



UN HABITAT



# FIJI NATIONAL URBAN PROFILE



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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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## FOREWORD



According to research published in UN-Habitat's flagship report, *The State of the World's Cities 2010-2011*, developing regions including Africa, the Caribbean and the Pacific, will have more people living in urban than rural areas by the year 2030. With half the world's population already living in

urban areas, the challenges we face in the battle against urban poverty, our quest for cities without slums, for cities where women feel safer, for inclusive cities with power, water and sanitation, and affordable transport, for better planned cities, and for cleaner, greener cities is daunting.

But as this series shows, there are many interesting solutions and best practices to which we can turn. After all, the figures tell us that during the decade 2000-2010, a total of 227 million people in developing countries moved out of slum conditions. In other words, governments, cities and partner institutions have collectively exceeded the slum target of the Millennium Development Goals twice over, and ten years ahead of the agreed 2020 deadline.

Asia and the Pacific stood at the forefront of successful efforts to reach the slum target, with all governments in the region improving the lives of an estimated 172 million slum dwellers between 2000-2010.

In sub-Saharan Africa though, the total proportion of the urban population living in slums has decreased by only 5 per cent (or 17 million people). Ghana, Senegal, Uganda, and Rwanda were the most successful countries in the sub-region, reducing the proportions of slum dwellers by over one-fifth in the last decade.

Some 13 per cent of the progress made towards the global slum target occurred in Latin America and the Caribbean, where an estimated 30 million people have moved out of slum conditions since the year 2000.

Yet, UN-Habitat estimates confirm that the progress made on the slum target has not been sufficient to counter the demographic expansion in informal settlements in the developing world. In this sense, efforts to reduce the numbers of slum dwellers are neither satisfactory nor adequate.

As part of our drive to address this crisis, UN-Habitat is working with the European Commission and the Brussels-based Secretariat of the African, Caribbean

and Pacific Group to support sustainable urban development. Given the urgent and diverse needs, we found it necessary to develop a tool for rapid assessment and strategic planning to guide immediate, mid- and long-term interventions. And here we have it in the form of this series of publications.

The Participatory Slum Upgrading Programme is based on the policy dialogue between UN-Habitat, the African, Caribbean and Pacific Secretariat and the European Commission which dates back to the year 2002. When the three parties met at UN-Habitat headquarters in June 2009, more than 200 delegates from over 50 countries approved a resounding call on the international community to pay greater attention to these urbanization matters, and to extend the slum upgrading programme to all countries in the African, Caribbean and Pacific Group.

It is worth recalling here how grateful we are that the European Commission's 9th European Development Fund for African, Caribbean and Pacific countries provided EUR 4 million (USD 5.7 million at June 2011 rates) to enable UN-Habitat to conduct the programme which now serves 59 cities in 23 African countries, and more than 20 cities in six Pacific, and four Caribbean countries.

Indeed, since its inception in 2008, the slum upgrading programme has achieved the confidence of partners at city and country level in Africa, the Caribbean and in the Pacific. It is making a major contribution aimed at helping in urban poverty reduction efforts, as each report in this series shows."

I wish to express my gratitude to the European Commission and the African, Caribbean and Pacific Secretariat for their commitment to this slum upgrading programme. I have every confidence that the results outlined in this profile, and others, will serve to guide the development of responses for capacity building and investments in the urban sector.

Further, I would like to thank each Country Team for their continued support to this process which is essential for the successful implementation of the Participatory Slum Upgrading Programme.

A handwritten signature in black ink, appearing to read 'Joan Clos'. The signature is fluid and cursive, with a long horizontal stroke at the end.

**Dr. Joan Clos**

Executive Director, UN-Habitat

# EXECUTIVE SUMMARY

## INTRODUCTION

In 2007, for the first time, over half of Fiji's population resided in urban areas. All of its ten towns and two cities were experiencing growth, and with growth comes challenges. Today, Fiji's urban population is growing faster than its rural counterpart. This is due to both natural population growth in urban areas, and migration from rural zones as more and more people come in search of work and education.

Some municipalities are urbanizing more quickly than others, but all are confronting challenges related to growth. These include urban poverty and employment, environmental risk, land administration and infrastructure provision and maintenance. In order to effectively engage these challenges, and seek solutions to them, this national urban profile documents and analyzes six key components of Fiji's urban context. These key themes include urban governance and finance, urban planning and management, land development and administration, urban infrastructure and services, urban housing and shelter, and climate change and disaster risk reduction. This is followed by an analysis of the strengths, weaknesses, threats and opportunities (SWOT) presented by these components of the urban system.

Together these different analyses produce an urban profile for Fiji. Urban profiling consists of a set of assessments of urban needs and capacity issues at the city level. It employs a participatory approach where priorities are agreed on through consultative processes. Urban profiling is currently being implemented in over 20 countries in Africa, the Middle East, the Caribbean and the Pacific. Urban profiling in Fiji includes an overall national urban profile and urban profiles of three urban areas, namely the Greater Suva Urban Area, Lautoka City and Nadi Town. Each profile will be published separately.

## BACKGROUND

Fiji is a group of over 330 islands, of which approximately 30 per cent are inhabited. The main island is Viti Levu, which hosts the main towns and cities of Fiji. Being mountainous in its interior, these urban areas are located on the coast. As a result, Fiji's towns and cities are particularly exposed to seaborne natural hazards, such as cyclones (November – February), storm surges and projected sea level risk due to climate change.

The largest urban area in Fiji is the Greater Suva Urban Area, which actually includes four municipalities including Suva City, the national capital. In 2007, when the last census was undertaken, Fiji's total urban population was approximately 420,000 people, of which some 57 per cent, or about 240,000 people lived in the Greater Suva Urban Area.

## URBAN GOVERNANCE AND FINANCE

Fiji governs its 13 municipalities through the use of municipal councils, headed by Special Administrators appointed by the central government. In this way, the running of municipal government is closely overseen by central government. In addition to the Special Administrator, everyday council operations are undertaken by a Chief Executive Officer. Both posts answer to the Ministry of Local Government, Urban Development, Housing and Environment. The performance of the Special Administrator is evaluated often, and the position has clear objectives such as improving rates collection and shifting from cash to accrual accounting in council operations. Nevertheless, overlap between the Chief Executive Officer and the Special Administrator posts is leading to confusion requiring ministry level intervention.

Many municipal councils find themselves severely under-resourced, usually due to shortages in budget, but also due to limitations in available, qualified staff. This is particularly an issue in two core functions of the councils: urban finances and urban planning. Shortages in capacity and technical understanding in matters of financial management are becoming more obvious as municipal councils begin handing increased revenues following sustained efforts from Special Administrators to ensure high levels of rate collection.

## URBAN PLANNING AND MANAGEMENT

All municipal councils in Fiji have approved town planning schemes, as required under the Town Planning Act. Some of these schemes are now in need of revision. Town planning schemes are the principle planning document used by the councils to guide long-term growth. However, only Suva City Council has been able to secure a town planner. Other municipal councils rely on building, engineering and health staff to implement and enforce town planning schemes. However, many of these professionals are not trained in planning and lack required technical knowledge for full realization of the planning schemes.

As a result, there is an overt tendency amongst municipal councils to focus on development controls, rather than strategic, long-term physical planning for growth. While the approval of town planning schemes confers power of determination in development decisions upon municipal councils, the general limitations of council technical staff mean that councils routinely rely upon the national Department of Town and Council Planning for advice and decision-making.

## LAND DEVELOPMENT AND ADMINISTRATION

There are three categories of land ownership in Fiji: state land which is managed by the Department of Lands and Survey, iTaukei (indigenous Fijian) lands managed by the iTaukei Lands Trust Board, and individually-held private land. Administration and management is framed by relevant national acts including the Crown Lands Act and the iTaukei Land Trust Act.

Land is developed following formal channels and through informal means. Much of previous informal land development has occurred following the release of land by iTaukei landowning units to developers, or to settlers directly. However, a proactive, innovative stance from national and local bodies on the subject of land development has successfully raising the awareness and understanding of landowning units on the need for formal development. As a result, there has been a marked increase in the number of landowning units pursuing land development projects through formal mechanisms.

Nevertheless, informal settlements occupy a significant amount of land across all urban areas. Administration of these settlements by municipal councils is difficult. These settlements are often located in peri-urban areas, or just beyond the municipal boundary, placing them beyond the jurisdiction of the municipality. Similarly, iTaukei villages are exempt from municipal council regulations as per the Local Government Act. This means that such villages are not permitted to access urban services. In both cases, urban services are nonetheless tapped. In informal settlements, basic services are often essentially stolen – pirated water and electricity connections are common. And in iTaukei villages, pirated connections do occur, but so do formal arrangements with the council under which, for example, the council delivers solid waste management services to the village in return for a small fee.

## URBAN INFRASTRUCTURE AND SERVICES

The responsibility for the provision of infrastructure and basic services in urban areas in Fiji is shared between local and central governments. The latter provides water supply and sewerage services, roads and electricity, amongst others. The municipal councils are tasked with managing drainage systems, solid waste, street lighting, and sports and community facilities.

Water is supplied by the Water Authority of Fiji. According to World Bank data, 100 per cent of the urban population and 95 per cent of the rural population have access to improved drinking water. This rate, especially in rural areas, may in fact be lower, and different agencies provide conflicting data. Whatever the exact percentage, many urban areas are subject to regular water shortages and water cuts, even if they technically have access. As a result water sharing programmes are in place and there is growing interest in harvesting rainwater for household use – with the added benefit of flood management during heavy downpours.

Sanitation is also provided by the Water Authority of Fiji. The World Bank estimates that 94 per cent of the urban population and 71 per cent of the rural population is connected to improved sanitation systems in 2013. As of 2006, there were 11 public sewerage systems operating in Fiji, most servicing urban populations. There were 8 major sewerage treatment plants, including one in the cities and major towns. In 2005, approximately 40 per cent of the total population relied on septic tanks for sanitation, a further 37 per cent on direct disposal (either to land or sea) and only 23 per cent via reticulated sewerage systems. Over the intervening years, these numbers are expected to have shifted, with a far greater percentage now being connected to the sewerage network. However, septic tanks and direct disposal remain an issue.

Solid waste management is the responsibility of municipal councils who contract the provision of this service to private companies. Collection takes place through neighbourhood collection routes with dump trucks. Waste disposal involves either the two landfills or the many open dumpsites – there were 11 of these in 2007, seven of which were located in mangroves leading to pollution of water bodies.

Electricity is provided by the Fiji Electricity Authority and urban areas are well-served. The authority continues to install substations across urban areas

in order to growing demand. Many of these new substations draw from recently established small hydropower stations. In addition, the authority is pursuing rural electrification projects and alternative energy sources, such as wind farm projects.

The Fiji Roads Authority was established in 2012. It combined the functions of the previous Department of Roads, which was tasked with the management of national arterial roads, and the functions of the municipalities who were previously assigned to operate all roads within municipal boundaries (except the arterial roads). The Fiji Roads Authority thus centralizes the management of all roads in the country. Upon its formation, the state of many municipal roads was very poor and the upgrading of these roads has involved major work.

### URBAN HOUSING AND SHELTER

Housing in Fiji varies widely in terms of type, structure and standard, ranging from detached houses to multi-unit apartment buildings and lodges. Permitted typologies for a given area are usually defined by the residential zonings in place in the town planning scheme. There is a high demand for housing in most towns and cities, but housing provision is impeded by shortages of available land. This is leading to the overall densification of urban areas, especially in inner cities. For example, tall apartment buildings are increasingly common in Suva City, as are multi-unit rental flats. Similarly, many residences are undertaking extensions.

There has been a noted increase in the number and density of informal settlements in many cities. For example, the 2006 Greater Urban Management Plan records 50 informal settlements in the Greater Suva Urban Area. This number had risen to over 100 by 2011. Various schemes and initiatives are in place to attempt to deal with rising levels of urban poverty, informality and homelessness. These include resettlement and livelihoods programmes, in-situ upgrading initiatives, and greatly expanded commitment to the delivery of affordable housing. In this regard, the National Housing Policy of 2011 coupled with the Housing Authority's campaign for affordable housing for all by 2020 have had a profound impact on the provision of housing for the urban poor in Fiji.

### CLIMATE CHANGE AND DISASTER RISK REDUCTION

Towns and cities in Fiji are coastal or riverine. Natural hazards to which these urban areas are exposed include cyclones, hurricanes, coastal and riverine erosion, landslides, floods and projected mean sea level rise. Mangrove deforestation and coral reef extraction in order to accommodate urban development and for reasons of income generation are increasing the vulnerability of urban areas to coastal hazards. Both mangrove forests and coral reefs provide effective barriers against storm surges and cyclones. Of particular concern are the residents of informal settlements in towns and cities as many such settlements are located in highly vulnerable areas, such as riverbanks and pockets of coastal land. Lami Town Council has begun incorporating climate change adaptation initiatives into its development operations. Such initiatives include a mangrove nursery and mangrove replanting schemes in order to reforest the coast.

However, town planning schemes elaborated by the municipalities contain very limited consideration of climate change or disaster risk management. Rehabilitation and rebuilding following disasters have been very costly to the central government. Similarly, disasters have caused substantial damage and losses to municipal, iTaukei and private property, and negatively impacted on local economies. Due to projected increases in climate-related hazards and extreme events, as well as increased size and density of urban areas, such costs are likely to increase unless municipalities begin to consider climate change and disaster risk as a component of their urban planning and development operations.



# INTRODUCTION

Rapid Urban Sector Profiling for Sustainability is an action-oriented assessment of urban conditions which focuses on priorities, capacity gaps, and existing institutional responses to key themes at the local and national levels. The purpose of the assessment is to develop urban poverty reduction policies at local, national and regional levels through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals.

The study is based on an analysis of existing data and a series of interviews with relevant stakeholders, including local communities and institutions, civil societies, the private sector, development partners and academics. This consultation typically results in collective agreement on priorities and their integration into urban poverty reduction projects, including proposed capacity building projects.

Urban profiling is being implemented in over 30 African and Arab countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a blueprint for central and local authorities and urban actors, as well as donors and external support agencies.

## METHODOLOGY

Urban profiling consists of three phases:

- Phase One involves a rapid participatory urban profiling at national and local levels, focusing on land and land administration, governance, informal settlements, urban health, infrastructure and services, gender, environment, disaster management, economy, urban-rural linkages and proposed interventions.
- Phase Two identifies priorities through a pre-feasibility study to develop detailed priority proposals, capacity building and capital investment projects.
- Phase Three implements the projects with emphasis on skills development, institutional strengthening and adaptation.

## STRUCTURE OF THE REPORT

This report consists of three main sections:

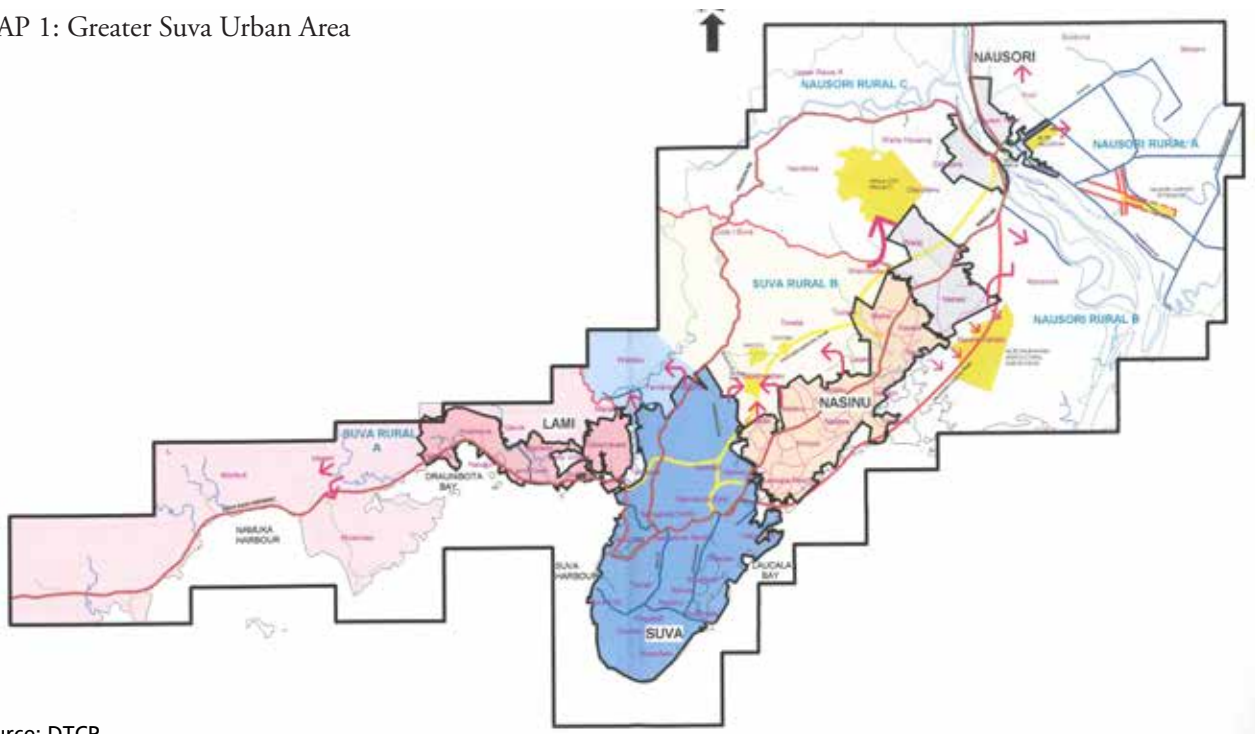
- Section 1: Background - A general overview of Fiji's cities and towns is provided within this section and is based on municipal council reports, strategic plans, desk reviews of past reports, and interviews through survey questionnaires conducted as part of the profile exercise. The background includes data on administration, urban planning, economy, the informal and private sectors, urban poverty, infrastructure and basic urban services, public transport, energy, social services, linkages between urban and rural areas, linkages between town and traditional urban villages, land tenure and administration, health and education.
- Section 2: Key themes - The second section is a synthetic assessment structured around an assessment of the six key themes: urban governance and finance; urban planning and management; land development and administration; urban infrastructure and services; housing and shelter; climate change and disaster risk management. This section also provides an overview of the existing institutional set-up, the regulatory framework, as well as resource mobilization and performance. This section also highlights agreed priorities and includes a list of identified projects.
- Section 3: Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis - A basic SWOT analysis and an outline of priority project proposals for each of the six key themes are provided in the third section. The project proposals include beneficiaries, partners, estimated costs, objectives and activities.



Downtown in Suva City  
© SCOPE

## SECTION ONE: BACKGROUND

MAP 1: Greater Suva Urban Area



Source: DTCP

This general background is designed to introduce and contextualize Fiji's urban growth and development. It is compiled from a variety of sources, including municipal reports and assessments, central government reports, international reports and data, and questionnaires and interviews with stakeholders of urban development.

### GEOGRAPHY

Fiji is an island group in the South Pacific Ocean at the geographic coordinates 18 00 S, 174 00 E. The islands collectively cover an area of over 18,300 square kilometres. Fiji is an island archipelago of over 330 islands, of which about 30 per cent are permanently inhabited. The main islands of the group are Viti Levu and Vanua Levu. The capital city, Suva City, is located, like most towns and cities on the islands, along the coast. The concentration of the population along the coasts of the islands is largely due to the mountainous terrain of the islands' interiors. In addition to Suva City, the other main settlements include Lautoka City and Nadi Town.

Fiji's climate is classified as tropical marine, with only slight year-round variation. Extreme climate events, however, do regularly occur, largely in the form of cyclonic activity which usually takes place over the period November-February. While temperature varies little, there is considerable variation in rainfall, with the south-eastern parts of the islands receiving much high rainfall than elsewhere. Heavy rains have led to

floods, in particular, in a number of settlements. Nadi and Ba Towns, for example, in 2009 experienced very damaging floods estimated to have reached FJD 330 million in damage and losses. Of this, the largest losses were related to damaged assets. Similarly, floods in Nadi Town and Lautoka City were severe in January of 2012 and 2013, both causing extensive damage and losses.

The Greater Suva Urban Area is a harbour city located on a peninsula. Greater Suva sits amid the urban conurbation which stretches from the western Lami Town, through Suva City and Nasinu Town, to Nausori Town on the east. This urban area, while simply called 'Suva' by the local population, in fact contains four municipal councils.

### POPULATION

The last census was undertaken in 2007. The total national population in that year was 837,271 persons. At 2013, this population is projected to have reached 896,758. The major ethnic groups are Fijian (57 per cent of the population) and Indian (37 per cent). As of 2007, Fiji's population became urban, meaning that more than 50 per cent resided in urban areas. Since that year, this rate has increased and is expected to reach 61 per cent of the total population by 2030. An estimated 57 per cent of this population (i.e. 244,000 people) live in the Greater Suva Urban Area. Urban populations are growing more quickly than their rural counterparts, at 1.5 and 0.7 per cent per year respectively.

An urbanizing population brings many benefits in terms of labour markets, specialization and productivity, but it also brings challenges. Some municipal councils cannot keep up with the rate of urban growth, and many urban residents live in informal settlements, or poorly serviced urban areas as a result. The quality of urban infrastructure is deteriorating, and this impedes economic development in the towns and cities and reduces the quality of life.

## GOVERNANCE

In terms of administration, Fiji is divided into four divisions and 14 provinces. Each division is headed by a Commissioner who is nominated by the central government. Within these, there are 13 municipalities (towns or cities) and 1,175 villages. Each municipal council is headed by a Special Administrator (SA), also nominated by the central government as per the Local Government Reform of 2009. Municipal councils are mandated under the Local Government Act (Cap. 125) to observe, deliver and enforce the laws relating to urban management, maintenance of basic urban services including public health, garbage collection, recreational areas, drainage systems and urban management.

However, while municipal councils come under the ambit of the Local Government Act, iTaukei (indigenous Fijian) villages are separate – even if located in municipal areas. These villages are governed under the Fijian Affairs Act (Cap. 120) which relates to all iTaukei matters.

There are approximately 32 laws spread across different fields which frame the work of local governments in Fiji. These include the Local Government Act, the Town Planning Act, the iTaukei Affairs Act, the Subdivision of Land Act, the Environmental Management Act and the Public Enterprise Act.

While local governments have a degree of autonomy in some matters, they are largely managed by national government. In part this is the result of the 2009 Local Government Reform which saw the creation of Special Administrators (SA) appointed by government of run municipal councils. Additionally, national statutory authorities are increasingly taking on responsibility for the provision of basic urban services, which further erodes the role of the municipality.

The reform also called for improved financial management in municipal councils and proposed information and resource sharing. Since the reform, the SAs have been pursuing rates collection with vigor resulting in greatly increased revenues for municipal councils.

With municipal councils mandated to manage their municipal areas, peri-urban zones and lands beyond the municipal boundary fall into the management of different bodies. Peri-urban areas are governed by Central Board of Health, and iTaukei villages beyond the municipal boundary, as within it, are governed under the iTaukei Affairs Act.

## ECONOMY

Fiji is one of the most developed of Pacific countries. It is well provided in terms of forests, minerals and fish. The agriculture sector employs some 70 per cent of the national labour force, even if it accounts for only 18 per cent of the gross domestic product of Fiji. Sugar production has long been an established sector, producing good revenue for the country, even if there are strong concerns over the industry's waning productivity, and long-term structural decline. The central government predicts the industry to improve over 2013-2014. Similarly, coconuts, ginger and copra are important products. Consumption and investment have both improved over recent years, leading to an estimated national economic growth rate of 3 per cent for 2013. In the run-up to the 2014 elections, confidence is growing and this is further stimulating investment.

Increasingly the tourism industry is driving Fiji's national economy. Tourist arrivals in the first quarter of 2013 were down by 2.8 per cent, largely due to the impacts of Cyclone Evan. Tourists from Australia, which provides over 50 per cent of the total tourist arrivals to Fiji, increased. Nadi Town is considered to be the hub of Fiji's tourism industry, with a large number of tourist activities and services located in or around the town. Suva City, on the other hand, is home to the country's main banking, financial and administrative institutions. Urban areas in general are driving trade, commerce and education services. Lautoka City is known as an industrial hub, with the port and the sugar cane processing industries. Lautoka provides good educational facilities which boost the local economy.

The informal sector also participates in the national and local economies. Studies estimate that approximately 20 per cent of Fiji's national economy is generated through the informal sector. This sector include subsistence agriculture, informal manufacturing and services and owner-occupied dwellings. Further, the sector is estimated to employ approximately 40 per cent of the country's work force. This is especially the case in urban areas, where informal settlements are high, though rural informal sectors are also robust. More women work in the informal settlement than man – though this is also

the case in the formal labour market of Fiji. Informal settlements provide essential small-scale produce, products and services to urban residents.

The important role of the informal sector has been recognized by municipal councils, a number of whom have proposed schemes and initiatives to accommodate informal sector economic activity within formal municipal spaces. Such schemes include Ba Town's multi-purpose hall and vendors accommodation facility, and Rakiraki Town's similar facility. Other municipalities are making provision for informal activities in their strategic plans, by providing space for trade and micro-enterprise. Some subdivisions in peri-urban areas similarly accommodate small-scale enterprise and trade within their developments.

## URBAN INFRASTRUCTURE AND SERVICES

Under the Local Government Act, one of the core functions of municipal councils is to provide certain basic services to urban residents. In practice, councils are expected to undertake the less capital-intensive tasks, much of which is effectively maintenance of the cityscape - solid waste management, drainage maintenance etc.

The quality of delivery of urban services varies from municipality to municipality, with national level statutory bodies playing an increasingly important role. For example, as of January 2013 the national Fiji Roads Authority assumed responsibility for all roads, both municipal and arterial, across the country. In part, this was due to the previously poor condition of many municipal level roads. Other statutory authorities include the Water Authority of Fiji, tasked with water supply and sanitation in towns and cities, and the Housing Authority which provides affordable housing.

### WATER

According to World Bank data, 100 per cent of the urban population and 95 per cent of the rural population have access to improved drinking water. This rate, especially in rural areas, may in fact be lower.

100 per cent access in urban areas masks issues of water cuts and shortages in many towns and cities. This is partly due to high rates of population growth in urban areas placing increasing pressure on existing water supply systems and leading to the Water Authority of Fiji, the national statutory body for water supply and sanitation, undertaking a range of schemes and programmes to boost water supply across the country. These include extending and upgrading the reticulated water supply systems in many towns, and especially Suva City, undertaking studies to identify additional water sources and examining possible additional water treatment facilities.

The Water Authority of Fiji undertakes much of its work within the framework of the Suva-Nausori Water and Sewerage Master Plan, elaborated in 1999. In response to the sizable expansion of the urban population, as well as shifts in municipal boundaries since the plan's formulation, the plan is now scheduled for revision. Under the plan, the authority is engaged in a number of activities including replacing pipes and ensuring that adequate maintenance programmes are in place. Water theft and illegal connections in informal settlements to water supply continue to impede the authority's progress.

There is also growing interest in the widespread installation of household rainwater tanks in urban areas. This is partly in order to harvest and use rainwater for household activities, and partly as a flood management mechanism. Some towns and cities receive up to 3,000 millilitres of rainfall per year, with downpours reaching 50 millilitres per hour.

### SANITATION AND SOLID WASTE MANAGEMENT

The World Bank estimates that 94 per cent of the urban population and 71 per cent of the rural population is connected to improved sanitation systems in 2013. As of 2006, there were 11 public sewerage systems operating in Fiji, most servicing urban populations. There were 8 major sewerage treatment plants, including one in the cities and major towns, namely Suva, Nausori, Lautoka, Nadi, Ba, Sigatoka and Labasa. The Water Authority of Fiji oversees sewerage operations. The National Liquid Waste Management Action Plan and Strategy (2006) provides the legislative framework for sanitation in Fiji.

In 2006, the central government launched a series of plans designed to extend sewerage connections to a further 116,000 people nationally. The Suva-Nausori Water and Sewerage Master Project would bring sewerage to a further 90,000 people, the Labasa Sewerage Scheme to 6,000 and the Nadi Regional Sewerage Scheme to 20,000. These plans have successfully brought connections to a significant portion of the urban population. The cost recovery of sewerage services, funded by the central government, is only 30 per cent, a major concern and an impediment to further development of the system.

In addition to reticulated sewerage systems, other forms of sanitation are in use in Fiji. In 2005, approximately 40 per cent of the total population relied on septic tanks for sanitation, a further 37 per cent on direct disposal (either to land or sea) and only 23 per cent via reticulated sewerage systems. Over the intervening years, these numbers are expected to have shifted, with a far greater percentage now being connected to the sewerage network. However, septic tanks and direct disposal remain an issue. In urban areas especially, reticulated sewerage systems permit densification and growth. In this, informal settlements pose a significant challenge as they fall outside of formal management processes. Many informal settlements rely on septic tanks for sanitation, however numerous problems exist constituting serious threats to public health.

There is much room for improvement in solid waste collection and disposal in Fiji. As of 2007, seven out of the total 11 solid waste disposal sites are located in mangroves, which contribute to the pollution of water bodies. Until the rehabilitation of the Naboro Landfill in 2012, there were no disposal sites which were environmentally safe and socially acceptable. Part of the problem is a general lack of policy, which the National Solid Waste Management Action Plan and Strategy (2005) sought to address.

In Suva and Lautoka Cities, waste collection is contracted by the municipal council to private companies. In most parts of Suva, for example, there are three rubbish collections per week. The Naboro Landfill, established in 2005, is the country's first landfill and its largest and best managed site for solid waste disposal. It is run by a private firm, HG Leach (Fiji), on contract from the central government (Department of Environment). The site was founded by the European Union and the national government. In addition to the Naboro site, which above all services the Greater Suva Urban Area, the municipalities in the conurbation all maintain open dumpsites, some of which are very old and poorly managed.

The Lautoka dump services both Nadi Town and Lautoka City. Currently, the Central Board of Health, the Department of Environment and the Department of Town and Country Planning (DTCP) are jointly examining options for the establishment of a second landfill site in the north of the Viti Levu. Such a site would allow secure solid waste disposal to northern residents and businesses without incurring the high transport costs of using the Naboro site.

## ELECTRICITY

The Fiji Electricity Authority – one of the best performing electricity utilities in the Pacific – has successfully provided power to all urban areas in Fiji. The authority has improved efficiency, reduced production costs and system losses, improved labour productivity and become financially self-sufficient. As a result urban areas in Fiji are well-serviced in terms of electricity. The authority continues to install substations across urban areas in order to growing demand. Many of these new substations draw from recently established small hydropower stations. In addition, the authority is pursuing rural electrification projects and alternative energy sources, such as wind farm projects.

At municipal level, there is strong encouragement from central government to pursue energy efficiency. Some municipal councils have adopted the use of bio-fuel vehicles and energy efficient street lights. Nausori Town is examining waste-to-energy options, for example.

## ROAD

The Fiji Roads Authority was established in 2012. It combined the functions of the previous Department of Roads, which was tasked with the management of national arterial roads, and the functions of the municipalities who were previously assigned to operate all roads within municipal boundaries (except the arterial roads). The Fiji Roads Authority thus centralizes the management of all roads in the country. Upon its formation, the state of many municipal roads was very poor and the upgrading of these roads has involved major work.

With more and more drivers and vehicles, traffic congestion is a lingering problem, particularly in the Greater Suva Urban Area. Main roads across the conurbation have been widened, including Kings Road leading to Nausori, and Queens Road leading to Nadi. Bypass roads have been repeatedly proposed in order to relieve pressure on the main roads.

Inadequate land administration and strategic planning for growth also contribute to the issue. Land acquisition, for example, accounts for approximately 50 per cent of the cost of providing roads. Yet there is little effort by government to strategically plan for future road network needs through the advance reservation of land.

## EDUCATION AND HEALTH

The vast majority of Fiji's educational and health facilities are located in urban areas. Educational facilities include primary, secondary and vocational schools and schools tailored to the language requirements of especially Asian students of English. Suva City hosts the University of the South Pacific, and Nasinu Town hosts the Fiji National University.

There have been major improvements to health facilities in the Greater Suva Urban Area, which now maintain better health care equipment and human and technological resources for care. This makes Suva City's health facilities the best in the country, as well as attractive to the broader Pacific community. There is a notable increase in private hospitals and specialized facilities and services.

Some informal settlements receive health care through designated programmes, many of which focus on treating cholera and dengue outbreaks which are common. The Wellness Programme of the Ministry of Health has been very successful since its launch in 2012 in addressing public and environmental health issues, non-communicable diseases, HIV (Aids), and social and spiritual health and wellness. The programme

advocates a holistic approach to health and focuses on community groups, including iTaukei villages and informal settlements. In the event of disaster, the Ministry of Health together with the relevant Divisional Commissioner are tasked with managing health issues in informal settlements – typhoid and other health issues frequently arise in informal settlements following disasters, especially flood.



**Poor drainage systems in Lautoka**  
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## SECTION TWO: KEY THEMES

### URBAN GOVERNANCE AND FINANCE

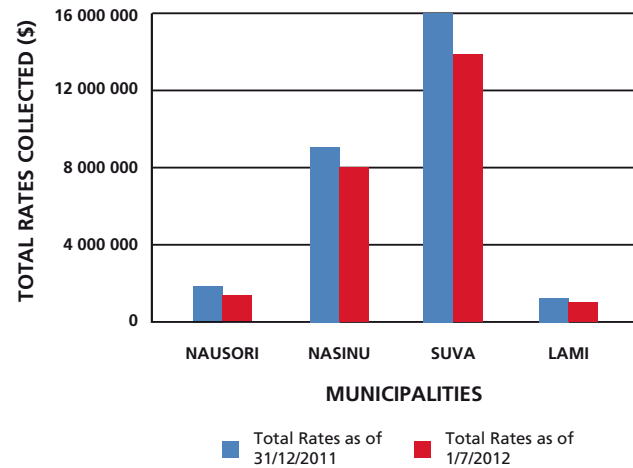
Fiji's urban areas are governed by 14 municipal councils formed under section 5 of the Local Government Act (Cap. 125). Each council's area of jurisdiction is defined by its municipal boundaries. In 2008, following the establishment of the Urban Policy Action Plan of 2007, the Ministry of Local Government, Urban Development, Housing and Environment (MLGUDHE) undertook the Local Government Review and Reform. The reform aimed at facilitating more efficient and effective delivery of municipal services and encouraging the practice of good governance. To date at least 90 per cent of the reform's recommendations have been implemented. These have brought about both improvements and challenges to the administration and management of municipalities. The main challenge is ensuring that initiatives begun under the reform are sustainable.

All municipal councils have strategic plans for the 2010-2014 period and these are approved by the MLGUDHE. Strategic plans are complimented by annual corporate plans and budgets as required by MLGUDHE and in accordance with the Local Government Act.

At the head of the municipal councils is the SA, who is appointed by central government. This position is governed by terms of reference which require that SAs improve communication with residents and ratepayers on matters related to the activities of the council, a task with which the media has been particularly helpful. As of the end of 2011, all councils maintain regular (often quarterly) publications on the subject of council matters, as well as consultative meetings with communities and businesses. As a result, ratepayers and residents have been able to contribute to council decision-making. This reform initiative also seeks greater transparency and accountability of councils to their constituents.

A significant source of council revenue is generated from rates. Municipal playgrounds, parks and markets, as well as taxi stands and bus stations, all produce council revenue through rates. Lautoka City's Churchill Park, for example, is a major revenue-generating asset for that city. The terms of reference of the SA stipulate that councils must collect a minimum of 50 per cent of the rates owed by residents and businesses. The councils of the Greater Suva Urban Area (except Nasinu Town), as well as those of Lautoka and Nadi, have all greatly improved their rate collection capacity, such that they now exceed this minimum requirement.

Table 2: GSUA rate collection 2011-2012



GSUA rate collection as at 1 July 2012 (in Fijian dollars).

Source: DTCP

Since the reform, urban management procedures followed by municipal councils have undergone modification. The following issues all contribute to ongoing challenges implementing the reform's goals:

- **Ambiguities at executive level** While the SA is the nominated head of the municipal council, the task of running day-to-day council operations is overseen by the council's Chief Executive Officer (CEO). The roles and responsibilities of these two executive level positions are not sufficiently defined. This has led to high levels of staff turnover in these positions, especially in Suva City, Lautoka City and Nasinu Town, all of which have their own SAs.
- **Ambiguities in decision-making** The councils of smaller towns are often governed collectively, such that a single SA may be appointed for several municipal councils. In addition, the performance of councils is closely monitored by the MLGUDHE and the ministry is ready to and does intervene in matters of finance and governance when it believes such intervention necessary. As a result, decision-making processes required by the Local Government Act can be negatively affected.
- **Increasing demands for financial management** Improved rate collection strengthens the financial position of the council. However, many councils are finding it difficult to properly manage the increased revenue which improved rate collection generates.
- **Movement towards to accrual accounting** One of the specific objectives of the reform was to shift councils from cash accounting systems to accrual accounting. Trainings undertaken by councils over the past three years have greatly helped to



implement this objective. Approximately, half of Fiji's municipalities now follow accrual accounting practices, and the remaining half are transitioning towards accrual accounting.

- **Insufficient human resources** The capacity of councils to implement reform objectives and general urban management operations, including the strategic plans, is closely tied to the quality of its human resources. Both Suva City and Lautoka City councils have a range of technical and managerial departments, but the smaller councils are limited to the core functions of finance, services, health and building. Efforts by councils to recruit personnel as applicants often do not meet minimum qualification requirements. Only Suva City, for example, retains a town planner.
- **Poor consideration for staff development** Councils make little effort to develop their human resources in-house or undertake institutional strengthening exercises. Currently, the MLGUDHE, through its Department of Local Government, undertakes trainings in urban finance and management, including accounting practice, ethics and benchmarking. Further to this, technical training is provided by the DTCP. In this way, the ministry provides training to councils, but the councils themselves lack in-house staff development programmes.
- **High dependency of MLGUDHE** Councils show little commitment to recruiting qualified technical staff and as a result rely heavily on the MLGUDHE in matters of town planning. The MLGUDHE is expected by councils to provide technical guidance and advice. An initiative of the reform was the inclusion of the Divisional Commissioner in the municipal councils of the division. This has resulted in a more integrated approach to planning and growth, as the Commissioner coordinates matters and projects of national importance within the municipality.

## THE INSTITUTIONAL SET UP

- Municipalities in Fiji are established under Section 5 of the Local Government Act (Cap.125). Each council is responsible for the administration and management of its prescribed urban area and is responsible to the MLGUDHE in this regard.
- The SA is the head of the municipal council as per the Local Government Review and Reform of 2008. The SA assumes the powers of the council as set forth in the Local Government Act (Cap. 125). In addition, the SA can receive powers delegated from the MLGUDHE.

- The central government, via the MLGUDHE, appoints the SA and also determines the SA's operational parameters via the position's terms of reference. As a result, central government reaches into local government affairs and can cause interference.
- While councils are encouraged to pursue revenue collection through rates and other taxes, there is potential for public-private partnership or joint ventures between councils and other parties.
- Non-government organizations, civil society and other interests groups – representing women or youth, for example – are under-represented in council affairs. Most such organizations operate at community level within the urban area, and are not adequately engaged by council. Greater coordination and collaboration between these organizations and councils should be pursued.

## REGULATORY FRAMEWORK

- Municipal councils are monitored by the Department of Local Government, MLGUDHE, in accordance with the Local Government Act. Monitoring and evaluation of the performance of SAs by the Department of Local Government began in 2012.
- In addition to the Local Government Act, council operations are mandated and regulated under the Business License Act and municipal bylaws (when in place). The Town Planning Act, the Environmental Management Act and the Public Health Act accord responsibility for planning and implementation to councils. However, within most councils emphasis is placed on development control rather than on strategic physical planning.
- Councils are actively pursuing the implementation of their town planning schemes and strategic plans. There is a need to revise these, especially with many municipalities seeking extensions to their municipal boundaries.
- Strategic plans provide a vision, policies and planning proposals for the main town or city centre. There is growing recognition to incorporate climate change adaptation and disaster risk reduction policy into these planning documents.

## PERFORMANCE AND ACCOUNTABILITY

- The SA is appointed by the central government, via the MLGUDHE and is therefore accountable to the MLGUDHE. The CEO and council staff are accountable to the SA and to the public.

- Monitoring is the core function of the Department of Local Government as per the Local Government Act. Similarly, the Strategic Framework for Change Coordinating Office, an independent government monitoring agency, monitors the performance of local governments.
- Community consultations undertaken by the council allow the council to disseminate information on council services and activities. These also provide space to residents and communities to provide input into council plans and programmes. Similarly, many councils release quarterly publications to their constituents in the interests of information sharing. A complains register has been established through which the public can lodge grievances. The Department of Local Government also receives complaints though few are lodged via this channel. Communication from council needs to focus on iTaukei (indigenous Fijians) landowners and should provide information on formal land development processes.

### PROJECT PROPOSALS

<b>PROJECT 1</b> Urban Governance and Finance	Formulate strategic workforce training and development plans for councils
<b>PROJECT 2</b> Urban Governance and Finance	Build the capacity of municipal councils in accrual accounting practices and good financial management.
<b>PROJECT 3</b> Urban Governance and Finance	Formulate and clearly differentiate the powers of SAs and CEOs in the administration and management of the council.

### RESOURCE MOBILIZATION

- Expenditure has not been cost-effective in that it has not given the best return to the community. The formulated strategic plans and corporate plans whilst linked to urban, environmental and social planning lacks implementation plans and strategies as well as the capacity to deliver.
- The efficacy and comprehensiveness of council revenue collection could be improved. The establishment of a database to act as an electronic valuation roll could help in this regard.
- There is potential for broad-based stakeholder partnerships or group investment opportunities but this is not adequately exploited.
- Currently, iTaukei villages are not usually subject to standard municipal regulations and do not receive municipal services. However, the Local Government Act includes provisions for the formal incorporation of iTaukei villages into the municipality. This would facilitate the implementation of the Urban Village Planning programme, under the DTCP.

#### AGREED PRIORITIES

- Regular monitoring and review of municipal strategic plans, annual corporate plans and development plans with space for stakeholder input.
- Establishment of accrual accounting within municipal councils and discontinuation of cash accounting.
- Establishment of capacity development programme for council staff, cover all key sectors of council operations, including management and human resources.
- Strong community engagement with matters of municipal governance.
- Improved revenue collection by council through the amelioration of the capacity and number of rates collectors, as well as improved capacity to deal with absent landowners.
- Improved participation of non-government organizations and civil society in urban development and management decisions led by council.

## URBAN PLANNING AND MANAGEMENT

Section 8 of the Town Planning Act requires that municipalities have approved and up-to-date town planning schemes. In general, revisions to town planning schemes are less frequent than required. The town planning scheme is the primary planning document and plan utilized by municipal councils to regulate and control development. It is also used as a matter of consideration when determining subdivision of land applications within the municipal boundary. With the exception of Suva City and Lautoka City, none of the municipal councils have established approved subdivision bylaws. However, as of 2013, Nausori, Nasinu and Nadi Towns were preparing subdivision bylaws. Both the town planning scheme and the subdivision bylaws affect the types of powers which the council is delegated. The town planning scheme allows councils to determine development applications, and the subdivision bylaws allows the council to determine subdivision applications. In the absence of subdivision bylaws the council must consult with the DTCP when determining these applications.

Across Fiji, municipal councils suffer from weak implementation and enforcement of town planning schemes. This is in part due to insufficient human resources and inadequate capacity in urban management. Policy directions given in the scheme statement of the town planning scheme are often not followed or implemented by councils due to a limited understanding.

As a result, many municipal councils are reliant on the DTCP for decision making on development applications. Some councils, due to pressure from developers, prefer that the DTCP take decisions on development applications. In addition, the public lacks adequate awareness and understanding of formal development processes. This situation increases non-compliance with town planning schemes and is leading to cases where municipal councils are relaxing their town planning standards in order to accommodate non-compliance.

Suva City, which of all the municipal councils has the most resources, is facing the greatest challenges in this regard. The city has engaged a town planner which is helping with implementation and enforcement of the town planning scheme, but cases of non-compliance are still high. The smaller councils, on the other hand, are committed to enforcement of their planning schemes without the help of town planners. In these councils, implementation of schemes is carried out by the municipal engineer, if available, or the municipal building and health inspectors. In this way, the efforts of the smaller councils is commendable given their resources.

As a result of limited understanding of town planning schemes by municipal councils, many schemes are effectively not used.

There is also a notable lack of understanding and acknowledgement of planning documents and regulations (listed below) additional to the town planning scheme.

While the town planning scheme and subdivision bylaws are applicable to areas within the municipal boundary, areas on the periphery of municipalities also require development control and management. For these areas, the following documents aid councils in exercising regulatory measures: the Greater Suva Urban Growth Management Plan, the Suva Foreshore Master Plan, the Public Health and Building Regulations, the National Building Code and the Environment Impact Assessment (EIA) Regulations.

MLGUDHE is exploring a number of options in response to this situation. These include:

- engaging local town planners to provide technical support to municipal councils – the costs of such services are shared amongst the receiving councils;
- engaging technical planning support via international agencies facilitated by the Ministry of Foreign Affairs and International Cooperation;
- attaching council technical staff to the DTCP for capacity building purposes of the council staff;
- enrolling council technical staff in training and courses in urban and regional planning at the Fiji National University.

### THE INSTITUTIONAL SET UP

- Municipal councils with approved town planning schemes under section 18 of the Town Planning Act (Cap. 139) receive powers of determination in matters of land and building development as delegated from the DTCP.
- Evaluation of land and building development applications, as well as general urban planning and management operations, are functions undertaken jointly between the council's units of building, health and environment and engineering. Decisions are usually made in consultation with the DTCP.

## REGULATORY FRAMEWORK

- Municipalities are under the supervision of the Department of Local Government, MLGUDHE.
- There is a national Building Code in place which is enforced through formal construction projects.
- The Town Planning Act (Cap.139) gives the municipal council responsibility in planning matters. However, most councils focus more on development control than on strategic physical planning.
- Review of town planning schemes is overdue for many municipal councils. However, such reviews are time intensive and often delayed in favour of more pressing matters of council business. For municipalities pursuing extensions to their municipal boundaries, such review will be especially necessary in order to incorporate newly acquired areas into the town planning scheme.
- The DTCP reviews strategic plans and town planning schemes prepared by municipal councils (with assistance from DTCP) and approves plans when satisfied.

## PERFORMANCE AND ACCOUNTABILITY

- Many councils take a proactive approach to information dissemination to residents and stakeholders. All councils have quarterly publications which convey information to the public, especially relating to rates and revenues.
- Most councils are able to carry out some urban planning and management functions. Due to increased understanding of the way that good urban planning facilitates urban management, many of the smaller councils are shifting towards a greater emphasis on planning. Some councils, such as Lami Town which has begun to address climate change adaptation, are also tackling more technical themes through their planning operations.

### AGREED PRIORITIES

- Stronger and improved town planning capacity in councils, with GIS support where possible in the town planning units.
- Up-to-date town planning schemes through timely revision.
- Increased awareness and understanding, especially at community level, of urban planning and management and the role of council.

## RESOURCE MOBILIZATION

- The effectiveness of municipal councils in implementing their town planning schemes is dependent of the quality of its technical staff, specifically the town planning unit. These units often have limited capacity due to budget constraints. Increasing budget to these units, so that they can recruit or at least receive the technical support of a town planner would greatly enhance implementation of town planning schemes.
- Councils could also be strengthened through the establishment of a GIS section, in support of the town planning unit. Such an operation is likewise dependent on budget.

## PROJECT PROPOSALS

<p><b>PROJECT 1</b> Urban Planning and Management</p>	<p>Ensure that every municipality has a functioning, staffed town planning unit with GIS capacity. Undertake related training with support from the DTCP if needed.</p>
<p><b>PROJECT 2</b> Urban Planning and Management</p>	<p>Create standard operating procedures for all activities relating to urban planning and management and formulate a town planning manual to guide councils in their planning operations.</p>
<p><b>PROJECT 3</b> Urban Planning and Management</p>	<p>Establish a Local Government Service Body tasked with providing technical services and support (town planning, engineering services etc.) to municipal councils. The body would be jointly funded by the councils.</p>
<p><b>PROJECT 4</b> Urban Planning and Management</p>	<p>Revise town planning schemes, or parts of town planning schemes considered critical to projected growth areas of municipalities.</p>

## LAND DEVELOPMENT AND ADMINISTRATION

There are three types of land tenure in Fiji. State land is managed by the Department of Lands and Surveys under the Crown Lands Act. iTaukei land is managed by the iTaukei Lands Trust Board (TLTB) under the iTaukei Land Trust Act. Freehold land is managed by the private property owner.

In iTaukei villages, iTaukei landowning units, in consultation with the TLTB, play a major role in determining how iTaukei lands are managed and developed. Central government, through the MMLGUDHE, encourages that landowning units engage in land development and economic ventures. This is also supported by the Urban Policy Action Plan which seeks to address and restrict the informal release of iTaukei land.

The pattern of urban developments and urban growth in urban Fiji is influenced by a number of correlated factors including topography, infrastructure provision and transportation. The dominance of the sugar industry in the western and northern divisions is a challenge to urban expansion given the significance of sugar production to the national economy. As urban areas expand they place increasing pressure on surrounding agricultural land, and considerable amounts of prime arable land has been converted to non-agricultural use, such as tourism, industry and commerce. Additionally, urban areas are expanding into hazard-prone zones.

There has been a notable increase in landowning units pursuing formal land developments and subdivisions. In particular, landowning units in the western division have been successful in this regard. Similarly, landowning units in the central and northern divisions are increasingly seeking to develop land in the interests of economic and social development. Landowning units in the central division have been adept in responding to land-related needs as a result of the runway extension of Nausori Airport.

As a result of growing pressure on land within the municipal boundaries, both landowning units and councils have begun to investigate options for land development along municipal boundaries. A notable amount of iTaukei land on the periphery of towns and cities is being used for informal settlement, as landowning units are releasing land in support of affordable housing for poorer households. However, infrastructure provision to these lands is limited and owing to the fact that they are located outside the municipal boundaries such provision is considered the

responsibility of informal settlers themselves. Within these informal development processes, there is an element of misunderstanding of the legal rights of landowning units, compounded by a general lack of understanding of formal land development processes and laws. As a result, these landowning units, as well as tenants or settlers in these lands, bypass formal processes.

On the other hand, the majority of iTaukei land developed through formal channels is done so with the support of the TLTB of the Housing Authority of Fiji. Such development is especially prominent along the Suva Corridor.

However, from 2011 onwards, there has been an increase in the direct formal development of iTaukei land by landowning units themselves – contrary to earlier practices which saw the TLTB awarding grants or development permits to private developers for the development of iTaukei land. This increased engagement of landowning units in formal land development comes as a result of awareness generated by the National Housing Policy whose main stakeholders advocate formal land development. Such projects are especially evident along the Suva-Nausori Corridor and in the Nausori Flats. In part, this is the result of the extension of the Nausori Airport which is stimulating land values.

This change is also due to local, village and district level awareness raising by the DTCP over the 2010-2013 period. Such initiatives have focused on demonstrating the value for pursuing formal land development. Similarly, the urban village planning programme, begun in 2012 in partnership with landowning units, has greatly increased the understanding of units and the public generally on the urban management, town planning and land development and administration.

The Department of Housing engages in in-situ upgrading programmes in informal settlements, which can involve formalization of land tenure. This indirectly provides benefits councils allowing them to generate revenue from rates placed on what was previously land given over to squatter settlements. The Department of Housing is exploring formal lease options.

The degree of technical capacity of land development agencies, such as the TLTB or the Housing Authority of Fiji, impacts the way in which land is developed. However, in municipal areas where town planning schemes are in place, the schemes manage to mitigate most capacity limitations of the land development

agencies. However, in peri-urban areas and along the municipal boundaries, where town planning schemes do not regulate development, informal or irregular development is more common. Land development agencies do not adequately value the need for technically competent and qualified personnel. Similarly, there is little emphasis on or investment by these agencies in up-skilling, capacity building or institutional strengthening.

## THE INSTITUTIONAL SET UP

- Land administration and development are implemented according to the Crown Lands Act, the Lands Transfer Act, the Subdivision of Land Act and the Native Lands Trust Act.
- Land development is demand driven. For state land, the process begins by the lodging of a land lease application to the Department of Lands and Surveys. Development of iTaukei land is pursued via leasing arrangements made with the TLTB. Land leases are granted by either office and must be in accordance with the Subdivision of Land Act, administered by the DTCP. All physical development on any category of land (state, iTaukei or freehold) must be compliant with the Town Planning Act (Cap. 139).
- Evaluation of land and building development applications, as well as general urban planning and management operations, are functions undertaken jointly between the council's units of building, health and environment and engineering. Decisions are usually made in consultation with the DTCP.

## REGULATORY FRAMEWORK

- The development of land is regulated by a number of documents. These include the Town Planning Act (Cap. 139), the Subdivision of Land Act (Cap. 140), local town planning schemes, the Lami-Nausori Land Use TLTB Master Plan (2007), the Greater Suva Urban Growth Management Plan (2006), the Suva City Subdivision Bylaws, the Public Health Act, the Building Code, the Environment Management Act (2005) and Environment Impact Assessment (EIA) Regulations (2008), the Native Lands Trust Act and Crown Lands Act.
- The administration of land depends on the category of land. Freehold land is administered by the private property owner, state land is managed by the Department of Lands and Surveys, and iTaukei land is managed by the TLTB.
- All land scheduled for development must be surveyed prior to construction. Similarly, development

is only permitted on secured and serviced land. Development of unsurveyed land is an issue and the result of the limited knowledge of some landowning units.

## PERFORMANCE AND ACCOUNTABILITY

- All land developments are recorded and any land development likely to have a considerable impact on the natural environment must undertake an environmental impact assessment. The assessment process involves considerable stakeholder consultation, including residents and neighbours of the proposed land development site.
- Land reclamation projects must undertake and secure approval of an environmental impact assessment.

## RESOURCE MOBILIZATION

- Given the limited establishment of municipality-specific subdivision bylaws, land is administered by the relevant agency, either the TLTB or the Department of Lands and Surveys. The efficiency of these agencies can be improved through the establishment of databases linking the land registers of municipal councils.
- The TLTB and the Department of Lands and Surveys have budget provision for the purposes of awareness raising on land development processes. In addition, the Town Planning Week is celebrated annually and allows councils scope for active participation in awareness raising on this topic at municipal level. Councils can also participate in this through either the western or northern divisional offices.

### AGREED PRIORITIES

- Increased awareness of land administration and land development processes.
- Improved information systems for land administration available in iTaukei, English and Hindi.
- Improved environmental management through the establishment of environmental management units in the TLTB and the Department of Lands and Surveys.

## PROJECT PROPOSALS

### PROJECT 1 LAND DEVELOPMENT AND ADMINISTRATION

Undertake awareness raising using a variety of media and platforms including workshops and seminars on the topic of land development processes. Such awareness raising should be implemented at the community level, in iTaukei villages and in peri-urban areas and can be incorporated into the urban village planning programme.

### PROJECT 2 LAND DEVELOPMENT AND ADMINISTRATION

Improve land information systems by digitizing land registers using GIS.

### PROJECT 3 LAND DEVELOPMENT AND ADMINISTRATION

Establish environmental management units in the TLTB, Department of Lands and Surveys and municipal councils.



Rural to urban linkages in Nadi Town  
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## URBAN INFRASTRUCTURE AND SERVICES

Provision of infrastructure and delivery of urban services constitute the main challenges faced by municipal councils. In many urban areas, both infrastructure and services are inadequate. An estimated 60 per cent of Fiji's national economy is generated in towns and cities, and the central government is accordingly shifting the focus of its capital investment programming to urban areas.

Increasingly infrastructure in Fiji is provided via central government corporate bodies, such as the Water Authority of Fiji or the Fiji Roads Authority. The Urban Policy Action Plan, formulated in 2007, encourages the establishment of an urban management board to address urban management issues. In particular, such a board could also seek to overcome challenges in coordination and efficiency associated with the fact that currently both local and central governments have urban services delivery obligations.

The Fiji Roads Authority is the main body responsible for the provision and maintenance of all public roads in Fiji. The Water Authority of Fiji provides water and sanitation services. The maintenance of non-capital services such as drainage, solid waste management, street lighting, sports and community facilities, and so forth, is the responsibility of the municipal councils as per the Local Government Act. theory, only residents of formal housing developments have access to these services. However, in practice, many informal settlements continue to make use of municipal services and some do so via formal arrangements with council. One growing challenge related to infrastructure in towns and cities is the rising incidence of floods. This is both a issue of infrastructure provision (the provision of drainage, channels, water management facilities etc.) and maintenance of drainage systems. Heavy rains have been leading to floods in Suva City, as well as Nadi and Nasinu Towns.

### WATER

Nationally, 60 per cent of Fiji's population has direct access to potable water through water reticulated systems under the control of the Water Authority of Fiji. Under this authority, the central government has been slowly but steadily upgrading water supply systems across the Suva-Nausori corridor, based on the Suva-Nausori Water Supply and Sewerage Master Plans formulated in 1999. This involves both upgrades to existing pipelines as well as the establishment of new reservoirs to meet increasing demand. The last five years

have witnessed regular water cuts and water shortages, both of which are the result of a rising urban population and insufficient water infrastructure and facilities.

Usually development takes place along existing trunklines – roads, water systems and sewerage lines in particular. However, with increasing development and a growing usage and demand of infrastructure, many utilities are stretched beyond capacity. This is especially the case in peri-urban areas. There are five major integrated resort developments, for example, under construction in the western division. Similarly, the establishment of Waila City, also under development, will add a projected 25,000 people to the load. These developments generate infrastructure demands which go well beyond the capacity of current systems. In addition to growing demand for water, the supply side is undermined by a host of factors including low water pressure, leaking pipes, and pirated water connections. As a consequence, the Water Authority of Fiji is exploring potential new water sources to grow its current supply. Recent upgrading and the establishment of new reservoirs will also help.

### SANITATION, SEWERAGE AND SOLID WASTE MANAGEMENT

There is a direct correlation between the urban population and the quantity of waste generated. Since the 1990s, there have been consistent efforts to improve waste management practices in urban areas. For example, new subdivisions are required to be connected to reticulated water and sewerage systems under the Water Authority of Fiji. Older subdivisions, and some informal settlements, if not connected to the reticulated water and sanitation system, use septic tanks. The implementation of the Suva-Nausori Water Supply and Sewerage Master Plan is extending the reticulated system into many new, previously unsewered zones in and around the Greater Suva Urban Area.

There are areas, such as Sakoca Heights and Tacirua, which are prime urban real estate but remain undeveloped because they are not connected to the reticulated sewerage system. In other such cases, controls are put in place which limit development (i.e. decrease density of development) rather than denying it altogether.

The Central Board of Health has approved a series of alternative systems for waste management which allow



higher density urban development. The slow upgrading of water and sanitation systems in the central division coupled with the high demand for urban development in general means many major developments are opting for these alternative systems in a bid to increase permitted density.

Some more remote urban areas have no sewerage treatment system, which limits growth opportunities. Part of the obstacle is linked to limited budget and technical capacity. There is also a perceived stigma associated with sanitation and sewerage, and this impedes the release of land for sewerage treatment facilities, especially by iTaukei landowners. This was the case in Savusavu.

The Naboro Landfill began operations in 2005. In 2012, the site was rehabilitated with financial support from the European Union. This greatly reduced the visual and olfactory inconvenience of the landfill for local residents. In addition, the Central Board of Health and the Divisional Commission are examining site options for the establishment of a second landfill. This is in part a cost-benefit exercise: parties are also examining other forms of waste reduction which may be less expensive than landfill in the long-term. In part the high costs of transporting solid waste to the Naboro Landfill is fuelling the search for alternative sites, and the potential establishment of waste transfer sites by councils (i.e. in Nasinu and Nausori Towns). Other options being pursued include recycling centres though this is limited to paper and bottles. There have been talks to explore waste-to-energy initiatives at a larger scale like the iVITI waste-to-energy facility proposed in Sigatoka. The feasibility of the facility has yet to be determined.

A project of the Department of Environment, MLGUDHE, funded by the Japan International Cooperation Agency seeks to promote the uptake of the '3Rs' – reduce, reuse and recycle – as a waste reduction strategy. In Lautoka City this is proving especially successful. In addition, many councils have litter decrees and cleanup campaigns in place for solid waste reduction.

## ENERGY, POWER USE AND TELECOMMUNICATIONS

The entire Greater Suva Urban Area has access to electricity provided by the Fiji Electricity Authority. The city area is also served by a suite of telecommunications providers which include mobile communications services.

Councils and the central government express limited interest in pursuing alternative sources of energy. Even solar energy which is relatively abundant in Fiji is not seriously considered. However, councils are encouraged to pursue energy savings initiatives, in line with the Urban Policy Action Plan. So far, Suva City and Lami Town have adopted energy-saving initiatives such as low-energy street lighting and bio-fuel vehicles for council staff.

## ROADS, TRANSPORTATION AND DRAINAGE

In 2012, the Fiji Roads Authority was established, prior to which roads within municipal boundaries were largely maintained by municipal councils, with the central government building and maintaining highways and other arterial roads. As a result, the majority of municipal roads were in disrepair. Since the establishment of the Fiji Roads Authority, which is now responsible for all roads in the country, the quality of roads in Fijian towns and cities has improved. In subdivisions, internal roads must be provided by the developer and must connect subdivision sites to the established road network. The main forms of public transport are buses, taxis and mini-vans.

In terms of drainage, there is growing recognition that current capacity needs to be improved. In part this is an issue of maintenance: too many drains are blocked or partially restricted leading to floods following heavy rains. Rain for 1-2 days, for example, in Lautoka City will result in drastic floods in the main centre of the city. In addition to maintenance, some drains are just too small and must be expanded in size (radius) in order to accommodate increased volume. Over the last five years, Nadi Town has been subject to extreme floods and these have damaged the local economy (including the local tourism industry) and prompted the central government to establish the Nadi Basin Drainage Catchment Committee.

## THE INSTITUTIONAL SET UP

- Water and sanitation is provided by the Water Authority of Fiji.
- Energy and telecommunication is provided by firms.
- The Fiji Roads Authority is tasked with providing and maintaining all roads in Fiji, including those within municipalities.
- Solid waste management is the responsibility of municipal councils as per the Local Government Act.

## REGULATORY FRAMEWORK

- Municipal councils are required to provide municipal services under the Local Government Act (Cap. 125).
- Provision of urban services (such as solid waste management) in the municipality takes place in accordance with the town planning scheme. In peri-urban areas, or areas beyond the municipal boundary, the Public Health Act and the Central Board of Health oversee solid waste management services.

## PERFORMANCE AND ACCOUNTABILITY

- The performance of municipal councils in the delivery of municipal services is subject to monitoring by the Department of Local Government, the Office of the Auditor General and the ratepayers themselves.

### AGREED PRIORITIES

- Improved information management for infrastructure and urban services within municipal boundaries, including roads, drainage, sewerage, and electricity.
- Revision of urban growth management plans in order to accommodate provisions for Water Authority of Fiji's Master Plan for Sewerage Reticulation.
- Strengthen proposed GIS sections in municipal councils' town planning units by integrating infrastructure information into the information systems used.

## RESOURCE MOBILIZATION

- Water and sanitation infrastructure is provided by the Waster Authority of Fiji. In areas without reticulated connections, developments rely upon the use of septic tanks. This is also the case in informal settlements. Some informal settlements do receive solid waste management services from councils in return for a fee.

## PROJECT PROPOSALS

### PROJECT 1 Urban Infrastruc- ture and Services

Establish a database of infrastructure and urban services.

### PROJECT 2 Urban Infrastruc- ture and Services

Revise the Greater Suva Urban Growth Management Plan and bring it in-line with the Greater Western Urban Management Plan and the Northern Corridor Urban Growth Management Plan.

## URBAN HOUSING AND SHELTER

### RESPONSE MEASURES BY SECTOR IN CITIES

Housing in Fiji varies widely in terms of type, structure and standard, ranging from detached houses to multi-unit apartment buildings and lodges. Permitted typologies for a given area are usually defined by the residential zonings in place in the town planning scheme. There is a high demand for housing in most towns and cities, but housing provision is impeded by shortages of available land. This is leading to the overall densification of urban areas, especially in inner cities. For example, tall apartment buildings are increasingly common in Suva City, as are multi-unit rental flats. Similarly, many residences are undertaking extensions. In Lautoka City, multi-unit apartment complexes have been approved, but in Nadi Town such housing types are restricted by stricter building height regulations in part due to the proximity of the town to the country's international airport. The limited extension of reticulated sewerage systems in Nadi Town is also impeding the development of higher density housing.

There has been a noted increase in the number and density of informal settlements in many cities. For example, the 2006 Greater Urban Management Plan records 50 informal settlements in the Greater Suva Urban Area. This number had risen to over 100 by 2011. Newer informal settlements are gathering along main arterial roads and the periphery of the municipal area. There are over 90,000 residents (over 30 per cent of the total population of the Greater Suva Urban Area) in informal settlements alone and these settlements vary in size, density and degree of access to basic urban services. In addition to the Greater Suva Urban Area, informal settlements are especially dense in Labasa and Savusavu Towns and Lautoka City.

The National Housing Policy of 2011 coupled with the Housing Authority's campaign for affordable housing for all by 2020 have had a profound impact on the provision of housing for the urban poor in Fiji. This is helped by the establishment of the National Housing Council which provides considerable strategic support to the various policy directions made in the National Housing Policy. Similarly, the central government demonstrates increasing commitment to the provision of shelter and security. This is evident from its pro-poor policies, increased budget for housing developments and social housing grants and greater focus on providing funds and assistance for the construction of affordable housing. The first National Housing Expo of 2011 was a great success and has since become an annual event providing the government and housing developers with an excellent opportunity for awareness raising.

Overall, housing developers and stakeholders of the National Housing Policy are seeking to increase the provision of housing, and generally implement the different aspects of the policy. The Housing Authority is currently implementing a wide range of social housing projects. One such is the Tacitrua East project which released approximately 60 housing units in 2011 and a further 90 units in 2012, to great appreciation and interest from the public.

In accordance with its Land Use Master Plan for the Lami-Nausori Corridor, the TLTB has been calling for expressions of interest from private and public developers, offering leases on iTaukei land for development. In addition, housing projects are being pursued by major landowning units, especially in and around Nasinu Town. Landowning units generally are demonstrating a positive interest in following formal land development channels, a welcome change after a history of informal land development.

In addition to affordable housing provision by the Housing Authority, the MLGUDHE carries out in-situ upgrading projects in informal settlements. Upgrading projects, for example, in Nakasi and Lakena settlements (Nausori Town) were successfully completed in 2011, and since then residents have been pursuing home improvements, willing to invest now that secure tenure has been obtained. Additionally, the MLGUDHE, in partnership with the Asian Coalition for Housing Rights (ACHR) and the Peoples Community Network (PCN) – two pro-poor housing organizations – has piloted different housing upgrading projects, including multi-unit, multi-story rental flats in Suva City.

The ACHR, MLGUDHE, PCN and municipal councils have been implementing citywide consultations across Fiji. These consultations aim at improving living conditions in informal settlements within municipal areas. Under the consultations, municipalities are demonstrating commendable recognition of the need to foster pro-poor development.

Shortages of housing and urban land available for development is having an effect on population distribution. Rising real estate prices due to shortages of supply in Suva City and Nasinu Town, for example, have caused a noticeable shift towards Nausori where land is cheaper. For the same reason, many Nadi Town residents are now seeking housing options in Lautoka City. Waila City, a proposed satellite city 15 kilometres from Suva City, is expected to provide housing for a population of 3000 people. Peri-urban areas beyond

the municipal boundary are attractive places for housing development because they are free of rates imposed by the municipal council.

The number of homeless people has risen visibly. In response, the Department of Housing has launched the Lomaivuna Sustainable Integrated-Agriculture scheme in an effort to resettle urban poor. The scheme offers unemployed residents of Wailea informal settlement in Suva City an opportunity to engage in income generating activities such as farming and carpentry. The scheme sees residents relocate to the nominated area where they learn to build homes and pursue agriculture.

Since the scheme's inception in 2011, the 20 residents have relocated and agricultural produce, such as ginger, taro and other vegetables cultivated by the residents, is sold on local markets in Suva. The success of this programme has attracted assistance from AusAID.

## THE INSTITUTIONAL SET UP

- Under the Local Governments Act (Cap. 125), municipal councils are not expected to provide housing or shelter. Instead, housing is provided through private and public organizations. Statutory bodies are especially active in this regard, with the Housing Authority, the Public Rental Board and the Housing Assistance Relief Trust all engaging in aspects of social housing provision. Similarly, non-governmental organizations, such as Habitat for Humanity, are actively engaged in social housing delivery.
- In 2011, under the citywide consultation scheme, municipal councils formally acknowledged the need to improve the living conditions of informal settlements. This three-year programme is currently focusing on upgrading Caubati and Vunivivi settlements, both prime residential land in the Greater Suva Urban Area.

## REGULATORY FRAMEWORK

- There is limited national level regulation surrounding housing provision, due to the absence of a national housing act. Such legislation, however, is currently being prepared following the successful establishment of the National Housing Policy in 2011.
- Legislation which is in place and used by the municipalities to regulate housing provision includes the municipality's town planning scheme, the Town Planning Act, the Subdivision of Lands Act and Public Health Act.

## PERFORMANCE AND ACCOUNTABILITY

Because housing provision is not a function of municipal councils, they are not held accountable in this service. Statutory housing providers, however, do provide quarterly reports to the central government (Department of Housing), who monitors housing provision. This department also disburses annual grants for housing provision. Currently, performance in housing provision is evaluated based on project's compliance with national building regulations.

## RESOURCE MOBILIZATION

Municipal councils do not provide budget for housing provision. Under the citywide consultations, municipal councils are engaged in the upgrading of informal settlements within the municipal boundary.

### AGREED PRIORITIES

- Improved information management of rateable properties, housing types and quality, and associated residential data.
- Stronger coordination between housing providers for increased investment in housing and commerce, especially in the Greater Suva Urban Area.



Omkar settlement in Suva  
© DTCP

## PROJECT PROPOSALS

<b>PROJECT 1</b> Urban Housing and Shelter	Establish a database of housing, shelter and settlements in municipal areas.
<b>PROJECT 2</b> Urban Housing and Shelter	Undertake citywide consultations for Sigatoka and Ba Towns, and Caubati and Vunivivi settlements in Nadi Town.
<b>PROJECT 3</b> Urban Housing and Shelter	Produce a manual on citywide consultations and settlement upgrading in order to support current and future citywide consultations.
<b>PROJECT 4</b> Urban Housing and Shelter	Review planning and subdivision standards for housing in order to provide acceptable reduced standards for informal settlements.

## CLIMATE CHANGE AND DISASTER RISK REDUCTION

As an island nation, Fiji is vulnerable to climate change and climate-related hazards. As a low-lying island state in the tropics, it is particularly exposed to sea-borne hazards. Towns and cities in Fiji are coastal or riverine. Natural hazards to which these urban areas are exposed include cyclones, hurricanes, coastal and riverine erosion, landslides, floods and projected mean sea level rise. Suva City and Lami Town lie on fault lines and as a result major developments in these urban areas require sound geophysical analysis. The Suva peninsula, Nasinu, Savusavu and Levuka Towns are exposed and vulnerable to tsunamis. Nausori, Ba and Nadi towns are particularly subjected to floods.

Mangrove deforestation and coral reef extraction in order to accommodate urban development and for reasons of income generation are increasing the vulnerability of urban areas to coastal hazards. Both mangrove forests and coral reefs provide effective barriers against storm surges and cyclones. Of particular concern are the residents of informal settlements in towns and cities as many such settlements are located in highly vulnerable areas, such as riverbanks and pockets of coastal land. Lami Town Council has begun incorporating climate change adaptation initiatives into its development operations. Such initiatives include a mangrove nursery and mangrove replanting schemes in order to reforest the coast. In Lautoka City, the Department of Housing has begun looking at relocating residents of the coastal Navutu settlement to a less exposed and vulnerable inland site.



Navutu settlement near the Navutu industrial area  
© SCOPE

In addition, for topographical reasons, low-lying areas adjacent to reclaimed land are often flooded. This is common, for example, in the industrial area around Wailada in Lami Town, and in the iTaukei settlement in Veisari.

The Suva Foreshore Master Plan, formulated in 1998, has been instrumental in the protection of mangrove areas along the coast of the Greater Suva Urban Area. Extensive mangrove forests have been preserved due to the provisions of this plan. These mangroves, and the wetlands around the mouth of the Rewa River, provide protection against cyclone and storm surge for the city.

However, town planning schemes elaborated by the municipalities contain very limited consideration of climate change or disaster risk management. Rehabilitation and rebuilding following disasters have been very costly to the central government. Similarly, disasters have caused substantial damage and losses to municipal, iTaukei and private property, and negatively impacted on local economies. Due to projected increases in climate-related hazards and extreme events, as well as increased size and density of urban areas, such costs are likely to increase unless municipalities begin to consider climate change and disaster risk as a component of their urban planning and development operations. As such, municipal councils should incorporate such issues thoroughly when revising town planning schemes. Revision should be based on recommendations arising from studies of hazards and disaster risk.

### THE INSTITUTIONAL SET UP

- The Department of Environment (MLGUDHE) and the Climate Change Unit under the Ministry of Foreign Affairs and International Cooperation are mandated to implement the National Climate Change Policy. This includes awareness raising and capacity building.
- The National Disaster Management Office is the coordinating body in the event of a disaster in Fiji.
- Municipal councils do not include budget lines or have funds earmarked for use for either climate change adaptation or disaster risk management. Coping with disasters is considered to be the responsibility of the central government.

### REGULATORY FRAMEWORK

- The Environmental Management Act provides a broad legislative framework for environmental issues in Fiji.
- The National Climate Change Policy, approved in 2012, includes specific provisions for sectoral

responsibilities for climate change. In particular, urban areas are considered important sites – in terms of both the impact of climate change and the implementation of efforts to combat the negative affects of climate-related hazards.

- The National Disaster Management Office is the main coordinating office responsible for disaster management in Fiji. The local level offices are represented in municipal councils.

## RESOURCE MOBILIZATION

- Currently, there is no budget allocation in municipalities for climate change adaptation and disaster risk management. As such, external funding opportunities should be pursued. One such, is under programmes such as UN-Habitat’s Cities and Climate Change Initiative whereby vulnerability and adaptation assessments are undertaken. The programme can assist municipal councils to incorporate climate change adaptation strategies into their planning processes. Support can also be provided at a community level, helping local communities to become proactive in identifying issues of concern relating to climate change. Each community can then ascertain their vulnerability to climate change effects and identify key adaptive and mitigation measures which can be implemented.

### AGREED PRIORITIES

- Improved budget provision within municipal councils for expenses related to climate change adaptation and mitigation, and disaster management.
- Improved knowledge and understanding of natural hazards at all levels of municipal governance, but especially in communities through the establishment of community level disaster management plans.
- Increased awareness of climate change and disaster risk amongst the public and major landowners.

## PROJECT PROPOSALS

### PROJECT 1 CLIMATE CHANGE AND DISASTER MANAGEMENT

Establish disaster management plans for municipal councils and ensure that stakeholders are familiar with these, including evacuation routes and emergency response procedures.

### PROJECT 2 CLIMATE CHANGE AND DISASTER MANAGEMENT

Revise town planning schemes and associated development controls so that they incorporate climate change adaptation and disaster risk management. Such revisions should focus on flood risk management as this is a key hazard.

### PROJECT 3 CLIMATE CHANGE AND DISASTER MANAGEMENT

Undertake awareness raising on climate change adaptation and disaster management at community levels through the dissemination of user-friendly brochures. This should include capacity building for these issues. Capacity building should be integrated into the Neighbourhood Watch Zone system, and each zone should establish a community-based disaster management committee.

# SECTION THREE - STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

## URBAN GOVERNANCE AND FINANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>COMMUNICATION, AWARENESS AND TRANSPARENCY</b>			
<p>Dedication of long-serving middle managers and staff.</p> <p>Presence of Five Year Strategic Plans in each municipality.</p> <p>Increasing understanding by public, stakeholders and the private of the strategic plans and their role in development.</p>	<p>Overlapping roles and responsibilities of council executive staff leading to confusion, which in turn damages morale and can lead to negligence of protocols.</p> <p>Limited technical capacity of staff.</p> <p>Absence of human development or training plan.</p>	<p>Involvement of the community in the decision-making process for Lautoka City through community meetings and the Neighbourhood Watch Zones scheme.</p> <p>Increased interaction between the municipal councils and their communities.</p> <p>Development of standard operating procedures for a number of urban management operations.</p>	<p>Changes in leadership and leadership style to which the council staff must adapt.</p>
<b>FINANCIAL CAPACITY AND ACCOUNTABILITY</b>			
<p>Good mixture of both young and mature staff.</p> <p>Code of conduct in place.</p>	<p>High quantity of rates in arrears.</p>	<p>Potential additional rates and revenue – partly through boundary extensions.</p> <p>Adoption and implementation of an accrual accounting budget system by 2013</p> <p>Opportunity for resource sharing and capacity building in terms of urban management.</p>	<p>Changes in leadership and executive management staff may trigger allegiance issues amongst the council staff.</p> <p>Relatively high levels of staff turnover, particularly at executive level.</p>



<b>URBAN GOVERNANCE AND FINANCE</b>	<b>Project proposal</b>
	Formulate strategic workforce training and development plans for councils.

**Location:** All municipal councils

**Duration:** Three months

**Beneficiaries:** Municipal councils, MLGUDHE

**Implementing Partners:** Municipal councils, Department of Lands, Donor agencies.

**Estimated Cost:** FJD 30,000

**Background:** Councils lack sufficient technical capacity, especially in financial management and accounting. This results in ineffective investment and revenue management (including rates collection). Similarly, under the Local Government Reform 2009, councils are expected to transition to accrual accounting practices from cash accounting. This necessitates the capacity building of council staff. However, currently, there is not staff development or training programme or plan in place in councils, and all capacity building takes place through ad-hoc external platforms.

**Objective:** To establish a system in human resources development in councils, for better performance and greater effectiveness of staff.

**Activities:** Conduct a workshop with key technical and managerial staff of councils in order to identify training and development needs; compile a draft training policy and plan in consultation with MLGUDHE; present draft plans to council staff for review and comment; revision plans and finalize.

**Outputs:** A human resources development plan.

**Staff Required:** Staff from the technical and human resources departments of the councils; two staff from MLGUDHE.

<b>URBAN GOVERNANCE AND FINANCE</b>	<b>Project proposal</b>
	Build the capacity of municipal councils in accrual accounting practices and good financial management.

**Location:** All municipal councils

**Duration:** 18 months

**Beneficiaries:** Municipal councils, MLGUDHE

**Implementing Partners:** Municipal councils, Department of Local Government, Donor agencies

**Estimated Cost:** FJD 30,000-50,000

**Background:** Many councils display poor accounting practices, which have led to inquiries from central government. In addition, the Local Government Reform 2009 stipulates that councils transition from cash accounting to accrual accounting by 2014. Municipal councils need support and capacity building in order to meet this deadline.

**Objective:** To build the technical ability of finance and accounting staff and ensure they are informed and proficient in accrual accounting standards.

**Activities:** Design training in consultation with municipal councils, MLGUDHE; implement training.

**Outputs:** Technically proficient accounting and finance staff in the standards of accrual accounting.

**Staff Required:** Municipal council finance and accounting staff; staff from the Department of Local Government; finance staff from the MLGUDHE.

**Project proposal**

Formulate and clearly differentiate the powers of SAs and CEOs in the administration and management of the council.

**Location:** Suva, MLGHUE Headquarters

**Duration:** 3 months

**Beneficiaries:** Municipal councils, Department of Local Government

**Implementing Partners:** Department Local Government

**Estimated Cost:** FJD 10,000

**Background:** Since the creation of the SA post in Local Government Reform 2009, there have been mounting ambiguities over the respective roles and responsibilities of this post and the post of CEO. This is leading both to ineffective executive of responsibilities under these two positions, as well as high levels of staff over in these posts.

**Objective:** To clearly differentiate the responsibilities of these two positions and thereby improve the executive management of municipal councils.

**Activities:** Undertake consultations with SAs and CEOs; conduct round table discussions between relevant parties to explore options for collaboration and coherency between the roles; interview senior management staff on this issue; draft respective terms of reference for the positions; present these to all stakeholders for feedback and discussions; revise the terms of reference and finalize.

**Outputs:** Terms of reference which clearly differentiate the roles and responsibilities of the SA and the CEO. Ensure the roles and responsibilities are coherent and complementary.

**Staff Required:** One external consultant or senior planner from MLGUDHE; current and former SAs and CEOs; wider municipal council staff, such as managerial staff.

## URBAN PLANNING AND MANAGEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>EFFECTIVE STRATEGIC PLANNING</b>			
<p>Municipal councils have strategic planning instruments (strategic plans, corporate plans, budget plans and business plans).</p> <p>Municipal councils have approved town planning schemes which they seek to keep up-to-date.</p> <p>Some municipal councils have established subdivision bylaws.</p>	<p>Absence of professional town planners in municipal council planning units.</p> <p>Ineffective implementation of the town planning schemes and strategic plans.</p> <p>Ineffective implementation of the town planning scheme and little understanding of the relevance and application of associated planning documents.</p>	<p>Increased capacity of municipal councils in environmental management through the establishment of an environmental management unit.</p> <p>Better information management for strategic planning through the establishment of a GIS section in the municipal council.</p>	<p>Unplanned and uncontrolled development.</p> <p>Rise of informal settlements due to increased housing demand and limited supply.</p>
<b>TECHNICAL CAPACITY AND TRAINING</b>			
<p>Good mixture of both young and mature staff.</p>	<p>Limited urban management capacity because town planning matters are overseen by building engineers and health inspectors. This in turn reduces the effectiveness of these professionals in their own fields.</p> <p>Limited capacity of urban planners and limited number of technical staff with experience.</p>	<p>Engagement of volunteer planners or consultant planners to support municipal councils.</p>	<p>Movement of trained staff from smaller municipal councils to larger councils or overseas due to the offer of better salaries.</p> <p>Absence of succession plans for technical staff.</p>

URBAN PLANNING AND MANAGEMENT	Project proposal
	Ensure that every municipality has a functioning, staffed town planning unit with GIS capacity. Undertake related training with support from the DTCP if needed.

**Location:** Municipal councils

**Duration:** Six months

**Beneficiaries:** Municipal councils, private and public developers

**Implementing Partners:** Department of Local Government, DTCP (GIS and Information Technology Unit), municipal councils.

**Estimated Cost:** FJD 60,000

**Background:** Some councils have town planning units without staff required staff (i.e. a town planner), and other municipal councils simply do not have town planning units. This restricts the capacity of municipalities to implement town planning schemes and strategic plans.

**Objectives:** To strengthen the technical, town planning capacity of municipal councils and improve implementation of town planning schemes.

**Activities:** Scan and review municipal councils for their town planning capacity; establish town planning units in councils where currently such a unit is absent; staff the units or undertake capacity building of existing staff in town planning implementation; equip the unit with GIS technology and provide GIS training.

**Outputs:** Effective implementation of town planning schemes.

**Staff Required:** One staff member from the DTCP; municipal town planning staff; one GIS technician.

URBAN PLANNING AND MANAGEMENT	Project proposal
	Revise the councils town planning schemes and the Greater Suva Urban Growth Management Plan (2006) in partnership with DTCP, the Local Government Service Body or through the engagement of Consultant Planner.

**Location:** Municipal councils

**Duration:** Six months

**Beneficiaries:** Municipal councils, private and public developers

**Implementing Partners:** Department of Local Government, DTCP (GIS and Information Technology Unit), municipal councils.

**Estimated Cost:** FJD 30,000

**Background:** Quality of urban planning and management varies widely across municipalities. There is a need to set standards for both town planning, as well as related services. Standard operating procedures delivered through a town planning manual would also allow increased standardization of practices between municipalities, leading to the increased possibility of services exchange, resource sharing etc. between councils.

**Objective:** To improve the standard of town planning and related services, and encourage inter-municipal information sharing and standard setting.

**Activities:** Undertake a workshop with relevant staff and stakeholders in order to identify the appropriate standards for different functions of urban management and planning; prepare draft standards and circulate these for review and trialing; finalize the draft and prepare a corresponding manual.

**Outputs:** A town planning manual with Standard operating procedures for all activities relating to urban planning and management.

**Staff Required:** One senior planner from the Department of Town and Country Planning; one senior officer from either the engineering or health services of each council.

	Project proposal
URBAN PLANNING AND MANAGEMENT	Establish a local government service body tasked with providing technical services and support, such as town planning and engineering services, to municipal councils. The body would be jointly funded by the councils.

**Location:** Nominated municipality – one for each division

**Duration:** Setup within six months

**Beneficiaries:** Municipal councils, public and private sectors, public

**Implementing Partners:** Municipal councils, DTCP, Department of Local Government

**Estimated Cost:** FJD 300,000 per year

**Background:** Many municipal councils lack much needed technical services and support. Often this is due to a combination of the cost of acquiring such technical input and the fact that, if it's a small municipality, such support is only needed intermittently. As such, there is ample scope for the establishment of a common body of resources to be shared amongst participating councils.

**Objective:** To establish a mechanism through which municipal councils can draw on technical support when needed.

**Activities:** Form groups of councils; undertake workshops in order to identify common needs and associated technical support; determine resources sharing and joint funding options; determine how the technical staff will be mobilized by councils; establish the local government services body; formulate terms and references for staff; recruit personnel.

**Outputs:** Local government services body(ies)

**Staff Required:** One town planner; one surveyor and one engineer.

	Project proposal
URBAN PLANNING AND MANAGEMENT	Revise town planning schemes, or parts of town planning schemes considered critical to projected growth areas of municipalities.

**Location:** Municipal councils

**Duration:** 24 months

**Beneficiaries:** Municipal councils, DTCP, private developers and landowners, public

**Implementing Partners:** Municipal councils, DTCP

**Estimated Cost:** FJD 200,000-250,000

**Background:** Town planning schemes are supposed to be kept up-to-date, however revision is infrequent. Many town and cities are experiencing growth and seeking as a result to extend their municipal boundaries in order to accommodate new development. Many town planning schemes currently in use in municipal councils are now outdated and revision is becoming increasingly urgent in order to fully and adequately address current challenges and new environmental, social and economic needs.

**Objective:** Robust and up-to-date town planning schemes in all municipalities.

**Activities:** Review the approval dates of existing town planning schemes and determine which to prioritize for revision; in selected municipalities undertake context analyses, gather sectoral, topographical, climatic, social and economic data; analyze data gathered; consult with stakeholders and current and future issues, development directions, vision for municipality etc.; formulate any changes to the town planning schemes as needed based on the outcome of the analysis; present draft revisions to stakeholders and receive feedback and comments; revise revisions and finalize; submit to the DTCP for approval.

**Outputs:** Revised town planning schemes and new schemes for proposed boundary extension areas.

**Staff Required:** One experienced town planner to work in consultation with the DTCP and the municipal councils.

## LAND DEVELOPMENT AND ADMINISTRATION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<b>EFFECTIVE STRATEGIC PLANNING</b>			
<p>Clear tri-partite system of land ownership and development, each with associated national level legislation (Subdivision of Land Act, iTaukei Land Act etc.).</p> <p>Renewed commitment of landowning units to formal land development procedures.</p> <p>Existence of town planning schemes in all municipalities, subdivision bylaws in some municipalities which facilitates correct land development.</p>	<p>Weak enforcement of land development regulations, including the town planning scheme and relevant national legislation.</p> <p>Absence of trained town planners and staff with adequate technical land development knowledge in some municipalities.</p> <p>Insufficient delivery of basic services such as water and sanitation, which limits development of land.</p> <p>Insufficient land available (shortage of land) for future development in urban areas.</p>	<p>Further expansion of operations by landowning units.</p> <p>Expanded understanding of the importance of urban planning and the town planning schemes amongst the public.</p> <p>Expanded understanding and recognition of land development regulations.</p> <p>Improved land information management systems.</p>	<p>Unregulated, informal land development undermining the value of neighbouring land and dissuading investment and development.</p>

<b>LAND DEVELOPMENT AND ADMINISTRATION</b>	<b>Project proposal</b>
	Undertake awareness raising using a variety of media and platforms including workshops and seminars on the topic of land development processes. Such awareness raising should be implemented at the community level, in iTaukei villages and in peri-urban areas and can be incorporated into the urban village planning programme.

**Location:** Municipal councils

**Duration:** 12 months

**Beneficiaries:** Municipal councils, community groups, public and private sectors

**Implementing Partners:** Municipal councils, DTCP, general public and local communities, businesses and developers.

**Estimated Cost:** FJD 20,000 per council

**Background:** Much of current informal or unregulated development in Fiji happens simply through a lack of understanding or awareness of existing, formal procedures for land development, and associated regulations, benefits, options etc. There is a need to increase public awareness and understanding of this formal land development.

**Objectives:** To increase the awareness and understanding of communities, businesses and the public on the different aspects of formal land development.

**Activities:** Design awareness raising campaign and associated materials; prepare materials for dissemination; seek to build off existing awareness raising platforms such as World Town Planning Day (8 November); undertake outreach to communities, businesses and the public.

**Outputs:** Awareness raising materials and more informed communities, businesses, and public.

**Staff Required:** One communications officer

<b>LAND DEVELOPMENT AND ADMINISTRATION</b>	<b>Project proposal</b>
	Establish environmental management units in the TLTB, Department of Lands and Surveys and municipal councils.

**Location:** Municipal councils

**Duration:** 24 months

**Beneficiaries:** Municipal councils, community groups, public and private sectors

**Implementing Partners:** Department of Local Government, DTCP (GIS and Information Technology Unit), municipal councils, South Pacific Applied Geo-Science Commission (SOPAC).

**Estimated Cost:** FJD 50,000 per council

**Background:** Currently, municipal councils maintain most records for lands and buildings using paper-based systems. These are inefficient, often incomplete and need to be both digitized and systematized.

**Objectives:** To create a database of land and building information.

**Activities:** Collect all land and building information possessed by the council; digitize content in accordance using GIS.

**Outputs:** GIS database of land and building information.

**Staff Required:** One GIS technician; one research assistant

**LAND DEVELOPMENT AND ADMINISTRATION**
**Project proposal**

Establish environmental management units in the TLTB, Department of Lands and Surveys and municipal councils.

**Location:** Municipal councils

**Duration:** 24 months

**Beneficiaries:** Municipal councils, Department of Lands and Surveys, TLTB, community members.

**Implementing Partners:** Department of Environment, DTCP, municipal councils, Department of Lands and Surveys, TLTB

**Estimated Cost:** FJD 150,000 per unit

**Background:** Under the Environmental Management Regulations (2007), all authorities engaged in the approval of land development projects are required to establish an Environmental Management Unit as required under the Environmental Management Act (2005). The unit's role is to enforce the requirements of the Environmental Management Act and Regulations and to monitor compliance with particular regard to environmental impact assessments and environmental management plans.

**Objectives:** To ensure that developments are undertaken with due care with minimal harm and degradation to the natural environment.

**Activities:** Formulate budgets; design the two units; recruit staff; establish and operations manual to guide the unit; train staff and undertake awareness raising targeting the general public, and land developers in particular.

**Outputs:** Two operational environmental management units

**Staff Required:** One environmental officer; one environmental assistant



## URBAN INFRASTRUCTURE AND SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Towns and cities are generally well-connected to reticulated water and sanitation systems and electricity provided by central government.</p> <p>Commitment from central government to extending the coverage of utilities to support growth in towns and cities.</p> <p>Centralization of the provision and maintenance and roads in municipal areas and beyond.</p> <p>Informal settlements – which are not connected to water and sanitation systems – maintain septic tanks for sanitation.</p> <p>Municipal councils have solid waste management programmes in place.</p> <p>Improved understanding and commitment to environmentally sound and social acceptable forms of solid waste disposal.</p> <p>Improved commitment to recycling and waste minimization.</p> <p>Good legislation in place to support the provision of basic services both within municipalities and beyond municipal boundaries.</p>	<p>Limited water sources leading to water shortages.</p> <p>Slow implementation of upgrading schemes for water and sanitation services.</p> <p>Poorly maintained and inadequate drainage systems in some municipalities.</p> <p>Reduced control of municipalities over basic services in municipal areas due to increased centralization of utilities delivery.</p> <p>Reluctance of councils to extend basic services to informal settlements.</p>	<p>Forming an urban management board in order to promote integrated planning and development of municipal areas through cooperation between municipal agencies, infrastructure providers, central government ministries and stakeholders.</p> <p>Advancing citywide consultations in order to improve basic services and living conditions in informal settlements.</p> <p>Promoting the harvest of rainwater by households and schools in order to increase water supply.</p> <p>Establishing waste transfer stations within Nasinu and Nausori Towns in order to improve the efficiency of solid waste management.</p>	<p>Delays in informal settlements upgrading initiatives because of a lack of access and difficulties providing utilities.</p> <p>Densification of squatter settlements.</p> <p>Floods due to poorly maintained drainage systems and an absence of flood risk reduction initiatives.</p>

<b>URBAN INFRASTRUCTURE AND SERVICES</b>	<b>Project proposal</b>
	Establish a database of infrastructure and urban services.

**Location:** Municipal councils

**Duration:** 24 months

**Beneficiaries:** Municipal councils, infrastructure and utilities providers, public

**Implementing Partners:** Municipal councils, DTCP, Department of Lands and Surveys, Fiji Electricity Authority, Water Authority of Fiji, Fiji Roads Authority, Telecom Fiji Limited, Fiji Ports.

**Estimated Cost:** FJD 500,000-800,000

**Background:** Data stored by organizations on infrastructure and urban services is often paper-based and needs to be digitized. Further to this, there is no common platform for the exchange of data between organizations engaged in the provision of infrastructure or delivery of services. A common, digital platform is needed.

**Objectives:** To improve information management on infrastructure and basic services, and to improve coordination and cooperation between agencies engaged in infrastructure provision and basic services for more effective delivery in the long-term.

**Activities:** Undertake workshops with utility providers in order to identify data collected and used, data storage practices and data sharing options; identify strategies for improved data management and sharing; establish database; establish regulations, standards and norms for data management; develop incentives for data entry by respective organizations.

**Outputs:** Database of infrastructure and basic services in Fiji.

**Staff Required:** One senior GIS technician; one GIS assistant technician

<b>URBAN INFRASTRUCTURE AND SERVICES</b>	<b>Project proposal</b>
	Revise the Greater Suva Urban Growth Management Plan and bring it in-line with the Greater Western Urban Management Plan and the Northern Corridor Urban Growth Management Plan.

**Location:** Divisions

**Duration:** 12 months

**Beneficiaries:** Municipal councils, infrastructure and utilities providers, donors and infrastructure investors, public

**Implementing Partners:** Municipal councils, DTCP, Department of Lands and Surveys

**Estimated Cost:** FJD 50,000

**Background:** The Greater Suva Urban Growth Management Plan is a key planning document for the conurbation. However, the plan is now outdated and needs updating. Updating the plan will be particularly useful for infrastructure providers as it will provide strategic guidance in terms for infrastructure development and investment over the longer term, as well as providing a common infrastructure framework for cooperation between agencies and providers.

**Objectives:** To produce an updated growth plan for the Greater Suva Urban Area.

**Activities:** Undertake context analysis; gather and analyze information and data on key economic, social and environmental developments since the plan's formulation; conduct workshop in order to identify key strategic and policy gaps and needs in the plan; undertake revision of the identified components; share draft updated plan with stakeholders and receive feedback; finalize the plan and submit for approval.

**Outputs:** Revised Greater Suva Urban Growth Management Plan.

**Staff Required:** Four technical staff from the Greater Suva Urban Area councils; four project staff from the DTCP.

## URBAN HOUSING AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Existence of the National Housing Policy which provides a legal framework for housing provision, with a special focus on affordable housing.</p> <p>Commitment from national housing providers to the provision of affordable housing.</p> <p>Recognition from municipal governments of the need to improve living conditions in informal settlements, including shelter.</p> <p>Improved understanding of landowning units on the formal processes for land development, including housing developments, and improved compliance with these.</p>	<p>Communities in informal settlements who are resistant to relocating to new housing or settlements.</p> <p>Limited recognition by council of the need to address informal settlements which lie on the edge of municipal boundaries or in peri-urban areas.</p>	<p>Encouraging partnerships between private sector and landowning units for improved housing delivery.</p> <p>Developing reduced standards for housing in informal settlements, and affordable housing more generally, in order to encourage provision and formalization.</p> <p>Extending the citywide consultations into more towns and cities.</p> <p>Expanding the Department of Housing's Town Improvement Initiative.</p> <p>Expanding and improving utilities, especially sanitation, in order to permit increasing densification of housing.</p>	<p>Continued release of iTaukei land for informal housing.</p> <p>Increasing demand for housing driving up prices for land and housing and excluding marginalized segments of the population.</p>

<b>URBAN HOUSING AND SHELTER</b>	<b>Project proposal</b>
	Establish a database of housing, shelter and settlements in municipal areas.

**Location:** Department of Housing, MLGUDHE Headquarters in Suva City.

**Duration:** 12 months

**Beneficiaries:** Municipal councils, Department of Housing, (Poverty Alleviation Unit), occupants of informal settlements in municipal areas.

**Implementing Partners:** Department of Housing (Poverty Alleviation Unit), DTCP (GIS and Information Technology Unit).

Estimated Cost: FJD 150,000

**Background:** Neither municipal councils nor the Department of Housing keep full records on informal settlements in municipal areas. This lack of information limits partners engaged in informal settlement upgrading work. Similarly, records on formal housing in municipal areas are often limited. Improving the quality of information kept, and centralizing this information in a single database, would be immensely useful to housing and infrastructure providers, as well as community groups looking to undertake initiatives in informal settlements.

**Objectives:** To create a comprehensive centralized database of housing, shelter and settlements.

**Activities:** Identify informal settlements in consultation with municipal councils; gather information on these settlements using surveys and mapping; gather available housing information from municipal councils and stakeholders; centralize all information into database using GIS; provide training to councils on using the database as well as how to keep the database up-to-date.

**Outputs:** Comprehensive, centralized database of housing, shelter and settlements.

**Staff Required:** One statistician from the Department of Housing; one research assistant; four technical assistants from municipal councils.

<b>URBAN HOUSING AND SHELTER</b>	<b>Project proposal</b>
	Undertake citywide consultations for Sigatoka and Ba Towns, and Caubati and Vunivivi settlements in Nadi Town.

**Location:** Sigatoka, Ba and Nadi Towns

**Duration:** 36 months

**Beneficiaries:** Sigatoka, Ba and Nadi Town Councils, Department of Housing, TLTB, infrastructure providers, residents of informal settlements, civil society organizations.

**Implementing Partners:** Sigatoka, Ba and Nadi Town Councils, Department of Housing, TLTB, civil society organizations, Asian Coalition of Housing Rights, Peoples Community Network

**Estimated Cost:** FJD 250,000-500,000.

**Background:** Municipal councils are recognizing the need for increased assistance to informal settlements. The citywide consultations is an initiative seeking to improve the living conditions of residents of informal settlements across Fiji. Sigatoka, Ba and Nadi Town Councils have all committed to undertaking consultations in identified settlements.

**Objectives:** To improve the living conditions of residents in informal settlements.

**Activities:** Gather data and information on the identified settlements; consult with settlement residents and gather the views; undertake participatory planning and mapping exercises with communities and stakeholders; prepare consultation assessment report and settlement plan.

**Outputs:** Settlement Plan and Report.

**Staff Required:** One officer from the Department of Housing; four planners from the DTCP (Urban Village Planning Team).

<b>URBAN HOUSING AND SHELTER</b>	<b>Project proposal</b>
	Produce a manual on citywide consultations and settlement upgrading in order to support current and future citywide consultations.

**Location:** Department of Housing, MLGUDHE Headquarters, Suva City

**Duration:** 12 months

**Beneficiaries:** Municipal councils, Department of Housing (Poverty Alleviation Unit), DTCP (Urban Village Planning Team), residents of informal settlements, infrastructure providers, civil society organizations.

**Implementing Partners:** Department of Housing, DTCP (GIS and Information Technology Unit)

Estimated Cost: FJD 30,000

**Background:** The Department of Housing, with municipal councils and other stakeholders, is undertaking citywide consultations in urban areas around Fiji. Much of the staff engaged on these consultations have limited knowledge of informal settlements upgrading processes, infrastructural provision or housing development. To date, there is no established guidance for these procedures. Such guidance would positively impact the consultations, ensuring quality outcomes and outputs and facilitating the work of all parties.

**Objectives:** To develop a manual providing efficient and effective guidance on how to undertake citywide consultations.

**Activities:** Collect reports and documentation related to consultations undertaken to date; review documentation and development standards or benchmarks; from these, through discussion and dialogue with stakeholders, develop guidelines for operations; draft the manual and distribute to stakeholders for review and feedback; finalize the manual and disseminate.

**Outputs:** Manual on citywide consultations.

**Staff Required:** One technical staff member from the Department of Housing.

<b>URBAN HOUSING AND SHELTER</b>	<b>Project proposal</b>
	Review planning and subdivision standards for housing in order to provide acceptable reduced standards for informal settlements.

**Location:** Department of Housing, MLGUDHE Headquarters, Suva City

**Duration:** 6 months

**Beneficiaries:** Municipal councils, Department of Housing (Poverty Alleviation Unit), DTCP (Urban Village Planning Team), residents of informal settlements, housing providers, civil society organizations.

**Implementing Partners:** Department of Housing, DTCP (GIS and Information Technology Unit, with Subdivision and Forwarding Planning Unit)

**Estimated Cost:** FJD 50,000

**Background:** Due to increased migration to urban areas, rising land and housing prices, and a general shortage of affordable housing, informal settlements are becoming increasingly dense. Meeting housing, health and infrastructure standards when undertaking informal settlement upgrading projects within these settlements is becoming increasingly difficult. As a result, and rather than displace or relocate informal settlement residents, a relaxation of standards applicable only to informal settlements would be useful.

**Objectives:** To develop housing, health and infrastructure standards which are appropriate and complementary to the needs of informal settlements.

**Activities:** Review existing standards and general provisions; review standards achieved under informal settlement upgrading initiatives through both desk review and field visits; survey residents of informal settlements and stakeholders on perceived standards required; formulate draft reduced standards and share with stakeholders and residents for review.

**Outputs:** Reduced standards for housing, health and infrastructure in informal settlements.

**Staff Required:** One senior planner and one senior technical officer from the DTCP; one planner or civil engineer from a municipal council.

## CLIMATE CHANGE AND DISASTER RISK REDUCTION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Increased acknowledgement of climate change amongst municipal councils.</p> <p>Increasing recognition of the need to reduce the adverse effects of natural hazards on urban and peri-urban areas.</p> <p>Preservation of extensive mangrove forests along some coasts, especially in the Greater Suva Urban Area, which reduce the impact of cyclones and storm surges on municipalities.</p> <p>Increasing amount of data and information on climate change in Fiji.</p> <p>Existence of the National Climate Change Policy, the Fiji National Disaster Management Plan and related policy and legislation.</p>	<p>Many municipalities have not formulated municipal level disaster management plans.</p> <p>Absence of national flood warning system.</p> <p>Poor drainage systems in many municipalities lead to floods.</p> <p>Coastal location of towns and cities, which increases their exposure to seaborne hazards, especially cyclone, hurricane and projected sea level rise.</p> <p>Presence of a number of informal settlements in highly hazard exposed and vulnerable locations.</p> <p>Persistent release of hazard-prone land by landowning units for informal development.</p> <p>Weak enforcement of protection policies for mangroves at a national level.</p>	<p>Establishing disaster management plans and climate change adaptation plans for municipalities.</p> <p>Integrating climate change adaptation and disaster risk management strategies into community activities and action plans.</p> <p>Incorporating climate change adaptation into foreshore development and land reclamation projects.</p>	<p>Continued climate change and continued intensification of extreme weather events.</p> <p>Increased density of informal settlements leading to health and safety risks.</p>

<b>CLIMATE CHANGE AND DISASTER RISK REDUCTION</b>	<b>Project proposal</b>
	Establish disaster management plans for municipal councils and ensure that stakeholders are familiar with these, including evacuation routes and emergency response procedures.

**Location:** Municipal councils

**Duration:** 6 months

**Beneficiaries:** Municipal councils, National Disaster Management Office, Ministry of Health, Commissioners Western Office, public and businesses

**Implementing Partners:** Municipal councils, National Disaster Management Office, Ministry of Health, Commissioners Offices, National Fire Authority, Fiji Military Forces.

**Estimated Cost:** FJD 100,000

**Background:** Most municipalities lack disaster management plans, even if they adopt some practices of climate change adaptation and mitigation. While the central government is improving the coordination of disaster management and climate change initiatives across Fiji, municipalities would benefit from an agreed disaster management plan and associated (rolling) budget.

**Objectives:** To establish municipal level disaster management plans for all municipalities in order to better handle disaster events at local level.

**Activities:** Review and evaluate previous disaster events and each municipalities and the management processes deployed; undertake a workshop with key stakeholders of municipal level disaster management in order to identify challenges, successes and opportunities for disaster management, as well as determining the roles of different stakeholders in a disaster event; draft disaster management plan and share with stakeholders for review; finalize disaster management plan.

**Outputs:** A disaster management plan for each municipality.

**Staff Required:** Two municipal council staff; one staff member from the DTCP; one staff member from the National Disaster Management Office.

<b>CLIMATE CHANGE AND DISASTER RISK REDUCTION</b>	<b>Project proposal</b>
	Revise town planning schemes and associated development controls so that they incorporate climate change adaptation and disaster risk management. Such revisions should focus on flood risk management as this is a key hazard.

**Location:** Municipal councils

**Duration:** 12 months

**Beneficiaries:** Municipal councils, DTCP, business operators, public

**Implementing Partners:** Municipal councils, DTCP, National Disaster Management Office

**Estimated Cost:** FJD 30,000

**Background:** Town planning schemes, strategic plans, and development controls in most municipalities do not consider climate change adaptation or disaster risk management. These need to be revised or amended to consider natural hazards so that development is shaped towards resilience.

**Objectives:** To steer development so that development projects do not create risk or exacerbate existing risk.

**Activities:** Identify key hazards and risks which the municipality faces; amend development controls so that each development project adequately mitigates and manages risk and natural hazards; amend town planning schemes and strategic plans so that development projects and development decisions adequately mitigates and manages risk and natural hazards; share revisions with stakeholders for feedback; promote the use of the revised regulations.

**Outputs:** Revised development regulations in all municipalities.

**Staff Required:** One municipal council planner; one staff member from DTCP.

<b>CLIMATE CHANGE AND DISASTER RISK REDUCTION</b>	<b>Project proposal</b>
	Undertake awareness raising on climate change adaptation and disaster management at community levels through the dissemination of user-friendly brochures. This should include capacity building for these issues. Capacity building should be integrated into the Neighbourhood Watch Zone system, and each zone should establish a community-based disaster management committee.

**Location:** Municipal councils

**Duration:** 6 months

**Beneficiaries:** Municipal councils, National Disaster Management Organization, Ministry of Health, business owners and public

**Implementing Partners:** Municipal councils, National Disaster Management Organization, Ministry of Health

**Estimated Cost:** FJD 100,000-150,000

**Background:** Many communities are unaware of what to do during a disaster and how to prepare and act before and after a disaster. Even with municipal level disaster management plans in place, unless communities are adequately versed in procedures, human lives and community assets will continue to be lost.

**Objectives:** To ensure that communities are fully aware of what to do during a disaster and how to prepare and act before and after a disaster.

**Activities:** Design awareness raising campaign in consultation with communities (target audiences); prepare awareness raising materials; disseminate materials and undertake campaign including presentations in community centres, drills, exercises and evacuation procedures; build off existing platforms for improved awareness raising such as the International Day for Disaster Reduction.

**Outputs:** Awareness raising materials and better informed communities.

**Staff Required:** One communications officer.



## ACRONYMS

<b>ACP</b>	Africa, Caribbean and Pacific
<b>CEO</b>	Chief Executive Officer
<b>DTCP</b>	Department of Town and Country Planning
<b>EUR</b>	Euro
<b>GIS</b>	Geographic Information System
<b>MLGUDHE</b>	Ministry of Local Government, Urban Development, Housing and Environment
<b>SA</b>	Special Administrator
<b>SOPAC (SPC-SOPAC)</b>	Secretariat of the Pacific Community - Applied Geoscience and Technology Division
<b>SWOT</b>	Strength, Weakness, Opportunities, Threats
<b>TLTB</b>	iTaukei Land Trust Board
<b>UN-HABITAT</b>	United Nations Human Settlements Programme
<b>USD</b>	United States dollars

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## FIJI: NATIONAL URBAN PROFILE

The Fiji: National Urban Profile consists of an accelerated, action-oriented assessment of urban conditions, focusing on priority needs, capacity gaps, and existing institutional responses at local and national levels. The purpose of the study is to develop urban poverty reduction policies at local, national, and regional levels, through an assessment of needs and response mechanisms, and as a contribution to the wider-ranging implementation of the Millennium Development Goals. The study is based on analysis of existing data and a series of interviews with all relevant urban stakeholders, including local communities and institutions, civil society, the private sector, development partners, academics, and others. The consultation typically results in a collective agreement on priorities and their development into proposed capacity-building and other projects that are all aimed at urban poverty reduction. The urban profiling is being implemented in 30 ACP (Africa, Caribbean and Pacific) countries, offering an opportunity for comparative regional analysis. Once completed, this series of studies will provide a framework for central and local authorities and urban actors, as well as donors and external support agencies.

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