

# STRATEGIC PLAN

2022 - 2025



REAL ESTATE AGENTS  
LICENSING BOARD

## TABLE OF CONTENT

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Chair's Foreword	02
The Board	03
Registrar's Statement	04
Corporate Profile	05
Roles & Responsibilities	06
Strategic Plan 2022-2025	09
Operational Plan 2022-2023	11
Financial Projections	27

## 1.0 CHAIRMAN'S FOREWORD

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Greetings to you all!

It is my pleasure to present the 2022-2025 Strategic Plan for the Real Estate Agents Licensing Board (REALB). The three-year Strategic Plan will drive and transform the real estate sector to fulfil the vision set by the Fijian Government to Transforming Fiji.

The next three years will be an exciting time for the Board, Staff, Real Estate Agents, and key stakeholders. Centered around organizational transformation, REALB will be focusing on our legislative framework, IT infrastructure, and internal policies to enhance our services delivery.

REALB is committed to improving the real estate sector in Fiji, currently comprising 90 Agents and 320 Salespersons as recorded in our public register. This document presents the strategies and the priority areas of REALB for the next three years. Undoubtedly, it is going to be a very crucial period for everyone associated with real estate.

REALB's vision "**A better real estate experience for all**", is aligned with the overall concept of the Fijian Government of 'Transforming Fiji'. As set out in the Strategic Plan, the vision will help the Board and respective departments in REALB to set goals and work towards achieving the overall vision of the organization. Registrar will manage and guide the staff to successfully execute plans to achieve our target for the next three years.

I take this opportunity to acknowledge the immense contribution of the board members in taking REALB forward and provide direction for the organization. The Board Members come from different professional career backgrounds which is an added advantage to REALB with their experience, knowledge and professional judgement guiding the organization to improve the industry.

I am confident the future looks promising for the real estate industry in Fiji.

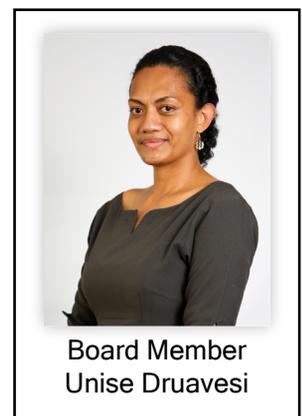
Thank you.

A handwritten signature in blue ink, appearing to read 'Abdul Hassan'.

Dr Abdul Hassan  
Chairman

## 2.0 THE BOARD

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## 3.0 REGISTRAR'S STATEMENT

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A Strategic Plan is an important document for any organization as it guides and steers the organization to achieve its vision. The REALB's 2022-2025 Strategic Plan document provides the Board, Staff, Real Estate Agents and key stakeholders with a framework and direction to chart the way forward for the next three years.

The 2022-2025 Strategic Plan outlines the key priority areas in service delivery to associated stakeholders in implementing the plans and programs and putting them into action. The Plan outlines the required policies, strategies, and key pillars to ensure timely achievement of the Strategic Plan.

To improve and move the industry forward, the REALB must excel at:

- Developing a legislative framework that is responsive to the needs of the industry.
- Developing policies to ensure maximum utilization of REALB resources.
- Enforcing compliance and monitoring of the real estate market.
- Engaging and communicating with members of the public and stakeholders to ensure alignment with the Strategic Plan.

REALB staff and the Board undertook the strategic plan consultation. The plan captures valuable input from the discussions, identifies the goals, objectives and strategies to achieve our vision. REALB, has grown over the years in its confidence to ensure the public is protected in relation to real estate dealings with companies or the agents, who should be ethical and follow the Real Estate Agents Act 2006. (REA Act 2006 or the Act).

As the real estate regulatory body, our purpose is to issue licenses and institute disciplinary proceedings against real estate agents while at the same time protecting the buyers and sellers from fraudulent dealings conducted by bogus agents in the real estate industry.

I am excited to lead the team in taking the organization forward towards achieving the Board's vision and targets during the next three years as outlined in this 2022-2025 Strategic Plan.

A handwritten signature in blue ink, appearing to read 'Peni Komainavoka', written over a light blue rectangular background.

Mr Peni Komainavoka  
Registrar

## 4.0 CORPORATE PROFILE

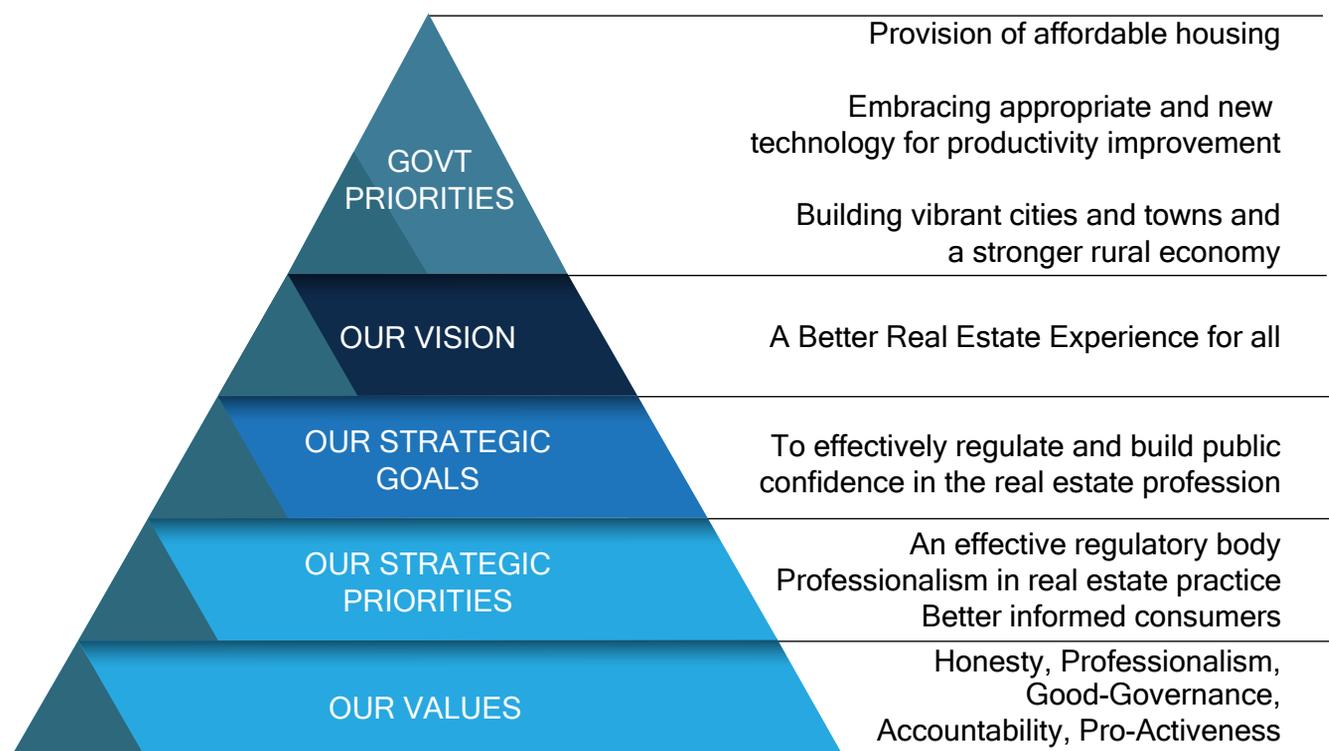
REALB is a corporate statutory body of the Fijian Government.

REALB has a range of duties which include licensing real estate agents, granting permits and certificates of approval for salespersons, providing branch managers and approving the opening of new branch offices for real estate agents.

Under the Act, a real estate agent is a person who holds themselves out to the public as someone who acts for a reward as an agent in respect of the sale or disposition of land, the purchase or acquisition of land, or in respect of leasing or letting of land. This is irrespective of the fact that the person may carry on any other business. A salesperson is someone employed by a Real Estate Agent to carry out sales. Salespersons work for a real estate agent - whether a “contract for service” or a “contract of service”.

Another duty of the REALB is to take disciplinary action against real estate agents and salespersons, including the cancellation or suspension of Licenses, in situations such as misconduct and criminal convictions.

REALB aims to promote a high standard of service and professionalism in the industry, and to ensure that all those in the industry are carrying out their business within the ambits of the legislation. The REALB also works with key stakeholders and partners to ensure the smooth disbursement of our regulated functions.



## 5.0 ROLES & RESPONSIBILITIES

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### 5.1 Introduction

REALB is a corporate statutory body under the Ministry of Commerce Trade Tourism and Transport, (the Ministry) responsible for regulating Real Estate Agents in Fiji.

Established under Act, REALB is governed by a Board to oversee the licensing of Real Estate Agents, issuing approvals for Real Estate Salesperson and Branch Managers and the granting of Permits to a person (not a holder of a real estate agents license) to undertake transactions in real estate.

We work with key stakeholders, industry partners and civil society to build a sustainable real estate market that is responsive to the changing dynamics of the real estate industry contributing to nation building and a more resilient society.

The abovementioned functions are undertaken by the Compliance & Monitoring Unit, Media and Communications Unit, Human Resources Unit, Finance Unit, and Information Technology & Statistics Unit.

### 5.2 Compliance & Monitoring Unit

The Compliance and Monitoring Unit is responsible for developing, implementing and monitoring compliance policies, adherence to the Real Estate Agents Act 2006 and other related laws in this field. The Unit is also responsible for vetting real estate agents' licenses, renewals and managing customers.

### 5.3 Communications Unit

The Communications Unit aims to create awareness to assist business, industry and individuals in regards to licensing procedures, real estate matters and disseminate key information to the members of the public thus creating awareness for people to make a wise decision and to keep away from the traps of bogus agents. The Unit takes on an integrated approach towards consumer education and awareness by sharing information through newspaper articles, media broadcast, brochures and public engagement sessions.

### 5.4 Finance Unit

The Finance Unit provides financial support services for REALB including managing cash flow, timely financial reporting, preparation of budget submissions and monitoring financial transactions. The Unit also provides sound financial advice and information to assist in decision making.

### 5.5 Human Resources Unit

The Unit is responsible for the proper disbursement of the board's HR functions including staff recruitment, training, discipline. It works on ensuring the implementation and monitoring of HR Policies for REALB. The Unit also works on planning and formulating HR strategies for growth and development for the Board.

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## 5.6 Information Technology & Statistics Unit

The IT & Statistics Unit is responsible for the continuous development, maintenance and upgrade of all ICT infrastructure for REALB. The department is also responsible for data collection, analysis and report generation for Land sales in Fiji.

## 5.7 LEGISLATION & POLICIES

REALB's functions and powers are stipulated under the act and subsidiary legislations;

- 1.Real Estate Agents Act 2006
- 2.Real Estate Agents (Fees, Forms and Appeals) Regulations 2008

REALB Policies are aligned to the abovementioned legislations and approved by the Board. These policies are set out as Standard Operating Procedures and Guidelines for general or specific areas of concern for REALB Staff and holders of licenses, certificate of approval and permits issued by REALB.

## 6.0 REALB SWOT ANALYSIS

SWOT Analysis provides a tool to assess an organizations internal and external environment to determine what it currently excels in and identify potential growth areas. This process involves evaluating four areas; Strength, weakness, opportunities and Threats.

	STRENGTH	WEAKNESS	OPPORTUNITIES	THREATS
01	Regulatory authority guided by the Real Estate Agents Act 2006	Regulatory limitations to operate within the legal framework under REA Act 2006	Legislation review to incorporate the future direction for real estate in Fiji	Industry lack of awareness, education and disregard for the legislation and related laws leading to non-compliance.

02	Working together with industry partners for the betterment of the real estate sector	Ability to respond quickly to changing business environment dynamics	The use of technology and social media platforms to improve service delivery and the move towards digitalization	Resources concentrated on certain functions which comprises the organisations' ability to be forward looking
03	Powers to control entry and institute disciplinary proceedings for agents and salesperson	Technical capabilities and internal capacity to drive REALB in to the future	Engage and network with industry stakeholders and overseas counter parts for technical assistance	Industry shocks due to external forces like the Covid 19 pandemic and the downturn in the economy
04	Advisory role on real estate legislation and policies	Absence of targeted policies, structures and plans to guide REALB	Building REALB capacity and structure for efficient service delivery	Bogus agents operating without proper approvals and in breach of the Act

## 6.1 Way Forward

The strengths, weaknesses, opportunities and threats identified in this section have been taken into account during the development of the REALB Strategic Plan 2022-2025.

The SWOT analysis provided insights into the development of the 2022-2025 Strategic Plan to map out the strategic objective that will guide REALB achieves its vision of 'A Better Real Estate Experience for All' aligned to the Governments vision, set out in the National Development 5 and 20 Years of "Transforming Fiji". However, REALB cannot achieve this vision on its own. We understand that synergy plays a role in today's business ecosystem. REALB must collaborate with industry stakeholders, statutory authorities, government departments, and the public with the afore mentioned framework of organizational aspirations. This is the driving force that motivates REALB to deliver on this 2022-2025 Strategic Plan.

## 7.0 Our Strategic Goals 2022 – 2025

### Strategic Priority

The REALB's Strategic Plan will be subject to regular reviews and includes an approach of aligning the relevant strategic objectives highlighted in the Fiji Government 5-year and 20-year National Development Plan (NDP) and the Ministry of Commerce, Trade, Tourism and Transport (MC TTT) Strategic Plan, and various relevant public sector reform initiatives. The REALB's SWOT analysis will subsequently augment these strategic priorities.

MCTTT's Strategic Priority	Source of Priority	REALB Strategic Priority	Source of Priority
1) Improve Fiji's overall trade performance through a more competitive economy and thereby help establish Fiji as the modern hub of the Pacific	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pg. 127)</li> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	1. Improve stakeholder relationship through information sharing and capacity building	<ul style="list-style-type: none"> <li>➤ Real Estate Agents Licensing Act 2006</li> <li>➤ Service Level Agreement 2021-2022</li> </ul>
2) To improve market access of Fijian Made goods and services in international markets	<ul style="list-style-type: none"> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	2. To ensure compliance and monitoring of the Real Estate Industry	<ul style="list-style-type: none"> <li>➤ Real Estate Agents Licensing Act 2006</li> <li>➤ Service Level Agreement 2021-2022.</li> </ul>
3) To promote the production and consumption of Fijian Made goods and services	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs. 87-90)</li> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	3. To ensure the proper disbursement of statutory obligations and an efficient and productive workforce supported by a modern and effective work environment	<ul style="list-style-type: none"> <li>➤ Real Estate Agents Act 2006</li> <li>➤ Service Level Agreement 2021-2022</li> </ul>
4) To improve investment and business climate and ease of doing business	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs.88-89)</li> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	4. To deliver timely financial support through transparent and accountable management processes and practices	<ul style="list-style-type: none"> <li>➤ Real Estate Agents Licensing Act 2006</li> <li>➤ Service Level Agreement 2021-2022</li> <li>➤ Finance Manual</li> </ul>
5) To ensure the development of sustainable and globally competitive tourism	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs. 123-126)</li> <li>➤ Fijian Tourism 2021</li> </ul>	N/A	N/A
6) Improve livelihoods through Co-operatives, young entrepreneurs and micro and small enterprise	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs. 91-93)</li> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	N/A	N/A

MCTTT's Strategic Priority	Source of Priority	REALB Strategic Priority	Source of Priority
	<ul style="list-style-type: none"> <li>➤ Fijian Tourism 2021</li> </ul>		
7) To expand industrial base and participate in global value chains	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs. 93-95)</li> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	N/A	N/A
8) To be a premier metrology and standards organization in the Region	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs. 88-90)</li> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	N/A	N/A
9) To enhance and strengthen consumer protection through fair trade policies, laws and enforcement	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs. 89-90)</li> <li>➤ Fijian Trade Policy Framework 2015-2025</li> </ul>	5. It is vital to protect the consumers through awareness advocacy, the introduction of policies, buyers guide, code of conduct and consumer protection policies.	<ul style="list-style-type: none"> <li>➤ Real Estate Agents Act 2006</li> <li>➤ Service Level Agreement 2021-2022</li> </ul>
10) An efficient and productive workforce supported by a modern and effective work environment	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pgs. 15 &amp; 134)</li> </ul>	6. Empower staff to execute tasks. Recruiting the best staff and providing them with the necessary training.	<ul style="list-style-type: none"> <li>➤ Real Estate Agents Act 2006</li> <li>➤ Service Level Agreement 2021-2022</li> <li>➤ Human Resources Policies</li> </ul>
11) To deliver timely financial support services through transparent and accountable financial management processes and practices	<ul style="list-style-type: none"> <li>➤ NDP Goal, Policies and Strategies (Pg. 15)</li> <li>➤ Financial Management Act 2004;</li> <li>➤ Finance Instructions 2010;</li> <li>➤ Procurement Regulations 2010; and</li> <li>➤ Ministry Finance Manual 2017</li> </ul>	7. The timely preparation of annual financial accounts.	<ul style="list-style-type: none"> <li>➤ Real Estate Agents Act 2006</li> <li>➤ Service Level Agreement 2021-2022</li> <li>➤ Finance Manual</li> </ul>

## 8.0 REALB 2022–2025 STRATEGIC PLAN

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
1. Improve stakeholder relationship through information sharing and capacity building	To reduce consumer harm, complaints and unethical practices	Revamp Website	<ol style="list-style-type: none"> <li>Public and Stakeholders will be more informed and easily access our services.</li> <li>Provides a platform to educate and create awareness.</li> </ol>	<ol style="list-style-type: none"> <li>Website traffic report generated from the back end of the website.</li> <li>Queries on the services and receiving of complaints through the website.</li> </ol>	<ol style="list-style-type: none"> <li>Resolving issues/complaints on a timely basis.</li> <li>Decrease in the number of complaints. Updating of Website on a regular interval.</li> </ol>
		Develop a Disclosure Guidance for licensees	<ol style="list-style-type: none"> <li>Agents' disclosing full, proper, and accurate information to their clients.</li> </ol>	<ol style="list-style-type: none"> <li>Less complaints received by REALB on Non-disclosure of information.</li> </ol>	<ol style="list-style-type: none"> <li>Continuous monitoring of real estate agent's activities.</li> </ol>
		Develop a best-practice guidance for licensees	<ol style="list-style-type: none"> <li>Public Confidence in the real estate Agents.</li> <li>Professionalism in the real estate industry.</li> </ol>	<ol style="list-style-type: none"> <li>Complaints</li> <li>Market Research and Survey</li> <li>Information Sharing and MOU with key stakeholders.</li> </ol>	<ol style="list-style-type: none"> <li>Implementation of the Best Practice Guidance.</li> <li>Monitoring the activities of the Real Estate Agents.</li> </ol>
		Organise Consumer Target	<ol style="list-style-type: none"> <li>Educate, interact and inform the public on real estate issues.</li> </ol>	Reduction in the number of complaints and issues.	<ol style="list-style-type: none"> <li>Market Research and Survey on the issues that needs to be addressed.</li> </ol>
		<ol style="list-style-type: none"> <li><b>Roadshow/Campaigns</b> to reduce or prevent the occurrence of consumer harm &amp; <b>Public Consultations</b> on Real Estate Issues (Mobile Advisory</li> </ol>			

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
		Units) Revamp Website Continuing Professional Development (CPD) Program	1.Improvement in the information dissemination with the public, clients and key stakeholders.	1. Monitoring the traffic on the REALB website. 2. Effective and efficient processes 3. Cost savings in terms of printing of forms which are handed out from the office. 4. CPD- Improve the Real Estate Industry with the education programs which the Agents and Salesperson have to attain before they are given a license to operate.	1. Resolving issues/ complaints on a timely basis. 2. Decrease in the number of complaints. 3. Updating of Website on a regular interval. 4. Engagement with the clients and public. 5. CPD- Quality service provided by the real estate agents. Highly trained Agents and Salespersons who will be providing real estate services to the people. Reduction in complaints as the agents and salesperson would have better knowledge of the real estate practice.
	To ensure that key stakeholders acquire the appropriate knowledge and information for better service delivery	Proactive Communications with Media- educate consumers about the Industry: brochures; newsletter; columns; blogs; articles; talkback shows, radio, Managing the continuing professional development program	1. Media will help REALB to disseminate information to the mass number of people. 2. Highlight issues which is being faced in the Real Estate Industry. 1. Real Estate Industry will have quality Agents and Salesperson to provide services to the people.	1. Public, Client and Stakeholder awareness and education. 2. Public and Clients will be able access to the information through different channels. 1. Improvement in the quality of the Real Estate Agents and Salespersons. 2. Agents will be more	1. Monitoring of issues raised by public. 2. More engagement with the public through phone calls during the television and radio shows. 3. Advisory Column in the newspaper with more readership. 1. Monitoring of the program through registration process. 2. Analysing the complaints received and linking to the courses designed and

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
				<p>knowledgeable of the profession, their roles and responsibilities.</p> <p>1. Information Sharing. 2. Collaboration with key stakeholders. 3. Informative session when conducting Talanoa Sessions.</p>	<p>determine the quality of the course.</p> <p>1. Decline in the number of complaints through awareness and education. 2. Compliance and Communication Dept. to follow the issues at the ground level and come up with strategies to raise awareness and educate.</p>
		<p>Organise Workshops &amp; Talanoa Sessions to target Real Estate Agents, Salespersons, Branch Managers to focus on:</p> <p>i. Review of the Real Estate Agents Act; ii. Anti-Money Laundering; iii. Professional Code of Conduct</p> <p>Introduce the Continuing Professional Development (CPD) Program</p>	<p>1. Strengthening of Collaboration with other organisations. 2. Information Sharing. 3. Education and Awareness on the real estate matters.</p> <p>1. Real Estate Agents and Salespersons shall be more informed of the Act and other legislations. 2. To improve the industry and build a better image. 3. Brings professionalism in</p>	<p>1. Attendance 2. Participation 3. Exam Pass Rate 4. Certificate issued to participants</p>	<p>1. Development of course and REALB to start with the education program. 2. Hiring of a qualified facilitator to conduct lectures, tutorials and assess participants.</p>
		<p>Development of Professional Code of Conduct for Agents, Salespersons &amp; Branch Managers</p>	<p>1. Professionalism in the real estate industry</p>	<p>1. Reduction in the number of complaints. 2. Voluntarily Compliance to ensure they comply with the Code of</p>	<p>1. Non-compliance by Agent, Salesperson or the Branch Manager would result in disciplinary action. 2. Monitoring team to</p>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
2. To ensure compliance and monitoring of the Real Estate Industry	To promote professionalism and build public confidence	Developing strategic partnerships with Stakeholders (collaboration)	1. Working together to create awareness, collaborate through information sharing.	<p>Conduct.</p> <p>3. Professional Attitude of the Real Estate Agents.</p> <p>1. Decisions made on a timely basis</p> <p>2. Turnaround time for background check</p> <p>3. Better Complaints management.</p> <p>4. Tracking of previous records or financial checks.</p>	<p>continuously monitor that the Agents, Salespersons and Branch Managers adherence to the COC</p> <p>1. Reports of the work carried out in collaboration with key stakeholders</p> <p>2. MOU signed</p> <p>3. Reduction in the number of complaints.</p> <p>4. Working in partnership during Workshops, Conferences and Talanoa Sessions.</p>
		Market surveillance through Spot Check	<p>1. Agents who does not comply will be able to be flagged through spot checks.</p> <p>2. Bogus Agents to be easily identified.</p>	<p>1. Spot Checks will enable REALB to record and update the Board on the conduct of real estate agents. The company or the agent will be taken to task.</p> <p>2. Forward the cases of Bogus Agents to the Fiji Police Force.</p>	<p>1. Disciplinary Committee to look into the breaches and take appropriate action.</p> <p>2. Continuous Surveillance to monitor the activities of the real estate Agents and Bogus Agents.</p>
	Development of an online Licensee Portal	1. Efficient and Effective Processing of applications and Communication with the Agents.	<p>1. Paperless system to be introduced.</p> <p>2. Digitalisation taking place as it has been the vision of the MCTTT.</p> <p>3. Convenient Process for the Agents.</p> <p>4. Improvement in record</p>	<p>1. Turnaround time on decisions for applications.</p> <p>2. Complaints responses for the agents and the members of the public.</p> <p>3. Real time data capturing</p>	

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
	Defined systems and structures that will respond to the changes in the real estate industry	Processing new applications, renewals and suspensions of licenses: <ul style="list-style-type: none"> <li>- Licensing of New Agents</li> <li>- Renewal of License for Real Estate Agents</li> <li>- Approval of New Salesperson</li> <li>- Renewal of Salesperson</li> <li>- Application of New Branch Manager</li> <li>- Renewal of Branch Manager</li> <li>- Inquiry under Section 66</li> </ul>	<ul style="list-style-type: none"> <li>1. Improvement in Service Delivery.</li> <li>2. Performing the core functions of REALB.</li> <li>3. Clearly defined processes and timelines</li> </ul>	<ul style="list-style-type: none"> <li>1. Services to improve and timely response.</li> <li>2. Applications to go through the approved process before the decision is made.</li> </ul>	<ul style="list-style-type: none"> <li>1. Approving, Rejecting, Suspending and Cancelling of licenses.</li> <li>2. Vetting of Applications and ensuring all the requirements are met before it is approved or rejected.</li> <li>3. Investigation of the complaints and making decisions on the suspension and cancellation of licenses.</li> </ul>
		Maintain a Register of all licensees	<ul style="list-style-type: none"> <li>1. Updated Agents information are recorded through the Register</li> </ul>	<ul style="list-style-type: none"> <li>1. Public can use the register for information verification purpose when engaging a real estate Agent.</li> </ul>	<ul style="list-style-type: none"> <li>1. Regular Register update</li> <li>2. Publication in the Gazette by 30<sup>th</sup> June each year</li> </ul>
	Comprehensive assessment of the key issues and risks in the real estate industry		<ul style="list-style-type: none"> <li>1. Risk identification and risk mitigation strategies</li> </ul>	<ul style="list-style-type: none"> <li>1. Classification of risks and its impact</li> <li>2. Development of a Risk Mitigation Plan</li> </ul>	<ul style="list-style-type: none"> <li>1. Approval of Risk Mitigation Plan</li> <li>2. Implementation of Risk Mitigation Plan</li> </ul>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
		Development of a complaints database registry	<ol style="list-style-type: none"> <li>1. Complaints are recorded, monitored and updated</li> <li>2. Complaints resolution rate and timelines are measured</li> <li>3. Complaints as an indicator of the changes within the Industry.</li> <li>4. Assist Management in decision making.</li> </ol>	<ol style="list-style-type: none"> <li>1. No. of complaints received and actioned</li> <li>2. The nature, seriousness and number of complaints recorded forms the basis of calling an Inquiry</li> <li>3. Complaints can be referred to the other agencies.</li> </ol>	<ol style="list-style-type: none"> <li>1. Complaints are dealt with in a timely manner.</li> <li>2. Thorough investigation is carried out</li> <li>3. Report is sent for decision making.</li> <li>4. Complaints database registry continuously updated</li> </ol>
		Receiving, Assessing and Managing Complaints	<ol style="list-style-type: none"> <li>1. The complaint is dealt with professionally and procedures are followed</li> <li>2. Complaints are dealt with in a timely manner.</li> </ol>	<ol style="list-style-type: none"> <li>1. No. of Complaints Received and the Outcome</li> <li>2. Agents, Salesperson, Branch Manager and Bogus Agents are taken to task if they fail to comply with the Act.</li> </ol>	<ol style="list-style-type: none"> <li>1. Improve the service delivery of Real Estate Agents, Salespersons and Branch Managers.</li> <li>2. Cases of Bogus Agents referred to the Fiji Police Force.</li> <li>3. Issuing warning, suspension and cancellation of licenses for agents and salespersons if they are in breach.</li> </ol>
		Real Estate Agents Act 2006 Review	<ol style="list-style-type: none"> <li>1. The current Act is strengthened</li> </ol>	<ol style="list-style-type: none"> <li>1. The amendment and the review of the current Act would enable REALB to address current issues and strengthen compliance, and bring in changes in the Act which will help REALB to improve the industry.</li> </ol>	<ol style="list-style-type: none"> <li>1. Prosecution powers</li> <li>2. Introduce Courses and Exams for the real Estate Agents and Salesperson.</li> <li>3. To overcome the grey areas in the act to improve the real estate industry.</li> </ol>
		Align staff appointments,	<ol style="list-style-type: none"> <li>1. Efficient, productive and high performing</li> </ol>	<ol style="list-style-type: none"> <li>1. Compliance with Civil Service Reform</li> </ol>	<ol style="list-style-type: none"> <li>1. Fully compliant with major Civil Service Reform</li> </ol>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
3. To ensure an efficient and productive workforce supported by a modern and effective work environment.	Ensuring that the Board has the expertise, leadership, capacity and information technology to enable the achievement of the REALB's objectives	<p>promotion, disciplinary guidelines, performance assessment and other HR issues to the Civil Services Reform requirements</p> <p>Develop and annually review Strategic Workforce Plan, Recruitment Plan, Employee grievance policy and other recruitment and staff retention plans and policies</p> <p>Implement, create awareness and train staff on MyAPA</p>	<p>workforce</p> <p>1. Recruit and retain an efficient, productive and highly skilled workforce</p>	<p>requirements</p> <p>2. More than 80% of vacancies processed within 60 days</p> <p>1. Comprehensive, robust and responsive Strategic Workforce Plan, Recruitment Plan, Employee Grievance Policy and other recruitment and staff retention plans and policies</p>	<p>requirements</p> <p>2. Average recruitment process time reduced to less than 60 days</p> <p>1. Better aligned organizational needs and priorities with the workforce 2. Timely recruitment of highly skilled and productive staff 3. Staff turnover reduced by more than 10% 4. Timely resolution of genuine workplace grievances</p>
		<p>Modernise practices and policies in relation to Human Resource management, general administration, executive support and Information</p>	<p>1. Adopt a fair and effective reward system to encourage outstanding performance at work and in meeting KPIs</p> <p>1. Efficient service delivery</p> <p>2. Structured framework to support service delivery</p>	<p>1. MyAPA (Performance Management Framework) implemented and followed for the assessment of staff</p> <p>1. Improved turnaround time in service delivery to clients</p> <p>2. Enhanced system for customer feedback</p> <p>3. Enhanced visibility of the REALB through timely dissemination of speeches, briefs and</p>	<p>1. Effective and timely implementation of MyAPA and staff recognition programs</p> <p>2. Improved level of employee satisfaction</p> <p>1. At least 80 percent core processes are digitised</p> <p>2. Business process re-engineered and digitised by 2021</p> <p>3. More than 80 percent positive customer feedback</p> <p>4. 100% of speeches, Parliamentary submissions,</p>

STRATEGIC PRIORITIES	GOALS	STRATEGIES	OUTCOMES	HOW WILL THE OUTCOMES BE MEASURED	TARGETED PERFORMANCE (KPI)
		Communication Technology		media updates	briefs and media updates delivered on time
	An ethically and socially responsible workforce	Active participation in corporate social responsibility initiatives	1. The Board undertakes initiatives both internally and externally for community development and environment protection	1. Regular reporting on Green Indicators 2. Greater socio-economic impact on communities 3. Increased visibility and awareness of REALB's Corporate Social Responsibilities	1. Overall reduction of REALB's paper usage by 50% 2. Overall reduction in REALB's energy consumption by 20% 3. Pinktober drive and visit to medical and aged-care homes
<b>4. To deliver timely financial support services through transparent and accountable financial management processes and practices</b>	Enhanced internal business processes which safeguard the assets of the Board and provides accurate financial information	Compliance with financial regulations, including review of internal controls to achieve prudence and to eliminate audit queries Implement prudent financial practices in accordance with government and financial regulations and guidelines	Compliant and prudent financial system and processes Service delivery within budget appropriation, including revenue and expenditure and can be fully accounted for	Improved reporting practices Unqualified audited reports	Robust financial system and processes Robust financial system and processes

## 9.0 REALB OPERATIONAL PLAN 2022 – 2023

REAL ESTATE AGENTS LICENSING BOARD									
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN	
	Outcome	Output				Planned Activities, Process or Service	Estimated Cost		Officer Responsible for Achieving Output
<b>COMPLIANCE &amp; MONITORING UNIT</b>									
1. Improve stakeholder relationship through information sharing and capacity building	Reduced Consumer Harm	Informing and Educating Consumers, Licensees and other stakeholders	Memorandum of Understanding		Registrar	MOU Signed	Decisions made on a timely basis.	As and when required.	
			Continuing Professional Development (CPD)			CPD Implemented			
			Develop Disclosure Guidance for Licensee		Compliance & Monitoring Officer	Approved and Implemented			
			Develop A Best Practice Guidance for Licensee		Compliance & Monitoring Officer	Approved and Implemented			
			Revamp REALB Website Online Licensee Portal		Registrar IT Officer				
Better educated and informed consumers	Consumer Protection	Consumer Protection	1. Articles published in the dailies. 2. Press Releases 3. Press Conferences 4. Columns		Communications & Compliance	Number of articles, press releases, Talanoa Sessions, Roadshows	Number of Workshops, Talanoa Sessions and Articles written	Quarterly and Annually	

REAL ESTATE AGENTS LICENSING BOARD								
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Output				Measurement of Output	Key Performance Indicators (KPI's)	
2. To ensure compliance and monitoring of the Real Estate Industry	Increased professionalism and public confidence	Licensing, Enforcing and Monitoring of the Real Estate Industry	5. Social Media 6. Talanoa Sessions 7. Road Shows  1. Annual Inspection, Spot Checks, Monitoring of real estate Agents and Bogus Agents activities in the newspaper. 2. Assessing complaints received by the REALB. 3. Code of Conduct for Agents, Salespersons & Branch Managers 4. Developing strategic partnerships 5. Processing new and renewal applications 6. Risk assessment 7. Complaints	8,000	Registrar Compliance and Monitoring Department	Decline in the number of complaints received. Increase in the application for the Agents, Salespersons and Branch Manager. It will indicate that the public have confidence in the real estate.	Issuing of licenses, number of complaints dealt, number of inspections and spot checks carried out by the department	Quarterly/Annually

REAL ESTATE AGENTS LICENSING BOARD									
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN	
	Outcome	Output				Measurement of Output	Key Performance Indicators (KPI's)		
			management		Officer Responsible for Achieving Output				
	Increased awareness and understanding of REALB		<p>1. Newspaper articles, press conference, issues and case studies highlighted in the media.</p> <p>2. Roadshows and marketing of REALB through different channels such as social media, website, rebranding, flyers and advertisements</p> <p>3. Maintaining public register.</p>	14,785	Communications				
<b>HUMAN RESOURCES UNIT</b>									
<b>3. To ensure an efficient and productive workforce supported by a modern and effective work environment</b>	Expertise, leadership, capacity and information technology to enable the achievement of REALB's	Efficient, Productive and High performing workforce Recruit and retain an efficient,	Streamline and implement recruitment and selection process Review of the Strategic Workforce Plan		Registrar/HR Registrar/HR	All vacancies processed within 60 days Revised Strategic Workforce	Average recruitment process time reduced to 60 days Better aligned organisational needs and	Annually Annually	

REAL ESTATE AGENTS LICENSING BOARD								
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS	WHEN	
	Outcome	Output	Planned Activities, Process or Service	Estimated Cost	Officer Responsible for Achieving Output	Measurement of Output	Key Performance Indicators (KPI's)	
	objectives	productive workforce				Plan ready with budget submission	priorities with the workforce	Timeframe
		Adopt a fair and effective reward system to encourage outstanding performance at work and in meeting KPIs	Effective and timely implementation of MyAPA		HR	IWP's completed and aligned to the Strategic Plan, Operational Plan and Departmental/ Unit Business Plan	MyAPA implemented and followed for assessment of staff	Annually
		Review, formulation and implementation of policies, update of businesses process and SOPs:	Consultations with stakeholders - internal and/or External		Registrar/HR	Awareness conducted and information gathering	Endorsed reviewed Strategic Plan 2022-2025	Annually
		i. Costed Operational Plan; ii. Internal Policies and SOPs; iii. Reviewed	Corporate Planning Working Group to work on initial review and provide report to Board.		Registrar/HR	1. Awareness conducted and information gathering 2. Optimised business processes, reviewed and updated plans	1. Endorsed reviewed Strategic Plan 2022-2025 2. Finalised and endorsed policies and SOPs 3. Increased awareness	Q1

REAL ESTATE AGENTS LICENSING BOARD								
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Output	Planned Activities, Process or Service	Estimated Cost	Officer Responsible for Achieving Output	Measurement of Output	Key Performance Indicators (KPI's)	Timeframe
		and finalised HR Manual;				and policies	amongst officers on risk reporting, to better identify, assess and control risks within their areas 4. Increased awareness of good governance	
		Staff Development and enhancement of technical skill sets	Endorsed Training Policy and Training Plan	9,000	Registrar/HR	Effective Training Plan and Policy	Enhanced skill set and productivity of staff	
	Ensuring that the REALB has the expertise, leadership capacity and information technology to enable the achievement of the REALB's objectives	Efficient and effective service delivery	Development of Information Systems to "electronic format" processes		IT/ Communications Officers	Improved turnaround time in service delivery to stakeholders and clients	All existing applications, processes and complaints digitised	Q4
			Development of an online Complaints Management system			Enhanced system for customer feedback	More than 80% customer queries and complaints	Q4

REAL ESTATE AGENTS LICENSING BOARD								
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS	WHEN	
	Outcome	Output	Planned Activities, Process or Service	Estimated Cost	Officer Responsible for Achieving Output	Measurement of Output	Key Performance Indicators (KPI's)	
		Administrative, Executive Support and Public Relations	Draft Ministerial and Official briefs and Speeches		Registrar/Communications Officer	Meetings and Events schedule for Hon. Minister and Permanent Secretary	Finalised Ministerial and Official briefs and speeches to be posted on REALB Website	On-going
			Provide Parliamentary sittings support		Communications Officer	Parliamentary submissions	Effective Parliamentary submissions	On-going
			Organise Media Events			Awareness on REALB's programmes and initiatives	Digital and traditional media platforms effectively utilised	On-going
			Regular monitoring of paper usage, energy, printing consumables and communication		All staff	Regular reporting of green initiative indicators	30% reduction in paper usage; and 5% reduction in REALB's energy bill	Annually
	An ethically and socially responsible workforce	Undertakes initiatives both internally and externally for community development and environment protection	Recycling and reducing paper			Greater socio-economic	5% reduction in the	Annually

REAL ESTATE AGENTS LICENSING BOARD								
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Output				Measurement of Output	Key Performance Indicators (KPI's)	
			and plastic usage, utilising local initiatives such as "Mission Pacific"		Officer Responsible for Achieving Output	impact on communities	purchase of bottled water and 50% of all used plastic bottles sent for recycling	
			Organising social visits to community institutions that require assistance			Increased visibility and awareness of REALB's corporate social responsibility	At least 2 social visits to community institutions	Annually
		REALB actively monitors and encourages wellness of staff	Wellness hour & Medical check for staff identified at risk			Improved health and wellness of staff	Reduction in number of days taken off as sick leave and increased staff productivity	Annually
<b>FINANCE UNIT</b>								
4. Timely delivery of financial support		Monthly Management Reports to the Board	Timely submission of monthly management	N/A	Finance	Timely and accurate Reporting	12 Reports	Monthly

REAL ESTATE AGENTS LICENSING BOARD								
STRATEGIC PRIORITIES (From Strategic Plan)	WHAT		HOW	BUDGET	WHO	TARGETS		WHEN
	Outcome	Output	Planned Activities, Process or Service	Estimated Cost	Officer Responsible for Achieving Output	Measurement of Output	Key Performance Indicators (KPI's)	Timeframe
		Quarterly Financial Reports submitted to MCTTT	Report Timely informed decisions on budget utilisation	N/A	Finance	Timely and accurate Reporting	4 Quarterly Reports	10 <sup>th</sup> of every Quarter
		Audited Annual Financial Statement to OAG	Unqualified audit report	N/A	Finance	Minimum Audit Queries	Unqualified Audited Financial Report	Annually (2013 to 2020-2021)
		Budget Costing, Utilisation and Forecasting submitted to MCTTT	<ul style="list-style-type: none"> <li>➤ Meetings of Board</li> <li>➤ Implementation of budget utilisation recommendations</li> <li>➤ Budget forecast for new financial year</li> </ul>	N/A	Finance	Successful facilitation of Board meetings	Management is briefed quarterly of the budget status	Q3

## 10.0 FINANCIAL PROJECTION

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REALB Budget Categories	2022-2023 (Baseline)	2023-2024 (Projected)	2024-2025 (Projected/Estimate)
Operational Budget	\$480,327	\$480,327	\$480,327
VAT	\$17,897	\$17,897	\$17,897
TOTAL	\$498,224	\$498,224	\$498,224

(Note: The financial projection above will be subject to actual budgetary allocation from the Ministry for the corresponding financial year)



**3<sup>rd</sup> National Real Estate Conference 19th Feb 2021, Warwick Fiji**

## NOTES

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**REAL ESTATE AGENTS  
LICENSING BOARD**

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