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## **STANDING COMMITTEE ON FOREIGN AFFAIRS AND DEFENCE**

### **Review Report of the Fiji Police Force January– July 2016 Annual Report**



**PARLIAMENT OF THE REPUBLIC OF FIJI  
Parliamentary Paper No. 90 of 2018**

*July, 2018*

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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 January – July 2016 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 Police Force January – July 2016 Annual Report* specifically on the department's operations and administration.

The Fiji Police Force ("the FPF") is undergoing reforms and restructure whilst continuing its core role of maintaining law and order, defending national security interests and maintaining Fiji's contribution to global peace.

Also, in 2016 the strength of Fiji as a nation was tested with the worst category five cyclone Winston to hit the Fiji Group. The resilience of the nation, its people with helping friends from the region and the globe shone through with resilience in post cyclone relief, recovery and return to normalcy.

The FPF has made significant improvements in terms of meeting its key performance indicators in trying to reduce complaints and disciplinary offences against officers by 50% with a reduction by 2%. The crime rate decreased by 6% close to the target to reduce overall crime rate by 10%. Similarly the serious crimes decreased by 5% close to the target to reduce serious crime by 10%. Crimes against children and women both decreased by 2% over the 10% reduction target for both. Also road fatalities decreased by 23% close to 30% reduction target. Our rate of detection was 61%, closer to the 70% target<sup>1</sup>.

In its efforts to reduce the overall crime rate the FPF has invested in modern information communication technologies such as CCTV and drones. It has also has focussed on better resourcing of its scientific, legal, cyber policing and forensic functions. In addition, the FPF continues to support its Duavata Community policing initiatives and policing through sports. Human resource records are being consolidated into an internally designed database. The Police White Paper consultation in progress.

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<sup>1</sup> Fiji Police Force, Key Performance Indicators, Annual Report 2016.

The Committee commends the good work of the organisation and achievements reported in its 2016 Annual Report. While applauding the achievements of the police department, the Committee had identified some opportunities for improvements; these are outlined in the report.

I take this opportunity to thank the Commissioner of Police including all staff and their families for their commitment and dedication to national service.

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



**Hon. Netani Rika -  
Chairperson**

## LIST OF ACRONYMS

<b>CCTV</b>	Closed Circuit Television
<b>FPF</b>	Fiji Police Force
<b>HESU</b>	Humanitarian Emergency Support Unit
<b>ICT</b>	Information Communications Technology
<b>INTERPOL</b>	International Police
<b>KPI</b>	Key Performance Indicators
<b>LO</b>	Legal Officer
<b>MSG</b>	Melanesian Spearhead Group
<b>OHS</b>	Occupational Health and Safety
<b>SCFAD</b>	Standing Committee on Foreign Affairs and Defence
<b>SO</b>	Standing Orders
<b>UN</b>	United Nations

## INTRODUCTION

The Committee had gone through the Annual Report and identified key areas that need to be assessed and these included the FPF budgetary allocation, policies, programs and projects of 2016, human resource development and the overall administration.

On 6<sup>th</sup> June 2018 the FPF Executives made a presentation to the Committee on the operations and administration of the organisation in 2016.

In summary, the information for this report was obtained through a thorough assessment by the Standing Committee on the Fiji Police Force Annual Report from January to July 2016 and the oral presentation by the FPF executives.

The Report is divided into three parts:

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

# **PART ONE**

## **1.0 FINDINGS**

The Committee's findings are outlined below:

### **1.1 Domestic Security and Criminal Landscape:**

- Tropical Cyclone Winston – Category 5 cyclone makes landfall in Fiji on February 2016.
- Loss of lives
- Massive damage to infrastructure and properties
- Unsettling and disruptions to lives, livelihoods and wellbeing
- Government budget and asset re-allocation
- Temporary disruption to tourism, agriculture, trade and investment
- Major Humanitarian, Disaster Response, Recovery, Relief (HDRRR) Effort
- Activation of major donor/aid and localised DISMAC led inter-agency coordination

### **1.2 National Operations and Security**

- International and regional foreign relations normalises
- Multi-lateral and bi-lateral relations and engagements strengthens
- Compliance and raising of practices to international standards
- Fiji criminal landscape shows shift towards new and emerging crime trends
- Synthetic drugs (methamphetamine)
- Social media – cybercrime
- Green drug cultivation
- National Development Plan (NDP) consultation continues
- Ministry of Defence, RFMF, Fiji Police 'White Paper' Continues
- Road fatalities – concern for all stakeholders

### **1.3 Fiji Police Restructure Project**

- Mercer Report 2003 - JEE recommendations implementation - Completed
- Fiji Police 'One Force' and 'Tier Model' concept project initiated
- Fiji Police HR Audit and Reconciliation project initiated
- Fiji Police fleet review and management project initiated
- Review of current mobility assets (m/vehicles, motorcycles, boats & punts)
- Structured & more organised lease based vehicles

- Regularisation of a number of existing units in Fiji Police e.g. prosecution and border control
- Internal rightsizing of manpower
- Rank and salary re-dispositioning
- Payment and reconciliation of pending staff salary & emoluments to regular staff (existing and retired)
- Anticipated streamlined command, control and structured lean sections and units
- Structured and regimented model of resource disposition and deployment
- Mobility and visibility increase through dramatic rise of Fiji Police fleet (vehicle)
- Revised approach to police canine (dog) deployment (detector dog - border and operational)
- Review of Fiji Police Community Policing 'DUAVATA' concept

#### **1.4 Challenges**

- Management and maintaining Key Performance Indicators (KPIs) especially the criminal KPIs and complaints against Police services and personnel.
- Legislative gaps and processes delay
- New and emerging crimes and delinquent behaviours in society during this reporting period.
- ICT cyber and transnational borderless based criminal organised activities.
- Social media and advents of globalisation on new generation that has emerged since 2016
- Drugs, liquor, gender- based violence (GBV) and property related crimes continue to be a challenge in 2016.
- Road fatalities or the fatal five causes in regards to road accidents
- Resource disposition at the Fiji Police Force post TC Winston, as most of the infrastructure and police resources were severely affected.
- Efficiency of Police service delivery
- Staff welfare after TC Winston specifically when they are expected to be out there in the field conducting police and emergency services during the disaster.



## **PART TWO**

### **2.0 RECOMMENDATIONS**

- Encourage digitalisation of HR, Accounts and Police records for safe and secure information database.
- Shift in gear towards focused leadership, management and supervision training in the senior, middle and operational levels of the organisation.
- Constant focus on continuous improvement on work ethics and leadership integrity.

## 2.1 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 both men and women.

The FPF have reasonable number of women occupying senior and supervisory roles within the organisation. A gender analysis of the force is important to determine the gender footprint within the work place in 2016.

<b>Rank</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
<b>1. Commissioner/Chief of Police</b>	1		1
<b>2. Deputy Commissioner of Police</b>	1		1
<b>3. Assistant Commissioner of Police</b>	4		4
<b>4. Senior Superintendent of Police</b>	13	1	14
<b>5. Superintendent of Police</b>	23	1	24
<b>6. Assistant Superintendent of Police</b>	52	4	56
<b>7. Inspector of Police</b>	157	26	202
<b>8. Special Inspector</b>	2	1	3
<b>9. Civilian Senior Officers</b>	5	5	10

## **PART THREE**

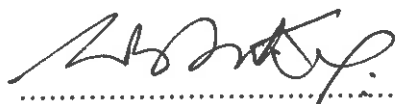
### **3.0 CONCLUSION**

The Standing Committee on Foreign Affairs and Defence has fulfilled its mandate approved by Parliament which was to examine the Fiji Police Force January-July 2016 Annual Report. The Committee has conducted its review and formulated the findings with regard to the police department performance in 2016.

The Committee report is bi-partisan and contributions from both sides of the House have provided the final report. The key areas highlighted by the Committee in its findings would improve the overall performance of the FPF in the future.

Apart from the previous reports this report (Fiji Police Force Annual Report for the period 1<sup>st</sup> January to 31<sup>st</sup> July 2016) has noted vast improvements. We commend the report and the way forward.

**SIGNATURES OF MEMBERS AND ALTERNATE MEMBER  
OF THE STANDING COMMITTEE ON FOREIGN AFFAIRS  
AND DEFENCE**



.....  
**Hon. Netani Rika**  
(Chairperson)



.....  
**Hon. Howard Politini**  
(Deputy Chairperson)



.....  
**Hon. Ratu Suliano Matanitobua**  
(Member)



.....  
**Hon. Jilila Nalibu Kumar**  
(Member)



.....  
**Hon. Ro Kiniviliame Kiliraki**  
(Alternate Member)

9/07/2018

.....  
(Date)

# APPENDICES

# APPENDIX 1

## VERBATIM NOTES

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

**Submittee: Fiji Police Force**

**Wednesday, 6th June, 2018**

**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 WEDNESDAY, 6TH JUNE, 2018 AT 10.42 A.M.**

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**Interviewee/Submittee:      Fiji Police Force**

**In Attendance:**

- |    |                       |   |                                  |
|----|-----------------------|---|----------------------------------|
| 1) | Mr. Rusiate Tudravu   | - | Assistant Commissioner of Police |
| 2) | Mr. Aporosa Lutunauga | - | Senior Superintendent of Police  |
| 3) | Mr. Meli B.           | - | Inspector                        |
- 

MR. CHAIRMAN.- Honourable Members, we are fortunate to have the team from the Fiji Police Force with us this morning, headed by the Acting Commissioner of Police, Mr. Rusiate Tudravu and accompanied by SSP Aporosa Lutunauga and IP Meli. They are representing the Fiji Police Force on their submission on the Annual Report, and we take this opportunity on behalf of the Honourable Members of the Standing Committee on Foreign Affairs and Defence to welcome you and your team .

We have gone through the Report, we are satisfied and thank you for that. Please relay our appreciation to the Commissioner of Police and the Fiji Police Force as well.

We will give you the floor now to make your presentation and at the end of this, there will be questions from the Honourable Members before we conclude.

So, with no further ado, I now give the floor to you, Acting Commissioner of Police, *vinaka*.

MR. R. TUDRAVU.- *Vinaka*. The Honourable Chairman of the Standing Committee for Foreign Affairs and Defence, Honourable Members, on behalf of the Commissioner of Police, who is currently away overseas on official visit, I will be standing in for him as per the requirements from the Honourable Standing Committee of Parliament for us to come and brief your good self, Sir, and Madam, in regards to the reporting period from January to July, 2016.

Sir, we have two options that are available; the written ones are available in front of you and also the power point. If you would prefer the power point, then the Director Strategic Planning will lead us into the questions and the answers and then we will clarify further after the presentation.

MR. A. LUTUNAUGA.- Thank you very much. The Honourable Chairman of the Standing Committee on Foreign Affairs and Defence, I am Senior Superintendent of Police, Aporosa Lutunauga, Director Strategic Planning for the Fiji Police Force (FPF) and it is an honour for me to present to you, Sir, in regards to the memo that was circulated by the Commissioner of Police, dated 30th May, 2016, the Annual Report of the FPF for 2016 from the month of January to July.



Honourable Chairman and Honourable Members of the Committee, the questions that have been raised through the memo is now being translated through the power point presentation that I will be presenting to you.

So Honourable Chairman, the scope or the scheme of my presentation this morning is on the slide. This is in response to the various questions that have been raised by the Honourable Committee and I will take you through the following;

- Operational and security overview in 2016;
- Outcomes of the reforms and restructure within the FPF;
- Strategies for improvement on crime against children and women;
- Provision of Police vehicles and resources and impact of overseas training through reduction in the overall crime rate;
- Key strategic outcomes of the 'First Hour Procedure';
- Status of the FPF human resource systems and overall database;
- Strategic drivers and investment into the future and its impact on the reduction of crime;
- Formed Police Unit (FPU);
- Challenges in 2016;
- Lessons Learnt; and
- Way Forward as an organisation.

Honourable Chairman and Honourable Members, let me begin to enlighten you on the first question.

Question 1: What is the operational and security overview for 2016?

This is in relation to the reporting period from January to July 2016. At that time, Honourable Chairman, as far as the international security landscape was concerned, the global security footprints at that moment or in this reporting period, the Arab Spring continued, that is at international level. The Islamic State of Iraq and Syria (ISIS) stronghold on Iraq and Syria are still strong; strong exodus of refugees to Europe, terrorism and separatist-related activities in Europe and certain Asian countries continued; cyber and transnational crime thriving in global security landscape was evolving and transnational crime possess threats to national security. That is as far as the international front was concerned in 2016 for the reporting period.

On the domestic security and criminal landscape, Honourable Members, *TC Winston*, Category Five makes landfall in the Fiji Islands in February 2016, which was captured in our Annual Report. This included the loss of lives; massive damage to infrastructure and properties; unsettling and disruptions to lives, livelihood and wellbeing; Government budget and assets reallocation because of this crisis; temporary disruption to tourism agriculture, trade and investments; Humanitarian, Disaster Response, Recovery and Relief (HDRRR) effort because of the Category Five *TC Winston*, and the major donor aid and localised Disaster Management Committee (DISMAC) led inter-agency coordination activated during this period.

On the national operations and security front, we continued with the international and regional foreign relations which normalised in this period. Multilateral and bi-lateral relations

and engagements strengthened during this period, and compliance and raising of practices to international standards.

The Fiji criminal landscape showed shift towards new and emerging crime trends in 2016. This is specifically for synthetic drugs such as methamphetamine, social media came to the forefront during this reporting period, especially and specifically for cybercrime. The green drugs cultivation was at a hike in 2016 during this reporting period and also Honourable Members, during this reporting period and also Honourable Members during this reporting period, the National Development Plan consultation continued during the six month period.

The Ministry of Defence, the Royal Fiji Military Forces, Fiji Police White Paper consultations continued around the country. Fiji road fatalities, which was a concern for all stakeholders, including the Prime Minister and the members of Government as far as our road fatalities were concerned. This is on the domestic and criminal landscape and international which had an impact on the way we conducted our policing in 2016. The Fiji Police Force as stipulated in our six months annual report, these are the criminal and operational and security overview at that point in time.

On the second question Mr. Chairman, what are the outcomes of the reforms and restructure within the Fiji Police Force?

The Fiji Police Force restructure project in 2016 was the year that the idea or the concept of restructuring and reform of the Fiji Police Force was initiated by the Commissioner of Police.

Just to brief this Honourable Committee, the Mercer Report of 2003, the JEE recommendations implementation were completed during this year in 2016. This is as far as the pay-out of our outstanding salary was concerned. The Fiji Police Force One Force and the Tier Motor Concept was initiated in this point in time in 2016, the Fiji Police HR Audit and Reconciliation Project was also initiated at this time in 2016. The Fiji Police Force Fleet Review and Management Project was initiated in the first six months of 2016.

As far as our fleet review, we reviewed our current mobility assets as far as access was concerned. Our motor vehicles, our motorcycles, boats and punts, and we developed a structure as far as our resources were concerned to be a more structured and more organised leased based arrangements, which to this date we are currently enjoying, with the support and provision by the Government.

As far as regularisation of a number of existing units in the Fiji Police Force, Honourable Chairman, during this reporting period, we regularised our prosecution and our border control during the six months which brought to a certain degree of certainty as far as these two critical functions were concerned in the execution of the functions of the Fiji Police Force.

The regularisation of a number of existing units continued and our internal right sizing of manpower began during this period; 2016 January to July. We also relooked at our rank and salary dispositioning and then we provided a paper during this period which resulted in the review of the salary structure of the Fiji Police Force.

Payment and reconciliation of pending staff salary and emoluments to regular staff, existing and those that have retired; we have addressed those in this reporting period and our anticipated streamlined command, control and structured in sections and units within the Fiji Police Force. This was the six months that we laid the platform for the restructure of the Fiji Police Force.

Our structure and regimented model of resource disposition and deployment; this was also the period that our mobility and visibility increases through dramatic rise of the Fiji Police Force fleet which was given by the Government, and which we are very grateful for.

Revised approach to police cleaner in dog deployment: Now we have a Detected Dog Unit in conjunction with the Customs and the Fiji Police Force and the Border. And in our operation front, the review of the Fiji Police community policing “*Duavata* concept”. This is as far as the reform and the restructure of the Fiji Police Force in this reporting period from January to July as stated in our Annual Report.

On Question 3, Mr. Chairman, crimes against children and women, both decreased by 2 percent over the 10 percent reduction target.

Explain what are the strategies for improvement? Mr. Chairman and Honourable Members, I wish to remind the Honourable Committee that the national strategy for this, Fiji is a signatory to UN Conventions on Elimination of all Forms of Discrimination Against Women and Children (CEDAW). The Fiji Police is co-chair and key stakeholder agency in the National Committee and Taskforce to the Elimination of Gender Based Violence, massive multi-agency advocacy, awareness and training initiative, coordinated through the Ministry of Women, Welfare Department, in communities throughout Fiji. Our strict enforcement of Family Law Act and DVRO provisions; Revised oversight by Magistracy and Judiciary on gender based violence related crimes; Co-ordination and increased access by multi-agency approach for gender based violence related justice, rule of law and service delivery. This was happening through this reporting period.

Question 4: The new provision of Police vehicles and resources have boosted the execution of Police duties. Has the qualification of police officers locally and internationally attained shaped a reduction in overall crime rate?

Honourable Chairman, from the outset, I would like to state that in order for this organisation to efficiently and effectively operate in the local community, they must be exposed to the international scene, and that is what the Fiji Police Force did during 2016, where we began sending our officers overseas. This resulted in our leadership development, in the leadership and command courses with the following in 2016.

- Our engagement or sending our officers to the FBI Academy in Washington (USA);
- Pacific Strategic Studies Centre in Hawaii;
- George Marshall Centre of Strategic Studies in Germany;
- Command courses in Malaysia and Indonesia;
- Scoping and comparative study to China, Hong Kong, Singapore;
- Our technical staff training and development in India, Australia, New Zealand, and Interpol (Singapore), Japan and South Korea;

- Our United Nations Mission Deployment, which continued to expose our Police officers in the international best practices environment and to come back and inculcate that into our operating environment within our organisation.

Our Forensic Science, now a key core internal service delivery, increase in Police mobility and visibility and of course, efficient service delivery to a certain degree from this reporting period, resulting in the decrease in crime as the reporting period I have stated earlier.

Question 5 - What are key strategic outcomes of the “first hour protocol” administered by the Fiji Police, Legal Aid and the Fiji Human Rights Commission for persons brought in for questioning in Police Stations or Police Posts around the country?

The “first hour protocol administration outcomes” are as follows:

- Our compliance to International Convention to treatment of prisoners;
- Administration of provisions of Constitution in Bill of Rights;
- Compliance and standardization of a systematic, structured and compliance to interview and interrogation protocols across the Fiji Police. These all happened during this year which has now resulted in the much advanced video recording that we are now enjoying in the Fiji Police Force;
- A standardized procedure across all Police Stations and Posts by investigators;
- Delivery of international recognized Judicial and Police best practices to access to justice to persons in custody; and
- Just treatment to persons under our custody.

Question 6 - What is the status of the Fiji Police HR Systems and overall database in terms of secure, updated and digitalised records?

The Fiji Police Force HR system: Currently, Mr. Chairman, the Fiji Police has an internal template based Microsoft Excel spreadsheet system. We are not yet totally digitalized but our HR record is being consolidated into an internally designed database.

The Fiji Police has made significant agency-to-agency based consolidation with internationally renowned Fiji based HR Service Provider (TDG) on development of the Fiji Police HRIS (Human Resources Information System).

Fiji Police is engaged with the Government ICT Services for the roll-out of the Fiji Government Consolidated Human Resources Information System, and lastly, the Fiji Police Force has secured a donor and aid based equitable server for roll-out of the HRIS database in the new fiscal year, which is 2018 to 2019.

Question 7 - The Fiji Forensics, ICT, Drone Technology and *Duavata* Community Policing are strategic drivers and investments into the future. What are the impacts on the reduction on crime?

The Fiji Police Service delivery, the impacts of this, Mr. Chairman and Honourable Members of the Committee:

- Efficiency and effectiveness of service delivery because of these new tools that were able to embrace, starting from 2016;
- Professional evidence based credible investigation and evidence process because of our embracement and adoption of forensic science into investigations;
- Ease of doing business and with service accuracy, reliability, credibility, dramatically increased as we have seen in our detection rate;

- Less human input with reliable best practices standards and models;
- Credibility with Courts increases as forensic science increases in their involvement in Police investigations;
- Reduction in our service gaps, improvement in community relations as far as the *Duavata* Community policing is concerned and the strategies are strengthened through the *Duavata* community policing concept;
- With the use of drones, human technology interface increases our response time and risk management to staff involvement. This is specifically in our war against drugs, where we are sending our drones to try to ease and lessen the risk of our men being faced with violence on the field and it has really assisted the Police in our embracement of technology in 2016, which all began in 2016. The use of drones, Mr. Chairman, it also increases our surveillance, search and rescue and generally contributes to the operations effectiveness of the organisation.

Question 8: What is the outcome of the Formed Police Unit (FPU) that will assist international peacekeeping operations?

Mr. Chairman, the FPU:

- Our status with United Nations Deployment and Engagement dramatically rises with Fiji Police having FPU deployment capabilities;
- The Fiji Police status as a Humanitarian, Disaster Response, Relief and Recovery (HDRRR) strengthens in the domestic, regional and international fronts;
- A structured approach to crowd control and management systems;
- Fully equipped deployment capability at quick disposal; and
- Investment returns, which ensures secure, structured and reliable Public Order Management Unit. This is being further strengthened lately with the signing and the inclusion of the American Government coming on board and assisting us in this regard.

Question 9: What are the challenges facing the organisation in 2016?

Challenges then:

- Management and maintaining Key Performance Indicators (KPIs) especially our Criminal KPIs, complaints against Police services and personnel;
- Legislative gaps and processes delay;
- New and emerging crimes and delinquent behaviours in society during this reporting period;
- ICT cyber and transnational borderless based criminal organised activities;
- Social media and advents of globalisation on new generation that has emerged since 2016;
- Drugs, liquor, Gender Base Violence (GBV) and property related crimes continue to be a challenge in 2016;
- Road Fatalities or the Fatal 5 causes in regards to road accidents;
- Resource disposition at the Fiji Police Force Post *TC Winston*, as most of our infrastructure and our resources were severely affected during this reporting period;
- Efficiency of Police Service delivery; and
- Staff welfare after *TC Winston* specifically when they are expected to be out there in the field during these trying times during the disaster.

Question 10: Lesson Learnt.

During this reporting period:

- *TC Winston*, the coordination of our human disaster engagement and trying to bring back the country to normalcy;
- Resource relocation and management - those were some lessons learnt during the six months;
- Management of staff welfare and wellbeing - it came into the fore during this crisis;
- Service gaps, Science, mobility, HR and ICT intervention and investment, community policing strategy as mainstream approach to proactive policing strategy - that is one of the main learning outcomes that we have adopted.
- Rise in criminal activities, specifically in drugs, alcohol and gender based violence and opportunist related.

Importance of inter-agency collaboration and coordination: We found out that this is one of the learning outcomes based during the reporting period that I am reporting on now. Commitments to international best practices, constant and sustain systems to compliance, standard audits monitoring and evaluation, and of course the most important, one of the biggest learning curve for us was community and stakeholder partnership.

On Question No. 11, Honourable Chairman, food for thought and the way forward. As far as the Fiji Police Force is concerned, during this reporting period of January to July, investment in science is the way forward for the Fiji Police Force. ICT is the way forward, for the Fiji Police Force.

Heightened engagement with communities, stakeholders, municipalities, service providers, donor aid, training providers is the way forward for the Fiji Police Force. Consolidated approach to curbing gender based violence, domestic drugs and alcohol related violence, and again I reiterate, Honourable Chairman, that it is not the Police role alone, it is a consolidated approach of all Government agencies and our beloved communities in the fight on the issues that I am presenting to you this morning.

Strong and long-term investment to infrastructure development, maintenance and security: This is as far as the Fiji Police Force infrastructure is concerned, specifically after *TC Winston* and the rapid depletion of the Fiji Police infrastructure is visible and it is high on the agenda as far as our budgetary submissions are concerned.

The Human Resources Training and Development is the way forward: It will continue to be a way forward for the Fiji Police Force capacity building. Commitment to the realisation of organisational mission and vision statement in trying to be a responsive, respect and effective Police Force.

The last, but most important, Honourable Chairman and Honourable Members of the Committee, the support for the implementation of the Fiji Police Force reform and restructure which is before Cabinet at the moment for approval to ensure optimum service delivery.

Honourable Chairman and Honourable Members of the Committee that is the end of my presentation.

MR. CHAIRMAN.- Thank you very much SPP Aporosa for the detailed power point presentation that you have made. Now we have come to question session. Honourable Members if you have questions, please this is time for questions. Honourable Jilila Kumar?

HON. J.N. KUMAR.- Thank you, Mr. Chairman through you. Once again, I would like to thank you SSP Aporosa for your comprehensive deliberation this morning. We have looked into your report and it is quite a commendable and a very good report.

We have seen that the whole Fiji Police Force, all the activities, all what you have stated, et cetera, have or has improved a lot, and we would like to thank you for that. But just before I ask my question, on behalf of Mr. Chairman and the Honourable Committee Members, we would like to congratulate the Fiji Police Force for one of your high ranking officers who is now being promoted in the United Nations for that matter. We would like to congratulate you, particularly a female, and thank you so much for that.

Yes, to do with restructuring of the Fiji Police Force, one must understand, I mean you restructure in terms of the technicalities of the Fiji Police Force: the operational, the management and one of the very important aspect, I mean at the end of the day you want to focus on the optimum service delivery. And my concern is, the physical fitness of police officers, not only physical fitness but mental fitness as well, because your work is a very high risk and you cannot afford to have high risk people in the Force. They have to have mental alertness, physical fitness, spiritual fitness, and so forth.

So in your structuring programme, what are some of those strategies, what are some of those things that are already in the Force from 2016 until today that will enable to provide vibrant, alert, and vibrant Police Officers in the Force for optimum operational system? Please, if you could elaborate on that? Thank you.

MR. R. TUDRAVU.- *Vinaka*, Mr. Chairman and I thank the Honourable Member for the question raised. As you all know that required fitness level is part of our policy now. It is also part of our minimum qualification requirements in regards to promotion, going to overseas courses, and other areas. That is just to show the command interest in regards to what the Honourable Member has just raised.

We have done our RFL in every quarter and starting from now, I would like to state that the Commissioner has really taken a hard stand on this. This morning, we just came out from our command group meeting, there are lots of deliberation done on this because we try to get all our members the first level to the health audit that we have currently conducted and then they go through the RFL. This month is again another round of the required fitness level, also along this line, from the assistance of BSP through our insurance cooperation, we have established our in-house gyms at the academy at Headquarters. We are decentralising it to other divisions so that all our police officers can have access to our gym, at least as part of our effort to improve training and fitness in the organisation.

And also, the Commissioner has already directed that in this current recruits starting in June, we will have a psychologist just to come in and then have all go through psychiatrist test because of the load, the volume of work that we currently undertake. I would like to state here that the load is really there and we cannot blame our officers. The only thing is, we are trying our best from the command level to provide all the avenues for them and these are some of the kinds of measures that we are currently undertaking, and fitness is number one in our priority list. We all know that police officers are to be fit at all times.

HON. J.N. KUMAR.- Thank you so much, *vinaka*.

MR. CHAIRMAN.- Question, Honourable Members? Honourable Kiliraki.

HON. RATU K. KILIRAKI.- Thank you Mr. Chairman. I also concur with my Honourable colleague for a well presented presentation, and I thank the Commissioner and the Police Force for keeping the security of our population as their role. And we know there are a lot of sacrifices that goes with it, especially the families and I take this opportunity to thank the Police Force generally for their work.

However, if I can just comment in regards to the Foreword by the Commissioner of Police for the key performance indicators - there are eight. And I note that the achievement for the targets, you were short to achieve all your targets.

If I can read, “the disciplinary offences against officers by 50 percent we managed to achieve with reduction of 2 percent. The crime rate decreased by 6 percent, close to our target to reduce overall crime rate by 10 percent. Similarly, serious crimes decreased by 5 percent, close to our target to reduce serious crimes by 10 percent. Crimes against children and women, both decreased by 2 percent over the 10 percent reduction target for both.

On the same note, road fatalities decreased by 23 percent, close to the 30 percent reduction target. Our rate of detection was 61 percent, closer to 70 percent target.” This is for half of 2016, can you give a comment on the progress or whatever is being done to-date? Thank you.

MR. R. TUDRAVU.- Honourable Chair and Honourable Members, Director Planning will further elaborate on our success rate outside of the reporting period, but I would like to state that a number of initiatives have already been done for us in the organisation in regards to keeping a close tab with the targets that are being given for us to achieve.

There is a lot of awareness in regards to the discipline of the whole Police Force. We have an Internal Affairs Unit within which they normally investigate police officers. They also do awareness part of it, and they have been moving around in all divisions just to try and have an awareness in regards to the basic service delivery which cops a lot of complaints against our police officers, and also our attitude and discipline with it.

We have strict disciplinary measures that are in line, in our tribunal system, that also goes along to get the reduction rate that we would like to have. The serious crime it decreased, I think the overall rate was further decreased to that.



These are some of the serious offences that were committed in those period, especially on burglary, aggravated robbery and some of these cases we have only one suspect but multiple charges that contribute to some of the increases that were done. I agree that we did not reach the target but at least we have a few percentage lower than that, but the reporting period was six months. It would be interesting if you see the whole reporting period for the year, but I would like to state to the Honourable Committee that we are trying our best.

If you look at the security landscape and the criminal landscape that we are encountering, it is very challenging. There are lots of new emerging trends. Also in the criminal front, there are lots of old criminals who are already out of the system, yet the new breeds are coming in. So, from our side, we are doing what we can do, also in terms of strengthening our community policing our partnership as much as we would like to do, our gauge is here. At the end of the day, as rightly stated by Honourable Member, this is where we are gauged on our performance. But I would like to state that we have a lot of strategies that we are trying to meet all what is required out of us, and I would like to extend my appreciation to the support of the Government.

We are now running workshops to all our drivers because of the number of vehicles that have been brought in and also motor cycles. So these are the things that we have been crying for to assist us in terms of our service delivery, and we will continue to improve from where we are at this point in time.

MR. CHAIRMAN.- Thank you, Acting Commissioner. Honourable Tui Namosi?

HON. RATU S. MATANITOBUA.- Thank you Honourable Chair, through you, I thank the Acting Commissioner Mr. Tudravu and SSP Aporosa on your presentations this morning. I also concur with the two Honourable Members to thank you on the performance of the Police Force throughout Fiji, there has been a big improvement, especially in the rural, when we talk about rural policing,

On your report about the Fiji policing community on *Duavata*; has this been implemented on the ground to the people, or are you still planning on the *Duavata* policy? Is it implemented now or since 2016, you are still doing some planning?

MR. R. TUDRAVU.- Mr. Chairman, this was launched in 2013. So by 2016, we had already implemented. We are just reviewing as we look at the past two years from that date, from 2016, we were trying to review some of the gaps that we have identified. Right now, it is in full implementation.

We have noted that we are engaging with Namosi Secondary School - the cadets. This is part of the *Duavata* Community Policing and we are also using our community post and our divisional community policing committee, and now they are setting up Crime Prevention Committees and also working with other stakeholders, joining hands in moving towards partnership with the community. So Sir, it is already in place. We are just trying to review it in that year, 2016, just to get in some other, to make full set of that teeth that is missing.

MR. CHAIRMAN.- Thank you for reminding us that we are all police officers. You in uniform, probably you are a civilian, but as citizens, we have a responsibility to see that we

support you and probably it is important for all the people to know that because most of the time, fingers are pointing at you because they always say one and four back to you, so it is important.

The question is, I am concerned probably this is outside of this reporting period. Recently, we have experienced an increase in road fatalities. You have in your report the fatal five causes and if you can just enlighten us, recently, the increases in road fatalities, especially along the Western highway. If you can just enlighten us of your plan and how you are going around that? *Vinaka*.

MR. R. TUDRAVU.- Honourable Chairman and Members of the Committee, speeding, dangerous driving and attitude of drivers are some of the contributing factors, and pedestrians being at fault themselves.

We are currently doing an 'Operation *Tatarovi*' which has received also a lot of criticisms against our police officers booking drivers on the road. But we have seen the stats is sort of increasing when we continue with Operation *Tatarovi*; that shows not adhering to traffic regulations. I have been challenging our operational people on the ground because the outcome of Operation *Tatarovi* that we are currently doing, is by the end of last month, we should have reduced in speeding, yet it continues to rise. That is the sign that drivers continue to breach the law, but we will continue with Operation *Tatarovi*.

There are two operations currently undertaken. *Cavuraka* which is in regards to drugs, which is on again this month. Next month, there will be another operation. We will continue to see that our road is safe. Given the number of vehicles, we have increased the mobility in terms of highway patrols and also the motor cyclists. So for us, what we see now is the enforcement of the law. As we move forward to awareness, enforcement is I think the issue now with our current road issues. That is what we are currently undertaking.

If you see that this year, the number of road fatalities is mainly because of the drivers. They are either drunk, yes that is why they cause the death to the persons that are inside. So it is an attitude issue.

MR. CHAIRMAN.- Another case, driving in our sleeping period - from midnight to morning, that is another, I have been reading in the papers some of the accidents occur because that is sleeping time and they are driving. What can you say about that, probably stop them from driving at that time?

Honourable Howard?

HON. H.R.T. POLITINI.- Thank you Mr. Chairman, through you, first of all I would like to acknowledge and thank ACP Tudravu and Senior Superintendent Lutunauga for their comprehensive presentations this morning.

First of all, I must thank you for the operation that you have committed to the highway because we use the highway a lot as we live in Nadi and we travel down to Suva, so it has kind of reduced us to become very more aware of the presence of marked and unmarked highway patrol cars on the highway.

However, first of all, we must all agree that crime has gone through an evolution over time from what it was to where it is now, but I think we must be thankful most importantly to the men that are behind the scenes of keeping the country safe and secure by sending them to all these capacity building exercises within the country and with our regional neighbours as far as China and Hong Kong, USA, as these have helped us counter the evolution of crime.

I think the two questions that I have this morning for you both is first of all, do you operate your own drones or is it sub-contracted to a private sector? Secondly, you have commended the usage of lease vehicles that are being provided to the Police Force. Now, what actions or responsibilities have been put to the police officers should an accident occur in terms of the vehicles that have been leased to the Police Force as you know in the past one of the issues with the Fiji Police Force was their availability of vehicles and now we have really nice vehicles that are being used by the Police Force? Thank you, Mr. Chairman.

MR. R. TUDRAVU.- Honourable Member, the current fleet has been distributed. According to Director Planning, we are tiering our police stations: tier one, tier two, so that we are trying to equip our police station in line with them.

The measures that are in place, you have heard me on record in the workshop that we are currently undertaking are the disciplinary actions against our drivers. Currently, we are running a national wide workshop for all our police drivers to have refresher in defensive driving and also the Commissioner has introduced a card system like a driver's licence too so that is an authorised driver and the police should have that. That was just introduced this week in our effort to elevate the responsibilities of our drivers. They are not only drivers but they are police drivers and they are law enforcement agency themselves; they should be the road model on the road. These are some and they will be going through a lot of training for them to keep our vehicles well.

In regards to the drone, at this moment we have not purchased our own, but we are looking forward to that. We are just arranging with one of our local providers who is assisting us in regards to that, but the future for the Fiji Police is buying our own, so that we can operate it with an hour, when we do conduct our operations. But the drone has been assisting us a lot in lessening the manpower deployment on the ground.

Take for example up at Navosa, when we flew the drone, it is just to identify areas and then that is where we focus into rather than letting the whole police officers working along the areas and combing up the densely forest areas, we just concentrate on this. This is assisting us a lot and we have been utilising that well in our highlands.

(Vote of thanks – Mr. Chairman)

The Committee Interview adjourned at 11.29 a.m.

# **APPENDIX 2**

## **POWERPOINT PRESENTATION**



FIJI POLICE FORCE

## PRESENTATION TO STANDING COMMITTEE ON FOREIGN AFFAIRS AND DEFENCE

FIJI POLICE FORCE  
ANNUAL REPORT JAN - JULY 2016

WEDNESDAY, 06<sup>TH</sup> JUNE, 2018

### Scheme of Presentation



- Operational and Security Overview for 2016?
- Outcomes Of The Reforms and Restructure Within The Fiji Police Force
- Strategies For Improvements on Crimes Against Children And Women?
- Provision Of Police Vehicles And Resources and Impact of overseas training to reduction In Overall Crime Rate?
- Key Strategic Outcomes Of The First Hour
- Status Of The Fiji Police HR Systems And Overall Database
- Strategic Drivers And Investment Into The Future and its Impact On The Reduction Of Crime?
- Formed Police Unit (FPU)
- Challenges In 2016
- Lessons Learnt
- Way Forward

## Q1. What is the Operational and Security Overview for 2016?



- International Security Landscape:
  - Global Security Footprints
  - ✓ Arab Spring Continues
  - ✓ ISIS Stronghold On Iraq and Syria Still Strong
  - ✓ Strong Exodus Of Refugees To Europe
  - ✓ Terrorism and Separatist Related Activities In Europe And Certain Asian Countries Continues
  - ✓ Cyber & Transnational Crime Thriving In Global Security Landscape
  - ✓ Transnational Crime Possess Threats To National Security

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## Q1. cont. ...



- Domestic Security and Criminal Landscape:
  - ✓ Tropical Cyclone '*Winston*' - Cat 5 Cyclone Makes Landfall In Fiji Islands Group In Feb 2016
    - ❖ Loss Of Lives
    - ❖ Massive Damage To Infrastructure & Properties
    - ❖ Unsettling And Disruptions To Lives, Livelihood & Wellbeing
    - ❖ Govt Budget & Asset Re-allocation
    - ❖ Temporary Disruption To Tourism, Agriculture, Trade & Investment
    - ❖ Major Humanitarian, Disaster Response, Recovery, Relief (HDRRR) Effort
    - ❖ Major Donor/AID & Localized DISMAC Led Inter-Agency Coordination Activated

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## Q1. cont. ...



## ✓ National Operations &amp; Security

- ❖ International & Regional Foreign Relations Normalizes
  - Multi-lateral & Bi-lateral Relations And Engagements Strengthens
  - Compliance and Raising Of Practices To International Standards
- ❖ Fiji Criminal Landscape Shows Shift Towards New & Emerging Crime Trends
  - Synthetic Drugs (methamphetamine)
  - Social Media - Cybercrime
  - Green Drug Cultivation
- ❖ National Development Plan (NDP) Consultation Continues
- ❖ Ministry of Defence, RFMF, Fiji Police 'White Paper' Continues
- ❖ Fiji Road Fatalities - Concern For All Stakeholders

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## Q2. What Are The Outcomes Of The Reforms and Restructure Within The Fiji Police Force?



- Fiji Police Restructure Project:
  - ✓ Mercer Report 2003 - JEE Recommendations Implementation - Completed
  - ✓ Fiji Police 'One Force' and 'Tier Model' Concept Project Initiated
  - ❖ Fiji Police HR Audit & Reconciliation Project Initiated
  - ❖ Fiji Police Fleet Review & Management Project Initiated
    - Review of Current Mobility Assets (M/Vehicles, Motorcycles, Boats & Punts)
    - Structured & More Organized Lease Based
  - ❖ Regularization of A Number of Existing Units In Fiji Police e.g. *Prosecution & Border Control*
  - ✓ Internal Rightsizing of Manpower
  - ❖ Rank and Salary Re-dispositioning

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## Q2. cont. ...



- ❖ Payment And Reconciliation of Pending Staff Salary & Emoluments To Regular Staff (Existing and Retired)
- ❖ Anticipated Streamlined Command, Control and Structured Lean Sections And Units
- ❖ Structured And Regimented Model of Resource Disposition and Deployment
- ❖ Mobility And Visibility Increase Through Dramatic Rise Of Fiji Police Fleet (Vehicle)
- ❖ Revised Approach To Police Canine (Dog) Deployment (Detector Dog - Border & Operational)
- ❖ Review of Fiji Police Community Policing 'DUAVATA' Concept

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Q3. Crimes Against Children And Women Both Decreased By 2% Over The 10% Reduction Target?  
Please Explain And What Are The Strategies For Improvements?



- National Strategy:
  - ✓ Fiji Is Signatory To UN Convention On Elimination of All Forms of Discrimination Against Women (& Children) [CEDAW]
  - ✓ Fiji Police Is Co-Chair & Key Stakeholder Agency In The National Committee & Taskforce To Elimination of Gender Based Violence
  - ✓ Massive Multi-agency Advocacy, Awareness and Training Initiative Co-ordinated Through Ministry of Women, Welfare (Dept.) In Communities Throughout Fiji
  - ✓ Strict Enforcement of Family Law Act and DVRO Provisions
  - ✓ Revised Oversight By Magistracy and Judiciary On GBV Related Crimes
  - ✓ Co-ordination and Increased Access By Multi-agency Approach For GBV Related Justice, Rule of Law, Service Delivery

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Q4. The New Provision Of Police Vehicles And Resources Have Boosted The Execution of Police Duties. Has The Qualification of Police Officers Locally and Internationally Attained Shaped A Reduction In Overall Crime Rate?



- Leadership Development
  - ✓ Leadership and Command Courses With:
    - ❖ FBI Academy - Washington (USA); Pacific Strategic Studies Centre (Hawaii); George Marshall Centre of Strategic Studies (Germany);
    - ❖ Command Courses In Malaysia, Indonesia
    - ❖ Scoping & Comparative Study To China, Hong Kong, Singapore
    - ❖ Technical Staff Training & Development - ITEC (India), Australia, New Zealand, INTERPOL (Singapore), Japan, Sth Korea
    - ❖ United Nations Mission Deployment
  - ✓ Forensic Science Now A Key (Core) Internal Service Delivery
  - ✓ Increase In Police Mobility and Visibility
  - ✓ Efficient Service Delivery

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Q5. What Are Key Strategic Outcomes Of The First Hour Protocol Administered By The Fiji Police, Legal Aid And The Fiji Human Rights Commission For Persons Brought In For Questioning In Police Stations Or Police Post Around The Country ?



- First Hour Protocol Administration Outcomes:
  - ✓ Compliance To *International Convention To Treatment of Prisoners*
  - ✓ Administration of Provision of Constitution In *Bill of Rights*
  - ✓ Compliance and Standardization of Systematic, Structured And Compliance To Interview And Interrogation Protocols Across Fiji Police Force
  - ✓ Standardized Procedure Across All Police Stations and Posts By Investigators
  - ✓ Delivery of International Recognized Judicial & Police Best Practices To Access To Justice To Persons In Custody
  - ✓ Fair & Just Treatment To Persons Under Custody

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**Q6. What Is The Status Of The Fiji Police HR Systems And Overall Database In Terms Of Secure, Updated and Digitized Records?**



• **Fiji Police HR Systems:**

- ✓ Currently Fiji Police Has A Internal Template Based Microsoft Excel Spreadsheet System
- ✓ HR Records Is Being Consolidated Into a Internally Designed Database
- ✓ Fiji Police Has Made Significant Agency-to-Agency based Consolidation With Internationally Renowned, Fiji Based HR Service Provide (TDG) On Development of Fiji Police HRIS
- ✓ Fiji Police Is Engaged With the Govt. ICT Services For The Roll-out of Fiji Govt. Consolidated HRIS
- ✓ Fiji Police Force Has Secured A Donor/Aid Based Equitable Server For Roll-out of HRIS Database In The New Fiscal Yr. (2018/19)

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**Q7. The Fiji Forensics, ICT, Drone Technology and DUAVATA Community Policing Are Strategic Drivers And Investment Into The Future, What Are The Impacts On The Reduction On Crime?**



• **Fiji Police Service Delivery:**

- ✓ Efficiency and Effectiveness of Service Delivery
- ✓ Professional Evidence Based Credible Investigation and Evidence Process
- ✓ Ease of Doing Business and With Service Accuracy, Reliability, Credibility Dramatically Increased
- ✓ Less Human Input With Reliable Best Practice Standards And Models
- ✓ Credibility With Courts Increases As Forensics Sciences Increases
- ✓ Reduction In Service Gaps, Improvement In Community Relations As Community Policing Strategies Are Strengthened
- ✓ With Use of Drones, Human-Technology Interface Increases Response Times, Risk Management To Staff Involvement, Surveillance, Search & Rescue, Operations Effectiveness Improves

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### Q8. What Is The Outcomes Of The Formed Police Unit (FPU) that Will Assist International Peacekeeping Operations?



- Formed Police Unit Outcomes:
  - ✓ Status With United Nations Deployment & Engagement Dramatically Rises With Fiji Police Having FPU Deployment Capabilities
  - ✓ Fiji Police Status as a *Humanitarian Disaster Response, Relief & Recovery (HDRRR)* Strengthens In The Domestic, Regional & International Fronts
  - ✓ Structured Approach To Crowd Control & Management Systems
  - ✓ Fully Equipped Deployment Capability At Quick Disposal
  - ✓ Investment Returns - Secure, Structured And Reliable Public Order Management Unit

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### Q9. What Are The Challenges Facing The Organization In 2016?



- Challenges:
  - ✓ Management and Maintaining Key Performance Indicators (esp. Crime KPI's, Complaints Against Police Service & Personnel)
  - ✓ Legislative Gaps and Process Delays
  - ✓ New & Emerging Crimes & Delinquent Behaviors In Society
  - ✓ ICT Cyber & Transnational Borderless Based Criminal Organized Activities
  - ✓ Social Media and Advents of Globalization On New Generation
  - ✓ Drug, Liquor, GBV & Property Related Crimes
  - ✓ Road Fatalities and '*Fatal 5*' Causes of Road Accidents
  - ✓ Resource Disposition At Fiji Police Force Post *TC Winston*
  - ✓ Efficiency of Police Service Delivery
  - ✓ Staff Welfare After *TC Winston*

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## Q10. Lessons Learnt?



### • Lessons Learnt:

- ✓ Tropical Cyclone Winston - HDRRR Co-ordination
- ✓ Resource Relocation & Management
- ✓ Management of Staff Welfare & Wellbeing
- ✓ Service Gaps – Science, Mobility, HR & ICT Interventions And Investment
- ✓ Community Policing Strategy As Mainstream Approach To Pro-active Policing Strategy
- ✓ Rise In Criminal Activities (Drug, Alcohol, GBV, Opportunist Related)
- ✓ Importance of Inter-Agency Collaboration & Co-ordination
- ✓ Commitment To International Best Practices, Constant & Sustained Systems To Compliance, Standards, Audits, Monitoring & Evaluation
- ✓ Community & Stakeholder Partnerships

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## Q11. Food For Thought & Way Forward?



- ✓ Investment In Science, ICT As Way Forward
- ✓ Heightened Engagement With Communities, Stakeholders, Municipalities, Service Providers, Donor/Aid, Training Providers etc
- ✓ Consolidated Approach To Curbing GBV, Domestic, Drugs And Alcohol Related Violence
- ✓ Support for the implementation of Fiji Police Force Reforms and Restructure which is before Cabinet For approval to ensure Optimum Service Delivery
- ✓ Strong & Long Term Investment To Infrastructure Development, Maintenance and Security (TC Winston & Rapid Depletion of Fiji Police Infrastructure Is Visible And 'A High On The Agenda' Budgetary Concern)
- ✓ Human Resources Training & Development
- ✓ Commitment To The Realization of Organisational *Mission & Vision Statement*

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### Q11. Food For Thought & Way Forward?



- ✓ Investment In Science, ICT As Way Forward
- ✓ Heightened Engagement With Communities, Stakeholders, Municipalities, Service Providers, Donor/Aid, Training Providers etc
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- ✓ Human Resources Training & Development
- ✓ Commitment To The Realization of Organisational Mission & Vision Statement
- ✓ Finalization and support of Fiji Police Force Reforms and Restructure which is before Cabinet For Optimum Service Delivery

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VINAKA SAKA VAKALEVU



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