

COUNTRY, SECTOR AND AGENCY PROCUREMENT RISK ASSESSMENT FIJI, FIJI TRANSPORT SECTOR, AND FIJI ROADS AUTHORITY

CONTENTS

I.	EXECUTIVE SUMMARY	3
II.	INTRODUCTION	5
III.	COUNTRY PROCUREMENT ASSESSMENT	5
A.	Overview	5
	1. Legislative and Regulatory Framework	5
	2. Institutional Framework and Management Capacity	7
	3. Procurement Operations and Market Practices	8
	4. Integrity and Transparency of the Public Procurement System	9
B.	Strengths	10
C.	Weaknesses	10
D.	Procurement Risk Assessment and Management Plan (P-RAMP)	11
IV.	TRANSPORT SECTOR/ FIJI ROAD AUTHORITY PROCUREMENT ASSESSMENT	11
A.	Overview	11
	1. Legislative and Regulatory Framework.	11
	2. Institutional Framework and Management Capacity	12
	3. Procurement Operations and Market Practices	15
	4. Integrity and Transparency of the Public Procurement System	18
B.	Strengths	19
C.	Weaknesses	19
D.	Procurement Risk Assessment and Management Plan (P-RAMP)	20
V.	COUNTRY PROCUREMENT THRESHOLDS	21
VI.	CONCLUSION	21
VII.	APPENDICES	22
i.	LIST OF PEOPLE MET	22
ii.	COUNTRY PROCUREMENT DATA SHEET	23
iii.	COUNTRY PROCUREMENT THRESHOLDS AND PROCUREMENT METHODS	26
iv.	COUNTRY PROCUREMENT ASSESSMENT TOOL	27
v.	SECTOR/AGENCY PROCUREMENT ASSESSMENT TOOL	30
vi.	JOB DESCRIPTION – FRA CONTRACT MANAGEMENT ENGINEER/ TENDERS BOARD SECRETARY	34
vii.	FIJI ROADS AUTHORITY CONTRACTS REGISTER	38
viii.	PROJECT PROCUREMENT RISK ASSESSMENT QUESTIONNAIRE	47
ix.	NCB ANNEX TO LOAN AGREEMENT - REPUBLIC OF FIJI	55
x.	PROJECT PROCUREMENT CLASSIFICATION	59
	REFERENCES	60

ABBREVIATIONS

ADB	Asian Development Bank
AMP	Asset Management Plan
CEO	Chief Executive Officer
CIPS	Chartered Institute of Purchasing and Supply (UK)
FICAC	Fiji Independent Commission Against Corruption
FIDIC	Federation International des Ingeneurs-Conseils
FJD	Fiji Dollar
FRA	Fiji Road Authority
FPO	Fiji Procurement Office
ICB	International Competitive Bidding
MoU	Memorandum of Understanding
NCB	National Competitive Bidding
NZS	New Zealand Standards
SaaS	Software as service
UNCAC	United Nations Convention Against Corruption
UNCITRAL	United Nations Commission on International Trade Law

FIGURES

Figure 1	Baseline Indicator Assessment Scores of the Fiji Procurement System
Figure 2	Baseline Indicator Assessment Scores of the Fiji Road Authority Procurement
Figure 3	Comparison of Fiji Government procurement indicators and FRA procurement system indicators

In this report, “\$” refers to Fiji dollars.

I. EXECUTIVE SUMMARY

1. This country, sector and agency procurement risk assessment was conducted in June-August 2014.¹

2. Country-level procurement risk is assessed as LOW–MODERATE (2.5/3.0)² reflecting the following considerations:

- The procurement policy framework comprises the *Procurement Regulations 2010* (as amended) which were issued under the *Financial Management Act 2004*. The framework focuses on five key principles: (i) value for money; (ii) maximizing economy, efficiency and ethical use of government resources; (iii) promoting open and fair competition amongst suppliers and contractors; (iv) promoting integrity, fairness, and public confidence in the procurement process; and (v) achieving accountability and transparency.
- The *Procurement Regulations 2010* are drafted with reference to Australian federal- and state-level procurement guides, UNCITRAL. Provisions are made to align with the Pacific Island Countries Trade Agreement (PICTA) and Government's accession to the General Procurement Agreement under the World Trade Organization (WTO GPA). Fiji is signatory to the New York Arbitration Convention (1958)³. However, 25 government departments and state-owned enterprises, including the Fiji Roads Authority, are exempted from the *Procurement Regulations 2010*. The Fiji Procurement Office, under the Ministry of Finance, administers the *Procurement Regulations 2010*.
- Modified pass-fail criteria are applied for tender evaluation, based on threshold value (similar to quality- and cost-based selection). Unfamiliarity with ADB's stricter pass-fail criteria may pose a moderate risk during implementation. This risk will need to be mitigated through guidance and ADB-specific training.
- In summary, Fiji has a comparatively robust, non-discriminating public procurement framework and practices that promote value for money, encourage competition, and promote integrity, fairness and public confidence. The major shortcoming is the absence of a professionalization program.

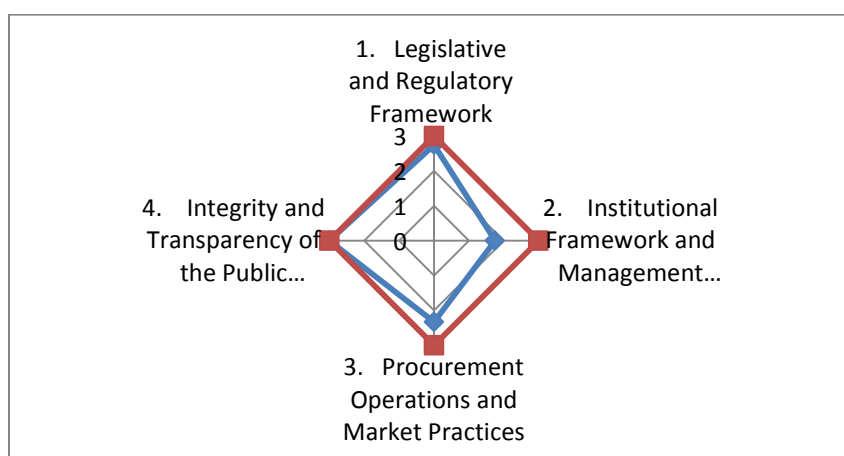


Figure 1. Baseline Indicator Assessment Scores of the Fiji Procurement System (2014).

¹ G. Ismakova, Senior procurement specialist, OSP2 joined PARD fact-finding mission and conducted the assessment. List of people met presented in Appendix 1.

² On a four-point risk scale of 0 (high), 1 (substantial), 2 (moderate), and 3 (low).

³ <http://www.newyorkconvention.org/contracting-states/list-of-contracting-states>

3. Fiji Roads Authority procurement risk is assessed as MODERATE (2.3/3.0) reflecting the following considerations:

- The Fiji Roads Authority dominates the land transport sector. The 2014 Government budget allocated the highest amount of funds for infrastructure (FJD 455 million or 44.9% of total budgeted capital expenditures⁴) to the Fiji Roads Authority.
- The *Fiji Roads Authority Decree 2012* established the Authority as a corporate body with perpetual succession. Section 18 of the Decree provides that the provisions of the *Procurement Regulations 2010* shall not apply to the Authority and requires the Authority to establish and implement its own procurement process and plan and to ensure that all goods and services are procured pursuant to this plan. To that end, the Fiji Roads Authority prepared and follows the Fiji Roads Authority Operations Manual (2013).
- FRA uses FIDIC and New Zealand Standards contract forms:
 - FIDIC White Book (2006) for professional services contract (consulting services)
 - FIDIC Red Book (1996) for construction
 - FIDIC Green Book (1999) for minor construction projects with an estimated value of less than FJD 100,000
 - FIDIC Yellow Book (1999) for Design and Build
 - New Zealand Standards NZS 3910 – modified for term maintenance works.
- The Operations Manual makes provisions for use of external funds (ADB and EXIM banks).
- The FRA applies modified pass-fail criteria for tender evaluation, based on threshold value. Unfamiliarity with ADB's stricter pass-fail criteria may pose a moderate risk during implementation. This risk will need to be mitigated through adequate guidance and ADB-specific training opportunities.
- In summary, the Fiji Roads Authority has a comparatively robust, non-discriminating public procurement framework and practices that promote value for money, encourage competition, and promote integrity, fairness and public confidence. The major shortcoming is the absence of a professionalization program.

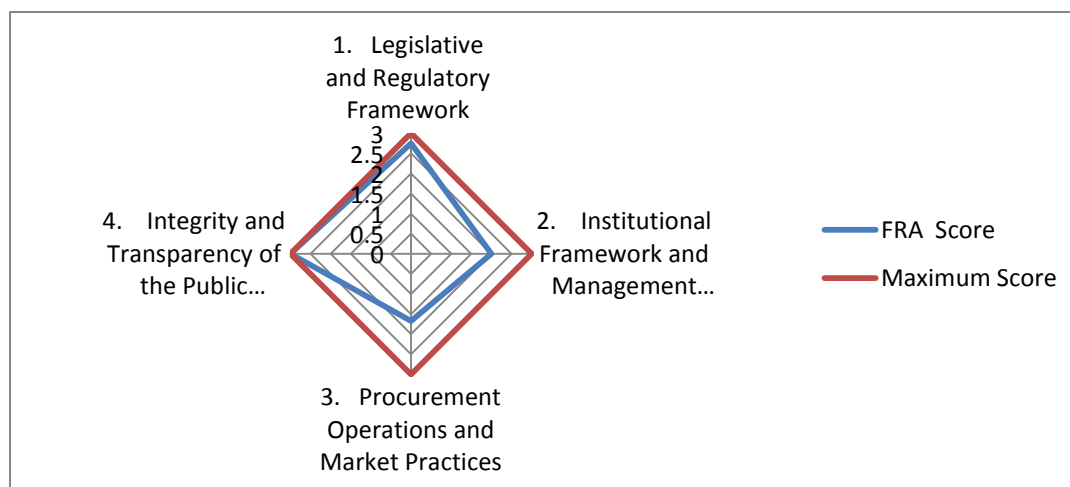


Figure 2. Baseline Indicator Assessment Scores of the Fiji Road Authority Procurement (2014)

⁴ [http://www.fiji.gov.fj/getattachment/a515fdb6-9878-4603-872d-48d27ecfb274/2014-Budget-Estimates-\(pdf\).aspx](http://www.fiji.gov.fj/getattachment/a515fdb6-9878-4603-872d-48d27ecfb274/2014-Budget-Estimates-(pdf).aspx)

II. INTRODUCTION

4. The assessment was prepared in accordance with the Guide to Assessing Country and Sector/Agency Procurement Risks and is prepared to support the Country Partnership Strategy. The CSA was undertaken from June 2014 to August 2014. Preparation activities included reviewing publicly available documents, ADB's ongoing procurement experience, and interviews with counterparts at Fiji Procurement Office, Fiji Roads Authority and discussions with stakeholders.

III. COUNTRY PROCUREMENT ASSESSMENT

A. Overview

1. Legislative and Regulatory Framework

5. The Fiji government has adopted Procurement Regulations 2010⁵ and Procurement (Amendment) Regulations 2012⁶ under Financial Management Act 2004. Fiji is signatory to the New York Arbitration Convention (1958)⁷ since 27 September 2010. The *Procurement Regulations 2010* are drafted with reference to Australian federal- and state-level procurement guides, UNCITRAL. Provisions are made to align with the Pacific Island Countries Trade Agreement (PICTA) and Government's accession to the General Procurement Agreement under the World Trade Organization (WTO GPA). However, 25 government departments and state-owned enterprises, including the Fiji Roads Authority, are exempted from the *Procurement Regulations 2010*. The Fiji Procurement Office, under the Ministry of Finance, administers the *Procurement Regulations 2010*. This procurement policy framework focuses on 5 key procurement principles:

- (i) Value for money
- (ii) Maximizing economy, efficiency and ethical use of Government Resources
- (iii) Promoting open and fair competition amongst suppliers and contractors;
- (iv) Promoting the integrity of, fairness, and public confidence in the procurement process; and
- (v) Achieving accountability and transparency in public sector.

6. Fiji Procurement Office (FPO) under Ministry of Finance was established to provide oversight of public procurement in Fiji. The following documents were prepared by FPO to assist government agencies in understanding the new procurement policies and processes brought about by the Procurement Regulations 2010:

- Procurement Guidelines. The Procurement Policy Framework (August 2010)⁸
- Guide to the Tender and Evaluation Process (December 2010)⁹
- Guide to Overseas Procurement and Logistics¹⁰
- Determination of Performance Bonds policy¹¹
- Advance payment policy (2013)¹²

⁵ http://www.fpo.gov.fj/images/Procurement_Regulations_2010.pdf

⁶ http://www.fpo.gov.fj/images/Procurement_Amendment_Regulations_2012_2.pdf

⁷ <http://www.newyorkconvention.org/contracting-states/list-of-contracting-states>

⁸ http://www.fpo.gov.fj/images/GUIDE_TO_THE_PROCUREMENT_POLICY_FRAMEWORK_FINAL.pdf

⁹ <http://www.fpo.gov.fj/images/guide%20to%20the%20tender%20and%20evaluation%20process%20final.pdf>

¹⁰ http://www.fpo.gov.fj/images/Guide_to_Overseas_Procurement_and_Logistics.pdf

¹¹ http://www.fpo.gov.fj/images/Determination_of_Performance_Bonds_policy_2013.pdf

- Guide to Procurement Process for Purchases below FJD 50,000¹³
- Expression of Interest Guide¹⁴
- Overview of the Tender and Evaluation Process¹⁵

7. Procurement Regulations 2010 and Procurement Amendment) Regulations 2012 do not apply to all Government departments and SOEs. 25 organizations are exempt from its provisions. The implication of exemption is that ADB will need to assess procurement systems of exempted organizations shall they be nominated to implement ADB projects. The following organizations are exempted from Procurement Regulations 2010 and able to issue their own regulations:

1. Fiji Roads Authority
2. Fiji Electricity Authority
3. Housing Authority
4. Public Rental Board
5. Fiji Meats Industry Board
6. Biosecurity Authority of Fiji
7. Fiji Revenue & Customs Authority
8. Reserve Bank of Fiji
9. Fiji National Provident Fund
10. Vodafone Fiji Ltd
11. Water Authority of Fiji
12. Maritime Safety Authority of Fiji
13. Copra Millers Fiji Limited
14. Fiji Hardwood Corporation Ltd
15. Pacific Fishing Company Ltd
16. Fiji Sugar Corporation Ltd
17. Fiji Pine Ltd
18. Fiji Airways
19. Fiji International Telecommunications Ltd
20. Amalgamated Telecom Holdings
21. Daily Post
22. Fiji Television Limited
23. Pacific Forum Line
24. Air Fiji Ltd
25. Rewa Dairy Coop Co. Ltd

¹² http://www.fpo.gov.fj/images/advance_payment_policy_2013.pdf

¹³ http://www.fpo.gov.fj/images/GUIDE_TO_PROCUREMENT_PROCESS_FOR_PURCHASES_UP_TO_50000.pdf

¹⁴ http://www.fpo.gov.fj/images/Expression_of_Interest_Guide_-_Reviewed_February_2014.pdf

¹⁵ http://www.fpo.gov.fj/images/Overview_of_the_Tender_and_Evaluation_process.pdf

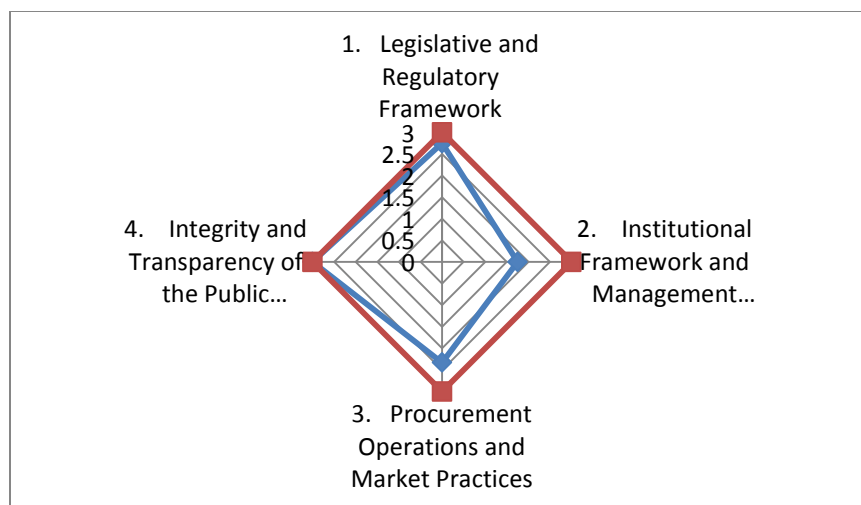


Figure 1. Baseline Indicator Assessment Scores of the Fiji Procurement System (2014).

2. Institutional Framework and Management Capacity

8. Country procurement statistics, country procurement thresholds and country procurement assessment tool are presented in Appendices 2-4. Institutional framework of government procurement systems clearly linking expenditure to budget provisions and annual procurement plans is adequate. Budget allocations are known about 2 months in advance of budget year and thus adequate procurement planning and advance procurement action is made possible for organizations that follow Procurement Regulations (2010) and those with special arrangements. Considering large number of government and government – controlled organizations that are exempted from Procurement Regulations (2010) navigating different procurement systems operating in the country might be difficult. Realizing potential benefit of bulk purchasing of standard items through framework contracts or similar arrangements would not accrue to the organizations that are exempted from Procurement Regulations.

9. However, such exemption may provide unique opportunity for piloting innovative procurement and contracting approaches within specific sectors and potentially rolling them to other parts of the government.

10. Fiji does not have nationwide procurement training plan or public procurement professionalization program, but has clearly defined procurement competency framework. Public procurement practitioners may benefit from targeted capacity development programs, including those that are available off-the-shelf (CIPS).



3. Procurement Operations and Market Practices

11. Fiji Procurement office publishes opportunities on its website <http://www.fpo.gov.fj/index.php/tenders> and twice a week (on Wednesday and Saturdays) in the Fiji Sun. Procurement valued above FJD 50,001 is administered and regulated by the FPO (subject to exemptions listed above). Fiji Procurement Office through recently conducted survey of e-Government procurement systems expressed interest in participating in Asia Pacific Public electronic procurement network¹⁶ and piloting eGP ssoftware-as-service-solution (SaaS).

12. Budget system supports advance procurement planning with funds allocated for the financial year being known at least 2 months in advance of the financial year.¹⁷

13. Fiji has reasonably developed private sector which responds to the procurement needs of the government, especially for smaller value contracts. Large value contracts attract international response. Fiji has non-discriminatory policy with regards to foreign bidders' participation. Time for advertisement of opportunities is reasonably short for the foreign bidders to react. However, evidence suggest that foreign bidders are not discriminated.

¹⁶ Funded by R-CDTA 8520

¹⁷ http://www.fpo.gov.fj/images/stories/demo/Decree5_Revenue_and_Expenditure_Decree_2009.pdf

14. Procurement Regulations 2010, Part 6 Review Procedures and Fiji Procurement Guidelines, para 3.4.6 Dealing with Complaints establish mechanism to receive and handle observations, complaints and protests.

4. Integrity and Transparency of the Public Procurement System

15. FPO has staff position of compliance officer in charge of ensuring compliance with government regulations relating to procurement. Government Tender Board is subject to audit.

16. Information pertaining to public procurement is reasonably easy to find. It is published both online <http://www.fpo.gov.fj/index.php/tenders> and through printed media.



17. Fiji is signatory to The United Nations Convention against Corruption (UNCAC), the first legally binding international anti-corruption instrument. Fiji acceded to the Convention on 14 May 2008 (Depositary Notification (C.N.373.2008.TREATIES-16). "Like other international instruments, the Convention is not self-executing in Fiji. Fiji officials advised that there is no single piece of legislation in Fiji that implements the Convention in its entirety into domestic law. Fiji officials advised that the principles of the Convention could also be established in domestic law through case law development."¹⁸

18. Fiji Independent Commission against Corruption (FICAC) <http://www.ficac.org.fj/> was established on 4 April 2007. FICAC is an independent organization with a mandate to investigate and prevent corruption in public sector. FICAC investigates complaints, including those related to public procurement. To ensure independence, the Commissioner is directly accountable to the President of Fiji.

¹⁸ <http://www.ficac.org.fj/images/stories/uncac/uncac%20fiji%20report.pdf>



19. Ethics and anticorruption regulations relating to procurement are stipulated in Fiji Procurement Guidelines 2010, part 3.5. Integrity, Fairness and Public Confidence.

B. Strengths

20. Fiji has comparatively robust, non-discriminatory public procurement framework and practice that promotes value for money, encourages competition and promotes integrity, fairness and public confidence.

C. Weaknesses

21. Fragmentation of Fiji procurement system related to substantial number of exempted organizations that are able to follow separately developed procurement regulations and procedures may pose a challenge for navigating publicly funded procurement opportunities. Such exemption may provide an opportunity for developing best-of-the-class and fit-for-purpose procurement procedures, however learning from them is hampered by lack of cooperation between Fiji Procurement Office and exempted entities.

22. Fiji Procurement Office and public sector procurement professionals are using point based evaluation of tenders which allows application of pass/fail above a certain quality threshold (similar to process applied to ADB funded consulting services) – this process is different from ADB's pass-fail criteria for evaluation of bids for civil works and goods. Shift to a different bid evaluation methodology may require special guidance.

23. Additional weakness is absence of procurement professionalization program.

D. Procurement Risk Assessment and Management Plan (P-RAMP)

24. It is recommended to support Fiji Procurement Office with adequate access to internationally recognized procurement professionalization program. Additionally, Fiji's interest in joining ADB's pilot on e-Government procurement solution through software-as-services needs to be supported. Familiarity with ADB procurement processes may need to be build prior to implementation of ADB-funded projects in Fiji. Advertisement period for NCB and ICB will need to be extended to 28 and 42 days respectively.

Risk Description	Risk Assessment	Mitigation Measures or risk management plan
Fiji Procurement Office does not have access to internationally recognized procurement professionalization program	Medium	Support FPO in accessing internationally recognized procurement training program (CIPS or similar)
Fiji Procurement regulations use point system evaluation methodology	Medium	Provide specific to ADB procurement training
Advertisement and bid preparation period is shorter than ADB standard	Low	Monitor application of ADB specific timelines in advertisement of ADB-funded procurement packages
Nascent stage of use of electronic procurement	Low	Provide support in piloting e-government procurement solutions through ADB-funded RETA

IV. TRANSPORT SECTOR/ FIJI ROAD AUTHORITY PROCUREMENT ASSESSMENT

A. Overview

1. Legislative and Regulatory Framework.

25. Fiji Road Authority (FRA) is a statutory corporate entity governed by Fiji Roads Advisory Committee (FRAC) established Fiji Road Authority Degree 2012¹⁹. FRA manages Fiji road assets defined as “ all land and civil infrastructure constructed by any municipal council or government body, or any other body authorized by a municipal council or government body that is used as or facilitates a public right of passage for the movement of vehicles and pedestrians, including but not limited to—

- (i) the vehicle pavement from curb to curb, or where there is no curb, the roadside verges, drains and curbs;
- (ii) road signs, road marker posts and other markings, including pedestrian crossings;
- (iii) traffic islands;
- (iv) bridges and culverts;

¹⁹ [http://www.fiji.gov.fj/getattachment/e500ed0f-68b4-48e4-be91-d7a34cd84a14/Decree-No-46---Fiji-Road-Authority-\(Amendment\)-Dec.aspx](http://www.fiji.gov.fj/getattachment/e500ed0f-68b4-48e4-be91-d7a34cd84a14/Decree-No-46---Fiji-Road-Authority-(Amendment)-Dec.aspx)
http://www.fijiroads.org/sites/default/files/decree2_2012.pdf
http://www.fijiroads.org/sites/default/files/decree_no_46.pdf

- (v) footpaths and pavements adjacent to a vehicle pavement;
- (vi) street lights and traffic lights;
- (vii) parking meters;
- (viii) jetties; and
- (ix) all national roads, municipal roads, and such other public roads as may be determined by the Authority. “(FIJI ROAD AUTHORITY (AMENDMENT) DECREE 2012 Decree No. 46 of 2012, para 4)

5. Public Procurement Law (Procurement Regulations 2010) does not apply to procurement managed by Fiji Roads Authority. Fiji Roads Authority Decree 2012, Section 16 (3) exempts FRA. FRA developed its own fit-for-purpose procurement regulations in FRA Operations Manual²⁰. The Manual provides specific guidance to achieving value for money, considering lifetime costing, sustainability and local market capacity development. Sector and agency procurement assessment tool is presented in Appendix 5.

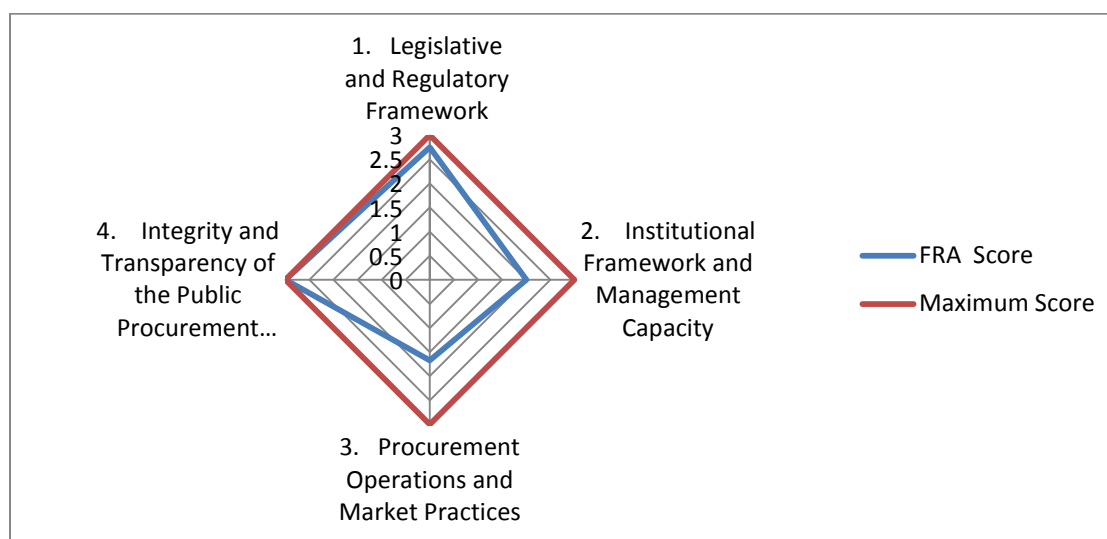


Figure 2. Baseline Indicator Assessment Scores of the Fiji Road Authority Procurement (2014)

2. Institutional Framework and Management Capacity

6. Within the FRA procurement responsibility lies with the Capital Works Engineer's Department (for Capital Works) and with the Maintenance Works Engineer's Department (for maintenance works). However both of those are only very small departments and their concentration is on higher level direction, co-ordination and management. The FRA's Professional Engineering Services Advisors are MWH (New Zealand). MWH has an office of about 120 people in Fiji. Most of the detailed procurement work is done by MWH but other consultants are being used and will continue to be used on an increasing basis.

7. The FRA issues a Corporate Plan and Statement of Corporate Intent each year – before the commencement of the year to which it relates. That document sets out the proposed works and the approved budget for each for the year. (A copy of it is on the FRA's website). The 2014 budget is FJD 476 m.

²⁰ <http://www.fijiroads.org/content/operations-manual>

8. The FRA with the assistance of consultants carries out all aspects of the procurement process – from identification of the needs, the formulation of a recommended program to government, adoption of its program following the government's budget decision, planning the works program for the year, determination of the procurement approach for each project, preparation of the tender documents, advertising the tender, receipt of bids, evaluation of the bids, the preparation of a recommendation to the FRA Board, advice to the successful (and unsuccessful) bidder, appointment of the Engineer, project management, and submission of accounts for payment by the FRA.

9. The FRA has three fulltime staff assigned to the planning and procurement matters - the Capital Works Engineer, the Maintenance Works Engineer and the Capital Works' Engineer's Assistant. Maintenance Works Engineer and Capital Works Engineer have 20+ and 30+ years of relevant work experience respectively. The Capital Works Engineer and the Maintenance Works Engineer report to the FRA CEO – who himself is an experienced Engineer with 14 years' experience in the procurement area. Job description of the Capital Works Engineer is presented in Appendix 6.

10. MWH has approximately 12 full time equivalents working on procurement assignments for the FRA. MWH staff report to MWHs Fiji Office Manager - a highly experienced engineer with 30 years' experience in the procurement area

11. FRA staff and the key consultant personnel have had considerable experience with:

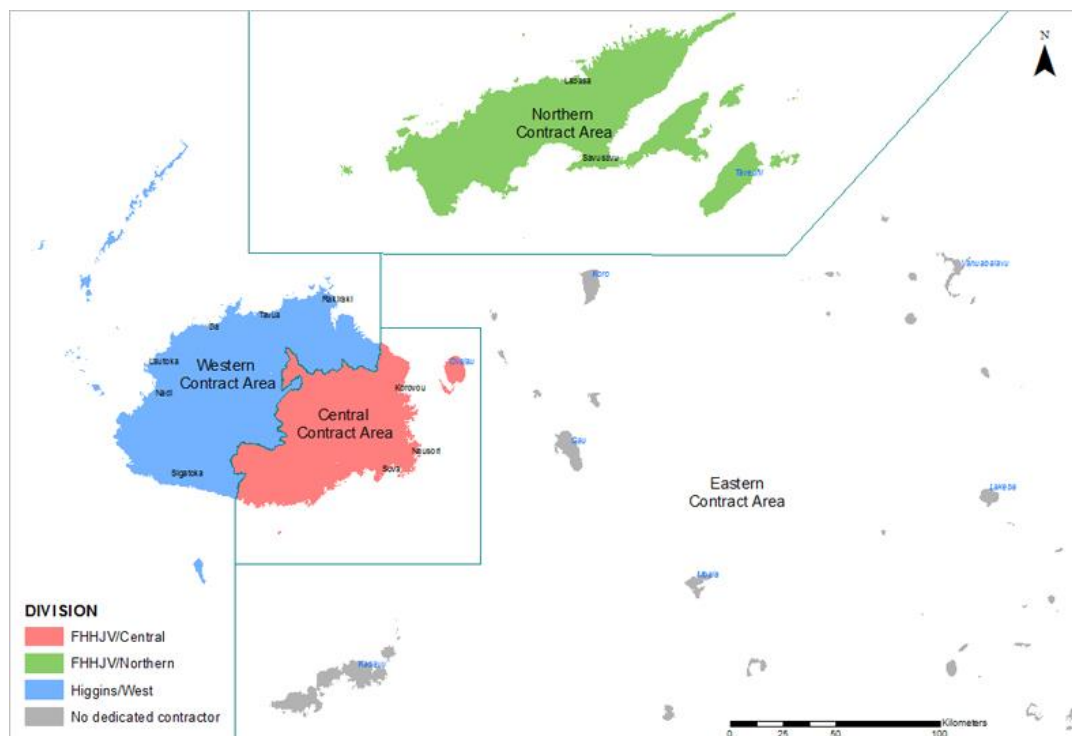
- Planning for the network's needs;
- The management of both maintenance and small and large capital projects – roads, bridges and ferries);
- Fiji 'Government Funded projects;
- EXIM Banks (of Malaysia and China) projects
- ADB projects

12. FRA procurement cycle is tied to an annual budget cycle. Procurement Planning and Programming Approach is detailed in FRA Operations Manual (refer to part 3.0. Annual Procurement Program). Capital expenditure projects are listed at <http://www.fijiroads.org/content/capital-projects>. FRA is accountable for expenditure against the budget via a Half-Yearly Report and an Annual report to the Minister.

13. Maintenance of existing assets is a FRA's core function that is about providing the required level of service in a sustainable way. It is critical that the right level of funding is provided to ensure there is no short or long term deterioration of the asset that requires additional capital intervention. FRA follows Asset Management Plan (AMP) to determine extent and scope of the maintenance program. The maintenance program is part of a wider asset management approach where renewal and maintenance activities are optimized. "FRA manages its assets primarily through out-sourced contracts with the private sector. The exception to this is certain maintenance work carried out by Municipal Councils and the management of roads on the Outer Islands which are administered by the Ministry of Rural and Maritime Development under a MoU with FRA. The key areas of activity and the contractor undertaking each are listed below:

- (i) MWH (New Zealand) has been appointed as FRA's Principal Professional Engineering Services adviser through to 31 December 2016.;

- (ii) Three maintenance contracts are in place for periods of four – six years commencing 1 January 2013:
- (iii) Central and Eastern Division – Fulton Hogan Hiways Joint Venture;
- (iv) Northern Division – Fulton Hogan Hiways Joint Venture; Western Division – Higgins Group.



14. New Construction and Renewal Work is undertaken by various contractors including:

- (i) China Rail First Group
- (ii) China Rail Fifth Group
- (iii) China Gezhoubu
- (iv) the successful parties who tender for work on a project by project basis; and by
- (v) the maintenance contractors (whose contracts also include responsibility for some of the renewals).²¹

15. A comprehensive Contracts Register (summary is presented in Appendix 7) is kept for all contracts and the Operations Manual stipulates what information it shall contain. The Operations Manual also requires that at the close of the contract information be recorded in a standard form about the contractor's performance relating to completion of the project on time, to a satisfactory standard, within budget, - not outstanding claims etc. This information is maintained in a 'Contractors' Performance Register'

²¹ <http://www.fijiroads.org/content/about-us>



16. FRA has mandate to transfer skills and build local capacity. In carrying out this mandate, FRA trains its staff and also staff of its professional engineering services advisors and the main contractors as well. FRA bid documents include evaluation criteria related to building local capacity.

17. In terms of staff development, FRA has development programs for each staff member. As a global company with 8,000 employees MWH has comprehensive personal development programs for its entire staff. Regular performance appraisal discussions are mandatory in both MWH and FRA. Both organizations encourage participation in the relevant professional organizations, attendance at seminars, and the submission of papers.

3. Procurement Operations and Market Practices

18. FRA is relatively small organization with virtually all activities, including Professional Engineering services advice “contracted out”. The practical effect of it is that core competence of FRA becomes procurement and contract management. Overarching procurement principles are defined as:

- (i) Accountability
- (ii) Openness
- (iii) Value for Money
- (iv) Lawfulness
- (v) Fairness
- (vi) Integrity
- (vii) Sustainability

19. The Principle of Value for Money (VfM) for procuring goods and services does not necessarily mean selecting the lowest price but rather the best possible outcome for the total cost of ownership (or whole-of-life-cost)²².

²² Fiji Road Authority Operations Manual, Part 2.1c

20. Procurement Cost estimates for the capital expenditure and regular maintenance program is prepared by MWH engineers and normally are within 10-20 % of awarded contracts.

21. FRA uses FIDIC and New Zealand Standards contract forms:

- FIDIC White Book (2006) for professional services contract (consulting services)
- FIDIC Red Book (1996) for construction
- FIDIC Green Book (1999) for minor construction projects with an estimated value of less than FJD 100,000
- FIDIC Yellow Book (1999) for Design and Build
- New Zealand Standards NZS 3910 – modified for term maintenance works.

22. Standard disputes resolution process independent of government and courts apply to FIDIC contracts. However, list of adjudicators is not established.

23. Contract management expertise exists both in-house and through use of professional engineering advisors. The FRA's Principal Professional Engineering Services Advisors are MWH which has an office of about 120 people in Fiji almost wholly engaged on work for the FRA. In addition other consultants with contract management expertise are engaged on specific assignments. Erasito-Beca, NRW MacCallan and Opus International Consultants to name a few key consultants FRA uses.

24. FRA Operations Manual makes provisions for use of external funds (ADB and EXIM banks). The most recent experience of undertaking foreign-funded procurement is:

EXIM Bank of China	Road construction and rehabilitation projects	2013 actual	FJD 75M
EXIM Bank of Malaysia	Road construction and rehabilitation projects	2013 actual	FJD 5M
ADB	Fiji Road Upgrading and Flood Damage repair projects	2013 actual	FJD 13M

25. The proposed procurement approach for each project is prepared by the project manager within the consultant organization (likely to be MWH). Specifications are reviewed for fitness to purpose primarily through internal Quality Assurance process, but potentially independently reviewed for large/ complex projects. Final review rests with FRA managers. The recommendation is either approved or not approved by the FRA Capital Works (or Maintenance Works Engineer (who at the same time – in the case of major projects gives his decision on the proposed project plan). The proposed bid document is then prepared by the consultant based on the factors mentioned above. The proposed bid documents are required to be approved by the CEO before advertising. At the same time as he approves the tender documents the CEO approves the proposed 'Engineer to the Contract' and appoints the Tenders' Evaluation Committee. Upon receipt of bids the Evaluation Committee prepares its report and submits it to the CEO, the Tenders Committee or to the Board (depending upon its value) for a decision. All evaluation reports are required to be prepared in the standard format stipulated in the Operations Manual

26. FRA adopted non-discriminatory, transparent and open competitive process. The agency makes sufficient efforts to attract bids through public advertisement on freely accessible

and well known agency website²³ and also through use of Tenderlink platform²⁴. All bids are advertised on Tenderlink and for a minimum of two occasions not less than one week apart in at least one newspaper circulating in Fiji and approved by the FRA – and if appropriate in relevant trade journals and/or electronic media circulating in other countries and on the FRA's website. The Operations Manual requires that sufficient time be given for potential suppliers and contractors to investigate and respond and that the deadline for receipt of tenders be not less than two weeks from the date of the last invitation to tender. This implies 21 days minimum advertisement period, which will need to be adjusted for ADB-funded procurement.²⁵

27. Appropriately qualified engineers conduct bid evaluation. Sometimes, other professionals may be involved to provide balance of expertise. The Operations Manual requires that the Evaluation Report be completed and provided promptly – unless specifically agreed otherwise with the CEO in no case more than 20 working days after tender closing. The Evaluation committee makes its recommendation to the CEO, the Tenders Committee, or the FRA Board (subject to the delegated financial limits). Most recommendations go to the Board. If the recommendation has to go to the Board and an early Board meeting isn't scheduled the recommendation is circulated by 'Flying Minute' to the members to facilitate its award. Bidders are advised of the decision a few days after that. The FRA has experienced some difficulties adhering to this requirement recently because of the magnitude of the current year's works program – (About 80 contracts in the course of preparation). These capacity constraints might need to be addressed with increase of staff complement.

28. Bid and contract documentation is stored appropriately and easy to retrieve. FRA registers and tracks validity of performance bonds, warranties and latent defect liability periods.

29. All contract payments are channeled centrally through FRA, a full record of contractual payments is kept. Local contracts get paid within 3 weeks, internationally funded contracts are paid within 56 days. Payment are authorized by independent Engineer to Contract and approved by FRA, thus appropriate segregation of duties exists.



Record retention period is 7 years. Records are made available to the internal and external auditors.

²³ <http://www.fijiroads.org/content/current-tenders>

²⁴ <https://www.tenderlink.com/fijiroads/>

²⁵ Minimum advertisement period for NCB packages of 28 days and ICB packages – 42 days.

30. The supply market is sufficiently competitive, especially for smaller value contracts that attract up to 12 bidders at a time. Bidder participation ranges from 2 (for large contracts) to 12 (for small local funded contracts). The average number of bidders for all contracts is estimated at 3.

31. Building local capacity is described as a key objective of the FRA's procurement approach.²⁶ The sector applies modified domestic preference scheme in ensuring that all contracts valued above FJD 500,000 consider factor of developing national contracting capacity as one of the qualifying criteria. This is fully in line with ADB Procurement Guidelines principles (para 1.2 d)

4. Integrity and Transparency of the Public Procurement System

32. FRA Operations Manual specifically covers situations of conflict of interest, confidentiality, policy on the acceptance/giving of gifts, hospitality and other incentives and anti-corruption provisions²⁷. The Operations Manual provides that whenever there appears to be any instance whatsoever of fraud and corruption the matter will be immediately referred to the Fiji Independent Commission against corruption, employees may be suspended, and if necessary the FRA will put a stop to doing any further business with any affected consultant or contractor. Such discoveries have been referred to FICAC in the past and charges were laid. The FRA's External and Internal Auditors also regularly assess the sufficiency of the FRA's fraud prevention environment against a checklist.

33. The FRA has a Code of Conduct also covers appropriate procurement practice. In addition FRA has a no-gift policy ^{that} applies to all our staff and suppliers. Conflicts of interest/sensitive expenditure provisions are also spelt out in the Operations Manual. The guidance is clear and non-ambiguous.

34. Furthermore FRA provides training to staff and suppliers about obligations of 'public officers' under the Constitution and the Crimes Act which deals with corruption issues.

35. Formal framework for internal audit exists and described in sufficient detail in FRA Operations Manual.²⁸ Procurement is subject to external audit Yes – by KPMG (the FRA's Financial Advisors) and by another external Auditor appointed by the CEO. Both auditors have recently identified several areas where (not so much procurement) project management following the award of the contract can be improved and the FRA has adopted and implemented those findings – some of which have led to a strengthening of the FRA Operations Manual

36. Debriefing of unsuccessful bidders is available on request. In circumstances where substantial number of bidders did not meet qualification or evaluation criteria, FRA initiates briefing to a range of bidders to improve capacity of the market to respond to bids.

37. FRA inherited a number of unresolved disputes some going back many years. These are being worked through systematically. FRA does what it can to reach a fair a reasonable settlement in the case of disputes and avoids recourse to the courts. To date FRA has not had a court action against it for a contract dispute. FRA currently has one historic case in court-ordered adjudication from an inherited DNR case

²⁶ Fiji Road Authority Operations Manual, part 2.3

²⁷ Fiji Road Authority Operations Manual, Part 2.2

²⁸ Fiji Road Authority Operations Manual, Part 17

38. The FRA's policy is to ensure the greatest possible transparency. It tries to be as open as possible about everything that it is doing or proposing to do – including in its Statement of Public Intent each year, in its Half-Yearly²⁹ and Annual Reports, on its website, by issuing regular newsletters about its work and by maintaining ongoing communication with the news media; FRA Annual Report³⁰ lists every project undertaken during the year, the actual expenditure against the budget and some 'current status' remarks. The report is widely circulated and a copy of it is on the FRA's website.

B. Strengths

39. FRA's procurement approach is fit for purpose, efficient and effective. Records of bid processes, bid evaluations, contract awards and contract management files are adequately stored and easily retrieved. The agency makes adequate use of IT-resources and qualified personnel and consultants.

C. Weaknesses

40. FRA's exemption from Fiji Procurement Regulations may create some confusion among local and potential foreign bidders as such exemption is not clearly identified from the Fiji Procurement Regulations 2010 or publicly available information downloadable from Fiji Procurement Office. Relatively short period of advertisement of opportunities may create barrier for participation of foreign bidders not yet familiar with FRA. FRA is using point based evaluation of tenders which allows application of pass/fail above a certain quality threshold (similar to process applied to ADB funded consulting services) – this process is different from ADB's pass-fail criteria for evaluation of bids for civil works and goods. Shift to a different bid evaluation methodology may require special guidance.

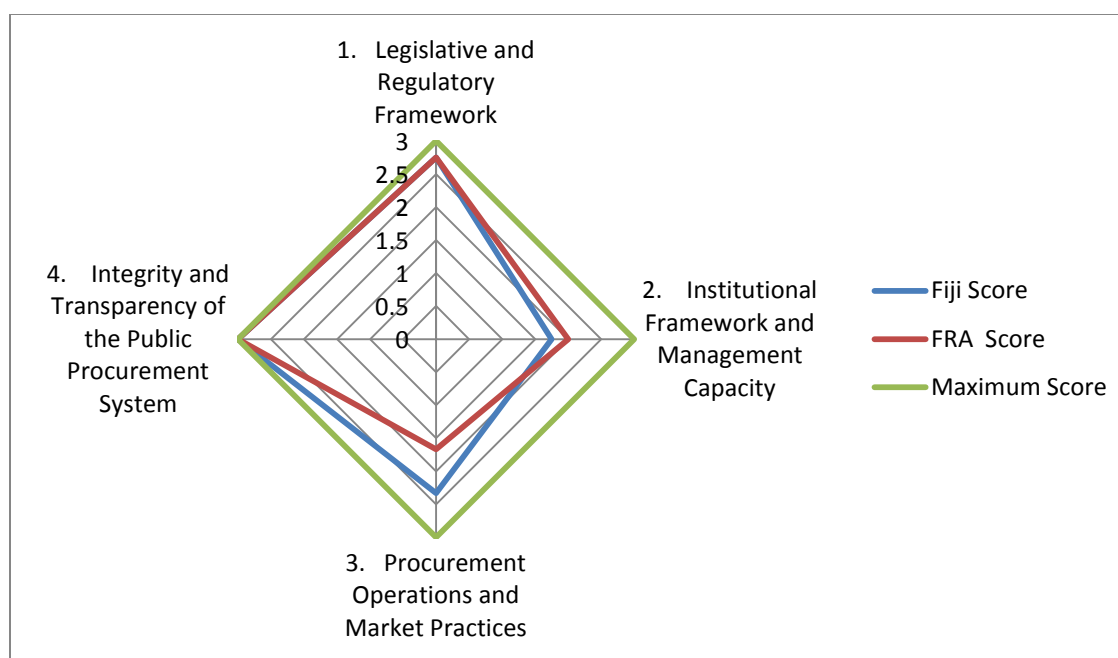


Figure 3. Comparison of Fiji Government procurement indicators and FRA procurement system indicators

²⁹ http://issuu.com/fijiroadsauthority/docs/fra_2014_half_yearly_quarterly_annu

³⁰ <http://www.fijiroads.org/content/annual-reports>

D. Procurement Risk Assessment and Management Plan (P-RAMP)

41. Familiarity with ADB procurement processes may need to be build prior to implementation of ADB-funded projects in Fiji. Advertisement period for NCB and ICB packages will need to be increased to 28 and 42 days respectively. Project procurement assessment questionnaire and project procurement risk classification are presented in Appendices 8-9.

Risk Description	Risk Assessment	Mitigation Measures or risk management plan
Fiji Roads Authority does not have access to internationally recognized procurement professionalization program	Low	FRA has staff development program that provides access to alternative training
Fiji Procurement regulations use point system evaluation methodology	Medium	Provide specific to ADB procurement training
Advertisement and bid preparation period is shorter than ADB standard (21 days)	Low	Monitor application of ADB specific timelines in advertisement of ADB-funded procurement packages

V. COUNTRY PROCUREMENT THRESHOLDS

42. The review recommends adopting procurement risk rating at the country level as moderate and at the sector level as moderate/ low.

43. The current ICB threshold for civil works is defined as USD 3,000,000. Considering non-discriminatory nature of Fiji Procurement system, it is recommended to lift the threshold to USD 5,000,000.

44. Proposed NCB Annex is presented in Appendix 10. Adjustments necessary for NCB Annex include:

- increase of advertisement time for ADB-funded opportunities to a minimum of 28 days
- guidance on pass-fail criteria for evaluation of bids for goods and works
- limiting eligibility of bidders to ADB member countries

VI. CONCLUSION

45. Fiji procurement legal, regulatory and institutional framework is suitable for use under ADB financed projects, subject to clarifications of application of ADB Procurement Guidelines and Guidelines on Use of Consultants by ADB and its Borrowers.

VII. APPENDICES

APPENDIX 1

i. LIST OF PEOPLE MET

Fiji Procurement Office

Ms. Mereseini Lagilagi, Director

Ms. Seini Tabete, Manager (Policy)

Mr. Narayan Swamy, Manager (Compliance)

Fiji Roads Authority

Neil Cook, CEO

Ian Hunter, Capital Works Manager

Ripon Baral, Contract Management Engineer and Tenders Board Secretary

APPENDIX 2

ii. COUNTRY PROCUREMENT DATA SHEET

Country Name: **FIJI**
 Data as of: **2014**

Active Contracts	Total Contracts			Number of Contracts Whose Value is				
	Number	Value FJD VIP	Average Contract Value	<1,000,000 FJD VIP	1,000,000 - 2,000,000 FJD VIP	2,000,000 - 5,000,000 FJD	5,000,000 - 10,000,000 FJD	> 10,000,000 USD
Total Country								
By Sector:								
Transport	86	\$719,885,463	\$8,370,761	55	8	6	3	11
Energy	19	\$11,094,504.74	\$583,921.30		1			
Education (including Youth & Sports)	10	\$5,348,121.46	\$534,812	9	1			
Water								
Urban								
Health	9	\$17,203,743.41	\$1,911,527	6	2			1
Other (Economic)	26	\$11,933,157.56	\$458,967.60	23	3			
General Admin 1	20	\$6,711,910.93	\$335,595.54	19		1		
General Admin 2 (excluding Standing Offer contracts)	24	\$8,082,821.42	\$336,784.23	24				
Standing Offer Contracts (Frameworks)	6	\$18,337,440 (estimated contract value)	\$3,056,240	5				1

Active Contracts	Total Goods Contracts			Number of Goods Contracts Whose Value is				
	Number	Value FJD VIP	Average Contract Value	<1,000,000	1,000,000 - 2,000,000	2,000,000 - 5,000,000	5,000,000 - 10,000,000	> 10,000,000
Total Country by Sector								
Transport*	5	\$1,073,704	\$214,740	5	NA	NA	NA	NA
Energy	3	\$876,252	\$292,084					
Education (including Youth & Sports)	2	\$912,608.00	\$456,304	2				
Water	1	\$257,009.31						
Urban								
Health	5	\$	\$802,548.69	3	2			
Other (Economic)	10	\$5,127,412.98	\$512,741.30	8	2			
General Admin 1	15	5,200,528.03	\$346,701.86	14		1		
Standing Offer Contracts	6	\$18,337,440 (estimated contract value)	\$3,056,240	5				1

* FRA policy is not to do supply contracts. There has so far been only one exception to that rule, a contract for supply of culvert units for an approximate of USD 1 million.

iii. COUNTRY PROCUREMENT THRESHOLDS AND PROCUREMENT METHODS

Not applicable – Fiji Procurement regulations do not discriminate against foreign suppliers, contractors, consultants.

Contract Variations

Active Contracts		Total Contracts Variations		Original Contract plus all variations			Contracts with value +/- 10% PC Threshold		
		Number	Value	Number	Value	% Active Portfolio	Number	Value	% Active Portfolio
Total Country by Sector									
Transport		13		13			12		
Energy		1	\$8,386.16	1	\$453,010.62				
Education		NIL							
Water/Urban									
Other	Health	NIL							
	(Economics)	None							
	General Admin 2	None							

Effectiveness

		Number of Misprocurements	Number of Retendered Contracts	Number of Cancelled Contracts	Number of Representations or Complaints
Total Country					
By Sector:					
Transport					1 (inherited from DNR)
Urban					
Other	Health	NIL	NIL	NIL	NIL
	General Admin 1	None	Nil	Nil	Nil
	Economic	None	2	None	None
	General Admin 2	None	3	None	None

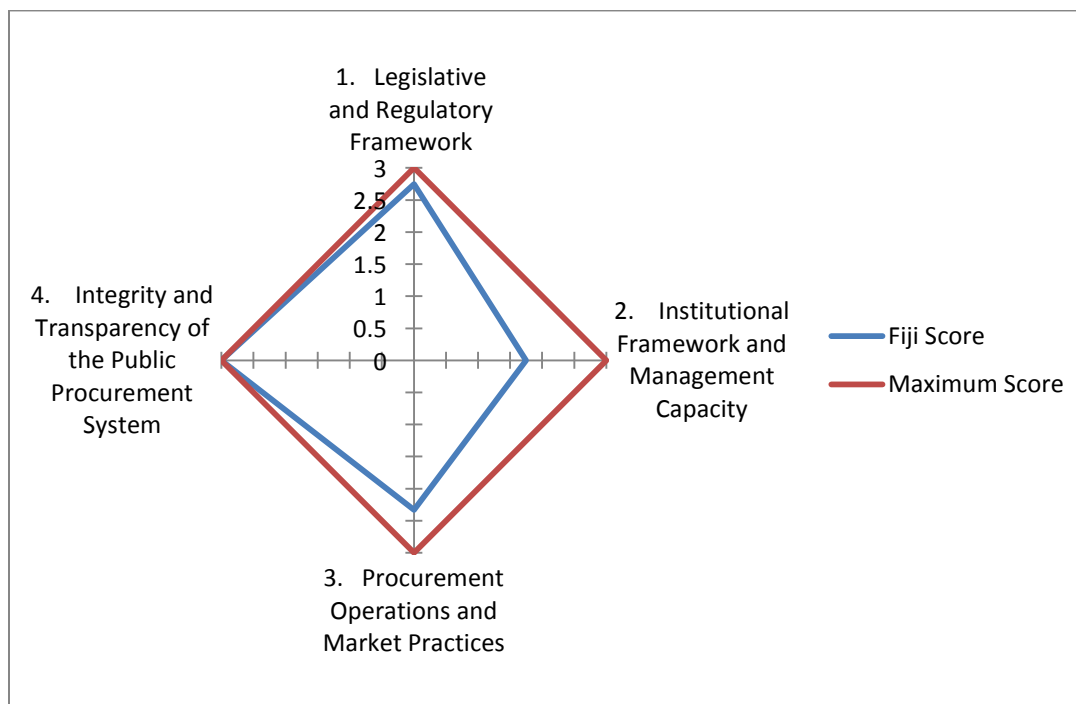
APPENDIX 4

iv. COUNTRY PROCUREMENT ASSESSMENT TOOL

Indicators	Score	Narrative / Verification or Clarification Required
1. Legislative and Regulatory Framework {MAPS Indicators 1 and 2}	2.75	
1.1 Is there a comprehensive public procurement law, with supporting regulations, standard bidding documents and operational manuals/guides?	3	<i>Financial Management Act 2004, Procurement Regulations 2010 serves as public procurement law in Fiji. The following documents are prepared to support Procurement Regulations 2010: Procurement Guidelines. The Procurement policy framework (August 2010) Guide to the Tender and Evaluation Process (December 2010) Guide to Overseas Procurement and Logistics (2012) Guide to Procurement Process for purchases up to FJD 50,000 (2012)</i>
1.2 Does the legal framework make open competitive tendering the default method of procurement with clarity as to when other less competitive methods can be used?	3	<i>Yes. Competitive procurement is default method of public procurement. The opportunities are open for qualified bidders from within Fiji and overseas. "Fiji is party to a number of international obligations and trade agreements" (Fiji Procurement Guidelines.2010) Quotation is required for goods, works or services valued at FJD 100 up to FJD 30,000 Open tender shall be used for goods, works or services valued above 30,001 FJD (Procurement Regulations, 2010, sections 29,30)</i>
1.3 Does the legal framework support non-discriminatory participation, transparent tender processes (including advertisement, tender documentation, tender evaluation, complaints mechanism)?	2	<i>Yes Please refer to Procurement Regulations, 2010 Please refer to Procurement Guidelines, The procurement policy framework (2010), para 3.2.1 Time for advertisement of opportunities is reasonably short for the foreign bidders to react. However, evidence suggests that foreign bidders are not discriminated.</i>
1.4 Are there restrictions or preferences on the nationality of bidders, consulting firms and/or origin of goods, works and services?	3	<i>There are no restrictions or preferences</i>
2. Institutional Framework and Management Capacity { MAPS Indicators 3, 4, 5}	1.75	
2.1 Is the procurement cycle required to be tied to an annual budgeting	2	<i>Yes. The budget is formulated for the budget year</i>

cycle (<i>i.e.</i> can a procurement activity commence only when budget has been duly appropriated for it?		(same as calendar year), approved in November of preceding year. The procurement may start once the budget allocation is known, but before it becomes available
2.2 Does the system foster efficiency through the use of adequate planning?	2	Yes Please refer to Section 3.4.1. Documentation of Procurement Guidelines, The procurement policy framework (2010)
2.3 Does the procurement system feature an oversight/regulatory body?	3	Yes, Government Tender Board
2.4 Is there a nationwide public procurement capacity development or professionalization program?	0	No However, Procurement Guidelines, Section 4.1. Core competencies and Appendix 1. Competency table defines competencies required for procurement
3. Procurement Operations and Market Practices {MAPS Indicators 6, 7 and 8}	2.33	
3.1 Is private sector competitive, well organized and able to access the market?	2	Yes, reasonably well organized. Competition for large contracts is concentrated in a relatively small number of firms (mostly foreign). Capacity of local firms that graduated from sub-contracting arrangements is gradually improving.
3.2 Do measures exist to ensure the adequacy and accuracy of cost estimates before bidding, and to manage contract price variations?	3	Yes
3.3 Is there a mechanism to receive and handle observations, complaints and protests?	2	Yes Refer to Part 6. Review Procedures of Procurement Regulations 2010 Refer to Fiji Procurement Guidelines, 2010, part 3.4.6 Dealing with Complaints
4. Integrity and Transparency of the Public Procurement System {MAPS Indicators 9, 10, 11 and 12}	3	
4.1 Is there a formal internal control and audit framework?	3	Yes Fiji Government Tender Board has compliance officer. Government Tender Board is subject to audit.
4.2 Is information pertaining to public procurement easy to find, comprehensive and relevant?	3	Yes The information is published in newspapers and on the website of Fiji Government Tender Board
4.3 Does the country have ethics and anticorruption measures in place?	3	Yes. Refer to Fiji Procurement Guidelines, 2010, part 3.5 Integrity, Fairness and Public Confidence The Fiji Independent Commission Against Corruption was established on 4 April 2007 to investigate acts of corruption in Fiji. To ensure independence, the Commissioner will be directly accountable to the President of Fiji , http://www.ficac.org.fj/
Average Score for country	2.4575	Fiji has comparably robust, non-discriminating public procurement framework and practice that

		<p><i>promotes value for money, encourages competition, and promotes integrity, fairness and public confidence.</i></p> <p><i>The downside for the procurement practice is lack of professionalization program.</i></p>
--	--	---



v. SECTOR/AGENCY PROCUREMENT ASSESSMENT TOOL

Summary Sheet

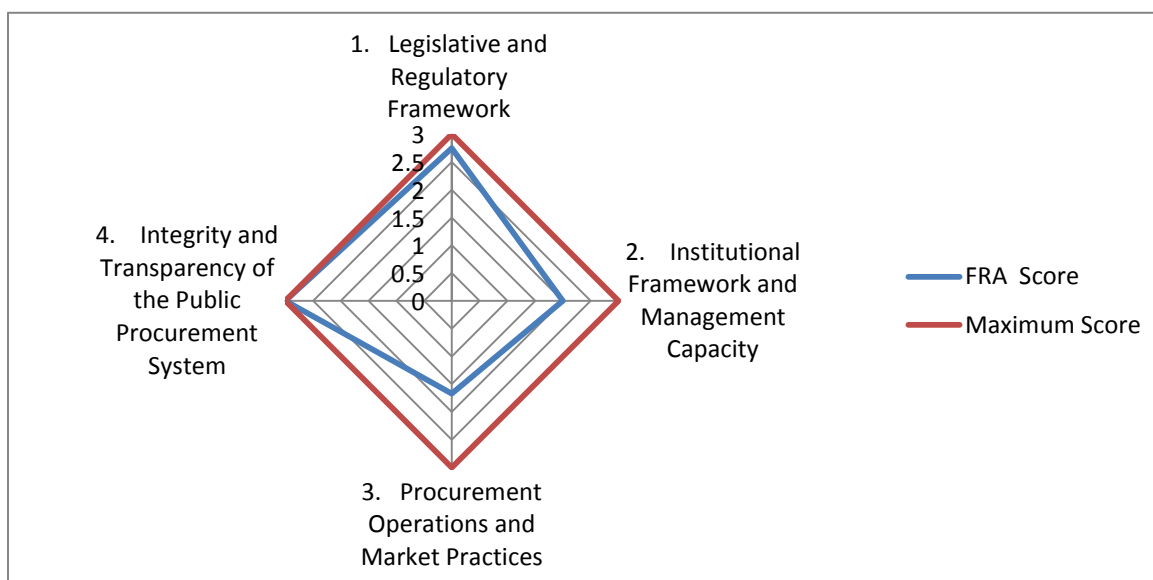
Indicators/Questions	Initial Country Score	Verified Country Score	Sector/ Agency Scores ³¹	Comments
1. Legislative and Regulatory Framework	<i>Average</i>	<i>2.75</i>	<i>2.75</i>	
1.1 Does the national public procurement law (including supporting regulations, standard bidding documents and operational manuals/guides) apply to the sector?		3	3	<p>Public procurement law (Procurement Regulations 2010) does not apply to procurement managed by Fiji Roads Authority</p> <p>Section 16(3) of the Fiji Roads Authority Decree 2012 exempts FRA http://www.fiji.gov.fj/getattachment/f45e2887-f6e4-4f56-bd7e-c647db31f60a/Decree-No-2_2012---Fiji-Road-Authority-Decree-2012.aspx</p> <p>FRA has developed fit-to-purpose procurement regulations of its own in FRA Operations Manual. The Manual provides specific guidance to achieving value for money, considering lifetime costing, sustainability and local market capacity development. http://www.fijiroads.org/content/operations-manual</p>
1.2 Is the supply market for the sector sufficiently competitive to give full effect to the national procurement law and/or open competitive tendering?		3	2.5	<p>Yes. The agency makes sufficient efforts to attract bids through public advertisement on freely accessible and well known agency website and also through use of https://www.tenderlink.com/fijiroads/</p> <p>The supply market is sufficiently competitive, especially for smaller value contracts that attract up to 12 bidders at a time.</p> <p>Bidder participation ranges from 2 (for large contracts) to 12 (for small local funded contracts)</p> <p>The average number of bidders for all contracts (big and small) is estimated at 3</p>

³¹ If the sector is fully consistent with the country procurement system on an issue, apply the score allocated to the corresponding question in the country assessment.

Indicators/Questions	Initial Country Score	Verified Country Score	Sector/ Agency Scores ³¹	Comments
1.3 If there is a sector specific legal framework, does it support non-discriminatory participation, transparent tender processes (including advertisement, tender documentation, tender evaluation, complaints mechanism)?		2	2.5	Yes The transport sector adopted non-discriminatory, transparent, open competitive process. Advertisements are published on the agency website and also on https://www.tenderlink.com/fijiroads/
1.4 Is the sector subjected to excessive regulation or government control such that competition is limited or non-existent?		3	3	No. Transport sector is relatively free or regulation and government control. For example, The sector does not require pre-registration of the bidders. There is no specific SOE provision that favors SOEs or disadvantages SOEs. Technical and financial capacity to undertake the work is more important than bidder's ownership structure. The sector applies modified domestic preference scheme in ensuring that contracts above FJD 500,000 consider factor of developing national contracting capacity as one of the qualifying criteria. This is in line with ADB Procurement Guidelines principles (para 1.2 d)
2. Institutional Framework/Mgmt Capacity	<i>Average</i>	<i>1.75</i>	<i>2</i>	
2.1 Is the procurement cycle in the sector required to be tied to an annual budgeting cycle (i.e. can a procurement activity commence only when budget has been duly appropriated for it)?		2	3	Yes, procurement cycle is tied to an annual budget cycle. The budget allocation is known about 2 months in advance of the budget year, so procurement may commence after budget is certain.
2.2 Does the system foster efficiency through the use of adequate planning?		2	3	The systems foster efficiency. The sector has formalized procurement planning process based on Asset Management System and approved budget allocations

Indicators/Questions	Initial Country Score	Verified Country Score	Sector/ Agency Scores ³¹	Comments
2.3 Does the procurement system in the sector feature an oversight/regulatory body?		3	1	No. The sector is not subject to the national oversight/ regulatory body. However, it is subject to audit For details please refer to Section 17. Compliance – Internal Audits of Financial Processes and Records of FRA Operations Manual
2.4 Is there a public procurement capacity development or professionalization program?		0	1	No. Most of the procurement functions are outsourced to consultants (MWH and Opus of New Zealand). Contract Management Engineer and Tenders Board Secretary of FRA has been exposed to procurement for the last 6 years. He is pursuing MBA and plans to get NZTA on-the-job training. He also had an exposure to ADB funded procurement
3. Procurement Operations/ Market Practices	<i>Average</i>	<i>2.33</i>	<i>1.67</i>	
3.1 Is private sector competitive, well organized and able to access the sector market?		2	2	Private sector's capacity is developing. Most of the local contractors used to be sub-contractors for other (mostly foreign) contractors and might have capacity constraint in accessing the market. FRA conducted business opportunities briefings on FRA procurement procedures that attracted public interest. The market opportunities are accessible.
3.2 Do measures exist in the sector to ensure the adequacy and accuracy of cost estimates before bidding, and to manage contract price variations?		3	2	Cost estimates are prepared by MWH engineers and normally are within 10-20 % of awarded contracts
3.3 Is there a mechanism in the sector to receive and handle observations, complaints and protests?		2	1	Yes. Example of de-briefing is workshop scheduled on 25 August 2014 for unsuccessful bidders.

Indicators/Questions	Initial Country Score	Verified Country Score	Sector/ Agency Scores ³¹	Comments
4. Integrity and Transparency of the Public Procurement System		3	3	
4.1 Is there a formal internal control and audit framework in the sector?		3	3	Internal audit framework is described in Section 17. Compliance – Internal Audits of Financial Processes and Records of FRA Operations Manual Auditor General office audits FRA KPMG audits FRA
4.2 Is information pertaining to public procurement in the sector easy to find, comprehensive and relevant?		3	3	Major tenders that are likely to attract international bidders are published on https://www.tenderlink.com/fijiroads/ Contract awards and opportunities are published on FRA website
4.3 Does the sector have ethics and anticorruption measures in place?		3	3	Please refer to Fiji Roads Authority Operations Manual (2013), para 2.2.
OVERALL SCORES	<i>Average</i>	<i>Average</i>	2.35	



vi. JOB DESCRIPTION – FRA CONTRACT MANAGEMENT ENGINEER/ TENDERS BOARD SECRETARY

Last update – 31 March 2014

Position:	Contract Management Engineer/Tenders Board Secretary
Location of position:	Suva
Reporting to:	Capital Works Manager
Special functional relationships:	<ul style="list-style-type: none"> • Maintenance Works Manager • Financial Controller • Corporate Services Manager
Term of Appointment:	<p>The appointment will be for an initial term not exceeding three years.</p> <p>The appointee may be eligible for re-appointment but solely at the Authority's discretion.</p>
Expected commencement date:	Immediate.
Required personal attributes:	<ul style="list-style-type: none"> • An appropriate Engineering qualification. • Reliability, honesty, integrity and trust. • Initiative. • Knowledge of FIDIC and NZS 3910 conditions of contract • A commitment to ensuring that contract management activities within FRA and it's consultants are completed within FRA or contract timeframes. • Proven contracts' knowledge and management expertise. • An absolute 'value for money – sustainable results' focus with an eye for detail. • Excellent numeracy skills. • Teamwork. • Political nous. • The ability to take prompt assertive action wherever results are not as they should be. • The desire to work in an organisation where there is a culture of urgency, personal accountability, and of striving 'to perform'.
Specific accountabilities:	As follows

PRIMARY RESPONSIBILITIES

Responsible to the Capital Works Manager for:

- (i) Creation and maintenance of contract administration records from receipt of draft tender documents to expiry of the defects liability period.
- (ii) Follow up with responsible FRA staff when actions are needed or are due.
- (iii) Maintenance of the risk register for the contracting process and monthly review of critical risks.
- (iv) Maintenance of a Contract Register in a FRA shared drive which shows where a contract is in the process from draft tender documents to completion of the defects liability period. The register shall be updated weekly and show the date each action was completed and the person responsible.
- (v) Monthly reporting of non-compliances by FRA or it's consultants with their obligations under FIDIC, NZS 3910 or FRA's Operations Manual.
- (vi) Checking and processing of contract payments
- (vii) Ensuring that the drawdown of loan funds is compliant with the conditions of the loan and the policies of the FRA.
- (viii) Creation and monthly update of a record showing planned and actual drawdown of payments from government sources plus any loan money, and reporting on this to the FRA Board.
- (ix) Spot checking (auditing) the correctness of contract claims and payments;
- (x) Identifying areas where the FRA as an organisation can improve its works management performance.

Required performance: Contract records are complete and demonstrate FRA compliance with all contracts, internal and external requirements. FRA management is aware of the key risks and the degree of success of risk management actions. All loan expenditures comply with the terms of the loan and FRA's policies. Checks of contract payments show complete consultant compliance with performance requirements.

SECONDARY RESPONSIBILITIES

- (a) **Assistance to the Capital Works Manager**
 - (i) Carry out an agreed programme of inspection of physical work in the field in a manner that complements and doesn't conflict with the consultant's responsibilities – to ensure the contract is being delivered in accordance with the approved plans and specifications and the payments being submitted for approval are complete and correct. Note that feedback to the consultant should be by written report issued through the Capital Works Manager (not through discussion on site with consultant or contractor staff).
 - (ii) Checking of tender documents for compliance with the FRA Operations Manual (Section 6.0)
 - (iii) Checking of tender documents for accuracy and completeness
 - (iv) Ensuring that the recommendations of the Tenders Committee are sent for decision and award to the correct party in terms of the FRA Operations Manual (Section 11.0)

- (v) Ensuring that the Tenders Board Secretary issues acceptance and rejection notices to tenderers immediately a decision is made, by email and in hard copy.

Required performance: Feedback to the consultant results in a steady reduction in the number of errors detected. All tender documents are fully compliant with the FRA Operations Manual and are accurate and complete when issued to tenderers. The process of evaluating tenders and awarding contracts is carried out accurately and in the shortest possible time.

- (a) **Assistance to the Maintenance Works Manager**
 - (i) Assist as required with such contracts management issue as the Maintenance Works Engineer may require.
- (b) **Assistance to the Financial Controller**
 - (i) Spot check the correctness of contract progress payments
 - (ii) Complete and have ready for audit by 30 January each year the FRUP and ADB reports.
 - (iii) Support the Financial Controller in liaison with the MOF and the ADB re FRUP, ADB and EXIM Bank funded projects.
 - (iv) The management and regular reconciliation of all contract retentions, bonds and insurance requirements.
- (c) **Assistance to the Corporate Services Manager**
 - (i) Responsibility for the correctness and completeness of all of the FRA's contracts' records.
 - (ii) Assist as required with overview of the sufficiency of actions being taken for the mitigation of all risks listed in the Risks Register.
 - (iii) Assist as required with the overall performance monitoring and reporting functions (especially FRA Corporate, MWH and other Consultants and Contractors).
- (d) Such other functions and responsibilities as the Capital Works Manager (or the Maintenance Works Manager, the Corporate Services Manager or the Financial Controller) may from time to time require.

COMMON ACCOUNTABILITIES

Compliance

- Ensure that all actions of the Authority and its Contractors and other agents are at all times within the law;
- Ensure that all actions are within such powers as may have been delegated by the Authority.
- Compliance at all times with the Authority's Operations Manual (Green Book), Asset Disposal Policy, Complaints and Requests for Service Policy and all such other policy decisions that the appointed Authority or the CEO may make;
- Full compliance with the adopted risk management framework within the Officer's area of responsibilities.

Emergency Management

- Contribute to the formulation of, participate in the preparation of, and participate in regular training relating to, a Business Continuity Plan and an Operations Recovery Plan.

Organisational Performance

- Promptly furnish complete and accurate financial and non-financial performance results (against such of the performance targets listed in the Asset Management Plan, Corporate Plan and SOI as they relate to the Officer's particular area of responsibility) whenever required – but especially for updates of the Asset Management Policy, Asset Management Strategy, Asset Management Plan, Corporate Plan, and SOI and for the regular progress reports throughout the year, the Half Yearly Report and the Annual Report.

Note: A named position will be allocated responsibility for each performance target.

General Management

- In all decision-making (at all levels) identify all reasonably practicable options for achieving the objective of the decision and assess the economic, environmental and social impacts of each option in order to identify the preferred option;
- In all work relating to the Officer's particular area of responsibility be satisfied that value for money is being achieved;
- Protection of the Authority's intellectual property rights;
- Protection of the Authority's reputation;
- Good public relations.

Personal Performance

- The personal performance of all employees will be evaluated against their respective Specific Accountabilities and these Common Accountabilities in March each year – following submission of the Annual Report to the Minister (in March):

The Capital Works Manager will evaluate the performance of:

- the Contract Management Engineer;
- the Liaison Officer;
- the Senior Land Valuer;
- the Programme Manager (NASRUP)
- the Programme Manager (Bridges & Jetties)
- the Programme Manager (Roads)

vii. FIJI ROADS AUTHORITY CONTRACTS REGISTER

Contract No	Name of Work	Original Contract Value \$	Revised Estimate Contract Value \$	Name of Contractor
<u>Department of National Roads Projects</u>				
EXIM Bank of China Funded Project				
WSC 27/10	Buca Bay Roads Upgrading Project	27,846,880	34,222,278.51	China Railway First Group
WSC 27/10	Buca Bay Roads Upgrading Project	55,354,417	63,657,579.37	China Railway First Group
WSC 27/10	Moto Roads Upgrading Project	13,599,919	26,646,547.61	China Railway First Group
WSC 27/10	Consulting Service for Design and Drawing	2,758,173		China Railway First Group
WSC 28/10	Sigatoka Valley Roads Upgrading Project	36,768,257	50,144,468.01	China Gezhouba Group Co. Ltd
WSC 28/10	Sawani Serea Roads Upgrading Project	15,516,706	17,808,240.02	China Gezhouba Group Co. Ltd
WSC 28/10	Sawani Serea Roads Upgrading Project	35,616,000	49,273,598.36	China Gezhouba Group Co. Ltd
WSC 28/10	Consulting Service for Design and Drawing	1,484,000		China Gezhouba Group Co. Ltd
CP 83/12	Dreketi to Nabouwalu Roads Project - 70KM Seal Extension	228,699,295	286,000,000.00	China Railway First Group
EXIM Bank of Malaysia Funded Project - Transfer to Fiji Govt provided Funded				
WSC 09/10	Malaysia Exim Bank Funded Fiji Road Rehabilitation Project	83,600,000	89,321,818.20	Naim Holdings Berhad
ADB-FRUP Funded Project				
WSC 04/08	Base course and Seal	19,631,039	18,129,336.00	Fairdeal Earthmoving
WSC 14/06	Supply of Sub base and Base course Material	14,930,003	12,773,313.00	SCIL
WSC 23/08	Upgrading of Kings Road from Waito to Wailotua	36,365,064	41,975,000.00	NAIM CENDERA
WSC 38/09	King Roads Upgrading Project (FRUP-III)	22,980,402	29,417,741.93	China Railway 1st Group
WSC 30/09	King Roads Construction Bridge - FRUP-III	9,046,410	10,200,000.00	China Railway 5th Group
WSC 84/11	Rehab Work from Korovot to Nausori (FRUP-III)	11,444,456	11,444,456.45	Blacktop Construction Ltd
Emergency Flood Recovery (Sector) Project				

WSC 69/11	Restoration of Sealed Roads Kings Road	6,861,870	7,561,870.00	Fairdeal Earthmoving
WSC 149/11	Regravelling Monasavu	2,376,239		TF Jan Bulldozing Co
WSC 150/11	Regravelling Koronivia	2,341,499		Fairdeal Earthmoving
WSC 152/11	Land Stabilisation	5,399,871		China Railway First Group
WSC 166/11	Rakiraki Bridge Construction	2,672,827	11,300,000.00	China Railway 5 Group
WSC 167/11	Construction of Namado Bridge	115,000		Fletcher Construction (Fiji) Limited

Govt Funded Project

WSC 18/09	Design and Construction of Rabi Jetty	2,783,571		Pacific Building Solutions
	FRA Change Manager & Management			MWH (Fiji) Limited

FIJI Roads Authority Project - Ongoing from 2013

Maintenance Projects

FRA 01/12	Road Maintenance – Western Division	191,182,942		Higgins
FRA 02/12	Road Maintenance - Central/Eastern Division	196,429,852		Fulton Hiways Venture Hogan Joint
FRA 03/12	Road Maintenance - Northern Division	99,999,900		Fulton Hiways Venture / Hogan Joint Blacktop Construction Ltd
WAF 24/14	Fiji Water Supply Flood Recovery Project	4,454,378		Pacific Engineering Projects Ltd

FRA Process Tender -2013

00-00	Project Supervision and Consultancy	16,700,000		MWH (Fiji) Limited
FRA 0-13	Yadua Box Culvert Rehabilitation Work at Sigatoka	1,186,957		Fairdeal Earthmoving
FRA 1-13	Environment and Social Impact Assessment Proposal NADI			0
FRA 2-13	EIA & SIA for Suva Road Widening Project			Scope Pacific Ltd
FRA 3-13	Valuation of Depots			0
FRA 4-13	Widening to Four Lanes in Nadi			0
FRA 5-13	Traffic Signal and street Light Maintenance	10,116,000		Prime Fiji Ltd
FRA 6A-13	Nayawa Box Culvert	674,835		Fairdeal Earthmoving

FRA 6B-13	Bavu Box Culvert	368,974	Fairdeal Earthmoving
FRA7-13	FRA Surveying		
FRA 8-13	Geotechnical Investigations		
FRA9-13	Detailed Design of Road Widening in Fiji FRA9/13 - ROI		
FRA 9-13	Detailed Design of Road Widening in Nadi FRA9 - 13	1,259,270	Opus International
FRA10-13	Complaints Management System	121,329	Hinidin
FRA 11-13	Plants and Vehicle		
FRA12-13	Northern Rehab Contracts	2,610,149	Fairdeal Earthmoving
FRA13-13	Urban Transportation study of the greater Suva area	475,000	Predict Consulting
FRA14-13	Contracts for design, Suva	1,071,158	Opus International
FRA14C-13	Suva - Section C - Roads Upgrading Project (NASRUP)	13,304,672	China Railway No 5 Group Engineering Co Ltd
FRA15-13	Valaga Bay Proposed Port Development Feasibility Assessment/Concept Design and Initial Investigation,	299,000	Aurecon Australia Pty Limited
FRA16-13	Supply of precast concrete Culvet units	1,931,455	CR Engineering Limited
FRA17-13	Vatuwaqa bridge project, detailed investigation, design of bridge replacement	423,854	Erasito Beca Consultants Limited
FRA18-13	Quarry Valuation Explosives	56,340	Landworth PRC
FRA19-13	Asset Valuation		0
FRA 20-13	Checking the Design for Road Widening in Fiji		0
FRA 21-13	PREQUALIFICATION FOR ROAD WIDENING, RECONSTRUCTION AND CONSTRUCTION PROJECTS IN FIJI	217,919	Erasito Beca Consultants Limited
FRA 22CD-13	Nadi Section 1C and 1D, Nadi and Suva Upgrading project	33,580,367	China Railway No 5 Group Engineering Co Ltd
FRA 23-13	Review of coastal issues affecting transportation Rotuma	34,000	
FRA 24-13	Consultancy Services for Nasese Bridge	233,180	Erasito Consultant Ltd
FRA 25-13	Nabouwalu, Savusavu and Lomaloma Jetty repairs	488,003	Concrete Solution Ltd

FRA 26-13	REGISTRATIONS OF INTEREST FOR THE PROVISION OF STRUCTURAL ENGINEERING SERVICES FOR BRIDGES AND JETTIES IN FIJI		0
FRA 27-13	WAINIBOKASI ROAD		0
FRA 28-13	Nasese Bridge No 4		0
FRA 29/13	2014 Bridge Renewal Programme- PROPOSALS FOR THE PROVISION OF GEOTECHNICAL INVESTIGATION SERVICES AS PART OF THE BRIDGES REPLACEMENT PROGRAMME IN FIJI (Package 1 & 2)	524,325	Geotech Drilling International Services Limited
FRA 30-13	FRA 30-13 NATOVI JETTY PROPOSED REPAIR / RENEWALS WORKS	2,283,600	Pacific Marine & Civil Solutions Limited
FRA 31-13	Tender for sale of Quarries Assets	801,000	3 Contractors (SCIL, Titi and VE Builders)
FRA 32-13	Nakorosule Culvert Replacement, Wainimala River, Viti Levu.	1,121,601	Naboutini Transport
FRA 33-13	Construction of Vunidilo, Vunivaivai, Lomawai 1 and Cogeloa FSC1 bridges		22,000,000.00
FRA 38/13	Section 2A: Kings Road, Widening from 3 lanes to 4 (Valelevu to Nakasi), o Subsection 1 Caqiri Road (Valelevu) to Pilling Road (Laqere Bridge), o Subsection 2 Makoi Road to Omkaar Road	18,032,077	China Railway First Group Co Limited
FRA 42-13	2014 Bridge Replacement programme	Item Rates	Erasito Consultant Ltd
FRA 43-13	Bridge 730 - Bridge Measurement and Reporting	Item Rates	Erasito Consultant Ltd
FRA 44-13	Bridge No. 2682, Yadaku-Kadavu Island - Bridge Measurement and Reporting	Item Rates	NEW macallan (Fiji) Ltd
FRA 45-13	Rehabilitation Design and Construction Monitoring Services for Bridge No. 1205	Item Rates	Erasito Consultant Ltd
FRA 46-13	contract to design and construct 6 replacement bridges (139 Navaca, 2129 Wainasusu, 2229 Naganivatu, 2411 Savu 4, 2661 Vuma Box, 2663 Naisogo, 2666 Market)		16,000,000.00
FRA 47-13	Procurement of New Plants & Vehicles for Outer Islands:	319,665	Carptrac
FRA 48-13	• Qarani Jetty Geotechnical Investigations	168,190	Geotech Drilling International Services Limited
FRA 49-13	• Qarani Jetty Construction	9,046,238	Pacific Marine & Civil Solutions Limited
FRA 50-13	2014 BRIDGE REPLACEMENT PROGRAMME - Bridge Measurement	Item Rates	NEW macallan (Fiji) Ltd

and Reporting

FRA 52-13	Jetties for Renewals and Construction 20t4 - BATHYMETRIC SURVEYS	152,990.00	Erasito Ltd	Consultant
-----------	--	------------	-------------	------------

FRA TENDER PROCESS : 2014

FRA 01/14	Jetty Refurbishment Programme for Oinafa Jetty, Rotuma Island, Dredging and Rehabilitation	817,050	Pacific Civil Limited	Marine & Solutions
FRA 02/14	Nakoso/Vuadomo Irish crossing	960,000	Lomonitoba Company Ltd	
FRA 03/14	Nabena Irish crossing	1,078,200.00		
FRA 04/14	Masi & Togo Lavusa Irish crossing	1,841,075	Fairdeal Earthmoving	
FRA 05/14	Vanuakula Irish crossing			
FRA 06/14	Vutuni 1 Irish crossing	2,571,591.00		
FRA 07/14	Cancel			
FRA 08/14	Valuation of Laboratories Asset	15,000	Professional Valuation Limited	
FRA 09/14	Yasawa-i-Rara Jetty – Demolition and Strengthening	2,633,590	Pacific Civil Limited	Marine & Solutions
FRA 14/10	Kings Road Upgrades – Korovou RP 12.38 to 22.12 (Seal Extension)	2,949,498	Fairdeal Earthmoving	
FRA 14/11	Namuavoivoi to Daria Road Upgrade Project	2,472,652	Hussain Hire Plant	
FRA 14/12	Raravula Farm Road Construction Project	1,112,106	A Khan Hire Services	
FRA 14/13	Cancel			
FRA 14/14	• Buca Bay Bridge 65 – 69/3 Unsealed Road rehabilitation			
FRA 14/15	• Wailevu West Coast and Kubulau Unsealed Road Rehabilitation	4,196,750	Kashmir Transport	
FRA 14/16	Bailey Bridge Supply 2014	3,737,500.00		
FRA 14/17	Nabukalevu Roads Upgrading, Kadavu	2,999 952.94	Hot Spring Hire Services	
FRA 14/18	Nasese Bridge (4) replacement construction.			
FRA 14/19	Naganivatu Bailey Bridge			
FRA 14/20	Waivaka Irish Crossing			
FRA 14/21	Nakama Irish Crossing	1,301,427	1,266,700.00	MAH Enterprise

FRA 14/22	Namuavoivoi Irish Crossing	1,605,207	1,722,235.00	MAH Enterprise
FRA 14/23	Naganivatu Bailey Bridge Installation		205,850.00	
FRA 14/24	Savusavu Waiting Shed	186,546		Jaduram Industries Ltd
FRA 14/25	Geotechnical Investigations for Bridge Replacement Viti Levu	130,158		Geotech Drilling International Services Limited
FRA 14/26	Ground Investigation for Bridge Replacements, Viti Levu and Ovalau	289,850		Geotech Drilling International Services Limited
FRA 14/27	Rotary Cored Borehole (BH) investigations at one bridge on Vanua Levu and five bridges on Taveuni, relating to the 2015 Bridge Replacement Programme	362,158		Geotech Drilling International Services Limited
FRA 14/28	Kings Road Street Lighting Improvements.	763,700		Prime Fiji Ltd
FRA 14/29	Veisa Farm Road Unsealed Road Upgrade	907,191		Hot Spring Hire Services
FRA 14/29	Veisa Farm Road Unsealed Road Upgrade	Variation Order Issued No. 1	245,000.00	Hot Spring Hire Services
FRA 14/30	Kings Road Improvements – Samabula to Nakasi		306,003	
FRA 14/31	Nasinu Area Footpaths	461,188		Rehoboth Infrastructure Ltd
FRA 14/32	Buca Bay Unsealed Road Rehabilitation.	1,395,138		Digtrac Ltd
FRA 14/33	Kings Road Slips – Geotechnical Drilling Investigations	28,970		Geotech Drilling International Services Limited
FRA 14/34	Vanua Levu landslip repairs (Transinsular Rd and Wailevu West Rd).		507,475.00	A Khan Hire Services
FRA 14/35	Consultancy Services, Demolish/Replace Retaining Wall at 108-114 Amy Street, Suva			Erasito Consultant Ltd
FRA 14/36	Savusavu Jetty Ramp Re-profiling	131,300		Zaid Engineering Ltd
FRA 14/37	Request for Proposal for client advisor Services for the Stinson Parade Bridge Design & Build Project, (Chinese Funded Bridges).		147,000.00	
FRA 14/38	FEA Relocation work at NASRUP	165,790		Fiji Electricity Authority
FRA 14/39	Kings Road Drainage Works, Nailega, Viti Levu	107,090		Hot Spring Hire Services
FRA 14/40	Vanuakula Irish Crossing		1,609,705.00	

FRA 14/41	Waimari Ford Crossing			
FRA 14/42	Nadelie Ford Crossing			
FRA 14/43	Koro and Gau Island Road Upgrade		484,850.00	
FRA 14/44	Prepare Seismic Hazard Map (sole sourced request to prepare a seismic map for Fiji)	200,000		Institute of Geological and Nuclear Sciences Ltd
FRA 14/45	Advice on Concrete Durability (sole sourced request to advise on concrete durability in Fiji)	50,000		Opus International Consultants Limited
FRA 14/46	Professional Services for Medium Priority Bridge repairs (design, procurement and contract administration for Medium Priority Bridge Repairs)			
FRA 14/47	Repair of Medium/High Bridges (Carrying out repairs on selected medium/high and high priority bridges)			
FRA 14/48	Panels for Cadastral and Engineering Surveys	500,000		Engineering Survey Panel: asBuilt, Quality Development Consultants, Erasito Consultants. Cadastral Survey Panel : asBuilt, Quality Development Consultants
FRA 14/49	Laboratory testing of Soil and Rock sampling.	155,780		Entec Limited
FRA 14/50	Kings Road RP 7.48 - Kasavu Slip Remediation			
FRA 14/51	Kings Road RP 20.13 – Naiborebore Slip Remediation			
FRA 14/52	Construction of Nadi N2: Sections 1A & 1B	65,931,193		Higgins Contracting Limited
FRA 14/53	New Plants & Vehicle Tender for Outer Islands Documents	560,000		General Motors Investment Limited
FRA 14/54	CONSTRUCTION OF SUVA S3: SECTION 2B - SUVA FOUR LANE ROADS UPGRADES		45,000,000.00	
FRA 14/55	Savusavu Coastal Protection Works			
FRA 14/56	Contract for the Supply of Road Materials Mechanical testing Services.			
FRA 14/57	Landslip remedial work along a section of Kings Road between Verata and Kasavu	215,936.00		Hot Spring Hire Services

FRA 14/58	Drainage improvements along an access road leading to the Naleba Training Centre and associated improvements	260,455	206,910.00	Jaduram Industries Ltd
FRA 14/59	Drainage improvements and pavement repairs at various locations on Transinsular Road			
FRA 14/60	Tender for Sale of Moto Roads Project FRA Asset.			
FRA 14/61	Tender for Sale of Sigatoka Valley Roads Project FRA Asset.	22,950		Hot Spring Hire Services
FRA 14/62	Road Rehabilitation Works at Naboro and Nasinu Corrections Services			
FRA 14/63	Fiji Roads Authority Office Extension	213,976		Rakesh Joinery Works Ltd
FRA 14/64	Electronic Document Management System			
FRA 14/65	Landslip remediation work along a section of Wailoa Road between Lutu and Udu in Viti Levu.	222,540.00		RPA Group Ltd
FRA 14/66	Geotechnical Investigations Nabouwalu and Savusavu Stage 2		500,000.00	
FRA 14/67	Khalsa Road and Davuilevu Road – Pedestrian Facility Improvements.		787,990.00	
FRA 14/68	Repair of Armco Culverts			
FRA 14/69	Bridge Survey for 2015 Bridge Replacement Programme - Taveuni	32,410.00		Quality Development Consultants Ltd
FRA 14/70	Bridge Survey for 2015 Bridge Replacement Programme - Ovalau			asBuilt Ltd
FRA 14/71	Bridge Survey for 2015 Bridge Replacement Programme – Viti Levu	31,050.00		Erasito Consultants Ltd
FRA 14/72	Divestment of The Fiji Roads Authority Laboratories			
FRA 14/73	NASRUP TFL Relocation			
FRA 14/74	Kings Road Improvements (Samabula To Nakasi)		257,430.00	
FRA 14/75	Labasa Road Strategy Study			
FRA 14/76	Vanuakula Crossing		1,860,705.00	
FRA 14/77	Vutuni 1 and 2 Irish crossing		3,331,729.82	
FRA 14/78	MSQA for Nadi N2			
FRA 14/79	Rotuma Airport Runway Improvements			
FRA 14/80	Nadi to Lautoka Transportation Study			

FRA 14/81	WAIVAKA IRISH CROSSING - demolition and replacement of an existing crossing with a new precast concrete crossing.
FRA 14/82	NABENA IRISH CROSSING - demolition and replacement of an existing crossing with a new precast concrete crossing.

APPENDIX 8

viii. PROJECT PROCUREMENT RISK ASSESSMENT QUESTIONNAIRE

QUESTION	RESPONSE	RISK ³²
A. ORGANIZATIONAL AND STAFF CAPACITY		
PROCUREMENT DEPARTMENT/UNIT		
A.1 Does the agency or Government have a Procurement Committee that is independent from the head of the agency?	FRA Board acts as Procurement Committee MWH (Consulting Engineers) prepares bid evaluation report FRA staff manages bid evaluation approval process	
A.2 Does the agency have a procurement department/unit, including a permanent office that performs the function of a Secretariat of the Procurement Committee?	Yes. Contract Management Engineer is concurrently Tenders Board Secretary	
A.3 If yes, what type of procurement does it undertake?	Procurement of Goods, works and consulting services	
A.4 How many years' experience does the head of the procurement department/unit have in a direct procurement role?	6	
A.5 How many staff in the procurement department/unit are: i. full time ii. part time iii. seconded	2 (Full time)	
A.6 Do the procurement staff have a high level of English language proficiency (verbal and written)?	Have functional level of English language proficiency	*
A.7 Are the number and qualifications of the staff sufficient to undertake the additional procurement that will be required under the proposed project?	Currently sufficient, given outsourced model. If proposed project substitutes annual budget allocation, then capacity is sufficient. If the proposed project supplements budget allocation, then capacity needs to be enhanced.	*
A.8 Does the unit have adequate facilities, such as PCs, internet connection, photocopy facilities, printers etc. to undertake the planned procurement?	Yes	
A.9 Does the agency have, or have ready access to, a procurement training program?	Formally, access to procurement training program (by NZTA) is available, but not yet used	*

³² Questions indicated with * are associated with potentially 'High' or 'Substantial' risks due to the impact being 'High', therefore the strategy for managing those risks should be addressed in the Project Procurement Risk Analysis (Appendix 3).

QUESTION	RESPONSE	RISK ³²
A.10 At what level does the department/unit report (to the head of agency, deputy etc.)?	Contract Management Engineers/ Tenders Board Secretary reports to Capital Works Manager, who in turn reports to the CEO	
A.11 Do the procurement positions in the agency have job descriptions, which outline specific roles, minimum technical requirements and career routes?	Yes. Copy of Job description provided.	
A.12 Is there a procurement process manual for goods and works?	Yes	
A.13 If there is a manual, is it up to date and does it cover foreign-assisted projects?	Yes Yes	
A.14 Is there a procurement process manual for consulting services?	Yes	
A.15 If there is a manual, is it up to date and does it cover foreign-assisted projects?	Yes No	
PROJECT MANAGEMENT UNIT		
A.16 Is there a fully (or almost fully) staffed PMU for this project currently in place?	No	*
A.17 Are the number and qualifications of the staff sufficient to undertake the additional procurement that will be required under the proposed project?	If funding is a substitution of current funding allocation, then there is sufficient capacity to handle procurement. If funding allows additional activity – probably capacity needs to be augmented	Moderate risk
A.18 Does the unit have adequate facilities, such as PCs, internet connection, photocopy facilities, printers etc. to undertake the planned procurement?	Yes	Low risk
A.19 Are there standard documents in use, such as Standard Procurement Documents/Forms, and have they been approved for use on ADB funded projects?	There are standard forms, existing or in development. FRA follows FIDIC contracts and NZS 3910	Low risk
A.20 Does the agency follow the national procurement law, procurement processes, guidelines?	NO, the agency is exempted from National procurement regulations, but has developed largely compatible regulations of its own.	Moderate risk
A.21 Do ToRs for consulting services follow a standard format such as background, tasks, inputs, objectives and outputs?	Sample TOR is not available for review	Moderate
A.22 Who drafts the procurement specifications?	MWH (Consulting company)	Low

QUESTION	RESPONSE	RISK ³²
A.23 Who approves the procurement specifications?	FRA	Low
A.24 Who in the PMU has experience in drafting bidding documents?	MWH (Consulting company)	Low
A.25 Are records of the sale of bidding documents immediately available?	Yes	Low
A.26 Who identifies the need for consulting services requirements?	FRA	Low
A.27 Who drafts the Terms of Reference (ToR)	Only 2 consulting entities are retained by FRA at the moment (MWH and Opus). The TORs were drafted prior to FRA	Moderate
A.28 Who prepares the request for proposals (RFPs)	MWH	
B. INFORMATION MANAGEMENT		
B.1 Is there a referencing system for procurement files?	Yes	Low
B.2 Are there adequate resources allocated to record keeping infrastructure, which includes the record keeping system, space, equipment and personnel to administer the procurement records management functions within the agency?	Yes	Low
B.3 Does the agency adhere to a document retention policy (i.e. for what period are records kept)?	Yes Records are kept for 3 years after completion of project and then sent to the archives	Low
B.4 Are copies of bids or proposals retained with the evaluation?	Yes, retained for 1 year, then sent to the archives	Low
B.5 Are copies of the original advertisements retained with the pre-contract papers?	Yes	Low
B.6 Is there a single contract file with a copy of the contract and all subsequent contractual correspondence?	Yes	Low
B.7 Are copies of invoices included with the contract papers?	Filed separately, but cross-referenced	low
B.8 Is the agency's record keeping function supported by IT?	Agency has manual and IT enabled record keeping	Low
C. PROCUREMENT PRACTICES		
Goods and Works		
C.1 Has the agency undertaken procurement of goods or works	In 2012 for EXIM Bank China	Low

QUESTION	RESPONSE	RISK ³²
related to foreign assistance recently (last 12 months or last 36 months)? If yes, indicate the names of the development partner/s and project/s.	Nabouwalu to Dreketi Seal Extension.	
C.2 If the answer is yes, what were the major challenges faced by the agency?	This procurement predated the establishment of the FRA and was undertaken by MWH acting as the FRA.	Low
C.3 Is there a systematic process to identify procurement requirements (for a period of one year or more)?	Yes, based on asset management system	Low
C.4 Is there a minimum period for the preparation of bids and if yes, how long?	15 days for local procurement 30 days for international procurement	Moderate
C.5 Are all queries from bidders replied to in writing?	Yes	Low
C.6 Does the bidding document state the date and time of bid opening?	Yes	Low
C.7 Are bids opened in public?	Yes	Low
C.8 Can late bids be accepted?	No	Low
C.9 Can bids (except late bids) be rejected at bid opening?	Yes, if they are submitted following wrong procedures (e.g, 2 envelopes bid is submitted in 1 envelope)	Low
C.10 Are minutes of the bid opening taken?	Yes	Low
C.11 Are bidders provided a copy of the minutes?	Yes	Low
C.12 Are the minutes provided free of charge?	Yes	Low
C.13 Who undertakes the evaluation of bids (individual(s), permanent committee, ad-hoc committee)?	MWH	Moderate
C.14 What are the qualifications of the evaluators with respect to procurement and the goods and/or works under evaluation?	Professional engineers	Low
C.15 Is the decision of the evaluators final or is the evaluation subject to additional approvals?	Subject to CEO approval	Low
C.16 Using the three 'worst-case' examples in the last year, how long from the issuance of the invitation for bids can the contract be awarded?	4.5 months	Low
C.17 Are there processes in place for the collection and clearance of cargo	N/A	Not assessed

QUESTION	RESPONSE	RISK ³²
through ports of entry?		
C.18 Are there established goods receiving procedures?	Yes	Low
C.19 Are all goods that are received recorded as assets or inventory in a register?	Yes	Low
C.20 Is the agency/procurement department familiar with letters of credit?	No. FRA Operations Manual, Section 14.12 specifically deals with ADB and EXIM banks financed projects.	Low
C.21 Does the procurement department register and track warranty and latent defects liability periods?	Yes	Low
Consulting Services		
C.22 Has the agency undertaken foreign-assisted procurement of consulting services recently (last 12 months, or last 36 months)? (If yes, please indicate the names of the development partner/s and the Project/s.)	NO	Moderate
C.23 If the above answer is yes, what were the major challenges?		Moderate
C.24 Are assignments and invitations for expressions of interest (EOIs) advertised?		Moderate
C.25 Is a consultants' selection committee formed with appropriate individuals, and what is its composition (if any)?	No. Evaluation by TET as for physical works.	Moderate
C.26 What criteria is used to evaluate EOIs?	All non-price attributes except Resources, Methodology and Program	Low
C.27 Historically, what is the most common method used (QCBS, QBS, etc.) to select consultants?	Generally Price/Quality	Low
C.28 Do firms have to pay for the RFP document?	No	Low
C.29 Does the proposal evaluation criteria follow a pre-determined structure and is it detailed in the RFP?	Yes	Low
C.30 Are pre-proposal visits and meetings arranged?	No	Low
C.31 Are minutes prepared and circulated after pre-proposal meetings?	NA	
C.32 To whom are the minutes distributed?	NA	

QUESTION	RESPONSE	RISK ³²
C.33 Are all queries from consultants answered/addressed in writing?	Yes	Low
C.34 Are the technical and financial proposals required to be in separate envelopes and remain sealed until the technical evaluation is completed?	Yes	Low
C.35 Are proposal securities required?	No	Low
C.36 Are technical proposals opened in public?	Yes	Low
C.37 Are minutes of the technical opening distributed?	Yes	Low
C.39 Who determines the final technical ranking and how?	TET	Low
C.40 Are the technical scores sent to all firms?	Yes	Low
C.41 Are the financial proposal opened in public?	No	High
C.42 Are minutes of the financial opening distributed?	No	High
C.43 How is the financial evaluation completed?	In accordance with the RFT	Low
C.44 Are face to face contract negotiations held?	Only if only one bid, or prices appear anomalous.	Low
C.45 How long after financial evaluation is negotiation held with the selected firm?	Usually within a week.	Low
C.46 What is the usual basis for negotiation?	Varies	Moderate
C.47 Are minutes of negotiation taken and signed?	Yes	Low
C.48 How long after negotiation is the contract signed, on average?	Varies	Moderate
C.49 Is there an evaluation system for measuring the outputs of consultants?	Described in FRA Operations Manual Section 18.4 Consultants and Contractors' Performance – Six-monthly reviews	Low
Payments		
C.50 Are advance payments made?	Yes, against advance payment guarantee	Low
C.51 What is the standard period for payment included in contracts?	30 days for local contracts 56 days for foreign contracts	Low
C.52 On average, how long is it between	56 days	Low

QUESTION	RESPONSE	RISK ³²
receiving a firm's invoice and making payment?		
C.53 When late payment is made, are the beneficiaries paid interest?	Yes, if contract stipulates	Low
D. EFFECTIVENESS		
D.1 Is contractual performance systematically monitored and reported?	Yes. Refer to Section 18.4 of FRA Operations Manual	Low
D.2 Does the agency monitor and track its contractual payment obligations?	Yes	Low
D.3 Is a complaints resolution mechanism described in national procurement documents?	Yes, refer to 3.4.6 Fiji Procurement Guidelines (2010)	Low
D.4 Is there a formal non-judicial mechanism for dealing with complaints?	Yes	Low
D.5 Are procurement decisions and disputes supported by written narratives such as minutes of evaluation, minutes of negotiation, notices of default/withheld payment?	Yes	Low
E. ACCOUNTABILITY MEASURES		
E.1 Is there a standard statement of ethics and are those involved in procurement required to formally commit to it?	Yes	Low
E.2 Are those involved with procurement required to declare any potential conflict of interest and remove themselves from the procurement process?	Yes, refer to 3.3.3. Fiji Procurement Guidelines (2010) refer to 2.2. of FRA Operations Manual	Low
E.3 Is the commencement of procurement dependent on external approvals (formal or de-facto) that are outside of the budgeting process?	Yes, CEO approval	Low
E.4 Who approves procurement transactions, and do they have procurement experience and qualifications?	MWH and FRA	Low
E.5 Which of the following actions require approvals outside the procurement unit or the evaluation committee, as the case may be, and who grants the approval?		

QUESTION	RESPONSE	RISK ³²
a) Bidding document, invitation to pre-qualify or RFP	Board	Low
b) Advertisement of an invitation for bids, pre-qualification or call for EOIs	CEO	Low
c) Evaluation reports	CEO	Low
d) Notice of award	Board	Low
e) Invitation to consultants to negotiate	CEO	Low
f) Contracts	Contract Management Engineer/ Tenders Board Secretary and Capital Works Manager	Low
E.6 Is the same official responsible for: (i) authorizing procurement transactions, procurement invitations, documents, evaluations and contracts; (ii) authorizing payments; (iii) recording procurement transactions and events; and (iv) the custody of assets?	Yes, for i-ii-iii iv is different official	Moderate
E.7 Is there a written auditable trail of procurement decisions attributable to individuals and committees?	Yes	Low

ix. NCB ANNEX TO LOAN AGREEMENT - REPUBLIC OF FIJI

General

Unless otherwise specified³³, the laws to be followed for national competitive bidding shall be those set forth in the *Procurement Regulations 2010* (as amended) which were issued under the *Financial Management Act 2004 and Fiji Procurement Guidelines 2010*, with the clarifications and modifications described in the following paragraphs required for compliance with the provisions of the Procurement Guidelines.

Eligibility

A firm declared ineligible by ADB cannot participate in bidding for an ADB financed contract during the period of time determined by ADB.

Preferences

No preference of any kind shall be given to domestic bidders or for domestically manufactured goods.

Foreign bidders shall be eligible to participate in bidding under the same conditions as local bidders, and local bidders shall be given no preference (either in bidding process or in bid evaluation) over foreign bidders, nor shall bidders located in the same province or city as the procuring entity be given any such preference over bidders located outside that city or province

Advertising

Invitations to bid (or prequalify, where prequalification is used) shall be advertised in at least one widely circulated national daily newspaper or freely accessible, nationally-known website allowing a minimum of twenty-eight (28) days for the preparation and submission of bids and allowing potential bidders to purchase bidding documents up to at least twenty-four (24) hours prior the deadline for the submission of bids. Bidding of NCB contracts estimated at \$500,000 or more for goods and related services or \$1,000,000 or more for civil works shall be advertised concurrently on ADB's website.

Bidding documents shall be made available to all who are willing to pay the required fee, if any.

The fee for the bidding documents should be reasonable and consist only of the cost of printing (or photocopying) the documents and their delivery to the bidder.

³³ If implementing agency is exempt from Fiji Procurement Regulations (2010), NCB annex will need to be modified following review of legal framework governing procurement in the exempted agency.

Standard Bidding Documents

Standard bidding documents, acceptable to ADB, shall be used. The bidding documents shall provide clear instructions on how bids should be submitted, how prices should be offered, and the place and time for submission and opening of bids.

Qualification Criteria

Qualification criteria shall be clearly specified in the bidding documents, and all criteria so specified, and only criteria so specified, shall be used to determine whether a bidder is qualified. Qualification shall be assessed on a pass or fail basis and merits points shall not be used. Such assessment shall only take into account the bidder's capacity and resources to perform the contract, specifically its experience and past performance on similar contracts, capabilities with respect to personnel, equipment, and construction and manufacturing facilities and financial capacity. The evaluation of the bidder's qualifications should be conducted separately from the technical and commercial evaluation of the bid.

When post-qualification is applied, the assessment of bidders' qualifications shall be carried out only after the preliminary and detailed evaluation of the bids has been completed by the Purchaser/ Employer and, in doing so, the qualification of the bidder who has submitted the lowest evaluated substantially responsive bid shall be assessed first. In carrying out the post-qualification assessment, the Employer/ Purchaser shall exercise reasonable judgment in requesting, in writing, from a bidder only missing factual or historical supporting information related to the bidder's qualifications and shall provide reasonable time period (a minimum of 7 days) to the bidder to provide response.

Bid Opening

Bids shall be opened in public, immediately after the deadline for submission of bids. Bidders or their representative shall be allowed to be present. The name of the bidder and total amount of each bid, including discounts, shall be read aloud and recorded. Immediately after completion of the bid opening proceedings, a copy of the bid opening record shall be promptly provided to all bidders who submitted bids.

Bids received after the deadline for bid submission shall be returned to the bidders unopened.

Bid Evaluation

The process of bid evaluation shall be confidential until the publication of contract award.

Evaluation criteria shall be clearly specified in the bidding documents, and evaluation criteria other than price shall be quantified in monetary terms. Evaluation of bids shall be made in strict adherence to the criteria declared in the bidding documents. All evaluation criteria so specified, and only evaluation criteria so specified, shall be taken into account in bid evaluation. Merit points shall not be used in bid evaluation.

Bidders shall not be eliminated from detailed evaluation on the basis of minor, non-substantial deviations.

A bid containing material deviations from, or reservations to, the terms, conditions or specifications of the bidding documents shall be rejected as not substantially responsive. A bidder shall not be permitted to withdraw material deviations or reservations once bids have been opened.

The contract shall be awarded to the technically responsive bidder that offers the lowest evaluated price, and meets the qualifying criteria.

Except with the prior approval of ADB, no negotiations shall take place with any bidder prior to the award, even when all bids exceed the cost estimates.

A bidder shall not be required, as a condition for award of contract, to undertake obligations not specified in the bidding documents, or otherwise to modify the bid as originally submitted.

If the Bidder that submitted the lowest evaluated bid does not accept the arithmetical corrections made by the evaluating committee during the evaluation stage, its bid shall be disqualified and its bid security shall be forfeited.

Rejection of All Bids and Rebidding

Neither shall all bids be rejected nor new bids solicited without ADB's prior written concurrence.

Extension of the Validity of Bids

Extension of validity of bids may be allowed in exceptional circumstances but there shall be no amendment of the price or any other condition of the bids. Bidders may refuse such an extension without forfeiting their bid securities, but bidders granting an extension shall provide extension of the validity of their bid securities (if bid securities were required).

Publication of the Award of Contract and Debriefing

For contracts subject to prior review, within 2 weeks of receiving ADB's "No-objection" to the recommendation of contract award, the borrower shall publish in the Government Public Procurement Bulletin when established, or well-known and freely-accessible website the results of the bid evaluation, identifying the bid and lot numbers, and providing information on: i) name of each bidder who submitted a bid; ii) bid prices as read out at bid opening; iii) name and evaluated prices of each bid that was evaluated; iv) name of bidders whose bids were rejected and the reasons for their rejection; and v) name of the winning bidder, and the price it offered, as well as the duration and summary scope of the contract awarded.

For contracts subject to post review, the borrower shall publish the bid evaluation results no later than the date of contract award.

In the publication of the bid evaluation results, the borrower shall specify that any bidder who wishes to ascertain the grounds on which its bid was not selected, should request an explanation from the borrower. The borrower shall promptly provide an explanation of

why such bid was not selected, either in writing and / or in a debriefing meeting, at the option of the borrower. The requesting bidder shall bear all the costs of attending such as debriefing. In this discussion, only the bidder's bid can be discussed and not the bids of competitors.

Handling of Complaints

The national competitive bidding documents shall contain provisions acceptable to ADB describing the handling of complaints in accordance with Article 3.4.6 of Fiji Procurement Guidelines 2010.

ADB Member Country Restrictions

Bidders must be nationals of member countries of ADB, and offered goods, works, and services must be produced in and supplied from member countries of ADB.

Fraud and Corruption

ADB shall declare a firm or individual ineligible, either indefinitely or for a stated period, to be awarded a contract financed by ADB, if it at any time determines that the firm or individual has, directly or through an agent, engaged in corrupt, fraudulent, collusive, coercive or obstructive practices in completing for, or in executing, a contract financed by ADB.

Right to inspect/ audit

Each bidding document and contract financed from the proceeds of an ADB financing shall include a provision requiring bidders, suppliers, contractors and subcontractors to permit ADB to inspect their accounts and records relating to the bid submission and performance of the contract and to have said accounts and records audited by auditors appointed by ADB. The deliberate and material violation by the bidder, supplier, contractor or subcontractor of such provision may amount to obstructive practice.

x. PROJECT PROCUREMENT CLASSIFICATION

Characteristic	Assessor's rating: 'Yes' or 'No' with brief comments, if 'Yes'
Is the Procurement Environment Risk for this project assessed as "High" based on the country and sector/agency risk assessments according to Figure 4 above?	NO
Are multiple (typically more than three) and/or diverse Executing (EAs) and/or Implementing Agencies (IAs) envisaged during project implementation? Do EAs/IAs lack prior experience in ADB project implementation?	NO
Are multiple contract packages and/or complex and high value contracts expected (compare to recent donor projects in DMC)?	NO
Does the project plan to use innovative contracts (PPP, Performance-based, Design & Build, O&M, etc)?	NO
Are contracts distributed in more than three geographical locations?	YES
Are there significant ongoing contractual and/or procurement issues under ADB (or other donor) funded projects? Has misprocurement been declared in the DMC?	NO
Does the DMC have prolonged procurement lead times, experience implementation delays, or otherwise consistently fail to meet procurement timeframes?	NO
Do EAs/IAs lack capacity to manage new and ongoing procurement? Have EAs/IAs requested ADB for procurement support under previous projects?	NO
OVERALL PROJECT CATEGORIZATION RECOMMENDED	B

Overall recommendation of the concerned project officer **David Ling**

--

Recommendation of OSFMD's procurement specialist:

Recommend to classify the project procurement as category "B".

IA shall receive support in following ADB Procurement procedures.

Master bid documents recommended for Civil works are SBD Works without prequalification

<http://www.adb.org/site/business-opportunities/operational-procurement/goods-services/documents>

Master bid document recommended for recruitment of Consultants is Harmonized Standard Request for Proposal

<http://www.adb.org/site/business-opportunities/operational-procurement/consulting/documents>

Galia Ismakova, Senior Procurement Specialist, OSP2

REFERENCES

Fiji Procurement Office	http://www.fpo.gov.fj/
Fiji Independent Commission against Corruption	http://www.ficac.org.fj/
Conference of the States Parties to the United Nations Convention against Corruption. Implementation Review Group Third session, Vienna, 18-22 June 2012 Item 2 of the provisional agenda Review of implementation of the United Nations Convention against Corruption	http://www.ficac.org.fj/images/stories/uncac/uncac%20fiji%20report.pdf
Revenue and Expenditure Decree 2009	http://www.fpo.gov.fj/images/stories/demo/Decree5_Revenue_and_Expenditure_Decree_2009.pdf
Fiji Procurement Office Legislation	http://www.fpo.gov.fj/index.php/policy-2/legislation
Procurement Amendment legislation (2012)	http://www.fpo.gov.fj/images/Procurement_Amendment_Regulations_2012_2.pdf
Procurement Guidelines. The procurement policy	http://www.fpo.gov.fj/images/GUIDE_TO_THE_PROCUREMENT_POLICY_FRAMEWORK_FINAL.pdf
Guide to the Tender and Evaluation Process	http://www.fpo.gov.fj/images/guide%20to%20the%20tender%20and%20evaluation%20process%20final.pdf
Guide to Overseas Procurement and Logistics	http://www.fpo.gov.fj/images/Guide_to_Overseas_Procurement_and_Logistics.pdf
Tender Evaluation Process flowchart	http://www.fpo.gov.fj/images/Overview_of_the_Tender_and_Evaluation_process.pdf
Fiji Procurement Office policy guides	http://www.fpo.gov.fj/index.php/policy-2/policy
Guide to the Expression of Interest process	http://www.fpo.gov.fj/images/Expression_of_Interest_Guide_-_Reviewed_February_2014.pdf
Guide to Procurement process for purchases up to FJD 50,000	http://www.fpo.gov.fj/images/GUIDE_TO_PROCUREMENT_PROCESS_FOR_PURCHASES_UP_TO_50000.pdf
Determination of Performance bonds	http://www.fpo.gov.fj/images/Determination_of_Performance_Bonds_policy_2013.pdf
Scrap metal flowchart	http://www.fpo.gov.fj/images/SCRAP_METAL_FLOW_CHART.pdf
Study on Procurement Policies and Practices in FICs and Recommendations on the inclusion of Government Procurement in the Pacific Island Countries Trade Agreement	http://www.forumsec.org/resources/uploads/attachments/documents/Regional_Procurement_Study.pdf
Fiji budget estimates 2014	http://www.fiji.gov.fj/getattachment/a515fdb6-9878-4603-872d-48d27ecfb274/2014-Budget-Estimates-(pdf).aspx
Fiji Roads Authority	http://www.fijiroads.org/
Fiji Roads Authority Decree	http://www.fiji.gov.fj/getattachment/e500ed0f-68b4-48e4-be91-d7a34cd84a14/Decree-No-46---Fiji-Road-

	Authority-(Amendment)-Dec.aspx http://www.fijiroads.org/sites/default/files/decree2_2012.pdf http://www.fijiroads.org/sites/default/files/decree_no_46.pdf
Fiji Roads Authority 2014 budget and 2014 annual plan	http://issuu.com/fijiroadsauthority/docs/fra_corporate_plan_2014/0
Fiji Roads Operations Manual	http://www.fijiroads.org/content/operations-manual
FRA publication of current tenders	http://www.fijiroads.org/content/current-tenders
External website publishing FRA opportunities	https://www.tenderlink.com/fijiroads/
Greater Suva Transportation Strategy	http://issuu.com/fijiroadsauthority/docs/gsts_report_v1_0_compressed/0