



MINISTRY OF NATIONAL SECURITY

STRATEGIC PLAN

2018 - 2023

March 5th, 2018

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FOREWORD

MINISTER OF NATIONAL SECURITY

The 2018-2023 Ministry of National Security Strategic Plan is anchored to the Vision 2030 National Strategic Development Plan, towards the achievement of the goals as they relate to the security and safety of the Republic of Trinidad and Tobago. In furtherance of Vision 2030's Theme II: "Promoting Good Governance and Service Excellence," we, at the Ministry of National Security will work towards the stated National Outcome to develop and implement a Modern and Effective Law Enforcement System and Defence and Security sector. In so doing, we will enhance our capabilities to predict, deter, detect and prosecute crime, criminality and any attack on our democracy, as well as improve our systems for rehabilitation, and partner with key stakeholders in the pursuit of restorative justice.

The Ministry of National Security has primary responsibility for safety and security of the nation. However, I believe that safety and security is ultimately the responsibility of each and every one of us and as the Ministry adopts a 'whole of Ministry' and 'whole of society' approach, I urge my fellow citizens to commit to a multi-dimensional holistic approach to our fight to effectively reduce crime and criminality, and enhance the security of our population. Given the diversity and complexity of National Security challenges in the 21st century, the Ministry must create sustainable long-term solutions that can be grounded in the strengthening of our alliances within the Ministry, with civil society and with our regional and international partners to protect the nation and to contribute to a stable Caribbean region.

It has become apparent that gang violence accounts for the majority of serious violent crime in this country, with firearms the preferred weapon of choice. Transnational organised crime, such as trafficking in all its forms, youth violence, terrorism, and pervasive gang culture and associated gang violence contribute to the increase in our country's crime rate and murder toll nearly every day. The security, safety and well-being of this country are the concerns of every citizen. In this regard, the Ministry of National Security recognizes it has the responsibility to provide strong leadership and therefore determined that its mission is "to advance national development by creating a safer and more secure society through enhanced collaboration among all stakeholders, intelligence-based decision-making and strengthened inter-agency structures and systems."

The Ministry adopted a 'whole of Ministry' approach in the development of the Plan, through the establishment of a cross-Divisional Strategic Planning, Implementation, Monitoring and Evaluation Team. The Team played a key role in the Plan's development and will continue in an oversight and reporting capacity for its implementation, monitoring and evaluation. This approach was designed to ensure continuous tracking and assessment of the performance of the Ministry, towards achievement of its goals and objectives. The passion and commitment demonstrated by staff and other

stakeholders in the development of the plan speaks volumes for the desire to work assiduously towards the achievement of the Ministry's goals to ensure safer and more secure communities.

Our strategy sets out to integrate Government, civil society and our international partners to create focused and innovative solutions to traditional and emerging national security issues and challenges. Our endeavours will not be in vain; because I believe that National Security is not an elusive accomplishment but an achievement possible with the help and vigilance of every citizen. As such, we will facilitate the strengthening of an environment which ensures public safety and security through the enforcement of the rule of law and maintenance of order, and the commitment of all available resources to the protection of life and property.

In moving towards a sustainable path we are therefore repositioning our strategic direction to serve our country better and achieve much greater levels of safety and security. We put forward a Plan for the period 2018 – 2023 outlining our short, medium and long term goals, and include a detailed twenty-four (24) month Operational Plan, given the realities of the current economic situation. This Operational Plan will be reviewed prior to its expiration with a view to the proactive development of a plan for a further two-year period.

As Minister of National Security, I am confident that through the continued commitment, cooperation and collaboration with all our stakeholders, we will achieve our goal of improved safety and security of our nation.

A handwritten signature in dark ink, appearing to read "Dillon". The signature is fluid and cursive, with a large, stylized initial "D".

Major General (Ret'd) the Honourable Edmund Dillon
Minister of National Security

PERMANENT SECRETARIES – MINISTRY OF NATIONAL SECURITY

The Ministry of National Security, having primary responsibility for the maintenance of law and order, public safety and security, co-ordination of disaster preparedness and emergency relief, and control of the flow of people in and out of the country, has developed a Strategic Plan for the period 2018-2023 which outlines initiatives to support these goals. The Ministry is well poised to bring this plan to fruition as it is comprised of a highly skilled, experienced and committed workforce.

The Ministry must ensure continued alignment with Government's mandate articulated in the Vision 2030 National Strategic Development Plan. As a critical contributor to the Pillar: "Promoting Good Governance and Service Excellence", the Plan focuses on targeted areas as the Ministry's strategic imperatives to achieve the desired goals. In pursuit of the strategic imperatives outlined in the plan, the Ministry intends to review and improve its structure and systems to create a more robust, efficient and effective organization. This is set out under the strategic imperative "Governance" in the plan which will pursue the Ministry's policy and legislative agenda to support its mandate.

In the face of limited resources, the Ministry must strive to optimize those resources available to it by improving efficiency. In accordance with this, "Stakeholder Partnership and Collaboration" is also a critical imperative in the plan to harmonise working relationships and foster closer communication and collaboration. The plan seeks to put the Ministry on this path as it sets out clear lines of responsibility and accountability. The Ministry will strive to bring about the change necessary to cultivate an environment where our citizenry feel a greater sense of safety and security.

We wish to recognize the efforts of the staff of the Ministry for their commitment and support in the development of this plan. The engagement of key stakeholder Ministries and other agencies also provided valuable information to aid the development process. It is our intention to maintain this communication and collaboration as we move forward to the implementation and monitoring and evaluation stage of the plan and towards the achievement of our stated objectives.



Ms. Lydia Jacobs

Permanent Secretary, Ministry of National Security



Mr. Vel Lewis

Permanent Secretary, Ministry of National Security

EXECUTIVE SUMMARY

Determined to meet the evolving challenges and opportunities of a changing environment that includes an expanded Ministry, the Ministry of National Security (MNS) undertook a transformational strategic planning exercise. The process was aimed at improving the capacity and capability of the organisation to drive superior service delivery to the citizenry of Trinidad and Tobago.

To this end, an MNS Strategic Leadership Session was held in July 2016. This session set the stage and created the opportunity for revisiting the MNS' strategic direction, and the development of a MNS Strategic Plan for the period 2018-2023. Accordingly, the following recommendations were made:

- Establish a Strategic Planning, Implementation, Monitoring & Evaluation [SPIME] Team that would have the responsibility for advancing the Strategic Planning process and ensuring planning timelines were met
- Engage key stakeholders with a view to gathering and verifying data that is critical to the strategic direction of the MNS
- Facilitate a process that would ensure a deeper and more rigorous analysis of conclusions
- Develop Strategic Imperatives, Objectives and Core Values
- Develop Operational Plans for each Strategic Imperative

The Strategic Plan was developed to ensure alignment with the Vision 2030 National Development Strategy, particularly with respect to "Theme II - Promoting Good Governance and Service Excellence" and "Theme V - Placing the Environment at the Centre of Socio-economic Development". Within Theme II, the National Performance Management Framework outlines the National Outcome 5 "A Modern and Effective Law Enforcement System" which states that "it is expected that a modernized and effective law enforcement and policing system will create an environment which ensures public safety through the maintenance of law and order." This plan is designed to support this outcome in its direct focus in the Strategic Imperative of "Crime Prevention and Reduction."

Within Theme V, the National Performance Management Framework outlines National Outcome 4 which is "Increased Resilience of Climate Vulnerable Sectors". The plan addresses this outcome in the Strategic Imperative of "Hazard Resilience" under which Disaster Risk Management will be pursued to improve the response to hazards and disasters.

The Ministry of National Security's Strategic Plan 2018 - 2023 has been designed to enable the Ministry to fulfill its mandate -- to ensure a safer Trinidad and Tobago. This 5-year plan will facilitate the strengthening of an environment of public safety and security through enforcement of the rule of law and maintenance of order. Additionally, the plan is crafted to promote strategic and innovative thinking among MNS personnel and other key stakeholders. This approach is geared towards enabling the Ministry to be more agile and responsive to mitigate current and emerging threats with up-to-date technology and innovative strategies. The plan will also provide stakeholders with an in-depth analysis of the Ministry's contextual environment as it relates to capacity and capability.

The strategic formulation process was driven by extensive information gathering from primary and secondary sources to assess the Ministry's current state. Secondary sources included previous strategic plans, reports, statistics and newspaper articles. These facilitated a clearer understanding of the historical evolution of the Ministry and provided details on its present governance structure, processes, policies and culture. To complete the current state assessment, extensive stakeholder sessions were conducted. The engagement of both internal and external stakeholders produced an aggregation of perspectives that allowed for a more holistic understanding of the capacity and capability of the Ministry.

Through the work of a core planning team that comprised representatives of all Divisions of the Ministry (SPIME - Strategic Planning Implementation, Monitoring and Evaluation), the data was analysed and categorised to identify major areas of priority - strategic imperatives. These strategic imperatives represent the Ministry's broad areas of focus from which strategic objectives, major initiatives and supporting projects were developed.

The five (5) strategic imperatives listed below focus on developing and strengthening internal competencies, while simultaneously enhancing the services that the Ministry provides to its stakeholders.



Fig. 1: Ministry of National Security Strategic Imperatives 2018 - 2023

Each strategic imperative is defined by a statement of intent that articulates the desired outcome of the imperative. This built-in focus on outcomes would serve as a point of reference in evaluating the success of the strategy when it is implemented. The implementation process will be guided by a twenty-four (24) month operational plan.

Strategic imperatives were disaggregated into major initiatives, which were further broken down into specific projects. Each project was then scheduled and assigned for execution using the RACI Framework (a model that identifies the persons who are Responsible, Accountable, and those who should be Consulted and Informed within each project).

Within the operational plan, an assessment of risk and possible mitigating activities was designed for each project. This contingency plan approach is intended to trigger innovative problem-solving activities within the MNS (culture change), and increase the prospects of successful implementation.

This Strategic Plan is holistic as it incorporates and aligns the activities and resources of the Ministry's nine divisions to enhance service delivery to all stakeholders. Through its implementation, it is anticipated that the Ministry will become the hallmark of the "whole of Ministry" (a synergized efficient Ministry) approach, a leading force in the "whole of Government" ambition, and a major enabler of peace, prosperity and economic and social stability for all citizens of Trinidad and Tobago.

INTRODUCTION

The Ministry of National Security (MNS) is among the largest and most complex entities within the public sector. It is the arm of the Government of Trinidad and Tobago with primary responsibility for ensuring and maintaining the security and safety of the public, as well as the sovereignty and security of the national space. The MNS is charged with an operational mandate that includes:

- Maintenance of Law and Order, Public Safety and Defence against Aggression
- Management of Disaster Preparedness and Relief
- Monitoring and Control of the flow of persons into and out of the country

To fulfill its functions, the Ministry is staffed with approximately 21,000 persons, which includes military, paramilitary and civilian personnel, some of whom are on contract, while the majority is on the establishment. These persons are assigned to primary Divisions listed hereunder:

Key Agencies of the Ministry of National Security

1. Trinidad and Tobago Defence Force
2. Trinidad and Tobago Police Service
3. Trinidad and Tobago Fire Service
4. Trinidad and Tobago Prison Service
5. Trinidad and Tobago Cadet Force
6. Immigration Division
7. Office of Disaster Preparedness and Management
8. Trinidad and Tobago Forensic Science Centre
9. Strategic Services Agency (specially-mandated Agency at the Divisional level)
10. General Administration

In addition to the Divisions listed above, there are several other 'specifically-mandated' Units/ Agencies under the purview of the Ministry of National Security. These are as follows and also represented on the organisation chart as Appendix 1:

Sections and Units of the Ministry of National Security

- Anti-Money Laundering /CFT Compliance
- Citizenship and Immigration
- Citizen Security Programme
- Computer Security Incident Response Team
- Corporate Communications
- Corporate Services
- Counter Trafficking
- Criminal Injuries Compensation Board
- Defence and Protective Services
- DNA
- Electronic Monitoring
- Facilities Management
- Finance and Accounts
- HIV & AIDS Coordinating Unit
- Human Resource Management
- Information Technology
- Internal Audit
- International Affairs
- Work Permits
- Legal
- Lifeguard Section
- Military Liaison Office
- Monitoring and Evaluation
- National Crime Prevention Programme
- National Drug Council
- Office Management
- Office of Law Enforcement Policy
- Probation Services
- Procurement
- Programme Management
- Penal Reform and Transformation Unit
- Record Management
- Registry
- Research

The Executive

The responsibility for introducing policy, consistent with Government's strategic priorities and overseeing its implementation lies with the Minister of National Security, who is supported at the Head Office by a Minister in the Ministry of National Security, a Parliamentary Secretary, two (2) Permanent Secretaries, one of whom is the Accounting Officer for the Ministry, and three (3) Deputy Permanent Secretaries. Collectively, they constitute the Executive Leadership Team of the Ministry.

The Minister and his Leadership Team bear the responsibility for overseeing all matters relating to the Ministry's established mandate, which focuses primarily on the following:

- Public Order: Safety and Law Enforcement
- Protection of the Airspace and Territorial Waters
- Intelligence
- Immigration
- Disaster Preparedness and Management
- Social Programmes (which include the Citizen Security Programme and Specialized Youth Service Programmes)

The Leadership Team is supported by and works closely with the Heads of the various Divisions/Agencies of the Ministry to ensure fulfilment of the organisation's mandate. The Heads are charged with the day-to-day operations of their respective Divisions/Agencies and together with the Leadership Team, form the Executive arm of the Ministry of National Security.

It was highlighted quite early in the diagnostic and conceptual discussions, that the MNS was considered to be the sum of many parts and thus, there was a need to establish a clear Ministry "identity". This was opined as being critical to the development of the MNS Strategic Plan, which is to be driven by a more "whole of Ministry" approach. It is believed that the MNS identity would inform the development of policies and heighten the probability of strategic cohesion and participation towards the improvement of service delivery.

The Ministry of National Security has nine (9) Divisions, each with its own sub-identity. A concerted effort was made throughout the planning process to promote the benefits of synergy and resource optimization, whilst taking into consideration their diverse responsibilities and approaches. Through this plan, it is expected that a clearer Ministry identity would emerge - one that is supported by core values that would govern how services are provided inter-divisionally, nationally, regionally and internationally.

METHODOLOGY

The methodology used for the process was essentially qualitative due to the nature and complexity of the organisation, as well as the expected process outcomes. The participative and inclusive methods utilized are summarized in “The Strategic Planning Process” map below.

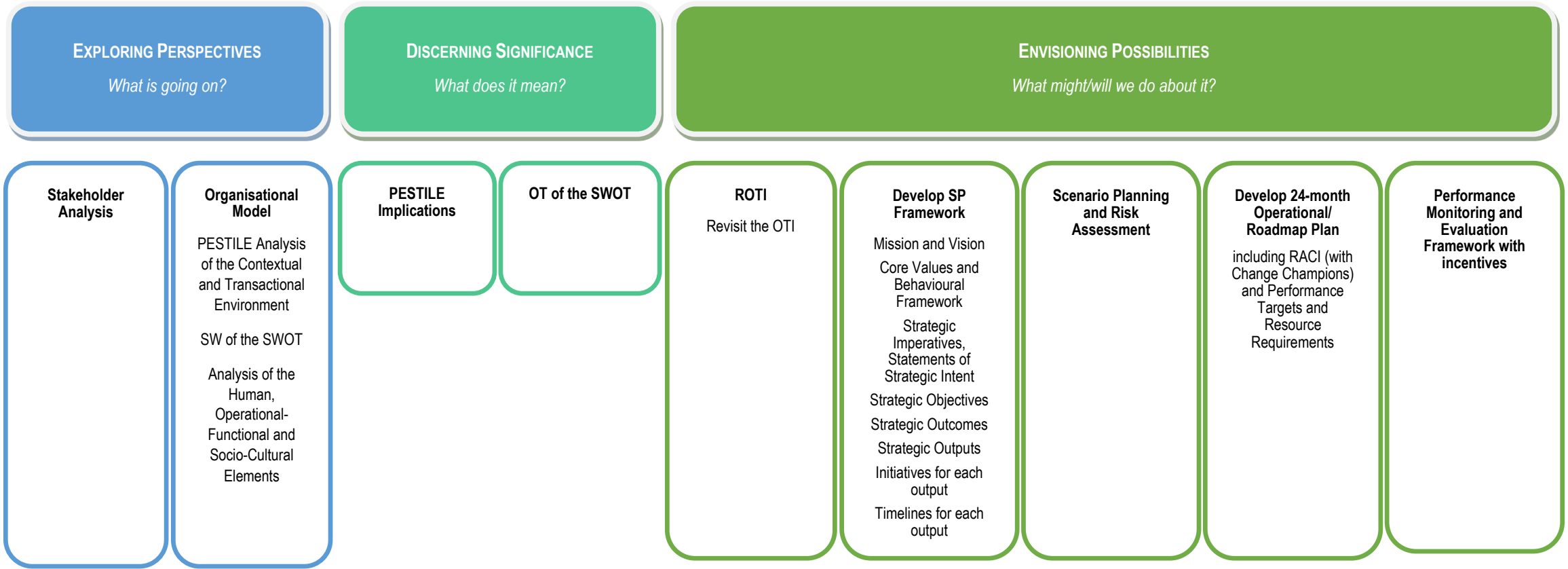


Fig. 2: The Strategic Planning Process Map

As illustrated above, the process that guided the development of the Strategic Plan involved the use of the Odyssey Strategic Thinking Model[®] which anchored all activities undertaken. This model employs a three-tiered approach to strategy formulation. Each level is then broken down into smaller components which help to map and align the strategic building blocks. The model mandates that at the first stage (Exploring Perspectives), a comprehensive assessment of “what is going on?” or the Current State Assessment is done.

The key focus was on capturing data from different perspectives on the external and internal environmental issues which affect and will continue to affect the MNS in fulfilling its mandate. It is in this context that Odyssey and the SPIME team undertook to conduct extensive primary research through internal and external stakeholder sessions and secondary research through key document review. The primary data collected through the stakeholder sessions and interviews was guided by the Odyssey Organisational Model[®] and the SW (Strengths and Weaknesses) of the SWOT Model. The Odyssey Organisational Model[®] divides the organisation into four (4) major elements of analysis, ensuring all aspects of the organisation are captured within the strategic analysis. These four elements are:

1. The Vision element (where the Ministry is going and should be operating)
2. The Socio-cultural element (cultural identity of the organisation)
3. The Operational-functional element (systems/processes, capacity, capability)
4. The Human element (personal competencies, attitudes)

In the second stage of the Strategic Thinking Model (Discerning Significance), key levels of validation, connection and distillation were done. Thereafter, through discussions, Odyssey and the SPIME team tested the validity, accuracy and soundness of the data, placed the data in context and established patterns, connections and themes, and ultimately clarified the potential impact and implications for the MNS. The Discerning Significance stage was used to determine the Opportunities and Threats (OT) for both the external (PESTILE analysis) and internal (SWOT) environment.

The identification and analysis of Opportunities and Threats (OT) provided the basis upon which the third stage (Envisioning Possibilities) of the plan was developed. The team was able to distill the strategic imperatives and strategic objectives by reviewing these opportunities and threats. The process was further detailed to develop a 24-month plan with a RACI matrix and a Risk Mitigation Framework, all designed to increase the probability of implementation success. The RACI matrix is a tool used to track roles and responsibilities, and increase the probability of successful implementation.

DIAGNOSTICS

The Data-Gathering Process

The diagnostic information was gathered by asking open-ended questions on the operating environment of the Ministry to internal and key external stakeholders.

■ The External Environment

The PESTILE model (a derivative of the PESTLE model, in which “industry-related” factors are included) was used to gather external environmental information.

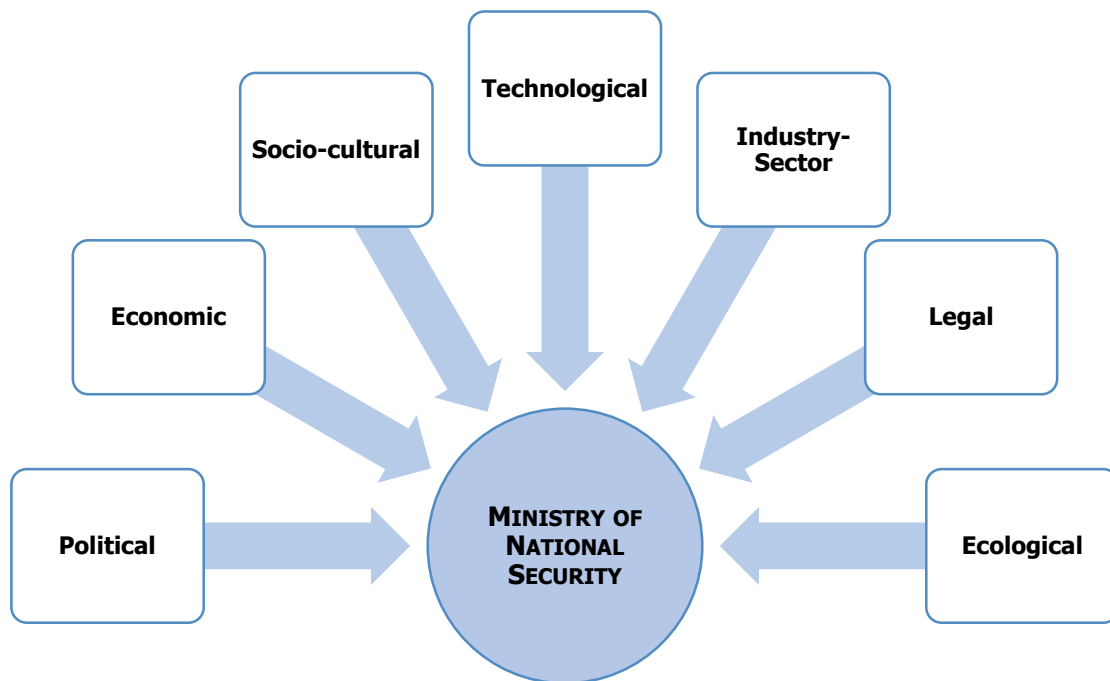


Fig. 3: PESTILE Analysis

■ Internal Current State Assessment

The SW (Strengths and Weaknesses) internal current state assessment is a derivative of the SWOT analysis. Stakeholders were asked to clearly outline the strengths of the organisation, and then define the weaknesses of the organisation as it pertains to structure, processes, culture and its character.

The combination of these analyses facilitated an in-depth assessment of the current state of the Ministry, and provided the basis upon which strategic possibilities could be explored.

To commence the diagnostic analysis of the Ministry, the Odyssey Organisational Model[®] was used to frame the organisation. The four major organisational elements used ensured that all aspects of the organisation were captured within the strategic analysis.

These elements were analysed within the context of the transactional environment within which the Ministry conducts its operations, and further, the contextual environment, which is the wider environment in which Ministry may have limited or no impact. The concepts are illustrated in the diagram below:

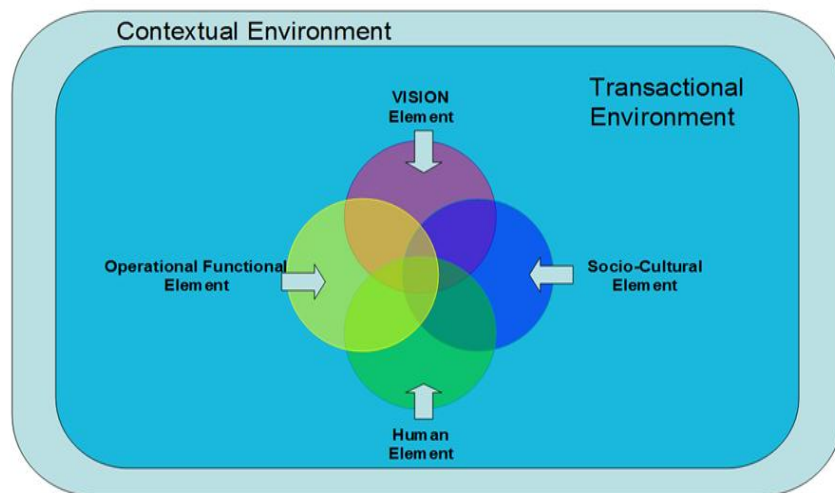


Fig. 4: Odyssey Organisational Model [®]

Diagnostic Structure and Process

The diagnostic process required a structure that enabled efficient and effective information gathering. Focus groups and interviews provided key MNS stakeholders the opportunity to make valuable input into the Strategic Plan. These groupings were as follows:

■ Ministry's Executive Leadership Group

This group consisted of the Minister and the Executive of the Ministry. Discussions generated information on the strategic viewpoint of the Ministry and a working understanding of Cabinet's mandate with respect to National Security.

■ Heads of Divisions

Meeting with the Executives of the various Divisions helped gather significant information relative to uniqueness and peculiarities in the nature and operations of each. From a comparative analysis of the feedback, clear trends emerged. These trends were taken into consideration to develop a more cohesive Strategic Plan, as well as increase the probability of seamless operations in the future.

■ Internal Stakeholder Groups

The internal stakeholder groups comprised cross-sections of employees from each Division with different designations, background disciplines and strata. These internal stakeholder sessions used three methods of data gathering – observation, focus groups and interviews.

1. Observation of special MNS Staff Session

A special session of all MNS General Administration Staff generated valuable insights on the challenges that needed to be addressed to improve the performance of the Ministry.

2. Focus groups

There were thirteen (13) focus group sessions, which were each attended by approximately forty (40) persons. These meetings produced the bulk of critical information and trends that formed the building blocks of the strategic formulation.

3. Interviews

Through this approach, Heads were interviewed to attain a deeper perspective of the functionality of varying Sections/Units and Divisions within the Ministry. This data collection method provided an avenue for deeper and more intimate understanding of the various arms of the Ministry.

■ **Validation Groups**

The validation groups comprised an essential cross-section of all the intra-ministerial groups from different strata and Divisions. These groups were charged with the responsibility to critically assess the information gathered throughout the process. Feedback from these sessions served as quality control for the information gathered.

■ **External Stakeholder Groups**

Every entity has stakeholders that are upstream, downstream and associates. Capturing the perspectives of these entities enabled a 360 degree assessment of the impact of the Ministry's operations, and afforded a deeper understanding of the perceived role of the MNS. The MNS Stakeholder map revealed intricate links among key stakeholder entities. These included:

- The Ministry of the Attorney General and Legal Affairs
- The Judiciary of Trinidad and Tobago
- Ministry of Foreign and CARICOM Affairs
- Ministry of Finance
- Ministry of Social Development and Family Services
- Ministry of Community Development, Culture and the Arts

To complete the stakeholder assessments, interviews were conducted with external stakeholders. The external stakeholders were asked to describe their understanding of the role of the MNS and their assessment of the MNS' performance in relation to this role. Following the assessment, participants were asked to provide suggestions to improve the gaps they highlighted. This information was recorded and used to shape an appropriate and relevant strategy.

■ **The SPIME Team**

The creation of a Strategic Planning Implementation Monitoring and Evaluation (SPIME) Team was testimony to the cross-functional/cross-divisional approach adopted throughout this process. The SPIME team was charged with leading the planning process, and will also facilitate and monitor the implementation of the 24-month operational plan.

INTERNAL ENVIRONMENTAL CONTEXT

The following are some of the major issues raised by internal stakeholders regarding the operations of the Ministry of National Security.



Fig. 5: Internal Environmental Context

■ **"Silo Effect"**

The Ministry is comprised of nine (9) Divisions, all possessing their own resources, systems and cultures. Stakeholders raised concerns about the Ministry's seeming inability to maximize the use of resources inclusive of funding, expertise, networks, manpower and equipment. The negative impact of the silo effect was viewed as counter-productive, particularly within the context of a contracting national economy.

■ **Poor Communication**

Poor communication has become a growing concern within the Ministry. The size of the Ministry, compounded by the silo effect, contributes to inefficient distribution of critical information. In an attempt to address this issue, stakeholders suggested the implementation of a "whole of Ministry" communication policy and structure.

■ **Sub-optimal planning and procurement**

Though it was unanimously stated that the MNS is one of the better funded ministries, there were indicators that the processes for accessing funds remain arduous. According to participants, sub-optimal planning, budgeting procurement systems and competencies continue to significantly retard the development and operations of the Ministry.

■ **Outdated processes**

Stakeholders have stated that key processes within the Ministry should be tested for efficiencies as current systems are not producing the desired results. This was considered a major point of resource wastage. Participants also indicated that improvement of systems, processes and procedures ought to be a strategic focus, as this could enable the delivery of 'more with less'.

■ **Poor Human Resource Planning**

There has been a resounding plea for an improvement of Human Resource practices within the Ministry. Employees have stated that there is need to review recruitment procedures, competency alignment, human resource communications, training policies, promotion policies and human resource operational efficiencies. The present human resource practices were viewed as a major contributor to demotivated staff and grievances. Reference was also made to the protracted responses from the Chief Personnel Officer (CPO) and the Service Commissions Department as a major obstacle to efficient and effective human resource practices within the Ministry.

■ **Governed by outdated laws**

Internal stakeholders were emphatic that the laws governing the activities of the Ministry, though not within its remit, are outdated and inhibit the Ministry's responsiveness. As such, the Ministry's strategic plan ought to advocate for the laws governing the Ministry's activities to be reviewed and amended to enable the improvement of the Ministry's overall capacity and capability.

■ **Inadequate multi-lingual staff**

Trinidad and Tobago has been viewed as an attractive destination for conducting business as well as for those seeking a better life. This, combined with the socio-economic conditions in neighbouring countries, has triggered an influx of persons. It has been reported that among all illegal immigrants, South Americans are among the highest number registered within the country. In addition there has been an increased presence of Chinese and other nationalities.

Within this context, stakeholders reported that the Ministry lacks the capacity and capability to deal effectively with this influx because of the language barrier. An increase in multilingual capacity was recommended to strengthen the MNS's capability to address the challenges of migration.

■ **Knowledgeable and Capable Workforce**

The Ministry of National Security is perceived as having a large knowledge pool. The Ministry has been able to attract, retain and develop a wide spectrum of persons with varying skills, knowledge and expertise. This fortifies the collective capability and net worth of the organisation. With limited resources, the Ministry has been able to respond effectively to urgent and critical situations. However, a perspective was expressed that there is a greater need to leverage this asset by improving the work ethic in different parts of the MNS.

EXTERNAL ENVIRONMENTAL CONTEXT

In the analysis of the external environment, Odyssey's PESTILE (Political, Economic, Sociological, Technological, Industry, Legal and Ecological) Model was used. The model provided the underlying framework to conduct both secondary and primary research. Upon completion, major issues and phenomena within the external environment emerged. The major issues discerned were:

Political

Politically, most stakeholders believed that Trinidad and Tobago has a relatively stable political system. However, they highlighted that issues of continuity after a change in government or change of the Minister pose a problem for the seamless development of the Ministry.

Further afield, there is growing nationalism, political migration and the escalating political situation in Venezuela. The growing trend of nationalism, where nations are becoming more inwardly focused, was viewed not only as having a political impact but also an economic and social one. It is expected that this trend would impact on trade and the movement and migration procedures of many nationals abroad.

Political migration focuses on persons fleeing from unrest within their homeland. With building unrest in the Middle East, Europe and South America, political migration has become a major consideration in the design of a strategy for the Ministry of National Security.

Economic

Economically, stakeholders focused on the national economy of Trinidad and Tobago. With declining global oil and gas prices, all stakeholders felt that it would be imperative for the Ministry to do more with less. In doing so, it was suggested that the Ministry attempts to review processes and policies and become more efficient and innovative.

Socio-cultural

Discussion of the socio-cultural impact on the Ministry focused on a wide range of issues. Stakeholders highlighted the increasing disregard for law and order, the increase in gang and gang related activities, drug abuse and violence as common place within the national society. Focus on violence within the home was also a major issue as most persons agreed that there has been a stark increase in child abuse and domestic violence.

Human trafficking was also highlighted as a growing problem. It was emphasized that there has been an increase in human trafficking into Trinidad and Tobago as more South Americans are brought into the country for use in nefarious activities.

The prevalence of white-collar crimes and corruption was also viewed as a prominent phenomenon as most participants believed that there is a significant connection between white-collar crime, corruption, the drug trade and violent crime.

Special mention was made on the impact of social media - the role it played in influencing public opinion as well as the threat it poses in the security of critical information. It was suggested that new policies must be developed to guide employees of the Ministry in their handling of information.

Finally, local extremism and its connection globally were considered a growing threat to the way of life of the citizens of this nation. It is believed that increased permeation of extremism within the society can lead to more violence on the streets of this country, increased support for global extremism from Trinidad and Tobago and tarnishing of the nation's global image.

Technological

Technology was seen by most as a vehicle for improvement in the delivery of national security to the people of Trinidad and Tobago. Contributors believed that technology should become an integral part of all the Ministry's processes. Participants suggested that computerized management systems and information sharing would support crime fighting initiatives and encouraged the use of technologies such as CCTV, speed guns, GPS and drones.

The need for enhanced technology for forensic activities was also cited as an integral aspect in crime detection. Advanced forensic technology, such as AFIS and forensic testing, have been known globally to play a pivotal role in the detection and conviction of criminals

Industry

With the increasing demand for security, many private security firms have been established within Trinidad and Tobago. Concerns were raised when focus was placed on the recruitment processes within these firms and the regulations that govern these establishments. Contributors suggested that greater emphasis must be placed on regulating the activities of these establishments to ensure that proper procedures are being adhered to.

Legal

The review and updating of laws has become a central aspect in the provision of security and safety to the people of Trinidad and Tobago. It should be noted that the suggestion was made for the advocacy for a “review and update” of laws governing the MNS and its operations. Participants posited that doing this would aid in streamlining the operations of the MNS and the judicial system.

Mention was made of the impact of the new procurement legislation on the MNS. Most candidates believed that the process would support transparency and accountability but were concerned that it may further retard an already slow process.

Ecological

The physical environment and the management of it, has also been viewed as having an impact on the MNS. Changes in the global environment have led to an increase likelihood of natural disasters. This phenomenon would have a direct impact on the MNS, particularly the activities of the ODPM.

Illegal quarrying and pollution were also viewed as activities impacting the operations of the MNS. Illegal quarrying is not only punishable by law but it heightens the probability of a natural disaster affecting the citizens of Trinidad and Tobago.

The impact of water, air, noise and earth pollution which have been prevalent particularly in sectors such as agriculture, heavy industry, and manufacturing are also infractions which have impacted the operations of the MNS. Monitoring of potential perpetrators and enforcement of the law once broken are activities that would require greater resource allocation and thus should be considered within the strategic and operational plan.

Given their substantial impact on operations of the Ministry of National Security, the following major themes emerged and were taken into consideration in the strategy formulation process:



Fig. 6: External Environmental Context

■ **Low crime detection rates**

A low rate of detection has been identified as one of the catalysts of criminality within our society.

■ **Crime prevention efficacy**

Both internal and external stakeholders emphasized that there must be a strengthening of crime prevention strategies to prevent persons from believing that criminal activity is the only or easiest option for their lives. There was a call for more community-based crime prevention activities that aim to nurture and channel minds away from crime and toward productive lives.

■ **Porous Borders**

Borders that are not effectively policed facilitate human trafficking and the inflow of illegal immigrants, arms, ammunition and drugs. This threat attracts transnational organized criminal activities. Special mention was made of the inadequacy of current assets, infrastructure, inter-agency collaboration, legislation and personnel to guard and protect our borders.

■ **Increasing Financial Crimes**

Corrupt activities and white-collar crimes are on the rise within both the public and private sectors. Stakeholders stated that there is a prevalent belief that the authorities do not consider white collar crime to be as destructive as serious crimes which results in less attention being placed on surveillance and control of criminal activities within this sphere. It was further stated that white collar crime is inextricably linked to serious crime, which, if actively and consistently pursued, would lead to a marked increase in overall crime detection. Significant white-collar crimes that were highlighted include:

- Money laundering
- Fraud
- Bribery (Public corruption)
- Cybercrime including ATM Fraud
- Technology

■ **Human Trafficking**

This is tied closely to our geographical location and the socio-economic climate in neighbouring and other countries. Our porous borders have facilitated an increase in human trafficking in Trinidad and Tobago.

■ **Influx of illegal immigrants**

Regionally, Trinidad and Tobago is considered a land of opportunity and wealth. This status has resulted in an increased tendency for persons to migrate to the country. Facilitated by our porous borders, there has been a marked increase in illegal immigrants within the nation. This adversely impacts the nation's resources and has the potential to increase levels of criminality.

■ **Safety and hazard resilience**

Even with the introduction of the OSH Act and the EMA Act, safety practices are not rigidly practiced or enforced within Trinidad and Tobago. Poor adherence to stipulated laws has compromised the hazard resilience of the nation and thus increased the likelihood of hazards becoming disasters. The role of the ODPM and its responder partner stakeholders is key in advocating the concept and importance of Hazard Resilience.

■ **Lack of public trust**

There is a lack of trust in members of the protective services. Because of this, persons within the society are resistant to partnering with protective service representatives. Information leaks, rogue elements, delinquency, poor processes and procedures, and lack of knowledge were identified as some of the major impediments impacting the level of public trust.

■ **Gang Warfare**

Intricately linked to porous borders and drug trafficking, gang warfare is considered prevalent throughout many communities. It has been stated by some that this alone has contributed most to homicides within the country.

■ **Youth delinquency and criminality in depressed communities**

There is an increasing trend of juvenile delinquency being linked to gang proliferation and youth unemployment. This is particularly prevalent in depressed communities.

■ **Violent Extremism**

The increase in extremism within the society is a growing concern. The "radicalization" of certain members of the society and the funding of terrorism is viewed as a growing threat to local, regional and international security.

THE NEW STRATEGY

VISION, MISSION AND VALUES

VISION

To be at the pinnacle of public safety and security delivery.

MISSION

To advance national development by creating a safer and more secure society through enhanced collaboration among all stakeholders, intelligence-based decision-making and strengthened inter-agency structures and systems.

CORE VALUES

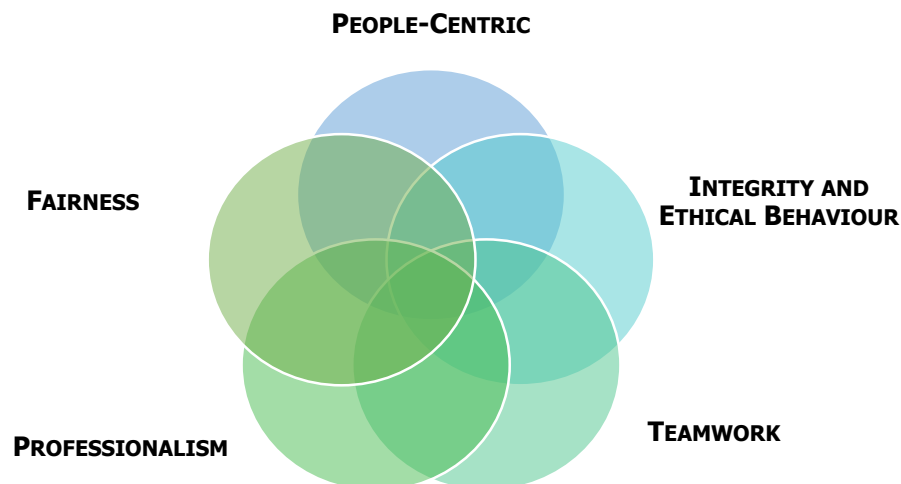


Fig. 7: MNS Core Values

CORE VALUES BEHAVIOURAL FRAMEWORK

The Core Values define and describe the MNS of the future - an organisation committed to building a culture within that improves service to the public.

The Core Values Behavioural Framework highlights key behaviours that demonstrate these values at every major level in the MNS.

People-Centric

Driven by a concerted and consistent service-oriented approach, we will, in our daily actions, demonstrate a higher level of responsiveness to the issues and concerns of both the public and our employees.

Leadership Level	Management/Supervisory Level	Operational/Frontline Level
<ul style="list-style-type: none"> We will keep staff and stakeholders on course with the Ministry's mandate through various modes of communication 	<ul style="list-style-type: none"> We will respond to our external stakeholders' requests for service within established standards. 	<ul style="list-style-type: none"> We will be service-oriented and responsive to our colleagues and the public
<ul style="list-style-type: none"> We will invite the views and perspectives of staff and be willing to listen 	<ul style="list-style-type: none"> We will be supportive, empathetic and understanding to staff and stakeholders 	<ul style="list-style-type: none"> We will commit to being current with the philosophy, plans and undertakings of the MNS
<ul style="list-style-type: none"> We will foster an environment that promotes employee engagement, supports staff's wellbeing and facilitates collaboration 	<ul style="list-style-type: none"> We will mentor and coach staff where required 	<ul style="list-style-type: none"> We will be alert and responsive to the needs of our colleagues and the public

Integrity and Ethical Behaviour

Guided by our respect for the rule of law and approved rules and regulations, we will demonstrate the highest levels of ethical behaviour in the performance of our duties, earning and maintaining the trust and respect of fellow employees, citizens and visitors.

Leadership Level	Management/Supervisory Level	Operational/Frontline Level
<ul style="list-style-type: none"> We will observe the tenets of the Integrity in Public Life Act 	<ul style="list-style-type: none"> We will be the physical and psychological embodiment of the Code of Conduct 	<ul style="list-style-type: none"> We will be the physical and psychological embodiment of the Code of Conduct
<ul style="list-style-type: none"> We will develop a Code of Conduct for the MNS as part of our ongoing culture change, to which we will adhere 	<ul style="list-style-type: none"> We will demonstrate consistency with our words and through our actions, across the board without being misleading or deceptive 	<ul style="list-style-type: none"> We will be discrete with sensitive information.
<ul style="list-style-type: none"> We will be the physical and psychological embodiment of the Code of Conduct 	<ul style="list-style-type: none"> We will create an environment which fosters conditioning and corrective behaviour 	

Fairness

We will treat all persons equitably.

Leadership Level	Management/Supervisory Level	Operational/Frontline Level
<ul style="list-style-type: none"> We will found our interaction with all stakeholders on the principles of equity, justice and fair-play 	<ul style="list-style-type: none"> We will recognize and respect gender sensitivity, cultural and spiritual diversity 	<ul style="list-style-type: none"> We will recognize and respect gender sensitivity, cultural and spiritual diversity
<ul style="list-style-type: none"> We will recognize gender sensitivity, cultural and spiritual diversity 	<ul style="list-style-type: none"> We will promote sensitivity and cultural awareness in our delivery of service 	<ul style="list-style-type: none"> We will promote sensitivity and cultural awareness in our delivery of service
	<ul style="list-style-type: none"> We will treat all persons with dignity and respect 	<ul style="list-style-type: none"> We will execute our duties in fairness to our colleagues and stakeholders regardless of their differences We will treat all persons with dignity and respect

Professionalism

Our work will be defined by an uncompromising focus on honesty, high quality and intelligence driven decision-making.

Leadership Level	Management/Supervisory Level	Operational/Frontline Level
<ul style="list-style-type: none"> We will act without consideration of personal gain 	<ul style="list-style-type: none"> We will demonstrate the values of the MNS in daily activities and behaviours 	<ul style="list-style-type: none"> We will represent the renewed MNS image, principles and values by our actions and attitude
<ul style="list-style-type: none"> We will resist undue political pressure in decision-making 	<ul style="list-style-type: none"> We will stand by decisions that are in the organisation's interest, even if they are unpopular 	<ul style="list-style-type: none"> We will demonstrate professional competence and mastery in our respective disciplines
<ul style="list-style-type: none"> We will stand by decisions that are in the organisation's best interest, even if they are unpopular 	<ul style="list-style-type: none"> We will demonstrate professional competence and mastery in our respective disciplines 	<ul style="list-style-type: none"> We will execute our duty consistently and fearlessly
<ul style="list-style-type: none"> We will demonstrate professional competence and mastery in our respective disciplines 	<ul style="list-style-type: none"> We will take prompt action in cases of unprofessional or unethical behaviour 	<ul style="list-style-type: none"> We will seek to improve our professional capability
<ul style="list-style-type: none"> We will take prompt action in cases of unprofessional or unethical behaviour 		<ul style="list-style-type: none"> We will avoid and discourage unprofessional or unethical behavior

Teamwork

Guided by the highest standards of professionalism, we will consistently respect, support and collaborate with one another in pursuit of our Ministry's mission.

Leadership Level	Management/Supervisory Level	Operational/Frontline Level
<ul style="list-style-type: none"> We will collaborate and coordinate with other leaders in the MNS and key stakeholder agencies in support of achieving public safety and security targets 	<ul style="list-style-type: none"> We will create the environment for cross-functional collaboration to leverage on capacity and capabilities 	<ul style="list-style-type: none"> We will support and participate in the affairs of the MNS, within and across functional boundaries.

THE STRATEGIC IMPERATIVES

At the core of the new strategy are five (5) major imperatives that emerged as keys to achieving the Vision of the MNS. These strategic imperatives illustrate the MNS' commitment to public security and safety and represent two (2) major areas of delivery that will have direct impact on the public:

1. Crime Prevention and Reduction
2. Hazard Resilience

To support these two major imperatives, three (3) other imperatives address the importance of enabling strategies that will facilitate the achievement of the MNS Vision and Mission.

3. Stakeholder Partnership and Collaboration
4. Governance
5. Capacity and Capability Resourcing and Optimisation

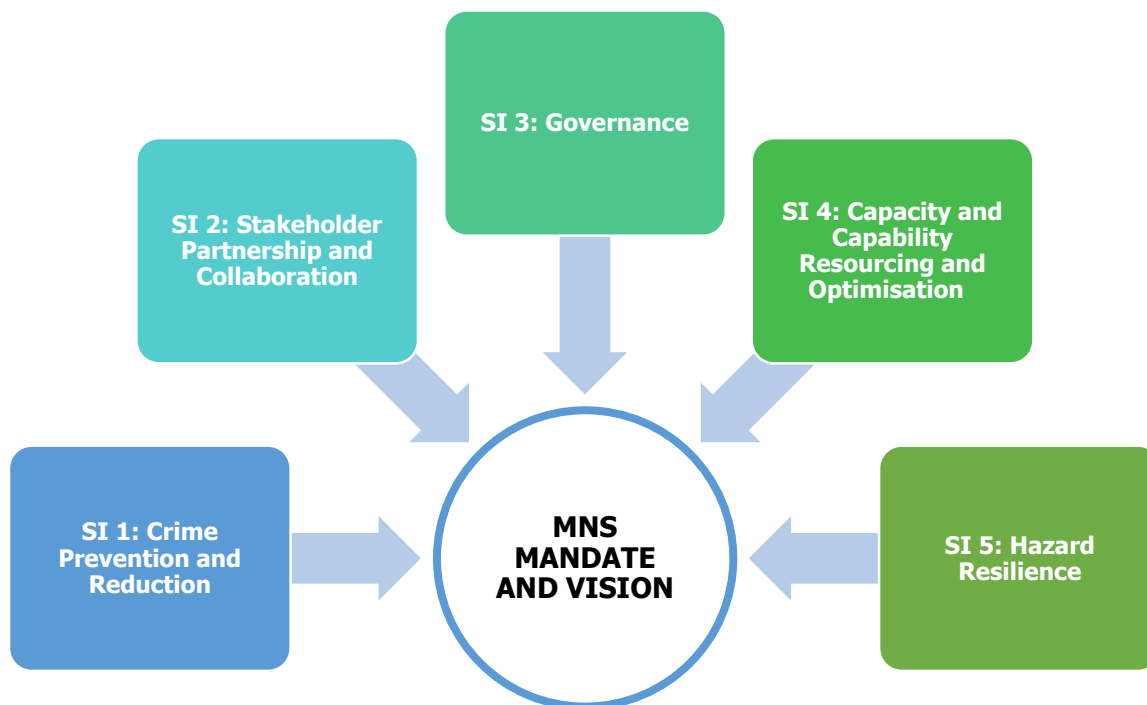


Fig. 8: MNS Strategic Imperatives

At the centre of the MNS strategy are five (5) fundamental pillars which act as the framework on which the Strategic Imperatives (SIs) have been built. These pillars are Prediction, Deterrence, Detection, Prosecution and Rehabilitation, and are the *raison d'être* of the plan. At every stage in the plan, these pillars in some way are referenced.

Prediction:

The diagnostics that provided the context for this plan recognized the need to reduce crime as well as address the fear of crime. The public expects and demands an MNS that is much more proactive and preemptive in keeping them safe. The expectation is that the increased use of modern technology would enhance the MNS' ability to predict and thereby prevent crime. Moreover, in a resource-constrained environment, the plan aims to optimize resources through leveraging the skills and competencies of internal and external stakeholders.

Detection:

A major concern of the public has been the rate of crime detection. The plan articulates a strategy to improve our competencies, reengineer policies and structures, and improve our stakeholder collaboration. The MNS will seek to develop and enhance the necessary tools, techniques and systems to achieve the desired outcome.

Deterrence:

This principle is very closely tied to prediction. The plan has been developed not just to address and respond to crimes committed through stronger law enforcement measures, but to implement plans and programmes that will discourage crimes. In many instances, the plan seeks to engender communities that deter crime by way of taking a more active role in the development of stronger neighborhoods. These include the implementation of a National Crime Prevention Programme, rehabilitative and reintegration initiatives, the use of electronic monitoring and other strategies implemented by the Trinidad and Tobago Police Service, Trinidad and Tobago Prison Service and the Trinidad and Tobago Defence Force.

Prosecution:

While the MNS does not have full jurisdiction over prosecution, its supporting role is critical as part of the criminal justice system. The MNS in recognising the importance of prosecution not just as a means of enforcing the law but also as a deterrent for further crime, has sought through the plan to improve efficiency at the Trinidad and Tobago Forensic Science Centre and implement A more effective and integrative case management system to effect speedier prosecution of crime. The imperatives of Crime Prevention and Reduction, Stakeholder Partnership and Governance speak to this responsibility.

Rehabilitation:

At the core of this plan is the aim to transform the Prison Service to Correctional Services through the establishment of a Prison Management Policy. This transformation is based on the premise that our priority in the Prison Service should be much more about rehabilitation than retribution. The plan seeks to advance and actualize this concept through initiatives that address penal transformation that are steeped in a wider context of preparation for reintegration and improving the rates of recidivism.

THE STRATEGIC FRAMEWORK

LINKING IMPERATIVES, INTENT, OUTCOMES AND OUTPUTS

The following diagram illustrates the key terms and concepts that were used in the plan.

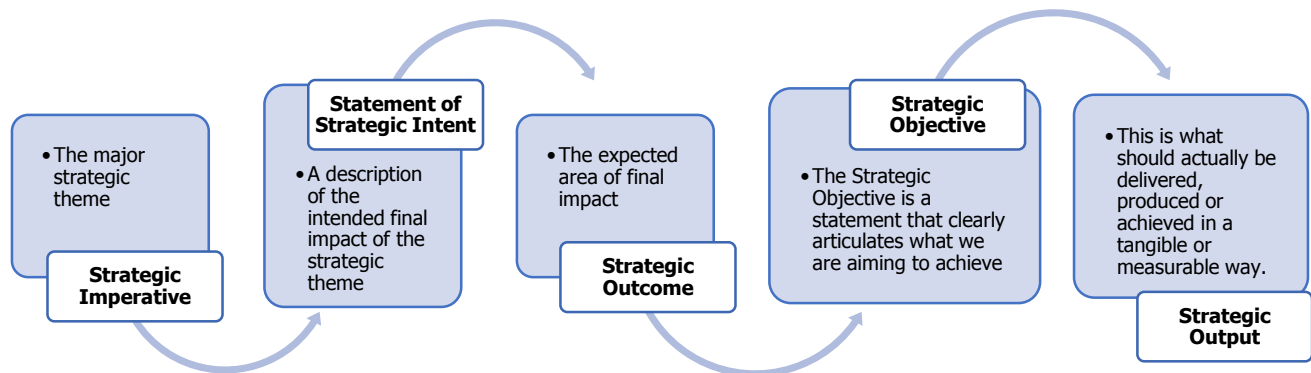


Fig. 9: The Strategic Framework

Strategic Imperative 1- Crime Prevention and Reduction

Statement of Strategic Intent

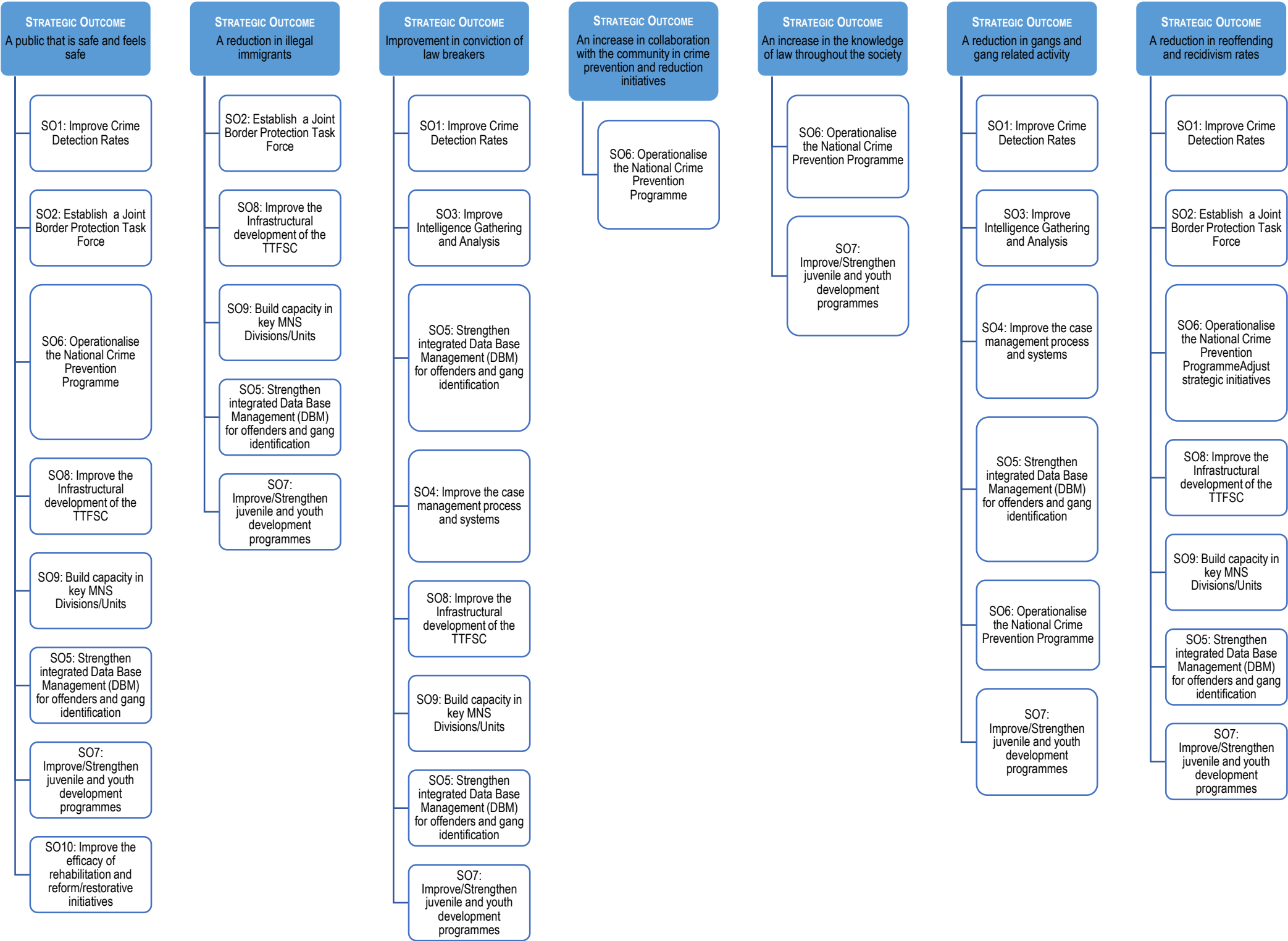
We will improve the prevention, detection and prosecution of criminality, through the synergy of key stakeholder efforts and resources, towards a just and ordered society.

Strategic Outcomes

- A public that is safe and feels safe
- A reduction in illegal immigrants
- An improvement in conviction of law breakers
- Increased collaboration with the community in crime prevention and reduction initiatives
- Increased knowledge of law throughout the society
- Reduced white-collar and all other types of crime
- Reduced gangs and gang-related activity
- Reduced reoffending and recidivism rates

Strategic Imperative 1- Crime Prevention and Reduction

Alignment of Strategic Outcomes to Strategic Objectives



Strategic Objectives to Strategic Outputs and Initiatives

Strategic Imperative 1- Crime Prevention and Reduction			
Strategic Objectives		Outputs/Targets	Major Initiatives
SO1	Improve Crime Detection Rates	<ul style="list-style-type: none"> 30% serious crime detection rate achieved 'White collar crime' detection rate increased by 5% MNS Crime Detection Skills Inventory established by November 2018 MoA between TTPS Crime Scene Specialists and TTFSC developed by September 2018 TTFSC DNA Lab Accreditation achieved by July 2018 	<ul style="list-style-type: none"> Conduct an MNS Crime Detection Skills/ Competency Gap Analysis Increase the use of DNA and other up to date scientific methods and technology to improve the rate of detection Pursue legislative changes to address short falls by the TTPS and other law enforcement agencies Develop MoA between Crime Scene Specialists and TTFSC Acquire accreditation for TTFSC DNA lab
SO2	Improve Border Protection	<ul style="list-style-type: none"> MOA with participating agencies completed by August 2018. Joint Border Protection Task Force operationalized by Fiscal 2018-2019 	<ul style="list-style-type: none"> Establish a Joint Border Protection Task Force with requisite policy, strategy and legislation Develop rules of engagement for Joint, Interagency, Intergovernmental and Multinational (JIIM) operational environments

Strategic Imperative 1- Crime Prevention and Reduction			
Strategic Objectives		Outputs/Targets	Major Initiatives
SO3	Improve Intelligence Gathering and Analysis	<ul style="list-style-type: none"> MOA on the gathering and sharing of intelligence completed and operationalized by November 2018 	<ul style="list-style-type: none"> Establish MOA amongst the relevant agencies and other partners that focus on the managing, gathering, storing, utilization, sharing and the harmonization of intelligence. Critically review existing policies and procedures amongst local, regional and international stakeholders towards effective intelligence gathering Establish a central data information gathering and processing centre
SO4	Improve the Case Management process and systems	<ul style="list-style-type: none"> Improved offender information flow between and amongst agencies under MNS Real-time access to offender data Increased rate of successful prosecution of cases achieved. A formalized structured integrated approach to the management of offender files from intake by the TTPS through TTPrS and post-release established MOA between/amongst stakeholders signed by January 2019 Specific protocols for transfer of data and accountability framework established 	<ul style="list-style-type: none"> Establish an MOA amongst the (internal) partnering agencies to govern integrated systems (case file management system) Develop standardized internal policies on case management among MNS agencies
SO5:	Strengthen the comprehensive integrated offender and gang identification data base management system	<ul style="list-style-type: none"> A structured implementable DBM system established Real-time access to offender data attained Agreement on specific agencies, types and extent of data shared by June 2018 	<ul style="list-style-type: none"> Conduct Gap/Needs Analysis Procure required resources from Gap Analysis recommendations Develop information sharing MOI for interagency collaboration

Strategic Imperative 1- Crime Prevention and Reduction			
Strategic Objectives		Outputs/Targets	Major Initiatives
SO6	Operationalise the National Crime Prevention Programme (NCP)	<ul style="list-style-type: none"> The NCPP operationalised within Fiscal 2018-2019 	<ul style="list-style-type: none"> Develop the most appropriate organisation structure Recruit and select personnel for the organisation structure Develop policies, procedures and processes for the programme Develop innovative crime prevention initiatives through community participation
SO7	Improve/strengthen juvenile and youth development programmes	<ul style="list-style-type: none"> Juvenile treatment programme retention rate increased Tracer studies for all programmes implemented in Fiscal 2018-2019 	<ul style="list-style-type: none"> Design and implement an integrated approach to Juvenile Treatment that increases the retention rate Implement Tracer studies
SO8	Improve the Infrastructural development of the TTFSC	<ul style="list-style-type: none"> TTFSC Refurbishment by September 2019 	<ul style="list-style-type: none"> Relocate/Refurbish Forensic Science Centre to improve its capacity and capability
SO9	Build capacity in key MNS Divisions/Units	<ul style="list-style-type: none"> Manpower and Resource Audits for selected Divisions/Units conducted by October 2018: Key Units: GA; Immigration Division (Enforcement, Refugee, Migration, Legal and Procurement Units); Counter-Trafficking; Probation; ODPM; AML/CFT 	<ul style="list-style-type: none"> Conduct Gap Analysis Build capacity in the Immigration Division's Enforcement and Refugee Units. Establish a Migration Unit, a Legal Unit and a Procurement Unit at the Immigration Division Build capacity in the MNS's Counter Trafficking Unit Build capacity in the AML/CFT Unit
SO10	Improve the efficacy of rehabilitation and reform/restorative initiatives	<ul style="list-style-type: none"> Develop a Policy on Prison Management that will address the overall Correctional System Penal Transformation Action Plan implemented by June 2019 Electronic Monitoring (EM) Plan implemented by December 2018 	<ul style="list-style-type: none"> Critically review the recommendations of the Task Force report Develop & Implement Penal Transformation Action Plan that prioritises short-medium term projects that support crime prevention and reduction

Strategic Imperative 2- Stakeholder Partnership and Collaboration

Statement of Strategic Intent

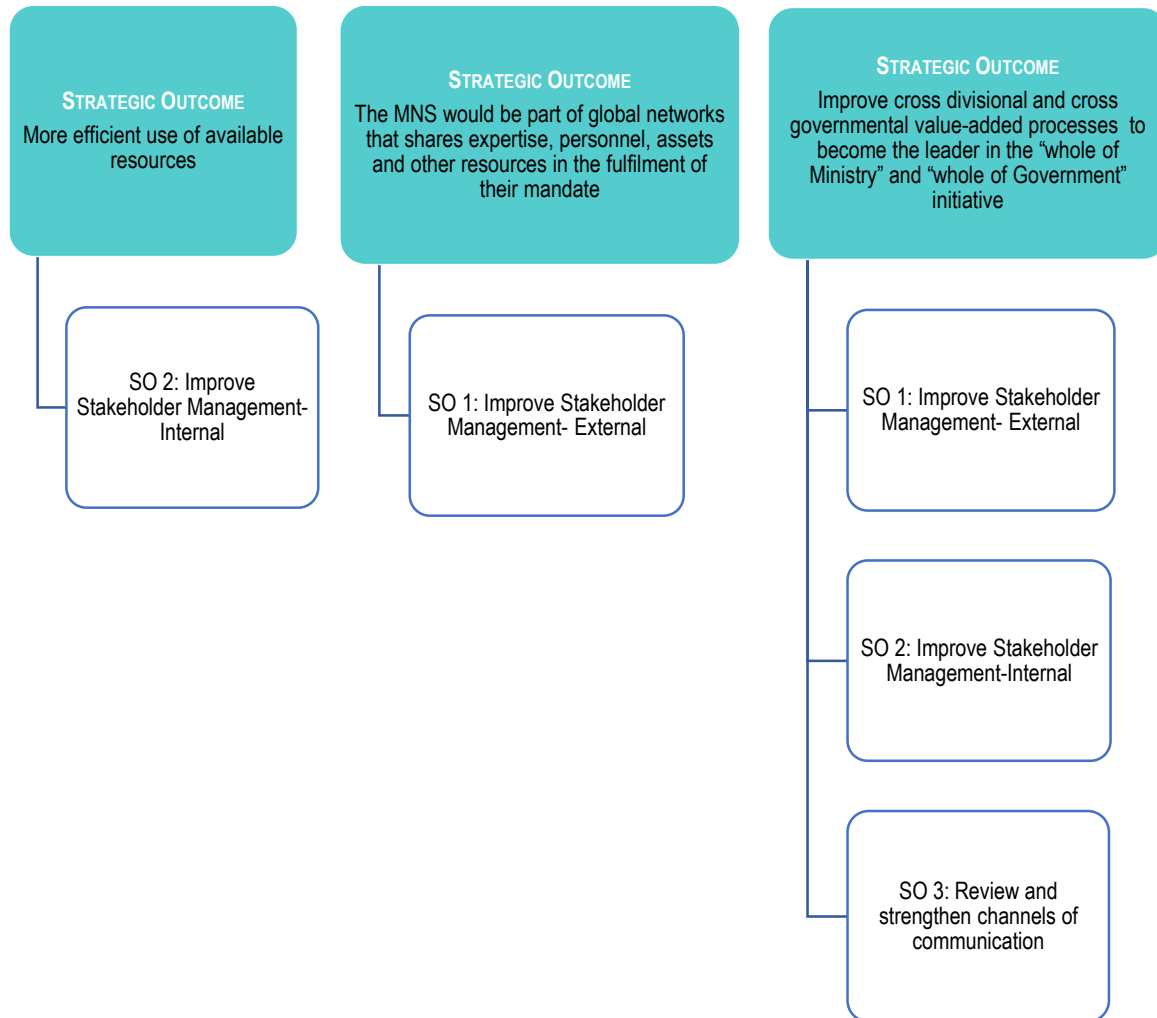
We will forge new strategic partnerships and enhance existing ones, fostering meaningful networks of stakeholders, towards strengthening the MNS' capacity to improve public safety and security.

Strategic Outcomes:

- More efficient use of available resources
- The MNS would be part of global networks that share expertise, personnel, assets and other resources in the fulfillment of their mandate
- Improved cross divisional and cross governmental value-added processes to become the leader in the "whole of Ministry" and "whole of Government" initiative

Strategic Imperative 2 -Stakeholder Partnership and Collaboration

Alignment of Strategic Outcomes and Strategic Objectives



Strategic Imperative 2 - Stakeholder Partnership and Collaboration			
Strategic Objectives		Outputs/Targets	Major Initiatives
SO 1	Improve Stakeholder Management- External	<ul style="list-style-type: none"> Stakeholder Management Strategy implemented by Jun 2019 Strategic Meeting with major stakeholders held bi-annually Stakeholder satisfaction increased by 5% through a stakeholder survey 	<ul style="list-style-type: none"> Conduct a comprehensive Stakeholder Analysis Implement Stakeholder Satisfaction survey
SO 2	Improve Stakeholder Management-Internal	<ul style="list-style-type: none"> Stakeholder satisfaction Increased by 5% through an employee (GA) survey generated by the HR unit by May 2019 Meeting conducted biannually with Heads of Divisions Meeting conducted quarterly with Heads of Sections Employee Relationship Management Plan developed and implemented by June 2020 	<ul style="list-style-type: none"> Conduct a comprehensive Stakeholder Analysis Implement Employee Satisfaction survey Develop a Stakeholder Communication Plan Develop Employee Orientation Handbook Develop an Employee Relationship Management (ERM) strategy
SO 3	Review and strengthen channels of communication to ensure appropriate information dissemination and feedback	<ul style="list-style-type: none"> Communication Policy and Strategy implemented across the Ministry by August 2019 	<ul style="list-style-type: none"> Develop and Implement a Communications Policy Develop and implement Communications Strategy within MNS Extend the implementation of communication capability across all Divisions

Strategic Imperative 3 - Governance

Statement of Strategic Intent

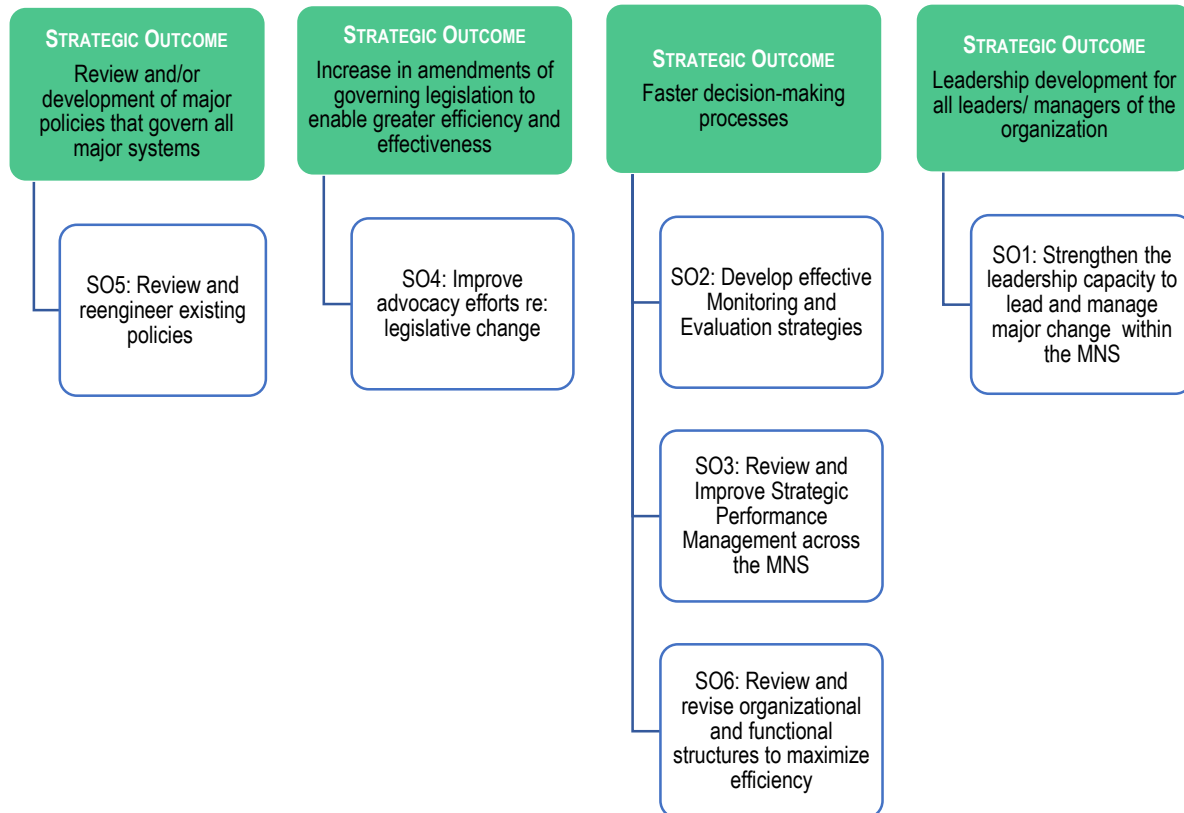
We will strengthen accountability, transparency and integrity through continuous review and amendment of our systems, policies, processes and procedures; developing new mechanisms and advocating for legislative change where necessary, in keeping with the constantly changing internal and external environment.

Strategic Outcomes:

- Improved policy review and development that govern all major systems
- Increase in amendments of governing legislation to enable greater efficiency and effectiveness
- Faster and more effective decision-making processes
- Improved leadership development for all leaders/ managers of the organisation

Strategic Imperative 3 - Governance

Alignment of Strategic Outcomes and Strategic Objectives



Strategic Imperative 3- Governance			
Strategic Objectives		Outputs/Targets	Major Initiatives
SO1	Strengthen the leadership capacity to lead and manage major change within the MNS	<ul style="list-style-type: none"> 10% increase in projects (that can significantly transform the approach to work) initiated by MNS leadership 100% of all leaders from the supervisory level to be trained in leading and managing change by April 2019 	<ul style="list-style-type: none"> Training and Development Orientation of new Executive members
SO2	Review and Improve Strategic Performance Management across the MNS	<ul style="list-style-type: none"> New Strategic Performance Management System with targets developed and Implemented by January 2019 M & E Structure developed and unit fully staffed by February 2019 M&E Framework developed for MNS by December 2018 Quarterly Monitoring and Evaluation Reports submitted 	<ul style="list-style-type: none"> Collaboratively develop strategic performance targets for all divisions and at the Ministry level (whole of Ministry) Develop Structure for an M&E Unit for the MNS Recruitment and Selection for the unit Develop a whole of ministry collaborative M&E mechanism Develop M&E Framework Implement/ Inculcate M&E throughout MNS
SO3	Improve advocacy efforts re: legislative change	<ul style="list-style-type: none"> Legislation enacted based on MNS advocacy (prioritise based on the importance to and impact on the MNS) 	<ul style="list-style-type: none"> Conduct Gap analysis and present recommendations for approval Develop an innovative approach to accessing specialist legal resources (develop and leverage on partnerships, MOAs) Establish Inter-ministerial Team based on sector-specific issue (collaborative approach) Develop Policy document to treat with specific issue (from gaps) Seek approval to be placed on legislative agenda (including Cabinet approval)

Strategic Imperative 3- Governance			
Strategic Objectives		Outputs/Targets	Major Initiatives
SO4	Review and reengineer existing policies	<ul style="list-style-type: none"> New policies developed and implemented 	<ul style="list-style-type: none"> Establish Policy Review Team and determine operating guidelines Review Policies and present recommendations Roll-out revised Policy
SO5	Review and revise organisational and functional structures to maximize efficiency	<ul style="list-style-type: none"> New organisational and functional structures developed by June 2019 	<ul style="list-style-type: none"> Review Existing Structure Develop New Structure

Strategic Imperative 4 - Capacity and Capability Resourcing and Optimisation

Statement of Strategic Intent

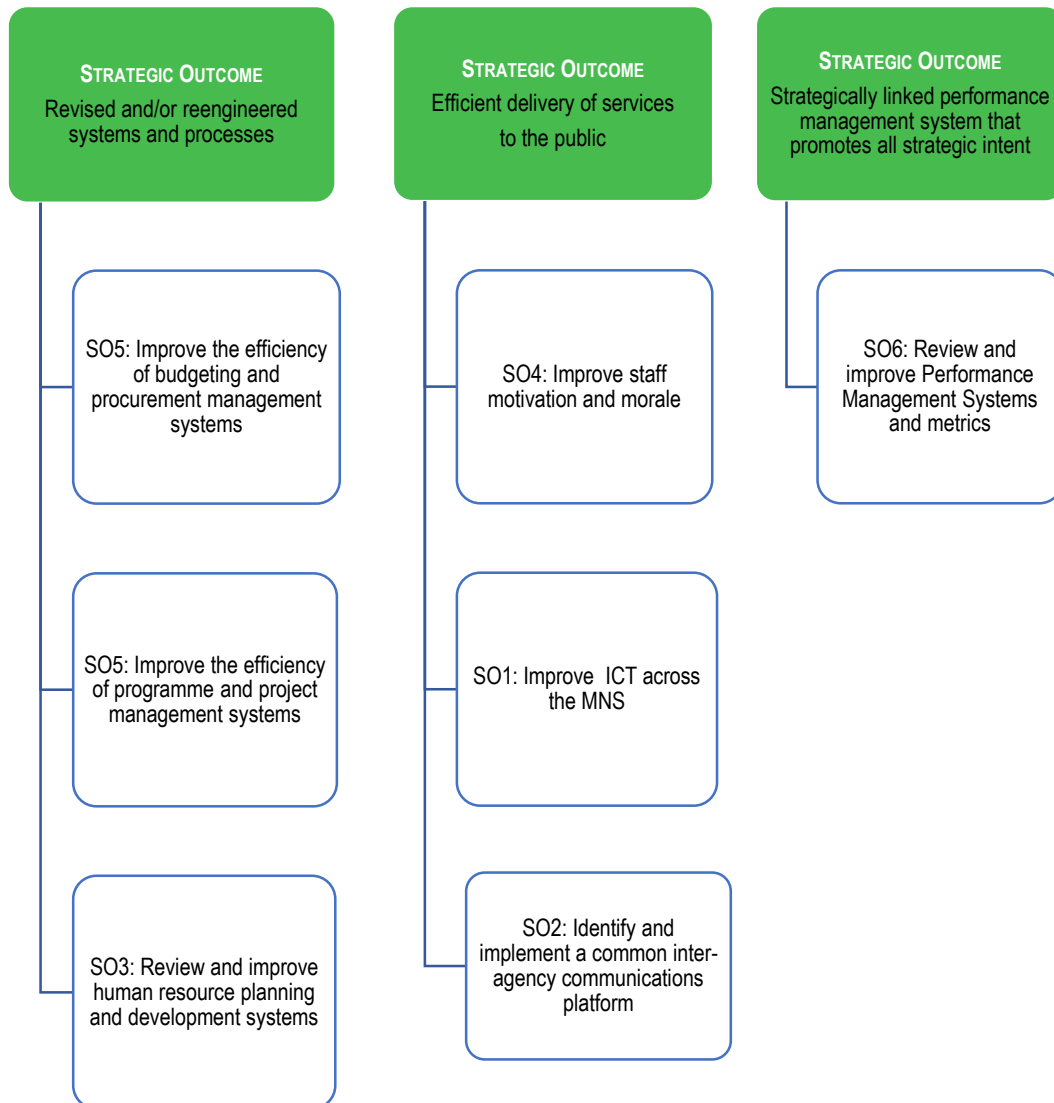
We will continuously assess the Ministry's capacity and capability to develop programmes and technological and communication systems that can leverage cross-functional collaborations to create an agile institution that achieves performance goals & cost efficiencies.

Strategic Outcomes:

- Revised and/or reengineered systems and processes
- Efficient delivery of services to the public
- Strategically linked performance management system

Strategic Imperative 4 - Capacity and Capability Resourcing and Optimisation

Alignment of Strategic Outcomes and Strategic Objectives



Strategic Imperative 4 - Capacity and Capability Resourcing and Optimisation			
Strategic Objectives		Outputs/Targets	Major Initiatives
SO1	Improve ICT across the MNS	<ul style="list-style-type: none"> Whole-of Ministry ICT Action Plan developed by Jan 2019 MNS ICT Security Policy developed by December 2018 	<ul style="list-style-type: none"> Develop a Whole-of-Ministry ICT action Plan Develop an MNS ICT Security Policy
SO2	Identify and implement a common inter-agency technological and communication platform	<ul style="list-style-type: none"> Integrated communications systems Action Plan implemented by December 2019 	<ul style="list-style-type: none"> Develop and implement action plan to integrate communications systems
SO3	Review and improve human resource planning and development systems	<ul style="list-style-type: none"> Succession Planning Framework for all Divisions/Units develop by December 2018 New Orientation and Induction system institutionalised by December 2018 	<ul style="list-style-type: none"> Institutionalize an orientation and induction system Implement a succession planning mechanism
SO4	Improve staff Motivation and Morale	<ul style="list-style-type: none"> New employee motivation policy/strategy implemented by December 2019 	<ul style="list-style-type: none"> Develop a motivation strategy
SO5	Improve the efficiency of programme and project management systems	<ul style="list-style-type: none"> Project management governance structure, policies and standards established by June 2018 	<ul style="list-style-type: none"> Operationalise the project management dashboard
SO6	Improve the efficiency of budgeting and procurement management systems	<ul style="list-style-type: none"> Centralized/joint purchasing/procurement model/framework developed by May 2018 	<ul style="list-style-type: none"> Develop centralized/joint purchasing/procurement model/framework
SO7	Develop Performance Management Competency across the MNS	<ul style="list-style-type: none"> Individual performance management metrics developed by August 2018 	<ul style="list-style-type: none"> Design and implement new performance management metrics
SO8	Facilitate cross-functional team development and collaboration	<ul style="list-style-type: none"> Job rotation policy developed by September 2018 	<ul style="list-style-type: none"> Develop job rotation policy

Strategic Imperative 5 - Hazard Resilience

Statement of Strategic Intent

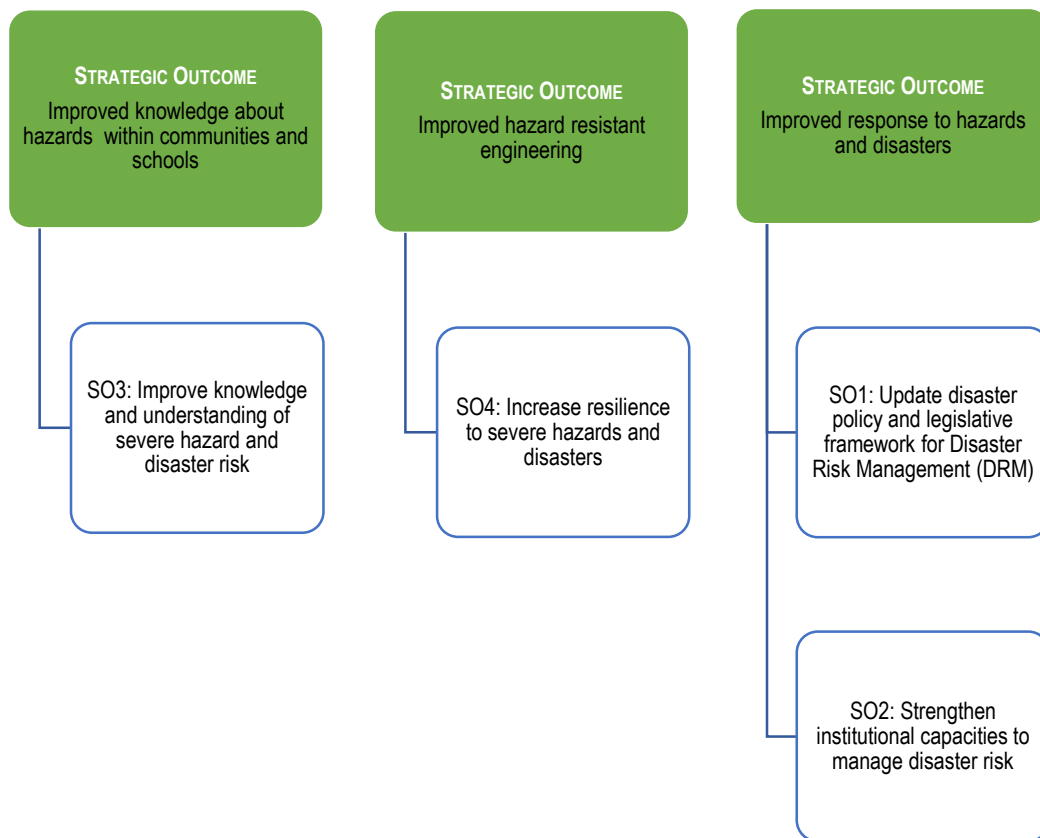
Disaster risk reduction and management will be a pillar of our national development efforts, underpinning a systematic approach to creating a society that is resilient to all forms of natural and man-made hazards.

Strategic Outcomes:

- Improved knowledge about hazards within communities and schools
- Improved hazard resistant engineering
- Improved response to hazards and disasters

Strategic Imperative 5 - Hazard Resilience

Alignment of Strategic Outcomes and Strategic Objectives



Strategic Imperative 5 - Hazard Resilience			
	Strategic Objectives	Outputs/Targets	Major Initiatives
SO1	Update disaster policy and legislative framework for Disaster Risk Management (DRM)	<ul style="list-style-type: none"> National DRM Policy and Implementation Plan developed by September 2019 PPP framework developed and implemented by March 2019 	<ul style="list-style-type: none"> Develop National DRM Policy and Implementation Plan Realign Divisional Policies to include DRM Establish Public-Private Partnership (PPP) Framework to support the institutionalization and delivery of DRR (Disaster Risk Reduction) practices at all levels
SO2	Strengthen institutional capacities to manage disaster risk	<ul style="list-style-type: none"> National capability and capacity assessment of DRM capacities (Host stakeholder consultations) against adopted national system conducted by May 2019 National Incident Management System adapted and institutionalized by November 2019 	<ul style="list-style-type: none"> Strengthen DRM capacity (in coordination and communication) Source and acquire DRM training for key personnel within the various Divisions
SO3	Improve knowledge and understanding of hazard and disaster risk	<ul style="list-style-type: none"> DR Assessment standards and relevant training programmes implemented by January 2019 A robust education (including public awareness) strategy developed by December 2018 	<ul style="list-style-type: none"> Improve Disaster Risk Assessment and mapping Sensitize, educate and train All Stakeholder / Divisions on DRM (Public Sector, Private Sector, Civil Society and General Public)

Strategic Imperative 5 - Hazard Resilience			
	Strategic Objectives	Outputs/Targets	Major Initiatives
SO4	Increase resilience to hazards and disasters	<ul style="list-style-type: none"> Assessment of Early Warning Systems (in Trinidad and Tobago conducted by September 2018 National Critical Information Infrastructure Protection Policy developed by February 2019 	<ul style="list-style-type: none"> Advocate for enactment of National Building Codes Ensure compliance with relevant codes for existing and new physical infrastructure through collaboration with relevant agencies Implement an integrated approach for Early Warning Systems in Trinidad and Tobago Develop and implement Critical Infrastructure Protection Strategy

SHORT – MEDIUM – LONG TERM GOALS

The table below outlines the Short, Medium and Long Terms Goals set out in the MNS Strategic Plan. Included as an Appendix will be the detailed breakdown of the 24-Month Operational Plan.

GOALS OF THE MINISTRY OF NATIONAL SECURITY 2018-2023				
SI 1 – Crime Prevention and Reduction	Goals	Short-term (2018-2020)	Medium-term (2020-2022)	Long-term (2022 & beyond)
	<ul style="list-style-type: none"> • Improve Crime Detection Rates 	Improve Crime Detection competency and resourcing Attain accreditation of the DNA laboratory and implement all necessary architecture Establish the National Forensic DNA Databank (NFDD) Pursue supporting legislation		Attain accreditation of TTFSC
	<ul style="list-style-type: none"> • Improve Border Protection 	Establish a Joint Border Protection Task Force		Strengthen military assets and coordination and collaboration among partner agencies
	<ul style="list-style-type: none"> • Improve intelligence gathering and analysis 	Establish a central data gathering and processing centre		
	<ul style="list-style-type: none"> • Improve the case management process and systems 	Established Computerised Integrated Case Management System		
	<ul style="list-style-type: none"> • Establish a National Crime Prevention Programme (NCP) 	Operationalise the NCP		
	<ul style="list-style-type: none"> • Improve the Infrastructural development of the Trinidad and Tobago Forensic Science Centre 	Refurbishment of the TTFSC		Relocation of the TTFSC

GOALS OF THE MINISTRY OF NATIONAL SECURITY 2018-2023				
	Goals	Short-term (2018-2020)	Medium-term (2020-2022)	Long-term (2022 & beyond)
SI 1 – Crime Prevention and Reduction	• Build capacity in key MNS Divisions/Units	Conduct Manpower and Resource Audit, and develop Action Plan	Implement Action Plan	
	• Improve the efficacy of rehabilitation and reform/restorative initiatives	Develop a policy on Prison Management that will address the overall Correctional System	Upgrade and enhance the Physical facilities; Health services at the Prisons; Rehabilitation of offenders; Security management services; and Prison officer security	
		Implementation of Electronic Monitoring		
SI 2 – Stakeholder Partnership and Collaboration	• Improve Stakeholder Management- External	Develop Stakeholder Management Strategies	Implement initiatives to manage stakeholder interests and expectations	
	• Improve Stakeholder Management- Internal	Develop Stakeholder Management Strategies (e.g an Employee Relationship Management Strategy)	Implement initiatives to manage stakeholder interests and expectations	
	• Review and strengthen channels of communication to ensure appropriate information dissemination and feedback	Develop Policy and Communications Strategy for the MNS	Implement strategy and monitor effectiveness of communications systems	

GOALS OF THE MINISTRY OF NATIONAL SECURITY 2018-2023				
SI 3 - Governance	Goals	Short-term (2018-2020)	Medium-term (2020-2022)	Long-term (2022 & beyond)
	• Strengthen the leadership capacity to lead and manage major change within the MNS	Develop and implement leadership development programmes (e.g Change Management/Culture Change)		
	• Review and Improve Strategic Performance Management across the MNS	Develop and implement performance standards (linked to Strategy) across the MNS	Monitor and assess the effectiveness of the performance management system	
		Develop an M & E Culture in the MNS		
		Review and revise organisational and functional structures to maximize efficiency		
• Improve advocacy efforts re: legislative change	Conduct Gap Analysis and develop relevant policies to be placed on the legislative agenda			

GOALS OF THE MINISTRY OF NATIONAL SECURITY 2018-2023				
SI 4 – Capacity and Capability Resourcing and Optimisation	Goals	Short-term (2018-2020)	Medium-term (2020-2022)	Long-term (2022 & beyond)
	• Improve ICT across the MNS	Develop an MNS ICT Security Policy	Develop a Whole-of-Ministry ICT action Plan	
	• Identify and implement a common inter-agency technological and communication platform	Complete the implementation of the Enterprise GIS Platform		
		Roll out of Unified Communications Solution (Skype for Business) to interconnect communications, including video-conferencing across the MNS		
		Upgrade Document Management Software	Implement a centralised DMS solution across the Ministry	
	• Review and improve human resource planning and development systems	Develop a Succession Planning (SP)Framework for all Divisions/Units	Monitor and Assess the efficacy of the SP Framework	
	• Improve staff Motivation and Morale	Develop a New employee motivation policy/strategy	Monitor and Assess the efficacy of the strategy	
	• Improve the efficiency of programme, project management and procurement systems	Operationalise the project management dashboard	Monitor the effectiveness of the dashboard	
		Develop a centralized/joint purchasing/procurement model/framework	Monitor the effectiveness of the model	
	• Develop Performance Management Competency across the MNS	Design and implement new individual performance management metrics across the MNS	Develop Training and Development plans based on performance management reports	

GOALS OF THE MINISTRY OF NATIONAL SECURITY 2018-2023				
SI 5 – Hazard Resilience	Goals	Short-term (2018-2020)	Medium-term (2020-2022)	Long-term (2022 & beyond)
	<ul style="list-style-type: none"> Update disaster policy and legislative framework for Disaster Risk Management (DRM) 	Build capacity of the Office of Disaster Preparedness and Management	Develop and implement National Policy on DRM	
	<ul style="list-style-type: none"> Improve knowledge and understanding of hazard and disaster risk 	Conduct training, sensitisation and educational programmes on DRM with all stakeholders	Monitor and assess responsiveness and effectiveness of DRM measures	
	<ul style="list-style-type: none"> Increase resilience to hazards and disasters 	Conduct an assessment of Early Warning Systems	Conduct an assessment of the effectiveness of Early Warning Systems	

STRATEGY MAP

The Strategy Map below provides a clear illustration of the major areas of focus of the MNS Strategic Plan. The map is an adaptation of the Balanced Scorecard approach and shows the importance of establishing a strong foundation of capacity and capability in human resources, physical infrastructure, ICT and technology. This foundation supports the design or redesign or reengineering of key operational elements that include systems, policies, processes, and structures. These operational elements are designed to improve the levels of efficacy in decision-making, ideation/innovation and task execution. In many areas, the foundational areas of capacity and capability have a direct impact on the achievement of final deliverables within public safety and security.

The top of the strategy map illustrates the major deliverables and their value to the public -- **greater public safety** and **increased public security**. Public safety is specifically articulated within the realm of hazard resilience, and speaks to inculcating and building a culture, systems and approaches that increase the level of resilience to hazards, and thus increase the level of public safety. Public security captures elements that aim to both reduce and prevent crime.

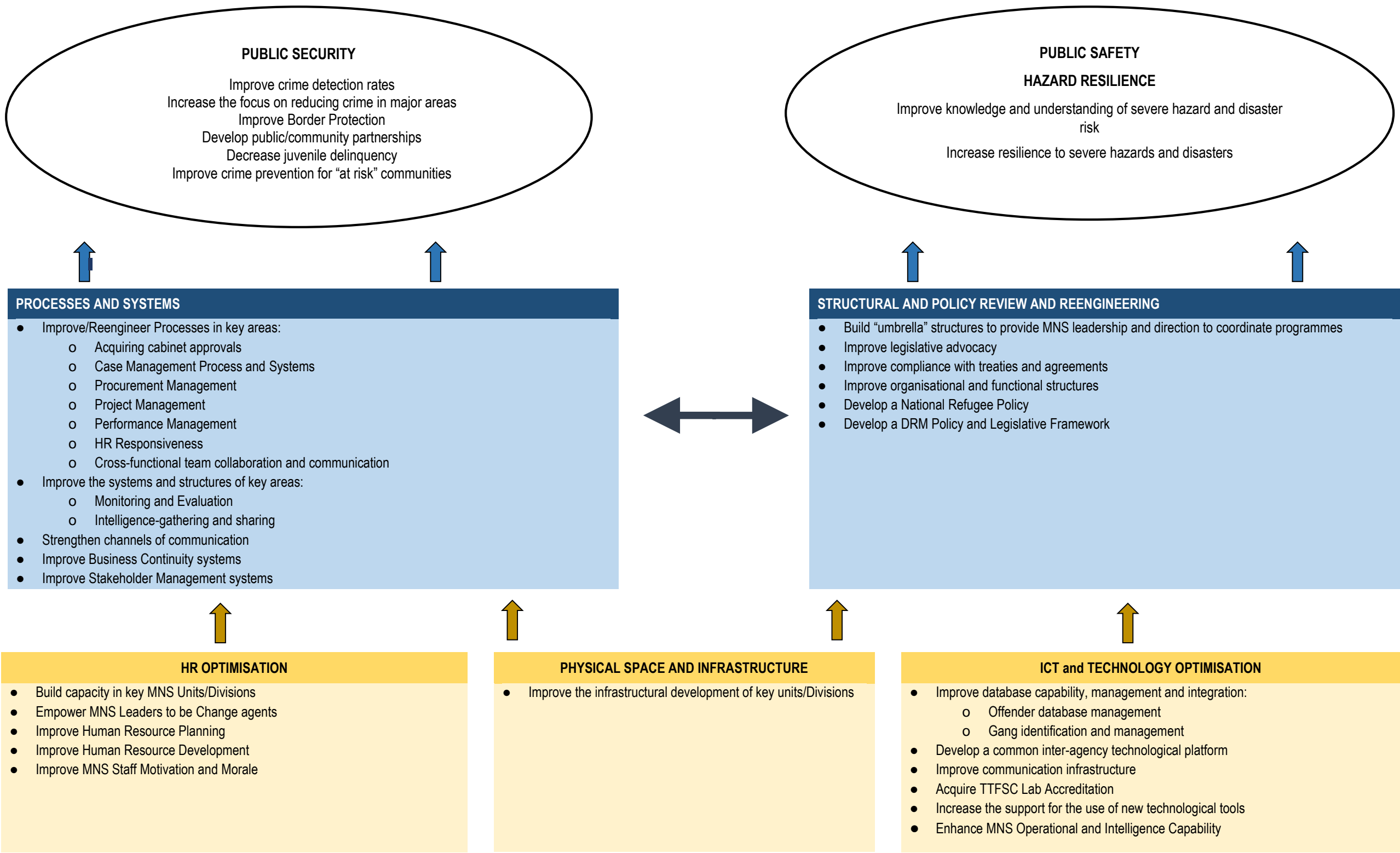


Fig. 10: MNS Strategy Map

RISK MITIGATION FRAMEWORK

This Risk Mitigation Framework represents a distillation of the major risks and mitigators in the Operational Plan (Appendix II). What has emerged is a clustering of four major types of Risks that should be assessed and then urgently addressed. The major types of risks are:

- Resource Risks: Are critical resources available in time?
- Process Risks: Are there current systems and processes that will impede execution?
- Capacity Risks: Are there capacity issues that will retard progress?
- Risks of Staff Commitment and Synergy: How much will staff buy-in and support affect execution?

RESOURCES		PROCESSES		CAPACITY		STAFF COMMITMENT AND SYNERGY	
Risks/Obstacles	Mitigator	Risks/Obstacles	Mitigator	Risks/Obstacles	Mitigator	Risks/Obstacles	Mitigator
Lack of SMEs (Subject Matter Experts)	Timely procurement of SMEs Internal development of SME capability	Delayed decision-making	HoD buy-in Proactive Monitoring and Evaluation Reengineered processes	Delayed TTFSC relocation	Strong lobbying to Cabinet for funding and approvals HoD support Structured project management	Competing ideologies	Cabinet/Ministerial Directive HoD buy-in
Lack of funding Shifting priorities	Strong and convincing advocacy and lobbying to Cabinet	Delayed/poor reporting	Reengineered reporting processes and templates	Delayed TTFSC Lab Accreditation	Timely procurement of accreditation SME Structured project management	Duplication of efforts	HoD buy-in Reengineered policies and processes
Limited legal resources	Urgent resourcing legal expertise	Poor candidate/employee recruitment	More rigorous recruitment and selection processes	Loss of institutional knowledge	Revised succession management systems	Resistance to change	Cabinet/Ministerial Directive HoD buy-in Innovative internal communication approaches
Delayed Joint Border Management Agency	Budgetary prioritisation for the Agency HoD support	Delayed EMU implementation	HoD buy-in Strong legislative advocacy			Lack of buy-in to the Strategic Plan	Cabinet/Ministerial Directive HoD buy-in Innovative internal communication approaches
		Delayed external decision-making: PMCD, PSC and CPO	Revised communication approaches with external stakeholders			Lack of staff buy-in	HoD buy-in Innovative internal communication approaches

CONCLUSION

In the face of a continuously changing external environment, the Ministry of National Security must be adaptable and resilient. Thus, this Strategic Plan will be treated as a living document, subject to review and revision along the way. The initiatives in the Plan aim to change the current environment significantly to realize the desired outcomes with respect to public safety and security.

This is an ambitious but manageable plan with many actionable elements. However, not all things can be achieved at once, taking cognizance of the current economic climate. As such, the plan reflects some inevitable sequencing, especially for elements that will require additional resources or clear points of focus. As practitioners, we will seize on opportunities for efficiencies and savings in terms of both time and money which may require adjustments to some of our ongoing activities.

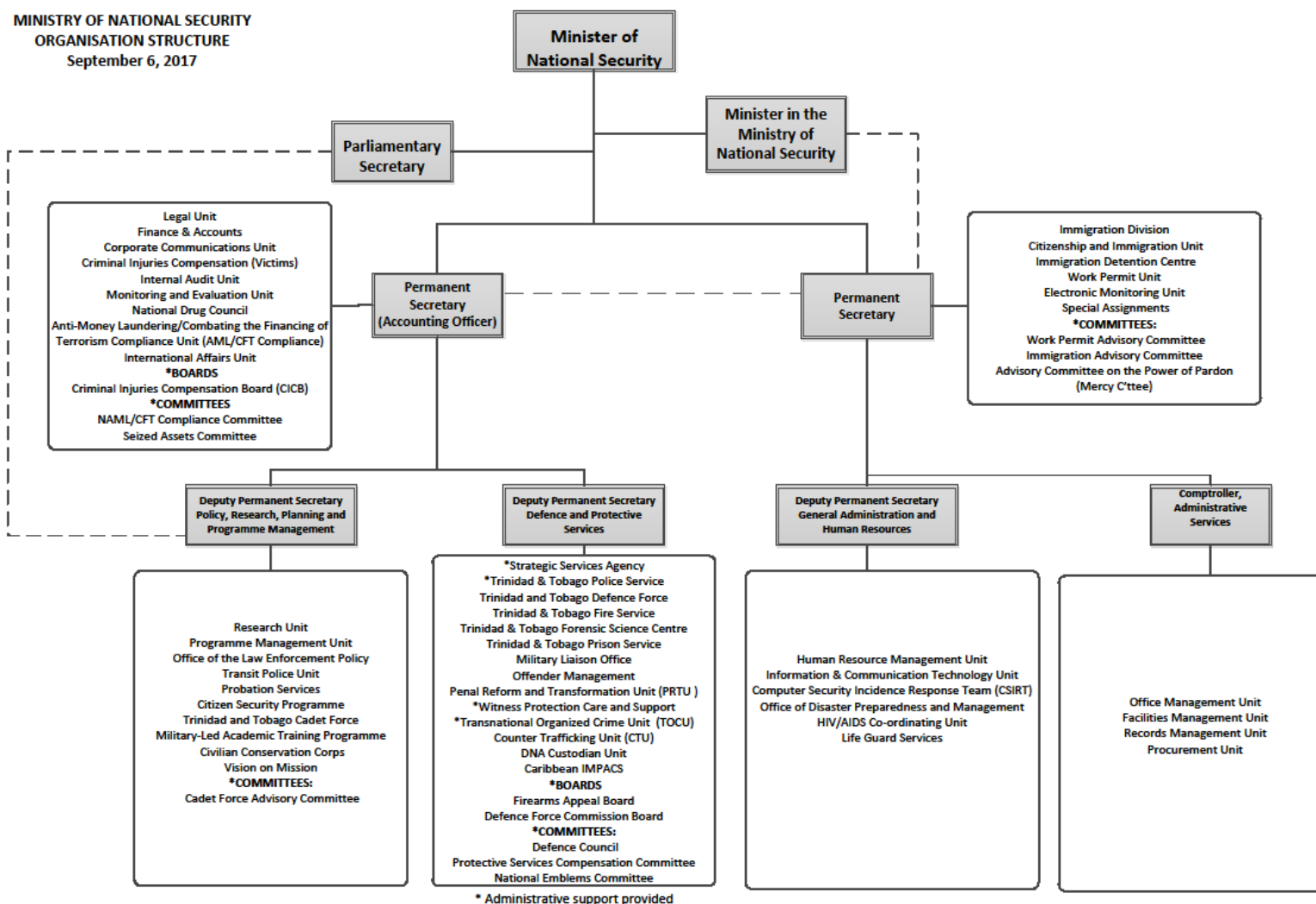
This plan aims to be comprehensive, addressing both practical needs at the Ministry level, and policy and planning needs at a nation-wide level. As a result, this plan should be viewed as the first step in a long-term process to ensure continued effective and responsible governance. To this end, annual reviews of progress against each of the five (5) Strategic Imperatives, a mid-term assessment of the strategy in Year Two (2020) and a major review in Year Four (2022) will be conducted to assess how effective the current plan has been in meeting objectives.

It is essential to keep the momentum going in order to ensure continuous improvement. The spirit of collaboration, innovation and resource optimization that were imbued in the plan from the start must be sustained to propel the plan to actualization and realization. It is also essential that the leadership commitment exhibited to date continues, and that managers and staff be provided with the support and guidance necessary to bring this plan to fruition.

Ultimately, it is expected that through the successful implementation of this plan, the MNS will be better prepared to significantly change the current environment with respect to public safety and security of all citizens of Trinidad and Tobago.

APPENDICES

APPENDIX I – MINISTRY OF NATIONAL SECURITY ORGANISATION STRUCTURE



APPENDIX II - 24-MONTH OPERATIONAL PLAN WITH RACI

The monitoring and evaluation framework is critical for the effective performance management of the strategy over the period. It identifies the specific strategies, initiatives and respective measures and targets. Additionally, the M&E framework will identify initiative timelines and the associated RACI matrix for the period.

Where there are teams with cross-department and inter-organisational collaboration, it is very important to create a process to track responsibilities.

One of the important tools for tracking roles and responsibilities is the Responsibility Assignment Matrix (RACI matrix). RACI stands for:

- ☐ Responsible – Who is responsible for the execution of the initiative/ task?
- ☐ Accountable – Who is accountable for the tasks and signs off the work?
- ☐ Consulted – Who are the subject matter experts to be consulted?
- ☐ Informed – Who needs to be updated on the progress?

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
STRATEGIC OBJECTIVE 1: Improve Crime Detection Rates									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Conduct an MNS Crime Detection Skills/ Competency Gap Analysis	• Develop an MNS Crime Detection Competency Matrix	Lead- Joint MNS Divisional Team	DPS (D&PS)	HoDs DPS Admin	PS	June 2018	Aug 2018	• Competing ideologies and levels of autonomy • Access to updated/benchmarked research/information	• Cabinet/Ministerial directive • HoD buy-in and support
	• Establish an MNS Crime Detection Skills Inventory	Lead- Joint MNS Divisional Team	DPS (D&PS)	HoDs DPS Admin	PS	Sept 2018	Nov 2018	• Availability and reliability of information	• Timely allocation of resources • Integrated database management
2. Increase the use of DNA and other up-to-date scientific methods and technology to improve the rate of detection	• Acquire accreditation for TTFSC DNA lab	Dir TTFSC	PS Account	SMEs	Minister Key Stakeholders (case management)	July 2017	July 2018	• Lack of rigour in review of Labs • Heavy current caseload of each lab (impact on time and focus) • Competing ideologies • Lack of experience in process	• Procurement of Accreditation expertise • Structured project planning and emphasis • Buy-in by all stakeholders
	• Identify and procure critical equipment / software for DNA analysis (identified by DNA custodian)	DNA Custodian	DPS (D&PS)	Relevant SMEs	PS Minister	June 2017	Sep 2019	• Delay in Lab accreditation	• Acquisition of Lab Accreditation • Availability of funding
	• Develop policy and regulations in alignment with legislation	Dir Legal	PS	SMEs	Minister SMEs Other stakeholders	June 2017	June 2018	• Limited legal resources	• Prioritised procurement of legal resources
	• Develop MoA between TTPS (Crime Scene Specialists) and TTFSC	DPS (D & PS)	PS	CoP Dir TTFSC	Key SMEs Minister	Jun 2018	Sept 2018	• Competing ideologies • Lack of commitment	• Min/Cabinet Directive • Buy-in of key leaders

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
STRATEGIC OBJECTIVE 1: Improve Crime Detection Rates									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
3. Pursue legislative changes to address shortfalls by the TTPS and other law enforcement agencies	<ul style="list-style-type: none"> Identify Crime Detection legislative gaps 	Lead- Joint MNS Divisional Team	PS CoP	Relevant stakeholders	Minister	June 2018	Nov 2018	<ul style="list-style-type: none"> Lack of collaboration Lack of implementation of other key crime detection mechanisms New gaps created by litigation. 	<ul style="list-style-type: none"> Widespread consultation and collaboration Develop and amend legislation
	<ul style="list-style-type: none"> Develop relevant policies to initiate the drafting of legislation 	Lead- Joint MNS Divisional Team	PS CoP	Relevant stakeholders	Minister	Dec 2018	Feb 2019	<ul style="list-style-type: none"> Lack of collaboration 	<ul style="list-style-type: none"> Widespread consultation and collaboration
	<ul style="list-style-type: none"> Draft Note for Cabinet approval 	Dir. Legal	PS	Relevant stakeholders	Minister	Mar 2019	Mar 2019		
	<ul style="list-style-type: none"> Submit approved Policy to CPC for drafting 	Senior Legal Officer	Dir. Legal	Relevant stakeholders	PS /Minister	Apr 2019	Apr 2019		

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 2: Improve Border Protection									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Establish a Joint Border Protection Task Force with requisite policy, strategy and legislation	• Conduct Security needs analysis/ Security sector reform	MNS	MNS	All Stakeholders	All Stakeholders	Jun 2018	Aug 2018	<ul style="list-style-type: none"> State of the economy Timeline for implementation Non- available resources (including manpower in the MNS key agencies) 	<ul style="list-style-type: none"> Determine resource challenges and address them (shortage of manpower)
	• Develop concept of operations	MNS Committee	Minister	All Stakeholders	All Stakeholders	Jun 2018	Aug 2018	<ul style="list-style-type: none"> Legislative authority to operate may be required. 	
	• Develop command and control protocols including a MoA for all participating agencies	MNS Committee	Minister	All Stakeholders	All Stakeholders	Jun 2018	Aug 2018	<ul style="list-style-type: none"> Determining which agency will control resources/ who will support? 	
	• Develop rules of engagement for Joint, Interagency, Intergovernmental and Multinational (JIIM) operational environments	MNS Committee	Minister	All Stakeholders	All Stakeholders	Jun 2018	Aug 2018	<ul style="list-style-type: none"> Training of personnel to operate in different environments 	

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 3: Improve Intelligence Gathering and Analysis									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Establish an Information Management Policy and supporting MoA amongst the relevant agencies that focuses on the managing, gathering, storing, utilization, sharing and harmonization of intelligence.	• Initiate collaborative sessions with relevant stakeholders of MNS	Dir SSA	PS	Minister PS HOD	Minister Relevant stakeholders	Jun 2018	Aug 2018	• Lack of collaboration • Different ideologies • Trust	• Minister and government support • Buy-in from relevant stakeholders
	• Establish policy specific for the treatment of data gathering, management and sharing	Dir SSA	PS	Minister PS HODs	Minister Relevant stakeholders	Sept 2018	Nov 2018	• Lack of SME • Lack of collaboration • Different ideologies	• Minister and government support • Buy-in from relevant stakeholders
	• Develop protocols for bilateral & multi-lateral agreements	Dir SSA	PS	Minister MoFCA	Minister Relevant Stakeholders	Sept 2018	Nov 2018	• Lack of collaboration • Lack of signed agreements	• Minister and government support
	• Provide the relevant agencies with the necessary resources (staffing, training, systems and funding) to boost their capacity for intelligence gathering	PS Dir SSA CoP HODs	PS	Minister PS HODs SMEs	Minister	Dec 2018	Nov 2019	• Lack of funding • Low priority • Lack of collaboration	• Government support
2. Critically review existing policies and procedures amongst local, regional and international stakeholders towards effective intelligence gathering	• (Research) Source relevant documentation - Treaties & Agreements	Dir INTAF	DPS Policy Research	PS Relevant stakeholders	Minister Relevant stakeholders	June 2018	Aug 2018	• Lack of collaboration • Availability of information	• Buy-in and support from Minister and PS
3. Establish a central data information gathering and processing centre	• Designate a centralized location as the repository for data	Minister Cabinet	PS	Relevant stakeholders HODs HOS	Relevant stakeholders	June 2018	Aug 2018	• No funding • Different ideologies • Lack of collaboration	• Buy-in from Government and agencies
	• Identify and quantify resource needs for operationalisation	SME	PS Minister	PS Minister Relevant stakeholders	Relevant stakeholders	Sept 2018	Feb 2019	• No funding • Different ideologies • Lack of collaboration	• Designated repository location identified and funding available.
	• Establish security protocols for access	SME	PS Minister	PS Minister Relevant stakeholders	Relevant stakeholders	Mar 2019	May 2019	• Lack of SME • Lack of collaboration • Delay in identification of repository	• Buy-in from stakeholders • Early engagement

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 4: Improve the Case Management process and systems (people and systems)									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop standardized internal policies on Case Management among MNS agencies	<ul style="list-style-type: none"> Convene collaborative sessions with relevant (internal and external) stakeholders of MNS to establish remit 	DPS Policy	PS	HoDs	Stakeholders	Jun 2018	July 2018	<ul style="list-style-type: none"> Time, focus, dissonance and commitment 	<ul style="list-style-type: none"> Assign responsibility and ensure commitment to respective deadlines
	<ul style="list-style-type: none"> Research: <ul style="list-style-type: none"> case management statistics comparable systems and processes capability and capacity needs of agencies 	Lead- Joint MNS Divisional Research Team	DPS Policy	DPS(D&PS) HoDs	Stakeholders	Aug 2018	Nov 2018	<ul style="list-style-type: none"> Lack of commitment Data availability Time constraints 	<ul style="list-style-type: none"> Buy-in of all agencies Committed/ assigned resources to collate required data
	<ul style="list-style-type: none"> Draft and review detailed MOA including protocols, policies and standards 	Lead- Joint MNS Divisional Research Team	DPS Policy	DPS(D&PS) HoDs	Stakeholders	Dec 2018	Jan 2019	<ul style="list-style-type: none"> Data availability Availability of key stakeholders 	<ul style="list-style-type: none"> Committed schedule for stakeholder deadlines Completion of comprehensive research report
	<ul style="list-style-type: none"> Conduct gap analysis of internal policies: <ul style="list-style-type: none"> Stakeholder engagement sessions Document review analysis 	SME	DPS Policy	DPS(D&PS) HoDs	PS	Feb 2019	Apr 2019	<ul style="list-style-type: none"> Data availability Availability of key stakeholders 	<ul style="list-style-type: none"> Buy-in of all agencies Committed/ assigned resources to collate required data
	<ul style="list-style-type: none"> Draft and review detailed policies 	SME	DPS Policy	DPS(D&PS) HoDs	Stakeholders	May 2019	May 2019	<ul style="list-style-type: none"> Data availability Availability of key stakeholders 	<ul style="list-style-type: none"> Committed schedule for stakeholder deadlines Completion of comprehensive research report
	<ul style="list-style-type: none"> Create and roll-out implementation plan 	Lead- Joint MNS Divisional Research Team	DPS Policy	DPS (D&PS) HoDs	Stakeholders	Jun 2019	Aug 2019	<ul style="list-style-type: none"> Availability of required resources 	<ul style="list-style-type: none"> Timely procurement of resources

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 5: Strengthen the comprehensive integrated offender and gang identification data base management system									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Critical review of existing systems	• Develop detailed MOI and policy framework	Lead- Joint MNS Divisional (TTPrS, TTPS, GA) Team	DPS (D& PS)	HoDs Stakeholders	PS	June 2018	June 2018	• Data availability • Availability of key stakeholders	• Committed schedule for stakeholder deadlines • Completion of comprehensive research report
	• Conduct gap analysis of existing systems	Lead- Joint MNS Divisional (TTPrS, TTPS, GA) Team	DPS (D& PS)	HoDs Stakeholders	PS	July 2018	Sept 2018	• Availability of key stakeholders	• Commitment of stakeholders
2. Upgrade existing systems	• Develop action plan (based on Gap Analysis)	Lead- Joint MNS Divisional (TTPrS, TTPS, GA) Team	DPS (D& PS)	HoDs Stakeholders	PS	Oct 2018	Dec 2018	• Availability of key resources	• Effective project planning
	• Implement action plan (based on Gap Analysis)	Lead- Joint MNS Divisional (TTPrS, TTPS, GA) Team	DPS (D& PS)	HoDs Stakeholders	PS	Jan 2019	Sept 2019	• Availability of key resources	• Effective project planning

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 6: Operationalise the National Crime Prevention Programme									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop the most appropriate organisation structure	• Conduct needs/ gap analysis	SME HoS	DPS	PS	Minister	Dec2017	Jun 2018	<ul style="list-style-type: none"> • Availability of key resources • Approval for procurement 	<ul style="list-style-type: none"> • Timely approvals • Effective networking/ leveraging of resources
	• Design the structure to meet the established needs	SME HoS	DPS	PS	Minister	Apr 2018	May 2018		
	• Acquire approval for structure	HoS	DPS	PS	Minister	Jun 2018	July 2018		
2. Recruit and select personnel for the organisation structure	• Develop JDs and Job Specs for all positions in approved structure	Dir. HR	DPS	PS	Minister	Oct 2017	Sept 2018	• Lack of rigour in needs analysis	• Rigorous needs analysis
3. Develop policies, procedures and processes for the programme	• Establish joint multi-sectoral teams to improve community engagement for al agencies	DPS	PS	HoDs	Minister	Sep 2017	June 2018	<ul style="list-style-type: none"> • Lack of cooperation • Fear of the unknown 	• Shared vision and inclusion
	• Draft joint community engagement policies and procedures	SME	HoDs	DPS	Stakeholders	Nov 2017	Dec 2017	• Resistance to change	• HoD buy-in and support
	• Communicate across all Stakeholder Agencies both internal and external i.e. public and private	Mgr.Comm./ Sen. Comms Off. NCPD MNS	PS	Div. Comm. Officers HoDs	Media	Jan 2018	Ongoing	<ul style="list-style-type: none"> • Lack of/ poor coordination among Divisions and NCPD (Communication Officers) • Lack of a Communications Strategy 	<ul style="list-style-type: none"> • HoDs commitment • Cooperation/ collaboration among Communications Officers/external stakeholders • Development and implementation of a Communications Strategy

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 6: Operationalise the National Crime Prevention Programme									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
4. Develop innovative crime prevention initiatives through community participation	• Conduct needs assessment for specifically identified community targets for programmes	SME	DPS	HoDs	Targeted Communities	Jun 2018	Jun 2018	• Community buy-in • Top-down approach to communication and coordination • Stakeholder support	• Effective public relations and marketing • A participatory approach to communication
	• Develop detailed initiatives and action plan	SME	HoDs	DPS	Minister	July 2018	Aug 2018	• Time constraints	• Structured scheduling and project planning
	• Communicate across Ministries and with the public stakeholders in the identified communities	Mgr Comm./ Sen. Comms Off.	PS	Div. Comm. Officers HoDs	Media	Sept 2017	Ongoing	• Lack of/ Poor coordination among Divisions/ Ministries (Communication Officers)	• HoDs Commitment • Cooperation/ collaboration among Communications Officers
	• Roll-out joint initiatives (at least quarterly)	HoDs Ministries	DPS	Stakeholders	PS	Sept 2018	Ongoing	• Resistance to change • Disorganised projects	• HoD buy-in and support • Effective project management
	• Monitor and evaluate efficacy of initiatives	Dir. M & E	DPS	HoDs	PS	Dec 2018	Ongoing	• Delayed and inaccurate reporting	• Rigorous and continuous reporting

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 7: Improve/ Strengthen Juvenile and Youth Development Programmes									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Improve the efficacy of current Juvenile and Youth Development programmes	• Conduct an assessment on current programme/s impact	Lead- Joint MNS Team (GA, Probation, TTPS, TTPrS, TTDF)	PS	Relevant Stakeholders	Relevant Stakeholders	June 2018	Sept 2018	• Access to key information • Lack of collaboration	• Timely communication of schedules • Early stakeholder input and participation
	• Develop programmes to increase impact	Lead- Joint MNS Team (GA, Probation, TTPS, TTPrS, TTDF)	PS	Relevant Stakeholders	Relevant Stakeholders	Oct 2018	Nov 2018	• Lack of collaboration • Limited resources	• Executive buy-in and commitment • Effective planning • Networking
	• Roll-out new/revised programmes	HoDs	DPS	PS	Relevant Stakeholders	Dec 2018	Ongoing	• Funding • No prioritisation	• Timely access to funding • Adequate funding • Prioritisation in one-year Action Plan

SI 1: Crime Prevention and Reduction									
Strategic Objective 8: Improve the Infrastructural development of the Trinidad and Tobago Forensic Science Centre (TTFSC)									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Relocate the Forensic Science Centre to a location which improves its accessibility, capacity and capability	• Identify and secure location	DPS	PS Minister	Other stakeholders	Other stakeholders	June 2018	Nov 2018	<ul style="list-style-type: none"> Location may have legal encumbrances Lack of funding Agreement on location Not government agenda Vulnerability of centralisation 	<ul style="list-style-type: none"> On Government agenda Identification of various options for locations Cabinet approval Ensure IT considers offsite storage of data (disaster recovery)
	• Design of infrastructure	SME	DPS PS Minister	HoDs and HoS Relevant stakeholders	Other stakeholders	Dec 2018	Mar 2019	<ul style="list-style-type: none"> Delay in identifying and securing location Lack of SME Lack of structured project planning 	<ul style="list-style-type: none"> On Government fiscal agenda Structured project plan
	• Procure Contractor	SME	DPS	HoDs and HoS Relevant stakeholders	Other stakeholders	Apr 2019	Sept 2019	<ul style="list-style-type: none"> Delay in identifying and securing location Lack of SME Lack of structured project planning 	<ul style="list-style-type: none"> On Government fiscal agenda Structured project plan
2. Refurbish the Forensic Science Centre to improve its capacity and capability	• Development of Refurbishment plan	Project Team Lead	DPS Policy Dir TTFSC	HoDs and HoS Relevant stakeholders	Other stakeholders	Jun 2018	Aug 2018	<ul style="list-style-type: none"> Delay in identifying and securing location Lack of SME Lack of structured project planning 	<ul style="list-style-type: none"> On Government fiscal agenda Structured project plan
	• Implementation of Refurbishment Plan	Project Team Lead	DPS Policy Dir TTFSC	HoDs and HoS Relevant stakeholders	Other stakeholders	Oct 2018	Sep 2019	<ul style="list-style-type: none"> Lack of funding Delay in construction Availability of equipment etc. Delay in procurement process 	<ul style="list-style-type: none"> Secured funding Engaged tendering process commencing early Ensure relevant and timely stakeholder consultation Ensure contractor consequence management

SI 1: Crime Prevention and Reduction									
Strategic Objective 9: Build capacity in key MNS Divisions/Units									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Improve the efficacy of the following key agencies which have a direct impact on crime prevention and reduction: <ul style="list-style-type: none"> Immigration Division CTU AML/CFT CSIRT TTPS-Cyber crime unit 	<ul style="list-style-type: none"> Conduct a Manpower Audit and Resource Audit to determine strengths and weaknesses for resource development/ allocation 	Lead- Joint MNS Divisional Team	PS	HoDs	Relevant Stakeholders	Jun 2018	Dec 2018	<ul style="list-style-type: none"> State of the economy Other competing projects (shifting priorities) Timeline for Implementation Public Service Commission (slow recruitment process) Sourcing specialized training abroad 	<ul style="list-style-type: none"> Prioritization of Audits/Initiative Communication of increased risk and vulnerability if issues are not addressed
	<ul style="list-style-type: none"> Develop Action Plan based on Audit 	Lead- Joint MNS Divisional Team	PS	HoDs	Relevant Stakeholders	Jan 2019	Mar 2019	<ul style="list-style-type: none"> State of the economy Other competing projects (shifting priorities) Timeline for Implementation Public Service Commission (slow recruitment process) Sourcing specialized training abroad 	<ul style="list-style-type: none"> Prioritization of Audits/Initiative Communication of increased risk and vulnerability if issues are not addressed
	<ul style="list-style-type: none"> Implement Action Plan 	Lead- Joint MNS Divisional Team	PS	HoDs	Relevant Stakeholders	Apr 2019	Sep 2019	<ul style="list-style-type: none"> State of the economy Other competing projects (shifting priorities) Timeline for Implementation Public Service Commission (slow recruitment process) Sourcing specialized training abroad 	<ul style="list-style-type: none"> Prioritization of Audits/Initiative Communication of increased risk and vulnerability if issues are not addressed

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 10: Improve the efficacy of rehabilitation and reform/restorative initiatives									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Implement Electronic Monitoring	• Procure Electronic Monitoring system	EMU Manager	PS	Relevant stakeholders	Minister Key stakeholders	Feb 2018	July 2018	<ul style="list-style-type: none"> Lack of implementation and use of EM device and other equipment Lack of collaboration with relevant stakeholders Legal challenges 	<ul style="list-style-type: none"> Legislative support Procurement of devices & equipment and other support
	• Develop policy and seek Cabinet approval for electronic monitoring	Dir Legal	PS	Relevant stakeholders	Minister Key stakeholders	Dec 2017	June 2018	<ul style="list-style-type: none"> Lack of implementation and use of EM device and other equipment Lack of collaboration with relevant stakeholders Legal challenges 	<ul style="list-style-type: none"> Legislative support Procurement of devices & equipment and other support
	• Develop EM Implementation Plan	EMU Manager	DPS(D & PS)	PS Relevant stakeholders	Minister Key stakeholders	Aug 2018	Sept 2018	<ul style="list-style-type: none"> Lack of implementation and use of EM device and other equipment Lack of collaboration with relevant stakeholders Legal challenges 	<ul style="list-style-type: none"> Legislative support Procurement of devices & equipment and other support
	• Implement EM Plan	EMU Manager	DPS(D & PS)	PS Relevant stakeholders	Minister Key stakeholders	Nov 2018	Dec 2018	<ul style="list-style-type: none"> Lack of implementation and use of EM device and other equipment Lack of collaboration with relevant stakeholders Legal challenges 	<ul style="list-style-type: none"> Legislative support Procurement of devices & equipment and other support
2. Implement key Penal Transformation Task Force recommendations	• Review and Prioritise short-medium term Penal Transformation projects that support crime prevention and reduction	Director Penal Transformation Unit	DPS(D & PS)	CoPr Chief Probation Officer TTPS	PS	Jun 2018	Sept 2018	<ul style="list-style-type: none"> Inaccurate identification/ justification of priority projects 	<ul style="list-style-type: none"> Collaboration and consensus on priority projects Increased Buy-in to the Restorative and Rehabilitation thrust and philosophy
	• Develop Penal Transformation Action Plan	Director Penal Transformation Unit	DPS(D & PS)	CoPr Chief Probation Officer TTPS	PS	Oct 2018	Dec 2018	<ul style="list-style-type: none"> Inaccurate identification/ justification of priority projects 	<ul style="list-style-type: none"> Collaboration and consensus on priority projects
	• Implement Action Plan	Director Penal Transformation Unit	DPS(D & PS)	CoPr Chief Probation Officer TTPS	PS	Jan 2019	June 2019	<ul style="list-style-type: none"> Inaccurate identification/ justification of priority projects 	<ul style="list-style-type: none"> Collaboration and consensus on priority projects

STRATEGIC IMPERATIVE 1: Crime Prevention and Reduction									
Strategic Objective 10: Improve the efficacy of rehabilitation and reform/restorative initiatives									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
3. Develop a Policy on Prison Management that will address the overall Correctional System	Undertake a Comprehensive review of the offender intake systems of the TTPrS, for both remanded and Convicted inmates.	DCoPr	CoP (TTPrS)	DPS(D & PS) PRTU	PS	July 2017	Apr 2018	<ul style="list-style-type: none"> Buy-in from Stakeholders 	<ul style="list-style-type: none"> Implement a Communications Strategy
	Recruit train and deploy appropriate staff including Infirmary Officers, Welfare Officers, and LSCMI Officers to the dedicated Intake Assessment Facility (Reception).	DCoPr	CoP (TTPrS)	DPS(D & PS) PRTU	PS	Apr 2018	Mar 2019	<ul style="list-style-type: none"> Limited Financial and other resources Current infrastructural constraints 	<ul style="list-style-type: none"> Implement project for the improvement of required facility Buy-in from Government Agencies
	Review the Programmes delivery method in keeping with results of the Assessment	Programmes Dept (TTPrS)	CoP (TTPrS)	DPS(D & PS) PRTU	PS	Jun 2018	May 2019	<ul style="list-style-type: none"> Limited Financial and other resources 	<ul style="list-style-type: none"> Buy-in from Government Agencies
	Implement an Offender Management System.	Programmes Dept (TTPrS)	CoP (TTPrS)	DPS(D & PS) PRTU	PS	Apr 2018	Ongoing	<ul style="list-style-type: none"> Limited Financial and other resources Lack of collaboration 	<ul style="list-style-type: none"> Buy-in from Government Agencies
	Improve collaboration between external agencies and TTPrS intelligence Unit	Programmes Dept (TTPrS)	CoP (TTPrS)	DPS(D & PS) PRTU	PS	Nov 2017	Sept 2019	<ul style="list-style-type: none"> Limited Financial and other resources 	<ul style="list-style-type: none"> Buy-in from Government Agencies

STRATEGIC IMPERATIVE 2: Stakeholder Partnership and Collaboration									
Strategic Objective 1: Improve External Stakeholder Management									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop and implement Stakeholder Management Strategy	• Conduct comprehensive stakeholder analysis	Lead- Joint MNS Divisional Team	DPS HR	HoDs Relevant Stakeholders	PS	Jun 2018	Sept 2018	<ul style="list-style-type: none"> Lack of stakeholder involvement Lack of financial allocation Change of Government priority/ lack of buy-in from Cabinet 	<ul style="list-style-type: none"> Continued engagement, encouragement and positive feedback
	• Develop Stakeholder Management Strategy	Lead- Joint MNS Divisional Team	DPS HR	HoDs Relevant Stakeholders	PS	Oct 2018	Dec 2018	<ul style="list-style-type: none"> Lack of stakeholder involvement Lack of financial allocation 	Continued engagement, encouragement and positive feedback
	• Implement strategy	Lead- Joint MNS Divisional Team	DPS HR	HoDs Relevant Stakeholders	PS	Jan 2019	Jun 2019	<ul style="list-style-type: none"> Lack of human resource and technical competence to properly evaluate Lack of financial allocation 	<ul style="list-style-type: none"> Hiring a consultant to monitor and evaluate the strategies identified by the stakeholders

STRATEGIC IMPERATIVE 2: Stakeholder Partnership and Collaboration									
Strategic Objective 2: Improve Internal Stakeholder Management									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop an Employee Relationship Management (ERM) strategy	<ul style="list-style-type: none"> Conduct an Employee Satisfaction survey on phased basis 	Dir HR (one selected from among the team of HR Dirs)	DPS HR	HoDs	PS	June 2018	May 2019	<ul style="list-style-type: none"> Lack of Executive Buy-in Lack of staff participation 	<ul style="list-style-type: none"> Early engagement with Executives and Staff to get buy-in
	<ul style="list-style-type: none"> Develop Action Plan from Employee Satisfaction Survey 	Dir HR (one selected from among the team of HR Dirs)	DPS HR	HoDs	PS	Jun 2019	Aug 2019	<ul style="list-style-type: none"> Inaccurate and/or inadequate Survey report 	<ul style="list-style-type: none"> Ensure the Survey Design and Report are rigorous and comprehensive
	<ul style="list-style-type: none"> Implement Action Plan that includes but is not limited to: <ul style="list-style-type: none"> HR Help Desk/Electronic Feedback to Staff Questions/Concerns Web portal to view employee personnel information (IHRIS) such as sick days, casual days, vacation days, appraisal status, increments and pre-retirement 	Dir HR (in each particular unit using a peer assessment framework)	DPS HR	HoDs	HOD EM	Sept 2019	June 2020	<ul style="list-style-type: none"> Lack of financial/ human resources 	<ul style="list-style-type: none"> Hire an HR Consultant Engage Public Management Consultative Division

STRATEGIC IMPERATIVE 2: Stakeholder Partnership and Collaboration									
Strategic Objective 3: Review and strengthen channels of communication to ensure appropriate information dissemination and feedback									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop and implement a communications policy	• Establish a cross-divisional team and determine operating guidelines	DPS Policy	PS	HoDs	Relevant Stakeholders	June 2018	June 2018	• Resource (human) constraints	• Assign responsibility and commit to deadline
	• Conduct a comprehensive gap analysis and present recommendations for approval	Lead- Joint MNS Divisional Team	DPS Policy	HoDs	PS	June 2018	Aug 2018	• Resource (human) constraints	
	• Draft policy	Lead- Joint MNS Divisional Team	DPS Policy	HoDs	PS	Sept 2018	Nov 2018	• Resource (human) constraints	
	• Seek approval for the communications policy	Lead- Joint MNS Divisional Team	DPS Policy	HoDs	PS	Dec 2018	Dec 2018	• Resource (human) constraints • Delayed decision-making	
	• Implement policy	Lead- Joint MNS Divisional Team	DPS Policy	HoDs	PS	Jan 2019	Feb 2019	• Resource (human) constraints	
2. Develop and implement communications strategy within MNS	• Review the present communication strategy and mechanisms within MNS	Lead- Joint MNS Divisional Team	DPS Policy	HoDs	PS	Jan 2019	Mar 2019	• Resource (human) constraints • Buy-in from staff • Resource continuity	• Assign responsibility and commit to deadline
	• Develop and prioritize strategy to be implemented	Lead- Joint MNS Divisional Team	DPS Policy	HoDs	PS	Apr 2019	May 2019	• Resource (human) constraints • Buy-in from staff • Resource continuity	
	• Implement communication strategy across MNS Divisions (e.g: New Communication Mechanism) <ul style="list-style-type: none"> ○ Create Social Media Team ○ Set up a system to collect information ○ Establish goals, guidelines and direction ○ Determine target audience and appropriate message ○ Review and approve content 	Lead- Joint MNS Divisional Team	DPS Policy	HoDs	PS	Jun 2019	Aug 2019	• Resource (human) constraints • Buy-in from staff • Resource continuity	• Hire a consultant to set up, advise and implement

STRATEGIC IMPERATIVE 3 - Governance									
Strategic Objective 1: Strengthen the leadership capacity to lead and manage major change within the MNS									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop and implement a customised leadership development programme	• Conduct an MNS leadership development needs assessment	Dir HR	DPS HR	PS	HoDs HoS	Jun 2018	Aug 2018	<ul style="list-style-type: none"> Lack of Executive buy-in Lack of rigour in needs assessment Lack of financial resources to conduct training 	<ul style="list-style-type: none"> Executive Champion Structured and detailed needs assessment Persuasive lobbying for resources
	• Engage consultant (source provider)	DPS HR	PS	Dir HR	HoDs HoS	Sept 2018	Oct 2018		
	• Conduct training/ development sessions (covering areas that include with change management, integrity, accountability, emotional intelligence)	Consultant/ SME	Dir HR	HR Officers	HoDs HoS	Nov 2018	Apr 2019		
	• Monitor and evaluate progress in line with standards and core values	Dir HR	DPS HR	PS	HoDs HoS	May 2019	Ongoing		
2. Facilitate re-orientation programme for members of the Executive	• Review /Revise Orientation briefs for all departments	DPS	PS	HoDs HoS	Minister	Jun 2018	July 2018	• Lack of Executive buy-in	• Executive Champion
	• Develop and implement re-orientation programme for all MNS leaders	Dir HR	DPS HR	HoDs HoS	PS	June 2018	Aug 2018		
3. Facilitate increased information sharing among the leadership	• Develop schedule and agenda for monthly leadership meetings that increase collaboration	DPS	PS	Min	HoDs HoS	Jan 2018	Jan 2018	• Lack of Executive buy-in	• Executive Champion

STRATEGIC IMPERATIVE 3 - Governance									
Strategic Objective 2: Review and Improve Strategic Performance Management across the MNS									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Collaboratively develop strategic performance targets for all Divisions and at the Ministry level (whole of Ministry)	• Develop standing HoD and HoS forum to establish and monitor targets	DPS HR	PS	HoDs HoS	Minister	Jun 2018	July 2018	• Lack of Executive buy-in	• Executive buy-in
	• Develop common approaches to performance target setting across the Ministry	DPS HR	PS	HoDs HoS	Minister	Aug 2018	Oct 2018		
	• Develop standards & targets document	HoDs HoS	DPS HR	PS	Minister	Nov 2018	Jan 2019		
2. Develop the organisation structure for an M&E Unit for the MNS	• Conduct awareness campaign throughout the MNS	M&E Coor Dir M&E	Dir M&E	HoDs	PS	Jun 2018	Aug 2018	• Resource (human, financial) constraints • Buy-in from staff	• Designate an Executive Champion
	• Conduct needs analysis	M&E Coor	Dir M&E	HoDs	PS	Sept 2018	Oct 2018	• Resource (human, financial) constraints • Buy-in from staff	
	• Develop draft Note for comments by PMCD (includes workflows, process maps, roles and responsibilities etc.)	Dir HR	DPS HR	Dir M&E PMCD	PS	Nov 2018	Jan 2019	• Resource (human, financial) constraints • PMCD's Timeline	
	• Seek Cabinet approval for the M&E Structure	Dir HR	DPS HR	Dir M&E PMCD	PS	Feb 2019	Feb 2019	• Resource (human, financial) constraints • PMCD's and Cabinet's timelines	
3. Recruit and select appropriate staff for the unit	• Advertise positions	Dir HR	DPS HR	Mgr. Comms	PS	Apr 2019	May 2019	• Resource (financial) constraints	• Executive Champion
	• Interview and select candidates	Dir HR	DPS HR	Dir M&E	PS	Jun 2019	Sept 2019	• Selected candidates may no longer be available	• Commit to deadline

STRATEGIC IMPERATIVE 3 - Governance									
Strategic Objective 2: Review and Improve Strategic Performance Management across the MNS									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
4. Develop a 'whole of ministry' collaborative M&E mechanism	• Identification of key stakeholder representatives in each Division	Dir M&E	DPS HR	HoDs	PS	Jun 2018	Jun 2018	<ul style="list-style-type: none"> Resource (human) constraints Buy-in from staff Resource continuity 	• HoDs' commitment and support
	• Develop (common) operating guidelines/ standard reporting systems and structures for M&E across Divisions	Dir M&E	DPS HR	HoDs	PS	July 2018	July 2018	<ul style="list-style-type: none"> Resource (human) constraints Buy-in from staff Resource continuity 	
5. Develop and implement M&E Framework	• Conduct meetings	M&E Coor	Dir M&E	HoDs	PS	Aug 2018	Oct 2018	<ul style="list-style-type: none"> Resource (human) constraints Buy-in from staff 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline Ensure early and complete PS buy-in and aggressive follow-up
	• Produce framework	M&E Coor M&E Team	Dir M&E	HoDs	PS	Nov 2018	Dec 2018	<ul style="list-style-type: none"> Resource (human) constraints Delayed decision-making (for final approval) 	
	• Implement Framework including reporting and review mechanism	M&E Coor	Dir M&E HoDs	Divisions PMU Research	PS	Jan 2019	Ongoing	<ul style="list-style-type: none"> Resource (human) constraints Resource continuity Resistance to change 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline HoD buy-in

STRATEGIC IMPERATIVE 3 - Governance									
Strategic Objective 3: Improve advocacy efforts re Legislative change									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Review the legislative landscape as it relates to safety and security	<ul style="list-style-type: none"> Conduct gap analysis and present recommendations for approval 	Lead- Joint MNS Divisional Legal Team	PS	Relevant Depts/ Divisions/ Agencies	Minister HoDs	Jun 2018	Aug 2018	<ul style="list-style-type: none"> Resource (human) constraints 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline
	<ul style="list-style-type: none"> Develop an innovative approach to accessing specialist legal resources (develop and leverage on partnerships, MOAs) 	Lead- Joint MNS Divisional Legal Team	PS	Relevant Depts/ Divisions/ Agencies	Minister HoDs	Jun 2018	July 2018	<ul style="list-style-type: none"> Resource (human) constraints 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline
	<ul style="list-style-type: none"> Develop policy document to treat with specific issue (from gaps) 	Lead- Joint MNS Divisional Legal Team	PS	Relevant Depts/ Divisions/ Agencies	Minister HoDs	Sept 2018	Dec 2018	<ul style="list-style-type: none"> Resource (human) constraints 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline
	<ul style="list-style-type: none"> Seek approval to be placed on legislative agenda (including Cabinet approval) 	DPS Policy	PS (Accounting Officer) Minister	Relevant Depts/ Divisions	AG's Office	Jan 2019	Mar 2019	<ul style="list-style-type: none"> Resource (human) constraints Delayed decision-making 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline

STRATEGIC IMPERATIVE 3 - Governance									
Strategic Objective 4: Review and reengineer existing policies									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Review policies and present recommendations	<ul style="list-style-type: none"> Establish policy review team and determine operating guidelines 	DPS Policy	PS	HoDs HoS	Minister	Jun 2018	Jun 2018	<ul style="list-style-type: none"> Resource (human) constraints Resource continuity 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline
	<ul style="list-style-type: none"> Identify Gaps Conduct analysis in keeping with the objectives of the organisation Present recommendations for approval 	Lead- Joint MNS Divisional Team	DPS Policy	HoDs HoS	PS/ Minister	July 2018	Oct 2018	<ul style="list-style-type: none"> Resource (human) constraints Resource continuity 	
	<ul style="list-style-type: none"> Draft and seek approval for policy 	DPS Policy	PS	HoDs HoS	Minister	Nov 2018	Mar 2019		
	<ul style="list-style-type: none"> Roll-out revised policy 	HoDs HoS	DPS Policy	Relevant Dept.	PS	April 2019	June 2019	<ul style="list-style-type: none"> Resource (human) constraints Buy-in from staff Resource continuity 	

STRATEGIC IMPERATIVE 3 - Governance									
Strategic Objective 5: Review and revise organisational and functional structures (at the GA level and across the MNS) to maximize efficiency (leveraging on areas of functional alignment)									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. (Critical) Review of Existing Structure	<ul style="list-style-type: none"> Establish cross-functional team 	DPS HR	PS HR	HoDs	PS	Jun 2018	Jun 2018	<ul style="list-style-type: none"> Resource (human) constraints Resource continuity 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline
	<ul style="list-style-type: none"> Conduct needs analysis and identify gaps: <ul style="list-style-type: none"> Review the efficacy and relevance of Divisional organisational structures 	DPS HR	PS HR	HoDs	PS	July 2018	Oct 2018	<ul style="list-style-type: none"> Resource (human) constraints Buy-in from staff Resource continuity 	
2. Develop and implement new organisational structures	<ul style="list-style-type: none"> Draft proposed structure for PMCD approval 	Team Lead	DPS Admin	Dir M&E	PSs	Nov 2018	Dec 2018	<ul style="list-style-type: none"> Resource (human) constraints Resource continuity 	<ul style="list-style-type: none"> Assign responsibility and commit to deadline
	<ul style="list-style-type: none"> Validate and approve new structure 	DPS Admin PMCD	PS HR	HoDs HoS	Minister	Jan 2019	Jun 2019	<ul style="list-style-type: none"> Resource (human) constraints Delayed decision-making 	
	<ul style="list-style-type: none"> Roll-out and implement 	HoDs	DPS Admin	DPS HR	PSs	Jul 2019	Dec 2019	<ul style="list-style-type: none"> Resource (human) constraints Buy-in from staff Resource continuity 	

STRATEGIC IMPERATIVE 4 - Capacity and Capability Resourcing and Optimisation									
Strategic Objective 1: Improve ICT across the MNS									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop a whole of Ministry ICT Action plan	• Establish ICT Audit Project Team and project scope	DPS HR	PS	HoDs HoS	Minister	Jun 2018	June 2018	• Continuity	• Minister/ Cabinet appointed committee with a stipend
	• Conduct assessment	Lead- Joint MNS Divisional ICT Team	DPS HR	HoDs HoS	PS	July 2018	Nov 2018	• Delays caused by office priorities at Divisions	• Ministry mandate
	• Review recommendations & develop ICT Action Plan	Lead- Joint MNS Divisional ICT Team	DPS HR	PS	Minister	Dec 2018	Mar 2019	• Delayed decision-making	• Leadership commitment
	• Implement recommendations	Lead- Joint MNS Divisional ICT Team	HoDs HoS	DPS HR	PS/ Minister	Apr 2019	Mar 2020	• Delayed decision-making	• Leadership commitment
2. Develop and adopt an MNS ICT Security policy	• Assess the ICT security gaps across the MNS	Lead- Joint MNS Divisional ICT Team	HoDs HoS	DPS HR	PS/ Minister	Jun 2018	Aug 2018	• Lack of champions and execution champions within the Divisions	• Develop structured ICT departments in each Division
	• Finalize, adopt & roll-out the ICT Information Security Policy	Lead- Joint MNS Divisional ICT Team	HoDs HoS	DPS HR	PS/Minister	Sept 2018	Dec 2018	• Lack of champions and execution champions within the Divisions	• Develop structured ICT departments in each Division
3. Strengthen ICT competency across the MNS	• Develop ICT competency development plan based on ICT Audit	Lead- Joint MNS Divisional ICT Team	HoDs HoS	DPS HR	PS/ Minister	Oct 2017	Aug 2018	• Delayed decision-making	• Executive buy-in
	• Implement plan recommendations	Lead- Joint MNS Divisional ICT Team	HoDs HoS	DPS HR	PS/Minister	Sep 2018	Dec 2018	• Delays due to competing priorities	• Leadership commitment

STRATEGIC IMPERATIVE 4 - Capacity and Capability Resourcing and Optimisation									
Strategic Objective 2: Identify and implement a common inter-agency communications platform									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Implement a unified communications solution for the Ministry	• Assess existing communications systems	Lead- Joint MNS Divisional ICT-Comm Team	DPS HR	HoDs HoS	PS/Minister	July 2018	Sep 2018	• Divisional buy-in • Delays due to competing priorities	• Leadership commitment
	• Develop Action plan for integration	Lead- Joint MNS Divisional ICT-Comm Team	DPS HR	HoDs HoS	PS/Minister	Oct 2018	Dec 2018	• Divisional buy-in • Delays due to competing priorities	• Leadership commitment
	• Execute Action Plan including change management activities	Lead- Joint MNS Divisional ICT-Comm Team	DPS HR	HoDs HoS	PS/Minister	Jan 2019	Dec 2019	• Divisional buy-in	• Executive buy-in • Leadership commitment
2. Implement Document Management System	• Review existing DMS	Records Manager	Comptroller, Admin Services	ICTU	PS	Jun 2018	Aug 2018		
	• Develop Implementation Plan based on review	Records Manager	Comptroller, Admin Services	ICTU	PS	Sept 2018	Oct 2018	• Divisional buy-in	• Sensitization of Divisional Staff
	• Implement Plan • Recruit Critical Staff	Records Manager	Comptroller, Admin Services	ICTU	PS	Nov 2018	Mar 2019	• Funding	• Budget

STRATEGIC IMPERATIVE 4 - Capacity and Capability Resourcing and Optimisation									
Strategic Objective 3: Review and improve human resource planning and development									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Institutionalize an orientation and induction system	• Establish a committee	DPS HR	PS	HoDs HoS	Minister	Jun 2018	Jun 2018	• Delays caused by office priorities at Divisions	• DV buy-in to allow time off from regular workload
	• Design and develop programmes	Lead- Joint MNS Divisional HR Team	DPS HR	HoDs HoS	PS	July 2018	Sept 2018	• Priorities with work schedules	• Leadership commitment
	• Implement system	Dirs HR	DPS HR	HoDs HoS	PS	Oct 2018	Dec 2018	• Delays due to competing priorities	• Leadership commitment
2. Implement a succession planning mechanism	• Establish a committee to develop a Succession Planning Framework	DPS HR	PS	HoDs HoS	PS	Jun 2018	Jun 2018	• Committed staff	• Time off for project
	• Develop a Succession Planning Framework	Lead- Joint MNS Divisional HR Team	DPS HR	HoDs HoS	PS	July 2018	Dec 2018	• Committed staff	• Time off for project

STRATEGIC IMPERATIVE 4 - Capacity and Capability Resourcing and Optimisation									
Strategic Objective 4: Improve staff Motivation and Morale									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Implement an MNS “whole of Ministry” staff motivation strategy	<ul style="list-style-type: none"> Establish a committee to develop an MNS “whole of Ministry” staff motivation strategy 	DPS HR	PS	HoDs HoS	PS	Jun 2018	Jun 2018	<ul style="list-style-type: none"> Committed staff 	<ul style="list-style-type: none"> Time off for project
	<ul style="list-style-type: none"> Develop motivation strategy based on the results of the ERM survey 	Lead- Joint MNS Divisional HR Team	DPS HR	HoDs HoS	PS	July 2018	Oct 2018	<ul style="list-style-type: none"> Committed staff 	<ul style="list-style-type: none"> Time off for project
	<ul style="list-style-type: none"> Implement the motivation strategy 	Dirs HR	DPS HR	HoDs HoS	PS	Nov 2018	Dec 2019	<ul style="list-style-type: none"> Committed staff 	<ul style="list-style-type: none"> Time off for project
Strategic Objective 5: Ensure efficient programme and project management systems									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Operationalise the Project Management Dashboard	<ul style="list-style-type: none"> Establish project management governance structure, policies and standards 	Programme Manager	DPS Policy	Dir M & E	PS/Minister	Jun 2018	July 2018	<ul style="list-style-type: none"> Delays due to competing priorities 	<ul style="list-style-type: none"> Divisional buy-in
	<ul style="list-style-type: none"> Rollout new project management systems 	Programme Manager	DPS Policy	Dir M & E	PS/Minister	Aug 2018	Oct 2018	<ul style="list-style-type: none"> Delays due to competing priorities Staffing challenges 	<ul style="list-style-type: none"> Leadership commitment

STRATEGIC IMPERATIVE 4 - Capacity and Capability Resourcing and Optimisation									
Strategic Objective 6: Ensure efficient budgeting and procurement systems									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Implement an integrated whole of Ministry procurement system in keeping with Procurement Legislation	<ul style="list-style-type: none"> Develop a centralized/ joint purchasing/ procurement model/ framework (category management) consistent with MNS needs <ul style="list-style-type: none"> Develop work flow process Customize Handbook 	O/C Procurement	Comptroller, Admin Services	Divisional ICT	PS/Minister	October 2017	May 2018	<ul style="list-style-type: none"> Delays due to competing priorities 	<ul style="list-style-type: none"> Ministry mandate
	<ul style="list-style-type: none"> Implement new Model Relocate Unit Recruit Staff 	Procurement U O/C Procurement	Comptroller, Admin Services	Divisional ICT	PS/Minister	Jun 2018	Ongoing	<ul style="list-style-type: none"> Delays in implementing national oversight body/office Delays due to competing priorities 	<ul style="list-style-type: none"> GORTT Priority Ministry mandate Leadership commitment
Strategic Objective 7: Develop Performance Management Competency across the MNS									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Review and operationalise the MNS individual performance appraisal system	<ul style="list-style-type: none"> Develop/revise individual performance metrics across the MNS 	HoDs/HoS	DPS HR	Dirs HR	PS	Jun 2018	Aug 2018		
	<ul style="list-style-type: none"> Implement new performance management system metrics 	HoDs/HoS	DPS HR	PS	Directors of HR	Sept 2018	May 2019	<ul style="list-style-type: none"> Lack of final amendments Lack of resources for training/ coaching 	<ul style="list-style-type: none"> Funding availability of SME to provide training/ coaching
	<ul style="list-style-type: none"> Monitor & evaluate implemented performance management system 	Directors of HR	HoDs/HoS	DPS HR	PS	Jun 2019	On-Going	<ul style="list-style-type: none"> Lack of implemented performance system Limited capacity to M&E 	<ul style="list-style-type: none"> Available resources to M&E Timely implementation of performance management

STRATEGIC IMPERATIVE 4 - Capacity and Capability Resourcing and Optimisation									
Strategic Objective 8: Facilitate cross-functional team development and collaboration									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Institutionalize a / job rotation model for the benefit of the wider Ministry of National Security to maximize the use of resources/ skillsets throughout the MNS	<ul style="list-style-type: none"> Establish a review committee 	DPS HR	PS	HoDs HoS	Relevant stakeholders	Jun 2018	Jun 2018	<ul style="list-style-type: none"> Lack of collaboration 	<ul style="list-style-type: none"> Executive buy-in
	<ul style="list-style-type: none"> Develop and approve Job Rotation policy 	Lead- Joint MNS Divisional HR Team -	DPS HR	HoDs HoS	Relevant stakeholders	July 2018	Sept 2018	<ul style="list-style-type: none"> Lack of SMEs Delay in assessment 	<ul style="list-style-type: none"> Adherence to timely delivery of prior activities
	<ul style="list-style-type: none"> Conduct assessment and identify the skills gaps 	Lead- Joint MNS Divisional HR Team -	DPS HR	HoDs HoS	Relevant stakeholders	July 2018	Dec 2018	<ul style="list-style-type: none"> Lack cooperation, readily available information 	<ul style="list-style-type: none"> Buy in from HODS, etc. Information readily available
	<ul style="list-style-type: none"> Develop and roll-out Job Rotation Plan 	Lead- Joint MNS Divisional HR Team -	DPS HR	HoDs HoS	Relevant stakeholders	Jan 2019	Sept 2019		

STRATEGIC IMPERATIVE 5 - Hazard Resilience									
Strategic Objective 1: Update disaster policy and legislative framework for DRM									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Develop National DRM Policy and Implementation Plan	<ul style="list-style-type: none"> Conduct Desk Research Prepare Project Plan & Cabinet Note 	ODPM	DPS HR	Legal / other relevant stakeholders	PS All Stakeholders/ Divisions	Jun 2018	Sept 2018	<ul style="list-style-type: none"> Lack of Human Resources Lack of leadership commitment 	<ul style="list-style-type: none"> Engage staff on 3 year contract
	<ul style="list-style-type: none"> Obtain Cabinet Approval to Initiate project 	DPS HR	PS	Legal/ other relevant stakeholders	All Stakeholders/ Divisions	Oct 2018	Oct 2018	<ul style="list-style-type: none"> Lack of Finance Protracted Administrative delays 	<ul style="list-style-type: none"> Ensure it is listed on the PSIP
	<ul style="list-style-type: none"> Contract Consultant 	DPS HR	PS	Legal/ other relevant stakeholders	All Stakeholders/ Divisions	Nov 2018	Jan 2019	<ul style="list-style-type: none"> Lack of Finance Protracted administrative delays (TOR, procurement, legal, approvals) 	<ul style="list-style-type: none"> Robust TOR Funds committed
	<ul style="list-style-type: none"> Draft Policy and Implementation Plan 	Consultant	ODPM	All Stakeholders/ Divisions	All Stakeholders/ Divisions	Feb 2019	Jul 2019	<ul style="list-style-type: none"> Stakeholder resistance Force majeure Inadequate communication 	<ul style="list-style-type: none"> Meaningful consultation Ensure proper communication
	<ul style="list-style-type: none"> Obtain Cabinet Approval for DRM Policy 	DPS HR	PS	Legal/ other relevant stakeholders	All Stakeholders/ Divisions	Aug 2019	Sep 2019	<ul style="list-style-type: none"> No Cabinet Approval Administrative Delays 	<ul style="list-style-type: none"> Due diligence be taken in the preparation of policy
2. Develop Legislative Framework for DRM	<ul style="list-style-type: none"> Engage Chief Parliamentary Counsel to develop legislation to accommodate DRM 	Dir. Legal	PS	Other relevant stakeholders	Minister/ All Stakeholders/ Divisions	Oct 2019	To continue into next Op. Phase	<ul style="list-style-type: none"> Political Will Administrative Delays Insufficient human resources Not deemed as priority 	<ul style="list-style-type: none"> Advocacy to ensure it is high on agenda Foster a risk based culture
3. Realign Divisional Policies to include DRM	<ul style="list-style-type: none"> Review Divisional Policies to incorporate the strategic DRM policy 	HoDs HoS	PS	All relevant Stakeholders	All Stakeholders	Oct 2019	Dec 2019	<ul style="list-style-type: none"> Lack of buy-in from All Stakeholder / Divisions Not viewed as a priority 	<ul style="list-style-type: none"> Institutionalize the process of CDM

STRATEGIC IMPERATIVE 5 - Hazard Resilience									
Strategic Objective 1: Update disaster policy and legislative framework for DRM									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
4. Establish Public-Private Sector Partnership (PPSP) Framework to support the institutionalization and delivery of DRR practices at all levels	• Prepare Note to Cabinet	ODPM	DPS HR	All Stakeholders/ Divisions	All Stakeholders	July 2018	Sep 2018	• Lack of participation, lack of finances	• Robust advertisement campaign
	• Obtain Cabinet Approval	DPS HR	PS	Minister	All Stakeholders	Oct 2018	Dec 2018	• Lack of human and financial resources	• Provision of adequate human and financial resources • Presentation of a persuasive business case
	• Roll-out PPP framework	ODPM	DPS HR	All relevant Stakeholders	All Stakeholders/ Divisions	Jan 2019	Mar 2019	• Lack of human and financial resources	• Provision of adequate human and financial resources

STRATEGIC IMPERATIVE 5 - Hazard Resilience									
Strategic Objective 2: Strengthen institutional capacities to manage disaster risk									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Strengthen DRM capacity (in coordination and communication)	• Conduct national capability and capacity assessment of DRM capacities (Host stakeholder consultations) against adopted national system	ODPM	DPS HR	All relevant Stakeholders	PS/ Minister/ All Stakeholders	Sept 2018	Mar 2019	• Lack of participation, lack of finances and human resources	• Robust advertisement campaign • Procurement • Availability of required resources • Hire Consultant
	• Identify and rank recommendations emerging from the national assessment	ODPM	DPS HR	All relevant Stakeholders	PS/ Minister/ All Stakeholders	April 2019	April 2019	• Lack of consensus	• Full participatory approach from the start
	• Implement recommendations emerging from national assessment	ODPM	DPS HR	All relevant Stakeholders	PS/ Minister/ All Stakeholders	May 2019	To be continued into next Op Phase	• Lack of human and financial resources	• Provision of adequate human and financial resources
2. Identify and acquire DRM training for key personnel within the National Disaster Management System	• Conduct Training Needs Assessment and develop Training Plan	Consultant	ODPM	All Stakeholders	All Stakeholders	Oct 2018	Mar 2019	• Lack of finances, competing priorities	• Provision of adequate financial resources
	• Conduct relevant training	Consultant	ODPM	All Stakeholders	All Stakeholders	April; 2019	To be continued into next Op Phase	• Staff movement / reassignment	• Continuous training (for additional numbers, refresher)
	• Evaluate impact of training	ODPM	DPS HR	All Stakeholders	PS/ Minister/All Stakeholders	Jul 2019	To be continued into next Op Phase	• Time allotted to evaluate impact of training	• Institutionalize the process
3. Ensure the availability of critical apparatus (tools and equipment) to facilitate efficient disaster risk management activities	• Conduct Needs Analysis including Inventory Audit	Consultant	ODPM	All relevant Stakeholders	All Stakeholders	Jun 2018	Dec 2018	• Lack of human and financial, competing priorities	• Provision of adequate human and financial resources
	• Procurement of critical apparatus (apply risk-based method also leveraging economies of scale)	O/C Procurement ODPM	Comptroller Admin	All relevant Stakeholders	All Stakeholders	Jan 2019	Sept 2019	• Lack of financial resources, resistance from agencies	• Provision of adequate financial resources

STRATEGIC IMPERATIVE 5 - Hazard Resilience									
Strategic Objective 2: Strengthen institutional capacities to manage disaster risk									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
4. Adapt and institutionalize a National Incident Management System	• Develop Preparedness Protocols	ODPM Led MNS Team	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Oct 2018	May 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources, Executive Intervention
	• Develop Communications and Information Management Protocols	ODPM Led MNS Team	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Oct 2018	May 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources, Executive Intervention
	• Develop Resource Management Protocols	ODPM Led MNS Team	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Jun 2019	Sep 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources, Executive Intervention
	• Develop Command and Management Protocols	ODPM Led MNS Team	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Jun 2019	Oct 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources, Executive Intervention
	• Institutionalize a National Incident Management System	ODPM Led MNS Team	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Nov 2019	Ongoing	• Resistance from Div Heads	• Executive Buy-in at NSC level and support; Persuasive communication

STRATEGIC IMPERATIVE 5 - Hazard Resilience									
Strategic Objective 3: Improve knowledge and understanding of severe hazard and disaster risk									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Improve Disaster Risk Assessment (DRA) and mapping processes	• Review and select appropriate DR assessment standards / methodologies	ODPM	DPS HR	All Stakeholders/ Divisions	PS/Minister All Stakeholders	Jun 2018	Dec 2018	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources, Executive Intervention
	• Procure DR assessment and mapping tool	ODPM	DPS HR	All Stakeholders/ Divisions	PS/Minister All Stakeholders	Jan 2019	Mar 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Implement DR Assessment standards and train users in use of methodologies and tool	ODPM Led MNS Team	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Apr 2019	Ongoing	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Conduct relevant DR assessments	ODPM Led MNS Team	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Apr 2019	Ongoing	• Lack of Authority to instruct stakeholders to comply	• Executive intervention
2. Sensitize, educate and train All Stakeholders / Divisions on DRM (Public Sector, Private Sector, Civil Society and General Public)	• Develop a robust education (including public awareness) strategy	ODPM Consultant	ODPM	All Stakeholders/ Divisions	All Stakeholders/ Divisions	Jun 2018	Dec 2018	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Roll-out education campaign/strategy	ODPM & TTFS led team	PS Minister	All Stakeholders/ Divisions	All Stakeholders/ Divisions	Jan 2019	Ongoing	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Develop a robust DRM training strategy	ODPM TTFS Consultant	ODPM	All Stakeholders/ Divisions	All Stakeholders/ Divisions	Jun 2018	Dec 2018	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Roll-out robust DRM training strategy	ODPM TTFS Consultant	ODPM	All Stakeholders/ Divisions	All Stakeholders/ Divisions	Jan 2019	Ongoing	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources

STRATEGIC IMPERATIVE 5 - Hazard Resilience									
Strategic Objective 4: Increase resilience to severe hazards and disasters									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
1. Advocate for enactment of National Building Codes	• Host quarterly meetings with stakeholders	ODPM	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Jun 2018	Ongoing	• Lack of priority	• Cabinet to prioritize
	• Submit at least 2 position papers	ODPM	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Sept 2018	Jun 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
2. Ensure compliance with relevant codes for existing and new physical infrastructure	• Establish linkages & develop operational framework with other stakeholders/Ministries with responsibilities for approvals for structures	ODPM/ TTFS led multi-sectoral team	Legal / other relevant stakeholders	All relevant Stakeholders	PS/Minister All Stakeholders	Jun 2018	Dec 2018	• Buy-in from stakeholders;	• Executive champion
	• Establish & document clear guidelines to govern TTFS access to development plans (proposed, existing and redesign of structures)	Chief Fire Officer	DPS (D & PS)	All relevant Stakeholders	PS/Minister All Stakeholders	Jul 2018	Sept 2018	• Resistance from stakeholders	• Executive champion
3. Implement an integrated approach for Early Warning Systems in Trinidad and Tobago	• Conduct assessment of Early Warning Systems (in Trinidad and Tobago)	ODPM	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Jun 2018	Sept 2018	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Implement recommendations from EWS Assessment Report	ODPM	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Oct 2018	To go into next Op Phase	• Lack of Cabinet Approval	• High priority by Cabinet

STRATEGIC IMPERATIVE 5 - Hazard Resilience									
Strategic Objective 4: Increase resilience to severe hazards and disasters									
Major Initiative	Detailed Task Information	R	A	C	I	Start Date	Due Date	Major risks/obstacles	Risk Mitigators
4. Develop a National Critical Information Infrastructure Protection Policy	• Engage SME	DPS HR	PS	Executive ICT Heads	All Stakeholders/ Divisions	Jun 2018	Aug 2018	• Executive buy-in	• Early engagement of executives
	• Conduct Gap Analysis of critical information infrastructure vulnerability	Lead- Multi-sectoral Team	DPS HR	All relevant ICT Stakeholders	PS/Minister All Stakeholders	Sept 2018	Nov 2018	• Lack of collaboration	• Extensive consultation
	• Design Policy based on Gap Analysis:	Lead- Multi-sectoral Team	DPS HR	All relevant ICT Stakeholders	PS/Minister All Stakeholders	Dec 2018	Feb 2019	• Inadequate information	• Rigorous quality controls for information collection and reporting
5. Develop and implement Critical Infrastructure Protection Strategy	• Engage stakeholders	ODPM	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Mar 2019	Jun 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Convene Sector Working Groups	ODPM	DPS HR	All relevant Stakeholders	PS/Minister/ All Stakeholders	July 2019	Aug 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Define information sharing protocols	ODPM	DPS HR	All relevant Stakeholders	PS/Minister All Stakeholders	Sept 2019	Nov 2019	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources
	• Perform national Critical Facilities protection risk assessments	Consultant	ODPM	All relevant Stakeholders	PS/Minister/ All Stakeholders	Dec 2019	To go into next Op Phase	• Lack of human and financial resources, competing priorities	• Provision of adequate human and financial resources

RACI GLOSSARY

AG	Attorney General
CoP	Commissioner of Police
CoPr	Commissioner of Prisons
DCoP	Deputy Commissioner of Police
DCoPr	Deputy Commissioner of Prisons
Dir Comm.	Director, Communications
Dir(s). HR	Director(s), Human Resources
Dir. INTAF	Director, International Affairs Unit
Dir. Legal	Director, Legal
Dir. M & E	Director, Monitoring and Evaluation
Dir. SSA	Director, Strategic Services Agency
Dir. TTFSC	Director, Trinidad and Tobago Forensic Science Centre
Div. Comm. Officers	Divisional Commanding Officers
DPS	Deputy Permanent Secretary
DPS Admin	Deputy Permanent Secretary - Administration
DPS HR	Deputy Permanent Secretary – Human Resources
DPS Policy	Deputy Permanent Secretary - Policy
DPS (D & PS)	Deputy Permanent Secretary – Defence & Protective Services
EM	Employee Management
EMU	Electronic Monitoring Unit
GA	General Administration
HOD(s)	Head(s) of Division(s)
HOS(s)	Head(s) of Section(s)
HR	Human Resources
ICT	Information and Communication Technology
ICTU	Information Communication and Technology Unit
M&E	Monitoring and Evaluation
Mgr Comm	Manager Communications
MNS	Ministry of National Security
NCPP	National Crime Prevention Programme
ODPM	Office of Disaster Preparedness and Management
PMCD	Public Management Consulting Division
PMU	Project Management Unit
PRTU	Penal Reform Transformation Unit
PS	Permanent Secretary
SME(s)	Subject Matter Expert(s)
SSA	Strategic Services Agency
TTDF	Trinidad and Tobago Defence Force
TTFS	Trinidad and Tobago Fire Service
TTFSC	Trinidad and Tobago Forensic Science Centre
TTPS	Trinidad and Tobago Police Service
TTPrS	Trinidad and Tobago Prison Service