Fiji Roads Authority®

CORPORATE PLAN AND INTENT 2026 - 2027

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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 6,434 kilometers of roads, along with approximately 1,422 bridges and 32 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 THE CEO

It is with great pride and optimism that I present the Fiji Roads Authority's (FRA) Corporate Plan for the 2026/2027 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.

As we look ahead, our primary focus remains on the effective management and administration of Fiji's vital land transportation network, which encompasses roads, footpaths, streetlights, bridges, and jetties. For the upcoming fiscal year, FRA has been allocated a total budget of $369.8 million, comprising $15.7 million for operating expenses and $354.1 million dedicated to capital projects. This significant investment reflects our commitment to delivering a comprehensive and ambitious plan aimed at upgrading and maintaining our infrastructure to enhance safety, accessibility, and resilience across the country.

Our strategic priorities include routine maintenance and renewal of existing roads to ensure they remain safe, reliable, and capable of supporting daily traffic and freight needs. Critical bridge replacements and upgrades in key locations such as Lami, Medraukutu, Sabeto, and Viseisei will strengthen our transportation links, improve traffic flow, and bolster safety for both local communities and national connectivity. In rural and underserved areas, we will focus on upgrading roads through sealing, unsealing, and the construction of new bridges—projects like Kavanagasau Road and Namaqumaqua Road will significantly improve access to essential services and promote local economic development.

In urban areas, we plan to address congestion and pedestrian safety by installing new bus shelters along busy routes such as Queens and Kings Roads, while prioritizing footpath construction to create safer walking environments. Major urban roads like Ratu Dovi Road and the Ratu Sukuna Road extension will be widened to better accommodate increasing traffic volumes, thereby enhancing mobility across our cities.

Additionally, we will undertake feasibility and design studies for future initiatives, including road widening corridors and the development of new inter-island jetties, ensuring our infrastructure investments are sustainable and aligned with Fiji's long-term development goals.

A key aspect of our work involves strengthening rural and regional connectivity. We will upgrade approximately 82 kilometers of rural roads and construct around 22 new bridges/crossings in strategic locations, facilitating transportation for agricultural produce, supporting regional development, and fostering social inclusion.

Recognizing the growing impacts of climate change, our efforts will also emphasize building climate resilience into rural road designs through innovative construction standards and methods, supported by international financing from institutions like the Asian Infrastructure Investment Bank. These measures will ensure that Fiji's transportation infrastructure remains durable, sustainable, and capable of withstanding extreme weather events.

Overall, our budget and strategic initiatives reflect Fiji's unwavering commitment to building a safer, more efficient, and resilient transportation network that underpins economic growth, improves safety standards, and enhances the quality of life for all Fijians—urban and rural alike. We are dedicated to delivering infrastructure that not only meets present needs but also secures Fiji's future development.

FRA CEO
Apisai Ketenilagi

CORPORATE INTENT STATEMENT 2026/27

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, MISSION AND VALUES

VISION

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.

MISSION

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

CORE VALUES

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.

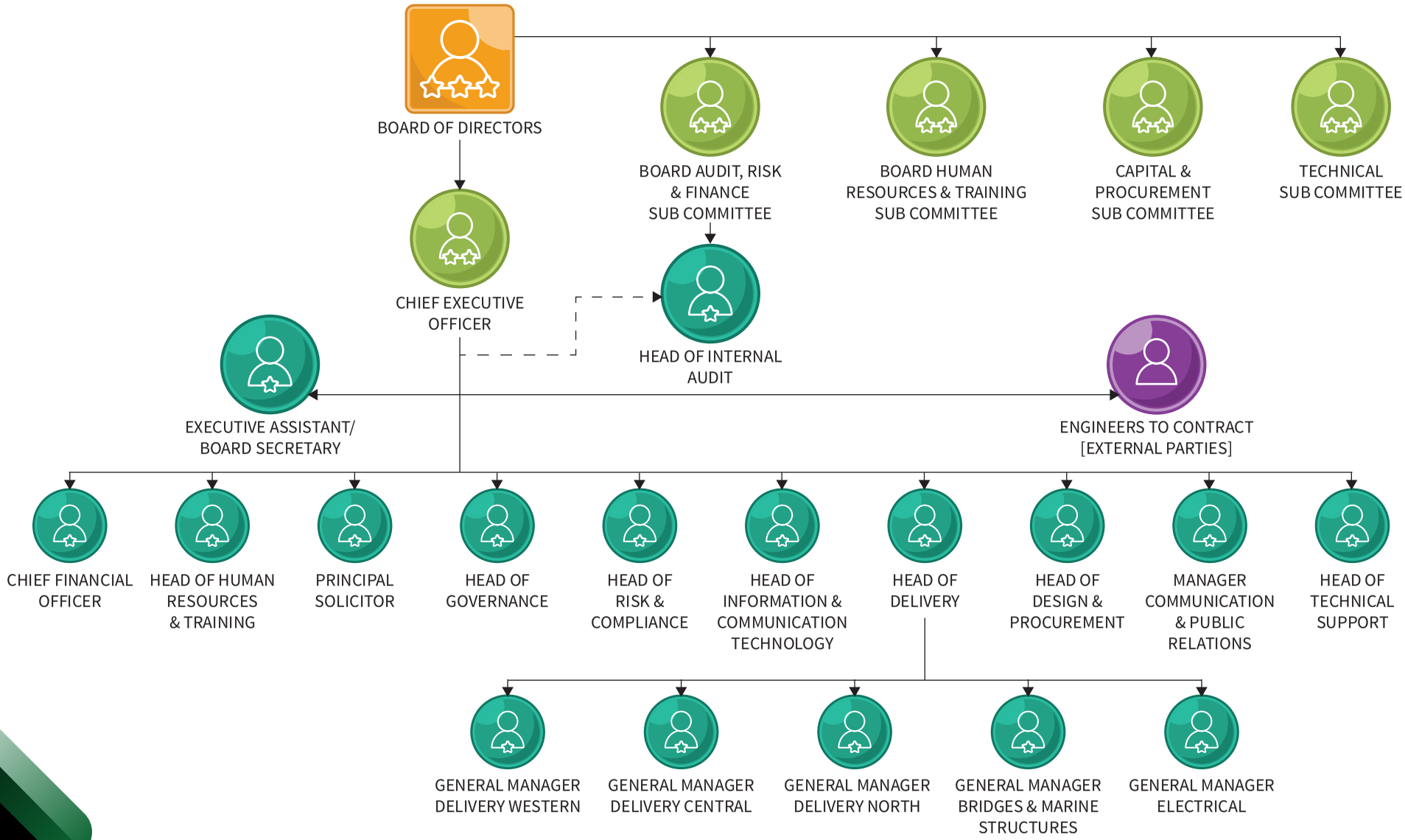
Family and work-life balance. We support, respond to, and are empathetic to the needs of our staff and their families, and provide a range of work-life balance flexibilities to accommodate such needs.

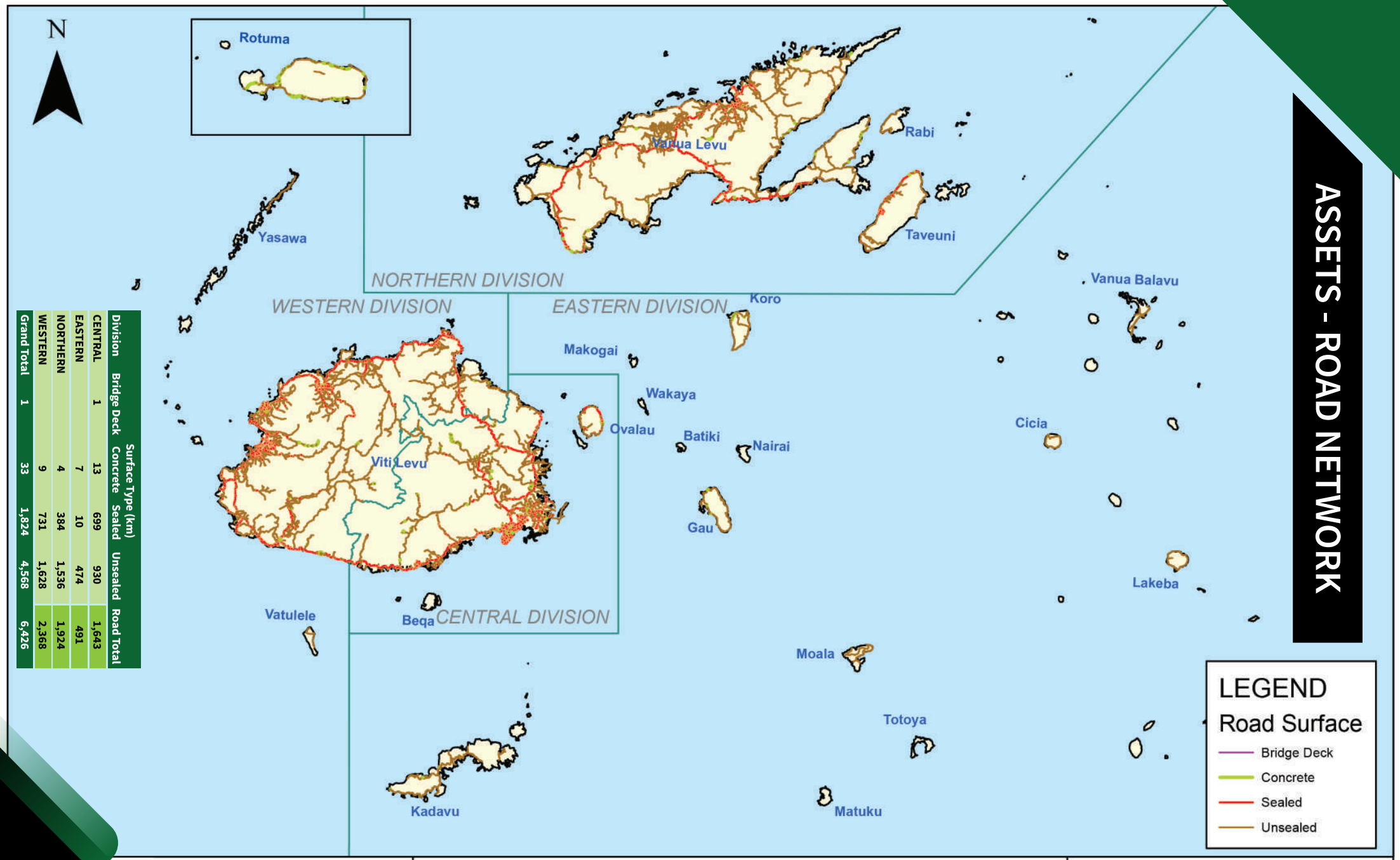
LEGISLATIVE & REGULATORY RESPONSIBILITIES

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





Division	Surface Type (km) Bridge Deck	Concrete	Sealed	Unsealed	Road Total
CENTRAL	1	13	699	930	1,643
EASTERN		7	10	474	491
NORTHERN		4	384	1,536	1,924
WESTERN		9	731	1,628	2,368
Grand Total	1	33	1,824	4,568	6,426

Fiji Roads Authority

FIJI MAP - FIJI ROADS NETWORK

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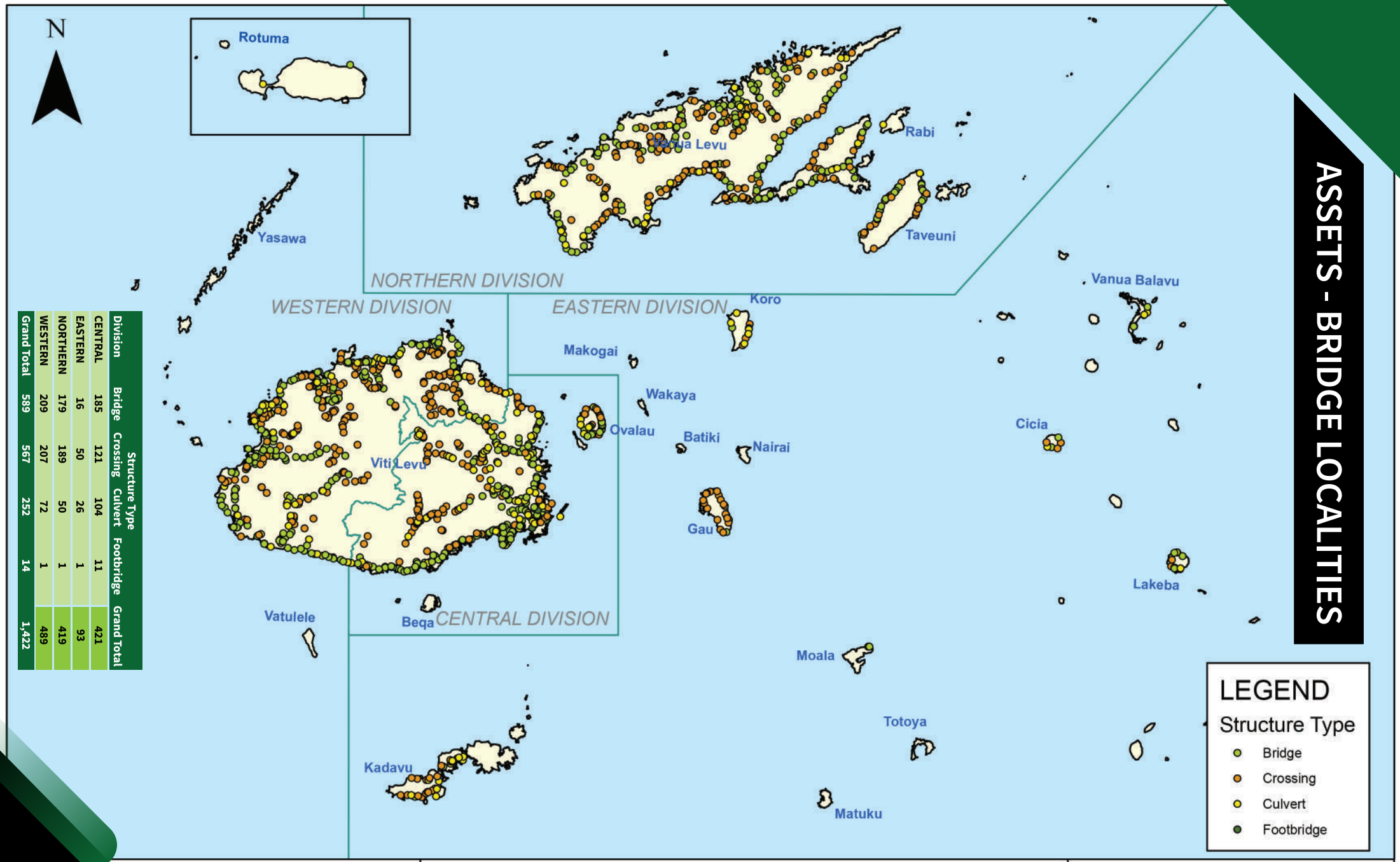
Date: 4/27/2026
Ref: Fiji Roads Network



Division	Structure Type				
	Bridge	Crossing	Culvert	Footbridge	Grand Total
CENTRAL	185	121	104	11	421
EASTERN	16	50	26	1	93
NORTHERN	179	189	50	1	419
WESTERN	209	207	72	1	489
Grand Total	589	567	252	14	1,422

Fiji Roads Authority

FIJI MAP - FIJI BRIDGES LOCALITIES

Kilometers
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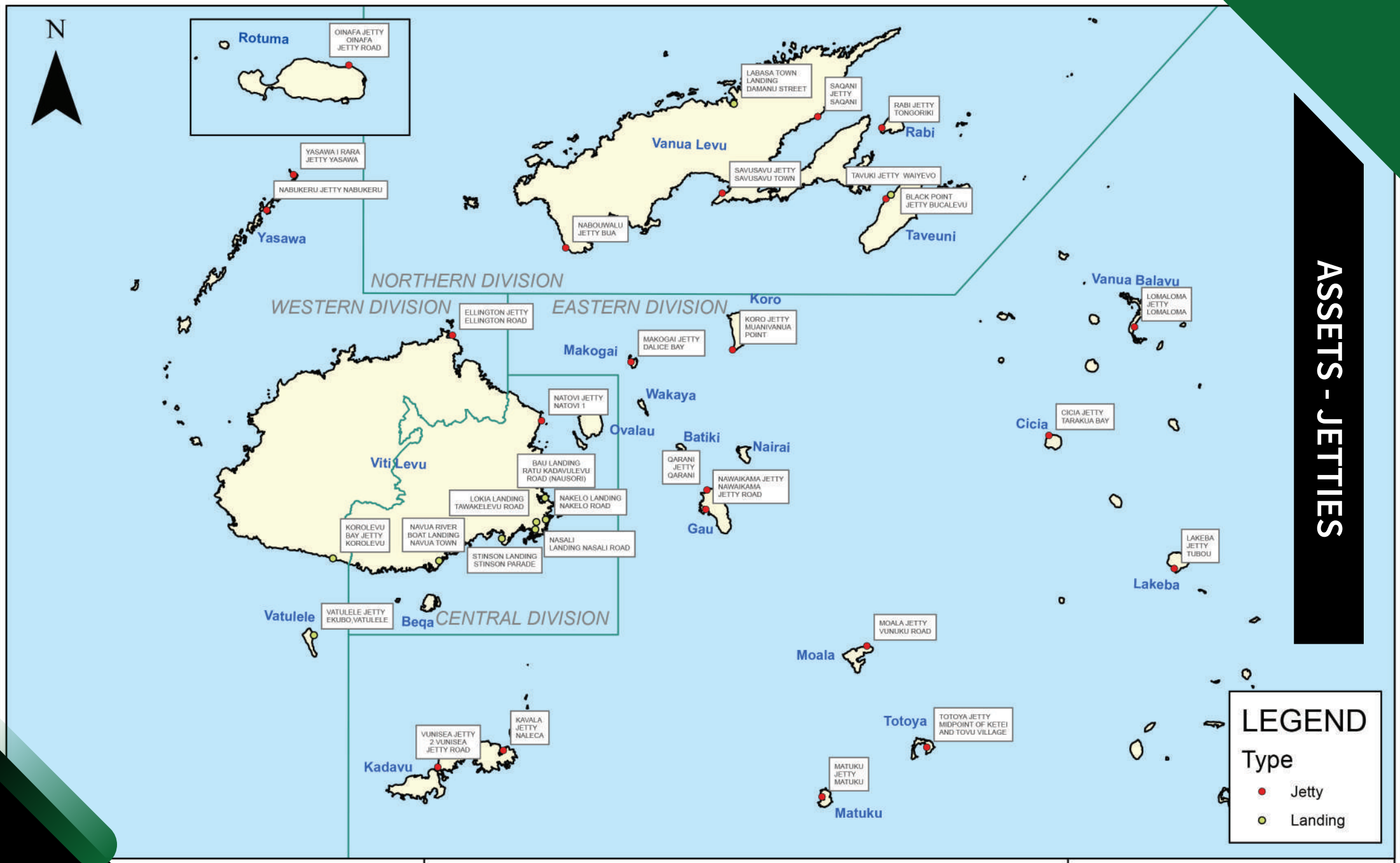
Date: 4/27/2026
Ref: Fiji Bridges



ASSETS - JETTIES

Fiji Roads Authority

FIJI MAP - FIJI JETTIES LOCALITIES

Kilometers
0 25 50 75 100

Time: 11:11 AM
Date: 4/27/2026
Ref: Fiji Jetties

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	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.	An integrated, ecofriendly, safe, accessible and efficient transportation system: 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	**Goal 1:** 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. **Goal 2:** 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.	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
	4. Establish a systematic approach to supplementing staff resources by using consultants for detailed technical tasks in accordance with FRA's outsourced delivery model. **Goal 3:** 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
	9. Develop FRA's GIS portal as centralized repository of technical data on the road network including survey data, project plans and masterplans. 10. Argument existing laboratory services to support project development work and contract management. 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. **Goal 4:** 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
	Goal 5: 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.	
Challenges	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.	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 2026/2027 AND MONITORING STRATEGIES

NO.	CORPORATE INTENT KPI	COMBINED BUDGET VALUE FY 2026-2027	SUMMARY OF ACTIVITIES INCLUDED
1	Safer Roads	$7.21M	Maintain road condition and undertake pothole repairs to ensure the road network remains safe and fit for purpose. Includes monitoring road condition and addressing safety-critical defects.
2	Timely Service Delivery	Included within service budgets	Provide timely responses to reported defects across roads, traffic infrastructure, lighting and community assets, ensuring issues are assessed and actioned within agreed service standards.
3	Accessible Communities	$9.60M	Maintain and improve footpaths, bus shelters and pedestrian facilities to support accessibility, active transport and safe movement throughout the community. Combines footpath maintenance and new footpath infrastructure.
4	Reliable Transport Infrastructure	$10.84M	Maintain and renew traffic signals, street lighting, line marking, signs, guardrails and other road safety infrastructure that enables reliable travel across the transport network.
5	Sustainable Asset Management	$23.06M	Manage drainage systems, roadside vegetation and unsealed roads to ensure infrastructure remains functional, resilient and cost-effective over the long term.
6	Safe Structures	$8.19M	Inspect, assess and maintain bridges, crossings and jetties to ensure public safety and preserve essential community infrastructure.
7	Renewing Existing Assets	$30.44M	Deliver renewal projects that extend the life of roads, pavements, traffic infrastructure, street lighting and other existing assets through rehabilitation, reseals, resurfacing and replacement programs.
8	Improving Community Infrastructure	$11.18M	Deliver new capital projects that improve connectivity, accessibility and community amenity, including bus shelters, frontage sealing and seal extension projects.
9	Programme Delivery	$64.7M	Deliver planned maintenance, renewal and capital works programs in accordance with approved schedules, priorities and service standards. This KPI measures overall delivery performance across all infrastructure programs.
10	Value for the Community	$64.7M	Ensure infrastructure investment achieves long-term benefits for residents by maintaining assets, improving reliability, reducing future costs and supporting community growth and connectivity.

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

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.

This risk includes instances of:

- 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

Mitigations

- 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

Treatments

- Updating of the Asset Management Plan
- Enterprise Resource Planning Implementation
- Strategic Plan for FRA

IMPACT

- 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

Damages to roads, bridges, and jetties as a result of a natural disaster or other events or acts carried out by an external party.

This risk includes instances of:

- 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

Mitigations

- 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

Treatments

- Updating of the Asset Management Plan
- Enterprise Resource Planning Implementation
- Strategic Plan for FRA

IMPACT

- A significantly damaged road (or roads)
- Significant unforeseen costs to repair the damage
- Funds have to be diverted—other jobs delayed.
- Other road users inconvenienced and dissatisfied
- Serious interruption to levels of service
- People stranded
- Public health/safety issues
- Damages very costly to repair
- Normal work may have to be suspended to enable urgent repairs to be undertaken.
- Increase in stakeholders' complaints
- Critical bridge failures leading to nationwide interrupted services, including utilities

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

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.

This risk includes instances of:

- 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

Mitigations

- 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

- Completion of Business Continuity Test and endorsement of Policy & Plan
- Completion & Endorsement of DRP
- Enterprise Resource Planning Implementation

IMPACT

- Loss of service
- Serious interruption to levels of service
- Public outcry leading to an increase in complaints
- Political pressure
- Unplanned traffic management setups
- Budget blowouts
- Interruption in Economic Activities

NO.	RISK NO.	RISK	OWNER
4	R006	Failure of critical systems and IT infrastructure.	Chief Executive Officer and Head of ICT

DESCRIPTION

Instability, poor performance, outages, or failure of systems or infrastructure preventing the business from meeting its requirements.

This risk includes instances of:

- Hardware Failures
- Software Failures
- IT Network/Server Failures
- Telecommunications Failures
- Utility outage/disruptions (FEA and Internet)
- Delivery failures of external IT vendors

This risk covers the business impacts of disruptions due to the failure, unavailability, or poor performance of systems and IT infrastructure.

MITIGATION AND TREATMENT PLANS

Mitigations

- 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

Treatments

- Completion & Endorsement of DRP
- Review of ICT Policy

IMPACT

- Loss of network communication and critical data
- Inability to access emails and shared folders
- Inability to manage public expectations
- No access to the customer service system
- Delay in delivery, which includes services, payments over progress claims, and urgent network maintenance
- Inadequate updates to RAMM and GIS systems
- Delay in transaction processing

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

Inadequate due diligence, tender, contract approval, and monitoring processes or service expectations/agreements with contractors, vendors, and external suppliers.

This risk includes instances of:

- 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

Mitigations

- 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

Treatments

- None

IMPACT

- Contractors unable to fulfill contract requirements
- Disputes about whose fault it is
- Ongoing disputes about the quality of the repair work
- Work Programme not delivered
- Over or underpayment of IPCs
- Contractors claiming payment outside the contractual sum
- Unjustified variations
- Projects not completed to time, cost, and quality requirements
- Road users inconvenienced
- Increase in Project Management Cost
- Increase in Stakeholder Complaints
- Decline in level of service

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

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.

This risk includes instances of:

- Unreasonable (or unrealistic) stakeholder expectations
- Inadequacy around managing stakeholder/customer complaints
- TIA reviews are not finalized in a specified timeframe.

MITIGATION AND TREATMENT PLANS

Mitigations

- 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

- None

IMPACT

- 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

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.

This risk includes instances of:

- 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

Mitigations

- Documented Operational Manual for Core Business Processes
- Staff training & development plans are in place based on identified skill gaps.
- Key Performance Indicators in Place
- Succession Planning
- Annual Performance Appraisal
- Approval Over Interview Reports
- New Employee Due Diligence
- Staff Induction Training
- Conflict of Interest Declaration
- Staff Manual

Treatments

- Critical roles to be identified and succession planning to be done.

IMPACT

- High Staff Turnover
- Reduced employee productivity and morale
- Program Delays
- Increase in Complaints
- Staff Litigations
- Opportunities for Fraud and Corruption
- Budget Underspend
- Contract variation and extension of time
- Unauthorized usage of delegation of authority limits

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

Non-compliance with Occupational Health and Safety (OH&S) regulations and physical security requirements resulting in compensation payments, litigation costs, and/or regulatory fines.

This risk includes issues relating to:

- 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

Mitigations

- 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.

Treatments

- Dash cam installed in all FRA vehicles.

IMPACT

- Non-compliance with regulatory requirements
- Fines and penalties have been imposed.
- Unsafe network for public usage
- Increase in third-Party Liability
- Increase in compensation claims
- Work site injuries and death- High LTI (Lost Time Injuries) and sick days
- High Employee Turnover
- Program Delays
- Staff Litigations

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

Inadequate design, delivery, and maintenance, resulting in financial loss through litigation costs and/or remediation costs.

This includes instances of:

- 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

Mitigations

- 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

Treatments

- 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.

IMPACT

- Inconvenience to road users
- Infrastructure Failure
- Road Network does not correspond to as-built designs.
- Increase in maintenance cost
- Public dissatisfaction
- Constrained economic development
- FRA not able to deliver work programme
- Interruption to levels of service
- Non-compliance with regulatory requirements

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

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.

This risk includes instances of:

- Poor general financial management information leading to budget blowouts or lack of allocation or reduced annual funding.
- Insufficient provision is made for the local share of 'predominantly loan-funded' works.
- No reliable (i.e., complete and accurate) records are available about asset location, material type, condition, performance, capacity, age, valuation, or remaining life.
- Inadequate asset management planning
- Inadequate reporting over capital projects
- Inadequate management of the vehicles that have been purchased via loan-funded projects
- Processes and policies are not reviewed and aligned to changing business requirements.
- Inadequacy around reviewing claims submitted from contractors.

MITIGATION AND TREATMENT PLANS

Mitigations

- 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

- None

IMPACT

- 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 $369m for 2026 / 2027. The value of work for each activity area is shown in Table 8. (More detailed breakdown is shown in Table 11).

Table 3 - 2026 / 2027 Work Programme and Operations

ACTIVITY AREA	TOTAL VIP
OPERATIONS	
FRA MANAGEMENT AND OPERATIONS	$15,658,209
SUB - TOTAL	**$15,658,209**
WORK PROGRAMME	
MAINTENANCE	$118,172,850
EMERGENCY WORKS	$9,000,000
RENEWALS - ROADS , BRIDGES & JETTIES	$114,806,066
NEW CAPITAL	$112,133,072
SUB - TOTAL	**$354,111,988**
TOTAL	**$369,770,196**

Table 8 – Summary of 2026 / 2027 Work Programme

ACTIVITY AREA	LOAN VIP	LOCAL VIP	TOTAL VIP
OPERATIONS			
FRA MANAGEMENT AND OPERATIONS		$15,658,209	$15,658,209
SUB - TOTAL		**$15,658,209**	**$15,658,209**
WORK PROGRAMME			
MAINTENANCE		$118,172,850	$118,172,850
EMERGENCY WORKS		$9,000,000	$9,000,000
RENEWALS - ROADS AND SERVICES		$76,599,816	$76,599,816
RENEWALS - BRIDGES		$35,000,000	$35,000,000
RENEWALS - JETTIES		$3,206,250	$3,206,250
NEW CAPITAL (Access)		$20,000,000	$20,000,000
New Capital (Resilience) Programme		$9,900,000	$9,900,000
NEW CAPITAL (Community)		$14,864,321	$14,864,321
NEW CAPITAL (Congestion)		$20,068,750	$20,068,750
NEW CAPITAL (Tourism)		$5,800,000	$5,800,000
ADB PROJECTS - Local		$5,000,000	$5,000,000
ADB/ WB PROJECTS - Loan	$36,500,000	$0	$36,500,000
SUB - TOTAL	**$36,500,000**	**$317,611,987**	**$354,111,988**
TOTAL	**$36,500,000**	**$333,270,196**	**$369,770,196**

Table 9 – 2026 / 2027 Funding Sources

FUNDING	VIP
SOURCE	
LOCAL SEG 6	**$15,658,209**
LOCAL SEG 10	**$317,611,987**
LOAN (ADB/WB TIISP)	**$36,500,000**
BUDGET AVAILABLE FOR 2026/2027 WORK	**$369,770,196**

Table 10 – 2026 / 2027 FRA Operating Budget:

FRA MANAGEMENT AND OPERATIONS	BUDGET($)
MANAGEMENT	
Salaries	$11,137,636
Recruitment	$39,130
Acc. & Finance	$70,000
Vehicle Hire & Operation	$800,000
Office Expenses	$900,000
Rent	$370,000
Legal Fees	$40,000
Insurances	$125,000
Communications (including website)	$350,000
Data and IT Improvements	$1,337,443
Training & Development	$70,000
Travel and Accommodation	$160,000
Director's Fees	
Board's Expenses	$9,000
Professional Fees	$100,000
Overdraft Facility	$150,000
OPERATING GRANT	**$16,204,236**

Table 11 – Detail of 2026 / 2027 Work Programme

BUDGET 2026/ 2027	
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
Line Markings	$3,750,000
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 Instiitutional Roads	$11,250,000

Table 11 – Detail of 2026 / 2027 Work Programme [Continued]

BUDGET 2026/ 2027	
PROJECT NAME	
MAINTENANCE	
DEPOT Renovation / Rehabilitation	$675,000
3 Ton Crew Cab Tipper	
Implementation of Road Asset and Maintenance Management System	$2,250,000
Sub-total	**$118,172,850**
EMERGENCY WORKS	
Emergency Maintenance	$9,000,000
Sub-total	**$9,000,000**
RENEWALS - ROADS AND SERVICES	
Sealed Road Rehabilitation	
Pothole Preventative Programme (Rip & Remake)	$23,660,508
Output 2: Reseals	$10,125,000
Output 3: AC Surfacing	$6,862,500
Output 4: Mill and Fill	$1,125,000
Unsealed Renewal	
Output 5: Unsealed Roads Resheeting	$11,646,617
Output 6: Unsealed Roads Rehabilitation	$14,176,396
Output 7: Traffic Lights Renewals	$1,012,500
Output 8: Streetlights Renewals	$2,366,295
Traffic and Road Safety Improvement	$5,625,000
Sub-total	**$76,599,816**
RENEWALS - BRIDGES	
Bridge Renewals	
Waidalice Bridge 19/11	$11,250,000
Modular Bridge Supply	$4,500,000
North	
Balili, Soqo 1, Soqo 2 and Soqo 3 (Taveuni)	$2,812,500
Nalele & Naqai Bridge (Modular Bridge)	$1,687,500
West	
Vuda Back Rd 2 - Lautoka (2 lane Bailey Bridge)	$562,500
Maururu Bridge - Ba	$337,500
Waimari 2 - Rakiraki	$337,500
West - Nararavou Crossing (Rakiraki)	$562,500
Central	
Tamavua-i-Wai Bridge (JICA-funded)	$562,500
Gatward Bridge (Deepwater Rd)	$562,500
Koronivia Bridge	$562,500
Savu 5	$562,500
Modular Bridges	
Modular Bridges Package 3 (Northern Division) - FRA 17-124 - Nayarabale	
Crossing Renewals	
Armco Culvert Replacement Program	$4,850,000
North	
Lau, Viani, Rabi Coastal	

Table 11 – Detail of 2026 / 2027 Work Programme [Continued]

BUDGET 2026/ 2027	
PROJECT NAME	
West	
Toga Crossing (Kavanagasau Road, Sigatoka)	$393,750
Busa Crossing (Navaga Village Road, Sigatoka)	$393,750
Nasovatava Road Crossing (Sigatoka)	$337,500
Naqalo Crossing (Valley Road, Sigatoka)	$337,500
Box Culvert Installation:	
West - Toge1 Box Culvert	$562,500
West - Naseyani 1 Box Culvert	$225,000
West - Naseyani 2 Box Culvert	$225,000
West - Naseyani 3 Box Culvert	$225,000
West - Dreketi Road Box Culvert	$225,000
North	
Wailevu Box Culvert, Taveuni	$787,500
Nakabuta Box Culvert, Taveuni	$337,500
Dawacumu Box Culvert, Bua	$225,000
Baleyaganiga Box Culvert, Vaturova	$225,000
Nasarava Box Culvert, Labasa	$225,000
Engineering and Technical Specialist Consultancies	$1,125,000
Sub-total	**$35,000,000**
RENEWALS - JETTIES	
Savusavu Jetty	$843,750
Waiyevo Jetty (Taveuni)	$843,750
Ellington Wharf	$393,750
Vunikura Jetty (China Aid-funded)	$562,500
New Inter-island Jetty feasibility and detailed investigations (22 islands)	$562,500
Sub-total	**$3,206,250**
NEW CAPITAL (Resilience)	
Coastal Protection Works	
Kings Road - Manoca (Rewa)	$618,750
Princes Road - Corbette Ave (Rewa)	$675,000
Nabukelevu Road (Kadavu)	$400,000
Nakobo Road, Savusavu	$450,000
South Coastal Road, Taveuni	$450,000
Seal Extension	
Koronivia to Lokia (Rewa)	$1,406,250
Nasasa, Viwawa (Navua)	$500,000
Rarawai Road, Ba	$337,500
Saru Back Road, Lautoka	$112,500
Tawatawa Road. Lautoka	$112,500
Vuda Back Road, Lautoka	$225,000
Bucabay Rd, Kasavu	$281,250
Nukubalavu Rd, Savusavu	$281,250

Table 11 – Detail of 2026 / 2027 Work Programme [Continued]

BUDGET 2026/ 2027	
PROJECT NAME	
Resilience	
Wailoa Road - Bus Route Traction Seals (Rewa)	$1,125,000
Nadarivatu Road (Tavua)	$562,500
Vuda Back Road (Lautoka)	$1,406,250
Vunisamaloa Road (Ba)	$281,250
Vunivutu Rd: (Vavalagi Flat (400m), Wavuwavu Flat (200m), Olana Flat after Vunivutu Village towards Vunivasa (2.3km)	$450,000
Naviqiri Rd at Ailea Flat Navakasiga (900m)	$225,000
VAT	
Sub-total	**$9,900,000**
NEW CAPITAL (Access)	
Rural Unsealed Roads	
Eastern	
Vunisei-Vacalea (Kadavu) (FRA18/01)	
Western	
Nasauvakarua Access Road - Sigatoka - 1.4km Phase 3	$2,250,000
Tubenasolo Village Access, Nadi - Survey & Design 7.5km	$337,500
Waidrata - Rakiraki - 2.2km Next FY	
FRA 18/57 B - Vagadra	
Central	
Rewa Vutia Road and Bridge - 6.5km +1 bridge	$15,725,000
Northern - Existing	
Savusavuitaga, Vuiraqilai, Nasealevu - Labasa - 6.0km	$562,500
Nasau - Naivaka, Bua - 8.0km	$562,500
Nasasa, Nadogo, Valovoni - Saqani	$562,000
New Jetty Construction	
Enabling Works -China Aid funded construction of new Jetty @ Vunikura	
Engineers & Specialist Cost	
Sub-total	**$20,000,000**
NEW CAPITAL (Community)	
Pedestrian Facilities	
Bus Shelters	$2,454,159
Footpaths	$5,537,599
Road Upgrades	
Frontage Seal (School, Village etc.) Program	$6,872,563
Sub-total	**$14,864,321**
NEW CAPITAL (Congestion)	
Nationwide Traffic Count and Monitoring System	$337,500
Ratu Dovi Road Widening	$5,625,000
Ratu Sukuna Road Upgrade	$7,000,000
Extension Street Bypass	$1,687,500
North - Vesi Street Upgrade (Vakamasuasua to James Madhavan Street)	$843,750

Table 11 – Detail of 2026 / 2027 Work Programme [Continued]

BUDGET 2026/ 2027	
Survey & Design	
Feasibility & Design Delainavesi-Veisari	$1,125,000
Feasibility & Design Veikoba - Laqere Bypass	$1,125,000
Feasibility & Design Princess Road	$1,325,000
Feasibility & Design - Road Widening Nadi-Lautoka Corridor	$1,000,000
VAT	
Sub-total	**$20,068,750**
NEW CAPITAL (Tourism)	
Namaqumaqua Road (Navua)	$737,500
Kavanagasau Road	$4,500,000
Na Vualiku Project (US-funded)	$562,500
VAT	
Sub-total	**$5,800,000**
RENEWALS - BRIDGES & CROSSINGS	
Fiji Critical Bridges Resilience Project	
Local Funding Construction of 4 Critical Bridges (Lami, Medrekutu, Sabeto, Lomolomo)	$5,000,000
Critical Bridges Resilience Project (ADB)	$28,000,000
Critical Bridges Resilience Project (World Bank)	$8,500,000
Sub-total	**$41,500,000**
CAPEX TOTAL	**$317,611,987**
ADB/WB TOTAL	**$36,500,000**
GRAND TOTAL	**$354,111,987**

Table 12 – Statement of Cost of Service

Item	2026/2027 Budget $000's	2027/2028 Budget $000's	2028/2029 Budget $000's
Operating Expenditure			
FRA MANAGEMENT	$15,658,209	$17,777,175	$19,452,744
Total Operating Costs (VEP)	**$15,658,209**	**$17,777,175**	**$19,452,744**
Capital Expenditure			
MAINTENANCE - ROADS, BRIDGES AND JETTIES	$118,172,850	$121,172,85	$127,231,493
EMERGENCY WORKS	$9,000,000	$15,000,000	$15,000,000
RENEWALS - ROADS AND SERVICES	$76,599,816	$80,000,000	$80,000,000
RENEWALS - BRIDGES	$35,000,000	$50,000,000	$50,000,000
RENEWALS - JETTIES	$3,206,250	$60,000,000	$6,000,000
RENEWALS SUB - TOTAL	**$241,978,916**	**$205,000,000**	**$278,231,493**
NEW CAPITAL (Access)	$20,000,000	$30,000,000	$30,000,000
NEW CAPITAL (Community)	$14,864,321	$15,000,000	$15,000,000
NEW CAPITAL (Congestion)	$20,068,750	$34,231,763	$34,943,351
NEW CAPITAL (Resilience)	$9,900,000	$12,000,000	$15,000,000
NEW CAPITAL (Tourism)	$5,800,000	$8,513,411	$8,939,082
TIISPS Local Share	$5,000,000	$24,487,427	$12,910,051
ADB/ WB PROJECTS	$36,500,000	$171,411,986	$90,370,357
NEW CAPITAL SUB - TOTAL	**$112,133,071**	**$295,644,586**	**$207,162,841**
TOTAL CAPITAL EXPENDITURE (VEP)	**$354,111,987**	**$500,644,586**	**$485,394,334**
Tax			
VAT	$44,994,352	$49,835,181	$52,907,827
TOTAL TAX PROVISION	**$44,994,352**	**$49,835,181**	**$52,907,827**
TOTAL EXPENDITURE	**$414,764,547**	**$568,256,942**	**$557,754,905**
Income			
Government Grant-OPEX	$15,658,209	$17,777,175	$19,452,744
Government Grant-CAPEX	$317,611,986.78	$378,617,491	$454,277,574
Loans	$36,500,000	$197,123,783	$103,925,911
TOTAL INCOME	**$369,770,196**	**$593,518,449**	**$577,656,228**

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	$4,229,838	$3,662,549	$4,104,055	$3,661,767	$15,658,209
MAINTENANCE	$41,360,498	$29,543,212	$29,543,212	$17,725,927	$118,172,850
EMERGENCY WORKS	$2,250,000	$2,700,000	$2,700,000	$1,350,000	$9,000,000
RENEWALS - ROADS AND SERVICES	$22,979,945	$22,979,945	$19,149,954	$11,489,972	$76,599,816
RENEWALS - BRIDGES	$8,750,000	$8,750,000	$8,750,000	$8,750,000	$35,000,000
RENEWALS - JETTIES	$801,563	$801,563	$801,563	$801,563	$3,206,250
NEW CAPITAL (Access)	$5,000,000	$5,000,000	$5,000,000	$5,000,000	$20,000,000
NEW CAPITAL (Community)	$3,716,080	$3,716,080	$3,716,080	$3,716,080	$14,864,321
NEW CAPITAL (Congestion)	$5,017,188	$5,017,188	$6,020,625	$4,013,750	$20,068,750
New Capital (Resilience) Programme	$2,475,000	$2,475,000	$2,475,000	$2,475,000	$9,900,000
NEW CAPITAL (Tourism)	$1,450,000	$1,450,000	$1,450,000	$1,450,000	$5,800,000
ADB/WB PROJECT - Local Critical Bridges Resilience Project	$1,000,000	$1,000,000	$1,750,000	$1,250,000	$5,000,000
ADB/WB PROJECT - Loan Critical Bridges Resilience Project	$7,300,000	$7,300,000	$12,775,000	$9,125,000	$36,500,000
TOTAL	**$106,330,110**	**$94,395,537**	**$98,235,489**	**$70,809,059**	**$369,770,196**

Table 14 – Asset Values

Asset Categories	Replacement Cost ($)	Depreciated Replacement Cost ($)	Accumulated Depreciation ($)	Annual Depreciation ($)
Property				
Lands	$3,187,937,065.89	$3,187,937,065.89	$0	$0
Formation	$5,596,293,032	$2,951,557,753	$0	$0
Sub Total	**$8,784,230,097.85**	**$6,139,494,818.89**	**$0**	**$0**
Carriageways				
Sealed Pavement Structure	$2,262,485,144.53	$1,456,429,738	$806,055,406.76	$115,424,766.01
Unsealed Pavement Structure	$683,187,555.21	$348,968,108	$334,219,447.34	$38,541,098,45
Sub Total	**$2,945,672,699.74**	**$1,805,397,846**	**$1,140,274,854**	**$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	$230,287,804	$135,570,498	$94,717,305.85	$2,821,417
Sub Total	**$512,896,487.56**	**$259,154,640**	**$253,741,848**	**$5,970,828**
Other Road Assets				
Footpaths	$70,721,407.64	$36,717,522.61	$34,003,885.03	$1,886,469.54
Street Lighting	$42,993,712.17	$27,544,491.75	$15,449,220.41	$2,937,447.46
Sub Total	**$113,715,119.81**	**$64,262,014**	**$49,453,105**	**$4,823,917**
Traffic Controls				
Signs (including posts) marking	$89,833,598	$21,713,848	$68,119,749.72	$3,133,871
Traffic Signals	$7,562,041	$2,944,620	$4,617,421.14	$283,715
Sub Total	**$97,395,639**	**$24,658,468**	**$72,737,171**	**$3,417,586**
Bridges				
Bridges	$582,625,232.19	$387,627,323.51	$194,997,908.68	$5,802,532.11
Bailey Bridges	$5,939,107	$5,683,683	$255,424.15	$51,085
Crossings	$40,525,550	$37,400,040	$3,125,509.97	$771,438
Sub Total	**$629,089,889.43**	**$430,711,047**	**$198,378,843**	**$6,625,055**
Other Structures				
Guard Rails	$24,864,121	$1,933,185	$22,930,936.22	$920,642
Bus Shelters	$8,277,737	$4,004,374	$4,273,363.81	$944,706
Jetties	$40,426,084.82	$26,090,656.37	$14,335,428.45	$668,072.67
Sub Total	**$73,567,943**	**$32,028,215**	**$41,539,728**	**$2,533,421**
Other				
Motor Vehicles	$3,585,450	$2,017,779	$1,567,671	$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	$852,815	$8,071,378	$146,361
Work in Progress	$500,617,863	$500,617,863	$0	$0
Sub Total	**$518,604,834**	**$507,738,793**	**$10,866,041**	**$506,674**
Total	**$13,675,172,710**	**$9,263,445,841**	**$1,766,991,591**	**$177,843,344**

Table 15 – Depreciation Provision 2026 / 2027

Asset Categories	Provision 2026/27
Roads	
Carriageways	$153,965,864
Drainage	$5,970,828
Other Road Assets	$1,886,469.54
Traffic Control	$3,417,586
Lighting	$2,937,447.46
Sub Total	**$168,178,195**
Structures	
Bridges	$6,625,055
Jetties	$668,072.67
Other Structures	$1,865,348
Sub Total	**$9,158,475**
Other	
Other Assets	$506,674
Sub Total	**$506,674**
Total	**$177,843,344**

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	10	10.0%
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	10	10.0%