



Strategic Plan 2024-2029



OUR VISION

Ensuring the people of Fiji live a life free of corruption

OUR MISSION

The Commission is committed to promote integrity, transparency and accountability to attain zero tolerance for corruption in order to set foundation for good governance that ensures sustainable development, benefitting all citizens of Fiji

OUR VALUES

- Independence
- Professionalism
- Integrity
- Commitment
- Impartiality

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FOREWORD



It is with great pleasure and a profound sense of responsibility that I introduce the Fiji Independent Commission Against Corruption's (FICAC) Strategic Plan for the next five years, spanning from 2024 to 2029. This strategic roadmap, meticulously crafted under the theme ***"Strengthening our commitment against corruption,"*** serves as a comprehensive guide for our collective efforts to fortify the pillars of integrity, transparency, and accountability within our society.

In an era where the fight against corruption is paramount to sustainable development, FICAC stands resolute in its commitment to root out corruption in all its forms. This strategic plan is not just a document; it is a testament to our dedication to fostering a culture of ethical governance and building a nation where integrity is the cornerstone of progress and trust that forms the bedrock of our society.

The plan is structured around five Key Focus Areas (KFAs), each addressing crucial facets of our mission. The first KFA, ***"Organisational Transformation to Leverage Performance,"*** underscores our commitment to continuous improvement. By enhancing our internal mechanisms and leveraging cutting-edge technologies, we aim to bolster our operational efficiency, ensuring that FICAC remains agile, responsive, and effective in the face of evolving challenges.

The second KFA, ***"Effective Contribution to Good Governance,"*** reaffirms our role as a key player in shaping the governance landscape of Fiji. Through strategic partnerships, policy advocacy, and capacity-building initiatives, we seek to contribute meaningfully to the establishment and maintenance of transparent, accountable, and participatory governance structures.

"Realising New Prospects Under the Mandates," the third KFA, highlights our forward-looking approach. FICAC aims not only to address existing challenges but also to anticipate and adapt to emerging threats. By staying ahead of the curve and innovating within the bounds of our mandates, we position ourselves as a proactive force against corruption.

The fourth KFA, ***"Fostering Greater Collaboration and Support,"*** recognises the collective nature of our fight. We understand that effective anti-corruption measures require collaboration at various levels – from local communities to international partnerships. By fostering cooperation with government agencies, civil society, and the private sector, we aim to create a united front against corruption.

Finally, the fifth KFA, ***"Creditable Public Image,"*** emphasizes the importance of public trust. As guardians of integrity, we acknowledge the significance of maintaining a credible and transparent image. This KFA focuses on communication strategies, outreach programs, and community engagement initiatives to bridge the gap between FICAC and the public, fostering mutual understanding and trust.

Aligned with these KFAs are 31 targeted outputs, reflecting the specificity and ambition of our goals. These outputs, designed to be achieved within the next five years, represent tangible milestones that will propel Fiji towards a future where corruption is not only combated but eradicated.

As we embark on this journey, I extend my gratitude to all stakeholders – government bodies, civil society, private sector partners, and the people of Fiji – for their unwavering support. Together, we can create a society where the principles of honesty, integrity, and accountability guide our every action.

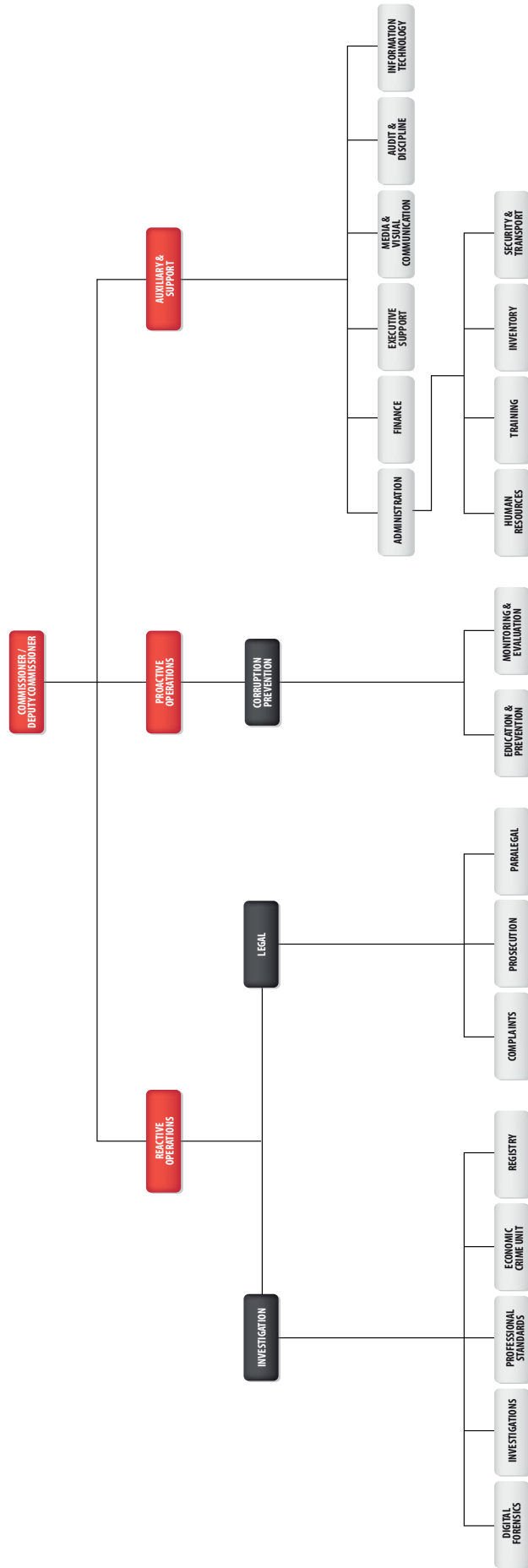
Let this strategic plan be a compass that guides our endeavors and a testament to our shared commitment to building a Fiji where corruption has no place.

Vinaka vakalevu,

A handwritten signature in blue ink, reading "Francis Puleiwai".

Francis Puleiwai (Ms)
Acting Deputy Commissioner

ORGANISATIONAL STRUCTURE



Key Focus Area 1:	Key Focus Area 2:	Key Focus Area 3:
Organisational Transformation to Leverage Performance	Effective Contribution to Good Governance	Realising New Prospects Under the Mandates
<p>Outcome 1.1 Sustainable workforce</p> <ul style="list-style-type: none"> • Present adequate opportunities to staff to professionally grow and develop; • Adopt a staff retention scheme; • Inculcate a knowledge transfer culture; 	<p>Outcome 2.1 Robust good governance campaigns</p> <ul style="list-style-type: none"> • Maximise participation in leadership induction programs with the public sector; • Develop and deliver specialised leadership enhancement trainings; • Partner with leadership development institutions to strengthen awareness on good governance; • Assist in developing resources to improve due diligence processes to mitigate corruption risks; 	<p>Outcome 3.1 New effective avenues to combat corruption</p> <ul style="list-style-type: none"> • Explore legal boundaries to embark on new and productive methods and approaches to tackle corruption; • Strengthen trans-organisational and trans-border partnership to tackle corruption through Memorandum of Understanding (MoU) and Mutual Legal Assistance (MLA);
<p>Outcome 1.2 Credible performance audit system</p> <ul style="list-style-type: none"> • Consistent KPI audits and reporting; • Maintain reliable performance appraisal system; 	<p>Outcome 2.2 Quality Corruption Risk Assessment and Management (CRAM)</p> <ul style="list-style-type: none"> • Adopt a credible Corruption Risk Assessment and Management (CRAM) framework; • Maximise participation of institutions to undertake CRAM; 	<p>Outcome 3.2 Diversified methodologies and approaches to investigate corruption</p> <ul style="list-style-type: none"> • Maintain robust reactive investigations outcomes; • Utilise credible and value adding proactive investigations; • Explore emerging areas of investigation relative to corruption crimes;
<p>Outcome 1.3 Progressive operations performance</p> <ul style="list-style-type: none"> • Realise clearly stipulated goals; • Ensure transparent and timely reporting to the Government and the public; 	<p>Outcome 2.3 Effective project monitoring</p> <ul style="list-style-type: none"> • Establish a well-functioning project monitoring unit; • Initiate and sustain aggressive programs to monitor public projects to prevent corruption; 	<p>Outcome 3.3 Better systems and approaches promoted to combat corruption</p> <ul style="list-style-type: none"> • Coordinate the efforts to address policy changes in order to improve systems to tackle corruption;
<p>Outcome 1.4 Capability and capacity enhancement</p> <ul style="list-style-type: none"> • Maintain a credible recruitment policy and procedure; • Promote a well-articulated Staff Succession Plan; • Expose staff to prudent training for capacity development; • Attain international staff development standards; 	<p>Outcome 2.4 Enhanced national commitment through development and adoption of a National Anti-Corruption Plan</p> <ul style="list-style-type: none"> • Effectively coordinate the development of a prudent National Anti-Corruption Plan (NACP); 	

Key Focus Area 4:	Key Focus Area 5:	
Fostering Greater Collaboration and Support	Creditable Public Image	NOTES
<p>Outcome 4.1 Well-functioning national integrity focal points</p> <ul style="list-style-type: none"> Promote enhanced partnership against corruption; Establish well-functioning focal points / units to detect corruption, share information and roll compliance procedures against corruption; 	<p>Outcome 5.1 Optimised core operations</p> <ul style="list-style-type: none"> Leverage productivity in terms of all mandated operational responsibility; Assume workable benchmarking; 	
<p>Outcome 4.2 Decent progress in the achievement of Sustainable Development Goals (SDGs)</p> <ul style="list-style-type: none"> Consistently partake in the reviews undertaken to gauge the accomplishment of Sustainable Development Goals; Develop strong working relationship with the Institutions working to promote the achievement of the SDGs; 	<p>Outcome 5.2 Reliable grievance referral system with the public sector</p> <ul style="list-style-type: none"> Re-initiate the complaints referral system; 	
<p>Outcome 4.3 Strong regional unity among the anti-corruption agencies & partners</p> <ul style="list-style-type: none"> Elevate FICAC to be the anti-corruption learning hub; Shoulder progress made by the regional partners to develop their anti-corruption capability; Coordinate programs to share knowledge and experiences in effectively tackling corruption; 	<p>Outcome 5.3 Enhanced use of technology for outreach</p> <ul style="list-style-type: none"> Enhance use of social media to extent anti-corruption efforts; Establish online networks to educate benefactors through transfer of well-crafted anti-corruption contents; Creatively use of telecommunication networks to extend anti-corruption awareness; 	
<p>Outcome 4.4 Reliable pathways to collect public views and feedback on the progress made against corruption</p> <ul style="list-style-type: none"> Conduct unswerving surveys to gauge public opinion on corruption; 	<p>Outcome 5.4 Diversified 'reach'</p> <ul style="list-style-type: none"> Strengthen formal and informal advocacy programs; Leverage community outreach programs; Extend partnership with public institutions to maximise 'reach' to grassroot society; Develop and maintain credible children and youth programs; 	

Key Focus Area 1:	Key Focus Area 2:	Key Focus Area 3:
Organisational Transformation to Leverage Performance	Effective Contribution to Good Governance	Realising New Prospects Under the Mandates
<p>Outcome 1.5 Robust financial management</p> <ul style="list-style-type: none"> • Review of financial management policies; • Ensure timely external audit and recommendation benchmarking; • Invite voluntary micro-assessment and review by the Public Audit Institution; • Modernise finance procedures through adoption of prudent digital finance management practices; 	<p>Outcome 2.5 Customised institutional anti-corruption policies adopted</p> <ul style="list-style-type: none"> • Support effective stakeholder anti-corruption policy development to tackle corruption within organisations and sectors; 	
<p>Outcome 1.6 Best support resources</p> <ul style="list-style-type: none"> • Achieve prudent IT Infrastructure; • Acquire advance operations tools; • Ensure reliable fleet management; • Accomplish astute physical infrastructure assets; 	<p>Outcome 2.6 Affirmed independence of the Institution</p> <ul style="list-style-type: none"> • Explore legal avenues to maintain and sustain the independence of the institution in terms of all its operations; 	
<p>Outcome 1.7 Work life balance & wellness amongst staff</p> <ul style="list-style-type: none"> • Dwell on appreciated wellness programs; • Encourage decent Staff Welfare initiatives; • Promote consistent health and wellness coaching and screening; 		
<p>Outcome 1.8 Subsisted internal controls</p> <ul style="list-style-type: none"> • Ensure timely review of policies; • Administer new policies and procedures; • Issuance of timely reminders and instructions to staff; • Diligent and timely compliance checks on all policies; 		
<p>Outcome 1.9 Institutionalisation of organisational vision and values</p> <ul style="list-style-type: none"> • Host timely Induction programs; • Conduct timely employee satisfaction and feedback survey; • Develop and maintain a workable internal grievance policy and procedure; 		

Key Focus Area 4:	Key Focus Area 5:	NOTES
Fostering Greater Collaboration and Support	Creditable Public Image	
<p>Outcome 4.5 Wider stakeholder partnership</p> <ul style="list-style-type: none"> • Robust public sector engagement program; • Sustainable Private sector partnership building programs; • Inclusive partnership and engagement with Non-Government Organisations (NGO) and Civil Society Organisations (CSO); 	<p>Outcome 5.5 Extensive public involvement</p> <ul style="list-style-type: none"> • Implement and maintain maximum programs and initiatives to involve public in anti-corruption efforts; • Diligently use creative arts in leveraging public awareness on corruption; 	
<p>Outcome 4.6 Prudent Media Plan</p> <ul style="list-style-type: none"> • Timely media releases; • Effective media support building programs; • Leverage the use of all media channels for effective marketing and anti-corruption awareness; 	<p>Outcome 5.6 Reliable data collection and reporting</p> <ul style="list-style-type: none"> • Verify all current data; • Adopt reliable data collection mechanisms; • Support research work by improving accessibility to credible data from the Institution; 	
	<p>Outcome 5.7 Practical witness and whistleblower protection system</p> <ul style="list-style-type: none"> • Endorse robust internal policies on whistleblower protection and maintenance of confidential information; • Effectively contribute in putting together national laws pertaining to whistleblower protection; • Strengthen witness welfare procedures; 	

CONCLUSION

In conclusion, the Fiji Independent Commission Against Corruption's (FICAC) 2024-2029 Strategic Plan serves as a visionary roadmap for the next five years, encapsulating our unwavering commitment to the eradication of corruption. This comprehensive blueprint, grounded in the theme ***"Strengthening our commitment against corruption,"*** articulates five Key Focus Areas (KFAs) and 31 targeted outcomes that collectively shape our approach to fostering a culture of transparency, accountability, and integrity in Fiji. As we embark on this transformative journey, we recognize that the fight against corruption is not a solitary endeavor but a collective responsibility that requires the engagement and collaboration of all sectors of society.

The success of this strategic plan hinges on the active involvement of our stakeholders, including government agencies, civil society, the private sector, and the citizens of Fiji. It is imperative that we unite our efforts, building strong partnerships and fostering a sense of shared responsibility. Through sustained commitment, open communication, and collaborative action, we can overcome the challenges posed by corruption and pave the way for a future where ethical governance prevails.

The achievements outlined in this plan are not merely organisational milestones but markers of progress towards a more just, transparent, and accountable Fiji. As we move forward, let us stand together, resolute in our commitment to realising a nation free from the shackles of corruption. The journey ahead may be challenging, but with collective determination, we can build a Fiji where the values of integrity and honesty shape the destiny of our nation.



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