



Fiji Roads Authority®



CORPORATE PLAN AND INTENT 2025 - 2026



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Introduction



The Fiji Roads Authority (FRA) was established in 2012 to oversee the effective management and development of Fiji's road network, becoming fully operational on January 1, 2013. The FRA's key responsibilities include upgrading, maintaining, and ensuring the ongoing sustainability of the country's road infrastructure.

Fiji's progress and development are fundamentally linked to the reliability of its infrastructure, which fosters confidence and encourages investment from individuals and businesses alike. Reliability means consistently delivering services without interruption, and infrastructure standards are primarily driven by this need for dependability.

The road network represents one of Fiji's most valuable assets. Over the years, significant investment has been poured into building and maintaining more than 6,334 kilometers of roads, along with approximately 1,388 bridges and jetties. To support Fiji's future growth, two essential priorities must be addressed:

- Enhancing the safety and reliability of the existing road network.
- Expanding the network to accommodate ongoing and future development needs.

At the heart of this infrastructure lies the road network itself, which is vital for enabling the movement of people and goods. Roads connect communities to workplaces, schools, healthcare facilities, and international markets. Without a dependable transport system, these critical connections remain fragile, hampering Fiji's development and prosperity. Ensuring a resilient and expansive road network is essential for building a sustainable future for Fiji.

MESSAGE FROM **CHIEF EXECUTIVE OFFICER**



It is with great pride and optimism that I present the Fiji Roads Authority's (FRA) Corporate Plan for the 2025/2026 financial year. This strategic blueprint reflects our unwavering commitment to transforming Fiji's transportation infrastructure into a resilient, sustainable, and inclusive network that supports the nation's social and economic development.

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 \$387.7 million, \$28 million is dedicated towards capital works, upgrades, and maintenance, while around \$16 million is allocated as operational costs. Looking ahead, our focus remains on delivering targeted investments across Fiji's road and transport infrastructure. We are set

to undertake significant projects that will directly benefit communities and enhance connectivity throughout the islands. Among these, we will prioritize the new sealing and upgrading of community and rural roads, including around \$4.7 million allocated for the tar sealing of the Kavanagasau Road on the East Bank of the Sigatoka River. These upgrades will improve accessibility for remote communities, reduce travel times, and promote economic activity.

In addition to road upgrades, we will continue maintenance of vital infrastructure such as jetties. Planned maintenance will cover key jetties in Koro, Moala, Lomaloma, Vunisea, Nabouwalu, Savusavu, Taveuni, and Rabi, ensuring safe and reliable access for communities dependent on maritime transport. These efforts are crucial for sustaining livelihoods and supporting local economies across the islands.

A major milestone in our infrastructure development is the government's approval for the replacement of four critical bridges at a total estimated cost of approximately US\$200 million. This initiative is supported by concessional and grant financing through the Asian Development Bank (ADB) and the World Bank. The bridges slated for replacement include the Lami Bridge at Suvavou, the Medraukutu Bridge near the Lami Cement Factory, the Sabeto Bridge, and the Viseisei Bridge, which links Nadi and Lautoka.

These replacements will significantly improve safety, reduce congestion, and bolster resilience

against future climate challenges. Throughout the year, we will also focus on upgrading key arterial roads, expanding climate-resilient infrastructure, and integrating innovative engineering solutions. Projects such as the upgrading of vulnerable rural roads and the construction of new bridges will be prioritized to improve connectivity and safety across Fiji's diverse landscape.

Our efforts will be supported by capacity-building initiatives to strengthen our workforce and foster partnerships with local and international stakeholders. We remain committed to engaging communities in the planning and implementation processes to ensure our projects meet local needs and aspirations.

Sustainability and environmental responsibility will continue to guide our work. We aim to incorporate eco-friendly practices, promote the use of local materials, and align with Fiji's broader climate resilience goals.

In summary, the 2025/2026 corporate plan embodies our vision of a modern, resilient, and inclusive transport network that benefits all Fijians. With a clear focus on climate resilience, innovation, and community partnership, we are confident that together, we will build a stronger, safer, and more sustainable Fiji for generations to come.

FRA CEO
Apisai Ketenilagi

CORPORATE INTENT STATEMENT 2025/2026

The Fiji Roads Authority is dedicated to delivering a robust, sustainable, and inclusive transportation network that supports the nation's economic growth and community well-being. Our corporate intent is to strategically prioritize infrastructure projects that enhance connectivity, safety, and resilience across Fiji's diverse landscape.

In pursuit of this vision, we commit to:

01

Invest in critical infrastructure upgrades, including rural and community roads, bridges, and jetties, to improve accessibility, facilitate economic activity, and foster social inclusion.

02

Implement large-scale infrastructure replacements and upgrades, such as the targeted replacement of four major bridges supported by international financing, to ensure long-term safety and resilience against climate challenges.

03

Advance climate-resilient infrastructure development by integrating innovative engineering solutions and environmentally sustainable practices into all projects.

04

Enhance operational efficiency and capacity, fostering partnerships with local communities, stakeholders, and development partners to ensure projects are responsive to local needs and aspirations. Having adequate resources and staff to facilitate road maintenance and upgrades.

05

Prioritize safety, reliability, and maintenance, ensuring that vital transportation links remain functional, safe, and resilient for the benefit of all users.

06

Support capacity-building initiatives to strengthen our workforce's skills and expertise, ensuring high standards of delivery and sustainability.

07

Maintain transparency and accountability in resource management and project execution, aligning with national development priorities and environmental commitments.

Our corporate intent is to build a roading infrastructure that is modern, resilient, and equitable, supporting Fiji's social, economic, and environmental aspirations. Through concerted effort and strategic focus, we aim to deliver tangible benefits to communities and contribute to Fiji's sustainable development for years to come.



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 optimising their Level-of-service and safety within the available budget.



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.



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



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



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



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



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



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

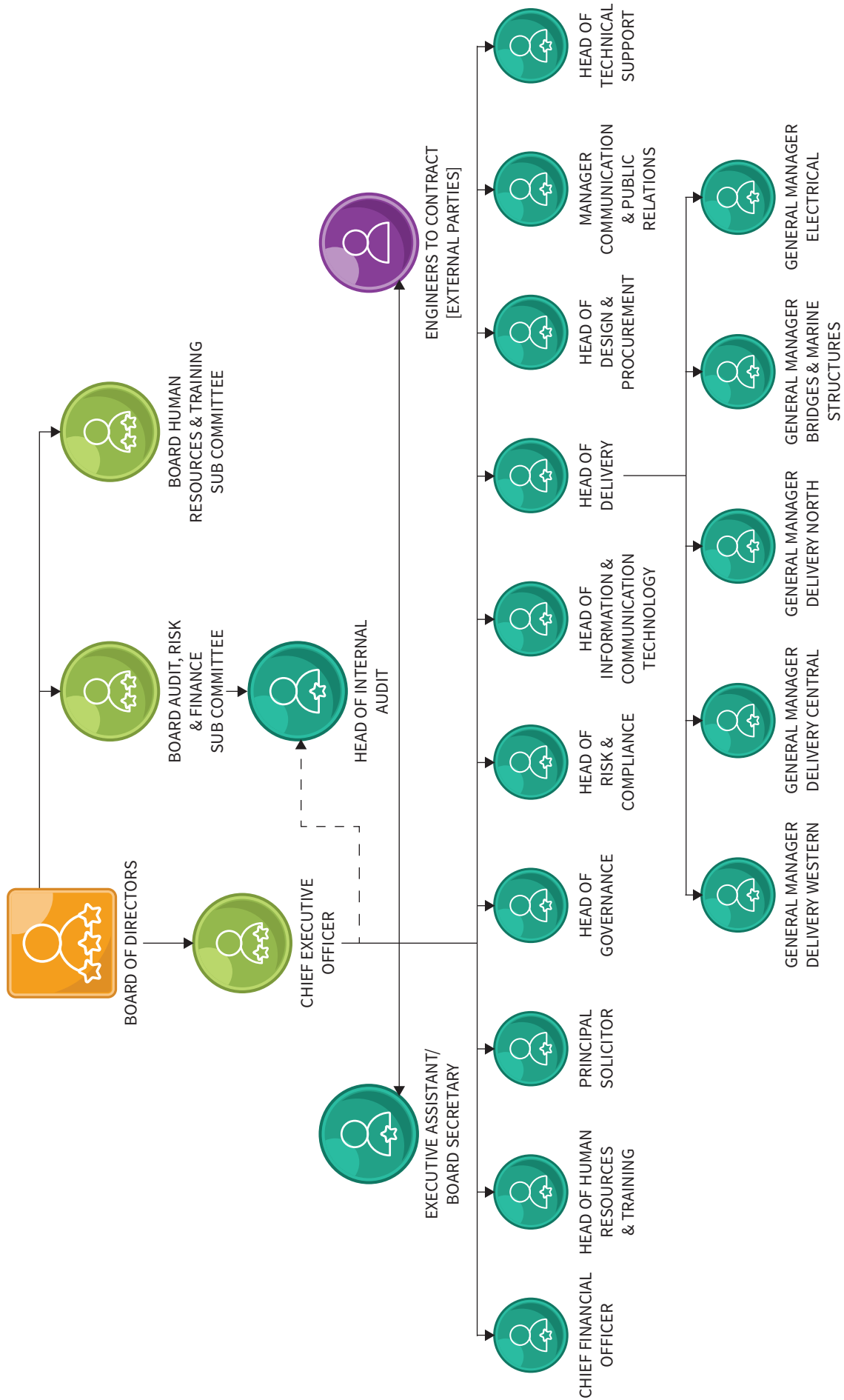
Legislative & Regulatory Responsibilities



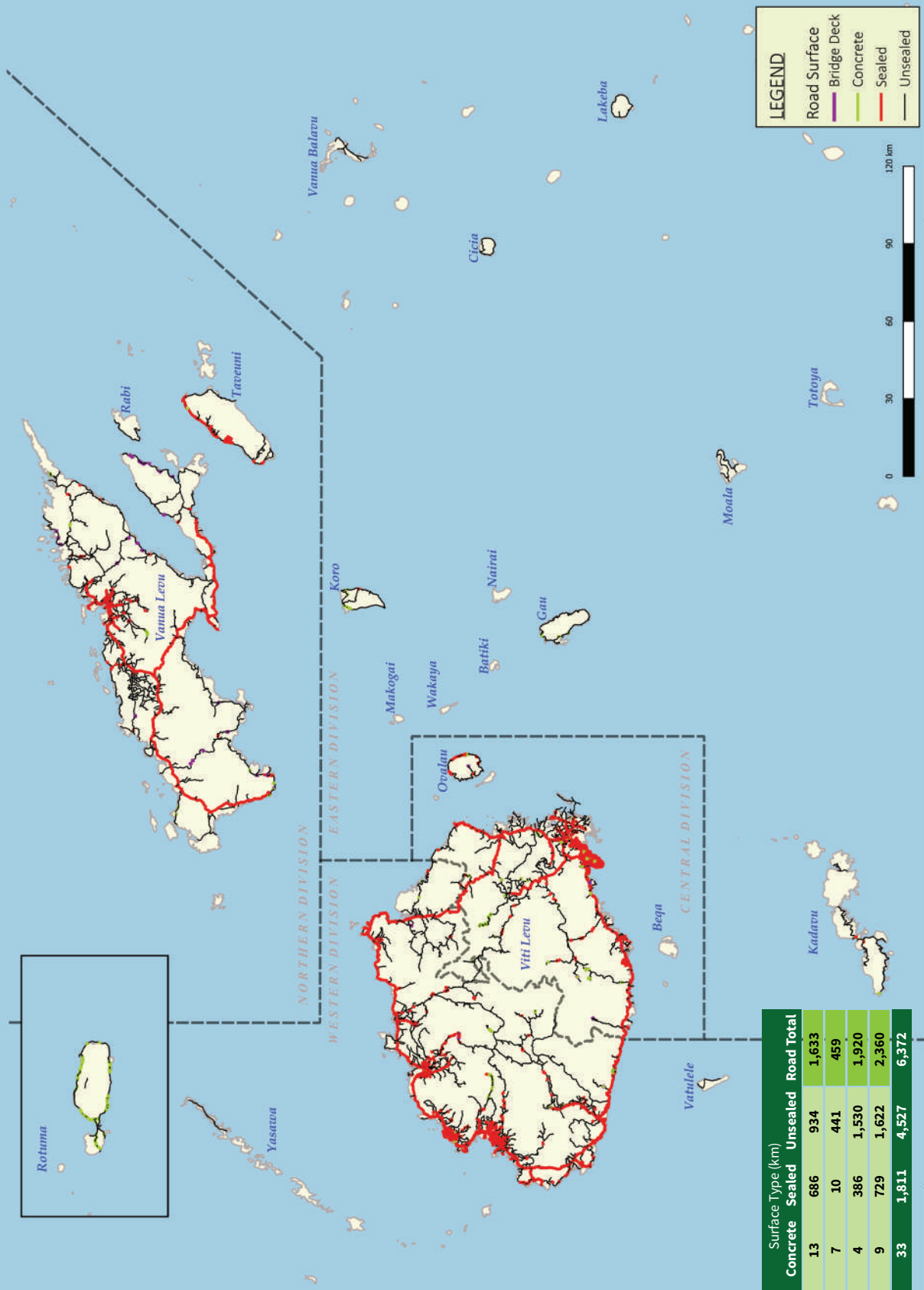
The FRA's primary legislative and regulatory framework is derived from the FRA Act 2012 and the FRA Degree (as amended). In addition, the FRA actively complies with the following legislations:

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.

ORGANISATION STRUCTURE



ASSETS - ROAD NETWORK



Division	Surface Type (km)			Road Total
	Bridge Deck	Concrete	Sealed	
CENTRAL	1	13	686	1,633
EASTERN	7	10	441	459
NORTHERN	4	386	1,530	1,920
WESTERN	9	729	1,622	2,360
Grand Total	1	33	1,811	4,527

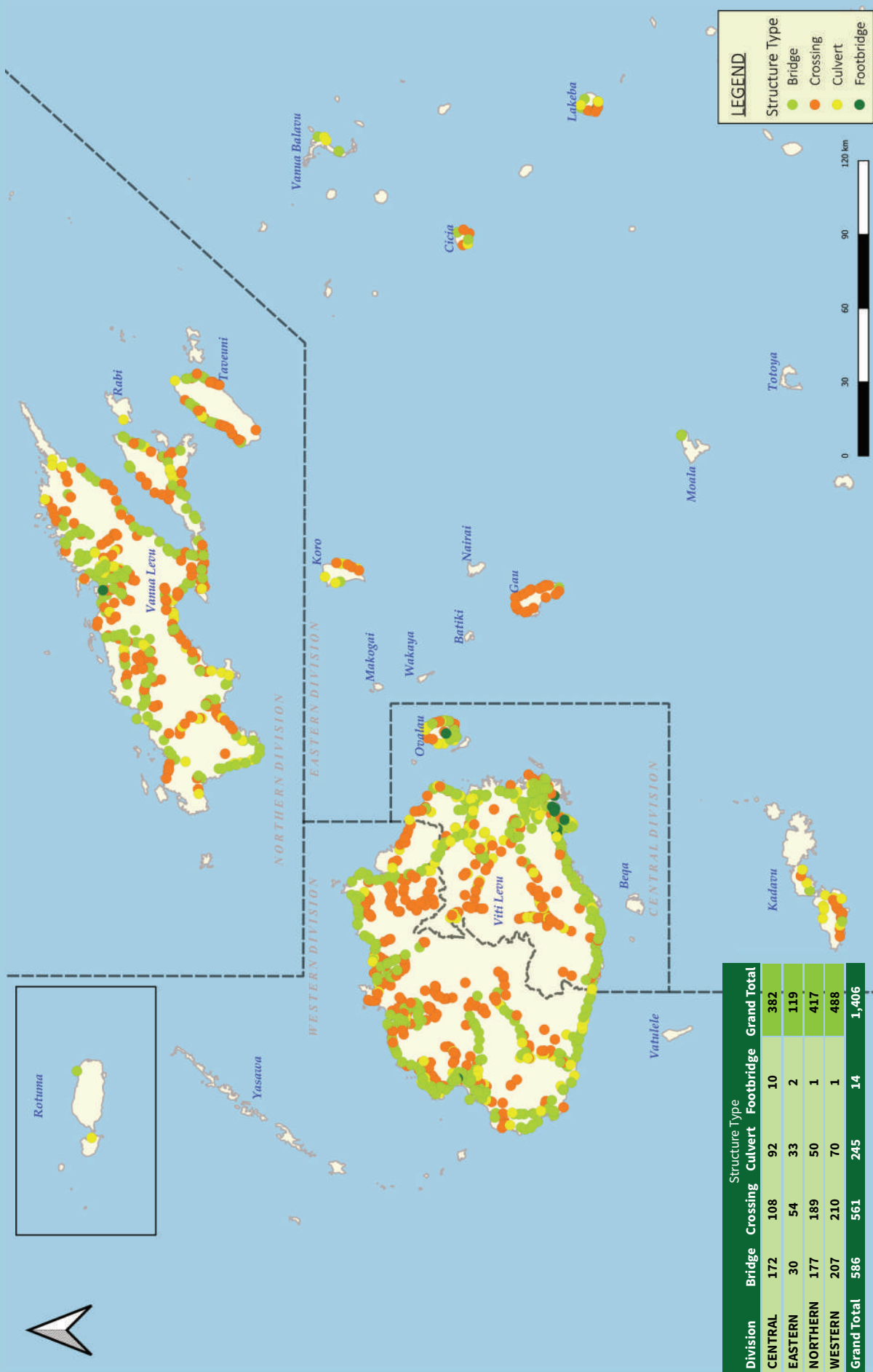


Fiji Roads Authority

FIJI MAP - FIJI ROADS NETWORK

Date: 12/08/2025
 Time: 2:12 pm
 Ref: Fiji Roads Network
 Coordinate System: Fiji 1986 Fiji Map Grid

ASSETS - BRIDGE LOCALITIES



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
Grand Total	586	561	245	14	1,406

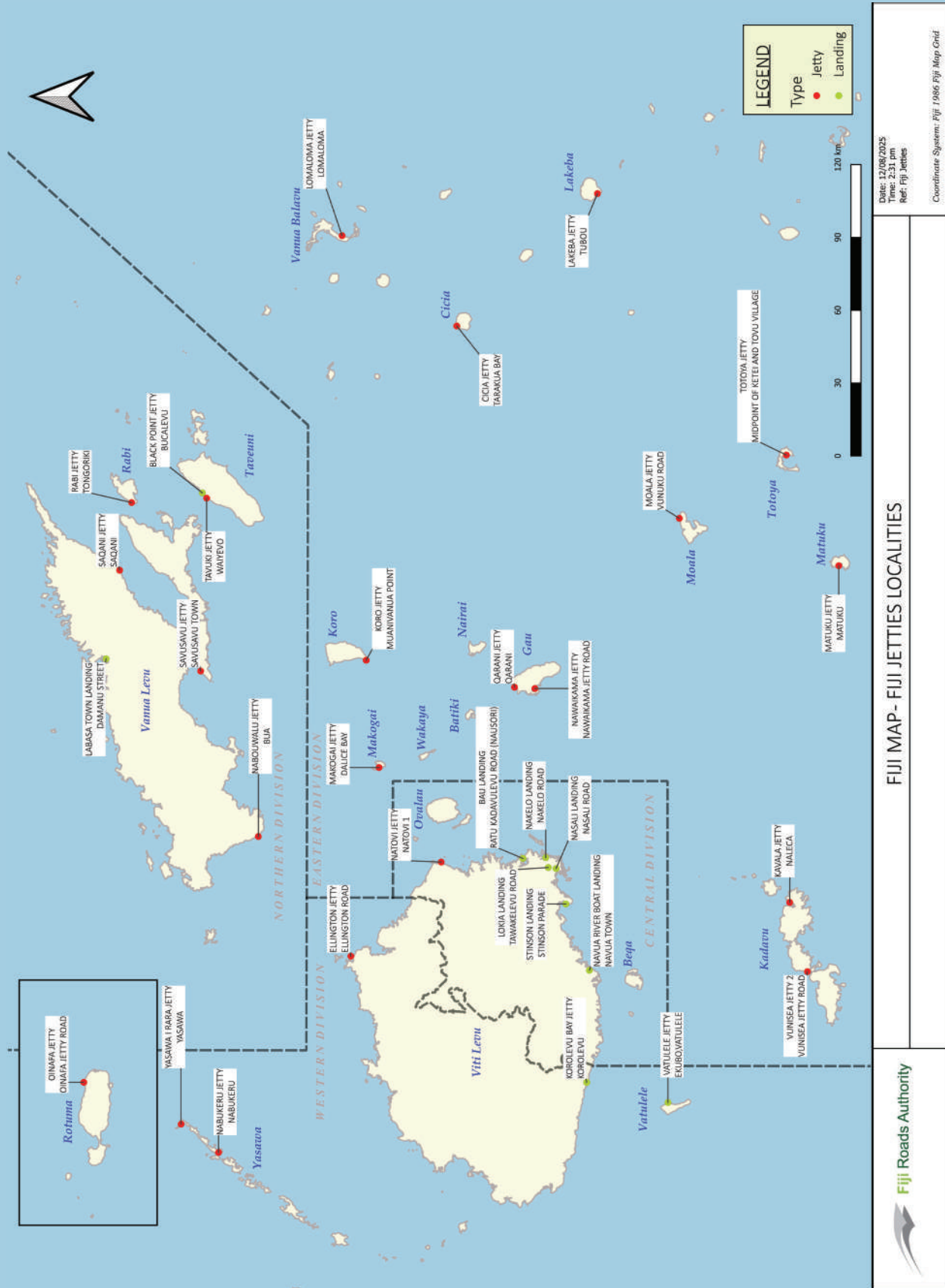


Fiji Roads Authority

FIJI MAP - FIJI BRIDGES LOCALITIES

Date: 12/06/2025
 Time: 2:27 pm
 Ref: Fiji Bridges
 Coordinate System: Fiji 1984 Fiji Map Grid

ASSETS - JETTIES



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.

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:

Safe and efficient transportation:
Ensure the safety and smooth movement of people and goods across Fiji's road network.

SUSTAINABLE INFRASTRUCTURE:



Implement environmentally friendly construction methods and prioritize maintenance to extend the lifespan of existing infrastructure.

COMMUNITY ACCESS:

Improve access to vital services and remote areas through road development.

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.**

SWOT ANALYSIS

STRENGTHS

FRA's outsourced delivery model is in line with best practice.

Government provides FRA with substantial budgetary funding each year.

FRA is exempted from government procedures for procurement and salaries.

FRA receives investment support and technical assistance from development partners.

FRA's new board is committed to addressing FRA's existing problems.

Ability to access technical innovation.

WEAKNESSES

Far fewer engineers and technical specialists than needed to perform essential technical functions.

Non-functioning technical systems.

Lack of objective programming of project works based on needs and returns.

Problems with quality of project preparation and execution.

FRA Act defines its role and activities in broad terms only, no regulations passed

No strategic plan with KPIs to guide activities, budget and HR development, and track performance.

No annual work programme and procurement plan prepared in some years.

Board and management performance affected by changes of board members and CEO (e.g. seven CEOs since 2012) and gaps in engineering expertise on the board.

HR management issues.

Staff capacity building process.

Lack of a well-defined career path for staff.

Lack of attention given to development of Fijian contractors and consultants

SWOT ANALYSIS

OPPORTUNITIES

Develop 5-year strategic plan with sound KPIs to restore FRA's functions and strengthen its performance.

Expand FRA's delivery capacity by filling the many vacancies for engineers and using consultants for detailed technical tasks.

Build back non-functioning systems to support improved performance e.g. RAM system.

Address HR issues and build a positive work culture.

Develop capacity, knowledge and capability at all levels
Establish a capacity building programme with a strong engineering focus.

Implement a plan to attract and retain more Fijian engineers and road sector professionals and gradually replace expatriate positions with Fijians.

Prepare a national study, policy proposals and a costed programme to improve rural access.

Upgrade IT system (underway) and utilise new IT tools.

Empower resource owners (e.g. aggregate suppliers).

Enhance cooperation with development partners (ADB, AIFFP, World Bank)

THREATS

Condition of most roads, bridges and jetties is not known.

Damage to roads due to vehicle overloading.

Congestion due to increasing car ownership and additional traffic generated by new developments.

Risk of budget cuts if fiscal conditions are difficult.

Weather emergencies.

Pandemics.

Adverse changes in prices of road construction inputs.

Climate-change leading to increased risk of flooding during rainy season.

Attractive job opportunities for engineers and other professionals in New Zealand and Australia.

Private sector competition for staff.

Lack of support and cooperation from resource owners and the public.

FIJI NATIONAL DEVELOPMENT PLAN VS FRA STRATEGIC PLAN

DETAILS	FRA – STRATEGIC PLAN 2024/25 – 2028/29	FIJI NATIONAL DEVELOPMENT PLAN 2025 – 2029 AND VISION 2050
Roads	Total: 6,334km (Unsealed – 4,544km + Sealed – 1,790km)	7,659,868km*
Bridges	1,388	1,389
Jetties	32	48
Assets Value	Nearly \$11 billion	\$11 billion
Goals	<ol style="list-style-type: none"> 1. FRA transformed into a result focused organization that manages and develops the road, bridges and jetty networks to optimize measured outcome for road users and the general public, with asset management as its core business. 2. FRA has the core technical expertise needed to deliver its function. 3. Core technical systems in place for efficient delivery of FRA’s function. 4. FRA is stable, well-governed, high performance road institution that continuously develops its staff and network of outsourced service providers. 5. Fijian contractors and consultants play a greater role in FRA’s work and generally perform well. 	<p>An integrated, ecofriendly, safe, accessible and efficient transportation system:</p> <ol style="list-style-type: none"> 1. Ensure adequate maintenance of infrastructure asset – review the current model to achieve cost savings. 2. Improve access to safe, efficient, affordable and environmentally sustainable transportation service and infrastructure – effectiveness of road safety. 3. Reduce reliance on imported fossil fuels and gradually decarbonize the transport sector.
KPI linked to the Goals	<p>Goal 1:</p> <ol style="list-style-type: none"> 1. Align FRA’s org structure, operational activities, staffing and budget with its outsourced delivery mode and strategic plan priorities. 2. Continuously monitor performance, learn from implementation and identify and address implementation problems. <p>Goal 2:</p> <ol style="list-style-type: none"> 1. Develop and accelerated programme for recruitment of engineers and road sector professionals. 2. Improve staff retention by restoring lapsed HR management systems and making FRA an attractive place to work and have a career. 3. Continuously build staff expertise and knowledge by providing a well-funded capacity building and training programme with a strong technical focus aligned with the directions of the strategic plan. 	<ol style="list-style-type: none"> 1. Internal roughness index (RI) Extend (km) 2. New jetties 3. New airstrips 4. Final energy consumption by the transport sector 5. Retrofitting of existing government vessels to be energy efficient vessels 6. Electric vehicles with government fleet 7. Electric vehicle charging infrastructure 8. Travel time during peak hours for busy corridors 9. Fatalities on roads.

DETAILS	FRA – STRATEGIC PLAN 2024/25 – 2028/29	FIJI NATIONAL DEVELOPMENT PLAN 2025 – 2029 AND VISION 2050
	<p>4. Establish a systematic approach to supplementing staff resources by using consultants for detailed technical tasks in accordance with FRA’s outsourced delivery model.</p> <p>Goal 3:</p> <ol style="list-style-type: none"> 1. Establish regular national traffic counts and road condition survey to provide basic data for monitoring, planning, managing and developing the road network. 2. Re-establish RAM system and database and use for selection of all resealing and rehabilitation works based on expected economic returns. 3. Introduce improved approach to preventive maintenance contracting and supervision that incentives frequent inspection visits by the contractor to ensure drainage is clear of obstructions and repair of potholes and minor defects soon after they appear. 4. Establish system for conducting regular bridge and jetty condition surveys and inspections. 5. Similar to other road authorities, establish system for preparing new project works, including screening of project proposals, assessing technical and economic feasibility, conducting technical surveys, preparing designs, road safety audit of all road projects and examining and mitigating environmental, social and other impacts. 6. All civil works procurement and contract management supported by at least one experienced engineer. 7. Provide adequate supervision of all project works. 8. Establish a systematic approach to emergency works that optimizes preparedness by scheduling routine and preventive maintenance of vulnerable road sections prior to rainy season and gradually reduces the scale of annual emergency works by designing economically feasible solutions for road sections prone to outage and flooding and at risk due to climate change. 	

DETAILS	FRA – STRATEGIC PLAN 2024/25 – 2028/29	FIJI NATIONAL DEVELOPMENT PLAN 2025 – 2029 AND VISION 2050
	<p>9. Develop FRA’s GIS portal as centralized repository of technical data on the road network including survey data, project plans and masterplans.</p> <p>10. Argument existing laboratory services to support project development work and contract management.</p> <p>11. Establish technical quality assurance system for the dual purposes of ensuring the technical completeness, quality and feasibility of projects proposals and creating a new mechanism for FRA operational staff to regularly exchange technical knowledge and ideas.</p> <p>Goal 4:</p> <ol style="list-style-type: none"> 1. Prepare updated regulation and FRA internal policy and procedure on performance of its technical functions. 2. Address limitation in FRA governance practices. 3. Equip FRA with the IT facilities staff need to perform efficiently and effectively. 4. Prepare a comprehensive overhaul of FRA’s operations manual to instruct staff on how to perform FRA’s main function and work processes. 5. Transform FRA’s organizational culture to emphasize results delivery, technical excellence, collaboration, and continuous learning, attaching high value to the staff and their advancement. 6. As in the case of other statutory bodies (e.g WAF), MWTPS to establish director-level staff position to support the minister in overseeing and regulating FRA. 7. FRA will expand outreach and visibility to share information with its stakeholders and the general public and increase its visibility and engagement. 	

DETAILS	FRA – STRATEGIC PLAN 2024/25 – 2028/29	FIJI NATIONAL DEVELOPMENT PLAN 2025 – 2029 AND VISION 2050
	<p>Goal 5:</p> <ol style="list-style-type: none"> 1. Jointly with the road contracting and engineering consulting industries and other key FRA stakeholders , establish a new road sector partnership forum (RSPF) to meet twice-yearly to exchange information on the forward pipeline and related tender requirements and to engage in dialogue with on the road sector development and advancement of Fijian contractors and consultants. 2. Implement a strategy to use FRA domestically-funded road networks-particularly resealing and renewals-to expand the role of Fijian contractors and consultants in FRA’s work. 3. Introduce tender provisions to encourage increased use of Fijian contractors and consultants in FRA’s work without compromising delivery. 	
<p>Challenges</p>	<ol style="list-style-type: none"> 1. Condition of most roads, bridges and jetties is not known. 2. Damage to roads due to vehicle overloading. 3. Congestion due to increasing car ownership and additional traffic generated by new developments. 4. Risk of budget cuts if fiscal conditions are difficult. 5. Weather emergencies. 6. Pandemics. 7. Adverse changes in prices of road construction inputs. 8. Climate-change leading to increased risk of flooding during rainy season. 9. Attractive job opportunities for engineers and other professionals in New Zealand and Australia. 10. Private sector competition for staff. 11. Lack of support and cooperation from resource owners and the public. 	<ol style="list-style-type: none"> 1. Maintaining existing transport infrastructure and asset. 2. Lack of maintenance resulted in the gradual deterioration of asset. 3. Road infrastructure lead to increase in congestion and longer travel time particularly in major urban and peri-urban areas. 4. Increase in incidence of accidents and fatalities.

FRA PROJECT KPI'S FY 2025/2026 AND MONITORING STRATEGIES

GOAL: AN INTEGRATED, ECO-FRIENDLY, SAFE, ACCESSIBLE AND EFFICIENT TRANSPORTATION SYSTEM

NATIONAL POLICIES	NATIONAL STRATEGIES	FRA STRATEGIES	KPI	BUDGET	PROGRESS & TIMELINES
Ensure adequate maintenance of infrastructure assets	LAND TRANSPORT				
	Review the current model of contracting for road maintenance to achieve cost savings for the construction.	New Road Maintenance Contract	12 Contracts	\$118,997,850	New Maintenance Contract for Northern and Western Divisions (12 Zones) rolled out by 31 December 2025
	Review of the Structures Maintenance Contract Model.	New Structures Maintenance Contract	4 Contracts		New Bridge and Jetties Maintenance Contract for the 4 Divisions out by 31 December 2025
	Review of Procurement and Financial Procedures.	Internal Review Process	1 Policy	N/A	Update procurement and Financial processes implemented by 31 August 2025.
	MARITIME TRANSPORT				
	Continue investment in outer island jetties and bridges programmes.	Renewal Jetties	2 Jetties	\$12,000,000	Carry out Maintenance on 2 Jetties by 31 July 2026
	NEW JETTIES				
Seawalls/ Riverbanks maintained.	New Jetty Maintenance Contract	7 Sites	\$1,100,000	7 by 31 July 2026	

GOAL: AN INTEGRATED, ECO-FRIENDLY, SAFE, ACCESSIBLE AND EFFICIENT TRANSPORTATION SYSTEM

Improve access to safe, efficient, affordable, and environmentally sustainable transportation services and infrastructure	Establish a Transport Master Plan for Fiji	Stakeholder Engagement	2	N/A	Conduct 2 consultations by 31 July 2026
		Planning and Design	4	N/A	Complete Review and Planning by 31 July 2026
	New Capital Congestion	Greater Suva Transportation Strategy. Nadi Master Plan	2	\$1,500,000	Complete Design of Fletcher Road and Ratudovi Rd, Widening by 31 July 2026.
		Labasa Bypass Plan Nausori Bypass Plan	1	\$1,000,000	Conduct Nationwide traffic Count and Monitoring System/Safety Audit by 30 June 2026
	Construction of New Roads	New Capital Access	100km	\$27,602,174	Km of New Roads by 31 July 2026
	Road Upgrade from Unsealed to Sealed.	New Capital Resilience, New Capital Tourism	42km	\$23,335,705	Km of roads upgraded to sealed by 31 July 2026
	Construct New Bridges.	Renewal - Bridges and Crossings	10 Sites	\$70,531,486	Commence Construction of Bridges by 31 July 2026
	Construct New Crossings	Renewal - Bridges and Crossings	25 Sites	\$6,697,864	Commence Construction of Crossings by 31 July 2027
	Construct New Jetties.	Renewal Jetties.	4 Sites	\$12,000,000	Commence Construction of New Jetties by 31 July 2026
	Construct New Seawalls	New Capital Resilience	7 Sites	\$3,500,000	Commence construction of Seawalls at nominated sites by 31 July 2026
	Widen and Extend Existing Roads	New Capital Congestion	2.7 Km	\$4,000,000	Commence Construction of Ratu Sukuna Road Widening by 31 August 2025
			0.7 Km	\$1,000,000	Complete Extension St Bypass by 31 July 2026

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.

NO.	RISK NO.	RISK	OWNER
1	R001	Inadequate change management relating to project and programme delivery (including insufficient budget funding for required works and materials availability)	Chief Executive Officer, Chief Financial Officer, Divisional Delivery GMs and Head of Technical Support
DESCRIPTION			
<p>Inadequate business processes, resourcing, and IT systems resulting from the implementation of change initiatives or programme delivery including major projects. The consequences of this risk event may include reputation damage or financial loss as a result of weaknesses in the control environment and non-compliance with regulatory requirements.</p> <p>This risk includes instances of:</p> <ul style="list-style-type: none"> • Failure to implement Project Management Framework. • Non-adherence to Multilateral Funding Requirements. • Risk of project failures, errors, or frauds due to inadequate end-to-end planning & testing. • Unavailability of competent contractors in the market. • Contractor fails to submit full delivery programme. • Contractor fails to submit performance security or bank guarantee in FRA's approved conditions. • Contractor fails to address environmental-related matters (e.g., removal of asbestos from the work site, river gravel extraction approval, waste material disposal, etc.). • Loss of original performance security or bank guarantee. • Bank denies to encash security bonds. • Delay in contract execution. • Inadequate or failure to submit designs in a timely manner resulting in programme delays and cost escalation claims. • Failures in the transition of projects into BAU, e.g., no long-term maintenance and development plan for the road maintenance network. • Failure to close project, i.e., performance certificate issued without signed copies of as-built submission • Insufficient funding from the government. • Required materials not available for roadworks • Land acquisition not completed and project being executed • Planned roadworks aren't completed to the intended scope & standard. • Risk of errors due to the volume and complexity of change initiatives, e.g., utilities' services' location not known, utilities' use of the road reserve in an uncontrolled way, unauthorized encroachments on the road reserve, land purchase for road/utilities' relocation delays, etc. • Programme delays due to adverse weather conditions or required environmental approvals not provided on time • Lack of resources with the appropriate skills and experience • Changed in political direction • Acceptance of substandard road conditions 			
MITIGATION AND TREATMENT PLANS			
<p>Mitigations</p> <ul style="list-style-type: none"> • Documented Operational Manual for Core Business Processes • Delivery Programme • Annual Procurement Plan • Government stakeholder consultation for the Annual Public Sector Investment Project (PSIP) • Corporate Plan and Statement of Corporate Intent • Board and Ministry of Economy assent for Additional Funding (Over Expenditure) • Project Risk and Control Profile Registers • Work Site Monitoring and Inspections • Project Progress Reporting • Contract Closure Report 		<p>Treatments</p> <ul style="list-style-type: none"> • Updating of the Asset Management Plan • Enterprise Resource Planning Implementation • Strategic Plan for FRA 	
IMPACT			
<ul style="list-style-type: none"> • FRA not able to deliver work programme • Contractors unable to fulfill contract requirements • Projects not completed on time • Budget reallocated to other ministries • Road users inconvenienced • Funds have to be diverted—other jobs delayed. • Interruption to levels of service • Disputes about whose fault it is • Ongoing disputes about the quality of the repair work • Work Programme not delivered • Projects not completed to time, cost, and quality requirements • Levels of service not delivered in a consistent way • Disqualification from multilateral funding facility 			

NO.	RISK NO.	RISK	OWNER		
2	R003	Damage to physical assets	Chief Executive Officer, Chief Financial Officer, Divisional Delivery GM's and Head of Technical Support		
DESCRIPTION					
<p>Damages to roads, bridges, and jetties as a result of a natural disaster or other events or acts carried out by an external party.</p> <p>This risk includes instances of:</p> <ul style="list-style-type: none"> ● Damages to road infrastructure assets due to natural disasters, e.g., road slip or blocked by fallen trees, power poles, or landslide ● Physical asset failure (bridges/jetties damaged or washed away) ● Damage to roads by heavy vehicles (e.g., forestry, cane, and mining trucks and construction vehicles) ● Road Slips ● Damage to FRA roads and assets due to driver negligence accidents ● Unclear legislation on vehicle loading capacity ● Transportation of heavy objects that are in excess of legal load ● Property or infrastructure damage ● Losses from external sources (e.g., vandalism on road sign boards) ● Physical asset failure (bridges/jetties damaged or washed away) ● FRA Vehicle Accidents ● Loss of FRA Assets ● Reoccurrence of slip failure due to design defects 					
MITIGATION AND TREATMENT PLANS					
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Mitigations</p> <ul style="list-style-type: none"> ● Asset Management Plan (AMP) ● Road Asset Maintenance Management System (RAMM) ● Geographical Information System in place ● Asset Record Management ● Delivery Programme ● Rehabilitation and Resealing of Existing Infrastructure ● Code of Practice for Utility Operators ● Emergency Procedures Manual ● Structural Monitoring and Assessments ● Heavy Vehicle Weight Determination Approval </td> <td style="width: 50%; vertical-align: top;"> <p>Treatments</p> <ul style="list-style-type: none"> ● Updating of the Asset Management Plan ● Enterprise Resource Planning Implementation ● Strategic Plan for FRA </td> </tr> </table>				<p>Mitigations</p> <ul style="list-style-type: none"> ● Asset Management Plan (AMP) ● Road Asset Maintenance Management System (RAMM) ● Geographical Information System in place ● Asset Record Management ● Delivery Programme ● Rehabilitation and Resealing of Existing Infrastructure ● Code of Practice for Utility Operators ● Emergency Procedures Manual ● Structural Monitoring and Assessments ● Heavy Vehicle Weight Determination Approval 	<p>Treatments</p> <ul style="list-style-type: none"> ● Updating of the Asset Management Plan ● Enterprise Resource Planning Implementation ● Strategic Plan for FRA
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IMPACT					
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NO.	RISK NO.	RISK	OWNER		
3	R004	Business disruption (due to critical asset failure, extreme weather patterns, global pandemics, or civil unrest)	Chief Executive Officer, Head of Departments and Divisional Delivery GM's		
DESCRIPTION					
<p>Unplanned business disruption as a result of a localized physical event, resulting in an inability to carry out normal operations. Occurrence of this risk event may result in invocation of business continuity procedures.</p> <p>This risk 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 response/recovery plan ● An unforeseen risk event occurs, e.g., bridge failure, road slip, or landslide. ● Failure to implement an emergency response team, hence creating stakeholder issues ● Failure to address infrastructure damages in a timely manner, which leads to economic impact. ● Remediation costs, staff overtime costs, and compensation to contractors ● Prolonged weather conditions ● Civil Unrest ● Economic depression 					
MITIGATION AND TREATMENT PLANS					
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> Mitigations <ul style="list-style-type: none"> ● Documented Operational Manual for Core Business Processes ● Business Continuity Policy and Test Plan ● Disaster Recovery Plan- Emergency Procedures Manual ● Asset Management Plan (AMP) ● Structural Monitoring and Assessments ● Critical Bridge Delivery Plan ● Back Up Utilities in All Depots (Generator and Water Tank) </td> <td style="width: 50%; vertical-align: top;"> Treatments <ul style="list-style-type: none"> ● Completion of Business Continuity Test and endorsement of Policy & Plan ● Completion & Endorsement of DRP ● Enterprise Resource Planning Implementation </td> </tr> </table>				Mitigations <ul style="list-style-type: none"> ● Documented Operational Manual for Core Business Processes ● Business Continuity Policy and Test Plan ● Disaster Recovery Plan- Emergency Procedures Manual ● Asset Management Plan (AMP) ● Structural Monitoring and Assessments ● Critical Bridge Delivery Plan ● Back Up Utilities in All Depots (Generator and Water Tank) 	Treatments <ul style="list-style-type: none"> ● Completion of Business Continuity Test and endorsement of Policy & Plan ● Completion & Endorsement of DRP ● Enterprise Resource Planning Implementation
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NO.	RISK NO.	RISK	OWNER		
4	R006	Failure of critical systems and IT infrastructure.	Chief Executive Officer and Head of ICT		
DESCRIPTION					
<p>Instability, poor performance, outages, or failure of systems or infrastructure preventing the business from meeting its requirements.</p> <p>This risk includes instances of:</p> <ul style="list-style-type: none"> ● Hardware Failures ● Software Failures ● IT Network/Server Failures ● Telecommunications Failures ● Utility outage/disruptions (FEA and Internet) ● Delivery failures of external IT vendors <p>This risk covers the business impacts of disruptions due to the failure, unavailability, or poor performance of systems and IT infrastructure.</p>					
MITIGATION AND TREATMENT PLANS					
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Mitigations</p> <ul style="list-style-type: none"> ● Disaster Recovery Plan ● ICT Policy in Place ● Data Backup ● Server Capacity Monitoring ● Stakeholder Approval on System Change Request ● Utility power supplier installed & maintained ● Redundancy Server ● Secondary Comms ● System Access Review and Controls </td> <td style="width: 50%; vertical-align: top;"> <p>Treatments</p> <ul style="list-style-type: none"> ● Completion & Endorsement of DRP ● Review of ICT Policy </td> </tr> </table>				<p>Mitigations</p> <ul style="list-style-type: none"> ● Disaster Recovery Plan ● ICT Policy in Place ● Data Backup ● Server Capacity Monitoring ● Stakeholder Approval on System Change Request ● Utility power supplier installed & maintained ● Redundancy Server ● Secondary Comms ● System Access Review and Controls 	<p>Treatments</p> <ul style="list-style-type: none"> ● Completion & Endorsement of DRP ● Review of ICT Policy
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NO.	RISK NO.	RISK	OWNER				
5	R005	Inadequate contractor, vendor & supplier management.	Chief Executive Officer, Chief Financial Officer, Divisional Delivery GM's and Head of Technical Support				
DESCRIPTION							
<p>Inadequate due diligence, tender, contract approval, and monitoring processes or service expectations/agreements with contractors, vendors, and external suppliers.</p> <p>This risk includes instances of:</p> <ul style="list-style-type: none"> ● Systemic contractor poor performance ● Lack of understanding over contractual terms and conditions ● Inadequacy around the tender evaluation and review process ● Poor contract management processes ● Poor contractor, vendor, or supplier selection ● Contractor concentration issues, i.e., too many contractors in a geographic region/overreliance on a single contractor ● Poor setup of supplier or alliance contracts ● Contractor/vendor sustainability ● Unavailability of competent contractors in the market ● Inadequate procurement processes and non-adherence to tender requirements ● Failure to address contractor claims in a timely manner (e.g., overbilling, falsified claims, etc.) ● Contractual disputes not addressed ● Untimely contractual termination ● Unjustified variation claims ● Unexpected price hike from contractors due to lack of competition 							
MITIGATION AND TREATMENT PLANS							
<table border="0" style="width: 100%;"> <thead> <tr> <th data-bbox="75 925 794 969">Mitigations</th> <th data-bbox="794 925 1517 969">Treatments</th> </tr> </thead> <tbody> <tr> <td data-bbox="75 969 794 1417"> <ul style="list-style-type: none"> ● Documented Operational Manual for Core Business Processes ● Annual Procurement Plan ● Contractor Due Diligence ● All FRA contracts are aligned to FIDIC. ● Contracts are in place for all suppliers, contractors, and consultants pertaining to outsourced work with specified conditions. ● Performance Security in Lieu of Bank Guarantee in place for all Major Contracts ● Contractor Profiling Register ● Monthly Contractor Performance Reporting ● Project Summary Sheet ● Contractor Blacklisting Register </td> <td data-bbox="794 969 1517 1417"> <ul style="list-style-type: none"> ● None </td> </tr> </tbody> </table>				Mitigations	Treatments	<ul style="list-style-type: none"> ● Documented Operational Manual for Core Business Processes ● Annual Procurement Plan ● Contractor Due Diligence ● All FRA contracts are aligned to FIDIC. ● Contracts are in place for all suppliers, contractors, and consultants pertaining to outsourced work with specified conditions. ● Performance Security in Lieu of Bank Guarantee in place for all Major Contracts ● Contractor Profiling Register ● Monthly Contractor Performance Reporting ● Project Summary Sheet ● Contractor Blacklisting Register 	<ul style="list-style-type: none"> ● None
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NO.	RISK NO.	RISK	OWNER		
6	R012	Inaccurate advice to stakeholders or inadequate management of customer complaints.	Chief Executive Officer, Communications Officer, Divisional Delivery GM's & Team Leader Customer Services		
DESCRIPTION					
<p>Incomplete, inadequate, or inaccurate 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 risk includes instances of:</p> <ul style="list-style-type: none"> ● Unreasonable (or unrealistic) stakeholder expectations ● Inadequacy around managing stakeholder/customer complaints ● TIA reviews are not finalized in a specified timeframe. 					
MITIGATION AND TREATMENT PLANS					
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> Mitigations <ul style="list-style-type: none"> ● SR Statistic Reports (Weekly and Monthly) ● Delivery Programme ● Annual Procurement Plan ● Regular Updates of FRA's Web Page ● All media releases are subject to the CEO's approval. ● Project Coordination and Planning Committee with Utilities ● Code of Practice for Utility Operators </td> <td style="width: 50%; vertical-align: top;"> Treatments <ul style="list-style-type: none"> ● None </td> </tr> </table>				Mitigations <ul style="list-style-type: none"> ● SR Statistic Reports (Weekly and Monthly) ● Delivery Programme ● Annual Procurement Plan ● Regular Updates of FRA's Web Page ● All media releases are subject to the CEO's approval. ● Project Coordination and Planning Committee with Utilities ● Code of Practice for Utility Operators 	Treatments <ul style="list-style-type: none"> ● None
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IMPACT					
<ul style="list-style-type: none"> ● Unplanned utility outages. 					

NO.	RISK NO.	RISK	OWNER		
7	R009	Inappropriate people management.	Chief Executive Officer, Head of Departments and Divisional Delivery GM's		
DESCRIPTION					
<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 loss through compensation payments, litigation costs, and/or regulator fines.</p> <p>This risk includes 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 skilled personnel ● Harassment ● Terminations, including tribunals ● Industrial activity, including downtime costs associated with a general strike by staff 					
MITIGATION AND TREATMENT PLANS					
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NO.	RISK NO.	RISK	OWNER		
8	R017	Inadequate employee, customer, and worksite health, safety, & security.	Chief Executive Officer, Head of Departments and Divisional Delivery GM's.		
DESCRIPTION					
<p>Non-compliance with Occupational Health and Safety (OH&S) regulations and physical security requirements resulting in compensation payments, litigation costs, and/or regulatory fines.</p> <p>This risk includes issues relating to:</p> <ul style="list-style-type: none"> ● Inadequate OH&S measures to prevent the injury of staff or contractors' staff in the provision of a working or business environment ● Work site hazards are inappropriately handled. ● Inadequate security protection measures in place for commercial buildings and operations centers ● Staff assaulted on project worksite or on FRA network ● Public liability claims, resulting in public compensation claims due to negligence or personal injury ● Employee liability claims, resulting in employee compensation claims due to negligence or personal injury ● No proper procedures around handling and removal of asbestos 					
MITIGATION AND TREATMENT PLANS					
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Mitigations</p> <ul style="list-style-type: none"> ● Staff Manual ● OHS Committee in place ● Health and Safety Compliance Checking ● Evacuation Plan and Half-Yearly Drills ● Fire Equipment Servicing ● Visitor register in place ● Incident Management and Reporting ● Site Hazard Register ● Plan Network Inspection Travel with a minimum of 2 staff. </td> <td style="width: 50%; vertical-align: top;"> <p>Treatments</p> <ul style="list-style-type: none"> ● Dash cam installed in all FRA vehicles. </td> </tr> </table>				<p>Mitigations</p> <ul style="list-style-type: none"> ● Staff Manual ● OHS Committee in place ● Health and Safety Compliance Checking ● Evacuation Plan and Half-Yearly Drills ● Fire Equipment Servicing ● Visitor register in place ● Incident Management and Reporting ● Site Hazard Register ● Plan Network Inspection Travel with a minimum of 2 staff. 	<p>Treatments</p> <ul style="list-style-type: none"> ● Dash cam installed in all FRA vehicles.
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NO.	RISK NO.	RISK	OWNER		
9	R010	Inadequate design, delivery, and maintenance (including design risks from climate change).	Chief Executive Officer, Divisional Delivery GM's and Head of Technical Support.		
DESCRIPTION					
<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 roads ● 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 ● Climate change impact/climate change risk on infrastructure/projects not 'climate-proofed.' 					
MITIGATION AND TREATMENT PLANS					
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <p>Mitigations</p> <ul style="list-style-type: none"> ● Documented operational manual for core business processes ● Peer review of all design works ● FRA designs are reviewed by independent engineers. ● PI insurance for all outsourced design work ● Obtain design values from historical data. ● Climate change scenarios for the design variables ● Register of all black spots/crash locations maintained ● Contractor designs need to be signed off by a chartered engineer ● Traffic growth planning in place </td> <td style="width: 50%; vertical-align: top;"> <p>Treatments</p> <ul style="list-style-type: none"> ● Climate-change adjusted rainfall projections to use within hydrologic calculations of design water discharge, flood level, and flow velocity ● Local mean sea-level change and high water level for site evaluations of coastal flooding and erosion risks ● Climate risk screening—check for contextual climate risks at the project concept stage. </td> </tr> </table>				<p>Mitigations</p> <ul style="list-style-type: none"> ● Documented operational manual for core business processes ● Peer review of all design works ● FRA designs are reviewed by independent engineers. ● PI insurance for all outsourced design work ● Obtain design values from historical data. ● Climate change scenarios for the design variables ● Register of all black spots/crash locations maintained ● Contractor designs need to be signed off by a chartered engineer ● Traffic growth planning in place 	<p>Treatments</p> <ul style="list-style-type: none"> ● Climate-change adjusted rainfall projections to use within hydrologic calculations of design water discharge, flood level, and flow velocity ● Local mean sea-level change and high water level for site evaluations of coastal flooding and erosion risks ● Climate risk screening—check for contextual climate risks at the project concept stage.
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IMPACT					
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NO.	RISK NO.	RISK	OWNER		
10	R002	Failure of data management framework and processes.	Chief Executive Officer, Head of Departments, and Divisional Delivery GM's.		
DESCRIPTION					
<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 risk includes 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. ● Inadequate asset management planning ● Insufficient provision is made for the local share of 'predominantly loan-funded' works. ● Inadequate reporting over capital projects ● No reliable (i.e., complete and accurate) records are available about asset location, material type, condition, performance, capacity, age, valuation, or remaining life. ● Inadequate management of the vehicles that have been purchased via loan-funded projects ● Processes and policies are not reviewed and aligned to changing business requirements. ● Inadequacy around reviewing claims submitted from contractors. 					
MITIGATION AND TREATMENT PLANS					
<table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> Mitigations <ul style="list-style-type: none"> ● Documented Operational Manual for Core Business Processes ● Government stakeholder consultation for the Annual Public Sector Investment Project (PSIP) ● Monthly Statement of Performance (SOP) ● Board and Ministry of Economy assent for Additional Funding (Over Expenditure) ● Accounts Reconciliation ● Reports Review ● Delegation of Authority ● Asset Record Management ● Quantity Surveyor review on all IPC ● Contractual Documents Compliance Monitoring Tracker </td> <td style="width: 50%; vertical-align: top;"> Treatments <ul style="list-style-type: none"> ● None </td> </tr> </table>				Mitigations <ul style="list-style-type: none"> ● Documented Operational Manual for Core Business Processes ● Government stakeholder consultation for the Annual Public Sector Investment Project (PSIP) ● Monthly Statement of Performance (SOP) ● Board and Ministry of Economy assent for Additional Funding (Over Expenditure) ● Accounts Reconciliation ● Reports Review ● Delegation of Authority ● Asset Record Management ● Quantity Surveyor review on all IPC ● Contractual Documents Compliance Monitoring Tracker 	Treatments <ul style="list-style-type: none"> ● None
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IMPACT					
<ul style="list-style-type: none"> ● Process execution failures ● A lower standard network ● Roads not upgraded and widened as desired ● Jetties/crossings not able to be maintained and renewed ● Roads resealed at a slower rate (meaning rougher roads and/or potholes) ● Bridges not able to be upgraded and replaced as needed (continuing weight and other restrictions—perhaps additional bridges having to be closed) ● Less rehabilitation work done annually (more dilapidated roads) ● Inadequate information provided to board and government stakeholders on major projects' progression 					

THE PROPOSED OPERATING BUDGET AND WORK PROGRAMME

FRA has a planned work programme \$388m for 2025 / 2026. The value of work for each activity area is shown in Table 8. (More detailed breakdown is shown in Table 11).

Table 3 - 2025 / 2026 Work Programme and Operations

ACTIVITY AREA	TOTAL VIP
OPERATIONS	
FRA MANAGEMENT AND OPERATIONS	\$16,204,236
SUB - TOTAL	\$16,204,236
WORK PROGRAMME	
MAINTENANCE	\$118,997,850
EMERGENCY WORKS	\$7,826,087
RENEWALS - ROADS, BRIDGES & JETTIES	\$121,059,077
NEW CAPITAL	\$123,656,042
SUB - TOTAL	\$371,539,056
TOTAL	\$387,743,292

Table 8 – Summary of 2025 / 2026 Work Programme

ACTIVITY AREA	LOAN VIP	LOCAL VIP	TOTAL VIP
OPERATIONS			
FRA MANAGEMENT AND OPERATIONS		\$16,204,236	\$16,204,236
SUB - TOTAL		\$16,204,236	\$16,204,236
WORK PROGRAMME			
MAINTENANCE		\$118,997,850	\$118,997,850
EMERGENCY WORKS		\$7,826,087	\$7,826,087
RENEWALS - ROADS AND SERVICES		\$73,503,199	\$73,503,199
RENEWALS - BRIDGES		\$31,693,377	\$31,693,378
RENEWALS - JETTIES		\$15,862,500	\$15,862,500
NEW CAPITAL (Access)		\$25,554,622	\$25,554,622
New Capital (Resilience) Programme		\$9,168,750	\$9,168,750
NEW CAPITAL (Community)		\$22,964,655	\$22,964,655
NEW CAPITAL (Congestion)		\$7,886,005	\$7,886,005
NEW CAPITAL (Tourism)		\$6,960,801	\$6,960,801
ADB PROJECTS - Local		\$7,668,181	\$7,668,181
ADB PROJECTS - Loan	\$43,453,028	\$0	\$43,453,028
SUB - TOTAL	\$43,453,028	\$328,086,028	\$371,539,056
TOTAL	\$43,453,028	\$344,290,264	\$387,743,292

Table 9 – 2025 / 2026 Funding Sources

FUNDING	VIP
SOURCE	
LOCAL SEG 6	\$16,204,236
LOCAL SEG 10	\$328,086,028
LOAN (ADB/WB TIISP)	\$43,453,028
BUDGET AVAILABLE FOR 2025/2026 WORK	\$387,743,292

Table 10 – 2025 / 2026 FRA Operating Budget:

FRA MANAGEMENT AND OPERATIONS	BUDGET(\$)
MANAGEMENT	
Salaries	\$11,209,990
Recruitment	\$34,783
Acc. & Finance	\$39,130
Vehicle Hire & Operation	\$730,435
Office Expenses	\$808,696
Rent	\$271,535
Legal Fees	\$43,478
Insurances	\$111,304
Communications (including website)	\$260,870
Data and IT Improvements	\$1,366,616
Training & Development	\$130,435
Travel and Accommodation	\$147,826
Director's Fees	\$106,000
Board's Expenses	\$8,696
Professional Fees	\$173,913
Overdraft Facility	\$217,391
VAT	\$543,138
OPERATING GRANT	\$16,204,236

Table 11 – Detail of 2025 / 2026 Work Programme

BUDGET 2025/ 2026	
PROJECT NAME	
MAINTENANCE	
Road / Corridor Maintenance	
Sealed Road Maintenance - Potholes Repairs	13,971,600
Footpaths	2,812,500
Traffic Services (Signs, Railings, Lining, etc.)	5,625,000
Unsealed	21,375,000
Drainage	11,250,000
Vegetation Control	7,875,000
Street Lights Maintenance	
Electricity	2,250,000
Electrical Maintenance	2,250,000
Structures Maintenance	
Bridges	
Bridge Maintenance	3,881,250
Crossings	
Crossings Maintenance	5,332,500
Jetties	
Jetties Maintenance	2,250,000
Escalation Lumpsum	6,750,000
On Site Overhead - All divisions	14,625,000
Other Public and Institutional Roads	18,000,000

Table 11 – Detail of 2025 / 2026 Work Programme [Continued]

BUDGET 2025/ 2026	
PROJECT NAME	
MAINTENANCE	
DEPOT Renovation / Rehabilitation	750,000
3 Ton Crew Cab Tipper	
Implementation of Road Asset and Maintenance Management System	
Sub-total	118,997,850
EMERGENCY WORKS	
Emergency Maintenance (Contingency)	
Emergency Maintenance Contingency	7,826,087
Sub-total	7,826,087
RENEWALS - ROADS AND SERVICES	
Sealed Road Rehabilitation	
Pothole Preventative Programme (Rip & Remake)	24,673,008
Output 2: Reseals	11,250,000
Output 3: AC Surfacing	5,625,000
Output 4: Mill and Fill	1,125,000
Unsealed Renewal	
Output 5: Unsealed Roads Resheeting	13,500,000
Output 6: Unsealed Roads Rehabilitation	12,826,396
Output 7: Traffic Lights Renewals	1,687,500
Output 8: Streetlights Renewals	2,816,295
Sub-total	73,503,199
RENEWALS - BRIDGES	
Bridge Renewals	
Waidalice Bridge 19/11	11,250,000
Koronivia Bridge	1,125,000
Savu 5	337,500
Gatward Bridge - Deepwater Rd	337,500
Nalele & Naqai - Taveuni	8,804,348
Vuda Back Rd 2 - Lautoka - 10mtrs - 2 lane Bailey Bridge	562,500
Survey & Design (West: Draiba, Tubarua , Toge 1, Marinitawa Road - Ba, Waicuku - Nausori. Sawani Bridge, Nalidi – Tuavtuvavatu Irish Crossing)	393,750
Crossing	
Raiwaqa Crossing - Design and Build	1,125,000
Nacegacega Crossing - (Advertised)	1,084,593
Vunaniu Crossing - (Advertised)	1,573,724
Toga Crossing Kavanagasau Road Sigatoka - 10mtrs - Construction	303,069
Busa Crossing Navaga Village Road Sigatoka - 12mtrs Construction	202,922
Vuda Back Rd Crossing 1 - Vuda Back Rd - Lautoka - 11mtrs Construction	196,425
Nadelei 4 Crossing - Nadelei Rd - Ba - Construction	562,500
Viti Vanua Crossing - Naseyani Road - Tavua Construction	337,500
Nasovatava rd Crossing - Sigatoka - 10mtrs	275,517
Naqalo Crossing - Valley Road - Sigatoka - 10mtrs	225,000

Table 11 – Detail of 2025 / 2026 Work Programme [Continued]

BUDGET 2025/ 2026	
PROJECT NAME	
Tabataba Crossing - Ba	337,500
Namulomulo - Nadi	337,500
Mataso Crossing	140,007
Rukuruku Crossing 2 - Ovalau	528,261
Taviya Crossing - Ovalau	411,848
Waidau Crossing - Ovalau	454,892
Arovudi Crossing - Ovalau	411,848
Naisogo Box Culvert - Ovalau	374,673
Sub-total	31,693,377
RENEWALS - JETTIES	
Jetty (6) Investigation & Design, Construction; Koro, Makogai, Moala, Nabukeru, Lomaloma and Vunisea 2. - FRA 17/100	13,500,000
Nabouwalu Jetty	562,500
Savusavu Jetty	281,250
Taveuni Jetty	225,000
Rabi Jetty	168,750
Specialist & Engineers Fees	1,125,000
Sub-total	15,862,500
NEW CAPITAL (Resilience)	
Coastal Protection Works	
Eastern - Nabukelevu Rd	337,500
Seal Extension	4,668,750
Resilience	
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)	1,687,500
Princes Road - Dilkusha Slip	562,500
Savu village frontage	337,500
Wainikoro Rd at Chandmari Area from FSC Sector Office to Navoalevu Police Station)	450,000
Vunivutu Rd: (Vavalagi Flat (400m), Wavuwavu Flat (Olana Flat after Vunivutu Village towards Vunivasa	450,000
Wailevu Tiri Rd, Labasa	337,500
Naviqiri Rd at Ailea Flat Navakasiga	225,000
Tovata Korowiri Rd from Nakorotari Rd Wasavulu	112,500
Sub-total	9,168,750
NEW CAPITAL (Access)	
Rural Unsealed Roads	
Rewa Vutia Road and Bridge	14,673,913
Burotu Namuamua Rd - 5km	1,222,827
Namelimeli Village New Access Rd	489,131
Delaidamanu - Namuamua Village	281,250
Waisomo Village Access	703,125

Table 11 – Detail of 2025 / 2026 Work Programme [Continued]

BUDGET 2025/ 2026	
Nakida Village Access	703,125
Yawe Stage 2	1,406,250
Narauyaba Access Road Rakiraki - Construction	843,750
Savusavuitaga, Vuiraqilai, Nasealevu - Labasa	562,500
Nasau - Naivaka, Bua - 8.0km	562,500
Nasasa, Nadogo, Valovoni - Saqani	562,500
Lea Vunilagi Upgrading Works (Cakaudrove)	225,000
Kiobo Waisa Road Upgrading Works (Bua)	450,000
Nasauvakarua Access Road - Sigatoka	281,250
Tubenasolo Village Access, Nadi	168,750
Namunamu Road, Rakiraki	112,500
Navuniivi to Nasau - Ra	56,250
New Jetty Construction	
Enabling Works - China Aid funded construction of new Jetty @ Vunikura	2,250,000
Sub-total	25,554,622
NEW CAPITAL (Community)	
Pedestrian Facilities	
Bus Shelters	1,575,000
Footpaths	10,687,500
Road Upgrades	
Frontage Seal (School, Village etc.) Program	10,139,655
Street Lights / Traffic Signals	
New Streetlights	
New Traffic Signals	
Engineers & Specialist Cost	562,500
Sub-total	22,964,655
NEW CAPITAL (Congestion)	
Planning Investigation, Feasibility Study, Detail Design & Survey	7,886,005
Sub-total	7,886,005
NEW CAPITAL (Tourism)	
Road Corridor Improvement	
West - Kavanagasau Road-Laselase to Naroro , Wailoko Road, Enamanu Road, Biausevu Road - Korolevu to Biausevu	5,273,301
Nanuku Resort & Pesident's Premises in Navua	562,500
Na Vualiku Project - Vanualevu	1,125,000
Sub-total	6,960,801
ADB Projects	
Construction of Lami, Medrukutu, Veseisei & Sabeto Bridges	51,121,209
Sub-total	51,121,209
TOTAL ADB PROJECTS	9,593,914
CAPEX TOTAL	328,086,028
ADB TOTAL	43,453,028
GRAND TOTAL	371,539,056

FINANCIAL STATEMENT

Table 12 – Statement of Cost of Service

Item	2025/2026 Budget \$000's	2026/2027 Budget \$000's	2027/2028 Budget \$000's
Operating Expenditure			
FRA MANAGEMENT	\$15,661,098	\$17,227,207	\$18,949,928
Total Operating Costs (VEP)	\$15,661,098	\$17,227,207	\$18,949,928
Capital Expenditure			
MAINTENANCE - ROADS, BRIDGES AND JETTIES	\$105,775,867	\$116,353,453	\$127,988,799
EMERGENCY WORKS	\$6,956,522	\$7,652,174	\$8,417,392
RENEWALS - ROADS AND SERVICES	\$65,336,177	\$71,869,795	\$79,056,774
RENEWALS - BRIDGES	\$28,171,891	\$30,989,080	\$34,087,988
RENEWALS - JETTIES	\$14,100,000	\$15,510,000	\$17,061,000
RENEWALS SUB - TOTAL	\$220,340,457	\$242,374,502	\$266,611,953
NEW CAPITAL (Access)	\$22,715,219	\$24,986,741	\$27,485,415
NEW CAPITAL (Community)	\$20,413,027	\$22,454,330	\$24,699,763
NEW CAPITAL (Congestion)	\$7,009,782	\$7,710,761	\$8,481,837
NEW CAPITAL (Resilience)	\$8,150,000	\$8,965,000	\$9,861,500
NEW CAPITAL (Tourism)	\$6,187,379	\$6,806,117	\$7,486,729
TIISPS Local Share	\$6,816,161	\$7,497,777	\$8,247,555
ADB PROJECTS	\$38,624,913	\$42,487,405	\$46,736,145
NEW CAPITAL SUB - TOTAL	\$109,916,482	\$120,908,130	\$132,998,943
TOTAL CAPITAL EXPENDITURE (VEP)	\$330,256,939	\$363,282,633	\$399,610,896
Tax			
VAT	\$41,825,255	\$46,007,781	\$50,608,559
TOTAL TAX PROVISION	\$41,825,255	\$46,007,781	\$50,608,559
TOTAL EXPENDITURE	\$387,743,292	\$426,517,621	\$469,169,383
Income			
Government Grant-OPEX	\$16,204,236	\$17,824,660	\$19,607,126
Government Grant-CAPEX	\$328,086,028	\$360,894,631	\$396,984,094
Loans	\$43,453,028	\$47,798,330	\$52,578,163
TOTAL INCOME	\$387,743,292	\$426,517,621	\$469,169,383

Table 13 – Cash Flow Forecast

Activity Area	1st Quarter (\$)	2nd Quarter (\$)	3rd Quarter (\$)	4th Quarter (\$)	Total (VIP) (\$)
Operations and Work Programme					
FRA MANAGEMENT AND OPERATIONS	\$4,350,114	\$3,807,656	\$4,238,810	\$3,807,656	\$16,204,236
MAINTENANCE	\$35,699,355	\$23,799,570	\$35,699,355	\$23,799,570	\$118,997,850
EMERGENCY WORKS	\$1,565,217	\$2,347,826	\$2,347,826	\$1,565,217	\$7,826,087
RENEWALS - ROADS AND SERVICES	\$22,050,960	\$14,700,640	\$22,050,960	\$14,700,640	\$73,503,199
RENEWALS - BRIDGES	\$7,923,344	\$7,923,344	\$7,923,344	\$7,923,344	\$31,693,377
RENEWALS - JETTIES	\$3,965,625	\$3,965,625	\$3,965,625	\$3,965,625	\$15,862,500
NEW CAPITAL (Access)	\$6,388,655	\$6,388,655	\$6,388,655	\$6,388,655	\$25,554,622
NEW CAPITAL (Community)	\$5,741,164	\$5,741,164	\$5,741,164	\$5,741,164	\$22,964,655
NEW CAPITAL (Congestion)	\$1,971,501	\$1,971,501	\$1,971,501	\$1,971,501	\$7,886,005
New Capital (Resilience) Programme	\$2,292,188	\$2,292,188	\$2,292,188	\$2,292,188	\$9,168,750
NEW CAPITAL (Tourism)	\$1,740,200	\$1,740,200	\$1,740,200	\$1,740,200	\$6,960,801
ADB PROJECT - Local	\$1,917,045	\$1,917,045	\$1,917,045	\$1,917,045	\$7,668,181
ADB PROJECT - Loan	\$10,863,257	\$10,863,257	\$10,863,257	\$10,863,257	\$43,453,028
TOTAL	\$106,468,626	\$87,458,672	\$107,139,931	\$86,676,063	\$387,743,292
Funding					
Local SEG 6 Grant	\$4,350,114	\$3,807,656	\$4,238,810	\$3,807,656	\$16,204,236
Local SEG 10 Grant	\$92,968,010	\$74,500,514	\$93,750,619	\$73,717,905	\$334,937,047
Loan (ADB/WB Transport Sector Plan)	\$9,150,502	\$9,150,502	\$9,150,502	\$9,150,502	\$36,602,009
TOTAL	\$106,468,626	\$87,458,672	\$107,139,931	\$86,676,063	\$387,743,292

Table 14 – Asset Values

Asset Categories	Replacement Cost (\$)	Depreciated Replacement Cost (\$)	Accumulated Depreciation (\$)	Annual Depreciation (\$)
Property				
Lands	\$3,188,684,691.38	\$3,188,684,691.38	\$0	\$0
Formation	\$5,596,293,032	\$2,951,557,753	\$0	\$0
Sub Total	\$8,784,977,723.34	\$6,140,242,444	\$0	\$0
Carriageways				
Sealed Pavement Structure	\$2,293,736,880.91	\$1,439,620,179	\$854,116,702.14	\$115,424,766.01
Unsealed Pavement Structure	\$699,826,657.76	\$355,607,210	\$344,219,447.34	\$38,541,098.45
Sub Total	\$2,993,563,538.67	\$1,795,227,389	\$1,198,336,149	\$153,965.864
Drainage				
Culverts	\$236,797,254.53	\$89,484,869.95	\$147,312,384.58	\$2,577,218.40
Gullypits	\$45,811,430	\$34,099,272	\$11,712,157.37	\$572,192
Surface Water Channels	\$232,362,089	\$137,644,783	\$94,717,305.85	\$2,821,417
Sub Total	\$514,970,772.68	\$261,228,925	\$253,741,848	\$5,970,828
Other Road Assets				
Footpaths	\$70,751,742.36	\$35,747,857.33	\$35,003,885.03	\$1,886,469.54
Street Lighting	\$42,993,712.17	\$27,544,491.75	\$15,449,220.41	\$2,937,447.46
Sub Total	\$113,745,454.53	\$63,292,349	\$50,453,105	\$4,823,917
Traffic Controls				
Signs (including posts) marking	\$90,567,705	\$22,447,956	\$68,119,749.72	\$3,133,871
Traffic Signals	\$8,588,255	\$4,023,417	\$4,564,837.81	\$231,132
Sub Total	\$99,155,960	\$26,471,373	\$72,684,588	\$3,365,003
Bridges				
Bridges	\$595,167,869.34	\$383,978,558.85	\$211,189,310.49	\$5,802,532.11
Bailey Bridges	\$5,939,107	\$5,683,683	\$255,424.15	\$51,085
Crossings	\$42,051,345	\$38,925,835	\$3,125,509.97	\$771,438
Sub Total	\$643,158,321.51	\$428,588,077	\$214,570,245	\$6,625,055
Other Structures				
Guard Rails	\$24,864,121	\$1,933,185	\$22,930,936.22	\$920,642
Bus Shelters	\$8,748,979	\$4,475,615	\$4,273,363.81	\$944,706
Jetties	\$41,929,502.01	\$25,607,443.17	\$16,322,058.84	\$654,703.06
Sub Total	\$75,542,602	\$32,016,243	\$43,526,359	\$2,520,051
Other				
Motor Vehicles	\$3,585,450	\$2,017,779	\$1,567,671.37	\$200,646
Plant & Equipment	\$2,014,125	\$1,090,547	\$923,577.34	\$15,561
Furniture & Fittings	\$3,463,203.34	\$3,159,789	\$303,414.51	\$144,106.53
Buildings	\$8,924,193	\$987,600	\$7,936,592.16	\$146,361
Work in Progress	\$432,071,366	\$432,071,366	\$0	\$0
Sub Total	\$450,058,337	\$439,327,082	\$10,731,255	\$506,674
Total	\$13,675,172,710	\$9,186,393,882	\$1,844,043,549	\$177,777,391

Table 15 – Depreciation Provision 2025 / 2026

Asset Categories	Provision 2024/25
Roads	
Carriageways	\$153,965,864
Drainage	\$5,970,828
Other Road Assets	\$1,886,469.54
Traffic Control	\$3,365,003
Lighting	\$2,937,447.46
Sub Total	\$168,125,612
Structures	
Bridges	\$6,625,055
Jetties	\$654,703.06
Other Structures	\$1,865,348
Sub Total	\$9,145,105
Other	
Other Assets	\$506,674
Sub Total	\$506,674
Total	\$177,777,391

Table 16 – Assets’ Useful Lives

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

Table 16 – Assets’ Useful Lives [Continued]

Asset Categories	Replacement Time (Years)	Annual Rate
Footpaths		
Sealed	30	3.3%
Unsealed	40	2.5%
Street Lighting		
Pole and Bracket	40	2.5%
Light	20	5.0%
Traffic Controls		
Signs	12	8.3%
Posts and Markers	20	5.0%
Markings	1	100.0%
Signals		
Pole	22	4.5%
Controller	23	4.3%
Board and Lantern	12	8.3%
Pedestrian Call Box	15	6.7%
Bridges		
Concrete	120	0.8%
Steel/ Concrete	110	0.9%
Timber	60	1.7%
Timber/ Concrete	100	1.0%
Timber/ Steel	80	1.3%
Bridge Culverts	120	0.8%
Other Structures		
Railings	25	4.0%
Jetties		
Concrete Jetty	50	2.0%
Rock Seawall	80	1.3%
Causeway		
Formation	N/A	
Sub Base	N/A	
Base Course	50	2.0%
Wearing Course	5	20.0%
Chip Seal	15	6.7%
Other		
Buildings	60	1.7%
Plant	30	3.3%

