



your partner in progress



FIJI DEVELOPMENT BANK

Strategic Plan Mid-Term Review (2026)

Strategic Plan 2024 – 2028

“To remain sustainable in serving our customers while adapting to the changes in our environment.”

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At the forefront of change, inspiring our teams to deliver on our Strategic Plan.

Foreword

It is with great pride and optimism that I present the revised FDB Strategic Plan for the period 2024 – 2028.

This Plan marks a pivotal chapter in the Bank’s journey as we reaffirm our commitment to **inclusive, sustainable, and resilient development** across Fiji.

Guided by the principles of innovation, integrity and impact, this strategic plan is the product of extensive consultation, rigorous analysis, and a shared vision for Fiji’s future. It aligns closely with the Government’s National Development Plan and reflects our evolving role as a catalyst for sustainable economic transformation – particularly in underserved and emerging sectors.

A key evolution in this Plan is the expansion of our strategic

thematic areas from four (4) to five (5) encompassing Financial; Customers; Internal Business Processes; Organisational Capacity and the new inclusion of Sustainability, Social Impact and Development. These thematic areas serve as the foundation for our goals and initiatives (action plan), enabling us to respond effectively to the dynamic needs of our stakeholders and the broader Fijian economy.

In this cycle, we are pursuing new and diversified revenue streams to ensure long-term financial sustainability. These include the introduction of a housing loan portfolio, seed capital and equity funding initiatives possibly through the FDB Nominees, foreign exchange services, and lease finance through the Bank. These offerings are designed to meet the diverse financial needs of our customers while strengthening the Bank’s resilience and relevance in a dynamic economic environment.

Successful people **keep moving.** They make mistakes, but they don't quit.

Equally important is our renewed focus on empowering communities to realise their full commercial potential in line with our mandate. We are committed to supporting resource owners, faith - based organisations, cooperatives etc through tailored financial solutions. By unlocking the economic value of communal assets and fostering inclusive enterprise, we aim to catalyse sustainable livelihoods and shared prosperity.

We are also placing renewed emphasis on entrepreneurship within Fiji's underserved communities such as women, youth, people with disability and rehabilitated offenders, climate resilience, digital transformation, gender and social inclusion. These focus areas are not only timely but essential to building a future-ready institution that empowers communities and drives equitable growth.

As we move forward, the Bank will continue to strengthen its governance, enhance operational efficiency, and foster a culture of



Standing alongside our customers as trusted partners in growth.

learning and accountability. Our people remain our greatest asset, and we are committed to investing in their development to ensure we deliver on our mandate with excellence.

I extend my sincere gratitude to our Board, Management, Staff, Partners and Stakeholders for their unwavering support and contributions. Together, we are charting a bold and purposeful path – one that positions the Fiji Development Bank as a trusted partner in progress, shaping a prosperous and inclusive Fiji.

Let us move forward with confidence, collaboration, and a shared commitment to sustainable progress for Fiji.


Damend Gounder
BOARD CHAIRMAN

Acronyms and Abbreviations

ADB	Asian Development Bank	GDP	Gross Domestic Product
ADFIAP	Association of Development Financing Institutions in Asia and the Pacific	GEDSI	Gender Equity, Disability, and Social Inclusion
AFD	French Development Agency	HCI	Hyperconverged Infrastructure
AI	Artificial Intelligence	ICT	Information and Communication Technology
BMS	Business Management System	IFAD	International Fund for Agricultural Development
CBS	Core Banking System	ISP	Internet Service Provider
CEO	Chief Executive Officer	KOICA	Korean International Cooperation Agency
CIRA	Credit Information Reporting Agency	KPI	Key Performance Indicators
CSR	Corporate Social Responsibility	L&D	Learning & Development
DFI	Development Finance Institution	M&E	Monitoring & Evaluation
DR	Disaster Recovery	MSME	Micro, Small and Medium Enterprises
ERM	Enterprise Risk Management	N/A	Not applicable
FBFSEU	Fiji Bank & Finance Sector Employees Union	NPL	Non-performing Loans
FDB	Fiji Development Bank	PLP	Performing Loan Portfolio
FDB Act	Fiji Development Bank Act 1966	PPP	Public Private Partnership
FNPF	Fiji National Provident Fund	QTR	Quarter
FNU	Fiji National University	RBF	Reserve Bank of Fiji
FX	Foreign Exchange	TAT	Turnaround Time
FY	Financial Year	TOD	Talent and Organisational Development
GCF	Green Climate Fund	WAN	Wide-Area Network

About Us

The Fiji Development Bank (“FDB” or “the Bank”) was established on 1 July 1967 under the Fiji Development Bank Act 1966 (“FDB Act”). FDB is the only Government-owned financial institution and the only development Bank in Fiji, with its core business being initiating and delivering financial solutions with a focus on development.

FDB is an autonomous statutory body, the operations of which are controlled by the Board of Directors appointed by the Minister of Finance. FDB has had a long history of contributing to the development of the Fijian economy across many generations and continues to strive in achieving this.

FDB's market segment is segregated by its mandated and sustainable sectors. The mandated sector is derived from the FDB Act where the segment is defined as natural resources-based activities, transportation and other industries and enterprises. The Bank's sustainable sectors are in Wholesale, Retail, Hotels, Restaurants, Professional Business Services, Building, Construction, Private Individuals and Real Estate. These key market segments are further segregated by type of enterprise, namely Small, Medium Enterprises and Corporates. Positioning of the Bank within these

segments is defined according to location with emphasis on rural and semi-urban locations.

As a Government statutory body, FDB is sanctioned by the FDB Act primarily. However, since 2019, FDB has come under the Reserve Bank of Fiji (RBF)'s full supervisory oversight. Other regulations to be complied with include:

- Banking Act 1995;
- Exchange Control Act 1950;
- Financial Transactions Reporting Act 2004;
- Consumer Credit Act 1999;
- Income Tax Act 2015;
- Companies Act 2015; and
- Personal Property Securities Act 2017.

In 2017 FDB became the first development bank in the South Pacific to obtain accreditation from the Green Climate Fund (GCF) as a national Direct Access Entity. With the Direct Access Accreditation, FDB is able to blend GCF funding of up to US\$10 million per project with other financing instruments to provide the best and most affordable financing package, while also continuing to deliver on its primary mandate of contributing to the development of the economy's core focus areas.

As the Bank moves into a steady state of operations, it continues to build on its lean and agile institutional profile, which embeds the value of efficiency in both administration and operational activities. The Bank will strengthen its operational governance, internal capabilities, procedures and processes, control functions, and external engagement to deliver on its mandate in a transparent, responsive, and cost-effective way that reflects the Bank's revenues and cost structures. FDB recognises the importance of having in place good governance structures and processes that reinforce operational efficiency, accountability, transparency, high ethical standards, equality and good relations. The Bank's internal frameworks, including its committees, policies, and procedures, seek to embed the principles of good governance in all aspects of the Bank's work.

Culture

A motivated and engaged workforce is crucial to the success of any business. Therefore, a key obligation for the Bank is recognising and rewarding our people. Rewards are one form of incentive that can encourage our people to strive for that extra mile. The Bank will revive its tri-annual awards program (Chief Executive Officer's (CEO's) Employee Excellence Awards) which recognises our people in three categories: Individual Excellence, Outstanding Leadership, and Extraordinary Teamwork. This awards program is in addition to the

annual bonuses that may be available to eligible staff depending on the overall performance of the Bank. Other benefits implemented to improve staff benefit and well-being are:

- Medical insurance cover for all staff dependents; and
- Policy amendment for sick leave for staff on probation.

The Bank has revitalised the CEO Townhall in the third quarter of FY2025 which has provided a platform for leadership to share the Bank's updates, strategic plans, and address concerns directly with staff. This openness builds trust and ensures everyone is informed about the Bank's direction.

Staff Productivity

The Talent and Organisational Development (TOD) Division remains a driving force in fostering a culture of continuous improvement, enhancing staff satisfaction, and boosting overall productivity.

Through strategic investments in professional growth, the Bank has strengthened internal competencies and capabilities, equipping employees with the necessary skills to excel in their roles.

A comprehensive approach to staff development has been adopted, encompassing a variety of training initiatives. These include in-house programs covering technical expertise, behavioural competencies, leadership

development, policy understanding, and mandatory occupational health and safety training.

Additionally, employees have benefited from external training opportunities such as local and overseas development programs, workshops, and conventions specific to their areas of expertise – further contributing to operational efficiency and business growth.

Notably, the Bank has witnessed a marked improvement in the effectiveness of training delivery. By year-end, training uptake surged, enabling the organisation to exceed the recommended industry benchmark for average training hours per employee as per FNU guidelines for similar-sized institutions.

This achievement highlights the Bank's unwavering commitment to talent development and its dedication to fostering a high-performing workforce.

Moving forward, the TOD Division will continue to prioritise initiatives that elevate staff productivity, ensuring a motivated, skilled, and future-ready workforce that drives sustainable growth and success for the Bank.

Infrastructure

The Bank's operations increasingly rely on Information Communication Technology (ICT), it is, therefore, important to ensure that the Bank's information system adequately supports the Bank's core

business areas of lending as well as its entire operation.

For FDB, ICT plays the following vital and strategic functions:

Operational Efficiency – Automation of processes reduces human error and processing time, workflow management systems ensure that projects are tracked, reviewed, and completed efficiently.

Data Management and Decision Support – FDB handle vast amounts of data related to economic indicators, project performance, and financial metrics. IT enables data analytics, forecasting, and risk assessment to support evidence-based decision-making.

Financial Inclusion – ICT supports digital platforms that can reach underserved populations or regions, promoting inclusive development. For example, mobile banking or online loan applications can help small businesses access finance more easily.

Collaboration and Knowledge Sharing – Cloud-based platforms and communication tools facilitate collaboration across departments, regions, or with external stakeholders like governments and private entities.

Cybersecurity and Risk Management – Development banks must protect sensitive financial and personal data. It enables the implementation of strong

cybersecurity frameworks, reducing vulnerability to cyber threats.

A Robust and Resilient IT Infrastructure is crucial in today's technology and digitally-driven world, especially for a Bank like us. At FDB we measure robust and resilient infrastructure using key measurable parameters like Business Continuity and Disaster Recovery, Cybersecurity, Data Protection, Scalability, Flexibility Performance and Reliability.

The following are some of the notable innovative initiatives and projects undertaken in the infrastructure area of our operation:

Infrastructure Capacity Upgrade – the upgrading of Wide Area Network (WAN) Infrastructure capacity by increasing the inter-Branch bandwidth two-fold, upgrading the dedicated Internet links to all three of our telecommunication providers TFL, Vodafone and Digicel resulting in significant connectivity performance. This upgrade is timely in preparation for the new core banking system anticipated to go live by end of 2025. It is also an essential requirement for the adoption and transitioning to the cloud-hosted application model like MS365.

Offsite Disaster Recovery (DR) Upgrade and Replication – upgrading of the offsite Disaster Recovery (DR) Infrastructure by implementing a truly high-availability co-

location with TFL through a 100M link to their DR site in Valelevu. This enables the Bank to replicate its mission-critical data and applications in real-time in its secondary data centre.

Office 365/Cloud Computing Roll-out – successfully trialled and implemented a Microsoft 365 pilot project which is currently being rolled out gradually across the Bank to migrate every user to cloud applications as supposed to the traditional on-premises mode of operation. Microsoft 365 includes high-end collaboration platforms like Exchange and SharePoint.

These upgrades were timely and provided the Bank with an ideal platform to provide staff with the work-from-home option during the peak of the pandemic.

New Firewall System – The Bank successfully proposed and implemented a two-tier firewall system to protect and secure both the edge/peripherals network as well as internal mission-critical applications.

New Data Centre – The Bank committed to a significant investment in a brand new modern high-capacity datacentre based on the new hyperconverged infrastructure (HCI) replacing the previous legacy blade server system. HCI is the modern way of building and managing data centres using software that combines the three main parts of traditional IT – storage,

computing (servers), and networking – into one system as supposed to the traditional datacentre where there is a separate system for storage, servers, and networking that requires separate setup and management. With HCI, datacentre management is simplified, scalable, cost effective and fast.

Integrated ISP Connection – Since transitioning to the cloud mode of operation with MS365, internet capacity is paramount for stable, uninterrupted connectivity. The need for multiple ISP vendors terminating at our network ensures business continuity to fail-over should one source/link become unavailable.

Desktop to Laptop Replacement – Traditional desktop form factor is increasingly being replaced with portable and mobile Laptops to boost productivity and mobility for our frontline sales team.

Microsoft SharePoint & Teams – The Bank has streamlined operations by centralizing document management, enhancing security, and improving collaboration and access. The successful migration from shared drives has added value through version control, workflow automation, and remote accessibility. Teams is now the Bank's standard platform for communication and collaboration, offering integrated tools for meetings, file sharing, and workplace organization—in a secure, centralised environment.

Systems Development

The Systems Development team's major responsibilities include BMS end-user support and process automation re-engineering. There were a lot of process automation and re-engineering requirements from the Bank which the team collaborated with relevant Departments and delivered according to scope. These include Online Loan Applications, Online Customer Statements, Appraisal, Reports, Incident Reporting, Help Desk, Conflict of Interest, Online Recruitment, TNA Automation, FDB Customer Survey, Centralised Contract Management System, CEO's Excellence Award and the CEO Key Statistics Dashboard.

Business Relationships Structure

A revised focus on inclusiveness, responsiveness to both staff and customers needs, as well as being impactful whilst remaining sustainable and resilient in light of the evolving market called for a fit-for-purpose organisation structure. One that is intentionally designed to align with the FDB's mission, strategy, and operating environment, ensuring that the right people, processes, and systems are in place to deliver on its objectives effectively and efficiently.

Customer Relationships

Our customers are the Bank's most valuable stakeholders. The focus on building the business-client relationship lies in ensuring that the products we

offer continue to be relevant to the needs of our customers. The Bank strives to maintain the highest level of customer service.

Despite all efforts we make, there are always things that can go wrong, unforeseen events, misinterpretations of the agreements made, human errors and various other reasons that can affect a customer's perception about the quality of service or the attention they receive. Every effort will continuously be made to exceed customer expectations.

Therefore, the Bank consistently identifies the parameters that trigger customer satisfaction or dissatisfaction and ensures appropriate action is implemented.

Partner Relationships

There are different types of strategic partnerships, but they all share one common goal of finding ways to grow or develop business and act as growth levers. The formulation of flexible partnerships provides systems for sharing information, talking about possible actions and deciding what to do about unexpected events. Creating such a culture positions the Bank to expand its target market, strengthen the Bank's reputation, and scale up business and portfolio growth for the Bank.

The Bank's internal partnerships and strategic alliances include but are not limited to:

- Board and EXCO;

- Line chief officers and their respective centres;
- Special appointed committees and task forces;
- Staff sports and social club; and
- Staff in their respective social and religious groups.

The Bank's external partnerships and strategic alliances include but are not limited to:

- Association of Development Financing Institutions in Asia and the Pacific (ADFIAP);
- Credit Information Reporting Agency (CIRA);
- Fiji Bank & Finance Sector Employees Union (FBFSEU);
- French Development Agency (AFD);
- Government of Fiji and its various Ministries and Departments such as Ministry of Finance, Ministry of Forestry, Ministry of i-Taukei Affairs, Ministry of Agriculture, Department of Energy, Ministry of Environment and Climate Change;
- Green Climate Fund (GCF);
- International Fund for Agricultural Development (IFAD);
- Korea International Cooperation Agency (KOICA);
- Reserve Bank of Fiji and other respective committees on which FDB serves; and
- Visa International.

Market Share

The market share of the Bank for the 2024 fiscal year was as follows:

Banking Market	FDB \$M	Commercial Banks (CB) \$M	Credit Institutions \$M	Fiji Total \$M	FDB as %of Fiji Total
Total	464.4	9,084.5	750.5	10,299.4	4.5

FDB share of the domestic banking market was 4.5%. Agriculture lending continues to be the Bank’s priority, however, Public Enterprises lending ranked highest in market share with \$95.0M while lending in the agriculture sector was at \$71.4M.

Market Segment

The Bank’s market segments comprise of its mandated and sustainable sectors. Over the past 10 years, the Bank has successfully lent under its mandated sectors showing positive growth for the Natural Resources, Enterprises, Other Industries and Transportation sectors.

The growth under the Natural Resources sector was attributed to increased lending under the Mining and Quarrying sector while fluctuating movements were noted under the Agriculture and Electricity, Gas and Water sectors.

The Other Industries sector growth has been supported by growth in the Building and Construction sector while the Manufacturing sector has noted a cyclical growth trend but presents an excellent opportunity during this strategic plan period.

The Enterprises sector particularly in terms of Small & Medium Enterprises has seen the largest growth under the Professional and Business Services sector. There is opportunity to grow

lending to the Wholesale, Retail, Hotels and Restaurants sector as well.

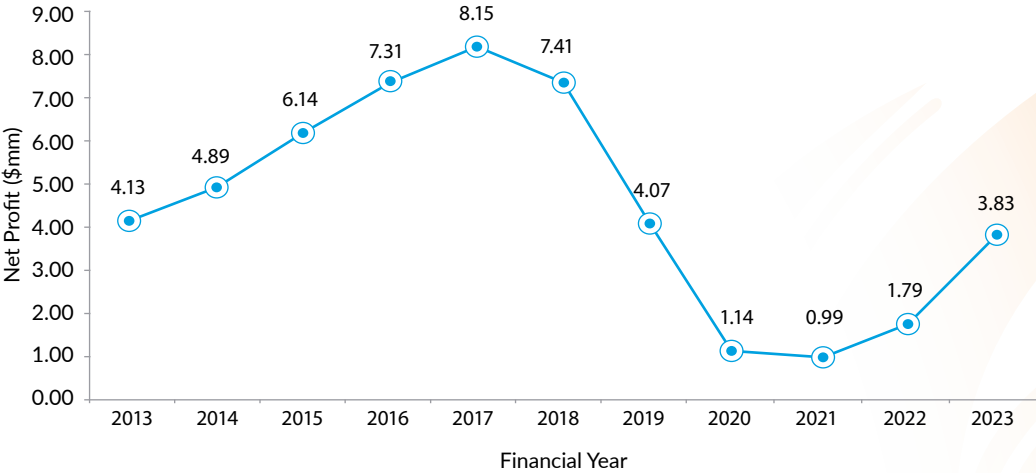
Financial Performance

The overall financial performance of the Fiji Development Bank in 2023 has been commendable, reflecting the Bank’s strong commitment to its objective of promoting sustainable economic development in Fiji.

Despite the challenging global economic landscape, the Bank has demonstrated resilience and achieved significant milestones throughout the year. A net profit of \$3.83 million was recorded during the year, an increase of 114% from the previous year. The positive results can be attributed to prudent risk and financial management practices, effective utilisation of resources and the collective effort of our employees.

Overall, the Bank’s financial performance in 2023 showcases its sound financial health and its pivotal role in fostering economic growth and prosperity in the nation.

Net Profit for 2013 - 2023



Bringing our services closer to you – our team supporting customers at the Roadshow.

From the Bank’s 2023 Performance and with the implementation of the National Development Plan in 2024, the Bank has tweaked its strategies to not only align to the National Development Plan but also adhere to the situational analysis and enhance its financial performance while ensuring long-term success and stability.



Focused discussions driving corporate growth.

Strategic Intent



Goals

The success of the Bank depends on the commitment and passion of the staff. It is significant for the staff, management, and Board to integrate and look at the future of what we want to do and how the Bank will perform in the next 3 years. Alignment to the realisation of the 5 strategic themes and attainment of the intended outcomes sets

a strong platform towards sustainability given the evolving market.

The strategic themes (pillars) below have specific goals and intended outcomes that drive the bank to accomplishing its vision: ***“To be a dynamic financial services provider in the development of Fiji”***

Strategic Theme	Goal	Output	Intended Outcome
Financial	Achieve sustainable business growth.	Implementation of measures to diversify revenue and funding bases as well as manage operational costs.	Improved financial metrics that achieve long-term financial stability against evolving market dynamics.
Customers	Offer a seamless customer journey.	Creation of a distinct customer service experience.	Customer excellence through improved customer retention and growth in market share.
Internal Business Process	Operational efficiency.	Launching of a new products and services range, completion of the digital transformation roadmap and implementation of flexible core processes.	Improved operational efficiency reflected in speed of execution of the Bank’s mandated activities.
Organisational Capacity	Foster organisational development.	Implementation of initiatives that enhance FDB as a ‘knowledge-worker development bank engaged in continuous learning.	Enhancement in the performance of individuals, teams and the Bank as a whole.
Sustainability, Social Impact and Development	Support eco-inclusive growth to align to the Fiji National Development Plan.	Implementation of initiatives to increase finance to climate resilience projects including through public-private partnerships (PPPs), as well as lending initiatives to underserved regions and groups.	Ecological sustainability across ecosystems—land and sea and positively contribute to the sustainable development of the people of Fiji.

Strategies



Working together with regional partners to drive sustainable development and climate resilience.

FDB will focus on fostering inclusive economic growth, enhancing customer service, and promoting sustainability. This plan aligns with Fiji's national development objectives and addresses the evolving needs of its diverse population.

With its goal to remain sustainable in serving customers while adapting to environmental changes. The overarching objective is to realize the bank's full potential and better fulfill its mission to serve the people of Fiji.

FDB is committed to providing comprehensive support and tailored solutions to micro, small, and medium enterprises (MSMEs), agriculture, and women-owned businesses, recognizing their pivotal role in Fiji's economic prosperity.

Within the next three (3) Financial Years, FDB will undertake an activity to

realign our targets and markets to the **Fiji National Development Plan** and ensure that they are realistic for our current operations and capacity.

The bank is embracing a digital agenda to ensure services remain accessible, secure, and responsive to the evolving needs of customers, fostering a more inclusive and technologically adapt financial ecosystem.

FDB has integrated GEDSI principles into its operations to promote equality and ensure equal access to financial resources and opportunities for all segments of society.

Through these strategic initiatives, FDB aims to strengthen its role in Fiji's development agenda, ensuring that its services contribute to a more equitable, inclusive, and sustainable economic landscape.

Strategies

Thematic Area 1 – Financial Strategies

1. Diversify and maintain/retain revenue base
2. Diversify funding base
3. Manage cost

As a development bank, we recognise the need for sustainable business growth as this ensures the Bank remains viable and profitable over time. This stability is crucial for our portfolio as well as the broader Fijian economy.

We will firstly undertake an activity to **realign** our targets and markets to the **Fiji National Development Plan** and ensure that they are realistic for our current operations and capacity.

To diversify and retain revenue base, we will review and **re-launch** our **loan product menu**. This will involve reviewing all our existing loan products to identify ones that require redesign or expansion as well as opportunities for new loan products. To ensure these are aligned to the markets and our mandate, we will market test before launching both new and re-developed products.

We will then undertake a **review** of our **pricing spread** to ensure pricing versus disbursement targets are appropriate and aligned to the renewed loan product menu.

We will also improve on our **management of delinquent accounts**. We will control and reduce delinquent accounts with us by implementing acceptable risk measures and collection targets for loan officers, as well as exploring the establishment of interest-bearing sinking fund accounts that will provide a strategic financial reserve for us.

To pursue **syndicate lending partnerships**, we will firstly undertake thorough market research to identify potential banks and development financial institutions that have complementary and shared interests in particular sectors. We will also leverage our private sector partnerships to create a broader value proposition.

Description	Benefit	Dependencies	Risk
This strategy encompasses initiatives that ensure long-term financial sustainability against evolving market dynamics.	High <ul style="list-style-type: none">Assists with the long-term financial sustainability of FDB as an organization.Reduces reliance on loan interestIncrease competitivenessManages credit risk and cash flow.	No specific dependencies on other strategic pillars.	High <ul style="list-style-type: none">Products not fit for market resulting in low uptake.Regulatory delays.Misaligned objectives with partners.



Funding Quality soil today for greener futures tomorrow.

Strategies

Thematic Area 2 – Customer Strategies

1. Generate unique customer service experience
2. Implement customer retention and acquisition

Overall, a seamless customer journey is integral to operational success and long-term growth, as well as fostering customer loyalty, efficiency and creating a positive reputation.

We will develop and implement a comprehensive marketing strategy that includes targeted marketing campaigns, digital marketing, and traditional marketing. Our goal is to raise the public profile of the Bank and attract more customers effectively.

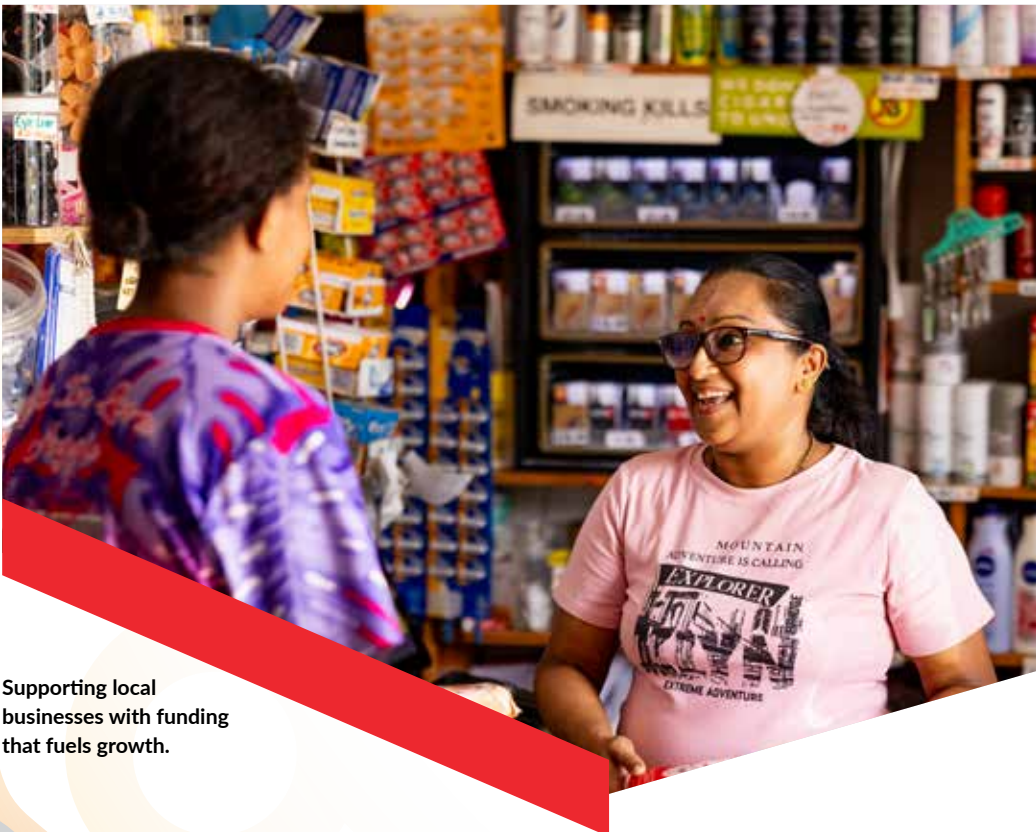
To generate a unique customer service experience, we will review all existing end-to-end customer service processes against leading practice methods to enhance efficiency. Where feasible, we will leverage technology to redesign and document workflows to improve turnaround time without compromising quality. Additionally, we will ensure that any changes are appropriately communicated both internally and externally.

We intend to manage and improve our customer retention. We will do this by maintaining regular engagement with our customers through various channels as well as organize events and webinars to provide information and networking opportunities. Moreover, we will also develop a customer feedback platform to continuously collect customer insights and identify areas of improvement, ensuring feedback is addressed as soon as possible.

To enhance sustainable financial impact to customers/community & economy, FDB will promote an Inclusive business models and that is engaging underserved communities as producers or consumers embeds social value into business operations.

To reward the loyalty of our customers, we will also explore the implementation of loyalty programs by undertaking a cost-benefit analysis of introducing such a program.

Description	Benefit	Dependencies	Risk
This strategy covers the development and implementation of initiatives to create a distinct customer service experience to retain customers and grow our market share.	High <ul style="list-style-type: none">Improves customer satisfaction.Increases likelihood of repeat customers.Positive perception of the FDB brand.Increase in generation of revenue.	No specific dependencies on other strategic pillars.	Low <ul style="list-style-type: none">Employee resistance to change.Lack of consistency across all customer service channels.Ineffective management of customer expectations.



Supporting local businesses with funding that fuels growth.

Strategies

Thematic Area 3 – Internal Business Process Strategies

1. Product and service development
2. Digital transformation
3. Develop flexible processes

We operate in a dynamic and ever-evolving business environment, with technology serving as a major catalyst for change. To remain competitive and effective, we recognise the need for continuous improvement of our internal processes.

To stay relevant, we will **revamp** our **current operating model** to determine an efficient cost structure for the Bank, including branch structure, operations, new products, personnel and technology costs. We will identify potential areas for improvement and develop a cost reduction plan.

To develop efficient and flexible processes, we will review **current policies, procedure manuals, process maps and frameworks to streamline process** and identify gaps and misalignment with leading practice and regulatory requirements. We will then implement initiatives to address these which may include the development of new governing policies, procedures or processes.

In particular we will develop an accessible policy register that will centrally store all updated policies, procedures and processes.

With technology being at the forefront of change, we will utilise artificial intelligence to enhance service delivery. These are to support a robust technological ecosystem for the Bank, including an automated loan cycle for seamless service delivery aligned to our revamped operating model.

To expand the development of our products and services, we will explore transforming the Bank into a regional development bank. We will evaluate the costs, practicality and potential for success of such a transformation as the study will look into an array of factors that include market analysis, economic / financial viability, regulatory / legal considerations and FDB’s institutional capacity and readiness.

Description	Benefit	Dependencies	Risk
This strategy covers the development and implementation of initiatives to increase automation and streamline decision-making to realize our mandate.	High <ul style="list-style-type: none">Increased efficiency of day-to-day operating activities.Alignment with leading practices.Enhanced quality of services provided to customers.	No specific dependencies on other strategic pillars.	Medium <ul style="list-style-type: none">Adopting technology not-fit-for-purpose.Poor project management and implementation of new technology.Employee resistance to change.Frameworks not being fully applied and utilised.



Harvesting sunlight,
growing futures.

Strategies

Thematic Area 4 – Organisation Capacity Strategies

1. Grow our people to meet current and future needs
2. Implement a learning mindset that supports our vision
3. Instill value-based leadership and culture
4. Provide competitive staff welfare and benefits
5. Enhance Employee Value Proposition
6. Build internal capacity and culture to proactively manage reputational risk

Our overall brand and the internal structures that support it are important components in ensuring we have the ability to execute our services for our customers.

To begin with, we will conduct an audit of our brand to assess our current brand identity, including visuals (such as our logo), messaging and target audience perceptions. We will then undertake a brand refresh in consultation with our stakeholders, whereby the redefined branding will be aligned to the FDB mandate and launched with the public.

We will focus on reviewing and developing human resourcing structures that support the Bank. We will **undertake an organisational structure review** to ensure FDB is driven by its mandate as well as outcome-oriented. The restructure is expected to highlight position gaps and needs, streamlining roles if needed as well as realigning to the requirements of this new strategy.

Following this, we will develop and implement a **Learning & Development framework** to address training and capacity building requirements across the Bank such as technical, leadership, soft and productivity skills, ensuring that Learning & Development KPIs are also assigned across all staff levels. We will also **improve the performance management measures** of our staff by enhancing the **competency framework** to ensure it captures the core, role-specific and behavioral competencies that are required to foster a high-performing culture within the Bank.

We will **enhance our corporate social responsibility (CSR)** by developing and implementing a fresh and relevant CSR program, ensuring there is engagement across the entire Bank in our efforts to give back to our community.

We will acknowledge that our people are our greatest asset. Their talent, dedication and commitment to excellence are the

foundation of our services we deliver to our customers. Our people initiatives will ensure we maintain a highly motivated and engaged workforce with individuals that are proud to work with us.

A comprehensive **review of all staff benefits** will be conducted to understand the current state and benchmark against industry standards to identify room for improvement. We will then improve our range of benefits to ensure that our reward practices are competitive and fair.

We will also develop and implement a **staff recognition** program including activities such as the annual staff spotlight night and the reintroduction of the internal quarterly newsletter.

To **foster consistent staff engagement**, we will conduct quarterly divisional roadshows, with chief officers and operation staff visiting branch staff across the nation to build better connections and enhance visibility. We will also conduct quarterly Bank-wide town halls to enhance staff engagement as well as to keep open communication on updates of the Bank.

We will continue to implement an annual **employment engagement survey** to give our staff the opportunity to provide honest feedback about their experiences and perspectives as well as identify areas of improvement.



More than service
— it's about people,
trust, and community

Description	Benefit	Dependencies	Risk
This strategy covers the development and implementation of initiatives to ensure our brand promise is consistently delivered and build a resilient and high-performing Bank and covers the development and implementation of initiatives to maintain a healthy, motivated and productive workforce.	High <ul style="list-style-type: none">Stronger brand recognition and credibility.Better workforce planning and governance.Being known as the employer of choice.Improved stakeholder engagement.Boost in staff morale and pride in working for the organization.Strengthened culture of appreciation, teamwork and productivity.Enhanced talent attraction and retention.	No specific dependencies on other strategic pillars.	Medium <ul style="list-style-type: none">Resistance to change from staff.Operational disruptions brought about in the transition.Loss of trained staff.Lack of staff participation on initiatives.Inconsistent application of staff recognition resulting in perceived favoritism.



New look, same commitment — working together to deliver excellence.

Strategies

Thematic Area 5 – Sustainability, Social Impact and Development Strategies

1. Reduce operational carbon footprint
2. Support climate adaptation projects
3. Reduce disparities by region and socio-economic status
4. Align with National Development Plan

The Bank is committed to advancing Fiji's climate resiliency and sustainability goals through impactful projects that promote environmental stewardship for a sustainable economic development. In doing so, the Bank will pursue an investment portfolio that supports Fiji's transition towards a sustainable, low-carbon, and climate-resilient economy as specifically articulated in the Fiji National Development Plan. Recognising the urgent need to address climate change and its associated impacts, FDB is enhancing its financial products to support initiatives in electric mobility, renewable energy, and climate change adaptation.

The Bank is mandated to create opportunities through its lending to start-up businesses, expanding businesses, funding manufacturing businesses or creating attractive benefits to support agriculture (fisheries & forestry included). This strategic plan is creating a dedicated focus on the social impact and development perspective so as to ensure there is impactful interventions by the Bank.

Description	Benefit	Dependencies	Risk
This strategy covers the development and implementation of initiatives that focuses on environmental impact, green and blue financing, and climate resilience particularly for the vulnerable communities. and also focuses on impacting the livelihood of the people of Fiji.	High <ul style="list-style-type: none">• Support Fiji's Nationally Determined Contribution (NDC).• Create opportunities for employment.• Resilient Fiji.	<ul style="list-style-type: none">• Thematic area 4 – restructure for 'fit-for 'purpose'.• Regulatory changes.	Medium <ul style="list-style-type: none">• Lack of climate finance & project finance skills set.• High cost of funds/foreign exchange risk.• Increasing non-performing loan.• Focus on traditional lending structuring.• High interest rate.



Teamwork in action at the roadshow.

THEMATIC AREA 1 – FINANCIAL

Goal – Achieve Sustainable Business Growth								
Strategy	Action Plan	Measures	Time Frame					Implementing Responsibility
			2024 (actual)	2025 (projected)	2026 (budget)	2027 (projected)	2028 (projected)	
FS 1 Diversify revenue base	1. Maximise traditional revenue sources by creating business from existing and new customers.	a). Net traditional income growth	i.a). \$28,691 M	ii.a). \$30,639 M ↑ by 6.79%	iii.a). \$26,147 M	iv.a). \$33,815 M ↑ by 29.34%	v.a). \$35,682 M ↑ by 5.52%	ALL
		b). Return on assets	i.b). 0.71%	ii.b). 1.19% ↑ by 67.6%	iii.b). 1.17%	iv.b). 1.36% ↑ by 16.24%	v.b). 1.46% ↑ by 7.4%	
		c). Return on gross loan portfolio	i.c). 6.88%	ii.c). 7.07% ↑ by 2.76%	iii.c). 6.57%	iv.c). 7.98% ↑ by 25.27%	v.c). 8.49% ↑ by 6.39%	
		d). Return on equity before provision	1.d). 9.99%	ii.d). 11.41% ↑ by 14.22%	iii.d). 8.44%	iv.d). 11.64% ↑ by 37.91%	v.d). 11.64% constant with FY2027	
	2. Review pricing spread.	a). Completion of pricing spread review	i). Six-monthly pricing review	ii). Six-monthly pricing review	iii). Pricing spread review completed	iv). 100% new pricing spread implemented	v). Normal review to continue	CFO
	3. Maximise non-traditional revenue sources by creating business from existing and new customers (rent, investment, insurance commission, bad debt recovery, leasing etc.	a). Net non-traditional income growth	i.a). \$6,249 M	ii.a). \$6,411 M ↑ by 2.59%	iii.a). \$11,265 M	iv.a). \$6,591 M ↑ by 41.49%	v.a). \$6,661 M ↑ by 1.06%	ALL
		b). Term deposit portfolio – small tickets deposit.	i.b). Term Deposit – minimum amount reduced from \$40,000 to \$25,000.		iii.b). New Term Deposit - \$50 M	iv.b). New Term Deposit \$75 M	v.b). New Term Deposit \$100M	CFO (ALCO)
		c). Foreign exchange services	i.c). Formal request to implement Foreign Exchange Services issued to RBF and response awaited.		ii.a) Prepare Scope Management Plan until launch in 2028. ii.b). Obtain RBF requirement to implement FX Services. ii.c). Attend to due diligence. ii.e). Feasibility study completed and RBF approval obtained.	iii.a). Formalise findings of feasibility study in readiness for launch in 2028.	v.a). Obtain approval and launch.	COO ¹
		d). Leasing Facility Launched	New Action plan effective FY26		ii.d) Reintroduce Leasing Facility.			COO ¹
	4. Maximise Net Profit.	a). Profit Target	i). \$5.5million	ii). \$6.0million ↑ by 9.09 %	iii). \$6.5million	iv). \$7.1million ↑ by 9.25%	v). \$7.7million ↑ by 8.45%	ALL

¹ COO (Product & Policy) takes lead role in collaboration with CFO (Treasury).

THEMATIC AREA 1 – FINANCIAL

Goal – Achieve Sustainable Business Growth

Strategy	Action Plan	Measures	Time Frame					Implementing Responsibility
			2024 (actual)	2025 (projected)	2026 (budget)	2027 (projected)	2028 (projected)	
FS 2 Diversify funding base	1. Access cheaper funds – both locally and overseas and partner with international agencies to co-finance eco-inclusive growth which may include themed bonds (green/blue), funding through GCF. Partner with international climate/sustainable funds or development partners to co-finance eco-inclusive growth.	a). No. of new funding sources engaged	i.a). 1 agreement signed	ii.a). 1 agreement signed	iii.a). 1 new funding source agreement signed	iv.a). 1 new funding source agreement signed	v.a). 1 new funding source agreement signed	CFO ²
		b). Savings account for the customers and the public.	i.b). To get the necessary approval from RBF to start savings accounts.		ii.a). Prepare Scope Management Plan until launch in 2028. ii.b). Obtain RBF requirement to accept Savings Deposit. ii. c). Attend to due diligence ii.d). Feasibility study completed	iii.a). Formalise findings of feasibility study in readiness for launch in 2028.	iv.a). Obtain approval and launch.	COO ³
	2. Establish relationships for syndicate lending partnerships.	c). No. of lending partnerships established.	iii.a). 2 syndicate lending partnerships with banks established for PPP iii.b). 2 lending partnership leveraging private sector financing.					CRSO
	3. Access cheaper funds through RBF.	a). Low COF	i). Maximise borrowing from funding source available	ii). Maximise borrowing from funding source available	Acquire from RBF: iii.a). Housing Facility \$50M to support FDB Housing Loan. iii.b). \$100m for import substitution ⁴ .	iv.a). Maximise borrowing from funding source available	v.a). Maximise borrowing from funding source available	CFO (ALCO)

² CFO (Treasury) take lead responsibility based on recommendation from CIO, CRO (CEF), and CRSO.

³ COO (Product & Policy) takes lead role in collaboration with CFO (Treasury).

⁴ This \$100m is geared towards supporting commercial farming, renewable energy etc that is geared towards import substitution.

THEMATIC AREA 1 – FINANCIAL

Goal – Achieve Sustainable Business Growth								
Strategy	Action Plan	Measures	Time Frame					Implementing Responsibility
			2024 (actual)	2025 (projected)	2026 (budget)	2027 (projected)	2028 (projected)	
FS 3 Manage cost	1. Operate within the budgeted levels.	a). Overall expenditure does not exceed the budgeted level.	i). Prudent stewardship and planning for operational effectiveness.					ALL
	2. Achieve Collection Target.	a). Improved collection rate	i) 77% collection rate achieved of the 80% target.	ii). 80% and above collection rate	iii.a). 80% dues collection rate. iii.b). 100% overdue collection on PLP. iii.c). Less than 3 NPL migration accounts per officer	iv.a). 85% dues collection rate iv.b). 100% overdue collection on PLP iv.c). Less than 3 NPL migration accounts per officer	v.a). 90% dues collection rate v.b). 100% overdue collection on PLP v.c). Less than 3 NPL migration accounts per officer	CRSO and CRO ⁵
		b). Maintain regulated NPL Ratio	i). 18% NPL ratio achieved of the 10% target	ii) NPL 10% of total portfolio	iii). NPL 10% of total portfolio	iv). NPL 10% of total portfolio	v). NPL 10% of total portfolio	CRO and CRSO
		c). No. Field visits including agency visitation.	New action plan effective from 2026		i). Visit 100% of accounts over 30 days arrears.			CRSO
	3. Monitor operating expenses e.g. staff cost and fleet cost.	a). Operational Self Sufficiency Ratio	i.a). 2.12	ii.a). 2.44	iii.a). 1.79	iv.a). 2.43	v.a). 2.40	ALL
		b). Loan Portfolio Self Sufficiency Ratio	i.b). 1.74	ii.b). 2.01	iii.b). 1.25	iv.b). 2.04	v.b). 2.02	CRSO
		c). Total Operating Cost to Total Gross Income	i.c). 1.74	ii.c). 2.01	iii.c). 0.45	iv.c). 2.04	v.c). 2.02	ALL

⁵ CRO responsible for Asset Management Portfolio collection. CRSO is lead for the Branch portfolio collection.

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey

Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 1 Generate unique customer service experience	1. Analyse and connect with channel partners such as our external stakeholders, and the value chain concept anchors.	a). Number of support partners formalised through MOU.	i.a). At least one 1 SME per financial year.	ii.a). At least one 1 SME per financial year.	iii.a). 1 Farmer Support group/1 SME group/1 Corporate support group established and working with the Bank for business referrals per annum.	iv) 1 Farmer Support group/1 SME group/1 Corporate support group established and working with the Bank for business referrals per annum.	v). 1 Farmer Support group/1 SME group/1 Corporate support group established and working with the Bank for business referrals per annum.	COO (Product and Policy)
			ii.b). 1 Farmer Support group/1 SME group/1 Corporate support group established and working with the Bank for business referrals per annum.	ii.b). 1 Farmer Support group/1 SME group/1.	ii.c). Corporate support group established and working with the Bank for business referrals per annum.			
				ii.d). Establish Business Partnerships with Stakeholders	iii.b). Review the Impact of existing MOUs, Legal to have expiry dates in MOU. E.g. unclaimed monies with RBF			
		b). Number of value chains under the mandated sectors created.	i.a). Implement 1 Value Chain concept per annum. i.b). Focus on new product development with simplified requirements. i.c). 1 partnership established (agreement signed per annum) i.d). No. of new customers retained (at least 3% take on further loan).	ii.a). Focus on new product development with simplified requirements.	iii). Minimum 1 new value chain established.			COO (Product and Policy)

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey

Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 1 Generate unique customer service experience	2. Create a clear roadmap for public-private partnerships (PPP).	a). Roadmap for PPP identified.	i). New action plan effective from FY 26		ii). Roadmap for PPP developed and implemented.	iii). Roadmap for PPP reviewed and implemented.	iv). Roadmap for PPP reviewed and implemented.	COO (Product and Policy)
	3. Meet customers regularly for better relationships.	a). Effective response to Customer Complaints, enquiries, and compliments.	i). To reduce customer complaints by 5%	ii). To reduce customer complaints by 5%	iii). Meet Complaints Policy TAT.	iv). Meet Complaints Policy TAT.	v). Meet Complaints Policy TAT.	ALL
		b). Increase in referrals from existing customers.	i.a). Increase current market share – Agriculture by 3%	ii.a). Increase current market share – Agriculture by 3%	iii.a). Increase current market share by 0.20% (\$570M) a 4.5% growth of FY 25 Loan portfolio.	iv.a). Increase current market share by 0.20% (\$570M) from 4.5%.	v.a). Increase current market share by 0.20% (\$570M) from 4.5%.	ALL
			ii.b). Develop yearly marketing plan (FY 2024).	ii.b). Develop yearly marketing plan (FY 2024).	iii.b). Review marketing strategies by 10% growth from existing customer base and new by 20%.	iv.b). Review marketing strategies. - by 10% growth from existing customer base and new by 20%	v.b). Review marketing strategies. - by 10% growth from existing customer base and new by 20%.	COO (Marketing)

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey

Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 1 Generate unique customer service experience	3. Meet customers regularly for better relationships.	b). Increase in referrals from existing customers.	ii.b). Develop yearly marketing plan (FY 2024).	ii.b). Develop yearly marketing plan (FY 2024).	iii.c). Explore loyalty programs ⁶ - 1 Customer function and 3 Impactful Project Completion Acknowledgement.	iv.c). Explore loyalty programs - 1 Customer function and 3 Impactful Project Completion Acknowledgement.	v.c). Explore loyalty programs - 1 Customer function and 3 Impactful Project Completion Acknowledgement.	COO (Marketing)
					iii.d). Helpdesk established at every regional office	iv.d). Helpdesk established at every regional office	v.d). Helpdesk established a every regional office	CRSO
		c). Improved customer turnaround time	New Action Plan effective from FY 26		i.a). Secured loan TAT <25 working days from Application to Disbursement stage.	iii.a). Secured loan TAT <25 working days from Application to Disbursement stage.	iii.a). Secured loan TAT <25 working days from Application to Disbursement stage	ALL
					i.b). Unsecured loan and leasing TAT < 24 hours from Application to Disbursement stage	iii.b). Unsecured loan and leasing TAT < 24 hours from Application to Disbursement stage	iii.b) Unsecured loan and leasing TAT < 24 hours from Application to Disbursement stage	

⁶ Mktg and Events activity to be considered include but not restricted to customer cocktail; recognising completion of projects by advertising completion (thanking all players such as FRA; Water Authority; Borrower; Ministry of Environment) and FDB's funding; long serving customers for instance could be acknowledged at cocktails).

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey

Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 1 Generate unique customer service experience	3. Meet customers regularly for better relationships.	d). Customer survey	i.a). Conduct annual customer surveys. i.b) Monitor customer survey ratings and aim for better ratings.	ii.a). Conduct annual customer surveys. ii.b). Monitor customer survey ratings and aim for better ratings.	iii.a). 30% of clients surveyed. iii.b). 70% customer satisfaction rate	iv.a). 40% of clients surveyed. iv.b). 80% customer satisfaction rate	v.a) 50% of clients surveyed. v.b). 90% customer satisfaction rate	COO (Marketing)
	4. Deliver consistent and regular product and industry specific educational information.	a). Number of followers and views on the educational activities undertaken.	i). Implement online ads to increase number of views and likes by 3% on FDB online platforms	ii). Implement online ads to increase number of views and likes by 3% on FDB online platforms	iii). Increase Followers from 46,000 to reach 100,000)	iv). Increase Followers to reach 100,000	v). Increase Followers to reach 100,000	COO (Marketing)
	5. Conduct communication and awareness sessions designed to change attitudes that constrain the financial empowerment of women, youth, People with Disability (PWD), Rehabilitated Offenders.	a). Number of awareness sessions conducted for Women, Youth, People with Disability, Rehabilitated Offenders Groups.	i.a). At least 4 sessions per annum.	ii.a). At least 4 sessions per annum.	iii.a). At least 4 sessions per annum.	iv.a). At least 4 sessions per annum.	v.a). At least 4 sessions per annum.	COO ⁷

⁷ Please obtain GESI Communications Strategy Plan from Manager CEF and collaborate with CEO (Strategic Plan Officer) in terms of the Bank's rebranding action plan.

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey

Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 1 Generate unique customer service experience	5. Conduct communication and awareness sessions designed to change attitudes that constrain the financial empowerment of women, youth, People with Disability, Rehabilitated Offenders.	b). Number of Communications issued.	i.b). At least 4 communications per annum.	ii.b). At least 4 communications per annum.	iii.b). At least 4 communications per annum.	iv.b). At least 4 communications per annum.	v.b). At least 4 communications per annum.	COO ⁸
		c). Establish branding for FDB as an inclusive Bank.	i.c). New Action Plan effective from FY 26		ii.c). Implement FDB GESI Communications Strategy	iii.c). Implement FDB GESI Communications Strategy	iv.c). Implement FDB GESI Communications Strategy	COO
	6. Assess current financial literacy materials from an inclusion perspective.	a). Results of assessment used to design customised Financial Literacy material and approaches.	i.a). Review of the existing financial literacy content and the enhanced version provided by VISA (at least 1 content).	ii.a). Review of the existing financial literacy content and the enhanced version provided by VISA (at least 1 content).	iii). Financial Literacy materials to be reviewed, customised, and implemented			COO (Marketing)
			ii.a). Develop at least 1 customized FL material (half yearly)	ii.b). Develop at least 1 customized FL material (half yearly)				

⁷ Please obtain copy of GESI Communications Strategy Plan from Manager Climate & Eco Finance.

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey

Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 1 Generate unique customer service experience	7. Conduct financial literacy training.	a). Number of Financial Literacy program conducted for product.	i.a). At least 5% of borrowers per annum complete the financial literacy training.	ii.a). At least 5% of borrowers per annum complete the financial literacy training.	iii.a). At least 4 sessions per annum and 70% participants are women and youth.	iv.a). At least 4 sessions per annum and 80% participants are women and youth.	v.a). At least 4 sessions per annum and 90% participants are women and youth.	COO (Marketing)
			i.b). Develop and share successful customer reviews (at least 1 per quarter).	ii.b). Develop and share successful customer reviews (at least 1 per quarter).	iii.b). Develop and share successful customer stories(those that attended the financial literacy program (at least per quarter) and 70% of those stories should be coming from women and youth.	iv.b). Develop and share successful customer stories (those that attended the financial literacy program (at least per quarter) and 80% of those stories should be coming from women and youth.	v.b). Develop and share successful customer stories (those that attended the financial literacy program (at least per quarter) and 90% of those stories should be coming from women and youth.	COO (Comms). ⁹
CoS 2 Implement customer retention ¹⁰ and acquisition	1. Convert general enquiries and Online enquiries into new business relationships.	a). No. of prospective enquiries converted into business opportunities.	i). At least 5% of total referrals converted from collective road expo applications drives.	ii). At least 5% of total referrals converted from collective road expo applications drives.	iii). 10% of prospective enquiries converted	iv). 20% of prospective enquiries converted	v). 30% of prospective enquiries converted	CRSO

⁹ In collaboration with CEF. Comms to take the lead.

¹⁰ Customer retention is the collection of activities a business uses to increase the number of repeat customers and to increase the profitability of each existing customer. Customer retention strategies enable you to both provide and extract more value from your existing customer base. You want to ensure the customers you worked so hard to acquire stay with you, have a great customer experience, and continue to get value from your products. In short, acquisition creates a foundation of customers while your retention strategy is how you build customer relationships and maximise revenue for each one.

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 2 Implement customer retention and acquisition	2. Increase marketing activities through various channels.	a). No. of new enquiries referred to Team R&S and CEF.	i.a). At least 6 talk back shows i.b). At least 1 email marketing per month	ii.a). At least 6 talk back shows ii.b). At least 1 email marketing per month	iii). Minimum 10 enquiries referred to Team R&S and CEF.	iv). Minimum 15 enquiries referred to Team R&S and CEF.	v). Minimum 20 enquiries referred to Team R&S and CEF.	COO (Marketing)
	3. Increase customer base.	a). Share in the target market and customer segments by increase in renewable energy, Sustainable Blue; Adaptation, Sustainable Transport Portfolio and Increase in manufacturing and services sector loan portfolio.	i). Increase 2% of FY 2022/2023 Portfolio Base women, youth and People living with disabilities (PWD)	ii). Increase 2% of FY 2022/2023 Portfolio Base women, youth and People living with disabilities (PWD)	Increase portfolio size with planned disbursement target: iii.a). Women Entrepreneur Loan and Women Led Businesses – increased number by 5%. iii.b). Youth in Business – 10% iii.c). People with Disability led business - 5% iii.d). Rehabilitated ¹¹ Persons in Business – 5% iii.e). Agriculture – increase by 5% of year end figure ¹² .	Increase portfolio size with planned disbursement target. iv.a). Women Entrepreneur Loan and Women Led Businesses – increased number by 10% iv.b) Youth in Business – 15% iv.c). People with Disability led business - 10% iv.d). Rehabilitated ¹¹ Persons in Business – 10% iv.e). 50% of new lending to RE.	Increase portfolio size with planned disbursement target. Focus on Women and Youth, Farmers, and MSME v.a). Women Entrepreneur Loan and Women Led Businesses – increased number by 15% v.b). Youth in Business – 20% v.c). People with Disability led business - 15% v.d). Rehabilitated ¹¹ Persons in Business – 20 v.e). 60% of new lending to RE.	CRSO

¹¹ Rehabilitated persons need to be defined.¹² Baseline applied is May 2025.

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey

Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 2 Implement customer retention and acquisition	3. Increase customer base.	a). Share in the target market and customer segments by increase in renewable energy, Sustainable Blue; Adaptation, Sustainable Transport Portfolio and Increase in manufacturing and services sector loan portfolio.	i). Increase 2% of FY 2022/2023 Portfolio Base women, youth and People living with disabilities (PWD)	ii). Increase 2% of FY 2022/2023 Portfolio Base women, youth and People living with disabilities (PWD)	iii.f). Corporate and Commercial increase by 75% of the disbursement target. iii.g). 40% of new lending to RE iii.h). 30% to sustainable blue economy iii.i). 60% sustainable adaptation (agriculture forestry, fisheries). iii.j). 20% to sustainable transport iii.k). Increase from the FY 25 Baseline by 10% in Manufacturing Informal Sector and Services ¹³ i.l). Increase from the FY 25 Baseline by 10% in Manufacturing Informal Sector and Services ¹⁴	iv.f). 40% to sustainable blue economy. iv.g). 70% sustainable adaptation (agriculture, forestry, fisheries). iv.h). 40% to sustainable transport.	v.f). 60% to sustainable blue economy v.g). 80% sustainable adaptation (agriculture, forestry, fisheries). v.h). 50% to sustainable transport	
		b). Brand recognition/ awareness in target segments.	i.a). At least 1 per month execute ads on traditional or online platforms.	ii.a). At least 1 per month execute ads on traditional or online platforms.	iii). Develop FDB's Rebranding Plan and implement ¹⁵ in readiness to celebrate FDB's 60th Anniversary.		iv). Launch the 'NEW FDB' by 1/7/27 – celebration of 60th Anniversary	CEO (Strat Plan) ¹⁶
			ii.a). Conduct SME awards – Mar 2024	ii.b). Conduct SME awards – Mar 2024				COO (Comms)

¹³ FDB to contribute to the Social and Development Aspects.¹⁴ FDB to contribute to the Social and Development Aspects.¹⁵ Address changing mindset, culture, image, uniform, logo, service-oriented team etc.¹⁶ Re-branding exercise is a collaborative approach that will be led by CRO on behalf of CEO with all Chief Officers in the Working Group.

THEMATIC AREA 2 – CUSTOMERS

Goal – Offer a Seamless Customer Journey								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
CoS 2 Implement customer retention and acquisition	4. Stakeholders' meetings / roadshows.	a). Number of stakeholder meetings/ roadshows.	i). 2 stakeholders meeting/ roadshow per annum and collect SAADE disaggregated data (sex, age, areas, disability & ethnicity)	ii). 2 stakeholders meeting/ roadshow per annum and collect SAADE disaggregated data (sex, age, areas, disability & ethnicity)	iii). Minimum 75 stakeholders' meetings/roadshows per annum including Relationship and Sales.			CRSO ¹⁷

THEMATIC AREA 3 – INTERNAL BUSINESS PROCESS

Goal – Offer a Seamless Customer Journey								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
IBPS 1 Product and service development	1. Review, Re-engineer/ design and re-launch loan product menu to ensure relevance and inclusivity (Gender, location, age, etc)	a). Number of products re-engineered/ designed.	i.a). Review at least 1 existing products per year	ii.a). Review at least 1 existing products per year	iii). Review at least 16 existing (48) products per year and successfully launch the revamped product.	iv). Review at least 16 existing (48) products per year and successfully launch the revamped product.	v). Review at least 16 existing (48) products per year and successfully launch the revamped product.	COO(Product and policy)
		b). Successful launch of the re-engineered/ designed products.	i.b). successfully launch the revamped product.	ii.b). successfully launch the revamped product.			v). Review at least 16 existing (48) products per year and successfully launch the revamped product.	
		c). Lending manuals are more responsive to inclusive banking.	i.c). Agriculture product review 5	ii.c). Agriculture product review 5			v). Review at least 16 existing (48) products per year and successfully launch the revamped product.	

¹⁷ CRSO initiates and implements. COO will provide support by way of provision of branded promotional items.

THEMATIC AREA 3 – INTERNAL BUSINESS PROCESS

Goal – Operational Efficiency								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025		2026	2027	
IBPS 1 Product and service development	2. Explore the opportunity to transform FDB into a regional development Bank.	a). FDB Act Review b). Feasibility study completed. c). Establish FDB as a Regional Development Bank ¹⁸	i). New action plan effective FY 26		ii). Review FDB Act.	iii). Complete feasibility study	iv). Implement feasibility study outcome	CEO (Legal and Governance.)
	3. Ensure all FDB Offices are accessible to People with mobility issues.	a). % of offices that provide access for People with Disability at a minimum through signage and call system.	i). New action plan effective FY 26		ii). 100% achieved			CIO (Properties)
IBPS 2 Digital Transformation	1. Implement Core Banking Software.	a). New Core Banking Solution implemented.	i). Implementation by Dec 2023.	ii). Cutover to CBS by end of 2024	iii.a. Go-live. iii.b). Provide training for the staff.	iv). Review and enhance	v. Review and enhance	CEO ¹⁹

¹⁸ This is from the National Development Plan.

THEMATIC AREA 3 – INTERNAL BUSINESS PROCESS

Goal – Operational Efficiency								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
IBPS 2 Digital Transformation	2. Transform our technology ecosystem.	a). Develop new system a). Develop new system. ²⁰	i). New action plan effective FY 26		ii). Technology transformation strategy developed	iii.a). Tools emanating from the Technology transformation strategy are implemented e.g. AI Assisted Appraisal and Project Appraisal	iv.a). Tools emanating from the Technology transformation strategy are implemented e.g. AI Assisted Appraisal and Project Appraisal	COO (Policy and Product) ²¹
						iii.b). Cigar Box Tool Kit	iv.b). Cigar Box Tool Kit	
						iii.c). Strategic Plan Monitoring Tool	iv.c). Strategic Plan Monitoring Tool	
						iii.d). Credit Risk Rating Tool	iv.d). Credit Risk Rating Tool	
						iii.e). Carbon Emission Tools.	iv .e). Carbon Emission Tools.	
						iii.f). Portfolio Stress Testing Mechanism	iv .f). Portfolio Stress Testing Mechanism	
						iii .g). Financial Analytical Tool	iv.g). Financial Analytical Tool	
	3. Implement a Bank wide Monitoring and Evaluation Framework.	a). Develop an impact monitoring and evaluation ²² framework.			ii). M&E framework developed and implemented.	iii). Implement and review the Impact M&E system.		CRO (CEF) ²³

¹⁹ This is an on-going project that is presently being led by the CEO.

²⁰ E.g. Strategic Planning Dashboard; Cigar Box Tool Kit; Credit Risk Rating System; Project Management System; M&E System

²¹ In collaboration with ICT and other departments.

²² This includes Strategic Plan monitoring; impact of the loans we offer in terms of number of beneficiaries etc.

²³ CRO (CEF) Team take lead and Product & Policy collaborate with CEF on policy changes to ensure M&E is mainstreamed.

THEMATIC AREA 3 – INTERNAL BUSINESS PROCESS

Goal – Operational Efficiency							
Strategy	Action Plan	Measures	Target				Implementing Responsibility
			2024	2025	2026	2027	2028
IBPS 3 Develop flexible processes	1. Identify and uplift processes in line with the CBS project and RBF alignment.	a). Number of process improvements - including GESI. b). Align policies with RBF requirements.	i). New action plan effective FY 26		ii.a). Implement at least 2 process improvements per Division per year.		
	2. Identify and re-engineer critical processes that affect service delivery and profitability, aligning market practices, Branch feedback, covering audit highlights and recommendations (internal and external)- inclusive of updating Bank-wide process manual.	a). Review and improve manual and SOPs.	i). Implement at least 2 process improvements per year.	ii). Implement at least 2 process improvements per year.	ii.b). Implement at least 2 manuals and SOPs improvements, per Division per year ²⁵ .		
							ALL ²⁴

²⁴ All Chief Managers to initiate the change (concept note provided) and submit to COO who will conduct the assessment in alignment with regulatory requirements and FDB's existing policy and procedures (could mean a change in the existing policy).

²⁵ Noting the restructure, the new Divisional Manual & SOPs are starting points where it is developed in collaboration with the COO (Product & Policy and Marketing & Comms – branding; promotional items etc).

THEMATIC AREA 4 – ORGANISATION CAPACITY

Goal – Foster Organisational Development								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
OCS 1 Grow our people to meet current and future needs	1. Measure the Bank’s performance by analysing Bank-wide operational and personnel analysis.	a). Attainment of the Bank’s Human Capital Return on Investment (net profit/investment on human capital).	i. At least 80% achievement.	ii). At least 80% achievement.	iii). Remain below 40% of ROI on human capital target			COO (TOD)
		b). Number of Training identified vs. number. attended.	i). Positive ROI (training expenditure vs. profit).	ii). Positive ROI (training expenditure vs. profit).	iii). 80% achievement of training plan	iv). 85% achievement of training plan	v). 90% achievement of training plan.	COO (TOD)
		c). Completion of four evaluations by the Manager	i.). 100% completion of the four evaluations.	ii). 100% completion of the four evaluations.	iii). 100% completion of the four evaluations.			ALL
	2. Provide Bank-wide GESI Training.	a). % of total staff who attend at least 1 GESI training p/a.	i.a). 80% of all staff	ii.a). 80% of all staff	iii.a). 80% of all staff			CRO (CEF)
		b). Results of pre- and post-training surveys indicate increased capacity.	i.b). 90% of trainees report increased capacity	ii.b). 90% of trainees report increased capacity	iii. b). 90% of trainees report increased capacity			
	3. Develop GESI champions.	a). Number of GESI Champions (GCs) appointed per division and branch.	i.a). 2 per division & branch	ii.a) 2 per division & branch.	iii.a). 2 per division and branch			
			i.b). Minimum 2 trainings	ii.b). Minimum 2 trainings	iii.b). Minimum 2 training and mentoring support			
		b). Number of trainings and kind of mentoring support provided.	i.c). 90% of GCs report increased capacity & influence	ii.c). 90% of GCs report increased capacity & influence	iii.c). 90% of GCs report increased capacity and influence			
		c). Results of surveys indicate increased capacity and influence.						

THEMATIC AREA 4 – ORGANISATION CAPACITY

Goal – Foster Organisational Development								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
OCS 1 Grow our people to meet current and future needs	4. Include GESI in staff job descriptions and performance criteria.	a). % of job descriptions that include GESI responsibilities.	i.a). 10% of all staff	ii.a). 10% of all staff	iii). 40% of all staff	iv). 60% of all staff	v). 80% of all staff	COO (TOD)
		b). % of staff performance criteria (KPI) with GESI criteria	i.b). 10% of all staff	ii.b). 10% of all staff				
OCS 2 Implement a learning mindset that supports our vision	1. Introduce a growth mindset.	a). Number of suggestions for improving operations implemented.	i.a). Design Planning Day conference Exco paper	ii.a). Design Planning Day conference Exco paper	iii).. 4 suggestions implemented per annum.			COO (TOD)
			i.b). Exco paper approved.	ii.b). Exco paper approved.				
			i.c). Design implemented.	ii.c). Design implemented.				
	2. Develop policies and procedures that are conducive to continual learning	b). Number of policies and procedures reviewed – Flexi hours, Parental leave policy.	i). 4 policies and procedure reviews per annum – Flexi hours policy, holistic review of staff benefits, competency framework and Leave policy	ii). 4 policies and procedure reviews per annum – Flexi hours policy, holistic review of staff benefits, competency framework and Leave policy	iii). 4 policies and procedure reviews per annum – Flexi hours policy, holistic review of staff benefits, competency framework.	iv). 4 policies and procedure reviews per annum – Flexi hours policy, holistic review of staff benefits, competency framework.	v). 4 policies and procedure reviews per annum – Flexi hours policy, holistic review of staff benefits, competency framework.	
		c). Number of staff awareness conducted.	i). 2 sessions per annum.	ii). 2 sessions per annum.	iii). 2 sessions per annum.	iv). 2 sessions per annum.	v). 2 sessions per annum.	

THEMATIC AREA 4 – ORGANISATION CAPACITY

Goal – Foster Organisational Development									
Strategy	Action Plan	Measures	Target					Implementing Responsibility	
			2024	2025	2026	2027	2028		
OCS 3 Instil value-based leadership and culture	1. Implement a leadership program in the Bank.	a). Employee career path in place for all Staff, which is communicated to them.	i). 2 Staff to attend leadership program per annum – NLP.	ii). 2 Staff to attend leadership program per annum – NLP.	iii). 2 Staff to attend leadership program per annum	iv) 2 Staff to attend leadership program per annum	v). 2 Staff to attend leadership program per annum	COO (TOD)	
	2. Implement succession plan.	b). Number of training or upskilling tailored for each staff to perform at the next level according to the succession plan.	i). Review the existing succession planning framework. Attain approval and implement. Training completion target 75%	ii). Review the existing succession planning framework. Attain approval and implement. Training completion target 75%	iii.a). Review the existing succession planning framework. Attain approval and implement.				
	3. Reduce the number of behavioural issues				iii.b). Set appropriate targets for training completed (in percentage)				
	4. Enhance diversity (gender, race, age) within the Bank.	c). Improve Learning and Development (L&D).	New action plan effective FY 26.			i). L&D framework developed	ii). 100% execution of annual training plan		iii). 100% execution of annual training plan
	5. Promote and support women in leadership positions.	d). Staff aligned to Mission and Value culture.	i.a). Per quarter staff meeting with Manager/line chief per annum on Annual workplan targets and issues and solutions.	ii.a). Per quarter staff meeting with Manager/line chief per annum on Annual workplan targets and issues and solutions.	iii.a). Per quarter staff meeting with Manager/ line GM per annum on Annual workplan targets and issues and solutions.				
	6. Increase in number of female RSOs until gender balance is achieved.		i.b). Monthly one-to-one meeting between staff to Manager and Manager to Line chief.	ii.b). Monthly one-to-one meeting between staff to Manager and Manager to Line chief.	iii.b). Monthly one-to-one meeting between staff to Manager and Manager to Line chief.				

THEMATIC AREA 4 – ORGANISATION CAPACITY

Goal – Foster Organisational Development								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
OCS 3 Instil value-based leadership and culture	1. Implement a leadership program in the Bank.	e). Number of HR Policies revised (to support female in leadership position) and Affirmative action HR strategies. ²⁶	i). 1 minimum	ii). 1 minimum	iii.a). 1 minimum HR Policy revised iii.b). 1 minimum number of women promoted to Leadership Roles (Manager, EXCO and Board)			COO (TOD)
	2. Implement succession plan.	f). % change in ratio of male and female RSOs	New action plan effective FY 26		i). 40% of total RSOs are female	ii). 45% of total RSOs are female	iii). 50% of total RSOs are female	
	3. Reduce the number of behavioural issues	g). Undertake an organisational structure review to include action plan item (1) to (4).	New action plan effective FY 26		i). Organisational review complete	ii). 100% implementation of new organisational review	iii). 100% execution of recruitment for vacant/new roles	
	4. Enhance diversity (gender, race, age) within the Bank.	h). Improve performance management measures (KPI) ²⁷	New action plan effective FY 26		i). Competency framework developed	ii). 100% alignment staff KPI's with competency framework	iii). 100% alignment staff KPI's with competency framework	
	5. Promote and support women in leadership positions.		New action plan effective FY 26					
	6. Increase in number of female RSOs until gender balance is achieved.	i). Number of diversity event approach amongst staff in collaboration with Sports and Social Club.	New action plan effective FY 26		i). 4 staff event per annum	ii). 4 staff event per annum	iii). 4 staff event per annum	
		j). Enhance corporate social responsibility (CSR). ²⁸	New action plan effective FY 26		i). CSR program developed	ii). 100% staff participation in CSR program	iii). 100% staff participation in CSR program	

COO (TOD)

²⁶ For Action item (4), (5) and (6) – the measures are (d), (e) and (f) in the measure column.

²⁷ FBank performance against the strategic plan targets (Action Plan) is tracked and reported to EXCO, Board and Staff

²⁸ FTree Planting at the 3 Division – FDB Reforestation Programme.

THEMATIC AREA 4 – ORGANISATION CAPACITY

Goal – Foster Organisational Development								
Strategy	Action Plan	Measures	Target					Implementing Responsibility
			2024	2025	2026	2027	2028	
OCS 4 Provide competitive staff welfare and benefits.	1. Ensure that staff benefits are relevant and attractive. 2. Maintain a safe working environment. 3. Upgrade staff facilities. 4. Work life balance/ mental health.	a). Number of Staff benefits implemented. b). Number of resignations to other local Employers. c). Workplace incidents.	i.a). Review of staff benefits. i.b). Maintain resignation level Less than 10% i.c). Work life balance 80% satisfaction.	ii.a). Review of staff benefits. ii.b). Maintain resignation level Less than 10% ii.c). Work life balance 80% satisfaction	iii). Review of staff benefits.			COO (TOD)
OCS 5 Enhance Employee Value Proposition.	1. Develop staff recognition program.	a.). Review the existing recognition program.	New action plan effective FY 26.		i). 100% execution of planned recognition programs.			COO (TOD)
	2. Foster consistent staff engagement.	a). Conduct monthly roadshows and townhalls.	New action plan effective FY 26.		i.a). 100% roadshows conducted. i.b). 100% townhalls conducted.			
	3. Conduct regular employee engagement surveys.	a). Annual employee engagement.	New action plan effective FY 26.		i.a). 100% completion rate. i.b). Baseline satisfaction rating established.			
OCS 6 Build Internal Capacity and Culture to proactively manage reputational risk.	1. Train Staff on: • Ethical conduct. • Media handling. • Whistleblower protection. 2. Promote a culture of accountability and integrity through leadership.	a). % of staff trained annually on reputational risk and ethical conduct. b). % of positive responses on Staff Survey question(s) such as “Leaders in FDB are held accountable for their actions”.	New action plan effective FY 26.		i.a). 100% of staff trained on (i) Ethical conduct; (ii) Media and FICAC handling and (iii) Whistleblower protection. i.b). 100% positive responses.			COO (TOD)

THEMATIC AREA 5 – SUSTAINABILITY, SOCIAL IMPACT AND DEVELOPMENT

Goal – Support Eco-Inclusive Growth to Align to the Fiji National Development Plan

Strategy	Action Plan	Measures	Target			Implementing Responsibility
			2026	2027	2028	
SSID 1 Reduce operational carbon footprint.	1. Implement eco-friendly practices in Bank operations.	a). Number of initiatives implemented.	i.a). 1 new EV for the Bank and EV Charging Stations. i.b). Paperless operation. i.c). Purchase 2 EV for FDB. i.d). Introduce energy efficiencies.	ii.a). 5% of FDB Fleet to be EV charging stations and purchase of one (1) EV for FDB. ii.b). Fully paperless operation. ii.c). Purchase 2 more EV for FDB.	iii). 5% of FDB Fleet to be EV	CIO (Properties)
SSID 2 Support climate adaptation projects.	1. Finance infrastructure resilience to climate change through PPP.	a). Number of PPP climate resilient infrastructure finalised.	i.). 1 PPP climate resilient infrastructure identify and finalise			CRSO and CRO (CEF)
SSID 3 Reduce disparities by region ³⁰ and socio-economic status.	1. Prioritise investments in underserved regions (Geographical locations or population groups with limited access to essential services such as rural, maritime.to reduce regional disparities. (Gender, Women, Youth, People leaving with disabilities, and marginalised group).	a). Number of initiatives implemented.	i). Implement Lau Sea Scape Project with Conservation International.	ii). Implement lending programmes in other rural and maritime areas (at least 1 new initiative).	iii). Implement lending programmes in other rural and maritime areas (at least 1 new initiative)	CRO (CEF and Economic Empowerment Team) and CIO (Product from 2027 to 2028).
SSID 4 Align with National Development Plan.	1. Report on FDB's Lending under the NDP's. ³¹	a). NDP alignment is reported.	i). Develop and implement a reporting framework to measure the impact of lending under NDP.			CRO (CEF)

³⁰ Increase lending to rural and maritime areas e.g. The Lau Seascape Project in collaboration with Conservation International is an example of reducing disparities by region.

³¹ COMMS will develop the content for Annual Report, Sustainability Report.

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