



your partner in progress

FIJI DEVELOPMENT BANK

Strategic Plan 2024 - 2028

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



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Foreword

I am delighted to present to you the Fiji Development Bank (FDB) Strategic Plan for the financial years beginning 2024 to 2028. The FDB Strategic Plan 2024-2028 outlines the strategic vision and goal to help the FDB realize its full potential and better fulfil its mission to serve the people of Fiji.



The honest and bold feedback from our stakeholders, partners, staff members and those we serve reinforced the key tenets of our previous strategic plan and provided insight to help us set new priorities and refine our strategies and action plans.

The impact of the COVID-19 pandemic has been profound. However, there have been silver linings. Our pandemic response taught us to be agile, responsive,

creative, and innovative and we have used these learnings to enhance our way of doing business be it through traditional methods or adopting technological advances within this digital era, while at the same time ensuring alignment to regulatory and supervisory guidelines for smooth operation for the next five years.

Threaded under each thematic area is our focus on giving priority to the development of the rural agricultural,

fisheries and maritime sectors of the economy and providing financial solutions that benefit our people including MSMEs, fisherman, fisherwoman and farmers. The Bank will persist in contributing to the development of Fiji.

Moving forward, it is evident that our dedication to the people we serve remains steadfast. Our culture of resilience and inclusivity has the potential for further growth and our commitment to the four Thematic Areas outlined in this Strategic Plan – Our People, Customers, Internal Business Processes and Finances – is deeply ingrained within our workforce. This dedication reflects our ongoing commitment to maintaining a financial institution that fosters the economic development of Fiji.

The Bank’s revised Strategic Plan for 2024-2028 notes the continuation of some strategies given their importance for the growth of the Bank as well as the setting up of new strategies for the Bank’s evolution into a leading provider of financial solutions for Agriculture, MSME, Infrastructure and Sustainable Development, Gender Equity and Social

Inclusion. The Bank’s aim within this journey is to elevate to a higher standard of operational excellence and development impact. The Strategies and aligned actions plan target enhancements in the Bank’s capacity to mobilise resources at scale, finance diversified types of projects, build on financial literacy through the Bank’s Digital Financial Literacy Program, maximise the impact of the financial solutions, and continue building a robust institutional profile.

I would like to extend my congratulations to the Management and Staff of the Bank for their exceptional work carried out as part of the Digital Financial Literacy Program. Their efforts and dedication to this initiative are truly commendable. I also congratulate the Bank for winning the Merit Award under the Financial Inclusion category at the Association of Development Financing Institutions in Asia and the Pacific (ADFIAP) Awards second time in a row. The award recognizes FDB’s commitment towards inclusion through its Digital Financial Literacy Program, which aims to educate and empower Fijians with the necessary skills and knowledge to manage their

finances effectively. The Program has reached out to thousands of Fijians across the country, providing them with access to financial tools and resources that help them achieve their financial goals.

Going forward, the Fiji Development Bank will maintain its unwavering dedication to promoting the growth and prosperity of young entrepreneurs. We recognize that mentorship plays a pivotal role in nurturing entrepreneurship by offering guidance, knowledge and support. Thus, the Bank intends to explore the development of mentorship programs that are customized to meet the specific requirements of emerging and ambitious young entrepreneurs. The Bank aims to connect young entrepreneurs with experienced mentors who can provide valuable insights, share industry-specific expertise and help navigate the challenges of starting and running a business.

By facilitating these mentorship relationships, the Fiji Development Bank seeks to empower the next generation of business leaders, promote innovation and contribute to the sustainable economic development of our region. Together,

we are committed to creating a thriving ecosystem where the energy and ideas of young entrepreneurs are harnessed for the benefit of our communities, country and the broader Pacific economy.

Throughout the duration of this Strategic Plan, the Bank will persist in enhancing its corporate governance structure. This focus is particularly important as the FDB has been under the complete supervisory oversight of the Reserve Bank of Fiji since November 2019. It is worth mentioning that the previous Strategic Plan successfully addressed various governance, policy and process-related documentation requirements mandated by the RBF.

I would like to express my gratitude once again to all those who actively participated in this strategic planning process. Your engagement and valuable contributions have played a pivotal role in shaping the contents of this plan. Thanks to your involvement, we now have a dynamic guide that will pave the way for future endeavors.

Damend Gounder
BOARD CHAIRMAN

Fiji Development Bank Strategic Planning Process

Framework

The Fiji Development Bank (FDB) adopts the Balance Scorecard (BSC) as its Strategic Planning System. It has adopted this modified framework for two consecutive strategic planning periods from 2018-2020 and 2021-2023.

The BSC framework is a Key Performance Indicator Management System. The BSC is a disciplined framework that benefits FDB through alignment of the tasks that Staff are performing daily, the measures to track success (KPIs), FDB's Goals, Strategic Objectives, Values, Vision and Mission in order to accomplish its mandate as enshrined in the Fiji Development Bank Act (Cap 214), 1967.

The Bank uses the BSC Strategic Planning framework with the Thematic Areas – Financial; Customer; Internal Business Process and Organisational Capacity.

During the two (2) strategic planning periods, FDB used the lessons learnt during the formulation and management of the execution process to make the following planning period effective and efficient. Forward-looking as it is, FDB hopes to integrate the Management System (KPIs/PMR System) to achieve

the balanced approach of the BSC framework. Skill set in the BSC Strategic Planning framework is a gap that when filled enhances the integrated execution, monitoring and evaluation of the plan at a bank-wide level.

The FDB uses the BSC Framework in its attempt to:

- communicate what needs to be accomplished.
- align the day-to-day work that Staff and Management are doing with strategy.
- prioritize projects, products, and services.
- measure and monitor progress towards strategic targets (KPI/PMR).

FDB Profile

The Fiji Development Bank (FDB) was established on 1 July 1967 under the Fiji Development Bank Act (Cap214). FDB is the only Government owned financial institution and the only development Bank in Fiji. Its core business is initiating and delivering financial solutions.

FDB is an autonomous statutory body, the operations of which are controlled by the Board of Directors appointed by the Minister of Finance.



The Bank has been in existence for more than 56 years now. It has been a long journey and the Bank has contributed significantly to the success of the Fijian economy across generations.

As the Bank moves into a steady state of operations, it will continue 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.

The Bank will continue to strengthen its engagement with the Board of Directors and will set up more frequent and diverse forms of interaction to nurture the exchange of ideas and seek continual guidance and feedback from the Directors. As FDB evolves along with the expansion of its product range, portfolio size and revenue pools, the Bank will continue to track changes in governance structures and leading practices at peer institutions. With a consistent vision to operate as "One Team", the Bank will continue to optimise coordination among its departments and divisions, emphasising common objectives across the Bank's lines of work. The Bank will continue to upgrade and standardise processes across key functions with adequate monitoring and reporting mechanisms, well-calibrated templates and systems that promote collaboration and communication.

To strengthen its transparency, integrity, and accountability mechanisms, the Bank will upgrade its information management systems (Core Banking Software) to better deliver information to stakeholders. It will also enhance its internal control practices to foster greater accountability.

Regulations & Governing Operations

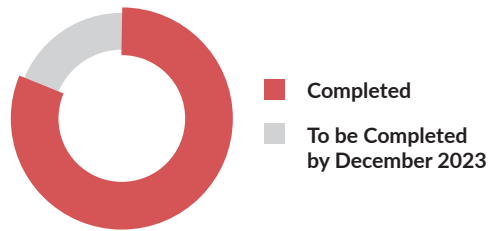
FDB, as a Government statutory body, is sanctioned by the FDB Act primarily. However, FDB since 2019 has come under RBF’s full supervisory oversight. Other regulations include the Banking Act, Exchange Control Act, Financial Reporting Transaction Act, Consumer Credit Act, Income Tax Act, Companies Act and Personal Properties Securities Act, etc.

In March-April 2021, the Bank underwent its initial onsite examination, marking FDB’s first onsite examination since being placed under RBF’s complete supervision. The onsite examination targeted areas of Corporate Governance, Credit and Liquidity Risk management. There were a total of thirty-four (34) findings and related recommendations from this examination which FDB had accepted and planned on the actions to be undertaken to address these findings. Further to this, the Bank is required to align its internal policies to thirteen (13) of RBF’s Banking Supervision Policy Statement (BSPS).

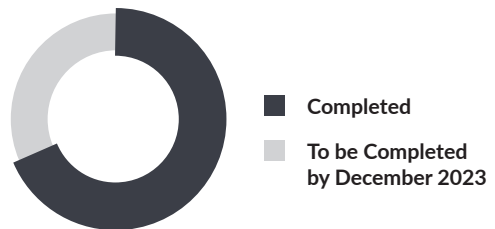
During the financial year 2023, the Bank successfully implemented 85% of the recommendations from the onsite examination report, i.e., 29 task completion out of the 34. The remaining 5 tasks are part of the financial year 2024 work plans for the respective divisions and will be completed by December 2023.

A 69% completion has been achieved where the Bank’s internal policies are now aligned to 9 out of 13 BSPS. The remaining 4 policy alignments will be completed by December 2023.

RBF Onsite Examination Implementation



Policy Alignment Implementation



By December 2023, all outstanding tasks and policies will be finalized to ensure that the Bank is completely aligned with the prudential and supervision policies set by the Reserve Bank of Fiji (RBF). These tasks and policies will be integrated into the business unit work plan and will form a Key Performance Indicator (KPI) for the responsible officers.

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 its reputation, and scale up business and portfolio growth for the Bank.

Communications and Visibility Strengthening

Communication and brand visibility will be an important part of the Bank’s plan.

In particular, the Bank aims to increase the visibility and accurate understanding of the Bank by:

- Increasing the frequency and quality of its media interactions, publications and public information disclosure.
- Modernising its website.
- Rolling out perception surveys and enhancing stakeholder engagement.
- Developing targeted communication strategies with selected stakeholders to enhance transparency and visibility.

The Bank will also embark on logo redesign which will also be part of the rebranding exercise.



Market Segment

The Bank’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 and Restaurants and Professional Business Services for loans above \$0.500M, Building and Construction, Private Individuals and Real Estate. These key market segments are further segregated by type of enterprises – Small, Medium Enterprises and Corporate. Positioning of the Bank within these segments is defined according to location with emphasis on rural and semi-urban locations.

Over the past 56 years, the Bank has successfully lent under its mandated sectors showing positive growth in the natural resources, enterprises, other industries and transportation sector. The natural resources sector is represented by the Agriculture, Electricity, Gas and Water and the Mining and Quarrying sector. Other Industries are represented by the Building and Construction and Manufacturing sectors. The Enterprises sector represents SMEs under the Professional and Business Services and the Wholesale, Retail, Hotels and Restaurants sector. The growth in these sectors can be attributed to the numerous new and enhanced products launched by the Bank over the past few months.



The latest product launches have shifted towards a more product-specific approach. This strategy prioritizes the growth of individual products and commodities, which ultimately contributes to the overall growth of the sector as a whole. Some of the products launched over the previous years are as follows under the following market segments:

Natural Resources – Agriculture segment

1. Agriculture Family Loan
2. Agriculture Value Chain Financing - Ginger Loan Facility
3. Agriculture Value Chain Financing - Rice Mobility Package
4. Sugarcane Famers Special Loan Facility

Enterprises Sector – SME segment

1. SME Sustainability Package
2. FDB Loan for Women Entrepreneurs

The upcoming 5-Year Strategic Plan’s product development will maintain its emphasis on specific product markets within mandated sectors, rather than broad sectors in general. As part of the plan, there are exciting product developments in the pipeline, including a special product targeted exclusively for youths. This product will focus on providing funding opportunities for young individuals across various sectors, contributing to the growth of specific market segments.

Climate Change and Risk Mitigation -

It is essential to acknowledge that Fiji faces significant vulnerability to tropical cyclones, floods and other climate-related disasters. These events result in widespread infrastructure, livelihood disruptions and a substantial financial burden on the government annually. To address this challenge, the Bank, through its Climate and Eco Finance unit and its accreditation with the Green Climate Fund, will provide funding to support green projects related to risk mitigation, infrastructure development and more for the purpose of providing support.

In addition to implementing product development initiatives and financing projects for risk mitigation under the GCF, the Bank has prioritized the de-risking of its portfolio. By reducing risk and cleansing the portfolio, it is anticipated that provisions will decrease or stabilize, resulting in a much cleaner book for the Bank.

Some of the initiatives taken by the Bank to support de-risking its portfolio include:

- the guarantee agreement signed with AFD (AGENCE Francaise De Development). This agreement targets high development impact MSMEs on existing new SMEs for a total guaranteed amount of \$7M.
- Financial Literacy Visa Launch – Financial literacy tool available on the FDB website for free access by our customers and the public.

Relationship and Sales

The primary objective of the Bank's Relationship and Sales (R&S) division is to drive business growth. This involves generating new business opportunities and retaining existing customers by offering additional loans, in addition to business generation, the R&S team also plays a crucial role in implementing and expanding upon the created business opportunities. This includes forming strategic partnerships with key stakeholders and working closely with MBD to maximize outreach to both current and prospective customers.

Common challenges faced by the R&S team and applicable mitigating factors are noted below:

Challenges	Description	Mitigating factors
Non-competitive interest rates	Compared to FDB, certain commercial banks provide significantly lower interest rates for loans targeting the Agriculture, MSME and SME sectors.	<ul style="list-style-type: none"> • Subsidized loans • Special assistance from Government in the form of equity or interest concessions.
The turn-around-time	Has been identified as slow which can be linked to the following as per the loan process cycle – R&S (loan processing), CRA (approval), Risk (security documentation and legal matters) and Finance (disbursement).	Streamlining processes is the key focus of this Strategic Plan including digitization.

Challenges	Description	Mitigating factors
Pre-qualification requirements	The pre-qualification requirements are pretty much the same for any loan amount below \$500,000.	Reviews to include pre-qualification requirements based on loan amount and type of loan. With the de-risking of the portfolio through loan guarantees (local and international), the pre-qualification requirements can be reduced to minimum basic requirements. For example, Loans to Women Entrepreneurs.
Extreme weather conditions	Damages sustained to agriculture and SME loans impact repayment capabilities.	Inclusion of insurance coverage on certain loan types.

In the 2023/2024 Financial Year, the R&S team has established a disbursement target of \$80 million. This target is expected to be achieved by providing financial solutions to Agriculture, MSME and SME customers – utilizing both existing loan facilities and newly developed ones.

Financial

The domestic economy continues to grow at a slower rate with lower investment levels and high liquidity in the Banking system which has kept the interest rate at a historic low. The lower interest rate has posed a greater challenge for the Bank when it has to compete with other financial institutions. Most of the commercial banks have the ability to offer lower interest rates to our customers, which has resulted in some customers choosing to leave the Bank. This, in turn, has had a negative impact on our interest income.

Interest cost has always been a challenge for the Bank since we borrow from the market and lend to our customers. The Bank has been totally dependent on bonds and promissory notes. To diversify our funding source, the Bank started with

term deposit, which has over the years assisted the Bank with short-term funding requirements. The Bank will further relax the policy in terms of amount and term since the Bank will have a full-fledged term deposit software to manage the deposit. Currently, the minimum term is one year with a minimum deposit of \$25,000.

In this regard, the Bank would like to further diversify its funding source by pursuing saving accounts. The Bank will consult with RBF and work on the requirement for a license to accept deposits for our Northern Customers, for a start.

Furthermore, to diversify our income source, the Bank will apply for a license to operate foreign exchange services. This will contribute to the overall income for the Bank.

Talent & Organizational Development - Organisation Capacity

The key strategies around Organizational Capacity (OC) continue to focus on enhancing the Bank's cultural and organizational transformation and engagement. For the Bank to achieve its target set under the other thematic areas, it needs to ensure that staff continue to grow and be upskilled with the rapidly changing business landscape.

To achieve the overall OC strategies, the Talent and Organizational Development (TOD) team must focus on two critical strategies: upskilling and retention. The ever-evolving business landscape, marked by the adoption of automated HR systems and regular updates in regulatory requirements such as the Employment Relations Act (ERA), Accident Compensation Commission Fiji (ACCF), Occupational Health and Safety (OHS) and market trends, demands continuous adaptation. As part of the upskilling efforts within the TOD team, there needs to be strong focus on keeping the staff well-informed about any changes to HR policy and process trends. This well-informed and trained TOD team will then proceed to organize appropriate training programs for the staff, ensuring they have the necessary skills and knowledge to thrive in this dynamic environment.

By consistently upskilling the staff, the Bank demonstrates its commitment to retaining and investing in its employees.

This approach not only ensures that the staff members feel recognized and appreciated, but also contributes to a culture of transformation that aligns with the Bank's core values, particularly RESPECT. The Bank's proactive efforts to enhance the skills and capabilities of its staff members will further strengthen its position as an institution that values and supports its workforce. The TOD team will be committed to providing promotion opportunities for existing staff through internal vacancies, with a focus on promoting individuals from lower-level positions. This approach creates a pathway for promotions within the organization.

The Bank's succession plan is a key document that will assist in facilitating promotion opportunities for all staff across departments. This plan will play a vital role in ensuring that in the event of any organizational restructuring or vacancy, there are qualified and experienced staff members ready to assume the vacant positions and ensure uninterrupted business operations.

Apart from the above, the Bank will continue to ensure that staff are appropriately compensated in line with the market demand.

The application of the above strategies is expected to instil value-based culture and leadership values within our staff.

Internal Business Processes

This Thematic Area provides the backend support that is required for other Thematic Areas to fulfill their targets as per the action plan.

The re-engineering/enhancement of current procedures and processes related to all aspects of lending as well as tasks related to support centres. Team Finance accomplished a significant process re-engineering initiative during the previous Financial Year by automating the entire finance payment procedures, including payments, LPOs, disbursements and other related payments. This successful automation effort proved to be a major achievement for the team. Furthermore, the entire disbursement function from the Branches has been centralized to Finance, giving more time to the RSOs to assist and market new customers. Also, the TOD team automated the ESS (leave, etc.) system.

The Bank has initiated the implementation process for its Core Banking System (CBS), which will involve significant process and procedural changes. This transition to a real-time end-to-end digital system will bring about a comprehensive transformation.

Apart from process enhancements and re-engineering, some aspects will also

require appropriate policy changes in line with new regulatory requirements, real-time CBS and other aspects where policy, process and procedure are being duplicated.

One of the best uses of the AI technology that the Bank will be implementing is CHATBOT, which will provide automated responses to the customers and provide appropriate links to queries being raised.

In order to identify and achieve the above, the Strategic Planning, Policy and Process team will conduct a consultative session with all business units and their respective departments as part of the work plan development exercise and identify a list of processes and procedures that require or that can be automated. This list will then be prioritized for completion (re-engineering/enhancements) over the next 5 years.



Corporate Statement

Our Mandate

The role of the Bank as mandated under the FDB Act is to facilitate and stimulate the promotion and development of the natural resources, transportation and other industries and enterprises in Fiji and, in the discharge of the functions, the Bank shall give special consideration and priority to the economic development of the rural and agricultural sectors of the economy of Fiji.

Our Target Sectors

In carrying out its business, the Bank will continue to provide capital and other resources for investment in the following sectors, which are consistent with the objective of maintaining a reasonable diversification in its investments among all sectors of the economy.

- Agriculture, including forestry and fishing.
- Mining and Quarrying.
- Manufacturing.
- Transport, Communications and Storage.
- Wholesale, Retail, Hotels and Restaurants.
- Professional and Business Services.
- Building and Construction.
- Private Individuals and
- Real Estate.

Our Mission

To be a dynamic financial service provider in the development of Fiji.

Our Vision

FDB provides robust services to sectors and enterprises that contribute to the sustainable development of the Fijian economy.

Our Values

The Bank have a clear set of values to inform and guide its employees, as well as for engagement with our customers and communities. The most important feature is that these values are intentional and integrated into the business model to grow Fiji. The values are known by the acronym RAPID, and it stands for Respect, Accountability, Passion, Integrity, Development.

Respect:

FDB encourages its staff to listen actively and respond appropriately.

Accountability:

FDB acknowledges and assumes responsibility for its actions with the overarching obligation to report, explain and be answerable for resulting consequences.

Passion:

FDB encourages staff to deliver outputs with the highest level of passion.

Integrity:

FDB exhibits the highest levels of objectivity, honesty, transparency, fairness and responsibility at all times.

Development:

FDB continually focuses on the economic development of our country, that is why we exist. We believe in the development of our country, that is why we exist. We believe in the development of Fiji and bringing success to its entire people.

Our Goal

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

Our Objectives

Our objectives are to set a broad direction for FDB.

- To improve the socio-economic status of people by making the right development investments and financing.
- To stay financially and economically sustainable.

FDB Goal

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 5 years. Alignment to the realization of the four strategic themes and attainment of the intended outcomes sets a strong platform in the current environment. The strategic themes (pillars) below have specific goals and intended outcomes that drive the Bank to accomplish its vision of,

‘We provide finance, financial and advisory services to assist in the economic development of Fiji and in particular in the development of agriculture, commerce and industry.’

Strategic Themes (Pillars)	Outcome
Financial Thematic Area	Attain Sustainable Business Growth in the current environment.

Strategic Themes (Pillars)	Outcome
Customers Thematic Area	Offer Solutions based sustainable development financing and a seamless customer journey.

Strategic Themes (Pillars)	Outcome
Internal Business Process Thematic Area	To Improve Operational Efficiency

Strategic Themes (Pillars)	Outcome
Organizational Capacity Thematic Area	Enhance FDB as a ‘knowledge-worker’ development Bank engaged in continuous learning.

The desired outcome is for all staff members to possess knowledge and awareness of technological advancements, customer orientation and other relevant changes. This empowers them to respond promptly and effectively. Ultimately, this leads to increased profitability, market share and shareholder returns, while also considering the importance of sustainable development for future generations.

FDB's goals around the four Thematic Pillars are consolidated to reflect the goal for the five-year planning period.

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



FDB Strategies

Over its 56 years of existence, the FDB has built resilience through its engaged staff and customers.

The Strategic Plan aims to revolutionize the way the Bank delivers services to its customers by capitalizing on its core strengths. One of its key strengths is being the only Development Bank in Fiji with a vast external network of development partners. This network enables the Bank to enhance its organizational capabilities by collaborating with various stakeholders. Additionally, the Bank sets itself apart from competitors through its extensive presence in both urban and rural areas, with Branch locations strategically positioned together to having unique products such as the FDB Loan for Women Entrepreneurs.

Moreover, the Bank’s expertise in financing high-risk loans, backed by strong skills and experience, serves as a competitive advantage. Furthermore, FDB’s partnership with the French Development Agency (AFD), which includes a loan guarantee of FJD 7 million to boost MSME financing, demonstrates the international standard of the Bank’s institutional capacity and reputation.

Thematic Area 1 – Financial Strategies

STRATEGIES	ACTION PLAN
Diversify revenue base.	<ul style="list-style-type: none"> Maximize traditional revenue sources by creating business from existing and new customers.
	<ul style="list-style-type: none"> Maximize non traditional revenue sources by creating business from existing and new customers (rent, investment, insurance commission, bad debt recovery).
	<ul style="list-style-type: none"> Explore foreign exchange services.
Diversify funding base	<ul style="list-style-type: none"> Access cheaper funds both locally and overseas which may include themed bonds (green/blue) funding through GCF.
	<ul style="list-style-type: none"> Introduce saving scheme.
Manage Cost	<ul style="list-style-type: none"> Operate within the budgeted levels.
	<ul style="list-style-type: none"> Improve collection rate
	<ul style="list-style-type: none"> Monitor Staff, Fleet and other Operating Expenses
	<ul style="list-style-type: none"> Improve Banks credit quality rating.

STRATEGIES	ACTION PLAN
Maintain/ retain and grow Revenue	<ul style="list-style-type: none"> • Grow quality portfolio. • Reduce non-performing loans.

To minimize risk, the Bank needs to be creative and innovative to ensure it has the framework to be financially sustainable, and one way to do this is to have a diverse stream of income. Recent economic events have shown us how important it is to diversify revenue and not be dependent on just one source of income. Having multiple income streams offers the advantage of creating a safety net in the event that one income stream becomes compromised or threatened. In such situations, having alternative revenue sources provides a fallback option and ensures greater financial stability. The Bank will explore foreign exchange services, and in this regard initiate a discussion with the Reserve Bank of Fiji for a license to operate Foreign Exchange Services.

Funding sources through partnership with RBF, Multi-lateral organizations, small ticket TDs and Government Interest Subsidy and Grant are options for diversification that manage the Bank's cost of operation as well as allow for concessionary loan rate downstream. There is an opportunity to collaborate with development actors including Global Fund donors in the same space to deliver cost-effective services. Locally there are lot of opportunities, especially providing

a saving scheme to our customers and the general public. For this, the Bank needs to initiate a discussion with RBF for a license.

As part of the Bank's strategic approach, emphasis is placed on prioritizing the Agriculture, SME, and MSME sectors. Between FY 22 and FY 23, the Bank achieved the successful onboarding of 5000 customers, with the majority of applicants originating from the Agriculture, SME, and MSME sectors. This demonstrates the Bank's commitment to catering to the needs and fostering the growth of these key sectors.

Cost management is a very important aspect of the current economic climate. Over the last one year, the Bank has lost good paying customers to other financial institutions. Thus, a loss of a significant portion of interest income. As such it is important for the Bank to focus on new business and maintain/reduce the operational costs. Therefore, the focus will be on streamlining processes and managing within budget.

Thematic Area 2 - Customer Strategies

The strategies and action plans within this Thematic Area primarily focus on activities conducted by the Relationship and Sales as well as the Risk business divisions. The key objectives of providing a distinct customer service experience, ensuring customer retention and acquiring the desired market share will be accomplished through initiatives carried out by these two business divisions.

The risks from domestic sources include continued threats from natural disasters and increased labour migration while the external risks include the continuation of global geopolitical tensions, inflationary pressures, monetary policy tightening and climate change.

STRATEGIES	ACTION PLAN
Generate a unique customer service experience	<ul style="list-style-type: none"> ● Analyze and connect with channel partners such as our external stakeholders, and the value chain concept. ● Meet customers constantly for better relationships. ● Deliver consistent and regular product and industry specific educational information. ● Conduct communication and awareness sessions designed to change attitudes that constrain the financial empowerment of women and youth. ● Conduct financial literacy awareness
Implement customer retention and acquisition.	<ul style="list-style-type: none"> ● Digitize customer delivery. ● Convert general enquiries and online enquiries into new business relationships. ● Increase marketing activities through channels. ● Increase customer base. ● Field visits ● Stakeholders' meetings/roadshows
Retain and Gradually Increase Market Share -Agriculture and SME	<ul style="list-style-type: none"> ● Market evaluation. ● Evaluate the markets and customer segment to identify the target segment and create customer profile and personal. ● Lending to Women and youths. ● Represent service in under-represented areas.

STRATEGIES	ACTION PLAN
Create linkage, value adding and product diversification.	<ul style="list-style-type: none"> • With internal and external stakeholders.
	<ul style="list-style-type: none"> • Value chain proposition.
	<ul style="list-style-type: none"> • Repackaged existing product with added value.
	<ul style="list-style-type: none"> • Improve turnaround time.
	<ul style="list-style-type: none"> • Simplify processes.

The Bank’s customer base is the core of its marketing and sales efforts. Having a strong and loyal customer base can help the Bank increase recurring revenue and have a strong sales program to build from.

To achieve the above targets, the RS team’s sales strategy focuses on conducting awareness sessions on the already launched products as mentioned under the Market Segment section. Apart from the awareness sessions, the team will also be conducting application drives to assist customers in submitting their applications, conducting online product demonstrations, and networking sessions in collaboration with stakeholders to reach outer islands as well as rural communities. Apart from providing loans and services to our customers, the focus will also be shifted to assisting our customers to display, market and sell their products.

In addition to conducting face-to-face field visitations, the team will prioritize cross-selling and upselling of products through targeted email marketing campaigns and calls to existing customers. Another significant initiative introduced by the Bank in the previous financial

year is the Digital Financial Literacy Program. This Program offers customers and non-customers alike the opportunity to enhance their knowledge in various aspects of financial literacy. Accessible through our website, the Program provides resources such as informative web pages, videos, forms and templates on topics like starting a business, business management and growth. These resources also include tools for budgeting and writing business plans.

The aforementioned tasks are significant priorities for the R&S team and to ensure their success, all back-office functions have been reassigned from the team. This reallocation of responsibilities aims to provide the R&S team with the necessary capacity and resources to concentrate on sales and marketing.

The success of the above sales strategy will highly depend on how the product is being marketed and the incentives that are provided as part of the product packages. Some of the incentives offered by the Bank as part of its product packages are as follows:

- Subsidized rates – a subsidy of 6% for a loan limit of up to \$100,000 for the mandated sector
- Creating value chain linkages – for the rice mobility package and the ginger loan facility have pre-approved anchors (suppliers) contracted with the farmers.
- Pre-approved funding limit – for the Sugarcane Farmers loan facility and Women Entrepreneurs product, the existing customers have a pre-approved limit for funding.
- Insurance cover – the FDB Loan for Women Entrepreneurs includes a Tower Parametric Insurance cover for cyclones covering wind speed and distance of location from the cyclone.
- Reduced requirements – given a well-managed risk appetite of the product. The pre-qualification requirements (eligibility criteria, bank statement requirements and debt service cover) were further reduced for the FDB Loan for Women Entrepreneurs.
- Customer undertaking - with the movement into digitization, for all new products being launched, the customer on the online application form simply ticks on the undertaking to agree to fully pay and agree to the terms and conditions.
- AFD guarantee of \$7M for the MSME. This will reduce our risk and provide further funding to our existing and new customers who qualify for the guarantee.

The Strategic focus under the Customer Thematic Area is directed towards the mandated sector, specifically natural resources such as Agriculture (including forestry and fisheries), transportation and other industries, with a particular emphasis on SMEs and MSMEs. The Bank will continue to enhance its capacity to support Agriculture, MSME and SMEs sectors as well as promote Gender Equality & Social Inclusion (GESI) policies that focus on increasing the power of the excluded communities and vulnerable groups.

Digitizing customer delivery will allow the Bank to reduce costs, improve customer experience and capture value. Automation is critical to reducing turnaround times. A recent internal exercise to identify the Bank's Strengths, Weaknesses, Opportunities and Threats (SWOT) indicated the slow turnaround time in the Bank's processes. A committed focus on the Customer Thematic Area at a bank-wide level calls for understanding the Bank's customers both external and internal. It calls for Bank-wide support in the delivery of solution-based products that are accessible and value-adding.

In line with the Bank's objective of enhancing the socio-economic status of individuals, the Bank endeavours to contribute towards meeting the present needs of society while safeguarding the ability of future generations to meet their own needs. the Bank places priority on

fostering the economic development of women entrepreneurs as well as the Micro, Small, and Medium Enterprise sectors. Simultaneously, the Bank will also direct its attention towards rural agricultural, fisheries and maritime sectors.

There is a strong connectivity between offering a unique customer service experience and customer retention, acquisition and acquiring the intended market share. This is even more critical as the Bank works towards its goal, ***to remain sustainable in serving our customers while adapting to the changes in our environment.***

Thematic Area 3 – Internal Business Processes Strategies

By implementing process improvement strategies, the Bank can enhance its service delivery and effectively execute initiatives aimed at analysing existing system to prioritize necessary improvements. Internal process strategies play a significant role in identifying challenges, resolving bottlenecks and disruptions. Overall business process enhancement is crucial for the Bank as it creates a pathway for increased automation, streamlines decision-making and enables the realization of the Bank’s core values.

STRATEGIES	ACTION PLAN
Product and service development	<ul style="list-style-type: none"> • Re-engineer/design product. Relaunch revamped product. • Review product performance
Digital Transformation	<ul style="list-style-type: none"> • Implement Core Banking Software • Enhance other systems.
Develop flexible processes	<ul style="list-style-type: none"> • Identify and uplift processes in line with CBS project. • Enhance current policy and develop new policies to fully align with the RBF prudential and supervision requirements. • Identify and re-engineer critical process that affects service delivery and profitability, aligning market practices, Branch feedback, covering audit highlights and recommendations (internal and external)-inclusive of updating Bank wide process manual.

STRATEGIES	ACTION PLAN
Strengthen stakeholder engagement	<ul style="list-style-type: none"> • Build and enhance existing and new bridging relations with stakeholders to enhance Bank’s delivery of efficient and effective service and de-risk Bank.
Utilize artificial intelligence to enhance service delivery internally and externally	<ul style="list-style-type: none"> • Use AI technologies to digitize Bank’s internal and external presence and services.

The focus in this period is to continue with digital transformation allowing the customers to apply online which has been a convenient and faster way of reaching and serving our customers. The new end-to-end digital core banking software will assist how we serve our customers and also assist our staff in doing their day-to-day work. The Bank has already implemented a new hardware infrastructure and is in the process of implementing a real-time backup system. A significant investment has been undertaken in the ICT infrastructure.

In order to achieve sustainability, reimagining service delivery is a mutually beneficial solution for both the Bank and its customers. It is crucial for the Bank to embrace and adapt to the new technologies available in the market, now more than ever, in order to effectively respond to changing customer needs.

The Bank commits to exceeding customer expectations through internal alignment, reducing bottlenecks, introducing process automation and digitalization, removing

duplication across functional areas and minimising the number of activities per function. It calls for a coordinated team effort based on the firm belief that every staff is the critical component in the delivery of service that is satisfying.

To reduce poverty in Fiji, FDB will however prioritize fairness, equity and inclusion by designing and customizing GESI financial products and services and at the same time review and revising FDB’s General Instructions and Lending Manual to ensure inclusive banking principles and mainstreamed throughout policies, operating procedures and guidelines. The staff are encouraged to explore all resources focused on fostering financial inclusion.

Thematic Area 4 – Organisation Capacity Strategies

The Bank continues to engage as a learning organization in this strategic plan period. Strategies are formulated around enhancing the Bank’s organizational, cultural transformation and engagement.

STRATEGIES	ACTION PLAN
Grow our people to meet current and future needs	<ul style="list-style-type: none"> • Measure the Banks performance by analyzing Bank wide operational and person analysis.
Implement a learning mindset that supports our vision	<ul style="list-style-type: none"> • Introduce growth mindset.
	<ul style="list-style-type: none"> • Develop policies and procedures that are conducive to continual learning.
Instill value-based leadership and culture	<ul style="list-style-type: none"> • Implement a leadership program in the Bank.
	<ul style="list-style-type: none"> • Implement succession plan.
	<ul style="list-style-type: none"> • Reduce number of behavioral issues
	<ul style="list-style-type: none"> • Enhance diversity within the Bank.
Provide competitive staff welfare and benefits	<ul style="list-style-type: none"> • Ensure that staff benefits are relevant and attractive.

For FDB, staff are its greatest asset. The prevailing sentiment is that the Bank's staff needs to continue growing to keep up with the rapidly changing business landscape. The Talent Organisational Development (TOD) has equipped employees with the skills, knowledge, and attitudes they need to reach business goals by providing both internal and external training. Cultural Transformation is even more critical now to build awareness of FDB's core values and develop actionable plans to communicate and encourage the adoption of any necessary change. This requires changing the hearts, minds, and skills of the staff to support the desired culture as they must first have the heart to change their behaviour then they must understand what behaviour change looks like (mind) and have the necessary tools (skills) to change.

FDB has also promoted Women's leadership, and this has been orchestrated with the number of Women sitting on the FDB's Executive Committee. The Bank will continue to increase organisational capacity and commitment to inclusive banking through training, mentoring and performance accountability.

At FDB, management and the team share the philosophy that motivation comes from applying and being productive. A successful value-based leadership system will drive more cohesive teamwork, more accurate following of instructions, and a greater sense of comradery. This strategy is around needing satisfying talent management (training), receptiveness to change management, staff aligning performance management with the Bank's mission, having a structured

succession planning for each Staff and overall workforce and knowledge planning that satisfies both the staff and the Bank. Specific tools to be employed include training, mentoring and coaching.

One of the key tasks to be carried out by the Bank's Talent and Organization Development Team is an assessment to measure the Bank's performance gap through a bank-wide analysis; operational analysis and personnel analysis to gauge how staff can meet current and future needs of the Bank.

Leveraging technology for efficiency has always been a priority for the Bank. This includes efforts towards improving the Bank's technology that builds on improving organizational development. Strategizing under organisational development information in respect of improving the Bank's databases to provide not only raw data but also compiled data for analysis to assist in credit assessment,

human capital assessment, organizational capacity assessment and decision-making that ultimately improves turnaround time to both internal and external customers.

One of the constant challenges in the Bank is having a value-based culture that aligns with achieving the Bank's mission. Over the last Strategic Plan period, some works were carried out to improve the value-based culture. More work in this respect is targeted during this Strategic Plan period. The success of the organization's capital strategy is reflected in the achievement of the lending targets in the mandated sectors.

The Bank's strategies on Organization capacities will receive a committed focus at all levels of the Bank. The Bank is of the firm belief that investment in this Thematic Area allows for a knowledgeable, experienced and committed Staff who in turn will deliver on the Bank's mission.

THEMATIC AREA 1 – FINANCIAL

Strategies	Action Plan	Measures	Focus for next five years
Diversify revenue base.	<ul style="list-style-type: none"> Maximize traditional revenue sources by creating business from existing and new customers. Maximize non-traditional revenue sources by creating business from existing and new customers (rent, investment, insurance commission, bad debt recovery). 	<ul style="list-style-type: none"> Term deposit portfolio – small tickets deposit. Net Income growth, Return on assets. Implement Foreign exchange services. 	<ul style="list-style-type: none"> New term deposit customers-relax the policy in terms of minimum deposit term. Seek RBF approval to start foreign exchange services.
Diversify funding base	<ul style="list-style-type: none"> Access cheaper funds – both locally and overseas, which may include themed bonds (green/blue), funding through GCF. 	<ul style="list-style-type: none"> Savings account for the customers and the public. Number of funding sources identified. 	<ul style="list-style-type: none"> To get the necessary approval from RBF to start savings accounts.
Manage Cost	<ul style="list-style-type: none"> Operate within the budgeted levels. Better collection rate 	<ul style="list-style-type: none"> Overall expenditure does not exceed the budgeted level. 80% and above collection rate 	<ul style="list-style-type: none"> Monthly monitoring of the budget. Maintain consistent follow-up on the customers for repayment. Quarterly review of the budget.
	<ul style="list-style-type: none"> Monitor staff, fleet and other operating expenses. Improve the Bank’s credit quality rating. 	<ul style="list-style-type: none"> Saving on total operating costs by 10%. Reduce NPL and increase PLP. 	<ul style="list-style-type: none"> Monthly monitoring to be maintained. Quality loan approval. Faster and efficient recovery process.

Strategies	Action Plan	Measures	Focus for next five years
Maintain/retain and grow Revenue	<ul style="list-style-type: none"> • Grow quality portfolio. • Reduce non-performing loans. 	<ul style="list-style-type: none"> • Increase in number of accounts. • New Business - at least maintain positive growth in loan portfolio. 	<ul style="list-style-type: none"> • Retention of good customers. • Pursue quality new business.

THEMATIC AREA 2 - CUSTOMER

Strategies	Action Plan	Measures	Focus for next five years
Generate a unique customer service experience	<ul style="list-style-type: none"> • Analyze and connect with channel partners such as our external stakeholders, and the value chain concept anchors. 	<ul style="list-style-type: none"> • Number of Value Chains created under the mandated sectors. • Number of Support partners formalized through MOUs. 	<ul style="list-style-type: none"> • At least one 1 SME per financial year. • 1 Farmer Support group/1 SME group/1 Corporate support group established and working with the Bank for business referrals per annum.
	<ul style="list-style-type: none"> • Meet customers constantly for better relationships. 	<ul style="list-style-type: none"> • Reduction in Customer complaints. 	<ul style="list-style-type: none"> • Set appropriate targets to reduce customer complaints (in percentage).
		<ul style="list-style-type: none"> • Increase in referrals from existing customers. 	<ul style="list-style-type: none"> • Increase current market share. • Review marketing strategies.
		<ul style="list-style-type: none"> • Customer Survey 	<ul style="list-style-type: none"> • Conduct annual customer surveys. • Monitor customer survey ratings and aim for better ratings.

Strategies	Action Plan	Measures	Focus for next five years
	<ul style="list-style-type: none"> Deliver consistent and regular product and industry-specific educational information. 	<ul style="list-style-type: none"> Number of views, likes or compliments received on the educational activities undertaken. 	<ul style="list-style-type: none"> Set appropriate targets for views, likes or compliments received on the educational activities undertaken (in percentage).
	<ul style="list-style-type: none"> Conduct communication and awareness sessions designed to change attitudes that constrain the financial empowerment of women and youth. 	<ul style="list-style-type: none"> Number of awareness sessions conducted for Women and Youth Groups. Number of Communications issued. 	<ul style="list-style-type: none"> At least 4 sessions per annum. At least 4 communications per annum.
	<ul style="list-style-type: none"> Conduct financial literacy training. 	<ul style="list-style-type: none"> Number of Financial Literacy program conducted for product 	<ul style="list-style-type: none"> At least 4 sessions per annum.
Implement customer retention and acquisition.	<ul style="list-style-type: none"> Digitize customer delivery. 	<ul style="list-style-type: none"> Number of digital customer delivery Toolkits created and implemented. 	<ul style="list-style-type: none"> At least 1 digital customer delivery Toolkit per annum.
	<ul style="list-style-type: none"> Convert general enquiries and Online enquiries into new business relationships. 	<ul style="list-style-type: none"> Number of enquiries converted into business opportunities. 	<ul style="list-style-type: none"> Set appropriate targets for conversion of inquiries into new business (in percentage).

Strategies	Action Plan	Measures	Focus for next five years
Implement customer retention and acquisition.	<ul style="list-style-type: none"> Increase marketing activities through channel 	<ul style="list-style-type: none"> No. of new enquiries 	<ul style="list-style-type: none"> Monitor new enquiries converted per annum
	<ul style="list-style-type: none"> Increase customer base. 	<ul style="list-style-type: none"> Share in the target market and customer segments. 	<ul style="list-style-type: none"> Increase portfolio size with planned disbursement target. Focus on Women and Youth, Farmers, and MSME.
		<ul style="list-style-type: none"> Brand recognition/ awareness in target segments. 	<ul style="list-style-type: none"> New Branding concepts to be implemented.
		<ul style="list-style-type: none"> Number of uptakes in the target market segment. 	<ul style="list-style-type: none"> Market Evaluation (external customer).
	<ul style="list-style-type: none"> Field visits 	<ul style="list-style-type: none"> No. of Field visits 	<ul style="list-style-type: none"> Set appropriate targets for field/ customer visits.
	<ul style="list-style-type: none"> Stakeholders' meetings / roadshows 	<ul style="list-style-type: none"> Number of stakeholder meetings/ roadshows 	<ul style="list-style-type: none"> 2 stakeholders' meetings/roadshows per annum.

Strategies	Action Plan	Measures	Focus for next five years
Retain and Gradually Increased Market share – Agriculture and SME	<ul style="list-style-type: none"> • Market evaluation. • Evaluate the markets and customer segments to identify the target segment and create customer profiles. • Lending to Women and youths. • Represent service in under-represented areas. 	<ul style="list-style-type: none"> • Shares in target market and customer segments. Disbursement to referred sector – Farmers, MSME, Women and Youth. 	<ul style="list-style-type: none"> • Refer to increasing base net disbursement limit and identify and divide limit accordingly to target segments e.g., women and youth etc., allocation. <ul style="list-style-type: none"> - Agriculture 6263 Customers - SME 6574 Customers - Women Loans 3680
Create linkage, value-adding and product diversification.	<ul style="list-style-type: none"> • With internal and external stakeholders. • Value chain proposition. • Repackage existing products with added value. • Improve turnaround time. • Simplify processes. 	<ul style="list-style-type: none"> • Number of Value Chain products developed and implemented. 	<ul style="list-style-type: none"> • Implement 1 Value Chain concept per annum. • Focus on new product development with simplified requirements.

THEMATIC AREA 3 – INTERNAL BUSINESS PROCESSES

Strategies	Action Plan	Measures	Focus for next five years
Product and service development	<ul style="list-style-type: none"> • Re-engineer/design products. Relaunch revamped products. • Review product performance. 	<ul style="list-style-type: none"> • Number of products re-engineered/ designed. • Successful launch of the re-engineered/ designed products. • Number of product reviews. 	<ul style="list-style-type: none"> • Review at least 1 existing product per year and successfully launch the revamped product.
Digital Transformation	<ul style="list-style-type: none"> • Implement Core Banking Software. • Enhance other systems. 	<ul style="list-style-type: none"> • New Core Banking Solution implemented. • Number of other system reviews. 	<ul style="list-style-type: none"> • Go-live. • Provide training to the staff. • Review at least 1 other system.
Develop flexible processes	<ul style="list-style-type: none"> • Identify and uplift processes in line with the CBS project and RBF alignment. • 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. 	<ul style="list-style-type: none"> • Number of process improvements - include GESI. • Align policies with RBF requirements. • Review of manual and SOPs. 	<ul style="list-style-type: none"> • Implement at least 2 process improvements per year.

Strategies	Action Plan	Measures	Focus for next five years
Strengthen stakeholder engagement	<ul style="list-style-type: none"> Build and enhance existing and new bridging relations with stakeholders, which will, in turn, improve the Bank's overall service delivery and assist in de-risking the Bank. 	<ul style="list-style-type: none"> Number of stakeholder engagements. 	<ul style="list-style-type: none"> Implement bi-annual stakeholder meetings.
Utilize artificial intelligence to enhance service delivery internally and externally.	<ul style="list-style-type: none"> Use AI technologies to digitize the Bank's internal and external presence and services. 	<ul style="list-style-type: none"> New chatbot system implemented. 	<ul style="list-style-type: none"> Go live. Provide training to the staff.

THEMATIC AREA 4 – ORGANISATION CAPACITY

Strategies	Action Plan	Measures	Focus for next five years
Grow our people to meet current and future needs	<ul style="list-style-type: none"> Measure the Bank's performance by analyzing Bank-wide operational and personnel analysis. 	<ul style="list-style-type: none"> Attainment of the Bank's Human Capital Return on Investment (net profit/investment on human capital). Number of Training identified vs. number. attended. Completion of four evaluations by the Manager. Employee productivity. 	<ul style="list-style-type: none"> Set appropriate targets for Human Capital (in percentage). At least 80% achievement. Positive ROI (training expenditure vs. profit). 100% completion of the four evaluations.

Strategies	Action Plan	Measures	Focus for next five years
Implement a learning mindset that supports our vision	<ul style="list-style-type: none"> • Introduce a growth mindset. • Develop policies and procedures that are conducive to continual learning. 	<ul style="list-style-type: none"> • Bank performance against the strategic plan targets (Action Plan) is tracked and reported to EXCO, Board and Staff. 	<ul style="list-style-type: none"> • Design completed. • Design approved. • Design Implemented.
		<ul style="list-style-type: none"> • Number of suggestions for improving operations implemented. 	<ul style="list-style-type: none"> • 4 suggestions implemented per annum.
		<ul style="list-style-type: none"> • Number of policies and procedures reviewed – Flexi hours, Parental leave policy. 	<ul style="list-style-type: none"> • 4 policies and procedure reviews per annum – Flexi hours policy, holistic review of staff benefits, competency framework.
		<ul style="list-style-type: none"> • Number of staff awareness conducted. 	<ul style="list-style-type: none"> • 2 sessions per annum.

Strategies	Action Plan	Measures	Focus for next five years
Instill value-based leadership and culture	<ul style="list-style-type: none"> • Implement a leadership program in the Bank. • Implement succession plan. • Reduce the number of behavioural issues • Enhance diversity within the Bank. 	<ul style="list-style-type: none"> • Employee career path in place for all Staff, which is communicated to them. 	<ul style="list-style-type: none"> • 2 Staff to attend leadership program per annum – NLP.
		<ul style="list-style-type: none"> • Number of training or upskilling tailored for each staff to perform at the next level according to the succession plan. 	<ul style="list-style-type: none"> • Review the existing succession planning framework. Attain approval and implement. • Set appropriate targets for training completed (in percentage)
		<ul style="list-style-type: none"> • Staff aligned to Mission and Value culture. 	<ul style="list-style-type: none"> • Per quarter staff meeting with Manager/ line GM per annum on Annual workplan targets and issues and solutions. • Monthly one-to-one meeting between staff to Manager and Manager to Line GM.
		<ul style="list-style-type: none"> • Number of diversity event approach amongst staff. 	<ul style="list-style-type: none"> • 4 staff event per annum
Provide competitive staff welfare and benefits	<ul style="list-style-type: none"> • Ensure that staff benefits are relevant and attractive. • Maintain a safe working environment. • Upgrade staff facilities. • Work life balance/mental health. 	<ul style="list-style-type: none"> • Number of Staff benefits implemented. • Number of resignations to other local Employers. • Workplace incidents. 	<ul style="list-style-type: none"> • Review of staff benefits.





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