

APPENDICES

Appendix I

Written Response by Land
Transport Authority

Clarification of Issues - Land Transport Authority 2014 to 2017 Annual Reports

1. The 2016 Annual Report states that there was a total of 1,325 failed driving examinations from January to July. Explain what LTA is doing to increase the pass rate and provide statistics of the number of applicants who were unsuccessful in their attempts at the driving examination, from 2017 up until the present time.

Response

The Fijian driving license test is a criterion-referenced test resulting in a pass or fail. It currently consists of two parts - a theory test with a set of questions and a practical driving test of the respective class. It is a well-designed test in the sense that the results are used to determine whether the applicant should be allowed to drive a car without supervision. As the only other requirements after obtaining a license is Defensive Driving Course. It is important that the test result, in terms of pass or fail, is reliable and valid. If this is not the case it could have detrimental effects on traffic safety.

The Authority notes that there is an increase in the number of Fijians who wish to obtain a Driver's License by investing time and resource which gives a License holder a greater confidence to drive a motor vehicle. Based on the above explanation, the pass rate cannot be increased or decreased given that it is objectively driven on the performance and output by the learner undertaking the driving test.

Result

Year	Fail	Pass	No Show
2017	4,895	16,376	1,657
2018	4,484	19,056	-
2019	6,264	19,359	3,543
2020	5,746	18,528	2,571
2021	4,413	15,981	2,124
2022	3,465	14,102	2,171

2. We observe that a high number of Traffic Infringement Notices and Defect Orders were issued and vehicles seized across 2014 to 2017 and note the type of offenses as provided in the Annual Reports:
 - a) Highlight the reasons for the high number of traffic offenses.

Response

Increased in vehicle population over the years on Fiji Roads is one of the main contributing factors of high number of traffic offenses. In addition, LTA is carrying out more random checks as more enforcement officers were recruited in all branches and more joint operation with Fiji Police.

	2014	2015	2016-2017
Tin issuance	25,503	28,586	42,614
% Increase		12%	49%
Vehicle Population	95,940	101,425	117,623
% Increase		6%	16%

- b) Provide actions taken by the Authority to reduce these offenses and a breakdown of the revenue generated from issuance of TINs, Defect Orders and vehicle seizure for each year from 2014 to 2017.

Response

- ✓ Regular combined operation with Fiji Police.
- ✓ Training and empowerment of municipal councils to carry out traffic enforcement in their municipalities while LTA and police to concentrate on the Highways.
- ✓ Road safety community outreach programs
- ✓ School visitations.
- ✓ High visibility operation along black spot areas.
- ✓ Radio talk back shows
- ✓ Billboards
- ✓ DDC Training
- ✓ Media awareness

TINs , Vehicle Seizure and Defect Order Revenue from 2014 to 2017				
Year	TINs	Defect Order	Vehicle Seizure	
2014	2,345,336.87	217,039.50	72,691.00	
2015	2,219,678.90	196,301.75	58,506.00	
Jan 2016 to July 2016	1,027,993.02	4,600.77	22,847.52	
2017	2,777,767.12	811.71	38,028.90	
Total	\$ 8,370,775.91	\$ 418,753.73	\$ 192,073.42	

- c) Inform us of how many of these traffic offenders are full license holders and how many hold provisional licenses.

Response

The data is not available for the number of Provisional and Full license that were issued with TINs for the period 2014-2017. Data can be generated for age category which clients were issued with TINs.

- d) Indicate the demerit points instituted for each type of offence.

Response

Refer to section 88 of Land Transport Act 1998

Courts to award demerit points

(1) If a person is convicted of an offence under this Act, the court shall award against the person the number of demerit points prescribed in respect of that offence.

(2) If, on the conviction of a person for an offence, the court is satisfied that, having regard to the circumstances in which the offence was committed, no demerit points should be awarded against him in respect of that conviction or a number of points less than the number that would otherwise be awarded in respect of that conviction should be so awarded it may, as it considers just in the circumstances, refrain from awarding him any demerit points or award him a number of demerit points less than the number that would otherwise be awarded in respect of that conviction.

(3) In a case where 2 or more offences are committed by the same person and, having regard to the nature of the offences and the circumstances in which they were committed, the court is of the opinion that they can fairly be regarded as having arisen out of the same occurrence or out of a course of conduct pursued by that person at the time at which the offences were committed it may, if it considers it just so to do, treat the fact that they can be so regarded as a special circumstance for the purposes of subsection (2).

(4) If on conviction for an offence a person has been disqualified for obtaining or holding a driver's license for any period, section 59(3) applies.

(5) A court may award demerit points in respect of an offence under this Act to a person who-

(a) is the holder of a learner's permit and is convicted of the offence; or

(b) was a passenger in the vehicle at the time of the offence and is convicted of aiding, abetting, counselling, procuring or inciting it.

3. For the importation of cars, given the age limit on second hand cars allowed on our roads, what strategy is in place to ensure that cars running on our roads are in compliance with national standards?

Response

The LTA has a contracted service provider for offshore vehicle inspections, Japan Export Vehicle Inspection Center (JEVIC), to carry out inspections for used vehicles imported from Japan, Australia and New Zealand. JEVIC inspections include verification of vehicle age, confirmation to emission standards, and verification of vehicles damage/write off history, visual structural inspections, tailpipe emission tests and hybrid vehicle battery diagnostics amongst general vehicle inspection. The offshore inspection together with the vehicle specifications and OEM compliance certificates ensure that the vehicle is fit for registration in Fiji.

4. In the 2014 Annual Report, we note that only 5 bus companies achieved the Quality Assurance Maintenance System (QAMS) Phase 1. Update us on the other bus companies operating in the country and their compliance with QAMS requirements. If not, what action is being taken to ensure compliance? Also highlight the criteria for the different phases. Enlighten the Committee on the benefits of QAMS and how it will improve quality of service delivery by bus operators.

Response

The Quality Assurance Maintenance System (QAMS) Phase 1 compliance in 2014 was 10.41% and noncompliance was 89.45% compliance. Currently there are a total of 59 bus companies operating and the QAMS Phase 1 compliance is 45.76% compliance and 54.24% non-compliance an improvement in the QAMS I compliance.

The QAMS checklist in 2014 with relevant criteria's to be met included the following:

- ✓ Documentation
- ✓ Driver Monitoring Program
- ✓ Fleet Register
- ✓ Accident Register
- ✓ Office Premises
- ✓ Mechanical Workshop
- ✓ Electrical Workshop
- ✓ Refreshment Area
- ✓ Tool Room
- ✓ Spare Parts Room
- ✓ Lube Bay
- ✓ Tyre Bay
- ✓ Painting Bay
- ✓ Wash Bay
- ✓ Parking Area
- ✓ Tools and Equipment's

QAMS inspections in 2014 was conducted only on the bus operators' infrastructural requirements and documentations. The Authority saw that documentation and infrastructure inspections were not sufficient and therefore amended the QAMS checklist to include fleet audits in 2019 to also capture the bus fleet conditions. The incorporation of the fleet audits in the QAMS checklist ensures that buses operating on Fiji roads have the proper servicing and maintenance records but are also fit to be operated on Fiji Roads ensuring safety for the all road users.

5. What prompted the closure of Waimalika Nadi vehicle examination office?

Response

Please be advised that the Authority had received a notice from iTaukei Land Trust Board in year 2015 for “unlawful Occupation under section 27 iTaukei Land trust act; Penalty under section 26 iTaukei Land Trust Act for Your unlawful occupation of iTaukei Land Known as Legal (part of) Lot 1 Province Nadi” and the Authority was advised to pay a penalty of \$3,018.75 and immediately vacate the land as required under the governing law stated in the notice. Further to this please note the said Premises lease was under Development Lease and not Commercial or Industrial Lease.

Taking this into consideration the Authority liaised with the Landlord for the building and advised on the notice received and requested if this issue can be resolved with iTaukei Land Trust Board and if the Authority’s rented premises can be formalized with proper land lease title under commercial or Industrial leasing.

In the year 2017, the landlord forwarded the letter from iTaukei Land Trust Board that the Development Lease for the said land has been extended and will expire on the 30th June 2018 and also advised that the said premises which is rented by the Authority would be formalized with proper land lease and registered by 30th June 2018.

In the Year 2018 the Authority had no option but to commence for locating a suitable place for relocating the Waimalika office and in the year 2019 the Authority terminated its contract with Jet Set Engineering Ltd due to the above reasons and relocated its Nadi Office to Nadi Backroad.

6. Confirm whether LTA together with the Fiji Roads Authority has undertaken stage markings of all sealed and unsealed roads in Fiji.

Response

The LTA PSV Team has temporarily begun mapping the existing bus operators' Road Route Licenses (RRLs) on a GIS platform. Once this is done, then the stage fares can be marked virtually. RRL mapping will start for the West and Central Eastern Regions where bus issues have been most received.

This will be a live document / Map on the Bus routes/ RRL detail information and Road Condition status for different regions. The said document will assist the LTA in terms of better understating on the routes, location, road conditions & bus accessibility, fare implementation, etc., until an efficient and effective GIS is implemented.

7. Is there any standard set by LTA for the design and build of road humps to ensure consistency?

Response

All road designs and specifications are looked after by FRA. They carry out their traffic impact assessments before making any changes to the road format.

8. What are some of the challenges and issues raised by members of the public to LTA in relation to the e-ticketing system and the Authority's way forward to address these?

Response

Issues

- ✓ Operationalization of TOP up agents in rural areas
- ✓ Technology challenges in hard to reach places
- ✓ Bus cards being lost by the public

Way Forward

- ✓ Focus on monitoring E-ticketing in calibration with private bus operators
- ✓ Task Force with Vodafone and MEHA to coordinate on e-ticketing issues
- ✓ Aggressive media awareness

9. Is there a procedure in place to issue warning letters to drivers to correct any minor vehicle defects instead of instituting on-the-spot fines? What is the arrangement with the Fiji Police Force to ensure consistency in meting out fines?

Response

The fines and defect order are prescribed in the law while warning letters are not.

Refer to Regulation 106 of Land Transport (Vehicle Registration and Construction) Regulations 2000

Defect orders

- (1) If a police officer or authorized officer or authorized inspector employed by the Authority, after inspecting a vehicle, is satisfied that the vehicle has a defect or defects which could adversely affect the safety or emission control of the vehicle, he or she may issue a defect order subject to conditions to be included in the order.
- (2) If a police officer, authorized officer or an inspector is of the opinion that the defect or defects are such that the vehicle is unfit for safe use or protection of the environment, the police officer, authorized officer or inspector must issue a defect order directing the driver or owner or person in charge of the vehicle to—
 - a) Discontinue the use of the vehicle within 24 hours subject to any condition included in the order; or
 - b) Discontinue the use of the vehicle immediately and make arrangements for it to be towed to a place of repair.
- (3) If an authorized officer or inspector is of the opinion that the defect or defects do not render the vehicle unfit for safe use or protection of the environment, the police

officer, authorized officer or inspector must issue a defect order directing that the defect or defects be rectified within 14 days.

- (4) A person must not use or permit the use of a vehicle in respect of which a defect order is in force, in breach of any of the conditions included in the order, except, with the permission of a police officer or authorized officer or inspector, in order to move the vehicle to and from the place of inspection nominated in the order.
- (5) When a defect order has been issued, the driver of the vehicle must be given a copy and a defect label referring to the defect order must be attached to the windscreen, in the case of a motor vehicle, and in a prominent position in the case of a motor cycle.
- (6) No person other than a police officer, authorized officer or inspector may remove from a vehicle a defect label issued under sub-regulation (5).
- (7) A defect order remains in force until the defect label has been removed by an authorized officer or inspector.
- (8) A defect order may specify conditions—
 - a) as to the route to be taken, the maximum speeds or any hours of operation to be observed by the driver of the vehicle until the defects specified in the order are corrected in accordance with the order; and
 - b) For the inspection of the vehicle after repair and the time by which this must be undertaken.

10. Enlighten us on the challenges associated with the issuance of taxi permits.

Key challenges that were associated with the issuance of Taxi Permits were:

- (1) Grounds for Transfer of Taxi Permits were initially via migration, death (Probate or Letters of Administration), old age and medical.
- (2) Initially, a Municipal Council's base letter was required for New Taxi Permit Applications, Taxi Permit Renewal Applications and Transfer of Taxi Permit Applications. In either of these Applications, Taxi Permit Applicants were not able to fully obtain a base letter from local Municipal Councils due to limited spaces at Municipal Council Taxi Stands or delays in processing the Base Letter.
- (3) Taxi Permits had a tenure of 3 years validity.
- (4) LTA's processing timelines and checklist requirements of Applications were not standardized across its offices.
- (5) LTA's previous system, Registration and Licensing (R and L) was not fully comprehensive to ensure the maintenance and safe keeping of Application documents and records electronically.

The above challenges have been addressed via Regulatory and Operational System improvements as follows:

- (1) Under the Land Transport (Public Service Vehicles) Amendment Regulations 2017, Taxi Permits can now be transferred via a bonafide Sales and Purchase Agreement which is a quicker option for Taxi Permit Holders to transfer.
- (2) A base letter is no longer required for the above-mentioned Taxi Permit Applications under the Land Transport (Public Service Vehicles) Amendment Regulations 2017. These Regulations have allowed the following provisions and developments:
 - a. Replaced the Base System with the Zonal System which allows a Taxi Operator to access a wider area of operation within a certain boundary. This is currently implemented via the Open Taxi Rank System gazette on 25 April 2022.
 - b. Increased the Taxi Permit tenure to 10 years and consequently allowed Taxi Permit Holders to utilize their Taxi Permit(s) as security in financial loan transactions.
 - c. There are legislated requirements/criteria including timelines for processing New Taxi Permit and Taxi Permit Renewal Applications. Taxi Permit Renewal Applications previously had to be processed at least 28 days before expiry however under the amended 2017 Regulations, the renewal processing timeline is now 3 months before expiry of the permit.
 - d. New Taxi Permits are issued via a more transparent system which involves a Review Committee and Barrel Draw System.
- (3) LTA has reviewed/streamlined and standardized its checklist requirements and processing timeline for Transfer of Taxi Permits. Checklist requirements has been streamlined and adopted by LTA PSV Teams across Fiji to improve the ease of doing business and expedite processing.
- (4) In December 2016, LTA implemented its new system LTASoft which is a more customer focused system that covers majority of LTA's core operations. The transition from a manual system to a fully electronic system for LTA's business transactions including Taxi Permit Applications has allowed the storage and traceability of transactions.

Land Transport Authority 2016 – 2017 Annual Report

11. Page 7 of Annual Report (**Year In Review**) – Enlighten the Committee on the following:

A. **Queumatic Software installed at Nakasi Office – How** are customers benefiting from this and highlight existing challenges and the way forward identified by the Authority?

Response

I. How this benefits the customers?

The Queue Management System (QMS) streamlines the face to face services at LTA's Branches. QMS provides a suite of statistical and management reports for analysis and improvements to customer service and identifying the bottle necks. The Land Transport Authority (LTA) uses the QMS to measure the turnaround time per transaction. The Nakasi Branch complaints reduced by 89% from Dec 31st 2016 till 31st July 2017 after the QMS was installed. The average turnaround time also improved by 73% after the installation of the said QMS machine.

II. Highlight existing challenges & way forward:

Some of the challenges identified by the Authority:

- ✓ The QMS is not linked to the LTASOFT Transaction processing time – this will be included in the new ICT project for the LTA;
- ✓ Incomplete Applications – vetting of applications and documents before QMS tickets are issued. The customers can also check the application check lists and requirements online via the Live Help Chat platform before turning up at the LTA Branches to be served.

B. **Nationwide Bus and Fleet Audit conducted – Enlighten us on the purpose of the audit and its outcome.**

The purpose of the nationwide bus and fleet audit is determining the bus operator's compliance to QAMS Phase 1 and Phase 2 requirements.

The national average QAMS compliance for inspections conducted in 2017 was 70.26% for QAMS Phase 1 and 82% for QAMS Phase 2.

C. **Japan Export Vehicle Inspection Centre (JEVIC) which went live in August 2016: Where is this based and enlighten us on how the centre operates.**

Japan Export Vehicle Inspection Centre (JEVIC) is a pre-shipment vehicle inspection agency that is accredited to ISO/IEC 17020 Inspection Body Standard for used vehicle Roadworthiness and Structural inspections, Odometer, Biosecurity and Radiation inspections.

Currently Offshore Inspections provided by JEVIC are available in the following countries and locations;

- a) Japan - Yokohama, Nagoya, Osaka, Moji - Inspections implemented from 2016
- b) New Zealand - Auckland, Lower Hutt, Christchurch - Inspections implemented from 2019
- c) Australia - Brisbane, Melbourne, Sydney - Inspections implemented from 2019

Japan has the highest percentage of second-hand imports approximately 93% with New Zealand on 2nd with around 3% and Australia on 3rd with approximately 2%. Hence, the offshore inspections covers approximately 98% of all used vehicle imports.

The services does JEVIC provides for vehicle importers from Fiji include;

- a. Structural Inspection
- b. Undercarriage Inspection using an inspection ramp
- c. Odometer verification inspection
- d. Stolen Vehicle Checks
- e. Vehicle confirmation to Euro 4 standards
- f. Emission test using LTA Approved Equipment and Standards
- g. Checking of electrical modifications and visible electrical wirings
- h. Checking of engine warning light and engine warning sensors
- i. Carrying out Battery Diagnostics for Hybrid and Electric Vehicles
- j. Any other relevant checks on specialized vehicles agreed upon by both parties
- k. Translation - case by case for investigations purposes
- l. Photos (12) as per the JEVIC appraisal certificate
- m. Appraisal certificate provided
- n. Biosecurity inspection for gross contamination only
- o. Online access to the certificate data
- p. E – certificate

D. Mobile App - How effective is this new mobile application and inform us of any existing challenges.

This mobile app deployment in 2016 was used by LTA enforcement officers to access vehicle registration and licensing information on the road. This app was further enhanced in security features with one-time password feature and device specific installations. There are challenges due to network connectivity at times in remote terrains. This is dealt with by utilization of all internet provider networks. Further to this Agencies also have VPN access in their major offices where they can call and access information from. Currently this App is used by LTA Enforcement Officers and the law enforcement agencies (Police & Military).

12. From 2014 to 2017, how many license holders successfully transitioned from provisional to full license?

Response

Class	Year						
	2016	2017	2018	2019	2020	2021	2022
1	52	55	58	134	118	141	167
2	7,467	9,115	10,501	9,452	10,463	9,743	7,573
8	58	69	61	65	74	47	68

A provisional driver's license is obtained once a person has successfully passed the driving test. The provisional period of driving is only applicable for Class 1, 2 & 8 and is valid for a period of 2 years after which the client can apply for a full driver's license.

The table above shows the number of provisional driver licenses that successfully transitioned to full driver licenses for the period 2016 to 2022 (as of 24 September 2022.). Unfortunately, data is not dated back to the period 2014 as LTAs new system LTASOFT came into existence in 2016 replacing the old R&L system.

13. Page 13 of Annual Report – Provide data for non-operational red light and speed cameras around the country and the action taken by the Authority to have them repaired and the timeframe.

Response

Only Kinoya site was not operational due to review of speed limit in the area, currently all 31 sites are operational. However, there are only 14 cameras which are rotated amongst these sites.

14. We note that LTA conducts public awareness programmes on road safety and child road safety. Using relevant statistics explain how effective are these awareness programmes in reducing road related accidents and deaths?

Response

The fatality records for 2016 and 2017 were: 2016 - 60, 2017 - 70. The team has been continuously conducting road safety education and awareness activities in schools, communities and to the general public (drivers, passengers and pedestrians) which has contributed to the reduction in fatalities in the years 2019 - 2021. The fatality rates were: 2019 - 65, 2020 - 45, and 2021 - 25.

15. Page 19 of Annual Report (Permanent Weighbridge Project) – Provide the progress of works on the permanent weighbridges to be built at the sites secured in Karavi, Cuvu Top, Lekutu and Korovou.

Response

Karavi WB Site:

- ✓ Current construction progress at 74% completion.
- ✓ Anticipated completion end of 2022.

Lekutu WB Site:

- ✓ The Approval Notice of Lease has been received for the period of 42 years 9 months from 1st April 2020.
- ✓ The Approval Notice of Lease for the Lekutu weighbridge site (Lot 1, SO 1421, Delaivunikoka) was obtained in October 2020.
- ✓ The project will proceed further upon approval of CAPEX budget.

Cuvu WB Site:

- ✓ LTA received lease offer on 27 April 2018 from Ministry of Lands & Mineral Resources to lease a parcel of iTaukei land legally described as Lot 1 SO 6320 Known as Mataqali Leweinadroga Tikina of Cuvu province of Nadroga.
- ✓ LTA engaged Irwin Alsop Pacific Pte Limited as the LC for this project in 2019.
- ✓ LC commenced works on Phase 1 of the project and has completed the Site assessment, EIA screening application and lodgment with fees payable to the Ministry of Environment, TIA site traffic counts, and Building footprint.
- ✓ The geotechnical report, Environment Impact Assessment, Space allocation, design documentation, design concept approval and draft of TIA report were still work in progress when the termination of contract (project on hold) was issued by LTA to the LC on 20 July 2020 due to prioritization of capital projects and lack of funds.
- ✓ The project will proceed further upon approval of CAPEX budget.

Korovou WB Site:

- ✓ LTA Team were not able to secure a site in Korovou despite pursuing several possible sites.
- ✓ Team has decided to install this 4th Weighbridge equipment at the LTA Labasa Office during the restoration works at this Office.
- ✓ Alternatively, LTA has 8 portable wheel weighers to cater for the Korovou area for mobile overloading enforcement operations.

16. Page 21 of Annual Report (**Highlights for the Year – Initiation of Carpooling Project**) – Enlighten us on the progress of the carpooling initiative and when it will be fully implemented. Provide a progress update.

Response

According to an independent LTA survey in 2016, more than 75 percent of private vehicles along the heavily populated Suva-Nausori corridor during peak periods (6.30am to 8am) comprised of either the driver only, or just one passenger. The survey also found that while 20 percent of cars on the road had two to three passengers, only 2 percent of cars on the road carried a full load of passengers.

Following this, carpooling awareness programs and flyers were distributed to the public on 04 May 2017 to encourage private vehicle owners help play a part in traffic congestion, reduce carbon emissions and enjoy the other benefits of carpooling.

Carpooling has been part of the discussions with other transport stakeholders during consultation in the Land Transport Technical Working Group (TWG) meetings, whereby it has been highlighted for a comprehensive strategy to be established for implementing carpooling initiatives in managing traffic congestion across Fiji's road networks.

However, strong objection has been received from the Fiji Bus Operators on this initiative as they are of the view that exchange of a fare for a service in a private vehicle is creating an illegal activity. Additionally, LTA cannot compel commuters to carpool with different vehicle owners due to safety and customer personal reasons, unless the commuters and vehicle owners are known to each other and the same is done on a voluntary basis.

Financial Statements for the Year Ended 31 July 2017

17. Page 32 of Annual Report (Basis for Qualified Audit Opinion) – We note that the Auditor issued a qualified opinion on the accounts of the Authority for the year ended 31 July 2017 in respect of leasehold land amounting to \$3,595,000 for which titles are not registered in the Authority's name. Inform us on whether the issue have been rectified and identify the land(s) concerned.

Response

The authority has obtained the land lease agreement for LTA Valelevu, Lautoka, and Ba land as follows:

Division	Cost	Comment
Valelevu	\$ 2,450,000	Lease title registered on 26 July 2019
Lautoka	\$ 570,000	Lease title registered on 8 December 2021
Sigatoka	\$ 95,000	In process with Lands Department
Ba	\$ 280,000	Lease title registered on 26 April 2022
Labasa	\$ 200,000	Lease document prepared, awaiting for signing
Total	\$ 3,595,000	

18. Emphasis of Matter – We note the contingent liability of \$55,859,759 disclosed by LTA as at 31 July 2017. Provide a breakdown of this amount and considering the financial position of the Authority, how it will meet the payment should it obligated to do so.

Response

The contingent liability as at 31st July 2017 amounting to \$55,859,759 has been reduced to \$2,588,500 as at July 2019.

Attached is the breakdown for the contingent liability of \$55,859,759 that was included as at 31st July 2017. (Refer Annexure 1)

19. Note 6 (Other Expenses) – Provide a breakdown and details of the following expenses:

Response

a) Meals and catering - \$153,986 in 2017 and \$118,988 from Jan – July 2016

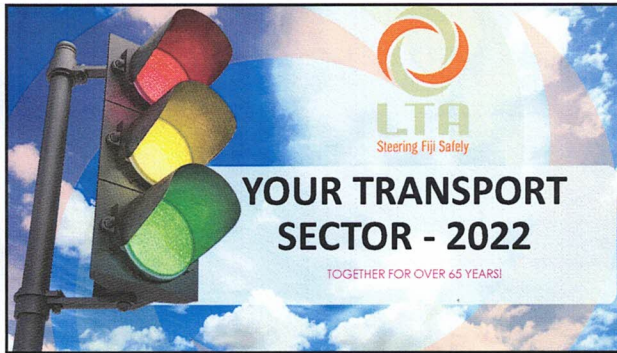
	2016	2017
Expense Detail	Amount	
Meal claim for staffs to visit other branch to carry out operational activities and Overtime	77,007	103,211
Subsistence allowance for staffs to visit other branch to carry out operational activities	41,981	50,774
Total	\$ 118,988	\$ 153,985

b) Miscellaneous expenses - \$22,280 in 2017 and \$32,185 from Jan-July 2016

	2016	2017
Petty cash expenses for operational activities	19,575	10,961
Payment for update of LTA policy for Quality Assurance	6,500	-
Client Refund	262	2,435
Customer Service Survey payment	-	1,214
Purchase of Accessories	4,169	3,291
Stakeholder meeting	1,680	4,380
Total	\$ 32,185	\$ 22,280

Annexure 1: List of Contingent liability breakdown as of July 2017.

Action No.	Court	Assessment of Potential Liability	Update	Potentail Liability
243/2011	Sigatoka Magistrate Court	\$26,000.00	Pending in court	\$ 26,000.00
HBC 362/2016	Suva High Court	\$52,000,000.00	Pending in court	\$ 52,000,000.00
HBC 62/17	Lautoka High Court	\$105,000.00	Matter disposed off	\$ 105,000.00
CA 85/17	Lautoka High Court	\$1,600,000.00	Matter disposed off	\$ 1,600,000.00
MBC 93/2018	Nasinu Magistrate Court	\$8,604.45	Pending in Court	\$ 8,604.45
HAA 104 & 105/2017	Lautoka High Court	\$300.00	Pending in Court	\$ 300.00
CA -283/2018	Suva High Court	\$13,139.00	Matter disposed off	\$ 13,139.00
Action No.	Court	Assessment of Potential Liability	Update	
ERCC - 10/2018	Suva High Court	\$195,885	Matter disposed off	\$ 195,885.00
ERT WC-128/2018	Suva Employment Tribunal	\$3,351.03	Matter disposed off	\$ 3,351.03
ERT No- 25/2018	Suva Employment Tribunal	\$1,907,480	Pending in Court	\$ 1,907,480.00
	TOTAL			\$ 55,859,759



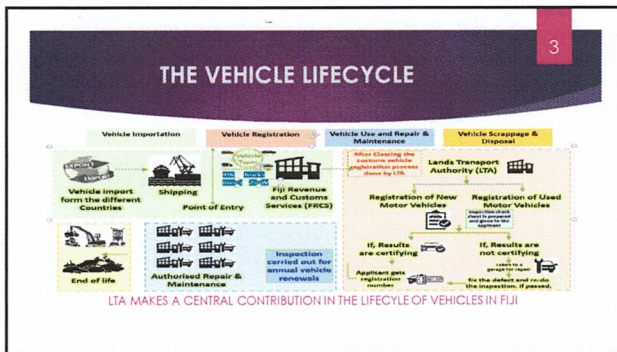
INTRODUCTION

2

The Land Transport Authority (LTA) is an essential service provider and owes its existence to the PEOPLE OF FIJI through the regulation of safe land transport services to all Fijians, everywhere.

- The Land Transport Authority was established under the Land Transport Act 1998 under section 6(2) "A body corporate". The LTA Regulation 2000 came into effect on 10th July 2000 making LTA a commercially-oriented entity with strict accountability guidelines.

TOGETHER FOR OVER 65 YEARS!



3

SAFER ROADS

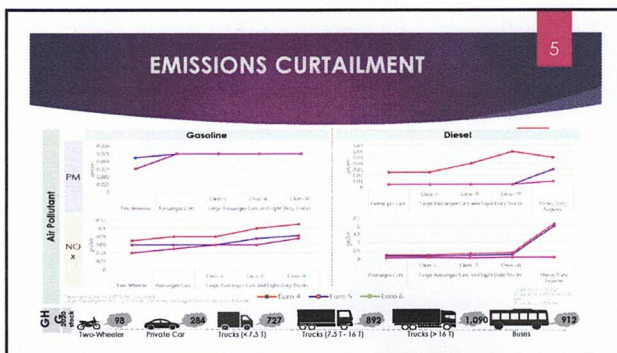
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The Defensive Driving Course (DDC) and Road Safety Awareness encapsulates the requirements of the drivers of the respective classes and also relates the safety aspect to the public both as a Pedestrian and Driver on Fijian Roads.

- The DDC serves as a rigorous mechanism creates a high threshold for drivers transitioning from provisional license to full license. Our data indicates 5,644 drivers have undertaken DDC in 2014 but now 9,931 has undertaken DDC in 2021.
- pedestrians and passengers are our most vulnerable road user segment. In 2014, the road death toll stood at 49, but now stands at 25 in 2021.



LTA WORKS WITH ALL ROAD USERS IN KEEPING OUR ROADS SAFE



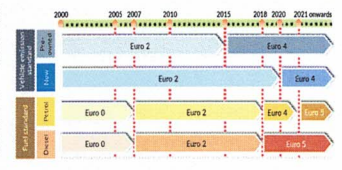
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LTA's COMMITMENT TO OUR PLANET

6

LTA and the Ministry of Transport has collaborated with relevant agencies in working towards our commitment in reducing CO₂.

- Fiji has used Euro 2 mostly from 2000 to 2015 which assisted towards the global trend of greenhouse gas emission from vehicles, but not as much as the expected standard from Euro 4 from 2015 to 2018 with gradual introduction of Euro 5 from 2018 to 2021 onwards.
- But now resulting from this, there will be reduction in fuel dependency and a step closer to achieving the Government's commitments under the Paris Agreement and the Climate Change Act of 2021 which requires decarbonization of the transport sector by 2050.



EURO 4 FUELS ARE 10% CLEANER THAN EURO 2 – HEALTHIER FOR PEOPLE AND THE ENVIRONMENT

QUALITY ASSURANCE MAINTENANCE SYSTEM 7

QAMS provides a stringent guideline for buses operators to comply with the requirements to continue providing the transport services to the public in safe manner.

- ▶ Whilst safety of general public is paramount to the Authority, the ease of doing business has been recognized and therefore, QAMS Guideline were reviewed in 2019. In reviewing the QAMS, the Authority has reduced many aspects of the initial QAMS requirement to **IMPROVE** operations of RRL services.
- ▶ From removing bureaucratic elements documentation to sharing of bus garage facilities, LTA works to streamline processes for RRL operators while **maintaining quality bus service delivery**.



FUJI HAS A VIBRANT PRIVATELY OPERATED BUS SECTOR WITH GOOD QAMS PERFORMANCE BY ANY STANDARD

Taxi Service 8

With constantly evolving socio-economical environment, there is a need to ensure that existing laws & regulations adequately cater for these changes.

- ▶ Traditionally taxi operators were required to operate their taxi's through their **designated taxi bases only**. This meant several operators were operating at bases located at premium hotspots for business whereas the rest would have to operate in less populated or dense areas.
- ▶ But now the Land Transport (Budget Amendment Act) 2021 established a **new framework for taxi operations** by removing municipal taxi bases and stands and replacing them with **open taxi ranks (OTRs)**, which will allow taxis to operate **more freely and efficiently** within their zones.



WE WORK WITH ASSOCIATIONS ACROSS THE NATION TO DEVELOP & IMPROVE OUR SERVICES OVER TIME

E-Ticketing 9

To ensure improved collection of revenue and reduction of fare evasion and moving towards a modern cashless system of payment

Fixing of Fares & Charges

- ▶ Fares & charges are associated with public service vehicles and it is particularly important to **ensure that the public is not misled or taken advantage of** when paying fares for use of PSV services, which was previously through a manual ticketing and reconciliation system.
- ▶ Now through **E-Ticketing, newly implemented by Land Transport (Amendment Act) 2019**, the fares or charges either generally or in respect of different routes, places or localities will be fixed by the Fijian Competition and Consumer Commission in accordance with the Fijian Competition and Consumer Commission Act 2010.



E-TICKETING IS A GLOBAL INDUSTRY STANDARD METHOD TO IMPROVE TRANSPARENCY FOR THE SECTOR & USERS OVERALL

Digitization 10

LTA has constantly focused on ensuring accessibility of its services to the general public through adaptation of e-services.

- ▶ The LTA is working on ways to streamline our operations by providing options for our customers – All Fijians **have the option to renew licences, pay fines and access other services** through LTA e-services the way to start is to register with the LTA online system.
- ▶ LTA e-Services provides ease of access, reducing waiting times allowing for improved accountability. This includes collaborative initiatives such as transacting through the **mobile m-paisa app**.



THE TREND IS INCREASED USE OF ONLINE TRANSACTIONS. WE ARE WORKING ON BRINGING MORE SERVICES ONLINE SOON!

Conclusion 11

LTA in partnership with the Fijian Government, Stakeholders, and the Public strives to provide a **safe, efficient, customer focused, economical, sustainable and environmentally friendly** land transport system for the nation.

- ▶ LTA has maintained focus on ensuring drivers are **well informed** of all road safety guidelines through regular testing and enforcement activities.
- ▶ We ensure to align with the Fijian Government's commitment in reducing the reliance on fossil fuels and supporting the transition to a **green economy**.
- ▶ LTA **continually reviews its strategy, mission and goals** to stay relevant in a constantly changing technological environment while working to balance **Security & Safety Standards** while improving **Ease of Doing Business** for all its customers.
- ▶ **Digitization of Services** will remain our key lever to deliver **easier and more accessible services** to the general public.

THE END 12



TOGETHER FOR OVER 65 YEARS!

Appendix II

Verbatim Report on Land Transport Authority Public Submission

[VERBATIM REPORT]

STANDING COMMITTEE ON **SOCIAL AFFAIRS**

- 1. LAND TRANSPORT AUTHORITY**
(Land Transport Authority 2014-2017 Annual Reports)

SUBMITTEE: Management Teams of:

- 1) Land Transport Authority**

VENUE: Small Committee Room, Parliament

DATE: Thursday, 29th September, 2022

The Committee resumed at 10.12 a.m.

Interviewee/Submittee: Land Transport Authority of Fiji

In Attendance:

- | | | |
|-------------------------|---|---|
| 1. Mr. James Sowane | - | Board Chairman |
| 2. Mr. Flagon Bekker | - | Chief Executive Officer (CEO) |
| 3. Mr. Navilesh Chand | - | General Manager (Legal & Policy & Business Development) |
| 4. Ms. Makitalena Drova | - | Acting General Manager (Technical & Operations) |
| 5. Mr. Sanjesh Kumar | - | Manager Finance |
-

MR. CHAIRMAN.- Thank you Honourable Members. Welcome to the Meeting with the second entity for the day and I would like to welcome the CEO and the Board Chair of LTA and the Team: Welcome Sir.

We will now hear evidence from the Land Transport Authority relating to its operational and financial performance for the period from 2014 to 2017. I remind everyone in the hearing room that mobile phones are to be switched off. Witnesses are reminded that the evidence given to the Committee is protected by Parliamentary Privilege. It is important for witnesses to be aware that giving false or misleading evidence to the Committee might constitute a contempt of Parliament. If at any stage a witness wishes to give part of the evidence in camera they should make that request to me as Chair and the Committee will consider the request.

Today we have with us the Board Chairman of Land Transport Authority Mr. James Sowane; the Chief Executive Officer Mr. Flagon Bekker and other officials: Welcome Team. We have 45 minutes with you and as is the practice, I will now let the Members of the Committee to introduce themselves beginning with myself.

(Honourable Chair and Committee Members introduced themselves individually.)

MR. CHAIRMAN.- I can allow 30 minutes for your presentation and the response from the Land Transport Authority and then I will give the opportunity to our honourable Members for any other questions that they may have.

Also for the benefit of the viewer's when you are responding to our question please also read through the question so that they are aware what you are responding to. So thank you very much time is yours, Sir.

MR. J. SOWANE.- Thank you, Mr. Chair, honourable Members of the Committee and the secretariat.

Firstly, thank you for having us this morning to come and answer and clarify any issues or questions you may have on our Annual Reports dating 2014, 2015, 2016 and 2017.

Just before I introduce the team just some opening comments on behalf of our Ministry and our Board of Directors: I just want to thank the Committee for this opportunity. Also I just like to thank the previous Board of the years that I have mentioned and the previous management team that have steered the Land

Transport Authority during those years. We thank them for their contribution and we acknowledge all their great work and commitment.

For us, honourable Members, as you would probably have known or otherwise, in July of 2021 (last year) a new Board was appointed by the honourable Minister for the Ministry of Public Enterprise and I am honoured to be asked to chair the Board. Also on the 4th of July this year we welcomed the new Chief Executive Officer, Mr. Flagon Bekker whom you will hear from later on today.

Just some key pointers that I just want to update you since the reports that you have mentioned (the LTA) is in good hands. We continue to move forward in our strategic planning. We have just finished our 2022-2026 Strategic Plan which we will launch with our honourable Minister and undertake a nationwide consultation with our team members.

Our focus really that you will hear from today will be on making, facilitating the ease of doing business for our customers for all Fijians and also utilising the evolution of digitising our processes. So that obviously is the way of the future for us however today we are looking back at those years that I have mentioned.

I also just want to mention special thanks on behalf of the Board to our management team who are here. They have held the ship of our organisation through the challenging times of COVID and pre-COVID we have 545 staff members and post COVID we now have 411 and some of them have moved on. The challenge that we are all aware of in terms of losing skilled staff we are not immune from that however our management team have managed to bring us through those turbulent times and we look forward to the leadership of our new CEO.

As you will know, we are almost at the crossroads in terms of our road sometimes conflicting. We are based on the pillars that we operate on.

On the regulatory aspect, we have the enforcement aspect, customer service and the road safety. Those are the four pillars that we base our strategic planning and our mode of operation on.

With that I just like to remind that every day from Monday to Friday and half day on Saturday we are dealing with over 300,000 licensed Fijians and with that we are managing over 140,000 licensed vehicles of all types.

So we are not perfect but I can assure you our team is committed and we are very passionate in terms of delivering service to our fellow Fijians.

With that in mind I just wanted to just give some opening comments and just setting the scene in terms of the landscape that we deal in.

With no further ado, I would just like to introduce our team: Our Chief Executive Officer Mr. Flagon Bekker as I mentioned joined us on the 4th of July; next to me is our General Manager Legal Mr. Navilesh Chand; Acting General Manager Technical Operations Ms. Makitalena Drova,; and our General Manager Finance Mr. Sanjesh Kumar.

So with that I will pass on to our CEO to take us through.

MR. F. BEKKER.- Thank you Mr. Chairman (Mr. Pillay). First of all Mr. Pillay thank you for the opportunity; Members of the Standing Committee thank you for the time today.

My name is Flagon Bekker and today we would like to structure our interaction with you with a very short presentation which we believe will answer a lot of the questions that are high level that you have put to us and then at that stage I am happy to follow the protocol and be open to any questions. If I can ask for you to keep the questions till after the presentation and then what we will do is, if you direct the question to myself if I need some added value that need to be added I will bring in my team members who are here with me today. So through you Mr. Chairman I will start the presentation that we have put in.

So if we can just go to the first slide: So as you all know there is a very long history between the Fijian Land Transport Authority (LTA) and the people of Fiji. We are very proud of the long history that we have together. We see ourselves as an integral part of society and we see ourselves as servants of the people of Fiji.

So just by way of context, it is always important to remember what the life cycle of a particular vehicle or a specific vehicle is. The LTA has an impact and contribution to make across the life cycle. Of course, we play a very essential role but we do not play the only role. We work very hard to communicate, align and plan with all our stakeholders of which there are many and they are diverse with often conflicting demands or interests. However, we see ourselves as the facilitator of compromise throughout the sector.

A key element for us of course “safer roads”. The performance from the period that we are talking about until today continues to improve. We continue to see a large increase in the number of vehicles in the Republic of Fiji and I am happy to say that we are meeting the needs by and large of that demand. In general the demand is forecasted to be around 5 percent CAGR which has accumulated average growth rate (CAGR) over the foreseeable future. So there will be a continued demand for our services over the longer term.

In terms of some of the biggest challenges that we face as a nation, as a country and as a region, and in fact indeed as a globe, we see ourselves as a key contributor and we want to position ourselves as a positive influence on the challenge of climate change. This chart is just to introduce some of the key drivers of climate change within the country and indeed globally. We see ourselves as leading the efforts in the next sector.

A key message when we start looking at how to support the control of the negative effects of some of the emissions, it is interesting to note that the increased technology from an Original Equipment Manufacturer (OEM) point of view for the vehicles and also through the fuels that go into the vehicles. Just typically for our viewers and for the Standing Committee, you are seeing 10 times improvement between Euro 4 and Euro 2 (10x).

Quality Assurance Maintenance Systems (QAMS): Understandably, there is a lot of interest in the quality of service provision within the public sector and the date and period that we are looking at in this section is a snapshot. I can tell you that over the last few years (five years to seven years) there has been a remarkable improvement in the sector. There is still more to go because standards will continue to increase and we will continue to drive and ensure that this sector with respect to QAMS improves over time. Fiji is very fortunate that it has a very vibrant private sector-operated bus service.

In terms of another key stakeholder, some of the questions refer directly to the stakeholders that I am referring to, which is why I am just providing some high level context. Again, we work at association level in general we generally target associations for our communication and alignment because that is the most

efficient way to do it, and also because we asked them to bubble up their issues and I can assure this Committee and the people of Fiji that all the associations we work with, we take and listen to their feedback very closely and we incorporate that in all the improvement processes within our operations, within our Board and even longer term as the Chairman of the LTA has mentioned into our strategic planning process.

So our future is largely driven by the feedback we get back from the association. We have a lot of data on all of these as you can appreciate, but what I can tell you is that there is a steady, solid and slow moving improvement over time.

E-ticketing is a very important part of how we contribute to the bus ticketing in particular and we will just need to look back a few years ago and to understand why e-ticketing was introduced, in the end, it is to ensure and improve the collection of revenue and reduction of fare evasion and to move towards a modern cashless system of payments.

So e-ticketing is a global industry standard and it is the accepted method to improve transparency for the sector and also for users. What I can tell you is that since 2017 the period we are discussing today, so a lot of the data that you asked for is a little bit dated in the sense that it is from the distant past and a lot of this was only introduced in 2017 in to 2019 and onwards. But when we looked at the baseline of performance back in 2017-2019 and we look at the baseline of performance today, there is a marked improvement. It is not a finished product, there is still a lot to do, but the LTA works very closely with the technology providers, with the bus service providers, with the public and across the board in terms of awareness, in terms of understanding why it is needed and to make those incremental improvements over time so it is not the finished product. However, we are all making some significant improvement if you benchmark the beginning and take it through too today.

A key element of the improvements that have happened since the period that we are discussing until today, have been driven by digitisation of which e-ticketing is an example and as is our internal software system called LTA soft. A lot of the data from this period of this discussion is not in our system because our system was only introduced in 2016-2017. The digitisation is that the cornerstone of how we will continue to improve our service levels to the people of the Republic of Fiji and the stakeholders that serve in this one.

The important thing to understand around digitisation and is highlighted in this presentation is that there are many services that are moving online. I can highlight them in terms of global M-PAiSA app and a lot of the information on our e-services and our digital services can be found on our website and also indeed in our social media communications.

So we are pleased to continue to watch this space and we are committed to improve services through bringing more and more services online.

In conclusion, I am going to spend a bit more time on this slide. In the end we will continue to make sure that all the road users are aware of emerging trends of the requirements to use our infrastructure safely and to ensure that over time we increase and maintain the standards that the people of Fiji expect from us.

Mr. Chairman, it is very important that LTA takes the leadership role in the transition to a greener economy. This is a central element of the challenge not only for the Republic of Fiji or Pacific Islands but indeed for the world at large and LTA understands our responsibility and we are committed to working with local, regional and global partners to learn from them and to partner with all stakeholders to move in transition to a greener economy.

We continually review our strategy, our mission and our goals on a continuous basis. We have a structured annual review process, we have a strategic plan which is going to be launched very shortly. That is a starting point and I can assure you, I can assure the Committee and the people of Fiji that we will continue to review how we serve you in the short, medium and longer term based on the feedback that we get from the stakeholders of Fiji.

Digitalisation of services remains a key lever for us to deliver easier and more accessible services to the general public. With that I would like to conclude our very high-level introductory presentation and through you, Mr. Chairman, we welcome any questions that you might have, both officially (as we submitted in our answers) or any related questions going forward. Thank you very much.

MR. CHAIRMAN.- Thank you CEO. If you could also go through those questions which we sent on the responses you have provided very briefly. After that then I will give the opportunity to our honourable Members for further questions.

MR. F. BEKKER.- Thank you, Mr. Chairman.

Through you, Chair, the first question: The 2016 Annual Report states that there was a total of 1,325 failed driving examinations from January to July. Explain what LTA is doing to increase the pass rate and provide statistics of the number of applications who were unsuccessful in their attempts at the driving examinations from 2017 until the present time.

Ans: So in terms of tests, we have two types of tests that are outlined and detailed in the written response. The standards by which both tests are designed, issued and executed are all related to global standards and in addition to that, the test is done because it is digitally done in terms of the written test and in fact even the practical test which is aligned with global standards, these are our objectives and our interest of road safety.

We are seeing an increased rate, as I say, to those tests and the rate at which the tests are in demand and that is mainly linked to the demand in motor vehicles.

If you prefer, we can take questions on a question-by-question basis or would you prefer to hold the questions until the end.

MR. CHAIRMAN.- We will have it at the end of your response.

MR. F. BEKKER.- Okay. The second question: we observe that a high number of traffic infringement notices and defect orders were issued and vehicles seized across 2014 to 2017 and note the type of offences as provided in the annual reports. Highlight the reasons for the high number of traffic offences.

Ans: So largely speaking, as you can appreciate that as the number of vehicles increases, the number of these infringements as a percentage will mean that the number also increases. So what it is mainly driven by (and there is a table that is provided) it is mainly driven by the increase of vehicle population - that is a continuing trend. It is linked to the demographic profile of the Fijian people, of course and then as I said to you, we are looking at about a five percent CAGR in the foreseeable future.

What LTA does? We work very hard on making sure the public is aware. We participate in grassroots training exercises at schools. On an annual basis we are visiting more than 100 schools per annum

on average in terms of grassroots and what is very important to understand in keeping our roads safe is that we collaborate in a very proactive level with the Fiji Police Force and indeed local municipalities so our approach to improving performance and road safety and linked to the driving tests is through a collaborative approach across various stakeholders.

So informers of how many of these traffic offenders are full licence holders and how many have provisional licences. I must apologise, this particular section the data that you are asking for was prior to our digital system coming into place which only came in in 2015. It took us a while to upload all the data or some of the data and obviously the data that we have now is a lot more accurate however, we have some current data so in terms of the high level we are looking at the Year 2020 we had 60,230 provisional licence drivers while we had 64,126 full drivers licence holders and they were all issued with TINs.

In 2021 the 16,230 can be transferred or related to a number of 16,124 and the number of 64,126 can be related to a number of 57,280. So it is coming down a little bit but it is fairly consistent given the growth rate and as a percentage you would expect that the TIN ratio would remain constant.

I do apologise, through you Mr. Chairman, I seem to have jumped to Question c) but I did answer Question b) for the benefit of Mr. Chairman, Sir, and the Committee.

The question was: b) Provide the actions taken by the Authority to reduce these offences and a break down of the revenue generated from TINs, Defect Orders and Vehicle Seizure for each year from 2014 and 2017.

The answer that I highlighted there was we work through awareness, training and continued collaboration. We prefer not use the word “revenue” when it comes to TIN, we do not see the intent of TINs to drive revenue, in the end what TINs is about is a way to prevent people from participating in a particular type of behaviour, it is a deterrence. So through you Mr. Chair what I would like Mr. Chairman, Sir, the Members of the Standing Committee and the people of Fiji to understand is that LTA does not look at TINs in terms of revenue. We look at it in terms of deterrence.

Road safety is ultimately what this is all about so apologies for jumping around there but I have given you the same answer twice.

Question D: Indicate the Demerit Points instituted for each type of offence.

Here I would not go through the Land Transport Act or the related Acts but I can clarify on this particular point that LTA does not make decisions or institute any penalties in terms of demerits. The court system is the branch of legislature that deals with demerits on licences.

We have provided a lot of background information there based on those related Acts and regulations just for your benefit, just in terms of, through the background.

Question 3: For the importation of cars, given the age limit on second hand cars allowed on our roads what strategies are in place to ensure that cars running on our roads are in compliance with national standards?

Ans: The key way to ensure that the quality remains where it should be both nationally, originally and linked to global standards is to control it at the importation stage. At the importation stage we partner with a company called Japan Export Vehicle Inspection Centre (JEVIC). They are an organisation that

manages our importation quality control at source so before it is shipped (whether it is a new vehicle or a second hand vehicle) we control the risk at source.

We also rely very heavily on OEM technology improvements over time both in terms of new and used vehicles as they get upgraded. Again we gave a detailed breakdown on the countries where the importation is from mostly Japan and of course for new vehicles and various from others but we target and align our standards with global standards.

Question 4: With your permission Mr. Chairman, Sir, in the 2014 Annual Report we note that only five bus companies achieved the Quality Assurance Maintenance System (QAMS) Phase 1. Update us on the other bus companies operating in the country and their compliance with QAMS requirements. If not, what action is being taken to ensure compliance. Also highlight the criteria for the different Phases. Enlighten the Committee on the benefits of QAMS and how it can improve quality of service delivery by bus operators.

So again this data is between five and eight years in the past. We provided the performance. It was a very, very slow start below 50 percent initially. The bus sector has responded. The service providers have responded to their challenge and over time there has been a remarkable improvement in passing both Phase 1 and Phase 2. At the moment on average more than 80 percent of our bus operators plus Phase 1 and it is a remarkable increase.

But again we do not stop there, we will continue to monitor the standards as technology changes from an OEM point of view and as travel standards evolve we will continue to raise the standards over time to make sure that our operators and our service companies comply.

We can provide detail breakdown on the performance levels by bus company. The bus company number has remained largely the same between 60 and 50. Those bus companies are now complying more and more at a stronger level with QAMS system.

Question 5: What prompted the closure of Waimalika, Nadi vehicle examination office?

This is a very complex issue that we can take you through in your questions and answers later. What I can tell you is that as soon as we are aware that the non-compliance could not continue that the administrative process was taking longer between the developmental status of that property and the commercial status of their property. We the Board at that stage made a decision to look for more suitable premises.

So in terms of the administrative process taking too long there are very good reasons for this I am sure however the Board made a decision that we could no longer continue to be patient in that process and the decision was made to make sure that the LTA was brought in to compliance.

Question 6: Confirm whether LTA together with the Fiji Roads Authority (FRA) has undertaken stage markings of all sealed and unsealed roads in Fiji.

So the process by which we do that is through technology called the 'GIS technology' where we map these routes. We have started mapping these routes ourselves. We collaborate very closely with the FRA. It is not complete but it is tracking to plan. So we are completing that against a tracker and a plan that is agreed with FRA and at this stage it is moving against that plan.

Clearly, the COVID period did not help. Clearly, when we cannot move people around as freely as we would like, that it slows us down but I can ensure Mr. Chairman and the Standing Committee Members that it is tracking to plan, together with FRA.

Question 7: Is there any standard set by LTA for the design and build of road humps to ensure consistency?

So all road designs with specifications are looked after by the FRA. They carry out their own Traffic Impact Assessments before making any changes to the road format. However, of course we collaborate very closely with them and there are key stakeholders for us and we do support any data requirements they have or any suggestions that they might need from us.

Again, through you, Mr. Chair, I do remind the Committee that we do not see any detailed questions afterwards. I am just giving you a flavour for the content that we have provided in writing and formally.

Question 8: What are some of the challenges and issues raised by members of the public to LTA in relation to e-ticketing and the Authority's way forward to address this. So we are a customer service organisation, we also have a whistle-blower process, a customer-complaints e-mail system, so there are multiple channels by which the public can engage with us. There are multiple channels by which associations can engage with us and all of these data we use, as I said to you before, to review, adjust, tweak and move forward and e-ticketing is no different.

Some of the feedback we get is that there seems to be operationalization issues of top up agents in rural areas in particular. They carry some technology challenges in hard to reach places which is understandable given that they are hard to reach. There are some issues on the public side where sometimes bus cards are lost which is normal and a lot of our bus users are school children. We would all like our school children to be more responsible earlier, but as you know children will be children so that does happen.

Those that does very high level in terms of what we do, we really see ourselves as being the facilitator of the combined solution to this challenge. There is a technological challenge, there is a behavioural challenge both for young people, for more matured bus users so what we do is we engage in very strong media awareness so that it will make people aware. We talk to school principals, we talk to the public through our social media platforms, we work very closely with the private bus operators.

In ensuring that this moves forward as I mentioned in my presentation very clearly, it has come a long way, the thing to remember is that it is a very new system ready to be speaking: it is a behaviourally-driven system. Fundamentally when you digitise a payment system, it is going to drive behavioural change so given the period that we were discussing and given where we are today, it is very clear that we are all moving in the right direction. It does not mean that we are there yet, but I can assure you that the stakeholders of which there are many understand that this is an ongoing process and LTA will continue to sit in the middle of that process and ensure that we drive improvement for the end users and the public at large.

Question 9: Is there a procedure in place to issue warning letters to drivers to correct any minor vehicle defects instead of instituting on the spot fines? What is the arrangement with the Fiji Police Force to ensure consistency in meeting out fines?

We have given a very detailed (almost two pages) response on this to explain, but in short yes there are. Legally speaking, we are not but we do use a warning system to drive awareness and to drive behavioural

change. We do work very closely with the Fijian Police Force throughout the year and we see them as a twin brother or a twin sister in our engagement on this behalf.

They have their own internal systems and processes but ultimately, they are relying with how we will do it, and all that paid just get fit into the LTA system at the end of the day. When it comes down to the fines that any entity such as the LTA or the Police Force or any Enforcement Authority engages in, it is to drive behavioural change.

Ultimately, we are trying to keep our people safe, keep our road users safe and as I highlighted in my presentation there are often pedestrians and other road users that are outside of the vehicles so really again the word 'deterrence' is how we approach this process.

Question 10: Enlighten us on the challenges associated with the issuance of taxi permits?

Again here the data and the performance from the period we are discussing today has changed a lot and as you can tell, I am trying to also give an update on how things are moving over time which I think you would be very interested and through you Mr. Chairman, so there is a detailed breakdown and I am conscious of the time but in a nutshell we have revised more than 10 to 12 regulations over time. We look at our internal systems and processes which we have revised over time particularly, when we implemented the LTA Soft process, which basically codifies and locks in place the regulatory process. So that regulatory process therefore is consistent, fair and is aligned with the law and with the regulations in place because it is fundamentally digitised.

In the process of implementing LTA Soft (Name of LTA Software) which came into play in 2017 to 2019, the period of which we are discussing a lot of improvements were felt in terms of consistency. Ultimately, we are an implementation Authority and we work very hard to partner with our Ministry and with the Government at large to implement the policies that they deliver in the interest of road safety. We also of course take customer engagement very seriously. So any improvements we make will always keep the customer in mind and we try to do it through our software system which is digitisation element to draft consistency and fairness, and those are fully aligned with the regulations in place at any particular time and place.

Now we are heading to the last section which is the largest of the sections which understandably is finance related. Here I might need my Finance Manager to give me a hand but I will give it an attempt.

Land Transport Authority 2016 - 2017 Annual Report:

11. A. Queumatic Software installed at Nakasi Office - How are customers benefiting from this and highlight existing challenges and the way forward identified by the Authority?

Ans: So again as you can appreciate with any digitisation system, the short answer there is that, it is faster and more consistent. There is less human interaction, however, of course you can never exclude the human interaction. We want to keep the human interaction because I am sure as you can all appreciate through you Mr. Chairman that it is sometimes good to talk to a person. However, in the background, our people are at the mercy of the regulations of due process that are digitised and we work very hard to try to make things faster while balancing compliance with customer service.

11. A. II. There is a question there in terms of - highlight existing challenges & the way forward.

Ans: Yes, there are challenges of inconsistency in performance between regions and offices that comes down to some training elements, comes down to maturity of that particular office and it comes down to how the public reacts to the interaction process. However, again we work very closely with our software providers, customers and other stakeholders to drive improvement.

11. B. Nationwide Bus and Fleet Audit conducted - Enlighten us on the purpose of the audit and its outcome.

Ans: To improve anything in terms of compliance or indeed customer service or indeed any other improvement, we are always at baseline. We need to do audits to gather the data to understand what the current level is. That current level is neither good nor bad and it is purely a neutral baseline so this was done in order to gather that baseline so that we could look at future solutions on improvement. Again, remember this links to the QAMS Phase 1 and QAMS Phase 2 requirements and that audit that was done back in that period, allowed us to implement changes, the results of which we are now seeing and that is the data that we referred to very earlier on in our discussion around the improvement for QAMS Phase 1 and QAMS Phase 2.

There was a question about Japan Export Vehicle Inspection Centre (JEVIC) between July and August, 2016. Where is this based? Enlighten us on how the Centre operates.

Ans: So this one I will take a bit of time on because again it is very important because it is based offshore. It is to stop issues at source so at the moment JEVIC are available in all the following countries: Japan (in Yokohama, Nagoya, Osaka and Moji); also in New Zealand (this started in 2019 in Auckland; in Christchurch; and that started in 2019 which is post the period that we are talking about); in Australia (it is now in Brisbane, Melbourne and Sydney); and those inspections were again implemented post the period that we are talking about, however, they are the standard by which we mitigate the risk for any locally-based non-compliance issues.

The service they provide - they look at structural inspection, undercarriage inspection, odometer verifications, you are looking again at stolen vehicle checks, vehicle conformation to Euro 4 standards as I alluded to earlier (10 times improvement) emission testing of course, it is a key element which relates to the presentation where we spoke about the emissions part of how we feel will contribute in modifications so you have got checking of electrical modifications, any electrical wirings, warning lights, warning sensors, battery diagnostics for hybrid or electric vehicles prior to being dispatched, relevant checks on specialised vehicles as agreed by both parties depending on whether it is a second-hand import or modification and then it is case by case for investigation and they also support us on investigations as we go forth.

Lots of photos are taken, there is an appraisal certificate that is provided, biosecurity which is very important for our environment and broadly speaking what I like about most of that that it is an online system so data is online for certificate data.

Ultimately, in order to align Fijian standards with OEM and global standards, we partner with certified external partners based in the countries that I have mentioned and it is close as possible to where those vehicles originate prior to arriving in Fiji.

This goes under Point D - a mobile app. How effective is this mobile application and inform us of any existing challenges. So it was used, implemented in 2016 and used by LTA enforcement officers. So again, we try to use technology wherever we can but like all technological improvements, sometimes there

are some teething problems. As you know, with software you often launch earlier than when it is perfectly done because you want to get input from your customer base to improve.

We focus specifically as a priority, subject to compliance on improving customer service and performance. It is an ongoing process because as I mentioned to you earlier on when you start looking at a software improvement, it is invariably a cultural change project. So the human side of it can never be neglected. Yes, LTA systems and processes are not where they need to be yet but we are improving and since the period under this discussion we have seen significant improvement.

So now we are on to question 12: From 2014 to 2017, how many licence holders successfully transitioned from provisional to full licence.

Ans: Again, I think we covered that question a little bit earlier in terms of the demand. The demand in vehicles is driven by demographics and the population of Fiji.

Question 13. Page 13 (so that it turns out it is also on page 13 of the Annual Report) Provide data for non-operational red light and speed cameras around the country and the action taken by the Authority to have them repaired and the timeframe.

So this is specifically around operational. Here it is really rare that our red light and our equipment are non-operational. More often than not, it is undergoing calibration so you can appreciate how the equipment particularly when it comes to issuing fines needs to be calibrated on a regular basis. So we have very high reliability and availability on our equipment nationally, of course some of the equipment is permanent and some of it is on a rotational basis. So we do have a set of cameras that we move around the country on a planned basis but also again given what we see from the data coming in, we will adjust the locations accordingly but in general our equipment has high levels of availability and reliability.

Question 14: We note that LTA conducts public awareness programmes on road safety and child road safety. Using relevant statistics explain how effective are those awareness programmes in reducing road related accidents and deaths?

I think Mr. Chairman, Sir, if you look at the road death in particular during the period that we are discussing today and the road death to day and I read to you in my first slide, second slide of my presentation, they halved. The data is very clear that the practices that we are engaging on as the Land Transport Authority in collaboration with the Fijian Police Force and the various stakeholders and we need to thank a lot of our sponsors in this. We do partner with sponsors such as the ACCF together with Nestle together with a range of other stakeholders and we thank them all for their contribution. We have a drive starting again in the beginning of December which will take us through to the middle of January around the festive season.

We were very proud to say that last year through the collaborative efforts of our stakeholders and our sponsors and our partners but also the Fijian public who came to the table. We had zero death (0) fatalities in the festive season last year, that is the benchmark we have set ourselves and we will do our best again this festive season.

We do grassroots awareness programmes as you say, on an average more than a hundred schools on our planned process each year and the messages are targeted linked to the data that we see coming from the instance on the road, so again we adjust our material on the lagging indicators that we see but of course we want to move to a leading indicator process but at this stage the lagging indicators are sufficient for us to generate the awareness material in collaboration with our stakeholders.

So this is an ongoing process, this job will never be finished, it should not be finished and we will always give it the highest priority that we can each year.

Question 15: Page 19 of Annual Report (Permanent Weighbridge Project): Provide the progress of works on the permanent weighbridges to be built at the sites secured at Karavi, Cuvu Top, Lekutu and Korovou (again I apologise for my pronunciation).

Mr. Chairman, Sir, I can tell you that the only ongoing project that we have in place now is the Karavi Weighbridge Site where approximately 75 percent complete so we are tracking the back-end of that project with the difficult part of the project that is behind us, we now just need to tidy it up, finish on time and then we will be very proud to add that to the asset base for the people of Fiji.

On the other projects, in general for one reason or another we have not started, we have not ground on them but we are tracking to plan on those as well. These other projects that you have highlighted with secured land in some cases, we have a project plan in others, we have some budgeting in a third group but in general the people of Fiji can look forward to more assets around the country on those sites within the next few years but for now our sole project will be delivering during the back end of this year, early next year will be the Karavi Weighbridge project.

Question 16: Page 21 of the Annual Report (highlights for the year - Initiation of Carpooling Project) Enlighten us on the progress of the carpooling initiative and when will it be fully implemented. Provide a progress update.

Question 16: Page 21 of the Annual Report highlights for the initiation of carpooling project. Enlighten us on the progress of the carpooling initiative and when it will be fully implemented. Provide a progress update.

So there was an independent survey done back in 2016 and we have tried to engage with different stakeholders to understand how best to approach particular challenge. Ultimately carpooling is a very, very good option and solution to decongesting our infrastructure and taking the local infrastructure and providing more time for our partners to implement the capital investment required. The route of carpooling is human behaviour. Ultimately we will drive awareness. We will continue to try to sell the idea of carpooling to the general public and ultimately whether the general public adopts carpooling is a very personal choice and of course we respect that but the data from other countries does show that over time with awareness carpooling does increase and improve in popularity: so it is a good option. We will drive awareness but it comes down to public choice in the end.

And here we now get to the financial statements. I think I have got my Finance Manager here.

Question 17: Page 32 of the Annual Report (Basis for Qualified Audit Opinion). We note that the auditor issued a qualified opinion on the accounts of the Authority for the year ended 31st July 2017 in respect of leasehold land amounting to around \$3,395,000 for which titles are not registered in the Authority's name. Inform us on whether these issues have been rectified and identify the lands concerned.

So there is a list there of around 5 (in the table) one by one some of them were registered in 2019 in 2021. There is one there is in process with the Ministry of Lands; another one that was registered in 2022. Again I am sure there will be some more detailed questions on this particular item but in general they all track into plan and we do not foresee any foreseeable issues on any of these particular items going forward.

Question 18: Emphasis of matter. We note the contingent liability which is a very big number of about \$55,859,759 disclosed by LTA as at 31st July, 2017. Provide a breakdown of this amount and considering the financial position of the Authority, how it will meet the payout should it be obligated to do so.

So just for clarification and allow me through you, Mr. Chair, contingent liability is a subjective assessment. It is sometimes open to settlement or discussion but fundamentally it is an accounting requirement that we are prudent - that we plan for worst case that we already in case that assessment is valid.

At the moment this is very so much in the realm of subjective what I can tell you is that, that number that was \$55 million has now been reduced to \$2.5 million. So it was \$55 million it is now \$2.5 million as of July 2019. So that just proves the point that these numbers are highly subjective and they are open to interpretation and revision.

So, should this \$2.5 million be the final number, at this stage it is still under process and of course we need to respect that process. We do not want to just make any prejudgements or prejudicial statements however if that is the number we do not foresee it as being a challenge to our financial position nor our cash drive. But we do believe that that number is still open for revision and we will update the Committee if they request more information.

Question 19: Note 6 (Other Expenses) - provide a breakdown and details of the following.

They range - there are a very few meal claims of staff. It is a very good question because it shows that you are very thorough (subsistence allowance).

We went back into assisting some of the people that led this organisation they are not around anymore, they have left LTA and this was also the period at which e-ticketing was introduced. It is very clear that during the implementation process, there are always more operational meetings you can appreciate how there are only few experts that know how it works so they can react to travel nationally more than planned.

Also there is a change in how we operate. The operational strategy of the LTA would have changed pre to post e-ticketing. As an indication, we have moved our people on to a shift basis so if you look at how our operational people worked before and after, an example is that to mitigate these financial risks or these financial expenditures and we moved people on to a shift which then means that they do not necessarily need access to a meal claim. We will take more questions on that, should we have it.

Question B of that logic question; Miscellaneous expenses - January July 2016. So this was the period where there was significant e-ticketing happened at the same time as a significant headcount production within the Lands Transport Authority. That exacerbated our ability to travel less or to move around less. So largely speaking both A and B are related to e-ticketing implementation combined with a reduction in head count.

That is the end of the list of questions. We have tried to be as succinct as possible but of course there is always more clarifications that you might need from us and we are at your disposal to answer those. Thank you Mr. Chairman.

MR. CHAIRMAN.- Thank your CEO for the presentation and also providing the answers to the questions that were sent. Now conversation for supplementary questions, honourable Members starting from honourable Dr. Lalabalavu.

HON. DR. RATU A.R. LALABALAVU.- Mr. Chairman through you, I just want to thank the members of the LTA Board and the CEO for that very thorough presentation. My question is on one of your slides based on safer roads. I am of the view that it is dependent on three things; the vehicle, the driver and the road. The vehicle and the driver are under the purview of LTA through various legislations and safety protocols with regards to drivers. But with respect to roadwise, how does the LTA liaise or discuss with Fiji Roads Authority (FRA) with regards to the road conditions and drivers being wheel taxed et cetera.

Is there any coordination in there? I am basing this on the fact that if you go up to Colo-i-Suva, you will see I believe it is a new sealed road, there are potholes on both sides and cars dodging from this side cars dodging from that end. In terms of road safety, the two you are able to, under the purview of LTA and one with FRA on the roads, how do you discuss with them with regards to repairing and maintaining of the roads?

MR. F. BEKKER.- Through you Mr. Chairman, I thank you very much for the question: FRA and LTA work very closely on three levels; one is that we are very fortunate that one of the Directors of our Board is the Chief Executive Officer of FRA so in that way we stay engaged from a strategic point of view.

Secondly, we have a steering committee approach where we interact at management level weekly, at least once a month (it is face-to-face), and we publish what we call a 'tracker', which is a list of initiatives, projects or focus points that are mutually beneficial or aligned between LTA. Then the third level is day-to-day so we are constantly getting a feedback from customers, as we can appreciate, through our customer service, through our social platforms, some of what comes through is strictly speaking, not for LTA but we understand that road safety is more important so we would then engage straightaway at our operational level with the Fiji Roads Authority (FRA).

HON. DR. RATU A. LALABALAVU.- Mr. Chairman, my second question is on your response to question 2. You have mentioned there that there is an increase in vehicle population. I think this will be an ongoing issue, just like this morning I saw a big vehicle boat being berthed at the wharf. If it is an ongoing issue, what is the way forward as I am sure there will be more cars coming in as you have mentioned, and in terms of the road capacity, is that also in the discussion with FRA?

MR. F. BEKKER.- Mr. Chairman, it is a very good question. It is a challenge that a lot of countries face, particularly Fiji. Our approach is to work walk lockstep with our stakeholders. This is a not a challenge that the LTA or the FRA or anyone can solve on their own. The demand for services is engaged at strategic level, operational level but ultimately the investment that is required is significant. Sir, infrastructure is very expensive so together we can plan better for the medium to longer term.

Mr. Chairman, 5 percent CAGR over the next years is driven rightly by the demographics within the population and the demand for vehicles: this is not an easy solution. We need to encourage while maintain the use of public transport. So Fiji is one of the world leaders actually in the number of the percentage of people that use public transport.

The second element is, we need to keep our people using public transport and we do not want people to use less public transport. In that respect, there is planning, strategy and alignment needed.

Of course, the third element that is required is to look at and learn from other countries, smaller countries. If you look at Netherlands for example, or if you look at the Bahamas: How do other countries like Fiji deal with this challenge? The answers ultimately are going to come through a combination of more infrastructure planned, costed, funded, keeping people on the public transport that are and then encouraging the use of more public transport and modes of transport. We mentioned carpooling: that is a very good example.

The LTA has the responsibility to make sure that the people of Fiji understand what the options are, what the risks are and what the opportunities are: It is a very good question with a very difficult answer.

For our part, we will continue to sit in the middle of this conversation and continue to work with our international global partners whether their financial advisory political to make sure we make the right decisions for the people of Fiji.

HON. RATU T. NAVURELEVU.- Thank you CEO for your presentation this morning. Mr. Chairman, just one question with regards to the challenges faced by the Authority and specifically on question 8 with regards to the top-up agents in rural areas. There is a great demand, especially in the villages for this type of business when can it be implemented?

MR. F. BEKKER.- Mr. Chairman, it is no doubt that everyone in Fiji, irrespective of where they live, deserves access to public transport. The technological challenges with hard to get to areas is not an easy one to solve. The Land Transport Authority (LTA) we are not technological experts but we will partner with our stakeholders and our partners as much as we can to support any technological solutions for top up or otherwise.

The other element involved in this is also human behaviour by a behaviour. You know in the end, we cannot force people to use a particular solution. We need to continue to explain why that solution is there, what the bigger picture is, and if you remember correctly, the bigger picture on e-ticketing is that it is more controlled, it is the global standard and it works down at technological solutions. So we do need to explain to our people why it works, why they should use it and why it is good for them, so awareness is the second element.

On the third element, we do have a face-to-face meeting with those key stakeholders: the technology providers, also our local municipalities and various other stakeholders on a weekly basis actually now. We put a lot of focus on just having a coordinated approach with respect to specifically rural users and rural demand. We are doing the most we can to coordinate, to play a coordinating role in finding a solution for that. Ultimately when we enforce ('enforcing' is a tough word) we are trying to drive behaviour. We are trying to deter less healthy behaviour and we are trying to align healthy behaviour and improve, and advance, and the same in the rural areas. So we will continue to respond to the hotspots as they emerge and as they move.

MR. CHAIRMAN.- Thank you, CEO. One final question from honourable Nagata.

HON. A.T. NAGATA.- Thank you, Chair and thank you, CEO. Before I go to my question, I have a follow up question to question No. 8 by honourable Navurelevu. What is the possibility of having the bus fare top up machines in the buses that are operating in rural areas? And for a follow up question on question No. 14 in regards to the awareness programmes: Do you have a separate team that is dedicated in conducting road safety awareness programmes?

MR. CHAIRMAN.- Thank you, honourable Member. CEO.

MR. F. BEKKER.- Through you, Chair, thank you for the question. I just make sure I understand the first part. The third part was - What is the possibility of putting top up machines or top up in the buses? So if we look at what happens in other countries, typically the actual top up portion is land-based because of operational reasons. That particular answer always remember that the bus sector in Fiji is a privately-operated bus sector. We work with the private bus operators on ideas and solutions. We also work together with the technology provider to understand where the focus points are. We brainstorm with them all the time. However, ultimately the decision on what tools to use to deliver their service to the best of their ability subject to regulation, subject to compliance lies with the private bus operating companies. We encourage. So our message is, we want more coverage from a signal point of view and from a coverage point of view. We want more consumers to have multiple channels of access in terms of payment to a particular system so it is about flexibility, breadth of coverage, depth of coverage.

Of course ultimately the decisions on how they execute their business plans are up to them. If it was up to me, I would like 100 percent coverage and I would like a machine on every single corner, on every single road in Fiji. That is also probably not realistic. So the short answer and the long answer to your question is ultimately that is an economic decision driven by the private bus operating companies.

On the second question, I want to expose or give my team some exposure to the Committee. Since I have started I have been very very impressed with the quality of the leadership in the Land Transport Authority and again it is a good time they know the numbers inside out. We have a lot of data and we know exactly where the issues are and how we would like to proceed with solving them.

On the awareness side, I would like to ask my General Manager of Technical Operations to take that question with your permission, Mr. Chairman, Sir.

MS. M. DROVA.- Thank you CEO. Through you Mr. Chairman, Sir, thank you honourable Nagata we have a Road Safety and Education Awareness team in-house, we have got representatives in Lautoka, we have got representatives based in Labasa as well. They conduct our Defensive Driving Trainings for PSV and for Group 2 as well and apart from that we do community visits, community awareness. We partner with key stakeholders of getting road sign safety equipment.

In fact this Saturday we are having a launch with one of our key stakeholders for our “Stop Revive Campaign” down in Nakasi that will be dedicated for the month of October. So for the 2021-2022 Financial Year we visited 721 schools, conducted 529 awareness, conducted 887 Defensive Driving Courses (DDC) which impacted around 290,701 people. Thank you.

MR. CHAIRMAN.- Thank you CEO. Any quick final comments.

MR. F. BEKKER.- Sir, if we look at going back to the period close as possible to the discussion on that today, from 2018-2019 (that is the data we have) 701 schools, 529 awareness activities, 846 DDC Trainings, total road users impacted 261,483 and as GMTO has mentioned the number for the 2021 period total is \$290,701. So if you look at it on average we are impacting almost one in three of every road user in the country every year through multiple channels, nationally and multiple platforms.

MR. CHAIRMAN.- Thank you CEO. Mr. Board Chairman, would you like to give any final comments before we close?

MR. J. SOWANE.- Thank you Mr. Chairman, Sir, I thank the honourable Committee for giving us this time and thank you for your comments. Just some of the questions earlier on I know particularly from honourable Dr. Naiqama that some of your questions are very valid and I want to assure you that they are contained within our 2022-2026 Strategic Planning particularly on the capacity aspect which is a very good question. So we assure you that it is taken into consideration.

Just in closing I just want to thank the team, what our CEO has delivered today has been the culmination of the work of our hardworking management team. Although you have not heard from them today but I can assure you that they are the ones that have prepared and they are the ones that are working the data and also working the team on the ground to be able to give an insight.

I know Mr. Chairman, Sir, a few years that we have had to cover in this short time but I thank you for the opportunity. I just wanted to remind you again that we are honoured to play our part in regulating unfortunately we have to enforce at the same time and of course we have continued to work on our customer services as the CEO has said, we are aligning our policy towards the Government's digitisation policy. So our strategic plan is aligned to that.

We are working very closely with the Ministry of Communication in terms of our own internal operating system so that is an exciting development in the next hopefully 12 months and also in Road Safety, we have heard most of the questions today are based on Road Safety and that is part of our four pillars. So be assured we take it very seriously.

One thing that is constant in our lives is change, and that is the future road users so our Strategic Plan is aligned to those changes. In terms of for example school awareness, we traditionally go out to schools, we are well aware, you are well aware that social media is a big part so a lot of our communications I am not sure if you have time to look up our LTA *Facebook* page we have put out a lot of messaging on road safety because we think we know where our customers are going to for information.

It is an evolution and as I said earlier we are not perfect managing so many customers you know over 300,000 Fijian licences and to manager over 140,000 licence of vehicles of all types so with that, I just like to thank our team, thank our team and again re-iterate Mr. Chairman, Sir, our sincere thanks and gratitude to the previous Board who have served and whose Annual Report we have come to discuss under your scrutiny this morning. With those few words I wish you all a very good few weeks ahead. *Vinaka Vakalevu.*

MR. CHAIRMAN.- Thank you. On behalf of the Standing Committee on Social Affairs thank you very much CEO, the Board Chairman and the team. Should we need any further information our secretariat team will be in touch. Thank you.

The Committee adjourned at 11.31 a.m.