of the plan is a catalyst for the transformation of the Agency and the opportunity to reframe, renew, and re-spirit the organisation.

This planning process has been occurring in an atmosphere of significant change both internally - inside the Agency and in the operating environment. In light of the mandate for organisational transformation, our planners adopted a phased approach, in which the first phase had a two-fold intent. First, to conduct a situational analysis for the Agency, garnering critical information for effective planning. To that end, the team undertook an extensive desk review, along with a staff survey (277 respondents), and interviews with both staff (54 persons) and external partners (interviews with a range of agencies including government ministers, various departments of the TTPS, TTDF, Customs, NSCS and others). The second intent, was to begin the process of engagement with stakeholders – to determine the readiness for organisational change and transformation.

At this juncture, what has emerged is a comprehensive assessment of the current reality for the Agency, and moreover, specific, strategic options for the way forward, for example, how the Agency must position itself in the national security sector, the desired mix of services from 'client groups', the range of human resource issues to be addressed, and the means to build the desire culture.

The strategic issues will be discussed further among stakeholder in workshops which aim, through open dialogue in this forum, to agree on priorities for action for the plan period to 2020.

## COMMUNICATIONS PLAN

In the years after 2010, many versions of the present agency evolved and in 2016, with the merger of the five (5) organisations (the Security Intelligence Agency (SIA), Strategic Services Agency (SSA), Special Anti-Crime Unit of Trinidad and Tobago (SAUTT), National Operations Centre (NOC) and National Training Agency (NTA)). Out of this was born the new SSA, with all the expected trust and competition issues, as well as the obvious silos. Knowing that 'culture beats strategy every time', in 2017, wisdom prevailed and the concept of an internal communications plan emerged, in an attempt to create a fresh culture within this new agency.

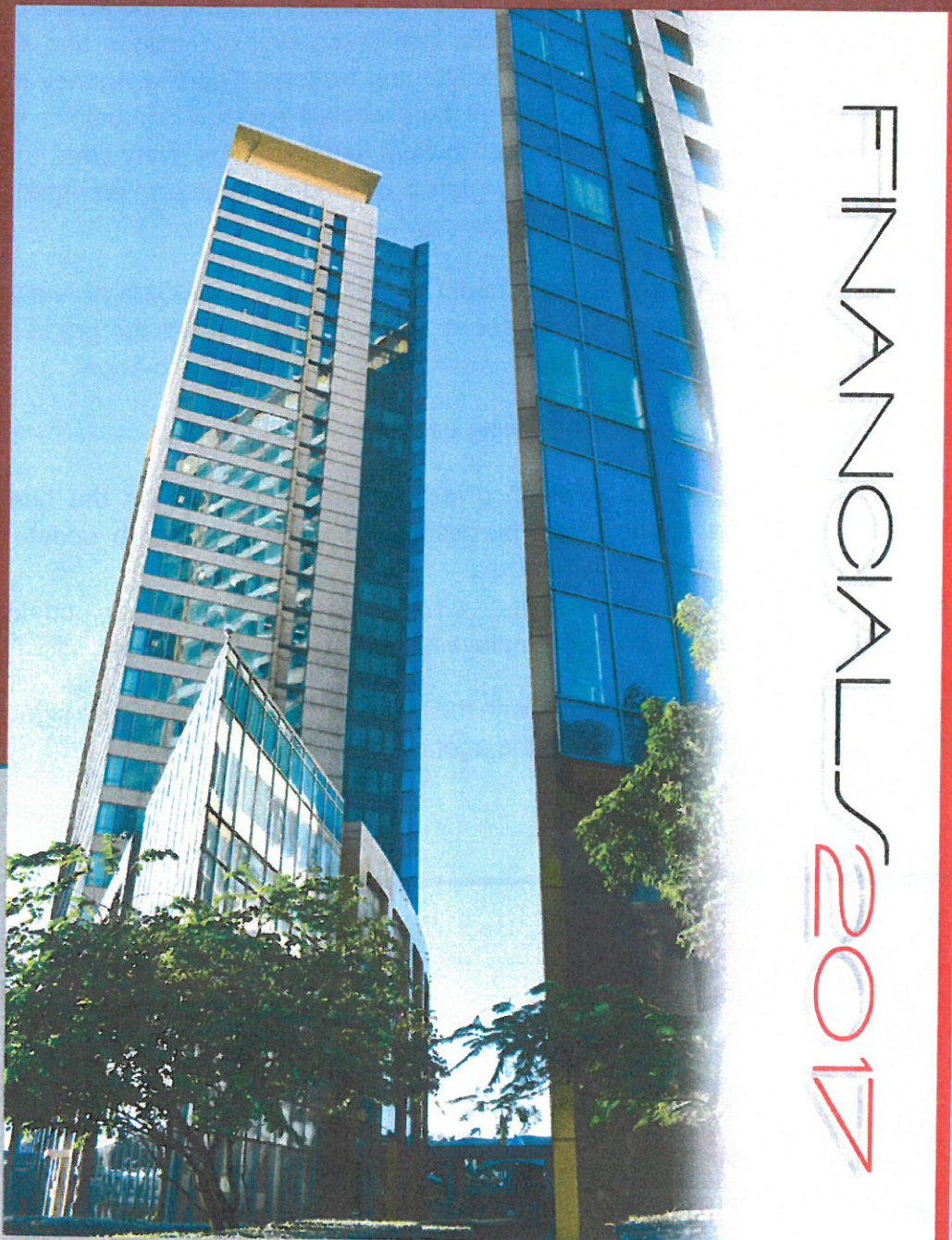
At the agency, the SSA Act prevails wherein all staff swear to an Oath of Allegiance. The communications plan therefore seeks to balance the need for greater trust internally against the notion of necessary confidentiality and need-to-know.

At present some of tactics which are being engaged are –

- The Director's Update – which gives general information on the business activities of the agency. The purpose of this document is to update staff approximately every three months
- The Directors All staff bulletins – which gives staff immediate updates on agency activities to which all employees must give close attention.

Other measures will be implemented, with the requisite research, to ensure significant improved communication throughout the agency.

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# FINANCIALS 2017



## FINANCIAL REPORT

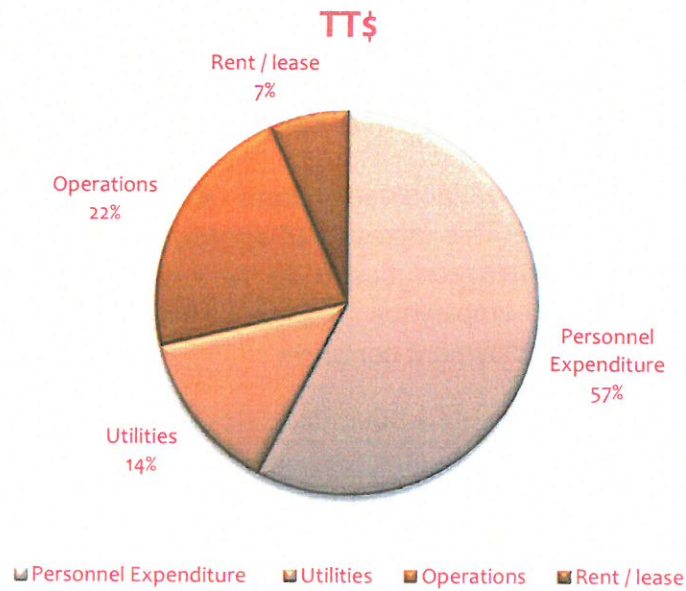
The SSA received a total of **117,343,139.00TTD** during 2017, representing 2.45% decrease in income from 2016. Total expenditure in 2017 increased by more than 100% over 2016, primarily due to payments made to satisfy the lease arrangements for the helicopters. This is reflected in the expenditure for **Goods and Services**, which increased from **45,179,095TTD** in 2016 to **184,484,190TTD** in 2017,

Personnel expenditure also increased from **45,642,347.00TTD** in 2016 to **49,653,187.00TTD** in 2017. This increase of approximately 8.8% resulted from the new salary structure for employees, based on the new organisational structure, the payments made to former employees to satisfy trade disputes and payments of gratuities in fulfilment of employment contracts.

TABLE 1: INCOME AND EXPENDITURE FOR 2017

INCOME	TT\$
SUBVENTION FROM THE MINISTRY OF NATIONAL SECURITY	106,739,245.00
WIRE TRANSFER PAYMENTS	70,449,006.00
RECOVERY OF OVER-PAYMENTS	29,506.00
INTEREST	125,382.00
<b>TOTAL INCOME FOR THE PERIOD</b>	<b>177,343,139.00</b>
<b>TOTAL EXPENDITURE FOR THE PERIOD</b>	<b>240,802,642.00</b>
<b><u>INCLUDING:</u></b>	
CONTRACT STAFF –SALARIES AND ALLOWANCES	49,653,187.00
GOODS & SERVICES	184,484,190.00
MINOR EQUIPMENT	1,453,978.00

FIGURE 1: BREAKDOWN OF EXPENDITURE BY ACTIVITY

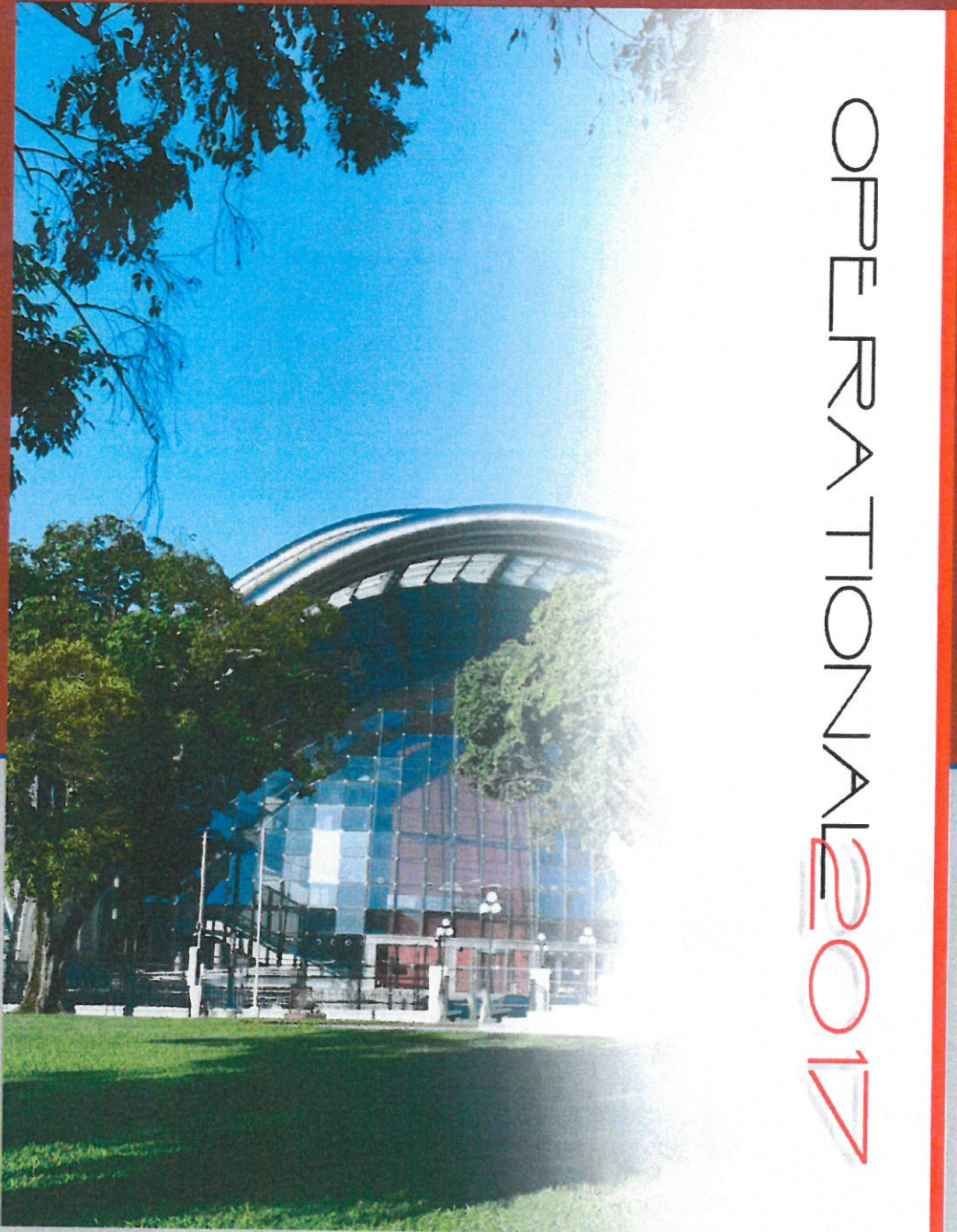


Between January and April 2017, the SSA also discharged outstanding debts incurred by the National Operations Centre (NOC), amounting to **7,428,805.68TTD**.

TABLE 2: PAYMENT OF BILLS INCURRED BY THE NOC

January	5,016,454.51
February	2,300,134.76
March	41,805.00
April	70,411.41
<b>TOTAL PAID (TTD)</b>	<b>7,428,805.68</b>

# OPERATIONAL 2017



# OPERATIONAL REPORT

FIGURE 2:

## ACTIONABLE INTELLIGENCE PASSED TO PARTNERS IN 2017

■ TTPS ■ TOCU ■ TTDF ■ TTPrs ■ NCA

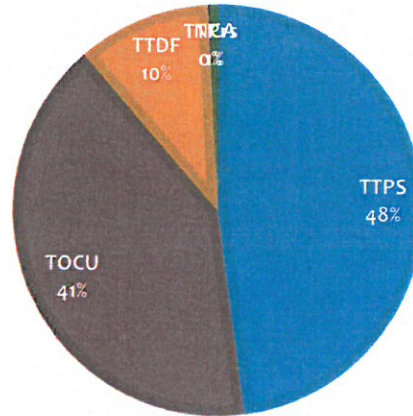
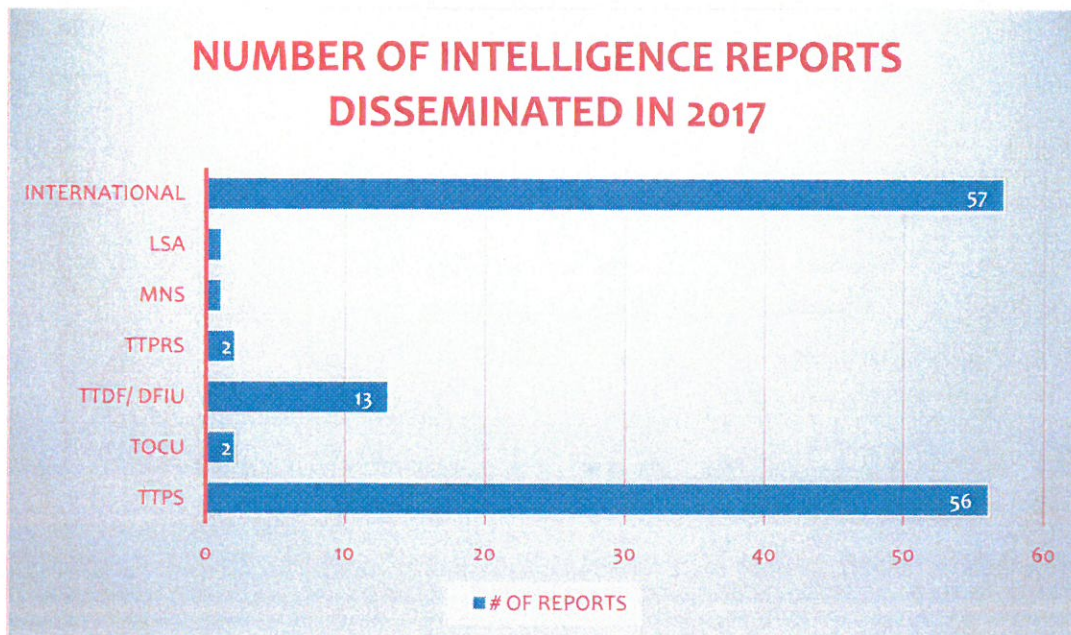


FIGURE 3:

## NUMBER OF INTELLIGENCE REPORTS DISSEMINATED IN 2017





Arguably, the most important function of the SSA is articulated in section 6 (1) (a) of Act 24/1995 as amended by Act 4/2016:

*“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...”*

To achieve the intended objectives, the SSA has been building synergy across the organisation, working to enhance mechanisms for data collection and the generation of reliable intelligence; then transmitting the intelligence to operational partners to drive successful counter-crime operations. The following section provides a summary of some of the work undertaken by specific operational components of the Agency.

## **THE FUSION CENTRE**

In 2017, the Strategic Services Agency Fusion Centre (FC) collaborated with state and private organisations in the planning and execution of operations and major events.

### **AIR DIVISION**

The most recognisable arm of the FC, the Air Division provided the required support to government agencies, while exercising prudent financial management in keeping with the challenging economic environment.

In 2017, the TTPS remained the biggest “client” of the Air Division but made fewer requests for assistance than in the previous year. These requests focussed predominantly on eradication operations and reconnaissance. The Air Division was directly responsible for facilitating the eradication of marijuana worth over \$100 million. This would not have been possible without the support of the FC Air Division.

The Air Division also accommodated requests for assistance from the TTDF, ODPM and other government ministries to conduct reconnaissance flights in light of environmental emergencies, such as flooding or landslips.

### **OPERATIONS**

The FC is the official medium through which operational collaboration and coordination with external organisations are conducted. This function, while new and continuously evolving has led to several successful joint operations, ranging from kidnappings to robberies, during the year. In all of the FC assisted operations related to kidnappings, the perpetrator was apprehended. Unfortunately, in a single operation the victim perished. In addition, the FC was also instrumental in assisting the TTPS with capturing persons who carried out a multimillion dollar robbery at the Piarco International Airport.

In a less visible but equally important forum, the FC facilitates interagency collaboration and cooperation through the Multi Agency Coordination (MAC) Group.

At these meetings vital information is shared to assist the TTPS in operational planning and execution.

Another critical role of the FC is in Close Circuit Television (CCTV) interrogation. Although not responsible for CCTV coverage<sup>1</sup>, the FC interrogates footage to assist law enforcement in gathering evidence and the identification and /or apprehension of suspects.

In 2017, the FC assisted various organisations in planning for mass crowd and national events, including the Independence Day parade, Borough day celebrations and the Caribbean Premier League cricket. As part of the organising committees for these events, the FC provided expert advice and guidance for the overall execution, specifically as it pertains to security, including threat and vulnerability assessments.

### **INTERCEPTION OF COMMUNICATIONS FOR EVIDENTIAL PURPOSES**

In 2017, the SSA began the interception of communication for evidential purposes. As a result, ten (10) complete evidential packages were passed to TTPS for further investigation and potential prosecution. Of these, seven (7) related to kidnapping for ransom, resulting in one charge being proffered. Another three (3) pertained to narcotic related offences, leading to arrests of and charges laid against three (3) persons and seizures of 195.2Kilogrammes of cocaine.

### **IDENTIFYING AND RESPONDING TO THREATS TO NATIONAL SECURITY.**

During 2017, the SSA continuously scanned the national and international landscape to identify and advise on potential threats. Working in close collaboration with operational units, drug trafficking activities were disrupted, with drugs being dumped or interdicted at sea and persons being arrested.

The SSA was also instrumental in the safe return of victims of kidnappings and preservation of individuals targeted for death by criminal organisations. The following are some of the successes resulting from intelligence provided by the SSA.

- Intelligence provided to the TTCG resulted in the interception of a pirogue in the Gulf of Paria on the evening of July 21, 2017. The occupants, both of whom were eventually arrested, dumped fifty-two (52) packets of marijuana (street value of 374,920TTD) from the vessel. The narcotics were retrieved by the TTCG.

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<sup>1</sup> This is the mandate of the National CCTV Unit of the Ministry of National Security.

- Intelligence provided disrupted two (2) attempts to import narcotics into Trinidad and Tobago via pirogues on July 23, 2017.
  - A shipment of seventy-five (75) lbs of marijuana and seven (7) kgs of cocaine was dumped along the North Coast of Trinidad. Neither the traffickers nor the TTCG were unable to recover the narcotics. Three individuals, including a Latin American, were detained for questioning but subsequently released.
  - A shipment consisting of approximately sixty (60) lbs of cocaine was dumped. Eleven (11) persons, including four Venezuelan nationals, were detained.
- The Agency also identified several threats to lives of criminal subjects and provided the relevant intelligence to law enforcement to prevent the murders. The threats originated from ongoing feuds between narcotics traffickers and criminal gangs for market share.
- Real time Intelligence and operation support provided by the SSA resulted in the safe return of eight (8) kidnap victims.

**SUPPORTING LAW ENFORCEMENT OPERATIONS THROUGH THE PROVISION OF STRATEGIC, ANTICIPATORY AND SECURITY INTELLIGENCE.**

Threat assessments were formulated for events of national concern and disseminated.

- Eid Ul Fitr
- Divali
- Installation of the Chancellor, University of the West Indies, St Augustine,
- Independence Day,
- Republic Day,
- Commencement of the Law Term (POS) and the
- Budget/Appropriation Presentation to Parliament (POS).

The SSA began the process of developing **Community Profiles** as a means to better understand the environment and predict and prevent crime. The process involves collecting and analysing all available information on various communities and defining key characteristics to help track changes that could indicate negative growth or development. The Enterprise Community Profile with recommendations for action was shared with the TTPS.

## **COORDINATING OPERATIONS AND PROVIDING TACTICAL ADVICE TO SECURE NATIONAL ASSETS AND PRESERVE LIFE.**

The SSA through its Operations department coordinated law enforcement operations involving murder, firearms, narcotics trafficking and similar activities within the prisons. The Agencies supported include, Coast Guard, Northern Division Task Force, Criminal Gangs Intelligence Unit (CGIU), Organised Crime, Narcotics and Firearms Bureau (OCNFB) and the Trinidad and Tobago Prisons Services (TTPrS).

- The SSAFC was directly involved in the recapture of prison escapee Nicholas Ali.
- Assistance to the OCFNB in the form of personnel movement and aerial surveillance. The direct result of this assistance was the eradication of approximately \$60 million worth of marijuana.
- Assistance to the TTPS in planning exercises and providing aerial surveillance/situational awareness (e.g. searches for criminal suspects, aerial surveillance of exercises in Beetham Gardens and protests in Morvant).

The Investigations Department of the SSA engaged in activities to support evidence gathering and crime detection. Between January and June 2017, the Department provided information to stakeholders, supplemented profiles of persons of interest to law enforcement and served warrants to Telecommunications Service Providers and other agencies to assist in evidence gathering process.

## **CONDUCTING RESEARCH TO PROMOTE A BETTER UNDERSTANDING OF THE NATIONAL SECURITY ENVIRONMENT AND PROVIDING ADVICE TO ENHANCE NATIONAL CRIME SUPPRESSION INITIATIVES.**

In 2017, the Strategic Services and Centre for Applied Research and Caribbean Intelligence Studies<sup>2</sup> conducted research on a number of areas to understand issues and direct programming. Research conducted in 2017 included:

- The Impact of the Colombia Peace Process
- The Availability of Illegal Firearms in Trinidad and Tobago
- The Impact of Brexit on Trinidad and Tobago
- Ongoing review of the developments in Venezuela
- Ongoing assessment of organised crime in Trinidad and Tobago
- Involvement of Foreign Nationals in Criminal Activity in Trinidad and Tobago

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<sup>2</sup> Formerly called the Caribbean Centre for Intelligence Studies.

In December 2017, the department began working on the preparation of a firearms reduction plan.

**DEVELOPING AND RE-ESTABLISHING RELATIONSHIPS WITH LOCAL AND INTERNATIONAL PARTNERS TO INFORM NATIONAL PROGRAMMES AND REINFORCE THE COUNTRY'S ROLE IN GLOBAL CRIME AND SECURITY PROGRAMMES.**

In 2017, the SSA began re-establishing relationships with both local and international stakeholders. In an attempt to accelerate cooperation and the exchange of information / intelligence, the Agency also began to formalise relationships with local partners through the development of Memoranda of Understanding.

With respect to the international relationships, SSA participated in a number of meetings with international partners over the past year, sharing information and accessing training. Meetings were held with intelligence officials from various countries in North America, South America, Far East and Europe.

The Director visited France and The Netherlands where he participated in pre-arranged meetings with intelligence chiefs, regarding counter terrorism, organised crime and criminal activities in the region.

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## 2018 STRATEGIC AND OPERATIONAL PRIORITIES

In 2018, the SSA will continue to discharge its functions in line with its statutory mandate. Amid fierce competition for resources, nationally and internationally, the Agency will identify opportunities for increased collaboration and cooperation to suppress serious crime.

The SSA will take advantage of technological solutions improve systems to manage data, conduct risk/vulnerability assessments and develop viable counter-terrorism / crime plans and strategies.

Figure 5:



**28<sup>th</sup> February 2018**

**Revised 4<sup>th</sup> September 2018**