



STANDING COMMITTEE ON SOCIAL AFFAIRS

Consolidated Review Report on the 2017-2018, 2018-2019 and 2019-2020 Land Transport Authority Annual Reports



PARLIAMENT OF THE REPUBLIC OF FIJI
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September 2025

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CHAIRPERSON’S FOREWORD

I am pleased to present the Standing Committee on Social Affairs report on *the Consolidated Review of the Land Transport Authority Annual Report 2017-2018, 2018-2019 and 2019-2020*.

As mandated under Standing Orders 109(2) (b), the Committee considers issues related to health, education, social services, labor, aviation, culture and media.

The Land Transport Authority was established under the Land Transport Act 1998.

The Land Transport Authority’s core functions are:

1. Establishment of standards for registration and licensing of vehicles and drivers.
2. Develop and implement effective and efficient enforcement strategies consistent with road safety and protection of the environment.
3. Develop traffic management strategies in conjunction with relevant authorities.
4. Develop and improve customer service levels in all areas of operations.
5. Ensure equitable and affordable fare schedule for all Public Service Vehicles.

Some of the initiatives the Land Transport Authority undertook during 2017 - 2020 were as follows

1. Enforcing compliance with traffic laws and fare collection system.
2. Improving customer service through digital access and que management.
3. Strengthening complaints management and stakeholder engagement.
4. Enhancing road safety education and awareness.
5. Reforming taxi permit allocation to promote fairness and transparency.
6. Investing in infrastructure to protect roads and regulate vehicle weight.
7. Upgrading vehicle inspection processes.

These initiatives demonstrate LTA’s unwavering commitment to delivering safe, efficient, and accountable transport services that respond to the evolving needs and concerns of all Fijians.

I sincerely thank Mr. Irimaia Rokosawa, the Chief Executive Officer, Land Transport Authority and his Management team for their valuable contributions to this review process.

I am thankful to the Hon. Members of the Standing Committee on Social Affairs, Hon. Ratu Rakuita Vakalalabure, Hon. Alipate Tuicolo, Hon. Viam Pillay, Hon Alikia Bia and Hon Parveen Bala for their invaluable contribution and support. I would also like to thank Hon. Jone Usamte for the assistance rendered on several occasions as an alternate standing committee member

Finally, I thank the Secretariate for their hard work and dedication in compiling this report.

On behalf of the Standing Committee on Social Affairs, I commend this report to Parliament.



.....
Hon. Iliesa Vanawalu
Chairperson

ACRONYM

ACCF	Accident Compensation Commission of Fiji
FRA	Fiji Roads Authority
LTA	Land Transport Authority
QAMS	Quality Assurance Management System
RCL	Road Contract Licence

COMMITTEE MEMBERS

The Standing Committee on Social Affairs (**‘Committee’**) is established under Section 70 of the Constitution of the Republic of Fiji and Standing Order 109. The Committee’s mandate and functions are provided under SO 109 (2) and 110 (1) (a)-(d) & (f).

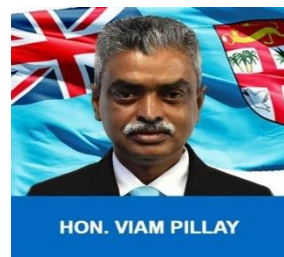
The Members of Committee are:



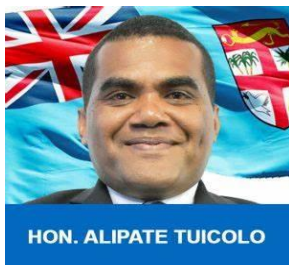
Chairperson
Government Member



Deputy Chairperson
Government Member



Opposition Member



Government Member



Opposition Member



Government Member

1.0 INTRODUCTION

The Land Transport Authority Annual Reports 2017-2018, 2018-2019 and 2019-2020 was tabled in Parliament on 9th August, 2024 and referred to the Standing Committee on Social Affairs pursuant to Standing Order 109 (2) (b).

Standing Orders 109 (2)(b) allows the Standing Committee on Social Affairs to examine matters related to health, education, social services, labor, aviation, culture and media.

1.1. Committee Procedures

Deliberations on the Consolidated LTA Reports commenced in August 2025. The Committee read through the reports, prepared questions and seek clarifications on key issues of interest from the Land Transport Authority.

The Committee held a Public Submission with the Land Transport Authority on 20th August 2025.

Upon receipt of all pertinent information pertaining to the Committee's queries, the report was subsequently endorsed on 18th September 2025.

The Committee received responses from the Land Transport Authority, which can be viewed at the following link <https://www.parliament.gov.fj/committees/standing-committee-on-social-affairs/>

2.0 COMMITTEE DELIBERATION AND ANALYSIS

2.1 Introduction

Land Transport Authority (LTA) is a body corporate governed under the leadership of its Board of Directors appointed by the Minister of Public Works, Metrological Services and Transport previously known as Ministry for Infrastructure and Meteorological Services. LTA receives its finance through the Government Grants to manage its operation and capital projects while all agency revenue is deposited to the Governments Consolidated Fund.

LTA ensure that motor vehicles imported are registered under standard compliances, enforcement of traffic laws and the careful monitoring of road user's behaviour.

2.2 Analysis

The Committee reviewed and analysed the Land Transport Authority Annual Report (2017-2018, 2018-2019 & 2019-2020) and made one consolidated report.

The Social Affairs Committee made the following site visits during the review of the reports.

Date	Organisation	Location
9.09.2025	Land Transport Authority Head Office.	Valelevu, Nasinu
11.09.2025	Land Transport Authority Weighbridge	Karavi, Ba

3.0 KEY FINDINGS

The Committee conducted its review of the 2017 – 2020 Annual Reports and identified the following key findings:

- 3.1 The Committee noted that LTA collect fines, fees and stamp duty as Agency Revenue for the Government of Fiji and deposited to the Government Consolidated Fund Account
- 3.2 The Committee noted that LTA budget allocation for the period under review has declined despite an increase in operation expenditure.
- 3.3 The Committee noted that LTA has expanded its network of Authorized Motor Vehicle Inspection agencies from 3 to 10.
- 3.4 The Committee noted that LTA currently monitors the age and condition of public service vehicles using QAMS.
- 3.5 The Committee noted that LTA invested in technological advancement in the areas of vehicle inspection equipment's, speed cameras Number Plate Embossing & Hot Stamping Machine and Data Centre infrastructure servers (DR) has enhanced its delivery service.
- 3.6 The Committee noted that the Inspection Bay facility in Valelevu has not been in operation for the past 2 years.
- 3.7 The Committee noted that currently LTA is conducting Road Safety education program, Community and Public Awareness Campaigns.
- 3.8 The Committee noted that LTA plans to re-establish the National Road Safety Council (NRSC).
- 3.9 LTA to renew Road Contract license (RCL).
- 3.10 The Committee noted that importation of motor vehicles is one of the enforcement challenges faced by LTA.
- 3.11 LTA has increased its enforcement in areas identified as accident blackspots and high-risk corridors.
- 3.12 The Committee noted that LTA Karavi office lacks sufficient operational staff to operate 24/7.

4.0 RECOMMENDATION

The Committee recommends the following

- 4.1 The government must ensure that sufficient funding is provided to LTA to improve its capital projects and service delivery.
- 4.2 Government must provide adequate funding to LTA for its entire operational demand.
- 4.3 LTA to engage more authorized motor vehicle Inspection agencies in the Northern Division and LTA must ensure that all these inspection agencies are in compliance as per the requirements of LTA.
- 4.4 LTA must strengthen and continue using the Quality Assurance Monitoring System to ensure timely and efficient delivery of all public transport services.
- 4.5 Government must continue to provide adequate funding to LTA to continue the investment in inspection and road safety equipment's.
- 4.6 Government must provide immediate funding for the operation of the non-operational inspection bay in Valelevu.
- 4.7 LTA should strengthen the road safety programs and have wider public awareness campaigns
- 4.8 LTA in consultation with the line Ministry must fast track the re-establishment of the National Road Safety Council with adequate funding.
- 4.9 LTA to thoroughly assess all Public Service Operators before issuing or renewing road contract licenses.
- 4.10 Government must strengthen inter agency collaboration and introduce vehicle importation controls to ensure only safe and compliant vehicles enter Fiji.
- 4.11 LTA must identify more accident blackspots areas to reduce the risk of road accident.
- 4.12 LTA must immediately provide dedicated staff in the newly established office at Karavi in Ba.

5.0 SUSTAINABLE DEVELOPMENT GOALS AND GENDER ANALYSIS PROVIDED BY THE LAND TRANSPORT AUTHORITY

5.1 LTA's Sustainable Development Goals targets were mainly on the following areas

5.1.1 Boost women participation in decision-making and leadership.

5.1.2 Have safe, affordable, accessible, and sustainable transport, with special attention to women, children, persons with disabilities and older persons.

5.2 Gender Analysis

5.2.1 LTA continued empowering women across key areas of leadership by fair an inclusive recruitment process.

5.2.2 LTA prioritized transparent and merit-based recruitment to encourage more women to apply for roles traditionally dominated by men, particularly in technical and leadership positions.

5.2.3 LTA appointed 10 women to management positions and 5 female officers into the Enforcement and Technical teams between 2017 to 2020.

5.2.2 Table below shows gender analysis of LTA Staffs for the year 2017 to 2020.

Year	Male	Female
2017 - 2018	244	169
2018 - 2019	273	188
2019 - 2020	285	182

5.2.3 Table below shows gender analysis of LTA Board members for the year 2017 to 2020.

Year	Male	Female
2017 - 2018	5	nil
2018 - 2019	4	nil
2019 - 2020	4	nil

6.0 CONCLUSION

The Committee after having reviewed the Consolidated Reports of Land Transport Authority 2017 – 2020 and is of the opinion that the directions and plans set by the Authority is on track to achieve its intended goals but there are still areas for improvement.

COMMITTEE MEMBERS' SIGNATURE

We, the Members of the Standing Committee on Social Affairs, hereby agree with the contents of this report:

Committee Member	E-Signature
Hon. Iliesa Vanawalu Chairperson	
Hon. Ratu Rakuita Vakalalabure Deputy Chairperson	
Hon. Alipate Tuicolo Member	
Hon. Viam Pillay Member	
Hon. Parveen Bala Member	
Hon Aliko Bia	
Date: 18 th September 2025	

ANNEXURE

Published evidence

Written evidence, transcripts, and supporting documents can be viewed on the Parliament website at the following link: <https://www.parliament.gov.fj/committees/standing-committee-on-social-affairs/>

Date: 13 August 2025

Hon. Iliesa Vanawalu

The Chairperson

Standing Committee on Social Affairs

Parliament of the Republic of Fiji

Parliament Complex, Constitution Avenue

P.O. Box 2352, Government Building, Suva

Dear Hon. Vanawalu,

**RE: Submission of Response to the Scrutiny of the Land Transport Authority
Consolidated Annual Report 2017-2020**

The Land Transport Authority (LTA) acknowledges receipt of your correspondence dated 3 June 2025 (Ref: PARL/SAC/06/14), regarding the Committee's scrutiny of the Consolidated Annual Reports for the years 2017-2018, 2018-2019, and 2019-2020.

In response to the Committee's request, please find attached the Authority's formal submission addressing the questions raised. The document outlines LTA's performance, achievements, and initiatives undertaken during the review period.

We respectfully submit this response for the Committee's perusal and consideration. The Authority looks forward to presenting on the matters raised during the scheduled appearance before the Committee on **Wednesday, 20 August 2025 at 2p.m.** in Big Committee Room 2, East Wing, Parliament.

Should you require any further clarification or supporting documentation, please do not hesitate to contact us.

Yours sincerely,



Irimaia VK Rokosawa

Chief Executive Officer

Land Transport Authority



PARLIAMENT REPUBLIC OF FIJI
STANDING COMMITTEE ON SOCIAL AFFAIRS
COMMITTEE
PARLIAMENT COMPLEX, CONSTITUTION AVENUE
P.O.BOX 2352, GOVERNMENT BUILDING, SUVA
PHONE 3225600. FAX: 3305325



Ref: PARL/SAC/ 06/14

Date: 03.06.2025

The Chief Executive Officer
Land Transport Authority
P.O.Box 6677, Nasinu
Suva, Fiji.

Dear Sir,

RE: 2017 – 2020 Land Transport Authority of Fiji Annual Report Scrutiny

The Parliament Standing Committee on Social Affairs is currently scrutinizing the Land Transport Authority Consolidated Annual Report for the year 2017- 2018, 2018-2019 and 2019-2020, looking into the operations, achievements, and initiatives that were undertaken by the Land Transport Authority during the said period.

The Standing Orders of the Republic of Fiji 109 (b) mandates the Committee to look into matters that relate to health, education, social services, labour, aviation, culture and media.

Furthermore, under the powers bestowed to Standing Committees, as outlined in Standing Order 112 (a), the Committee has the authority to summon any person to appear before it to give evidence or provide information.

Having mentioned the above, the Committee has developed specific questions regarding the LTA's performance during the review period. These questions are attached for the LTA's response.

The Committee would like to extend an invitation to the Land Transport Authority to present on the issues raised and to appear before the Committee on **Tuesday, 19th August 2025 at 10.00 a.m.** in the Big Committee Room 2, East Wing, Parliament.

We kindly request that the Land Transport Authority's presentation slides be submitted to the Secretariat by 10.00 am on Thursday, 14th August 2025. Your prompt facilitation of this request would be greatly appreciated.

For any additional information, please reach out to our Secretariat, Mr. Rishi Dutt, directly at mobile number 8938389 or via email at rishi.dutt@legislature.gov.fj.

Yours Sincerely,

Hon. Iliesa Vanawalu

Chairperson, Standing Committee on Social Affairs

Question on Land Transport Authority Annual Report for Consolidated years 2017 -2020

Financial Performance

1. What were the key revenue streams for LTA during this period, and how did they evolve over the years?
2. Can you provide insights into the major expenditures and how they contributed to operational efficiency?
3. Were there any significant financial challenges faced between 2017 and 2022, and how were they addressed?

Policy and Regulatory Changes

4. What major policy changes were implemented during this period, and how did they impact transportation services?
5. How did LTA adapt to emerging transportation trends, such as electric vehicles and ride-sharing services?
6. Were there any amendments to regulations that directly affected public transport operators or private vehicle owners?

Infrastructure Development

7. What were the key infrastructure projects undertaken between 2017 and 2022, and how did they improve transportation efficiency?
8. How did LTA ensure sustainability in its infrastructure development plans?

9. Were there any delays or budget overruns in major projects, and what measures were taken to mitigate them?

Road Safety and Compliance

10. What initiatives were introduced to improve road safety during this period?

11. How did LTA enforce compliance with transportation regulations, and were there any notable enforcement challenges?

12. Were there any significant changes in accident statistics, and what measures were taken to address them?

Public Engagement and Transparency

13. How did LTA engage with the public and stakeholders to ensure transparency in decision-making?

14. Were there any public consultations or feedback mechanisms that influenced policy changes?.

15. How did LTA address concerns raised by the public regarding transportation services?

SDG's and Gender

16. How Sustainable Development Goals assisted the LTA to maintain Gender equality throughout the organisation.

17. What were some of the obstacles implementing SDG's.

Question 1 - what were the key revenue streams for LTA during this period and how did they evolve over the years?

Across all three years, the LTA's core revenue streams remained consistent, and primarily came from the following sources:

- Government Grant – Land Transport Authority Revenue
- Fees and Charges related to: - Agency Revenue
 - i. Vehicle registration;
 - ii. Inspection Fees;
 - iii. Driver License and Public Service Vehicle (PSV) permits;
 - iv. Roadworthiness inspections;
 - v. Traffic Infringement Notices (TINs).

The highest revenue is generated through vehicle registration, Road Safety enforcement and Road user levies.

Table1: Main Revenue Streams for 3 years

Revenue	2017-2018	2018-2019	% Change in Revenue Streams	2019-2020	% Change in Revenue Streams
Vehicle Registration	\$ 17,292,571.00	\$ 17,779,263.00	3%	\$ 17,579,032.00	-1%
Vehicle Inspection	\$ 3,208,633.00	\$ 2,971,593.00	-7%	\$ 2,770,643.00	-7%
Driver's License and Permit	\$ 4,164,655.00	\$ 4,284,165.00	3%	\$ 4,109,618.00	-4%
Road Safety Enforcement	\$ 10,992,937.00	\$ 13,093,130.00	19%	\$ 13,908,169.00	6%
Public Services Permit	\$ 608,347.00	\$ 406,474.00	-33%	\$ 213,660.00	-47%
Regulation of Motor Vehicle Dealers	\$ 391,362.00	\$ 301,979.00	-23%	\$ 303,212.00	0%
Permits and Exemptions	\$ 679,577.00	\$ 979,234.00	44%	\$ 705,190.00	-28%
Road User Levy	\$ 13,253,332.00	\$ 13,920,620.00	5%	\$ 14,108,226.00	1%
Other Revenue	\$ 2,567,686.00	\$ 2,955,359.00	15%	\$ 5,857,499.00	98%
ACCF Levy	\$ 6,428,648.28	\$ 11,362,538.06	77%	\$ 11,292,811.44	-1%
Total	\$ 59,587,748.28	\$ 68,054,355.06	14%	\$ 70,848,060.44	4%

The overall revenue excluding ACCF has increased from 2017 to 2020 however the vehicle registration, driver license, permits and inspection slightly reduced in 2020 due to Covid 19 which led to lockdown and reduce in economic activity.

The table highlights a declining trend in vehicle registrations, with a 6% increase in FY 2018–2019, a slowdown to 1% in 2019–2020, and a further decrease by 4% in 2020–2021, reflecting the impact of the COVID-19 pandemic on the service.

Driver license card holders declined by 3% in FY 2019–2020 and a further 1% in FY 2020–2021, highlighting the continued impact of the COVID-19 pandemic on licensing services.

Table 2: Planned and Unplanned Revenue

S.No	Value Chain	Revenue Distribution	Total Combined Revenue Distribution	Value Chain Name Assigned	Planned & Unplanned Activities
1	Vehicle Registration & Licensing	25%	63%	Vehicle Registration & Associated Levies	Planned
2	Road User Levy	21%			
3	Motor Vehicle Accident Levy	17%			
4	Drivers License & Permits	6%	8%	Issuance of License, Permits and Exemptions	Planned
5	Permits & Exemptions	2%			
6	Vehicle Inspection	4%	4%	Vehicle Inspection	Planned
7(a)	Road Safety (Enforcement)	16%	16%	Enforcement	Unplanned
8	Other Revenue & Redlight Speed Cameras	9%	9%	Inclusive of Speed Cameras	Unplanned
	Total	100%	100%		

Table 3: Number of Vehicle Registration and License holders

Particulars	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024
Number of Registered Vehicle	122,804	129,948	130,909	125,119	144,807	147,449	152,218
Percentage Change		6%	1%	-4%	16%	2%	3%
Number of License holders	303,073	311,248	302,655	299,106	316,837	329,739	332,207
Percentage Change		3%	-3%	-1%	6%	4%	1%

Table 3 indicates that costs the Authority incur per transaction for 5 main activities ad below:

Table 4: Cost per Transaction

No.	Value Chain	Cost Drivers	Estimated Cost Per Transaction
1	Vehicle registration and associated levies	Number of active vehicles	77.02
2	Enforcement	Number of TINs	12.40
3	Issuance of driving licenses, permits and exemptions	Number of license/permits issued	28.60
4	Vehicle inspection	Number of vehicles inspected	38.19
5	Redlight & Speed Cameras	Number of offences	13.23

Question 2 – Can you provide insights into the major expenditures and how they contributed to operational efficiency?

LTA operates with allocated budget and plans activities throughout the year. All activities are derived from the Annual Corporate plan, annual procurement and service level agreements. To maintain a healthy cashflow, the Authority, monitors departmental activities and allocates a quarterly budget as grant agreement.

The major expenditures included payroll, building rentals, insurance, printing and stationery, electricity, telecom rentals, security services, consultant and procurement of vehicle-related forms and notices, and new number plates.

LTA's major expenditures directly enhanced operational efficiency by ensuring the retaining and recruitment of skilled staff, safe and accessible office spaces, and ensures continuity of operations with minimal financial risk, allowing the Authority to maintain consistent service delivery.

The availability of quality printed materials supports timely issuance of number plates, Wheel tax Stickers and driver license cards, to enhance service delivery. Adequate inventories are kept at all time in order to maintain minimum stock level and avoid shortage of critical stock items.

Moreover, Telecommunications facilitated timely service delivery and effective communication. Consultant costs enabled LTA to engage experts for recruitment support, professional services and provide technical guidance on projects.

Below is the summary of budget proposed, approved and actuals expenditures for the past 8 years.

LTA Operating Expenditure past years									
Items	Expenditure Items	2017-2018	2018-2019	2019-2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025 (June)
1	Proposed	37,157,452	30,740,163	27,303,649	25,326,930	23,062,759	24,723,401	30,577,193	31,576,817
2	Budget	23,089,373	28,254,425	20,040,272	20,101,025	20,909,762	21,423,217	23,674,168	26,000,000
3	Actual	20,476,405	24,901,329	21,794,570	20,101,025	20,909,761	21,284,481	23,674,168	21,973,044

Refer below for Revenue vs Expenditure Graph for last 8 years

Revenue & Expenditure Summary								
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025
Total Revenue Including ACCF (VIP)	59,587,748	68,054,355	70,848,060	57,288,258	60,584,529	66,273,801	78,598,594	84,852,211
Expenditure excluding Depreciation- VEP)	19,420,855	23,707,212	20,364,841	18,416,178	20,822,898	19,103,751	23,997,003	26,198,471



Overall, these expenditures enabled LTA to maintain consistent, reliable, and efficient operations across all service areas.

2017–2018 Key Expenditure Areas:

The report highlights several operational investments that directly contributed to service improvement:

- **Online Portal and Bulk SMS Platform Launch** - Improved communication and accessibility of services;
- **Opening of New Offices – Savusavu & Suva Express Office** - Expanded LTA's reach and decentralised service delivery;
- **Permanent Weighbridge projects** – Lease agreement signed on December 2018;
- **Nationwide Bus and Fleet Audit** - Supported compliance and vehicle standards for public safety;

- **Promotion of Green Vehicles** - Aligned with national sustainability goals and long-term efficiency in transport;
- **Enforcement and Compliance for e-Transport** - Enhanced fare transparency and reduced revenue leakage in public transport;
- **Chat Live and Queue Metrics System installed** - Contribution to Efficiency - operational coverage and reduced manual processes, thereby enhancing customer access and regulatory compliance.

2018–2019 Annual Report - Key Expenditure Areas:

- **Deployment of 7 new Red-Light & Speed Cameras** - strengthened automated enforcement and reduced the need for manual monitoring;
- **Two sets of number plate machines (Embossing & Hot Stamping) & two (2) sets of Shredding machines** - to shred surrendered number plates approved for disposal;
- **30 TINT TESTERS & 30 INFRARED THERMOMETERS** - procured to enhance the Authority's capacity to verify window tinting and braking functionality whilst conducting roadside inspections.
- **MOBILE ENFORCEMENT** – commissioning and delivery of the Caravan vehicle carried out in 2019 – to assist enforcement operations;
- **OPENING OF 3 NEW OFFICES (Valelevu Building E (new), Sigatoka Town Express office (new) & Refurbished Seaqqa Express office** – to enhance staff amenities and customer service facilities. Improved geographic service delivery and access in remote areas.

2019–2020 Annual Report - Key Expenditure Areas:

- Procurement of a production printer and enveloping printer – increased efficiency of the Authority;
- Expansion of network of red light and speed cameras with 14 cameras rotated around 31 sites;
- SMS text notifications activated – to promptly notify motor vehicle owners of their violations contributing towards the Authority's enhanced service delivery;
- Live Chat platform – improve customer service online;

- Online e-services – digital transformation and decentralised enforcement significantly reduced turnaround time for customer service and compliance processes. Despite COVID-19 disruptions, these measures enabled LTA to maintain continuity of essential services.

To conclude, Across the three reporting years, LTA directed major expenditures toward:

- Technology-driven enforcement
- Service decentralisation through regional offices
- Digitisation of customer and licensing services

These investments resulted in improved efficiency, accessibility, compliance monitoring, and service reliability, as documented in the respective annual reports.

Question 3 – Were there any significant financial challenges faced between 2017 and 2022 and how did they improve transportation efficiency?

Between 2017 and 2022, the Land Transport Authority (LTA) encountered several significant financial challenges, primarily driven by economic fluctuations, government funding constraints, and the impact of the COVID-19 pandemic.

Key challenges were as follows:

A. Revenue Decline Due to COVID-19 (2020–2021):

A decline in revenue from vehicle registration, driver license, permits and inspection due to lockdowns and reduced economic activity.

Below is the revenue trend including ACCF revenue:

Revenue Trends	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
Total Revenue Including ACCF & SD	66,255,493.43	75,049,910.65	75,570,591.91	57,358,941.88	60,584,528.47

B. Rising Operational Costs:

Increased costs in maintaining aging infrastructure, vehicle inspection equipment, and ICT systems. Ongoing budget limitations have hindered timely repair and maintenance activities, impacting operational efficiency. The Authority has been unable to upgrade its aging infrastructure.

C. Budgetary Constraints:

Limited government funding and reduction in disbursement impacted project implementation and service delivery. Below are the Budget and actuals grant received for past years:

LTA Operating Expenditure past years									
Items	Expenditure Items	2017-2018	2018-2019	2019-2020	2020 - 2021	2021 - 2022	2022 - 2023	2023 - 2024	2024 - 2025
1	Proposed	37,157,452	30,740,163	27,303,649	25,326,930	23,062,759	24,723,401	30,577,193	31,576,817
2	Budget - Approved	23,089,373	28,254,425	23,250,478	21,109,762	20,909,762	21,433,217	23,674,168	26,000,000
	Actual Received	22,086,942	23,081,525	20,828,326	20,097,321	20,909,762	21,433,217	23,674,168	
	Variance	1,002,431	5,172,900	2,422,152	1,012,441	0	-	0	

Due to COVID-19, LTAs operational budget was reduced. During COVID-19, LTA resorted to closed down some of its express office: Nakasi Express Office, Garden City and Nadi Express to maintain operational efficiency.

D. Reduction in Salary and Work Hours

During COVID-19 pandemic, the Land Transport Authority (LTA) implemented a 20% salary reduction and reduced working hours for its employees effective from 20th April 2020. These measures were introduced as part of the Authority's broader COVID-19 response strategy to manage financial constraints during the crisis period.

A formal dispute was lodged by the Fiji Public Service Association (FPSA) concerning the 20% pay cut and reduced working hours implemented by the Land Transport Authority (LTA). The matter was brought before the Employment Relations Tribunal for resolution.

E. Compliance and Regulatory Pressures:

Need to meet evolving regulatory and compliance requirements with limited financial resources.

F. Increased Workload:

While office locations and service demands have grown over the years, human resources and technological implementation has not increased to meet the demand. This has resulted in high staff turn over and increasing backlogs in service delivery.

G. Digitization and issuance of Speed camera TIN:

Despite the technological advancement, a major challenge was that many clients lacked access to email or internet, or were not familiar with digital platforms. As a

result, LTA had to manually print and dispatch TINs via postage to ensure delivery and compliance. The LTA has to bear the delivery cost of Tins to Clients.

H. Increase in Cost of Material and Inventory

The pandemic also triggered widespread financial constraints across the nation, which directly impacted LTA's allocated budget. As a result, there were delays in capital infrastructure projects, most notably the restoration of the Labasa Office. Additionally, there was a notable increase in operational costs, driven by a global surge in raw material prices. This led to increased costs for essential imported items such as wheel tax stickers, number plates, and driver's license cards.

How the Challenges were addressed:

1. Key areas of repair and maintenance were prioritized, with reallocation of the operating budget across expenditure lines to address immediate needs and reprioritized critical projects. This approach improved financial planning and enhanced cash flow management.
2. Internal audit, financial reporting, and policy enforcement were strengthened to ensure compliance, avoid penalties, and mitigate reputational risks in response to regulatory pressures;
3. LTA implemented adopting few digital services to maintain service delivery during Covid -19 pandemic;
4. To facilitate compliance with the Tribunal's ruling in regards to salary reduction and reduce work hours, the Ministry for LTA provided an additional budget, specifically to cover the financial requirements associated with restoring salaries and standard work hours. This decision emphasizes the importance of upholding workers' rights and ensuring fair employment practices, even in times of crisis;
5. Staff received multi-skilling training to perform key functions and manage backlogs during peak periods or staff shortages. Additionally, the Authority engaged temporary officers, where feasible, to support operations and address increased workload challenges;
6. LTA printed and dispatched Traffic Infringement Notice for Speed Cameras to ensure delivery and compliance using its operation budget;
7. The Authority resorted to bulk purchase and negotiated better rates with suppliers to manage the rising costs of imported materials.

Overall, LTA addressed these financial challenges through prudent financial management, resource prioritization, strategic modernization efforts and timely submission of budget requests.

To conclude, between 2017 and 2020, the financial challenge was in 2019–2020 was caused by the COVID-19 pandemic. In response, the LTA accelerated digital transformation, strengthened automation, and reduced reliance on physical service delivery measures that directly improved transportation efficiency during and beyond the crisis. No other financial crises or deficits reported in the 2017–2018 or 2018–2019 reports.

Question 4 - What Policy Changes were implemented during this period and how did they impact transportation services?

Policy Enhancements in Inspection and Enforcement

- **Expansion of Authorized Inspection Agencies** - In FY 2017/2018, LTA significantly expanded its network of Authorized Motor Vehicle Inspection agencies—from 3 previously to 10 agencies. This implementation increased inspection capacity, improved turnaround times, and introduced competitive efficiencies that benefit both service providers and vehicle owners through more accessible and reliable inspections.
- **Enhanced Enforcement Measures** - In FY 2018/2019, LTA introduced a 24/7 enforcement caravan to monitor and curb overloading of vehicles. This move was designed to reinforce road safety and ensure compliance with load restrictions, thereby mitigating risks associated with overloading that can lead to road accidents and infrastructure stress.
- **Upgraded Verification Procedures for Imported Used Vehicles** - In FY 2019/2020, LTA broadened the scope of inspections conducted during Offshore Vehicle Verifications. The updated guidelines now include detailed undercarriage inspections and battery testing for hybrid and electric vehicles, as well as checks on electrical systems and engine diagnostics. This program ensures that imported vehicles not only comply with basic safety standards but are also technologically current, reflecting an era of evolving vehicle technology.

Policy Enhancements in Customer Services

The Authority endorsed a Complaints Management Policy on 8th May 2020 to provide efficient support system in handling customer complaints and enquiries.

Communication received by the Authority are registered and acknowledged within 24 hours from the date of receipt prior to assigning to the respective branches and departmental managers who are responsible for facilitating the necessary resources to resolve customer queries and complaints.

Upon registration, a unique customer ID is issued for tracking purpose and a substantive response within five (5) working days. In addition, if this is not possible the Customer is kept informed along the journey on the progress status.

Further to that complaints management Policy strengthened mechanisms for logging, tracking, and resolving complaints in a timely and transparent manner.

The Complaints Management Policy did have a significant Positive impact on transportation services by:

- Promoting accountability and timely resolution of issues;
- Identifying recurring service gaps, ultimately, it helps strengthen service delivery, reduce repeated complaints;
- Supporting Continuous Service improvement, ultimately leading to a more reliable and customer focused transport system.



Source: 2020 Annual Report

- 86 % Closed - cases were resolved and closed;
- 4 % Assigned to the Teams- cases that are registered and assigned to the relevant branch offices for further action;
- 6 % Action in Progress- cases that are with the relevant branch offices for further investigation;
- 4 % Action Completed - cases that have investigations completed, feedback relayed to the customer and awaiting feedback rating from customers.

Policy Enhancements in Public Service Vehicle

- **Extension of Revocation Policy** – CEO to make decision on any revocation that is more than 90 days & owners are not in a position to procure replacement vehicle due to financial or any other challenges.

This provision gave the CEO to handle this matter at Management level rather than escalating it to the Board, which creates a longer turnaround time.

- **Extension of Provisional Approval Policy** - CEO to make decision on any Provisional Approval for Permit that has expired within 90 days & owners are not in a position to register vehicles and pay for permit fees due to financial reasons or any other challenges.

This provision gave the CEO to handle this matter at Management level rather than escalating it to the Board, which creates a longer turnaround time.

- **Probate Policy** – Delegated to CEO to make decision on any Probate/LA issued within or more than 12 months instead of awaiting schedule of Board meeting.

This provision gave the CEO to handle this matter at Management level rather than escalating it to the Board, which creates a longer turnaround time.

- **Objection & Complaint Policy (Scandalous/Vexatious/Frivolous)** – To assist LTA in removing complaints or objection that are not directly related to any PSV permit application which usually delay the process of decision/approval.

Question 5 – How did LTA adapt to emerging transportation trends such as electric vehicles and ride-sharing services?

- **Training and Workshops on Pollution Prevention and Biofuels** - During FY 2017/2018, LTA delegates attended a training course on Urban Pollution Prevention Technology in China, supported by the Embassy of the People's Republic of China. Additionally, a biofuel workshop was attended on 1 December 2017. These initiatives indicate a broader policy focus on reducing vehicular emissions and exploring alternative, eco-friendly fuel options.
- **Commitment to Decarbonization** - In FY 2018/2019, LTA actively participated in regional discussions on sustainable transport by partnering in the Pacific Transport Forum and Expo themed '*Turning the Tide: Decarbonizing Pacific Transport*'. Moderating private sector round-tables, LTA worked to identify the challenges and needs for transitioning to sustainable mobility, reflecting a policy environment increasingly geared toward reducing the carbon footprint of the transport sector.
- **Upgraded Verification Procedures for Imported Used Vehicles** - In FY 2019/2020, LTA broadened the scope of inspections conducted during

Offshore Vehicle Verifications. Specifically battery testing for hybrid and electric vehicles overstates the importance LTA places in adapting to emerging technologies in ensuring EVs and Hybrid vehicles have well established inspection procedures.

- JEVIC contract with enhanced scope was signed on 5th August 2019;
- The Integration of Fleet Checks in QAMS Matrix was approved on 20 March 2019.

6. Were there any amendments to regulations that directly affected public transport operators or private vehicle owners?

- **Land Transport (Public Service Vehicle) Amendment Regulations – Regulation 4 (3A)** – A written objection received under this regulation may only be considered by the Authority if the written objections is made by permit holders of the same type of permits, or in the case of a road permit by license holder of the same type of license for which the application is made.
- LN 68 of 2017 – Land Transport (Public Service Vehicles) (Amendment) Regulations 2017, 2017

This amendment regulation covers the new PSV permit tenures whereby Road Route Licence (RRL) has a tenure of 15 years expiring on 30 September 2032; Road Contract Licence (RCL) has a tenure of up to 10 years and for all other PSV permits for a further 10 years expiring on 30 September 2027. In addition, the process for the new Taxi permit issuance (barrel draw) is also covered in this amendment regulation.

AMENDMENTS TO REGULATIONS

Land Transport Driver Regulations Schedule 2 - Driving

Amendment to Driver Regulation Schedule 2 – Minimum Age for Drivers Licence. Effective 02nd October 2017.

**SCHEDULE 2
(Regulation 11)
MINIMUM AGE FOR DRIVER'S LICENCE**

[Sch 2 am LN 90 of 2017 reg 3, effective 2 October 2017]

<i>Class</i>	<i>Minimum Age</i>
Class 1	17 years
Class 2	17 years
Class 3	18 years
Class 4	18 years
Class 5	18 years
Class 6	18 years
Class 7	18 years
Class 8	17 years
Class 9	18 years

The recent amendment to driver regulations, permitting individuals as young as 18 years old to directly obtain Group PSV licenses (Groups 3, 4, & 5), has been linked to an increase in road accidents, largely due to the perceived immaturity of many of these new PSV operators.

Land Transport (Vehicle Registration & Construction) Amendment Regulations and Land Transport (Driver) Amendment Regulations

PSV Driver License Application and Vehicle Registration Renewal

- i. Land Transport (COVID 19 Response) Regulations 2021.
- ii. Land Transport (COVID 19 Response) (Amendment) No. 2 Regulations 2021.

Land Transport (COVID-19 Response) Regulations 2021

In exercise of the powers conferred on me by section 113 of the Land Transport Act 1998 and in consultation with the Land Transport Authority, I hereby make these Regulations—

Short title and commencement

1.—(1) These Regulations may be cited as the Land Transport (COVID-19 Response) Regulations 2021.

(2) These Regulations come into force on 18 May 2021.

Extension of deadlines

2.—(1) Notwithstanding anything contained in any of the regulations listed in the Schedule, any permit, licence, certificate or registration that expires or becomes liable for renewal on or after 14 May 2021 but before 14 August 2021 does not expire or become liable for renewal until 14 August 2021.

(2) For the avoidance of doubt, the extension provided in subregulation (1) does not apply to a permit, licence, certificate or registration that may be or becomes subject to cancellation by the Land Transport Authority due to the responsible person's failure to comply with any non-temporal conditions prescribed by law or set out as a condition to the person's permit.

[LEGAL NOTICE NO. 38]

LAND TRANSPORT ACT 1998

Land Transport (COVID-19 Response) (Amendment) Regulations 2021

In exercise of the powers conferred on me by section 113 of the Land Transport Act 1998 and in consultation with the Land Transport Authority, I hereby make these Regulations—

Short title and commencement

1.—(1) These Regulations may be cited as the Land Transport (COVID-19 Response) (Amendment) Regulations 2021.

(2) These Regulations are deemed to have come into force on 18 May 2021.

Regulation 2 amended

2. The Land Transport (COVID-19 Response) Regulations 2021 is amended in regulation 2(1) by—

(a) deleting "14 May 2021" and substituting "19 April 2021"; and

(b) deleting "14 August 2021" wherever it appears and substituting "19 August 2021".

Made this 21st day of May 2021.

Land Transport (COVID-19 Response) (Amendment) (No. 2) Regulations 2021

In exercise of the powers conferred on me by section 113 of the Land Transport Act 1998 and after consultation with the Land Transport Authority, I hereby make these Regulations—

Short title and commencement

1.—(1) These Regulations may be cited as the Land Transport (COVID-19 Response) (Amendment) (No. 2) Regulations 2021.

(2) These Regulations come into force on 19 August 2021.

Regulation 2 amended

2. Regulation 2(1) of the Land Transport (COVID-19 Response) Regulations 2021 is amended by deleting "19 August 2021" wherever it appears and substituting "19 October 2021".

Made this 18th day of August 2021.

[LAT 62,890] Extension of deadlines

2 (1) Notwithstanding anything contained in any of the regulations listed in the Schedule, any permit, licence, certificate or registration that expires or becomes liable for renewal on or after 19 April 2021 but before 19 October 2021 does not expire or become liable for renewal until 19 October 2021.

[subreg (1) am LN 38 of 2021 reg 2, effective 18 May 2021; LN 86 of 2021 reg 2, effective 19 August 2021]

The Legal Notice and amendment to the COVID 19 regulations came about to allow PSV driver licence holders and vehicle owners to renew their PSV driver licences and/or vehicle registration renewal without penalties as a result of loss of income during the COVID crisis.

Vehicle Registration Amnesty

- i. Land Transport (Fees and Penalties) (Amendment) Regulations 2024

Land Transport (Fees and Penalties) (Amendment) Regulations 2024

IN exercise of the powers conferred on me by section 113 of the Land Transport Act 1998 and after consultation with the Land Transport Authority, I hereby make these Regulations—

Short title and commencement

1.—(1) These Regulations may be cited as the Land Transport (Fees and Penalties) (Amendment) Regulations 2024.

(2) These Regulations are deemed to have come into force on 1 August 2024.

Regulation 2 amended

2. Regulation 2 of the Land Transport (Fees and Penalties) Regulations 2000 is amended after subregulation (5) by inserting the following new subregulations—

“(5A) Unless the cancellation of registration of a vehicle has been by way of a court order, an amnesty period on and from 1 August 2024 to 31 July 2025 is given to allow for the registration of a vehicle that has been off the road on and from 4 July 2016 to 31 July 2023 without the payment of any charges or fees, including the Road User Levy and levies payable under the Accident Compensation Act 2017, for the period that the vehicle has not been on the road.

(5B) For the avoidance of doubt, subregulation (5A) does not apply to any registration of a vehicle that expired after 31 July 2023.”.

Made this 5th day of August 2024.

The purpose of the vehicle amnesty is to assist individuals and businesses get their vehicles back on the road, easing financial strain and to encourage the transport activity.

Vehicle Registration Renewal

Land Transport (Traffic Infringement Notice) (Amendment) Regulations 2017

Land Transport (Traffic Infringement Notice) (Amendment) Regulations 2017

IN exercise of the powers conferred on me by section 113(6)(h) of the Land Transport Act 1998, I hereby make these Regulations—

Short title and commencement

1.—(1) These Regulations may be cited as the Land Transport (Traffic Infringement Notice) (Amendment) Regulations 2017.

(2) These Regulations come into force on 26 September 2017.

Regulation 7 amended

2. Regulation 7 of the Land Transport (Traffic Infringement Notice) Regulations 2017 is amended by—

(a) after subregulation (1), inserting the following new subregulations—

(1D) Notwithstanding anything contained in these Regulations, where a Traffic Infringement Notice has been issued for an offence relating to the carrying of excess load, the person to whom the Traffic Infringement Notice has been issued or in the case of an agent, the principal, must pay the fixed penalty for the offence within 90 days from the date the Traffic Infringement Notice is issued.

(1E) If the person or the principal, if applicable, does not pay the fixed penalty in accordance with subregulation (1D), the Authority must suspend the registration of the person's or principal's vehicle and any other vehicle the person or principal utilises for the purpose of carrying loads.”;

In this amended regulation, the renewal of vehicle registrations depends on the category of vehicle; that is, if the vehicle is for business activity or privately owned.

The regulation therefore gives leeway to renew private vehicles of the business owner even if the business owned vehicles have fines.

Enforcement Perspective

LN 23 of 2017 – Land Transport (Traffic Infringement Notice) Regulations 2017, 2017

This amended regulation outlines the following objectives & replaced the revoked Land Transport (Photographic Detection Device) Regulations 2013.

Objectives

3. The objectives of these Regulations are to—

- (a) enforce traffic safety laws;
- (b) deter illegal activities on the road;
- (c) ensure that the use of motor vehicles is regulated for the purposes of safety, protection of the environment and law enforcement;
- (d) identify and record images of motor vehicles that exceed the speed limit or enter an intersection in contravention of a red light or red traffic arrow; and
- (e) establish a system that identifies each motor vehicle used on the road and the person who is responsible for it.

Revocation

22. The Land Transport (Photographic Detection Device) Regulations 2013 is hereby revoked.

1. LN 25 of 2017 – Land Transport (Fees and Penalties) (Amendment) Regulations 2017, 2017



This amended regulation increased the payment period to 90 days but with a 50% penalty that will be incurred beyond the 90-day period.

2. LN 63 of 2017 – Electronic Fare Ticketing (Omnibus) Regulations 2017, 2017

This regulation covers the E Ticketing regulations including the obligations of the passenger and the driver and the Enforcement provisions including the penalty for non-compliance.

3. LN 71 of 2017 – Land Transport (Breath Test and Analyses) (Amendment) Regulations 2017, 2017

This amendment regulation covers the approved breath testing devices for the purpose of a breath test and the approved breath analysis instrument producing 3 automatic printouts.

- **Introduction of OTRS/Zone** – Affect Rural PSV services in terms of taxi operation. Majority of the taxi are flocking to towns & cities while rural need are neglected.
- **Removal of Base/Stand** – Create Enforcement Issue for LTA as taxis are flocking to economical areas in towns and cities. Municipal council loss of revenue as taxis are operating without base/stand letters issued by councils.

Question 7 – What were the key infrastructure projects undertaken between 2017 and 2022 and how did they improve transportation efficiency?

The following projects were undertaken:

Projects	Year/Amount	Impact
Construction of Building E Valelevu	2017-2018 \$487,970	The construction of Building E at the Valelevu HQ has significantly improved operational capacity by providing dedicated space for the Traffic Infringement Department and the Public Service Vehicle (PSV) Department, including a dedicated PSV filing room. The building also features a boardroom for meetings and official engagements. Additionally, a portion of the building has been leased to the Accident Compensation Commission Fiji (ACCF), generating rental income for the Authority. This development has optimized internal space usage for LTA
Seaqqa office Opening	2018-2019 \$100,000	The refurbishment of the Seaqqa office has enabled the Land Transport Authority to establish a fully functional office in Seaqqa, bringing essential services closer to the community. This initiative has greatly benefited customers by eliminating the need to travel long distances to Labasa for LTA-related services.
Development & implementation of Mobile Application	2018-2019 \$90,000	The development and implementation of the Mobile Application has significantly improved accessibility and operational efficiency within the Authority. It enables internal staff and key external agencies to access relevant information anytime and from anywhere. Additionally, the application allows team leaders and managers to review and approve applications directly from their mobile devices, streamlining workflows and supporting timely decision-making. This initiative has enhanced productivity, reduced delays, and promoted a more responsive and connected working environment
Upgrading of Valelevu LTA carpark	2018-2019 \$29,344.34	The upgrading of the Valelevu LTA carpark has significantly enhanced the professional appearance of the office premises. The improvements included the filling of potholes, resulting in a safer, more organized, and accessible parking area for both customers and staff. This upgrade not only contributes to a better first impression of the facility but also improves safety and convenience for all individuals.

Projects	Year/Amount	Impact
Opening of LTA Lautoka Express office	2018-2019 \$200,000	The refurbishment of the LTA Lautoka Express Office has enabled the Land Transport Authority to establish a fully functional service point within Lautoka City. This initiative has brought essential LTA services closer to the public, significantly improving accessibility for customers within the town area. As a result, customers no longer need to travel to the Lautoka Main Office, saving time and reducing congestion at the main facility. The upgraded Express Office has contributed to improved service delivery and enhanced customer convenience.
Data center infrastructure servers (DR)	2018-2019 \$481,780	The Data Centre Infrastructure Project involved upgrading the core servers that host LTA's critical systems, data, and server backups at the Valelevu Office. The project replaced outdated hardware with modern, high-performance hardware to enhance system reliability, security, and efficiency. As part of the upgrade, the decommissioned hardware was securely transferred to an offsite (Vodafone) backup storage facility ensuring continued data redundancy and disaster recovery capability
Supply & installation of Automated Fixed speed cameras & production Printer	2018-2019 \$1.5M	LTA introduced fixed speed cameras which led to a significant increase in the issuance of Traffic Infringement Notices (TINs). This project was initiated to reduce road accidents and provide a safer road for all Fijians. To ensure that TINs were issued to offenders in a timely and regulated manner, the Authority implemented a high-capacity production printer to handle the printing, folding, and enveloping of TINs. This initiative greatly enhanced the efficiency and effectiveness of TIN delivery. In response to the growing demand, the production printer was commissioned in July 2018 at the Traffic Management Unit
Supply of Number Plate Shredder Machine(2)	2018-2019 \$82,500	The supply of a Number Plate Shredder Machine was undertaken to ensure the secure and efficient disposal of returned number plates. This machine enables the Authority to shred and destroy obsolete or surrendered plates, thereby preventing

Projects	Year/Amount	Impact
		any unauthorized reuse or access. The shredding process not only enhances security but also supports environmentally responsible disposal. Additionally, the shredded material can be sold or recycled, creating a small revenue stream while promoting sustainable practices
Supply of Number Plate Embossing & Hot Stamping Machine	2018-2019 \$330,000	The supply of Number Plate Embossing and Hot Stamping Machines was carried out to replace the existing aging machine at the Valelevu Office and to introduce an additional unit at the Lautoka Office. This procurement was necessary to address the growing demand for number plates driven by the continuous increase in vehicle registrations across Fiji. The installation of these two machines has improved production efficiency, reduced turnaround time, and enhanced service delivery to customers nationwide
ICT End User Equipment	2018-2019 \$231,080 2019-2020 \$200,000 2020-2021 \$129,000	The ICT End-User Equipment Project has enabled the Authority to replace outdated equipment with modern, up-to-date technology. As technology continues to evolve, many of the old ICT equipment were no longer compatible with upgraded software systems, which hindered productivity and service delivery. The replacement of these devices was therefore critical to ensuring efficient internal operations and maintaining a high standard of customer service
Karavi Permanent Weighbridge	2021-2022 \$3.2m	The construction of the Karavi Permanent Weighbridge Structure improves LTA's transportation efficiency by ensuring compliance with legal load limits, reducing road damage caused by overloaded vehicles, and enhancing road safety. It further enables Authority to generate fines and fees by enforcing infringement to road offenders. Overall, it promotes sustainable transport and reduces long-term maintenance costs. The project commissioned in 2024.
Vehicle Inspections Equipment's	2018-2019 \$500,000	The procurement of enforcement equipment—including sets of portable wheel weighers, portable smoke testers, heat guns, and tint testers—has significantly improved transportation efficiency for the Land Transport

Projects	Year/Amount	Impact
		Authority. These tools have enabled enforcement teams to carry out on-the-spot inspections with greater speed and accuracy. By ensuring vehicles comply with safety, weight, emission, and tint regulations, the equipment helps reduce road damage, prevent accidents, and promote cleaner and safer road use. Additionally, the portability of the equipment allows for more flexible and widespread enforcement, contributing to a more efficient and responsive transport monitoring system.
Lami Office	2018-2019 \$429,000	The refurbishment of the LTA Lami Express Office has enabled the Land Transport Authority to establish a fully functional service point within Lami town. This initiative has brought essential LTA services closer to the public, significantly improving accessibility for customers within the town area. As a result, customers no longer need to travel to the Valelevu Main Office, saving time and reducing congestion at the HQ facility. The upgraded Express Office has contributed to improved service delivery and enhanced customer convenience.

Question 8 – How did LTA ensure sustainability in its infrastructure development plans?

The LTA ensure sustainability in its infrastructure developments plans through:

1. Development and update of policies that align with national development plans, sustainable and environment safety
2. SOP- processes that guide planning, procurement, construction and maintenance
3. Annual audits and internal audits to ensure accountability, performance and compliance
4. Maintaining of Risk Register- monitoring and reviewing of risk register for continuous improvement.
5. Implementation of Annual Corporate plan- monitoring and evaluation track progress through KPIs and operational matrix.
6. Public Reporting – to promote transparency, public reporting that serves an important function to reinforcement good governance, accountability and public Trust.
7. Development and Maintaining Assets Management Policy – guides the life cycle of LTA assets including offices, vehicles and equipment.

INVESTMENT

1. The fixed red-light and speed cameras introduced in have reduced the need for physical enforcement, promoting operational sustainability. Additionally, LTA's investment in permanent weighbridge structures offers a long-term solution compared to portable scales, ensuring sustainability and a one-time capital investment.
2. The office refurbishments and the construction of Building E at Valelevu have contributed to sustainable infrastructure development by renovating the existing aged facilities and expanding overall capacity. The refurbishment improved the condition and functionality of the existing office spaces, while the newly constructed Building E now accommodates additional staff and departments, supporting the Authority's growing operational needs.
3. The supply of the Number Plate Embossing and Hot Stamping Machine supports the Land Transport Authority's sustainability objectives by modernizing and strengthening its operational infrastructure. By replacing outdated number plate embossing and Hot stamping machine and expanding capacity through installation at additional Lautoka office, the Authority ensures continued, reliable service delivery in response to increasing vehicle registrations. These machines improve production efficiency, reduce downtime, and lower maintenance costs. Additionally, the decentralization of number plate production enhances service accessibility and reduces logistical burdens. Overall, this investment promotes long-term operational resilience, cost-effectiveness, and aligns with LTA's strategic plan for a sustainable transport infrastructure.
4. The development and implementation of the Mobile Application, procurement of ICT end-user equipment, and upgrading of data center infrastructure servers have collectively strengthened the Land Transport Authority's digital infrastructure, ensuring long-term sustainability in its operations. The mobile application has enhanced service accessibility and operational efficiency by allowing staff and managers to process and approve tasks remotely, reducing reliance on physical presence and paperwork. The replacement of outdated ICT equipment with modern hardware has improved system compatibility, reduced downtime, and increased staff productivity. Additionally, the upgraded data center servers have enhanced the security, reliability, and scalability of LTA's core systems and data backups. Together, these digital initiatives have built a robust, future-ready IT foundation that supports sustainable growth, and ensures continued service delivery even in dynamic operational environments.
5. LTA undertook a Business Process Reengineering (BPR) initiative alongside the implementation of an integrated system to streamline internal workflows and enhance service delivery. The project focused on reducing inefficiencies,

integrating key services, and improving customer experience. This has established a strong, efficient foundation designed to support and improve service delivery into the future.

Question 9 – Were there any delays or budget overruns during this period and how did they evolve over the years?

The Land Transport Authority (LTA) remains committed to prudent financial management by ensuring all projects are executed within the allocated budget. To achieve this, LTA implements strict budget monitoring and control mechanisms throughout the project lifecycle.

The Labasa Restoration Project experienced delays due to the COVID-19 pandemic and budget constraints. As a mitigation measure, the Authority redesigned the project plan and reduced the overall office size to align with approved budget.

Progress is tracked regularly against planned milestones, and any potential financial risks or variances are identified early and addressed promptly. This proactive approach helps prevent cost overruns, ensures efficient use of public funds, and upholds accountability and transparency in project implementation.

Where necessary, the Authority undertakes budget virement to reallocate funds to priority areas, ensuring resources are directed to the most needed projects.

Furthermore, through both internal and external audits, the Land Transport Authority (LTA) is able to strengthen financial and operational oversight across all project phases.

By maintaining financial discipline, LTA not only delivers projects successfully but also reinforces its commitment to sustainable infrastructure development and responsible governance

Question 10 - What initiatives were introduced to improve road safety during this period?

The Land Transport Authority (LTA) undertook a range of initiatives and enforcement activities during the financial years 2017–2018, 2018–2019, and 2019–2020 with the primary goal of enhancing road safety and ensuring compliance with transportation regulations. The following provides a detailed account addressing the Committee's specific queries:

1. Initiatives Introduced to Improve Road Safety (2017–2020)

During the reporting period, LTA introduced and implemented several significant road safety initiatives aimed at reducing road accidents, improving driver behaviour, and ensuring safer road usage for all transport stakeholders.

Key initiatives included:

Road Safety Education Programs for Schools:

LTA conducted numerous nationwide educational activities targeting schools to raise awareness on safe road use behavior and to empower young people to make wise and safe choices. These programs focused on pedestrian and passenger safety for children at all levels with 'Back to School' operations at the beginning of each school term.

LTA's collaboration with Total Fiji (Ltd) resulted in sponsorship of 100 sets of school crossing items and the implementation of the VIA program (road safety activity for year 5 – 8) in 2019.

School visits included the following activities:

- Classroom and assembly educational talks
- Distribution of flyers and book labels to parents & guardians
- Checks on school bus loadings
- Checks on school crossings and correct use of crossing items
- Teacher awareness and demonstrations on use of crossing items.

Table 1.0: Summary of School Activities and Impacts

Road Safety Activities in Schools	2017 – 2018		2018 – 2019		2019 – 2020	
	No. of Schools	Impacts	No. of Schools	Impacts	No. of Schools	Impacts
School Visit	143	38,211	701	164,529	117	20,700
Distribution of School Crossing Items	40		30		30	
Professional Development (Teachers)	40	658	30	451	30	394
TOTAL	223	38,869	761	164,980	177	21,094

Community & Public Awareness Campaigns:

LTA engaged with communities, and corporate organizations to raise awareness of road safety principles and partnered with the Fiji Police Force, civil society organizations, and private stakeholders to launch public campaigns on:

- 'Arriving Safely' – Passenger Safety
- 'Buckle Up for Life' – Rear Seat Belt
- 'Stop Slaughter on Fiji Roads'- Speeding
- 'Walk Safe – Use Crossings' – Pedestrian Safety

Table 1.1: Summary of Community & Public Awareness

Road Safety Activities	2017 – 2018		2018 – 2019		2019 – 2020	
	No. of Activities	Impacts	No. of Activities	Impacts	No. of Activities	Impacts
Public Outreach	57	15,952	115	30,570	123	17,957
Office Outreach	5	236	44	768	9	314
Rural/Urban Community Outreach	24	3,749	152	18,951	53	6,571
House to House Visits			30	1,413	46	15,606
Tikina Meeting Awareness	13	620	8	431		
Driver Roadside Intervention	4	3,000	70	12,000	107	6,441
Passenger Roadside Intervention	4	2,000	60	10,000	92	4,746
Pedestrian Roadside Intervention	4	1,000	50	5,904	86	5,671
TOTAL	111	26,557	529	80,037	516	57,306

Media Awareness Campaigns:

Road Safety Campaigns were also promoted through media platforms emphasizing critical safety issues such as seatbelt use, driver fatigue, dangers of speeding, pedestrian safety, driver distractions, drunk driving and child restraint awareness.

The following were utilized:

- Traditional Media – TV, Radio, Print Newspapers & Magazines
- Digital Media – Social Media Platforms (Facebook, Twitter, Instagram)
- Outdoor Advertising – Billboards, Bus-shelters, LED Screens

Driver Training and Licensing Reforms:

Advance Driver Training Programs were implemented to promote and encourage safe and defensive driving decisions and to emphasize the responsibility held by drivers to reduce traffic injuries and fatalities. The following programs were implemented:

- Defensive Driving Course (DDC) for Basic & PSV
- Hands on Wheels (HoW)

- Corporate & Community DDC
- Driver Assessment (DA)
- Refresher DDC

Table 1.3: Summary of Advance Driver Training

Advance Driver Training Programs	2017 – 2018		2018 – 2019		2019 – 2020	
	No. of Trainings	Impacts	No. of Trainings	Impacts	No. of Trainings	Impacts
Basic DDC	539	11,302	471	10,442	165	9,381
PSV DDC	368	6,166	322	5,404	127	4,171
Hands on Wheels	7	103	2	59		
Corporate & Community DDC	27	455	43	794		
Driver Assessment	2	8	4	37		
Refresher DDC	21	836	4	181		
TOTAL	964	18,870	846	16,917	292	13,552

Vehicle Fitness and Roadworthiness Inspection Enhancements:

To minimize accidents resulting from mechanical failure, LTA introduced stricter inspection regimes for public service vehicles (PSVs) and heavy goods vehicles (HGVs). This included random roadside checks and mandatory annual inspections.

Introduction of Road Infrastructure Safety Audits: Collaborating with Municipal Councils and the Fiji Road Authority, LTA undertook road infrastructure audits to identify high-risk areas (blackspots), with improvements done by FRA such as additional signage, road markings, speed camera measures, and pedestrian crossings.

School Zone Safety Program: This initiative was introduced by FRA after collaborative approach for clearer signage, speed humps, and heightened enforcement within school zones to safeguard children and pedestrians during peak hours.

INITIATIVES

LTA & ACCF agreement entered into for media coverage road safety awareness. This agreement came into effect in November 2024, and road safety works funded include the following:

1. FRU Contract – 4 years
2. Billboard Advertisements – 6 months

3. Media advertisements (Radio & TV) – FBC, Fiji TV, Mai TV, CFL
4. Magazine Advertisements – Teivovo, Viti Nikua, Pacific Island Magazine, Fiji Times
5. Social Media – Tik Tok Influencer
6. Print Materials – Posters, Calendar, Flyers
7. School Patrol Items - 20 sets
8. TVC Productions – 6 videos
9. Road Safety through Sports - Sponsoring of Rugby Kit
10. Road Safety through Turaga ni Koro(TNK) engagement – Empowering TNK as road safety marshalls
11. Road Safety Merchandise

Question 11 - How did LTA enforce compliance with transportation regulations and were there any notable enforcement challenges?

Joint Operations with Fiji Police Force:

LTA collaborated extensively with the Fiji Police on joint operations targeting traffic violations such as overloading, speeding, and defective vehicles, as well as non-compliance by PSV operators.

Surprise Roadside Inspections:

Random, unannounced vehicle checks were conducted nationwide to ensure vehicle roadworthiness, proper licensing, and adherence to permit conditions.

Deployment of Speed Cameras and Surveillance Equipment:

To deter and penalize speeding, LTA installed fixed and mobile speed cameras at accident-prone locations. These technologies improved the detection of speed violations and supported court prosecutions.

Compliance Monitoring of PSV and Commercial Operators:

LTA increased scrutiny of public service operators through route permit monitoring and adherence to timetables to prevent unauthorized operations and route deviations.

Enforcement Challenges:

Scope of Work Outside LTA's Mandate

The Authority recognises that certain critical functions within the national transport system fall outside its statutory mandate. These include:

Importation of Motor Vehicles – The importation process is overseen by the Fiji Revenue & Customs Service (FRCS), which administers customs clearance and taxation. The Authority's role commences only after these processes are completed, focusing on vehicle inspection and registration in accordance with legislative requirements.

Construction of New Roads – Responsibility for the planning, funding, and execution of road infrastructure projects rests with the Fiji Roads Authority (FRA), under the Ministry of Public Works. Land acquisition is managed by the Ministry of Lands and Mineral Resources, while the Department of Environment oversees environmental compliance. The Authority's involvement is limited to regulatory functions relating to the use of the completed infrastructure.

Further, the following operational constraints impacted enforcement effectiveness during the year:

Resource Constraints – Limited manpower and equipment, including insufficient mobile enforcement units and patrol vehicles, restricted the coverage and frequency of enforcement activities.

Public Resistance and Non-Cooperation – Non-compliance from certain PSV operators and members of the public required additional education and awareness efforts to shift attitudes toward regulatory requirements.

Geographical Spread – Enforcement in remote, peri-urban, and maritime areas remained a logistical challenge, resulting in inconsistent coverage compared to urban centres.

Legal Loopholes and Prosecution Delays – Offenders at times exploited gaps in traffic law or prolonged legal proceedings, undermining the deterrent effect of penalties.

Question 12. Were there any significant changes in accident statistics and what measures were taken to address them?

Accident Statistics Overview:

During the 2017–2020 period, the country experienced fluctuations in road accident rates. Notably:

- ❖ There was a gradual decline in fatal accidents in urban centres, attributed to improved enforcement and public awareness.
- ❖ Pedestrian-related accidents remained a concern, especially in rural and peri-urban zones.

- ❖ Motor Vehicles injuries and fatalities increased slightly, prompting focused interventions.

Table 3.1: Causes of Fatalities

	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Speeding	29	15	12	36	43	24	31	32	22	24
Drunk & Drive	3	6	6	2	1	2	12	15	3	1
Dangerous Driving	10	9	2	2	0	11	3	4	4	5
Careless Driving	0	0	2	0	1	3	3	5	7	2
Pedestrian at Fault	6	2	13	4	5	2	7	6	7	1
Drunkard Pedestrian	0	0	0	0	0	0	2	2	3	1
Improper Overtaking	0	0	0	0	6	1	1	0	4	5
Driver's Fatigue	0	4	1	1	3	4	1	4	7	
Improper Turning	0	0	0	0	3	1	2	0	0	1
Neglect of Parents	1	1	0	0	0	3	3	1	2	2
Defective Brake	1	0	1	0	0	0	0	0	0	
Passenger at Fault	1	0	0	0	0	0	0	0	0	
Mechanical Defect [tyre]	3	0	2	2	1	0	0	0	1	
Hit & Run	0	0	2	2	2	9	4	1	3	3
Inconsiderate Driving	0	0	0	0	0	0	1	0	0	
Total	54	37	41	49	65	60	70	70	63	45

Source: Police

Measures to Address Accident Trends:

Targeted Enforcement Operations:

Following accident data analysis, LTA intensified enforcement in identified accident blackspots and high-risk corridors.

Enhanced Pedestrian Safety Measures:

More pedestrian crossings, especially near schools and marketplaces, were established or upgraded.

Legislation and Penalty Reforms:

LTA advocated for stricter penalties for high-risk offenses such as drink driving, reckless driving, and PSV permit violations.

Partnership with Health and Emergency Services:

LTA coordinated with the Ministry of Health and emergency services to improve accident response times and trauma care access.

The LTA made consistent and multifaceted efforts to enhance road safety and enforce compliance during 2017–2020. Despite facing resource and enforcement challenges, these efforts contributed to measurable improvements in certain accident categories and heightened public awareness of road safety issues.

Continuous investment in enforcement capacity, public education, legislative reform, and road infrastructure safety remains critical to sustaining and advancing these gains in the years ahead.

Question 13 - How did LTA engage with the public stakeholders to ensure transparency in decision-making?

Between 2017 and 2020, the Land Transport Authority (LTA) implemented a range of structured initiatives to strengthen transparency and stakeholder trust through public engagement and collaborative decision-making.

Public and Community Awareness - LTA conducted 111 public awareness activities across its divisions, reaching 26,557 individuals. These sessions were focused on educating the public about road safety and regulatory obligations. Additionally, 1,375 road safety awareness activities were delivered nationwide, engaging over 96,000 people, alongside 701 school visits that reached 164,529 students and teachers.

Driver and Passenger Interventions - A total of 90 ground-level interventions were conducted, providing LTA the opportunity to directly address driver and passenger behaviour, and reinforce compliance requirements.

Defensive Driving Courses (DDC) - Across the reporting years, 966 DDC classes were held, training 18,870 drivers particularly public service vehicle (PSV) drivers—to enhance road safety standards.

Formal Stakeholder Engagements - LTA held eight formal stakeholder meetings and hosted 19 public awareness events, including open days and national celebrations. Specific stakeholder consultations included:

- PSV Operators (including Minibus Associations),
- Municipal Councils (Suva, Nausori, etc.),
- Industry participants through the Pacific Transport Forum and Expo,
- The Fiji Public Service Association and National Union of Workers (on the 2019 Collective Agreement),
- Disabled Persons Organisations (for QAMS accessibility considerations), and
- Anti-corruption training via FICAC.

Board Meetings and Disclosure - Six (6) PSV Board Meetings were conducted annually across all regions. LTA introduced a Disclosure Policy to allow affected

parties access to relevant documents prior to these meetings, ensuring procedural fairness and transparency in decisions on opposed permit applications, transfers, appeals, expressions of interest, and show-cause hearings.

Quality Assurance Maintenance System (QAMS) - Stakeholder consultations led to QAMS checklist revisions, 39 compliance inspections, and the introduction of improved safety audit standards for bus fleets.

Customer-Centric Reforms - LTA launched a Complaints Management System in May 2020. Out of 4,477 complaints and queries received, 86% were resolved amicably. Online platforms, including E-Services and a live chat feature, were also introduced to improve real-time public engagement. These efforts contributed to LTA receiving an award for best customer service performance.

Inter-agency and International Cooperation - LTA signed an MOU with FRCS in 2018 to enable information-sharing, particularly in relation to permit transfers. It also engaged in bilateral exchanges with the PNG Road Traffic Authority, and sent staff to international training sessions focused on pollution control, sustainable transport, and infrastructure financing.

Leadership Participation - LTA contributed to national-level consultations, including the Prime Minister's Talanoa Sessions, which created additional forums for public dialogue and cross-sector collaboration.

Question 14 – Were there any public consultations or feedback mechanisms that influenced policy change ?

Yes. The **2017–2018 Land Transport Authority Annual Report** records several instances where public consultations and stakeholder feedback directly informed and influenced policy and regulatory changes:

1. **Uplifting of Taxi Permit Freeze**- LTA responded to concerns raised by stakeholders regarding permit scarcity by lifting the freeze on taxi permits in high-demand areas like Nadi and Lautoka;
2. **Amendments to PSV Regulations (Rural Service Licences)** - Through stakeholder engagements, Regulation 18A(6) of the Land Transport (Public Service Vehicles) (Amendment) Regulations 2017 was enforced, requiring the conversion of Rural Service Licences to Licensed Carrier or Licensed Minibus categories for clarity and compliance;
3. **Quality Assurance and Accessibility Standards (QAMS)** - Consultations with PSV operators and representatives of persons with disabilities led to

revised accessibility and safety standards for public service vehicles. The Integration of Fleet Checks in QAMS Matrix was approved on 20 March 2019;

4. **E-Transport Fare Enforcement and Regulation Amendment** - Public complaints and fare audit findings triggered enforcement strategies targeting misuse of cash fares and led to a significant **reduction in fines** for e-ticketing offences from **\$1,000 to \$150** to ensure fairness and compliance.
5. **Green Vehicle Promotion and Emissions Consultation**- Internal stakeholder discussions with the Department of Environment, SmartGEN, and Leaf Capital shaped LTA's strategic shift toward promoting electric vehicles and low-emission alternatives;
6. **Road Code Book and Safety Education Updates** - Public safety concerns prompted the launch of an updated road code to support driver education and road safety awareness;
7. **Customer Service Workshop and Live Chat Feedback** - The Nadave Customer Service Workshop (25 August 2018) and real-time Live Chat services enabled feedback collection, leading to improvements in frontline service delivery;
8. **Disclosure Policy for PSV Board** - In response to concerns raised during PSV Board meetings, a Disclosure Policy was endorsed to provide applicants with access to relevant permit application documents prior to board deliberations;
9. **Revised Road Route Licence (RRL) Guidelines and QAMS** - Finalised in March 2019 following PSV and QAMS consultations, these changes aimed to improve safety and operational standards in bus services;
10. **Extension of Provisional Approval Period for PSV Permits** - As a result of PSV Board discussions with applicants, the provisional approval window was extended to **90 days**, providing more time to meet permit activation requirements;
11. **Taxi Permit Barrel Redraw (2019)** - Following stakeholder dissatisfaction with the 2018 draw, a revised barrel draw issued **1,558 new taxi permits**, demonstrating responsiveness to public demand and equity;
12. **PSV Complaints Management System** - Introduced to enhance transparency and resolution of PSV-related grievances, based on feedback trends;
13. **Enhanced Offshore Vehicle Inspection (JEVIC)** - Consultations with Authorized Motor Vehicle Dealers (AMVD's) supported the introduction of the JEVIC inspection system to improve safety and compliance of imported

vehicles. The JEVIC Contract with enhanced scope was signed on 05 August 2025.

Question 15 - How did LTA address concerns raised by the public regarding transportation services?

Between 2017 and 2020, the LTA took extensive and targeted actions to respond effectively to public concerns regarding transportation services across Fiji:

- ❖ E-Ticketing Compliance Enforcement - In response to public complaints about misuse of the mandatory e-transport system, LTA strengthened enforcement efforts:
- ❖ 261 drivers and passengers were penalized for accepting or paying fares in cash, violating the e-ticketing policy.

To balance enforcement with fairness, the fines for e-ticketing offences were reduced from \$1,000 to \$150.

2. Traffic Enforcement and Vehicle Compliance - to address safety risks and public reports of unsafe vehicles and drivers:
 - LTA issued 31,990 traffic infringement notices;
 - Served 3,010 defect orders for vehicles not meeting safety standards;
 - Seized 703 vehicles for non-compliance with roadworthy requirements;
 - Introduced offshore inspections through the JEVIC system to ensure quality and compliance of imported vehicles.
3. Road Safety and Public Education - LTA expanded road safety outreach to address behavioural concerns:
 - Conducted 516 road safety awareness programs;
 - Reached over 57,000 people through community events, school visits, and targeted campaigns;
 - Published updated Road Code Books to support safe driving practices and road user education.
4. Complaints Resolution and Service Policy Reform - to enhance transparency and responsiveness to public complaints:
 - Established the Public Service Vehicle (PSV) Complaints Management System, recording 104 complaints with 86 resolved and 18 under investigation.
 -
 - Endorsed a comprehensive Complaints Management Policy in May 2020:

- Received 4,477 complaints/communications.
 - Resolved and closed 3,836 cases (86%).
 - Acknowledged all complaints within 24 hours and provided tracking IDs for transparent follow-up.
5. Customer Service and Accessibility Improvements - addressing concerns about long waiting times and access to services:
- ❖ Introduced a Queue Metrics System in service centres to streamline service delivery.
 - ❖ Launched the LiveHelpNow Chat platform for real-time customer assistance, which won multiple awards for excellence.
 - ❖ Expanded online e-Services to enable customers to renew vehicle registrations, track applications, and access services without needing to visit offices physically.
6. Taxi Permit Barrel Redraw (2019) - responding to dissatisfaction with the 2018 Taxi Permit Barrel Draw:
- ❖ Conducted a new, transparent redraw in 2019.
 - ❖ Issued 1,553 taxi permits fairly and transparently.
 - ❖ Provided unsuccessful applicants from previous draws another opportunity.
7. Stakeholder Engagement and Permit Data Review - to combat illegal operations and improve permit regulation:
- ❖ Engaged with municipal councils (Suva, Nausori) and PSV associations such as the Central Eastern Minibus Operators Association.
 - ❖ Collaborated on data verification and joint enforcement strategies to regulate minibus permits effectively.
8. Weighbridge and Overloading Concerns - addressing public concerns about road damage caused by overloaded vehicles:
- Progressed installation of permanent weighbridges at strategic locations, including Karavi and Cuvu.
9. Enhanced Vehicle Inspection and Examiner Training - responding to feedback for improved inspection standards:
- ❖ Provided specialized training for vehicle examiners to strengthen inspection quality.
 - ❖ Implemented offshore vehicle inspections via the JEVIC system to ensure only roadworthy vehicles enter Fiji.

From 2017 to 2020, the LTA's comprehensive response to public concerns included:

- ❖ Enforcing compliance with traffic laws and fare collection systems.
- ❖ Improving customer service through digital access and queue management.
- ❖ Strengthening complaints management and stakeholder engagement.
- ❖ Enhancing road safety education and awareness.
- ❖ Reforming taxi permit allocation to promote fairness and transparency.
- ❖ Investing in infrastructure to protect roads and regulate vehicle weight.
- ❖ Upgrading vehicle inspection processes.

These initiatives demonstrate LTA's unwavering commitment to delivering safe, efficient, and accountable transport services that respond to the evolving needs and concerns of all Fijians.

[VERBATIM REPORT]

STANDING COMMITTEE ON SOCIAL AFFAIRS

ANNUAL REPORTS

**Land Transport Authority
Annual Reports 2017-2018, 2018-2019, 2019-2020**

SUBMISSION: Land Transport Authority

**VENUE: Big Committee Room, Government
Buildings, Suva**

DATE: Wednesday, 20th August, 2025

**VERBATIM REPORT OF THE STANDING COMMITTEE ON SOCIAL AFFAIRS
COMMITTEE HELD AT THE BIG COMMITTEE ROOM AT THE PARLIAMENT
PRECINCT, GOVERNMENT BUILDINGS, SUVA, ON WEDNESDAY, 20th AUGUST,
2025, AT 2.13 P.M.**

Interviewee/Submittee: Land Transport Authority (LTA)

In Attendance:

1. Mr. Irimaia Rokosawa – Chief Executive Officer
 2. Mr. Razik Khan – Acting Manager Standards
 3. Mr. Marika Turagabeci - Acting Manager Registration and License
 4. Ms. Ashnita Dutt – Acting Manager Finance
 5. Ms. Watilala Fonu – Manager Road Safety Education
 6. Ms. Litea Tikonaiyau – Manager Corporate Grievance
-

MR. CHAIRMAN.- Good afternoon, CEO and your team. Thank you very much for making it. Honourable Members, secretariat, a very good afternoon to you all. It is a pleasure to welcome everyone to this public hearing session.

At the outset, for information purposes, pursuant to Standing Order 111 of the Standing Orders of Parliament, all Committee meetings are to be open to the public. Therefore, please note that this submission is open to the public and the media platform and will be streamed live on the Parliament *Facebook*. For any sensitive information concerning the matter before us this afternoon that cannot be disclosed in public, please ensure that this be provided to the Committee, either in private or in writing. I hope that I have made myself clear on that.

However, please be advised that pursuant to Standing Order 111, there are only a few specific circumstances that allow for non-disclosure, and this includes:

- (a) National security matters;
- (b) Third-party confidential information;
- (c) Personnel or human resources matters; or
- (d) Deliberations and discussions conducted in the development and finalisation of committee recommendations and reports.

Be mindful that this is a Parliamentary sitting. All information gathered is covered under the Parliamentary Powers and Privileges Act. However, moving forward, please bear in mind that we do not condone slander or libel of any sort. Information brought before this Committee should be based on facts.

Please minimise the usage of mobile phones, and all mobile phones are to be on silent mode while the meeting is in progress. I wish to also remind honourable Members and our guests that all questions asked are to be addressed through the Chairman, and I now give the floor to the honourable Members to introduce themselves.

(Introduction of the Members of the Committee)

MR. CHAIRMAN.- Today, the Committee will be hearing submissions from the Land Transport Authority and its team. This is in relation to the Land Transport Authority Annual Reports 2017-2018, 2018-2019 and 2019-2020. We acknowledge that we have received a response to the question, and due to the essence of time, you are to give a brief response. The Members will intervene with their supplementary questions.

I have discussed this with the Chief Executive Officer before we came in, just to give us a brief response on the strategic points that need to be clarified. On that note, the honourable members will interject if they need further clarification.

I now invite the Chief Executive Officer and his team to introduce themselves and then begin with the presentation.

(Introduction of the team from the Land Transport Authority)

MR. I. ROKOSAWA.- Mr. Chairman and I also acknowledge the presence of the honourable Members and the Secretariats who are present this afternoon. I also acknowledge our colleagues from the media service providers.

From the outset, Sir, I would like to take the time to acknowledge the Committee. I thank the Committee for allowing the Land Transport Authority to come and provide clarifications and clarity around the queries and the operations of the Land Transport Authority about the three

financial years that are currently presented for deliberations this afternoon, pertaining to the financial year 2017-2018, 2018-2019 and 2019-2020.

Mr. Chairman, for the information of the forum, we have prepared 86 slides, but we will try and summarise this up in 32 slides. I will be interacting with the team, and I will be handing over to subject matter experts in their respective fields to provide their clarifications.

Mr. Chairman, as for Annual Report 2020-2021, this has been submitted to the Ministry of Public Works, Meteorological Services and Transport. As for the Annual Reports 2021-2022, 2022-2023 and 2023-2024 your management team from the Land Transport Authority are currently working on this, and it is in our final drafts. We should be submitting this to our line Ministry by the end of the first quarter for the new financial year, 2026.

Mr. Chairman, in terms of the revenue streams for the Land Transport Authority, our revenue is the Government grant that we receive. We are a collecting arm for the Government, but in terms of the agency revenue, we collect fees and fines, and for those particular years, we also collected stamp duty, and also motor vehicle accident levy for Accident Compensation Commission Fiji (ACCF). The fees, fines and the stamp duty all go to the Government Consolidation Fund Account daily. We do not retain the fees and fines.

Mr. Chairman, in terms of the fees and fines collected on an annual basis, the majority of the revenues are from vehicle registrations, which is about 75 percent, and 16 percent is on road safety and enforcement, and the remaining 9 percent on other revenues.

MR. CHAIRMAN.- When you talk about how your revenue streams from the Government. All these fees are coming back to the Government. When you look at the figures in terms of your operations, how you run and the grant that has been given to you, are they tied up?

MR. I. ROKOSAWA.- Mr. Chairman, this is where the challenges is. As tabulated in the figures, even for the financial year 2019-2020 our annual turnover is about \$75 million, but we work on operating grants hovering around \$20 million to \$21 million. That is the challenge with the Land Transport Authority. Certain aspects of our scope of work are not controlled by the Land Transport Authority, for example, the importation of cars, construction of roads; those are outside

the control of the Land Transport Authority. When the importation of vehicles increases, our scope of work also increases.

Mr. Chairman, as earlier alluded to, 75 percent of our operations or 75 percent of our revenue, is on vehicle registrations. When the operating budget is hovering around \$21 to \$22 million, we do not control that. Our scope of work keeps on expanding as and when FRA builds new roads; the public also expects visibility on the ground. The public also expects Public Service Vehicles to be operating on those routes. This is the challenge with the Land Transport Authority. On a yearly basis, we keep on punching above our weight categories. I will be very frank on that front. We are public servants, and public service delivery is paramount to us, despite the challenges.

HON. P.K. BALA.- Mr. Chairman, there are two things on the earlier slide - when you were talking about vehicle registration. It is, in general, for the total number of vehicle registrations that you people do. It will help the Committee if there is a breakdown on new firm-out and second-hand vehicles, so we will know what the market is like. I mean, if you do not have it here, you can always give it to us. The second one on that same slide is the ACCF. Now that we do not have ACCF, so the funds that you collect are given to whom?

MR. I. ROKOSAWA.- Sir, for ACCF, we are still collecting ACCF levy, motor vehicle accident levy daily, which is also deposited together with our fees and fines to the Government consolidated fund account. Monthly, we provide a reconciliation to the Ministry of Finance. The breakdown of the fees and fines, and the authorised motor vehicle accident levy. Then the Ministry of Finance retains the fees and fines in the consolidated fund account and then transfers over the motor vehicle accident levy into a separate trust account, where they then fund the claims on accidents and fatalities.

HON. P.K. BALA.- Mr. Chairman, so it is not given to the Ministry of Employment because they have absorbed this responsibility now?

MR. I. ROKOSAWA.- Mr. Chairman, as per my understanding, the vehicle accidents and fatalities are still with ACCF. It is just the employment claims, sports injury claims and employment injuries. Those are the ones currently being processed by the Ministry of Employment, but the payout is still handled by ACCF.

As tabulated in terms of our planned revenue on vehicle registrations and licensing, it comprises about 75 percent of our revenue operations. For unplanned revenue from enforcements and other revenues it comprises about 25 percent. Vehicle registrations and licensing, for the financial years from 2017-2020, showed a 6 percent increase in terms of vehicle registrations from 2018-2019. For 2019-2020, it declined a bit - still a 1 percent increase. That was during the COVID-19 period.

Likewise, for driver's licences, there was an increase in driver licences of about 3 percent between 2018 to 2019 and 3 percent decline between 2019 to 2020. From the outset, honourable Members, Land Transport Authority is an activity-driven organisation. The more the activity, the more the revenue for the Government and also for the Land Transport Authority. Just to throw some light on the major expenses that were incurred during the three financial years. Very briefly, in terms of our salaries and wages, it was about 64 percent of our annual budget. The utilities were about 3 percent, contractual engagements were about 15 percent, and critical expenses, but not contractual were about 70 percent. On an annual basis, we only have 1 percent breathing space.

As tabulated in slide 10, from the last seven financial years, or to be very specific, for the three financial years presented this afternoon, every time we propose a budget, it is not fully funded. That affects our public service delivery. From 2018-2019, our approved budget was about \$28.3 million, and then after that, it took a nosedive. Until the last financial year, it started to pick up again. The changes in the reduction in the budget do affect our public service delivery. Between the financial year 2019-2020, there was about a 29 percent reduction in the budget.

Every time LTA's operating budget is increased, so does the agency's revenue for the Government. That is why I emphasised that LTA is activity-driven. The more the expenses, the wider the scope of works and our activities, and the Government benefits. However, when our operation is not fully funded, it does affect our public service delivery. From the financial year 2023-2024, after a lapse of about eight years, our budget went over \$23.5 million, and so did the Government's revenue. For the first time, it went over \$75 million.

HON. P.K. BALA.- You have said that the revenue aspect has increased, and it is a huge increase. What is the reason?

MR. I. ROKOSAWA.- Mr. Chairman, in the last two years, 2022-2024, there was a 7 percent increase in vehicle registrations. On top of that, we have started investing in portable speed cameras, which are also contributing to the increase in revenue. Thirdly, during the COVID-19 period until 2023 – I stand corrected – we charged zero authorised motor vehicle accident levy to support the public. After that, it was just 50 percent, and now we are back to 100 percent for the authorised motor vehicle accident levy. That also contributed to the increase. Vehicle registrations are on the rise. Previously, we used to collect about \$1 million monthly for the motor vehicle accident levy. Now it has increased to about \$1.3 million because of the rise in vehicle registrations, which is also contributing to the importation of vehicles coming to the country.

HON. V. PILLAY.- Mr. Chairman, through you, there is mention of permanent weighbridge projects. I think this is very important. Our roads are getting damaged because of overloaded vehicles. How many weighbridges do we have? Are there plans to install more in areas where you do not have permanent weighbridges?

MR. R. KHAN.- Mr. Chairman, through you, in terms of our existing permanent weighbridges, we have four at the moment:

- one in Valelevu;
- one in Lautoka;
- one in Lami; and
- one in Karavi in Ba.

Currently, works are in progress to construct one more in Labasa, simultaneously with our new Labasa office in Vatunibale. We are also exploring options to have two more installed in the next few years, subject to securing appropriate land in strategic locations, which enhances our operational capacity in those areas.

HON. P.K. BALA.- What are the opening hours, for example, the one in Karavi, Ba?

MR. R. KHAN.- Sir, it is 24/7, because the facility is also equipped with infrastructure to support 24-hour operations, and our officers are also working on shifts. The operational hours are 24/7. However, due to other strategic operations occurring, they could be subject to changes, depending on other strategic guidance and enforcement plans by the team.

HON. P.K. BALA.- I am a bit surprised you are saying 24/7, because I normally pass that weighbridge in Karavi. Most of the time at night, it is closed. I am raising this because these contractors are very smart. They will only take their trucks with an extra load of logs when they see no one there. The whole purpose of having this permanent weighbridge was 24/7 monitoring on this, and that is why all those locations were chosen. If you can revisit those opening hours, so that these people do not play around with the system.

MR. R. KHAN.- Mr. Chairman, just to further supplement that, we also have portable scales that are operated by the team. Of course, the weighbridge locations are known. In certain times when operators try to curb or avoid these checkpoints, we also have our team located in other sites using the portable scales to carry out overloading enforcement works. Sir, as I mentioned earlier, strategically, just to ensure the operations are aligned, there may be cases where the operation is not 24/7, but mostly it is operated 24/7.

HON. V. PILLAY.- Mr. Chairman, through you, while we are still discussing the Karavi Weighbridge Project, it is very well done. In regards to vehicle inspection, whether that can also happen at Karavi, because at times we see the Ba LTA office is already fully booked, there are a lot of people there. They sit all day. The Karavi Weighbridge at their office receives the fees, but they do not do vehicle inspections.

MR. I. ROKOSAWA.- Mr. Chairman, Sir, you have raised a valid point. As a matter of fact, in the last financial year, we started executing certain services at Karavi, just payments of TINs and fast-moving transactions, but we have yet to venture into the actual vehicle inspection. That is something we will soon consider.

HON. V. PILLAY.- Mr. Chairman, through you, there is one more point I would like to raise while we are on the same page. In regard to the nationwide bus fleet audit, this is in regard to the public service vehicles and public safety, we still see a lot of vehicles in very poor conditions. So, how often is this audit being done, and what additional requirements are put in place so that the conditions and the services are improved. We maintain public safety in that regard.

MR. I. ROKOSAWA.- Mr. Chairman, we have re-strategised in terms of operations to address those issues, and we have introduced it together with our Quality Assurance

Management System (QAMS) for the team to also conduct bi-annual bus audit exercises. Just to address that certain area with a particular issue. There has been poor service delivery from certain operators, and the data collected from our QAMS and also our bus audits gives our team a more proactive measure and an indication of whether operators have the necessary fleet to support the services within the bus routes.

In addition to that, we are working closely with our line ministries to have a regulation on the age of vehicles. Those are gaps in the current regulations. We are mandated to provide the roadworthiness certificates to those.

For vehicles, especially buses over 25, we normally just give them a six-month period, but something we have seen is, continuing to maintain the vehicle during that six months is where the issue is. So, we address this through our bi-annual checks. One is in our QAMS inspections, and the other, following six months, is on our bus audit inspections.

MR. R. KHAN.- Mr. Chairman, in terms of LTA's role in adapting to emerging transportation trends, specifically areas like electric vehicles and enhanced public transportation services. Some of the initiatives that have been done during the reporting period from 2017 to 2020 are that LTA has attended capacity building programmes in these areas, specifically in the financial year 2017 to 2018, our team attended a training course on Urban Pollution Prevention Technology in China, supported by the Embassy of the People's Republic of China.

In addition to the workshops on biofuel technologies and other emerging trends in emission transport control, these provided avenue and incentives to indicate a broader policy focus on reducing vehicle emissions and exploring alternative, eco-friendly transportation options. LTA also partnered in regional discussions on sustainable transport through the Pacific Transport Forum and Exposition, which was held in 2018 at the University of the South Pacific with the theme *'Turning the Tide: Decarbonising Pacific Transport'*. LTA also coordinated roundtable discussions in the private sector to ensure we are geared towards reducing emissions in the long term.

Another initiative that we have embarked on is the enhancement of our offshore vehicle inspection scope. Offshore vehicle inspection is an inspection service that is offered from major

countries where secondhand vehicles are imported from. Our three major countries are Japan, Australia and New Zealand. In 2019, we enhanced the scope of inspections initially from 2016, only vehicles coming from Japan were inspected, and there was a basic inspection done on these vehicles, mostly done on site in terms of visual inspections.

From 2019, the scope was enhanced to include Australia and New Zealand and to ensure that vehicles that are coming from Australia and New Zealand are also checked together. Together with that, the whole inspection scope was also enhanced to include undercarriage tests and specifically hybrid vehicle battery testing and battery testing for electric vehicles to ensure that these new technologies are not left behind, and we are on par with emerging trends. Together with that, as highlighted by the CEO back in 2019, our initial quality assurance maintenance system for buses, which initially only included facility inspections and documentation checks was enhanced to incorporate a component which required the fleet inspections to be conducted simultaneously, while the facility and the documentation requirements were explored. These were some of the enhancements and initiatives LTA embarked on during the reporting period to support global emerging trends in cleaner transport.

Regulation changes

MS. L. TIKOINAYAU.- Mr. Chairman, in the reporting period from 2017 to 2019, there were significant changes in our Land Transport Subsidiary Legislation and the Land Transport Act. There were about nine regulatory changes that happened in that reporting period, one of which is the PSV regulations. It was amended whereby an application received with an objection. Only the permit that is of the same class is allowed to object to an application.

Mr. Chairman, the second regulatory change is also on the PSV regulations, and that is the term of the permits. This included the extension from three years of PSV permits, with the validity of three years to ten years. The taxis, LMs, LR's and 15 years for the road rule licences, which include the bus licences.

HON. P.K. BALA.- Mr. Chairman, through you, just going back on that Road Contract Licence (RCL) is a big issue in regards to this. The tenure for this contract is 10 years. I just want to know from the CEO and the team. I believe it will expire in 2027. After the expiry, will all these

RCLs be renewed, or will they not? What is the management's stand on this, because there are a lot of talks going on?

MR. I. ROKOSAWA.- Mr. Chairman, in terms of the expiry of the permits, not only are RCL, the LMs and LTs are all expiring in 2027. We will carry out our due diligence, especially for those, and we have also given heads-up to permit holders during the showcase and public consultations that the expiry date is nearing for them to adhere to the terms and conditions of their permits. Certain LMs, for example, were given rural routes to serve from, but they have started ignoring those routes and started serving only lucrative economic routes. We will work with our line Ministry to come up with the verification criteria in terms of how we assess them and moving forward after 2027.

MS. L. TIKOINAYAU.- The third regulatory change is on the driver's licence. The minimum age that came into effect on the 2nd October, 2017, allows 18-year-olds to apply for groups and for the PSV licences. This includes Groups 3, 4 and 5. Furthermore, there were changes in the vehicle registration and construction in terms of the grace period that was given during the COVID period, whereby the licences and vehicle registration were allowed to be renewed without the penalties on it.

Moving on, we also had changes in the fees and penalties for vehicle registration. We had an amnesty that dated back to July 2016 for all vehicles that were not on the road, but we gave that amnesty during the reporting period from 2016, for us to allow them to come and register their vehicles. We also had changes in the traffic infringement regulations in terms of our processes, and we had changes in the Land Transport Act as well, which directly affected our TIN regulations. When we had sections 92 and 93 amended, taking away our prosecuting arm and empowering our Minister to make regulations and determine the processes by which our Traffic Infringement Notices were going to be appealed, that had directly impacted the TIN regulations and allowed the members of the public under Regulation 6 to file an appeal in court to bring a TIN dispute within 90 days.

When we were prosecuting the TINs, the members of the public were given 21 days to pay their TINs. Failure to pay within 21 days had resulted in the Land Transport Authority filing the TINs in court, turning the TINs into charges, and then they were brought in. In these changes, members of the panel, Regulation 6 allowed for the changes in section 93 of the Land Transport

Act to withdraw all the TINS from court and deemed it issued on the 5th of April 2017, allowing the members of the public to take the LTA to court under Regulation 6 if they are disputing the TIN.

The changes allowed the members of the public who are issued a TIN 90 days to pay their fines. They were given three options in these changes:

- pay the fixed penalty in a single payment or by instalments;
- make a statutory declaration to the Authority under section 85(3) or 85A(2); or
- elect to dispute the fixed penalty in court.

HON. P.K. BALA.- Mr. Chairman, just a few years back, there was a court case by a man of Ba where he had to get into court with just the issuance of the TIN, and he won that case. Am I right?

MS. L. TIKOINAYAU.- If I can be provided with the case and the details, I would be able to respond.

HON. P.K. BALA.-What was the reason for them to collect from the TINs?

MS. L. TIKOINAYAU.- Sir, the reason was, the administration at the time was to allow an expansion of time for the members of the public to pay their fines from 21 days to 90 days.

HON. P.K. BALA.- Not because of that court ruling?

MS. L. TIKOINAYAU.- That is in the regulation, Sir, It is embedded in the provisions of the regulations. We can be taken to court for it. Furthermore, there were amendments to the Photographic Detection Device Regulations 2013 that were revoked and inserted in the traffic infringement regulations. We also had the Electronic Fare Ticketing (Omnibus) Regulations 2017, whereby the enforcement power was given to the LTA to enforce these regulations. Around that time, the penalty for breaching the Electronic Fare Ticketing Regulations was \$1000, and then it was reviewed, and the omnibus drivers were penalised \$150.

In addition to the regulatory amendment, there are the Land Transport (Breath Test and Analyses) (Amendment) Regulations. The insertion of a new schedule aligning the approved breath testing devices and breath analysis instruments. The significant change that happened in 2017 was in our taxi framework, which had transitioned from a criteria-based to the taxi barrel draw. This change in the Land Transport Act had affected the land transport public service vehicle regulations that introduced the Taxi Process Provision, which we now have. This barrel draw system introduced the open taxi rank, and it removed the taxi base stand system.

HON. P.K. BALA.- On the removal of the base stand, you are saying it creates an enforcement issue for LTA, as taxis are floating in areas in towns and cities. Let us not forget, this was basically a board paper from LTA at that time. It does not mean a change of hand; the decision is changed. It was the LTA's Board's decision. I just wanted to inform the LTA management of today.

MR. I. ROKOSAWA.- Mr. Chairman, we will take note of the comments from honourable Bala .

MS. L. TIKOINAYAU.- Mr. Chairman, that concludes the regulatory changes that happened from 2017-2020.

MR. CHAIRMAN.- When we talk about the changes to the Act in place, it can be revised, it can be improved, and it can change the whole purpose of the Act moving forward. Are those test analysis done, based on the Act that was improved or revised?

MR. I. ROKOSAWA.- Mr. Chairman, we have a number of regulation changes that are currently being presented through the line Ministry and currently with the Solicitor-General's office. We are in discussion with the Solicitor-General's Office, and I believe three of those regulation changes are part of the consequential changes of the Appropriations Act, which is to increase the fines for speeding, and also to introduce a failure to weigh penalties. This is a challenge with our Enforcement teams. When they flag down overloaded trucks, what these overloaded trucks do, they come, park the vehicle, turn off the engine, and run away. We do not have the power to arrest, and there is no penalty in the current Fees and Fines Regulations to penalise the truck drivers and the truck owners. So, these are part of the regulation changes that we have submitted to the Solicitor-General's Office, and we are very thankful that they have incorporated this as part of the Consequential changes for the Appropriations Act.

The third one is a payment plan. As matters currently stand, the regulation states that for any outstanding TINs, you will not be able to renew your driver's licence, or you will not be able to renew your vehicle for that particular vehicle's TIN, unless you pay the TINs in full. There is about \$24 million sitting in that category as matters currently stand. So, we are working with our line Ministry, the SG's office, to introduce a payment plan only for those offenders before 2023.

We are thankful that SG's office has incorporated this in terms of our consequential changes. The public is awaiting these changes so that they can start with this payment plan exercise in the future.

Road safety — As matters currently stand, as per our Act, we have three existing functions, which are to act as a regulator for land transport, enforcement, and also to provide customer service, with the overarching function of road safety. I think it is only prudent that we wrap up our brief this afternoon by reviewing the Road Safety Awareness Programmes that we undertook in the three financial years, together with the community school visitations, and how these have impacted the public in terms of these awareness programmes.

MS. W. FONU.- Mr. Chairman and honourable Members of the Committee, very briefly, I would like to discuss the road safety works carried out during the period under review from 2017 to 2020. When we talk about road safety works, this includes education and awareness programmes and driver training, which was conducted through the Defensive Driving course. Over the period under review, there have been a number of initiatives that have been implemented, and I must say that this has been possible through the collaborations with our key stakeholders and especially our road safety sponsors.

Our focus areas were targeting schools, communities and the workplace. However, through the years, we have implemented a few more initiatives to help us reach out to the public at large. In addition to our road safety programmes, we also implemented monthly campaigns which targeted a specific audience. For the period under review, the number of schools that were visited dropped from 2019 to 2020, and this was due to the COVID-19 pandemic that we experienced. However, from then on, LTA has actually reached out to more schools through the support of TOTAL Fiji Limited, which has been working very closely with us to sponsor most of the road patrol kits that we see on our roads, and it has been ongoing from then on.

We have also reached out to the schools in terms of teacher training and empowerment. Not only do we distribute these items, but we also raise awareness among the children on how they use the roads, as well as train the teachers on how they monitor and supervise their children on the roads.

In terms of community awareness, we have also reached out to specific events such as faith-based festivals, conferences. We have seen that this has made a big impact on imparting road safety knowledge to the public. The road safety activities for the period under review not

only reached out to the public at large, but we also had interventions on roadsides and this targeted drivers, passengers and also pedestrians.

The work that we have been doing with the Fiji Police Force through our joint operations, which are during the Easter period and during the festive season, starts from November until January. We have actually seen a reduction not only in fatalities, but in serious accidents taking place on the road.

After analysing the data that has been provided by our counterparts, the Fiji Police Force, and the data LTA has come up with in terms of our outreach and our impacts on the public at large, we have also utilised the media, such as digital media and Go Advertising. We have been partnering with them for so long, and we were fortunate that they were providing free of charge screening of road safety messages throughout the year. We also use social media platforms. I know that many of our road users are on social media, we are using our *Facebook*, *Twitter* and *Instagram* platforms.

Driver trainings — In terms of our driver training, as I had mentioned through the Defensive Driving course, we are not only focusing on in-house training that we normally do. We are also targeting ministries and Government departments. We are reaching out for training of drivers, and we are also reaching out to corporate bodies and the community at large to take this training out there into the community to help our drivers improve their behaviour on the road. However, our numbers dropped in 2019 and 2020. A new programme that we started with the assistance of Fiji Roads Authority (FRA) was the School Zone Safety Programme, and it is continuing. This is where the team conducts road safety checks at school zones to ensure our children are safe, whether they are pedestrians or passengers. That is an area that we are continuing with the FRA. We are also implementing road signs and traffic management controls on the road.

These are some of the initiatives or strategies we have implemented after the period under review. There are quite a number of strategies that we have implemented, and we are trying to reach out to all our road users through all avenues or platforms that we feel will have the biggest impact, that is, utilising social media, billboard advertisements and video productions with the media, which is aired on television. For the past few years, we have been targeting road safety initiatives that actually look at the targeted audience. For example, we are working with the

Ministry of *iTaukei* Affairs in the hopes of empowering our *Turaga-ni-koros* so they can be our eyes and ears on the road, and they will be road marshals to ensure that villagers comply with the road safety messages and road traffic regulations. These are some of the road safety initiatives that LTA has been implementing from the period under review.

MR. CHAIRMAN.- Thank you very much, CEO and your executive team, for the information that we have received today. Honourable Members, if you want to ask a supplementary question, the floor is open.

HON. A. BIA.- Mr. Chairman, through you, I would like to thank the CEO and the team for the thorough presentations this afternoon. Three questions from my end. From the presentation, I have noted there was a 20 percent salary reduction. Has this been reinstated, or is it a progressive reinstatement for LTA?

MR. I. ROKOSAWA.- Mr. Chairman, that has been reinstated through a ruling from the Employment Relations Tribunal.

HON. A. BIA.- Secondly, you have noted in the presentation the inability to upgrade the ageing infrastructure, which is one of the major challenges for LTA. How has LTA progressed with this?

MR. I. ROKOSAWA.- Mr. Chairman, ageing infrastructure is still an issue currently with the Land Transport Authority. Over the years until the last financial year, we have managed to acquire the lease documents for those properties for Valelevu, Nadovu in Lautoka, Cuvu in Nadroga and also Vatunibale in Labasa, together with Karavi and Korovou. There is still an issue in Cuvu, Nadroga, where there is an encroachment issue between LTA and Cuvu College. These were previously Government properties, and we were working with the Ministry of Lands. That was the first step. Something that we are working on with the Ministry of Finance is to upgrade this ageing infrastructure, especially our buildings. I will be very honest, most of our buildings are not even OHS compliant. We are working with the Minister of Finance on the possibility to upgrade these locations. Mr. Chairman, of the 23 office locations, only have four are LTA-owned properties. The remaining 19 we are renting in. All around the two main islands, Viti Levu and Vanua Levu.

HON. A. BIA.- Mr. Chairman, just looking at the discussions and the deliberations this afternoon, our role as a Committee is to scrutinise and provide oversight, but at the same time, by looking at the consolidated report, the question I may ask is, how can the Committee assist? We will provide a Report to Parliament, from your suggestions, from LTA's point of view, what are some of the urgent needs? We do not want a scenario whereby the Government or this Committee is telling you, you need to do this and that, but on the other hand, your hands are tied somewhere. What are some of the urgent recommendations you would like the Committee to know before we present this report in Parliament.

MR. I. ROKOSAWA.- Mr. Chairman, this is a very important question. These are the current challenges with the Land Transport Authority. If the Standing Committee on Social Affairs can assist the Land Transport Authority, first and foremost, it is the revision of our regulations.

As I stated from the outset, the three functions:

- Regulator;
- Enforcement, and
- Customer service and the overarching functions of road safety.

Since the enactment of LTA back in 1998, we have carried forward these functions. This is probably the only commercial statutory authority that still looks after the three functions as such. Other commercial statutory authorities have been further corporatised to break up these arms into three. That is the challenge with the Land Transport Authority.

When one of our officers is serving in the office or out there on the road, he or she has to look at these three functions. At that particular point in time, which of these three functions does he or she have to uphold? Whether to act as an enforcement, act as a regulator, or provide customer service. It is not easy, and it takes a lot of professional judgment and professionalism to exercise the three. We humbly request that the Committee support proposals we are putting forward in order to dissect the functions into three, and also to ensure that there is a separation of duties. Other commercial statutory authorities have these three functions broken up. For LTA, it is still all in one.

Secondly, in terms of our autonomy, from 1998 to 2005, LTA was independent. We collected every fee and fine, and in 2006, there were changes in the law and all fees and fines, as I stated, are all deposited into the Government Consolidated Account. Struggle has happened over

the years. While not all of our budget is fully funded, it does affect our public service delivery and also affects our turnaround in decision-making. If the funds are not there, we have to wait till the next financial year through the budget consultations and provide our submissions. If it is provided, then we are lucky. If not, then we have to keep on punching above our weight categories. With a turnover of about \$75 million a year and a budget sitting at about \$29 million for now, and those three financial years hovering around \$21 million, \$22 million, it is a huge challenge. We are public servants and public service delivery is paramount to us.

Probably the fourth challenge that we currently face, I think I have briefly touched on this, is our scope of work. There are two key scopes of work which is outside LTA's controls;

- importation of vehicles; and
- road networks.

We humbly request that the stakeholders involved in the importation of vehicles to always consult the Land Transport Authority when changes are made. They know there are certain changes to Customs Duty, at least provide the supplementary support to the Land Transport Authority.

HON. A.T. NAGATA.- Mr. Chairman, through you. I have one question. We noted that one of the challenges you face in the reporting period is the need for better infrastructure and technology to support your operations, including automated systems like speed cameras. As alluded to by the CEO, you have started investing in portable speed cameras. What will now happen to those malfunctioned speed cameras around Viti Levu? Will you be repairing these cameras? Some of us love to smile at cameras, and repairing those speed cameras will be very helpful.

MR. I. ROKOSAWA.- Mr. Chairman, as matters currently stand, in terms of our static cameras, there are 31 portable cameras across Fiji. With the 31 poles, there are only 14 cameras, and these cameras will rotate every month. As and when infringements drop on a certain site, we do rotate them. Not all the 31 poles have cameras. There are some dummy poles, but they have provisions to have the cameras installed in them. Our current static camera is quite expensive. For the whole package, it is about \$300,000 for each camera, including the poles. The camera itself is about \$200,000, and with poles with its mounting, it is about \$100,000. There are only 31 poles and 14 cameras.

The part of the challenges that we are facing is the network connectivity because these cameras work on a Vodafone SIM. Once the network is improved along the Rakiraki – Korovou corridor and also part of the Serua corridor, we should be mounting cameras on that. That is why we have come up with these portable speed cameras to provide covert operations in those areas where the visibility is poor.

HON. P.K. BALA.- I will request my colleague to continue smiling at those speed cameras. Just the last one on the misconduct of staff or even the public, has it increased or decreased?

MR. I. ROKOSAWA.- Mr. Chairman, probably I will break up my response into two. In terms of the staff, we have a very rigid HR process and a zero tolerance for any indications of fraud or illegal activities. There has been a decline over the years, but then again, certain allegations have kept on propping up. We have a whistle-blowing policy with the complainers to at least provide some sort of evidence to the Land Transport Authority so that we can conduct our investigations. Otherwise, we will be taken through a witch hunt.

For the public, despite our awareness and continuous education on road safety, infringements are still on the rise. Fatality, even though we managed to drop it down by 16 percent between 2023 to 2024, from 78 to 66, but 66 lives were still lost. That is why we are proposing for at least an increase in speeding fines to provide more deterrent measures. Right now, when you are speeding below 15 kilometres per hour is just \$25, between 15 kilometres per hour to 40 kilometres per hour it is \$40, and over that limit, it is about \$60. We are proposing an increase in speeding fines to bring in deterrent measures. We are also working with our line Ministry and Solicitor-General's Office, together with the Ministry of Finance, so that we have the backing in terms of infrastructure to look into demerit points in terms of offenders on the roads.

MR. CHAIRMAN.- I believe we have a very intensive discussion based on these LTA reports, which we were actually doing the hard yards to clarify more on the issues that were of concern to us. At this juncture, I wish to sincerely thank you all for availing yourself. CEO and the Executive Team, thank you very much for making this public hearing season very interesting, live, and I believe the viewers' concerns have been taken on board. If they need further clarification, feel free to answer them, or else we will do our work from this side. We thank you for your time,

and we hope that you will avail yourself of any further queries if there is any further clarification from the honourable Members, based on the report on the time we reviewed. With those closing remarks, I now close this public hearing session.

The Committee adjourned at 3.25 p.m.