



STANDING COMMITTEE ON FOREIGN AFFAIRS AND DEFENCE

Review Report of the Committee on the Fiji Corrections Service 2015 Annual Report



PARLIAMENT OF THE REPUBLIC OF FIJI
Parliamentary Paper No. 34 of 2018

Table of Contents

Chair's Foreword.....	3-4
List of Acronyms.....	5
Introduction	6
Part One-Recommendations.....	7
Part Two-Findings	8-9
-Gender Analysis	10
-Sustainable Development Goals (SDGs).....	11
Part Three-Conclusion.....	12

APPENDICES

APPENDIX 1: VERBATIM REPORT

APPENDIX 2: SUSTAINABLE DEVELOPMENT GOALS

APPENDIX 3: FIJI CORRECTIONS SERVICE 2017-2020 STRATEGIC PLANS

Chair's Foreword

I am pleased to present the review Report of the Standing Committee on Foreign Affairs and Defence on the *Fiji Corrections Service 2015 Annual Report*.

The Standing Committee is established under Section 109(2)(e) of the Standing Orders (SO) of the Parliament of the Republic of Fiji.

The purpose of the review was to scrutinise the *Fiji Corrections Service (FCS) 2015 Annual Report* specifically on the department's operations and administration.

The Fiji Corrections Service ("FCS" or "the service") has moved from relying on punishment-based approaches to a more modern approach of rehabilitation of convicts through implementation of various programmes to help them obtain skills and knowledge to facilitate their re-integration into society upon release.

The FCS's strategic direction is aligned to the Government's Road-Map for Democracy and Sustainable Development Socio-Economic Development (RDSSSED) and the UN Sustainable Development Goals (SDGs).

The Committee had an opportunity to visit the corrections facilities in Suva and Naboro to get first-hand information on the FCS Annual Report 2015.

The positive impacts of rehabilitation programs for inmates are evident in all activities of the organisation. The Committee notes that the FCS has made some initiatives to progressing the SDGs, namely:

1. **SDG 1 (No poverty)** – The FCS has put in place rehabilitation programs for inmates with the intention of instilling entrepreneurial skills to make them self-sufficient, in turn reducing their reliance on family members or Government social welfare benefits;
2. **SDG 2 (End hunger)** – The organization aims to achieve food security and improve nutrition through the promotion of sustainable agriculture;

The Small Business Units (SBU) of the FCS operating under the Trade and Manufacturing Account (TMA) is a prime focus in providing business skills sets to inmates that are selected in various field of work. This will enable inmates upon release to be productive and law abiding citizens of the country. **It is worth noting that return to government from the TMA in 2015 was \$103,384.56 and from January to July 2016, the return increased to \$358,160.23.**

The FCS has noted that it strives to deliver quality service to ensure outcomes including key financial outputs and a return of investment to government.

The Committee commends the good work of the FCS and achievements reported in its 2015 Annual Report. While applauding the achievements of the service, the Committee had identified opportunities for improvements. These are outlined in the report.

I take this opportunity to thank the Commissioner of Corrections and all officers for a job well done and their tireless commitment to public service.

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



Hon. Netani Rika
Chairperson

List of Acronyms

ACCS	Assistant Commissioner Corporate Services
CCTV	Closed Circuit Television
FCS	Fiji Corrections Service
RDSSED	Road-Map for Democracy and Sustainable Development Socio-Economic Development
SBU	Small Business Unit
SO	Standing Orders
SDG(s)	Sustainable Development Goal(s)
TMA	Trade and Manufacturing Account

Introduction

The Committee had gone through the Annual Report and identified key areas that need to be assessed and these included the FCS budgetary allocation, policies, programs and projects of 2015, human resource development and the overall administration.

On 26th September 2017 the FCS Executives made a presentation to the Committee on the operations and administration of FCS in 2015.

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

1. A thorough assessment by the Standing Committee on the Fiji Corrections Service 2015 Annual Report.
2. An oral presentation by the FCS executive management.
3. Site visitation to FCS facilities in Suva and Naboro complexes.

The content of the FCS 2015 Annual Report are listed below:

- 1) Introduction.
- 2) FCS Achievements for 2015.
- 3) Challenges.
- 4) Financial and Budgetary Constraints.
- 5) Strategic Direction and the Way Forward.

The Report is divided into three parts:

- I) Part One** covers the Committee recommendations to Parliament.
- II) Part Two** focuses on the Findings of the report.
- III) Part Three** covers the Conclusion.

Part One

Recommendations

- 1) Modern leadership training for corrections officers which encompasses the holistic spectrum of effective rehabilitation and national security response.
- 2) Increase CCTV coverage in all corrections facilities Fiji wide.
- 3) Provision of scanning machines to effectively detect contrabands by improving security screening of inmates and visitors.
- 4) Extend the Nasinu Corrections Center for juvenile offenders' rehabilitation.
- 5) Increase national awareness on the Yellow Ribbon Program as means of unlocking the stigma in the community.
- 6) Strengthen Public partnership with Civil Society Organisations, Private Sector, Religious Bodies, Vanua and the communities.

Part Two

Findings

The Committee's findings are:

- Review the *Fiji Corrections Act 2006*

The Committee noted during the FCS submission and site visitation of the need to review the *Fiji Corrections Act 2006* in regards to some of the powers of the Commissioner. Currently the administration of burials and graveyards lies with the FCS however the power to give consent for burial is vested within the Ministry of Lands and Divisional Commissioners. The Committee is of the view that the Act be reviewed with respect of transferring the power to the Corrections Service. The legislation is also in need of review to address other emerging issues in correctional services.

- CCTV has become a valuable tool for corrections facilities. The Committee noted during the FCS site visitation the importance of CCTV coverage that assists in the safety and security of the corrections facilities. However, it noted that there was not enough CCTV coverage in some of the facilities and in others there no such technology provided. The Committee agreed with the FCS's desire for an increase in CCTV coverage and the need to have audio surveillance within correctional facilities to improve security.
- The FCS has identified the increase in the use of contrabands at correctional facilities around the country and some of these items such as mobile phones have been used to support the commission of crime within and outside the prisons. The Committee supports the FCS's need to acquire and install scanning machines at corrections facilities to prevent the smuggling of contrabands.
- The Committee noted in the FCS submission and site visit on the need to increase the number of psychologists and rehabilitation programs for inmates. The inclusion of psychological programs for inmates can strengthen the rehabilitation process.

Proposals.

The Committee noted during its inquiry some important proposals by the FCS to enhance its service delivery. These were:

- A new Fiji Corrections Service Headquarters. According to the Commissioner of Corrections at present the service is paying high rent at their current Headquarters, the FCS has plans to relocate their Head Office to the Suva Corrections Center, Walu Bay.

- The provision of care-giving allowance to correction officers who provide care for elderly inmates.
- The FCS is mindful of the influx of youths into the corrections system. For 2015, youths represented 37 % of the total prison population for the age group of 16-35 years. As such there is a need for the expansion of the Nasinu Corrections Center into a vocational center for juvenile and youth inmates.
- Due to the challenging and stressful work environment, there is a need for Post-Traumatic Stress Disorder programs for corrections officers and their families.

Gender Analysis

The Parliament of Fiji Standing Orders 110(2) requires the Committee to give full consideration to the principle of gender equality so as to ensure all matters are considered with regard to the impact and benefit on men and women.

The gender analysis of the FCS is done to observe the footprint of women corrections officers and civilian staff in the service.

Female Corrections Officers	
Rank	No. of Staff
Uniform Staff	
Senior Superintendent of Corrections	0
Superintendent of Corrections	1
Assistant Superintendent of Corrections	0
Chief Corrections Officer	4
Principal Corrections Officer	2
Correction Officer Class A	2
Correction Officer Class B	9
Correction Officer Class C	53
Temporary Correction Officer Class C	27
Total Uniform Staff	98

Civilian Staff	
ACCS	1
Senior Psychologist	1
Senior Accounts Officer	1
Psychologists	3
Assistant Accounts Officer	2
Legal Officer	1
Secretaries	2
Clerks	6
Cleaner	1
Total Civilian	18
Total FCS Female Officers	116

Source: Fiji Corrections Services: 2017

Sustainable Development Goals (SDGs)

The positive impacts of rehabilitation programs for inmates are evident in all activities of the organization. The Committee noted that the FCS has made some initiatives to progressing the SDGs. These initiatives (outlined below) will be beneficial to inmates when they are released back into society.

1. **SDG 1 - No Poverty** – The FCS has put in place rehabilitation programs for inmates with the intention of instilling entrepreneurial skills to make them self-sufficient, in turn reducing their reliance on family members or Government social welfare benefits.
2. **SDG 2 - End Hunger** – The organization aims to achieve food security and improve nutrition through the promotion of sustainable agriculture.
3. **SDG 3 - Good Health and Well-Being** – New diet program includes three days vegetarian meals a week together with organized physical exercise.
4. **SDG 4 – Quality Education** – Programs provided by the FCS include: tailoring, poultry, piggery, bakery, agriculture, joinery, mechanical engineering and tertiary education for inmates to complete their studies and graduate.
5. **SDG 6 - Clean Water and Sanitation** – Provision of fresh water for drinking and sustainable water supply for agricultural purposes and also promoting cleanliness and good hygiene practices in the institution.

Part Three

Conclusion

The Standing Committee on Foreign Affairs and Defence has fulfilled its mandate approved by Parliament which was to examine the Fiji Corrections Service 2015 Annual Report. The Committee has conducted its review and formulated the findings with regard to the Fiji Corrections Service's performance in 2015.

The Committee report is bi-partisan and contributions from both sides have provided the final report.

The response and the input from the FCS were overwhelming which contributed immensely to the compilation of this report. The Committee has assembled few recommendations to Parliament on the result of the review that was undertaken with regards to the FCS mandated responsibilities with its performance in 2015.

The recommendations highlight areas of concern which include the FCS budgetary allocation in terms of operations, administration and capital projects which will assist in achieving the FCS goals.¹

The key areas highlighted by the Committee in its findings would improve the overall performance of the FCS in the future.

¹ Fiji Corrections Service 2017-2018 Annual Corporate Plan; p. 17.

APPENDICES

APPENDIX 1

VERBATIM REPORT

**Verbatim Notes
of the Standing Committee on
Foreign Affairs & Defence**

Submittee: Fiji Corrections Service

Tuesday, 26th September, 2017

VERBATIM NOTES OF MEETING OF THE STANDING COMMITTEE ON FOREIGN AFFAIRS AND DEFENCE, HELD IN THE COMMITTEE ROOM (EAST WING), PARLIAMENT PRECINCTS, GOVERNMENT BUILDINGS, ON TUESDAY, 26TH SEPTEMBER, 2017 AT 9.30 A.M.

Submittee: Fiji Corrections Service

In Attendance:

- | | | | |
|----|-------------------------|---|------------------------------|
| 1. | Mr. Francis Bulewa Kean | – | Commissioner of Prisons |
| 2. | Mr. Antonio Lolo | – | PSO (Personal Staff Officer) |
| 3. | Ms. H. Koi | – | Senior Accounts Officer |
| 4. | Ms. S. Racaca | – | Accounts Officer |
| 5. | Mr. A. Toroca | – | Accounts Officer |
-

MR. CHAIRMAN.- I welcome you this morning and we look forward to your submission this morning and in which any questions from the Honourable Members. The Honourable Members know that there is no space for political questions, they will stay within the perimeter, after which we will have morning tea together and probably discuss issues around the table which is unofficial.

So, with no further ado, I give the floor to you, the Commander of Prisons. *Vinaka.*

MR. F.B. KEAN.- Mr. Chairman and Honourable Members, we echo our sentiments of greetings this morning. Thank you very much for the warm reception this morning to the staff of the Fiji Corrections Service. I believe this is my first outing to this august Committee and I sincerely apologise this morning for not preparing any PowerPoint presentation. I do not want to lay blame on anyone but I take full responsibility for that, an oversight on our part, and I apologise to your goodselves, Mr. Chairman and Honourable Members.

However, this morning I have brought along with me some of our superior planning documents and I understand that you had read some of these documents but my team thought we best bring down some hard copies so these may form part of our presentation which we have not prepared this morning. So, I will just ask my PSO to place a copy on top of your table this morning.

(Copies distributed to Committee Members)

Mr. Chairman and Honourable Members, before you are some of the superior documents that we managed to formulate as a team at the Fiji Corrections Service. The

intent of the Commissioner basically paves the way, a strategic foresight of where we want to journey as a team at Fiji Corrections Service for the duration of my tenure as the Commissioner on how long or how short it is going to be, and the thoughts we have put together on where we want to journey as a team in the next few years ahead of us.

This document was not able to be pushed out last year for obvious reasons. Having come in new into the Corrections Service, I needed to have some time under my belt to understand the system, to know how the Fiji Corrections Service operates, to know the men and women on the ground and also to understand the thorough processes of those under our care. Hence, the formulation of this document earlier this year, and we managed to put out all these documents before the commencement of the new financial year of 1st August, 2017. Those documents, particularly the intent, summarises our thoughts on where we want to journey, some key points that have been mentioned in these documents are: Our time for talk is over; it is time for action and time for moving forward.

Another key point in the document is that, we are a team of many teams. No matter what institution that you work of or what Division that you run, we are a team of many teams. One of the things that we hold close to our chest at Correction Services is that we believe in a strategic private concept, believing that no matter where you are or what rank you hold or what appointment you hold within the Fiji Corrections Service, you have something to contribute to that will have an impact up at the strategic level. If you are always coming to work on time on a daily basis, to simple things, attending to the basics well, because we firmly believe that by getting the basics right, everything will fall into place. A strategic picture will fall in to place. We can come out with all these flowery documents but at the end of the day if they do not become actions on the ground, if they do not become a reality on the ground, all these documents come to naught. So that has been the emphasis to the men and women and officers of the Fiji Corrections Service. I commend them all for taking the initiative particularly, the supervisors and the heads of departments and also the officers in charge for conducting training on these documents with their men and women.

I reassure Honourable Members of this Committee that their training report comes to me every Friday because it is part of our monitoring system with our Annual Corporate Plan, to ensure that we meet our key performances indicators which is our deliverable to Government and to the citizens of this country

Another key document as you may see is our strategic plan. We are trying to build within the Fiji Corrections Service a simple strategy and I think this is common to all of you, Honourable Members, on the key principle of keeping things simple. If you look at the strategic document, Mr. Chairman and Honourable Members, it is a very simple document, so that a junior person on the ground gets to understand it. He is also part of the team and he takes ownership of that document, so that is central to that strategic plan that we have for the Fiji Corrections Service.

The Annual Corporate Plan speaks for itself. It is just there as a monitoring mechanism for the Fiji Corrections Service and that document is basically from my Director Corporate Service, Ms. Sala Racaca, who monitors this together with her team. We have reports that come to us on a weekly basis but most importantly on a monthly basis from the four Divisions, that report on the achievements they have met as per the outputs in our Annual Corporate Plan.

Our Trading and Manufacturing Accounts (TMA) Business Plan is also very central and a key ingredient for compliance to the Ministry of Economy. We have managed to put that out. I wish to highlight to your goodselves, Mr. Chairman and Honourable Members of the Committee, that since coming into office, we have made some huge turnarounds in our TMA Accounts.

We have six business units and they are basically tools for rehabilitation for those under our care. We engage them, train them and hopefully at the end of the day when they leave our care, they go back into some form of employment and some form of establishing their small business enterprises.

We have made some huge turnarounds and I wish to state that in 2015, our return to Government is \$103,384.56. In the short period in 2016 - from January to July, our returns were \$358,160.23. The target that we had established for our share for the financial year (2016-2017) was \$0.5 million. I am confident to announce to you, Mr. Chairman and Honourable Members of this Committee, that I believe pending the final audit report that will come to us which is currently undergoing, we will surpass that \$0.5 million target, and our target for the new financial year (2017-2018) is \$750,000.

The reason we have done this, Mr. Chairman and Honourable Members, is just some small and some smart business practices - cutting down on wastages, cutting down on the runs of vehicles, et cetera. Whenever we cut a tree down at Naboro to extend our farms, we ensure that that timber goes back to our piggery to use as firewood. Making good use of our manure, and if I can give a classic example, I had a walk around the bush in Naboro a few months ago and was surprised to see the amount of sacks of manure lying idle and not used. So, when the next request came up to buy manure, I said; "No, you go and look around in Naboro and find all the sacks of manure that are lying idle and not being used." So, surprisingly they collected about 100 bags and we managed to use them. It is just the cutting down of wastage, I think very familiar to this august forum on reducing our expenses and ensuring that we generate more revenue so that we can give back to Government at the end of the day, more sustainable return. That is basically on our TMA.

Also, as a matter of compliance for the Fiji Corrections Service we also have to develop a financial manual. The document is also there with your goodselves and again, one of the areas we strive for and I am very thankful to Mr. Aporosa here my Accountant, Ms. Helen, my Senior Accountant, who just joined us recently but then she has done a

wonderful job, in ensuring that we do not have any audit queries. Hopefully, we will do the same for our last year. We are going through the processes at the moment and hopefully, we will have some good discussions with the Office of the Auditor-General (OAG) to ensure that we have an unqualified report when we submit our Annual Report to Cabinet and onwards to Parliament. We managed that for the year 2016, the seven months, hopefully we want to achieve that for the last financial year (2016-2017), Mr. Chairman.

There is also another document there which is our Dress Code. This is something also new for us. When we went to do our Budget submission, we were asked by the staff of the Ministry of Economy; why do you have so many uniforms? When I first came in, I looked around, I could not see a document so we managed to put together something. At least, when we go back to the Ministry of Economy for our budget consultations, this is the uniform that we have, we need it to enlighten the image of the Fiji Corrections Service, so that will help in our negotiations with the Ministry of Economy. I just thought I accompany that with the documents this year, just to see the journey that we are travelling on, to go together with the intent that we have and the strategic document that we have.

Mr. Chairman and Honourable Members of this Committee, I have said a bit this morning, we are happy to take any questions from you this morning. *Vinaka*.

MR. CHAIRMAN.- Thank you, Commissioner, for that great information for us, just confirming what we have gone through in the Annual Report and also a fantastic approach. I believe that the robust team that you have created has enormously brought the standards as per your plan. So, once again on behalf of the Committee, I convey our appreciation to you, Commissioner, for the hard work that you have put in place and your team and with all these special and important documents to shape the Fiji Corrections Service which is very welcomed this morning. We will always wish you all the best because when we were going through the Annual Report, we saw and we were touched, with all the TMAs, like you have mentioned from 2015, 2016 and it has never happened that way. But now, we see the approach and it is killing so many birds with one stone. The rehabilitation issue, you going in from the experience that you have and then shape that and we are grateful for that.

Honourable Members, we have heard the Commissioner elaborate on the important documents that we have and we have the time now to pose questions, if you have any questions to ask or any clarification, you may ask, and the Commissioner and the team are here to respond to us.

Honourable Vunivalu?

HON. S.B. VUNIVALU.- Thank you, Mr. Chairman. Firstly, I would like to thank the Commissioner of Prisons and his staff for a well-done presentation this morning.

(No recording)

The Committee Interview adjourned at 11.20 a.m.

APPENDIX 2

SUSTAINABLE DEVELOPMENT GOALS

(FIJI CORRECTIONS SERVICE 2017-2018 ANNUAL CORPORATE PLANS- PAGE 17)

Linkages to Sustainable Development Goals

Table 5: Linkage to Sustainable Development Goals

Sustainable Development Goals	Government Outcome	FCS Goals
<p>Goal 1: <i>No Poverty</i>- End poverty in all its forms everywhere</p>	Law and Justice	Goal 1: Sound Sure Security
<p>Goal 2: <i>No Hunger</i>- Achieve food security, improved nutrition and promote sustainable agriculture</p>	Micro, Small and Medium Enterprise Development	<p>Goal 2: Improved Infrastructure Goal 5: Thriving Business Enterprise</p>
<p>Goal 3: <i>Good Health and Wellbeing</i>- Ensure healthy lives and promote well being for all ages</p>	Public Sector Reform	<p>Goal 2: Improved Infrastructure Goal 5: Thriving Business Enterprise</p>
<p>Goal 4: <i>Quality Education</i> - Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	Poverty Aleviation	<p>Goal 4: Effective Delivery of Rehabilitation Goal 2: Improved Infrastructure</p>
<p>Goal 5: Achieve gender equality and empower all women and girls</p>	Gender Equality	Goal 6: Flawless Customer Service
<p>Goal 8: <i>Decent work and economic growth</i> - Promote inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	Poverty Alleviation	<p>Goal 4: Effective Delivery of Rehabilitation Goal 5: Thriving Business Enterprise</p>
<p>Goal 16: <i>Peace, Justice and Strong Institutions</i> - Promote peaceful societies for sustainable development, access to justice for all and build effective, accountable and inclusive institutions at all levels</p>	Law and Justice	<p>Goal 1: Sound Sure Security Goal 3: Enhanced Inmate Management Goal 4: Effective Delivery of Rehabilitation</p>



WOMENS CC

AGE SUMMARY	16-20	21-25	26-30	31-35	36-40	41-45	46-50	51-60	61-75	TOTAL
Womens Convict	2	6	13	16	13	4	10	3	1	68
Womens Remand		3	1	1	2	1	1	1	1	11
Womens Total	2	9	14	17	15	5	11	4	2	79

Total Convict 68 Total Staff 30
Total Remand 11 Ratio ~~13~~ 1 X 3
Total 79

FEMALE CORRECTION OFFICERS	
RANK	No. Of Staff
Uniform Staff	
Senior Superintendent of Corrections	0
Superintendent of Corrections	1
Assistant Superintendent of Corrections	0
Chief Corrections Officer	4
Principal Corrections Officer	2
Correction Officer Class A	2
Correction Officer Class B	9
Correction Officer Class C	53
Temporary Correction Officer Class C	27
Total Uniform Staff	98
Civilian Staff	
ACCS	1
Senior Psychologist	1
Senior Accounts Officer	1
Psychologists	3
Assistant Accounts Officer	2
Legal Officer	1
Secretaries	2
Clerks	6
Cleaner	1
Total Civilian	18
Total FCS Female Officers- 116	

APPENDIX 3

FIJI CORRECTIONS SERVICE 2017-2020 STRATEGIC PLANS



STRATEGIC PLAN

2017

2020

TABLE OF CONTENTS

1.	TABLE OF CONTENTS	03
2.	FOREWORD	04
3.	EXECUTIVE SUMMARY	05
4.	INTRODUCTION	06
5.	STRATEGIC OVERVIEW	07
	a) Vision	
	b) Mission	
	c) Vision	
6.	KEY PILLARS TO ACHIEVE THE FCS MISSION & VISION	08 - 09
7.	OUR CORE BUSINESS	10
8.	KEY OUTPUT TO ADDRESS KEY PILLARS INCLUDING SUSTAINABLE DEVELOPMENT GOALS (SDG) AND BILL OF RIGHTS (2013 CONSTITUTIONS)	11
9.	KEY STRATEGIES TO ACHIEVE KEY GOALS AND OUTCOMES	12 - 13
10.	KEY PERFORMANCES INDICATORS AND IMPLEMENTATION SCHEDULES	14 - 16
11.	SUMMARY OF PROPOSED BUDGET	17
12.	MONITORING AND EVALUATION	17 - 18
13.	NATIONAL CENTRES MAP	19

FOREWORD



Commissioner of Corrections

The road for any Organisation starts with a few tiny steps and leaps of faith. The Fiji Correction Service (FCS) established since cession in 1874 has come a long way from its humble beginnings at Levuka, Ovalau.

The FCS has evolved over time with its recent history with a shift from a strategy of Containment to one of Correction. This Strategy of Correction, focussing on rehabilitation is a paradigm shift that challenges the core and culture of prison environment.

This Strategic Revolving Plan is geared to towards creating this rehabilitative environment. Our strategic overview statement is at the heart of this platform for transformation. The FCS Key Pillars and Core Businesses have remained steadfast in our role to Government and the citizens of our country.

This SRP is as good as what will be implemented on the ground therefore it is paramount to ensure a collective effort from all ranks within the FCS. It is imperative that we take ownership of this document.

Key to this SRP is the embracing of information technology as a tool for FCS working smarter and operating effectively. The establishment of a home for FCS is long overdue and we look forward to sound negotiations with Government on this intent. The desire to re-establish Nasinu as a first offenders only Institution for those in the age category 18 - 25 is in line with intentions of the FCS.

This SRP is a living document that will be reviewed annually to ensure that it remains current and pragmatic.

F.B. KEAN
Commander
Commissioner

EXECUTIVE SUMMARY

The Fiji Corrections Service Strategic Development Plan outlines the directions and needs of the organization for the next three years 2017/2018 – 2019/2020. It incorporates the government key outcomes in line with Roadmap, the Peoples Charter for Change Peace and Progress and the 2013 Constitutions.

Based from this critical planning tool, it further categorizes three (3) key initiatives that is aligned to the achievement of the Mission and Vision. This includes Effective Rehabilitation, Nation Building and Safety and Security.

As part of the FCS cluster, the key focus area of the organization is the Correction Institutions. We have to ensure that all the Corrections Centres are provided with necessary structural needs and most importantly, those accommodated therein are safe and secure. This Plan provides a new approach on how the FCS will be contributing to maintaining and protecting a just, peaceful and safe society. In doing so, providing effective correctional services is an important goal to ensure that secure and humane correctional facilities are safe for both staff and prisoners.

We have declared 2016/2017 as the year to focus on Rehabilitation and this resulted in the introduction of our new Motto *Samper Restituens*, a Latin word for Always Rehabilitation.

We see this strategic plan as dynamic and reflecting our commitment to implementing evidence-based programming based on a growing body of knowledge into “what works” to enhance offender behaviour change and reduce recidivism.



INTRODUCTION

The Strategic Development Plan 2017/2018-2019/2020 accentuates the direction for the Fiji Correction Service to take in order to meet its short and medium term objectives as per mandate. It contains key policies and strategies specifically targeting, to meet demand and improve overall services delivery. Generally, it contains key strategies that are aligned to Government key initiatives which are required to be achieved within the term of this SDP.

The Department key focuses are demarcated into six outputs required to be holistically achieved within the proposed timeline.

The effective rehabilitation of inmates becomes our key focus. A new organisational motto was established 'Semper Resituents', that solidifies all staff effort in providing consistent programs that makes a real life change on those under our care. Effective security, good order and a discipline environment, supplement the organisation effort to achieve its objective.

The FCS will continue to work together with key stakeholders, government agencies and the community to maintain a coordinated effort towards the achievement of the organisation objectives.

STRATEGIC OVERVIEW

The review of the organization's vision and mission is the first step of our strategic planning process. It sets out the reasons for the FCS existence and the ideal state that the organization aims to achieve; our new mission identifies major goals and performance objectives. Both are defined within the framework of the FCS system to provide a clear direction of the FCS.

In broader terms, the Principal Strategic Overview of the FCS encompasses statements and obligations pertaining to its Vision, Mission and Values. The FCS relies on these statements and obligations to build the morale of its employees and attracts the commitment of external stakeholders. These are used to declare what the public should expect from the operations of the Fiji Corrections Service.

VISION

To effectively rehabilitate inmates that will become law abiding citizens, who will contribute positively to our country, Fiji.

MISSION

To Positively Restore Lives

VALUES

Family
Integrity
Loyalty
Honesty
Empathy
Leadership



KEY PILLARS TO ACHIEVE MISSION & VISION

EFFECTIVE REHABILITATION

Placing offenders in custody alone is not sufficient to solve the problem of crime. The ultimate goal of corrections is the offender's successful re-integration into the community. Recidivism has been a challenging problem confronting the Fiji Correction Services. Following the shift from containment to one that is correction in nature, spearheaded by the change in Law in 2006, the FCS is committed to the principle of through care and has implemented various rehabilitation initiatives to generate safe and successful re-entry into the community. This includes the Early Releases Schemes, review of the rehabilitation framework and enhancing the Yellow ribbon Projects as flagship towards acceptance and community action. FCS for the tenure of this SDP, will continue to enhance relevant rehabilitation strategies to meet its overall objective.

For the last 3 years 2013-2015, the rate of recidivism has been fluctuating. In 2012 a total of 6.4% rate of recidivism was recorded compared to 6.7% in 2013, 3.8% in 2014 and 3.9% in 2015. The rate is determined by the number of discharges for the last two years over the total of recidivist for the current year.

The community and families plays a decisive role in achieving this key pillar. Each staff, with the genuine support of family members and the community at large must commit to the calling of effecting genuine change on the lives of those under our care.

NATION BUILDING

The continuous involvement of inmates in the sugar cane cutting operations benefits the inmate monetary, increase self-esteem and develops a sense of ownership and national pride for their contribution to the economic well-being of the Nation as a whole. Provision of life skills programs through relevant rehabilitation programs is vital to begin the transition towards better life for inmates. Through the poverty alleviation programs, early releases schemes, and other offered rehabilitation initiatives, each selected inmate is directed and guided towards a more responsible and productive citizen of this beloved Nation. It is foreseen that reduction of recidivism, will spur investor confidence, increase employment opportunities and provides a safe haven for our future generation.

Effective monitoring and follow up on re-integrated inmates, plays a critical supporting role in achieving this key pillar.

COMMUNITY SAFETY

This is one of the core roles of the FCS. For the community to be safe, better and effective deployment of security strategies will be in place to meet ever changing preferences of inmates under our care. Provision of modern security equipment, and upgrading infrastructure contribute to keeping prisoners safe and secure within the premises of the FCS.

A well-ordered and discipline environment is a pre-requisite to effective rehabilitation of inmates under our care. This has led to the review of the rehabilitation framework, to include inmate's regimental training as a conduit to positive attitude and sound decision making which is envisaged to play an important role in sustaining offender re-integration.

OUR CORE BUSINESS

The FCS during the tenure of this SDP will focus on the execution of key strategies towards achieving our core roles. New initiatives have been identified in association with each core role to boost implementation effort in order to achieve targets.

SAFETY & SECURITY

This is one of the major functions of the Fiji Correction Service. The physical structure of the prison is extremely important. The role is two folds; keep society out and keep prisoners in. Therefore the prison structural designs are essential to keep both prisoners and society safe. The age, design and layout and level of maintenance of prisons have a direct impact on the level of security. Inmates' classification and reclassification with proper institutional placement are important security factors perhaps as important as the security provided by the structure of the prison itself.

CARE

Another core function of the FCS is to ensure proper treatment of all inmates under its care in line with the UN Mandela and Bangkok Rules . Treatment of prisoners shall be fair. This includes the principle of treatment in respect for the dignity and value as human beings. We must ensure that they are provided with appropriate nutritional services, access to health services and appropriate hygiene services.

CHANGE

The continuous review of the rehabilitation framework and identification of effective rehabilitation programs is a major key focus in this SDP. We must ensure that their offending behaviour is corrected through access to correctional programmes, psychological, social and spiritual services. The inmates' human development is improved through literacy, education and skill competency programmes and reduces reoffending to contribute to safer Fiji. The reformation of prisoners is vital in order to change their values, motivations, attitudes and perception and to re-socialise and restore them back to the community where they rightly belong.

KEY OUTPUTS TO ADDRESS KEY PILLARS INCLUDING SUSTAINABLE DEVELOPMENT GOALS (SDG) AND BILL OF RIGHTS (2013 CONSTITUTIONS)

During the term of this SDP, its outcomes and strategies will strive to align and meet key initiatives enshrined in the mentioned key documents by ensuring the following:

- (a) Effective Correction Security
- (b) Effective Inmate Management
- (c) Effective Rehabilitation Services
- (d) Infrastructure Development
- (e) Sustainable Enterprise Development; and
- (f) Organizational Effectiveness



KEY STRATEGIES TO ACHIEVE KEY GOALS AND OUTCOMES

Six key Goals have been identified as central to achieving the Organisation objectives in the short and long term. Each goal is associated with key strategies required to achieve its objective and to be prioritised.

EFFECTIVE CORRECTION SECURITY

- i. Review of Manning Requirement in all Institutions to meet demand.
- ii. Develop and Maintain Emergency Operation Plan.
- iii. Review Standard Operating Procedures of all Institutions to bring about operational effectiveness and efficiency.
- iv. Use innovative technologies and security approaches to strengthen surveillance of all activities internally and the externally of the Prison.
- v. Use of Video Conferencing to enhance efficiency.
- vi. Review of Allocation Board procedures for proper allocation of inmates in line with risk and needs analysis.
- vii. Embedding the intelligence framework
- viii. Effective risk management with proactive security

EFFECTIVE INMATE MANAGEMENT

- i. Provide systematic training for all staff mainly on generic roles and responsibilities including human relations that will bring about improved service delivery.
- ii. Review stores procedure acquisition with Quartermaster to ensure timely distribution of inmate's stores issue.
- iii. Develop rapport with overseas counterparts on international transfer of foreign inmates.

EFFECTIVE REHABILITATION SERVICES

- i. Improve re-integration programs in terms of Early Release Schemes.
- ii. Improve outcomes for short term sentenced inmates, unsentenced inmates and special cohorts, including young offenders consistent follow up.
- iii. Finalise Parole Regulation.
- iv. Develop rapport with the Judicial for timely implementation of Community Based Correction.
- v. Strengthen Community action on Yellow Ribbon Program.
- vi. Review Inmates Release scheme introducing effective control measures.
- vii. Develop rapport with Ministry of Education for teachers programs specialised
- viii. Review offered rehabilitation programs to include skills training that are marketable and meet employment demand.
- ix. Develop rapport with Employment providers for organised symposiums.
- x. Effective Database and Record Management that brings about information validity and accuracy.
- xi. Develop Halfway House Program

INFRASTRUCTURE DEVELOPMENT

- i. Implement research based infrastructure design
- ii. Review Institution Maintenance Plan
- iii. Managing prison infrastructure design to meet demand
 - Separate and proper Facilities for elderly inmates
 - Separate and proper Facilities for mental inmates
 - Separate and proper facilities for sex offenders
- iv. Construction of Divisional Medical Clinics (Level 2) with provision of proper medical equipments.
- v. Develop effective project management and supervision plan that brings about meeting timelines.

SUSTAINABLE ENTERPRISE DEVELOPMENT

- i. Develop robust Marketing Plan for all SBU's
- ii. Relocation of SBU's to meet business demand
 - Bakery
 - Joinery
 - Garment
- iii. Employ effective Business Risk management
- iv. Develop Value Added strategy
- v. Promote Organic Farming methods
- vi. Sustainable Food Security through modern farming methods and product diversification.

ORGANISATIONAL EFFECTIVENESS

- i. Introduce specialised training to all staff.
- ii. Improve communication and correction network that bring about effective and timely services delivery
- iii. Develop Relocation Plan for the Correction Academy.
- iv. Develop Training Manual for the FCS to accommodate development of all ranks within the FCS.
- v. Develop training needs and attributes standard for subordinates, Junior and Senior Officers.
- vi. Develop Divisional Training Units
- vii. Develop rapport with overseas counterparts on personal and organisational development needs.
- viii. Encouraging and supporting a continuous service culture.

KEY PERFORMANCES INDICATORS AND IMPLEMENTATION SCHEDULES

The programmes and targets that will be implemented over the next 3 years to support the achievement of goals are outlined below.

OUTPUT MATRIX 1

FCS INFRASTRUCTURE DEVELOPMENT

The provision of highlighted infrastructure provides a supportive role towards the achievement of FCS mandate both in the short and long term. Given the significance contributions of such infrastructure development towards realisation of goals and objectives, it is essential to initiate a combined effort that involves approval agencies and major stakeholders to decide on its implementation.

TABLE 1

Goals	Annual Targets			Expected Outcome	Responsible Persons
	2017-2018	2018-2019	2019-2020		
Database Software for Inmates \$240,000.00	\$120,000	1 \$120,000		Provide timely and accurate data information on all staff and inmates alike	DCC, ITM
Geospatial Information System \$300,000.00	\$150,000	\$75,000	1 \$75,000	Location records and accuracy especially for Burial Grounds and Farms	DCC, ITM
HF Radio System \$300,000.00	\$100,000	\$100,000	1 \$100,000	Communication Backup system.	DCC, ITM
Relocation of SBU's \$1.5m	1 Tailor \$500k	Joinery \$500k	Bakery \$500k	Relocation of the following SBU's; • Bakery • Joinery • Tailor It will provide for better marketing point for potential customers.	DCC STMA SUP PROJECTS
Refurbishment of the Suva Main Cell Block \$500,000.00	\$250,000	1 \$250,000		The Old Suva Main Block is earmarked to serve as a historical site for tourists. The structure measures our effort of paradigm shift from the one of containment to corrections.	DCC SUPERVISOR PROJECTS
Relocation of Fiji Correction Services Headquarters \$4.1m	\$100,000	\$2m	1 \$2m	Designing and Planning for the Correction Headquarters relocation to Suva Correction Centre in Korovou.	DCC SUPERVISOR PROJECTS

TABLE 1 *continued*

Goals	Annual Targets			Expected Outcome	Responsible Persons
	2017-2018	2018-2019	2019-2020		
Construction of Supervisor Northern Division Office \$300,00.00	1 \$300,000			Provides better working environment	DCC SUPERVISOR PROJECTS
Officers Parade Ground - Multirole Complex \$2m	\$2m	1		Naboro Correction Complex	DCC SUPERVISOR PROJECTS
Renovation Nasinu CC Rehab Classroom \$400,000.00	1 \$400,000			To provide conducive environment for rehabilitation and support conversion of NCI into a TVET for Inmates	DCC SUPERVISOR PROJECTS
Upgrading and Construction of Public Cemeteries Infrastructures \$1m	\$500,000	2 \$250,000	3 \$250,000	This includes the upgrading works, extension, drainage and civil works on the following cemeteries; i. Suva Extension ii. Lautoka iii. Levuka iv. Nasinu, and v. Chinese	DCC SUPERVISOR PROJECTS
Upgrading of Water and Sewerage System \$500k	\$250,000	\$250,000		Scope of work primarily will cover the replacement of old galvanised water pipes with PVC and connection of institutions lines with main sewer lines.	DCC SUPERVISOR PROJECTS
Temporary Prison for Ops Musu Dovu Deployment 1 x 40 man dormitory \$1.5m	1 \$1.0m	1 \$0.5m		To be constructed on selected areas within the sugar cane belt areas. • Ba • Labasa • Lautoka and Nadi	DCC SUPERVISOR PROJECTS
Construction of Halfway Houses \$1m		\$1m		To construct a halfway house designed to rehabilitation efforts. Land to be secured within the Tailevu, Labasa & Lautoka area.	DCC DR SUPERVISOR PROJECTS
PMS Institutions Buildings \$3m	\$1m	\$1m	\$1m	Periodic Maintenance Schedule for Institution Buildings	DCC PROJECTS
PMS Institutional Roads \$1.5m	\$500,000	\$500,000	\$500,000	Periodic Maintenance Schedule for Institutional Roads, Farms and Graves	DCC PROJECTS
PMS Institutions Staff Quarters \$1.5m	\$500,000	\$500,000	\$500,000	Periodic Maintenance Schedule for Staff Quarters	DCC PROJECTS
\$19,640,000.00	\$7,570,000.00	\$7,170,000.00	\$4,900,000.00		

OUTPUT MATRIX 2

DONOR AGENCIES SUPPORT FOR DEVELOPMENT

The following infrastructural requirements for the FCS are critical to be developed, in order to provide better supporting role towards achievement of overall objectives and mandates. These projects are earmarked to be completed within the next three (3) years. Its implementation required the assistance for International Donor Agencies.

TABLE 2

Goals	Annual Targets			Expected Outcome	Responsible Persons
	2017-2018	2018-2019	2019-2020		
Regional Correction Training Centre (Opposite Naboro K9 Unit, on the hill beside the ground) \$20m		\$10m	1 \$10m	Construction of regional corrections training centre in Fiji, provides better of knowledge sharing and adoption of best practises with other regional and overseas counterparts	DCC SUPERVISOR PROJECTS
Divisional Medical Centre for Inmates (Suva, Naboro and Lautoka) \$4.5m	\$1.5m	1 \$1.5m	\$1.5m	Construction of Level 2 hospital with all necessary amenities in all divisions will provide effective, efficient and better medical service to all inmates.	DCC SUPERVISOR PROJECTS
Crematorium (Suva and Lautoka) \$2m		\$1m	1 \$1m	Efficient and cost effective way of disposing corpses.	DCC SUPERVISOR PROJECTS
\$26,500,000.00	\$1,500,000.00	\$12,500,000.00	\$12,500,000.00		

PROPOSED BUDGET SUMMARY 2017/2018 - 2019/2020

TABLE 3

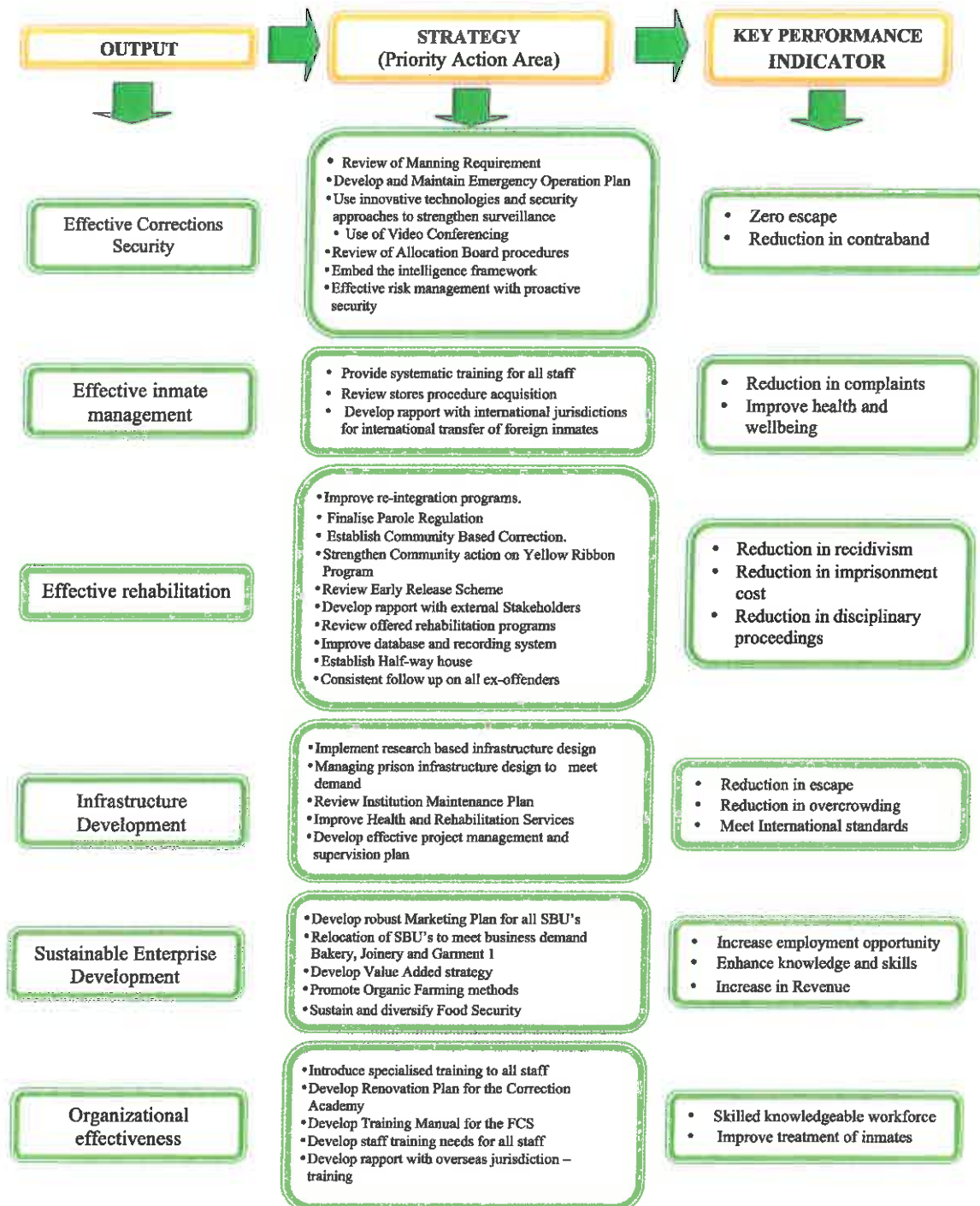
	Current Budget	Annual Targets			TOTAL
		2017-2018	2018-2019	2019-2020	
Proposed Budget	\$9.4m	\$7,570,000.00	\$7,170,000.00	\$4,900,000.00	\$19,640,000.00
Donors	-	\$1,500,000.00	\$12,500,000.00	\$12,500,000.00	\$26,500,000.00

MONITORING AND EVALUATION

Periodic review of the SDP will be required to ensure that the plan is valid, continue to be realistic and more so achieve its intended purpose and set targets. Evaluation and verification of achieved targets will ease references to identification new strategies and key policies to be considered in the next yearly SDP. A regular systematic monitoring has been put in place to track the progress of project implementation against our key strategies. After assessing the progress of the strategic planning process, the FCS will review the strategic plan, make necessary changes, and adjust its course based on these evaluations. The revised plan take into consideration emergent strategies, and changes affecting the organization's intended course.

While evaluation measures what has happened as the result of the strategies being executed, the Fiji Corrections Service adopts the following to measure its Key Output Indicators:

MONITORING AND EVALUATION OF STRATEGIES AGAINST PERFORMANCE INDICATORS



FIJI CORRECTIONS SERVICE NATIONAL CENTRES

Western Division

Ba Corrections Centre

Yavusa
Mail PO Box 1244 Ba
Tel: 3674053

Lautoka Corrections Centre

Nakipala
Mail PO Box 183 Lautoka
Tel: 3209001 / 3209050

★ Lautoka Remand Centre

★ Lautoka Womens Corrections Centre

Southern Division

Maximum Corrections Centre

Levuka
Mail PO Box 114 Suva
Tel: 3355442

Medium Corrections Centre

Niua
Mail PO Box 114 Suva
Tel: 3327134

Minimum Corrections Centre

Yavusa
Mail PO Box 114 Suva
Tel: 3327135

Pre-Release Corrections Centre

Niua
Mail PO Box 114 Suva
Tel: 3327132

Northern Division

Labasa Corrections Centre

Tavuni
Mail PO Box 374 Labasa
Tel: 8201429 / 8201411

Taveuni Corrections Centre

Waniyala
Mail PO Box 39 Taveuni
Tel: 8201413

Central & Eastern Division

Levuka Corrections Centre

Niua
Mail PO Box 114 Suva
Tel: 3355442 / 3327132

Nasinu Corrections Centre

Niua
Mail PO Box 114 Suva
Tel: 3355442

Suva Corrections Centre

Niua
Mail PO Box 114 Suva
Tel: 3327132

Suva Womens Corrections Centre

Devala Niua
Mail PO Box 114 Suva
Tel: 3327135

Suva Remand Centre

Devala Niua
Mail PO Box 114 Suva
Tel: 3100832

