



STANDING COMMITTEE ON ECONOMIC AFFAIRS

Consolidated Review Report on the 2018, 2019, 2020, 2021, 2022 and 2023 Fijian Broadcasting Corporation Pte Limited Annual Reports



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Acronyms

EBITDA	Earnings before interest, taxes, depreciation and amortisation
FBC	Fijian Broadcasting Corporation
KPIs	Key Performance Indicators
PSB	Public Service Broadcast
SGDs	Sustainable Development Goals

Chairperson's Foreword

On behalf of the Standing Committee on Economic Affairs, I am pleased to present this Consolidated Review Report on the Fijian Broadcasting Corporation Limited's (FBC) Annual Reports for the period 2018, 2019, 2020, 2021, 2022 and 2023.

Established in 1954 as a Public Service Broadcast Radio Station, the FBC has grown significantly over the years. Today, it operates a network of six radio stations catering to Fiji's three major languages: i-Taukei, Hindustani and English. The stations include Radio Fiji One and Bula FM (i-Taukei), Radio Fiji Two and Mirchi FM (Hindustani), and Gold FM & 2Day FM (English). As the sole shareholder, the Government holds the responsibility of appointing Board of Directors.

The FBC operates four commercial radio stations: Mirchi FM (Hindustani), Gold FM (English), Bula FM (iTaukei) and 2Day FM (English). Each year, FBC introduces new radio programs designed to meet the changing preferences and needs of their listeners.

Studio 69 is FBC's in-house production unit, established in November 2014. It serves both private businesses and government departments, with dedicated staff ensuring that each production is carefully managed and commercials are customised to meet the client's requirements.

FBC TV, launched in November 2011, is Fiji's only free-to-air TV service provided by a hybrid broadcaster. Despite being government owned, FBC uses a commercial approach to self-sustain its operational costs. The primary objective of FBC TV's public service broadcasting is to promote local talent and produce diverse local content, offering a wide range of programming options to the public.

While FBC faces competition from other commercial entities, it has successfully maintained a strong market position through its hybrid programs with an emphasis on local content. This approach has enabled FBC to retain loyal listeners and viewers across urban, rural, and maritime areas. Notably, FBC operates the only AM radio service in Fiji, which has the technological reach to cover the entire country.

However, FBC faces challenges such as loss of potential market share due to strong competition from other commercial operators, which could impact advertising revenue. To remain competitive,

FBC must continually seeks innovative ways to-create programs that not only captivate and expand its viewership and listenership but also generate new revenue streams.

I extend sincere appreciation to the Honourable Members of the Committee for their valuable contributions and commitment throughout the review process. I also acknowledge the Secretariat for their continued support.

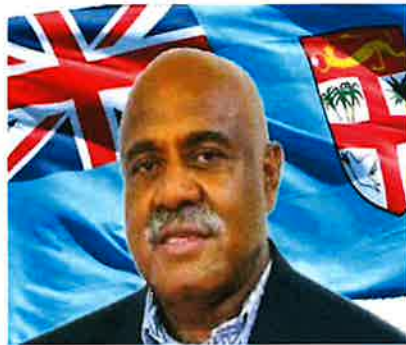
On behalf of the Standing Committee on Economic Affairs, I commend this Review Report to Parliament and request all members of this august House to take note of the report.



.....
Hon. Sakiusa Tubuna
Chairperson

1. Committee Membership

The substantive members of the Standing Committee on Economic Affairs are:



Hon. Sakiusa Tubuna
Chairperson



Hon. Premila Kumar
Deputy Chairperson



Hon. Semi Koroilavesau
Member



Hon. Kalaveti Ravu
Member



Hon. Shalen Kumar
Member



Hon. Alipate Tuicolo
Member

1.1. Committee Secretariat

The Committee is supported by a team of Parliament officers serving as the Committee Secretariat. These officers are appointed and delegated by the Secretary-General to Parliament under Standing Order 15(3)(i). The Secretariat team consists of the following Parliament officers:

Secretariat Staff

Ms. Talei Lange – Acting Senior Committee Clerk

Ms. Awantika Raj – Deputy Committee Clerk

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1. Introduction and Terms of Reference

The Standing Committee on Economic Affairs (Committee) was referred the Fijian Broadcasting Corporation 2018, 2019, 2020, 2021, 2022 and 2023 Annual Reports, pursuant to Standing Order 38 (2) of the Standing Orders of the Parliament of the Republic of Fiji. The Committee was mandated to review the Annual Reports and table its findings before Parliament.

The 2018, 2019, 2020, 2021 and 2022 Annual Reports were referred on 15th March 2024 and the 2023 Annual Report on 4th August 2025.

In line with its mandate, the Committee undertook a detailed examination of all six (6) reports and now presents its findings and observations to the Parliament.

2.1. Procedure and Programme

The Committee began its review of the Annual Reports in September 2025. The review methodology was agreed by consensus among the Committee Members and involved a comprehensive and systematic examination of the reports.

Before the formal meetings, the Members of the Committee individually read and reviewed the Annual Reports. The Library and Research Unit provided its analysis of the report. During Committee deliberations, Members analysed the content of the reports, identified key issues, and engaged in thorough discussions to evaluate the findings. These discussions led to the formulation of the key questions and the identification of issues requiring further clarification.

The Committee developed a workplan which included a public hearing session with the FBC. This session was broadcast live on the Walesi platform and Parliament Facebook page, allowing the public to follow the proceedings in real time.

2.2. Public Hearing with Key Stakeholders

The Committee received an oral submission from FBC on 10 September 2025, and considered the information provided during this submission, as well as the official verbatim records, to formulate findings.

Through these engagements, the Committee was able to identify critical issues, including regulatory compliance, financial status, operational performance, and consumer satisfaction. Based on this thorough analysis, the Committee developed evidence-based

findings and recommendations aimed at enhancing the overall performance, transparency, and responsiveness of FBC.

2.3. Written Submission

The FBC provided written submissions to the Committee, offering important perspectives that helped inform and support the Committee's examination and assessment of the Annual Reports.

3. Committee Deliberations and Analysis

3.1. Background

The FBC was established in 1954 as a public service radio service radio station. As part of the Government's public sector reform program, it was corporatised in January 1998 and renamed Island Network Corporation Limited.

In June 1999, the organisation adopted the name Fiji Broadcasting Corporation Limited (FBCL). Subsequently, in November 2019, following a rebranding exercise, the entity adopted its current name, FBCL.

Between 2009 and 2011, FBC undertook its largest media refurbishment and upgrade project to address deteriorating infrastructure and to establish the nation's biggest free-to-air national television service. This initiative was funded by securing a \$21 million loan from the Fiji Development Bank at an interest rate of 12 percent.

The introduction of television broadcasting in 2011, marked a significant strategic shift for FBC. By offering both radio and television services as a consolidated package, FBC strengthened its market position. This strategic move helped FBC to enhance competitiveness through pricing and program content and supported growth in market share and advertising revenue.

FBC Sports is the only free-to-air 24-hour TV sports channel in the region.

The FBC is the only media organisation to have developed its own in-house mobile App that provides video, breaking news, and live radio services across all six stations for free to anyone in the world.

FBC's AM transmission service is the only media platform reaching almost 100 percent of Fijians. The FBC's five AM sites were consolidated into one new massive 10-kilowatt transmission site to the tune of \$15 million, with the support of the Japanese Government in 2017.

3.2. Summary of 2018-2023 Performance and Achievements

- In August 2021, FBC successfully settled its \$21 million loan from the Fiji Development Bank, completing the repayment three years ahead of schedule. This loan was taken to refurbish and upgrade its deteriorating infrastructure and to establish the nation's biggest free-to-air national television service.
- FBC modernised its operation by transitioning from its traditional role to better align with evolving customer expectations. This transformation included the strategic adoption of social media platforms and the integration of contemporary broadcasting trends to enhancing-audience engagement and maintaining its relevance in the digital age.
- FBC expanded into a premium hybrid broadcaster through the introduction of in-house production capabilities, achieving 100 percent listenership coverage in maritime areas through its AM transmission service.
- In 2021, FBC demonstrated its strong commitment to community welfare by providing free advertising valued at \$800,000 for charitable organisations as part of its corporate social obligations. This initiative enabled non-profit groups to broadcast social messages to raise awareness on critical issues such as health, education, and public safety. During the COVID-19 pandemic, FBC ensured that these important messages reached all Fijians, reinforcing its role as a public service broadcaster dedicated to national development and social well-being.
- FBC enhanced its local programming by expanding local content across its radio and television platforms.
- In 2023, FBC collaborated internationally with TVNZ, hosting the reality series Treasure Island in the Mamanucas

- FBC invested approximately \$3.5 million to upgrade its Regional Sports Production Hub enhancing its production equipment and capabilities to broadcast international sports events for audiences in Australia, New Zealand, and the United Kingdom directly from Fiji.
- In February 2023, FBC rebranded and modernised itself by unveiling a new logo and slogan, "Unity in Diversity," marking a significant effort to align with contemporary trends and customer expectations.
- Annually, the total value of airtime that FBC provides across its two radio stations and television platforms amounts to \$22 million. However, the revenue FBC receives in return as the Public Service Broadcasting (PSB) fee is significantly lower.

FBC Financial Operations Summary 2018-2023

Audited Financial Year	2018	2019	2020	2021	2022	2023
Profit before Income Tax	5,727,785	2,606,369	3,282,346	5,460,166	3,021,654	4,758,539
Profit after income Tax	4,736,769	2,033,660	2,638,073	4,394,260	2,440,580	3,457,280
Gross Income	26,452,606	23,522,969	19,887,578	20,623,675	20,664,023	18,971,631
Staff Numbers	224	239	203	200	240	199
Income Tax	991,016	572,709	644,273	1,065,906	581,074	1,301,259
EBITDA	10,017,999	7,948,198	8,654,054	9,364,947	6,628,621	7,282,606
EBITDA Percentage	38%	34%	44%	45%	32%	38%
PBS Fee for Radio & TV	11,277,400	11,277,400	11,277,400	11,277,400	9,277,400	9,189,500

- **The Public Broadcasting (PBS) Fee for Radio & TV** shows a downward trend from 2018 to 2023. Starting at \$11.3 million in 2018, it decreased to \$9.3 million in 2022, representing 17.7 percent reduction, followed by a slight decline to \$9.2 million in 2023, a 0.9 percent decrease. Overall, the PSB fees have decreased by 18.5 percent over a five-year period. This reduction suggests FBC's enhanced cost management and improved operational efficiency, signalling a move toward greater self-sufficiency.

- **Profit after income tax** for FBC fluctuated between 2018 and 2023. In **2018**, it was \$4.7 million but decreased by 44.3 percent to \$2.6 million in **2020**. The **2021**, profit rebounded by \$1.8 million (66.5 percent) likely driven by increased advertising and public awareness campaigns related to the COVID-19 pandemic.
- **Staff numbers** at FBC have declined over the 2018-2023 period. The highest staff count was recorded in **2022** at 240 employees, which decreased by 41 staff in **2023**. According to FBC, the reduction in the number of staff is largely due to opportunities abroad and moving to public relations jobs in other organisations.

4. Findings

- 4.1. The Committee noted that the reports lacked a comprehensive overview of the activities conducted each year. In particular, the reports did not fully capture the achievements and other pertinent information for the period under review (2018 to 2023).
- 4.2. The Committee found that the annual reports did not include Key Performance Indicators (KPIs), making it difficult to effectively evaluate FBC's performance. However, after the Committee raised this issue, FBC provided a performance matrix, which ideally should have been included in the Annual Reports.
- 4.3. The Committee noted that the report failed to highlight new projects, local programming initiatives, and technological advancement for each financial year.
- 4.4. The Committee expressed concern that since 2021, FBC has not conducted a "viewership and listenership survey" to assess the effectiveness of its radio and television programs. Conducting such a survey is essential for a broadcasting agency, as it provides evidence-based insights into audience reach, preferences, and overall performance.
- 4.5. The Committee found that the FBC did not comply with the reporting requirements set by the Parliament. Specifically, the FBC failed to report on any progress or actions taken on the Sustainable Development Goals (SDGs) in its annual reports. Additionally, the reports did not include any gender related data or information.

5. Recommendations

The Committee recommends:

- 5.1. That FBC restructures the reporting style to present information clearly for each specific financial year. Additionally, the Committee recommends that any supporting documentation, including the historical development of FBC, should be annexed to the reports for ease of reference.
- 5.2. That FBC includes the performance matrix aligned with the KPIs in all future annual reports. This will help justify budget-allocations, demonstrate accountability for public funds and review of FBC's performance.
- 5.3. That FBC provides information on projects, programs, and technological advancement for each financial year, to keep stakeholders informed about the organisation's progress and innovation. Without this information, stakeholders cannot clearly understand the organisation's activities or its strategic direction.
- 5.4. That FBC should conduct an annual viewership and listenership survey, with the results included in its annual reports to provide evidence-based insights on audience reach and engagement.
- 5.5. That FBC must report on progress related to the SDGs and include gender analysis, as these are mandatory requirements of all Annual Reports submitted to the Parliament.

6. Sustainable Development Goals

The Committee observed that the FBC did not include information regarding the Sustainable Development Goals (SDGs) or gender analysis in its annual reports. Consequently, the Committee was unable to analyse or evaluate FBC's progress in these important areas. This omission limited the Committee's ability to assess whether FBC is effectively aligning its strategies, operations and outcomes with national development objectives related to sustainable development and gender equality.

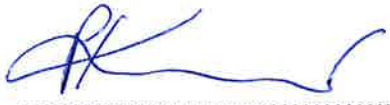
7. Conclusion

The Committee concludes that from 2018 to 2023, the FBC has demonstrated steady growth and innovation, while remaining steadfast in adhering to the values of respect, transparency, and integrity. FBC recognises its responsibility to uphold the highest ethical standards in all its operations, ensuring it serves its customers, clients, and communities with excellence and accountability. The Committee suggests that FBC carefully consider these findings to support continuous improvement.

8. Committee Members' Signatures



Hon. Sakiusa Tubuna
Chairperson



Hon. Premila Kumar
Deputy Chairperson



Hon. Semi Koroilavesau
Member



Hon. Shalen Kumar
Member



Hon. Kalaveti Ravu
Member



Hon. Alipate Tuicolo
Member

9. Appendices

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-economic-affairs/>