



Fiji Ports Corporation Limited

5 Year Strategic Plan

2019 - 2023

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5 Year Strategic Plan for Fiji Ports Corporation Limited and Fiji Ships and Heavy Industries Limited



SECTION 1

Overview

Provides an overview of the proposed strategy.



SECTION 2

Background

Details the background to the plans and activities / actions.



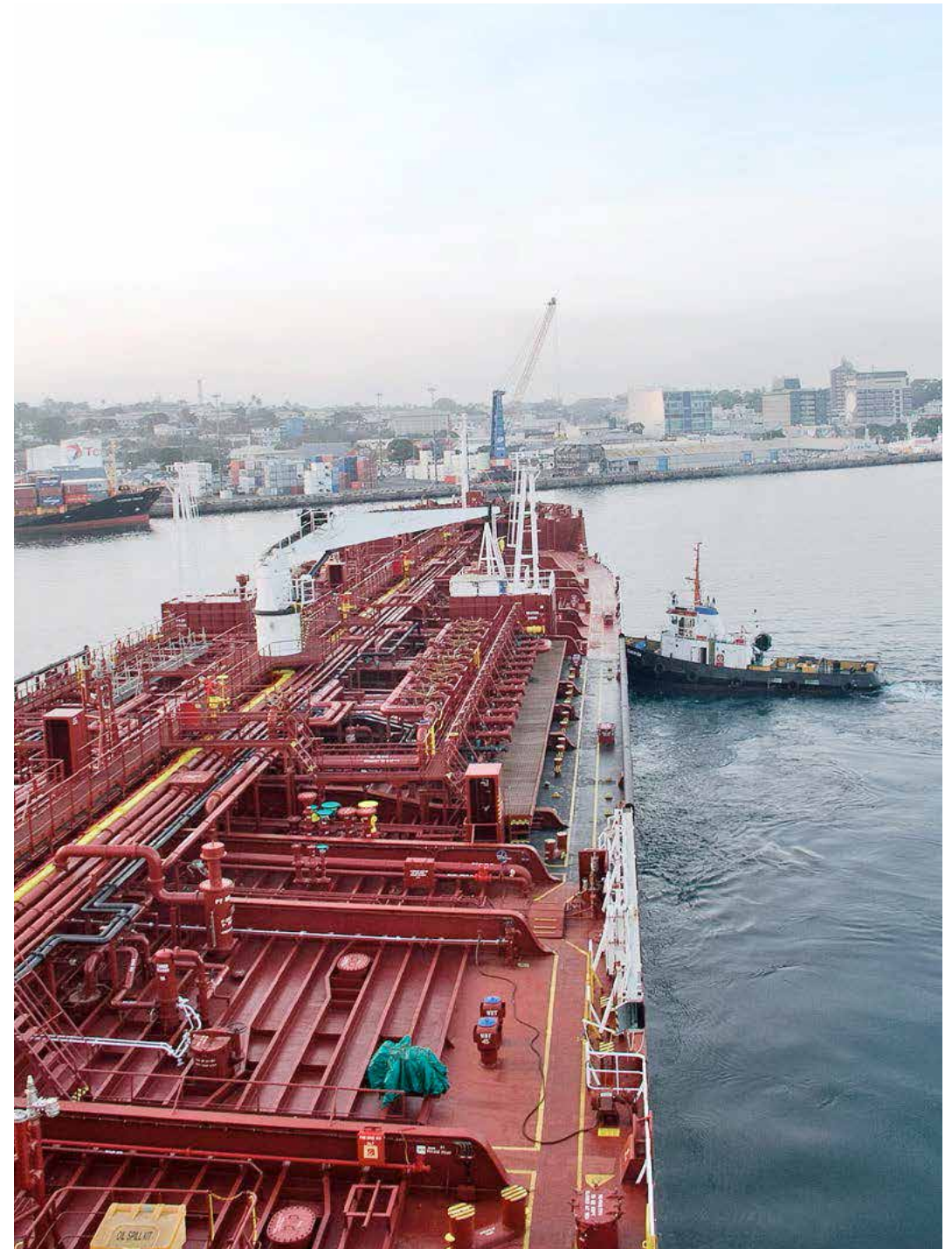
SECTION 3

Strategy

Sets out the vision, mission, values and summarized strategies.

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OVERVIEW





Fiji Ports

As detailed further, FPCL provides primary regulatory oversight for Ports of Suva, Lautoka, Levuka, Vuda, Malau, Rotuma and Wairiki. In most of these ports, it provides, through sub-contractors, operational and / or service provision.

Ensuring safety, adequate capacity, skills and reconciling various stakeholder interests are important for all ports.

FPCL is in an enviable position regionally with respect to available expertise, to enable it to provide leadership or support to its Pacific neighbours, subject to capacity constraints.

The ownership structure of Fiji Ports Corporation is effectively a Public Private Partnership (PPP). FPCL's subsidiary (i.e. FSHIL) and associate (i.e. FPTL) also have varying shareholdings as follows:



FIJI PORTS CORPORATION LTD (FPCL)

	GOVT	41%
	FNPF	39%
	ASPLC	20%



FIJI PORTS TERMINAL LIMITED (FPTL)

An associate company of FPCL that manages the Cargo Terminals in Suva and Lautoka ports.

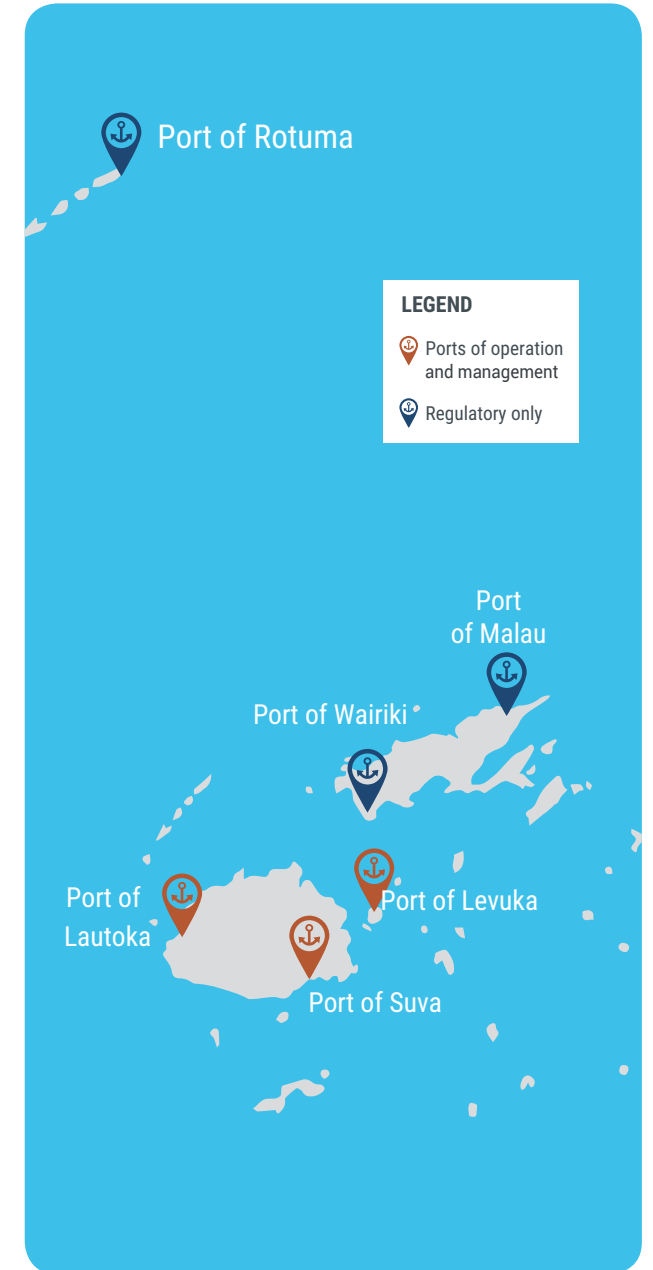
	ASPLC	51%
	FPCL	49%



FIJI SHIPS & HEAVY INDUSTRIES LTD (FSHIL)

A subsidiary of FPCL providing slipway and ship repair services and Heavy Industry work.

	FPCL	100%
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5 Year Strategic Plan

This strategic plan follows significant progress from the 2016-18 plan and particularly with the associated settling in of the PPP between Government of Fiji, Fiji National Provident Fund and Aitken Spence PLC.

Whilst there has been considerable progress, there is always more that can be done to move the organization to another level and requires appropriate prioritization in respect to everything from a National Approach to collaboration between Government and Industry. As with any planning, this document rationalizes significant investment and returns, and associated impacts on resourcing and legislative support and / or reform, and as such uses a 5-year planning horizon given the ongoing nature of substantial development and rehabilitation.

As is the case internationally, our ports and logistic chains face major challenges from growth in trade as well as other influences such as increased urbanization and general traffic growth. Our regional ports face different challenges, as FPCL mostly only provides the hierarchy whereas private operators supply the local infrastructure. Ensuring adequate capacity and reconciling various parties' interests is important for all ports and is further discussed in terms of an overarching standard.

The competitiveness, and indeed survival, of many of our national businesses rely upon our ports and related logistics chains. In turn, these factors impact on the affordability of goods, and national wage expectations.

Long-term integrated plans such as this identify opportunities as well as key considerations in facilitating public and private investment in ports and logistics sectors.

FSHIL continues to provide a niche service regionally by utilizing specialist skills available in the ship repair industry. In order to continue to meet demand and / or to grow into other service areas there need to be substantial development and investment required.

The previous Strategic Plan involved 9 Strategic Goals whereas for this plan 6 have been adopted. These are targeted to the challenges that lie ahead as well as reflecting the nature of the ownership model of FPCL.

The goals for this Strategic Plan are:

- (i) Governance
- (ii) Infrastructure
- (iii) Financial Performance
- (iv) Organisation / Capacity
- (v) Environment
- (vi) Safety, Security and Technology

(Note that during drafting, the areas of Community and Tourism were separately considered however these have been incorporated into the above elements and respective requirements aligned accordingly).

As with previous strategic planning, this exercise has included consultation with internal and external stakeholders, many of whom will be integral to various activities or tasks as outlined later in the document.

Purpose of the FPCL 5 Year Strategic Plan

Fiji Ports Corporation Limited (FPCL) aims to be the Smart Green Gateway for Trade in the Pacific region. FPCL operates the major port and facilities in Suva and Lautoka and the secondary port of Levuka and oversees the operations and International Ship and Port Facility Security (ISPS) requirements of Vuda, Malau, Rotuma and Wairiki.

In Suva and Lautoka, as Fiji's primary containerised cargo import and export terminals, FPCL works closely with the terminal operator Fiji Ports Terminal Limited (FPTL), which is a partially owned entity, to ensure alignment of infrastructure requirements and future growth plans. The core functions of its subsidiary company of Fiji Ships & Heavy Industries Limited (FSHIL) includes slipping of marine vessels, ship repairs and maintenance and heavy industrial and engineering works.

The 5 Year Strategic Plan (2019-2023) is a cornerstone of the overall alignment of the Port to an increasingly dynamic and competitive business environment. Through the Strategic Plan, the Port will meet key challenges and leverage opportunities to achieve its goals. The Plan addresses the physical, operational, economic, environmental, and recreational requirements of the company. It forms the basis for strategic policy for effective resource utilization and efficient service delivery.

Numerous challenges were identified as well as significant opportunities for FPCL and its affiliates for the short and medium term, and that these required consideration of inputs which will provide guidance for the development of strategic initiatives and goals, as well as linked action plans and KPIs.

The Ports are very constrained (land and wharves) and considerable linkages to city traffic and city / port interactions that whilst useful for Cruise creates issues for day to day port operations. The primary facility (Suva) being a multi-commodity port on a single footprint provides challenges for allocations of yard and storage / handling space, and impacts of variability in trades is exacerbated due to the delineation of trades.

We have used a prior Master plan but corrected many aspects including forecasts, linkages and shipping arrangements, equipment and yard requirements and infrastructure considerations in developing an overarching strategic plan which considers the future requirements as well as the staffing and investments required to achieve the results. Challenges were related to obtaining realistic forecasts and therefore developing robust lower and upper bounds that could be linked to macro as well as regional demand issues. The unique ownership structure of Fiji Ports also means that some stakeholders can't always support particular growth or development requirements, so finding balance and agreement is critical. Whilst not part of the scope specifically, the city / port interaction is problematic therefore was considered in terms of growth, ability to manage local supply chains, options and operational issues.

To enable a sensible plan to be developed the following initial tasks/reviews were undertaken:

- > Existing status / new issues
- > Traffic forecasts
- > Port Capacity
- > Core Business
- > Environmental Stewardship
- > Financial Position
- > Workforce / Organizational Structure
- > Security and Safety
- > Customer Service
- > Cruise / Tourism

From this, we have documented a plan defining how to achieve these goals including resourcing, investment lead times and processes, action plans and individual KPIs to drive objectives.

A structured strategic plan incorporating defensible forecasts and financial analysis to underpin investment (resources as well as capital) decisions. This is rolled into Corporate and Divisional objectives and action plans, with associated deliverables or KPIs to drive these achievements.





Fiji needs a nationally coordinated approach to the future development and planning of its regional ports and associated infrastructure.

The Challenges

In conjunction with traditional capacity and infrastructure requirements, FPCL and its entities have to deal with numerous legacy legislative expectations and commitments. Many of these are no longer relevant to the ownership structure in place for FPCL.

FPCL is not responsible for infrastructure nationally however it is cognisant of substandard or inadequate infrastructure regionally for many of the operations undertaken. As the only body with requisite skills FPCL considers that it should be engaged to document minimum standards and oversee alignment with these.

Reforms proposed will certainly improve these conditions and in most instances will assist in eliminating barriers to trade, reduce transaction costs, and improve connectivity to domestic and global value chains.

Challenges to be Addressed in New Plan

The challenges regarding regulations and governance include:

- Ports of entry responsibilities, national standards and oversight
- Declared ports vs types of operations
- Port boundaries / Limits and Development approvals
- Removal of Derelict vessels / Wrecks
- Insurances coverage and Affordability
- Environment beyond the port gate impacting Port operations
- Regulated Tariff Structure and lack of certainty
- Biosecurity Authority of Fiji (BAF) and other services integrations (i.e single window project)
- Nautical charting / Hydrographic Survey and expanded mapping
- Oil Spill Response and prosecution / recovery
- Anchorages within Port other than port - related vessels
- FPCL vs Assets Fiji roles / responsibilities / ownership, future benefits vs standard of development and divestment conditions
- Pilotage vs standards / investment / oversight
- Foreign exchange / duty and tax concessions (i.e. export service e.g. ship repair / operations offshore etc)
- Access undertaking for wharf use / mixed use
- Legacy assets vs Environmental responsibility
- Integrated planning at all levels around relevant ports, jurisdictions, regions and precincts

The challenges regarding infrastructure include:

- Asset condition – next steps / risk model
- Planning, forecasting and National Benefit
- Port Business cases (e.g Levuka)
- Cruise demand and foreseeable future vs services vs part time infrastructure vs other vessels (i.e. research, military etc)
- Ship repair vs construction (building limited to ~15m vs 'ships') vs infrastructure vs environment and known market vs location vs dry dock/ship lift
- Transshipment and capacity overall
- Design vessels / Hubbing in South Pacific context etc
- Asset condition vs ownership and investment
- Future port development
- Flat growth vs future opportunities / service expansion (i.e. pilotage, port services incl. local wharves, management / operational capacity and skills, weighbridge, passenger services, incineration of medical etc, Dedicated barge facility, deepening local wharf, parking, shore power etc
- Other infrastructure vs standards & requirements (e.g. Pilot Boat, Sea Container Hygiene System (SCHS))

The challenges regarding financial performance include:

- Introduction of strategic key performance indicators
- Profitability vs Corporate Social Responsibility (CSR) and / Interests / subsidies
- Financial performance vs reinvestment (depreciation in particular) vs dividends
- Financial model and recovery / user pays / benchmarking

The challenges regarding Organisation / Capacity include:

- Growth and development requirements
- Broader / historical Organisational / Capacity constraints / performance / future requirements / retention of key skills
- Employee Assistance Programs & other services
- Business Development focus and funding

The challenges regarding Environment / include:

- Implementation of Port Sustainability Guidelines
- Green Port / Smart Port Initiatives
- Waste and Pollution Management



BACKGROUND

The current strategic goals evolved from the objectives of the previous Strategic Plan for the period of 2016 -2018. The goals of the Strategic Plan (2016 -2018) were:

Regional leadership in maritime transport facilities

Objective: To become a modern seaport operator and transform the Port of Suva into a “HUB PORT” in the South Pacific by 2020.

Maximize shareholder value

Objective: To enhance Fiji Ports financial performance and position by improving return on invested capital, income optimisation and prudent cost management.

Environmental stewardship

Objective: To achieve environment friendly Port status with all Fiji Ports facilities.

Port facilities that operate safely and securely

Objective: Achieve zero incident status in Occupational Health & Safety and full compliance in Security in all Port facilities.

A port that public understands, trusts and values

Objective: To build public and stakeholder confidence through enhancing overall value proposition through transparency and accountability.

A port with an innovative and motivated workforce

Objective: To ensure that Fiji Ports is an employer of choice with human assets effectively managed to optimise human capital value addition.

A customer focused port that continually improves operational performance

Objective: To enhance the operational performance of all business units within Fiji Ports by optimising the value chain and effective use of technology.

Regional leadership in ship repairs

Objective: Improve FSHIL’s efficiency and operational outcome through enhanced capacity and productivity.

Infrastructure modernization and capacity building

Objective: Improve FSHIL’s infrastructure and competitiveness through improvement and expansion projects.

Excellent progress was made with respect to these objectives over the past 3 years. This results in a refocusing now on growth and infrastructure as a result, as well as now progressing various regulatory deficiencies that have increasingly become known since the divestment as a state-owned enterprise.



Traffic Forecasts and Port Capacity

The current and future (25 year) forecast throughputs were taken from the draft Masterplan prepared by Asian Development Bank (ADB).

Suva

Currently, the capacity of the yard is at 98.6% which aligns with the Master Plan study suggesting that the “yard will be at capacity by 2018 or by 2020 based on pessimistic forecasts. Even with capacity improvements to the yard, it will reach capacity by 2025”. Because of the average dwell time for all domestic loads and empties is only 4 days, this allows the terminal to operate at such a high level of capacity.

To increase capacity from the 2017 throughput of 107,000 TEU, the various sheds that are located on the terminal could be removed and the entire 3.5 ha. of the storage yard could be used for Container Storage. This would increase the capacity of the yard 16.15% to an annual throughput potential of 126,000 TEUs.

Modelling shows that the berths themselves (2 berths with 1MHC and 2 ships gear) have a maximum capacity of 165,000 TEU which is sufficient up to 2025 based on the Masterplan analysis. As such, this confirms that it is the container yard expansion constraint is a major issue.

Based on the identified capacity constraints it is forecasted that a new Port will be required after 2025 to cater for growth. With existing wharf condition there will be additional constraints on operations in some areas and capacity restrictions will need to be further factored into future development scenarios.

Lautoka

Berth capacity is not expected to be an issue up to 2040, however, the quay is not long enough to accommodate two large vessels at one time. It is recommended that the wharf at Lautoka be extended 100m to be able to adequately handle 2 vessels in the 150-175m LOA class.

The total berth capacity is up to 80,000 TEU per year. The current container yard capacity is only 24,000 TEU per year. The size of the existing container yard has shown to be barely adequate for present container throughput. The Masterplan recommends an increase of 1.1 ha in yard space to accommodate the spatial needs based on current operating parameters such as four-high stacking and an average dwell time of seven days. Recent modelling indicates this will still be inadequate. As in Suva's case, existing Lautoka wharf condition is expected to provide further constraints on operations and these capacity restrictions will need to be factored into operations and development and repair scenarios.

In addition to the core ports, FPCL provides regulatory oversight at other Ports of Entry, and increasingly other Port operations (regional) are of some concern regarding nature of operations versus capacity of infrastructure and safety. In all cases, with the change in ownership structure, assets are in fact owned by others (i.e either Assets Fiji Limited or private sector).



Core Business

Many Pacific Island Countries aspire to provide Hub Port services and indeed the terminology is referred to by FPCL, as well as in the National Development Plan.

The term Hub Port varies significantly from nation to nation and must be defined in the case of FPCL's aspirations. More particularly, the effectiveness of any "Hubbing" model is dictated by size and frequency of import arrivals and transshipment services to other destinations.

Fiji is strategically positioned to provide transshipment to numerous smaller Pacific Island countries, but could itself be considered to be serviced largely on the same basis by larger Hub ports.

While Fiji would aspire to or attract large international carriers whereby they would hub through Fiji to other larger countries in the region, the reality is that significant infrastructure advancements are required to enable attraction and marketing of such service.

In this regard it is worth tempering the desire to provide hub port services to those related to regional (South and Central Pacific) countries unlikely to be serviced directly from other international clearance ports, whilst considering more detailed capacity requirements in the future development planning of new and upgraded ports aligned to longer term forecasts.

As such, core business remains around servicing National and regional business and public needs. In addition, the ongoing service of regional vessel maintenance and / or newbuilds is considered important, with some scope for providing additional construction services for other industries.

Environmental Stewardship

Fiji Ports is committed to developing and operating a sustainable port, the intention is to operate its facilities with minimal impact on the environment. Environmental considerations are being included in the decision making process at the port in areas such as business, operational, planning and design. There is currently an emphasis on healthy communities through good environmental stewardship and programs.

Reduction and efficiency in energy consumption is a key priority where business and environmental goals are covered. Evaluation of energy use along with power saving measures can reduce overhead and operational costs as well as FPCL's carbon footprint. Several savings opportunities have already been outlined, in particular the reefer tower energy supply where the benefit and payback period shows an obvious advantage.

Wrecks and derelict vessels are an issue in Fiji and may be resolved in various ways. Principally the issue is delegation.

Whilst MSAF collects the environmental levy, the responsibility to respond to oil spills or other casualties must be in accordance with laws of Fiji. The legislation will need to consider suitable clarity and responsibilities accordingly.

Financial Position

We have developed an 'allocation model'. This would be integral in an open tariff negotiation such as under competitive pricing regime, however irrespective it is useful in identifying financial performance of particular sectors.

Analysis has clearly shown that whilst profitability and dividends have been positive for shareholders, inadequate reinvestment (i.e. of depreciation) has been the primary driver of these funds and as such there appears to be a significant deficit or repositioning now required to redress this situation and improve the condition and the longevity of primary operating assets.

Workforce / Organizational Structure

FPCL employee satisfaction and engagement was found to be largely positive with an overall improvement in the way the company was viewed between 2014 and 2016. There are difficulties however with hiring, retention, and capabilities of the staff. It is felt that investment should be made in these areas and it is foreseeable that more positions will be needed as the development of the port occurs.

There is a drive towards a more diverse workforce with more females in traditionally male roles with females now accounting for roughly 22% of staff. Profitability per employee and labour costs are better when compared to the UN mean and comparable ports. FPCL has been undergoing an evolution of staff recently and profitability has increased, there is a drive to create an efficient and profitable workforce and make FPCL an employer of choice.

Assessment of the workforce and inter-organisational groups may show possibilities for providing shared services where further staff efficiency gains can be made.

With significant infrastructure development and business development requirements anticipated as a result of the analyses undertaken, some re-assignment of the structure is likely warranted, as well as recruitment of senior staff to lead particular initiatives as well as develop internal and junior capacity.

Security and Safety

FPCL has adopted and implemented ISPS and is committed to adapting to future requirements. Areas where security improvements can be made have been outlined and measures are being put in place to fulfill them. Safety initiatives have been taken with respect to better traffic management at local wharves, and future infrastructure development will be cognizant of these requirements and increasing traffic also.

Customer Service

Previously customer service surveys have shown largely positive feedback however areas where improvements can be made have been indicated. The website and safety hotline received more negative feedback than positive, and satisfaction ratings for departments being weighted more towards low than high.

Infrastructure is high on the agenda and with planned future developments FPCL will work towards improving the services provided and ultimately should increase customer satisfaction. There is a strong desire to provide world-class customer services and products.

Cruise / Tourism

There is volatility (weather/uncontrollable issues) in the Cruise performance however clearly it is a significant market that Fiji needs to continue to foster, with support from FPCL. This must also be considered in the context of asset utilisation and development options.



STRATEGY



FPCL & FSHIL Vision, Mission, Values and Strategies

OUR VISION

To be the Smart, Green Gateway for trade in the Pacific region.



OUR MISSION

To invest significantly in new and upgraded seaport and ship repair facilities to support and enhance the economic growth and prosperity of Fiji, as well as providing key economic and lifestyle linkages throughout Fiji and our Pacific region. We will provide expertise to drive regional safety and capacity in respect of maritime infrastructure.



VALUES

Professionalism

Progressive Leadership

Commercial Stewardship

Corporate Citizenship

Strategic Innovation

Employee Wellbeing / Diversity



STRATEGIES (Innovation is a key element in all strategies)

Governance

Infrastructure

Financial Performance

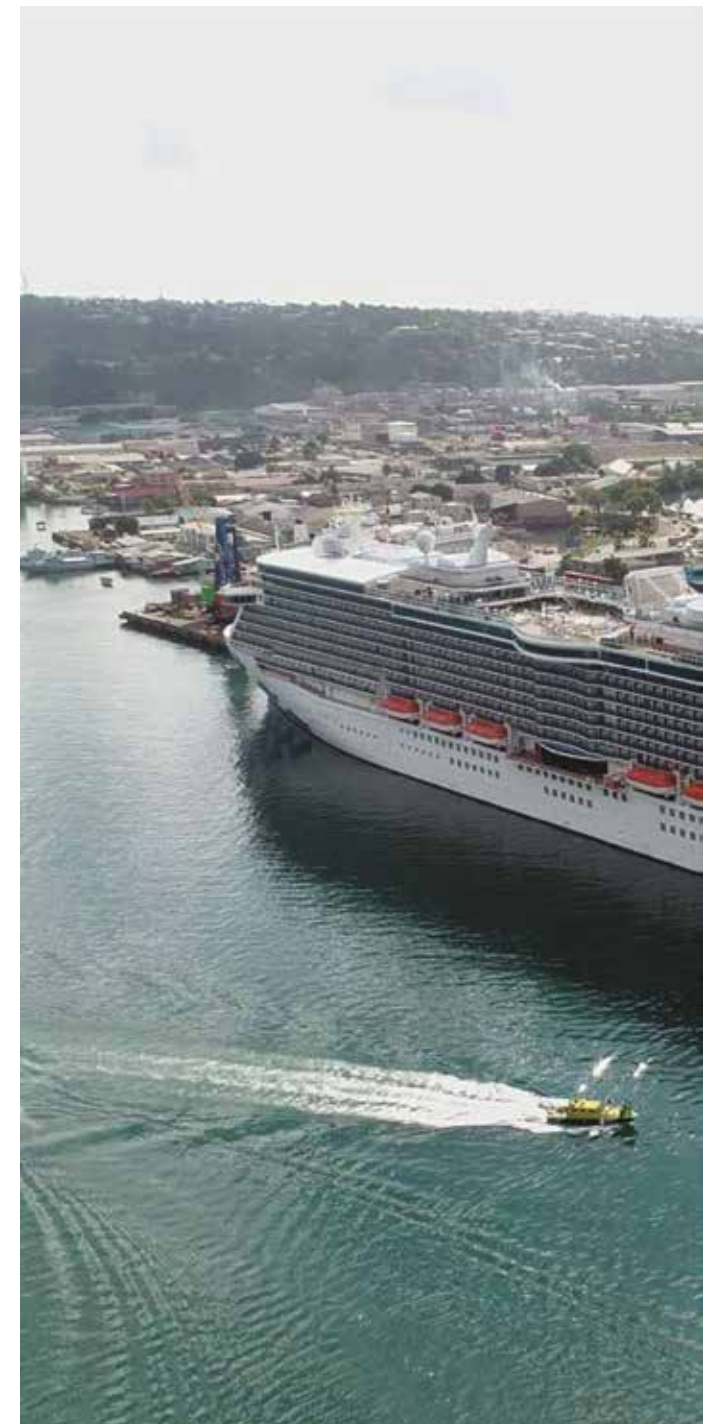
Organisation / Capacity

Environment

Safety, Security & Technology



DEPARTMENTAL ACTION PLANS



FPCL 5 Year Strategic Plan (2019 -2023) Strategic Goals Summary

Strategic Plan (2019 - 2023) includes six Strategic Goals.



Strategic Goal 1 – Governance

“Protect shareholder integrity and transparency while achieving a balance between commercial and social deliverables”



Strategic Goal 2 – Infrastructure

“Invest strategically to ensure necessary availability of fit for purpose facilities while investigating future asset options for long term efficiency and productivity”



Strategic Goal 3 – Financial Performance

“To spearhead the Commercial and Financial stewardship of FPCL and to ensure that shareholder value is enhanced, In the midst of implementing capital intensive projects”



Strategic Goal 4 – Organization / Capacity

“Align organizational structure to objectives and capacity requirements, while promoting gender equality and retention”



Strategic Goal 5 – Environment

“Implement Port Sustainability Guidelines and Energy Management Initiatives to become a Green Port in the Pacific”



Strategic Goal 6 – Safety, Security and Technology

“Adopt Smart Port initiatives to achieve best practice in international Port Security and safe working environment”



FPCL Six Strategic Goals Explained

Strategic Goal 1 – Governance

To enhance its governance process through best practices by aligning external/regulatory functions to effectively facilitate governance framework ensuring the organization achieves a balance between commercial and social deliverables required by Shareholders. The framework covers improvements in enforcement standards, safety & security and sustainability applied across all maritime entry point and registered Ports.

Strategic Goal 2 – Infrastructure

This is focused on monitoring the status of its critical infrastructure by implementing rehabilitation measures to maintain an optimum condition level of FPCL assets. FPCL will ensure that the new port development project is implemented to improve efficiency by benchmarking against world-class international operational standards. FPCL will collaborate with key stakeholders/agencies in all port development aspects in the relocation plan for Suva Port.

Strategic Goal 3 – Financial Performance

To spearhead the Commercial and Financial stewardship of FPCL to ensure that shareholder value is retained, in the midst of implementing strategic development initiatives, such as the Suva Cargo Port relocation. Facilitate long term funding options and provide financial insights to ensure that annual agreed financial outcomes are achieved while evaluating and supporting options to finance all the projects outlined in the 5 Year Strategic Plan. Develop and introduce customer-centric systems and processes to optimize customer experience and be a catalyst to progress towards earning recognition as the Smart and Green Port of the Pacific.

Strategic Goal 4 – Organization / Capacity

This involves optimizing the new organizational structure in alignment with the strategic objectives through rigorous requirements processes. It is committed to providing capacity building and development, supporting staff retention strategies, promoting gender equality and maintaining integrity through a professional workforce.

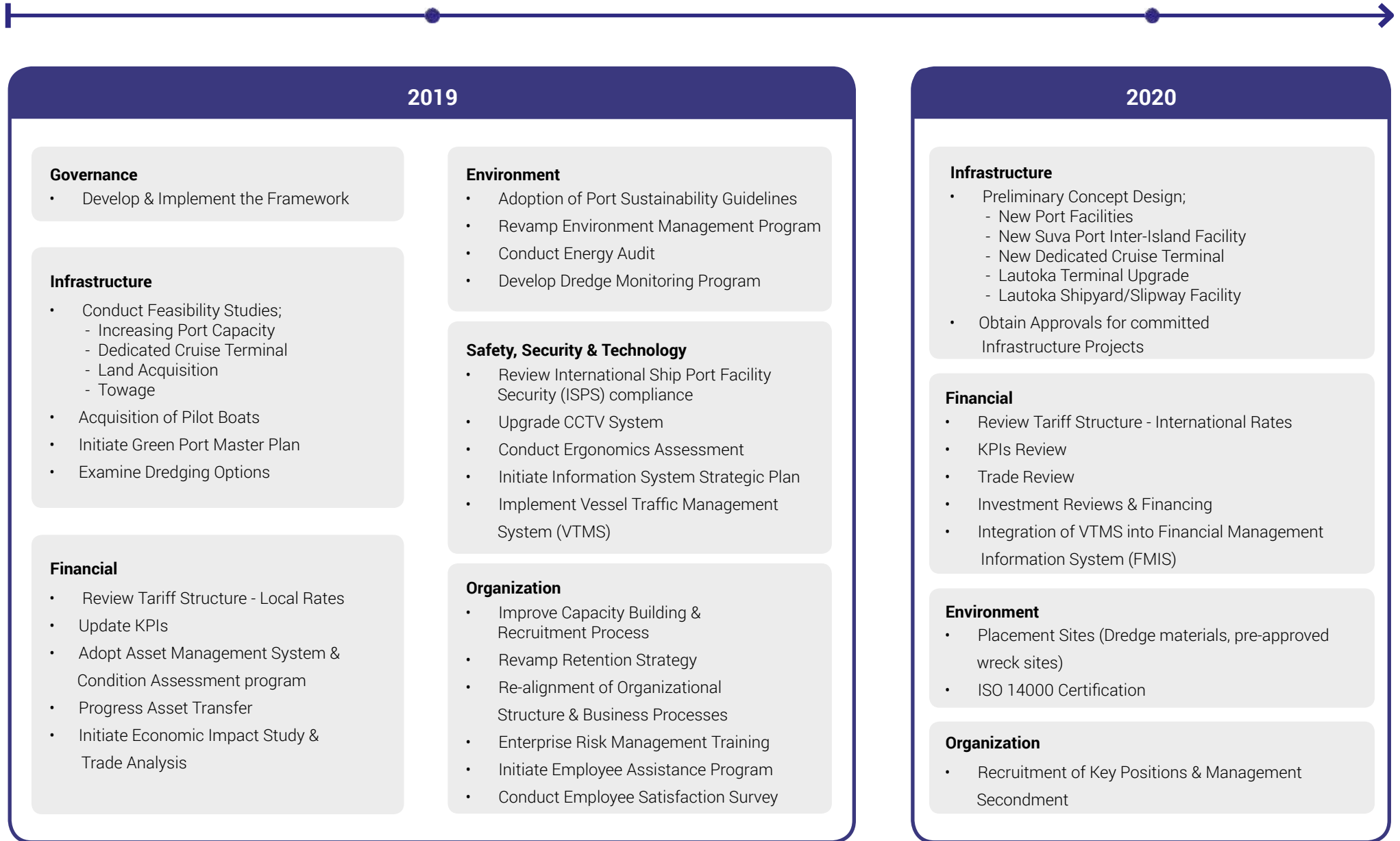
Strategic Goal 5 – Environment

Committed to assessing and implementing Port Sustainability Guidelines and Green Port initiatives.

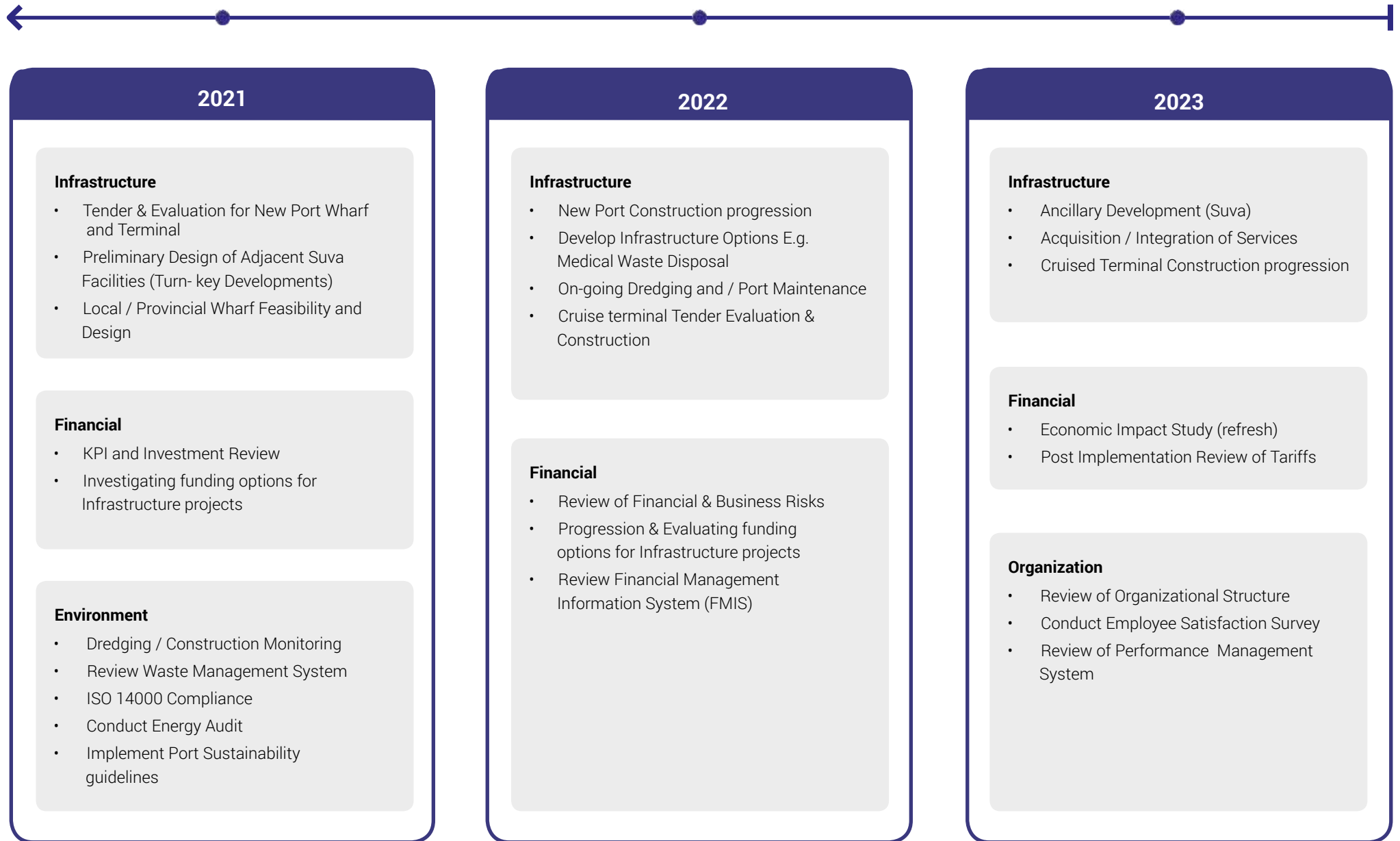
Strategic Goal 6 – Safety, Security and Technology

Continue to enhance the review of safety and security procedures to meet and exceed the required International Ship and Port Facility Security (ISPS) and adopt a safe workplace culture. FPCL is focused to implement advanced technology / systems to enhance its operational capabilities to be a leading “Smart Port” in the region.

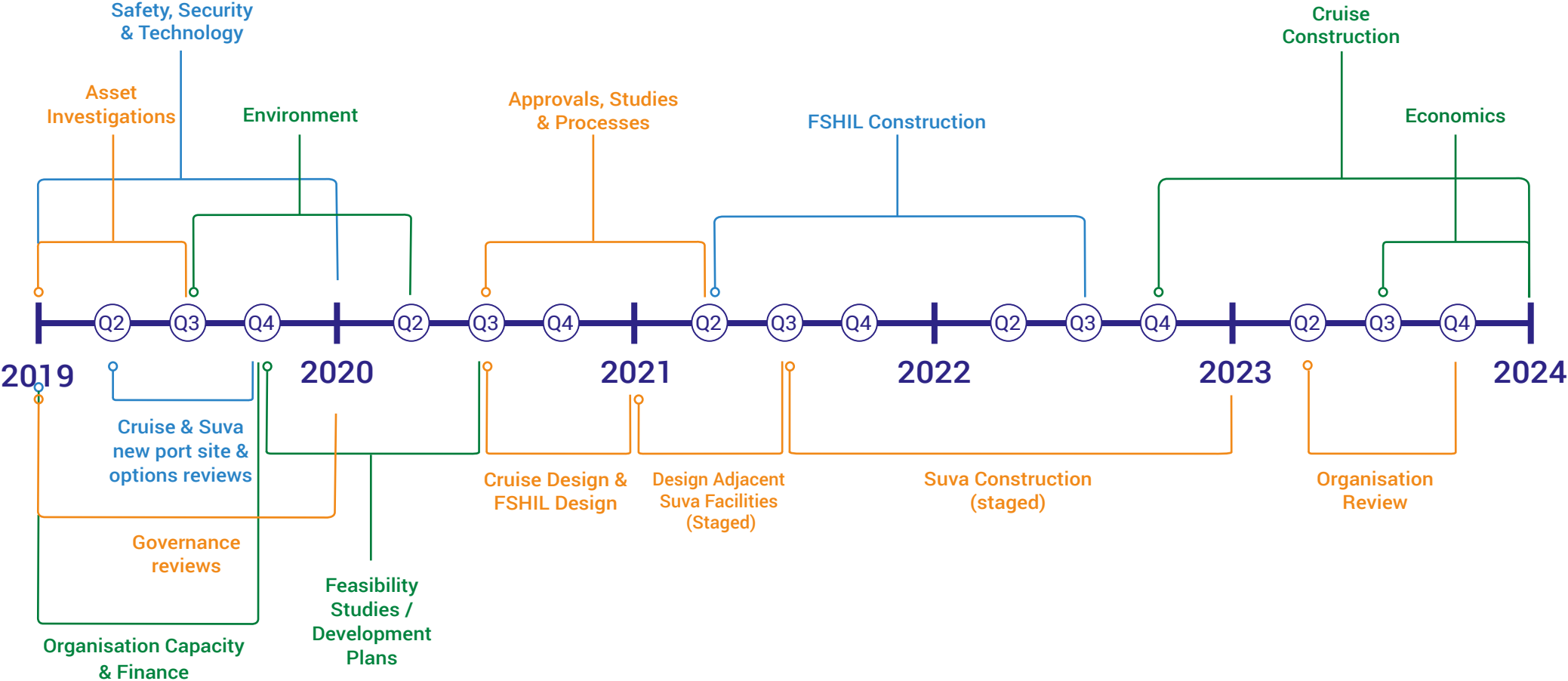
Yearly Summation



Yearly Summation continued...



Program Summary



NOTE: Governance & finance reviews are critical upfront, particularly with significant investment development anticipated, similarly organisational structure & capacity will be critical. Whilst these elements are shown as completed early, realistically many of these must continue to be reviewed throughout the strategic plan period.



The Union Steamship Company's island vessel MATUA was given the honor of being the first ship alongside the new Suva wharf, the MATUA performed sterling services for Fiji during the war years and had been running regularly to the islands for a quarter of a century.



Aerial view of the Fiji Ports wharf in Lautoka with the Lautoka Sugar Mill in the background in the 1930s.

BRIEF HISTORY

Ports in Fiji – Growing the Nation through Ports

From the early 1800's the ports in Fiji began to evolve, with goods and services arriving from overseas and products like bech-de-mer, sandalwood and copra being exported.

In 1816, the wooden Queens Wharf was built at the Port of Levuka and in 1849, the Port of Suva was established, with the completion of the Kings Wharf taking place in 1912. In 1900, the Colonial Sugar Refining Company wharf was built at Lautoka, which was then declared a Port of Entry.

With the opening of these gateways into Fiji, and as the nation became more and more sophisticated, the demand for products grew and diversified. The correlation between the development of the Ports of Entry and Fiji's economic growth was established.

The crucial role played by our ports was recognised by Government and in 1976 the first Ports Authority of Fiji was formed. This has since evolved into today's modern company, Fiji Ports Corporation Limited (FPCL), still known colloquially as Fiji Ports.

On Ovalau Island, Levuka developed as the first Port of Entry in Fiji, offering safe anchorage inside the reef for bech de mer, sandalwood and copra trading vessels.

The township itself had a well-earned reputation as wild and unruly in those early days until a consistent rule of law was introduced with the signing of the Deed of Cession that formally transferred Fiji as a Crown Colony to Great Britain on the 10th October 1874.

In 1875, the 6th Company of the British Royal Engineers arrived in the new capital to upgrade the town's infrastructure, including the completion of the Levuka Queens Wharf in 1880.

Levuka and its Port flourished and was the site of many firsts. The site of Fiji's first capital following annexation, it also held Fiji's first local Government, from 1887; Levuka Public School, the first public school, was built in 1879; the first bank, the Bank of New Zealand, was established in 1876, and the nation's first newspaper began in 1869.

The physical limitations to Levuka's urban development saw the nation's Capital move from Levuka to Suva in 1882, with the Port of Suva becoming Fiji's main port of entry. In 1881, the land reclamation work opposite Pier Street saw the first major harbour work in Suva, with the building of the then Queens Wharf.

In 1928, with budget surpluses recorded, investment in infrastructure development accelerated, making future economic development possible. But all this was dependent upon the existence of Fiji's ports.

The supply chain was also expanding. Two Government-subsidised steamers transported people and goods between Suva and Lautoka, Savusavu, Taveuni, Nabouwalu and Labasa, while a daily motor launch plied the Rewa River from Nausori to Vunidawa.

By 1936, sugar remained the high earner with an export value of 1,331,701 for 140,864tons, followed by 34,582tons of bananas earning 406,393 and the now well-established mining industry produced 17,107ounces of gold bullion, with an export value of 131,884. This growth of imports and exports though the Ports of Suva, Levuka and Lautoka was instrumental in the continuing development of Fiji as the thriving economy we see today.

The New Zealand Union Steamship Company also provided regular voyages to Fiji. From 1908 till 1932, the S.S. Tofua, carrying 39 passengers and a GRT of 4,349.99 after the second of her later two refits, was primarily engaged in collecting bananas from Fiji and other Pacific Island countries.

In 1961 the new Fiji Ports wharf opened at Lautoka, next to the CSR wharf that had served the town for many years, the rebuilding of the Suva Wharf was completed in 1963 and in 1965, Levuka Wharf became a base for Japanese fishing operations.

The 1970's were of great significance for Fiji Ports as 1976 saw the inception of the Ports Authority of Fiji and the taking over stevedoring operations in Suva and Lautoka to consolidate the overseas cargo handling operations.

The following year Fiji Ports purchased cargo handling equipment, which included forklifts, tractor, trailers and a crane, constructed a single-span bonded warehouse in Suva, purchased office accommodation in Honson Street, Flagstaff, to be used as a headquarters, and in 1978, reconstruction began on the Port of Levuka.

The construction of a modern office block on the Flagstaff site was completed in 1980 and contracts were signed for the rehabilitation and upgrade of the Port of Suva, with construction beginning in 1982 and completed in 1984. The contract for the construction of buildings and other facilities at Suva Port was signed in 1985, with the project reaching completion in 1987 and in 1988 the Port Security Unit was established.

In 1989, Fiji Ports signed a contract for the upgrading of the Lautoka Wharf, a new 30tonne forklift was purchased for Suva. New regulations for the maintenance, control and management of Ports were approved by Government and property was purchased for a container development, which opened in February 1990 as the Rokobili container terminal.

Phase 1 of the Lautoka redevelopment began in January 1990, and in September, property in Walu Bay was purchased and consultants were engaged for the second phase of the Lautoka redevelopment. There were also plans to develop the Lami jetty at the Bay of Islands as a designated fishing jetty. In June 1990 it was announced that Savusavu would be declared a Port of Entry.

The Government Shipyard, the precursor of Fiji Ships & Heavy Industries Limited, began work on the first of its shipbuilding contracts; to supply three vessels, worth \$10million, for the Australian company Sea Management Corporation Ltd.

The development of the Fiji Ports and its facilities went hand-in-hand with the growth of the economy in the 1980's. In 1989, it was reported that the Fiji economy for that year had risen by 12.6 per cent with a real GDP of \$814million, tourism had earned an estimated \$280million and more than 87,000 people were in paid employment, with the manufacturing sector showing the greatest increase.

The formation of Fiji's tax-free zone in 1987 had seen a corresponding expansion of the garment industry and 7,000 people were employed by 82 companies by 1989. Between inception and June 1990, exports totaling \$75million had been produced, reaching a record \$150million in 2002. Machinery for this growth was all imported through Fiji Ports.

Notable for Fiji Ports in 1991 was the establishment of the Tropik Wood Wairiki Port for exporting wood chips and the visit to Suva of the then second largest cruise liner in the world, the Queen Elizabeth II. This was commemorated on the front cover of Fiji Ports' first ever, in-house publication, a 22-page magazine dated March/April 1991, and called, appropriately enough, FIJI PORTS, Gateway to the World.

The 20th century ended with Fiji importing goods in 1999 at a value of \$1,838,250,672. As Fiji Ports moved into the 21st century, recognition of the need for further reform saw Fiji Ports Corporation Limited registered as a company in 2004, to operate under the Seaport Management Act of 2005. In 2005, upgrades of \$31million at the Port of Suva and \$21million at the Port of Lautoka were completed,

In August 2013, FPCL entered a Public Private Partnership with Aitken Spence PLC, in Associate Company, Fiji Ports Terminal Limited., followed in 2015 by the FPCL Divestment of Shares Agreement, with 41 per cent of FPCL shares Fijian Government-owned, 39 per cent owned by the Fiji National Provident Fund and 20 percent held by Aitken Spence PLC.

FPCL continues to serve the people of Fiji. With Fiji's population now at 884, 887*, and with the total value of imports for the year 2017 in the vicinity of FJ\$49, 77532million**, Fiji Ports continues to import goods that help to improve the lives of all Fijians.

**2017 Census*

*** Fiji Bureau of Statistics*



Fiji Ports Corporation Limited

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