



STANDING COMMITTEE ON FOREIGN AFFAIRS AND DEFENCE

Review Report of the Committee on the Fiji Police Annual Report 2013



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Chair's Foreword

I am pleased to present the review Report of the Standing Committee on Foreign Affairs and Defence on the *Fiji Police Force Annual Report 2013*.

The Standing Committee is established under Section 109(2)(e) of the Standing Orders (SO) of the Parliament of the Republic of Fiji. The Committee is mandated to examine matters related to Fiji's relations with other countries, development aid, foreign direct investment, oversight of the military and relations with multi-lateral organisations.

The purpose of the review was to scrutinize the *Fiji Police Annual Report 2013* specifically on the maintenance of law and order, protection of life and property and preservation of public peace, leadership and administration of the force, legislation, budget, organization structure, functions, policies and programs of the year.

The findings of the review and the recommendations put forward by the Committee are intended to assist the Force service delivery of its core functions in reducing crime and keeping Fiji and its citizens and visitors safe and secure on a 24/7 basis. Also maintain and improve Fiji Police contribution to global security and world peace as mandated Fiji's obligations to the United Nations' security mandates.

The review exercise was possible after a round of consultations with the Force. The Committee had identified areas of concern that need addressing to ensure the organization as an institution efficiently and effectively achieves its goals. I wish to extend my thanks to the Honourable Members and the Secretariat who were involved in the production of this bipartisan report: Hon. Mosese Bulitavu MP (Member), Hon. Mataiasi Niumataivalu MP (Member), Hon. Ratu Suliano Matanitobua (Member) and Hon. Jilila Kumar MP (Alternate Member).

On behalf of the Standing Committee on Foreign Affairs and Defence, I commend this report to the Parliament.



Hon. Netani Rika
Chairperson

Introduction

Using the legislative powers provided to the Committee, this report examines the Fiji Police Force Annual Report 2013 which was tabled in Parliament in April, 2015.

The Committee had gone through the Annual Report and identified key areas that need to be assessed and these included the Ministry's budgetary allocation, policies, programs and projects of 2013, staffing issues, training issues, and the overall administration.

On 11th October 2016, the Committee resolved to summon the FPF executives on 1st November 2016 to provide a brief to the Committee on the overall performance of the Force in 2013.

The review involved the collection and sighting of available information and documents from the organisation. This was important to allow the Standing Committee to fully understand its operations and performance.

In summary, the information for this report was obtained through:

1. A thorough assessment by the Standing Committee on the Fiji Police Force 2013 Annual Report;
2. An oral presentation by the Police executive management; and
3. Face-to-face interviews with the Fiji Police Force Deputy Commissioner, Isikeli Ligairi and his team.

The mandated functions of the Police are listed below which the Committee used as the basis of the review:

1. Introduction;
2. Police Achievements for 2013;
3. Challenges;
4. Financial and Budgetary Constraints; and
5. Strategic Direction and the Way Forward.

The Report is divided into three:

1. **Chapter One** covers the Committee recommendations to Parliament;
2. **Chapter Two** focuses on the Findings of the report; and
3. **Chapter Three** covers the Conclusion.

List of Recommendations

Recommendation One:

Leadership Challenge of mitigating the high turn-over of Heads of the Organisation is a concern that affects the morale of the force and quality service delivery in the law and order sector.

Recommendation Two:

To consider appropriate resources such as, financial and technical support to shape and modernize a force fit to carry out its duties on a 24/7 basis without fear, favour or malice.

Recommendation Three:

There is a need for additional finance for the maintenance, upgrading and renewal of existing infrastructure such as officers' accommodation, amenities and a centralize headquarters.

Challenges and Drawbacks

Strategic

1. Constant change of leadership
2. Identifying/preparing future leadership
3. Human Resource Retention – Loss of experienced workers
4. Outdated Infrastructure/Structure
5. Outdated legislations
6. Police procedure (criminal justice system)
7. Staff welfare
8. Review of the Police Act

Operational

1. Scientific and Technological Transition and Transformation
2. Legal Apparatus to counter resources wasted in transporting remandees and convicts.
3. Manpower and Technology Proficiency
4. Operations Clarity, Contingency and Counter Measures to Adequately address changing criminal landscape
5. Social Media (regulated)

Tactical

1. Logistic, inventories and equipment

Findings

The Committee's findings were established after thoroughly scrutinizing the FPF 2013 Annual Report and acquiring additional information and clarifications from the consultations with the Force senior officials.

The objectives of the assessment were to:

1. scrutinize the Police 2013 administration, budget, functions, organization structure and policies that were in place;
2. projects/programs of the Police in 2013; and
3. making recommendations to Parliament on the overall performance of the Police in 2013 with regards to its mandated functions

Conclusion

The Standing Committee on Foreign Affairs and Defence has fulfilled its mandate approved by Parliament which was to examine the Fiji Police Force 2013 Annual Report. The Committee had conducted its review and formulated the findings with regard to the Organisation's performance in 2013.

The Committee report is bi-partisan and contributions from both sides have provided the final report which is closely supported by the Secretariat.

The response and the input from the Force were overwhelming which contributed a lot in the compilation of this report. The Committee has assembled few recommendations to Parliament on the result of the review that was undertaken with regard to the FPF mandated responsibilities with its performance in 2013.

The recommendations highlight areas of concern which include the Force budgetary allocation such as the capacity and capability of the Police in carrying out its mission of meeting Fiji's safety and security needs.

Overall, the key areas highlighted by the Committee in its findings would help improve the overall performance of the force in the future.

APPENDICES

APPENDIX 1

FIJI POLICE FORCE POWERPOINT PRESENTATION



**FPF PRESENTATION TO THE
STANDING COMMITTEE ON
FOREIGN AFFAIRS AND DEFENSE**

FPF ANNUAL REPORT 2013

TUESDAY 1 NOVEMBER 2016

2013 FACTS

- LEADERSHIP - COMMISSIONER – BRIG GENERAL IOANE
NAIVALURUA/RAVI NARAYAN**
- Actg Deputy Commissioner – Ravi Narayan/Isikeli Vuniwaqa**
- BUSINESS PHILOSOPHY – KILLING 5 BIRDS WITH ONE
STONE**
- RATIO – 1:222**
- FORCE FOR THE NATION – COMMISSIONERS INTENT**
- ASSENTION 2013 CONSTITUTION**
- LAUNCHING OF DUAVATA**

2013 FACTS

- Leadership - Commissioner – Brig General Ioane Naivalurua/Ravi Narayan
 - Actg Deputy Commissioner – Ravi Narayan/Isikeli Vuniwaqa
- Business Philosophy – Killing 5 birds with one stone
- Ratio – 1:222
- Force for the Nation – Commissioners Intent
- Assentment 2013 Constitution
- Launching of Duavata

STRATEGIC FOCUS 2013

Plugging the Gap – Systems and Processes

- Leadership
- Use of Resources
- Unit Business Plans
- Police Community Relationship
- Wellness and wellbeing – Quality of lives
- Family
- Spirituality
- Ethos and Values

OPERATIONAL FOCUS 2013

Strengthening FPF Operations

- Delivery of Quality Customer Service/Reducing Crime against women and children/Reducing overall offence/ Maintaining detection/improve road safety
- Pushing forward resources/decentralization of K9; Border Control
- Manning & Deployment reviews (Monthly/Quarterly)
- Operation Readiness Checks (ORC)
- Staff training
- Integration
- Policy Changes – No Drop Policy

General Election

CHALLENGES

› Strategic

- Constant change of leadership
- Identifying/preparing future leaders
- Human Resource Retention - Loss of experienced workers
- Outdated Infrastructure/Structure
- Outdated legislations
- Police procedure (criminal justice system)
- Staff welfare

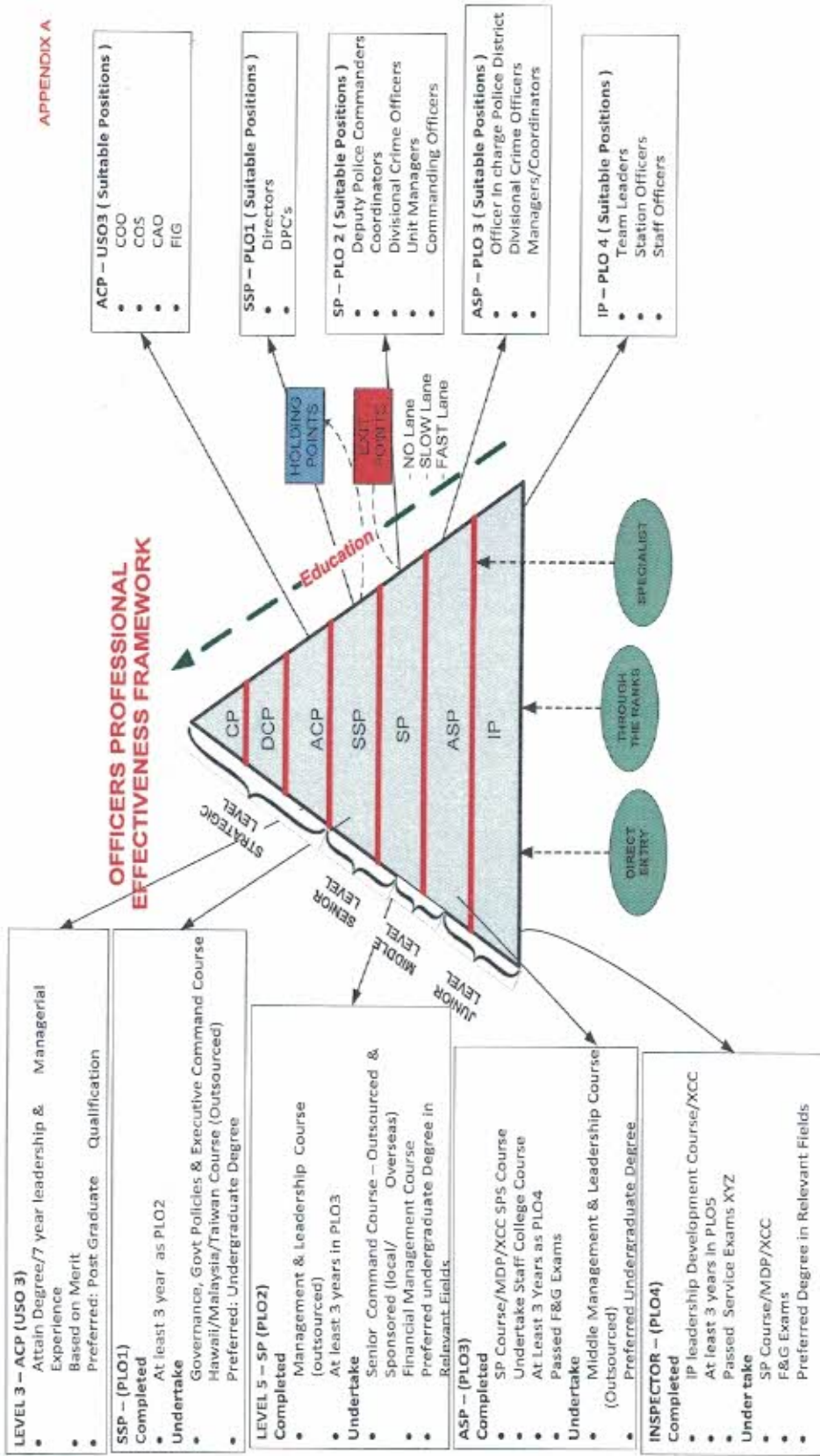
› Operational

- *Scientific and Technological Transition and Transformation*
- *Legal Apparatus To Counter resources wasted in transporting remandees/convicts/etc*
- *Manpower v Technology Proficiency*
- *Operations Clarity, Contingency and Counter Measures To Adequately address changing criminal landscape*
- *Social Media (regulated)*

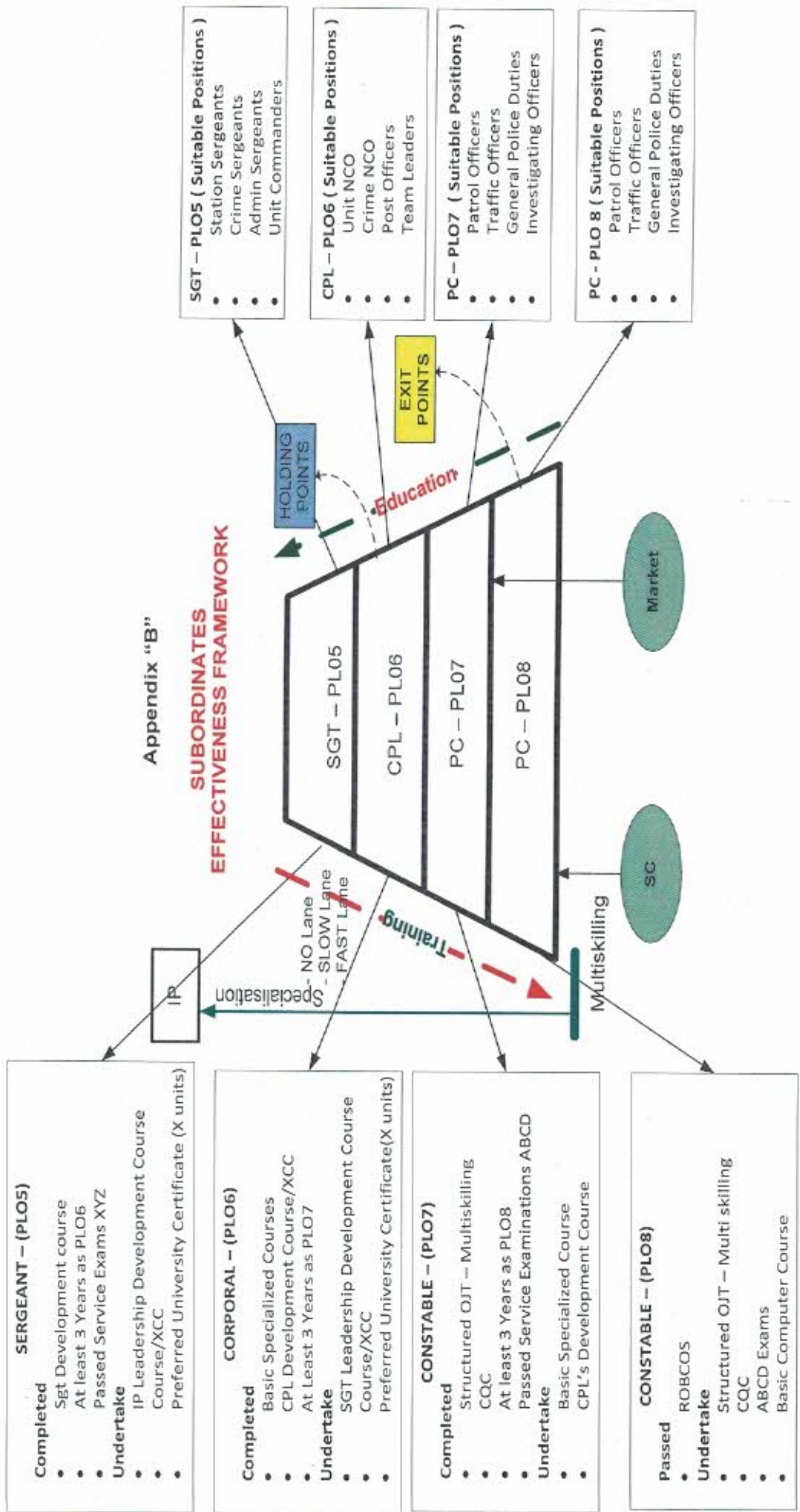
CHALLENGES

- › **Tactical**
 - Logistics, inventories and equipment

TRAINING



TRAINING



TRAINING

*Fiji Police Officer Cadet Training Initiative – Ongoing Programme, With New Intake in 2016
Change In Course Framework and Curriculum (Competency Based)
Overseas Training Schemes*

*Leadership Training – Malaysia Command Course; FBI Leadership, Asia-Pacific Command-Hawaii
Training Arrangement With Foreign Nations (Major Partners) – China, India, Indonesia, Singapore –
'Benchmarking Strategy', Australia – Federal Police and State Agencies, New Zealand, Malaysia, USA;
Hong Kong – scoping tour and exercise*

*Leadership Development Initiative – 50 positions with Chinese counterparts; secondment and attachment
initiatives locally and internationally (both private and government)*

Job Rotation and Posting Plan by HRM

Forensic Training Liaison With Fiji National University (FNU)

Future Plans

Course Curriculum Review

Accreditation of Police Courses With Higher Education Commission

Regional Police Academy

Officers Optimum Performance Effectiveness (OPE)

Succession Planning

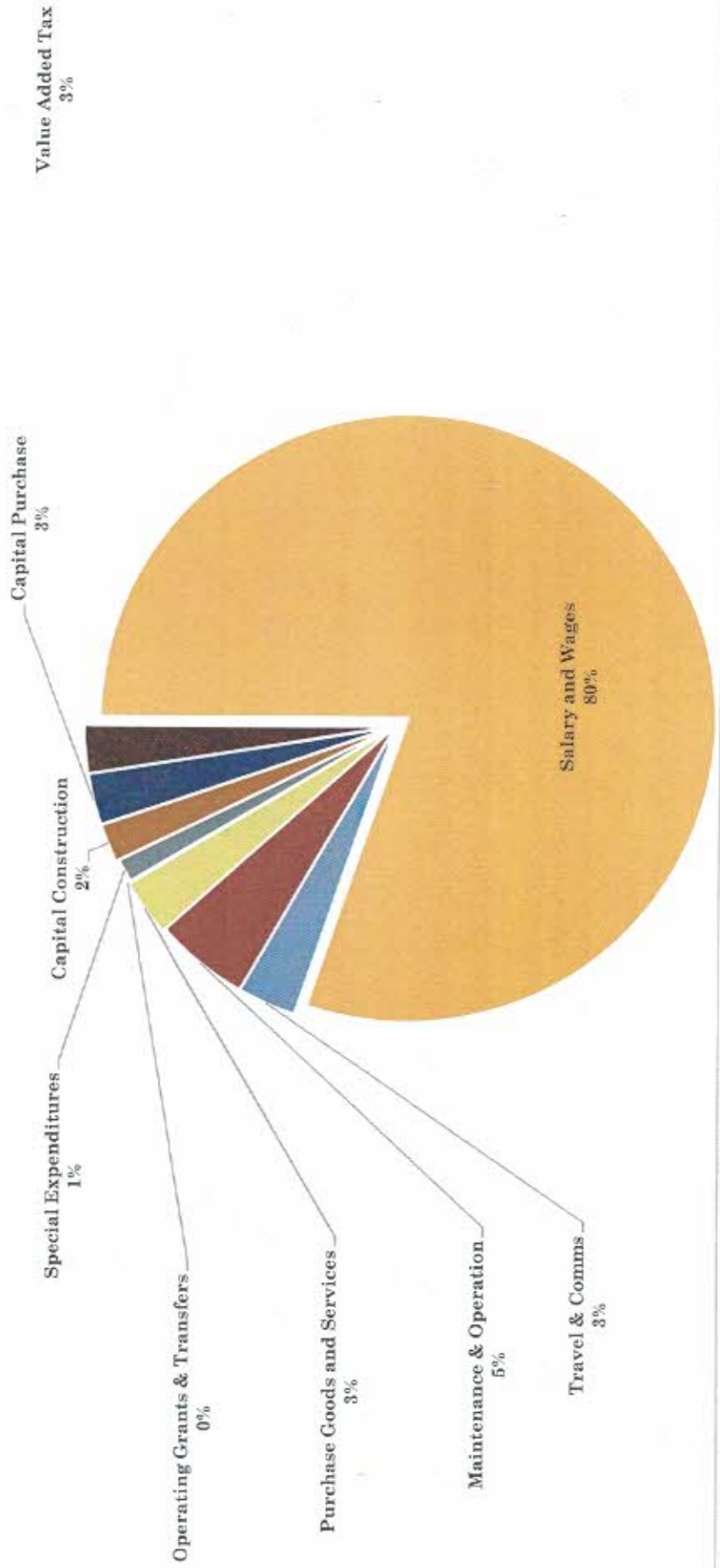
Officer Command Course (Staff College)

*Strengthening Training and Development Ties With Training Providers (Tertiary and Leadership Development
Agenda)*

Fiji Police becoming 'One-Stop' Training and Development Agency For regional Police Agencies

BUDGETARY

Budget Summary		2013	2014
2013/2014		FJDm	FJDm
		92,176.70	111,767.70



TRANSNATIONAL CRIME

LOCAL/REGIONAL/INTERNATIONAL

Domestic

- Reviews on current laws and legislation
- *Submission for New Laws and Legislation to counter newer crime trends, locally and transnational*
- *Strengthening of Border Controls with multi-agency collaborations with Immigration, Customs, Bio-security etc*
- *Strengthening of in-country and Pacific NCB's*
- *Establishment of new Units and Task Forces To Deal With Specific Crimes, Occurrences and operations*
- *Strengthening of Special and Quick Response Units and Mobility In Town Boundaries and Localities*
- *Declaration of Crime Free Areas*
- *24Hour Classification of reports Directive*
- *Three-Times A week Skype Brief From Operation Fields To Police Headquarters*
- *Classification of Residential and principalities as Red and White Zones, pending severity of Crime and delinquent behaviours*

- *Continuous Monitoring and Evaluation Focus, carried on from the SFCCO era*
- *Partnering In Yellow Ribbon and Other Rehab Initiatives*
- *Monthly Continual Drug Operations*
- *Re-introduction of patrol Car Initiative, and Weekend Operations (Bar patrol, Residential patrols etc)*
- *Strengthening of Operations Command Centre approach of operations Readiness and Mobility*
- *Media and Publics Relations – rise of rights and freedom related essence*
- *Rights and Freedoms – Public Order Decree v Constitution (Uplifting of Restrictions v Open Rights Based Society)*
- *Donor / AID Management*
- *Investment on Science and Information / Technology*
Communications Gadget
Computing and Digitization, Networking
Databases and Applications
Forensics (Biology, Chemistry, Pathology)
Decentralisation of Enablers Services

Regional

- *Improvement of Bilateral – agency to agency relations and ties*
- *Regional and International Collaboration like Transnational National Crime Coordination Centre (TCU) – Apia, Samoa; along with other law Enforcement establishments of the Pacific*
- *Closure Training and Development, Monitoring and Surveillances in collaborations With Australian (AFP & Customs) and NZ Counterparts*
- *Stronger Regional Collaboration – MSG*
- *Strengthening of diplomatic and Agency Ties with fellow MSG Countries*
- *Stronger Collaborations With MSG/PIDF Police Commissioners and Pacific Police Commissioners (Chiefs of Police) Forums*

International

- *Improvement of Bilateral – agency to agency relations and ties*
- *Closure Collaboration and Information sharing, Training and Development initiatives with INTERPOL and United Nations (Assistance)*
- *Sharing of Information and Passing over of expertise such as INTERPOL Applications and to fellow law enforcement agencies e.g. I 24/7 (decentralisation initiatives to strengthen and share I 24/7 at Nadi International Airport)*

LESSONS FOR 2013

- *Revival of Inter-Agency Regional Solidarity and International Co-operations Initiatives*
- *Strengthen Transnational Crimes and Security Co-ordination*
- *Internal Security Affected By Regional and International Changes and Trends*
- *Trade and Travel Sanctions / Embargo*

Border Control and Management
Emergence of Social Based Crimes

Domestic Violence

Rape and Sexual Violations

Drugs and Hard Drugs

Squatter and Informal Settlements

Domestic, Behavioural and Emotions Related Crimes and Delinquencies

Transnational Activities – Drugs, Counterfeits, Security Threats, Business and Tax Related Transactions, Cyber-crimes, Border Infringements and Cross-Border Security and Criminal Activities

Emergence of Social Media, and Digital / Virtual Crimes and activities

Emergence of Skimming Devices – ‘ATM Fraud’

Proceeds of Crimes – investigations and prosecutions

Law enforcement moving towards sci-fi and techno led interventions e.g. CCTV, Robots, Drones, electronically controlled devices for traffic and people movements (public order management)

Re-structure of the Fiji Police through much awaited ‘One Force’ Concept; Transformation and Modernization Focus; Operational Push-forward and decentralisation of Assistant Commissioner Divisional Police heads; decentralisation of enabler and support services; continuous revival and evolution of Community Policing

- *Cross-border threats and terrorism*
- *Refugee and environmental Catastrophe becoming prevalent*
- *State of development, progression and threats of criminal activities by individuals and organised syndicates/groups*
- *Decentralisation of Police Services, Structure and Command & Control for Better Service deliveries*
- *Increasing Service and Workforce Gaps due to rapid Expansion of Technology and Scientific Interventions*
- *Rapid Change of Religious, Cultural, Traditional, Religious and association (freedoms/rights) Values and Thought – ‘new society’ – “z-generation”*

- *Future Outlook*
- *Drugs*
- *Cyber crime*
- *Terrorism/Financing*
- *Money Laundering*

END

Questions

APPENDIX 2

VERBATIM REPORT

STANDING COMMITTEE ON
FOREIGN AFFAIRS & DEFENCE

(Verbatim Report)

HELD IN THE

COMMITTEE ROOM (EAST WING)

ON

TUESDAY, 1ST NOVEMBER, 2016

VERBATIM NOTES OF THE MEETING OF THE STANDING COMMITTEE ON FOREIGN AFFAIRS AND DEFENCE HELD AT THE COMMITTEE ROOM (EAST WING), PARLIAMENT PRECINCTS, GOVERNMENT BUILDINGS ON TUESDAY, 1ST NOVEMBER 2016 AT 9.22 A.M.

Submittee: Fiji Police Force

In Attendance:

- | | | | |
|----|---------------------|---|--------------------------------|
| 1) | Mr. Isikeli Ligairi | - | Deputy Commissioner of Police |
| 2) | Mr. Biu Matavou | - | Force Inspector General |
| 3) | Mr. Mahendra Syam | - | Deputy Director, Planning (HQ) |

MR. CHAIRMAN.- Honourable Members, we have with us this morning the team from the Fiji Police Force.

Gentlemen, on behalf of the Honourable Members of the Foreign Affairs and Defence Standing Committee, I take this opportunity to welcome you here this morning. As you all know, you are here to present to us the Annual Report, 2013 and I believe the three of you were not part of it but you are here this morning to present to us, that is understandable. We will give you to present first and then there will be question time when we will just question a few clarifications.

I believe this is the first Annual Report this Committee has received and we are still waiting for the other Force to submit theirs but you are first and we thank you for that effort. We have seen your report and we hope there is a lot of things we will learn and discuss this morning. So with no further ado, I now give the floor to the Deputy Commissioner of Police to present the report to the Honourable Committee.

MR. I. LIGAIRI.- Mr. Chairman of the Standing Committee of the Foreign Affairs and Defence, Honourable Members of the Committee, colleagues, ladies and gentlemen, at the outset, on behalf of the Police Commissioner and our organisation, I take this opportunity to actually thank you for extending the invitation to the Police Commissioner for us to come and present to the Committee some other matters that are not covered in the Annual Report that you needed to know. Unfortunately, the Police Commissioner is on an overseas assignment at this point in time and that is why we are here to answer and present on behalf of the organisation.

Sir, the presentation that I will make this morning is in response to the questions that were sent to us. It is not intended to change the Annual Report. I understand that there were other information that you required to enable you to prepare your Report and table in Parliament next year and that is the reason why I am saying at the outset that the presentation today will not cover or in any way change the Annual Report that was prepared.

Sir, before I begin this morning, the overview of my presentation, I will state some facts for the Police organisation in 2013 and then I will cover the questions that were raised one by one until I complete all the questions, so that is the overview of my presentation this morning.

Leadership of the Police organisation in 2013 was such that Major General (Retired) Ioane Naivalurua was the Police Commissioner, and because I was away overseas on Peacekeeping duties, the Deputy Police Commissioner was Mr. Ravi Narayan and of course, after the

promulgation of the Constitution and the end of the Major-General (Retired) Naivalurua's contract, Mr. Ravi Narayan took over as the Acting Police Commissioner and the Deputy Police Commissioner was Mr. Isikeli Vuniwaqa in the same year. So you were right in saying that we were not there at that point in time, however we are here to present on the questions that were raised.

Sir, in 2013, the business philosophy was "killing five birds with one stone". Literally it means that for every dollar spent, we must get five-folds whatever we are going for, whatever services; if we spend one dollar, get five times in return, so that was the business philosophy of the Police organisation, and in that year, our ratio in terms of policing was 1:222.

I understand that there are international ratios but in terms of Fiji, it was 1:222. You might have seen on the cover page of the report, you have a phrase there for the nation. I just want to touch on this. This was what we called the Commissioner's intent; for the military, it is the Commander's intent, so it is stated by the leaders on what they want to achieve. This is a borrowed concept as I speak. It was adopted or got back from a benchmarking tour whereby the Commissioner and other senior members of the organisation then went to Singapore and because our Police Commissioner then had a good relationship with the Police Commissioner in Singapore, what happened was, he was the former Commissioner of Corrections in Singapore while our Commissioner was also the Commissioner of Corrections. When he became the Police Commissioner, our Commissioner was sitting here as the Police Commissioner so their relationship was already forged and that was why the benchmarking tour in that year was taken to Singapore. This was borrowed from Singapore because the then Commissioner in Singapore had this – a Force for the nation, so yes, that was the strategic intent of the Commissioner.

Another fact in 2013 was the ascension of the 2013 Constitution as all of us know. In the organisation we had what we called the launching of the Duavata concept for community policing. This was the year that we launched and subsequently it spilled over in 2014 when we went around Fiji trying to explain the concept of Duavata and there were interests from the region.

As I speak this morning, this is just for your information, one of our officers is currently in Vanuatu conducting awareness on this concept and they want to adopt it.

Sir, I shall move on now to the second slide on the question which talks about the strategic or focus. In our planning, we had a plan from 2012 to 2050 and there were thematic themes for each decade and for that decade, because the Commissioner was there, he said "Alright, let's put it as the Force for the nation" but on an annual basis, we have a theme and for 2013, it was Plugging the Gaps.

Plugging the Gap, that was basically for the processes and systems we have because there were a lot of developments and what we found when we consolidated all our efforts, a lot of our Standing Operating Procedures (SOPs) as well as administrative directives and instructions were not up-to-date because we were rather relying on an old directive and that made our effort to go forward or it hindered our effort to go forward because our systems and processes were not in line with the developments in that year. That was the reason why we worked on trying to ratify that and in the same sense, we identified some other gaps. The gaps that I have outlined there, for leadership it was well-known because of the retirement of senior officers in the organisation, there was a leadership gap. That was one of the focus areas or the strategic focus area for the organisation because we were looking for leaders to take over, unfortunately, because people who were on

retirement just left, we could not hold them back so we had a gap in leadership at that time and as I speak this morning, it is still a gap. We are trying to bridge that gap so that we come to par with the current status of leadership in the organisation.

The use of resources: this was another area of focus. Sir, when I talk about mobility, we were really affected at that point in time. In terms of our establishment for vehicles, we had a lot but when it came to operational vehicles, about more than two-thirds were in the garage awaiting boarding, so that was another reason and on top of that, our budgetary expenditure, we were asked to monitor our expenditures so that we focus on productive purposes rather than repairing those old machines.

Unit Business Plans: we found out that the plans were from the strategic level to the divisional level, but each unit did not have their business plans. So that was the year when we improved not only the business plans, it went down to individual work plan for our staff; so that was another progress in that year.

Police Community Relationship: as you will understand, I would say from the early years of Independence, we were borrowing concepts, combined system from Japan, the Neighbourhood Watch Scheme was borrowed from our regional counterparts. There was nothing for Fiji and we know that we cannot do the work alone and that was the impetus of us trying to formulate a concept for Fiji so that was when we thought about community and police partnership. We need strengthening of that and as I already mentioned in the facts that are provided on the first slide, we came up with the Duavata concept in that year, so that was another strategic focus.

Wellness and wellbeing: what happened in that year, there were a lot of deaths, young people were dying and we found out that they were indulging a lot in social drinks, not having enough rest. So in order to improve the quality of life of people, this was another strategic focus on the wellness and wellbeing. We actually enforced Physical Training (PT) every morning and I am sure for those who were there at that time, we used to travel from Sawani every morning; we were dropped there early in the morning at 4.00 o'clock and everyone had to find their way up to the hill. That was done on a daily basis except Sundays, so it was one of the strategic focus areas too.

Family: we do understand that the officers cannot do their work properly if their families are affected and to be very factual with the Committee, we had a lot of marriage breakdowns at that point in time. There were other behaviours - domestic violence in the homes and then we focused on the family to, spirituality. In that year too, after the expiration of the first Force Chaplain's contract, we contracted another Force Chaplain and then we have continuous religious activities within the organisation. So every week we had some kind of spiritual presentation that was done by our Force Chaplain.

Ethos and Values: we ask three questions in terms of our ethos and values at that point in time. The first one was – Can we keep our words? Secondly, Can people trust us? Thirdly, “Are we ethically solid?” These were the questions we asked and we found out at that point in time it was lacking because we were not at all in line ethically with what the organisation should have been and that was why we adopted that as another strategic focus.

Sir, the next question in 2013 is on the Operational Focus. In that year, because we had consolidated our work, we focused on strengthening our operations.

There was another focus in terms of our operation was the National General Elections. The strengthening of Police Operations, we looked at our Key Performance Indicators – the delivery of Quality Customer Service, which was one. How are we dealing with this? Reducing crime against women and children – these were some of the KPIs adopted to measure our operational efficiency and effectiveness. Reducing overall offence by 10 percent. We put 10 percent in that year and then the crime against women and children, 10 percent reduction and to maintain detection rate, about 70 percent and to improve on road safety, we want to keep it at 30 percent improvement that was part of the operational focus.

In order to achieve that, what we did strategically, our strategy was pushing forward our resources. It was because this was the time when we were plugging the gaps, our consolidation period was already done, we had made some improvements, and however, we found the gaps and these were some of the strategies we used in order to bridge that gap so pushing forward the resources. In that year, it was the first year we decentralised our K9 so we moved on to the Taveuni in the Northern Division and Nausori in the Eastern Division. Western, we had a unit there at the airport, however, we strengthened the one in Lautoka so that was the decentralisation we did in order to achieve or the strengthening of our operations.

Secondly, the Border Control: it was only in Nadi when we started off. So in that year, we decentralised, Labasa Airport was opened, the sea port here in Suva was open to on Border Control.

The other strategy to achieve the strengthening was manning and deployment reviews – there was 80 percent, 20 percent; 70 percent, 30 percent – we change. The reviews we conducted on a monthly and quarterly basis. We did that purposely by looking at our crime statistics, found out the time the offences were committed, so we changed our deployment and our deployment also includes those who were sent on leave.

At one point in time people were complaining, “Hey, we are not allowed to go on leave”, but that was because when we worked out assessing our crime statistics, we found out that “No, we can’t send people, this is the time this offence is prevalent, we need people” so that was done on a monthly and quarterly basis.

Operation Readiness Checks: we had breached and that was where all these operational equipment and tools were presented and then we took stock of what we had. So each operational unit brought forth whatever they had, so that was during the operational readiness checks and that was another strategy to ensure that we strengthened our operations.

Staff Training: in 2013, as I speak, there were a lot of people sent out on training. That was the first year too we sent people to Indonesia. People were sent out to China, India, Indonesia and other jurisdictions for trainings. Here at the academy, we concentrated on operational training in that year. You will understand that when the experienced ones left, our investigation ability dropped and that was why we concentrated on operation courses, investigation ability so it was presented here at the academy.

We also undertook what we call “integration”, yes, the resources. Stations were coming together in our tackling crime not as an individual unit, they collaborated and tackled crimes. Of course, we changed our policies. That was where we inherited the no-drop policy on discipline. Indiscipline, there was no-drop policy and we also enacted a no-drop policy on rape and other

sexual offences. So that was the year that we strengthened that, and of course, in training we sent one to the Interpol to ensure that our staff were trained at that point in time.

The second focus, Sir, was the General Elections in 2014. As you understand, in 2013 we had this Electronic Voter Registration. The police was at the forefront in ensuring that everyone registered, we also ensured that our resources were utilised efficiently and effectively for that purpose.

Sir, I will move on now to the next slide which are the challenges that we have. I have tried to put these strategic, operational and tactical but all in all, those were the challenges that we have.

Firstly, the Constant Change in Leadership: we had Mr. Teleni and then Major-General (Retired) Naivalurua and they were not given extensions. The first Commissioner came, he stated his intent and sets his priorities. When the next Commissioner came, he changed it, and then the next Commissioner came, he changed it so that affected us.

You understand when Major-General (Retired) Naivalurua went, there was a gap where Mr. Ravi Narayan came in, before the appointment of Ben Groenewald so all these affected the organisation; that was the first challenge I want to share with you.

Identifying and Preparing Future Leaders: that is another challenge for us strategically. As I mentioned already, the attrition rate because we had a lot of people who were over-aged, we had to send them out on retirement and people resigned for better and greener pastures so that was another challenge that we faced in preparing our future leaders.

As I speak, I want to thank our counterparts in the military at that point in time because then, our people were allowed to go for JSO (and Mr. Jacob was one of those sent for JSO, who is your Secretary now) so the JSOs were sent to assist us because the leadership gap was there.

Human Resource Retention: as I have stated, the challenge there was the loss of experienced workers. Sir, I want to tell you that until now we are still trying to bridge that gap in terms of our investigators because investigation is different. When you go and present evidence in Court, not any Tom, Dick and Harry can do that. Lucky for us who went through the CID course, where we went and investigated cases, we understood the procedures involved. When there are legal challenges, I understand right now when we look at our voir dire – trial-within-a-trial. The court had picked up in terms of voluntary confession, not only that, now they also consider the behaviour, the general unfairness in terms of behaviour of police, and that is affecting us because our young investigators do not understand that.

Outdated Infrastructure: I will say this, Sir, we have ratified the Convention against Torture and because of Section 13 of the Constitution, it is the right of the accused, arrested and detained persons. I am sorry to say that our infrastructure and structure throughout Fiji are not in compliance with Section 13 of our own Constitution. We have been told by the Director of Human Rights that they will conduct their visit and will report so we have already signed and ratified, but there are requirements and legal obligations and that is where we are worried now in terms of our infrastructure so that is another challenge now.

Outdated Legislations: we have the Police Act which has provisions in terms of how we behave and the way we conduct our affairs in the Police Force. That legislation needs to be reviewed because it is not in line with the Constitution and other legislations, and not only that, outdated legislations. There are other legislations in place which need to be reviewed – Elicit Drugs

Act, in terms of other offences that need to be reviewed because of the provisions in those legislations.

As I said, the outdated one is the Police Act that we have and I was thankful when the His Excellency the President, in opening the Second Session of Parliament this year mentioned one of the pieces of legislation that would be reviewed was the Police Act.

Police Procedure: as I mentioned, Sir, the Criminal Justice System, when the Chief Justice issue practice direction (and we know that we cannot adhere to those), it is a problem with us, so that is another challenge. I am talking here about the ratification of the new provisions in terms of human rights. That is our worry right now because of our institution, equipment and our obligation as police officers and investigators in terms of the Criminal Justice System in Fiji, like the Judges' Rules. When we look at Section 13 of the Constitution and compare that to the Judges' Rules, by the way we inherited the British system because we were a colony and we used the adversarial system, and that is where the Judges' Rules come in.

With the change in our Constitution 2013, we still have the Judges' Rules. We need to review our Police Procedures so that it comes in par with our Constitution because if there is a legal challenge in Court, and if we are not careful, what will happen is all our effort will be thrown out of Court.

Staff Welfare is another strategic challenge, as the Committee knows, we have a lot of people who are on interdiction. We have a lot of people who have been investigated because of doing their work.

Like our brothers in the military, we do not have any support for the people who are facing difficulties in terms of doing their work and yet there are legal challenges. It is not of their own making, I understand some of them have no experience or knowledge in that and we cannot blame them, so that is another strategic challenge.

Sir, operationally, I have listed a lot there, scientific and technological apparatus, this is what we require now. Last week, we were presenting to the Standing Committee in terms of money laundering and we mentioned to them that the move now is towards technology and that is where we need these apparatus.

I will not explain each individual operational and technical challenge.

Sir, I will now move onto training: I brought this picture for you to understand the training.

We have linked training to the promotions or what we call the "rewards." This is just to show you what we have done, for each level there are courses that they need to complete the trainings (specialist and general trainings), so I have brought this model or slide for you to understand what we have done. It encapsulates everything that I wanted to explain in terms of training. We have those four officers and subordinates, so we have both in place, but in terms of training, can I give this to you on training?

We have reintroduced cadet training. That is another area in training and as you might have heard last week or the previous week, our team went on trying to identify cadets for next year (2016).

For the curriculum and framework, we are trying to change that to competency-based and of course for overseas training, we have been supported by other countries – China, India, Indonesia so we are sending our people out on those specialised trainings.

On our future plans, as was asked in the question, there will be course -curriculum review. We are looking forward now to crediting the courses at the Academy. We are now working towards that. We have the same recognition by the Higher Education Commission that it is one of the institutions. Now, we are working on accreditation and we are working closely with the Fiji National University and the University of the South Pacific on this so that our courses are credited. However, they have been telling us, first, your instructors must be qualified so we are looking at qualifications now and we are sending people out on that.

Succession Planning, I think I will leave this slide for the Committee.

Budgetary: in the year 2013, the budgetary provisions that year was on our portfolios; there were six or eight portfolios but a large amount of our budget was on personal emoluments and as I speak, that is the same for this year. However, we were trying to inject some changes like 20-80 change it – 25-80. In that year, there were not enough capital budget. It was more on operational budget but we are thankful this year we have more on capital, Sir, and that is where we are looking at, to have a balanced budget so that we have more on capital and that is what we are working towards and our submission next year will be based on that.

How are we conducting ourselves in terms of transnational crime, local, regional and internationally?

Sir, what we have done here is we have classified our approaches in making us more efficient and effective. Domestically, what we have done, this is the Committee, we have submitted reviews on the legislations, amendments, and also on new legislations and we have listed down all that we have done domestically. This is to strengthen and make us more effective and efficient in addressing transnational crimes as the question asks.

Submission for New Legislation – Strengthening of Border and Strengthening of In-country and Pacific National Central Bureau. This is in terms of the I-24 which is part of Interpol, so that is also what we are strengthening. We are doing this to make us effective and efficient and of course, strengthening our Special and Quick Response Units. At this point in time, we have decentralised that and we have Divisional Response Units in all the divisions.

Declaration of Crime Free Areas: The Muanivatu was the latest one and everybody there are working together within the community to ensure that their community is a safe place, a crime-free place domestically.

Sir, I have listed a lot which I do not want to go through. Regionally, we have also improved that to ensure our efficiency and effectiveness, strengthening our bilateral relationships and internationally through the Interpol, through the Association of Chiefs of Police, that is an international body. We are attending that and we have been invited for next year so this is how the organisation is strengthening its resolve in fighting or addressing crimes domestically, regionally and internationally.

The lessons learnt, Sir, you have mentioned that. What we have found out, we cannot work in isolation. We cannot work alone. We need the public in Fiji and we also need NGOs, other Government departments, regional organisations and international organisations. That is what we have learnt in 2013, we cannot work alone or we cannot work in isolation.

Secondly, we need to strengthen our partnerships with the community, with organisations and with individuals.

Finally, we have learnt from 2013 that we lack the capacity and the capability. As I said, on capacity, I am sure the Committee will understand that.

For the rest of the bullet points, Sir, those are related to what I have mentioned to you in terms of the lessons that we have learnt and we have listed them too.

What we are anticipating, still, we cannot go away with drugs, we cannot go away with cybercrime, we cannot go away with terrorism, we cannot go away with money laundering and other crimes. That is the future outlook and, Sir, that brings me to the end of our presentation this morning, we will be obliged to answer any queries and questions that you may have. Thank you, Sir.

MR. CHAIRMAN.- Thank you very much, Deputy Commissioner of Police for the very informative presentation that you have given us this morning and I also view that 2013 was the Fiji Police Renaissance Year – Way Forward.

We see that you have done a lot up until today, comparing the last old system you used to have and what you have briefed us this morning is very enlightening because of the way forward, and we can see the light on the other side of the tunnel, which is really good.

Now, it is question time, Honourable Members. Do you have any questions? Please, this is the time we ask questions. We have the 2013 Report and if you need to clarify on the presentation today or if things are still not clear, this is the time we will present our questions to the three gentlemen.

HON. J.N. KUMAR.- Thank you, Deputy Commissioner, for that honest presentation that you have shared with us this morning. To generalise your whole contribution, I would say that 2013 was a very challenging year for the Police Department due to the fact of those transitional happenings that were taking place and all those things that you have enlightened us with. I would like to thank you and also to the Department of Police all over Fiji for the hard work that you have shown so far and the strategic initiatives that you have come up with to at least reduce or help you in the operational process.

My question this morning is based on one of those things that you came up with, that is the shortage of capacity in building and capability of the whole Force which really affects the operation.

My question is, how far have you achieved in terms of capacity building and capability from 2013 until 2016?

MR. I. LIGAIRI.- Thank you, Honourable Member, that was a good question. To generalise in terms of percentage, on what the Government has done from 2013 until today, I would say we have gone over 85 percent. The only issue now is our infrastructure in terms of the buildings because most of them need to be replaced. However, on other fronts, we have almost received what we need and we are thankful to the Government.

HON. J.N. KUMAR.- *Vinaka.*

HON. RATU S. MATANITOBUA.- Mr. Chairman, through you, thank you Deputy Police Commissioner, on the lives of your officers, in 2013 you had 20, from 2014, 2015, to now 2016, has there been any change?

MR. I. LIGAIRI.- Thank you, Sir. Unfortunately, I do not have the statistics with me this morning, but there are changes. From 2013, when the introduction of wellness and fitness came in, there was a reduction, a lot of improvements in our health and not only that, because we conduct health audits, that was done by the Ministry of Health, it assisted us and that was why I am saying, there have been improvements from that year. Unfortunately, I cannot give you the statistics.

MR. CHAIRMAN.- Just to comment on this 2013 Report, the breakdown showed the *iTaukei* as the majority and in May it was very high. It just indicates the culture at the time. Now that I have mentioned that 2013 was Renaissance Year for the Fiji Police Force, I believe there is improvement on that but to be honest, we still view that there are still some heavy people around. They need to be trained and that boils down to the leadership issue that you have presented to us, it is very important that leadership at that level, for him to be fit so he can see his people. I just want to comment because breaking that down I see that it is probably the old culture.

HON. M.A. NIUMATAIWALU.- Thank you, Mr. Chairman, I commend the team this morning, *vinaka vakalevu*, Deputy Commissioner.

I have a close relationship with the Police because my younger brother was a policeman as well, and my wife was involved in the Duavata Initiative from USP – researching. That is why I am very interested in the Duavata Initiative, how far has it gone because something that we had noted in 2013 during the initial stage, they used to go out to check on those who gathered in town to drink methylated spirit. They went right to their homes but then when they identified those who were on the streets and trying to clean them up, we realised that this chap that used to ask for money at the corner of BSP in Samabula, they took him to St. Giles to be cleaned up but after two weeks, he was seen sitting with a bottle outside a shop at Charles Street.

I believe when you are talking about infrastructure, although the Police is identifying how we need to clean up our cities and streets, but then there do not seem to be places that can look after those people for long and they are back in the streets. That is why I just wanted to see how far are your strategies have got to in terms of the Duavata Initiative?

The other one that I had in 2013, we conducted a media workshop – training for the police officers, whether the Police Force is still having that relationship with the media because it seems that the only time that organisations call on the media is when they want to give out press releases.

One of the initiatives we did then was when there was anything that happened, the media was notified and you manage to catch some thieves who had stolen taxis because the media started to highlight that this taxi has been stolen from this street; so I just wanted to check whether the relationship with the media is progressing as well.

The last one was on the families. In Parliament, I have mentioned that three key things that I tend to look at is media, which I have highlighted, sports - sitting and viewing Ben Ryan's latest interview that was done in New York. A lot of times we have got so many concepts in how we educate people but there are simple messages that Ben gave and how he took us from here to there. That being said, the third focus for me is mostly on families.

From the social obligations that we run, we run a marriage ministry and some of the reports that we had been receiving like you alluded to was the abuse in the homes of police officers, both

the police officers or one is a police officer because once things are well in the home, when you come to the workplace it is 100 percent. A lot of times we see that there are people who come to the workplaces, it is 50 percent because half of it is at home and that is why I just wanted to see how are you working on that social aspect in regards to addressing issues within the Force? As you said the ethos and the values, can we keep our word, or can people trust us?

There are a few things that I put to you, if I could hear your response to them.

MR. I. LIGAIRI.- Thank you, Honourable Member. I will first answer the last questions first. Sir, in terms of families, you are right, yes, we have success stories in the Police Force and we have unsuccessful stories but the organisation has a policy in place that we will not tolerate any abuses in the homes. Whoever is found will be taken to task through the normal criminal justice process. If they are convicted, they will be dismissed from the organisation and as I speak, Sir, in terms of the volume, if you take 2013 down to 2016, it has reduced dramatically, there are improvements. Thank you, Sir, for that question.

On the media relationship, certainly, Sir, I understand that you were part of the training. We have not done any other training apart from that however, we are inviting the media in all our community awareness campaigns including the drug operations. What happens is, we take the media with us and we are close with the media personnel and they know all of us because our numbers are publicised. It is throughout the day until the night, they call to confirm information, maybe only the new journalists who do not know us but for journalists like yourself, Sir, we get calls on a daily basis. Certainly, Sir, that is another area that we want to strengthen - our relationship with the media because in terms of our pro-active policing and not only that, reactive policing, we need to engage the media more.

The first question was on the Duavata Initiative. Yes, Sir, there are success stories. As you mentioned about the gentleman who used to stand at the Colonial Bank in Samabula, I know him. Actually, they brought him down to Browning Street. There is a Care Home – St. Vincent De Paul. Unfortunately, he has not changed, he is still abusing alcohol and cigarettes but there are success stories. I want to thank you, Sir, and your wife for assisting us in this but we are continuing.

As I mentioned, Sir, now the Duavata concept have gone into the divisions and some of them have taken up the fight. They are not relying on the police now. They have their own carnivals in the divisions and they support community projects. Those initiatives started off from the Duavata concept and now they are running their own like in the Northern Division, it is the Crime Prevention Northern Carnival.

They no longer rely on the Police now, they are on their own. Those are success stories about the Duavata concept. As I mentioned in my presentation, one of our officers is now in Vanuatu and we have received request from our Ambassador in Papua New Guinea that they want to adopt the concept too because of what they have seen. Sir, it is a success. Unfortunately, there may be unsuccessful stories, but as far as we know, there are success stories and we are building up on that.

HON. M.A. NIUMATAIWALU.- On training, another question I had was in schools where we have cadet trainings for maybe a disciplined life. We also have the navy training as well in some of the schools. Is there a thought in the Police to introduce something like that as well?

MR. I. LIGAIRI.- Excellent, thank you, Sir. We have those cadet trainings for police too. I went to close one this year in Nabala, Vanua Levu. We also have that in Navosa. We have about eight programmes and when the former Commissioner, Mr. Teleni was here, we went as far as

Cicia and he was thinking of extending that to his home island. So, yes, Sir, we are also part of that.

In Namosi, we have cadet in a primary school. We are not only concentrating on high schools, we are also concentrating on the primary schools and one is in Namosi – Namosi Primary School so we also undertake cadet training.

HON. J.N. KUMAR.- Just to add to that, the primary school in Navosa, that is where I went to, Mavua District School.

MR. I. LIGAIRI.- Thank you for the success story.

MR. CHAIRMAN.- Just a question. You mentioned the challenge of the replacement programmes, succession plan. Do we have, in parallel to the Military, they have this military for Life Concept meaning you do not only use police during their work career and then dump them, “Thank you very much, that’s it.” In the military for Life Concept, replacement programme, before retiring, they have training to equip them to face the challenge outside after committing their whole life, do you have a concept similar to that?

MR. I. LIGAIRI.- Sir, we also have that. As you can see from the Annual Report, we started off with that. It is preparing them for the civilian life. We conducted some training in beehives and potato farming to assist our police officers. At this point in time they have an association and that is where we get their inputs, whenever we are short of experience and some of them are involved in our training. They have given their time to assist the trainers in developing the curriculums, so we also have that so it is “Police for Life.” It is not only a “Police for Career,” no, it is “Police for Life.”

MR. CHAIRMAN.- Honourable Members, are there other questions?

HON. J.N. KUMAR.- Through you, Mr. Chairman, I thank the three gentlemen. One of your strategic focus areas during the year 2013 was the introduction or the strengthening of the community partnership and when we talk about community partnership, it covers all range of partnership in terms of everything. I am sure, after doing that, you would have reduced the crime rate very much. This is a current concern of Fiji now is the increase in number of road accidents and I am sure this also comes with community partnership. Please, Deputy Commissioner of Police, if you could just highlight to us some of those strategic plans that are in place for the Police Department of Fiji to reduce this scenario?

MR. I. LIGAIRI.- Madam, as I mentioned, we cannot work in isolation. We have learnt that lesson. Our strategies are: first, work with other law enforcement agencies like in Fiji the LTA and the municipal councils. What happens is, all municipal councils now have their traffic officers so we go and train them on enforcement. We have undertaken that.

In terms of our Duavata Initiative – the community policing initiative, we have also introduced that as a concept in teaching our society members, educating them during our awareness campaign to ensure that they also have a responsibility. It is not only the enforcement agencies, it is everyone’s responsibility. That is why we also go out and train people or conduct workshops and trainings in village settlements. We attend the village meetings, *tikina* council meetings, provincial council meetings and other divisional meetings. In collaboration with the LTA, we work together in trying to make people aware of their responsibilities and the need to reduce crime.

Secondly, our enforcement, that is the proactive part. The reactive part, you might have seen us on the road and our people have been gathering comments, they have been abused by people. They know when the vehicle is not there and there is somebody with the radar gun, they go pass and abuse so these are the things that we are also facing on the ground operationally and as I mentioned, proactively we are doing that at the strategic level. Operationally, we are on the ground and we are ensuring that all traffic complaints are attended to and classified within 24 hours.

When we find out that there are evidence of alcohol, we will not release until we take the person to court, so that is our policy. We are very strong on this in terms of our internal policing so basically it is proactively and reactively.

HON. M.A. NIUMATAIWALU.- I have two questions, the first one is the ratio – 1:222, what is it at this point in time?

MR. I. LIGAIRI.- Sir, I am sorry I cannot provide that information this morning because Government had allowed for positions in our prosecution as well as the border so there was a major increase in the number of police officers.

HON. M.A. NIUMATAIWALU.- When you talk about strategies in terms of systems and processes, are you going to increase the number of legal people because you were talking about those outdated legislations, why there needs to be a lot of support for your legal people so that you can comply with the Constitution as you have alluded to. From the Committee as well, we would like to support recommendations where the Police Force is assisted in regards to meeting all those challenges that you have alluded to. HON. I. LIGAIRI.- Thank you, Sir, for the question this morning. As I speak, we have five graduates and we have another 12 who are doing their law degrees. Unfortunately, because of the attrition rate, if we were able to retain our lawyers, because most of them are working in other legal departments, even the Attorney-General's Office, they are magistrates now. Because of that, we would have a lot of lawyers.

This year we have formally instituted a legal department or a legal unit within the Police Force. However, for the changes in legislation, Sir, it is the work of the Office of the Attorney-General and the Solicitor-General's Office. The way we follow is, we go through our Ministry where the Ministry writes to the Solicitor-General so that is how we make amendments or submissions on what we require but all in all, yes. Not only that, experienced people like some of us, we do not have legal backgrounds but we can explain the law. Through experience we are able to give legal advice but they are not formal legal advice – informal legal advice. You mentioned correctly, it is a requirement for all police officers to understand and know the law.

MR. CHAIRMAN.- Just to continue on that, in the past, constables or police officers with ranks paid their own and went to USP for part-time studies. Now that you have provided that in your budget for them to do training, are you still having interested people to attend those training or how do you choose those who should attend those trainings?

MR. I. LIGAIRI.- At this point in time, Sir, we have a policy in place where you need to meet that policy first before you can be considered. However, for those that apply because we have a wide range of courses, not only legal. In the Force we usually use this slogan, "we are jack of all trades but master of nothing", that is a police officer. That is why there are a whole range of courses that we approve for our people because you talk about scientific evidence, pathologist. So we allow them to undertake studies in those fields, not only in the legal arena where we send people for training as law graduates. The good thing now is because of the change in the PSC policy, they apply upfront. When it is approved by the Commissioner, unlike in our days, we pay, it was not

refunded, now it can be refunded. So that is another additional avenue for them or become the driving force for them to undertake courses.

MR. CHAIRMAN.- You still can change the slogan – “Jack of all trades, master of all”.

Just another question, do you still maintain your special advisor to the Commissioner?

MR. I. LIGAIRI.- As I speak, no. We no longer have an advisor to the Commissioner because we have the Deputy Commissioners and Assistant Commissioners who are advisors to the Commissioner.

MR. CHAIRMAN.- I just saw it in the structure, that is why I said that.

HON. RATU S. MATANITOBUA.- Mr. Chairman, the way forward for the Police Force, do you have any plan to have your own headquarters like the military have theirs in Nabua?

MR. I. LIGAIRI.- Sir, that is an outstanding issue for the police. We are looking for a police headquarters. At this point in time as I speak, we are waiting for the Ministry because they were thinking of building a headquarters that includes the Ministry, but how far that concept has gone, we do not know. However, yes, we are still pursuing that to build our own police headquarters and we are looking at avenues to try and secure land for our police headquarters.

HON. J.N. KUMAR.- Mr. Chairman, thank you, Deputy Commissioner and the two gentlemen, we are glad to hear that your Academy has been recognised by the Higher Education Commission and congratulations for that. Like you have alluded to that you have worked very closely with FNU, USP, et cetera, this is my question. Since you would like to produce some quality capable officers in your department, do you have any education partnership with our neighbouring countries as Australia and New Zealand in terms of, before your new recruits graduate, do you have education partnership whereby some of your students going overseas for attachments could learn from them, if not do you think you would look into that in the future?

MR. I. LIGAIRI.- Madam, that is an outstanding concept, yes. We have ad hoc relationships *ad hoc* with our counterparts within the region, however we have MOUs with China as well as Indonesia, but I want to thank you for that thought because we were only looking internally here in Fiji to try and have our officers attached. One of the areas that we were talking about this morning when we came was to come here in Parliament and work with your staff so that they understand what is happening here before they go back and do their work on the ground. That is an excellent concept, Madam, we will surely discuss to take up.

MR. CHAIRMAN.- I believe there are no more questions from the Honourable Members.

I thank you, Deputy Commissioner and your team for the daring performance and the information that you have presented this morning. Please note that we have noted all your challenges and that will be part of our report, so those are the issues that we can always assist you in putting that for the rules via the Parliament.

All your concepts, like I have earlier alluded, is a rebirth of the Fiji Police Force and now we are rest-assured that the direction is brighter than before. Probably our media gentleman here, you can offer him a commission to be assisting you with the media field.

With no further ado, on behalf of the Honourable Members and the Secretariat, we take this opportunity to convey to you our gratitude this morning, and we wish you in your leadership roles that you will achieve your target and goals that are set there as part of you.

We also have morning tea that we are inviting you to share, probably a few more discussions around the table and before you retire, with those few words, *vinaka vakalevu*.

The Committee adjourned at 11.15 a.m.