



**OFFICE OF THE
DIRECTOR OF PUBLIC PROSECUTIONS**

STRATEGIC PLAN

2025-2030



Table of Contents

Executive Summary	2
Director’s Foreword	3
About Us (Our Purpose, Our Values & Mandate	4
Our Office	5
Strategic Priorities	7
• Strategic Priority 1: Effective & Efficient Prosecution Service	8
• Strategic Priority 2: Stakeholder Engagement and Collaboration	9
• Strategic Priority 3: Training & Development	10
• Strategic Priority 4: Victim & Witnesses Support	11
Strategic Timelines	12
SWOT Analysis for the ODPP	14
• Strengths	14
• Weaknesses	15
• Opportunities	16
• Threats	17
Budget	18
Stakeholder Engagement	20



Executive Summary

The Office of the Director of Public Prosecutions (ODPP) is an independent entity established under the Constitution of Fiji 2013, with its origins dating back to the Fiji Independence Act 1970. Since its inception, the ODPP has consistently upheld its foundational purpose and continues to do so, ensuring its relevance and effectiveness into the future. The ODPP is dedicated to upholding the values, laws, policies, rights, and freedoms enshrined in the Constitution and the laws of Fiji.

In line with this commitment, the ODPP has embarked on its first Strategic Planning initiative. This strategic plan is designed to chart the course for the organisation, aligning its strategic priorities with current resources and capacities to address the evolving trends in criminal law.

The primary mandate of the ODPP is to initiate and conduct criminal proceedings, representing the State in all criminal matters across all levels of courts in Fiji. The ODPP operates in all major divisions where criminal courts are present, with its main office located in the Central Division, serving as the headquarters.

Our Strategic Plan aims to provide key stakeholders with a comprehensive understanding of the ODPP's role in maintaining public confidence in the rule of law. Through its core functions and activities, the ODPP strives to deliver justice efficiently and effectively, ensuring that the legal process is upheld with integrity and fairness.



Director's Foreword

For many years, the Office of the Director of Public Prosecutions (ODPP) has operated without a formal Strategic Plan. Recognizing the growing demand for efficient prosecution services and the need to support the Judiciary effectively, we have now undertaken the development of this comprehensive Strategic Plan. This initiative marks a significant milestone for the ODPP, reflecting our commitment to adapt and evolve in response to the dynamic landscape of criminal law.

The creation of this Strategic Plan is driven by the necessity for substantial changes within our organisation. As the demands on our services increase, it is imperative that we enhance our capabilities and streamline our processes. This plan provides a clear direction for the ODPP, outlining strategic priorities that will strengthen our core functions and ensure we continue to deliver justice effectively. Our goal is to meet the expectations of the public and maintain their confidence in the rule of law.

With ten offices strategically located across the country, including our headquarters, the

ODPP is well-positioned to serve the diverse needs of Fiji's legal system. Our core function is to deliver fair and impartial prosecution services, guided by the principles of law and justice. This Strategic Plan emphasizes the importance of timely and sound prosecution, ensuring that all cases are handled with the utmost professionalism and integrity.

In conclusion, this Strategic Plan is not just a document but a roadmap for the future of the ODPP. It represents our dedication to upholding the rule of law and our commitment to continuous improvement. By focusing on our strategic priorities, we aim to enhance our service delivery, support the Judiciary, and ultimately contribute to a fair and just society. We look forward to the positive changes this plan will bring and the continued support of our stakeholders in achieving these goals.

Nancy Tikoisuva.

Acting Director of Public Prosecutions, Fiji.



OUR PURPOSE

- ◆ Uphold the rule of law through professional and independent prosecution services.

OUR VALUES

- ◆ Independence
- ◆ Courage
- ◆ Fairness

About Us

OUR MANDATE

1. Institute and conduct criminal proceedings.
2. Take over criminal proceedings that have been instituted by another person or authority (except proceedings instituted by the Fiji Independent Commission Against Corruption);
3. Discontinue, at any stage before judgment is delivered, criminal proceedings instituted or conducted by the Director of Public Prosecutions or another person or authority (except proceedings instituted or conducted by the Fiji Independent Commission Against Corruption), and
4. Intervene in proceedings that raise a question of public interest that may affect the conduct of criminal proceedings or criminal investigations.
5. The ODPP derives its mandate from the 2013 Constitution and is responsible for the prosecution of all criminal cases under the laws of Fiji. In particular, the core legislation that the ODPP is guided by on its daily functions are as follows:
 - ◆ Crimes Act 2009
 - ◆ Criminal Procedure Act 2009
 - ◆ Sentencing and Penalties Act 2009
 - ◆ Proceeds of Crime Act
 - ◆ Supreme Court Act and Rules
 - ◆ Court of Appeal Act and Rules
 - ◆ High Court Act and Rules
 - ◆ Magistrates Court Act and Rules



Our Office

The Office of the Director of Public Prosecutions (ODPP) handles a wide range of criminal law matters, from straightforward cases to highly complex ones, covering an extensive spectrum of legal areas. The main office, located in Suva, houses specialized units, while the outer divisions are serviced by various Divisional Offices across Fiji.

- ♦ At the Suva headquarters, the General Crimes Division (GCD) is the largest division. It is responsible for prosecuting offences that do not fall under "fraud offences" or "child-sensitive offences." These include crimes against public order, international order, and the administration of lawful authority; sexual offences; prostitution; abortion; offences against the person (such as murder, manslaughter, and infanticide); crimes against humanity; offences endangering life and health; criminal recklessness and negligence; and offences against a person's liberty, among others.
- ♦ The Sexual Crimes Division (SCD) is a specialized unit within the ODPP dedicated to prosecuting cases of sexual and gender-based violence (SGBV), child sexual abuse (CSA), and other crimes where children are victims. The SCD collaborates closely with the Fiji Police Force and key stakeholders such as the Department of Social Welfare and Empower Pacific to address matters involving child victims comprehensively.
- ♦ The Serious Fraud Division (SFD) focuses on prosecuting major fraud cases and money laundering offences. This division also handles the initiation of restraint and forfeiture applications under the Proceeds of Crimes Act, which is a civil process. With the support of the National Anti-Money Laundering Council, the ODPP manages the Forfeited Assets Fund, which maintains proceeds from forfeited assets.



Our Office

The Divisional Officers across Fiji serve their respective areas in all matters of criminal law and coordinate with the specialized units in Suva for support on specific cases. This structure ensures that the ODPP can effectively address the diverse legal needs throughout the country.

The diverse areas of legal practice within the ODPP also provide opportunities for prosecutors to conduct appeals in higher courts in Fiji. The increased access to justice through the appeal courts has significantly impacted the ODPP's caseload, leading to the creation of the Appeals Division in Suva. This division focuses on appellate advocacy in higher courts such as the Court of Appeal and the Supreme Court.

Recognizing the need for more resources and prosecutors, the ODPP has benchmarked its requirements against the expansion and presence of courts across Fiji, as well as the growth of the Legal Aid Commission. Additionally, the ODPP conducts Basic and Advanced Prosecution courses for the Fiji Police Force and other law enforcement agencies and stakeholders. The support from the Fiji Police Force's Prosecutions Department in mitigating the ODPP's workload is acknowledged, and the training provided is beneficial in supporting the ODPP's core functions.



Strategic Priorities

*Effective and
Efficient
Prosecution Service*



1

*Stakeholder
Engagement and
Collaboration*



2

3



*Training and
Development*

4



*Victims and
Witnesses Support*



Strategic Priorities



PRIORITY 1: *Effective and Efficient Prosecution Services*

We understand our primary prosecutorial role has significant impact on the public confidence in the rule of law. In order to be efficient and effective in this role, we need to enhance the capability, capacity and processes of the office. This will require significant focus on:

- Optimized use of **digital platforms**
- Improving **infrastructure** and resourcing of the ODPP
- Improving internal **processes**
- **Risk assessment** and management approach in resourcing
- **Safety and Security** of Prosecutors and the prosecution offices
- **Strategic and Succession planning** and implementing measures to support staff
- **Communication Policy** that will provide guidance on media releases related to public interest cases and processes under the criminal justice system.



Strategic Priorities



PRIORITY 2: *Stakeholder Engagement and Collaboration*

The success and efficiency of our prosecutorial role is reliant on the trusted relationship between our institution with key national law enforcement institutions and international bodies. We also contribute to nation building through law review, statistical data of criminal matters, capacity building and training. Our strategic priority is to:

- Strengthen **communication** with key national law enforcement institutions
- Strengthen our **processes** and develop a **special unit** to respond to international and national requests for assistance in criminal matters
- Improve on its **CLE sessions** and communication with Board of Legal Education
- Contribute towards the development of terms of references for our **engagement** and **participation** in national committees, sub-committees or any form of engagement.



Strategic Priorities



PRIORITY 3: *Training and Development*

Criminal trends or mode of criminal activities are always evolving with time; hence we need to ensure that our prosecutors are continuously equipped and trained to effectively prosecute emerging criminal matters. This includes any training relevant to changes to the laws in Fiji and the rules of practise evolving from common law countries. Our office has also evolved in its organisational structure with specialised areas of prosecution such as the Serious Fraud Division the Sexual Crimes Division and the General Crimes Division that will require specialised training for its staff.

Our focus will be on:

- Developing and improving on the **training needs analysis** for professional and support staff;
- **Monitoring and evaluating** all training undertaken by the ODPP in order to optimise our skills in specialized areas.
- Review and improve the **curriculum** for current training programs with law enforcement institutions.
- Review our **Training Policy**.



Strategic Priorities



PRIORITY 4: *Victim and Witness Support*

A key factor in delivering a fair prosecution is the support towards victims and witnesses who attend court to give evidence. We recognise that the unique geographical and socio-economic dynamics of our society can impede on a victim and witnesses' ability to attend court when summoned. Hence, our final strategic priority is to:

- Develop a **Financial policy** for the processing and disbursement of witness allowance.
- Optimize **staff allocation** and **recruitment fit for purpose** to support prosecutors in liaising with witnesses and victims.
- Utilising **digital platforms** and innovative methods of payment of witness allowance.



Strategic Timeline

We recognise that our strategic priorities will require careful planning in its implementation and prioritizing the needs of the office to achievable and measurable goals.

Short Term (2025-2026)

Strategic Priority 1

- Goal 1 -Resourcing of all divisions
- Goal 2 – Fit for Purpose Organisational Structure
- Goal 3 - Safety and Security Measures
- Goal 4 – Independent FMIS System & Finance Policy
- Goal 5 – Stability of Internet Services

Strategic Priority 2

- Goal 1 – Law enforcement inter-agency collaboration

Strategic Priority 3

- Goal 1 – Training Needs Analysis, Training Policy review

Strategic Priority 4

- Goal 1 – Finance Policy



Strategic Timeline

Mid-Term

(2026-2027)

Strategic Priority 1

- Goal 1– Infrastructure Development
- Goal 2 – Review of All Office Policies and Processes

Strategic Priority 2

- Goal 1– Review Terms of Reference for all stakeholder engagements

Strategic Priority 3

- Goal 1– Monitoring and Evaluation of all training and curriculum

Strategic Priority 4

- Goal 1– Review of organisational structure

Long-Term

(2028-2030)

Strategic Priority 1

- Goal 1 - Development of National Prosecution Services



SWOT Analysis

This SWOT analysis provides a comprehensive overview of the ODPP's current position, highlighting areas of strength and opportunity while acknowledging potential weaknesses and threats. By addressing these factors, the ODPP can continue to enhance its effectiveness and maintain public trust in its prosecutorial functions.



STRENGTHS



1. Independence and Authority: The ODPP operates as an independent entity under the Constitution of Fiji, ensuring impartiality and integrity in its prosecutorial functions.

2. Specialized Units: The presence of specialized units such as the General Crimes Unit, Sexual Crimes Division, and Serious Fraud Division allows for focused and expert handling of diverse and complex criminal cases.

3. Comprehensive Mandate: The ODPP's mandate covers a wide range of criminal proceedings, from initiating and conducting prosecutions to intervening in matters of public interest, ensuring comprehensive legal oversight.

4. Strategic Planning: The recent development of a Strategic Plan demonstrates a proactive approach to aligning resources and capacities with evolving trends in criminal law, enhancing overall efficiency and effectiveness.

5. Collaboration and Training: Strong partnerships with the Fiji Police Force and other stakeholders, along with ongoing training programs, bolster the ODPP's capabilities and support its core functions.



SWOT Analysis



WEAKNESS

- 1. Resource Constraints:** Despite the strategic planning, there may be limitations in resources, including staffing and infrastructure, which could impact the ODPP's ability to meet increasing demands.
- 2. Geographical Challenges:** The diverse geographical spread of Fiji can pose logistical challenges in ensuring consistent and timely prosecution services across all divisions.
- 3. Dependence on Government Funding:** The ODPP's operations are heavily reliant on government funding, making it vulnerable to budgetary constraints and external economic factors.
- 4. Technological Gaps:** While there is a focus on optimizing digital platforms, existing technological infrastructure may still require significant upgrades to meet modern standards.



SWOT Analysis



OPPORTUNITIES



- 1. Technological Advancements:** Leveraging new technologies and digital platforms can enhance case management, evidence presentation, and overall operational efficiency.
- 2. Capacity Building:** Continued investment in training and development programs for prosecutors and support staff can improve expertise and adaptability to emerging criminal trends.
- 3. International Collaboration:** Strengthening ties with international bodies and participating in global initiatives can provide additional resources and knowledge, enhancing the ODPP's prosecutorial capabilities.
- 4. Public Engagement:** Increasing transparency and communication with the public can build greater trust and confidence in the ODPP's role in upholding the rule of law.



SWOT Analysis



THREAT

1. **Economic Uncertainty:** Fluctuations in the economy and potential budget cuts could impact the ODPP's ability to secure necessary resources and maintain operations.
2. **Evolving Criminal Trends:** The rapid evolution of criminal activities, including cybercrime and transnational offenses, poses ongoing challenges that require constant adaptation and specialized knowledge.
3. **Political Influence:** Although the ODPP is independent, there is always a risk of political pressures that could undermine its impartiality and decision-making processes.
4. **Public Perception:** Any perceived inefficiencies or failures in high-profile cases could negatively affect public confidence in the ODPP and its ability to uphold justice.



Budget

The five-year Strategic Plan for the Office of the Director of Public Prosecutions (ODPP) has been projected to cost \$66.2 million. The primary source of funding for this plan will come from the Government of Fiji, with financial oversight ensured through the submission of Annual Reports. This comprehensive budget aims to support the various strategic initiatives outlined in the plan, ensuring that the ODPP can effectively fulfil its mandate.

One of the most significant expenses not included in the current budget is the development of the National Prosecution Services. This new prosecutorial structure and facility is envisioned to accommodate all prosecutors, streamline operations, and reduce reliance on Police Prosecution services.

The ODPP acknowledges that the successful implementation of its strategic priorities is contingent upon government priorities and the availability of funds. External factors, such as economic fluctuations and unforeseen events like the COVID-19 pandemic, can impact budget allocations. These challenges underscore the importance of flexible and adaptive planning to ensure the continuity of essential services.

Despite these potential hurdles, the ODPP remains optimistic about its ability to deliver effective and efficient prosecution services. The strategic plan is designed to enhance the ODPP's capacity to uphold the rule of law, maintain public confidence, and respond to the evolving landscape of criminal justice. By focusing on key areas such as infrastructure, technology, and human resources, the ODPP aims to strengthen its operational capabilities.



Budget

The ODPF's five-year Strategic Plan represents a significant investment in the future of Fiji's criminal justice system. Through careful planning, robust funding, and a commitment to excellence, the ODPF is poised to meet its strategic goals and continue its vital role in maintaining justice and public trust. The ongoing support from the Government of Fiji and other stakeholders will be crucial in achieving these objectives.

Strategic Priorities Projected Budget

Strategic Priorities	2025-2026	2026-2027	2027-2028	2028-2029	2029-2030
Effective & Efficient Prosecution Services	\$8.9 million	\$9.5 million	\$10.1 million	\$14 million	\$20 million
Stakeholder Engagement & Collaboration	\$100,000	\$200,00	\$200,000	\$200,000	\$200,000
Training & Development	\$400,000	\$200,000	\$200,000	\$200,000	\$300,000
Victim & Witness Support	\$500,000	\$200,000	\$300,000	\$400,000	\$500,000
TOTAL	\$9.5 million	\$10.1 million	\$10.8 million	\$14.8 million	\$21million



Stakeholder Engagement

Strengthening Stakeholder Engagement and Collaboration

The Office of the Director of Public Prosecutions (ODPP) recognizes that the success and efficiency of its prosecutorial role are heavily reliant on strong relationships with key stakeholders. These stakeholders include national law enforcement institutions, international bodies, and various community organisations. By fostering these relationships, the ODPP can ensure a coordinated and effective approach to criminal justice, enhancing its ability to uphold the rule of law.

One of the primary goals of the ODPP is to strengthen communication with national law enforcement institutions such as the Fiji Police Force. Effective collaboration with these agencies is crucial for the timely and accurate exchange of information, which is essential for successful prosecutions. The ODPP also aims to develop a special unit dedicated to responding to both national and international requests for assistance in criminal matters, further solidifying its role as a key player in the global fight against crime. In addition to law

enforcement collaboration, the ODPP is committed to contributing to nation-building through active participation in law review processes, providing statistical data on criminal matters, and engaging in capacity-building initiatives. By offering Continuing Legal Education (CLE) sessions and maintaining open lines of communication with the Board of Legal Education (BLE), the ODPP ensures that its prosecutors and support staff are well-equipped to handle the complexities of modern criminal law.

Finally, the ODPP values its role in various national committees and sub-committees, where it can influence policy and contribute to the development of the criminal justice system. By developing clear terms of reference for its engagement in these committees, the ODPP can ensure that its contributions are focused and effective. This strategic approach to stakeholder engagement and collaboration not only enhances the ODPP's operational efficiency but also reinforces public confidence in the justice system.



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