



**MINISTRY OF NATIONAL SECURITY
STRATEGIC SERVICES AGENCY**

**ANNUAL REPORT
2018**



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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

Slow and Steady.

Slow and steady is a fitting phrase to describe our growth and development over the last period – 2018. With training, process-mapping, and strategic planning proceeding simultaneously as we worked, the goal of creating an agency of excellence seemed a challenge, but with our commitment, we have seen incremental, but crucial improvements.

As it applies to the core work of the Agency, the number and quality of our reports to our various external stakeholders have increased; the support we provide to our local and international partners is undisputable. Information Sharing is fundamental both to our understanding of the threat and to our delivery of the most effective response. During the last year, we continued to increase our collaboration initiatives. This is a key element to providing better support for our nation's defence. We will continue to cooperate with our partners to understand our threat environment and enhance our intelligence-gathering capability.

People

Training is one of the tools we use to empower our staff. It is crucial that we create a learning environment, if we wish to become an employer of choice, if we wish to create critical thinkers and leaders throughout the organisation. Our talent is derived from our heterogeneous society. We value our staff for their unity in diversity and we aim to continue improving their skills-set.

Governance

Of course, in our pursuit of excellence, we attempt many a balancing act between internal and external stakeholders; staff development and asset upgrading; inter and intra-divisional essentials; always assessing, weighing, calculating the need of one against the efficiency of the whole. In this period of financial constraint, prioritizing is a necessary evil, but one we do to benefit our primary stakeholders, the citizens of the sovereign state of Trinidad and Tobago.

Radicalisation

The threat that comes with Radicalisation continues to be of a great concern to the Agency. It is clear that radicalization is taking place and is a worldwide phenomenon. The threat posed by "Foreign Terrorist Fighters" (FTFs) – individuals who travel abroad to a State other than their States of residence or nationality, to engage in, undertake, plan, prepare, carry out or otherwise support terrorist activity or to provide or receive training to do so (often labelled as "terrorist training") - is a major concern for international and national security.

As repatriation and re-integration remain a challenge, the Agency continues to support the various responses and programs that seek to assist in combating this phenomenon, (which strives to threaten the security of the citizenry of Trinidad and Tobago) through establishing a framework for countering violent extremism (CVE).

Challenges

During the year, challenges continued apace, all with which were met with confidence and critical thought:

- Financial Constraints;
- Increase in gang-related crime, terrorism, serious crime, narcotics trading;
- High Murder Rate.

Successes

- Better collaboration with the Agencies in the National Security Apparatus;
- Support by our International Partners (e.g. Exercise Fused Response, US Southcom; CT Training Germany, BKA);
- Synthesis (Fusion) of National Operations;
- Completion of the Agency's Strategic Plan;
- The prevention of the Carnival terror threat posed by radicals.

We are proud of the work that our very committed staff contributed to successfully preempt what would have been a destructive incident, detrimental to the people, the reputation and the economic and social well-being of our Republic.

Performance

Further to the research and workshops held, we initiated a review of the organisation's structure and we commissioned an assessment of our human resources. Together, these should yield a more functional configuration and more effective relationships. With the focus of the strategic plan on team and leader-development, in addition to the burgeoning trust in the systems developed at the Agency, and with our conscientious staff, we look forward to increasing success with our stakeholders, both in terms of our critical output/products, as well as the outcome of more robust relationships. These are key to the success of the industry as a whole.

Outlook

The Agency values the expectation and trust of our ultimate customer, the Citizenry of the Republic of Trinidad and Tobago and we shall only give our best to meet this. Our work continues to be aimed at delighting our customer and making Trinidad and Tobago as safe as possible.

With a vision of becoming "*A world-class intelligence Agency, enabling the fight to reduce and prevent serious and organized crime in Trinidad and Tobago*", a vision derived from the steadfast deliberations of our staff, we have much work to do. With the support of the Ministry of National security, the people of Trinidad and Tobago and our hard working employees, we shall achieve this.

The Director

Strategic Services Agency

EXECUTIVE SUMMARY

In accordance with the Strategic Services Agency (SSA) Act, the Director is responsible for the administrative control of the agency, employing staff as is considered necessary for the performance of its duties and functions. In 2018, in its second full year under its new mandate, the SSA continued its drive towards operational excellence, by ensuring that some 64% of its vacancies were filled.

Over the period and in conformity with legislation, the SSA's knowledge management arm has been one of our areas of attention, in fulfilling its mandate to centralize information, as we sought to improve systems for treating with data, information and intelligence.

When we assessed the organisation, and in total agreement with the inferences of the strategic plan, increased collaboration with our external stakeholders, was seen as essential in developing our strategic intelligence and in preparing crime-prevention strategies. There were rounds of meetings, workshops, training sessions and seminars with our local partners and client institutions, inclusive of increased utilisation of our National Fusion Centre and Investigations Department, which yielded arrests as well as seizures.

Collaborations continued with staff attendance at international seminars, covering terrorism, and global crime trends, and presentations at international sister intelligence agencies. The result of these being an increased commitment to finding solutions to serious crime and terrorism.

The rest of this report covers work done by the Agency:

- The Operating Environment – Serious crime issues facing the country must be viewed from a panoramic perspective before honing into the regional and national scene. This section provides a thorough analysis of these outlooks and makes the links to the issues facing us at home.

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- The Administrative Report – this deals with human resources and capacity building, and other systems implemented to ensure efficiency of services. It also gives a breakdown of the finances of the agency for the period 1st January – 31st Dec 2018.
- The Operational Report –provides details on the organizational productivity and priorities.
- 2019 Strategic and Operational Priorities.

The security of our nation is our prime directive. We continue to do this by creating and delivering the highest quality intelligence products and services. In 2019, we shall persevere, contributing to the safety of our nation by increased detection and prevention of serious crime.

2018 OBJECTIVES

FIGURE 1: SSA OBJECTIVES 2018



In 2018, amid fierce competition for resources, the SSA continued to discharge its functions in keeping with its statutory mandate. The Agency continued to enhance the organisational infrastructure; optimising technological solutions to improve the management of and access to data to facilitate information sharing and intelligence generation.

The Agency also solidified existing and built new strategic relationships so as to:

- Expand the understanding of and responses to serious and violent crime;
- Increase collaboration and cooperation among partners;
- Bolster coordination of crime suppression to suppress serious crime; and
- Augment national capacity through specialist training.

2018 Measurable Accomplishments

In 2018, the SSA provided intelligence to the Trinidad and Tobago Police Service (TTPS) and the Trinidad and Tobago Defence Force (TTDF) to aid in the successful resolution of the following arrests, drug seizures, threats to lives and kidnappings.

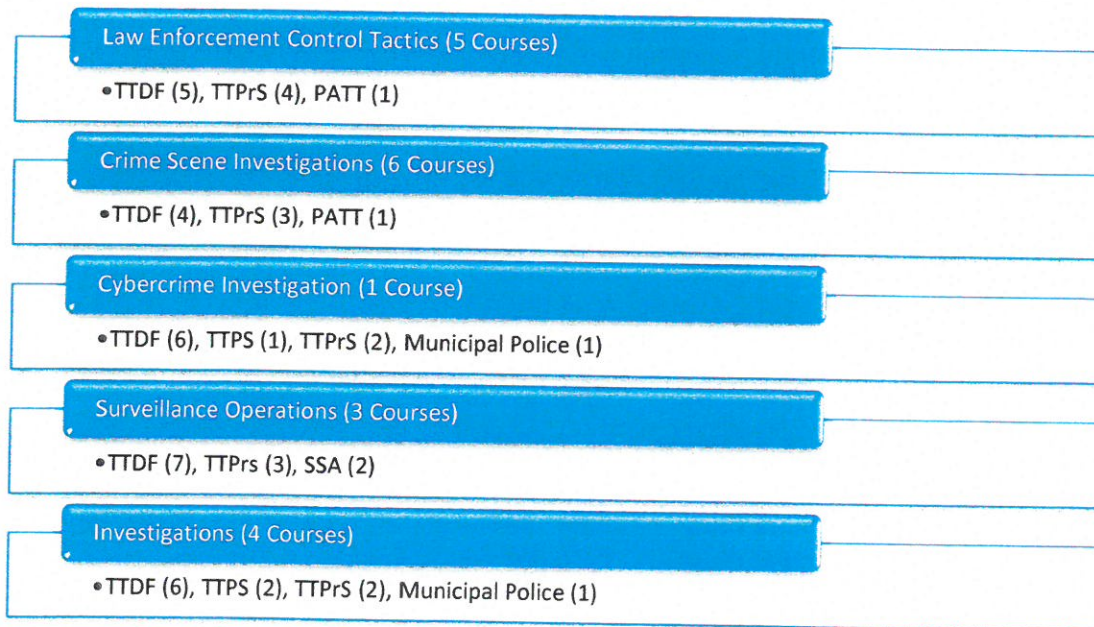
FIGURE 2: SSA CONTRIBUTION TO CRIME SUPPRESSION ACTIVITIES 2018

LAW ENFORCEMENT OPERATION SUPPORT	QUANTITY
PERSONS ARRESTED AND CHARGED (NARCOTICS)	8
MARIJUANA SEIZED (lb)	1448.55
COCAINE SEIZED (kg)	1.04
FIREARMS SEIZED	10
AMMUNITION SEIZED	24
FIREARM COMPONENTS SEIZED	16
KIDNAPPED HOSTAGES RECOVERED	4
ESCAPED PRISONERS RECOVERED	2
THREAT TO LIFE AVERTED	14
TERRORISM THREAT ARREST	15

Building a Cadre of Specialists

As mandated¹, the Training Division identified a number of opportunities for training and facilitated several programmes aimed at enhancing the national capacity in crime prevention / suppression.

FIGURE 3: TRAINING PROVIDED BY SSA



¹ Outlined in Sections 6 (1) (d), 6 (1) (k) and 6 (2) (f) of the Act.

A total of fifty-one (51) officers across several law enforcement agencies received training through the SSA Training Division between January and August 2018:

- Ten (10) officers from the Trinidad and Tobago Defence Force (TTDF), Trinidad and Tobago Prisons Services (TTPrS), and the Port Authority of Trinidad and Tobago (PATT) were trained in **Law Enforcement Control Tactics** (LECT) consisted of five (5) modules.
- Eight (8) officers participated in the **Crime Scene Investigations** (CSI) course with consisted of six (6) modules. Trainees were drawn from TTDF, TTPrS and PATT.
- Ten (10) trainees from the Trinidad and Tobago Police Service (TTPS), TTDF, TTPrS, and the Municipal Police received training in one (1) of the seven (7) module **Cybercrime Investigation** course.
- Twelve (12) officers representing the TTDF, TTPrS and SSA received training three (3) of the five (5) module **Surveillance Operations** course.
- Eleven (11) officers from the TTDF, TTPS, TTPrS and Municipal Police received training in four (4) modules of the **Investigations** course.

Disrupting Criminal Activity Using Specialist Skills

In 2018, the SSA extended its network of national stakeholders, providing expert technical assistance where required to identify and disrupt criminal activity:

- Employing GIS technology and field exercises, the SSA assisted in the **Expansion of the CCTV Infrastructure Project**, mapping high crime and high-density areas within Trinidad and Tobago that lack CCTV coverage.
- As the operational liaison, the Investigations Department (INVESSA) worked directly with other operational units and services to assist in the conversion of intelligence into evidence. INVESSA, working with the SSA intelligence resources, guided operations which resulted in disrupting activities of organised crime groups, including the rescue of kidnap victims, seizures of firearms and narcotics and the arrest of persons involved illegal trafficking operations and other criminal activity.
- The SSA provided specific expert advice to the TTPrS and TTPS to heighten awareness and develop appropriate responses to attacks against and threats to lives of prison officers and others.

STRATEGIC SERVICES AGENCY

STRATEGIC PLAN 2018 - 2023

The Strategic Plan is a manifestation of the Agency's commitment to the service and defense of the nation. With foundations in the SSA Act, the National Development Goals and the United Nations Sustainable Development Goals, the plan delineates the path to achieve the goals and objectives related to the core business of the Agency (see Figure 4 – SSA Strategic Framework 2023)

Throughout 2018, the strategic planning process continued unabated and involved a wide range of stakeholder interactions and research reports, meetings, workshops and town halls, as among other strategic priorities, the mission of the Agency, its vision and values were discussed, evaluated and finally integrated into the following proposal:

- **Mission:** The SSA ensures the security of the nation and the people of Trinidad and Tobago by creating and delivering the highest quality intelligence, operational support and training products and services to our local and international partners to detect, pre-empt, disrupt and dismantle current and emerging threats
- **Vision:** A world class intelligence agency enabling the fight to reduce and prevent serious and organized crime in Trinidad and Tobago
- **Core Values:** Service, Integrity, Innovation, Excellence, Partnership, Patriotism

All this, given the Agency's desired impact - that Trinidad and Tobago is a peaceful, thriving society, in which there is public trust in justice; rule of law is upheld and the safety, security and defense of the nation and its people, are assured.

Prior to the introduction of the strategic planning process, the Agency had begun organisational transformation, regularisation of staff and re-engineering of key business processes. The framework of plan, supports these endeavours, but is primarily focused on four (4) areas - Detection and Prevention of Serious Crime, Achieving Operational Excellence, Building Organisational Capacity, and Creating Social and Economic Value.

Our subsequent steps for 2019 include creating a conducive work environment and culture in alignment with the mission and strategy; and the development of an M&E framework, as part of strengthening the quality management 'infrastructure'. This is modeled on the Results-Based Management (RBM) framework – an internationally preferred method for strategic planning - being evidence-based and results-driven in an atmosphere of collaboration and development. Thus giving substance to the Agency's ultimate purpose – its commitment to the service and defense of the nation.

COMMUNICATIONS

Work on the Internal Communications Plan took shape in 2018 as approval of the plan was obtained from the Management Team after presentation by the Communications Team.

While some of the strategies could not be implemented immediately, direction was taken from the Strategic Planners on some of the shortcomings identified by staff during their conversations across the organisation. This included the need to communicate more regularly and more effectively.

Much time was spent developing internal strategies which would support Agency initiatives, and these will be implemented in 2019. Evaluation of strategies is on-going Staff is encouraged have input into the communication programme.

Routine communication which was used across the organization in 2018 included:

- The circulation of the monthly Media Monitoring Report which provided details on positive or negative news media reporting which directly impacted on the SSA.
- The Director's Briefing was issued quarterly, and this gave information on some of the major issues and projects which engaged the organization. It was also used to commend staff, as well as for the issuance of national messages on official occasions such as:
 - Independence Anniversary of Trinidad & Tobago
 - Republic Day

PROJECTIONS FOR 2019

1. Full implementation of the Internal Communications Plan working in tandem with the Strategic Plan;
2. Development and implementation of an External Communications Plan as part of our re-branding process;
3. Development of our logo internally using our Mission, Vision and Core Values as a guide (staff project);
4. Training programmes to improve how we communicate in meetings;
5. Stakeholder and Customer Relations Training Programmes;
6. Other related needs-based strategies.

FIGURE 4: SSA STRATEGIC FRAMEWORK 2023

Vision	<i>Trinidad and Tobago is a peaceful, thriving society in which there is public trust in justice, the rule of law is upheld, and the safety, security and defence of the nation and its people is assured</i>		
SSA Vision	A world class intelligence agency enabling the fight to reduce and prevent serious and organized crime in Trinidad and Tobago		
Mission	The SSA ensures the security of the nation and the people of Trinidad and Tobago by creating and delivering the highest quality intelligence, operational support and training products and services to our local and international partners to detect, pre-empt, disrupt and dismantle current and emerging threats		
Core Values	<i>Service, Integrity, Innovation, Excellence, Partnership, Patriotism</i>		
Key Result Areas	<i>Detection and Prevention of Serious Crime</i>	<i>Achieve Operational Excellence</i>	<i>Build Organizational Capacity</i>
Strategic Objectives	By 2023, there will be 25% reduction in the incidence of serious crimes in Trinidad and Tobago (over the 2017 baseline)	By 2023, the Agency will have first-in-class operating and management systems to enable consistent high-quality delivery of product and services	By 2023, the Agency is an employer of first choice, with an agile, resilient workforce possessing the skills and competencies to meet current and emerging demands
Strategic Priority	<ul style="list-style-type: none"> ■ Continually improve intelligence products and services ■ Continually improve training products and services ■ Advance research on serious crime ■ Enhance information sharing networks ■ Strengthen Public Education and Outreach 	<ul style="list-style-type: none"> ■ Strengthen current, and attract new, Alliances and Partnerships ■ Optimise the Agency's technology infrastructure and facilities ■ Continually develop and upgrade work processes and practices 	<ul style="list-style-type: none"> ■ Grow our People ■ Complete the Organizational Transformation ■ Fortify the desired culture of fraternity and performance
Strategic Priority			<ul style="list-style-type: none"> ■ Establish return on investment in delivery of national intelligence products and services

Extracted from the Strategic Services Agency Strategic Plan 2018 – 2023, pg. 31

2018 OPERATING ENVIRONMENT

Putting it into Context

2018 was a particularly volatile year globally, marked by continued international conflicts; unexpected political alliances; economic instability and social dislocation; and increases in forced migration. Globally, there appeared to be a reorganisation of priorities to allow for the more efficient use of resources by international organisations in addressing global threats. Concomitantly, there were calls for greater action in reducing corruption, addressing environmental concerns and promoting gender equality across all sectors.

Previously a spectator to international conflict, Trinidad and Tobago was forced to take a more active role to guard against threats originating from the Islamic State (IS) as they lost ground to allied troops. Despite their territorial losses, however, the group exhibited tenacity and resilience, establishing clandestine and underground structures to survive in Iraq and Syria.

The group continued to propagate its ideology, utilising online services and social media networks, as well as, individuals, groups, associations and cells that pledged allegiance to the IS leader Abu Bakr al Baghdadi. Reports validate the groups continued success in radicalising Muslims and perpetrating attacks outside of Iraq and Syria.

As the fallout from the losses in the Middle East manifested, Trinidad and Tobago was faced with additional challenges of preparing for the repatriation and re-integration of returning nationals who supported the IS. This and the pressure from external parties meant the creation of specialised multi-agency task forces to assess the potential threats and develop counter-measures.

Our review of international practices for dealing with returning foreign terrorist fighters and counter-radicalisation revealed inconsistencies in policies, which sometimes vacillated between two extremes, with unintended consequences. In the context of China and Myanmar, the harsh approaches in the former and forced migration in the latter.

In China, the treatment and mass incarceration of Uighur Muslims in "re-education centres" is viewed by United Nations (UN) experts as violations of human rights under the "pretext of countering terrorism and religious extremism". China defended its position, declaring the camps vocational and training centres intended to combat extremism by teaching detainees useful and valuable skills.²

²China's brutal crackdown on the Uighur Muslim minority, explained
<https://www.vox.com/2018/8/15/17684226/uighur-china-camps-united-nations>

In 2018, the Buddhist majority Myanmar government used military force to remove the minority, Muslim Rohingya population. The Rohingya crisis was described as attempted genocide of an ethnic group and according to the UN, resulted in the world's fastest growing refugee crisis³. Over half a million Rohingya fled to neighbouring Bangladesh to escape killings, arson, and other mass atrocities.⁴

Displaced Persons

Globally, the policies of the Myanmar government was only one issue fuelling forced migration in 2018⁵, a particularly active year, due in part, to protracted conflicts and high levels of violence and insecurity.

HUMANITARIAN OVERVIEW AN ANALYSIS OF KEY CRISES INTO 2018

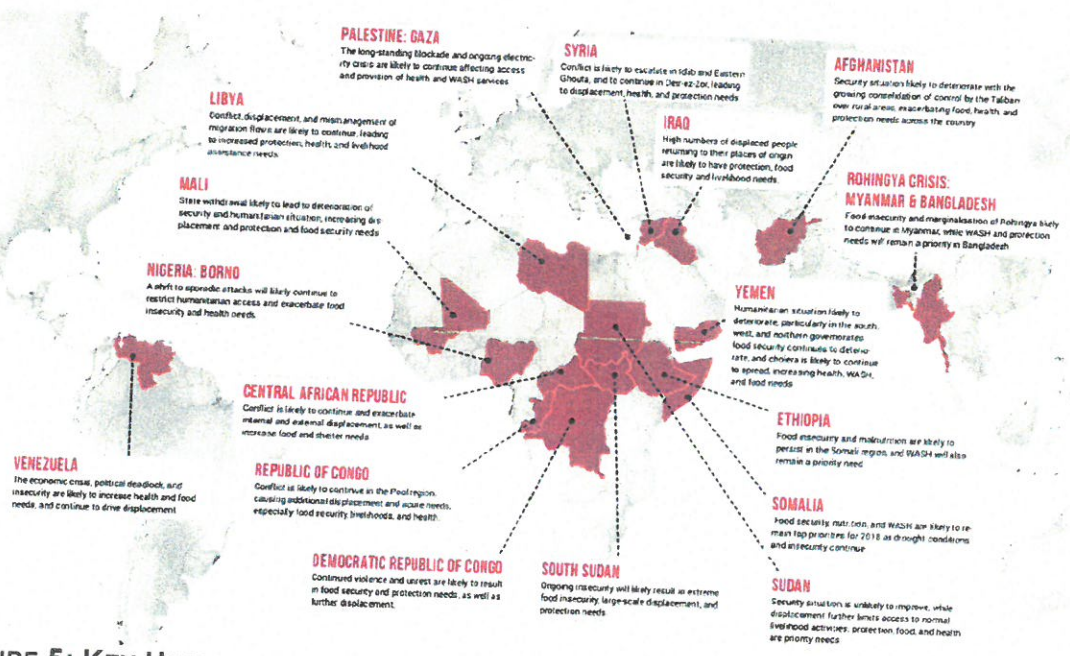


FIGURE 5: KEY HUMANITARIAN CRISES 2018

Figure 5 above maps the key crises which resulted in the forced migration of record numbers of persons globally. The United Nations estimates that 1 out of every 110 people in the world is displaced.

In the Americas large numbers of people fled their native countries to escape political persecution, economics, organised crime and violence. The mass movement of people from countries, such as, Venezuela, Nicaragua, El Salvador, Guatemala and

³ Myanmar Rohingya: What you need to know about the crisis <https://www.bbc.com/news/world-asia-41566561>

⁴ Rohingya Crisis, Human Rights Watch, <https://www.hrw.org/tag/rohingya-crisis>

⁵ According to IOM, forced migration is "A migratory movement which, although the drivers can be diverse, involves force, compulsion, or coercion."

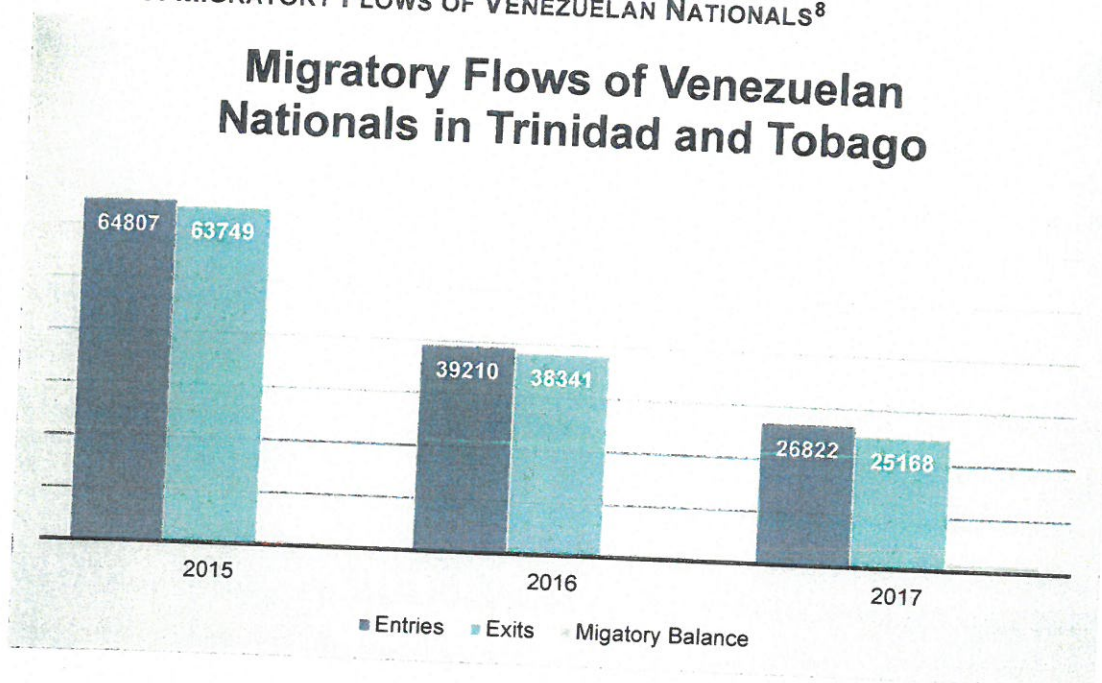
Honduras raised humanitarian as well as national security concerns and challenged the resources of developed and developing countries alike. This, combined with the threats posed by terrorism and the returning foreign terrorist fighters resulted in the tightening of border controls, including revision of immigration / refugee policies; exacerbating the plight of victims of persecution and violence.⁶

In June 2018, Italy's Interior Minister, Matteo Salvini refused to allow a ship carrying 629 refugees to dock⁷. This prompted a debate in Europe, which eventually resolved with by Spain accepting the refugees. There has also been a hardening of immigration policy in the United States of America (US), which not only resulted in harsh measures of separating children from their parents and guardians, but also unrelenting attacks on migrants, depicting them as criminals and terrorists. While the US Courts have ruled against the separation of families and ordered the re-unification, the extent of the fallout is still to be determined.

Another consequence, although not wholly unexpected, was the rise of nationalism as citizens of host countries decried the resources spent to integrate and accommodate migrants. Simultaneously, there were increasing reports of the exploitation of vulnerable migrants, and migrants engaged in illegal activities.

Venezuela

FIGURE 6: MIGRATORY FLOWS OF VENEZUELAN NATIONALS⁸



⁶ Muggah, R., Folly, M. and Abdenur, A. (2018). *The Stunning Scale of Latin America's Migration Crisis - Instituto Igarapé*. [online] Instituto Igarapé. Available at: <https://igarape.org.br/en/the-stunning-scale-of-latin-americas-migration-crisis/> [Accessed 4 Dec. 2018].

⁷ Stephanie Kirchgaessner, Lorenzo Tondo and Sam Jones. 2018. Italian minister declares victory as Spain accepts rescue boat. *The Guardian*. <https://www.theguardian.com/world/2018/jun/11/un-calls-for-migrant-ship-to-be-allowed-to-dock-in-italian-port> (Accessed December 20, 2018)

⁸ Immigration Division, Trinidad and Tobago

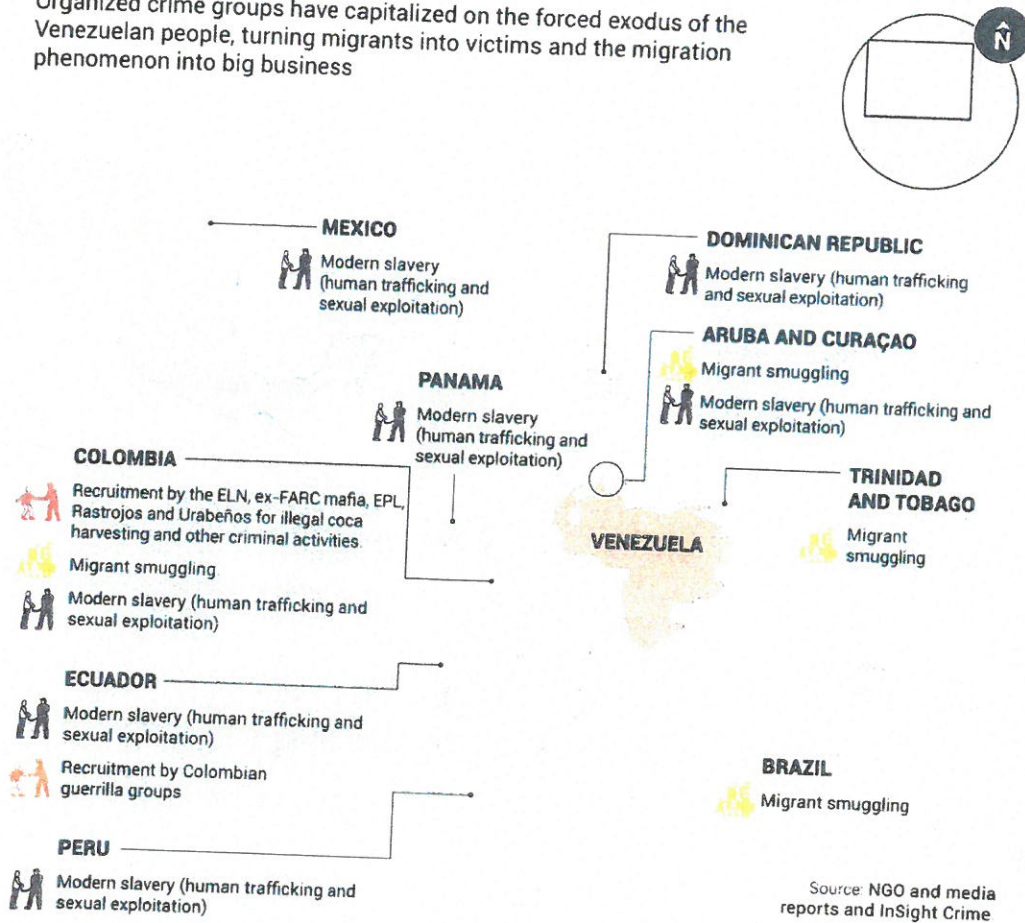
The tightening of immigration and refugee policies globally has significant implications for Venezuela and neighbouring countries in Latin America and the Caribbean. While official data indicates that Trinidad and Tobago is host to approximately three thousand six hundred Venezuela nationals, the United Nations Refugee Agency (UNHCR) places the number closer to forty thousand.

As the situation in Venezuela deteriorated, the SSA collaborated with other agencies, both locally and internationally, to generate intelligence to identify and address potential threats. There was a recognition that although most of the migrants were seeking to escape the harsh and unforgiving environment, some were exploiting the ongoing crisis to advance their criminal activities. The impact on the local crime and security environment found a place in the illegal narcotics trade, human smuggling and human trafficking.

FIGURE 7: VENEZUELA AND VICTIMS OF ORGANISED CRIME

Migrant Victims of Organized Crime

Organized crime groups have capitalized on the forced exodus of the Venezuelan people, turning migrants into victims and the migration phenomenon into big business



The political situation in Venezuela is being carefully monitored by the international community, with specific countries moving to protect their economic interests. Reports indicate that Turkey, Iran and Russia now maintain a presence in Venezuela. Russia landed two Tu-160 bombers capable of carrying nuclear missiles in Venezuela on December 10th 2018 and is expected to establish a military base on the Venezuelan Island of La Orchila. The region also has witnessed the arrival of a Chinese medical vessel.

In 2019, there is a potential for more aggressive action from the nuclear powers as a means of protecting their investments in Venezuela and the Latin American and Caribbean region.

Continued Conflict and Tensions Worldwide

Wars in Syria, Yemen and Libya, as well as the Israeli-Arab conflict, showed signs of escalation. Rivalry between Iran and Saudi Arabia continued mainly by proxy and the tensions between US and Iran have returned to an all-time high⁹. The US decision to withdraw troops from Syria increases the potential for civil wars and the resurgence of Islamic terrorist groups including Hezbollah and Islamic State.

Russia's actions over the past two years have heightened tensions across Europe and the Americas. The *novichok* nerve-agent attacks in the United Kingdom (UK), the military posturing at the Norwegian border, the attacks against Ukrainian Vessels and the cyber-attacks aimed at the US portends a serious threat. These developments have implications for trade and movement of people; actualising bi-lateral agreements between Caribbean countries and Russia; energy security and military developments in Latin America and the Caribbean.

Serious and Organised Crime Nationally

In Trinidad & Tobago, in 2018, eleven thousand, six hundred and eight (**11,608**) serious crimes were reported. Nationally, the most reported categories of serious crimes were robbery (**3849**), general larceny (**1896**), break-ins and burglary offences (**1876**) and sexual offences (**782**). Five hundred and sixteen (**516**) murders were recorded, occurring at a rate of 1.43 murders per day. More than 70% of these murders were gang related. Reports indicate that two specific gangs were responsible for the majority of the murders.

In 2018, the SSA continuously reviewed the serious crime landscape and generated intelligence to:

- Assist in the identification and arrest of perpetrators;
- Guide live operations to rescue victims; apprehend suspects; seize illegal firearms and narcotics; and
- Contribute to crime suppression programmes.

⁹ <https://worldview.stratfor.com/article/2019-annual-forecast-geopolitics-intelligence-global-risk>

ADMINISTRATIVE REPORT

HUMAN RESOURCES

Staffing

In 2018, the SSA continued its drive to recruit specialist staff to discharge its functions. Between 1 January and 31 December 2019, seventy – nine (79) contracts were issued; comprising forty-seven (47) new contracts and thirty-two (32) renewals. One person was seconded from the Trinidad and Tobago Police Service.

By year end, the SSA complement was two hundred and eighty-seven (287) officers, representing sixty-four percent (64%) of all vacancies filled.

Over the period, twenty – four (24) persons separated from the organisation.

FIGURE 8: POSITIONS FILLED

Approved Positions	451
Positions Filled	287
Positions Vacant	164
Contracts issued in 2018	79
Total separations in 2018	24

Industrial Court Matters

Beginning 2016, the SSA has been engaged in several disputes brought by officers from its precursor agencies. Several of these disputes have been settled, but twelve (12) matters remain outstanding and will continue into 2019:

- Matters before the Ministry of Labour – 7
- Matters before the Industrial Court – 3
- Matters before the High Court – 2

Forward planning

2019 priorities will include:

- Review and revision of the organizational structure to improve efficiency;
- Review and update of job descriptions;
- Review of the compensation package; and
- Management of the Performance Assessment System;

FINANCIAL REPORT

INCOME		TT\$
	Subvention from the Ministry of National Security	159,720,213.34
	Refunds from National Security Council	----- -
	Other refunds	5,100.30
	Recovery of Over-payments	63,812.24
	Interest	- -----
TOTAL INCOME FOR THE PERIOD		159,731,695.88
TOTAL EXPENDITURE FOR THE PERIOD		158,671,142.00
<i>Including:</i>		
	Contract Staff –Salaries and Allowances	57,073,461.00
	Non-contact staff	14,719,697.00
	Goods & Services	83,725,416.00
	Minor Equipment	898,397.00
	Gratuities	2,254,171.00
TRADE DISPUTES – PAYMENTS MADE		
	<i>The sum of \$5,835,852.51 is included in the expenditure for Non-contract staff above.</i>	

The SSA received a total of **159,731,695.88TTD** in 2018, representing an increase of 36% over 2017.

Total expenditure in 2018 amounted to **158,671,142.00TTD**. This 34% decrease from the expenditure of 2017 was primarily due to the fact that most of the outstanding bills from precursor agencies were satisfied in 2017.

Salaries and allowances accounted for forty-five percent (45%) of the Agency's budget.

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OPERATIONAL REPORT

CENTRALISING INFORMATION TO SUPPORT CRIME SUPPRESSION

In seeking to fulfil its mandate, the SSA began the process to organise information to improve access to and transfer of knowledge. The Knowledge Management Department (KMD) was created as the central repository for the storage and management of all information and intelligence products owned by the Agency. In 2018, the KMD began the development of bespoke tools to enhance searches using information gathered from multiple sources.

As the department continues to improve data management and the transfer of knowledge, meetings with external stakeholders will be convened to:

- Continue to enhance the information resources of the SSA; and
- Work with partner agencies to improve data capture, management and analysis.

COORDINATION OF OPERATIONS

The SSA Fusion Centre (SSAFC) provides a mechanism through which crime and security practitioners can collaborate to improve our ability to safeguard Trinidad and Tobago and prevent / disrupt criminal and terrorist activity.

The SSAFC is an All Threats/All Hazards Fusion Centre with responsibility for the coordination of operations and the monitoring of incidents and events of significance to national security and safety. It seeks to provide stakeholders with situational awareness and the national leadership with the requisite information to assist it in making the most appropriate decisions.

It provides a Common Operating Picture (COP) updated continuously during a 24 hour period, which gives an overview of issues relative to national, regional and international significance for awareness and decision making. The COP is graphically displayed, utilising ARC GIS.

Although the SSAFC does not play a direct role in the suppression of crime, it coordinates activities and interacts with the various agencies which have the responsibility for law enforcement and provides the venue and means for communication and updates.

In 2018, the SSAFC was involved in operations to recover kidnapped persons, drug seizures, and marijuana eradication exercises. It also provided expertise to different agencies in operational planning, strategies and interventions to suppress criminal activities. The SSAFC facilitated communication between the Agency and the public, which resulted in several successful operations during the year, including the operations related to security for Independence Day and CPL Cricket security.

DISSEMINATION OF INTELLIGENCE

In 2018, the SSA participated in a number of meetings with stakeholders during which it shared intelligence products to:

- Identify, assess and avert threats to life;
- Guide the development of national policy;
- Drive the implementation of national policy / programmes;
- Enhance law enforcement operations; and
- Respond to international queries;

Intelligence provided by the SSA also resulted in the rescue of kidnap victims and the arrest of perpetrators. In 2018, SSA also contributed to major seizures of firearms and narcotics, disrupting the operations of major trafficking networks.

Counter- Trafficking Accomplishments

FIGURE 9: SEIZURES AND ARRESTS

OP	PERSONS ARRESTED AND CHARGED	MARIJUANA SEIZED (lb)	COCAINE SEIZED (kg)	FIREARMS SEIZED	AMMUNITION SEIZED	FIREARM COMPONENTS SEIZED
1	1	181		9	18	16
2	3	845.9				
3	4	421.65	1.04	1	6	
TOTAL	8	1448.55	1.04	10	24	16

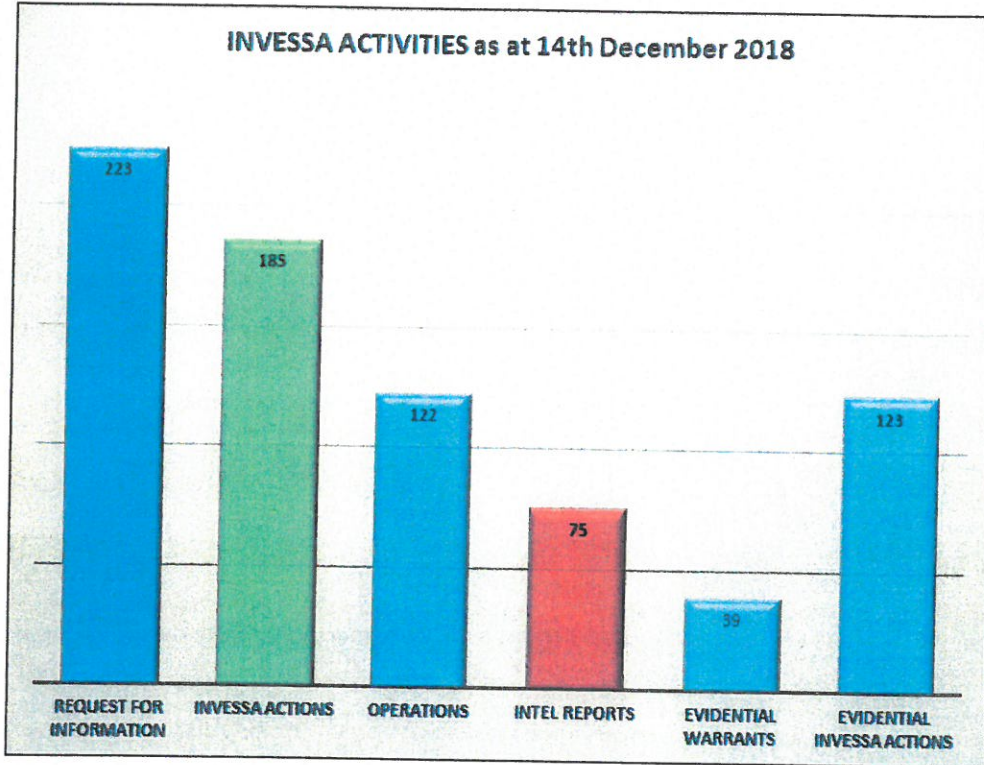
Provision of Specialist Services

In addition to providing intelligence, the SSA provides specialist investigative services to law enforcement bodies locally. The Investigations Department (INVESSA) investigative processes and management systems are supported by:

- Case Guidance Series System,
- Procedural Handbook,
- Standard Operating Procedures (SOPs),
- Investigation categorisation, and
- Investigator specialisation.

In 2018, INVESSA consistently supported law enforcement agencies. Partnerships have been aggressively pursued in the interest of the ensuring robust Agency with strong relationships with TTPS units; SORT, GET, Cyber and OCIU. INVESSA is also developing relationships within the Trinidad and Tobago Prisons Services and other relevant bodies.

FIGURE 10: ACTIVITIES OF INVESSA



- 1) US Intelligence – Initially successful in intelligence gained regarding counter terrorism interviews regarding returning Trinidad & Tobago Nationals. One occurrence. No further contact.
- 2) DEA – Initial strategy discussed and planned regarding joint operations. No materialisation due to factors outside of the Department.
- 3) US Fraud investigators – Recent contact made in December. Awaiting authorisation for joint investigation on key targets.

2019 STRATEGIC AND OPERATIONAL PRIORITIES

In 2019, the SSA will continue to discharge its functions in line with its statutory mandate and guided by the Strategic Plan. The Agency will continue to identify opportunities for increased collaboration and cooperation to suppress serious crime.

Work with partners to improve mechanisms for the capture and analysis of information to enhance our understanding of emerging threats and build the capacity to address these threats.

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. The primary objectives for 2019 will be developed to deliver on the following:

Detection and Prevention of Serious Crime

- Continually improve intelligence products and services
- Continually improve training products and services
- Advance research on serious crime
- Enhance information sharing networks
- Strengthen Public Education and Outreach

Achieve Operational Excellence

- Strengthen current, and attract new, Alliances and Partnerships
- Optimise the Agency's technology infrastructure and facilities
- Continually develop and upgrade work processes and practices

Build Organisational Capacity

- Grow our People
- Complete the Organizational Transformation
- Fortify the desired culture of fraternity and performance

Continuing the Creation of Social and Economic Value

- Establishing a return on investment in the delivery of national Intelligence products and services.

There is much work to be done. We shall strive to achieve our mission of "ensuring the security of the nation and the people of Trinidad and Tobago by creating and delivering the highest quality intelligence, operational support and training products and services to our local and international partners to detect, pre-empt, disrupt and dismantle current and emerging threats".

-End-