

CORPORATE PLAN & STATEMENT OF CORPORATE INTENT

2022 / 2023



Fiji Roads Authority

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CHAIRMAN'S INTRODUCTION

As the Chairman of the FRA's Board of Directors, I am pleased to present the 2022 / 2023 Corporate Plan.

The Fiji Roads Authority has the responsibility of managing Fiji's transport infrastructure, which is our most valuable built asset and is the backbone of Fiji's economy. I am pleased to note that, during the previous financial years, FRA continued to expand its operations and has achieved a considerable number of completed projects, along with some major projects underway.

The 2022 / 2023 financial year will be another challenging year for FRA with respect to delivering to the expectations of the road users. There has been an increase in the number of vehicles on the Fiji roads, hence, a possible increase in road infrastructure maintenance and repair costs. Whilst the budget allocated to FRA remains the same as prior years, the cost of materials, maintenance and repair costs have significantly increased, which basically means in real terms, the budget has decreased. Also, with increased vehicle usage, the general public expects that there should not be any defects with the road infrastructure, which is impossible.

Moreover, FRA understands that the procedures and time to obtain approval from the required stakeholders for new projects, continuous to be a significant obstacle. Going forward, FRA intends to mitigate this challenge by creating awareness with all stakeholders on the role of FRA, including prompt engagement with the business community, so that approvals can be obtained in a timely manner.

Essentially, FRA will work on collaborating with the private sector businesses in a proactive manner to support the organisations development, without compromising the safety and quality of the road infrastructure.

FRA hopes to achieve 100% implementation on all of its key projects, including its major projects such as the ADB/ WB funded projects, Queen Elizabeth Drive project and completion of a number of critical bridges.

In addition, FRA also intends to commence work on its 5-year strategic plan to meet Fiji's immediate and long-term road infrastructure needs.

Despite the challenges, I am optimistic that FRA and its team will continue to strive to deliver its objectives in an efficient and cost-effective manner and continue to promote a safe and reliable transport network for the country and its people.



Ariff Ali
Chairman

CHIEF EXECUTIVE OFFICER REVIEW

The key focus of the Authority for the Financial Year 2022/2023 is to improve the level of service of the existing infrastructure through proactive maintenance of the existing road network in Fiji. The Authority has been focused on carrying out repair works in the areas identified as most critical and considers that this approach will allow them to achieve its main effort.

The effects of the COVID-19 pandemic and the ongoing Russia-Ukrainian War have brought new challenges disrupting the supply chain for the Authority along with the associated freight costs. Along with this, some of the other challenges that the Authority has been facing include impact on the operations of the Authority due to the lockdowns and other safe measures implemented by the Ministry of Health & Medical Services, contractor capacity, brain drain, increasing cost of doing business and the impacts of unfavorable weather conditions. In addition, due to the impact of the natural disasters, the funds which the Authority believes could have been better utilized for the repair and maintenance works on the existing road infrastructure, had to be diverted towards disaster rehabilitation works. Despite the challenges, we believe that we were able to maintain our main objective of improving the levels of service of the existing road infrastructure.

Whilst the prior years have brought unprecedented challenges for the Authority and Fiji as a whole, one of the biggest achievements for the FRA during the recent years has been that the public's perception of the functions of the FRA has changed positively, and the people of Fiji now seem to be familiar with the plan of the action of the FRA. Another significant achievement is that the Authority has been able to get all its staff back in the office by 2022. However, a major challenge of rebuilding the team synergy within FRA remains.

The Authority has been working continuously with the Ministry of Economy to maintain the existing road infrastructure along with embarking on the non-FRA projects. Planning and design works are being undertaken to increase the road capacity in the heavily populated areas along Nakasi and Davuilevu. The goal is to reroute traffic in the Nakasi and Davuilevu areas so that the vehicular traffic could access Princes Road, instead of having to use Kings Road. FRA has also planned to reserve bus lanes in peak hours to reduce the travel time

between Nausori and Suva for people using public transport. The upgrade of the Kings and Queen's highway is also anticipated to be completed by the end of this Financial Year. The four-lane cross-country road connecting Suva to Nadi is also in the plans to begin as a measure to reduce traveling time between two major hubs.

As Fiji emerges from the enduring impacts of the pandemic, the Government has allocated a considerable budget to the FRA in delivering its key objectives. Maintaining transparency with the use of funds is vital for FRA to track Government funding by identifying areas which would need more funding.

The FRA has also been identifying areas of growth with the emerging use of technologies to undertake pre-feasibility studies in-house. However, talent retention and the cost of doing business have at times hindered the deployment of these technologies. Nevertheless, FRA is working hard in acquiring the state-of-art machines such as surface investigation apparatus, drone technologies and surveying apparatus to obtain real-time data for analyzing and planning purposes.

At FRA we also aim to create an inclusive, open and fun working environment where the team members feel motivated and empowered to work.

The Authority has a great potential and through the progressive changes we will accomplish all that is needed for the road infrastructure in Fiji.



Kamal Prasad
Chief Executive Officer

FRA'S BOARD OF DIRECTORS



Mr. Ariff Ali
Chairman



Mr. Aptinko Vaurasi
Board Member



Ms. Preetika Prasad
Board Member



Mr. Kamal Gounder
Board Member

OUR MISSION, GOALS AND PERFORMANCE TARGET



MISSION

- ❖ A better land transport network for Fiji.

VISION

- ❖ An affordable, integrated, safe, responsive and sustainable network of roads, bridges and jetties.

GOALS

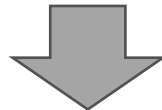
- ❖ To effectively, efficiently and sustainably provide an environmentally friendly land transport network to which people are able to gain easy access and travel on safely, efficiently and comfortably to their destinations.
- ❖ To diligently implement construction strategy, method and standard that will halt the uneconomical deterioration trend of existing infrastructure.
- ❖ To develop technical capacity and capability at all levels of the Roding industry such that new initiatives and maintenance of existing infrastructure is delivered economically and sustainably.

2022 / 2023 PERFORMANCE TARGETS

- ❖ See Section 4

How the FRA's Mission, Vision, Goals and Performance Targets contribute to Fiji's Overall Development

The Fiji Government's Key Pillars to which this Mission and Vision and these Goals and Targets contribute are:



Resurfacing works on Veisari Stretch

Constitution of the Republic of Fiji 2013
- **reasonable access to transportation.**

Enhancing **public sector efficiency, performance effectiveness and service delivery.**

Developing a common national identity
and building social cohesion.

Achieving **higher economic growth while ensuring sustainability.**

Developing an **integrated development structure at the divisional level.**

ABOUT FIJI ROADS AUTHORITY



Better transport infrastructure is essential for Fiji's development

The attainment of Fiji's expansion is reliant on infrastructure that is reliable enough to inspire people and businesses to invest in the future.

Reliability means that the service being delivered by the infrastructure is consistently available without interruption. Infrastructure standards are largely driven by the need for reliability.

The fundamental element of this infrastructure is the road network. It provides the means for the movement of people and goods between businesses and local and international markets. Roads enable people to get to jobs, education and health facilities. Without reliable transport, these vital connections will remain fragile, and Fiji's development will be constrained.

This road network is the most valuable built asset Fiji owns. Years of investment and effort have gone into building up over 6,438 km of roads and 1,389 bridges, 28 jetties and 8 landings that Fiji Roads Authority (FRA) owns and manages. If this massive infrastructure is going to serve Fiji's future development needs, then two things have to be done:

1. Improve the safety and reliability of the existing network; and
2. Expand the network to provide the capacity for sustained growth.

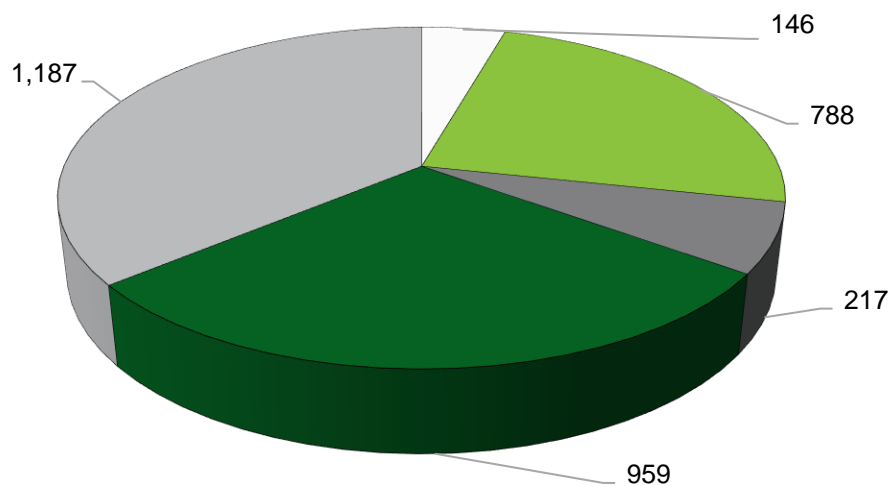
FRA was set up to fast track the recovery and expansion of the network

The FRA was established in 2012 to effectively manage and develop Fiji’s road network (Refer to Appendix A for “FRA Act 2012” and related amendments) and become fully operational on 1st January 2013. Over the past seven years, FRA has spent over \$3.3 billion on road infrastructure maintenance, upgrading of existing roads network, preserving the

existing infrastructure, improving the level of service of existing roads and new works. Refer to the figure 1 below.

The FRA uses international best practice of asset management to undertake its function. This is how other developed and developing countries look after their transport, water, electrical and other infrastructure networks. Asset management involves using long term planning to provide the required service at the best value for money. Long term planning is essential.

Figure 1: Expenditure for road infrastructure maintenance and upgrading (\$m)



- Management, Professional and Technical Services
- Maintenance
- Emergency Works
- Renewals and Replacements- Roads, Bridges and Jetties
- New Capital

FRA is responsible for Fiji’s most valuable built asset

The FRA’s ‘assets’ are all of Fiji’s roads, bridges and jetties. This includes the land on which our assets are located, together with all the associated infrastructure such as drainage, street lighting, traffic signals and other street furniture. We also consider our buildings, vehicles and other operational equipment as part of our asset portfolio. They are all managed and maintained using the same principles.

On our latest estimate, these assets are worth over \$9.1 billion, making the road and maritime network Fiji’s most valuable built asset. The geographic extent of the FRA’s assets are illustrated in Figure 2. A full summary of the asset valuation is provided in Table 14. This data is based on the Asset Valuation done by Erasito Beca in 2015 and straight-line depreciation to date. The FRA shares some of its land with other Government Entities such as the Energy Fiji Limited, Water Authority of Fiji and Telecommunications Fiji Limited to enable better delivery of service to the people of Fiji.

Table 1 - FRA's Assets

Division	Road Network (km)					Grand Total	Jetties (Nos.)	
	Bridge Deck (km)	Concrete	Sealed	Unsealed	Bridges (Nos.)		Jetty	Landing
Central	0.62	9	660	912	1,581	384	1	6
Northern	0.53	4	391	1,577	1,972	414	8	2
Western	0.15	8	713	1,668	2,389	488	3	0
Eastern	0.12	7	17	472	496	103	16	0
Grand Total	1.42	28	1,781	4,629	6,438	1,389	28	8

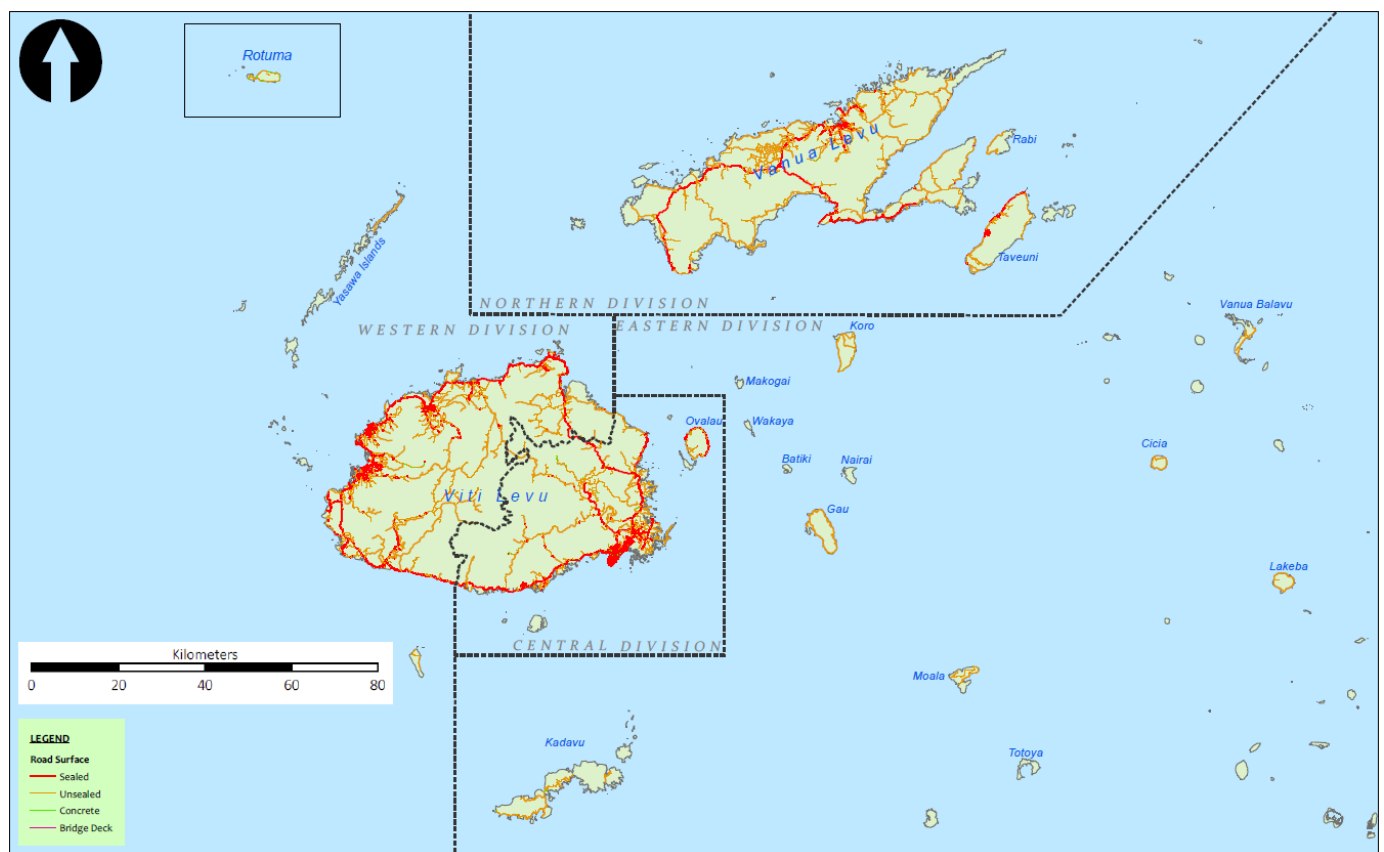
Figure 2.1 - FRA Road Network on all of the Republic of Fiji


Figure 2.2 – FRA Bridge Network on all of the Republic of Fiji

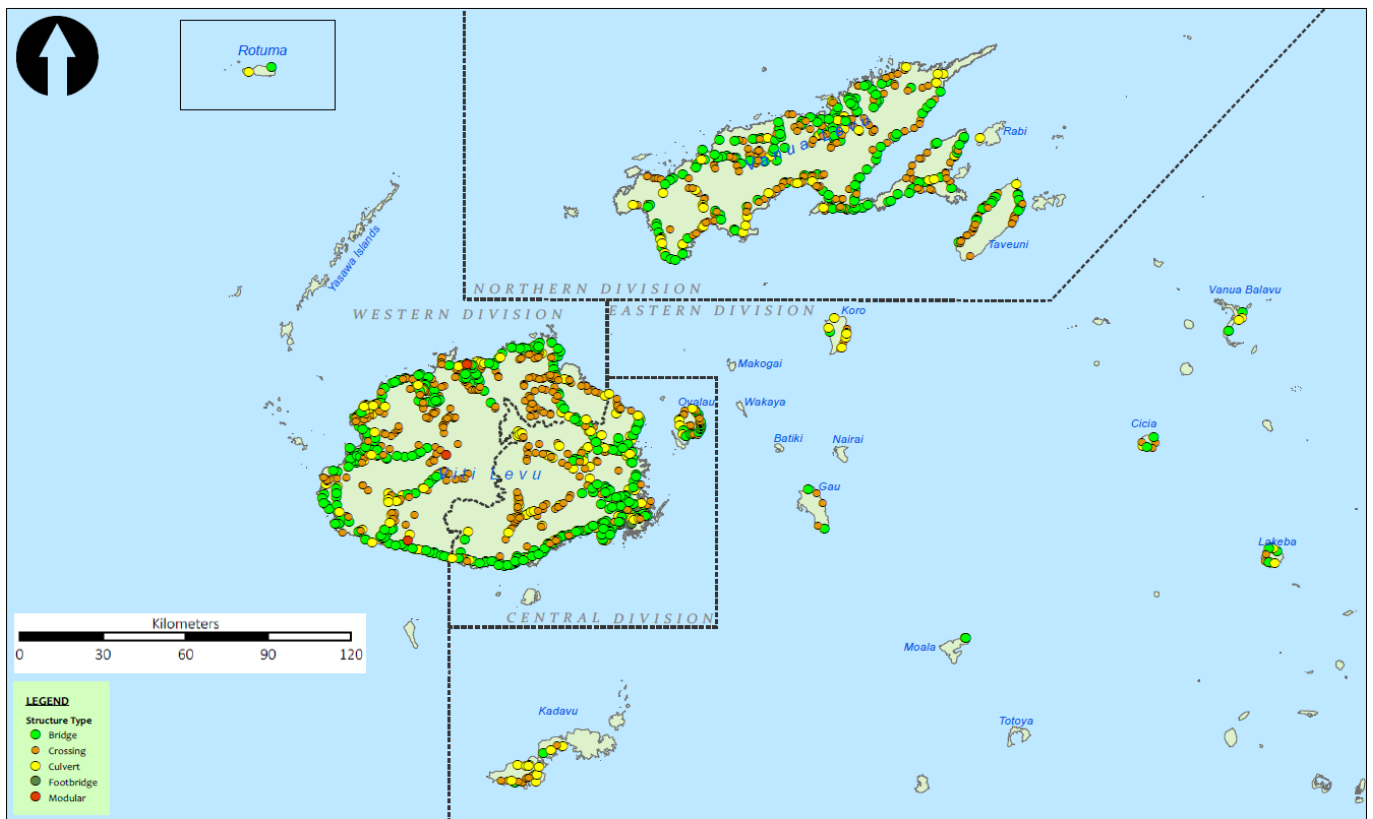
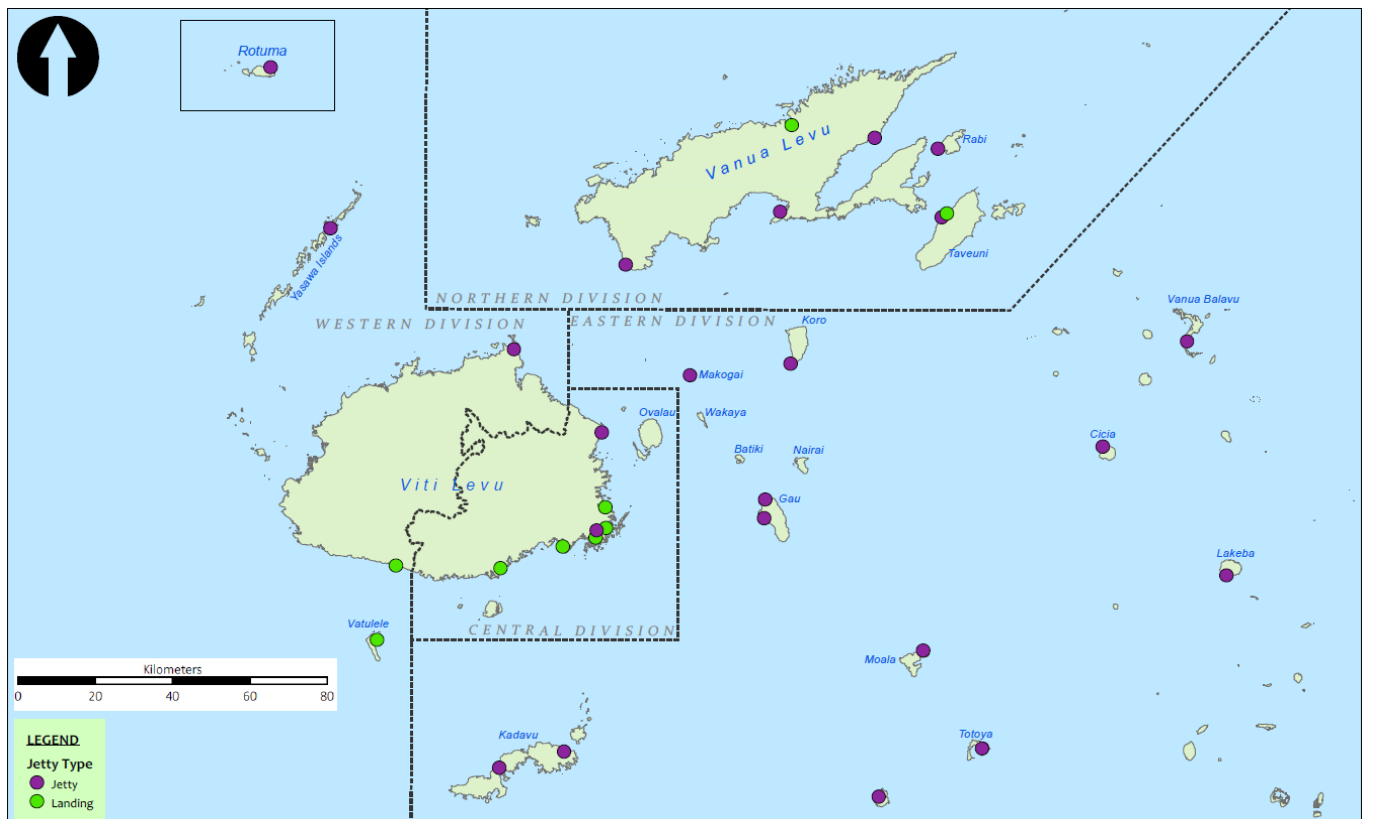


Figure 2.3 - FRA Jetty Network on all of the Republic of Fiji



FRA MANAGEMENT APPROACH

FRA pro-actively maintains, plans and develops the road network to meet Fiji's immediate and long-term needs

FRA has been given the task of developing Fiji's road network, which meets the needs of a developing Fiji. Our approach is to focus on the following core activities:

1. **Maintaining** the road network to keep it in the desired condition;
2. **Expanding and developing** the network to meet tomorrow's needs;
3. **Improving** the level of services of existing roads.
4. **Preserving** existing infrastructure.

Maintenance should be planned and proactive, otherwise, either the safety and reliability of the network declines rapidly, or costs spiral out of control. FRA is committed to recovering from the previous decline in the condition of the network and getting ahead of the deterioration by implementing systematic periodic and routine maintenance programme.

This is international best practice and is proven to be the best way forward to bring long term costs under control and provide a safe and reliable network. Ad-hoc decision-making driven by anything other than a well-planned asset management and maintenance intervention strategy will cost more over the life of the asset.

FRA's massive programme of building new roads and widening existing ones will provide extra capacity for economic – growth, as well as connecting isolated parts of the country to economic and social opportunities. This aspect of the FRA's intent will take a backstage in this financial year due to Covid – 19 related economic downturn, along with the need to complete the ongoing projects that have been delayed due to MOHMS lifesaving

restrictions.

Nonetheless, preparatory works for the future initiatives will continue to progress.

The principles of infrastructure asset management outline the following hierarchy for consideration when developing investment strategies for public infrastructure assets (refer to Table 2 for definitions of types of work):

- ❖ Maintenance;
- ❖ Emergency Works;
- ❖ Renewal, reconstruction or replacement of existing assets;
- ❖ New assets with demonstrable return on investment; and
- ❖ New assets driven by social, environmental, political and cultural imperatives.

The basic premise is that an asset owner should, over the long term, invest sufficiently in the existing asset base to sustain it. Following this, it is acknowledged that 'lead infrastructure' investments by Governments can create the economic development head room to allow the economy to grow. This pays itself back over time and the growing economy allows investment in projects that are much needed, but do not have economic rates of return in their own right. These projects allow social and economic connectedness to greater proportions of the nation, and can assist in slowing rates of urbanization, etc. which can place greater burdens on other areas of Government spending and resources.

How we manage our work programme

Table 2 - Types of Work and Expenditure

Activity Area	Description
Operations	
FRA Management and Operations	The costs of FRA's staff, premises, equipment, vehicles and other items, which are essential to the effective operation of the business. This also includes fees for professional and technical services including expenditure on IT systems to improve the efficiency of our network management.
Work Programme	
Maintenance	The work done to keep our existing roads bridges and jetties in working order. This includes minor repairs as well as all the routine works such as vegetation control and keeping drainage systems clear.
Emergency Works	Any work that has to be done to repair damage caused by flooding or extreme weather events. This might include stabilising landslips, fixing bridges or repairing damaged drainage systems.
Renewals - Roads And Services	When assets (roads, bridges and jetties) reach a certain level of deterioration they become too expensive to keep on fixing and maintaining. At this point, it represents better value to rebuild the asset. Many of Fiji's roads and bridges have reached this point.
Renewals - Bridges	
Renewals - Jetties	
New Capital (Safety)	New Capital represents the work we do to extend and upgrade the networks. This includes new roads as well as existing ones that we widen or improve substantially. We categorise New Capital according to the primary purpose for building the new asset. For example: projects, which are primarily safety, fit into that category; projects such as road widening in Suva are primarily about reducing congestion.
New Capital (Access)	
New Capital (Community)	
New Capital (Congestion)	
New Capital (Tourism)	
New Capital (Resilience)	



The FRA manages a programme of work which is made up of over 300 items, most of which represent hundreds of separate sub-activities. In order to manage this huge level of activity and expenditure in a coordinated, open and transparent way, we currently divide the programme into 13 categories of work and spending.

One of the ways in which we measure progress throughout the year is through expenditure. Expenditure is the dollar value of the work that has been done. For example, if one of our contractors is building an embankment for a road and moves 1000m³ of earth for a particular task, then this work is measured and recorded.

But expenditure is only one aspect. Other measures that are routinely monitored include being satisfied that everything is within the approved scope and according to the specified technical standards; that it is of the required quantity and quality and has been completed in the agreed timeframe.

It is important to understand that our contractors are only paid for the work they have agreed with our representatives and completed satisfactorily. Where work is later found to be defective, the contractor is required to undertake remedial works at their own cost.

Under most of our contractual arrangements the physical work that is done is not paid for until 56 days after the claim for that work has been submitted. This means that we have sufficient time to verify that the work has been completed to the required standard.

Long term planning is the key to good investment decisions

Expenditure and investment of this magnitude requires careful long-term planning to ensure the money is spent properly and wisely. This is why the FRA was initially set up as a planning and procurement authority with transparency and accountability underpinning everything we do.

All our operational practices, planning principles, risk management, reporting framework and resource management are set out in an integrated set of manuals. This represents international best practice, and we endeavor to maintain these manuals with regular reviews. The manuals are subject to ongoing review as we progress through our transformation process.

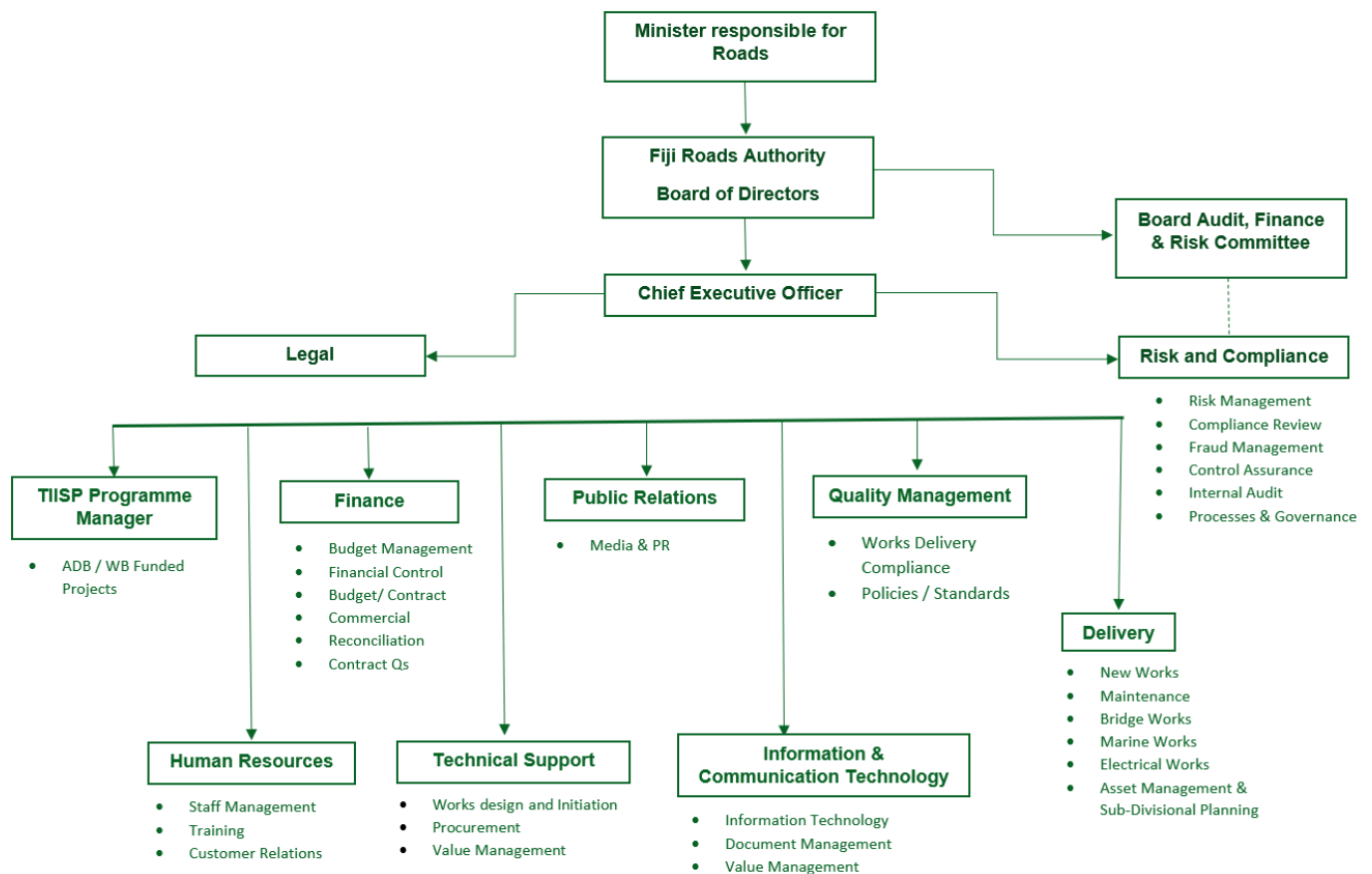
FRA procures all work from the private sector under the scrutiny of a Board

As a statutory corporate entity, the FRA is accountable to the Minister for Infrastructure and Metrological Services through a Board appointed by the Minister.

Under the CEO, there are ten functional areas, each with a manager reporting directly to the CEO. FRA's structure is illustrated in Figure 3.

FRA manages the road assets through a combination of in-house delivery and out-sourced contracts with the private sector. The exception to this is certain maintenance work carried out by Municipal Councils and the management of roads on the Outer Islands, which are administered by the Ministry of Rural and Maritime Development and Disaster Management under a MoU with FRA.

Figure 3 – FRA’s Corporate Structure



A competitive and diverse supply chain maintains, designs and builds the network

Over the course of the past years, FRA has been facilitating the development of a sustainable and diverse supply chain to deliver the work. We have made good progress in expanding the role of Fijian involvement and Fijian companies in this supply chain and will continue to make this one of our top priorities in 2022 / 2023.

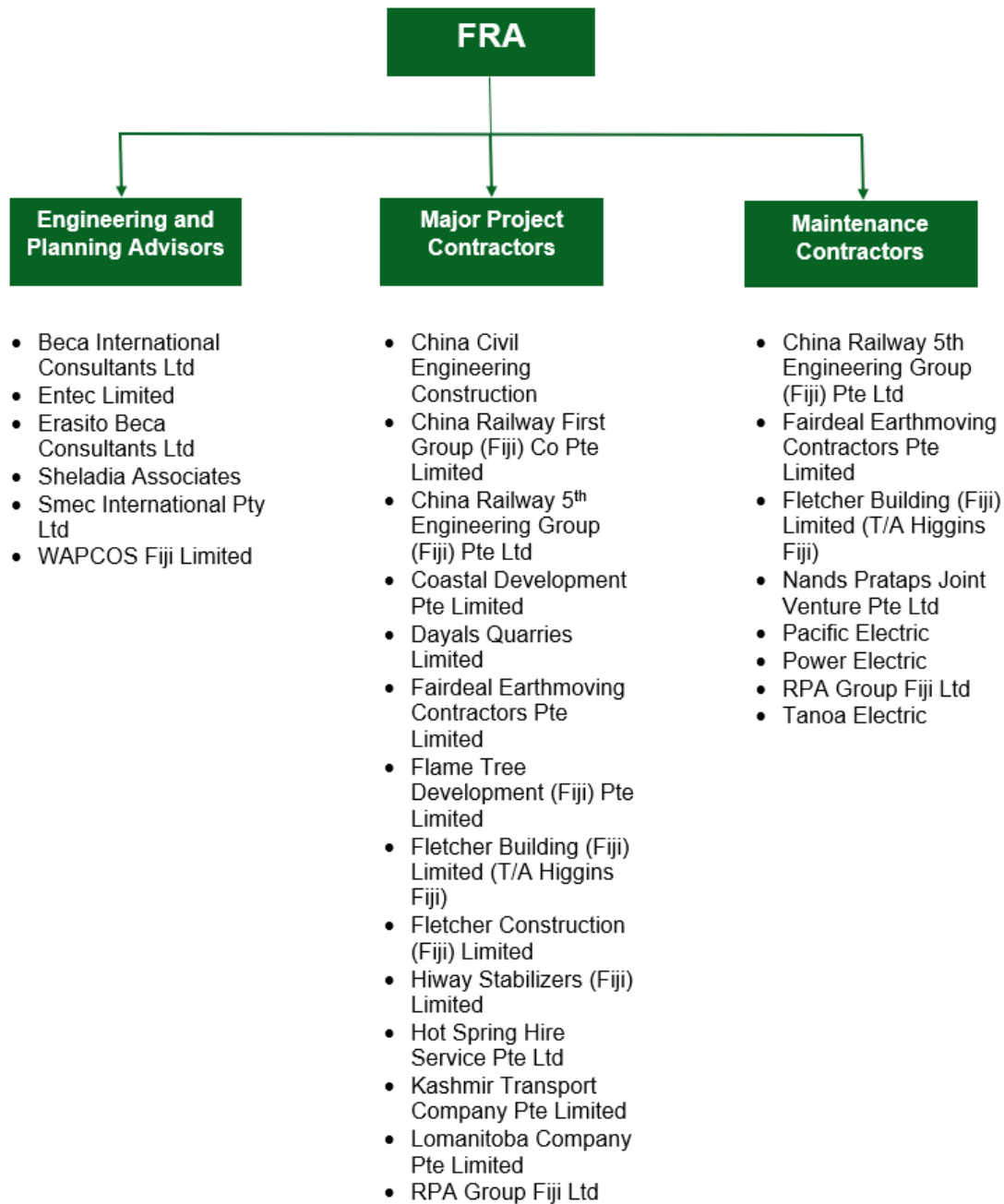
This supply chain will also evolve as we review our preferred service delivery model.

The structure and functions of the supply chain is shown in Figure 4. The key to delivering value for money from this supply chain is through competition and effective contract management.

In 2022 / 2023, FRA will continue to encourage the entry of new, high quality, participants, both local and international, into our supply chain. We will also be packaging our projects in a way that provides opportunities for Fijian companies to get experience in international best practice consulting and contracting projects.

A key challenge of FRA is one of balancing performance against localization.

Figure 4 - Fiji Roads Authority's Supply Chain



The Core Business of the FRA

The success of Fiji's continued growth and development is dependent on infrastructure that is reliable, resilient and encourages people and businesses to invest in the future.

During the financial year, 2022 / 2023, FRA intends to invest significant amount of capital expenditure on the maintenance of existing infrastructure.

The core element of Fiji's infrastructure is the road network. It provides the means

for the movement of people and goods between local businesses and international markets. Roads enable people to get to jobs, education and health facilities. Without a reliable and resilient network, these vital connections remain fragile, and Fiji's development may be constrained.

Fiji's road network is probably the most valuable built asset Fiji owns. Years of investment and effort have gone into building up over 6,438 kilometers of roads and 1,417 bridges and jetties.

The Challenges

The immediate challenges facing Fiji's infrastructure network include:

- ❖ Increased volume of residential traffic requiring a more structured network in cities;
- ❖ Increased commercial heavy traffic (often over regulation weight limits) causing increased road deterioration rates;
- ❖ Areas of the network of roads, bridges and jetties that are aging and need replacement. Currently, 17 bridges in the network require urgent replacement;
- ❖ Extensive continual maintenance of the network, particularly of rural roads;
- ❖ Constraints on the availability of resources present in Fiji; and
- ❖ Future tropical storms require contingency planning.

What the FRA Intends to Deliver in FY 2022 / 2023

After extensive review of requirements and priorities, the FRA has developed a detailed delivery programme split into four distinct regions, that is, Western, Central, Eastern and Northern.

FRA's focus for the 2022 / 2023 FY is improving the Level of Service of existing Roads, preserving existing infrastructure and completing ongoing projects. FRA through Asian Development Bank and

TIISP funding will carry works on Kings and Queens Road, which includes new footpath's, streetlights and bus shelters across villages and settlements.

FRA will also continue working on the designs of forty new bridges located in critical locations and three major Jetties, in Savusavu, Nabouwalu and Natovi. Foster Road will be having a major facelift with new surface, alongside parking provisions, and new traffic lights would be installed along major intersections.

FRA will also undertake pre-feasibility studies to improve levels of congestion throughout the country. Planning, investigation and survey / pre-feasibility studies are conducted for projects like Adi Lady Davila Road. Planning, investigation and survey is also being conducted for the Viti Levu cross country highway and Nadi-Lautoka four lane project.

In addition, FRA will also work on establishing new access road projects for rural areas which will start in the current financial year and continue in the next financial year. Some of these include pre-feasibility studies and construction of the Kavanagasau Road, Sigatoka East Bank and pilot cutting of new access roads (which includes Lagi Tawake Upgrade Existing, Tawake Wainiika New Road, Nasauvakarua, centre of mainland Viti Levu).

Works on New jetties (Kiuva & Korolevu) and replacement of old Tamavua-i-wai Bridge works would also commence.

A full costed breakdown of the projects for 2022 / 2023 is included in Table 11.

The Resources FRA Requires for Delivery

To meet the challenging delivery schedule set out for the Budget year 2022 / 2023, the Staff Profile summary is as follows:

Description	FRA Budget
Proposed staff level by the end of the financial year 2022 /2023	232
Resourcing cost (Salaries)	\$9,178,687
Other resourcing costs	\$4,666,157
Total	\$13,844,844

A snapshot of the organization's chart is shown in Figure 3.

Customers & Stakeholders

Below is a table of Customers & Stakeholders in priority order:

Customers	Internal Stakeholders	External Stakeholders
The population of Fiji	Fiji Ministerial Departments	Asian Development Bank
	Other Statutory Authorities	Australian Infrastructure Financing Facility for the Pacific
		Japan International Cooperation Agency
		World Bank
		Other associations and groups

Functions & Services

The function and services provided by FRA is represented in the succinct table below:

Functions	Services
Delivery	Capital projects, Maintenance Works, Bridge Works, Marine Works, Electrical Works, Health & Safety, Environment, Asset Management & Sub – Divisional Planning
TIISP Programme Manager	Management of Transport Infrastructure Investment Sector Project
Commercial	Budget Management, Financial Control, Budget / Contract Commercial reconciliation, Corporate Services and IT
Public Relations	Media and Public Relations, Press Release
Legal	Legal, Transaction Support, Implement Legislative and Regulatory Change
Risk & Compliance	Risk Management, Compliance Review, Fraud Management, Control Assurance, Policies & Process Governance and Internal Audit Service
Human Resources	Staff Management, Training and Customer Services
Information & Communications Technology	Information Technology, Document Management and Archiving
Quality Management	Works Delivery Compliance and Policies / Standards
Technical Support	Works Design & Initiation, Procurement and Value Management



Legislative & Regulatory Responsibilities

The FRA's primary legislative and regulatory framework is derived from the FRA Act 2012 and the FRA Degree (as amended). In addition, the FRA actively complies with the following legislations:

- ❖ Constitution of the Republic of Fiji 2013;
- ❖ The Financial Management Act (2004 amended);
- ❖ The Public Service Management Act 1999 (as amended);
- ❖ The Finance Instructions and Procurement Regulations;
- ❖ Crimes Act 2009;
- ❖ Employment Relations Act;
- ❖ HASAWA 1996 (OHS Act);
- ❖ LMCC Regulation 2008;
- ❖ HIV Aids Act;
- ❖ Tobacco Free Act; and
- ❖ NEC Act.

Strengths, Weakness, Opportunities and Threats Analysis (SWOT)

To achieve the strategic objectives, there needs to be a clear understanding of FRA's resources and capabilities, as well as areas that require improvement. A detailed SWOT plan has been developed with the key items listed below:

Strengths:

- ❖ The existing Fiji Infrastructure comprising of 1,781 km of sealed roads, 4,629 km of unsealed roads, 1,389 bridges and 28 jetties. The asset

management system that has been implemented over the last 5 years is a critical tool in managing the road network.

- ❖ The FRA has grown from a team of 12 since 2012 to over 200 today. The continuous training and development of our staff provides the FRA with an experienced foundation to address the demanding future delivery programme.
- ❖ The Government of Fiji is committed to providing the financial resources needed to maintain and further develop the existing network.

Weaknesses

- ❖ There are numerous parts of Fiji's infrastructure and road network that are vulnerable to single point failure with some critical areas that need immediate renovation and replacement.
- ❖ The lack of human resources with adequate technical capability and capacity to deliver the required output.

Opportunities

- ❖ Repackaging some works into larger delivery contracts would make Tenders more economically viable for regional contractors. This would bring additional contractors to Fiji and if managed correctly, it will raise the standard of local construction workers and stimulate new future local contractors.
- ❖ An improvement in the technical capability of FRA with the GIS based asset management system has resulted in the prospect of greater future coordination and collaboration, to ensure planned utility upgrade and replacement works can be coordinated more easily with FRA's delivery programme.

Threats

- ❖ There remains a chronic and systemic problem of overloading vehicles throughout Fiji, which has had an immediate and dramatic impact on the road network. FRA is working closely with Government and stakeholders to develop a sustainable solution.
- ❖ As Fiji develops and car ownership (and use) increases, the pressure on road space will inevitably result in congestion. The FRA continues to work closely with the other Government Agencies, Land Transport Authority and Department of Town and Country Planning to ensure an integrated approach to reducing the impacts of congestion.

The above SWOT analysis highlights some of the challenges and opportunities that shall be addressed or overcome, to ensure achievement of FRA objectives.

Meeting the Delivery Programme and How Success will be Measured

The FRA's annual Corporate Plan and the outputs therein have been developed in alignment with the strategic objectives stated in the Fiji National Development Plan (NDP) relating to Fiji's Transport Infrastructure.

The FRA's achievement of these outputs to date highlights our ability to sustain the relevant NDP strategies and outcomes. The outputs that have been developed relate to the FRA mandate and the teams making up the FRA, contribute to the attainment of the key performance indicators (KPIs).



KEY CHALLENGES

FRA faces a number of key challenges in our areas of activity. Our priorities for planning and action are based around our commitment to overcoming these in the next few years. We describe some of these challenges below.

Fiji continues to experience an emerging crisis in road deaths

Whilst there has been a decrease in road fatalities compared to the prior years, with more vehicles on the roads, there is a clear need to increase investment in all aspects of road safety.

It is the case that this reversal is coincident with significant improvements in road conditions and therefore higher vehicle speeds. This is likely to have been compounded by the introduction of newer, faster vehicles into the national vehicle fleet.

There have been a few initiatives during the recent years in improving road safety for both drivers and pedestrians, through new capital safety projects. Some of which included the installation of new pedestrian crossings, widening footpaths, installation of railings and guardrails across the country, improvement in night vision and visibility through continuous installation of streetlights and installation of speed humps in villages next to highways.

Health and safety have always been FRA's highest priority, however it will take several more years before a fully measurable and transparent performance measurement

regime at this secondary, output based, level is established.

There needs to be a concerted effort to improve the engineering, educational and emergency service responses to this emerging challenge.

Towns and cities in Fiji are experiencing substantially increasing levels of congestion

Road users are expressing frustration about increasing levels of congestion and delay on the busy roads in our towns and cities. Road traffic congestion also affects the economy, results in increased pollution, and creates pressure for more dispersed development, which leads to more congestion.

As Fiji develops and car ownership (and use) increases, the pressure on road space will inevitably result in congestion. This may not just be limited to peak periods. Fiji can't just build its way out of this. The resources are not available and experience in almost every city across the world shows that the new road space fills up quickly.

FRA promotes a more integrated response involving carefully planned road projects, improved public transport and reducing the need to travel through better land use planning.

We will also continue to work closely with the other Government Agencies, LTA and Department of Town and Country Planning, to ensure an integrated approach to reducing the impacts of congestion.



Better quality data to ensure that we plan our work more effectively

The GIS based register of all our assets will play a central role in prioritizing maintenance, renewals and new road construction. Details and locations of all our assets are recorded in this System including material type, condition, capacity, criticality, performance, age and remaining life.

This computer-based system was first established in 2013 and the initial data collection effort is now almost completed. The key challenge will be to implement an Asset Management System with linkages between Project Management, Financial Management and Customer Service.

Systemic Vehicle Overloading

The FRA has adopted best practice in designing and building our roads. Road design incorporates a range of considerations, a critical one of which is axle weight. This feeds directly into how strong roads are designed and built. The stronger the road, the more expensive it is.

In 2016, FRA became aware of a chronic and systemic overloading of vehicles throughout Fiji. This is having an immediate and dramatic impact on the road network.

This is unsustainable and poses a significant challenge to the programme. FRA is working closely with Government and stakeholders to develop a sustainable solution.





THE 2022 / 2023 WORK PROGRAM

This document is our 'Business Plan' for 2022 / 2023

The preceding discussion in this overview provides the basis for our spending priorities during the 2022 / 2023 FY.

In the remaining sections of this document, we include details of what we intend to do and how we will fund it. It is very important to remember that this is not a one-off programme of expenditure. It must be seen as part of a long-term plan for the recovery of the network and providing new capacity to help Fiji grow.

Overall, the FRA is planning to spend \$377m in 2022 / 2023 (see enclosed Table). This expenditure and investment have been funded by Government Grants and Loans, the details of which are included in later sections.

We have put enormous effort into planning this programme to make sure:

- ❖ it can be delivered within time and budget (considering the capacities and risks);
- ❖ it represents value for money; and
- ❖ it will help deliver the long-term goals.

Table 3 – 2022/2023 Work Programme and Operations

Activity Area	Total VIP (\$)
Operations	
FRA Management and Operations	13,844,844
Sub-Total	13,844,844
Work Programme	
Maintenance	71,664,305
Renewals - Roads, Bridges and Jetties	82,428,788
New Capital	46,274,772
TIISP (ADB/WB) Projects - Loan	162,532,135
Sub-total	362,900,000
Total	376,744,844



ACCOUNTABILITY PERFORMANCE MANAGEMENT

The FRA is driven entirely by results, and we have a comprehensive plan for monitoring every aspect of our business. The monitoring plan involves objectively measuring performance across a wide range of indicators, which will help us to track improvement and make changes where necessary.

As better-quality information is compiled, and we understand our stakeholder's expectations better, we will continue to develop the Performance Management regime over the course of 2022 / 2023 FY. Further details of the performance management indicators are provided in Section 4.

Table 4 – High Level Performance Targets – Key Performance Indicators Only

Service Area	Performance Target
Health and Safety	Less fatal and serious injury accidents – total.
	A reduction in the social cost of all recorded injury crashes.
Asset Stewardship	An annual reduction in the value of deferred maintenance/ deferred renewals.
	100% planned new capital and renewal projects completed.
	Bridges condition improved
Environmental Stewardship	The FRA has approved environmental assessments and drainage permits for all situations where these are required.
Service Area	Performance Target
	Reduced congestion by route.
Service Quality	Improve the level of serviceability with reduction of potholes and allow for saving on the social cost of repairing motor vehicles.
Compliance	100% compliance with all legislative, regulatory and other requirements.
Financial	Total operating costs were within the approved total budget.
	New capital and renewal projects were completed within the approved total budget.

FRA's PEOPLE

FRA is a flagship of Government's reform of the Public Service. It has been established as a stand-alone corporate entity to be governed by an appointed Board that is expected to implement best practice and corporate governance. Currently, FRA has around 206 staff in total, which include both technical and non-technical staff.

This structure is under constant review as we progress through the year.

Table 5 lists the values that we promote and expect all of our employees to respect and adhere to. Standing by these values will remain the continuing success factor for our delivery.

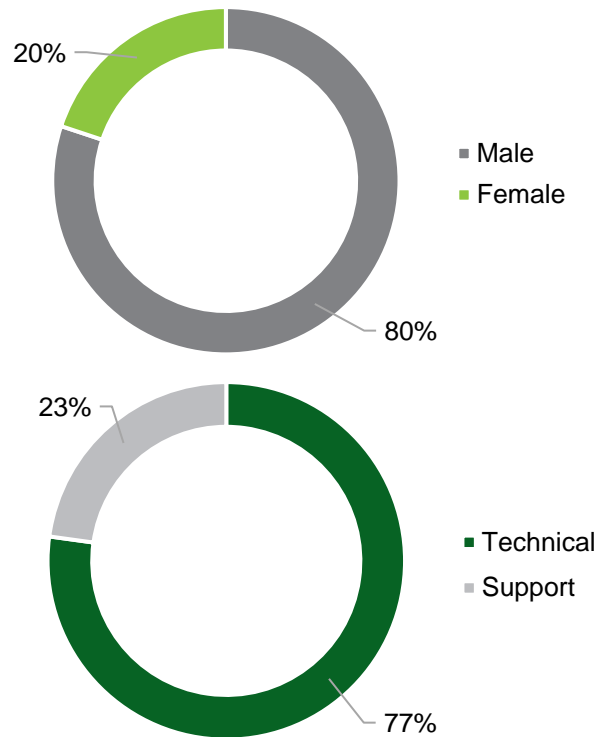


Table 5 – FRA Values

Personal	<i>Honesty and integrity – personal accountability</i>
Productivity	<i>An organisation focussed on getting things done</i>
Safety	<i>Public safety above all else</i>
Environment	<i>Protection (and where possible enhancement) of the local environment</i>
Planning	<i>Long term, inter-generational thinking – expedient short-term decision making avoided</i>
Customers	<i>Road users and other comments and complaints treated seriously and with respect</i>
Expenditure	<i>Value for money in everything we do</i>
Empowerment	<i>Continually and consistently seeking to empower Fijians to upskill</i>
Innovation	<i>Constantly thinking about how to 'do better'</i>
Openness	<i>'Tell it as it really is' – problems and mistakes confronted head on</i>
Results Driven	<i>It's only the results against our targets that matter – and that must be our focus at all levels and at all times</i>



Promote a healthy, and innovative and flexible workforce

The COVID-19 pandemic has rapidly changed the way our people operate and as such, our people are evolving with these changes. These factors have highlighted the need for our workforce to be responsive and flexible. FRA will continue to support and enable its workforce and will continue to conduct health screenings and flexibility in working from home schedules for the current and future FY. In addition, to ensure the safety of our people, FRA will continue to enforce an office closure policy to stakeholder whenever there is an increase in cases and risk of contracting the pandemic.

Employee wellbeing continues to be an integral component in ensuring our staff operate in an efficient manner. The FRA has promoted a “Wellness Wednesday” program to encourage physical activity, nutrition, quality sleep, mindfulness, and mental health.

New IT Capabilities

FRA has been investing heavily in digital and cloud technologies to improve its service deliveries and administrative processes. This advancement is planned in achieving our strategic priorities in the upcoming years. The deployment of Microsoft Office 365 – Storage, leverages the use of cloud technology for real time data sharing and accessing files across a shared network. APN is also used as a means of connectivity in accessing files. The reliance on tough tablets for field staff (infield RAMM access) has been increasingly utilized by FRA for real time data collection.

The increased use of drones for surveying and inspecting roads helps with obtaining Geographical Information System (GIS) data for real time analysis. Drones help obtain data in the aftermath of cyclones in obtaining live data which FRA uses to analyse and take actions, based on the severity of the threats imposed in managing their assets.



Health screenings for FRA staffs



Drone training for staffs



POSITIONING FOR FUTURE GROWTH

Diversity and Inclusion at workplace

All recruitment undertaken at FRA has been with the approval of the Human Resources and Training Sub-committee in view of business continuity. FRA being an equal employment opportunity provider (this encapsulates diversity and inclusion), conducts all its recruitment based on merit regardless of the position being advertised internally or externally. Whilst FRA has not undertaken a structured staff survey, our exit interview captures the main reasons people opt to leave. Some of the common reasons identified were a better salary, career progression, upskilling, and migration.

Leadership and Capability

FRA has been struggling to secure a proper leadership programme for the different tiers for quite some time due to budget constraints. Regrettably, this has again resulted in the cancellation of the approved leadership training programme. The training budget allocation is only sufficient for compliance training.

SIGNIFICANT ASSUMPTIONS AND RISKS

In preparing this Corporate Plan, the FRA has had to make several assumptions. Should everything not happen as assumed, the proposed work programme may be adversely affected. Eight areas where there is the potential for this to happen are listed in Table 6.

Table 6 – Significant Assumptions

No.	Assumption	Likelihood of the Assumption Eventuating	Comments – Including the Likely Impact of Each Assumption
1	Annual Inflation and Cost Escalation During the Year Will be less than or equal to 5%	High	<p>Inflation is the general price level of all goods and services. Cost escalation is the cost price of specific goods or services over a period and the two must be considered carefully because they can differ so much.</p> <p>If prices increase as a result of either, the financial forecasts will have to be increased.</p> <p>The likelihood of this assumption eventuating is high because there is the possibility that inflation or cost escalation (relating to a significant aspect of the FRA's operations) will occur. This is due to the current global crisis affecting fuel, freight and other cost of raw materials.</p>
2	The FRA Will Receive Sufficient Funding to Enable them To Carry Out Its Proposed Works Programme	Low	<p>The likelihood of this assumption eventuating is low because the Government has already approved the funding for the work listed in this Corporate Plan.</p>
3	<p>An Extraordinary Major Disaster Event Will Occur</p> <p>That the cost of repairing damage caused by any storm event (or other natural hazard event that may occur)</p>	High	<p>Significant storm events are a fact in Fiji. This budget does not include any amount for storm damage. If affected, a revised budget would be done.</p> <p>The likelihood of this assumption eventuating is high because there have been some very significant weather events in recent years.</p>
4	<p>No Other Extraordinary Risk Event Will Occur</p> <p>That no extraordinary risk event will occur – that all identified risks will be able to be avoided or mitigated in the manner recorded in the FRA's Risk Register</p>	Medium	<p>Should an extraordinary risk event occur, the most likely impact would be a realignment of funding with the budget allocated from the Government.</p> <p>The likelihood of this assumption eventuating (i.e., of an extraordinary risk event not occurring) is medium because, although the FRA has done a lot of work to identify all potential risks and agree a mitigation strategy for each (and where required make provision for it), there is the possibility that it may have missed something and/ or that an event may occur that will have consequences that will require realignment of funding to resolve.</p>

No.	Assumption	Likelihood of the Assumption Eventuating	Comments – Including the Likely Impact of Each Assumption
5	<p>Significant Asset Failures (Or Other Unexpected Costs)</p> <p>That there are no unforeseen significant asset failures for reasons other than storm damage – or no additional work identified as being urgent or which, for some other reason the FRA is financially liable for, that is in addition to that already planned. (e.g., bridge surveys identify additional urgent remedial works, a bridge collapses or a major slip occurs)</p>	Medium	<p>In preparing this year’s work programme the FRA has endeavored to make reasonable financial provision for all foreseeable needs and obligations. There is always a possibility however that additional non-programmed costs will be incurred because:</p> <ul style="list-style-type: none"> a) any unscheduled work needs (including a need caused by a land development project – e.g., forestry harvesting, mining, or major public infrastructure development) of which the FRA was unaware or did not expect) arises; b) of some sort of legal dispute; or c) the FRA has a legal obligation of which it was previously unaware. <p>The likelihood of this assumption eventuating (i.e., there not being any significant asset failures or unexpected costs during the year) is medium because the FRA’s knowledge about the network, and especially about the condition of the various assets, is much improved but further work is required.</p>
6	<p>Covid – 19 Pandemic</p> <p>The impact of Covid – 19 Pandemic towards public expenditure on Infrastructure and increase in project cost implementation</p>	Medium	<p>The likelihood of the Assumption taking place is medium as we can already see an increase in project implementation cost due to delay in shipping, material procurement, hiring of Specialized Personnel’s, adverse impact on supply chain, and progress of Capital Projects.</p>



Road works on Labasa, Main Street

FRA has a comprehensive system of risk management framework & processes – including a mitigation plan for every risk. The most significant risks it faces (in order of the potential adverse consequences) are included in the Table below.

Table 7: Significant Risks Details

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
1	R001	Inadequate change management relating to project and programme delivery (including insufficient budget funding for required works and materials availability)	Divisional Delivery GMs and Chief Executive Officer	<p>Inadequate business processes, resourcing, and IT systems resulting from the implementation of change initiatives or programme delivery including major projects. The consequences of this risk event may include reputation damage or financial loss as a result of weaknesses in the control environment and non-compliance with regulatory requirements.</p> <p>This risk includes instances of:</p> <ul style="list-style-type: none"> – Failure to implement Project Management Framework. – Non-adherence to TIISP Loan Covenant – Risk of projects failures, errors or frauds due to inadequate end to end planning & testing. – Unavailability of competent contractors in the market. – Contractor fails to submit full delivery programme relating to the project – Contractor fails to submit Performance Security or Bank Guarantee in FRA's approved conditions. – Contractor fails to address environmental related matters (e.g., removal of asbestos from the work site, river gravel extraction approval, waste material disposal, etc). – Loss of original Performance Security or Bank Guarantee. – Bank denies to en-cash Security Bonds. – Delay in contract execution. 	<p>❖ Mitigations</p> <p>Annual Costed Operational Plans, Master Delivery Programme for FRA, Monthly Budget Expenditure Reporting & Monitoring, Stakeholder Engagements, Project Performance Reporting, SOP Reporting to Ministries, MOU, Work Site Inspections, Network Development & Maintenance Strategy, Monthly Contractor Performance Reporting, Service Request Monitoring Process, Project Risk & Mitigation Registers and Project Implementation Handover & Sign-off.</p> <p>❖ Treatments</p> <p>AMP System Integrated, Completion of Transition Program to enhance staff capacity on delivery and Annual Delivery Plan.</p>	<ul style="list-style-type: none"> – FRA not able to deliver work programme. – Contractors unable to fulfil contract requirements. – Projects not completed to time – Budget taken to other ministries. – Road users inconvenienced. – Funds have to be diverted – other jobs delayed. – Interruption to levels of service. – Disputes about whose fault it is. – Ongoing disputes about the quality of the repair work. – Work Programme not delivered. – Projects not completed to time, cost, and quality requirements. – Levels of service not delivered in a consistent way.

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
				<ul style="list-style-type: none"> – Inadequate or failure to submit designs in a timely manner resulting in programme delays and cost escalation claims. – Failures in the transition of projects into BAU e.g. No long-term maintenance and development plan for the road maintenance network. – Failure to close project i.e., performance certificate issued without signed copies of As-Build submission. – Insufficient funding from Government – Required materials not available for roadworks. – Land acquisition not completed, and project been executed. – Planned roadworks aren't completed to the intended scope & standard. – Risk of errors due to the volume and complexity of change initiatives e.g., utilities' services' location not known, utilities' use of the road reserve in an uncontrolled way, unauthorized encroachments on the road reserve, land purchase for road/ utilities' relocation-delays, etc. – Programme delays due to adverse weather conditions or required environmental approvals not provided on time. – Lack of resources with the appropriate skills and experience. – Changed in political direction. 		
2	R003	Damage to physical assets	Chief Executive Officer, Divisional Delivery GMs, and Chief Financial Officer	<p>Damages to roads, bridges, and jetties as a result of natural disasters or other events, or act carried out by an external party.</p> <p>Includes instances of:</p> <ul style="list-style-type: none"> – Damages to road infrastructure assets due to natural disasters e.g., road slip or 	<p>❖ Mitigations</p> <p>Asset Management Plan, Critical Asset Management Register, Road Asset Maintenance Management System in place (RAMM), Geographical Information</p>	<ul style="list-style-type: none"> – A significantly damaged road (or roads). – Significant unforeseen costs to repair the damage. – Funds have to be

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
				<p>blocked by fallen trees, power poles or landslide.</p> <ul style="list-style-type: none"> – Physical asset failure (bridges / jetties damaged or washed away). – Damage to roads by heavy vehicles (e.g., forestry, cane and mining trucks and construction vehicles). – Road Slips. – Damage to FRA roads and assets due to driver negligence accidents. – Unclear legislation on vehicle loading capacity. – Transportation of heavy objects that are in excess of legal load. – Property or infrastructure Damage. – Losses from external sources (e.g., vandalism on road sign boards). – Physical asset failure (bridges / jetties damaged or washed away). – FRA Vehicle Accidents. – Loss of FRA Assets. <p>Reoccurrence of slip failure due to design defects.</p>	<p>System in place (GIS), Fixed Assets Register, Insurance Policies in place, Corridor Access Approvals, Rehabilitation & Resealing programme in place, Annual Works Program, Critical Bridge Strategy & Delivery Plan in place and Network development & maintenance strategy plan.</p> <p>❖ Treatments</p> <p>AMP System Integration, Endorsement of BCP, Enterprise Resource Planning Implementation and Strategic Plan for FRA.</p>	<p>diverted – other jobs delayed.</p> <ul style="list-style-type: none"> – Other road users inconvenienced and dissatisfied. – Serious interruption to levels of service. – People stranded. – Public health/safety issues. – Damage very costly to repair. – Normal work may have to be suspended to enable urgent repairs to be undertaken. – Increase in stakeholders' complaints.
3	R004	Business disruption (Due to critical asset failure, extreme weather patterns, global pandemics, or civil unrest)	Chief Executive Officer and All Head of Departments	<p>Unplanned business disruption as a result of localized physical event, resulting in an inability to carry out normal operations. Occurrence of this risk event may result in invocation of Business Continuity procedures.</p> <p>Includes instances of:</p> <ul style="list-style-type: none"> – Critical assets having not been identified or have been identified but aren't being properly managed. – No up-to-date emergency operations response/ recovery plan. – An unforeseen risk event occurs e.g., bridge failure, road slip or land slide. – Failure to implement emergency response 	<p>❖ Mitigations</p> <p>Emergency Procedure Manual, Asset Management Plan, regularly monitoring of all bridges & jetties that are known to be in a major substandard condition, Critical Bridge Delivery Plan, Network Resilience Planning, COVID-19 Contingency Plan and Work from Home Concept.</p>	<ul style="list-style-type: none"> – Loss of service. – Serious interruption to levels of service. – Public out-cry leading to increase in complaints. – Political pressure. – Unplanned traffic management set ups. – Critical bridge failures leading to nationwide interrupted services including utilizes.

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
				<p>team hence creating stakeholder issues.</p> <ul style="list-style-type: none"> – Failure to address infrastructure damages in timely manner which leads to economic impact. – Remediation costs, staff overtime costs and compensation to contractors. – Prolonged weather conditions. – Civil Unrest or Economic depression. 	<p>❖ Treatments</p> <p>Endorsement of BCP & DRP, AMP System Integration and Critical roles to be identified & Succession Planning to be done.</p>	
4	R005	Inadequate contractor, vendor & supplier management	Chief Financial Officer, Divisional Delivery GMs and Manager Technical Support	<p>Inadequate due diligence, tender, contract approval and monitoring processes or service expectations / agreements with contractor, vendor, and external suppliers.</p> <p>This includes instances of:</p> <ul style="list-style-type: none"> – Systemic contractor poor performance. – Lack of understanding over contractual terms and conditions. – Inadequacy around tender evaluation and review process. – Poor contract management processes. – Poor contractor, vendor, or supplier selection. – Contractor concentration issues, i.e., too many contractors in a geographic region / overreliance on a single contractor. – Poor set up of supplier or alliance PESA (e.g., MWH & Opus) contracts. – Contractor / Vendor sustainability. – Unavailability of competent contractors in the market. – Inadequate procurement processes and non-adherence to tender requirements. – Failure to address contractor claims in a timely manner (e.g., over billing, falsified claims, etc). – Contractual disputes not addressed. – Untimely contractual termination. – Unjustified variation claims. 	<p>❖ Mitigations</p> <p>Procurement Process, Due Diligence on Contractors & Consultants, Signed Contractual Agreements, Compliance Review over Contractual Documents, Performance Security Bonds in place for all Contracts, Monthly Contractor Performance Reporting, Contract Conditions under FIDIC, Full, complete & continuous record of all contract retentions are kept, Contracts Management Register in place and Project Control Sheet sign-off for each stage of Procurement.</p> <p>❖ Treatments</p> <p>Annual Procurement Plan, Annual Delivery Plan and Completion of Transition Program to enhance staff capacity on delivery.</p>	<ul style="list-style-type: none"> – Contractors unable to fulfil contract requirements. – Disputes about whose fault it is. – Ongoing disputes about the quality of the repair work. – Work Programme not delivered. – Over or under payment of IPCs. – Contractors claiming payment outside contractual sum. – Projects not completed to time, cost and quality requirements. – Road users inconvenienced. – Increase in Project Management Cost.

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
5	R006	Failure of critical systems and IT infrastructure	Head of ICT	<p>Instability, poor performance, outages or failure of systems or infrastructure preventing the business from meeting its requirements.</p> <p>This risk captures:</p> <ul style="list-style-type: none"> – Hardware Failures. – Software Failures. – IT Network / Server Failures. – Telecommunications Failures. – Utility outage / disruptions (FEA and Internet). – Delivery failures of external IT vendors. <p>This risk covers the business impacts of disruptions due to the failure, unavailability or poor performance of systems and IT infrastructure.</p>	<p>❖ Mitigations</p> <p>ICT Policy in Place, Data Back Up, Server Capacity Monitoring, Stakeholder Approval on System Change Request, Utility Power Supplier installed & maintained, System Access Management & Reviews and Secondary Server & Comms Link in place.</p> <p>❖ Treatments</p> <p>Endorsement of DRP and Review of ICT Policies.</p>	<ul style="list-style-type: none"> – Loss of network communication. – Inability to access emails and shared folders. – Inability to manage public expectations. – No access to Customer Service system. – Delay in delivery which includes services, payments over progress claims and urgent network maintenance. – Inadequate updates to RAMM and GIS system.
6	R002	Failure of data management framework and processes	All Head of Departments	<p>Errors and inadequacies in the collection, recording, maintenance, testing and / or reconciliation of data, resulting in incomplete or inaccurate management information. The consequences of which include inaccurate data being used for management decision-making and reporting.</p> <p>This would include instances of:</p> <ul style="list-style-type: none"> – Poor general financial management information leading to budget blowouts or lack of allocation or reduced annual funding. – Insufficient provision is made for the local share of 'predominantly loan funded' works. – No reliable (i.e., complete, and accurate) records are available about asset location, material type, condition, performance, capacity, age, valuation, or remaining life. – Inadequate Asset Management planning. 	<p>❖ Mitigations</p> <p>Operations Manual & Policies in Place, Annual Budget Review & Approval Process in Place, Budget Forecast against Actuals monthly variance reporting, GL Reconciliations, Financial Reports Preparation & Submission to Relevant Reporting Ministries, Project Performance Reporting, Compliance review trackers in place and Delegated Authority Limits.</p>	<ul style="list-style-type: none"> – Process execution failures. – A lower standard network. – Roads not upgraded and widened as desired. – Jetties/crossing not able to be maintained and renewed. – Roads resealed at a slower rate (meaning rougher roads and or potholes). – Bridges not able to be upgraded and replaced as needed (continuing weight and other restrictions – perhaps additional

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
				<ul style="list-style-type: none"> – Inadequate reporting over capital projects. – Inadequate management of the vehicles that have been purchased via loan funded projects. – Processes and Policies are not reviewed and aligned to changing business requirement. – Inadequacy around reviewing claims submitted from contractors. 	<p>❖ Treatments</p> <p>Updated Operations Manual Endorsement, AMP System Integration and Enterprise Resource Planning Implementation.</p>	<p>bridges having to be closed).</p> <ul style="list-style-type: none"> – Less rehabilitation work done annually (more dilapidated roads). – Inadequate information provided to board and government stakeholders on major projects progression.
7	R017	Inadequate employee, customer and worksite health, safety & security	Head of HR & Training and Divisional Delivery GMs	<p>Non-compliance with Occupational Health and Safety (OH&S) regulations and physical security requirements resulting in compensation payments, litigation costs and/or regulator fines.</p> <p>This risk includes issues relating to:</p> <ul style="list-style-type: none"> – Inadequate OH&S measures to prevent the injury of staff or contractors' staff in the provision of a working or business environment. – Work site hazards inappropriately handled. – Inadequate security protection measures in place for commercial buildings and operations centres. – Staff assaulted on project worksite or on FRA network. – Public Liability Claims, resulting in public compensation claims due to negligence, or personal injury. – Employee Liability Claims, resulting in Employee compensation claims due to negligence, or personal injury. – No proper procedures around handling and removal of asbestos. 	<p>❖ Mitigations</p> <p>OHS Committee in place with staff awareness, Workplace Inspection Checks - Health Safety & Wellbeing, Evacuation Plan & Half Yearly Drills, Fire Equipment Servicing, Visitor Register in place, Incident management and Reporting (Environment and Health & Safety), Site Hazard Register, Health & Safety Audit of Completed Projects, Health and Safety Policies & Procedures and Plan Network Inspection Travel with a minimum of 2 staff.</p> <p>❖ Treatments</p> <p>Dash Cam Installed in all FRA vehicles.</p>	<ul style="list-style-type: none"> – Non-Compliance to regulatory requirements. – Fines and penalties been imposed. – Unsafe network for public usage. – Increase in third Party Liability. – Increase in Compensation claims. – Work Site injuries and death. – High LTI (Lost Time Injuries) and Sick days. – High Employee Turnover.

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
8	R007	External fraud, theft, and robbery	All Head of Departments	<p>Loss of FRA funds, physical assets or data through robbery, theft or by deception (fraud) carried out by external parties or professional engineering Service Advisors (PESA) or contractors.</p> <p>This would include instances of:</p> <ul style="list-style-type: none"> – Fraud through cheques, Performance Security Bonds or Bank Guarantees, contractors, professional service advisors, and fraudulent claims. – Theft or fraud of physical assets or funds (e.g. cash, credit cards, cheques) or contractor data. – Provision of information (e.g., contract or tender information) by third parties with the intention to defraud. – Theft of funds / data by third party contractors. – Fraudulent billing by Suppliers or Contractors. – Contractor submits fraudulent As-Builds Drawing that does not match with surveyed construction works. – Untested/failed materials used in road works. 	<p>❖ Mitigations</p> <p>Procurement Process, Due Diligence on professional service advisors and contractors before engagement, Signed Contractual Agreements in place, contracts progress payments claim review from QS to ensure all contract requirements are promptly met, Approval Process in place for contract variation, time extension & cost escalation, Physical Access Management, System Access Management & Reviews, Authentication Review over all Bank Guarantee & Insurance Policies and Work Site Inspections.</p> <p>❖ Treatments</p> <p>Operations Manual Endorsement.</p>	<ul style="list-style-type: none"> – Contractors unable to fulfil contract requirements. – Fraudulent demand bank guarantees in place and unseen losses occurrence. – PESA or contractors not performing work in the interest of FRA. – Work Programme not delivered. – Inflated figures on IPCs. – Contractors claiming payment outside contractual sum. – Unjustified variations. – On purpose work delays. – Projects not completed to time, cost, and quality requirements.

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
9	R015	Breach of system security	Head of ICT	<p>External parties gaining unauthorized access into FRA systems with the intention to defraud, misappropriate contracts / data or deliberately cause damage.</p> <p>The consequences of this risk event may include financial loss through theft and/or remediation costs such system repair costs. This would include instances of:</p> <ul style="list-style-type: none"> – Hacking (attempts and successes) to inflict malicious damage. – Hacking to steal contractor, tender or staff information. – Staff steal or discloses company information. – Introduction of Viruses. 	<p>❖ Mitigations</p> <p>Physical Access Management, System Access Management & Reviews, Anti-Virus & Firewall Protection, Payment system requires user login & dual authorization, Payment system core management by Banking Service Provider and Regular System Security Updates.</p> <p>❖ Treatments</p> <p>Restrict USB Access on Company Laptop and IT to Implement File Audit Tracking Tool.</p>	<ul style="list-style-type: none"> – Tender bid information leakage of theft. – Contractor information theft. – System or Email outage due to introduce of virus. – Reputation Damage. – Delivery Delays. – Fraud claims approved or been processed. – Unauthorized funds reallocation. – Inflated figures on IPCs.
10	R010	Inadequate design, delivery, and maintenance (Including design risks from climate change)	Chief Executive Officer and Manager Technical Support	<p>Inadequate design, delivery, and maintenance, resulting in financial loss through litigation costs and / or remediation costs.</p> <p>This includes instances of: New road development and changes to existing road</p> <ul style="list-style-type: none"> – Misalignment between the offering and actual implementation / delivery design flaws prior to / post product launch of new road. – Poor implementation of changes to existing roads / bridges e.g., traffic growth continues at pace and the FRA doesn't have a practical plan for addressing the congestion that is getting progressively worse in peak hours. – Increasing road congestion with no planned or programmed solution. – Ineffective ongoing maintenance of roads. 	<p>❖ Mitigations</p> <p>In House Management of Designs, Consultant Peer review of all High-Risk FRA Designs, FRA Independent ETC reviews As-Built Drawings before sign-off, PI & PL Insurance Policies are in Place, obtain design values from historical data, download climate change scenarios for the design variables, regularly monitoring & inspections of all bridges and jetties that are known to be in critical condition and Annual Delivery Programme in place.</p>	<ul style="list-style-type: none"> – Inconvenience to road users. – Infrastructure Failure. – Road Network does not correspondence to as-built designs. – Increase in maintenance cost. – Public dissatisfaction. – Constrained economic development. – FRA not able to deliver work programme. – Interruption to levels of service. – Non-Compliance to regulatory requirements.

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
				<ul style="list-style-type: none"> - Inadequate documentation of the process, policies, and procedure. - Ineffective performance monitoring. - Climate change impact/Climate change risk on Infrastructure/Projects not 'climate-proofed'. 	<p>❖ Treatments</p> <p>Future Traffic Growth Planning in place that provides estimate indication on car, bus, freight and pedestrian volumes and movements, Enterprise Resource Planning Implementation, Climate-change adjusted rainfall projections to use within hydrologic calculations of design water discharge, flood level and flow velocity and Climate risk screening - check for contextual climate risks at project concept stage.</p>	

THE PROPOSED OPERATING BUDGET AND WORK PROGRAMME



FRA has a planned work programme \$377m for 2022 / 2023. The value of work for each activity area is shown in Table 8. (More detailed breakdown is shown in Table 11).

Table 8 – Summary of 2022 / 2023 Work Programme

Activity Area	Loan VIP (\$)	Local VIP (\$)	Total VIP (\$)
Operations			
FRA management and operations	-	13,844,844	13,844,844
Sub-Total	-	13,844,844	13,844,844
Work Programme			
Maintenance	-	71,664,305	71,664,305
Renewals - Roads and Services	-	50,000,000	50,000,000
Renewals - Bridges	-	31,430,421	31,430,421
Renewals - Jetties	-	998,368	998,368
New Capital (Access)	-	22,472,487	22,472,487
New Capital (Community)	-	3,157,285	3,157,285
New Capital (Congestion)	-	645,000	645,000
New Capital (Tourism)	-	20,000,000	20,000,000
TIISP (ADB/WB) Projects-Loan	162,532,135	-	162,532,135
Sub-total	162,532,135	200,367,866	362,900,001
Total	162,532,135	214,212,710	376,744,845

Table 9 – 2022 / 2023 Funding Sources

Funding Source	VIP (\$)
Local Seg 6	13,844,844
Local Seg 10	200,367,866
Loan TIISP (ADB/WB)	162,532,135
Budget available for 2022 / 2023 work	376,744,845

Table 10 – 2022 / 2023 FRA Operating Budget:

FRA MANAGEMENT AND OPERATIONS	BUDGET (\$)
Management	
Salaries	9,160,000
Recruitment	5,000
Acc. & Finance	50,000
Vehicle Hire & Operation	855,293
Office Expenses	500,000
Rent	296,683
Legal Fees	100,000
Insurances	97,959
Communications (including website)	455,176
Data And IT Improvements	1,000,000
Training & Development	100,000
Travel and Accommodation	130,000
Director's Fees	11,500
Board's Expenses	1,200
Professional Fees	280,000
VAT	348,418
Sub-total	13,391,229
Establishment Costs	
FRA Depot Rehabilitation & Repair	416,161
VAT	37,454
Sub-total	453,615
OPERATING GRANT	13,844,844

Table 11 – Detail of 2022 / 2023 Work Programme

FIJI ROADS AUTHORITY	
BUDGET 2022 / 2023	
PROJECT NAME	BUDGET (\$) 2022 / 2023
Maintenance	
Road / Corridor Maintenance	
Sealed Road Maintenance - Potholes Repairs	6,500,000
Footpaths	2,600,000
Traffic Services (Signs, Railings, Lining, etc.)	3,600,000
Unsealed	15,111,909
Drainage	4,750,000
Vegetation Control	3,150,000
Streetlights Maintenance	
Electricity	2,020,000
Electrical Maintenance (Street Light/Traffic Lights)	1,200,000
Structures Maintenance	
Bridges	3,500,000
Crossings	3,500,000
Jetties	2,200,000
Non-FRA Roads	5,500,000
Quick Wins	5,500,000
Karavi Weighbridge Station - Road upgrades	664,305
On Site Overhead - All divisions	11,868,091
Sub-total	71,664,305
Renewals – Roads and services	
Sealed Road Rehabilitation	
Pothole Preventative Programme (Rip & Remake)	50,000,000
Sub-total	50,000,000
Renewals - bridges & crossings	
Renewal Bridges	
Bulu Bridge 19/11	114,681
Korovou Bridge 19/11	135,946
Tavuavevu Bridge 19/11	21,743
Matewale Bridge 19/11	949,708
Waidalice Bridge 19/11	7,962,511
Vuniyasi Bridge 19/11	7,963,223
Wainawi Bridge 19/11	2,166,071
Yaqara Bridge 19/11	1,472,631
Modular Bridges	-
Modular Bridges Package 2 (Western Division) - FRA 20-31 Naseyani	847,450
Modular Bridges Package 3 (Northern Division) - FRA 17-124 - Nayarabale	25,000
Modular Bridges Package 3 (Northern Division) - FRA 17-124B -	574,858



FIJI ROADS AUTHORITY	
BUDGET 2022 / 2023	
PROJECT NAME	BUDGET (\$) 2022 / 2023
Vunikawakawa	
Construction of Viria Single Lane Bailey Bridge FRA 20/10	379,552
Demolition of Old Tamavu-i-wai Bridge FRA 21/13	2,059,882
Construction of Toga Bridge FRA 21/14	3,000,000
Enabling Works - JICA funded Replacement of Tamavua-I-Wai Bridge	3,757,165
Sub-total	31,430,421
Renewals - jetties	
Jetty (6) Investigation & Design Koro, Makogai, Moala, Nabukeru, Wainiyabia and Vunisea 2.	998,368
Sub-total	998,368
New capital (access)	
Rural Unsealed Roads	
Eastern	
Vunisei-Vacalea (Kadavu) (FRA18/01)	3,195,620
Northern	
Pilot Cutting of new Access roads - Lagi Tawake Upgrade Existing (3.35km) (Total Cost = \$1.36m);	1,000,000
Pilot Cutting of new Access roads - Tawake Wainiika New Road (10.2km) (Total Cost = \$9.9m);	1,000,000
Western	
FRA 18/57A - Nakor-Navitilevu	3,641,001
FRA 18/57 B - Vagadra	3,647,830
Pre-feasibility and Construction of Kavanagasau Road, Sigatoka East Bank	1,000,000
Pilot Cutting of new Access roads - Nasauvakarua, centre of mainland Viti Levu (2km road, 1 bridge, 1 crossing) (Total Cost = \$6.5m)	1,000,000
Central	
FRA 18/19 Beqa Steep Hill	3,210,181
FRA 18/19 Nukusere-Namuamua Nakavu Access Road	605,277
FRA 18/19 Wainiyavu - Wainilotulevu	723,819
New Jetty Construction	
Enabling Works -Construction of new Jetty @ Kiuva	1,724,380
Enabling Works - Construction of new Jetty @ Korolevu	1,724,380
Sub-total	22,472,487
New capital (community)	
Pedestrian Facilities	
Footpaths	
Road Upgrades	
19/06 Vuci Rd Drainage Upgrade for Safety Footpath and Bus Bays	3,008,585
Street Lights / Traffic Signals/Footpaths	
Upgrade and Installation of Traffic Signals FRA 19/17	148,700

FIJI ROADS AUTHORITY	
BUDGET 2022 / 2023	
PROJECT NAME	BUDGET (\$) 2022 / 2023
Sub-total	3,157,285
New capital (congestion)	
Adi Lady Davila - Planning Investigation & Survey	150,000
Pre-Feasibility Study – Viti Levu cross country highway	145,000
Nadi-Lautoka Four Lane - Planning Investigation & Survey	350,000
Sub-total	645,000
New capital (tourism)	
Road Corridor Improvement	
Queen Elizabeth Drive	20,000,000
Sub-total	20,000,000
GRAND TOTAL	200,367,866
CAPITAL GRANT	200,367,866

Table 11.1 – Detail of 2022 / 2023 Work Programme

Project Name Transport Infrastructure Investment Sector Project TIISP Funding	BUDGET (\$) 2022 / 2023
Renewals - roads and services	
Sealed Road Rehabilitation	
Kings Road Rehabilitation	
FRA/TIISP/19-19A Section 1 to 14 (Ba to Rakiraki) (KRUP A)	25,918,815
FRA/TIISP/19-19B Section 15 (Walotua to Dama) (KRUP B)	54,902,680
FRA/TIISP/19-03 Kings Road Construction Supervision Consultant	6,284,342
Queens Road Rehabilitation	
FRA/TIISP/20/14B Lami to Korotogo	35,955,325
FRA/TIISP/19/54 Queens Road Construction Supervision Consultant	3,549,346
Suva Arterial Roads Upgrade Project (SARUP II)	
FRA/TIISP/20/02C SARUP II -Foster Rd	22,857,627
FRA 20/29 ETC for SARUP 2	207,000
FRA/TIISP/ 20/28 International Social Safeguards & Gender Consultant	207,000
Sub-total	149,882,135
Renewals - bridges & crossings & jetties	
FRA/TIISP/ 20/13 Design & Due Diligence for 40 Critical Bridge & 3 Jetties	12,650,000
Sub-total	12,650,000
GRAND TOTAL	162,532,135
LOAN FUNDS ADB	113,772,494
LOAN FUNDS WB	48,759,640

LEVELS OF SERVICE PERFORMANCE MEASURED AND TARGETS

At the FRA, we take our accountability and obligations very seriously.

WE ARE COMMITTED TO:

- ❖ the belief that the first fundamental of all successful organisations is to have a good business plan against which actual performance is routinely monitored and reported throughout the year and not just after the year end; and
- ❖ Ensuring that prompt action is taken whenever the results are not as they should be.

The CEO will report performance results to the Board at regular meetings and Comprehensively in the Annual report.

In the following pages, we have set out the headline Level of Service and Performance Indicators, which we will be using to track progress.

2022 / 2023 SPECIFIC PERFORMANCE TARGETS

Governance

1. For all required reports, including the corporate plan and annual report, FRA will comply with the legislative requirements;
2. Resolve outstanding issues relating to the Municipal Councils' contributions and delegated functions by implementing a new Memorandum of Agreement;

3. Implement the final re-organisation plan for FRA's management and ensure a smooth transition to meet the organisation current and future needs;
4. Develop capacity, capability, and an effective succession planning mechanism at all levels of the organisation;
5. Ensure an Annual Internal Audit and Assurance Plan is in place that is approved by FRA's board and Executive Management, and delivery of scheduled activities are in line with the plan;
6. Timely response to the issues raised in the Auditor Generals (OAG's) audit report;
7. Ensure FRA has an Action Plan Register in place to track and close issues raised in either internal or external audits;
8. Ensure FRA's Risk Management Framework and Internal Audit Charter is aligned to International Best Practice and are subject to ongoing changes to meet International Standards;
9. Review standard operating procedures annually (Operations Manual / Staff Manual); and
10. Update Strategic Plan.

Technical

1. Complete all on-going projects and successful close out;
2. Improve level of service;
3. Preserve existing infrastructure;



4. Plan for new projects by adopting sets of technical standards and specifications appropriate to Fiji and where necessary, local conditions;
5. Planning for information technology infrastructure;
6. Develop an integrated programme planning process that incorporates a whole of government approach to short, medium, and long-term transport infrastructure planning; and
7. Review the performance of ongoing maintenance contracts and, if need be, plan and tender for new maintenance contracts.

Financial

1. Implement a more 'user friendly' system of reporting expenditure against budget; and
2. Continue to drive programme delivery to budget with a variance of not more than "plus" or "minus" 5 percent.

General Management

1. Instil an outcome driven culture within the Authority;
2. Update the Asset Management Plan; and
3. Ensure effective processes are in place enabling the reporting of actual performance against the performance measures and targets listed in both the Corporate Plan and in the Asset Management Plan.





FINANCIAL STATEMENT

COST OF SERVICE STATEMENT

Table 12 – Statement of Cost of Service

Item	2022 / 2023 Budget \$000's	2023 / 2024 Forecast \$000's ²	2024 / 2025 Forecast \$000's ²
Operating Expenditure			
FRA Management	12,702	13,337	14,004
Maintenance - Roads, Bridges and Jetties	65,747	69,034	72,486
Emergency Works	-	-	-
Depreciation	-	80,000	90,000
Total Operating Costs (VEP)	78,449	162,371	176,490
Capital Expenditure			
Renewals - Roads and Services	45,872	48,165	50,573
Renewals - Bridges	28,835	30,277	31,791
Renewals - Jetties	916	962	1,010
Renewals Sub-Total	75,623	79,404	83,374
New Capital (Access)	20,617	22,472	24,495
New Capital (Community)	2,897	3,157	3,441
New Capital (Congestion)	592	645	703
New Capital (Tourism)	18,349	20,000	21,800
ADB Projects	149,112	162,532	177,160
New Capital Sub-Total	191,566	208,807	227,600
Total Capital Expenditure (VEP)	267,189	288,211	310,974
Tax			
VAT	31,107	39,922	43,152
Total Tax Provision	31,107	39,922	43,152
Total Expenditure	376,745	490,504	530,615
Income			
Unfunded Depreciation	-	80,000	90,000
Government Grant	214,213	320,504	350,615
Loans	162,532	90,000	90,000
Total Income	376,745	490,504	530,615



Notes

1. The amount that is required for 2023 / 2024 and 2024 / 2025, and the likely consequences if funding at that level is not provided, are identified in the ten-year asset management plan.

CASHFLOWS FORECAST

The FRA receives its funding from two principal sources:

- ❖ **SEG 6** and **SEG 10** Government Grants – quarterly payments; and
- ❖ **TIISP Loans** – drawn down as expenditure is incurred.

In Table 13 we have estimated the quarterly cash flow forecasts for 2022 / 2023. It is not possible to provide an exact forecast of the future cash flow requirements for two principal reasons:

- ❖ Some aspects of roads' maintenance and construction are highly weather dependent. For instance, a severe storm may require an acceleration in expenditure. Conversely, prolonged wet weather may delay parts of the programme; and
- ❖ FRA cannot force its construction contractors to meet an expenditure target each month. Once the contract is let their only obligation is to meet the specified project completion date.

Table 13 – Cash-flow Forecast

Activity Area	1st Quarter (\$)	2nd Quarter (\$)	3rd Quarter (\$)	4th Quarter (\$)	Total VIP (\$)
FRA Management and Operations	4,153,454	3,599,659	2,630,521	3,461,211	13,844,845
Maintenance	33,532,766	24,182,241	10,563,000	3,386,299	71,664,305
Renewals - Roads and Services	26,076,790	10,184,381	7,323,264	6,415,565	50,000,000
Renewals - Bridges	10,617,708	11,293,173	5,559,000	3,960,540	31,430,421
Renewals - Jetties	277,801	277,801	277,801	164,965	998,368
New Capital (Access)	8,275,777	7,109,569	7,087,141	-	22,472,487
New Capital (Community)	3,008,585	148,700	-	-	3,157,285
New Capital (Congestion)	-	-	-	645,000	645,000
New Capital (Tourism)	5,000,000	5,000,000	5,000,000	5,000,000	20,000,000
Loan (TIISP)	56,886,247	56,886,247	24,379,820	24,379,820	162,532,135
Total	147,829,128	118,681,771	62,820,548	47,413,399	376,744,846
Funding					
Local SEG 6 grants	4,153,454	3,599,659	2,630,521	3,461,211	13,844,845
Local SEG 10 grants	86,789,427	58,195,865	35,810,206	19,572,368	200,367,866
Loan (TIISP)	56,886,247	56,886,247	24,379,820	24,379,820	162,532,135
Total	147,829,128	118,681,771	62,820,548	47,413,399	376,744,846

The FRA reviews the situation and advises the Ministry of Economy monthly.

ACCOUNTING POLICIES AND OTHER FINANCIAL INFORMATION



The FRA is a corporate body established pursuant to the Fiji Roads Authority Act 2012 and subsequent amendments (see Appendix A)

The Decree requires us to publish each year:

- ❖ a Corporate Plan.
- ❖ a Statement of Corporate Intent; and
- ❖ an Annual Report.

This document is the FRA's 'Corporate Plan and Statement of Corporate Intent' for the year.

REVENUE

The FRA receives its revenue from two principal sources:

- ❖ Government Grants; and
- ❖ Loans.

VAT

VAT is payable on all FRA expenditure except:

- ❖ FRA payroll.
- ❖ Directors Fees
- ❖ Withholding Tax; and
- ❖ Any other costs exempt under Fiji VAT Decree.



ASSET VALUES

Table 14 – Asset Values

Asset Categories	Replacement Cost (\$)	Depreciated Replacement Cost (\$)	Accumulated Depreciation (\$)	Annual Depreciation (\$)
Property				
Lands	3,166,159,411	3,166,159,411	-	-
Formation	5,596,293,032	3,069,300,355	-	-
Sub Total	8,762,452,443	6,235,459,766	-	-
Carriageways				
Sealed Pavement Structure	2,380,466,434	1,550,686,989	829,779,444	35,576,074
Unsealed Pavement Structure	727,614,550	435,545,607	292,068,943	37,587,364
Sub Total	3,108,080,984	1,986,232,596	1,121,848,388	73,163,438
Drainage				
Culverts	244,769,379	152,998,144	91,771,235	2,618,258
Gully pits	41,515,586	30,464,966	11,050,620	499,456
Surface Water Channels	132,196,622	52,138,615	80,058,007	1,652,457
Sub Total	418,481,587	235,601,725	182,879,862	4,770,171
Other Road Assets				
Footpaths	70,044,189	36,134,069	33,910,120	1,600,264
Street Lighting	33,215,900	29,019,510	4,196,390	798,588
Sub Total	103,260,089	65,153,579	38,106,510	2,398,852
Traffic Controls				
Signs (including Posts)	74,707,450	23,453,948	51,253,503	2,853,374
Traffic Signals	6,180,295	1,860,821	4,319,474	117,022
Sub Total	80,887,745	25,314,768	55,572,977	2,970,396
Bridges				
Bridges	506,952,527	313,036,858	193,915,669	4,312,861
Bailey Bridges	7,994,927	2,965,866	5,029,061	36,489
Crossings	86,736,583	37,434,285	49,302,298	716,214
Sub Total	601,684,036	353,437,009	248,247,028	5,065,565
Other Structures				
Guard Rails	24,864,121	5,837,520	19,026,601	994,564
Bus Shelters	7,693,430	7,299,475	393,955	138,528
Jetties	40,218,056	26,773,362	13,444,694	563,408
Sub Total	72,775,607	39,910,357	32,865,251	1,696,500
Other				
Motor Vehicles	2,051,890	318,361	1,733,528	158,622
Plant & Equipment	2,014,125	879,984	1,134,140	121,397
Furniture & Fittings	2,945,962	713,805	2,232,156	629,246
Buildings	8,849,609	2,195,645	6,653,964	111,754
Work in Progress	178,419,449	178,419,449	-	-
Sub Total	194,281,034	182,527,244	11,753,790	1,021,019
Total	13,341,903,525	9,123,637,045	1,691,273,804	91,085,940



DEPRECIATION

The forecasted depreciation provision for 2022 / 2023 is \$91m. The increase in forecast, depreciation is due to the capitalization of 2022 / 2023 renewals and new assets.

Depreciation is provided on a straight-line basis on property, plant, and equipment

other than land, at rates that will write off the cost (or valuation) of the assets to their estimated residual values and over their useful lives.

Land is not depreciated. The useful lives and associated depreciation rates of the various classes of assets have been estimated in Table 15.

Table 15 – Depreciation Provision 2022 / 2023

Asset Category	Provision 2022 / 2023 (\$)
Roads	
Carriageways	73,163,438
Drainage	4,770,171
Other Road Assets	1,600,264
Traffic Control	2,970,396
Lighting	798,588
Sub Total	83,302,857
Structures	
Bridges	5,065,565
Jetties	563,408
Other Structures	1,133,093
Sub Total	6,762,065
Other	
Other Assets	1,021,019
Sub Total	1,021,019
Total	91,085,940

Table 16 – Assets' Useful Lives

Asset Categories	Replacement Time (years)	Annual Rate
Carriageways		
First Coat seal and Sealed Base Course		
❖ Rural	50	2.0%
❖ Urban	70	1.4%
Sealed Surfaces (reseals)		
❖ Asphaltic Concrete	17	5.9%
❖ Chip Seal	15	6.7%
❖ Concrete	25	4.0%
Sealed Sub-base		
❖ Rural	N/A	
❖ Urban	70	1.4%
Unsealed Pavement Layers		
❖ Wearing Course	5	20.0%



Asset Categories	Replacement Time (years)	Annual Rate
❖ Sub-base	N/A	
Drainage		
Gully pits, culverts, and surface water channels	80	1.3%
Footpaths		
❖ Sealed	30	3.3%
❖ Unsealed	40	2.5%
Street Lighting		
❖ Pole and bracket	40	2.5%
❖ Light	20	5.0%
Traffic Controls		
❖ Signs	12	8.3%
❖ Posts and Markers	20	5.0%
❖ Markings	1	100.0%
Signals		
❖ Pole	22	4.5%
❖ Controller	23	4.3%
❖ Board and lantern	12	8.3%
❖ Pedestrian Call Box	15	6.7%
Bridges		
❖ Concrete	120	0.8%
❖ Steel /concrete	110	0.9%
❖ Timber	60	1.7%
❖ Timber/concrete	100	1.0%
❖ Timber Steel	80	1.3%
❖ Bridge culverts	120	0.8%
Other Structures		
❖ Railings	25	4.0%
Jetties		
❖ Concrete Jetty	50	2.0%
❖ Rock seawall	80	1.3%
Causeway		
❖ Formation	N/A	
❖ Sub-base	N/A	
❖ Base course	50	2.0%
❖ Wearing course	5	20.0%
❖ Chip seal	15	6.7%
Other		
❖ Buildings	60	1.7%
❖ Plant	30	3.3%

The depreciation rates are applied at the component level and the depreciation sum is calculated on the remaining useful life of each component. Where the age or condition is unknown, it is assumed that the asset is halfway

through its useful life. The residual value and useful life of an asset is reviewed, and adjusted, if applicable, at each financial year-end.

GLOSSARY



ACRONYMS

ADB	Asian Development Bank	MOHMS	Ministry of Health and Medical Services
AMP	Asset Management Plan	MWH	MWH (New Zealand) Ltd
BCP	Business Continuity Plan	SCI	Statement of Corporate Intent
CEO	Chief Executive Officer	SOP	Service of Performance
DNR	Department of National Roads	TIISP	Transport Infrastructure Investment Sector Project
DRP	Disaster Recovery Plan	VAT	Value Added Tax
FRA	Fiji Roads Authority	VEP	Vat Exclusive Price
GM	General Manager	VIP	Vat Inclusive Price
IPC	Interim Payment Certificates	WB	World Bank
IT	Information Technology		
LTA	Land Transport Authority		

DEFINITIONS

Accountability	<p>Being obliged to answer for one's actions, to justify what one does.</p> <p>Not to be confused with responsibility. Responsibility involves the obligation to act. Accountability is the obligation to answer for the action.</p>
Annual Budget	<p>The total amount that the FRA is planning to spend on the purchase of goods and services during the year and the purposes for which it is to be spent.</p>
Asian Development Bank	<p>A regional development bank established in 1966 to facilitate the economic development of countries in Asia.</p> <p>From time to time the bank approves grants or loans to the FRA for road purposes. Currently the FRA is receiving from the ADB loan assistance for both flood damage repairs and new capital development.</p>
Authority	<p>The Fiji Roads Authority</p>
Board	<p>The Fiji Roads Authority's Governing Board.</p> <p>The new Board comprising a Chairman and four members was appointed by the Minister responsible for roads in 2015.</p>
Bridge	<p>A structure designed to carry a road or path over an obstruction such as a river or rail line by spanning it. Includes culverts with a cross-sectional area greater than 3.4mtr².</p>
Capital Works	<p>Includes both Renewal Capital Works and New Capital Works.</p>
Corporate Plan	<p>A plan required to be published by the FRA annually pursuant to Section 31 of The Decree.</p> <p>The Corporate Plan has to include the information listed in section 31 (3).</p>
Deferred Maintenance	<p>The cost of work required by the practice of allowing infrastructure to deteriorate by not carrying out required repair and renewal work at the optimum time in the asset lifecycle.</p>
Depots	<p>The 23 depots and 21 sub-depots inherited from the former Department of National Roads.</p> <p>Some of these depots have since been leased, rented, or otherwise disposed of.</p>

Depreciated Replacement Cost (Or Value)

The replacement cost of an asset less accumulated depreciation to reflect the already consumed or expired future economic benefits of the asset.

Depreciation

The wearing out, consumption or other loss of value of an asset, whether arising from use, the passage of time, or obsolescence through technological and market changes.

Goal

(Not to be confused with ‘Objective’)

A general statement defining a desired end result or a statement of intent for the direction of the business – usually long-term, not necessarily quantifiable and perhaps not totally obtainable.

The FRA has two principal goals:

- (i) ‘To effectively, efficiently and sustainably provide an environmentally friendly land transport network to which people are able to gain easy access and travel on safely, efficiently and comfortably to their destinations; (and)*
- (ii) To halt the deterioration trend and reduce the value of deferred maintenance and deferred renewals.*

Jetties

The 47 Outer Island public wharves and jetties that the FRA has the responsibility to maintain and renew.

Land Transport

In the context of this plan means the provision and management of a safe, efficient and effective network of roads, bridges and public jetties.

Levels of Service

The defined quality for a particular service against which service performance can be measured.

Service levels usually relate to quality, quantity, timeliness, reliability, responsiveness, environmental acceptability and cost.

Road agencies like the FRA typically defines level of service in terms of roads’ reliability (how assured an intending user can be that he will be able to get to his destination within a given time no matter what day of the week it is, what time of day it is, or what the weather), convenience, and comfort of travel; how safe the roads and footpaths are to travel or walk on; and cost.

The FRA’s adopted levels of service are in Section 4 of this Corporate Plan.

Maintenance

The actions required to enable an asset to achieve its expected life.

Maintenance work can be planned or unplanned. Planned maintenance includes measures to prevent known failure modes and can be time or condition based. Repairs are a form of unplanned maintenance to restore an asset to its previous condition after failure or damage.

Includes all of the actions necessary for retaining an asset as near as practicable to its original condition but excludes Renewals.

Examples: Pothole repairs. Replacing a broken deck on a bridge. Applying protective paint. Removing vegetation to improve driver vision. Reinstating road markings. Cleaning and clearing roadside drains and unblocking culverts. Cleaning and repairing road signs.

Mission

The reason why the organisation exists.

The FRA's mission is ***'to provide a better land transport network for Fiji'***.

Municipal Councils

The town and city councils.

There are thirteen municipal councils:

- ❖ Ba Town Council
- ❖ Labasa Town Council
- ❖ Lami Town Council
- ❖ Lautoka City Council
- ❖ Levuka Town Council
- ❖ Nadi Town Council
- ❖ Nasinu Town Council
- ❖ Nausori Town Council
- ❖ Rakiraki Town Council
- ❖ Savusavu Town Council
- ❖ Sigatoka Town Council
- ❖ Suva City Council
- ❖ Tavua Town Council

New Capital

Expenditure that is used to create new assets, or to increase the capacity of existing assets beyond their original design capacity or service potential.

Examples: A new bridge. The work done to realign, widen and seal an existing unsealed road.

Objective

(Not to be confused with Goal)

A measurable target that describes the end results that a service or programme is expected to accomplish within a given time period. Objectives flow from, are components of, and lead the FRA towards the achievement of its goals.

Every objective should be:

- ❖ linked to a goal;
- ❖ realistic;
- ❖ action orientated;
- ❖ concise;
- ❖ attainable;
- ❖ measurable;
- ❖ time constrained; and
- ❖ within the control of the FRA.

Example: (Hypothetical) Complete construction of the new Harris Bridge for not more than \$1.63m before 31 March 2017.

Outcomes

(Not to be confused with Outputs)

The actual impact and value of the service delivery

Example: Less deaths because of the safety improvement work that has been done on the roads.

Outputs

(Not to be confused with Outcomes)

The goods and services produced and provided to third parties (i.e. 'service accomplishments').

Examples: The length of the roads re-sealed or the number of potholes repaired. The number of safety improvements carried out.

Performance Measure

A qualitative or quantitative measure relating to the intended level of service for a particular service area.

Performance measures are the means by which the FRA is able to identify the extent to which it has been able to achieve its objectives – the means for determining whether the levels of service are actually being achieved. There are three broad elements of performance measures:

- (i) Those that measure service efforts (inputs);
- (ii) Those that measure service accomplishments (outputs and outcomes); and
- (iii) Those that relate service efforts to service accomplishments (efficiency and cost outcomes).

Example: The number of injury and fatal accidents that occur on the roads annually.

Performance Target

The desired level of performance against a performance measure.

A specific quantifiable result (in relation to a performance measure) that the FRA is aiming to achieve.

Example: Not more than 300 serious injury accidents and 20 fatal accidents on the roads this year.

Renewals

(Not to be confused with New Capital).

The replacement or rehabilitation of an asset. Expenditure on an existing asset which returns the service potential or the life of the asset to that which it had originally. It is periodically required expenditure, and relatively large (material) in value compared with the value of the components or sub-components of the asset being renewed. It may reduce operating and maintenance expenditure if completed at the optimum time.

Example: Resealing or rehabilitating a road – or replacing an existing bridge.

It is very important that the FRA always clearly distinguish between New Capital expenditure and Renewals Capital expenditure.

The rate at which renewal work is being carried out over time compared with the annual provision for depreciation (the cost of consumption) is a good indicator of the extent to which the network is being maintained, improving, or is deteriorating.

Road (or Roads)

The infrastructure that the FRA is responsible for providing, managing, maintaining, renewing and developing.

It includes all land and civil infrastructure constructed by any municipal council or government body, or any other body authorized by a municipal council or government body, that is used or facilitates a public right of passage for the movement of vehicles and pedestrians, including but not limited to:

- ❖ the vehicle pavement from kerb to kerb, or where there is no kerb, the roadside verges, drains and kerbs;
- ❖ road signs, road marker posts and other markings, including pedestrian crossings;
- ❖ traffic islands;
- ❖ bridges and culverts;
- ❖ footpaths and pavements adjacent to a vehicle pavement;
- ❖ street lights and traffic signals;
- ❖ parking meters;
- ❖ jetties, and
- ❖ all national roads, municipal roads, and such other public roads as may be determined by FRA.

Source: Fiji Road Authority (Amendment Decree 2012 (No 46) Sec 4.

Note the inclusion of jetties within this definition.

Road Network

The network of roads, streets, bridges and footpaths that the FRA has the responsibility to maintain, renew and further develop.

Roadworks Emergency

A situation declared to be the case following a major storm or other adverse event. (Not to be confused with Civil Defense Emergency)

During a roadworks emergency the normal procurement requirements don't apply and road materials and other goods may be purchased and plant may be hired to repair the damage (in a manner and to the extent approved by the CEO).

Service Area

Those aspects of the roads that motorists and pedestrians value, or which are essential for their efficient and effective management.

The headings under which the FRA formulates its levels of service, performance measures and targets in order to be able to decide what it has to do, and to be able to subsequently ascertain how well it is doing.

The headings are:

- (i)** Health and Safety;
- (ii)** Risk Management (other than risks that fall under the other six headings; and including Reputation and Safety);
- (iii)** Asset Provision, Preservation, and Development;
- (iv)** Environmental Conservation, Protection and Enhancement;
- (v)** Service Quality (including Aesthetics, Reliability, Responsiveness and Capacity);
- (vi)** Compliance (including Training, Record Keeping and Reporting); and
- (vii)** Costs.

For a fuller explanation of the FRA's levels of service under these headings, see Section 4.

Statement of Corporate Intent (SCI)

A statement required to be prepared annually by the FRA and agreed with the Minister pursuant to section 32 of The Decree. This document is the FRA's combined Corporate Plan and statement of Corporate Intent.

KEY FRA PARTNERS



Auditor Office of the Auditor General

Legal Advisor

- ❖ R Patel Lawyers – Suva
- ❖ M C Lawyers – Suva
- ❖ Siwatibau & Sloan – Suva
- ❖ Young & Associates – Lautoka

Insurance Advisor Marsh Pte Limited

Banker Australian & New Zealand Banking Group Fiji

Professional Engineering Services Provider

- ❖ Beca International Consultants Ltd
- ❖ Entec Limited
- ❖ Erasito Beca Consultants Ltd
- ❖ Smec International Pty Ltd
- ❖ WAPCOS Fiji Limited

Key Contractors

- ❖ China Civil Engineering Construction
- ❖ China Railway First Group (Fiji) Co Pte Limited
- ❖ China Railway 5th Engineering Group (Fiji) Pte Ltd
- ❖ Coastal Development Pte Limited
- ❖ Dayals Quarries Limited
- ❖ Fairdeal Earthmoving Contractors Pte Limited
- ❖ Flame Tree Development (Fiji) Pte Limited
- ❖ Fletcher Buildings (Fiji) Limited (T/A Higgins Fiji)
- ❖ Fletcher Constructions (Fiji) Limited
- ❖ Hiway Stabilizers (Fiji) Limited
- ❖ Hot Spring Hire Service Pte Limited
- ❖ Kashmir Transport Company Pte Limited
- ❖ Lomanitoba Company Pte Ltd
- ❖ Nands Prataps Joint Venture Pte Ltd
- ❖ Pacific Electric
- ❖ Power Electric
- ❖ RPA Group Fiji Ltd
- ❖ Tanoa Electric

Central Government

- ❖ Ministry of Infrastructure & Metrological Services
- ❖ Office of the Prime Minister
- ❖ Ministry of Economy
- ❖ Ministry of Rural and Maritime Development and Disaster Management
- ❖ Ministry of Lands & Mineral Resources
- ❖ Ministry of Housing and Community Development
- ❖ Ministry of Waterways & Environment
- ❖ Ministry of local government - Department of Town & Country Planning
- ❖ Land Transport Authority of Fiji
- ❖ Fiji Police Force

Local Government

- ❖ Ba Town Council
- ❖ Labasa Town Council
- ❖ Lami Town Council
- ❖ Lautoka City Council
- ❖ Levuka Town Council
- ❖ Nadi Town Council
- ❖ Nasinu Town Council
- ❖ Nausori Town Council
- ❖ Rakiraki Town Council
- ❖ Savusavu Town Council
- ❖ Sigatoka Town Council
- ❖ Suva City Council
- ❖ Tavua Town Council

Others

- ❖ The Bus Owners and Operators Association

APPENDIX A – FRA ACT AND AMENDMENTS



- ❖ Fiji Roads Authority Act 2012
- ❖ Fiji Roads Authority (Amendment) Act 2012 (No. 46 of 2012)
- ❖ Fiji Roads Authority (Amendment) Act 2014 (No. 27 of 2014)
- ❖ Fiji Roads Authority (Amendment) Act 2015 (No. 5 of 2015)

Fiji Roads Authority

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Fiji Roads Authority Act 2012

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Fiji Roads Authority Act 2012

TABLE OF AMENDMENTS

Fiji Roads Authority Act 2012 (No 2 of 2012)¹ commenced on 5 January 2012, as amended by:

Amending Legislation	Date of Commencement
Fiji Road Authority (Amendment) Decree 2012 (No 46 of 2012)	14 May 2012
Fiji Roads Authority (Amendment) Decree 2014 (No 27 of 2014)	5 August 2014
Fiji Roads Authority (Amendment) Act 2015 (No 5 of 2015)	17 July 2015
Public Enterprises Act 2019 (No 6 of 2019)	19 July 2019

¹ This was promulgated as Decree 2 of 2012. In accordance with section 3 of the Interpretation Act 1967, the word "Decree" used with reference to any such "Decree" in the title or provisions of any written law or in any document or legal proceeding may be replaced with the word "Act".



AN ACT TO ESTABLISH THE FIJI ROADS AUTHORITY AND TO PROVIDE FOR ITS FUNCTIONS AND POWERS FOR THE PURPOSE OF MANAGING ROADS, AND FOR RELATED MATTERS.

[Long title am Decree 46 of 2012 s 2, opn 14 May 2012]

PART 1 — PRELIMINARY

[FRA 1] Short title and commencement

1 This Act may be cited as the Fiji Roads Authority Act 2012 and shall come into force on the date of its publication in the Gazette.

[s 1 am Decree 46 of 2012 s 2, opn 14 May 2012]

[FRA 2] Interpretation

2 In this Act, unless the context others requires—

Authority means the Fiji Roads Authority established under section 4;

[def am Decree 46 of 2012 s 2, opn 14 May 2012]

Change Manager

[def rep Decree 27 of 2014 s 2, opn 5 Aug 2014]

Chief Executive Officer means the person appointed under section 24 and includes the person acting in that office;

Committee means the Fiji Roads Advisory Committee established under section 34 of this Act;

[def am Decree 46 of 2012 s 3, opn 14 May 2012]

Department means the Department of National Roads;

Minister means the Minister responsible for the Fiji Roads Authority; and

[def subst Decree 27 of 2014 s 2, opn 5 Aug 2014; am Act 5 of 2015 s 2, opn 17 July 2015]

road or roads means all land and civil infrastructure constructed by any municipal council or Government body, or any other body authorised by a municipal council or Government body that is used as or facilitates a public right of passage for the movement of vehicles and pedestrians, including but not limited to—

- (a) the vehicle pavement from curb to curb, or where there is no curb, the roadside verges, drains and curbs;
- (b) road signs, road marker posts and other markings, including pedestrian crossings;
- (c) traffic islands;
- (d) bridges and culverts;
- (e) footpaths and pavements adjacent to a vehicle pavement;
- (f) street lights and traffic lights;
- (h) parking meters;
- (i) jetties; and
- (j) all national roads, municipal roads and such other public roads as may be determined by the Authority.

[def subst Decree 46 of 2012 s 4, opn 14 May 2012]

[FRA 3] Objectives of this Act

3 The principal objectives of this Act are to—

- (a) give effect to the reorganisation of the Department of National Roads; and

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Service 2

[FRA 3]

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s 3

- (b) make provision for the effective management and administration of the road systems.



PART 2 — ESTABLISHMENT, FUNCTIONS AND POWERS

[FRA 4] Establishment of the Authority

4 This section establishes the Fiji Roads Authority, as a corporate body with perpetual succession and a common seal, and the Authority may—

- (a) sue and be sued;
- (b) acquire, hold and dispose of property;
- (c) enter into contract, agreement or other transactions; and
- (d) do all other acts that may be done in law by a body corporate.

[s 4 am Decree 46 of 2012 s 2, opn 14 May 2012]

[FRA 5] Composition of the Authority

5 (1) The Authority shall consist of 5 members appointed by the Minister responsible for public enterprises in writing subject to the approval of the Prime Minister.

[subs (1) subst Act 6 of 2019 s 69 and Sch 2, opn 19 July 2019]

(1A) The Minister responsible for public enterprises shall appoint a member of the Authority as Chairperson.

[subs (1A) insrt Act 6 of 2019 s 69 and Sch 2, opn 19 July 2019]

(2) The Chairperson and the other members of the Authority shall hold office for 3 years and are eligible for reappointment.

(2A) The Chief Executive Officer shall be an *ex officio* member of the Authority with no voting rights.

[subs (2A) insrt Act 5 of 2015 s 3, opn 17 July 2015]

(3) The Chairperson and members may be remunerated in a manner and at rates subject to terms and conditions determined by the Minister responsible for public enterprises.

[subs (3) am Act 6 of 2019 s 69 and Sch 2, opn 19 July 2019]

[FRA 6] Functions of the Authority

6 The Authority shall be responsible for all matters pertaining to construction, maintenance and development of roads in Fiji, including but not limited to the following—

- (a) managing (land provision, network planning, designing, constructing, maintaining, renewing and generally managing the use of) all roads;
- (b) traffic management (including road design, traffic signs and markings);
- (c) road safety (relating to provision and management of the road);
- (d) [Repealed]
- (e) the issuing of over-width, height and lengths limits;
- (f) planning and management of road survey and design;
- (g) provide advice, programme management services, design, supervision services for capital works programme; and
- (h) for such other matters, as the Minister may direct.

[s 6 am Decree 46 of 2012 s 5, opn 14 May 2012; Decree 27 of 2014 s 3, opn 5 Aug 2014]

[FRA 7] Powers of the Authority

7 The Authority shall have all such powers as may be reasonably necessary or convenient for the purpose of carrying out its functions under this Act and regulating its own procedure, including the power to determine and levy fees and charges, and to make and enforce by-laws.



[FRA 8] Delegation of powers

8 (1) The Authority may from time to time, by writing under the hand of the Chairperson, delegate to any person or committee any of the Authority's powers under this Act.

(2) A delegation under this section may be made to a specified person or committee or to the holder for the time being of a specified office or to the holders of a specified class.

(3) A delegation may be made subject to such restrictions and conditions as the Authority thinks fit, and may be made either generally or in relation to any particular case or class of cases.

(4) Any person or committee purporting to exercise any power of the Authority by virtue of a delegation under this section shall, when required to do so, produce evidence of his or her or its authority to exercise the power.

[FRA 9] Resignation and removal

9 (1) A member of the Authority may resign by giving written notice to the Minister responsible for public enterprises.

(2) The Minister responsible for public enterprises may, subject to the approval of the Prime Minister, at any time and for any reason, remove a member of the Authority by giving that member written notice of removal.

[s 9 subst Act 6 of 2019 s 69 and Sch 2, opn 19 July 2019]

[FRA 10] Vacation of office

10 (1) The office of a member shall become vacant if the member—

- (a) has been absent, without leave of the Authority, from 3 consecutive meetings of the Authority;
- (b) become or has, in Fiji or elsewhere, been declared bankrupt and has not been discharged;
- (c) has, in Fiji or elsewhere, been convicted of an offence that carries an imprisonment term of more than one year; or
- (d) has, in Fiji or elsewhere, been disqualified or suspended from practising his or her profession by any competent authority by reason of misconduct.

(2) The Authority may act notwithstanding a vacancy in its membership.

[FRA 11] Meetings and proceedings of the Authority

11 (1) The Chairperson shall preside at all meetings of the Authority, and if the Chairperson is not present at a meeting then the members present may for that particular meeting choose a member to preside as the Acting Chairperson in the absence of the Chairperson.

(2) At a meeting, 3 members shall form a quorum.

(3) Any issues raised or to be decided shall be decided by a majority of the votes of the members present and voting, and in the event of equality of votes, the Chairperson, or in his or her absence, the member presiding shall have a casting vote.

(4) The validity of any proceedings of the Authority shall not be affected by any vacancy amongst its members or by any defect in the appointment of any member.

(5) The Authority shall have a minimum of one meeting in each month.

[subs (5) insrt Act 5 of 2015 s 4, opn 17 July 2015]



[FRA 12] Authority may invite others to meetings

12 The Authority may invite a person to attend a meeting of the Authority for the purpose of advising it on any matter under discussion, but the person so attending shall have no vote at the meeting.

[FRA 13] Disclosure of interest

13 (1) A member of the Authority who is, directly or indirectly, interested in a matter under discussion by the Authority shall disclose to the Authority the fact and nature of his or her interest.

(2) A disclosure under subsection (1) shall be recorded in the minutes of the Authority.

(3) After a disclosure under subsection (1) the member in question—

(a) shall not take part in nor be present during any discussion, deliberation or decision of the Authority; but

(b) may be counted for the purpose of forming a quorum of the Authority.

(4) A member who fails to disclose his or her interest as required by subsection (1) commits an offence and shall be liable upon conviction to a fine not exceeding \$10,000 and to imprisonment of 5 years or to both.

[FRA 14] Minutes

14 (1) The Authority shall keep minutes of all meetings in a proper form.

(2) Any minutes, if duly signed by the Chairperson or person presiding, shall, in any legal proceedings, be admissible as evidence of the facts stated in them and a meeting of the Authority in respect of which the minutes have been so signed is deemed to have been duly convened and held and the members present at it to have been duly appointed to act.

[FRA 15] Common seal

15 (1) The Authority shall have a common seal of such design as it may decide.

(2) The common seal shall be kept by the Chairperson and its affixing shall be authenticated by any 2 members generally or specifically authorised by the Authority for the purpose, or by one such member and the Chairperson.

(3) All deeds, documents and other instruments purporting to be sealed with the common seal and authenticated in accordance with subsection (2) shall, unless the contrary is proved, be presumed to have been validly executed.

(4) The common seal of the Authority shall be officially and judicially noticed for all purposes.

[FRA 16] Procurement process and plan

16 (1) The Authority shall establish and implement a procurement process and plan for the procurement of all goods and services by the Authority.

(2) All goods and services procured by the Authority shall be in accordance with the procurement process and plan established by the Authority under subsection (1).

(3) The provisions of the Procurement Regulations 2010 shall not apply to the Authority.

[FRA 17] Minister may give directions

17 The Minister may, in his or her discretion, give directions to the Authority with



respect to the performance of the functions of the Authority, and the Authority shall comply with any such directions issued by the Minister.

[s 17 subst Decree 46 of 2012 s 6, opn 14 May 2012]

[FRA 18] Transfer of assets, interests and liabilities

18 (1) As from the commencement of this Act, all assets, interests, rights, privileges, liabilities and obligations of—

(a) the State in relation to the Department; and

(b) municipal councils in relation to municipal roads,

shall immediately be transferred to and shall vest in the Authority without conveyance, assignment or transfer.

(2) Every right and liability vested in subsection (1) in the Authority may, on and after the commencement of this Act, be sued on, recovered or enforced by or against the Authority in its own name and it shall not be necessary for the Authority, the State or any municipal council to give notice to any person whose right or liability is affected by the vesting.

(3) On and after the commencement of this Act, any agreement relating to any property, rights or liabilities transferred to and vested in the Authority under subsection (1) to which the State or any municipal council was a party immediately before the commencement of this Act, whether in writing or otherwise, and whether or not of such a nature those rights and liabilities may be assigned by the State or any municipal council, shall have effect as if the Authority had been a party to the agreement.

(4) If a question arises as to whether any particular property, asset, interest, right, privilege, liability or obligation has been transferred to or vested in the Authority under subsection (1), a certificate signed by the Minister shall be conclusive evidence that the property, asset, interest, right, privilege, liability or obligation was or was not so transferred or vested.

[s 18 subst Decree 46 of 2012 s 7, opn 14 May 2012]

[FRA 19] Transfer of employees

19 (1) As from the commencement of this Act, all persons employed immediately before that date in the Department shall be transferred to the Authority.

(2) Until such time as terms and conditions, including rules as to the conduct and discipline of its employees are drawn up by the Authority, the terms and conditions of employees shall continue to apply to every person transferred under subsection (1).

[FRA 20] Rights of transferred employees

20 For the purposes of every enactment, law, award, determination, contract and agreement relating to the employment of a transferred employee, the contract of employment of that employee is deemed to have been unbroken and the period of employment is for all purposes deemed to have been a period with the Authority.

[FRA 21] Existing contracts

21 All deeds, bonds, agreements, instruments and arrangements to which the Department is a party subsisting immediately before the commencement of this Act shall continue in force after that date and shall be enforceable by or against the Authority as if the Authority had been named therein or had been a party thereto instead of the Department.



[FRA 22] Continuation of proceedings

22 Any action, arbitration, proceedings or cause of action that relates to a transferred asset, liability or employee and that immediately before the commencement of this Act is pending or existing by, against, or in favour of the Department, or to which the Department is a party, may be prosecuted and, without amendment of any writ, pleading or other documents, continued and enforced against, or in favour of the Authority.

[FRA 23] No benefit in respect of abolition or reorganisation of office

23 A person who is transferred to the Authority is not entitled to claim any benefit on the ground that he or she has been retired from the Department on account of abolition or reorganisation of office in consequence of the establishment and incorporation of the Authority.

PART 4 — MANAGEMENT AND FINANCE OF AUTHORITY

[FRA 24] Appointment of Chief Executive Officer

24 (1) The Authority may appoint a suitably qualified person as the Chief Executive Officer of the Authority, in accordance with terms and conditions the Authority may approve.

[subs (1) am Decree 27 of 2014 s 4, opn 5 Aug 2014]

(2) The Chief Executive Officer may be appointed for a term not exceeding 3 years and is eligible for reappointment.

(3) [subs (3) rep Decree 27 of 2014, opn 5 Aug 2014]

[FRA 25] Functions of the Chief Executive Officer

25 (1) The Chief Executive Officer shall be responsible to the Authority for the management of the Authority.

(2) The Chief Executive Officer shall attend every meeting of the Authority, and if he or she, for any reason, is unable to attend a meeting, the Chief Executive Officer may, in consultation with the Chairperson, nominate an officer to attend on his or her behalf.

(3) The Chief Executive Officer shall not engage in any other business without the prior consent of the Authority.

[FRA 26] Appointment of staff

26 (1) The Authority shall appoint such officer, servants or agents as it considers necessary for the efficient exercise, performance and discharge of its duties.

(2) The officers appointed under this section shall be remunerated in a manner, and at rates subject to terms and conditions determined by the Authority.

[subs (2) am Decree 27 of 2014 s 5, opn 5 Aug 2014]

[FRA 27] Funds of the Authority

27 The funds of the Authority for the purposes of this Act shall consist of—

- (a) any money appropriated by Government;
- (b) rates, fees and other charges received by or on behalf of the Authority by virtue of this Act; and
- (c) any other money received by or on behalf of the Authority.



PART 5 — REPORTING AND ACCOUNTABILITY

[FRA 28] Financial year

28 The Authority's financial year shall be from 1 January to 31 December of each year.

[FRA 29] Half yearly reports

29 [s 29 rep Act 6 of 2019 s 69 and Sch 2, opn 19 July 2019]

[FRA 30] Annual reports

30 (1) Within 4 months after the end of each financial year, the Authority shall in accordance with its statement of corporate intent prepare a report of its activities during that financial year.

[subs (1) am Decree 27 of 2014 s 6, opn 5 Aug 2014]

(2) The Authority shall send a copy of the annual report to the Minister who shall cause it to be laid before Cabinet as soon as practicable.

- (3) The annual report required by subsection (1) shall contain, among other things—
- (a) an audited statement of accounts prepared in accordance with generally accepted accounting practice as determined by the Fiji Institute of Accountants;
 - (b) a statement of financial performance, including a statement of the financial position of the Authority;
 - (c) a statement of cash flows;
 - (d) such other information as is required to give a true and fair view of the Authority's financial affairs; and
 - (e) a copy of the auditor's report.

(4) The annual report shall include the information required by the Authority's statement of corporate intent to be given in it.

[FRA 31] Corporate plan

31 (1) The Authority shall in each year publish a corporate plan setting out plans for the future operations of the Authority and shall act in accordance with it.

(2) The Minister may issue guidelines as to the format and content of the corporate plan and the Authority shall comply with the guidelines except as otherwise agreed in writing by the Minister.

(3) A corporate plan shall, except as otherwise agreed in writing by the Minister, contain—

- (a) a forecast of profit and loss accounts, balance sheets and cash flows for the current and following 2 financial years; and
- (b) a statement of the assumptions on which the forecasts are based.

(4) The corporate plan shall be consistent with the Authority's statement of corporate intent.

[FRA 32] Authority to have statement of corporate intent

32 (1) The Authority shall, in each year, publish a statement of corporate intent containing a summary of the corporate plan and setting out the financial and non-financial performance targets of the Authority for that year.



(2) In addition to the matters mentioned in subsection (1), the statement of corporate intent shall include—

- (a) an outline of the objectives of the Authority;
- (b) an outline of the nature and scope of the activities proposed to be undertaken by the Authority;
- (c) an outline of the Authority's main undertakings;
- (d) an outline of the borrowings made and proposed to be made by the Authority, and the corresponding sources of funds;
- (e) an outline of the Authority's policies and procedures relating to the acquisition and disposal of major assets;
- (f) a description of the Authority's accounting policies;
- (g) a description of the financial information to be given to the Minister in the annual report;
- (h) a description of measures by which the performance of the Authority may be judged in relation to its objectives, in addition to the performance targets required by subsection (1); and
- (i) such other matters as are agreed by the Minister and the Authority or are directed by the Minister to be included in the statement of corporate intent.

[subs (2) am Act 6 of 2019 s 69 and Sch 2, opn 19 July 2019]

(3) The Minister may, in writing, exempt the Authority from including in its statement of corporate intent any matter, or any aspect of a matter, mentioned in subsection (2).

[FRA 33] Audit

33 (1) The Authority is required to be audited at least once a year.

(2) The audit is to be conducted in accordance with the Audit Act 1969 and the Financial Management Act 2004, except where the audit is conducted by a person appointed by the Authority under subsection (3).

(3) The audit is to be conducted by—

- (a) the Auditor-General or a person authorised or contracted under the Audit Act 1969 to carry it out, unless the Authority is exempted from audit under that Act by the Regulations; or
 - (b) a person appointed by the Authority, if the Authority is so exempted from audit under the Audit Act 1969.
- (4) The person appointed by the Authority under subsection 3(b) is to be—
- (a) a person that the Minister responsible for finance directs the Authority in writing to appoint; or
 - (b) if the Minister responsible for finance gives no such directions, the person chosen by the Authority.



PART 6 — TRANSITIONAL AND SAVINGS

[FRA 34] Establishment of the Fiji Roads Advisory Committee

34 (1) Until such time as the members of the Authority are appointed by the Minister under Part 2, the functions of the Authority shall be performed, and the powers of the Authority shall be exercised, by the Fiji Roads Advisory Committee which shall consist of a Chairperson and 4 other members appointed by the Minister.

[subs (1) am Decree 46 of 2012 s 3, opn 14 May 2012; Decree 27 of 2014 s 7, opn 5 Aug 2014]

(2) The Chairperson and members of the Committee shall hold office until such time as the Authority is appointed.

(3) The Minister may, in his or her discretion, give directions to the Committee with respect to the performance of the functions of the Authority by the Committee, and the Authority shall comply with any such directions issued by the Minister.

[FRA 35] Meetings and proceedings

35 (1) At all meetings, 3 members shall form a quorum.

[subs (1) am Decree 27 of 2014 s 8, opn 5 Aug 2014]

(2) The Chairperson shall preside at all meetings of the Committee.

(3) Any issues raised or to be decided shall be decided by a majority of the votes of the members present and voting, and in the event of equality of votes, the Chairperson, shall have a casting vote.

(4) The validity of any proceedings of the Committee shall not be affected by any vacancy amongst its members or by any defect in the appointment of any member.

[FRA 36] Committee may invite others to meetings

36 The Committee may invite a person to attend a meeting of the Committee for the purpose of advising it on any matter under discussion, but the person so attending shall have no vote at the meeting.

[FRA 37] Appointment of Change Manager

37 [s 37 rep Decree 27 of 2014 s 9, opn 5 Aug 2014]



PART 7 — MISCELLANEOUS

[FRA 38] Regulations

38 The Minister may make regulations to give effect to the provisions of this Act.

[FRA 38A] Indemnity

38A (1) Neither the Committee, the Authority nor any officer, servant, workman or labourer employed or engaged by the Committee, or the Authority shall be liable for any action, suit, proceeding, dispute or challenge in any court, tribunal or any other adjudicating body for or in respect of any act or omission done in the exercise or non-exercise of the powers conferred by or duties prescribed under the provisions of this Act or any other written law.

[subs (1) am Decree 27 of 2014 s 10, opn 5 Aug 2014]

(2) Notwithstanding anything contained in subsection (1), the Minister may on an *ex-gratia* basis grant compensation to any person who has suffered any injury or damage to property, caused either directly or indirectly by any act or omission done in the exercise or non-exercise of the powers conferred by or duties prescribed under the provisions of this Act or any other written law.

[s 38A insrt Decree 46 of 2012 s 8, opn 14 Mar 2012]

[FRA 39] Consequential

39 This Act has effect notwithstanding any provision of any written law, and accordingly, to the extent that there is any inconsistency between this Act and any other written law, this Act prevails.