



Fiji Roads Authority<sup>®</sup>

# CORPORATE PLAN AND INTENT 2024 - 2025

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# INTRODUCTION

The Fiji Roads Authority (FRA) was established in 2012 to effectively manage and develop Fiji's road network and became fully operational on 1st January 2013. FRA is responsible for upgrading and maintaining roading infrastructure and maintenance.

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 road network is probably the most valuable built asset Fiji owns. Years of investment and effort have gone into building up over 6,377 km 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 and reliability of the existing network; and

- Expand the network to provide the capacity for sustained growth.

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.



# MESSAGE FROM CHIEF EXECUTIVE OFFICER

It is with great pleasure that I introduce the Fiji Roads Authority's (FRA) Corporate Plan 2024-2025, a strategic blueprint that outlines our commitment to delivering critical upgrades and maintenance to our roading infrastructure throughout Fiji for the 2024–2025 financial year. This plan is a significant milestone in our journey towards transforming the organization to meet the evolving needs of our population.

In August 2024, we launched our inaugural strategic plan, which sets out a clear vision, mission, and values that will guide our actions and decisions over the next five years. Our new vision is to be a "well-maintained and resilient national network of roads, bridges, and jetties that contributes to Fiji's economic and social development." Our mission is "to manage, maintain, and develop roads, bridges, and jetties so as to optimize the level of service, efficiency, and safety for the general public; keep assets in good condition; and invest in additional capacity when economically justified by traffic growth." Our values are built around integrity, respect, collaboration, and diversity.

The FRA Strategic Plan also is in line with the government's National Development Plan, where FRA is in the midst of reviewing the current contracting model for road construction and maintenance. FRA will continue investing in the construction and maintenance of bridges and jetties, specifically in the outer islands, to link and provide communities with essential services, and explore options for enhancing climate resilience in existing infrastructure, such as replacing low-level crossings with bridges and road realignment.

With the support of the Government of Fiji and a dedicated team, we are committed to delivering on our strategic objectives as per the FRA strategic plan. To achieve these objectives, we will engage closely with major stakeholders and partners, including government agencies, local communities, and private sector organizations. We will also continue to invest in capacity-building programs to enhance the skills and expertise of our staff.

I am optimistic about the future of the FRA and our ability to deliver on our promises. With the



continued support of the Government of Fiji and our stakeholders, we are confident that we will propel the organization to serve the road infrastructure needs of Fiji in a safe, efficient, and reliable manner. The Corporate Plan also outlines FRA's approach and intent in delivering on our commitment to our clients, stakeholders, and the community over this financial year. With the government budget allocation of \$327 million, \$311 million is dedicated towards capital works, upgrades, and maintenance, while \$16 million is allocated as operational costs. FRA also has secured a \$27 million loan in relation to ADB projects. The major works earmarked for this year include the widening of the Suva– Lami road corridor to four lanes, construction of four critical bridges (Lami Bridge, Medraukutu, Sabeto, and Veiseisei Bridge), and commencement of work to reduce the traffic congestion along the Suva – Nausori corridor.

FRA will work on the completion of Vunisei – Vacalea Road (Kadavu) & Vagadra Road (Nadroga), commencement of the Rewa – Vutia Road and Bridge Project with the planning design and initial road approach works, and construction of bus shelters and footpaths and sealing of rural gravel roads located in front of schools/villages. Delivery of these projects, along with many others, will contribute to the success of our corporate plan.

**FRA CEO**  
**Apisai Ketenilagi**



## VISION

A well-maintained and resilient national network of roads, bridges, and jetties that contributes to Fiji's economic and social development.



## MISSION

To manage, maintain, and develop roads, bridges, and jetties so as to optimize the level of service, efficiency, and safety for the general public, keep assets in good condition, and invest in additional capacity when economically justified by traffic growth.



### SERVING THE PUBLIC

We serve the public need for roads, bridges, and jetties by optimizing their level of service and safety within the available budget.



### FAMILY & WORK LIFE BALANCE

We support, respond to, and are empathic to the needs of our staff and their families and provide a range of work-life balance flexibilities to accommodate such needs.



### INTEGRITY

Safety, honesty, fairness, transparency, and accountability are fundamental to all our interactions and processes. We have the courage to be innovative and to make tough, informed decisions.



### PERSONAL DEVELOPMENT

Through the range of learning opportunities we provide for our staff, we nurture the development of leadership, technical, & professional skills needed by FRA and make it possible for all employees to pursue personal development opportunities.



### RESPECT

We value our employees and stakeholders and celebrate our unique knowledge, skills, and abilities. We treat everyone courteously and conduct ourselves professionally.



## CORE VALUES



### DIVERSITY

We develop and support staffing that reflects the diversity of our country. We strive to be a model of diversity, equity, and inclusion.



### LEADERSHIP

Our leaders set strategic direction & oversee & manage delivery of outcomes, engaging with staff to explain overall directions, review ongoing FRA performance, & learn from staff about issues needing attention. Leaders at all levels of FRA meet regularly with staff to mentor, coach, inspire, motivate, advocate & appreciate, & create a work culture attractive to staff & new recruits.



### COLLABORATION

We achieve success by enabling individuals, organisations, and stakeholders to engage effectively with each other.

# FIJI NATIONAL DEVELOPMENT PLAN 2025-2029 AND VISION

**Goal: An integrated, eco-friendly, safe, accessible and efficient transportation system.**

POLICIES	STRATEGIES
Ensure adequate maintenance of infrastructure assets	<ul style="list-style-type: none"> <li>• Review current model of contracting for road maintenance to achieve cost savings for construction, maintenance and upgrading of existing infrastructure.</li> <li>• Continue investment in outer island jetties and bridges programmes.</li> <li>• Explore options for enhancing climate resilience in existing infrastructure such as replacing low level crossings with bridges and road realignment.</li> <li>• Establish a Transport Master Plan for Fiji.</li> </ul>

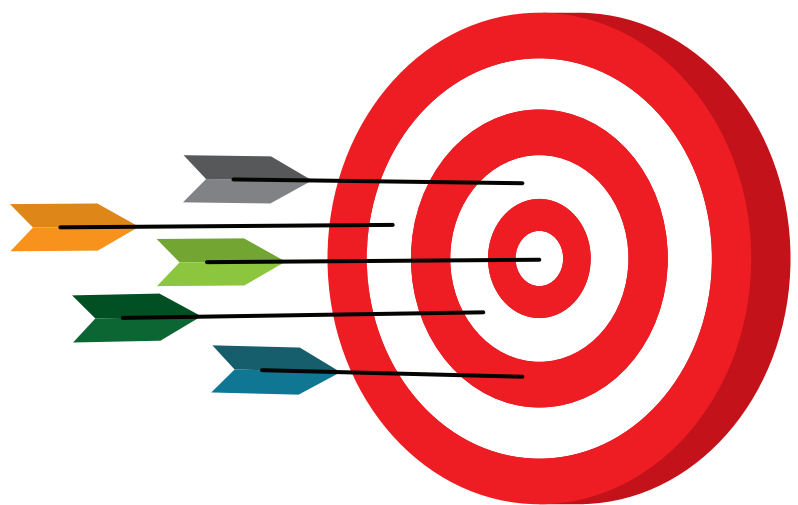
## Key Performance Indicators

Indicators	Baseline	3 Years (2025-2027)	5 Years (2025-2027)
New jetties (number)	21	6	11
Travel time during peak hours for busy corridors (% reduction)	N/A	10	10



# STRATEGIC PRIORITIES 2024/25 - 2028/29

- **Establish clear strategic directions and a strategy implementation framework, based on a strategic plan with RAM as the core business** — with FRA’s organisation structure, operations, staffing and budget to be aligned with the strategic plan; and meaningful tracking and reporting of results at outcome level.
- **Build the core technical expertise FRA needs to deliver its functions** — by recruiting and retaining significantly more engineers and road sector professionals, providing capacity building and training to build up staff expertise and knowledge, and making more use of consultants for undertaking detailed technical tasks.
- **Restore technical systems essential for efficient delivery** — including the RAM system, asset condition surveys and traffic counts, and addressing gaps in project preparation, materials testing capacity, procurement, supervision, the quality assurance function, and coordination with other agencies.
- **Develop FRA into a high-performing road institution** — with a strong and stable staffing and a positive work culture.
- **Implement a strategy to progressively increase the role of Fijian contractors and consultants in FRA’s work without compromising delivery performance**, and track and report upon outcomes.



# LEGISLATIVE AND REGULATORY RESPONSIBILITIES

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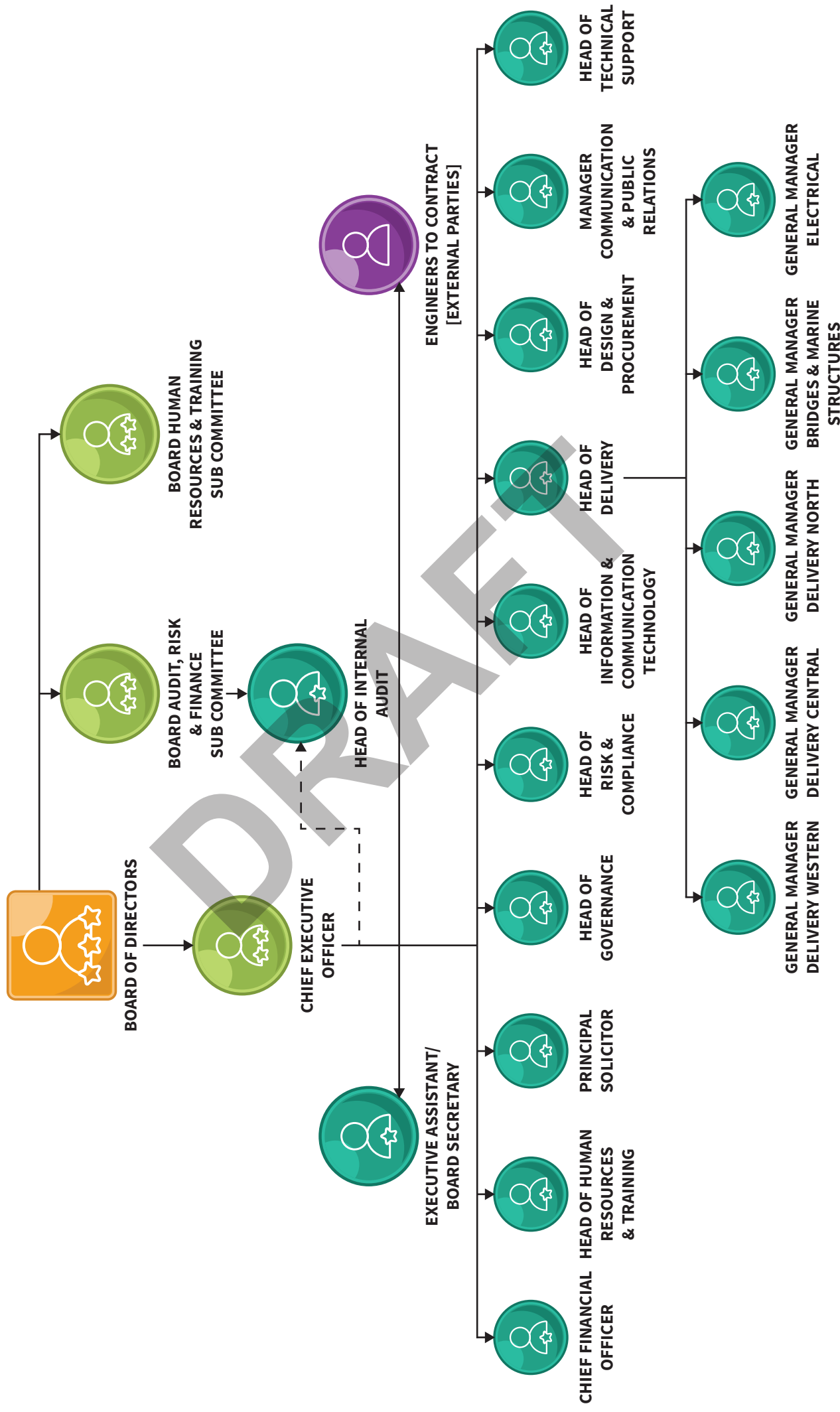
The FRA's primary legislative and regulatory framework is derived from the FRA Act 2012 and the FRA Degree (as amended). In addition, the FRA actively complies with the following legislations:

1. Constitution of the Republic of Fiji 2013;
2. The Financial Management Act (2004 amended);
3. The Public Service Management Act 1999 (as amended);
4. The Finance Instructions and Procurement Regulations;
5. Crimes Act 2009;
6. Employment Relations Act;
7. HASAWA 1996 (OHS Act);
8. LMCC Regulation 2008;
9. HIV Aids Act;
10. Tobacco Free Act; and
11. NEC Act.

DRAFT



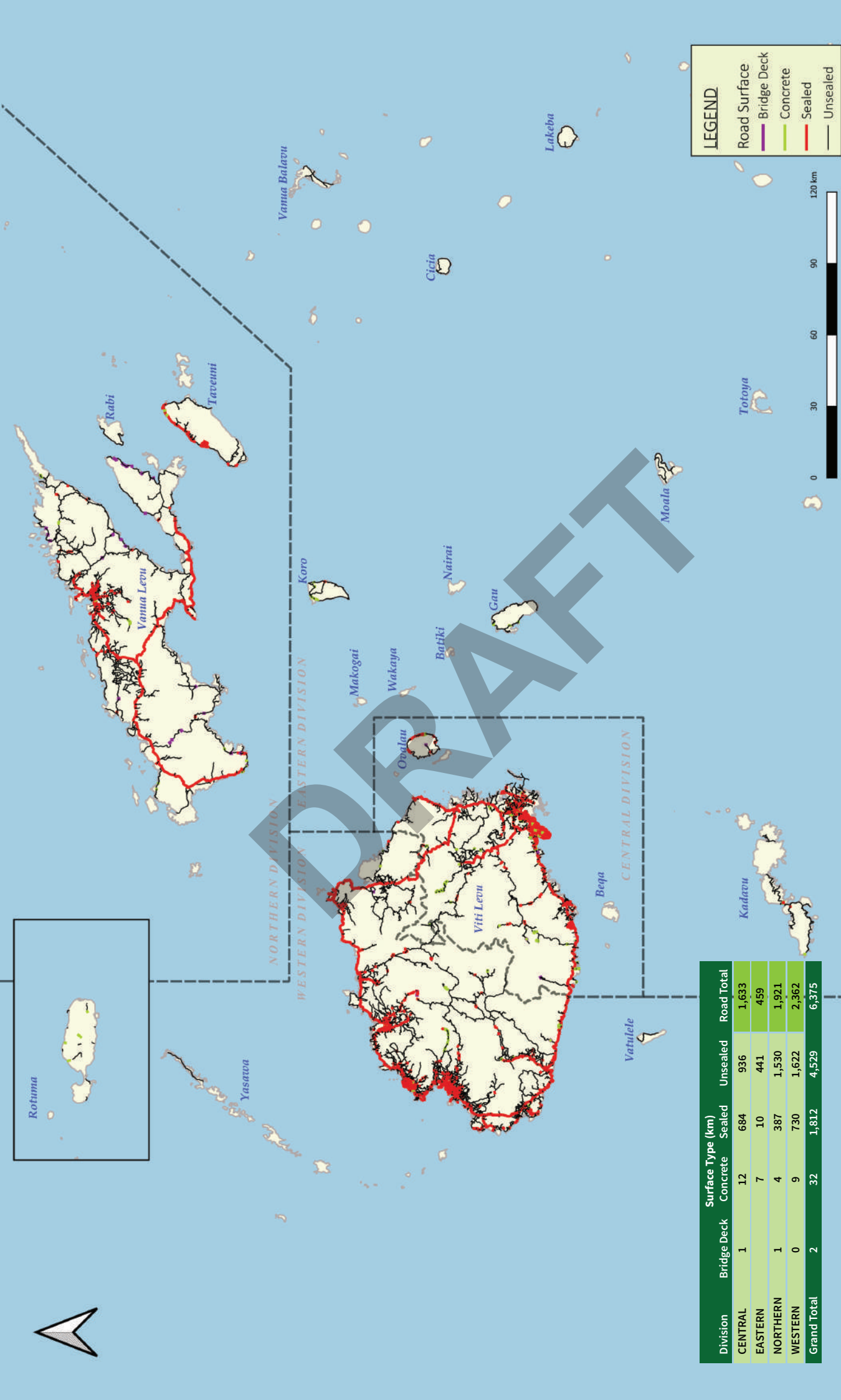
# ORGANISATION STRUCTURE



# ASSETS

The GIS-based register of all our assets will play a central role in prioritizing maintenance, renewals, and new road construction. Details and locations of all our assets are recorded in this system, including material type, condition, capacity, criticality, performance, age, and remaining life. This computer-based system was first established in 2013, and the initial data collection effort is now almost completed. The key challenge will be to implement an asset management system with linkages between project management, financial management, and customer service.





Division	Surface Type (km)				Road Total
	Bridge Deck	Concrete	Sealed	Unsealed	
CENTRAL	1	12	684	936	1,633
EASTERN		7	10	441	459
NORTHERN	1	4	387	1,530	1,921
WESTERN	0	9	730	1,622	2,362
<b>Grand Total</b>	<b>2</b>	<b>32</b>	<b>1,812</b>	<b>4,529</b>	<b>6,375</b>

**LEGEND**

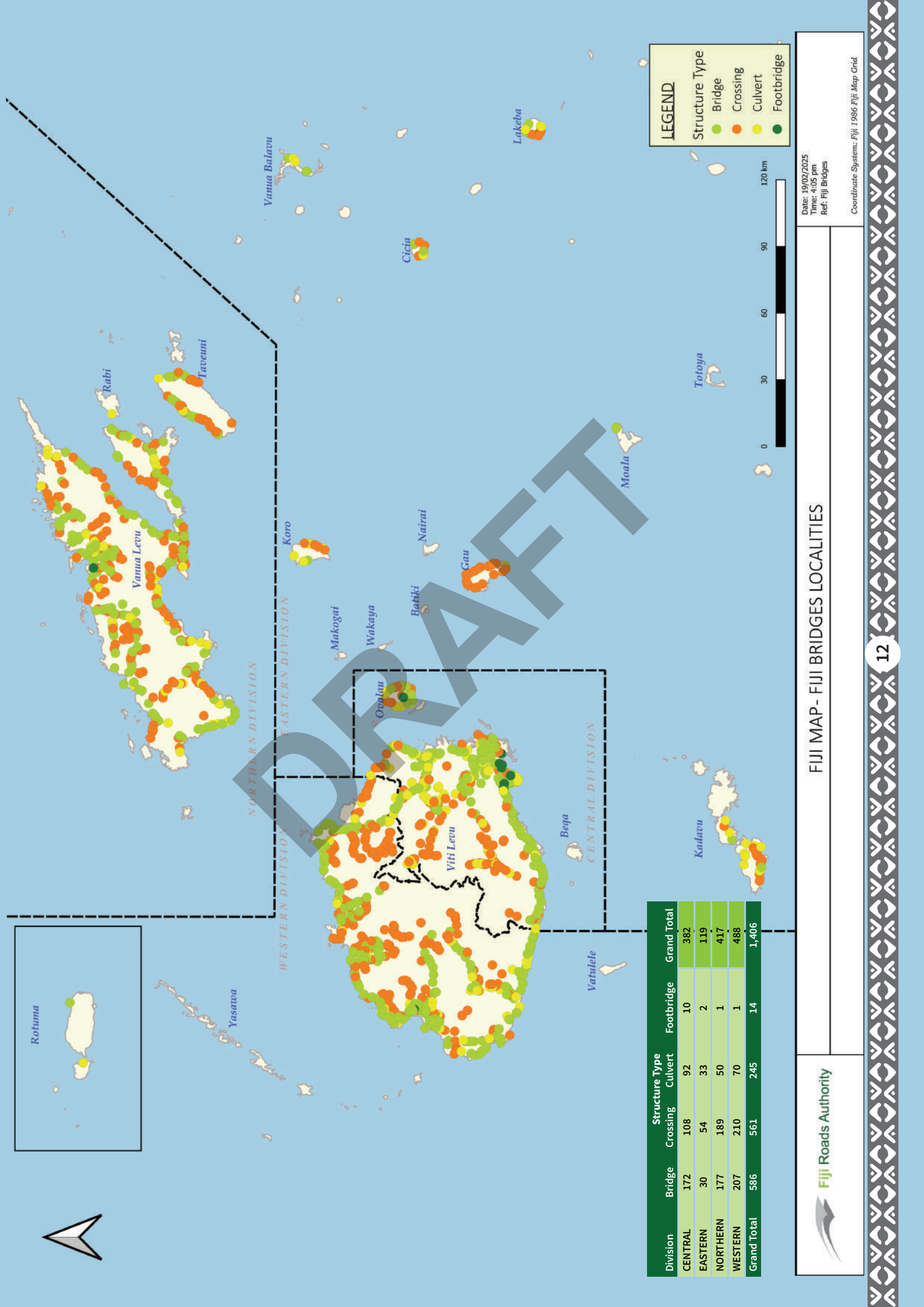
Road Surface

- Bridge Deck
- Concrete
- Sealed
- Unsealed

Date: 20/02/2025  
 Time: 12:18 pm  
 Ref: Fiji Roads Network  
 Coordinate System: Fiji 1986 Fiji Map Grid

**FIJI MAP- FIJI ROADS NETWORK**





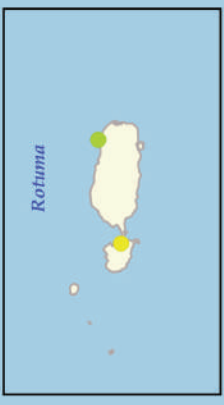
**LEGEND**

Structure Type
Bridge
Crossing
Culvert
Footbridge



Date: 19/02/2025  
 Time: 4:05 pm  
 Ref: Fiji Bridges

Coordinate System: Fiji 1986 Fiji Map Grid



Division	Structure Type				Grand Total
	Bridge	Crossing	Culvert	Footbridge	
CENTRAL	172	108	92	10	382
EASTERN	30	54	33	2	119
NORTHERN	177	189	50	1	417
WESTERN	207	210	70	1	488
<b>Grand Total</b>	<b>586</b>	<b>561</b>	<b>245</b>	<b>14</b>	<b>1,406</b>

**FIJI MAP - FIJI BRIDGES LOCALITIES**



# OPERATING ENVIRONMENT

The Fiji Roads Authority (FRA) operates within a challenging environment characterized by a geographically dispersed island nation with diverse terrains, a tropical climate prone to cyclones, and a large network of roads requiring maintenance and development, all while aiming to prioritize environmental sustainability in its operations and construction practices; its primary focus is to provide a safe, efficient, and accessible land transport network across Fiji's islands, managing a vast network of roads, bridges, and jetties while adhering to environmental regulations.

## KEY ASPECTS OF THE FRA'S OPERATING ENVIRONMENT:

### Geography:

Fiji's numerous islands with varied topography, including mountainous regions, coastal areas, and lowland plains, present significant challenges for road construction and maintenance.

### Climate:

A tropical climate with heavy rainfall during cyclone season, leading to potential damage to infrastructure and disruption to construction activities.

### Infrastructure Needs:

A large network of roads, bridges, and jetties requiring ongoing maintenance and upgrades, especially in remote areas.

### Environmental Considerations:

Balancing road development with environmental protection, including minimizing impacts on sensitive ecosystems and managing potential erosion issues.

### Community Engagement:

Need to consider the needs of local communities when planning road projects and mitigating disruption caused by construction.

### Funding Constraints:

Managing limited funding to prioritize maintenance and new construction projects across the entire road network.

### Technical Capacity Building:

Continuously developing technical expertise to implement efficient and sustainable road construction practices.

## KEY GOALS OF THE FRA:

**Goal 1:** FRA transformed into a results-focused organisation that manages and develops the road, bridge and jetty networks to optimise measured outcomes for road users and the general public, with asset management as its core business.

**Goal 2:** FRA has the core technical expertise needed to deliver its functions.

**Goal 3:** Core technical systems in place for efficient delivery of FRA's functions.

**Goal 4:** FRA is a stable, well-governed, high-performance road institution that continuously develops its staff and network of outsourced service providers.

**Goal 5:** Fijian contractors and consultants play a greater role in FRA's work and generally perform well.

# ASSUMPTIONS AND RISKS

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

Significant Risks Details		Owner	Description	Mitigation and Treatment Plans	Impact
No	Risk No				
1	R001	Chief Executive Officer, Financial Officer, Divisional Delivery GMs and Head of Technical Support	<p>Inadequate change management to project and programme delivery (including insufficient budget funding for required works and materials availability)</p> <p>Inadequate business processes, resourcing, and IT systems resulting from the implementation of change initiatives or programme delivery including major projects. The consequences of this risk event may include reputation damage or financial loss as a result of weaknesses in the control environment and non-compliance with regulatory requirements.</p> <p>This risk includes instances of</p> <ul style="list-style-type: none"> <li>- Failure to implement Project Management Framework</li> <li>- Non-adherence to Multilateral Funding Requirements</li> <li>- Risk of projects failures, errors or frauds due to inadequate end to end planning &amp; testing</li> <li>- Unavailability of competent contractors in the market</li> <li>- Contractor fails to submit full delivery programme</li> <li>- Contractor fails to submit Performance Security or Bank Guarantee in FRA's approved conditions.</li> <li>- Contractor fails to address environmental related matters (e.g. removal of asbestos from the work site, river gravel extraction approval, waste material disposal, etc.)</li> <li>- Loss of original Performance Security or Bank Guarantee</li> <li>- Bank denies to encash Security Bonds</li> <li>- Delay in contract execution</li> <li>- Inadequate or failure to submit designs in a timely manner resulting in programme delays and cost escalation claims</li> <li>- Failures in the transition of projects into BAU e.g. No long term maintenance and development plan for the road maintenance network</li> <li>- Failure to close project i.e. performance certificate issued without signed copies of As - Build submission</li> <li>- Insufficient funding from Government</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Delivery Programme</li> <li>- Annual Procurement Plan</li> <li>- Government Stakeholder consultation for Annual Public Sector Investment Project (PSIP)</li> <li>- Corporate Plan and Statement of Corporate Intent</li> <li>- Board and Ministry of Economy assent for Additional Funding (Over Expenditure)</li> <li>- Project Risk and Control Profile Registers</li> <li>- Work Site Monitoring and Inspections</li> <li>- Project Progress Reporting</li> <li>- Contract Closure Report</li> </ul> <p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- Updating of the Asset Management Plan</li> <li>- Enterprise Resource Planning Implementation</li> <li>- Strategic Plan for FRA</li> </ul>	<ul style="list-style-type: none"> <li>- FRA not able to deliver work programme</li> <li>- Contractors unable to fulfil contract requirements</li> <li>- Projects not completed on time</li> <li>- Budget re-allocated to other ministries</li> <li>- Road users inconvenienced</li> <li>- Funds have to be diverted – other jobs delayed</li> <li>- Interruption to levels of service</li> <li>- Disputes about whose fault it is</li> <li>- Ongoing disputes about the quality of the repair work</li> <li>- Work Programme not delivered</li> <li>- Projects not completed to time, cost and quality requirements</li> <li>- Levels of service not delivered in a consistent way</li> <li>- Disqualification from multilateral funding facility</li> </ul>

No	Risk No	Owner	Description	Mitigation and Treatment Plans	Impact
2	R003	Chief Executive Officer, Financial Divisional Delivery GMs and Head of Technical Support	<ul style="list-style-type: none"> <li>- Required materials not available for roadworks</li> <li>- Land acquisition not completed and project been executed</li> <li>- Planned roadworks aren't completed to the intended scope &amp; standard</li> <li>- Risk of errors due to the volume and complexity of change initiatives e.g. utilities' services' location not known, utilities' use of the road reserve in an uncontrolled way, unauthorized en croachments on the road reserve, land purchase for road/ utilities' relocation-delays, etc.</li> <li>- Programme delays due to adverse weather conditions or required environmental approvals not provided on time</li> <li>- Lack of resources with the appropriate skills and experience</li> <li>- Changed in political direction</li> <li>- Acceptance of sub-standard road conditions</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Asset Management Plan (AMP)</li> <li>- Road Asset Maintenance Management System (RAMM)</li> <li>- Geographical Information System in place</li> <li>- Asset Record Management</li> <li>- Delivery Programme</li> <li>- Rehabilitation and Resealing of Existing Infrastructure</li> <li>- Code of Practice for Utility Operators</li> <li>- Emergency Procedures Manual</li> <li>- Structural Monitoring and Assessments</li> <li>- Heavy Vehicle Weight Determination Approval</li> </ul> <p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- Updating of the Asset Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>- A significantly damaged road (or roads)</li> <li>- Significant unforeseen costs to repair the damage</li> <li>- Funds have to be diverted – other jobs delayed</li> <li>- Other road users inconvenienced and dissatisfied</li> <li>- Serious interruption to levels of service</li> <li>- People stranded</li> <li>- Public health/safety issues</li> <li>- Damages very costly to repair</li> <li>- Normal work may have to be suspended to enable urgent repairs to be undertaken</li> <li>- Increase in stakeholders' complaints</li> <li>- Critical bridge failures leading to nationwide interrupted services including utilites</li> </ul>

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
3	R004	Business disruption (Due to critical asset failure, weather patterns, global pandemics or civil unrest)	Chief Executive Officer, Head of Departments and Divisional Delivery GMs	<ul style="list-style-type: none"> <li>- Loss of FRA Assets</li> <li>- Reoccurrence of slip failure due to design defects</li> </ul> <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"> <li>- Critical assets haven't been identified or have been identified but aren't being properly managed</li> <li>- No up-to-date emergency operations response/recovery plan</li> <li>- An unforeseen risk event occurs e.g. bridge failure, road slip or land slide</li> <li>- Failure to implement emergency response team hence creating stakeholder issues</li> <li>- Failure to address to address infrastructure damages in timely manner which leads to economic impact.</li> <li>- Remediation costs, staff overtime costs and compensation to contractors</li> <li>- Prolonged weather conditions</li> <li>- Civil Unrest</li> <li>- Economic depression</li> </ul>	<ul style="list-style-type: none"> <li>- Enterprise Resource Planning Implementation</li> <li>- Strategic Plan for FRA</li> </ul> <p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Business Continuity Policy and Test Plan</li> <li>- Disaster Recovery Plan</li> <li>- Emergency Procedures Manual</li> <li>- Asset Management Plan (AMP)</li> <li>- Structural Monitoring and Assessments</li> <li>- Critical Bridge Delivery Plan</li> <li>- Back Up Utilities in All Depots (Generator and Water Tank)</li> </ul> <p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- Completion of Business Continuity Test and endorsement of Policy &amp; Plan</li> <li>- Completion &amp; Endorsement of DRP</li> <li>- Enterprise Resource Planning Implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of service</li> <li>- Serious interruption to levels of service</li> <li>- Public out-cry leading to increase in complaints</li> <li>- Political pressure</li> <li>- Unplanned traffic management set ups</li> <li>- Budget blowouts</li> <li>- Interruption in Economic Activities</li> </ul>
4	R006	Failure of critical systems and IT infrastructure	Chief Executive Officer and Head of ICT	<p>Instability, poor performance, outages or failure of systems or infrastructure preventing the business from meeting its requirements.</p> <p>This risk captures:</p> <ul style="list-style-type: none"> <li>- Hardware Failures</li> <li>- Software Failures</li> <li>- IT Network / Server Failures</li> <li>- Telecommunications Failures</li> <li>- Utility outage / disruptions (FEA and Internet)</li> <li>- Delivery failures of external IT vendors</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Disaster Recovery Plan</li> <li>- ICT Policy in Place</li> <li>- Data Back Up</li> <li>- Server Capacity Monitoring</li> <li>- Stakeholder Approval on System Change Request</li> <li>- Utility Power Supplier installed &amp; maintained</li> <li>- Redundancy Server</li> <li>- Secondary Comms</li> <li>- System Access Review and Controls</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of network communication and critical data</li> <li>- Inability to access emails and shared folders</li> <li>- Inability to manage public expectations</li> <li>- No access to Customer Service system</li> <li>- Delay in delivery which includes services, payments over progress claims and urgent network maintenance</li> <li>- Inadequate updates to RAMM and GIS system</li> </ul>

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
				This risk covers the business impacts of disruptions due to the failure, unavailability or poor performance of systems and IT infrastructure.	<p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- Completion &amp; Endorsement of DRP</li> <li>- Review of ICT Policy</li> </ul> <p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Annual Procurement Plan</li> <li>- Contractor Due Diligence</li> <li>- All FRA Contracts are aligned to FIDIC</li> <li>- Contracts are in Place for all supplier, contractors and consultants pertaining to outsourced works with specified conditions</li> <li>- Performance Security in Lieu of Bank Guarantee in place for all Major Contracts</li> <li>- Monthly Contractor Performance Reporting</li> <li>- Project Summary Sheet</li> <li>- Contractor Blacklisting Register</li> </ul> <p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- None</li> </ul>	<ul style="list-style-type: none"> <li>- Delay in transaction processing</li> <li>- Contractors unable to fulfil contract requirements</li> <li>- Disputes about whose fault it is</li> <li>- Ongoing disputes about the quality of the repair work</li> <li>- Work Programme not delivered</li> <li>- Over or under payment of IPCs</li> <li>- Contractors claiming payment outside contractual sum</li> <li>- Unjustified variations</li> <li>- Projects not completed to time, cost and quality requirements</li> <li>- Road users inconvenienced</li> <li>- Increase in Project Management Cost</li> <li>- Increase in Stakeholder Complaints</li> <li>- Decline in level of service</li> </ul>
5	R005	Inadequate contractor, vendor & supplier management	Chief Executive Officer, Financial Delivery GMs and Head of Technical Support	<p>Inadequate due diligence, tender, contract approval and monitoring processes or service expectations / agreements with contractor, vendor and external suppliers.</p> <p>This includes instances of:</p> <ul style="list-style-type: none"> <li>- Systemic contractor poor performance</li> <li>- Lacking of understanding over contractual terms and conditions</li> <li>- Inadequacy around tender evaluation and review process</li> <li>- Poor contract management processes</li> <li>- Poor contractor, vendor or supplier selection</li> <li>- Contractor concentration issues, i.e. too many contractors in a geographic region /overreliance on a single contractor</li> <li>- Poor set up of supplier or alliance contracts</li> <li>- Contractor / Vendor sustainability</li> <li>- Unavailability of competent contractors in the market</li> <li>- Inadequate procurement processes and non adherence to tender requirements</li> <li>- Failure to address contractor claims in a timely manner (e.g. over billing, falsified claims, etc.)</li> <li>- Contractual disputes not addressed</li> <li>- Untimely contractual termination</li> <li>- Unjustified variation claims</li> <li>- Unexpected price hike from contractors due to lack of competition</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Customer Complaints Management System in place (CSS)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in complaints and quality compromise</li> <li>- Litigations and Financial Loss</li> <li>- Budget over spending</li> <li>- Political Pressures</li> <li>- Negative Publications</li> <li>- Road users inconvenienced</li> </ul>
6	R012	Inaccurate advice to Stakeholders or inadequate management of customer complaints	Chief Executive Officer, Communications Divisional Delivery Team Leader Customer Services	<p>Incomplete, inadequate or inaccuracies in professional advisory activities to stakeholders, from the advisor's point of view. The consequences of this risk event may include financial loss through regulator fines, litigation costs etc.</p> <p>This includes instances of:</p>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Customer Complaints Management System in place (CSS)</li> </ul>	<ul style="list-style-type: none"> <li>- Increase in complaints and quality compromise</li> <li>- Litigations and Financial Loss</li> <li>- Budget over spending</li> <li>- Political Pressures</li> <li>- Negative Publications</li> <li>- Road users inconvenienced</li> </ul>

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
7	R009	Inappropriate management	Chief Executive Officer, Head of Departments and Divisional Delivery GMs	<ul style="list-style-type: none"> <li>- Unreasonable (Or Unrealistic) stakeholder expectations</li> <li>- Inadequacy around managing stakeholder/customer complains</li> <li>- TIA reviews are not finalised in a specified timeframe</li> </ul>	<ul style="list-style-type: none"> <li>- SR Statistic Reports (Weekly and Monthly)</li> <li>- Delivery Programme</li> <li>- Annual Procurement Plan</li> <li>- Regular Updates of FRA's Web Page</li> <li>- All media release subject to CEO's approval</li> <li>- Project Coordination and Planning Committee with Utilities</li> <li>- Code of Practice for Utility Operators</li> </ul> <p><b>Treatments</b></p> <p>None</p>	<ul style="list-style-type: none"> <li>- Unplanned utility outages</li> </ul>
				<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&amp;S and anti-discrimination requirements) resulting in a financial loss through compensation payments, litigation costs and/or regulator fines.</p> <p>This would include instances of:</p> <ul style="list-style-type: none"> <li>- Loss of Key Personnel e.g. The FRA's commitment to building local capacity isn't producing the desired results fast enough</li> <li>- Key Person Dependency due to insufficiently in skilled personnel</li> <li>- Harassment</li> <li>- Terminations, including tribunals</li> <li>- Industrial activity including Downtime costs associated with a general strike by staff</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Staff Training &amp; Development plans are in place based on identified skill gaps</li> <li>- Key Performance Indicators in Place</li> <li>- Succession Planning</li> <li>- Annual Performance Appraisal</li> <li>- Approval Over Interview Reports</li> <li>- New Employee Due Diligence</li> <li>- Staff Induction Training</li> <li>- Conflict of Interest Declaration</li> <li>- Staff Manual</li> </ul> <p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- Critical roles to be identified and Succession Planning to be done</li> </ul>	<ul style="list-style-type: none"> <li>- High Staff Turnover</li> <li>- Reduced Employee productivity and moral</li> <li>- Program Delays</li> <li>- Increase in Complaints</li> <li>- Staff Litigations</li> <li>- Opportunities for Fraud and Corruption</li> <li>- Budget Under-spend</li> <li>- Contract variation and extension of time</li> <li>- Unauthorised usage of delegation of authority limits</li> </ul>

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
8	R017	Inadequate employee, customer and worksite health, safety & security	Chief Executive Officer, Departments and Divisional Delivery GMs	<p>Non-compliance with Occupational Health and Safety (OH&amp;S) regulations and physical security requirements resulting in compensation payments, litigation costs and/or regulator fines.</p> <p>This risk includes issues relating to:</p> <ul style="list-style-type: none"> <li>- Inadequate OH&amp;S measures to prevent the injury of staff or contractors staff in the provision of a working or business environment</li> <li>- Work site hazard's inappropriately handled</li> <li>- Inadequate security protection measures in place for commercial buildings and operations centers</li> <li>- Staff assaulted on project worksite or on FRA network</li> <li>- Public Liability Claims, resulting in Public compensation claims due to negligence, or personal injury</li> <li>- Employee Liability Claims, resulting in Employee compensation claims due to negligence, or personal injury</li> <li>- No proper procedures around handling and removal of asbestos</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Staff Manual</li> <li>- OHS Committee in place</li> <li>- Health and Safety Compliance</li> <li>- Checking</li> <li>- Evacuation Plan and Half Yearly Drills</li> <li>- Fire Equipment Servicing</li> <li>- Visitor Register in place</li> <li>- Incident management and Reporting</li> <li>- Site Hazard Register</li> <li>- Plan Network Inspection Travel with a minimum of 2 staff</li> </ul> <p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- Dash Cam Installed in all FRA vehicles</li> </ul>	<ul style="list-style-type: none"> <li>- Non-Compliance to regulatory requirements</li> <li>- Fines and penalties been imposed</li> <li>- Unsafe network for public usage</li> <li>- Increase in third Party Liability</li> <li>- Increase in Compensation claims</li> <li>- Work Site injuries and death</li> <li>- High LTI (Lost Time Injuries) and Sick days</li> <li>- High Employee Turnover</li> <li>- Program Delays</li> <li>- Staff Litigations</li> </ul>
9	R010	Inadequate design, delivery and maintenance (Including design risks from climate change)	Chief Executive Officer, Divisional Delivery GMs and Head of Technical Support	<p>Inadequate design, delivery and maintenance, resulting in financial loss through litigation costs and / or remediation costs.</p> <p>This includes instances of:</p> <ul style="list-style-type: none"> <li>- New road development and changes to existing road</li> <li>- Misalignment between the offering and actual implementation / delivery design flaws prior to / post product launch of new road</li> <li>- 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</li> <li>- Increasing road congestion with no planned or programmed solution</li> <li>- Ineffective ongoing maintenance of roads</li> <li>- Inadequate documentation of the process, policies and procedures</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Peer Review of all Design Works</li> <li>- FRA Designs are Reviewed by Independent Engineers</li> <li>- PI Insurances for all outsourced Design Work(s)</li> <li>- Obtain design values from historical data</li> <li>- Climate Change scenarios for the design variables</li> <li>- Register of all blackspots/crash locations maintained</li> <li>- Contractor Designs needs to be signed off by a Chartered Engineer</li> <li>- Traffic Growth Planning in place</li> </ul>	<ul style="list-style-type: none"> <li>- Inconvenience to road users</li> <li>- Infrastructure Failure</li> <li>- Road Network does not correspond to as-built designs</li> <li>- Increase in maintenance cost</li> <li>- Public dissatisfaction</li> <li>- Constrained economic development</li> <li>- FRA not able to deliver work programme</li> <li>- Interruption to levels of service</li> <li>- Non-Compliance to regulatory requirements</li> </ul>

No	Risk No	Risk	Owner	Description	Mitigation and Treatment Plans	Impact
				<ul style="list-style-type: none"> <li>- Ineffective performance monitoring</li> <li>- Climate change impact/Climate change risk on Infrastructure/Projects not 'climate -proofed'.</li> </ul>	<p><b>Treatments</b></p> <ul style="list-style-type: none"> <li>- Climate-change adjusted rainfall projections to use within hydrologic calculations of design water discharge, flood level and flow velocity</li> <li>- Local mean sea-level change and high water-level for site evaluations of coastal flooding and erosion risks</li> <li>- Climate risk screening - check for contextual climate risks at project concept stage</li> </ul>	
10	R002	Failure of management framework processes	Chief Executive Officer, Head of Departments and Divisional Delivery GMs	<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"> <li>- Poor general financial management information leading to budget blowouts or lack of allocation or reduced annual funding</li> <li>- Insufficient provision is made for the local share of 'predominantly loan funded' works</li> <li>- No reliable (i.e. complete and accurate) records are available about asset location, material type, condition, performance, capacity, age, valuation or remaining life</li> <li>- Inadequate Asset Management planning</li> <li>- Inadequate reporting over capital projects</li> <li>- Inadequate management of the vehicles that have been purchased via loan funded projects</li> <li>- Processes and Policies are not reviewed and aligned to changing business requirement</li> <li>- Inadequacy around reviewing claims submitted from contractors</li> </ul>	<p><b>Mitigations</b></p> <ul style="list-style-type: none"> <li>- Documented Operational Manual for Core Business Processes</li> <li>- Government Stakeholder consultation for Annual Public Sector Investment Project (PSIP)</li> <li>- Monthly Statement of Performance (SOP)</li> <li>- Board and Ministry of Economy assent for Additional Funding (Over Expenditure)</li> <li>- Accounts Reconciliation Reports Review</li> <li>- Delegation of Authority</li> <li>- Asset Record Management</li> <li>- Quarterly Surveyor review on all IPC</li> <li>- Contractual Documents Compliance Monitoring Tracker</li> </ul> <p><b>Treatments</b></p> <p>None</p>	<ul style="list-style-type: none"> <li>- Process execution failures</li> <li>- A lower standard network</li> <li>- Roads not upgraded and widened as desired</li> <li>- Jetties/crossing not able to be maintained and renewed</li> <li>- Roads resealed at a slower rate (meaning rougher roads and or potholes)</li> <li>- Bridges not able to be upgraded and replaced as needed (continuing weight and other restrictions – perhaps additional bridges having to be closed)</li> <li>- Less rehabilitation work done annually (more dilapidated roads)</li> <li>- Inadequate information provided to board and government stakeholders on major projects progression</li> </ul>

# THE PROPOSED OPERATING BUDGET AND WORK PROGRAMME

FRA has a planned work programme \$354m for 2024 / 2025. The value of work for each activity area is shown in Table 8. (More detailed breakdown is shown in Table 11).

Table 3 - 2024/2025 Work Programme and Operations

Activity Area	Total VIP
<b>Operations</b>	
FRA MANAGEMENT AND OPERATIONS	\$16,020,500
<b>Sub-Total</b>	<b>\$16,020,500</b>
<b>Work Programme</b>	
MAINTENANCE	\$120,000,000
EMERGENCY WORKS	\$7,000,000
RENEWALS - ROADS , BRIDGES & JETTIES	\$114,531,846
NEW CAPITAL	\$97,235,575
<b>Sub-total</b>	<b>\$338,767,422</b>
<b>Total</b>	<b>\$354,787,921</b>

Table 8 – Summary of 2024 / 2025 Work Programme

Activity Area	Loan VIP	Local VIP	Total VIP
<b>Operations</b>			
FRA MANAGEMENT AND OPERATIONS		\$16,020,500	\$16,020,500
<b>Sub-Total</b>		<b>\$16,020,500</b>	<b>\$16,020,500</b>
<b>Work Programme</b>			
MAINTENANCE		\$120,000,000	\$120,000,000
EMERGENCY WORKS		\$7,000,000	\$7,000,000
RENEWALS - ROADS AND SERVICES		\$70,000,000	\$70,000,000
RENEWALS - BRIDGES		\$29,236,846	\$29,236,846
RENEWALS - JETTIES		\$15,295,000	\$15,295,000
NEW CAPITAL (Access)		\$24,897,151	\$24,897,151
New Capital (Resilience) Programme		\$3,560,400	\$3,560,400
NEW CAPITAL (Community)		\$23,263,154	\$23,263,154
NEW CAPITAL (Congestion)		\$3,553,861	\$3,553,861
NEW CAPITAL (Tourism)		\$5,359,000	\$5,359,000
ADB PROJECTS- Local		\$9,593,914	\$9,593,914
ADB PROJECTS-Loan	\$27,008,095	\$0	\$27,008,095
<b>Sub-total</b>	<b>\$27,008,095</b>	<b>\$311,759,326</b>	<b>\$338,767,422</b>
<b>Total</b>	<b>\$27,008,095</b>	<b>\$327,779,825</b>	<b>\$354,787,921</b>

**Table 9 – 2024 / 2025 Funding Sources**

<b>Funding</b>	<b>VIP</b>
<b>Source</b>	
Local Seg 6	\$16,020,500
Local Seg 10	\$311,759,325
Loan (ADB/WB TIISP)	\$27,008,096
<b>Budget available for 2024/2025 work</b>	<b>\$354,787,921</b>

**Table 10 – 2024 / 2025 FRA Operating Budget:**

<b>FRA MANAGEMENT AND OPERATIONS</b>	<b>BUDGET(\$)</b>
<b>Management</b>	
Salaries	\$9,745,724
Recruitment	\$20,000
Acc. & Finance	\$50,000
Vehicle Hire & Operation	\$900,000
Office Expenses	\$1,000,000
Rent	\$312,265
Legal Fees	\$60,000
Insurances	\$128,636
Communications (including website)	\$494,078
Data And IT Improvements	\$1,400,000
Training & Development	\$100,000
Travel and Accommodation	\$130,000
Director's Fees	\$85,500
Board's Expenses	\$12,000
<b>Professional Fees</b>	<b>\$300,000</b>
Overdraft Facility	\$475,000
<b>Vat</b>	<b>\$807,297</b>
<b>OPERATING GRANT</b>	<b>\$16,020,500</b>

Table 11 – Detail of 2024 / 2025 Work Programme

FIJI ROADS AUTHORITY	
BUDGET 2024 / 2025	
PROJECT NAME	
<b>MAINTENANCE</b>	
<b>Road / Corridor Maintenance</b>	
Sealed Road Maintenance - Potholes Repairs	14,664,785
Footpaths	1,755,839
Traffic Services (Signs, Railings, Lining, etc.)	6,935,232
Unsealed	21,440,351
Drainage	6,943,490
Vegetation Control	6,880,196
<b>Street Lights Maintenance</b>	
Electricity	1,941,445
Electrical Maintenance	3,441,000
<b>Structures Maintenance</b>	
<b>Bridges</b>	
Bridge Maintenance	4,747,500
<b>Crossings</b>	
Crossings Maintenance	5,644,339
<b>Jetties</b>	
Jetties Maintenance	4,460,000
Escalation Lumpsum	5,865,000
On Site Overhead - All divisions	12,858,518
Other Public and Institutional Roads	18,155,502
DEPOT Renovation / Rehabilitation	2,671,801
3 Ton Crew Cab Tipper	950,000
Implementation of Road Asset and Maintenance Management System	645,000
<b>Sub-total</b>	<b>120,000,000</b>
<b>EMERGENCY WORKS</b>	
<b>Emergency Maintenance (Contingency)</b>	
Emergency Maintenance Contingency	7,000,000
<b>Sub-total</b>	<b>7,000,000</b>
<b>RENEWALS - ROADS AND SERVICES</b>	
<b>Sealed Road Rehabilitation</b>	
Pothole Preventative Programme (Rip & Remake)	25,610,195
Output 2: Reseals	8,526,451
Output 3: AC Surfacing	4,079,569
<b>Unsealed Renewal</b>	
Output 5: Unsealed Roads Resheeting	13,233,166
Output 6: Unsealed Roads Rehabilitation	13,917,713
Output 7: Traffic Lights Renewals	1,510,050
Output 8: Streetlights Renewals	3,122,856
<b>Sub-total</b>	<b>70,000,000</b>

Table 11 – Detail of 2024 / 2025 Work Programme [Continued]

FIJI ROADS AUTHORITY	
BUDGET 2024 / 2025	
PROJECT NAME	
<b>RENEWALS - BRIDGES</b>	
<b>Bridge Renewals</b>	
Tavualevu Bridge 19/11	19,593
Velovelo Bridge 19/11	35,000
Waidamu Bridge (2221)	72,276
Waidalice Bridge 19/11	4,641,424
Yaqara Bridge 19/11	2,522
<b>New Bridges</b>	
<b>North</b>	
Vuinadrodro, Namoli 3 & Coqeloa 2	172,500
<b>West</b>	
Kedrakulu Bridge - Sigatoka	5,750
Maururu Bridge - Ba	575,000
Waimari 2 - Rakiraki	575,000
<b>Modular Bridges</b>	
Modular Bridges Package 3 (Northern Division) - FRA 17-124 - Nayarabale	5,763,154
<b>Crossing Renewals</b>	
<b>North:</b>	
Lau, Viani, Rabi Coastal	1,322,500
<b>West:</b>	
Leqi Crossing - Sigatoka - 6 meters	115,000
Varadoli Cemetery Crossings - Ba - 28meters	575,000
Wainiura Crossing - Nadarivatu Rd Tavua - 20meters	575,000
Nubumakita Crossing - Rakiraki - 18 meters	575,000
Raiwaqa Crossing - Sigatoka	1,150,000
Navilawa 4 - Nadi - 40m Replace existing crossing	920,000
Buabua, Lautoka - 27m Replace existing crossing	575,000
Naqalo - Valley Road Sigatoka - Planning - Survey & Design	11,500
Toge, Ba Planning - Planning, Survey & Design	5,750
Marinitawa 1, Ba - Planning, Survey & Design	5,750
Naseyani 1/Vitivanua crossing, Tavua - Planning, Survey & Design	5,750
Nawairuku crossing, Rakiraki - Planning - Survey & Design	5,750
<b>East</b>	
Waiboteigau Crossing - Gau Island	1,563,000
Lamiti Crossing - Gau Island	1,118,000
Malawai Crossing - Gau Island	950,000
Nacavanadi Crossing - Gau Island	820,000
Navukailagi Crossing - Gau Island	820,000

Table 11 – Detail of 2024 / 2025 Work Programme [Continued]

FIJI ROADS AUTHORITY	
BUDGET 2024 / 2025	
PROJECT NAME	
Rukuruku Crossing 2 - Ovalau	540,000
Taviya Crossing - Ovalau	421,000
Waidau Crossing - Ovalau	465,000
Arovudi Crossing - Ovalau	421,000
Naisogo Box Culvert - Ovalau	383,000
Enabling Works - JICA funded Replacement of Tamavua-I-Wai Bridge	1,225,141
Demolation of Old Tamavu-i-wai Bridge FRA 21/13	445,098
Engineers & Specialist Cost	2,361,388
<b>Sub-total</b>	<b>29,236,846</b>
<b>RENEWALS - JETTIES</b>	
Jetty (6) Investigation & Desgin Koro, Makogai, Moala, Nabukeru, Lomaloma and Vunisea 2.	14,863,643
Engineers & Specialist Cost	431,357
<b>Sub-total</b>	<b>15,295,000</b>
<b>NEW CAPITAL (Resilience)</b>	
<b>Coastal Protection Works</b>	
North - Namama Village Naduri, Waikava Savusavu, Holy Cross Taveuni	1,869,900
<b>Resilience</b>	
West - Sigatoka 5.8km (Dreke to Nabaka, Nabaka to Raunitogo), Nadi 2.9km ( Tawatawa Road to start of Seal), Ba 1.9km (Ba Town end to Vadravadra), Tavua 2.9km (Tavua Town to Nadarivatu junction, Nadarivatu slip site, Korovou to Balata, Naocobau to Bureiwai)	1,690,500
<b>VAT</b>	
<b>Sub-total</b>	<b>3,560,400</b>

Table 11 – Detail of 2024 / 2025 Work Programme [Continued]

FIJI ROADS AUTHORITY	
BUDGET 2024 / 2025	
PROJECT NAME	
<b>NEW CAPITAL (Access)</b>	<b>0</b>
<b>Rural Unsealed Roads</b>	
<b>Eastern</b>	
Vunisei-Vacalea (Kadavu) (FRA18/01)	1,380,896
<b>Western</b>	
Nasauvakarua Access Road - Sigatoka - 1.4km	2,300,000
Navadili/Nanau - Rakiraki - 4km	2,300,000
Waidrata - Rakiraki - 2.2km Next FY	1,150,000
FRA 18/57 B - Vagadra	1,725,000
<b>Central</b>	
Rewa Vutia Road and Bridge	12,293,500
<b>Northern - Existing</b>	
Savusavuitaga, Vuiraqilai, Nasealevu - Labasa	362,250
Nasau - Naivaka, Bua	429,525
Nasasa, Nadogo, Valovoni - Saqani	465,750
<b>New Jetty Construction</b>	
Enabling Works -China Aid funded construction of new Jetty @ Vunikura	1,725,000
Engineers & Specialist Cost	765,230
<b>Sub-total</b>	<b>24,897,151</b>
<b>NEW CAPITAL (Community)</b>	
<b>Pedestrian Facilities</b>	
<b>Bus Shelters</b>	1,211,813
<b>Footpaths</b>	6,237,441
<b>Road Upgrades</b>	
Frontage Seal (School, Village etc.) Program	11,606,106
<b>Street Lights / Traffic Signals</b>	
<b>New Streetlights</b>	752,240
<b>New Traffic Signals</b>	2,875,000
<b>Engineers &amp; Specialist Cost</b>	580,554
<b>Sub-total</b>	<b>23,263,154</b>
<b>NEW CAPITAL (Congestion)</b>	
Fletcher road widening - Planning Investigation, Feasibility Study, Detail Design & Survey	1,776,430
Ratu Dovi Road( - Planning Investigation, Feasibility Study, Detail Design & Survey	1,777,431
<b>VAT</b>	
<b>Sub-total</b>	<b>3,553,861</b>

Table 11 – Detail of 2024 / 2025 Work Programme [Continued]

FIJI ROADS AUTHORITY	
BUDGET 2024 / 2025	
PROJECT NAME	
<b>NEW CAPITAL (Tourism)</b>	
<b>Road Corridor Improvement</b>	
West -Laselase to Naroro, Kanaganasau Road, Sigatoka. Naisoso to Lomolomo Bypass, Queens Rd, Nadi. (Total 18.3km)	5,359,000
<b>VAT</b>	
<b>Sub-total</b>	<b>5,359,000</b>
<b>ADB Projects</b>	
<b>Sealed Road Rehabilitation</b>	
<b>Kings Road Rehabilitation</b>	
<b>Section 1 to 14 (Ba to Rakiraki) KRUP A</b>	
Kings Road Rehabilitation	10,928,746
<b>Section 15 (Walotua to Dama) KRUP B</b>	
Kings Road Rehabilitation	9,270,032
<b>Kings Road Construction Supervision Consultant</b>	6,003,784
Reseals retention and escalation estimate	2,000,000
<b>Sub-total</b>	<b>7,392,298</b>
<b>RENEWALS - BRIDGES &amp; CROSSINGS</b>	
Critical Bridge Design & Due Diligence	8,399,448
<b>Sub-total</b>	<b>2,201,616</b>
<b>TOTAL ADB Projects</b>	<b>9,593,914</b>
<b>CAPEX TOTAL</b>	<b>311,759,324</b>
<b>ADB TOTAL</b>	<b>27,008,096</b>
<b>GRAND TOTAL</b>	<b>338,767,420</b>

# FINANCIAL STATEMENT

## COST OF SERVICE STATEMENT

Table 12 – Statement of Cost of Service

Item	2024/2025 Budget \$000's	2025/2026 Forecast \$000's <sup>2</sup>	2023/2024 Forecast \$000's <sup>2</sup>
<b>Operating Expenditure</b>			
FRA MANAGEMENT	\$15,213,203	\$19,543,051	\$20,706,285
<b>Total Operating Costs (VEP)</b>	<b>\$15,213,203</b>	<b>\$19,543,051</b>	<b>\$20,706,285</b>
<b>Capital Expenditure</b>			
MAINTENANCE - ROADS, BRIDGES AND JETTIES	\$104,347,826	\$109,565,217	\$115,043,478
EMERGENCY WORKS	\$6,086,957	\$6,391,304	\$6,710,870
RENEWALS - ROADS AND SERVICES	\$60,869,565	\$63,913,043	\$67,108,695
RENEWALS - BRIDGES	\$25,423,344	\$26,694,511	\$28,029,237
RENEWALS - JETTIES	\$13,300,000	\$13,965,000	\$14,663,250
<b>Renewals sub-total</b>	<b>\$210,027,692</b>	<b>\$220,529,076</b>	<b>\$231,555,530</b>
NEW CAPITAL (Access)	\$21,649,696	\$23,598,169	\$25,722,004
NEW CAPITAL (Community)	\$20,228,829	\$22,049,424	\$24,033,872
NEW CAPITAL (Congestion)	\$3,090,314	\$3,368,442	\$3,671,602
NEW CAPITAL (Resilience)	\$3,096,000	\$3,374,640	\$3,678,358
NEW CAPITAL (Tourism)	\$4,660,000	\$5,079,400	\$5,536,546
TIISPS Local Share	\$8,342,534	\$9,093,362	\$9,911,765
ADB PROJECTS	\$23,485,301	\$25,598,978	\$27,902,886
<b>New Capital sub-total</b>	<b>\$84,552,674</b>	<b>\$92,162,415</b>	<b>\$100,457,032</b>
<b>Total Capital Expenditure (VEP)</b>	<b>\$294,580,366</b>	<b>\$312,691,491</b>	<b>\$332,012,562</b>
<b>Tax</b>			
VAT	\$44,994,352	\$49,835,181	\$52,907,827
<b>Total Tax Provision</b>	<b>\$44,994,352</b>	<b>\$49,835,181</b>	<b>\$52,907,827</b>
<b>Total Expenditure</b>	<b>\$354,787,921</b>	<b>\$382,069,724</b>	<b>\$405,626,674</b>
<b>Income</b>			
Government Grant-OPEX	\$16,020,500	\$22,474,509	\$23,812,227
Government Grant-CAPEX	\$311,759,325	\$330,156,390	\$349,726,128
Loans	\$27,008,096	\$29,438,825	\$32,088,319
<b>Total Income</b>	<b>\$354,787,921</b>	<b>\$382,069,724</b>	<b>\$405,626,674</b>

**Table 13 Cash - Flow Forecast**

Activity Area	1st Quarter (\$)	2nd Quarter (\$)	3rd Quarter (\$)	4th Quarter (\$)	Total (VIP) (\$)
Operations and Work Programme					
FRA MANAGEMENT & OPERATIONS	\$4,289,020	\$3,785,548	\$4,160,384	\$3,785,548	\$16,020,500
MAINTENANCE	\$36,000,000	\$24,000,000	\$36,000,000	\$24,000,001	\$120,000,000
EMERGENCY WORKS	\$1,400,000	\$2,100,000	\$2,100,000	\$1,400,000	\$7,000,000
RENEWALS - ROADS & SERVICES	\$21,000,000	\$14,000,000	\$21,000,000	\$14,000,000	\$70,000,000
RENEWALS - BRIDGES	\$8,168,423	\$9,331,577	\$5,868,423	\$5,868,423	\$29,236,846
RENEWALS - JETTIES	\$5,024,090	\$3,931,588	\$3,902,840	\$2,436,482	\$15,295,000
NEW CAPITAL (Access)	\$4,645,913	\$6,188,830	\$8,191,746	\$5,870,663	\$24,897,150
NEW CAPITAL (Community)	\$5,815,788	\$5,815,788	\$5,815,788	\$5,815,789	\$23,263,154
NEW CAPITAL (Congestion)	\$888,465	\$888,465	\$888,465	\$888,465	\$3,553,861
New Capital (Resilience) Programme	\$890,100	\$890,100	\$890,100	\$890,100	\$3,560,400
NEW CAPITAL (Tourism)	\$1,339,750	\$1,339,750	\$1,339,750	\$1,339,750	\$5,359,000
ADB PROJECT - Local	\$2,398,479	\$2,398,479	\$2,398,479	\$2,398,479	\$9,593,914
ADB PROJECT - Loan	\$6,752,024	\$6,752,024	\$6,752,024	\$6,752,024	\$27,008,096
<b>Total</b>	<b>\$98,612,052</b>	<b>\$81,422,148</b>	<b>\$99,307,999</b>	<b>\$75,445,723</b>	<b>\$354,787,921</b>
Funding					
Local SEG 6 grant	\$4,289,020	\$3,785,548	\$4,160,384	\$3,785,548	\$16,020,500
Local SEG 10 grant	\$85,172,529	\$68,486,098	\$85,997,112	\$62,509,672	\$302,165,412
Loan (ADB/WB Transport Sector Plan)	\$9,150,502	\$9,150,502	\$9,150,502	\$9,150,502	\$36,602,009
<b>Total</b>	<b>\$98,612,052</b>	<b>\$81,422,148</b>	<b>\$99,307,999</b>	<b>\$75,445,723</b>	<b>\$354,787,921</b>

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

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**Table 14 Asset Values**

<b>Asset Categories</b>	<b>Replacement Cost (\$)</b>	<b>Depreciated Replacement Cost (\$)</b>	<b>Accumulated Depreciation (\$)</b>	<b>Annual Depreciation (\$)</b>
<b>Property</b>				
Lands	3,166,152,899.29	\$3,166,159,411	\$0	\$0
Formation	\$5,596,293,032	\$3,069,300,355	\$0	\$0
<b>Sub Total</b>	<b>\$8,762,445,931</b>	<b>\$6,235,459,766</b>	<b>\$0</b>	<b>\$0</b>
<b>Carriageways</b>				
Sealed Pavement Structure	2,316,688,822.85	\$1,516,071,905	800,616,917.95	43,602,270.17
Unsealed Pavement Structure	659,318,153.04	\$366,451,205	292,866,948.01	34,918,843.45
<b>Sub Total</b>	<b>\$2,976,006,976</b>	<b>\$1,882,523,110</b>	<b>\$1,093,483,866</b>	<b>\$78,521,114</b>
<b>Drainage</b>				
Culverts	237,173,022.27	\$92,392,322	144,780,699.84	2,557,271.15
Gullypits	\$45,811,430	\$34,671,464	11,139,965.53	\$564,560
Surface Water Channels	\$233,355,842	\$140,024,664	93,331,178.27	\$2,848,848
<b>Sub Total</b>	<b>\$516,340,294</b>	<b>\$267,088,451</b>	<b>\$249,251,844</b>	<b>\$5,970,680</b>
<b>Other Road Assets</b>				
Footpaths	70,721,407.64	\$37,603,992	33,117,415.50	1,886,469.54
Street Lighting	42,993,712.17	\$30,481,939	12,511,772.95	2,960,299.97
<b>Sub Total</b>	<b>\$113,715,120</b>	<b>\$68,085,931</b>	<b>\$45,629,188</b>	<b>\$4,846,770</b>
<b>Traffic Controls</b>				
Signs (inc Posts)marking	\$79,109,893	\$18,267,082	60,842,811.25	\$2,310,086
Traffic Signals	\$7,606,683	\$3,272,047	4,334,635.55	\$122,144
<b>Sub Total</b>	<b>\$86,716,576</b>	<b>\$21,539,129</b>	<b>\$65,177,447</b>	<b>\$2,432,230</b>
<b>Bridges</b>				
Bridges	582,068,597.56	\$387,669,088	194,399,509.15	5,610,977.08
Bailey Bridges	\$5,939,107	\$2,965,866	2,973,241.22	\$51,085
Crossings	\$40,525,550	\$38,171,478	2,354,072.39	\$40,525,550
<b>Sub Total</b>	<b>\$628,533,255</b>	<b>\$428,806,432</b>	<b>\$199,726,823</b>	<b>\$46,187,612</b>
<b>Other Structures</b>				
Guard Rails	\$24,864,121	\$2,853,827	22,010,293.96	\$994,564
Bus Shelters	\$8,277,737	\$4,949,079	3,328,658.18	\$944,706
Jetties	38,830,098.88	\$23,194,663	15,635,436.06	622,783.34
<b>Sub Total</b>	<b>\$71,971,958</b>	<b>\$30,997,569</b>	<b>\$40,974,388</b>	<b>\$2,562,053</b>
<b>Other</b>				
Motor Vehicles	\$3,672,815	\$1,780,682	1,892,132.75	\$207,584
Plant & Equipment	\$2,014,125	\$939,138	1,074,986.69	\$15,561
Furniture & Fittings	3,343,118.78	\$327,436	3,015,682.31	150,328.32
Buildings	\$8,924,193	\$987,600	7,936,592.16	\$139,203
Work in Progress	\$446,949,142	\$446,949,142	\$0	
<b>Sub Total</b>	<b>\$464,903,393</b>	<b>\$450,983,999</b>	<b>\$13,919,394</b>	<b>\$512,677</b>
<b>Total</b>	<b>\$13,620,633,502</b>	<b>\$9,385,484,388</b>	<b>\$1,708,162,950</b>	<b>\$141,033,135</b>

**Table 15 – Depreciation Provision 2024 / 2025**

Asset Category	Provision 2024/25
<b>Roads</b>	
Carriageways	\$78,521,114
Drainage	\$5,970,680
Other Road Assets	1,886,469.54
Traffic Control	\$2,432,230
Lighting	2,960,299.97
<b>Sub Total</b>	<b>\$91,770,793</b>
<b>Structrures</b>	
Bridges	\$46,187,612
Jetties	\$622,783.34
Other Structures	\$1,939,270
<b>Sub Total</b>	<b>\$48,749,666</b>
<b>Other</b>	
Other Assets	\$512,677
<b>Sub Total</b>	<b>\$512,677</b>
<b>Total</b>	<b>\$141,033,135</b>

**Table 16 – Assets’ Useful Lives**

Asset Categories	Replacement Time (years)	Annual Rate
<b>Carriageways</b>		
<b>First Coat seal and Sealed Basecourse</b>		
Rural	50	2.0%
Urban	70	1.4%
<b>Sealed Surfaces (reseals)</b>		
Asphaltic Concrete	17	5.9%
Chip Seal	15	6.7%
Concrete	25	4.0%
<b>Sealed Sub base</b>		
Rural	N/A	
Urban	70	1.4%
<b>Unsealed Pavement Layers</b>		
Wearing Course	5	20.0%
Sub base	N/A	
<b>Drainage</b>		
Gullypits, culverts and surface water channels	80	1.3%

Table 16 – Assets’ Useful Lives [Continued]

Asset Categories	Replacement Time (years)	Annual Rate
<b>Footpaths</b>		
Sealed	30	3.3%
Unsealed	40	2.5%
<b>Street Lighting</b>		
Pole and bracket	40	2.5%
Light	20	5.0%
<b>Traffic Controls</b>		
Signs	12	8.3%
Posts and Markers	20	5.0%
Markings	1	100.0%
<b>Signals</b>		
Pole	22	4.5%
Controller	23	4.3%
Board and lantern	12	8.3%
Pedestrian Call Box	15	6.7%
<b>Bridges</b>		
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%
<b>Other Structures</b>		
Railings	25	4.0%
<b>Jetties</b>		
Concrete Jetty	50	2.0%
Rock seawall	80	1.3%
<b>Causeway</b>		
Formation	N/A	
Sub base	N/A	
Base course	50	2.0%
Wearing course	5	20.0%
Chip seal	15	6.7%
<b>Other</b>		
Buildings	60	1.7%
Plant	30	3.3%

