



Fiji Roads Authority

Better Roads. Better Access. Better Business.

2017-18 Corporate Plan

& Statement of Corporate Intent



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Front Cover: Talenaua Sections on Queens Road (reconstructed)

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Chairman's Introduction



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.

In the past two years, the FRA has had an annual budget of around \$500 million to manage these assets currently valued at approximately \$12 billion. This financial year, another investment of \$530 million will see more roads, jetties, bridges and crossings being constructed, maintained or renewed.

Through the 2017-18 budget, FRA will continue to deliver on Government's promise to create infrastructure access for all Fijians. The increasing volume of projects will also see increase the human resource to ensure that we have adequate people to manage and supervise projects. From a workforce of 45 in 2015, the organisation has now grown to over 270 personnel at all levels in line with our transition plans to bring core-functions in-house instead of outsourcing at significant cost.

As the FRA continues to grow, we are also increasing our attention to design considerations to engineer better solutions to bridges, low level crossings and roadside drainage to deal with the changing weather patterns. We are also strengthening our partnership with our contractors and this financial year will include them in our professional development program. Training on Safety Audit Standards and Traffic Management will be conducted in the second quarter.

The FRA's Board of Directors welcomes Jonathan Moore as the new CEO of Fiji Roads Authority. Mr. Moore has more than 35 years of proven ability in construction, supervision and planning, commission and handover of complete works, design constructability coordination experience with different forms of contracts, claims resolution, development and maintenance of quality management systems. He is also highly skilled in value management and value engineering, incorporation of facilities management into infrastructure design and delivery, efficient asset management for completed works and strong leadership skills.

The post TC Winston recovery process has continued at rapid pace. The FRA has also placed major emphasis on the construction of new footpaths and the installation of new streetlights around Fiji and retrofitting of existing ones in urban areas. This is to improve accessibility and ensure the safety of pedestrians and travellers (including persons with disabilities) in communities on the outskirts of developed areas.

The clear focus from the Board of Directors is transforming the FRA to deliver better value for money whilst delivering safe and effective transport infrastructure for the people of Fiji.

A handwritten signature in black ink, appearing to be 'D Patel', written over a horizontal line.

Dinesh Patel
Chairman
Fiji Roads Authority

Chief Executive's Review



The good work of the past four years has put the Fiji Roads Authority in a position that will allow it to meet the challenges to deliver the effective and resilient Highway network that is necessary to keep Fiji moving.

Working closely with the FRA's Board of Directors we will embark on the long road to deliver safe, efficient and effective Highway Network for the people of Fiji. We will also be working to overcome many of the consequences of decades of underfunding and mismanagement that are evident in the Highway Network today.

The FRA team has grown to 185 this year and we aim to deliver the portfolio of work within the Budget allocation of \$527 million, with majority

of these funds allocated to the maintenance, renewals, replacements and new rural roads programme.

Some of the key infrastructure projects programmed to be delivered this financial year include the:

- Suva Arterial Road Upgrade Project (SARUP) Phase 1;
- NASRUP Nadi N2 (Airport to Wailoaloa) Project;
- Footpath and bus shelter improvements;
- Streetlights in villages along the major highways; and
- NASRUP S3.

The economic prosperity of the country depends on an efficient Highway network and a key component of that network is the Bridges. There is a great deal of concern around the stability of bridges throughout the country. To address this concern we will be undertaking a detail study, investigation and repair programme. We will also be making a start on the replacement of seventeen critically deteriorated and strategically located bridges.

To support the national economy and accessibility around the Islands of Fiji the FRA will also be increasing the focus on Jetties to ensure that they can operate safely and effectively. Preliminary works including scoping, ocean studies, bathymetry, geotechnical studies and structural design for all components of the jetty and crossings are being undertaken to upgrade Jetties throughout Fiji.

There is much hard work and focussed effort ahead of us and I am honoured to join the FRA as the Chief Executive as it enters a new and exciting phase of its development and implementation.

A handwritten signature in blue ink, appearing to read 'Jonathan Moore'.

Jonathan Moore
Chief Executive Officer

Fiji Roads Authority Board Directors



Dinesh Patel
(Managing Director, RC Manubhai)



Ms. Preetika Prasad
(State Solicitor – Solicitor
Generals Office)



Mr. Aptinko Vaurasi
(Former GM Operations
Land Transport Authority)



Mr. Sanjay Kaba
(Director HLK Jacob Ltd)



Mr Kamal Gounder
(Principal Economist,
Infrastructure
Ministry of Economy)
Joined in September 2016



Mr Jonathan Charles Moore
(Chief Executive Officer, FRA)
Ex-Officio 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

- (a) 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.
- (b) To halt the deterioration trend and reduce the value of deferred maintenance and deferred renewals.
- (c) To develop capacity and capability at all levels of the Roding industry such that Fijians are ultimately able to be appointed to any role within the FRA, Principal Engineering Services Provider or Maintenance Contractor organisations.

2017/18 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:

- (a) Constitution of the Republic of Fiji 2013 - **reasonable access to transportation.**
- (b) Developing a common national identity and **building social cohesion.**
- (c) Enhancing **public sector efficiency, performance effectiveness and service delivery.**
- (d) Achieving **higher economic growth while ensuring sustainability.**
- (e) Developing **an integrated development structure at the divisional level.**



1. ABOUT THE FIJI ROADS AUTHORITY

1.1 INTRODUCTION

Better transport infrastructure is essential for Fiji's development

The success of Fiji's development is dependent on infrastructure that is reliable enough to encourage 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 core 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 probably the most valuable built asset Fiji owns. Years of investment and effort have gone into building over 7,000 kilometres of roads and 1,200 bridges and jetties. If this massive infrastructure system is going to serve Fiji's future development needs, then two things have to be done:

- improve the safety, reliability and sustainability of the existing network; and
- expand the network to provide the capacity for sustained growth.

Fiji Roads Authority was set up to fast track the recovery and expansion of the network

The Fiji Roads Authority (FRA) was established in January 2012 to effectively manage and develop Fiji's road network (See Appendix 'A' for a copy of the "Fiji Roads Authority Act 2012"). Over the last three years we have moved from a standing start to managing a \$600m-plus programme of maintenance, renewal and capital projects.

The FRA uses the international best practise of Asset Management to undertake its functions. This is how many 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.

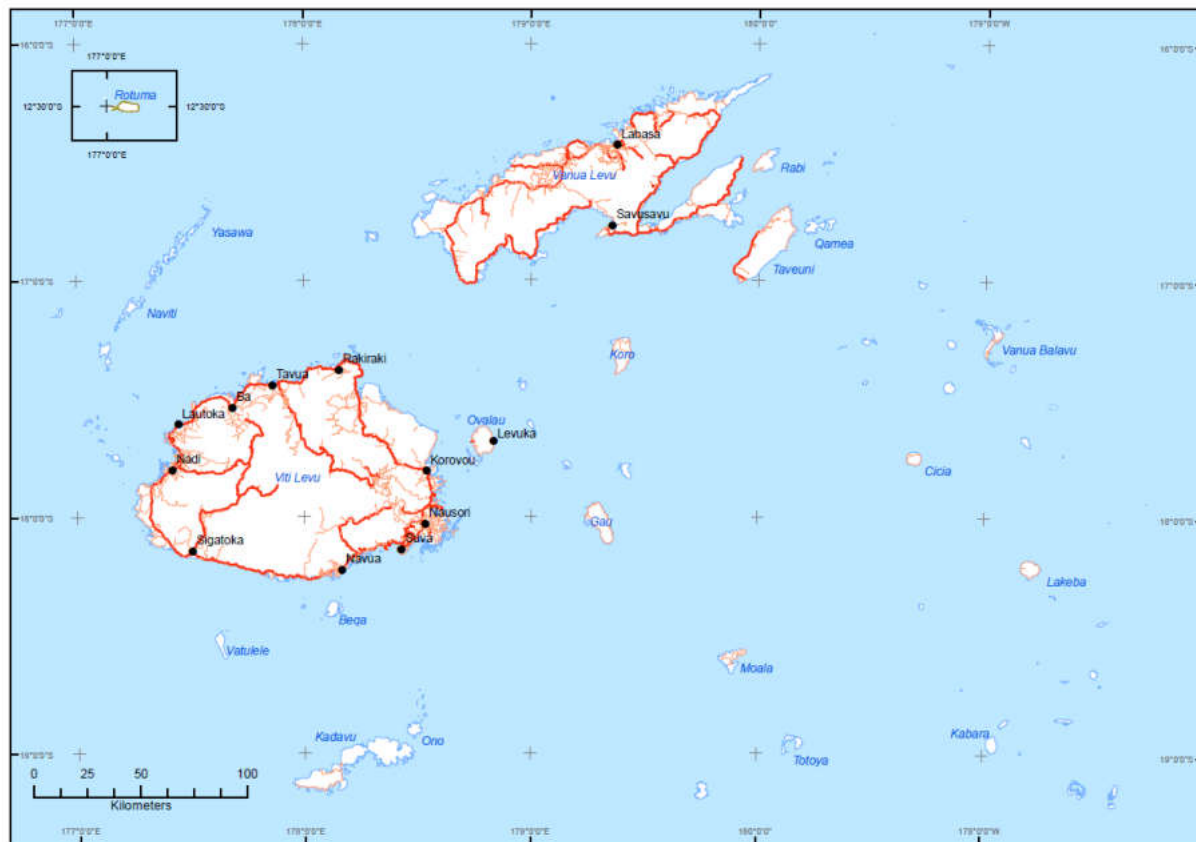
FRA is responsible for Fiji's most valuable built asset

The FRA's 'assets' are all of Fiji's public roads, bridges and jetties. This includes the land on which our assets are situated, 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 nearly \$12 Billion making the road network Fiji's most valuable built asset. The geographic extent of the FRA's assets are illustrated in Figure 1.

The FRA shares some of its land with other agencies such the Fiji Electricity Authority (FEA), Water Authority of Fiji (WAF) and Telecommunications Fiji Limited (TFL) to enable better delivery of service as a whole to the people of Fiji.

Figure 1 - FRA assets include roads, bridges and jetties on all of Fiji's islands



To make the network more manageable, it has been divided into three sections consistent with the administrative divisions of Fiji. Table 1 shows the length of the sealed and unsealed roads in each division.

In 2015 FRA undertook a comprehensive survey of all of the FRA's assets. The information collected has been incorporated in the FRA's Asset Management System. It will be used to provide more effective forward works planning and to provide an updated valuation of the assets.

The survey revealed that there were some 3,500kms less roads than had been previously included in the Asset Management Plan. The reason for the reduction in road lengths is attributed to the following factors:

- The original 11,000 km length in 2012 was an over-estimate; only the DNR portion (4,200 km) was measured accurately, with the remaining lengths being estimates.
- The length of cane access road originally provided to FRA was significantly over estimated. (The FSC is conducting its own inventory of these roads, and have measured 55% of length compared with what was originally supplied.)
- The field data collection carried out by FRA involved a drive over of the entire network. During this exercise, it was discovered that a significant number of cane access roads did not meet the criteria of an FRA road as they only served a single property or were providing seasonal access to cane fields. These roads were not included in the FRA inventory.

Table 1 - FRA's Assets

Division	Roads (kms)			Bridges	Jetties
	Sealed	Unsealed	Total		
Central-Eastern Division	716	1680	2396	427	30
Western Division	600	2343	2943	440	4
Northern Division	404	1673	2077	384	13
TOTAL COUNTRY	1,720	5,696	7,416	1,251	47

1.2 FRA's 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 a road network which meets the needs of a developing Fiji. Our approach is to focus on two core activities:

1. **Maintaining** the road network to keep it in the desired condition; and
2. **Expanding and developing** the network to meet tomorrows needs

Maintenance is both reactive, planned and pro-active. Otherwise, the safety and reliability of the network declines rapidly, or costs spiral out of control. FRA is committed to recovering from the previous decline of the network and under investment. We are getting ahead of the deterioration by carrying out a systematic and routine maintenance programme.

This is standard international practice and is proven to be the only way to bring long term costs under control and provide a safe and reliable network. At present the balance of reactive to planned maintenance is approximately 60:40. Over the next five years the FRA intends to shift that balance to 30:70.

We are also engaging in a massive programme of building new roads and widening existing ones. This will provide extra capacity for economic growth as well as connecting isolated parts of the country to economic and social opportunity.

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):

1. Emergency Work
2. Maintenance
3. Renewal, reconstruction or replacement of existing assets
4. New assets with demonstrable return on investment
5. 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 urbanisation etc. which can place greater burdens on other areas of Government spending and resources.

How we manage our work programme

The FRA manages a programme of work which is made up of over 300 activity areas, 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.

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.
PROFESSIONAL AND TECHNICAL SERVICES	Includes fees for specialist technical and management support 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 land slips, 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 fixing and maintaining. At this point it represents better value to rebuild the asset from scratch. 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.
NEW CAPITAL (Access)	
NEW CAPITAL (Community)	
NEW CAPITAL (Congestion)	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 (Tourism)	
NEW CAPITAL (Resilience)	

One of the ways we measure work 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. It is important to understand that our contractors are only paid for the work they have done and formally agreed with our representatives on site.

Under most of our contractual arrangements the physical work that is done is not paid for until 42 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. It also means that, at any time, there is a difference between what we potentially owe and what has been paid and committed. This is why we use 'expenditure' to manage our work - to ensure that all our potential liabilities are captured in our programme management.

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.

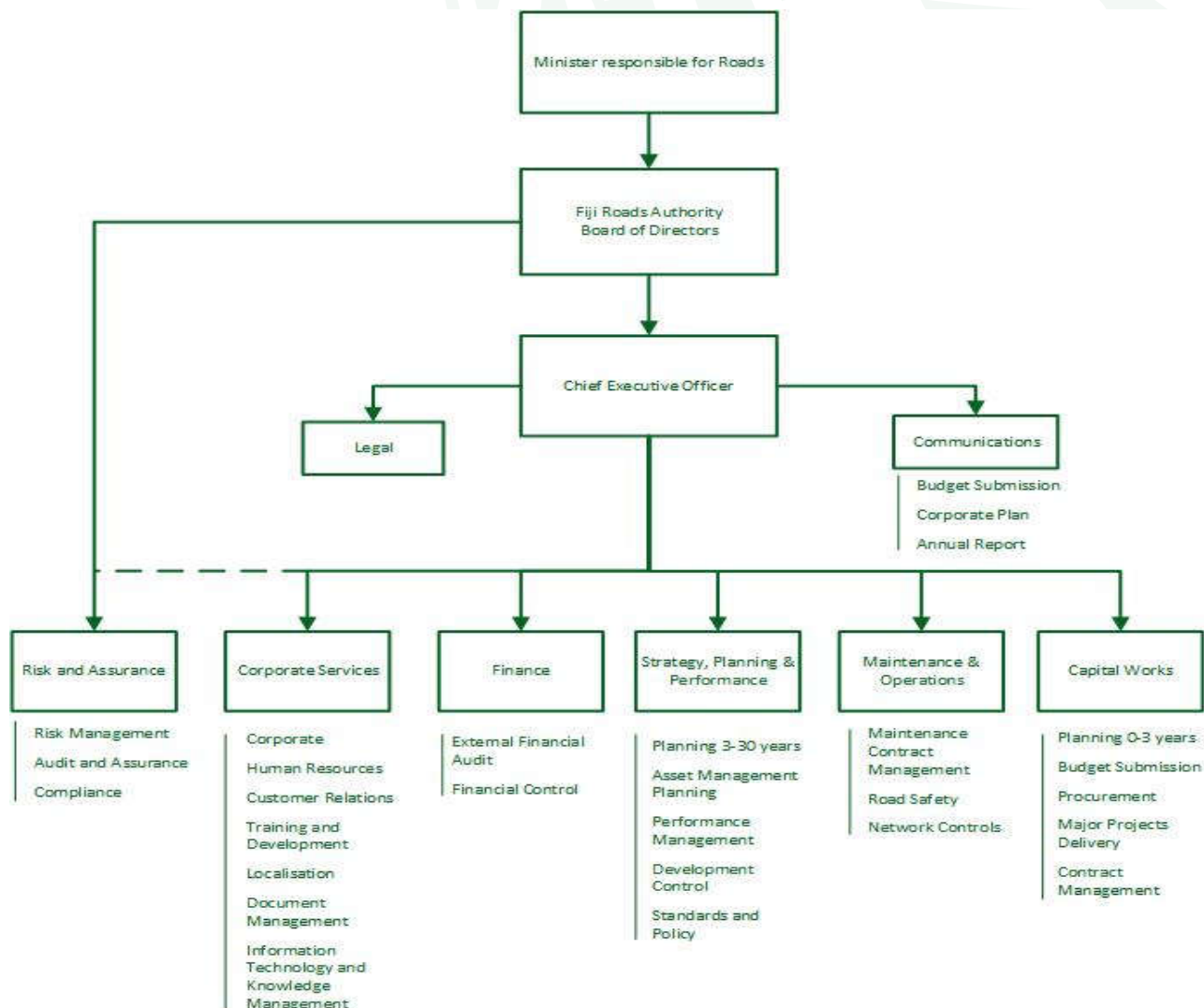
All of our operational practices, planning principles, risk management, reporting frameworks and resource management are set out in an integrated set of manuals. This represents international best practice and we endeavour to maintain these manuals with regular reviews. The manuals are subject to ongoing 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 Transport through a Board appointed by the Minister.

Under the CEO there are eight functional areas, each with a manager reporting directly to the CEO. FRA's structure is illustrated in Figure 2.

Figure 2 - FRA's Corporate Structure and Government relationship



FRA manages the road assets through a combination of in-house delivery and out-sourced contracts with the private sector. Some maintenance work on the Outer Islands is administered by the Ministry of Rural and Maritime Development through an MOU with FRA.

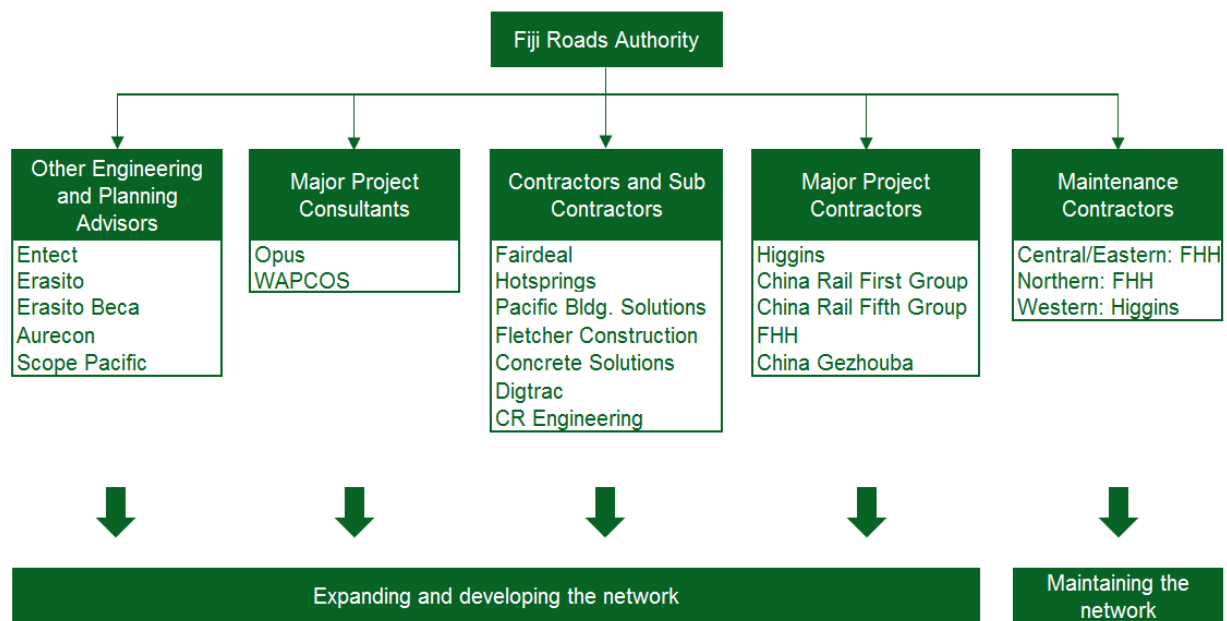
A competitive and diverse supply chain maintains, designs and builds the network

Over the course of 2013 to 2016 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 2017-18. 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 3. The key to delivering value for money from this supply chain is through competition and effective contract management. In 2017-18, 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 for the FRA is one of balancing performance against localisation.

Figure 3 - Fiji Roads Authority’s Supply Chain



1.3 KEY CHALLENGES

The 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 is now experiencing an emerging crisis in road deaths

In 2016 60 people have died as a result of vehicle related accidents on Fiji's roads. This is down from 65 in 2015, however, this is up from 41 in 2013 and 49 in 2014.

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.

One of the highest recorded accident rates is in Laucala Beach Estate. The accidents are a result of high speeding vehicles. The FRA intends to install temporary road humps to control the issue. The FRA will also, with the assistance of relevant authorities, continue to monitor such areas and implement measures to assist in the prevention of such incidents.

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. In 2017-18 FRA will continue with the NASRUP urban road upgrading projects, we will also implement a bus lane trial to assess the public reaction and attempt to quantify the benefits. This trial will help us to decide where and when future bus lanes could be implemented.

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.

Coordination between FRA and Utility providers affects FRA road project delivery

Several of FRA's high profile road projects have been affected by delays in delivery of works undertaken by the utility providers. FRA needs to include the utility work within the road works contract to ensure the most efficient allocation of risks and efficient delivery of the programme.

A Code of Practice for Utility Providers has been signed between the Boards of Fiji Roads Authority, Water Authority of Fiji, Telecom Fiji Limited and Fiji Electricity Authority. It outlines the objectives of how the utility providers coordinate between projects.

Availability of gravel for road construction continues to present a constraint on our delivery

Throughout 2014 to 2016 our contractors have struggled to secure sufficient gravel and aggregates to deliver projects. This has been as a result of a range of issues, from identifying sources to securing the appropriate consents. Gravel availability has been, and remains, one of the biggest challenges in the transition to the FRA.

We expect that completion of several major road projects in both Viti Levu and Vanua Levu will release gravel resources for other projects.

In February 2016 a Memorandum of Agreement for the development of rural roads projects across all four divisions (Central, Western, Northern, and Eastern) was signed between the Fiji Roads Authority, the Ministry of Rural and Maritime Development and National Disaster Management, the Ministry of Lands and Mineral Resources and the Ministry of Local Government, Housing and Environment.

However, we still expect difficulties for some contractors in securing supplies. In 2017-18 FRA will continue to work with all stakeholders to pursue a more streamlined process for obtaining licenses and will also explore all other options to ensure that delivery of our programme remains on track.

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 prioritising 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 a road is designed and built. The stronger the road, the more expensive it is.

In 2016 FRA became aware of chronic and systemic overloading of vehicles throughout Fiji. This is having an immediate and dramatic impact on the road network. In some instances a new road designed for a 25 year life is wearing out in three to five years. This is unsustainable and poses a significant challenge to the programme. FRA is working closely with Government and stakeholders to develop a sustainable solution.

1.4 The 2017-18 Work Programme

This document is our 'Business Plan' for 2017-18

The preceding discussion in this overview provides the basis for our spending priorities for 2017-18.

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 \$527m in 2017-18 (see Table 3). This expenditure and investment has 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 (taking into account capacities and risks);
- it represents value for money; and
- it will help deliver the long term goals.

Table 3 –2017-18 Work Programme and Operations

Activity Area	Total VIP
Operations	
FRA MANAGEMENT AND OPERATIONS	\$26,772,478
Sub-Total	\$26,772,478
Work Programme	
MAINTENANCE	\$80,000,000
EMERGENCY WORKS	\$35,510,000
RENEWALS - ROADS , BRIDGES AND JETTIES	\$203,495,159
NEW CAPITAL	\$181,771,000
Sub-total	\$500,776,159
Total	\$527,548,637

1.5 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 2017-18. Further details of the performance management indicators are provided in Section 4 and also in the FRA's Asset Management Plan.

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

Code	Service Area	Performance Target
1A.1	Health and Safety	Less fatal and serious injury accidents – total.
1A.2		A reduction in the social cost of all recorded injury crashes.
3A.1	Asset Stewardship	An annual reduction in the value of deferred maintenance/deferred renewals.
3A.2		100% planned new capital and renewal projects completed.
3B.7		Bridges condition improved
4C.2	Environmental Stewardship	The FRA has approved environmental assessments and drainage permits for all situations where these are required
5A.1	Service Quality	Reduced congestion by route.
5A.2		Not less than 40% of the stakeholders surveyed (periodically) rate the overall service as 'satisfactory' or 'very satisfactory'.
6A.1	Compliance	100% compliance with all legislative, regulatory and other requirements.
7A.1	Financial	Total operating costs were within the approved total budget.
7A.2		New capital and renewal projects were completed within the approved total budget.

1.6 FRA's PEOPLE

FRA is a flagship of Government's reform of the Public Service. It has been established as a statutory body to be governed by an appointed Board that is expected to implement best practice corporate governance.

As we go into this year of transition, we are planning to bring in-house those functions that are currently provided by external consultants. In order to make sure that FRA has the capacity to undertake these additional functions we have identified the need for significant growth in staff numbers. Currently FRA is planning to grow to around 120 to 150 staff in total which will include both technical and non-technical staff. This structure is under constant review as we progress through our transformation process.

This will be a significant change in FRA and we look forward to welcoming new people into the organisation. Our recruitment strategy will seek to ensure that as many of these positions as possible will be filled with Fijians. However we must recognise that a number of the positions will need to be filled by suitably qualified personnel outside of Fiji. We are hoping that these opportunities may attract some of the Fijian talent currently working in other countries.

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 others 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>



2. SIGNIFICANT ASSUMPTIONS AND RISKS

In preparing this Corporate Plan the FRA has had to make a number of assumptions. Should everything not happen as has been assumed the proposed work programme may be adversely affected. Eight areas where there is 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%	Medium	<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 of time and the two have to 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 medium because there is the possibility that inflation or cost escalation (relating to a significant aspect of the FRA's operations) will occur.</p>
2	The FRA Will Receive Sufficient Funding To Enable It To Carry Out Its Proposed Works Programme	High	<p>The likelihood of this assumption eventuating is high because the Government has already approved the funding for the work listed in this Corporate Plan. The key risk is that Government's revenue assumptions are not borne out to allow full funding of the programme.</p>
3	Project Costs Will Exceed As Budget Forecast That the proposed works will (accumulatively) be able to be provided to the standard required for not more than their estimated costs	High	<p>If the tendered price for any project is significantly higher than budgeted the FRA may be forced to review its options – which include reprioritising the project, abandoning it, reducing its scope, or deleting or deferring some other project in order to release funds to finance it. If this happens more than occasionally or more than in just a minor way the effect can be a quite serious ricochet effect on the entire programme (with other proposed projects being significantly delayed and having to be reprogrammed for future years or even not able to be done at all).</p> <p>The likelihood of this assumption eventuating is high based on past performance.</p>
4	No Additional Unforeseen Costs Will be Carried Forward from 2016 That no costs relating to work either already completed in 2017/18, or not completed in 2017/18 and carried forward to 2018/19, other than relating to those projects for which provision has been made for funding in 2018-19, will have to be funded in 2018-19.	Medium	<p>The budget for 2017-18 includes provision for funding July 2017 accruals and also for funding the cost of certain projects carried forward for completion from 2017. It has been assumed that the (actual) 2017 end of year situation will be as was forecasted when calculating the provision that has been made for these costs.</p> <p>The likelihood of this assumption eventuating is medium because there is a risk that the forecasted end of year position may not be exactly as forecasted</p>
5	An Extraordinary Major Disaster Event Will Occur That the cost of repairing damage caused by any storm event (or other natural hazard event that may occur) will exceed \$3m VIP in 2017-18	High	<p>Significant storm events are a fact of life in Fiji. The budget includes a provisional sum of \$3m VIP for storm damage. If more than this is required either an additional funding allocation from Government will have to be obtained or other proposed work plan will have to be deferred or reduced in order to provide the required funds.</p> <p>The likelihood of this assumption eventuating is high because there have been some very significant weather events in recent years.</p>

No.	Assumption	Likelihood of the Assumption Eventuating	Comments – Including the Likely Impact of Each Assumption
6	<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/High	<p>Should an extraordinary risk event occur the most likely impact will be an additional funding allocation from the Government will have to be obtained or other proposed works deleted or their scope reduced in order to fund the cost of the risk event?</p> <p>The likelihood of this assumption eventuating (i.e. of an extraordinary risk event not occurring) is medium/high 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 additional funding to resolve.</p>
7	<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 endeavoured 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 need (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>
8	<p>Tax Rates (including VAT) Will Not Change</p> <p>That the Government will not increase VAT – or introduce any new or increase any of the other existing taxes (e.g. taxes payable on plant and other goods that the FRA may need to procure from other countries)</p>	High	<p>If VAT or other relevant taxes are increased the forecasted cost of the work will increase.</p> <p>The likelihood of this assumption eventuating is high because there has been no suggestion the Government is considering increasing VAT or the other relevant taxes – or introducing new taxes that might affect the FRA.</p>

Note: If the 'likelihood of the assumption' eventuating is 'low' there is a high chance the assumption as stated will not be the case. If the rating is 'high' it is probable that the assumption as stated will occur. If the rating is 'medium' the assumption may or may not be correct. 'Certain' likelihood means that the assumption will definitely eventuate.

FRA has a comprehensive system of risk management – including a mitigation plan for every risk. The most significant risks it faces (in order of the potential adverse consequences) are included in Table 7.

Table 7 – Significant Risks

No	Risk No	Risk	Description	Cause	Impact
1	R001	Inadequate change management relating to project and programme delivery	<p>Inadequate business processes, resourcing, and IT systems resulting from the implementation of change initiatives including major projects. The consequences of this risk event may include 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"> - Risk of projects failures, errors or frauds due to inadequate end to end planning & testing - Failures in the transition of projects into BAU e.g. No long term maintenance and development plan for the road maintenance network - Required materials not available for roadwork - 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, unauthorised encroachments on the road reserve, land purchase for road/ utilities' relocation-delays, etc. - Lack of resources with the appropriate skills and experience to operate the business as usual (BAU) processes, i.e. FRA doesn't have the capacity to satisfactorily perform its responsibilities - Changed political direction 	<p>a) Inadequate change management framework in place</p> <p>b) Inadequate attention to strategic and forward planning</p> <p>c) High volume of change initiatives</p> <p>d) Business unit requirements incorrectly included /not taken into account in the scope of the project / change initiative</p> <p>e) Misalignment of project with business objectives</p> <p>f) Unclear change management responsibilities and accountabilities</p> <p>g) Inconsistent and/or inadequate documentation of "As is " and "To be" business processes, risks and controls</p> <p>h) Ineffective transition from project mode to BAU</p> <p>i) Lack of any/sufficient end to end testing</p> <p>j) Incorrect interpretation of requirements by road developers leading to impact on "as-is" processes</p> <p>k) Undocumented, incomplete and/or poorly documented processes, policies and procedures</p> <p>l) Plans and reports are not completed by their due date or to the expected standard</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 or budget - Road users inconvenienced - Funds have to be diverted – other jobs delayed - Interruption to levels of service - Line broken during roadworks - Loss of service to connected customers - Disputes about whose fault it is - Delays while the damage is repaired - Disputes about who is going to pay - 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 - Insufficient funding made available

No	Risk No	Risk	Description	Cause	Impact
2	R003	Damage to physical assets	<p>Damages to roads, bridges and jetties as a result of a natural disaster or other events, or act carried out by an external party.</p> <p>Includes instances of:</p> <ul style="list-style-type: none"> - Damages road infrastructure due to natural disasters - Damage to roads by heavy vehicles (e.g. forestry, cane and mining trucks and construction vehicles) - Losses from external sources (e.g. vandalism on road sign boards) - Physical asset failure (bridges / jetties damaged or washed away) 	<ul style="list-style-type: none"> a) Extreme weather conditions (e.g. cyclones, flood & earthquake) b) Climate changes c) Over loading d) Undesired vehicles on road e) General Public mind-set to damage road sign boards 	<ul style="list-style-type: none"> - A significantly damaged road (or roads) - Significant unforeseen costs to repair the damage - Funds have to be diverted – other jobs delayed - 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
3	R004	Business disruption	<p>Unplanned business disruption as a result of a localised 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 haven't been identified or have been identified but aren't being properly managed - No up-to-date emergency operations recovery plan - An unforeseen risk event occurs e.g. bridge failure or road slip - Remediation costs, staff overtime costs and compensation to contractors 	<ul style="list-style-type: none"> a) Extreme weather conditions (e.g. cyclones, flood & earthquake) b) Power failures c) Public transport delays d) Fire 	<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

No	Risk No	Risk	Description	Cause	Impact
4	R007	External fraud	<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, contractors, PESA, 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 information) by third parties with the intention to defraud - Theft of funds / data by third party contractors - Fraudulent billing by Suppliers or Contractors 	<ul style="list-style-type: none"> a) Ineffective fraud detections systems b) Third party conflicts of interest c) Inadequate physical security d) Inadequate data encryption e) Inadequate contractor / supplier controls f) Poor identification checking procedures g) Inadequate due diligence over contractors and PESA 	<ul style="list-style-type: none"> - Contractors unable to fulfil contract requirements - Fraudulent demand 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	Description	Cause	Impact
5	R005	Inadequate contractor, vendor & supplier management	<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 - 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) contracts - Contractor / Vendor sustainability - Inadequate procurement processes 	<ul style="list-style-type: none"> a) External Contractor framework not documented, approved & communicated b) Staff not aware of and/or not trained on external Contractor framework c) Relevant Business Units have not been engaged on the set-up of an external contractor's governance framework d) Clear contract governance roles and responsibilities have not been established and approved Clear lines of accountability and reporting for contract governance have not been established and approved e) Inadequate/unskilled resources assigned to key contract management roles f) Staff do not have adequate knowledge of the external contracts g) Inadequate management data to effectively monitor external contractor's performance h) Inadequate contract records i) Continuing awareness of services, costs and choices of new / current outsourced services is not maintained j) Lack of monitoring of service delivery against SLA requirements k) Ineffective due diligence, tender and contract approval processes 	<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 - Security bonds not in place for contracts awarded

No	Risk No	Risk	Description	Cause	Impact
6	R002	Failure of data management framework and processes	<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 - Inadequate reporting over capital projects - Inadequate management of the vehicles that have been purchased via loan funded projects 	<ul style="list-style-type: none"> a) Inadequate / lack of processes for review and approval of data which leads to loan funding problems, insufficient money to do what is required/desired, budget blowout due to works not sufficiently managed and poor budget formulation b) Inadequate procurement planning strategy c) Ineffective data capture, retention and archiving processes i.e. no Enterprise Resource Planning system in place d) Inadequate / lack of reconciliation processes e) Data owners / users roles and responsibilities are not clearly defined f) Inadequate data encryption 	<ul style="list-style-type: none"> - A lower standard network - Roads not upgraded and widened as desired - Jetties not able to be maintained and renewed - Roads ressealed 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 bridges having to be closed) - Less rehabilitation work done annually (more dilapidated roads) - Required funds not available or an unexpected reduction in either the total amount of funds available annually or for a specific project - Inadequate information provided to board and government stakeholders on major projects progression

No	Risk No	Risk	Description	Cause	Impact
7	R006	Failure of critical systems and IT infrastructure	<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 - 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>a) Underinvestment in IT systems and infrastructure</p> <p>b) Inadequate communication between Technology and the business of strategic plans, objectives and future directions/requirements</p> <p>c) Inadequate system and infrastructure configuration</p> <p>d) Lack of / outdated security architecture / hardware / systems</p> <p>e) Lack of system capacity and capacity monitoring</p> <p>f) Inadequate equipment refresh policy management</p> <p>g) Inadequate IT maintenance and IT process controls</p> <p>h) Inadequate or lack of disaster recovery plans (DRP) in place</p> <p>i) Systems defects undetected</p> <p>j) Inadequate testing of changes introduced</p>	<ul style="list-style-type: none"> - Loss of network communication - Inability to access emails and shared folders - Inability to manage public expectations - Delay in delivery which includes services, payments over progress claims and urgent network maintenance

No	Risk No	Risk	Description	Cause	Impact
8	R008	Failure to manage and/or respond to regulatory compliance obligations	<p>Failure to correctly identify, interpret, assess, respond and communicate laws and regulations as a result of an inadequate compliance framework, resulting in fines, penalties, litigation and place under closer scrutiny from regulators.</p> <p>This includes Instances of:</p> <ul style="list-style-type: none"> - Failure to identify, manage and monitor the current legal and regulatory requirements e.g. FRA (at either board or staff level) makes a decision that is either outside, or contrary to, its legal powers under the FRA Act - Failure to identify, interpret, assess, respond and communicate new or proposed regulatory and legislative changes - Ineffective relationships with regulators e.g. Government direction causes the FRA to change its works priorities or unreasonable stakeholder expectations (i.e. Government, the Municipal Councils, Provincial personnel, road users and/or the public generally have unreasonable expectations of what the FRA is able to achieve) - Failure to update legal documentation to reflect changes in regulations - Failure to have effective management tools in place to respond to external audit queries - Failure to have in place an appropriate framework to deal with customer complaints - Failure to manage contract obligations 	<p>a) Inadequate staff training / knowledge of regulatory requirements, obligations, internal policies and procedures</p> <p>b) Inadequate or untimely legal / compliance advice Legal / compliance advice not implemented</p> <p>c) Inadequate staff resources</p> <p>d) Ineffective communication processes e.g. inconsistent messages given to government about road network needs</p> <p>e) Inadequate processes in place to identify, assess (relevance / impact) and respond to regulatory and legislative change</p> <p>f) Inadequate monitoring of compliance plans e.g. VAT or WHT is not correctly charged when accounts are paid.</p>	<ul style="list-style-type: none"> - Noncompliance to FRA Act 2012 - Regularity fines and penalties imposed - Adverse audit reports and management comments - Public out-cry - Having to pay compensation - Serious dispute with another party - Contractual Disputes

No	Risk No	Risk	Description	Cause	Impact
9	R009	Inappropriate management people	<p>Failure to effectively manage human resources, (e.g. not having the appropriately qualified or experienced people in the right roles or not having sufficient staff numbers to achieve business objectives) including breaches of employee regulations (other than OH&S and anti-discrimination requirements) resulting in a financial losses through compensation payments, litigation costs and/or regulator fines.</p> <p>This would include instances of:</p> <ul style="list-style-type: none"> - Loss of Key Personnel e.g. The FRA's commitment to building local capacity isn't producing the desired results fast enough - Key Person Dependency due to insufficiently in skilled personnel - Harassment - Terminations, including tribunals - Industrial activity including Downtime costs associated with a general strike by staff 	<ul style="list-style-type: none"> a) Inadequate training b) Inadequate documented processes c) Inadequate retention or succession strategies in place d) Undefined career paths e) Employee performance below expectation f) Disengaged staff / low morale g) Organisational change or poor change management h) Poor relationship between board, management and staff i) Inadequate policies relation to employee regulations j) Poor staff feedback processes 	<ul style="list-style-type: none"> - Public wide criticism of the FRA as an organisation that is paying lip service only to its commitment to rapidly upskill local Fijians - The necessity to continue to employ outside personnel longer because the local people do not have the necessary skills - Poor delivery of work programs - Unable to manage Staff turnover - Non-Compliance to regulatory requirements

No	Risk No	Risk	Description	Cause	Impact
10	R010	Inadequate design, delivery and maintenance	<p>Inadequate design, delivery and maintenance, resulting in financial loss through litigation costs and / or remediation costs.</p> <p>This includes instances of:</p> <ul style="list-style-type: none"> - New road development and changes to existing road - 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 - Inadequate documentation of the process, policies and procedures - Ineffective performance monitoring 	<p>a) Poorly designed road / bridges leads to major accident because bridge unexpectedly collapses, there is a major slip, signs have been vandalized or because traffic is insufficiently controlled through a project work site</p> <p>b) Inadequate training to staff resulting in processes not followed / outside authority</p> <p>c) Inadequate legal or compliance review of new roads prior to or post launch</p> <p>d) Systems or processes unable to or does not support new or existing roads which leads to serious accident occurs because the standard of the road (or of how it has been designed) or because of some other action or inaction by the FRA (or its agents) relating to the network's management.</p> <p>e) Undocumented, incomplete and/or poorly documented processes, policies and procedures</p> <p>f) High volume of changes to roads</p>	<ul style="list-style-type: none"> - Inconvenience to road users - Public dissatisfaction - Constrained economic development - FRA not able to deliver work programme - Interruption to levels of service - Non-Compliance to regulatory requirements



3. THE PROPOSED OPERATING BUDGET AND WORK PROGRAMME



FRA has a planned work programme of \$528m for 2017-18. The value of work for each activity area is shown in Table 8. (More detailed breakdown is shown in Table 12.)

Table 8 – Summary of 2017-18 Work Programme

Activity Area	Loan VIP	Local VIP	Total VIP
Operations			
FRA MANAGEMENT AND OPERATIONS		\$26,772,478	\$26,772,478
Sub-Total		\$26,772,478	\$26,772,478
Work Programme			
MAINTENANCE		\$80,000,000	\$80,000,000
EMERGENCY WORKS		\$35,510,000	\$35,510,000
RENEWALS - ROADS AND SERVICES	\$55,100,000	\$84,019,000	\$139,119,000
RENEWALS - BRIDGES	\$22,726,159	\$30,550,000	\$53,276,159
RENEWALS – JETTIES		\$11,100,000	\$11,100,000
NEW CAPITAL (Safety)		\$2,996,000	\$2,996,000
NEW CAPITAL (Access)		\$65,750,000	\$65,750,000
NEW CAPITAL (Community)	\$7,000,000	\$30,000,000	\$37,000,000
NEW CAPITAL (Congestion)	\$325,000	\$18,700,000	\$19,025,000
NEW CAPITAL (Tourism)		\$56,000,000	\$56,000,000
NEW CAPITAL (Resilience)		\$1,000,000	\$1,000,000
Sub-total	\$85,151,159	\$415,625,000	\$500,776,159
Total	\$85,151,159	\$442,397,478	\$527,548,637

Table 10 – 2017-18 Funding Sources

Funding Source	VIP
Local Seg 6	\$26,772,478
Local Seg 10	\$415,625,000
Loan (ADB/WB TIISP)	\$85,151,159
Balance available for 2017/2018 work	\$527,548,637

Table 11 – 2017-18 FRA Operating Budget

	VEP	VAT	VIP
FRA Management and Operating Budget			
Salaries	\$16,152,029		\$16,152,029
Recruitment	\$61,540	\$5,539	\$67,079
Acc. & Finance	\$132,000	\$11,880	\$143,880
Vehicle Operation	\$2,256,960	\$203,126	\$2,460,086
Office Expenses	\$534,540	\$48,109	\$582,649
Rent	\$472,329	\$42,510	\$514,839
Legal Fees	\$1,500,000	\$135,000	\$1,635,000
Insurances	\$182,723	\$16,445	\$199,168
Archives - Storage	\$37,200	\$3,348	\$40,548
Communications (including website)	\$1,505,160	\$135,464	\$1,640,624
Data Improvements	\$652,000	\$58,680	\$710,680
Asset Management Improvements	\$120,000	\$10,800	\$130,800
Training & Development	\$401,895	\$36,171	\$438,066
Establishment Costs	\$87,000	\$7,830	\$94,830
Travel and Accommodation	\$550,000	\$49,500	\$599,500
Director's Fees	\$22,000		\$22,000
Board Expenses	\$30,000	\$2,700	\$32,700
Professional Fees (Management Activities)	\$500,000	\$45,000	\$545,000
Asset Management System and Data Imps.	\$500,000	\$45,000	\$545,000
Historic Claims	\$200,000	\$18,000	\$218,000
Total	\$25,897,376	\$875,101	\$26,772,478

Table 12 – Detail of 2017-18 Work Programme

Project Name	Loan VIP	Local (\$'000 VIP)	Total VIP
MAINTENANCE			
Road Maintenance			
Sealed		18,800,000	18,800,000
Unsealed		15,000,000	15,000,000
Outer Island		3,575,000	3,575,000
Drainage		12,000,000	12,000,000
Other Government Agencies			
Additional Community Roads		2,650,000	2,650,000
Fast Response		2,650,000	2,650,000
Corridor Maintenance			
Vegetation, Litter and Environmental		4,500,000	4,500,000
Bus Shelter		275,000	275,000
Traffic Services Maintenance			
Signs, Lines, Rails and Barriers		5,150,000	5,150,000
Street Lights Maintenance			
Electricity		2,000,000	2,000,000
Maintenance		2,300,000	2,300,000
Structures Maintenance			
Bridges		3,000,000	3,000,000
Crossings		4,200,000	4,200,000
Jetties		700,000	700,000
Route Improvements			
Bridge Load Mgt Posting and Signposting		200,000	200,000
Minor Safety Works		1,000,000	1,000,000
Kings Rd High Priority Sites (Tavua-Rakiraki)		500,000	500,000
Queens Rd High Priority Sites (Navua Hosp - Town, Namelimeli, Taleanua)		500,000	500,000
Professional Services (Maintenance)			
Programme Management		500,000	500,000
Other Works			
		500,000	500,000
Sub-total		80,000,000	80,000,000
EMERGENCY WORKS			
Emergency Maintenance (Contingency)			
Physical Works - Emerg Response and Restoration		2,000,000	2,000,000
Capital Works			
Maintenance of Jetties			
Cicia		600,000	600,000
Moala		400,000	400,000
Koro		400,000	400,000
Lakeba		600,000	600,000
Coastal Erosion			
Gau		300,000	300,000
Vanua Balavu		900,000	900,000
Viti Levu - West		100,000	100,000

Project Name	Loan VIP	Local (\$000 VIP)	Total VIP
Cicia		600,000	600,000
Vanua Levu		3,100,000	3,100,000
Koro		5,000,000	5,000,000
Maintenance of Slips - Taveuni		400,000	400,000
Maintenance of Slips - Culverts			
Taveuni		30,000	30,000
Vanua Levu		30,000	30,000
Cyclone Kofi (TD15F)			
Physical Works		3,800,000	3,800,000
Package 1			
Package 2			
Package 3			
Package 4			
Lomaloma Slip		2,700,000	2,700,000
Other Works		700,000	700,000
Cyclone Winston			
Professional Services		1,000,000	1,000,000
Physical Works			
Bridges/Crossings			
Balenabelo Crossing		1,000,000	1,000,000
Naiyarabele Crossing		1,000,000	1,000,000
Kalabu Bridge		1,000,000	1,000,000
Mia Mahajan Culvert		600,000	600,000
Wailoku Road Culvert		600,000	600,000
BS Chand Road Culvert		600,000	600,000
Savu 2 Bridge		1,100,000	1,100,000
Savu 3 Bridge		1,100,000	1,100,000
Coastal Erosion (adjacent to roads)			
Contract 12/02			
Ovalau Circular Road		500,000	500,000
Lesaiцева Road, Savusavu		350,000	350,000
Vunivuca Road, Macuata		400,000	400,000
Nabouwalu Road, Bua		500,000	500,000
Bulu Bridge & Namatakula Village - Queens Road		400,000	400,000
South Coastal Road - Taveuni		500,000	500,000
North Coastal Road - Taveuni		400,000	400,000
Tuatua - Mudu (Koro Island)		400,000	400,000
Uruone - Mavana (Vanua Balavu)		400,000	400,000
Motusa - Pepjei (Rotuma)		400,000	400,000
Natokalau - Naceva (Cicia)		400,000	400,000
Naroi - Vunuku (Moala)		400,000	400,000
Biana - Namuana (Kadavu)		400,000	400,000
Yadua - Nawaikama (Gau)		400,000	400,000
Sub-total		35,510,000	35,510,000
RENEWALS - ROADS AND SERVICES			

Project Name	Loan VIP	Local (\$000 VIP)	Total VIP
Sealed Road Renewal			
Sealed Road Rehabilitation			
Sealed Road Rehabilitation Program		22,733,306	22,733,306
Suva Arterial Roads Upgrade Project (SARUP)			
SARUP I	20,700,000	1,500,000	22,200,000
SARUP II	20,000,000	400,000	20,400,000
Sealed Road Surfacing (Seals, Asphalt)			
Second Coat Seals		5,000,000	5,000,000
Reseals		10,413,187	10,413,187
ADB Reseals	14,400,000	1,600,000	16,000,000
Asphalt		4,919,000	4,919,000
Unsealed Renewal			
Rehabilitation			
Unsealed Road Rehabilitation Program Loan			
Unsealed Road Rehabilitation Program		19,288,261	19,288,261
Resheeting			
Unsealed Road Resheeting Program		5,065,246	5,065,246
Outer Island Renewal		2,500,000	2,500,000
Drainage Renewal			
Rural		6,000,000	6,000,000
Urban		4,000,000	4,000,000
Bus Shelter Renewal		150,000	150,000
Waiting Shed Renewal		150,000	150,000
Investigation and Independent Verification Testing		300,000	300,000
Sub-total	55,100,000	84,019,000	139,119,000
RENEWALS - BRIDGES			
Bridge Renewals			
4 Long Bridges		40,000	40,000
Vunidilo Construction (DNP)			
Vunivaivai Construction (DNP)			
Lomawai 1 Construction (DNP)			
Cogeloa FSC 1 Construction (DNP)			
6 Short Bridges		40,000	40,000
Vuma Box Construction (DNP)		300,000	300,000
Naganivatu Construction (DNP)		500,000	500,000
Market Construction (DNP)		300,000	300,000
Naisogo Construction (DNP)		300,000	300,000
Savu 4 Construction (DNP)			
Wainasusu Construction (DNP)			
Ovalau Bridge Program (ADB Funded)	3,168,000		3,168,000
Taveuni Bridges (ADB Funded)	9,468,159		9,468,159
Crossing Renewals			
Western Division Crossing upgrades			
Nananau Crossing		500,000	500,000
Navaga Crossing		500,000	500,000

Project Name	Loan VIP	Local (\$000 VIP)	Total VIP
Emuri Irish Crossing		500,000	500,000
Central Division Crossing upgrades			
Toga Culvert (Toga Rd)		500,000	500,000
Vorovoro Crossing		500,000	500,000
Naiyarabale Crossing (Northen Division)		500,000	500,000
Northern Division Crossing upgrade			
Qawa Pipe Crossing (Wainikoro Rd)		500,000	500,000
Naviavia Crossing		500,000	500,000
Nayarabale Crossing		500,000	500,000
Eastern Division Crossing upgrades			
Nakodou Crossing (Koro Circular Rd)		300,000	300,000
Nasau Crossing (Koro Circular Rd)		300,000	300,000
Mudu Crossing (Koro Coastal Rd)		500,000	500,000
Others		626,000	626,000
Rewa-Vutia Road and Bridge		2,714,000	2,714,000
Vatuwaqa Bridge (Chinese Aid Funds)		350,000	350,000
Stinson Parade (Chinese Aid Funds)		350,000	350,000
Nasese Bridge		2,200,000	2,200,000
Natogadravu (Wainibokasi; Natogadravu village)		1,000,000	1,000,000
Nakabuta Bridge (Steel Bridge)		80,000	80,000
Solovi 1 and 2 Irish Crossing (ADB Funded)	990,000		990,000
Rabaraba Crossing (ADB Funded)	2,700,000		2,700,000
Matewale Replacement Crossing (ADB)	1,000,000		1,000,000
Repair of Critical Priority Bridges			
Bridge			
Walu Bay Bridge		300,000	300,000
Tamavua Bridge		300,000	300,000
Labasa Bridge		100,000	100,000
Lami Bridge		300,000	300,000
Tavua Levu Bridge		100,000	100,000
Matainavuso Bridge (Kings Road)		300,000	300,000
Naiyalayalao Bridge (Taveuni)		300,000	300,000
Vesidrua Bridge (Vanua Levu)		300,000	300,000
Nakasava Bridge (Transinular Road)		300,000	300,000
Footbridge/Suspension Bridges			
Muanikoso		300,000	300,000
Nalotu Suspension Bridge		50,000	50,000
Gasele-Nauciwai Foot and Crossing		100,000	100,000
Bua Lomanikoro Village Suspension (OPM-TCW) RFMF est \$320K		500,000	500,000
Natua Village, Macuata (OPM-TCW)		260,000	260,000
Lakeba Village, Saqani, Cakaudrove (OPM-TCW)		200,000	200,000
Nakaba Settlement, Savusavu, Cakaudrove (OPM-TCW)		30,000	30,000
Naweni Village, Cakaudrove (OPM-TCW)		130,000	130,000
Naquele Settlement, Ba (OPM-TCW)		110,000	110,000
ADB Modular Steel Bridging Programme	5,400,000		5,400,000

Project Name	Loan VIP	Local (\$'000 VIP)	Total VIP
Crossing Renewals			
Savusavu crossing in Ra		2,000,000	2,000,000
Nausori Crossing in Ra		2,000,000	2,000,000
Burulevu crossing in Ra		1,500,000	1,500,000
Vakabuli Paipai No 2 in Ra		900,000	900,000
Sawene Bridge/ Crossing Sigatoka		1,500,000	1,500,000
Vutuni 3 crossing		800,000	800,000
Namata Village Access Crossing		350,000	350,000
Balili Crossing (ex-bridge) - Taveuni		2,040,000	2,040,000
Wauosi Replacement Crossing (DNP)		50,000	50,000
Waibula Crossing Taveuni		1,030,000	1,030,000
Sub-total	22,726,159	30,550,000	53,276,159
RENEWALS - JETTIES			
Nabouwalu Jetty Stage II physical works		3,000,000	3,000,000
Savusavu Jetty Renewals		3,000,000	3,000,000
Vunisea 2 Jetty Renewals		2,470,000	2,470,000
Waiyevo Jetty (Taveuni) TCW damage		1,000,000	1,000,000
5 Jetty Maintenance Package		500,000	500,000
Natovi Jetty Waiting Shed		600,000	600,000
Makogai Jetty		400,000	400,000
Koro Jetty		25,000	25,000
Lomaloma Jetty physical works		25,000	25,000
Nabukeru Jetty		50,000	50,000
Moala Jetty			
Wainiyabia Jetty		30,000	30,000
		11,100,000	11,100,000
NEW CAPITAL (Safety)			
Matanikorovatu Road Junction, Omkaar Road Junction, Sonaisali Junction, Natabua Junction		600,000	600,000
Navua Hospital Access safety Improvements; right Turn Bay and bus bays/ pedestrian crossing		1,596,000	1,596,000
Installation of Traffic Signals:			
Nasoso Road		400,000	400,000
Rups 9 Miles		115,000	115,000
Davuilevu Road		285,000	285,000
		2,996,000	2,996,000
NEW CAPITAL (Access)			
Rural Unsealed Roads			
Northern			
Periodic Maintenance of Rural Roads		3,000,000	3,000,000
Kadavu-Niurua-Raviravi Stage 2 + crossings		1,500,000	1,500,000
Naviqiri, Nasau Naivaka Road		1,800,000	1,800,000
Kedra-Sese Rd.		1,800,000	1,800,000
Realignment of North Coastal Road from Naselesele to Navakaoa		1,500,000	1,500,000
Nasasa - Nacula - Lakeba Rd		1,500,000	1,500,000

Project Name	Loan VIP	Local (\$000 VIP)	Total VIP
Eastern			
Periodic Maintenance of Rural Roads		1,500,000	1,500,000
Naceva - Tikina Road		1,200,000	1,200,000
Kadavu - Daku - Jioma Road		1,500,000	1,500,000
15/104 Rotuma Farm Roads		2,600,000	2,600,000
15/113 Eastern Island Roads Upgrade (15/113)		2,000,000	2,000,000
16/99 Maumi/Naveiwalai Road		400,000	400,000
16/46 Yawe Distict Rd. Stage 1 & 2		2,300,000	2,300,000
16/46 Nabukulevu-I-Ra Rd.		400,000	400,000
16/46 Kadavu 2015 contract		380,000	380,000
Kadavu-Niuruua-Raviravi Stage 2 + crossing		1,800,000	1,800,000
16/64 Koroinasolo Road		550,000	550,000
Kilakila Road Stage 3 + crossing		2,400,000	2,400,000
Western			
Periodic Maintenance of Rural Roads		2,500,000	2,500,000
Veidrala Access Road		1,250,000	1,250,000
Nalovo Road		500,000	500,000
Kavanagasau-Korua Road		1,000,000	1,000,000
Naunuku-Nalotawa Access Road		1,000,000	1,000,000
Nasatogo-Navitilevu Village Access Road		1,100,000	1,100,000
Vagadra Access Road		1,570,000	1,570,000
16/97 Matokana Village Road Stage 2		2,400,000	2,400,000
Maintenance Draubuta Access Road		2,000,000	2,000,000
15/49 Nasauvakarua Rd.		50,000	50,000
Central			
Periodic Maintenance of Rural Roads		2,000,000	2,000,000
16/97 Sawanikula-Korovou-Nasauvere Rd.+ crossings Stage 2		1,500,000	1,500,000
Nakorosule-Nawaisomo Rd. Stage 2		1,500,000	1,500,000
Naqelewai - Nasoqo Rd		1,450,000	1,450,000
Nukusere-Namuamua Nakavu Access Road		1,250,000	1,250,000
Vuniduba Circular Rd		1,000,000	1,000,000
Veisa Farm Rd		750,000	750,000
16/97 Namata Village Access Road		1,200,000	1,200,000
16/97 Kiuva-Kaba Peninsula Road		2,700,000	2,700,000
16/99 Cautata-Waicoka Road		500,000	500,000
16/97 Sawanikula-Korovou-Nasauvere Rd.+ crossings		2,300,000	2,300,000
16/99 Nakalawaca Road		800,000	800,000
16/97 Natilla Access Road (Logani-Seba Road)		100,000	100,000
Maintenance - Beqa Steep Hill		100,000	100,000
Nakorosule-Nawaisomo Rd. Stage 1		1,300,000	1,300,000
Maintenance Dakunikoro Farm Road		50,000	50,000
Rural Sealed Road Upgrade			
School and Healthcare Access Program		1,500,000	1,500,000
Traction Sealing on Hills		1,500,000	1,500,000
Village Seal Extension		2,750,000	2,750,000

Project Name	Loan VIP	Local (\$000 VIP)	Total VIP
		65,750,000	65,750,000
NEW CAPITAL (Community)			
Pedestrian Facilities			
Footpaths		9,500,000	9,500,000
Improve Access for People with Disabilities			
Bus Stops and Bus Shelters		1,020,000	1,020,000
Pedestrian Crossing		100,000	100,000
Signage		600,000	600,000
Jetty Waiting Facilities - Natovi		480,000	480,000
ADB Road Sealing Projects - Peri-Urban and Rural Areas	7,000,000		7,000,000
Fairy Lights		300,000	300,000
Street Lights			
Street Lights - Ongoing Contracts		900,000	900,000
Queens Road Villages/Settlements (2015/16)		5,050,000	5,050,000
Kings Road Villages/Settlements		5,550,000	5,550,000
Vanualevu from Labasa to Savusavu		2,000,000	2,000,000
Peri - Urban Street Lightening			
Nausori Areas (wainibokasi & Vuci)		1,500,000	1,500,000
Nausori - Suva Corridor (Nadera, Nadawa, Nasinu, Davuilevu, Kalokalo Crescent)		3,000,000	3,000,000
Sub-total	7,000,000	30,000,000	37,000,000
NEW CAPITAL (Congestion)			
Road Corridor Improvement			
NASRUP Suva 3 (Nasinu - Nausori)		13,200,000	13,200,000
Nadi - Lautoka Corridor Plan Implementations			
Detailed Engineering and Geotechnical studies of Four In-lying Options for remaining Nadi - Lautoka Corridor		250,000	250,000
Formalise and improve 69 intersections Nadi - Lautoka		1,438,000	1,438,000
Gateway treatments University of Fiji and Lauwaki including delineation improvements		265,000	265,000
Two new pedestrian refuges Lauwaki village and one new zebra crossing at University of Fiji		235,000	235,000
Speed management Wailoko Rd to Dreketi Feeder Rd Lautoka; right turn bays Dreketi Feeder Rd. Speed management Navutu Rd to Vitogo Pde Lautoka		129,500	129,500
Right turn Bays Wairabetia Rd, Field 40 Rd Lautoka		300,000	300,000
Four lane and By-pass Lauwaki to Lautoka including University of Fiji		800,000	800,000
Kings Rd/ Vitogo Parade Signalisation		24,500	24,500
Intersection capacity improvement - Vomo St/ Namoli Ave Dog Bone		28,000	28,000
Speed management Navutu Rd to Vitogo Pde Lautoka		30,000	30,000
Improvements along Ratu Dovi Road (Nadera - Laqere Junction)		1,000,000	1,000,000
Labasa Transportation Study - Implementation of Recommendations			
Improve Naduna Rd - Nasekula Rd - Labasa River Bridge - Bulileka Rd: 26 intersections, pedestrian crossings and improved delineation. Gateway treatment on western approach to Labasa		700,000	700,000
Right turn bays on 8 intersections Naduna Rd to Bulileka Rd (2017-2019)		300,000	300,000
Traffic Signals and SCATS Improvement (ADB)	325,000		325,000

Project Name	Loan VIP	Local (\$000 VIP)	Total VIP
Sub-total	325,000	18,700,000	19,025,000
NEW CAPITAL (Tourism)			
Road Corridor Improvement			
NASRUP Nadi 2 (Nadi Airport - Wailoaloa)		55,000,000	55,000,000
Denarau Transportation Study - Congestion Improvements			
Formalise and improve 20 intersections Denarau Rd including deliencation improvements. Enhance exisiting pedestrian crossing Ratu Navula school		219,500	219,500
Suva Seawall and Footpath Upgrade		780,500	780,500
Sub-total		56,000,000	56,000,000
NEW CAPITAL (Resilience)			
Physical Works			
Coastal Protection - Vanua Levu		1,000,000	1,000,000
Sub-total		1,000,000	1,000,000
Total CAPEX	85,151,159	415,625,000	500,776,159



4. LEVELS OF SERVICE – PERFORMANCE MEASURES AND TARGETS

At the FRA we take our accountability 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 year end; and
- ensuring that prompt action is taken whenever the results are not as they should be.

In 2017-18 we will be undertaking a fundamental review of the FRA's Asset Management Plan. This will include revision of the performance management system to make it more consistent with stakeholder's expectations and the data that is available. The performance management system will enable us to have a comprehensive view of how our organisation is delivering its entire function and make changes where necessary.

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.

**Table 13 – LEVELS OF SERVICE
Accountability – Headline Performance Targets**

Code	Service Area	Performance Measure	Levels of Service			
			2015	2016	(Current) Aug 16-Jul 17	Aug 17-Jul 18
1A.1	Health and Safety	<ul style="list-style-type: none"> Less fatal and serious injury attributed to road engineering 	Continuously reducing five year rolling average (in total initially and when more accurate information available per vehicle kilometre travelled as well) – baseline established in 2015.			
1A.2		<ul style="list-style-type: none"> A reduction in the number of blackspots 	The number of fatalities to be reduced from about 8 per 10,000 vehicles in 2011 to 4 by 2020 and the total number of injury accidents by 5% annually (Ref: Fiji Decade of Action for Road Safety (FDARS) – Need annual targets for the FDARS).			
			Continuously reducing the number of blackspots on the road network.			

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Key:

	Level 1 Key Outcome Target
	Level 2 (Secondary Outcome or Output Target)
	Level 3 (Input / Technical Service Standard/ Routine Operational Type) Target

2A.1

Asset Provision, Development, Maintenance and Renewal (Asset Stewardship)

- An annual reduction in the value of deferred renewals

Yes (See Tables 3.7.1 & 3.7.2 Asset Management Plan)

Table 3.7.1 – Backlog (Annual)

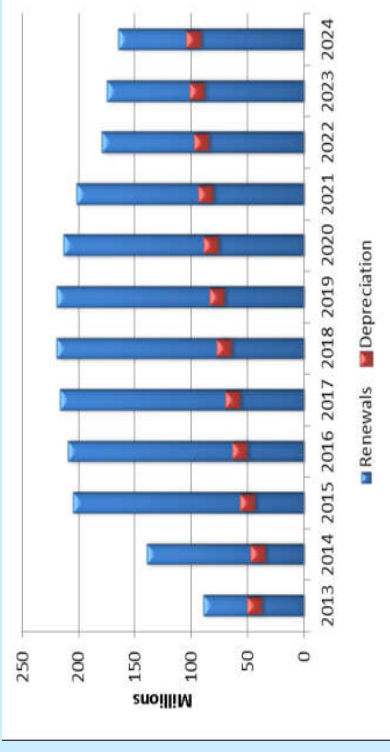
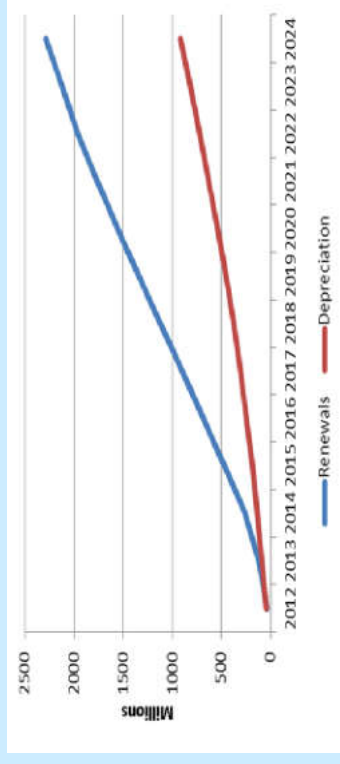


Figure 3.7.2 – Backlog (Accumulative)
(Excludes backlog as at 1 January 2013)



Key:

Level 1 Key Outcome Target	Level 2 (Secondary Outcome or Output Target)	Level 3 (Input / Technical Service Standard/ Routine Operational Type) Target
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Code	Service Area	Performance Measure	Levels of Service				
			Performance Target				
			2015	2016	(Current) Aug 16-Jul 17	Aug 17-Jul 18	
2A.2		<ul style="list-style-type: none"> Reduction in the number of structures requiring replacements 	6	4	4	6	
2A.3		<ul style="list-style-type: none"> The percentage of approved/funded new capital and renewal projects completed to schedule, budget and quality 	100%				
2B.1		<ul style="list-style-type: none"> Bridges' condition improved as evidenced by the categorisation changes: <ul style="list-style-type: none"> Extreme Priority Bridges (No) High Priority Bridges (No) Medium Priority Bridges (No) Low Priority Bridges (No) 	The inspection methodology has changed which has led to a change in the categorisation and has also led to an increase in the numbers of urgent and high.	70	411	510	143
3C.1	Conservation, Environmental Protection and Enhancement (Environmental Stewardship)	<ul style="list-style-type: none"> The FRA has approved environmental assessments and drainage permits for all situations where these are required 	100%				
4A.1		<ul style="list-style-type: none"> Consistent journey time reliability on the network 			50 min – 1 hour		

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Key:



		Levels of Service						
Code	Service Area	Performance Measure	Performance Target				(Current) Aug 16-Jul 17	Aug 17-Jul 18
			2015		2016			
4A.2	Service Quality (Including Aesthetics, Reliability, Responsiveness & Capacity)	<ul style="list-style-type: none"> Not less than <u> </u> % of the stakeholders surveyed (periodically) rate the overall service as 'satisfactory' or 'very satisfactory' 	40%	50%	60%	80%	85%	
4A.3			TBC	TBC	TBC	99%	99%	
5A.1	Compliance (Including Training, Record Keeping, Data Management & Reporting)	<ul style="list-style-type: none"> Compliance with all legislative, regulatory and other requirements 	100%		100%	100%	100%	
6A.1	Financial (Economic Value for Money)	<ul style="list-style-type: none"> FRA's operating and capital expenditure was in accordance with the approved Annual Works Plan. 	Yes		Yes	Yes	Yes	
6A.2		<ul style="list-style-type: none"> An unqualified annual audit opinion. 	Yes		Yes	Yes	Yes	

Key:

Level 1, Key Outcome Target	Level 2 (Secondary Outcome or Output Target)	Level 3 (Input / Technical Service Standard / Routine Operational Type) Target
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2017-18 SPECIFIC PERFORMANCE TARGETS

Governance

1. Publish required reports such as the Corporate Plan, Half Year Report and Annual Report;
2. Clarify the FRA's legislative and regulatory responsibilities (amendments required to the Local Government Act and several other Acts as a result of enactment of the Fiji Roads Authority Act);
3. Resolve outstanding issues relating to Municipal Councils' contributions and delegated functions;
4. Implement the final reorganisation plan for FRA's management and ensure a smooth transition;
5. Ensure FRA's organisational and management structure meets current and future needs of the organisation;
6. Develop capacity and capability at all levels of the Organisation.
7. Develop an effective succession planning mechanism for the Organisation.
8. Ensure an Annual Internal Audit and Assurance Plan is in place that is approved by FRA's Board and delivery of scheduled activities are in line with the plan.
9. Timely response to the issues raised in the Auditor General's (OAG's) Audit Report.
10. Ensure FRA has an Action Plan Register in place to track and close issues raised in either internal or external audits.
11. 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.
12. Review Standard Operating Procedures annually.

Technical

1. Adopt a set of technical standards and specifications appropriate to Fiji;
2. Adopt and complete the implementation of an integrated enterprise system for asset management, project planning and management and associated functions;
3. Planning for Information Technology Infrastructure;
4. Continue to stress to the Government the urgent need to address the serious damage being done to the roads and bridges by overloaded vehicles;
5. Develop an integrated programme planning process that incorporates the government's approach to short, medium and long term transport infrastructure planning;

Financial

1. Implement a more 'user friendly' system of reporting expenditure against budget;
2. Continue to drive a programme delivery to budget with a variance of not more than "plus" or "minus" 10 percent.

General Management

1. Instill an outcomes driven culture within the Authority.
2. Update the Asset Management Plan to meet the timeframes for the 2017-18 budget submissions;
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;



5. FINANCIAL STATEMENT

5.1 COST OF SERVICE STATEMENT

Table 14 – Statement of Cost of Service

2016/17 Budget \$000's	Item	2017/18 Budget \$000's	2018/19 Forecast \$000's ²	2019/2020 Forecast \$000's ²
	Operating Expenditure			
\$15,852	FRA MANAGEMENT	\$25,897	\$27,192	\$28,552
\$77,084	MAINTENANCE - ROADS, BRIDGES AND JETTIES	\$73,394	\$82,000	\$82,000
\$30,271	EMERGENCY WORKS	\$32,578	\$18,700	\$18,700
\$129,051	DEPRECIATION		\$80,000	\$90,000
\$252,257	Total Operating Costs (VEP)	\$131,870	\$207,892	\$219,252
	Capital Expenditure			
\$105,614	RENEWALS - ROADS AND SERVICES	\$127,632		
\$36,738	RENEWALS - BRIDGES	\$48,877		
\$6,279	RENEWALS - JETTIES	\$10,183		
\$148,631	Renewals sub-total	\$186,693	\$180,000	\$180,000
\$3,110	NEW CAPITAL (Safety)	\$2,749		
\$45,713	NEW CAPITAL (Access)	\$60,321		
\$24,557	NEW CAPITAL (Community)	\$33,945		
\$24,412	NEW CAPITAL (Congestion)	\$17,454		
\$40,448	NEW CAPITAL (Tourism)	\$51,376		
\$796	NEW CAPITAL (Resilience)	\$917		
\$139,036	New Capital sub-total	\$166,762	\$150,000	\$150,000
\$287,667	Total Capital Expenditure (VEP)	\$353,455	\$330,000	\$330,000
	Tax			
\$36,278	VAT	\$42,224	\$47,780	\$48,713
\$36,278	Total Tax Provision	\$42,224	\$47,780	\$48,713
\$576,204	Total Expenditure	\$527,549	\$585,673	\$597,965
	Income			
\$129,051	Unfunded depreciation	\$0	\$80,000	\$90,000
\$347,651	Government Grant	\$442,397	\$415,673	\$417,965
\$99,501	Loans	\$85,151	\$90,000	\$90,000
\$576,203	Total Income	\$527,549	\$585,673	\$597,965

Notes:

1. The amount shown here is for the 12 months periods. The 12 months amounts are used for comparative purpose. It is understood that FRA will not receive the full funding and will only receive funding for 7 months. This will be disclosed in the annual report for 7 months.
2. The amount that is really required for 2017-2018 and 2018-2019, and the likely consequences if funding at that level is not provided, are identified in the ten year asset management plan.

3. CASHFLOWS FORECAST

The FRA receives its funding from two principal sources.

- SEG 6 and SEG 10 Government Grants – quarterly payments; and
- ADB/WB Loans – drawn down as expenditure is incurred.

In Table 15 we have estimated the quarterly cash flow forecasts for 2016-17. 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 weather dependent. For instance, a severe storm may require an acceleration in expenditure, conversely and prolonged wet weather may delay parts of the programme.
- 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 15 – Cash-flow Forecast

Activity Area	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	Total (VIP)
Operations and Work Programme					
FRA MANAGEMENT AND OPERATIONS	\$7,078,771	\$6,208,244	\$7,029,972	\$6,455,492	\$26,772,478
MAINTENANCE	\$23,437,543	\$19,704,290	\$18,074,375	\$18,783,793	\$80,000,000
EMERGENCY WORKS	\$8,427,500	\$8,952,500	\$9,152,500	\$8,977,500	\$35,510,000
RENEWALS - ROADS AND SERVICES	\$41,420,559	\$28,623,548	\$24,394,710	\$44,680,182	\$139,119,000
RENEWALS - BRIDGES	\$1,830,000	\$8,170,000	\$16,900,000	\$26,376,159	\$53,276,159
RENEWALS - JETTIES	\$150,000	\$4,050,000	\$3,530,000	\$3,370,000	\$11,100,000
NEW CAPITAL (Safety)		\$599,333	\$1,498,000	\$898,667	\$2,996,000
NEW CAPITAL (Access)	\$2,006,997	\$9,968,837	\$26,304,593	\$27,469,573	\$65,750,000
NEW CAPITAL (Community)	\$9,401,843	\$9,874,279	\$7,474,439	\$10,249,439	\$37,000,000
NEW CAPITAL (Congestion)	\$4,450,000	\$3,000,000	\$3,600,000	\$7,975,000	\$19,025,000
NEW CAPITAL (Tourism)	\$9,105,788	\$12,219,500	\$14,894,212	\$19,780,500	\$56,000,000
NEW CAPITAL (Resilience)		\$250,000	\$750,000		\$1,000,000
Funding	\$107,309,000	\$111,620,531	\$133,602,801	\$175,016,304	\$527,548,637
Local SEG 6 grant	\$7,078,771	\$6,208,244	\$7,029,972	\$6,455,492	\$26,772,478
Local SEG 10 grant	\$97,230,229	\$97,712,287	\$112,982,829	\$107,699,653	\$415,625,000
Loan (ADB Transport Sector Plan)	\$3,000,000	\$7,700,000	\$13,590,000	\$60,861,159	\$85,151,159
Total	\$107,309,000	\$111,620,531	\$133,602,801	\$175,016,304	\$527,548,637

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



6. ACCOUNTING POLICIES AND OTHER FINANCIAL INFORMATION



6.1 REPORTING ENTITY

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

The Act requires us to publish each year:

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

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

6.2 REVENUE

The FRA receives its revenue from two principal sources:

- Government Grants
- Loans

6.3 VAT

VAT is payable on all FRA expenditure except:

- FRA payroll;
- Withholding Tax;
- EXIM Bank of China Loan; and
- Any other costs exempt under VAT Act.

Loan funded costs are directly paid by the Government (not the FRA) and the Fiji Revenue and Customs Authority (FRCA) has deemed the VAT component in respect of EXIM Bank direct payment projects as zero rated (provided the project is VEP by virtue of the contract).

6.4 ASSET VALUES

Table 16 summarises the assets as at 31 July 2017.

Table 16 – Asset Values

Asset Categories	Replacement Cost	Depreciated Replacement Cost	Accumulated Depreciation	Annual Depreciation
Property				
Lands	\$3,175,413,828	\$3,175,413,828		\$0
Formation	\$2,861,777,071	\$2,861,777,071		\$0
Sub Total	\$6,037,190,899	\$6,037,190,899	\$0	\$0
Carriageways				
Sealed Pavement Structure	\$574,929,144	\$191,322,666	\$383,606,478	\$20,894,270
Unsealed Pavement Structure	\$678,545,915	\$550,020,176	\$128,525,739	\$30,456,987
Sub Total	\$1,253,475,059	\$741,342,842	\$512,132,217	\$51,351,256
Drainage				
Culverts	\$257,920,075	\$123,392,271	\$134,527,804	\$2,619,555
Gullypits	\$23,944,845	\$6,715,306	\$17,229,539	\$388,773
Surface Water Channels	\$204,047,903	\$90,082,938	\$113,964,965	\$2,802,780
Sub Total	\$485,912,822	\$220,190,515	\$265,722,307	\$5,811,108
Other Road Assets				
Footpaths	\$158,008,370	\$69,474,973	\$88,533,397	\$1,990,296
Street Lighting	\$17,334,521	\$8,667,260	\$8,667,260	\$690,630
Sub Total	\$175,342,890	\$78,142,234	\$97,200,657	\$2,680,926
Traffic Controls				
Signs (inc Posts)	\$11,183,667	\$5,591,834	\$5,591,834	\$559,183
Traffic Signals	\$7,277,831	\$3,638,915	\$3,638,916	\$181,946
Sub Total	\$18,461,498	\$9,230,749	\$9,230,750	\$741,129
Bridges				
Bridges	\$2,434,900,005	\$896,920,786	\$1,537,979,219	\$33,858,891
Bailey Bridges	\$33,345,581	\$15,213,364	\$18,132,217	\$527,410
Crossings	\$563,327,431	\$188,862,502	\$374,464,929	\$7,393,458
Pedestrian Bridges	\$9,963,711	\$1,258,155	\$8,705,556	\$202,348
Sub Total	\$3,041,536,728	\$1,102,254,807	\$1,939,281,921	\$41,982,107
Other Structures				
Guard Rails	\$34,982,288	\$7,863,265	\$27,119,023	\$543,877
Bus Shelters	\$8,476,201	\$4,238,101	\$4,238,100	\$421,232
Retaining & Other Walls	\$65,260,044	\$17,995,511	\$47,264,533	\$1,067,030
Jetties	\$306,531,851	\$84,161,216	\$222,370,635	\$9,057,478
Sub Total	\$415,250,384	\$114,258,093	\$300,992,291	\$11,089,617
Other				
Motor Vehicles	\$2,252,363	\$1,323,783	\$928,579	\$378,071
Plant & Equipment	\$2,082,360	\$1,535,881	\$546,478	\$132,951
Furniture & Fittings	\$893,248	\$435,151	\$458,097	\$197,789
Buildings	\$8,528,002	\$3,765,192	\$4,762,810	\$707,434
Work in Progress	\$429,741,669	\$429,741,669		
Sub Total	\$443,497,642	\$436,801,677	\$6,695,965	\$1,416,245
Total	\$11,870,667,923	\$8,739,411,816	\$3,131,256,107	\$115,072,389

6.5 DEPRECIATION

The forecasted depreciation provision for 2017-18 is \$150m. The increase in forecast depreciation is due to the capitalisation of 2017-18 Renewals and New Assets.

Table 17 – Depreciation Provision 2017-18

Asset Category	Provision 2017/18
Roads	
Carriageways	\$70,765,230
Drainage	\$4,577,239
Other Road Assets	\$1,244,674
Traffic Control	\$12,067,305
Lighting	\$1,277,524
Sub Total	\$89,931,972
Structrures	
Bridges	\$55,968,563
Jetties	\$644,827.76
Other Structures	\$934,668
Sub Total	\$57,548,058
Other	
Other Assets	\$2,507,136
Sub Total	\$2,507,136
Total	\$149,987,166

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 18.

Table 18 – Assets’ Useful Lives

Asset Categories	Replacement Time (years)	Annual Rate
Carriageways		
First Coat seal and Sealed Basecourse		
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%
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%

Asset Categories	Replacement Time (years)	Annual Rate
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 the asset is half way through its useful life.

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

6.6 ASSET DISPOSAL POLICY

INTRODUCTION

Under Section 32 (2) (e) of the Fiji Roads Authority Act the FRA is required to provide an outline of its policies and procedures relating to the disposal of major assets.

The FRA will not in future have any major assets to dispose of. Its assets are essentially the roads, bridges, jetties and associated infrastructure that it has to maintain. Apart from small sections of closed-off roads that may become surplus, these assets can be expected to remain in FRA's ownership in perpetuity.

FRA leases its office premises. There are however some assets that it has inherited from the former Department of National Roads. The FRA has a number of depots, quarries, workshops, plant and machinery (other than vehicles for our office staff to use) either in its own use or sub-leased to contractors or third parties. The Board of Directors may approve the disposal of assets.

When public roads are no longer required, the road designation will be uplifted and the land disposed in such a manner as the Board, with the approval of the Minister, may decide in each case. Normally this will be to offer the property at market value to the adjoining landowner subject to a condition that it is to be incorporated in an existing title.

However, roads that were compulsorily acquired by the Government for road purposes and are no longer to be used by the FRA must be revert to Government.



7. GLOSSARY

ACRONYMS

ADB	Asian Development Bank
AMP	Asset Management Plan
CEO	Chief Executive Officer
CP	Corporate Plan
DNR	Department of National Roads
FICAC	Fiji Independent Commission Against Corruption
FRA	Fiji Roads Authority
FRCA	Fiji Revenue and Customs Authority
IP	Intellectual Property
LTA	Land Transport Authority
MWH	MWH (New Zealand) Ltd
MOIT	Ministry of Infrastructure and Transport
PS	Permanent Secretary
SCI	Statement of Corporate Intent
VAT	Value Added Tax
VEP	Vat Exclusive Price
VIP	Vat Inclusive Price

DEFINITIONS

Accountability	Being obliged to answer for one's actions, to justify what one does. Not to be confused with responsibility. Responsibility involves the obligation to act. Accountability is the obligation to answer for the action.
Annual Budget	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.
Asset Disposal Policy	An FRA policy that has been prepared pursuant to the requirements of Section 32(1)(e) of the Fiji Road Authority Act 2012 viz: <i>'.....the statement of corporate intent shall include....an outline of FRA's policies and procedures relating to thedisposal of major assets'</i> See Section 6.8

Asian Development Bank 'A regional development bank established in 1966 to facilitate the economic development of countries in Asia.

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.

Authority The Fiji Roads Authority

Board The Fiji Roads Authority's Board of Directors.

The new Board comprising a Chairman and four members was appointed by the Minister responsible for roads in 2015.

Bridge 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 3.4m².

Capital Works Includes both Renewal Capital Works and New Capital Works.

Corporate Plan A plan required to be published by the FRA annually pursuant to Section 31 of the Act.

The Corporate Plan has to include the information listed in section 31 (3).

Decade of Action on Road Safety

A global programme of the United Nations on road safety initiatives.

Fiji joined the programme in 2011 and agreed a comprehensive set of targets to be achieved by 2020. Those that the FRA is responsible for include the following:

- (i) 30 black spots improved;
- (ii) 40kms of route action plans in place (e.g. overtaking lanes);
- (iii) 30 village treatments completed;
- (iv) 60 mass action plans;
- (v) 600km major roads marked and delineated; (and)
- (vi) Traffic Management Plans implemented on 4 major and 6 smaller routes.

In addition, all new projects are to have road safety audits from 2012.

Deferred Maintenance 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.

Depots The 23 depots and 21 sub-depots inherited from the former Department of National Roads.

Some of these depots have since been leased, rented or otherwise disposed of.

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.

EXIM BANK

An 'Export-Import' (EXIM) financial institution owned by the Chinese Government.

The Fijian Government receives loan funding assistance for certain major capital road projects from this bank.

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'.*

Health and Safety Incident

An unplanned event that has resulted in, or has the potential to result in, injury, illness, damage or loss to persons or property. It includes accidents and near misses.

Jetties

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

Laboratories

The three permanent and four site (or project) laboratories owned by the FRA that provide testing services for soils, bitumen, concrete, and aggregate and carry out site investigations.

FRA intends to develop its laboratories into a single business unit and either lease or sell them within a short time.

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 define levels of service in terms of the 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:

- (i) Ba Town Council
- (ii) Labasa Town Council
- (iii) Lami Town Council
- (iv) Lautoka City Council
- (v) Levuka Town Council
- (vi) Nadi Town Council
- (vii) Nasinu Town Council
- (viii) Nausori Town Council
- (ix) Rakiraki Town Council
- (x) Savusavu Town Council
- (xi) Sigatoka Town Council
- (xii) Suva City Council
- (xiii) 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:

- (i) linked to a goal;
- (ii) realistic;
- (iii) action orientated;
- (iv) concise;
- (v) attainable;
- (vi) measurable;
- (vii) time constrained; and
- (viii) 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 resealed 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 distinguishes 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 authorised 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:

- (i) the vehicle pavement from kerb to kerb, or where there is no kerb, the roadside verges, drains and kerbs;
- (ii) road signs, road marker posts and other markings, including pedestrian crossings;

- (iii) traffic islands;
- (iv) bridges and culverts;
- (v) footpaths and pavements adjacent to a vehicle pavement;
- (vi) street lights and traffic signals;
- (vii) parking meters;
- (viii) jetties, and
- (ix) all national roads, municipal roads, and such other public roads as may be determined by FRA.

Source: Fiji Road Authority Act 2012 Sec 2

Road Network

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

Until the DNR's data can be verified there is some uncertainty about the exact road lengths but the situation is approximately:

Roadworks Emergency

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

This document is the FRA's combined Corporate Plan and statement of Corporate Intent.

Vested Assets

Assets that are transferred to the FRA's ownership at no cost as a condition of subdivision (or development) approval.

Instead of vesting new assets a sub divider or developer may be required to upgrade (e.g. widen) an existing road or be required to pay a sum of money to enable the FRA to fund the cost of mitigating the impact of the subdivision and or development work (or both).



8. KEY FRA PARTNERS

Auditor The Office of the Auditor General

Legal Advisor A panel of Lawyers:

- R Patel Lawyers – Suva
- M C Lawyers – Suva
- Siwatibau & Sloan – Suva
- Young & Associates – Lautoka
- Squire Patton Boggs - Sydney

Financial Advisor KPMG

Insurance Advisor Marsh

Banker The Bank of Baroda

Key Maintenance Contractors

- Fulton Hogan-Hiways Joint Venture (Maintenance & Renewals – Central & Eastern Division & Northern Division)
- Higgins Group (Maintenance & Renewals – Western Division)

Central Government

- Office of the Prime Minister
- Ministry of Economy
- Ministry of Rural and Maritime Development and National Disaster Management
- Ministry of Lands
- Ministry of Strategic Planning
- Ministry of Local Government
- Ministry for the Environment
- Department of Town and Country Planning
- Land Transport Authority
- Fiji Police Force
- Ministry of Infrastructure and Transport

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

Utilities and other Agencies

- LTA
- FEA
- WAF
- TFL
- MSAF



APPENDIX A – FRA Act 2012

- Fiji Road Authority Act 2012



Fiji Roads Authority Act 2012

TABLE OF PROVISIONS

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PART 4 — MANAGEMENT AND FINANCE OF AUTHORITY		
24	Appointment of Chief Executive Officer	[FRA
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	Audit	[FRA 33]
	PART 6 — TRANSITIONAL AND SAVINGS	
	Establishment of the Fiji Roads Advisory Committee	[FRA 34]
	Meetings and proceedings	[FRA 35]
	Committee may invite others to meetings	[FRA 36]
	Appointment of Change Manager [<i>Repealed</i>]	[FRA 37]
	PART 7 — MISCELLANEOUS	
	Regulations	[FRA 38]
	Indemnity	[FRA 38A]
	Consequential	[FRA 39]

[The next page is 255,101]

Fiji Roads Authority Act 2012

TABLE OF AMENDMENTS

Fiji Roads Authority Act 2012 (No 2 of 2012)¹ commenced on 5 January 2012 and 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

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
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 otherwise 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 25 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

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

[The next page is 255,401]

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 a Chairperson and 4 other members appointed by the Minister.

(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 a rate subject to terms and conditions determined by the Minister.

[FRA 6] Functions of the Authority

6 The Authority shall be responsible for all matters pertaining to the 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 and 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.

-) A delegation under this section may be made to a specified person or committee or the holder for the time being of a specified office or to the holders of a specified class.
-) 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.
-) 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 its or her or its authority to exercise the power.

[A 9] Resignation and removal

- (1) A member of the Authority may resign from his or her office by giving 30 days written notice to the Minister.
-) The Chairperson and members may be removed by the Minister for inability to perform the functions of the Authority (whether arising from infirmity of body or mind, incapacity, misbehaviour or any other cause) or may be otherwise removed by giving 30 days' notice or one month's remuneration *in lieu* of notice.

[A 10] Vacation of office

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

[A 11] Meetings and proceedings of the Authority

- (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.
 -) At a meeting, 3 members shall form a quorum.
 -) 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.
 -) 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.
 -) The Authority shall have a minimum of one meeting in each month.
- (5) insrt Act 5 of 2015 s 4, opn 17 July 2015]

[A 12] Authority may invite others to meetings

-) 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 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 it.

[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 in 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]

PART 3 — TRANSFER AND ACQUISITIONS OF ASSETS AND LIABILITIES

[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 from 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 a 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 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 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 employment 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 or 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.

A 22] Continuation of proceedings

Any action, arbitration, proceedings or cause of action that relates to a transferred person, 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 documents, continued and enforced against, or in favour of the Authority.

A 23] No benefit in respect of abolition or reorganisation of office

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

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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 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; 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 management of the Authority.

(2) The Chief Executive Officer shall attend every meeting of the Authority, and 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, 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 year.

[FRA 29] Half yearly reports

29 (1) The Authority shall furnish to the Minister a report on its activities for the half of each financial year.

(2) The half yearly report shall include the information required by the Authority's statement of corporate intent to be given in the report.

[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.

A 32] Authority to have statement of corporate intent

(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 half yearly and 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.

(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).

A 33] Audit

(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.

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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 a 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

[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 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 *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.