



ROYAL SOLOMON ISLANDS POLICE FORCE

ANNUAL REPORT

2015

**TO PROVIDE A SAFE AND PEACEFUL SOLOMON ISLANDS BY
STRENGTHENING RELATIONSHIP WITH THE COMMUNITY**

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FOREWORD

I am pleased to submit the Royal Solomon Islands Police Force (RSIPF) Annual Report for the period of 1 January 2015 to 31 December 2015.

This report is submitted in accordance with Section 18 of the Police Act 2013 and includes;

- (a) an account of the performance and operations of the police force;
- (b) any substantive changes that have been made in respect of any aspect of the police force since the previous report;
- (c) any information required under any other Act or Regulations; and
- (d) any reports or recommendations that the Commissioner considers necessary for the efficient and effective administration of the police force or for improving the performance of the police force.

The RSIPF Annual Report is the organisation's primary accountability document to the Solomon Islands Government (SIG) and the people of Solomon Islands. The document contains information about the responsibilities of the RSIPF and reports on the performance of those responsibilities.

The RSIPF during the year 2015 has had a range of achievements and challenges in the implementation of six goals set out in the Annual Business Plan. These goals relate directly to the three year RSIPF Strategic Directions 2014-2016.

The RSIPF Mission Statement is the mandate for all actions during the reporting year; *"To provide a safe and peaceful Solomon Islands by strengthening relationship with the Community"*.

The RSIPF responded to a number of operational activities including the deployment of the RSIPF and Patrol Boat Auki to assist with disaster assistance and survey in Temotu Province, following Cyclone Pam. Following this survey the patrol boat then deployed to assist with disaster relief efforts in Vanuatu for an extended period.

The RSIPF also continued to manage security and crime prevention at Gold Ridge and also conducted collaborative work with the Ministry of Environment over the tailings dam. Continued operations at Gold Ridge impacted other operational activities and also impacted on logistical and financial resources.

The RSIPF also supported the data/feedback collection phase of the 'Appropriate True Cost of Policing'.

A number of special events were supported by the RSIPF and High visibility Operations were conducted targeting hotspots of known criminal activities

around the city. The continuous roll out of the SIGNET has seen an improvement in communication in Operational policing from the provinces.

The RSIPF sustainable Policing project has covered a number of Police Stations and Posts through systems review and training community groups that engaged in stations visits. The nationwide awareness on the Police re-armament on units within the force continues while pre deployment training for UN deployments is ongoing and being conducted both here and in Australia.

Completed processes for promotion had resulted in promotions of 61 sergeants and 27 staff sergeants in various areas in the provinces and Honiara during 2015.

Implementation of the Border security review recommendations has resulted in the arrest of a number of Bougainville men during joint law enforcement groups operations. Continuous operational deployment of the PRT officers to provinces has a positive impact in the communities.

The last quarter of 2015 has been a busy one, highlighted by the high operational tempo as well as significant progress with the development and implementation of the Crime Prevention Strategy as well as key RSIPF infrastructure.

Importantly the RSIPF's communication capability has developed significantly with the roll out of SIG-Connect and ongoing implementation of the Justice Information Management System (JIMS).

To conclude, I would like to thank the men and women of the RSIPF for their tireless efforts in serving the community. I would also acknowledge the invaluable support of the SIG and external stakeholders in assisting the RSIPF get to where we are today. It is our purpose as a Police Force to serve the needs of the nation and make Solomon Islands a safer place to live and we look forward to continuing to work with Government, our partners' agency and the Community to achieve that purpose.

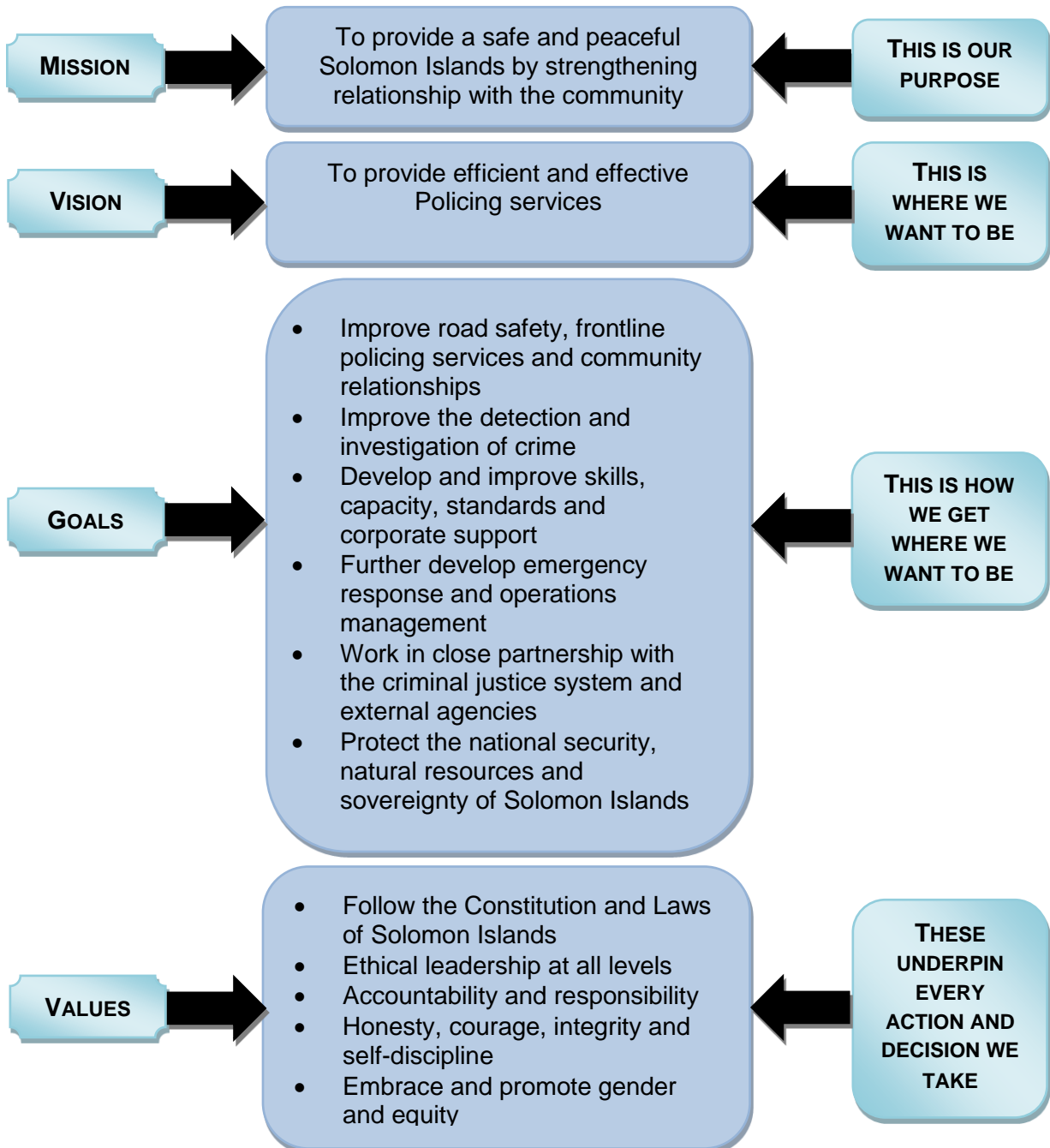


Frank Prendergast
Commissioner of Police

STRATEGIC DIRECTIONS



**ROYAL SOLOMON ISLANDS POLICE FORCE
STRATEGIC DIRECTIONS 2014 - 2016**



POLICING SERVICE AND FOCUS

Introduction

This Annual Report outlines the performance of policing services delivered by the RSIPF to the people of Solomon Islands during 2015.

Under the Constitution, Police Act 2013, Police Regulations 2013 and other relevant legislation, the RSIPF is established in and throughout the Solomon Islands for the maintenance and enforcement of law and order, the preservation of peace, the protection of life and property, preventing and detecting crime, apprehension of offenders, upholding the laws of Solomon Islands, maintaining national security, assisting with the service and execution court processes and orders, maintaining community safety, confidence and support, fire prevention and suppression, land and marine search and rescue, explosive ordinance disposal, assisting in dispute resolution and providing assistance during emergencies.

Responsibility of service delivery

Directors and Provincial Police Commanders (PPCs) are accountable for contributing to each goal.

Directors and PPCs are responsible for prioritising and tasking their resources and policing services to meet each performance indicator for their area of command.

The Commissioner of Police, at any time during the term of Annual Business Plan 2015, retained the authority to redirect resources and issue new priorities and emergent issues.

The Strategic Directions of the RSIPF are supported by delivery of services against the goals and actions identified to achieve each of these in the Annual Business Plan (ABP). During 2015 Directors and PPCs were required to establish their own action plan to achieve the performance indicators set for the activities within their areas of command. In doing so, each Director and PPCs was required to remain cognisant of and consistent with the Solomon Islands Government's policies; the Ministry of Police and Correctional Services Annual Plan and RSIPF Mission, Vision, Values and Strategic Directions 2014-2016.

During the year, each Director and PPC was required to report their performance against these targeted activities in their monthly National Management Team (NMT) report. These reports have been collated into the RSIPF Annual Report 2015.

Fundamental Principle of the RSIPF Annual Business Plan

As a fundamental principle, the Annual Business Plan does not permit the creation or introduction of infrastructure, systems, processes or procedures that are not sustainable by the RSIPF or by the Solomon Islands Government.

RSIPF Governance

The RSIPF is committed to the continued implementation and ongoing review of the governance framework and accountability systems to ensure a high level of trust and confidence by the Solomon Islands people and government.

Structure of report

This report provides information to account for the work of the RSIPF in 2015. To ensure that there is an objective appreciation of the RSIPF's performance during the year, it is imperative to report on the establishment and staffing, finance, significant activities, substantive changes and incident related to public security and public order in details. This approach will be adopted throughout this document and each subheading will be highlighted in the report.

Reporting Requirements

The RSIPF is also require to report on substantive changes that have been made in respect of any aspect of the police force since the previous report, significant incidents relating to public security and public order and make recommendations that the Commissioner considers necessary for the efficient and effective administration of the police force or for improving the performance of the police force.

ESTABLISHMENT AND STAFFING

The following is an outline of establishment and staffing of the RSIPF.

At the end of 2015 the RSIPF establishment had increased to 1309. This is from 1198 in 2014, an increase of 1.1%. Vacant position is 191

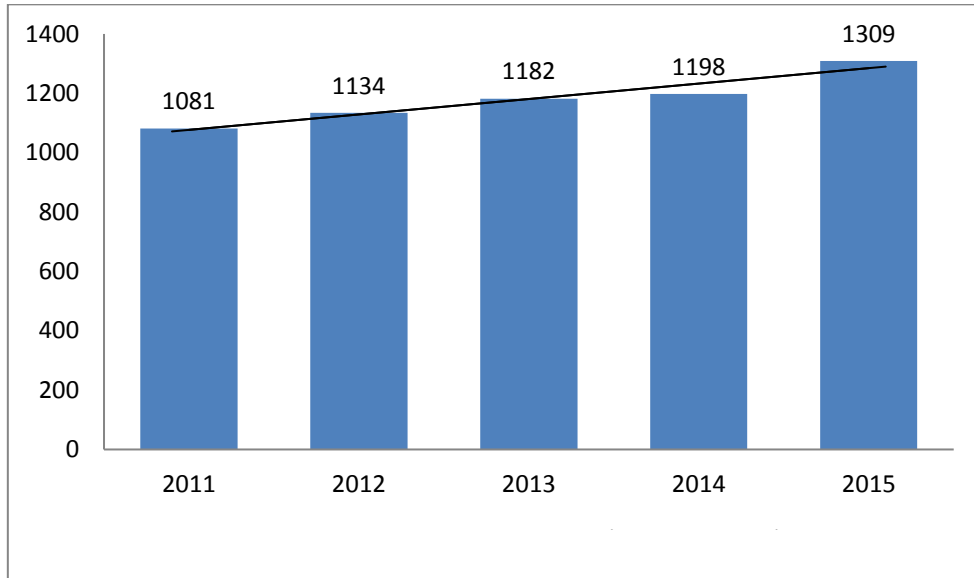


Figure 1 - Total establishment by Year

At the end of 2014 the RSIPF showed the highest percentage of their workforce being in the 30 – 35 age groups (22%) and only 10% of its workforce was in the 50+ age group

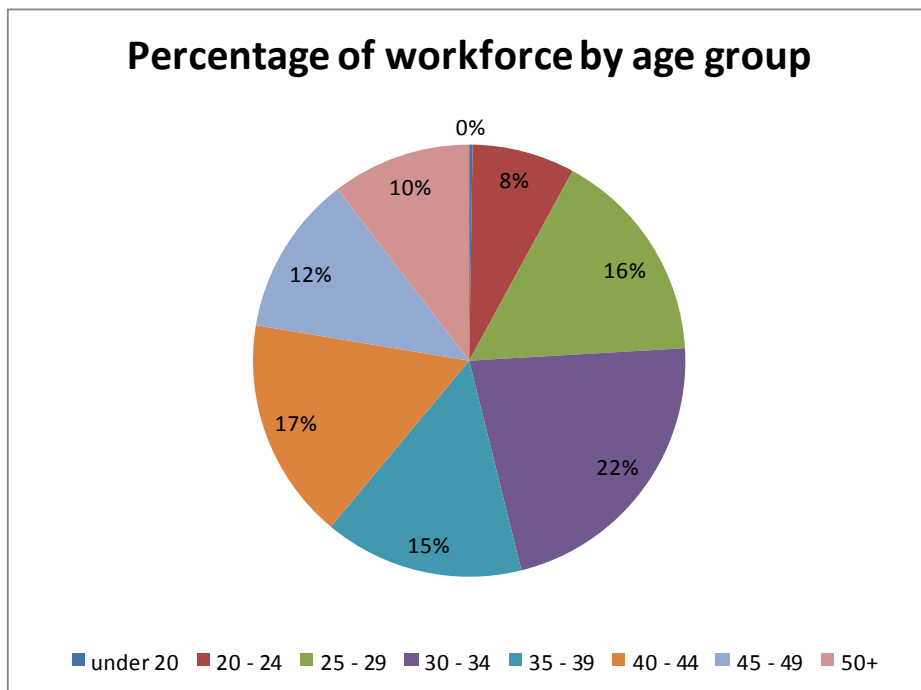


Figure 2 - Percentage of workforce by age group

The below chart shows the actual numbers of members against ranks in the RSIPF in 2015

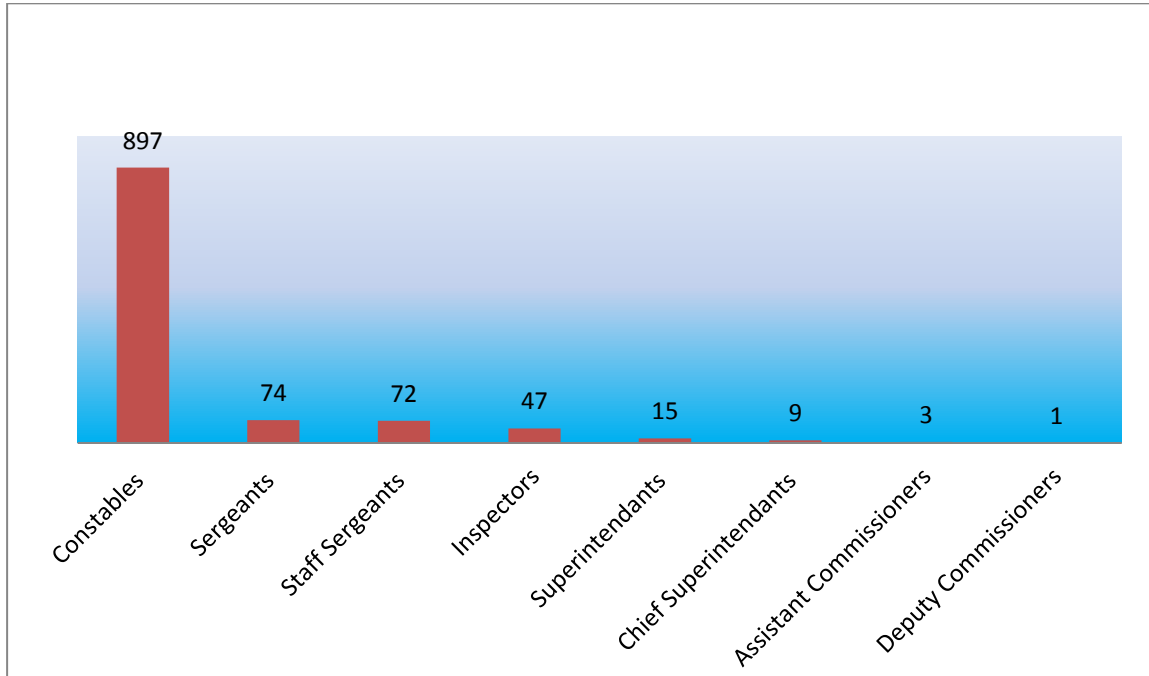


Figure 3 – 2015 Actual establishments by ranks

WOMEN AND DIVERSITY

Women are placed across a range of administrative and operational roles in the RSIPF, including frontline General Duties (GDs) roles, investigations areas, Learning and Development, Operational Safety Training, Close Personal Protection, the Police Response Team and the Executive.

Currently the RSIPF workforce gender breakup is 18% female (202) and 82% male (916). This is one of the highest rates within the Solomon Islands public service.

Two female RSIPF officers now hold senior executive ranks – one Deputy Commissioner and one Assistant Commissioner. This equates to one third of the Senior Executive ranks in the RSIPF.

Percentages of women by substantive rank are as follows:

- Deputy Commissioner 50%
- Assistant Commissioner 25%
- Chief Superintendent 0%
- Superintendent 15%

- Inspector 15%
- Station Sergeant 4%
- Sergeant 57%
- Constable 22%

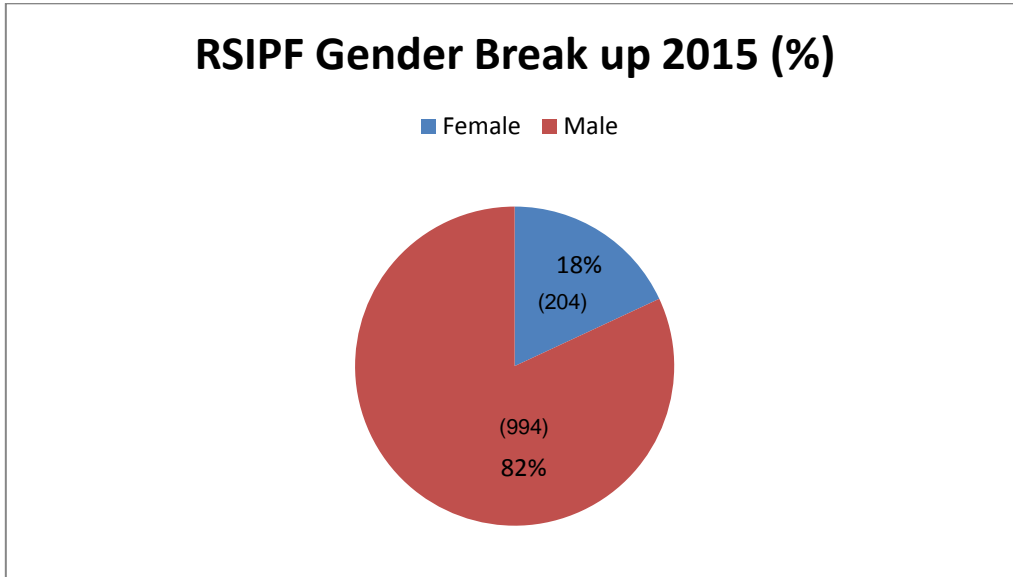


Figure 4 - RSIPF gender break-up for 2014

During 2015, one female accelerated to rank of Assistant Commissioner, one to the rank of Superintendent and three to the rank of Inspector. A total of five female officers to commission ranks.

The composition of the RSIPF workforce is broadly representative of the diverse community. This is particularly critical in front line policing and specialist areas such as the National Investigation Department and Family Violence.



Figure 5 - RSIPF officer conduct random breath testing on drivers.

FINANCIAL STATEMENT

The Royal Solomon Islands Police Force (RSIPF) financial results for the year ended 2015 showed annual expenditure of \$121.667m against an annual budget allocation of \$121.925m being an underspend of \$0.257m.

The RSIPF commenced the 2015 financial year with a much smaller baseline level of funding compared to the previous year. As a result, it has experienced budget pressures particularly in relation to issues occurring outside of normal operational business:

- Vanuatu cyclone relief assistance – March 2015 - \$0.570m
- Interpol costs and overseas funded trip
- Outstanding 2014 expenses processed against 2015 budget – Approximately \$3.20m has been received for prior years as at this date;
- PSRS Housing – approximately \$3.52m per quarter paid in advance;
- Operations conducted at Gold ridge, Shortland, and Renbel Province;
- 2015 Additional Recruitment courses;
- Additional RSIPF patrols and operational resources to ensure security and public safety was maintained during, no confidence vote, Christmas/ New Year's operations.

During the final Quarter supplementary budget the RSIPF was reallocated a total of \$3.01m, of which \$2.660m was provided by the MPNS&CS

Budget Figures

	2013 \$M	2014 \$M	2015 \$M
Revenue Budget	0.467	0.491	0.480
Payroll Budget	52.885	60.138	59.693
Other Charges Budget	41.888	60.654	62.231
Total Budget	94.306	120.301	121.444

The RSIPF achieved many efficiencies and internal policy improvements across the 2015 year including:

- The payment of prior year expenses to ensure the RSIPF is current with its financial obligations, including long term housing rent.
- Improvements in RSIPF public perception and confidence with suppliers decrease in creditor days utilities bills are now raised in the system prior to due date to ensure payment occurs on time.
- Reconciliation and retirement of long term outstanding Special Imprest accounts Average days for a has reduced from 127 at the beginning of the financial year to 70 as at October 2015 and from and average total balance of \$1.74m to \$0.266m
- Facilitation of additional recruit courses run for 2015

In the 2016 budget preparation process, the RSIPF Finance Division issued budget preparation notices to all Directors and PPCs to prepare and submit their budget submission for the coming year.

From the consolidated requests, some of the significant 'New Funding' requests made to the SIG by the RSIPF, for the 2016 year, included:

- SI Government recognising the True Cost of Policing Report;
- Interpol Membership;
- Additional establishment;
- Additional Mobility funding;
- Responsibilities transferred from RAMSI to RSIPF; and
- Limited Rearmament.

Of these budget submissions made, many were supported with additional funding allocated. The 2016 year is anticipated to be an efficient and progressive financial year due to the delivery of DCC Government priorities, and an overall expansion of RSIPF operational activities, with many of these elements not having been required in previous years.

Moving forward into 2016, the Finance Division will work collaboratively with the RSIPF Executive, PPC's and Directors to increase the internal financial reporting for the organisation to ensure there is a holistic approach to financial management across the RSIPF.

HIGHLIGHTS OF 2015 BY MONTHS

January

Opening of China town Police Post
Police Logistics commenced enquiries in relation to the procurement of firearms for limited rearmament of RSIPF

February

AAR Course commence
RSIPF Firearm Instructor qualify program training commence
Malaita Police headquarter in Auki completed

March

Deployment of RSIPF officers to Gold Ridge
Family Violence conference
Police participated in the international Women's Day
Digital Camera was installed at the Central Police Station Watch House

April

Sir Albert Palmer Recruits course 1/2015 commence
Police conducted a demonstration on Police capability before the Hon Prime Minister
RSIPFV Auki in Vanuatu for relief assistance

May

Workshop on Mutual Assistance Extradition conducted to RSIPF
Police Commissioners conference conducted
RSIPF participated in the ANZAC dawn service
RSIPF with other Law enforcement s agency conducted operation at the SI Western Border

June

Melanesian Spearhead Group meeting
RSIPF participated in the Central Island and Temotu province Second Appointed Day
Queen's Birthday
Police Inspectors promotion
Malaita Provincial Police Headquarter was officially opened and handed over to RSIPF
RSIPF arrested a murder suspect of the Melanesian Brothers

July

Operation Gold Water

37th Anniversary of Independence

RSIPF made a number of arrests in relation to Rape, Arson and attempt murder

Four Commissioners Orders were endorsed

August

New Zealand Foreign Minister Visit

Surrender of murder suspect John Meti

World War 2 Memorial Ceremony

Table Top exercise conducted at CBSI

RSIPF participation in the Guadalcanal province Second Appointed Day

RSIPF officers attended the UN pre deployment training in Canberra

September

Inter Ministry Sports commence

Graduation of the Sir Albert Parmer recruits

Blue Ribbon Remembrance Service

Promotion of Non Commission Officers

RSIPF attended a Human Trafficking & Smuggling Consultation Workshop

October

High Alert Operation commence

Operation High Visibility

Terms of Reference for 2016 Capability Review signed off

Installation of Live-scan automated fingerprint system at Central Police Station

Orange Day campaign hosted by Community Policing

November

Auki Bank Robbery

Fraud and Anti-Corruption Plan workshop conducted

December

Operation Coral Reef

Christmas and New Year Operation

HIGHLIGHTS OF 2015

The new Police Post in Chinatown was opened on the 30th January 2015 and was manned 24/7.

The roll out of new servers and computers continued as did the SIG-Connect rollout. These continue to improve internal communications within the RSIPF. A RAMSI funded project for three (3) satellite ground stations was being carried out in partnership with other Ministries proceeded in the period.

Digital photograph capability was installed into Central Watch house to record all arrested persons. This process links into the Court and Warrants system providing improvements in suspect identification and outstanding warrant enforcement. Plans were put into place to replicate the system at Henderson and Kukum stations and incorporation of digital fingerprint scanning into the process providing efficiencies. Training in the systems was rolled out, and was well received with good take up by RSIPF Officers.

Transparency Solomon Islands International (TSII) was enlisted for development of an RSIPF anti-corruption plan. TSII conducted a presentation to the RSIPF Executive on the impact of corruption, perceptions of corrupt activity in the RSIPF.

Following that an RSIPF Fraud and Anti-Corruption Plan 2015-2017 workshop was conducted to continue development of the Risk Register and Risk Treatments.

Patrol Boat Auki has been deployed to assist with disaster assistance and survey in Temotu Province, following Cyclone Pam. The patrol boat was then deployed to assist with disaster relief efforts in Vanuatu.

The RSIPF Firearm Instructor Qualify Program (FIQP) was completed and participants completed the program and had assisted in Firearms Qualifying Courses conducted for PRT and CPP members.

The Australian Federal Police (AFP) offered 8 positions on Pre-Deployment training for RSIPF members for UN deployment on courses in August and October. RSIPF officers were then attended the UN Pre Deployment training in Canberra, Australia.

The RSIPF through Department of Learning and Development conducted the 2015 first recruitment 'Sir Albert Palmer RSIPF Recruit Course.

Ethical Training and fires suppression training conducted to recruits

Review of the Recruit Curriculum Detective Policy and Package continues. Senior Leadership training commences, Firearms Glock trainings conducted for PRT officers at GBR, two AAR course and level two LDP Trainings conducted.

A total of 353 RSIPF members had received training in Authority, Accountability and Responsibility. This included 294 male and 59 female participants

The Police Response Team has conducted Long Arms refresher training, Glock Pistol training, and Multiple Use of Force trainings. A demonstration of capability was also displayed before the Hon. Prime Minister and cabinet.

The Police Commissioners Conference was conducted in Honiara, and in which the RSIPF was commended by the police chiefs for the professionalism shown during the special event.

The new Malaita Provincial Police Headquarter building at Auki was opened on the 10th of June and was officially handed over by the RAMSI Special Coordinator Mrs Justine Braithwaite to the Police Minister Hon. Peter Chanel Agovaka.

Makira and Renbel Police were involved in the program of appointing community officers for the two Provinces. Police will help train the community officers in basic Police related roles. The project is funded by World Bank.

RSIPF conducted Security Operations during the New Zealand Foreign Ministers visit to the country.

The deployed Operation team to Rennell Island successfully arrested seven suspects in relation to the logging issues at the islands and escorted them to Honiara for court.

Nine Bougainvillian's were arrested during the Joint Task Force (JTF) operation under the immigration Act; a couple of fire arms are also confiscated during the operation.

RSIPF Executive and PRT officers conducted 2 calls out exercises, Operation RHUBARB in Maravagi resort in the Central Islands province.

The Family Protection Act (FPA) training package was finalised and ready for the roll out after information sessions hosting by RSIPF on 13th October 2015, which was well attended by stake holders from SIG, NGOS, Courts and the Justice Sector.

Leadership Management remained a priority focus which was demonstrated by the continuation of the Senior Executive Development Strategy (SEDS) program during the year, moving into its second stage. This involved all participants completing their Individual Development Plans (IDP) following one on one interview with the RSIPF Commissioner.

A comprehensive audit of previous, existing and outstanding infrastructure projects was completed by the Strategic Infrastructure committee, comprising of the Ministry, RSIPF and RAMSI. Projects were audited against Strategic infrastructure plans.

A total of 35 of the 42 RSIPF police stations, posts and offices had been visited in relation to the RSIPF Sustainable Policing Framework Project. A review of the current work place practices throughout the RSIPF was conducted, with surveys

completed and the Police Station Visitors Program conducted at planned 13 stations included in the Program.

Outstanding Border Allowance payments were made to RSIPF serving and former-serving members.

The White river police post was opened on the 23rd November 2015 after refurbishments completed by the contractor, funded by PPF. The Gizo boat ramp and the Provincial Response Unit building in Gizo were also completed.

New cells in Lata, Renbel, Munda and Kira Kira were completed during the year.

New infrastructure projects completed, boat ramp at Auki and the National Response Department office and Armoury

Three weeks of intensive training and familiarisation in rope access and vertical rescue techniques was completed as part of ongoing land base rescue training for the Fire and Rescue Department.

Selected members for UN Deployment were deployed to the Shortland, Ontong Java and Rennell to assist with their preparation as well as to provide policing services to these remote areas.

The RSIPF IntraWeb was launched on 21st December 2015. The IntraWeb contains RSIPF Governance, forms, resources, news, contact details. It is the first Ministry IntraWeb to be developed within SIG.

The RSIPF newly Computer Aided Dispatch (CAD) system commenced on 3rd December 2015. The system monitors incoming calls to the Honiara Radio Centre (Police Communications Centre) and records incident details.

Auki, Noro, Kira Kira, Gizo, Buala and Munda police stations and posts were connected to SIG-Connect as the rollout continued, including work on satellite ground stations to connect other RSIPF provincial offices.

A number of raids were conducted to crack down on kwaso brewers and Marijuana growers and illegal sale of liquor. Arrests were made and production items of kwaso and Marijuana were seized.

The World Bank assisted the RSIPF in relation to statistical measurement of road safety and sourcing of handheld speed measuring devices.

Outstanding Border Allowance payments were made to RSIPF serving and former-serving members.

The RSIPF provided assistance to the ROC Navy Midshipmen cruising training squadron during their visit in the country

The Melanesian Spearhead Group meeting was held successfully in Honiara with the support provided by the RSIPF providing static duties escorts and high visibility around the town.

RSIPF officers were trained to monitor the Transport Monitoring System which was installed by the Inland Revenue Department.

The Police Commissioner delivered Christmas Awareness presentations at All Saints Parish and Holy Cross Cathedral in December as part of the Crime Prevention Strategy.

SUBSTANTIVE CHANGES SINCE 2014

Below are listed substantive changes which have occurred within, or impacting on the RSIPF;

- Prior to 2014, considerable consultation occurred in the drafting of the new Family Protection Act The Family Protection Act (FPA) training package was then finalised and ready for the roll out after information sessions hosted by RSIPF on 13th October 2015, which was well attended by stake holders from SIG, NGOS, Courts and the Justice Sector.
- The Family Protection Act training packages were also completed and train the trainer workshops commenced.
- The new Malaita Provincial Police Headquarter building at Auki opened on the 10th of June which has boosted the morale of the RSIPF officers in terms of work environment.
- The roll out of SIG-Connect to Provincial Stations including Gizo, Munda, Noro, Buala and Kira Kira.
- The role of the implementation of Investigator (Case Management System) and the Justice Information Management System (JIMS)
- The installation of Live-Scan automated fingerprint system at Central Police station.
- Two recruit courses were conducted in 2015. These additional members helped to strengthen the RSIPF and assist with the increase in demands for RSIPF services, as well as maintaining establishment numbers reduced as a result of attrition including retirement, resignation, death and separation on discipline reasons
- The RSIPF had completed the Crime Prevention Strategic Plan and Tactical Plan 2016 – 2018.
- As part of RSIPF Crime Prevention Strategy the Commissioner of Police and his Executive continue to host a number of chief's workshops with the theme 'Empowerment of Chiefs' in Honiara and Guadalcanal.
- RSIPF were offered to involved in the UN deployment
- Consultation on the implementation of the SIG-wide Performance Management Process (PMP) for the RSIPF commenced.

INCIDENTS RELATED TO PUBLIC SECURITY AND PUBLIC ORDER

The Police Act 2013 and Police Regulations 2013 require the Commissioner to report on all significant incidents relating to public security and public order and include in the Annual Report an account of the use of force and use of police weapons; and an account of the performance of the police and use of force during any riot.

During 2015, there are no significant Public Order events, however the RSIPF responded to a number of operational activities including the deployment of the RSIPF and Patrol Boat Auki to assist with disaster assistance and survey in Temotu Province, following Cyclone Pam. Following this survey the patrol boat then deployed to assist with disaster relief efforts in Vanuatu for an extended period. The RSIPF Police Operations Centre (POC) was stood up to manage Cyclone Pam operational response and coordination.

The RSIPF also continued to manage security and crime prevention at Gold Ridge and also conducted collaborative work with the Ministry of Environment over the tailings dam. Continued operations at Gold Ridge impacted other operational activities and also impacted on logistical and financial resources.

Two Operations conducted successfully. Operation SIPA STRIKE and Operation Taiwan Naval Squadron visit.

A joint operation was conducted at Shortland Islands and involved LEAs- Customs, Immigration, Forestry and Police.

PRT continues with its Operations at SI/PNG Borders in relation to the Logging operations at Mono Islands that resulted to the death of a local

Renbel Police also took a major role in resolving peace between groups and tribes that have been involved in the islands logging issues

The deployed Operation team to Rennell Island successfully arrested seven suspects in relation to the logging issues at the islands and escorted them to Honiara for court.

The ongoing high Visibility operations by the Honiara City joint operational Teams were very successful and have shown a very good impact in reducing street offences, mainly robberies, burglaries and other crimes in general. The Public has regained confidence in Police as they feel much safer and secure.

NID provided TCU with information on the criminal activities of Bougainvillean's at a logging camp. Following that nine Bougainville residents were arrested and a couple of fire arms are also confiscated.

Surveillance operations were conducted in support of GP on intel gathering targeting black markets, marijuana and kwaso production locations. GP Police successfully negotiated the surrender of a murder suspect, John METI from the Weather Coast who has been on the run for years. This was achieved

through the help of an informant. Intelligence unit has taken the initiative to conduct the successful negotiation. The suspect was remanded at Rove Prison.

Following the incident that resulted in the burning of about 50 dwelling houses at Suava Bay in north Malaita, Police successfully arrested the murder suspect and managed to arrange a peaceful reconciliation between parties of the deceased and the suspect at Malu'u Police Station.

Another successful joint Operation between SRG, PRT and Police Malaita has resulted in the arrest of a suspect in relation to the Mbike Island shooting

A number of Operations were conducted by Honiara City during the month that involved a couple of Zero Tolerance Operations targeting criminal activities at known hot spots around the town, the House of Shem Concert and a five hour protest by local bus owners, drivers and conductors was conducted in front of the Kukum SDA church.

Three locations were raided in an operation to crack down on Kwaso brewers and Marijuana growers. A number of arrests were made and production items, Kwaso and Marijuana were seized.

RECOMMENDATIONS

In addition to reports and recommendations provided to the Ministry of Police, National Security and Correctional Services and the Solomon Islands Government, the following recommendations are provided for consideration to ensure the continued efficient and effective administration of the police force or for improving the performance of the police force;

1. Crime Prevention must be a continue key focus of the RSIPF. The development and implementation of a Crime Prevention model is a priority. The model must focus on the causes or drivers of crime and must align with the culture of the Solomon Islands.
2. It is recommended that collaborative working arrangements with other Ministries and stakeholders continue to be strengthened. This includes operational collaboration through forums such as the Combined Law-enforcement Agency Group (CLAG) and working with other groups on Crime Prevention Strategies, alcohol related crime and youth crime.
3. A review of the RSIPF Capability plan is recommended. This work will be undertaken in conjunction with RAMSI to ensure that long term RSIPF capability requirements are understood, and that the development of these capabilities remains the focus of RAMSI and other donors as the RAMSI Drawdown continue to proceeds.
4. A review of RSIPF Corporate functions and processes needs to be continued to be undertaken. This was to ensure that HR and Finance business is conducted efficiently and effectively.
5. That RSIPF Strategic Direction to be review in 2016 to prepare itself for the next three years Strategic Direction.
6. Longer term leadership development needs to remain a key focus. Continued investment in good quality and innovative leadership programs is essential to raise the RSIPF standards.
7. Building confidence in the RSIPF needs to be maintained as a priority. The RSIPF will continue with a program of community engagement, strong stand on discipline marketing, and implementation of a Crime Prevention Strategy in order to build confidence, both from the community and Government.
8. The continue development of an Infrastructure Plan and establishment of stronger working relationships with the Ministry of Infrastructure Development (MID) is recommended to ensure that infrastructure development is conducted in a coordinated, planned and efficient manner, allowing the RSIPF time to consult and plan for associated requirements, including staffing, housing, logistics and mobility support.

9. Improvement of communications systems in the RSIPF needs to remain a priority. This includes internal and external communications and marketing.

10. Continue improvement of ICT capability is also vital as it impacts on investigations and administrative functions.

Most of these recommendations are reflected in the DCC Government Policy priorities; therefore support from the Ministries should be readily forthcoming.

Stakeholder engagement, collaborative approaches and using collective wisdom to develop innovative solutions are absolutely essential in modern policing. At the very least a commitment to collaboration leads to better coordination, thus ensuring more effective and efficient use of scarce resources of the agencies working in isolation.

ANNEX A – RSI PF POST LOCATIONS

CENTRAL ISLANDS PROVINCE

Tulagi
Yandina

CHOISEUL PROVINCE

Taro
Wagina

GUADALCANAL PROVINCE

Avu Avu
Marau
Mbiti
Tetere
Henderson

HONIARA CITY

Naha
Kukum
Central Police
White River
Chinatown

ISABEL PROVINCE

Buala
Kia

MAKIRA ULAWA PROVINCE

Kira Kira
Namuga
Ulawa

MALAITA PROVINCE

Atori
Atoifi
Auki
Maka'a
Malu'u

RENNELL & BELLONA PROVINCE

Tingoa

TEMOTU PROVINCE

Lata
Manuopo
Vanikoro

WESTERN PROVINCE

Gizo
Ringi Cove
Poitete
Kulitanai
Noro
Munda
Seghe

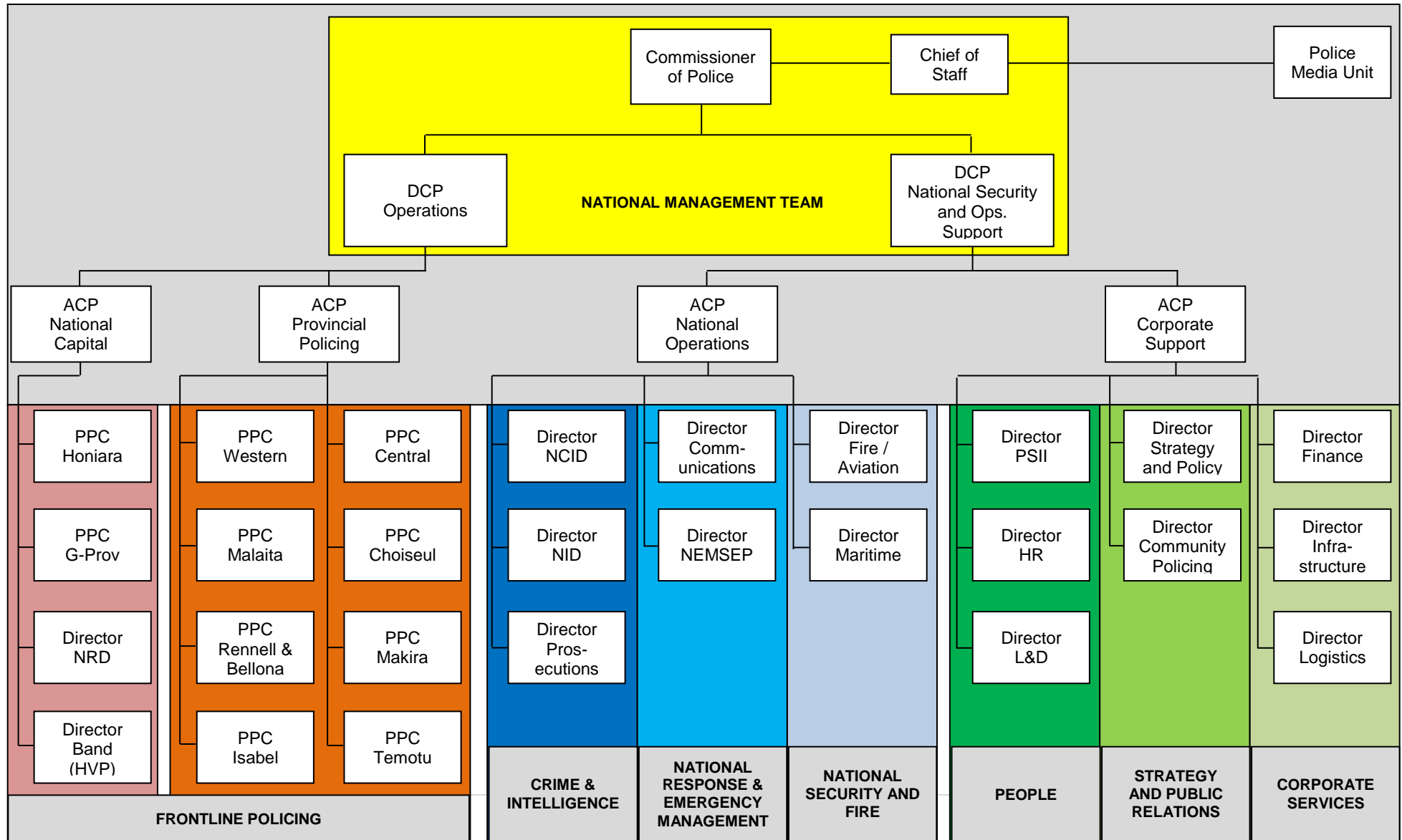
The police post locations are located throughout the provinces.

ANNEX B – ACRONYMS

ABP	Annual Business Plan
AAR	Accountability, Authority and Responsibility
AFP	Australian Federal Police
ANZAC	Australia & New Zealand Army Corps
CAD	Computer Aid Dispatch
CBSI	Central Bank of Solomon Islands
CLAG	Combine Law Agency Group
CPP	Close Personal Protection
DCC	Democratic Coalition for Change
FIQP	Firearm Instructor Qualify Program
FPA	Family Protection Act
GBR	Guadalcanal Beach Resort
GP	Guadalcanal Province
HR	Human Resources
ICT	Information Communication Technology
IDP	Individual Development Plan
JIMS	Justice Information Management System
JTF	Join Task Force
JIMS	Justice Information Management System
LEA	Law Enforcement Agency
LDP	Leadership Development program
M	Million
MID	Ministry of Infrastructure Development
MPNS & CS	Ministry of Police National Security & Correctional Service
NGO	Non-Governmental Organisation
NID	National Intelligence Department
NMT	National Management Team
PMP	Performance Management Process
PNG	Papua New Guinea
POC	Police Operation Centre
PPC	Provincial Police Commander
PPF	Participating Police Force
PRT	Police Response Team
RAMSI	Regional Assistant Mission to Solomon Islands

ROC	Republic of China
RSIPF	Royal Solomon Islands Police Force
RSIPV	Royal Solomon Islands Police Vessel
SDA	Seventh Day Adventist
SEDS	Senior Executive Development Strategy
SI	Solomon Islands
SIG	Solomon Islands Government
TCU	Transnational Crime Unit
TSII	Transparency Solomon Islands International
UN	United Nation

ANNEX C - ORGANISATIONAL STRUCTURE



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Publication of the
Royal Solomon Islands Police Force