



Strategic Plan 2025–2030

FOREWORD



I am pleased to present the Fiji Independent Commission Against Corruption's Strategic Plan 2025 - 2030. This plan marks a decisive shift in how we deliver on our mandate to combat corruption, anchored in the theme "Speed, Integrity, Impact." It reflects my determination, as Acting Commissioner, to ensure that the Commission operates with credibility, impartiality, and urgency.

In the past, our efforts were measured by activities rather than results. This new strategy corrects that approach. We will reduce case cycle times by 80%, maintain conviction rates at or above 85%, and incorporate accountability through the Case Management System, which will act as the single source of truth for our work. Quarterly public dashboards and bi-annual reviews will ensure that citizens, Parliament, and our international partners can see and verify outcomes.

This plan extends beyond enforcement. The plan will institutionalise corruption risk assessments across all ministries and state-owned enterprises, embedding systemic safeguards that address vulnerabilities before they escalate into offences. By coupling this preventive focus with strengthened domestic and international partnerships, the Commission will build the foundations of a resilient integrity system. In doing so, the Commission will not only deter corruption through strong enforcement but also tackle its root causes by creating a culture of accountability, transparency, and good governance throughout the public sector. The Commission's guiding principle is straightforward but unwavering: justice delayed is justice denied.

I present this plan as a dynamic framework, benchmarked against international standards, and executed with disciplined rigour. Its success will be assessed not merely through rhetoric but through the trust reinstated, the convictions attained, and the corruption prevented.

I invite all our stakeholders, government, civil society, and the people of Fiji, to hold us accountable as we pursue this vision with integrity and resolve.



Lavi Rokoika (Ms)
Acting Commissioner
17 September 2025

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ACRONYMS & LEGAL REFERENCES

Purpose of this Annex

- a. Ensures clarity of terminology.
- b. Reinforces the legal foundations of FICAC's mandate.
- c. Provides reference points for Parliament, auditors, and partners.

Acronyms

ADB	- Asian Development Bank
AFP	- Australian Federal Police
CMS	- Case Management System
COI	- Conflict of Interest
CRAM	- Corruption Risk Assessment Methodology
DFU	- Data & Forensics Unit
ICAC	- Independent Commission Against Corruption (regional bodies)
MoU	- Memorandum of Understanding
NACP	- National Anti-Corruption Plan
NZ SFO	- New Zealand Serious Fraud Office
OAG	- Office of the Auditor General
ODPP	- Office of the Director of Public Prosecutions
PAC	- Parliamentary Accounts Committee
PTCCC	- Pacific Transnational Crime Coordination Centre
SFO	- Serious Fraud Office (New Zealand)
SLA	- Service Level Agreement
UNCAC	- United Nations Convention Against Corruption

Legal References

- a. Constitution of Fiji (2013) - Sections 82, 91, 115: mandate for independence, accountability, and expeditious justice.
- b. FICAC Act 2007 - Establishes the Fiji Independent Commission Against Corruption.
- c. Crimes Act 2009 - Defines corruption offences and prosecutorial standards.
- d. Criminal Procedure Act 2009 - Sets timelines and rules for case handling.
- e. Evidence Act 1944 - Governs the admissibility and integrity of evidence.
- f. Cybercrime Act 2021 - Protects digital evidence and electronic transactions.
- g. Public Finance Management Act - Ensures accountability in expenditure and procurement.
- h. United Nations Convention Against Corruption (UNCAC) - International treaty obligations for Fiji in enforcement, prevention, and international cooperation.

EXECUTIVE SUMMARY

The Fiji Independent Commission Against Corruption (FICAC) Strategic Plan 2025-2030 establishes the long-term vision, outcomes, and institutional reforms required to strengthen Fiji's fight against corruption. Anchored on the theme "Speed, Integrity, Impact," the plan provides a framework that connects strategic vision (2030) to short-term priorities (2025-2026) and measurable performance indicators (KPI Framework 2025-2026).

By 2030, FICAC will be recognised as a top-tier anti-corruption body, comparable to global leaders such as CPIB Singapore, ICAC Hong Kong, and the New Zealand Serious Fraud Office. This recognition will be earned through the consistent delivery of swift justice, credible results, proactive prevention, digital excellence, and strong independence.

Strategic Outcomes to 2030

By the end of this plan, FICAC will deliver:

- a. The cycle times will be reduced by 80% across investigations. Service Level Agreement standards will remain embedded into all performance contracts.
- b. Conviction rates will be sustained at or above 85%, demonstrating consistently strong prosecutorial outcomes. Asset recovery from corruption offences will continue to be secured as a core deliverable.
- c. At least 35% of Grade A and B cases will be intelligence-led by 2027, with this threshold maintained through 2030. This approach will ensure lasting improvements in the quality of casework.
- d. The Case Management System will be fully operational, with real-time dashboards supporting oversight and monitoring. It will also provide open-data extracts and a dedicated digital forensics capacity.
- e. The National Anti-Corruption Plan will be fully delivered, with CRAM institutionalised across all ministries. Fiji will be recognised as a regional hub through the annual Pacific Anti-Corruption Conference.
- f. Political neutrality protocols and whistleblower protections will be firmly institutionalised. Quarterly public reporting will safeguard credibility and ensure compliance with UNCAC standards.

Why a New Strategic Plan?

The previous Strategic Plan (2024-2029) was withdrawn because it was activity-heavy, with 133 fragmented KPIs that tracked meetings, trainings, and outputs rather than outcomes. This new plan focuses on outcomes and is supported by a coherent ecosystem of three complementary documents.

- The Corporate Plan 2025-2026, which implements the first 12 months of this strategy through backlog clearance, CMS rollout, MoUs, and NACP implementation.
- The FICAC Focus 2025-2026 highlights the short-term thematic priorities of timeliness, partnerships, prevention, and governance.
- The KPI Framework 2025 & Onwards provides the measurement system through 25 outcome-based KPIs organised under four strategic focus areas.

Together, these instruments ensure that vision, execution, and accountability are fully integrated.

Guiding Policy: Timeliness First

At the heart of this Strategic Plan is the principle that justice delayed is justice denied. To rebuild trust and strengthen deterrence, FICAC will:

- a. Reduce cycle times by 80% across all case grades.
- b. Eliminate 70% of pre-2025 backlogs by February 2027 through surge teams.
- c. Apply A-D grading to all complaints from September 2025, closing low-value cases within 30 days.
- d. Embed accountability through the CMS and quarterly public dashboards.

Roadmap to 2030

- a. 2025-2026: Grading system live, CMS Phase 1 operational, backlog reduced by 40%, 2-3 MoUs signed.
- b. 2026-2027: CMS Phase 2 dashboards operational, $\geq 30\%$ intelligence-led cases, ≥ 5 MoUs producing outputs, NACP delivered.
- c. 2028-2030: Minimal backlog, conviction rate $\geq 85\%$ sustained, Fiji recognised as a regional hub, independent peer review confirms “top-tier” status.

Conclusion

The Strategic Plan 2025-2030 is a living framework, refreshed annually, reviewed quarterly, and benchmarked biannually against international standards. Its success will be measured not by counting activities but by real outcomes that citizens, Parliament, and partners can see, verify, and trust.

By embedding speed, integrity, and impact into its systems and culture, FICAC will strengthen public trust, uphold Fiji’s constitutional and UNCAC obligations, and lead the region in anti-corruption excellence.



FOUNDATIONAL STATEMENTS



OUR VISION

A Fiji where institutions are corruption-free, justice is swift, and citizens trust that public money is used for the public good.

OUR MISSION

To independently investigate, prosecute, and prevent corruption; to protect public money; and to build a culture of integrity across Fiji.

OUR VALUES

Independence	- No political influence, no fear, no favour.
Integrity	- Always honest and consistent.
Fairness	- The law applies equally to all.
Professionalism	- Skilled, disciplined, ethical.
Accountability	- Answerable to the people, measured by KPIs.
Public Trust	- Success means citizens believe in clean government.

PART A - 18-MONTH STRATEGIC ACTION PLAN (SEPT 2025 - FEB 2027)

Destination by February 2027

By February 2027, FICAC will demonstrate results comparable to world-class anti-corruption agencies:

- a. By 2030, 70% of all pre-2025 cases will be finalised, ensuring legacy matters are effectively cleared. This will strengthen the Commission's ability to focus on current and high-priority cases.
- b. Charging decisions will be delivered within nine months for Grade A cases, seven months for Grade B cases, and six months for Grade C cases. These timelines will embed efficiency and accountability across all investigations.
- c. Conviction rates will be sustained at or above 85%, reflecting consistent prosecutorial effectiveness. Success rates on appeal will also remain at or above 70%, ensuring the durability of case outcomes.
- d. At least 35% of all new Grade A and B cases will be intelligence-driven. This shift will enhance the quality of investigations and prioritise cases with the highest strategic impact.
- e. The Case Management System is expected to achieve Phase 1 operational status by February 2026, with the launch of dashboards scheduled for November 2026. Compliance with key digital transformation milestones will remain at or above 95%.
- f. Public confidence in the Commission will measurably increase, as tracked by the Public Trust Index (KPI 4.3). This indicator will reflect the Commission's growing credibility and accountability to citizens.

Concise Diagnosis

FICAC's performance has been constrained by systemic weaknesses:

- a. Investigations, legal opinions, and prosecutions take too long, weakening deterrence.
- b. Backlogs undermine credibility and deny swift justice.
- c. Scarce resources are consumed by low-value complaints.
- d. Reliance on 133 activity-based KPIs obscured real outcomes.
- e. Technology and partnerships have been under-utilised.

The Corporate Plan 2025-2026 directly addresses these weaknesses through disciplined intake, backlog elimination, CMS rollout, MoUs, and cost-effective prevention initiatives.

Guiding Policy: Timeliness First

The guiding principle of this Strategic Plan is Timeliness First:

- a. The Commission will cut case cycle times by 80%, ensuring quick and efficient resolution of matters. This will boost public confidence in the speed and effectiveness of enforcement.
- b. From September 2025, all new complaints will be graded using the A-D classification framework. This system will ensure consistency and prioritisation across all incoming matters.
- c. All D-grade cases will be closed or referred within 30 days. This measure will free up resources for higher-priority investigations and enhance overall efficiency.
- d. Surge teams will be deployed to clear 70% of the pre-2025 backlog. This focused approach will speed up the resolution of legacy cases.
- e. Service Level Agreement compliance and accountability will be integrated into the Case Management System dashboards. This will facilitate real-time monitoring and strengthen institutional discipline in case management.

KEY ACTION AREAS & METRICS (SEPT 2025 - FEB 2027)

Action Area	Target / Metric	Cross-Reference
Disciplined Intake & Grading	100% of complaints vetted ≤48 hours; grading applied to all cases; D cases closed ≤30 days	KPI 1.1, KPI 1.3, ; Corporate Plan Section 2
Backlog Elimination	–10% by Nov 2025; –40% by May 2026; –70% by Feb 2027	KPI 1.2; Corporate Plan Section 2
Digital Case Management (CMS)	Phase 1 live by Feb 2026; Phase 2 dashboards by Nov 2026; ≥95% milestone compliance	KPI 1, 2 & 3: Focus Priority: Digital Transformation
Legal & Prosecution Timeliness	≥80% opinions delivered ≤14 days; ≥70% prosecutions trial-ready at first mention; conviction ≥85%; appeal ≥70%	KPI 2 & KPI 3.1: Corporate Plan Section 2
Asset Recovery & MLA	≥3 major MLA or restraint actions; ≥50% value restrained/recovered	KPI 3.5; Focus Priority: Partnerships
Partnerships	≥5 MoUs operational by Mar 2026; ≥7 by Feb 2027; ≥3 major cases advanced via international intelligence	Strategic Plan Partnerships; Corporate Plan Priority 5
Prevention & Governance	NACP delivered by Mar 2026; ≥4 CRAMs per quarter; cost-effective prevention initiatives.	KPI 4.1–4.2; Priority 6
Public Trust & Transparency	Quarterly dashboards published; +5pp Public Trust Index increase by Aug 2026	KPI 4.3 & 4.4; Corporate Plan Section 3.4

Headline Outcome Indicators (by Feb 2027)

By February 2027, FICAC will achieve:

- At least 70% clearance of all backlog cases, strengthening institutional efficiency and focus on current priorities. This milestone will demonstrate the systematic resolution of legacy matters.
- Conviction rates will be sustained at or above 85%, with appeal success rates maintained at or above 70%. These results will reinforce the Commission's prosecutorial effectiveness and judicial credibility.
- Service Level Agreement compliance will be embedded across investigations, with Grade A cases concluded within nine months, Grade B within seven months, and Grade C within six months. These benchmarks will secure timeliness and accountability in decision-making.
- At least 35% of new Grade A and B cases will be intelligence-led. This approach will ensure that investigations remain strategic, targeted, and evidence-driven.
- A minimum of five Memoranda of Understanding will deliver operational results with partner institutions. These agreements will enhance inter-agency collaboration and strengthen collective anti-corruption outcomes.
- The Commission will achieve 100% compliance with quarterly public reporting obligations. This practice will reinforce transparency, accountability, and adherence to UNCAC standards.

PART B - STRATEGIC OUTCOMES & PILLARS (2025-2030)

Strategic Outcomes to 2030

By 2030, FICAC will deliver a transformed anti-corruption system that is fast, credible, preventive, and independent. Each outcome is directly tied to KPIs and operationalised through the Corporate Plan 2025-2026 and Focus 2025-2026.

Outcome 1: Swift Justice

- a. Cycle times will be reduced by 80%, ensuring investigations and prosecutions are delivered within set timeframes.
- b. Service Level Agreement standards will be fully embedded into performance contracts, reinforcing accountability across the organisation.
- c. A minimal backlog will be sustained, enabling resources to focus on priority cases and timely outcomes.

Cross-references:

- Corporate Plan Priority 1 (Backlog Clearance) & Priority 3 (Cycle Times).
- KPI 1.1 (Timeliness), KPI 1.2 (Backlog).
- Focus Priority: Investigations.

Outcome 2: Strong Results

- a. The Commission will sustain a conviction rate of at least 85%, reflecting consistent prosecutorial effectiveness.
- b. Appeal success rates will be maintained at or above 70%, ensuring the durability of case outcomes.
- c. At least 70% of identified illicit assets will be restrained or recovered, securing tangible results from anti-corruption enforcement.

Cross-references:

- Corporate Plan Legal Section. 3.3.
- KPI 3.2 (Convictions), KPI 3.3 (Appeals), KPI 3.5 (Asset Recovery).
- Focus Priority: Legal.

Outcome 3: Proactive Impact

- a. By 2027, at least 35% of Grade A and B cases will be intelligence-led, with this standard sustained through 2030.
- b. The Commission will transition from a complaint-driven model to one primarily guided by intelligence-led investigations.

Cross-references:

- Corporate Plan Investigations Sec. 3.1.
- KPI 1.3 (Intelligence-led share).
- Focus Priority: Investigations.

Outcome 4: Digital Excellence

- a. The Case Management System will be fully embedded as the single source of truth for all case records and data.
- b. Public, real-time dashboards will be operational by 2026, ensuring transparency and timely oversight.
- c. Digital forensics capacity will be strengthened to support advanced investigative and prosecutorial functions.

Cross-references:

- Corporate Plan Priority 4 (CMS rollout, SLA monitoring).
- KPI 4.4 (Transparency Compliance).
- Focus Priority: Digital Transformation.

Outcome 5: Prevention Leadership

- a. The National Anti-Corruption Plan will be fully implemented by 2026, providing a comprehensive framework for prevention and enforcement.
- b. The Corruption Risk Assessment Methodology will be institutionalised across all ministries and state-owned enterprises, embedding systematic safeguards.
- c. Fiji will host an annual Pacific Anti-Corruption Conference, positioning the country as a regional leader in anti-corruption initiatives.

Cross-references:

- Corporate Governance Sec. 3.4.
- KPI 4.1 (CRAM), KPI 4.2 (NACP Delivery).
- Focus Priority: Governance.

Outcome 6: Independence & Ethics

- a. A political neutrality protocol will be fully embedded to safeguard the Commission's independence and credibility.
- b. Whistleblower protections will be enforced to ensure the safety and confidence of individuals reporting misconduct.
- c. The Commission will achieve 100% compliance with quarterly public reporting, reinforcing transparency and accountability.

Cross-references:

- Corporate Plan Risk Sec. 6.0.
- KPI 5.3 (Trust Index), KPI 5.5 (Audit), KPI 6.4 (Audit Integrity).
- Focus Priority: Governance.

Strategic Pillars (2025-2030)

To achieve these outcomes, FICAC will implement seven strategic pillars.

Pillar 1: Disciplined Intake & Grading

- a. All complaints will be graded using the A-D classification system to ensure consistency and prioritisation.
- b. D-grade cases will be closed or referred within 30 days, enabling resources to focus on higher-priority matters.
- c. The grading criteria will be subject to annual review to prevent mission creep and maintain organisational focus.

Cross-references:

- KPI 2; Corporate Plan Investigation—Legal.

Pillar 2: Backlog Elimination & Timeliness

- a. Backlog will be reduced through a wave-based clearance strategy, achieving a 40% reduction by 2026 and a 70% reduction by 2027.
- b. Service Level Agreement standards will be embedded into all performance contracts to reinforce accountability and timely delivery.

Cross-references:

- KPI 1; Corporate Plan Investigations.

Pillar 3: Digital & Data Transformation

- a. The Case Management System will be rolled out in two phases, with Phase 1 operational by February 2026 and Phase 2 completed by November 2026.
- b. Digital forensics and open-data extracts will be fully integrated into the system to strengthen investigative capacity and transparency.

Cross-references:

→ KPI 1, KPPI 2, KPI3; Focus Priority: Digital.

Pillar 4: Capability & Culture

- a. Training, doctrine development, and international secondments will be implemented to strengthen institutional capacity and expertise.
- b. A job evaluation system will be established to reinforce staff accountability and performance standards.

Cross-references:

→ Cross-references: KPI 4 - Corporate Plan Governance.

Pillar 5: Partnerships & Regional Leadership

- a. Memoranda of Understanding will be updated with the Fiji Revenue and Customs Service, the Fiji Police force, the Department of Immigration, and the Office of the Director of Public Prosecutions.
- b. New Memoranda of Understanding will be established with the Australian Federal Police, the United Nations Office on Drugs and Crime, the Pacific Transnational Crime Coordination Centre, and regional Independent Commissions Against Corruption.
- c. Fiji will host an annual Pacific Anti-Corruption Conference to strengthen regional collaboration and leadership in anti-corruption initiatives.

Cross-references:

→ KPI 4; Focus Priority: Partnerships.

Pillar 6: Prevention, Governance & Law Reform

- a. The National Anti-Corruption Plan will be fully delivered, with the Corruption Risk Assessment Methodology scaled across sectors to strengthen preventive frameworks.
- b. Corporate integrity pledges and sector-specific guides will be launched to embed ethical standards and promote compliance within organisations.

Cross-references:

→ KPI 4.2; Corporate Plan.- Corporate Governance

Pillar 7: Independence, Ethics & Communications

- a. Quarterly dashboards will be published alongside the implementation of a political neutrality protocol to safeguard transparency and independence.
- b. Whistleblower protections will be enforced, supported by transparent conflict-of-interest and gift registers to uphold integrity and accountability.

Cross-references:

→ KPI 4.3; Corporate Plan – Corporate Governance.

OPERATING MODEL

Overview

The Strategic Plan 2025-2030 is built on a disciplined operating model that institutionalises accountability, transparency, and performance across all functions.

It ensures that strategic outcomes (to 2030) are translated into departmental deliverables (Corporate Plan 2025-2026) and monitored through 25 outcome-based KPIs (KPI Framework 2025-2026).

Organisational Structure

FICAC will operate with five clear lines of accountability:

1. Investigations (including Western Office & North Office)
2. Investigation-Legal (Complaints)
3. Legal (Prosecutions & Advisory)
4. Corporate Governance
5. Finance

Each manager is responsible for quarterly milestones (Corporate Plan Sec. 3.0) and KPI targets (KPI Framework). This structure balances enforcement, prevention, governance, and resourcing, avoiding silos and ensuring cross-functional accountability.

Case Management System (CMS) as the Single Source of Truth

1. All active and new cases will be tracked in the CMS, providing real-time visibility.
2. CMS milestones will flag SLA breaches in investigations, legal opinions, and prosecutions.
3. Audit trails will secure evidential integrity in compliance with the Criminal Procedure Act 2009, Evidence Act 1944, and Cybercrime Act 2021.
4. CMS dashboards will be shared with:
 - a. Managers & Commissioners (operational oversight).
 - b. Parliament & Oversight Bodies (accountability).
 - c. The Public via quarterly dashboards (transparency).

Leadership Routines

FICAC will institutionalise leadership practices that ensure continuous oversight and accountability:

- a. Weekly leadership huddles will conduct rapid reviews of case progress, risks, and compliance with Service Level Agreements. These sessions will enable quick decision-making and problem-solving at the operational level.
- b. The Monthly Performance Board will formally review milestones and key performance indicators under the oversight of Commissioners. Instances of non-compliance will be escalated to Human Resources for performance review and corrective action.
- c. Quarterly dashboard reviews will ensure that results are published online for public access. The same reports will be submitted to Parliament and development partners to reinforce transparency and accountability.

Cross-Functional Integration

- a. Joint investigator-prosecutor teams will be established to manage high-value Grade A and B cases, ensuring seamless coordination between investigation and prosecution.
- b. Corporate governance will ensure that HR, IT, media, and oversight functions provide effective support to operational units, reinforcing institutional alignment and accountability.
- c. The Partnerships Unit will drive the development and implementation of Memoranda of Understanding with domestic agencies such as FRCS, Police, Immigration, Navy, and ODPP, as well as with international bodies including the AFP, UNODC, and PTCCC.

Culture of Accountability

- a. Accountability will be embedded through performance contracts for managers that are directly tied to key performance indicators.
- b. Ethics will be reinforced through protocols covering whistleblower protections, conflict-of-interest and gifts registers, and political neutrality requirements.
- c. Audit oversight will ensure that at least 80% of recommendations are implemented within 90 days, strengthening institutional discipline.
- d. Together, these measures will ensure that individual performance consistently drives institutional performance.



FINANCE & RESOURCING

Overview

Delivering the Strategic Plan 2025-2030 requires disciplined financial management, resource sustainability, and safeguards for independence.

All funding must be linked to strategic outcomes and KPIs, ensuring that resources support backlog clearance, timeliness, prevention, and governance reforms.

Unlike earlier models where funds were spread across fragmented, activity-heavy outputs, this plan connects resources to results.

Funding Sources

- The Core Parliamentary Vote will provide stable resourcing to guarantee the Commission's independence under the Constitution and the FICAC Act 2007. This funding will cover core enforcement, governance, and prevention functions essential to the Commission's mandate.
- Partnership Co-Investment will be advanced through renewed Memoranda of Understanding with domestic enforcement bodies, including FRCS, Police, Immigration, Navy, and ODPP. International cooperation will be strengthened with the AFP, UNODC, PTCCC, and regional ICACs, supporting digital forensics, intelligence-led investigations, training, and joint casework.
- Development Cooperation and Technical Assistance will be mobilised through multilateral development banks and donor partners. This support will focus on the rollout of the Case Management System and cybersecurity, the establishment of a forensic laboratory, and staff training and secondments to regional agencies such as CPIB Singapore, ICAC Hong Kong, and the New Zealand Serious Fraud Office.

Investment Priorities (2025-2030)

Priority Area	Resource Focus	Cross-Reference
Backlog Clearance & Surge Teams	Funding surge teams of investigators and prosecutors until backlog is reduced by 70% (Feb 2027).	Corporate Plan Priority 1; KPI 1.2
Case Management System (CMS)	CMS Phase 1 (Feb 2026), Phase 2 dashboards (Nov 2026); ICT infrastructure; ISO 27001 cybersecurity.	KPI 1, 2, and 3; Focus Priority: Digital Transformation
Forensic & Digital Capacity	Establish forensic laboratories; upgrade digital forensics.	Strategic Outcome: Digital Excellence
NACP Implementation	Full delivery by Mar 2026; embed NACP across agencies.	KPI 4.2; Corporate Governance Priority 6
CRAM Expansion	Institutionalise ≥4 CRAMs per quarter across ministries/SOEs.	KPI 4.1
Regional Partnerships	Annual Pacific Anti-Corruption Conference; MoUs with regional ICACs.	Strategic Pillar: Partnerships & Leadership
Human Resource Development	Structured job evaluation, targeted training, international secondments.	Strategic Pillar: Capability & Culture
Governance & Audit Integrity	Strengthened FMIS, IPSAS alignment, OAG audit readiness.	KPI 4.5; Corporate Plan Section 3.5

Budget Principles

- Every budget line will be aligned to key performance indicators and strategic outcomes, ensuring full integration of resources with institutional priorities.
- At least 90% of eligible procurement will be conducted through open tender, maintaining transparency and fairness in the allocation of public funds.
- Financial discipline will be maintained by keeping variance within ±3% of the approved allocation.
- Integrity will be reinforced by ensuring that 100% of audits result in unqualified opinions from the Office of the Auditor-General.

Sustainability & Independence

- a. By balancing core funding with partnership co-investment, FICAC will maintain its independence from undue influence and safeguard its constitutional mandate.
- b. This approach will ensure operational continuity even amid fiscal constraints, enabling the Commission to uphold effectiveness and credibility.
- c. It will also position Fiji as a regional leader in anti-corruption, consistent with its obligations under the United Nations Convention against Corruption.



OUTCOME KPIs (To 2030)

Overview

FICAC's performance framework is now outcome-based, replacing the fragmented 133 activity-focused KPIs that previously measured tasks rather than results. The introduction of this model ensures that performance assessment is directly tied to institutional impact and effectiveness.

The 25 outcome KPIs introduced in the 2025-2026 Framework provide the foundation for long-term accountability. By 2030, these KPIs will demonstrate how FICAC has delivered swift justice, strong results, prevention leadership, and institutional independence.

Monitoring of performance will be conducted through multiple layers of oversight. Real-time compliance will be tracked via the Case Management System dashboards, quarterly dashboards will provide public reporting, annual reports will record audited outcomes, and bi-annual peer reviews will benchmark performance against CPIB Singapore, ICAC Hong Kong, and the New Zealand Serious Fraud Office.

Why These KPIs Matter

- a. The performance measures demonstrate impact over activity by focusing on backlog clearance, conviction rates, and levels of public trust.
- b. They provide clarity and transparency for Parliament and international partners, ensuring confidence in institutional outcomes.
- c. They are aligned with UNCAC obligations and international benchmarks, reinforcing global standards of accountability.
- d. They embed citizen trust by publishing progress on a regular basis, making performance visible and measurable.

Strategic KPI Targets (Baseline 2025–26 → Target 2030)

KPI Area	Baseline (2025-2026)	Target (2030)	Linked Outcome / Pillar
Investigation Timeliness (KPI 1.1)	SLA: A ≥80%, B ≥85%, C ≥90%	≥95% compliance across all case grades	Outcome 1: Swift Justice
Backlog Clearance (KPI 1.2)	<30% of pre-2025 backlog finalised	≥70% cleared by Aug 2026; minimal backlog sustained annually	Outcome 1: Swift Justice
Intelligence-Led Share (KPI 1.3)	<15% of Grade A/B cases intelligence-led	≥25% by 2026; ≥40% by 2030	Outcome 3: Proactive Impact
Quality of Referrals (KPI 1.4)	70–75% referrals accepted without rework	≥90% referrals accepted without rework	Outcome 1: Swift Justice
Early Asset Restraint (KPI 1.5)	<40% of eligible major cases restrained ≤60 days	≥70% by 2026; ≥85% by 2030	Outcome 2: Strong Results
Complaint Triage Speed (KPI 2.1)	75–80% triaged ≤48h	≥95% triaged ≤48h	Outcome 1: Swift Justice
Referral SLA Compliance (KPI 2.2)	70–75% referrals transferred ≤3 days	≥90% referrals transferred ≤3 days	Outcome 1: Swift Justice
Opinion Request Quality (KPI 2.3)	65–70% opinions accepted without rework	≥85% opinions accepted without rework	Outcome 2: Strong Results
Transcript Timeliness (KPI 2.4)	75–80% transcripts completed ≤10 days	100% transcripts completed ≤10 days	Pillar: Digital Excellence
Complaint Resolution Outcome (KPI 2.5)	85–90% complaints closed with reason	100% complaints closed with reason	Outcome 6: Independence & Ethics
Legal Opinion Timeliness (KPI 3.1)	Standard: ~5 days; Complex: 10–12 days	Routine ≤3d; Complex ≤7d; ≥95% compliance	Outcome 1: Swift Justice
Conviction Rate (KPI 3.2)	75–80% conviction rate	≥85% by 2026; ≥90% sustained by 2030	Outcome 2: Strong Results
Appeal Success Rate (KPI 3.3)	55–60% appeal success	≥70% by 2026; ≥80% sustained by 2030	Outcome 2: Strong Results
Prosecution Readiness (KPI 3.4)	70–75% briefs trial-ready at first mention	≥90% by 2026; 100% sustained by 2030	Outcome 1: Swift Justice
Asset Recovery Impact (KPI 3.5)	30–35% of value restrained/recovered	≥50% by 2026; ≥70% by 2030	Outcome 2: Strong Results
CRAM Coverage (KPI 4.1)	<10 agencies completed CRAM (<20% coverage)	≥4 CRAMs per quarter by 2026; 100% ministries/SOEs by 2030	Outcome 5: Prevention Leadership
NACP Delivery Timeliness (KPI 4.2)	0% (NACP not yet launched)	NACP delivered by 2026; sustained annual milestones	Outcome 5: Prevention Leadership
Public Trust Index (KPI 4.3)	Baseline to be established Q2 2026	+5pp improvement by 2026; +15pp by 2030	Outcome 6: Independence & Ethics
Transparency Compliance (KPI 4.4)	80–85% statutory reports on time	100% sustained compliance	Outcome 6: Independence & Ethics
Audit Implementation (KPI 4.5)	≥80% recommendations closed ≤90 days	≥95% recommendations closed ≤90 days	Outcome 6: Independence & Ethics
Financial Reporting Timeliness (KPI 5.1)	75–80% reports issued by 10th WD	100% sustained reporting	Pillar: Governance Discipline
Bank Reconciliation Timeliness (KPI 5.2)	70–75% reconciliations ≤5 days	100% sustained compliance	Pillar: Financial Integrity
Procurement Efficiency (KPI 5.3)	20–22 working days PR→PO	≤15 days by 2026; ≤10 days by 2030	Pillar: Value for Money
Audit Integrity (KPI 5.4)	100% unqualified audits (baseline sustained)	100% sustained	Pillar: Ethics & Oversight
Budget Adherence (KPI 5.5)	±5% variance	≤±3% by 2026; ≤±2% by 2030	Pillar: Financial Sustainability

RISK & SAFEGUARDS

Overview

Anti-corruption bodies operate in high-risk environments where political pressure, operational delays, and reputational threats can undermine credibility.

The Strategic Plan 2025-2030 integrates a comprehensive risk and safeguard framework, consistent with Fiji's Constitution, the FICAC Act 2007, and obligations under the United Nations Convention Against Corruption (UNCAC).

This framework complements the Risk Management Plan in the Corporate Plan 2025-2026 and is reinforced through CMS audit trails, whistleblower protections, and independent peer reviews.

Key Risks & Mitigation Strategies

Risk Category	Description	Safeguards / Mitigation	Cross-References
Operational Delays	Investigations, legal opinions, or prosecutions exceed SLA deadlines, eroding deterrence.	- SLA alerts in CMS	KPI 1, KPI 2, KPI 3; Corporate Plan: Priority 1
		- Time standards in staff contracts	
		- Surge teams for backlogs	
External Interference	Political or institutional pressure threatens independence.	- Political neutrality protocol	Strategic Pillar: Independence & Ethics
		- Constitutional safeguards (s82, s91, s115)	
Resource Constraints	Budget shortfalls, staff attrition, or technical skill gaps.	- Budget variance caps ($\leq \pm 3\%$)	KPI 5
		- Staff training & international secondments	
Cyber & Data Security	Breach of digital evidence or case data.	- ISO 27001-aligned CMS security	Focus: Digital Transformation
Reputational Risk	Failure to show outcomes reduces public trust.	- Quarterly dashboards & Annual Reports	Strategic Outcome: Trust & Transparency

Independence Safeguards

To preserve impartiality and credibility:

- FICAC will enforce political neutrality protocols across all operations to safeguard impartiality and credibility.
- It will publish gift and conflict-of-interest registers on a quarterly basis, ensuring transparency in organisational conduct.
- A confidential ethics hotline will be operated for staff, partners, and the public to encourage reporting and accountability.
- Funding independence will be anchored in parliamentary appropriations, supplemented by co-investments through Memoranda of Understanding.
- UNCAC principles will be embedded into all processes, reinforcing compliance with international anti-corruption standards.

Risk Monitoring & Oversight

- a. The Monthly Performance Board will review risk exposure and assess progress on mitigation measures to strengthen institutional resilience.
- b. Quarterly dashboards will flag risks publicly and provide transparency to Parliament, stakeholders, and the public.
- c. Annual peer reviews will deliver independent audits of performance and integrity, ensuring accountability at all levels.
- d. Bi-annual international peer reviews will benchmark FICAC against leading anti-corruption agencies, including CPIB Singapore, ICAC Hong Kong, and the New Zealand Serious Fraud Office.

Continuity Planning

FICAC will establish continuity safeguards to maintain institutional resilience during disruptions. These will include disaster recovery plans, redundant Case Management System infrastructure with secure backup data protection, and crisis communication protocols aimed at protecting public trust.



ROADMAP & MILESTONES (2025 - 2030)

Overview

The Strategic Plan 2025-2030 is structured for phased implementation across three key periods. The Foundation Phase (2025-2026) will focus on building systems, restoring credibility, and accelerating justice. The Transformation Phase (2026-2027) will scale digital platforms, intelligence-led approaches, and prevention frameworks. The Regional Leadership Phase (2028-2030) will sustain results and position FICAC as a recognised Pacific anti-corruption hub.

Phase 1: Foundation (Sept 2025 - Aug 2026)

Focus: Build the foundations for swift justice and prevention.

Milestones:

- a. The A-D grading system will be operational, with 100% of complaints vetted within 48 hours to ensure timely prioritisation.
- b. The backlog will be reduced by 40% by May 2026, strengthening efficiency and clearing legacy matters.
- c. Phase 1 of the Case Management System will be fully operational by February 2026, providing digital oversight and tracking.
- d. Early asset restraint will be applied in at least three major cases, securing illicit proceeds at the outset of investigations.
- e. The National Anti-Corruption Plan will be drafted and prepared for official launch, setting the framework for prevention and enforcement.
- f. A minimum of four Corruption Risk Assessment Methodology reviews will be conducted per quarter, embedding preventive safeguards.
- g. The first Memoranda of Understanding will be signed with FRCS, Immigration, Police, Navy, and the Office of the Director of Public Prosecutions, strengthening inter-agency collaboration.

Cross-links:

→ Corporate Plan Q1-Q4 Work Plans; KPI Framework Investigations & Legal.

Phase 2: Transformation (Sept 2026 - Feb 2027)

Focus: Scale up digital transformation, partnerships, and prevention.

Milestones:

- a. The backlog will be reduced by 70% by February 2027, ensuring that legacy cases no longer impede current priorities.
- b. Phase 2 of the Case Management System will be live by November 2026, with dashboards supporting real-time oversight and at least 95% milestone compliance.
- c. At least 30% of Grade A and B cases will be intelligence-led, reflecting a shift towards proactive and evidence-driven investigations.
- d. Legal opinions will be delivered within a median of three days, with complex matters finalised within seven days, ensuring timely legal support for operations.
- e. The National Anti-Corruption Plan will be fully launched and mainstreamed across all ministries and state-owned enterprises, embedding preventive frameworks.
- f. Cost-saving anti-corruption programmes will be implemented to maximise efficiency and safeguard public resources.

- g. At least five Memoranda of Understanding will be operational, with no fewer than three producing actionable cross-border intelligence.
- h. These measures will consolidate institutional performance and strengthen Fiji's leadership in anti-corruption enforcement.

Cross-links:

→ Corporate Plan Deliverables (Q4); Focus Priorities: Digital, Partnerships, Prevention.

Phase 3: Regional Leadership (2028-2030)

Focus: Sustain results and establish Fiji as a regional hub for anti-corruption.

Milestones:

- a. A minimal backlog will be sustained, with cases resolved consistently within established Service Level Agreements.
- b. The conviction rate will be maintained at or above 85%, while appeal success will remain at or above 70%, ensuring durable prosecutorial outcomes.
- c. At least 40% of Grade A and B cases will be intelligence-led, strengthening the strategic focus of investigations.
- d. At least 70% of identified illicit assets will be restrained or recovered, delivering tangible enforcement results.
- e. The Corruption Risk Assessment Methodology will be institutionalised across all ministries and state-owned enterprises, embedding preventive safeguards.
- f. Fiji will host an annual Pacific Anti-Corruption Conference, attracting regional ICACs and multilateral development banks to foster cooperation.
- g. A bi-annual international peer review will validate FICAC as a top-tier anti-corruption body, benchmarking performance against global best practice.

Cross-links:

→ KPI Framework (Long-term Targets); Strategic Pillars on Partnerships & Prevention.

Review Cycle

- a. The Strategic Plan will be refreshed annually to incorporate emerging risks, evolving trends, and performance results.
- b. Quarterly reporting will be undertaken through dashboards published online and formally tabled in Parliament to ensure transparency and accountability.
- c. A bi-annual peer review will provide external benchmarking against CPIB Singapore, ICAC Hong Kong, and the New Zealand Serious Fraud Office, reinforcing alignment with international best practice.

ANNEXURES FOR FICAC STRATEGIC PLAN 2025 - 2030

Annex 1: KPI Dictionary

- a. Definitions, formulas, and baselines for all 25 outcome-based KPIs.
- b. Clarifies who owns each KPI, how it is measured, data sources, and reporting frequency.
- c. Provides the technical backbone for the KPI Framework so there's no ambiguity.

Annex 2: Organisational Structure (2025 Org Chart)

- a. Management lines (Investigations, Western, Investigation-Legal, Legal, Corporate Governance & Finance).
- b. Shows accountability structure and reporting lines.
- c. Demonstrates alignment with the Operating Model.

Annex 3: MoU & Partnership Tracker

- a. List of domestic and international MoUs (e.g., FRCS, Police, Navy, AFP, UNODC, PTCCC).
- b. Tracks commitments, outputs, and intelligence-sharing.
- c. Ensures transparency on how partnerships support intelligence-led investigations.

Annex 4: Media & Public Reporting Framework

- a. Outlines quarterly dashboard reporting structure.
- b. Includes public engagement tools (youth programmes, media campaigns).
- c. Demonstrates compliance with transparency obligations.

Annex 5: Risk Register

- a. A detailed table of identified risks, likelihood, impact, controls, and owners.
- b. Complements the Risk & Safeguards section with granular operational detail..



ANNEX 1: KPI DICTIONARY (2025 - 2030)

Structure of Each KPI Entry

- KPI Name & Code = a
- Definition & Formula = b
- Baseline (2025-2026) = c
- Target (2030) = d
- Owner = e
- Data Source = f
- Reporting Frequency = g

1. Investigations (including Western & Northern Divisions)

KPI 1.1 - Investigation Timeliness:

- a. The indicator is defined as the percentage of cases concluded within the prescribed Service Level Agreements, with Grade A cases resolved within nine months, Grade B within seven months, and Grade C within six months.
- b. The formula for calculation is the number of cases closed within SLA divided by the total number of cases, multiplied by 100.
- c. The 2025-2026 baseline requires at least 80% compliance for Grade A cases, 85% compliance for Grade B cases, and 90% compliance for Grade C cases.
- d. The 2030 target is to achieve a minimum of 95% compliance across all case grades.
- e. Responsibility for delivery rests with the Manager Investigations and Manager West & North.
- f. The primary data source is the Case Management System Case Tracker.
- g. Reporting will occur quarterly through dashboards and annually through the Commission's formal report.

KPI 1.2 - Backlog Clearance

- a. The indicator is defined as the percentage of investigation files opened prior to 2025 that are finalised, ensuring that historical backlogs are cleared and only minimal backlog is sustained annually.
- b. The formula for calculation is the number of pre-2025 cases closed divided by the total number of pre-2025 cases, multiplied by 100.
- c. The 2025-2026 baseline is a significant backlog of pre-2025 cases, with less than 30% finalised at the start of 2025.
- d. The 2030 target is to achieve at least 70% backlog clearance by August 2026 and thereafter maintain only minimal backlog levels on an annual basis.
- e. Responsibility for delivery rests with the Manager Investigations & Manager West & North, supported by regional investigation teams.
- f. The primary data source is the Case Management System Case Tracker, with verification through quarterly operational reviews.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 1.3 - Intelligence-Led Share

- a. The indicator is defined as the percentage of Grade A and Grade B cases that are initiated from intelligence, reflecting the Commission's capacity to proactively detect and act on corruption risks rather than relying solely on complaints.
- b. The formula for calculation is the number of Grade A and B cases initiated from intelligence divided by the total number of Grade A and B cases, multiplied by 100.
- c. The 2025-2026 baseline is estimated at less than 15% of Grade A and B cases being intelligence-led, with the majority still triggered by complaints.
- d. The 2026 target is to achieve at least 25% of Grade A and B cases initiated from intelligence, increasing to a minimum of 40% by 2030.
- e. Responsibility for delivery rests with the Manager Intelligence & Manager West & North, in coordination with the Manager Investigations.
- f. The primary data source is the Case Management System Case Tracker, supplemented by intelligence unit records.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 1.4 - Quality of Referrals

- a. The indicator is defined as the percentage of investigation files referred to the Legal Division that are accepted without being returned for rework, reflecting the quality and completeness of investigative outputs.
- b. The calculation formula is the number of referrals to Legal not returned for rework divided by the total number of referrals to Legal, multiplied by 100.
- c. The 2025-2026 baseline is approximately 70-75%, indicating that a significant proportion of referrals require further work before they can proceed to prosecution.
- d. The 2030 target is to achieve a minimum of 90% of referrals accepted by Legal without rework.
- e. Responsibility for delivery rests with the Manager Investigations & Manager West & North, in coordination with the Manager Legal (Prosecution).
- f. The primary data source is the Case Management System Case Tracker, supported by referral and feed back records maintained between Investigations and Legal.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 1.5 - Early Asset Restraint

- a. The indicator is defined as the percentage of eligible major cases in which a restraint order is obtained within 60 days of case initiation, ensuring that assets at risk of dissipation are secured promptly.
- b. The formula for calculation is the number of eligible major cases with restraint orders obtained within 60 days divided by the total number of eligible major cases, multiplied by 100.
- c. The 2025-2026 baseline is below 40%, as restraint applications are often delayed due to evidentiary or procedural challenges.
- d. The target is to achieve at least 70% compliance by 2026 and a minimum of 85% by 2030.
- e. Responsibility for delivery rests with the Manager Investigations & Manager West & North, working in coordination with the Manager Legal (Prosecution).
- f. The primary data source is the Case Management System Case Tracker, supported by court application and order records.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

2. Investigation - Legal (Complaints & Transcription)

KPI 2.1 - Complaint Triage Speed

- a. The indicator is defined as the percentage of complaints received that are vetted and triaged within 48 hours, ensuring timely assessment and allocation for further action.
- b. The formula for calculation is the number of complaints vetted within 48 hours divided by the total number of complaints received, multiplied by 100.
- c. The 2025-2026 baseline is approximately 75-80%, reflecting delays due to workload pressures and incomplete complaint information.
- d. The 2030 target is to achieve a minimum of 95% of complaints vetted within 48 hours.
- e. Responsibility for delivery rests with the Manager Investigation-Legal (Complaints & Transcription).
- f. The primary data source is the Complaints Register within the Case Management System, supported by intake and vetting records.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 2.2 - Referral SLA Compliance

- a. The indicator is defined as the percentage of complaint referrals transmitted from the Investigation - Legal (Complaints & Transcription) Team to the Investigations Division within three working days, ensuring timely progression of matters.
- b. The formula for calculation is the number of referrals transferred to Investigations within three days divided by the total number of referrals, multiplied by 100.
- c. The 2025-2026 baseline is estimated at 70-75%, with frequent delays arising from incomplete documentation and workload bottlenecks.
- d. The 2030 target is to achieve at least 90% of referrals transferred to Investigations within the three-day SLA.
- e. Responsibility for delivery rests with the Manager Investigation-Legal (Complaints & Transcription), in coordination with the Manager Investigations.
- f. The primary data source is the Case Management System referral records, supported by complaints intake logs.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 2.3 - Opinion Request Quality

- a. The indicator is defined as the percentage of legal opinion requests submitted by the Investigation - Legal (Complaints & Transcription) Team that are accepted without being returned for rework, reflecting the clarity, completeness, and accuracy of the requests.
- b. The formula for calculation is the number of legal opinion requests not requiring rework divided by the total number of legal opinion requests, multiplied by 100.
- c. The 2025-2026 baseline is approximately 65-70%, with a notable proportion of requests requiring clarification or additional supporting material.
- d. The 2030 target is to achieve at least 85% of legal opinion requests accepted without rework.
- e. Responsibility for delivery rests with the Manager Investigation-Legal (Complaints & Transcription), in coordination with the Manager Legal (Prosecution).
- f. The primary data source is the Case Management System records, supported by Legal Division feedback logs.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 2.4 - Transcript Timeliness

- a. The indicator is defined as the percentage of trial transcripts prepared and finalised within ten working days of request, ensuring that court proceedings and appeal processes are not delayed.
- b. The formula for calculation is the number of trial transcripts completed within ten working days divided by the total number of trial transcripts requested, multiplied by 100.
- c. The 2025-2026 baseline is approximately 75-80%, with delays occurring mainly in high-volume or complex matters.
- d. The 2030 target is to achieve 100% of trial transcripts completed within ten working days.
- e. Responsibility for delivery rests with the Manager Investigation-Legal (Complaints & Transcription) in coordination with the transcription officers.
- f. The primary data source is the Case Management System transcript log, supported by court request and completion records.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 2.5 - Complaint Resolution Outcome

- a. The indicator is defined as the percentage of complaints closed with a clear reason recorded, ensuring transparency, accountability, and completeness in complaint handling.
- b. The formula for calculation is the number of complaints closed with a reason recorded divided by the total number of complaints closed, multiplied by 100.
- c. The 2025-2026 baseline is approximately 85-90%, with some closures lacking sufficient detail in the recorded outcome.
- d. The 2030 target is to achieve 100% of complaints closed with a reason recorded.
- e. Responsibility for delivery rests with the Manager Investigation-Legal (Complaints & Transcription).
- f. The primary data source is the Complaints Register within the Case Management System, supported by closure records.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

3. Legal (Prosecutions & Advisory)

KPI 3.1 - Legal Opinion Timeliness

- a. The indicator is defined as the median number of days taken from receipt of a referral by the Legal Division to the issuance of a signed legal opinion, with a standard of three days for routine matters and seven days for complex matters.
- b. The formula for calculation is the median number of days between the date of referral and the date of the signed legal opinion, measured separately for standard and complex matters.
- c. The 2025-2026 baseline is approximately 5 days for standard matters and 10-12 days for complex matters, reflecting current capacity and workload pressures.
- d. The 2030 target is to achieve consistent compliance with the standard of three days for routine matters and seven days for complex matters.
- e. Responsibility for delivery rests with the Manager Legal (Prosecution) and assigned legal officers.
- f. The primary data source is the Case Management System referral and opinion log, supported by Legal Division records.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 3.2 - Conviction Rate

- a. The indicator is defined as the percentage of trials resulting in conviction, reflecting the strength and effectiveness of case preparation and prosecution.
- b. The formula for calculation is the number of convictions divided by the total number of trials completed, multiplied by 100.
- c. The 2025-2026 baseline is approximately 75-80%, with variation depending on case complexity and available evidence.
- d. The 2026 target is to achieve at least 85% conviction rate, with a sustained minimum of 90% by 2030.
- e. Responsibility for delivery rests with the Manager Legal.
- f. The primary data source is the Case Management System trial records, supported by court outcome registers.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 3.3 - Appeal Success Rate

- a. The indicator is defined as the percentage of appeals determined in favour of the Commission, reflecting the quality and robustness of legal arguments and trial preparation.
- b. The formula for calculation is the number of successful appeals divided by the total number of appeals determined, multiplied by 100.
- c. The 2025-2026 baseline is approximately 55-60%, indicating scope for improvement in sustaining convictions on appeal.
- d. The 2026 target is to achieve at least 70% appeal success, rising to a minimum of 80% by 2030.
- e. Responsibility for delivery rests with the Manager Legal.
- f. The primary data source is the Case Management System appeal records, supported by court judgments.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 3.4 - Prosecution Readiness

- a. The indicator is defined as the percentage of trial briefs filed with complete disclosure packs at the first court mention, demonstrating the Commission's preparedness to proceed without unnecessary adjournments.
- b. The formula for calculation is the number of trial briefs filed with disclosure packs at first mention divided by the total number of trial briefs filed, multiplied by 100.
- c. The 2025-2026 baseline is approximately 70-75%, with incomplete disclosure being a recurring reason for adjournments.
- d. The 2026 target is to achieve at least 90% compliance, increasing to 100% by 2030.
- e. Responsibility for delivery rests with the Manager Legal.
- f. The primary data source is the Case Management System trial records, supported by disclosure checklists maintained by the Legal Division.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 3.5 - Asset Recovery Impact

- a. The indicator is defined as the proportion of the total value of assets identified in major cases that are successfully restrained or recovered through court orders, demonstrating the Commission's effectiveness in depriving offenders of illicit gains.
- b. The formula for calculation is the total value of assets restrained or recovered divided by the total value of assets identified, multiplied by 100.
- c. The 2025-2026 baseline is approximately 30-35%, with recovery constrained by delays in restraint applications and enforcement challenges.
- d. The 2026 target is to achieve at least 50% of identified asset value restrained or recovered, increasing to a minimum of 70% by 2030.
- e. Responsibility for delivery rests with the Manager Legal, working in coordination with the Manager Investigations.
- f. The primary data source is the Case Management System asset tracking records, supported by court orders and financial recovery statements.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

4. Governance and corporate KPI (HR, IT, Oversight, Media, Training, Good Governance)

KPI 4.1 - CRAM Coverage

- a. The indicator is defined as the percentage of target agencies that complete a Corruption Risk Assessment and Mitigation (CRAM) exercise, demonstrating the mainstreaming of corruption prevention across government ministries and state-owned enterprises.
- b. The formula for calculation is the number of agencies completing CRAM divided by the total number of target agencies, multiplied by 100.
- c. The 2025-2026 baseline is fewer than 10 agencies having completed CRAM, representing less than 20% of the overall target population.
- d. The target is to achieve a minimum of four agencies completing CRAM per quarter from 2026 onwards, with full coverage of all ministries and state-owned enterprises by 2030.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is the CRAM Register maintained by the Corporate Governance Division, supported by agency-submitted reports.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 4.2 - NACP Delivery Timeliness

- a. The indicator is defined as the percentage of milestones under the National Anti-Corruption Plan (NACP) delivered on schedule, reflecting the Commission's leadership in implementing Fiji's first national framework for coordinated corruption prevention.
- b. The formula for calculation is the number of NACP milestones delivered on schedule divided by the total number of NACP milestones due, multiplied by 100.
- c. The 2025-2026 baseline is 0%, as Fiji has yet to adopt and launch a National Anti-Corruption Plan.
- d. The target is to achieve launch of the NACP by March 2026 and sustain annual milestone delivery thereafter.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is the NACP Implementation Register, supported by milestone tracking reports.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 4.3 - Public Trust Index

- a. The indicator is defined as the percentage of citizens who rate FICAC as independent and effective in combating corruption, reflecting the institution's credibility and public confidence.
- b. The formula for calculation is the number of survey respondents rating FICAC as independent/effective divided by the total number of respondents, multiplied by 100.
- c. The 2025-2026 baseline will be established through the first nationally representative survey, expected to reflect moderate trust levels given recent governance challenges.
- d. The target is to achieve an increase of at least 5 percentage points above the baseline by 2026 and a cumulative increase of 15 percentage points by 2030.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is nationally representative public perception surveys commissioned by FICAC, supported by independent polling agencies.
- g. Reporting will occur biennially through survey reports, with headline findings included in annual performance reporting.

KPI 4.4 - Transparency Compliance

- a. The indicator is defined as the percentage of statutory and mandated reports published on time, ensuring compliance with legal obligations and strengthening institutional transparency.
- b. The formula for calculation is the number of required reports published on time divided by the total number of required reports, multiplied by 100.
- c. The 2025-2026 baseline is approximately 80-85%, with delays observed in certain annual and statutory submissions.
- d. The target is to achieve and sustain 100% on-time publication of all required reports.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is the Commission's publication register and statutory submission records.
- g. Reporting will occur quarterly through compliance monitoring updates and annually through the Commission's formal report.

KPI 4.5 - Oversight/Audit Implementation

- a. The indicator is defined as the percentage of audit recommendations implemented within 90 days of issuance, reflecting FICAC's responsiveness to oversight findings and commitment to continuous improvement.
- b. The formula for calculation is the number of audit recommendations implemented within 90 days divided by the total number of audit recommendations issued, multiplied by 100.
- c. The 2025-2026 baseline is at least 80%, based on recent internal and external audit follow-up reviews.
- d. The target is to sustain a minimum of 80% implementation in the short term and increase to at least 95% by 2030.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is the Audit Implementation Register, supported by internal audit tracking reports and external auditor confirmations.
- g. Reporting will occur quarterly through governance dashboards and annually through the Commission's formal report.

5. Finance

KPI 5.1 - Financial Reporting Timeliness

- a. The indicator is defined as the percentage of monthly management accounts issued on or before the tenth working day of the following month, ensuring timely financial oversight and decision-making.
- b. The formula for calculation is the number of management accounts issued by the tenth working day divided by the total number of management accounts due, multiplied by 100.
- c. The 2025-2026 baseline is approximately 75-80%, with delays arising from reconciliation and consolidation processes.
- d. The target is to achieve and sustain 100% of management accounts issued by the tenth working day.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the Finance Division's reporting log, supported by the Commission's accounting system records.
- g. Reporting will occur monthly to management, quarterly through performance dashboards, and annually through the Commission's formal report.

KPI 5.2 - Bank Reconciliation Timeliness

- a. The indicator is defined as the percentage of bank reconciliations completed within five working days of month-end, ensuring accurate cash management and timely detection of discrepancies.
- b. The formula for calculation is the number of bank reconciliations completed within five working days divided by the total number of reconciliations due, multiplied by 100.
- c. The 2025-2026 baseline is approximately 70-75%, with delays linked to manual processes and backlog clearance.
- d. The target is to achieve and sustain 100% of bank reconciliations completed within five working days.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the Finance Division's reconciliation register, supported by bank statements and the Commission's accounting system.
- g. Reporting will occur monthly to management, quarterly through performance dashboards, and annually through the Commission's formal report.

KPI 5.3 - Procurement Efficiency

- a. The indicator is defined as the average cycle time in working days from the receipt of a purchase requisition (PR) to the issuance of a purchase order (PO), reflecting the efficiency and responsiveness of procurement processes.
- b. The formula for calculation is the total number of working days taken for all PR→PO processes divided by the total number of PR→PO transactions, yielding the average cycle time.
- c. The 2025-2026 baseline is approximately 20-22 working days, reflecting delays from manual approvals and supplier quotation processes.
- d. The target is to reduce the average cycle time to 15 working days by 2026 and to 10 working days or less by 2030.
- e. Responsibility for delivery rests with the Manager Finance, in coordination with the Procurement Unit.
- f. The primary data source is the Procurement Register, supported by the Finance Division's accounting and approval system.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 5.4 - Audit Integrity

- a. The indicator is defined as the percentage of external audits of FICAC's financial statements that result in unqualified audit opinions, demonstrating compliance with accounting standards and the integrity of financial reporting.
- b. The formula for calculation is the number of unqualified external audit opinions received divided by the total number of external audits conducted, multiplied by 100.
- c. The 2025-2026 baseline is 100%, as recent external audits have consistently issued unqualified opinions, which must be sustained.
- d. The target is to maintain 100% unqualified audit opinions across all external audits through 2030 and beyond.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the external auditor's reports, supported by the Finance Division's audit compliance records.
- g. Reporting will occur annually through external audit results and be incorporated into the Commission's formal report.

KPI 5.5 - Budget Adherence

- a. The indicator is defined as the variance between budgeted expenditure and actual expenditure, reflecting the accuracy of financial planning and the discipline of budget execution.
- b. The formula for calculation is $(\text{Actual Expenditure} - \text{Budgeted Expenditure}) \div \text{Budgeted Expenditure} \times 100$, expressed as a percentage variance.
- c. The 2025-2026 baseline is approximately $\pm 5\%$, based on recent end-of-year financial reports.
- d. The target is to reduce expenditure variance to within $\pm 3\%$ by 2025-2026 and further to within $\pm 2\%$ by 2030.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the Commission's financial management system, supported by quarterly budget monitoring reports.
- g. Reporting will occur quarterly through management and performance dashboards and annually through the Commission's formal report.

KPI 4.3 - Public Trust Index

- a. The indicator is defined as the percentage of citizens who rate FICAC as independent and effective in combating corruption, reflecting the institution's credibility and public confidence.
- b. The formula for calculation is the number of survey respondents rating FICAC as independent/effective divided by the total number of respondents, multiplied by 100.
- c. The 2025-2026 baseline will be established through the first nationally representative survey, expected to reflect moderate trust levels given recent governance challenges.
- d. The target is to achieve an increase of at least 5 percentage points above the baseline by 2026 and a cumulative increase of 15 percentage points by 2030.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is nationally representative public perception surveys commissioned by FICAC, supported by independent polling agencies.
- g. Reporting will occur biennially through survey reports, with headline findings included in annual performance reporting.

KPI 4.4 - Transparency Compliance

- a. The indicator is defined as the percentage of statutory and mandated reports published on time, ensuring compliance with legal obligations and strengthening institutional transparency.
- b. The formula for calculation is the number of required reports published on time divided by the total number of required reports, multiplied by 100.
- c. The 2025-2026 baseline is approximately 80-85%, with delays observed in certain annual and statutory submissions.
- d. The target is to achieve and sustain 100% on-time publication of all required reports.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is the Commission's publication register and statutory submission records.
- g. Reporting will occur quarterly through compliance monitoring updates and annually through the Commission's formal report.

KPI 4.5 - Oversight/Audit Implementation

- a. The indicator is defined as the percentage of audit recommendations implemented within 90 days of issuance, reflecting FICAC's responsiveness to oversight findings and commitment to continuous improvement.
- b. The formula for calculation is the number of audit recommendations implemented within 90 days divided by the total number of audit recommendations issued, multiplied by 100.
- c. The 2025-2026 baseline is at least 80%, based on recent internal and external audit follow-up reviews.
- d. The target is to sustain a minimum of 80% implementation in the short term and increase to at least 95% by 2030.
- e. Responsibility for delivery rests with the Manager Corporate Governance.
- f. The primary data source is the Audit Implementation Register, supported by internal audit tracking reports and external auditor confirmations.
- g. Reporting will occur quarterly through governance dashboards and annually through the Commission's formal report.

5. Finance

KPI 5.1 - Financial Reporting Timeliness

- a. The indicator is defined as the percentage of monthly management accounts issued on or before the tenth working day of the following month, ensuring timely financial oversight and decision-making.
- b. The formula for calculation is the number of management accounts issued by the tenth working day divided by the total number of management accounts due, multiplied by 100.
- c. The 2025-2026 baseline is approximately 75-80%, with delays arising from reconciliation and consolidation processes.
- d. The target is to achieve and sustain 100% of management accounts issued by the tenth working day.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the Finance Division's reporting log, supported by the Commission's accounting system records.
- g. Reporting will occur monthly to management, quarterly through performance dashboards, and annually through the Commission's formal report.

KPI 5.2 - Bank Reconciliation Timeliness

- a. The indicator is defined as the percentage of bank reconciliations completed within five working days of month-end, ensuring accurate cash management and timely detection of discrepancies.
- b. The formula for calculation is the number of bank reconciliations completed within five working days divided by the total number of reconciliations due, multiplied by 100.
- c. The 2025-2026 baseline is approximately 70-75%, with delays linked to manual processes and backlog clearance.
- d. The target is to achieve and sustain 100% of bank reconciliations completed within five working days.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the Finance Division's reconciliation register, supported by bank statements and the Commission's accounting system.
- g. Reporting will occur monthly to management, quarterly through performance dashboards, and annually through the Commission's formal report.

KPI 5.3 - Procurement Efficiency

- a. The indicator is defined as the average cycle time in working days from the receipt of a purchase requisition (PR) to the issuance of a purchase order (PO), reflecting the efficiency and responsiveness of procurement processes.
- b. The formula for calculation is the total number of working days taken for all PR→PO processes divided by the total number of PR→PO transactions, yielding the average cycle time.
- c. The 2025-2026 baseline is approximately 20-22 working days, reflecting delays from manual approvals and supplier quotation processes.
- d. The target is to reduce the average cycle time to 15 working days by 2026 and to 10 working days or less by 2030.
- e. Responsibility for delivery rests with the Manager Finance, in coordination with the Procurement Unit.
- f. The primary data source is the Procurement Register, supported by the Finance Division's accounting and approval system.
- g. Reporting will occur quarterly through performance dashboards and annually through the Commission's formal report.

KPI 5.4 - Audit Integrity

- a. The indicator is defined as the percentage of external audits of FICAC's financial statements that result in unqualified audit opinions, demonstrating compliance with accounting standards and the integrity of financial reporting.
- b. The formula for calculation is the number of unqualified external audit opinions received divided by the total number of external audits conducted, multiplied by 100.
- c. The 2025-2026 baseline is 100%, as recent external audits have consistently issued unqualified opinions, which must be sustained.
- d. The target is to maintain 100% unqualified audit opinions across all external audits through 2030 and beyond.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the external auditor's reports, supported by the Finance Division's audit compliance records.
- g. Reporting will occur annually through external audit results and be incorporated into the Commission's formal report.

KPI 5.5 - Budget Adherence

- a. The indicator is defined as the variance between budgeted expenditure and actual expenditure, reflecting the accuracy of financial planning and the discipline of budget execution.
- b. The formula for calculation is $(\text{Actual Expenditure} - \text{Budgeted Expenditure}) \div \text{Budgeted Expenditure} \times 100$, expressed as a percentage variance.
- c. The 2025-2026 baseline is approximately $\pm 5\%$, based on recent end-of-year financial reports.
- d. The target is to reduce expenditure variance to within $\pm 3\%$ by 2025-2026 and further to within $\pm 2\%$ by 2030.
- e. Responsibility for delivery rests with the Manager Finance.
- f. The primary data source is the Commission's financial management system, supported by quarterly budget monitoring reports.
- g. Reporting will occur quarterly through management and performance dashboards and annually through the Commission's formal report.

ANNEX 2: ORGANISATIONAL STRUCTURE (2025 ORG CHART)

Overview

FICAC's organisational model has been restructured to ensure clear accountability, performance management, and alignment with strategic pillars.

It is designed to prevent silos and guarantee integration between enforcement, legal, governance, and finance functions, supported by cross-functional oversight (HR, IT, Audit, Media).

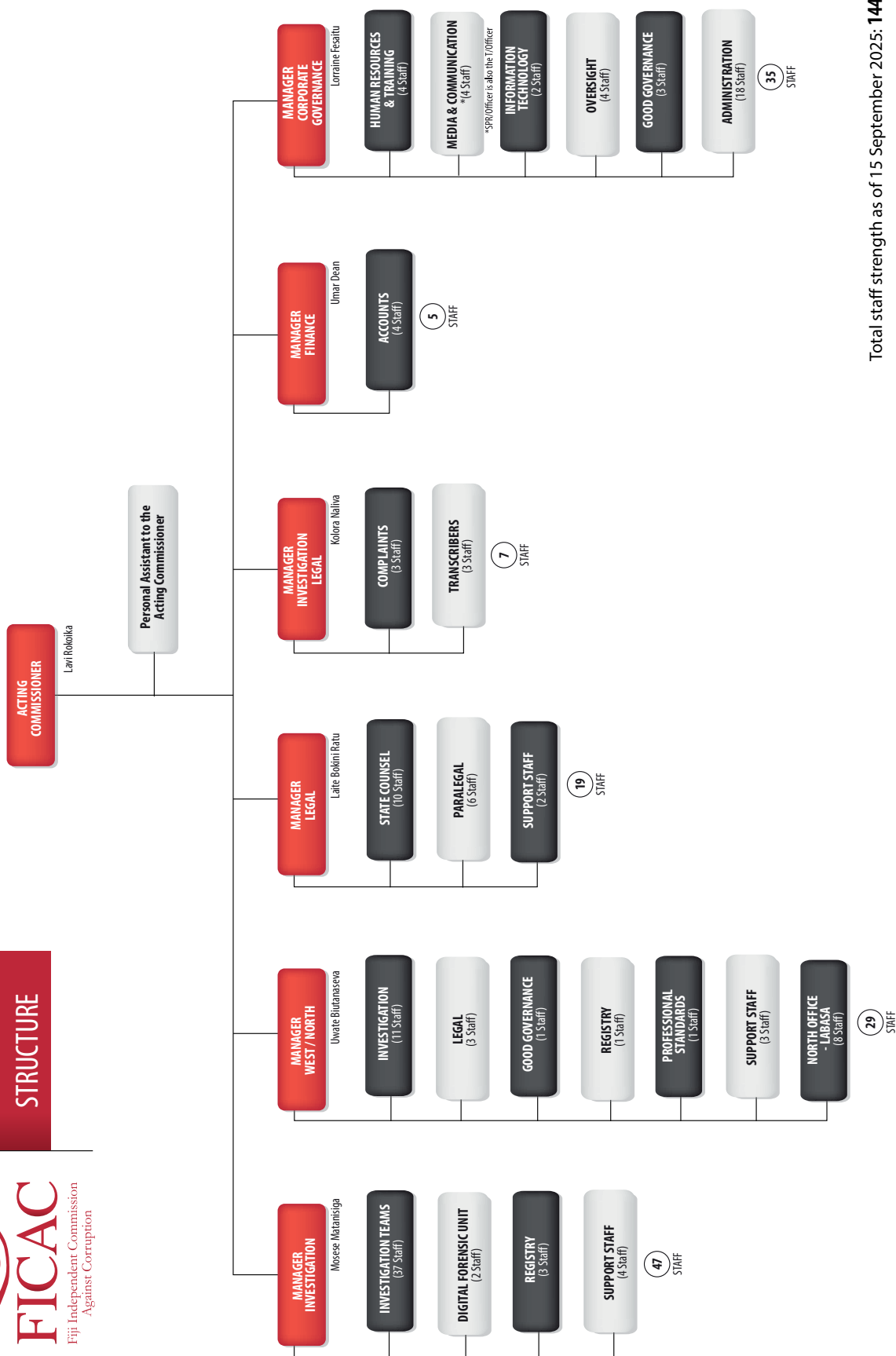
Management Lines of Accountability

- a. The Investigations Division manages high-value cases in Central and Northern Fiji. It is responsible for backlog clearance, compliance with Service Level Agreement cycle times, and the implementation of intelligence-led investigations, with performance tracked against KPIs 1.1 (Timeliness), 1.2 (Backlog), and 1.3 (Intelligence-Led).
- b. The Western & Northern Division oversees enforcement activities in Western & Northern Fiji. It coordinates closely with the Fiji Revenue and Customs Service, the Police, and the Navy to address entry-point corruption risks, with performance measured through KPIs 1.3 (Intelligence led) and 1.5 (Asset Restraint).
- c. The Investigation-Legal Unit is the first line of intake, managing triage, grading, and filtering of complaints. It also provides transcription services to ensure trial readiness, with performance monitored against KPIs 2.1 to 2.5 covering triage, SLA compliance, opinion quality, transcript delivery, and case resolution.
- d. The Legal Division provides legal opinions and advisory services to support the Commission's mandate. It manages prosecutions, appeal strategies, and asset recovery, with outcomes assessed against KPIs 3.1 to 3.5 on opinions, convictions, appeals, readiness, and asset recovery.
- e. The Corporate Governance and Finance Division oversees the National Anti-Corruption Plan, the Corruption Risk Assessment Methodology, and core functions such as HR, IT, audit, finance, and prevention leadership. It ensures transparency, and financial discipline, with performance measured against KPIs 4.1 to 4.5 (Prevention, Trust, Transparency, Audit) and 5.1 to 5.5 (Finance).

Cross-Functional Oversight Units

- a. Digital transformation, through the Case Management System and IT platforms, will ensure Service Level Agreement compliance and provide real-time dashboards for oversight.
- b. Human Resources and Training will embed the Capability and Culture pillar, strengthening institutional performance and professional development.
- c. Audit and Oversight will safeguard independence and ensure that at least 80% of audit recommendations are implemented within the required timeframe.
- d. Media and Communications will deliver quarterly dashboards, lead outreach under the National Anti-Corruption Plan, and conduct transparency campaigns to build public trust.

ORGANISATION STRUCTURE



Total staff strength as of 15 September 2025: **144**

ANNEX 3: MoU & PARTNERSHIP TRACKER

Overview

Partnerships are key to FICAC's transformation, with at least 7 Memoranda of Understanding set to be operational by 2027. These agreements will facilitate domestic coordination with key enforcement and oversight agencies, including ports of entry, the police, immigration, and the navy. They will also establish regional partnerships to address transnational corruption risks and promote international cooperation for mutual legal assistance, asset recovery, and intelligence sharing.

Domestic MoUs (Fiji)

Partner Agency	Purpose of MoU	Operational Outputs	Cross-Reference
Fiji Revenue & Customs Service (FRCS)	Counter customs fraud, tax evasion, and illicit imports.	Shared intelligence, joint case screening, port monitoring.	Focus Priority: Investigations
Fiji Police Force (Narcotics & Anti-Organised Crime)	Address corruption linked to drug trafficking.	Joint taskforces, referral protocols, evidence sharing.	Strategic Plan Partnerships
Fiji Immigration Department	Mitigate corruption in visas, passports, and border control.	Risk alerts, fast-tracked investigations, whistleblower channels.	Corporate Plan Priority 5
Fiji Navy / Maritime Surveillance	Combat smuggling and entry-point corruption.	Maritime patrol intelligence, coordinated interdictions.	Strategic Pillar 5: Partnerships
Office of the Director of Public Prosecutions (ODPP)	Strengthen prosecution readiness.	Fast-tracked case handovers, appeal strategy collaboration.	KPI 3.4

Regional MoUs (Pacific)

Partner Agency	Purpose of MoU	Operational Outputs	Cross-Reference
Transnational Crime Coordination Centre (PTCCC)	Combat Pacific-wide organised crime.	Shared case intelligence, regional alerts.	Focus: Partnerships
Pacific Regional Anti-Corruption Bodies (Samoa, Tonga, Vanuatu, PNG ICACs)	Regional prevention & enforcement cooperation.	Peer exchanges, CRAM rollouts, annual conference collaboration.	Strategic Outcome: Prevention Leadership
Pacific Islands Forum Secretariat	Embed anti-corruption in regional governance.	Policy alignment, UNCAC compliance reporting.	Prevention Pillar

International MoUs

Partner Agency	Purpose of MoU	Operational Outputs	Cross-Reference
Australian Federal Police (AFP)	Combat money laundering, financial crimes, and organised crime.	Joint MLA requests, secondments, shared training.	Corporate Plan Priority 5
New Zealand Serious Fraud Office (SFO)	Capacity building and forensic skills exchange.	Staff secondments, doctrine development, joint training.	Strategic Pillar: Capability & Culture
United Nations Office on Drugs & Crime (UNODC)	Align with UNCAC, capacity building.	Technical assistance, reporting, best practice transfer.	UNCAC compliance
Interpol (Asia-Pacific Regional Bureau)	Intelligence on cross-border fugitives and fraud.	Global alerts, extradition support, cross-border case tracking.	Strategic Outcome: Proactive Impact
Multilateral Development Banks (ADB, World Bank)	Ensure corruption safeguards in donor-funded projects.	Joint audits, anti-fraud clauses, capacity development.	Strategic Outcome: Prevention Leadership

The Memoranda of Understanding Tracking Framework establishes clear performance indicators to strengthen institutional partnerships. By March 2026, at least 5 MoUs will be signed and operational, increasing to a minimum of 7 producing outputs by August 2026. By February 2027, at least 3 major cases will be advanced with the support of international intelligence. These targets are directly linked to KPI 3.5 (Asset Recovery and Mutual Legal Assistance), KPI 1.3 (Intelligence-Led Share), and KPI 4.2 (NACP Delivery).

ANNEX 4: MEDIA & PUBLIC REPORTING FRAMEWORK

Overview

FICAC's credibility relies not only on delivering results but also on demonstrating them transparently. This framework outlines how performance will be reported, how communication with the public will be managed, and how integrity-related information will be disclosed during the 2025-2030 period. It is aligned with Strategic Outcome 6 on Independence and Ethics, Section 7.0 of the Corporate Plan on Monitoring, Reporting and Oversight, and directly linked to KPI 4.3 on the Public Trust Index and KPI 4.4 on Transparency Compliance.

Reporting Mechanisms

Mechanism	Purpose	Frequency	Cross-Reference
Quarterly Dashboards	Public-facing updates on backlog clearance, cycle times, conviction rates, prevention outputs, MoUs, and finance.	Quarterly	Corporate Plan Section. 7.3; KPI 1.2, 3.2, 4.1, 4.2, 5.
Annual Report	Audited financials, KPI outcomes, NACP progress, CRAM coverage, and strategic highlights.	Annual	Risk Safeguards
CMS Dashboards (Internal & Public Extracts)	Real-time milestone monitoring; SLA compliance alerts.	Continuous	Focus Priority: Digital
Parliamentary Reports	Formal submissions ensuring accountability to the Legislature.	Annual + as required	Constitution s82, 91, 115
Independent Peer Review Report	Benchmark FICAC against CPIB Singapore, ICAC HK, NZ SFO.	Bi-Annual	Roadmap 2028-2030

Media & Communication Strategy

- Proactive media releases will provide updates on key milestones, including progress on backlog clearance and the launch of the National Anti-Corruption Plan.
- Public education campaigns will focus on youth anti-corruption outreach, integrity pledges, and partnerships with media organisations.
- Crisis communications will be guided by rapid response protocols designed to manage reputational risks effectively.
- Digital engagement will be strengthened through website dashboards, social media platforms, and open-data extracts from the Case Management System.

Transparency Tools

- The Public Trust Index (KPI 4.3) will be measured annually through a national survey assessing citizen perceptions of FICAC's independence and effectiveness.
- Gift and conflict-of-interest registers will be published quarterly to reinforce neutrality and transparency.
- The National Anti-Corruption Plan Tracker will provide public updates on the delivery of prevention milestones.
- The Memorandum of Understanding Tracker, set out in Annex 3, will report on partnerships, intelligence-sharing outputs, and mutual legal assistance cases.

Governance Safeguards

- Quarterly publication compliance under KPI 4.3 will be maintained at a sustained target of 100%.
- Audit recommendations under KPI 5.4 will achieve an implementation rate of at least 95% by 2030.
- Parliamentary oversight will be reinforced through the formal tabling of dashboards and annual reports for legislative review.

Impact of this Framework

By 2030, this framework will enable citizens to see and verify outcomes, reinforcing FICAC's independence and impartiality while demonstrating full compliance with UNCAC transparency obligations. It will also enhance public trust, as indicated by a projected 15 percentage point increase in the baseline Public Trust Index.

ANNEX 5: RISK REGISTER

Overview

The Risk Register is a living document that identifies threats to FICAC's independence, effectiveness, and credibility while setting out clear mitigation measures. It builds on the Risk and Safeguards section of the Strategic Plan 2025-2030, Section 6.0 of the Corporate Plan on Risk Management and Independence Safeguards, and the 2025-2026 KPI Framework controls covering audit, transparency, and Service Level Agreement compliance.

Risk Register Table (2025-2030)

Risk Category	Description	Likelihood	Impact	Mitigation / Controls	Owner	Cross-Reference
Operational Delays	Cases exceed SLA cycle times, weakening deterrence.	Medium	High	- CMS alerts	MI/ML	KPI 1., KPI 2, KPI 3 Corporate Plan Priority 1.
				- SLA in staff contracts		
Backlog Persistence	Failure to clear 70% pre-2025 cases by 2027.	Low	High	- Wave-based clearance	MI	KPI 1.2; Road-map
				- Joint investigator-prosecutor teams		
External Interference	Political or institutional pressure undermines independence.	Medium	Very High	- Political neutrality protocol	OC	Strategic Outcome 6; Corporate Plan Section 6.3
				- Quarterly dashboards		
Resource Constraints	Budget cuts, staff attrition, or skill gaps.	Medium	High	- ±3% budget variance cap	MF/MCG	KPI 4, KPI 5 Strategic Pillar 4
Cyber & Data Breach	Compromise of digital evidence or CMS data.	Medium	Very High	- ISO 27001 protocols	MCG/IT	Focus Priority: Digital
				- Penetration testing		
Reputational Risk	Failure to show results reduces public trust.	Medium	High	- Public Trust Index (KPI 4.3)	MCG/Media	KPI 4.3; Corporate Plan Section 7
				- Quarterly dashboards		
Non-Compliance with UNCAC	Failure to meet international obligations.	Low	High	- MoUs with UNODC	OC	Strategic Plan Partnerships
				- Annual UN-CAC compliance review		
Audit & Oversight Gaps	Failure to implement audit recommendations.	Medium	Medium	- ≥95% implementation target by 2030	MCG/OU	KPI 4.5
Disaster / Disruption	Natural disasters or systemic shocks disrupt operations.	Low	High	- Continuity plan	OC	Strategic Plan Resilience
				- Redundant CMS backups		

Monitoring

Operational risks will be monitored through the Monthly Performance Board, while reputational and public trust risks will be tracked through the Quarterly Dashboard. Institutional independence and safeguards will be benchmarked annually through an external peer review.



Ensuring the people of Fiji live a life free of corruption

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