



# ANNUAL CORPORATE PLAN 2022

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*OFFICE OF THE DIRECTOR OF PUBLIC PROSECUTIONS*



# Foreword

Fiji experienced a second wave of the COVID-19 pandemic in 2021 and this presented a series of significant challenges to the functioning of the ODPP. We had to contend with a reduced budget, areas of the country being put into strict lockdowns, and the courts suspending all but the most urgent of proceedings.

To face these unique challenges, we implemented several measures to ensure that our work continued with minimal interruption. These measures included a “work-from-home” directive for all but essential staff; enforcing social distancing, hand hygiene, and mask wearing for all staff and visitors to ODPP offices; and a concerted effort to ensure each employee was fully vaccinated.

I am pleased to report that by the end of July 2021, all ODPP employees had been fully vaccinated. I particularly want to record my gratitude to everyone in the office for their effort in getting vaccinated whilst at the same time acknowledging the reluctance and apprehension that some in the office felt and appreciating that they set their personal reservations aside for the greater good of the office, the community, and the country.

With everyone now vaccinated, a degree of normality can return to the ODPP knowing that we have done all we can to ensure the health and safety of all staff and visitors to ODPP offices. It means we can finally get back to concentrating on our core function; continuing to build a modern and professional prosecution service for Fiji which firmly promotes and upholds the rule of law. I am confident that the 2022 Corporate Plan will achieve this goal.

A handwritten signature in blue ink, appearing to read 'C. Pryde', written in a cursive style.

Christopher T. Pryde  
**Director of Public Prosecutions**

# Guiding Principles

The ODPP operates in accordance with:

- i) the principles enshrined in the Constitution of the Republic of Fiji;
- ii) internationally recognised standards for prosecutions; and
- iii) well established principles of corporate good governance.

The vision and mission of the ODPP are as follows:

## Vision

A modern and professional organisation that fosters national goals and aspirations of peace and good governance through the rule of law.

## Mission

To promote and uphold the rule of law by providing a modern, professional and affective prosecution service to the people of Fiji.

# Statement of Purpose

The DPP reviews and, where warranted, prosecutes criminal cases before the Magistrates' and High Courts of Fiji. In addition, the DPP reviews court decisions and, if necessary, files appeals. Counsel at the ODPP contribute to the continual development of Fiji's criminal jurisprudence by making submissions in relation to appeals before the High Court, Court of Appeal and Supreme Court.

Decision-making within the ODPP must be transparent and independent of bias or unfair discrimination. The use of prosecutorial discretion should be exercised independently and consistently, and to that end employees at the ODPP must remain above individual or sectional interests and public or media pressure. Ultimately, we are committed to upholding and defending the integrity and independence of the ODPP, and maintaining and validating public trust in Fiji's criminal justice system.

In dealings with the Court, members of the private bar, and the public, employees at the ODPP will be honest, courteous and fair. We will show sensitivity and understanding to victims and witnesses, and will behave ethically and fairly towards defendants in criminal proceedings. We will report on our performance annually to Parliament and are committed to responding positively to feedback on our performance.

# Role

The ODPP was first established in 1970. It has continued in existence in Fiji as an independent regulator of criminal proceedings in Fiji by virtue of successive legal instruments and today operates within the powers and functions assigned to the DPP by virtue of section 117 of the Constitution of the Republic of Fiji.

# Responsibilities

The DPP may:

- (a) institute and conduct criminal proceedings;
- (b) take over criminal proceedings that have been instituted by another person or authority (except proceedings instituted by the Fiji Independent Commission against Corruption ('FICAC'));
- (c) discontinue, at any stage before judgment is delivered, criminal proceedings instituted or conducted by the DPP or another person or authority (except proceedings instituted or conducted by FICAC); and
- (d) intervene in proceedings that raise a question of public interest that may affect the conduct of criminal proceedings or criminal investigations.



The powers of the DPP may be exercised by him personally, or through other persons acting on his instructions. The DPP is also committed to advancing public knowledge and awareness in respect of the work of the ODPP and the criminal justice system and to lifting standards of prosecution through the continued training of prosecutors.

## Values

In carrying out its mandate, the ODPP is guided by three key values:

- Independence
- Fairness
- Courage

# Strategic Priorities

The Annual Corporate Plan ('ACP') establishes the overall strategic direction of the ODPP for 2021. The strategic priorities identified in this ACP are carried through in the various planning and management documents for the ODPP and are to be implemented in alignment with the Constitution and the National Budget. In addition, each and every activity is to be measured against these strategic priorities:

- Modernisation
- Efficiency
- Accountability and Uniform  
Decision Making
- External Training and Awareness

# Key Performance Indicators

Result Area	Strategies	Output	Performance Measures	Accountable Personnel
Delivery of a modern and professional prosecution service.	Increase productivity and implement cost cutting measures across the ODPP.	All employees' desktop computers to be replaced with laptop computers.	<b>Phase I</b> Replace desktop computers assigned to all remaining officers with laptop computers by Q2.	DPP
	Phasing out of desktop computers, and replacement with laptop computers.		<b>Phase III</b> Prepare report for Board of Survey meeting by Q2.	DHRCS
	Review of CASES.	Annual update of CASES by IT Consultants.		Senior System Officer (IT Section)



<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
Delivery of a modern and professional prosecution service.	Improve research capabilities of State Prosecutors.	Effective and efficient research system and legal research tools.	Yearly review and renewal of subscription.	DPP

Key Result Area	Strategies	Output	Performance Measures	Accountable Personnel
<p>Delivery of a modern and professional prosecution service.</p>	<p>Strengthening and capacity building.</p> <p>Improve technological support for ODPP internal and external Human Resource Development.</p>	<p>Purchase new video cameras for use in auditing of external training &amp; ODPP Annual Conference for effective service delivery in the Eastern, Western and Northern Divisions.</p> <p>Upgrade network equipment Fiji wide.</p> <p>Establish zoom network</p>	<p><b>Phase I</b> Obtain relevant quotations for purchase of video cameras, lectern, microphones (hand held &amp; lapel), and a projector for DPP's review and decision by Q2.</p> <p><b>Phase II</b> Purchase and distribution of equipment to the Eastern, Western and Northern Divisions by end of Q4.</p>	<p>DPP</p> <p>DHRCS</p> <p>Senior System Officer (IT Section)</p>

Key Result Area	Strategies	Output	Performance Measures	Accountable Personnel
<p>Delivery of a modern and professional prosecution service.</p>	<p>Improve service delivery. Office Expansion.</p>	<p>The establishment of an ODPP Nasinu.</p> <p>New office space ODPP Nadi (New FNPF Building).</p>	<p><b>Phase I</b> Await confirmation from MOE</p> <p><b>Phase II</b> Implementation as per DPP's approval by end of Q2</p> <p><b>Phase II</b> Refurbishment work to be completed by End of Q4</p> <p><b>Phase I</b> Await confirmation of draft of agreement - MOE (CIU) &amp; FNPF</p> <p><b>Phase II</b> Approval from CIU (MOE) for occupation of office space.</p> <p><b>Phase III</b> Refurbishment and construction of individual office space, library &amp; storage.</p>	<p>DPP</p> <p>DHRCS</p> <p>ODPP Senior Management Team</p> <p>Admin Team</p> <p>Construction &amp; Implementation Unit (CIU) MOE</p>

<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
Delivery of a modern and professional prosecution service.	Develop succession plan and measures to incentivise performance and retain employees at the Legal Officer level.	<p>Continue to review salaries and emolument structure of legal staff through Job Evaluation Exercise.</p> <p>Performance Assessment Review upon expiry of Employment Contract of each officer.</p>	<p><b>Phase I</b></p> <p>Continue to review processes and submit recommendations to the DPP as and when required.</p>	<p>DPP</p> <p>ODPP Senior Managers</p> <p>DHRCS</p> <p>Accountant</p>

<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
Delivery of a modern and professional prosecution service.	Strengthen public knowledge on the role of the ODPP in the criminal justice system.	Continuation of the Development of the ODPP Website and e-library	Continue to review and implement any new changes as and when approved by the DPP.	DPP DHRCS Media Liaison Officer Librarian

<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
Increased Prosecution Effectiveness.	Review Management Systems.	Revision of the Quarterly and Annual Report structure.	<p><b>Phase I</b> Establish a Review Team with Terms of Reference in Q2.</p> <p><b>Phase II</b> Complete Quarterly Report review by end of Q3.</p> <p><b>Phase III</b> Commence implementation as per DPP's approval by Q4.</p>	<p>DPP</p> <p>ODPP Senior Management Team</p> <p>DHRCS</p>

Key Result Area	Strategies	Output	Performance Measures	Accountable Personnel
Increase Prosecution effectiveness.	Review internal policies to improve prosecution effectiveness.	Review of compliance with and efficacy of standing ODPP policies and procedures. <ul style="list-style-type: none"> <li>• Prosecutors Manual</li> <li>• HR Manual</li> <li>• Finance Manual</li> <li>• Code of Ethics</li> </ul>	<p><b>Phase I</b> Establish a Review Team with Terms of Reference by end of Q2.</p> <p><b>Phase II</b> Complete compliance and efficacy assessment by end of Q3.</p> <p><b>Phase III</b> Submit report to DPP and commence implementation.</p>	DPP  ODPP Senior Management Team  DHRCS



Key Result Area	Strategies	Output	Performance Measures	Accountable Personnel
Increase Prosecutions Effectiveness.	<p>Establishment of the Victim Support Unit (“VSU”) in Sexual Crimes Division (“SCD”)</p> <p>Establishment of Proceeds of Crime Task Force (POCTF -SFD).</p>	<p>Enhance ODPP Victim Support Services.</p> <p>Develop and improve the ODPP POCTF.</p>	<p><b>Phase I</b> Facilitate the post processing procedures by end of Q2.</p> <p><b>Phase II</b> Appointment of the Victim Support Officer by end of Q3.</p> <p><b>Phase III</b> Review of the responsibilities of the VSU and POCTF by Q4.</p>	<p>DPP</p> <p>DHRCS</p> <p>Manager SCD</p> <p>Manager SFD</p>

Key Result Area	Strategies	Output	Performance Measures	Accountable Personnel
Increase Prosecution Effectiveness.	Facilitate and conduct specialised training programmes.	Train trainers in the Hampel Method to conduct ODPP external training workshops on Advocacy.	<p><b>Phase I</b> Facilitation of international standard training workshops to train local trainers to create a pool qualified Method Trainers in Advocacy. Q1</p> <p><b>Phase II</b> Completion of advanced qualification and training of ODPP officers by end of Q4</p>	DPP  DHRCS  Principal Legal Officer Training
	Contribute to up skilling of public and private prosecutors nation-wide.	<p>Facilitate Basic &amp; Advanced Prosecution Course for Investigators</p> <p>Monthly training for Police Prosecutors and Regulators from External Prosecutorial Agencies.</p> <p>Facilitate the ODPP Annual Conference.</p> <p>A highly trained, capable and experienced body of prosecutors.</p>	<p>Conduct a cohesive series of internal workshops throughout the country to train Police Prosecutors, officers from prosecutorial agencies and private practitioners.</p> <p>Completion of advanced qualification and training for police prosecutors and officers from prosecutorial agencies by end of Q3.</p>	ODPP Training Team

<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
<p>Accountability and Uniform Decision Making.</p>	<p>Review of the Prosecution Code of 2003.</p> <p>Develop policy on Elements of Offence.</p>	<p>Publication of a revised Prosecution Code for Prosecutors.</p> <p>Publication of Elements of Offence.</p>	<p><b>Phase I</b> Review of the Prosecution Code 2003 and Elements of Offence, by end of Q2.</p> <p><b>Phase II</b> Completion of the 1<sup>st</sup> draft of the revised Prosecution Code and Elements of Offence by end of Q3.</p> <p><b>Phase III</b> Review of the 1<sup>st</sup> draft of the revised Prosecution Code and Elements of Offence by end of Q3.</p> <p><b>Phase IV</b> Final approval and review of the draft Prosecutions Code and Elements of Offence by DPP by end of Q4.</p>	<p>DPP</p> <p>ODPP Senior Management Team</p>

<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
Accountability and Uniform Decision Making.	Publish a prosecution guideline document for police prosecutors.	Publication of the Prosecution Guidelines for Police Prosecutors.	<p><b>Phase I</b> Draft a Prosecution Guideline document for police prosecutors.</p> <p><b>Phase II</b> Review of the 2<sup>nd</sup> Draft of Prosecution Guidelines for Police Prosecutions by end of Q2 for submission to DPP.</p> <p><b>Phase III</b> Final review and approval of the draft submitted to DPP by end of Q3.</p>	<p>DPP</p> <p>ODPP Senior Management Team</p>



		Annual ODPP Awards Night	Recognition of staff overall performance in terms of effectiveness, efficiency	
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<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
Accountability and Uniform Decision Making.	Assist Media in the accurate reporting of criminal matter.	Review of Media Policy.	<b>Phase I</b> Implementation of the revised Media Policy and ODPP website.	DPP DHRCS Media Liaison Officer

<b>Key Result Area</b>	<b>Strategies</b>	<b>Output</b>	<b>Performance Measures</b>	<b>Accountable Personnel</b>
External Training and Awareness Programmes.	Improve public access to ODPP policies and publications.	ODPP branding through social media accounts.	Active ODPP website, twitter, and LinkedIn.	DPP DHRCS Media Liaison Officer



Key Result Area	Strategies	Output	Performance Measures	Accountable Personnel
<p>Effective Human and Financial Resources Planning and Development.</p>	<p>Plan: Compliance with ODPP HR Policies.</p> <p>Management of budget compliance and Financial Manual.</p>	<p>Revise HR Manual and Financial Manual. External Audit inspection. ACR &amp; BP</p> <p>Alignment of each post according to organisational staffing structure and individual's objectives.</p> <p>Compilation of Person to Post Exercise (P2P) reports and Vacancy Returns.</p> <p>Administration of Recruitment and Selection Procedures.</p> <p>Budget formulation.</p> <p>Annual procurement plan, Trust Account, Revolving Fund Account (RFA), Salaries, Wages, Inter Departmental Charges (IDC), Consolidated Fund Account</p>	<p>Revision of the HR &amp; Financial Manual to complete by end of Q3. Complete drafts of ACR &amp; BP by end of Q3</p> <p>Formulation, implementation, monitoring and review of;</p> <ul style="list-style-type: none"> <li>• Individual Work Plan.</li> <li>• Position Description</li> <li>• Performance Assessment.</li> <li>• ACR.</li> </ul> <p>Timely post processing for appointment /promotion made to substantive vacancies.</p> <p>Timely quarterly and monthly reconciliation of reports and returns.</p> <p>Unqualified report from Auditor General's Office.</p>	<p>DPP</p> <p>DHRCS</p> <p>HR &amp; Corporate Team</p>

		(CFA), Analysis of Witness Allowance.		
	Effective Asset Management.	Audit/risk management		
	Staff training.	Board of Survey.	Conduct of annual Board of Survey and replacement of defective furniture and equipment.	
		Effective and relevant administration of training activities for personal & career development by training unit.	Facilitation of ODPP training, fortnightly POTS, relevant overseas and local training programmes and ODPP Annual Conference.	

# Staff Capabilities

We are committed to improving staff capabilities. Retention of staff continues to be a challenge as senior staff are recruited to higher judicial offices, and junior staff migrate to private practice. This issue can only be resolved if terms and conditions are reviewed periodically, and made competitive. Sufficient incentives need to be built into staff salary and emoluments structures so that Fiji's best and brightest choose to apply to, and remain employed at, the ODPP.

# **Organisational Structure**

Comments and enquiries should be addressed to:

The Office of the Director of Public Prosecutions  
P.O Box 2355,  
Government Buildings,  
SUVA, Fiji

Attention: The Director of Public Prosecutions  
Telephone: (+679) 3211 234  
Facsimile: (+679) 3302 780

OR

Attention: The Director Human Resources & Corporate Services  
Telephone: (+679) 3317088  
Facsimile: (+679) 3317 243