



MINISTRY OF NATIONAL SECURITY

NATIONAL SECURITY STRATEGY



January 2021

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FOREWORD

Since becoming an Independent Nation on September 19, 1983, the Federation of St Kitts and Nevis has never had a framework providing a comprehensive plan on how it intends to ensure the safety, security and stability of its citizens, residents and visitors. The Cabinet on August 24, 2020 approved the National Security Strategy which is now presented. This represents a positive step in the Government's efforts to create an effective National Security Architecture, capable of addressing all threats, known and projected to impact the Federation.

The National Security Strategy reflects the outcome of a comprehensive exercise undertaken by the National Security Strategy Formulation Committee (NSSFC) which sat on numerous occasions over a period of some eighteen months. They had audience with Ministries, Departments and Agencies of the Government, the Private Sector, Non-Government and Religious Organizations, and our citizens across the Nation. From these interactions they determined the threats to the Nation and made their recommendations on how they should be addressed. The Government, in turn, examined their Report, sought further clarifications and after doing its due diligence, approved the Strategy and now gives the required directions and guidance for its implementation. In so doing it is recognized that this has been a lengthy yet extremely worthwhile and critical study of our threat realities and I wish to record my thanks to the Members of the NSSFC, the National Security Advisor, the Permanent Secretary in the Ministry of National Security, and all the other stakeholders who gave of their time, knowledge and experiences, to bring us to this important stage in the nation's development.

This Strategy demands that our Ministries, Departments and Agencies undergo a review of their organizations to be able to carry out responsibilities attributed to them. This is to be done to make the overarching Strategy provisions effective and instructions have been given for it to commence immediately. It is important that the public takes time to read and understand the provisions of the National Security Strategy and the part that they are expected to play in realizing and maintaining safer communities. This is an all of society approach approved by your Government to help ensure our desired future.

The Nation is reminded that these threats are ever evolving occurrences and as time goes by the Strategy must also evolve to be able to remain relevant. The National Security Strategy is therefore not something "set in stone" as it too will evolve to reflect currency, applicability, resilience, and deterrence in its approach to countering the threats. In this regard the Nation can expect that it will be reviewed every three to five years, depending on the prevailing circumstances.

The need for peace, safety, security and stability to create an environment for continued economic growth and prosperity is the principal and an enduring vision that has led the Government to constantly find ways and means to protect and safeguard our values and aspirations. This document provides insight into how your Government will act in your interest while continuing to honour its other national, regional and international obligations.

Timothy Harris

Dr the Hon Timothy Harris
Prime Minister and Minister of National Security

NATIONAL SECURITY STRATEGY

OVERVIEW **Mr. Osmond Petty, M.B.E., Permanent Secretary
& Secretary, National Defence Council**

In providing an Overview of the National Security Strategy it is necessary to first provide the background information that led to the development of the final document that has now emerged. In 2015, at the start of the first term of Office of the Team Unity Government, the Federation of St Kitts and Nevis had been plagued with escalating crime trends. In response, this led to the development, government approval and subsequent implementation of a Strategic Six (6) Point Plan initiated by the Royal St Christopher and Nevis Police Force (RSCNPF). This initiative was launched in 2015 and was intended to be reviewed in 2019. The Plan had some measure of success in reducing homicides, shootings (though not to tolerable levels), the recovery of illegal weapons and ammunition. However, incidents of larceny, break-ins, burglary, illegal use of and trading in drugs, crimes of abuse, and gang activities to include the deliberate recruitment of juveniles, continued to be on the rise.

Whereas the positives of the Six (6) Point Plan Strategy had been noted, it was not representative of a comprehensive Policy to address the security challenges confronting the nation. There was therefore need to provide a more holistic approach to confronting these challenges, as was (and continues to be) the accepted practice, regionally and internationally. This resulted in the development of a Proposed National Security Architecture Framework, prepared by the National Security Advisor, Major General (ret.) Stewart Saunders. This was presented to the Permanent Secretary, National Security, Mr. Osmond Petty, M.B.E., and a Cabinet Submission was made in the latter part of 2017, and which was approved by Cabinet in January 2018.

The proposed National Security Architecture Framework spoke to the following:

1. The Development and Approval of a National Security Strategy.
2. The Strategic Review of, Ministries of Government, the RSCNPF, SKNDF, HMP, CUSTOMS and EXCISE, SKNFRS etc.
3. The Coordination of the National Intelligence Infrastructure
4. The Development and Management of Social Intervention Methodologies/Initiatives.

5. The Integration of Private Security Guard Companies in the Framework of the National Security Architecture.
6. A Review of the Judicial System.
7. The Development of a Public Education Policy/Programme.
8. Executive Management Training.
9. Change Management, Employee and Organizational Transformation.
10. Additional Training, Education and Development opportunities for Law Enforcement Officers and Key Ministry Officials impacting the security of the nation.
11. The Engagement of the Private Sector.
12. Recommendations for the Funding of the Security Forces and Social Interventions.

The initial step in the process therefore required the development and approval of a National Security Strategy which would provide the overarching policy direction and guidelines on how the Federation would go about confronting the security challenges that it faces. A National Security Strategy Formulation Committee (NSSFC) was therefore established. The final composition of the NSSFC (at the completion of the assignment) included the following persons:

Mr. Dwyer Astaphan (Lawyer, Chairman)

Mr. Timothy Antoine (Governor of the ECCB)

Pastor Lincoln Hazel (representing the Clergy)

Mrs. Michele de la Coudray-Blake (Director, Counseling Department, Ministry of Social Development et al)

Mr. Donald Cable (Retired Comptroller of Customs)

Mr. Joseph Liburd (Retired Assistant Commissioner of Police)

Mr. Newrish Nital (Social Commentator, and Drug Prevention Officer, National Drug Council)

Mr. Pierre Liburd (Ag. Director, Youth Empowerment Department)

Co-opted:

Mr. Austin Williams (Retired Commissioner of Police)

Mr. Chris Ghita (nominated by the Chamber of Industry and Commerce)

Mrs. Rita Cable (English Language Consultant)

Mrs. Chessy Allen (MNS Secretariat, Recording Secretary)

The Objectives and Terms of Reference given to the National Security Strategy Formulation Committee (NSSFC) were as follows:

- (i) To clearly identify the threats that are impacting or could impact St Kitts and Nevis.
- (ii) To analyze and prioritize Current and Future Threats, using acceptable international rating standards, in consultation with the relevant stakeholders.
- (iii) Clearly table the threat realities.
- (iv) Determine the capacities and capabilities needed to counter threats, in consultation with the relevant stakeholders.

- (v) Determine and clearly indicate, gaps in resources and make the relevant recommendations for addressing such issues.
- (vi) Determine lead, secondary, tertiary level responsibilities for dealing with each threat and the capabilities required.
- (vii) Finalize and submit to the Permanent Secretary, Ministry of National Security, the Proposed National Security Strategy for the consideration and approval of the Cabinet.

In their deliberations, the NSSFC engaged the Principals in the Civil Service, the Heads of the Security Forces and Agencies impacting national security plus other organizations, bodies or individuals that were deemed relevant to the safety, security and stability of the Federation. These interactions took the form of meetings, focus- group discussions, as well as Town Hall meetings, in Basseterre, Cayon, and Sandy Point. All the meetings in Nevis did not materialize as anticipated.

The NSSFC was mindful of the fact that the security challenges to the nation exist in a dynamic environment and there are processes constantly in motion based upon current Government Policies, to address pressing issues. In this regard there would have been Programmes already implemented or being implemented that were geared to improve the current status of our National Security Architecture, the status of which should be addressed by the Committee at the appropriate time during their deliberations. There were some logistical and other delays. However, the final report was submitted to the Permanent Secretary in May 2019. The National Security Advisor then rearranged the Report into a format for presentation to Cabinet and the approval to proceed was approved in principle by the Cabinet.

Further consultations were made with selected agencies by the National Security Advisor and the Permanent Secretary to further clarify and get buy-in from stakeholder agencies. The result of the consultations and the revisions have been incorporated into the final document that is now ready for implementation.

The National Security Strategy is a broad-based document that of necessity covers wide subject areas but is confined to the Strategic Level with considerations that cover, inter alia:

- (1) Defence Matters
 - (2) Foreign Relations
 - (3) The Maintenance of Law and Order
 - (4) Social Intervention Requirements/Provisions
 - (5) Protection of Key Infrastructure
 - (6) Protection of Sensitive Information
- (7) Protection of the Environment and National Resources, amongst other areas.

The National Security Strategy represents an **'all of government'** approach to national security, where all government Agencies, Ministries and Departments are expected to review their structure

and operations to ensure that the security of the nation receives priority attention as required. The Permanent Secretary in the Ministry of National Security and the National Security Advisor are immediate facilitators and will advise on a framework to monitor the implementation of required reforms and other related actions in the process and will be available to provide any direction and guidance required, throughout.

VISION STATEMENT

St Kitts and Nevis is a nation that puts God and Country Above Self, where all exist in a peaceful, safe, secure and stable environment; a place where citizens, residents and visitors can live, study, work, and do business; a Federation that values its people, system of governance and consistently seeks improvements for all, by providing opportunities that cater for individual and collective well-being through economic growth, prosperity, good health and the respect for law and order; a small island state in which all sectors of the nation, government agencies and private sector, at individual and organizational levels, work together to ensure all threats to its security are minimized or totally removed.

OBJECTIVE AND APPROACH

OBJECTIVE

1. The objective of the National Security Strategy is to clearly determine those threats that impact or could impact the Federation of Saint Kitts and Nevis, inform the citizenry, provide for and take those actions that are necessary to ensure the safety, security and stability of the nation and its interests.
2. This document represents the results of a detailed and extensive study undertaken by the Government of Saint Kitts and Nevis, together with consultations with all the relevant stakeholders, to include a very wide cross-section of the public. The Government now presents the Strategy for dealing with our threat realities and outlines the Threat Assessment, Approach, Tier Rating System, Responsibilities and their Allocations, Tangential or Cross-cutting Issues and Closing Statements.

THE THREAT ASSESSMENT

1. The current threats to the Federation of St Kitts and Nevis (and to an extent, the wider Caribbean) are:
 - a. Illegal Arms and Ammunition Trafficking.
 - b. The illegal Drug Trade.
 - c. Organized Crime.
 - d. Transnational Organized Crime.

- e. Corruption.
- f. Financial Crimes – Money Laundering, etc.
- g. Cybercrime – Identity Theft, Fraud, Lottery Scamming, etc.
- h. Human Trafficking – to include Human Smuggling.
- i. Illegal Migration.
- j. Terrorism – to include Chemical, Biological, Radiological, Nuclear and Explosives, (CBRNE) acts of extreme violence.
- k. Health Security – the impact of Endemics and Pandemics, in particular.
- l. Human Security – human capital deficiency concerns.
- m. Food and Water Security.
- n. Natural and Manmade Disasters.
- o. Climate Change.

Strategic Goals Imperatives

2. In executing this task, the Government has taken the steps outlined in this Document to provide a National Security Architecture for the protection of the entire nation. It is designed to:
 - a. Take the Profit out of crime.
 - b. Eradicate Corruption in the Public and Private Sectors.
 - c. Properly equip Law Enforcement Agencies and provide the necessary Legislation for them to conduct their tasks.
 - d. Incorporate the Private Security Guard Companies in the National Security Architecture.
 - e. Improve Border Security by Land, Air, and Sea.
 - f. Develop and Maintain an Effective National Intelligence Infrastructure.
 - g. Develop Counter Terrorism Resilience.
 - h. Strengthen the Criminal Justice System.
 - i. Fully utilize Community Policing and Social Intervention Tools and Mechanisms in dealing with crime.
 - j. Eradicate Human Trafficking and Smuggling.
 - k. Develop and Maintain Natural and Manmade Disaster Resilience.
 - l. Improve Health Security
 - m. Take actions to negate the impact of Climate Change and Develop alternative Energy Sources.
 - n. Improve Food and Water Security.
 - o. Continuously engage Regional and International Partners in the fight against crime.
 - p. Make plans for the continuous improvement of the nations Human Capital.
 - q. Modernize facilities for the Incarceration of individuals in the care of the State and provide proper Rehabilitation, Reorientation and Reintegration Opportunities.

- r. Continue commitments to the Regional Security System of the Organization of the Eastern Caribbean States (OECS) and other Regional/International Treaties, Protocols, Agreements and Memorandum of Understanding.
- s. Support the requirements of the CARICOM Crime and Security Strategy (2013).

THE APPROACH

3. Taking the Profit out of Crime:

- a. At the heart of most, if not all criminal enterprise is the desire to achieve illegal profits. This theme transcends all aspects of national, regional and international crime activities. The Federation of St Kitts and Nevis is adversely impacted by this disease. The Government is committed to finding and implementing lasting solutions for the safety, security and stability of the nation. This will be a holistic approach that will seek the involvement of the whole of Government as well as the Business, Religious and other Civil Organizations and all Citizens of the Federation. In doing so it will also engage At Risk Youths, the Marginalized and Disenfranchised. It will also seek to address the Victims traumatized by violence, while providing opportunities for positive social development and ensuring adherence to the rule of law.
- b. Inherent in this approach is the tackling of all national and transnational threats such as: Financial Crimes; Cybercrimes; Illegal Arms and Ammunition Trafficking; Drug Trafficking; Lottery Scamming; Extortion; and the other areas shown below.

4. Corruption:

- a. This is one of the more dangerous threats to the Federation. Political, Judicial and Organizational Corruption undermine the basis for good governance, economic development and prosperity of a nation. The Government acknowledges this reality and will be moving swiftly to eradicate it. Our financial investigatory capacities, methodologies for awarding contracts, processes for making and accepting political and organizational contributions, security vetting procedures and their applicability, the nexus of crime (gangs) and politics, and investigatory capacities, are a few of the areas that will be addressed immediately. We will continue to improve upon those areas where systems and procedures are already in place. Where there is need for additional legislation or the enhancement of current legislation, those areas will now be prioritized.

5. Terrorism:

- a. This threat has the potential to totally devastate economies. The Government is mindful of terrorist attacks that have occurred in Egypt, the Mediterranean, Iraq, Syria, Palestine, Lebanon, Afghanistan, France, New Zealand, United Kingdom, Canada and the United States in the last two decades. It is also mindful of the fact that Caribbean States have themselves been subject to terrorist activities of one type or another as has occurred in Barbados and Jamaica in 1976, Jamaica and Trinidad and Tobago in recent times. It is

- also mindful of the threat posed by supporters of Islamic fundamentalism in our Region and some States in Latin America.
- b. The Federation presents itself with numerous “soft targets” because of its reliance on tourism, and international political alignments, in particular. As a nation, we are subjected to the possibility of inappropriate, or, radicalized indoctrination and subsequent actions of terrorists or their sympathizers, through a variety of means to include the free internet. We are therefore mindful of the Freedom Fighter Phenomenon that exists in Trinidad and Tobago, the conduct of known Islamic Radicals throughout the rest of the Region, the means through which terrorists are funded, our proximity to known terrorist cells and organizations in the Western Hemisphere, and the free movement of individuals across borders in CARICOM.
 - c. These realities demand a proactive approach in dealing with threats of this nature and this National Security Strategy outlines how this threat will be dealt with. We will continue to build the required Intelligence capacities, strengthen our Border Security Mechanisms (Immigration, Police, Military, Customs and Excise, Sea and Airports Authorities, National Emergency Management Authority), develop and implement Security Audits and periodic Risk Assessments, (some of which have already started), and commit to providing Public Education Programmes to deter this serious threat which has catastrophic possibilities.
 - d. The transiting of Chemical, Biological, Radiological, Nuclear and other Explosive (CBRNE) material through the Caribbean Sea is of concern also and will be addressed in conjunction with the wider Region.
6. **The National Intelligence Infrastructure:**
- a. The process of strengthening the National Intelligence Infrastructure has already commenced and will be continued. Intelligence gathering and dissemination are critical tools in the fight against crime. They impact all areas of the threat regime to which a nation can be subjected. This is an area currently receiving priority attention. We will therefore continue to build capacities, locally, regionally and internationally.
 - b. The Government is mindful of the challenges currently surrounding Information Sharing Protocols in the Region and commits to making representations for the improvement of the current system in order to be more informed and proactive in this regard. The safety of the nation is dependent upon this.
7. **Strengthening Human Trafficking / illegal Immigration Resilience:**
- a. The Government is aware of the problems posed to the society by Human Trafficking/Smuggling and illegal Migration. They create an enormous strain on the public purse and deny legitimate citizens services to which they are entitled. They are also detrimental to the Federation’s international ratings, as these activities are normally conducted in circumstances that violate Human Rights Laws. This can negatively impact the nation’s ability to do business internationally. Specific attention will be paid to eradicating Human Trafficking and its attendant activities in the Federation.

- b. As a country which is a signatory to the relevant UN Treaties, Resolutions and Protocols governing the prosecution of these activities, the Government is obliged to ensure that this threat does not take root in the Federation. We are mindful of past experiences regarding Haitian Refugees and the current social climates in Haiti and Venezuela, plus other experiences involving deportations to the Federation. Our Border Security Agencies (Police, Immigration, Customs and Excise, Military, Sea and Airport Authorities, National Emergency Management Authority) will take the necessary actions to enforce the law and make representations where there is need to further enhance current provisions.

8. **Strengthening the Criminal Justice System:**

- a. The Criminal Justice System in democracies consists of, the Courts, Judges, Department of Public Prosecution, Defence Attorneys-at-Law, the Police Force, the Military, Prisons/Department of Correctional Services, Justices of the Peace, and any other entity authorized to enforce the Law.
- b. The current system has many challenges, perhaps the most serious of which is a backlog of cases and an inability to dispense with them speedily. The perception of justice being dispensed swiftly, effectively, impartially and economically, is not real and does not provide a deterrent to crime.
- c. The Government is mindful of hemispheric experiences in addressing this problem. Colombia in South America, for example, started a Justice Reform Programme in 2002 at a time when it was faced with heightened cocaine trafficking and attendant lawlessness. By 2008, it was able to reduce the time spent processing cases by 80% and increased its conviction rate to 60%. Crime fell dramatically in that country because the prospects of being caught and put before the Courts had increased tremendously. It has not returned to the pre – 2002 status, although new challenges are now emerging.
- d. We are also mindful of inadequacies in law enforcement methodologies that currently play themselves out by way of human rights infractions and abuses upon citizenry that seem to be a growing and disturbing trend in police forces in Europe and the Americas. Recent cases in the USA, resulting in the deaths of Breonna Taylor (13 March 2020), George Floyd (25 May 2020), O'Shae Terry (01 September 2018), Walter Scott (04 April 2015), Laquan McDonald (20 October 2014), and others, still resonate throughout the Caribbean. In many cases, there have been instances of the abuse of authority on the part of our Law Enforcement Agencies in the Caribbean, that parallel their American and European counterparts. Government's responsibility is to provide the necessary training, education, development and oversight requirements to ensure that the Security Forces police by consent using internationally accepted and approved practices in keeping with Human Rights Laws and the Laws of the Federation.
- e. The process of improving the Criminal Justice System is ongoing and it is our focus to create a vastly improved system by 2025.
- f. There will be a concerted effort to address the Legislative needs of the Services recognizing that; the provisions to deal with crime, corruption, terrorism, health issues,

illegal migration, food and water security, energy security, climate change, disasters, (mandatory evacuations, construction of buildings in dangerous areas, closure of businesses in times of imminent danger, observation of building codes, etc.) are in instances, in need of urgent review.

- g. Improving the Justice System involves but is not limited to legislation and other administrative requirements. The Government recognizes the need for properly structured, approved and applied Social Intervention Programmes to address the needs of Marginalized at Risk Youth with displays of deviant behaviours and those that could be influenced accordingly. In this respect, there is a holistic approach being devised that involves all Ministries but more specifically those with responsibility for National Security, Justice, Youth, Development, Health, Education and Labour. Using this framework the Government will:
- (i) Develop a National Social Intervention Management Mechanism that will manage the activities required to address the needs of the population. This mechanism will be required to identify all interventions, current and needed, categorize, and provide resources needed, conduct studies, measurements and evaluations, to ensure validity and the achievement of the nation's goals and objectives.
 - (ii) Ensure the continued development and implementation of pertinent Social Intervention Programmes to address the At Risk Youth population.
 - (iii) Be mindful of and take steps to address the human capital deficiencies that are impacting the desired development of the economy.
 - (iv) Continue to provide assistance and opportunities for the social up-liftment of youths in the Federation.
 - (v) Be mindful of the increasing incidents of malicious damage, poor interpersonal relationships resulting in abuse, the inability of persons to resolve differences without resorting to violence, the breakdown in family units, etc., and take the necessary actions to provide the mechanisms and legislations required to appropriately address these issues.
 - (vi) Improve the investigative, detection and forensic capacities of the police in fighting crime.
 - (vii) Provide training, education and development opportunities for law enforcement officials to ensure improved performances.
 - (viii) Take the necessary steps, in consultation with the Judiciary and other stakeholders, to improve the time taken to dispose of matters before the Courts.
 - (ix) In consultation with the Judiciary, develop and implement an Alternative Sentencing Regime.
 - (x) Provide meaningful rehabilitation, reorientation and reintegration programmes/services for the incarcerated population.
 - (xi) Provide proper facilities for the accommodation of the incarcerated in keeping with international human rights standards.

- (xii) Introduce pertinent legislation such as Plea Bargaining, Ticketing for Minor Offences (to reduce appearances before the Courts), Conflict/Dispute Resolution Training/Sessions, Restorative Justice Procedures, Case Management Systems, etc. to improve the policing of the Federation in keeping with acceptable world standards.
 - (xiii) Protect the well-being of the Officers of the Criminal Justice System by the provision of harsher penalties for the killing of Officers of the Court, Policemen, Soldiers, Customs Officers, Correctional Services Officers, etc., and increased penalties for attempts to corrupt, or, offering threats to, persons employed to the Private and Public Sectors.
- h. The gains to be had from having an adequate “law enforcement” presence throughout the Federation is something that proved to be immensely significant under the RSCNPF’s “Operation Enduring Safety” in 2018. It is the intent of the Government to involve the Private Security Industry in the National Security Architecture thereby improving the “eyes, ears and general reach” of policing throughout the nation.

9. Health Security:

- a. The nation’s health determines levels of growth, productivity and survival. The Government is very aware of epidemics and pandemics that have inflicted nations internationally and regionally, particularly in the last decade, such as Ebola, Dengue, Malaria, Measles, Chikungunya, ZikV, Swine Flu, Mad Cow Disease, Bird Flu, Tuberculosis, to name a few. Of recent note and still impacting the world is the Coronavirus or COVID-19 pandemic.
- b. The COVID-19 Pandemic has caused the world to re-examine the way in which life is conducted in every way imaginable. It has brought to the fore the value of human capital, the need for economies to diversify, the need for the development of a capacity for the recognition of Health Security as a critical component and dependent of National Security and the need to improve our ability to communicate effectively.
- c. We also take note of current knowledge of the impact of COVID-19 upon the elderly, young children and persons affected by life style diseases such as diabetes, hypertension, lung, or, heart disease, amongst others.
- d. We note also the rise in Sexually Transmitted Diseases, Spousal and Child Abuses, Sexual Abuses, and Drug Abuse that impact elements of our population.
- e. In going forward, we must learn from our experiences and that of the wider world. The ability to detect, contain and treat with outbreaks (epidemic/pandemic) speaks to the need to develop capacities and capabilities that will offer the nation the best possible Health Care System affordable. The Government is committed to realizing this standard and maintaining the widest possible contacts at the regional and international levels and will ensure that the relevant Ministries are provided with the resources needed in order to implement, maintain and sustain the protective safeguards needed for a healthy nation. At the same time, it has been observed globally, that there have been increases in

transnational crimes, particularly the illegal drug trade, as criminal elements take advantage of the efforts of the Security Forces to police the nation in times of health crises. Greater cooperation and communication, education and training, amongst stakeholders, are now necessary to protect our citizenry when confronted with such challenges. This must be a serious consideration of the Strategic Reviews of the Ministries of Health and National Security, in particular.

10. Food and Water Security:

- a. The Federation of St Kitts and Nevis continues to be highly dependent upon imported foods and increased demands are placed upon water resources each day.
- b. With 80% of foodstuff imported, the country not only expends much on importations but is also at the mercy of politically induced international trade wars that will negatively impact current consumption patterns. The present trade war between the USA and China is one such example. Another example speaks to the current COVID-19 Pandemic and the reduction of Global Trading activities which have reduced productivity levels and restricted movements and therefore the ability to supply many types of goods and services, across borders.
- c. Water sources, as reported by our Research Analysts in the Ministry of National Security, are in need of better harnessing methodologies, protection from human and animal contamination and also from harmful pesticides used in the Agricultural Sector.
- d. The Government in conjunction with the Ministry of Agriculture and other Ministries, will be looking carefully at how best we can deal with these issues to include the boosting of local agricultural produce. The systems and procedures to be implemented will conform to the highest international standards. Water catchment and purification facilities must be properly protected from the actions of humans and animals. Farmers will need to be educated in the care of the environment through the use of acceptable pesticides and other practices.
- e. The Government has noted the need for a better and more effective distribution of Fire Hydrants across the Federation. This has become necessary as our population evolves. This matter will be addressed based upon the submissions made by the relevant Ministry and Service.
- f. Again, the requirement for addressing these threats points to a new way of thinking, one that emphasizes a combined approach involving Ministries, Multi-Agencies, the Private Sector and Non-Government Organizations (NGO's) and our Citizens, in constant consultations. This indicates the need for greater collaboration, planning and implementing of the policies and strategies required to deal with challenges.

11. Natural, Manmade Disasters and Climate Change:

- a. It is a well-established fact that climatic conditions have changed for the worse largely because of the actions of humans, resulting in global warming. Hurricanes, a well-known phenomenon in the Region have taken on additional significance as their intensity has increased in the last five years or more. Category 4 Hurricanes might be a thing of the

- past as scientists are now mulling the idea of Category 5 being more the norm than the exception, based upon recent observations. Note is taken of the fact that predictions of hurricane activities, in successive years, seem to be greater than preceding years.
- b. The damage to be incurred from such weather conditions is well known. Hurricanes Irma and Maria, Category 4's of recent times (2017), attest to the magnitude of destruction and dislocation that occurs. 2020, by way of scientific predictions, promises to be one of the most active years since hurricanes have been recorded. The Government has a responsibility to protect its citizens, communicate, provide shelters, protect the sick, aged, infirmed and indigent, ensure adequate supplies of food, oils and lubricants, medication, plus the general protection of infrastructure. This is an approach that involves all Ministries, Departments and Agencies with the lead Agency being the National Emergency Management Authority (NEMA).
 - c. In recent times note has been taken of the increased seismic activities in the Caribbean and the possibility of damage resulting from such activity or the tsunami that could develop as a result. The government will be taking steps to improve upon the current tsunami warning system and also to improve our building codes to develop more buildings that can sustain earthquakes. We continue to be mindful also of the fact that most Caribbean Islands evolved from some form of volcanic activity. Though this might have been many years or centuries ago, we see the need to plan for possible re-emerging or reactivation of dormant sites. We will closely follow the advice of our scientists and keep the public informed at all times.
 - d. The world is moving away from its use of fossil fuels. We are very much dependent at this moment on such products for our energy supply. We believe that the time is now right for us to be looking at alternative energy production and supplies and this will become the focus of the Ministries of Finance, Sustainable Development, International Trade, Industry and Commerce, Public Infrastructure, Urban Development and Transport. We intend to develop a Policy Paper that will map the development and future use of energy efficient and safer fuels.

12. Regional and International Obligations:

- a. In outlining the approach to tackling the threats impacting the Federation of St Kitts and Nevis, the Government has been mindful of, and taken into account, its obligations to all International Treaties, Conventions, Protocols, Agreements, and Memoranda of Understanding to which it is a signatory. The provisions of the CARICOM Crime and Security Strategy (2013) have also been factored into the development of this National Security Strategy.
- b. We fully realize that as a sovereign nation, we do not possess all the resources needed to safeguard our citizens, residents and visitors and so it is important that a willingness to engage our partners, be demonstrated, as well as a willingness to continue helping those in distress when the need arises, to the best of our capacities. Contributing to the strengthening of the Regions Security Architecture is therefore a matter of priority for us

as a Small Island Developing State (SIDS), a member of the Organization of Eastern Caribbean States (OECS) and the wider Caribbean.

ADDRESSING CAPABILITY GAPS

13. Based upon the work done by the National Security Strategy Formulation Committee (NSSFC), the Government is aware of the fact that Ministries, Agencies and Departments will require funding and other forms of assistance in order to achieve the capacities and capabilities needed to deter the threats facing the Federation of St Kitts and Nevis, and also to meet its regional and international commitments. It is also mindful of the fact that threat regimes are not specific to nations but in most cases they are a global problem. Taking this and our realities into consideration, the Ministries, Departments and Agencies are required to conduct their Reviews, using the National Security Strategy as their authority, in order to build-out an effective National Security Architecture. These Reviews should identify the resources held and those needed to fulfil the requirements of the directions of the National Security Strategy, as they apply to each entity. The capability gaps that result, will inform the Government of the resources not held and therefore the actual additional requirements for financing and other forms of assistance that may be needed to meet their obligations.
14. Having determined the financial and other outlays, it is the Governments duty to consult with the stakeholders and create an implementation plan to satisfy these needs, whether immediately or on a phased basis.
15. In addition, the Government will continue to seek the assistance of donor countries, organizations and expertise to build the resilience required to make the Federation a safe, secure and stable environment.

ACTIVATION OF THE APPROACH

16. **The identification of a threat or the possibility of one emerging requires that the National Defence Council (NDC) be immediately convened and the relevant information put before that body for its consideration and action. This process allows the highest security body in the nation to be fully aware of the existing or projected situation and provides the directions needed to address the phenomenon in keeping with the provisions of the Constitution, National Security Strategy and attendant Government Policies. The NDC is comprised of the following persons:**
 - a. **The Prime Minister – Chairman**
 - b. **Minister of National Security**
 - c. **Minister of Finance**
 - d. **Minister of Justice and Legal Affairs**
 - e. **The Minister of Foreign Affairs and Civil Aviation**
 - f. **Any Other Minister as required by the Prime Minister from time to time.**

- g. The Cabinet Secretary**
- h. The National Security Advisor**
- i. The Commissioner of Police**
- j. The Commander SKNDF**
- k. Any Other Person summoned by the Prime Minister from time to time.**
- l. The Permanent Secretary, Ministry of National Security - Secretary**

IMPLEMENTATION OF THE APPROACH

- 17. The International Tier Rating System is adopted and incorporated in the Allocation of Responsibilities for Ministries, Departments and Agencies (MDA's) to provide a clear understanding of the Multi-faceted Approach the Government has approved to deal with existing and future threats to the nation. Where applicable, timelines are provided for the implementation of directives.
- 18. Neither the threat realities that obtain today, those perceived for the future, nor the methods for dealing with them are "set in stone." The threats to a nation are very much dynamic events or possible occurrences requiring traditional, innovative, as well as aggressive treatment regimens and so the Government is committed to keeping itself abreast of such challenges and revising the National Security Strategy every five years or less, as necessary.

THE INTERNATIONAL TIER RATING SYSTEM FOR THREATS

- 19. The International Tier Rating System used is explained as follows:
 - a. Tier 1 Threats: these require immediate attention. They are clear and present dangers that must receive the priority indicated. These are High Probability and High Impact Threats.
 - b. Tier 2 Threats: these threats have major potential for disaster. They are imminent, might not be seen immediately to represent the adverse capacities they possess but they have catastrophic potential. They are Low Probability, High Impact events, which can be upgraded to Tier 1 Threats in the "blink of an eye."
 - c. Tier 3 Threats: these represent situations that the Federation is familiar with in everyday life, some of which are taken for granted, or, have become accepted over time as the norm. They are an integral part of our social make-up. They do however, have the potential to "spring into life" or take on an "adverse persona," or, be upgraded to a higher threat level, as a result of being "sparked" by a single occurrence. A riot in HMP, for example, could cause the renewal of gang violence amongst gangs in the Federation. The perceived unfair dismissal of an employee, by the employer, could spark severe industrial actions in the Public/Private Sectors and peaceful political supporters becoming violent as tensions rise in a General Election scenario. They are therefore of medium

priority but require regular monitoring and reviews. These are High Probability, Low Impact Threats.

- d. Tier 4 Threats: although less probable than the other Threat Scenarios, they are potential risks to the security of the Federation. Their potential to cause harm is not immediate, however, to negate their impact in the medium to long term they will need constant monitoring and the development of plans to negate their development. The lack of basic utilities for some citizens/communities and the frustrations built up over time, fall in this category. These are Low Probability, Low Impact Threats.

20. The Probability Impact Tier Rating Matrix showing the threats to the Federation of St Kitts and Nevis and their potential impact, is tabled below:

HIGH IMPACT		LOW IMPACT
High Probability	TIER 1: Clear and Present Dangers (Immediate Priorities)	TIER 3: Persistent Problems (Medium Priority Requiring Regular Reviews)
	<ol style="list-style-type: none"> 1. Transnational Organized Crime (trafficking in arms, ammunition, illegal drugs, and people, money laundering, cybercrime (to include identity theft, fraud, lottery scamming), white collar and other financial crimes. 2. Domestic Crimes and Gangs. (narcotics trafficking, illegal arms and ammunitions, intimidation, gang induced violence, homicides, and the recruitment of youths into gang culture, extortion, money laundering, contract killings, and bribery). 3. Corruption of Public / Private Sector Officials. (Nexus of crime and politics, conflicts of interest in employment relationships, employment of unsuitable persons, corruption in the Services). 4. Weaknesses in the Justice System resulting in a loss of public confidence in the justice process. 5. High incidence of Domestic / Sexual / Physical Abuse 6. Inadequate Parenting, fueling Deviant Behaviours. 7. Natural and Manmade Disasters 8. Deportees and the transfer of First World Criminal Knowledge and Practices. This has 	<ol style="list-style-type: none"> 1. Increases to the unemployed At Risk Youth Population: the lack of opportunities for education, vocational training, lack of opportunities for rehabilitation and reintegration of the incarcerated, lack of job opportunities – creating high risk of social unrest / upheavals. 2. Using Social Intervention Programmes as political tools. 3. Inappropriate Labour Practices in the workforce creating possibilities for Industrial actions, sabotage, with adverse international impacts. 4. Poverty and unemployment realities. 5. Inappropriate Media Programmes aired, fueling deviant behaviours amongst at risk youth in particular. 6. Possible loss of International Support because of the limited capacities existing to harness the human capital needed to advance social international programmes. 7. Increases in the Incidence of recidivism.

	the potential to increase transnational organized crime activities.	
Low Probability	TIER 2: Major Potential Threats (to be carefully monitored, they can be rapidly upgraded to Tier 1, and have the potential to be catastrophic)	TIER 4: Potential Risks (Requires constant monitoring and plans to negate in case conditions change)
	<ol style="list-style-type: none"> 1. Terrorism (particular emphasis on the Tourism Industry, activities of radicalized persons of religious inclination or otherwise in the region, copy-cats, the influence of known terrorist organization in the Caribbean and South America) 2. Potential of terrorist infiltration from global areas of conflict, for example, Syria, Lebanon, Iraq, Iran, Afghanistan, Venezuela, other Latin American and Caribbean affiliated States. 3. The potential for terrorist funding activities and Chemical, Biological, Radiological and Nuclear Terrorism type activities in the Caribbean. 4. Political Interference in the Police Force. 5. Absence of National Security Vetting Policy for the Services and the Public Service. 6. The practice of Secondary Employment in the RSCNPF. 7. The difficulties experienced in staffing the Security Forces. 8. Health Security. (potential of epidemics/pandemics and the spread of diseases requiring controls on movements locally, regionally and internationally) 9. Loss of Credibility with Regional and International Partners on Security Issues. 	<ol style="list-style-type: none"> 1. Food Security. Most food items are imported. The local Agricultural Sector is unable to meet current national demands. Federation is subjected to international power plays, as a result of trade-wars, by developed nations, or, global health pandemics as is evident in the impact of COVID-19. 2. Water Security, protection of catchment areas and purification processes. 3. Continued degradation of public / private properties creating havens for criminally minded persons (overgrown lots, derelict buildings, abandoned buildings, and abandoned vehicles). 4. Inadequately trained persons employed in high positions dealing with At Risk Youth. 5. Energy Security, lack of sufficient diversification, potential for industrial actions, or, acts of sabotage at power generation plants, for example. 6. Climate Change.

(Table 1. Probability / Impact Threat Tier Rating Matrix)

ALLOCATION OF RESPONSIBILITIES TO THE MDA's BY THE GOVERNMENT

21. TIER 1: THREATS, DIRECTIONS AND ACTIONS REQUIRED

THREATS	MDA's RESPONSIBILITIES	ACTION REQUIREMENT / TIME ALLOCATIONS
<p>1) Transnational Organized Crime (TOC)</p> <p>a) Arms and Ammunition Trafficking</p>	<p>A Multi-disciplinary Task Force is to be constituted, comprising representatives from the Ministry of National Security (RSCNPF), Ministry of Finance (Customs and Excise/Financial Investigations Unit). The Ministry of National Security is the lead Ministry with Agencies allocated as follows: the RSCNPF, as the primary Law Enforcement Agency will lead the Task Force and be assisted by the SKNDF, Immigration Department, Customs and Excise Department and HMP, in particular.</p>	<p>Present the Organizational Structure of Task Force with detailed Objectives and Resource Requirements to the Ministry of National Security for priority action, within three months of the promulgation of the National Security Strategy. RSCNPF to devise and operationalize Plans for the deployment of the Task Force to deal with its threat responsibilities. The aim of tackling transnational organized crime must be to remove the ability to profit, bring the perpetrators to justice, thereby providing an ample deterrent. Implicit in all TOC matters is the requirement to ensure Border Security.</p>
<p>b) Drug Trafficking</p>	<p>The RSCNPF has lead responsibility. The SKNDF, Immigration Department, HMP, and Customs and Excise have supporting roles.</p>	<p>An improved capacity to deal with this threat at the international level is required. More information sharing capacities are to be developed with Regional and Global Intelligence partners to deal effectively with this problem.</p>
<p>c) Human Trafficking / Smuggling</p>	<p>The Ministry of National Security (RSCNPF) has lead responsibility, Immigration Department, the Ministry of</p>	<p>The continued rapid growth of this threat is of serious concern, particularly in light of</p>

	<p>Health, and Ministry of Finance (Customs and Excise), SKNDF, HMP, SKNFRS, are in supporting roles.</p>	<p>crises impacting some States, regionally. Lead and supporting entities must urgently build the capacities needed to protect the Federation and ensure its acceptable international status. In doing so the matter of undocumented migrants must also receive urgent attention.</p>
<p>d) Money Laundering</p>	<p>Ministry of National Security has lead responsibility (RSCNPF), the Ministry of Finance (Financial Investigations Unit/Customs and Excise), and HMP have supporting roles.</p>	<p>Our capacities here are limited. Lead and supporting entities are to combine efforts to ensure that the human and other resources needed are put in place to deal effectively and efficiently with this crime and also that the Federation is in compliance with its regional and international obligations, especially the provisions of the CARICOM Financial Action Task Force (CFATF).</p>
<p>e) Cybercrime (identity theft, fraud, scamming)</p>	<p>The Ministry of National Security has lead responsibility (RSCNPF), Ministries of Justice and Legal Affairs, Finance, the SKNDF and Immigration Department have secondary roles.</p>	<p>The Ministries of National Security and Finance must build the necessary resilience, through the appropriate Services/Departments to deter these activities. Submissions to this effect are to be made in the respective Organizational Strategic Reviews.</p>
<p>2) Domestic Crimes (a) Illegal arms ammunition narcotics trafficking, human trafficking/smuggling, inter / intra gang induced violence,</p>	<p>Ministry of National Security is the lead Ministry and the RSCNPF the lead Agency respectively. The Ministry of Social Development, and Gender Affairs, Ministry of Finance (Customs and Excise), Ministry of Health, Ministries of Labour, Social Security and Ecclesiastic</p>	<p>Providing the necessary deterrents to crime in all areas is the ultimate aim. It will involve new legislative provisions and improvements to those in place. Ministries must treat these as priorities,</p>

gang recruitment, extortion, money laundering, contract killings, bribery, etc.

Affairs, and the SKNDF, Immigration Department, SKNFRS, and HMP have supporting roles.

over the next two years so the Judiciary can be better empowered with Alternative Sentencing provisions, and the citizens offered better protections.

The Ministry of National Security is to develop a National Social Intervention Strategy for addressing the needs of At Risk Groups throughout the Federation.

The Social Intervention Provisions for At Risk Groups will be used to continue providing new and meaningful opportunities for these persons in order to make them more legitimately productive citizens. A National Gang Reduction Strategy is therefore paramount.

b) Corruption of Public/Private Sector Officials and Institutions/Organizations

Government will establish an Oversight Mechanism for the Security Services, empowered by legislation, to reduce incidence of the abuse of authority and also ensure proper policing methodologies. This will involve a review of the Police Complaints Bill, the Prison Act, Fire Act, the Defence Act, and attendant Regulations, amongst other issues. The Integrity in Public Life Commission has lead responsibility on the measures that need to be put in place.

Anti-corruption legislation and Oversight Mechanisms for Public Service entities to be put in place by mid-2021.

3) Weaknesses in the Justice System

The Ministry of Justice and Legal Affairs has lead responsibility with the RSCNPF, HMP and the Immigration Department (Ministry of National Security) in supporting roles. There is urgent need for the review of legislation to make them more effective in protecting citizens and the nation's interests. In this area, crimes regarded as being prevalent must be addressed with urgency. Additionally, the matter of Alternative Sentencing for youths who are first offenders (pre/post

Restoring faith in the Justice System as a deterrent to crime and the avenue through which justice is served, is the ultimate aim. Lead Ministry in conjunction with the other stakeholders must put in place the steps needed to improve the investigative and prosecutorial capacities of the RSCNPF and the Office of the

charge provisions) are to be addressed. Furthermore, the need to enact legislation to empower Immigration Officers in the execution of their jobs in both the land and maritime environments is recognized and will be addressed.

The need to increase the law enforcement capability within national resource constraints is recognized. In partial fulfillment of the National Security Architecture requirements, the Government has sought to involve the Private Security Guard Industry, working in conjunction with the RSCNPF, through the Ministry of National Security.

Particular attention is to be paid to the administration of the Incarcerated Population, specifically the calculation, review and use of alternative sentencing and the implementation of meaningful Rehabilitation Programmes for the reduction of recidivism.

Legislation is also needed to improve the development and enforcement of Fire Codes/Disaster Preparedness across the Federation.

4) Deviant Behaviours, Inadequate Parenting, Poor Socialization

Ministry of National Security has lead responsibility. The National Social Intervention Strategy is to be developed providing for, the management, coordination, measurement and evaluation, and accountability in the systems/processes. The Ministries of Social Development and Gender Affairs, Ministry of Education, Ministry of Health, Ministry of Finance (Customs and Excise), RSCNPF, SKNDF, NEMA,

Director of Public Prosecutions (DPP). The aim here is to ensure that offences are put before the Courts at a maximum of six months from the date of the crime committed, with an overall conviction rate of 90%. It is also important that our youth be kept out of prisons, where possible.

The work here is to continue, with submissions made to the Ministry of National Security by the Private Security Guard Industry, for amendments to the Private Investigators and Security Guard Act (2009) and attendant Regulations. Under this arrangement it is intended to widen the reach of the RSCNPF by increasing the scope of their “eyes and ears.”

A comprehensive National Social Intervention Policy Framework is needed to effectively and efficiently cater for the treatments required to address crime and attendant issues in the society. This is critical to maintaining the positive gains made in current Social Intervention

5) Natural and Manmade Disasters

Immigration Department, HMP, SKNFRS, all have supporting roles.

The National Disaster Management Mitigation Council, in conjunction with NEMA, has lead responsibility. The Ministry of Health, Ministry of Finance (Customs and Excise), Ministry of Foreign Affairs and Civil Aviation (SCASPA), the RSCNPF, SKNDF, Immigration Department, HMP, SKNFRS, are in support roles for this effort.

Programmes and bring about the proper management, coordination, measurement, evaluation and accountability of both local and overseas stakeholders activities.

Devise a National Scaling/Capacity for the holding of Emergency Stores, Humanitarian Supplies, Medical Supplies, Food Supplies, Petrol/Oils/Lubricants, Potable Water Storage capacities. Develop and constantly revise and rehearse Plans to ensure the ability of the nation to have the best chance of surviving a catastrophe brought on by nature or otherwise, and recovering thereafter. In this regard the capacity to do Damage Assessment Surveys immediately after an impact is critical. Prioritize the acquisition of resources over a five-year period so the necessary Budgetary Planning can be effected. Build enough resilience to safeguard nation by 2025.

Ensure the development of Contingency Plans to deal with eventualities and the compulsory housing and care of the vulnerable in society. Devise mechanism to ensure compliance to relevant Instructions in the Public and Private Sectors and the general citizenry.

22. TIER 2: THREATS AND ACTIONS REQUIRED

THREATS	MDA's RESPONSIBILITIES	ACTION REQUIREMENT / TIME ALLOCATIONS
<p>6) Terrorism</p>	<p>The Multi-disciplinary Task Force under the lead of the Ministry of National Security (RSCNPF) is at the helm of combatting this threat. The Ministries of Justice and Legal Affairs, Tourism, Health, Finance (Customs and Excise), Agencies and Departments such as, SKNDF, Immigration, SKNFRS, HMP and NEMA have supporting roles.</p>	<p>Government will enact any additional legislation needed by 2022. Lead and Secondary Agencies must have the capacity to deter this threat, as best as possible within resources, by early 2022. Of particular note is the need for a maritime capacity to address fire or other rescue incidents aboard Cruise Ships and other vessels in our territorial waters. In light of current regional and global threats the Government will continue its programme of Security Audits of critical infrastructure, conduct a programme of education for the public in general and see to the institution of a Security Compliance Unit in the Ministry of National Security with the explicit remit to ensure that Government Policies are being implemented/observed. The Government therefore remains mindful of the catastrophic potential this threat has to countries and particularly small economies.</p>
<p>7) Health Security</p>	<p>The Ministry of Health will have lead responsibility for executing the direction of the Government's policy, through the National Disaster Management Mitigation Council, where applicable, in dealing with these situations. The Ministries of National Security, Finance, Sustainable Development, Foreign Affairs and Civil Aviation, Justice and Legal Affairs, and Tourism, all have secondary/supporting roles. Critical Agencies/Departments in supporting roles to combat this threat are, NEMA (National Emergency Operations</p>	<p>A scale for the holding of medical supplies and attendant resources, in the event of epidemics/pandemics, is to be devised and submitted to the Cabinet for consideration. Facilities to be identified/earmarked for State Isolation Requirements in worse case scenarios, going forward. Contingency Planning to be developed to meet worse case scenarios and practiced, routinely, amongst the Ministries, Department and Agencies involved.</p>

	Centre), RSCNPF, SKNDF, SKNFRS, HMP, Immigration Department, Customs and Excise, and SCASPA.	<p>Medically qualified persons, in retirement, should be listed and the means of obtaining their services, in time of national need, devised by way of legislation or otherwise.</p> <p>Where there is a need to strengthen Laws and or Regulations for the safety of persons, these must be recommended immediately.</p> <p>The means of obtaining support from the Private Sector, in times of a national crisis, must be considered and be part of the national Contingency Planning recommendations to Cabinet.</p>
<p>8) Political Interference in the Services</p>	<p>Impacted Ministries, Departments and Agencies are to make submissions to the Government in their Organizational Reviews for all Staffing and attendant issues to be addressed. The Government intends to put the necessary structures in place to ensure fairness, transparency, accountability and clear guidelines to be followed in an employment/promotion/advancement system based upon fairness and meritocracy.</p>	<p>Oversight Mechanisms for the Security Forces will be put in place by the middle of 2021. They will have the required powers and authorities to deal effectively with improper or corrupt practices.</p> <p>All Ministries, Agencies and Departments are to have proper Policies in place governing, Recruitment, Hiring, Promotion/Advancement/Appointment, Remuneration and a Code of Discipline in place by mid-2021.</p>
<p>9) Absence of a National Security Vetting Policy</p>	<p>The Ministry of National Security is responsible for the development and submission of a National Security Vetting Policy that will require all Civil Servants to be subjected to the processes involved. This is a necessary requirement based upon the nature of threats to which the nation is currently subjected, our reliance on information sharing across borders, and the need to observe the protocols related to the handling of restricted/sensitive material, nationally, regionally and globally. Consideration must also be given to a National</p>	<p>The National Security Vetting Policy takes its lead from the CARICOM Security Vetting Policy which is currently being formulated. It should be implemented by mid-2021, across Government, at the latest.</p> <p>The Ministry is to submit proposals to Cabinet for the development and implementation of a National Identification System by mid-2021.</p>

<p>10) Inadequacy of local Human Capital for Recruiting in the Services and general employment requirements.</p>	<p>Identification System which will allow for the greater accountability of our citizenry.</p> <p>The Government will Commission a study to determine causal factors and take appropriate actions to correct this problem which has a deleterious effect upon the ability to properly safeguard the nation. The Ministry of National Security will have lead responsibility with all other Ministries, together with the RSCNPF, SKNDF, HMP, Immigration Department, SKNFRS, NEMA, and Customs and Excise, and other uniformed services, in supporting roles in this critical effort. Steps must be taken to build human capital resilience in order to safeguard the growth of the economy. The Ministries of Labour, Social Security and Ecclesiastic Affairs must develop a Plan to cater for the training, education and acquisition needs of the Federation in order to satisfy its developmental needs and self-sufficiency goals, for the workforce, in the medium to long term.</p>	<p>The Government seeks to ensure that its civil servants and service personnel are of the highest standards in service to the nation. This Study should be completed by January 2021.</p> <p>Ministries, Departments and Agencies are to examine Recruiting Strategies with a view to ensuring that appropriate persons are hired and persons are not victimized because of previously expunged records, for example.</p> <p>The Review of all MDA's will commence immediately upon the promulgation of the National Security Strategy. From these Reviews representations are to be made to the Government for the improved administrative and operational requirements of the entities. The Reviews of MDA's is not expected to last more than six (6) months.</p>
<p>11) The lack of effective disciplinary authority in the RSCNPF, and SKNDF, and Human Capital Management /Integration throughout MDA's.</p>	<p>The Government through the Ministries of National Security, Finance, Justice and Legal Affairs, will take the lead to ensure the implementation of Oversight Mechanisms to see to the proper administration of the various organizations and their efficient delivery of services to the public. The Police Services Commission is to be reviewed, the Powers of the Commissioners and other Heads of Agencies and Departments will be re-examined in order to create greater efficiencies and accountabilities. HMP is to receive urgent</p>	<p>Ministries, Departments and Agencies are to take steps to develop meaningful, effective and just disciplinary procedures to improve the administration of their personnel/organizations. The Services, in particular, must be reflected as highly disciplined and efficient bodies, attracting the youth of the population to serve their country.</p> <p>The Police Services Commission will be reviewed, a more active body is required for the proper administration of the RSCNPF.</p> <p>The powers/authority of the Commissioners and other Heads of Agencies/Departments, are to be</p>

<p>12) Secondary Employment in the RSCNPF</p>	<p>attention to bring its capacities in line with international standards.</p> <p>The Government is cognizant of the current practice that has been in place for decades and the detrimental impact it is having on the Force. The Ministry of National Security is to consult with the RSCNPF and any other Agency that is impacted, and submit a proposal for consideration by the Cabinet to rectify this problem. Such a Proposal should consider, a revision of categories of work admissible, the powers of authorization invested in the Commissioner of Police, applicable penalties for failure to comply with the relevant regulations, and options to the present system.</p>	<p>examined in order to achieve greater efficiencies in administration, the dispensation of justice and improve the discipline in these organizations.</p> <p>The Ministry of National Security is to make recommendations to the Cabinet for the revision of the Prison Act and the institution of an Oversight Body. This is to receive priority attention.</p> <p>Steps must be taken to enforce the Regulations in the Police Act as they apply to Secondary Employment. The Ministry of National Security, in consultations with the affected parties, is to present a submission to Cabinet outlining the way forward. Such a submission must seek to negate/eradicate the deleterious impact the current practice of Secondary Employment is having on the RSCNPF.</p>
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23. TIER 3: THREATS AND ACTIONS REQUIRED

THREATS	MDA's RESPONSIBILITIES	ACTION REQUIREMENT / TIME ALLOCATIONS
<p>13) The Potential for Crime amongst the At - Risk Youth and Adult Populations, to include Drug / Sexual Abuse, and other Physical and Mental Abuses.</p>	<p>Ministry of National Security has the lead role in addressing this threat; all other Ministries of Government will have supporting roles, as do Agencies such as the RSCNPF, SKNDF, HMP, SKNFERS, Customs and Excise and the Immigration Department. The effort will require the provision of a</p>	<p>The National Social Intervention Policy, should seek to manage the social intervention efforts in the Federation, providing for accountability, the capacity to coordinate, measure and evaluate programmes, ensuring that they are being conducted in the best</p>

	<p>properly formulated and implemented National Social Intervention Strategy/Mechanism, incorporating the assistance to be had from Non-Government Organizations (NGO's/Religious Fraternities/the Private Sector, other systems in place, etc.), and Foreign Donor Countries/Agencies.)</p>	<p>interest of the recipients and the objectives of the nation. This Policy/Mechanism is to be fully operational by mid-2021.</p>
<p>14) Inappropriate Labour Practices in the Work Environment</p>	<p>Ministries of Labour, Social Security and Ecclesiastic Affairs are the lead Ministries in this area. All other Ministries will have supporting roles. The effort should focus on providing a just and equitable environment for the workforce of the nation, ensuring at all times that both the national and international labour requirements are observed. Ministries will need to identify training, education, development and other needs and make submissions to Cabinet for consideration.</p>	<p>The Ministries are to institute all the mechanisms needed to ensure proper employer/employee relations in the Federation by March 2021. Of particular note is the matter of both National and International Labour Laws, the issuance of Work Permits and Visas, locally. These processes are to be thoroughly reviewed, in conjunction with the Ministry of National Security and submissions made to the Cabinet for action. The Government also recognizes the plight of the incarcerated population that provides a critical service to the wider society and should receive compensation for their efforts and be better able to support their families and reintegrate when released. This should be addressed in the organizational review of the HMP.</p>
<p>15) Inappropriate Transmissions Aired by Media</p>	<p>Government will ensure current legislation is enforced. New legislation will be enacted after consultations with Media Houses, if necessary. The Ministries of National Security, Justice and Legal Affairs, Education, Youth Sports and Culture, and Health, will need to examine</p>	<p>The Government is committed to ridding the airwaves and visual media of all inappropriate broadcasts and will commence discussions with the Media Houses to this effect at the earliest convenience.</p>

**16) Human Capital
Deficiencies and
Threats to Loss of
International Support**

carefully the material to which the public is exposed and determine suitability for airplay or viewing. Where there is need for new legislation of other appropriate measures to be implemented, recommendations are to be made for the consideration of the Cabinet.

The effort to stem the increases in crime requires the institution of multiple programmes, running simultaneously in many instances. The lack of adequately qualified human capital hinders progress. A Survey is to be done to ascertain the extent of Governments Training Needs, so appropriate actions can be taken. The Ministry of National Security is to be mindful of the Government's intention to build a new facility for the incarcerated population and plan for appropriate training of Staff in advance.

Ministries, Departments and Agencies must develop and implement their own Media Policies in keeping with the Governments overall Strategy.

The Survey of Required Expertise needed in our Human Capital should be a joint exercise to be undertaken by all Ministries. Ministries are to be mindful of the diverse human capital requirements of the workforce today and table their submissions to reflect same. The inability of the Services to attract the right persons, locally, is of concern and solutions to rectify this will be critical to their structures in the future.

24. TIER 4: THREATS AND ACTIONS REQUIRED

THREATS	MDA's RESPONSIBILITIES	ACTION REQUIREMENT / TIME ALLOCATIONS
<p>17) Food Security</p>	<p>The Ministry of Agriculture, Fisheries and Marine Resources, has lead responsibility with the Ministries of International Trade, Industry and Commerce, Consumer Affairs, Health, and National Security, having secondary roles, to include the RSCNPF, SKNDF, SKNFRS, Customs and Excise, HMP and NEMA.</p>	<p>Lead Ministry is to develop Policy Framework for improving current practices and achieving internationally accepted standards. A Report is to be submitted to the Cabinet within two (2) months of the National Security Strategy being issued. Wild/Deliberate fires are a serious threat to lives, property, agriculture and productivity. Solutions must be found to positively address these issues. Existing Agricultural Farming Enterprises, such as the Prison Farms, should be considered for assistance to improve production in the interest of the nation.</p>
<p>18) Water and Energy Security</p>	<p>Ministry of Public Infrastructure, Utilities, Posts, and Urban Development, the Ministry of Tourism, Transport and Ports, and Ministry of Agriculture, Fisheries and Marine Resources, will have lead responsibilities, together with the Ministry of International Trade, Industry and Commerce. The following Agencies, RSCNPF, Customs and Excise, SKNFRS, and NEMA, have supporting roles.</p>	<p>Steps are to be taken immediately to ensure the safety and security of our Water and Energy Supplies. A Report is to be submitted to the Cabinet within three (3) months of the National Security Strategy being promulgated. Consideration should be given to and recommendations made on, a Policy for future building constructions mandated to harvest rainfall for domestic use, improving water storage capacities, improving water efficiency in agriculture and renewable energy solutions. Lead Ministries to develop Policy for Cabinet's consideration by April 2021.</p>
<p>19) Climate Change</p>	<p>A Government Policy will be developed and initiated to treat with this problem as it impacts life in general. Such a Policy will involve, Public education programmes, an educational package introduced at the</p>	<p>Lead Ministry in conjunction with supporting Ministries and their relevant Agencies and Departments, are to develop a Plan to effectively deal with this threat. The Plan should be submitted for Cabinets consideration by mid-June 2021.</p>

**20) Property Degradation
Harbouring Criminals**

Primary through to Tertiary levels. The Ministry of Education, Youth, Sports and Culture will be the lead Ministry, with support from, the Ministries of National Security, Finance, Sustainable Development, Justice and Legal Affairs, Environment and Cooperatives, Agriculture, Fisheries and Marine Resources, and Human Settlement, National Health, Insurance, Social Security, Ecclesiastic Affairs.

The Government will develop and implement a Policy for proper housing solutions while ensuring the upkeep of existing structures and lands in public or private ownership. The safety and security of citizens are of paramount importance in this area. The Ministry of National Security has lead responsibility with support from, the Ministries of Agriculture, Human Settlement, Environment and Cooperatives, Public Infrastructure, Utilities, Posts, and Urban Development, Tourism, Transport and Ports, Justice and Legal Affairs and is charged to develop and present a submission to the Cabinet. The RSCNPF, SKNDF, Immigration Dept., NEMA, and SKNFRS are Key Agencies with supporting roles.

The Government recognizes that this threat area has provided significant coverage for the conduct of illegal activities. In addressing this problem it is therefore important that the means be put in place to ensure that properties are kept in good condition and together with derelict buildings and abandoned vehicles, do not pose threats to communities. Consultations amongst the lead, supporting Ministries and Agencies are therefore to take place and a submission made to the Cabinet on how to negate this threat and maintain safer environments going forward.

ADDRESSING TANGENTIAL ISSUES

25. **Conditions of Service in the Agencies and Departments of the Ministry of National Security.** The work of the National Security Strategy Formulation Committee has indicated that the housing, equipping and remuneration of the Law Enforcement Services are severely inadequate, do not inspire loyalty, reduce confidence and morale and further serve to encourage personnel to seek Secondary Employment. These conditions, the Report indicates, do not make the Services attractive options for desired employment. The Government has taken note of these observations and is committed to addressing them. In this regard it will await the submissions of the various entities on completion of their Strategic Reviews.
26. **Incentives.** There is a recommendation for members of the Services, with over five (5) years' service, to be allowed concessions on vehicles, land, housing and building material as an incentive to keep those desired and attract better qualified persons. These matters should form part of the individual entities Strategic Review submissions.
27. **VIP Protection.** In recent years, VIP Protection Duties have created a strain on the resources of the RSCNPF. This has come about as a result of a requirement to observe increasing international protocols for the treatment of dignitaries visiting our shores and the threat status, locally. The Government is fully aware of these demands on the RSCNPF, in particular, and requests that appropriate solutions be provided by the organization concerned, in its Strategic Review, to have the matter addressed.
28. **Community Police Training.** Community Policing Initiatives have been positively impacting the Federation over the past three years. The Government notes that this is representative of the new and acceptable method of creating and maintaining Law and Order in Communities and often times provides better results than hard policing techniques. The Government is of the view that law enforcement is a priority and persons involved in this endeavor must be properly trained for the tasks they have to perform in service to the needs of the Federation. We are therefore committed to providing personnel with the training required to improve Community Policing Deliverables across the RSCNPF. Bearing this in mind, the RSCNPF is to make the necessary submissions in its Strategic Review so that this can become a reality throughout its rank structure.
29. **Crime Fighting Capacities.** The capacity of the RSCNPF to investigate matters and bring them before the Courts, resulting in successful prosecutions, is not at the standard required. This does not allow the public, in general, to have the confidence it ought to have in the organization. It also creates a burden on the Court System and weakens the State's overall ability to deter crime. The current situation requires that greater emphasis is placed on the training, education and development of law enforcement personnel in order that we can effectively and efficiently deal with the threats impacting the nation. We must seek to avail

ourselves of the opportunities that are available regionally and globally, so that we can be more aligned with, and aware of, the latest developments in crime and how they are dealt with, improve current capabilities and meet the demands of our citizens for protection. The RSCNPF is to take this matter seriously as it conducts its Strategic Review which must clearly show how it intends to meet the demands being placed upon the Force for the security, safety and stability of the Federation of St Kitts and Nevis.

30. **Enhancing Law Enforcement Coverage.** The Government is mindful of the manpower and workload challenges affecting the RSCNPF, in particular. We are also aware of the work already being done to make the Private Security Industry a part of the National Security Architecture. Submissions from the Industry, through the Ministry of National Security, are awaited in this regard.
31. **Secondary Employment.** Although included above, the matter of the conflict of interest created by secondary employment by members of the RSCNPF is taking on renewed vigour, internally and externally. The feeling is that too many Officers are involved in non-policing jobs that are in conflict with their primary purpose and this negatively impacts their performance as Police Officers. The Government re-emphasizes the need for the Ministry of National Security, in conjunction with the relevant stakeholders, to re-examine this practice and provide solutions for resolution as a matter of priority.
32. **Resources of the SKNDF.** The tasks required of the SKNDF, particularly in support of the RSCNPF, far outweigh its size and capacities. The Strategic Review must take this matter into consideration and provide appropriate recommendations for the Government's consideration, to include the realization of any new Roles that might arise as a result of the directions of this National Security Strategy. The Government, for example, is aware of the inadequacy of Infantry Kit and Equipment and the Coast Guard Fleet, for the purposes of the conduct of land-based operations and the protection of our maritime and air space. These matters must be addressed with urgency.
33. **National Crime Victimization Study.** The conduct of a National Crime Victimization Study will be done. The objective of this study is to ensure that we understand the crime phenomenon that confronts our nation and are able to use the scientific evidence that will be obtained to further inform the many and varied actions outlined in this National Security Strategy, going forward. Consideration should be given to establishing the impact of Deportees and the levels and types of abuse in the Federation, at this time, as there is very little scientific knowledge of this at the moment. The Government has a keen interest in these events as it will specifically assist it in the development and implementation of programmes pertinent to our Social Intervention Initiatives, such as, At Risk Groups, Explorers Youth Clubs, Police Cadets, Army Cadet Corps, other Youth and Adult Development Endeavours, Rehabilitation/Reorientation/Reintegration of the Incarcerated Population, while facilitating accountability, transparency, the ability to measure, monitor and evaluate. In this regard it is critical that the Ministry of National Security commences and completes this study as soon as possible.

34. **Obligations.** The Government of St Kitts and Nevis will continue to honour its obligations to the Regional Security System (RSS) of the Organization of Eastern Caribbean States (OECS) and the provisions of the CARICOM Crime and Security Strategy (2013). Note is to be taken of these obligations in the Strategic Review considerations of Ministries, Agencies and Departments.

GOVERNMENT'S RESPONSIBILITY

35. The Government of St Kitts and Nevis is fully aware of its responsibility to create a safe, secure and stable environment for the citizens of the Federation. The itemizing of the Threats and Allocation of Responsibilities to MDA's, complete with, Requirements /Action Timelines, is necessary and indicative of the absolute seriousness with which our current situation is viewed and how we will to provide for the protection of our nation and its interests. We are further aware that these threats and our ability to deal with them are impacted by certain cognitive, traditional and human centric resource issues which must all be addressed in tandem. We are committed to doing everything in our power to ensure that the capabilities needed are achieved.

CLOSING STATEMENTS

36. The National Security Strategy represents the culmination of a highly consultative process that had inputs from a wide cross-section of the society, inclusive of the Government, other organizations, institutions and the general public, in the Federation of St Kitts and Nevis. It represents the considered views of the threats confronting the nation now and those expected to have an impact in the future, and proposes a deliberate Plan of Action to deal effectively with them, incorporating the assistance of our Regional and International Partners, where applicable, while ensuring that we are able to honour all other Sub-regional, Regional and International Obligations.
37. This Strategy now represents the guiding philosophy to be applied by all Ministries, Departments and Agencies of Government in the conduct of their Organizational Reviews. This exercise allows them to take the necessary steps to ensure that they have the capacities and capabilities to carry out their responsibilities as mandated by the Cabinet. It also provides critical information to the public, clearly indicating how the safety, security and stability of the Federation will be guaranteed and the responsibilities of every citizen in the National Security Architecture Framework. The Reviews to be conducted and the Public Education Programmes will culminate the realization of a whole of Government in partnership with citizen's approach, for the safety, security and stability of the Federation of St Kitts and Nevis.
38. It is acknowledged, from the work done, that crime continues to be a very dynamic, and evolving health phenomenon. The Government of St Kitts and Nevis remains committed to

creating a better environment for its citizens, one that is free from crime and offers multiple positive opportunities for individual and collective development and protections from the other threats. We are therefore cognizant of global realities, the need to provide deterrents and the relevant services to the nation, while forging strong regional and international relations for the mutual benefits of peaceful co-existence.

39. Finally, as these threats evolve, so too will there be need to revisit our Strategies, periodically, to ensure that adequate deterrents, protections and plans are in place, for the protection of the populace, at all times.