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FIJI: GREATER SUVA URBAN PROFILE



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HS Number: HS/066/13E

ISBN Number(Series): 978-92-1-132023-7

ISBN Number (Volume): 978-92-1-132593-5

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ACKNOWLEDGEMENTS

The Greater Suva Urban Profile was prepared by the Ministry of Local Government, Urban Development, Housing and Environment with information collected through interviews with key urban stakeholders in Lami Town, Suva City, Nasinu Town and Nausori Town local government areas. We wish to thank them for their time, efforts and contributions towards this report. This project and report were coordinated by the Department of Town and Country Planning with the assistance of Strategic Consultants on Planning and Engineering Pacific Limited with constructive inputs provided by Sarah Mecartney, UN-Habitat Pacific Programme Manager based in Suva, Fiji, and Chris Radford, Senior Human Settlements Officer, UN-Habitat Regional Office for Asia and the Pacific, Fukuoka, Japan.

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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, which appears 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

The Greater Suva Urban Area (GSUA) is confronting a range of challenges relating to urban poverty, environmental risk, infrastructure and land management, amongst others. In order to effectively engage these challenges, and seek solutions to them, this urban profile documents and analyses six key components of the GSUA: 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.

Urban profiling consists of a set of actions to assess 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

The GSUA comprises the capital city of Fiji, Suva City, and three municipal towns namely Lami, Nasinu and Nausori Towns. The GSUA is the country's largest urban area holding an estimated 57 per cent (244,000 people) of the national urban population in 2007. The urban area covers 4000 hectares and forms part of the larger Suva-Nausori Corridor. The population growth rate in the GSUA hovers around 1.7 per cent on average, with towns such as Nausori Town having higher growth rates at 4 per cent. The GSUA is the country's economic centre generating an estimated 30 per cent of the national gross domestic product.

URBAN GOVERNANCE AND FINANCE

The GSUA consists of four municipalities, each managed by a separate council. Each council is headed by a Special Administrator, appointed by the central government, and managed by a Chief Executive Officer (CEO). 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 CEO and the Special Administrator posts is leading to confusion resulting in ministry level

intervention and a high turnover of staff in these roles.

Rate collection in the GSUA continues to improve, simultaneously strengthening the financial position of the municipalities and exacerbating their financial management shortcomings. Improved collection of rates is largely linked to better interaction between the public and the municipalities. The distribution of human resources between the municipalities is unequal, with Suva City enjoying more skilled staff resulting in more effective governance. In general, there is a lack of qualified, skilled staff to support municipal needs.

URBAN PLANNING AND MANAGEMENT

Regulation and control of land development takes place within a framework of town planning schemes and by-laws. Suva, Nausori and Lami all have approved town planning schemes, and Nasinu is currently preparing its scheme. These schemes are the primary physical planning instrument used by the councils.

Despite the existence of small town planning units in three out of the four councils, implementation of schemes requires strong support from the Department of Town and Country Planning. Even Suva, the most well-equipped of the councils, is not independent. Such dependency results in long delays in approving project proposals.

LAND DEVELOPMENT AND ADMINISTRATION

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

Indigenous landowning units in iTaukei villages in the GSUA actively determine how land is utilized in their villages, many now seeking economic and development ventures on their lands. This is encouraged by the National Housing Policy of 2011.

URBAN INFRASTRUCTURE AND SERVICES

The responsibility for the provision of infrastructure and basic services in the GSUA is shared between local municipalities and the central government. The latter provides water supply and sewerage services, roads, power and telecommunications. The LCC manages drainage systems, waste, street lighting, parks and community facilities. Currently, iTaukei villages are not permitted

access to municipal urban services, although this policy is under review and likely to be revoked for public health reasons.

Despite ongoing upgrades, water supply shortages and maintenance issues across the GSUA are calling for attention. Waste management and sewerage has been a focus on GSUA municipal policies since the 1990s and sanitation in the urban area is now well-managed. Solid waste management also needs improvement, with councils considering waste transfer stations, and a possible second landfill site. Roads need repair and improved maintenance, as well as expansion to cope with higher traffic loads.

URBAN HOUSING AND SHELTER

Housing development in the GSUA includes formal detached dwellings and multi-unit apartments. Increasing demand for housing and reduced supply of land is leading to the production of higher density housing, especially in the centre of Suva. Similarly, within the informal sector, the number and density of informal settlements has increased.

The National Housing Policy, formulated in 2011, has resulted in increased provision of affordable housing, with the Housing Authority undertaking multi-phase housing projects. Affordable housing projects are also supported by a number of national and international agencies.

CLIMATE CHANGE AND DISASTER RISK REDUCTION

While the GSUA is located on the coast, it is not as exposed to climate-related hazards as urban areas on the west coast. Nonetheless, it does suffer from natural hazards including coastal and riverine floods, earthquakes and landslides. Mangrove deforestation has increased the GSUA's vulnerability to the adverse effects of climate change by removing an effective storm surge and flood 'barrier'. However, an extensive amount of wetland has been retained around the coast and river which reduces flood risk and facilitates adaptation to climate change.

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 20 African, Arab, Caribbean and Pacific 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 comprises three phases outlined below:

- i. 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.
- ii. Phase Two:** identifies priorities through a pre-feasibility study to develop detailed priority proposals, capacity building and capital investment projects.
- iii. 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:

1. Background

A general background of the GSUA is provided within this profile and is based on municipal council reports, strategic plans, desk reviews of past reports, and

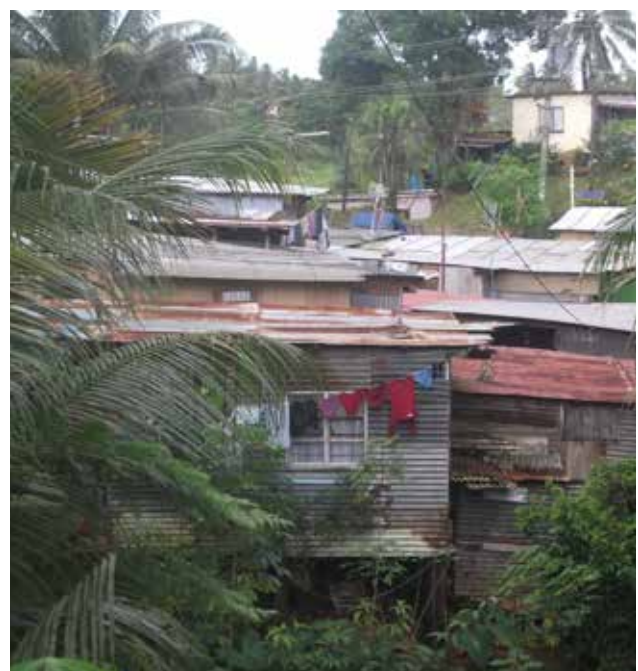
interviews through survey questionnaires conducted as part of the profile exercise. The background includes data on administration, urban planning, economy, the informal and private sectors, urban poverty, infrastructure and basic urban services, public transport, energy, social services, linkages between urban and rural areas, linkages between town and traditional urban villages, land tenure and administration, health and education.

2. Synthetic Assessment

The second section is structured around an assessment of 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.

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.

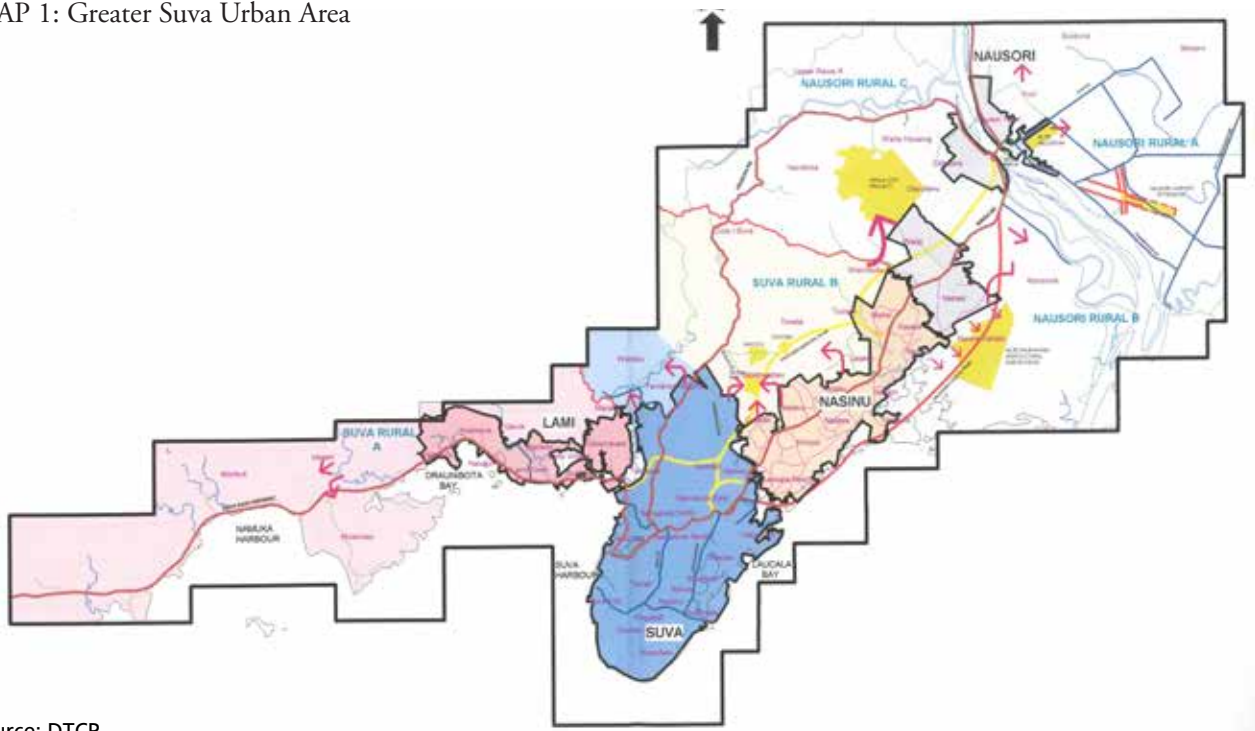


Omkar settlement
© DTCP

SECTION ONE

BACKGROUND: GREATER SUVA URBAN AREA

MAP 1: Greater Suva Urban Area



Source: DTCP

In 2007, Fiji had a national population of just over 837,000 people, of which approximately 51 per cent were living in urban areas. Considering current growth rates, the urban population of Fiji is likely to reach 61 per cent of the total population by 2030. Of the total urban population, an estimated 57 per cent (244,000 people) lives in the GSUA. The GSUA comprises Suva City and three municipal towns called Lami, Nasinu and Nausori. Officially, the GSUA has an annual growth rate of 2 per cent. However, the GSUA also contains a large transient population made up of commuters, vendors, tourists and business operators who move through the GSUA on a daily basis.

The GSUA is the primary urban centre of Fiji's Central Division, with the national capital, Suva City, lying to the south-west. Suva's geographical coordinates are 18°14'16"S and 178°44'19"E. The city is approximately 30 minutes by car from the Nausori International Airport. The GSUA covers an area of over 4,000 hectares and includes iTaukei (Indigenous Fijian) land, as well as state and freehold land. The GSUA, and in particular Suva City and Nausori and Lami Towns, all experience high rainfall.

GEOGRAPHY

The GSUA is located on a peninsula along the Suva-Nausori Corridor and its geography ranges from undulating lands to the west of Lami Town to the eastern delta of Nausori Town. The geographical features have influenced the urban growth, character and management of each of the urban centres of the GSUA.

The small centre of Lami Town lies on the western side of the peninsula and rises towards the north. Conversely, Suva City and Nasinu Town contain a varied topography of both hilly areas and flatter lands, which encourage growth along the King's Highway. At the eastern end of the GSUA lies Nausori Town. This urban centre is divided by the Rewa River, which plays a critical role in the infrastructural system and services of the town and constitutes its main physical feature. In contrast to the dry Lautoka City and the wet Nadi Town, the GSUA experiences high and constant rainfall due to its location. Within the GSUA, Suva City and Lami Town are particularly wet. They are also exposed to earthquake due to the fault line which runs from Veisari in Lami to Walu Bay in Suva. In addition, their coastal location makes them extremely susceptible to climate change.

POPULATION

An estimated 29 per cent of Fiji's national population (i.e. approximately 256,000 people) reside within the GSUA. This population accounts for 57 per cent of the total urban population. The GSUA is shown in the table below based on the population census of 2007 and annual projections by Fiji Bureau of Statistics.

The GSUA's current population has surpassed the projected population of 213,545 people based on the Urban Growth and Management Plan prepared in 2006 by Asian Development Bank. Importantly, this figure does not account for residents of traditional villages located within the GSUA as these are excluded from municipal boundaries in accordance with the Local Government Act (Cap. 125).

Table 1. Population growth in GSUA

MUNICIPAL COUNCIL	2011	2016	2021
Suva City	75,980	77,900	79,470
Lami Town	11,060	11,450	11,860
Nasinu Town	82,980	90,720	98,210
Nausori Town	26,970	29,200	31,610
Total GSUA	196,990	209,270	221,150

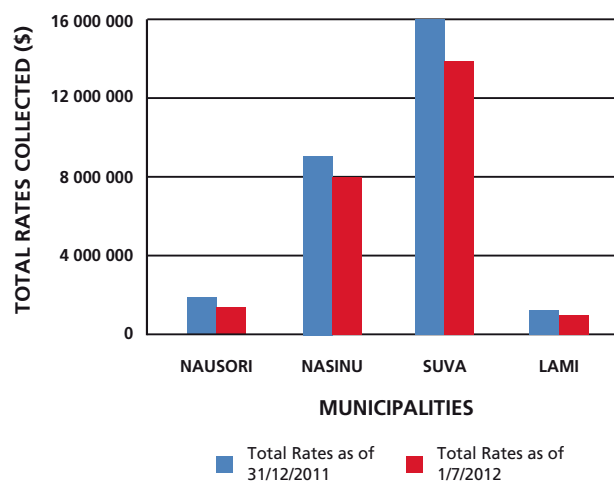
GSUA population projection.
Source: DTCP

Fiji's overall annual population growth rate is 0.7 per cent while the national annual urban population growth rate is 1.5 per cent and 1.7 per cent per annum in the GSUA. Within the GSUA, Nausori Town is the fastest growing urban area with an annual population growth rate of 4 per cent.

GOVERNANCE

The GSUA is administered separately by the four municipalities, each headed by a government appointee known as a Special Administrator (SA) under the Local Government Reform (2008). The councils of the municipalities are mandated under the Local Government Act (Cap.125) to observe, deliver and enforce laws relating to urban management. These include the maintenance of basic urban services such as public health, garbage collection, recreational areas, roads and drainage systems. However, a recent change in legislation, effective from 1 January 2013, has transferred maintenance responsibility of all roads previously maintained and upgraded by the councils, as well as new roads, to the Fiji Roads Authority.

Table 2. GSUA rate collection 2011-2012



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

The aggressive revenue (rate) collection required by the councils as part of the Local Government Reforms exposed the limited capacity, poor financial management and weak governance of the councils. Poor financial management has seriously affected the delivery and standard of services in the GSUA. Further, the replacement of the councils by Special Administrators in 2009 created tension and subsequent confusion amongst council workers as to whether the Special Administrator or the Chief Executive Officer was in charge of the council. The period 2009-2011 saw numerous changes or personnel replacements at the executive management level, which further impacted the council's service delivery. However, the peri-urban areas, where most urban growth takes the form of informal settlement, are governed separately by local area advisory authorities under the Central Board of Health. There is some expectation that the councils' garbage services be extended to these areas despite their location outside the councils' ratable property boundary.

Furthermore, five iTaukei (Indigenous Fijian) villages also exist within the GSUA and are exempted from the Local Government Act, having traditional status under the iTaukei Affairs Act. Therefore, as these villages are under a different jurisdiction and governance structure they are not subjected to council rates. They nonetheless rely on some of the services provided by council such as market and public health services, with the exception of garbage collection services.

ECONOMY

Contained within the Suva City municipal boundaries are the National Government, the headquarters of government ministries, the banking and financial institutions, and the headquarters of a number of regional and global organizations. In this way, Suva is the economic centre of the Pacific region. The GSUA is also a transport hub, having both air and sea ports - the Suva Wharf and the Nausori Airport. Land for

future development in close proximity to the Suva Wharf is limited. There is therefore increasing interest in establishing industrial tax-free zones in the Nausori area in anticipation of the proposed Nausori airport runway extension. About 60 per cent to Fiji's gross domestic product is generated in urban areas, and of this 40 per cent is generated in the GSUA.

INFORMAL SETTLEMENTS AND HOUSING

An estimated 17 per cent of the GSUA's population, some 44,000 people, lives in 86 informal settlements located across the area. These informal settlements thrive on both public and iTaukei (indigenous Fijian) lands. Land for housing is limited and the supply of housing is slow and simply cannot keep up with the high demand fuelled by growth in the GSUA. Over the last five years, the slow implementation of housing projects or residential subdivisions by major housing providers, such as the Housing Authority, have been due to either financial or infrastructural constraints or legal battles with contractors. Various forms of housing exist in the GSUA, from social and public housing to rentable units and housing under private ownership. Due to land shortages, there is also an increasing number of multi-story apartment buildings promoting inner-city living around the central business district of Suva City.

The high cost of land and the under-provision of infrastructure in the GSUA is a significant cause of the slow delivery of housing stock, particularly affordable housing for those who have moved into or close to the GSUA. One of the main factors drawing people into the GSUA and stimulating growth is the higher level of social services provided in the GSUA. At the same time, changes in the Northern and Eastern Divisions have encouraged families to move to the Central Division in search of better education and health facilities.

BASIC URBAN SERVICES

Urban development and urban infrastructure in Suva City began based on a concentric model. However, the current trend sees development sprawling in a linear pattern along the Suva-Nausori Corridor. Population growth and higher demand for housing is also placing a higher demand on urban services. In the past, these have been developed and upgraded on an ad-hoc and demand-driven basis, with urban services maintenance programmes being reactive as opposed to proactive, and not guided through strategic infrastructural planning. Infrastructure projects have tended to focus on the provision of new extensions rather than on the upgrading and management of existing infrastructure systems. This has been mainly due to poorly kept asset registers and inadequate managerial and technical capacity to implement maintenance programmes.

In this regard, the critical issues in terms of infrastructure and urban services in the GSUA include inadequate water supply and sanitation services; inadequate roads; poor solid waste management systems; and poor management of coastal development in relation to existing coastal settlements. There is also growing need for an expanded port and development and extension of the town centre. Such undertakings will most likely be achieved through public private partnerships which foster economic growth for the GSUA region.

What is now being acknowledged is the fact that the existing urban infrastructure is simply unable to meet the demands and pace of urban growth, and the biggest urban challenge is the high competition over the limited land available in the GSUA.

EDUCATION

The GSUA has over 120 schools providing both primary and secondary education, vocational and special trainings including commercial schools offering English lessons for international students from Asia, particularly China and Korea. The headquarters of most higher education providers such as the University of the South Pacific and Fiji National University are based in Suva and Nasinu respectively.

HEALTH

There have been major improvements to health facilities in the GSUA thanks to better equipment and resources being allocated by Government. These higher quality health facilities encourage migration from rural areas into the GSUA, as well as provide care services to neighbouring countries. In addition to public health services, there is also increasing private health care and specialized private facilities enhancing the GSUA as a major service centre for Fiji's population. The Wellness Programme, launched in 2012 by the Ministry of Health, is successfully addressing public and environmental health issues and most importantly reducing the spread of non-communicable diseases. The Ministry of Health with support from the municipal health departments and the Office of the Commissioner Central is also involved in disaster management. Such activity usually focuses on informal settlements where typhoid can spread due to poor water quality and unhygienic conditions following disaster.



Pedestrian bridge access to Vatuwaqa settlement

© DTCP

SECTION TWO - KEY THEMES

URBAN GOVERNANCE GOVERNANCE AND FINANCE

The GSUA consists of four municipalities, namely Suva City, Lami Town, Nasinu Town and Nausori Town. Each municipality is managed by a council governed by a SA, a government appointed official replacing the elected-council system under the Local Government Act as part of the Local Government Reform in 2008. The objective of the Reform was to create local government bodies that are apolitical, practice good governance and achieve effective and efficient service delivery as demanded by ratepayers and residents.

Close to 200,000 people live within the boundaries of the GSUA. However, the official population count does not include those who travel into the GSUA daily from nearby peri-urban and rural areas for work or commercial reasons, or to access services such as hospitals, schools, sporting facilities, and financial institutions.

Table 3 shows the total land area of each municipality within the GSUA and the associated peri-urban areas beyond the municipal boundaries that are also dependant on the municipal council's resources.

Table 3. Overview of councils in the GSUA

MUNICIPAL COUNCIL	POPULATION	STAFF CAPACITY	APPROX. MUNICIPAL AREA	PERI-URBAN AREA
Suva City	75,980	407	2,489 ha	Nil
Lami Town	11,060	50	727 ha	1,691 ha
Nasinu Town	82,980	145	1,298 ha	4,816 ha
Nausori Town	26,970	34	419 ha	3,184 ha
Total	196,990	636	4,933 ha	9,691 ha

Council population, staffing and land area

Source: DTCP and Bureau of Statistics

There are a few iTaukei villages within the GSUA. All iTaukei villages as gazetted in the iTaukei Affairs Act are exempted from paying rates under the Local Government Act (Cap. 125). Nevertheless, these villages are an integral part of the urban area and therefore require the provision of urban services, including garbage collection and health services, for proper functioning. In this way, despite not paying

for these services, the village populations are reliant on council resources. Similarly, councils have to extend urban services to those living in squatter settlements within municipal boundaries, despite an absence of rate collection in these settlements.

Each of the municipal councils is required to have its own strategic plan approved by the MLGUDHE. The strategic plans are supported by annual and corporate plans and budgets as required by MLGUDHE in accordance with the Local Government Act.

Each of the four councils in the GSUA also issues quarterly publications aimed at ratepayers in order to keep them informed of local government matters, including rate collection initiatives and building projects, public health matters, and services and amenities offered by the council. Such communication initiatives have been encouraged in an effort to increase transparency and accountability of all municipal councils to their ratepayers.

Council revenue within the GSUA is derived from rates, municipal markets, and minivan, taxi and car parking facilities. Rate collection has been a particular strength of the councils in the GSUA, with the exception of Nasinu Town Council. While Suva City and Nausori Town have improved rate collection capacity over the last three years, with more than 50 per cent of outstanding rates now being collected, both Lami Town and Nasinu Town still suffer from significant arrears in rate paying, particularly for rates on large parcels of land occupied by informal settlements such as the settlements at Quaiya in Lami, and at Caubati in Nasinu.

Based on principles of good governance, the Local Government Reform of 2008 brought about both positive changes and numerous challenges to the administration and management of municipalities in Fiji. One of the key challenges is the sustainability of the reform initiatives, as some issues have begun to arise since the Reform came into effect in 2008. Across the GSUA, urban management systems have undergone multiple changes. The following are contributing factors to the growing challenges faced by municipal councils in the GSUA as a result of modifications inspired by the Reform:

- The ambiguities with regards the roles and responsibilities of the SAs and Chief Executive

Officers (CEOs). Such ambiguities have arisen due to differences of understanding within the MLGUDHE and have resulted in elevated staff turnover in these roles. The SAs are appointed by government and must respond to government needs. However, as public officials they are subjected to public scrutiny and complaints on their performance have resulted in resignation or dismissal. With the exception of Nausori Town, SAs and CEOs for all other councils in the GSUA have undergone changes due to MLGUDHE intervention particularly in matters relating to finance and governance. These sudden changes in leadership affect the decision-making process required by Local Government Act.

- The continued improvement in rate collection. On the one hand, this has boosted the financial position and strength of the councils, however it is also leading to issues related to management of the funds collected. Councils have pursued various initiatives for improving rate collection, including publishing the names of its defaulters in local newspapers, formulating discount incentives and exemption periods and collaborating with the Data Bureau so that non-payment of rates can worsen individual credit rating held by the Bureau. These municipal financial initiatives affect relationships between the councils and its ratepayers. However, the linkages and understanding between councils and the public on these issues have remarkably improved since the 2008 Reform, with the imposition of stricter penalties such as repossession of properties through the court system.
- While collection of current rates has been progressive, the pace of receiving rates in arrears has been slow. Over the past few years, the MLGUDHE has been frequently requested by property owners to waive significant number of rates in arrears. This has strained the councils who have little control over which rates in arrears are waived, even if such waivers have direct impact on council budgets and financial position.
- The number of skilled workers or officers within local government is a contributing factor to the effective administration of the councils. Suva City Council has a range of departments including both management to technical functions such as health, engineering and environment. Conversely, the smaller councils of Nausori, Nasinu and Lami Towns have a reduced capacity and are staffed mainly by management and accounting officers and health and building inspectors to carry out the technical works. Efforts by the councils to recruit professional staff have always been a challenge, as applicants are not meeting the minimum qualification requirements. Additionally, the councils' management and human

resources departments provide limited support for institutional strengthening through staff training, provision and updating of equipment, and technology for improving operations and services. There are no qualified town planners, nor are there any town planner positions with the small town councils of Nasinu and Lami Towns. Suva City Council sustains both City Planner and Assistant Planner positions and Nausori Town Council includes a Town Planner position also.

- Over the past three years, the MLGUDHE through its Department of Local Government (DLG) has coordinated trainings on urban finance and management, including improved accounting practices, ethics and benchmarking. Technical training is provided by the Department of Town and Country Planning (DTCP) to guide the councils on the delegation of powers by the DTCP on certain developments. In order to foster capacity building and knowledge sharing the Nausori Town Council is currently discussing the possibility of attaching some of its officers to Suva City Council. In addition to building the capacity of Nausori Town Council staff, this arrangement would encourage a more collaborative relationship between the two councils, and help build a common vision of growth in the GSUA.
- There is little commitment to or acknowledgement of the need to engage qualified technical staff in order to effectively and efficiently carry out the technical tasks required for good functioning of the GSUA. In general, the councils of the GSUA still rely heavily on the MLGUDHE, whose DTCP provides technical guidance particularly on planning and development issues. For this reason, the involvement of the Commissioner Central's Office in council affairs (as required by Government) has brought about a far more integrated approach to growth and development both within the GSUA, and throughout the peri-urban areas and provinces which make up the Central District. This is due to the fact that the Commissioner is tasked with coordinating matters of national importance, including large capital projects, within the municipalities, and within the GSUA in particular.

THE INSTITUTIONAL SET-UP

- As noted, the GSUA consists of the councils of Suva City, Lami Town, Nasinu Town and Nausori Town as established under Section 5 of the Local Government Act (Cap.125). These councils are responsible for the administration and management of the urban areas within their respective urban boundaries and are responsible to the MLGUDHE.

- As per the Local Government Reform, the SA replaces the elected councillors which comprised the council. In this way, the SA has all the powers of the council stipulated by the Local Government Act (Cap. 125). The SA can also receive additional powers as delegated to the SA by the MLGUDHE.
- Decision-making is characterized by strong political will with little political interference as all powers are held by the SA. Decision-making is driven by the needs of the city economy and associated investments because the SA's objectives and responsibilities are aligned to Terms of Reference prepared by the MLGUDHE. However, existing capacities may be affected in terms of urban management whereby the lack of professional expertise to deliver the needed service is prominent.
- There is potential for public-private partnership or joint ventures between the council and private stakeholders or investors. However, councils are encouraged to pursue revenue collection and be financially strong so as to attract potential partners.
- The involvement of NGOs, the private and business sector and civil society in council-led urban management affairs is not extensive though it is notable. However, such partners are more directly involved with the residents and communities within the urban areas of the GSUA, than with the municipal councils. In this way, partners tend to have a better understanding of the needs of the ratepayers. There is a need for better coordination between partners and stakeholders in order to collectively engage with local communities. Better coordination will help to foster goodwill within the GSUA and create a sense of civic pride to nurture positive relations between the four municipalities of the GSUA.

REGULATORY FRAMEWORK

- The councils of the GSUA are under the direct supervision of the DLG under the MLGUDHE.
- The Town Planning Act (Cap.139) gives planning responsibility and obligations for enforcement to the council. However, there is a greater emphasis placed on development and regulatory controls, and strategic physical planning is considered somewhat secondary.
- Each of the strategic plans (2010-2014) of the four councils provides a vision, policies and proposals for the municipality's urban centre.
- Suva City is currently partially reviewing its current town planning scheme. A town planning scheme is a plan with the general objective of controlling the development of land. Nasinu and Nausori Towns are currently preparing new town planning schemes

as part the implementation of their respective Strategic Plans (2010-2014). Both Suva City and Nausori Town are focusing on extending areas of their respective urban centres, with extensive areas being planned on the boundary of Nausori Town in anticipation of the extension to Nausori Airport and the completion of the King's Road along the north-west coast towards Lautoka.

PERFORMANCE AND ACCOUNTABILITY

- The SA is appointed by the government through the MLGUDHE and therefore is accountable to the Minister of MLGUDHE. The CEO of the council and the council staff are all accountable to the SA. As the CEO and the council staff are paid by the council they are also accountable to the ratepayers.
- Monitoring is the core function of the DLG under the Local Government Act and as per the Strategic Framework for Change Coordinating Office. This office is an independent government agency that monitors the performance of all government bodies, statutory organizations and government companies.
- Currently, community consultation relates to rate collection and neighbourhood meetings in which the council disseminates information about the various services it offers. These meetings also provide the council with an opportunity to consult residents on council plans and programmes. Residents and ratepayers are also informed via a quarterly publication and can use a complaints register system to address any grievances that they have with the council. The DLG also receives complaints directly at the MLGUDHE, though there have been few complaints received regarding council services – a good indication that councils are adequately addressing issues.

RESOURCE MOBILIZATION

- The efficiency of the council in revenue collection could be improved by the introduction of a database that coordinates properties and rates (i.e. an electronic valuation roll).
- Council expenditure has not been cost-effective because it has not given the best return on investment to the community. While the formulated strategic plans and corporate plans are linked to urban, environmental and social planning processes, they lack implementation plans and strategies as well as the capacity to deliver.
- There is potential for broader stakeholder partnership which promotes group investment opportunities in

order to achieve implementation. However, this has not been adequately explored or pursued due to a lack of knowledge on how to initiate and implement such an approach.

- There is no need for a village court system within the urban villages or traditional villages within the cities or towns of the GSUA, as there is already a formal structure in place through the councils and government. There is a need for information and communication to iTaukei landowners on the subject of urban development, management and expansion, as well as on the formal land development processes that exist.

AGREED PRIORITIES

- Each council undertakes strategic planning through its five year Strategic Plan, Annual Corporate Plan and Development Plan. The key outputs and strategies are monitored on a quarterly basis during a three-day consultative meeting. Participants of the meeting include MLGUDHE representatives such as the Minister, the SAs and CEOs of the 13 city and town councils in Fiji and other relevant stakeholders. In the meeting, each council is required to present a report on its progress in terms of outputs achieved.
- Each council operates on an annual budget using cash accounting practices. However, councils are required to change to an accrual accounting based system.
- There are no training policies that exist within the councils. Currently, staff training is undertaken on an ad-hoc basis as an initiative by the staff not management. The exception to this is when a training request comes from the MLGUDHE or Public Service Commission for which council must nominate a representative. A comprehensive training policy needs to be adopted on a needs basis and regular capacity building of council staff should be undertaken.
- The community is considered to be heavily involved in local governance via regular community meetings between council and residents, the media and the complaints system. In this way, ratepayers are becoming more aware of the services offered by council and the standards required.

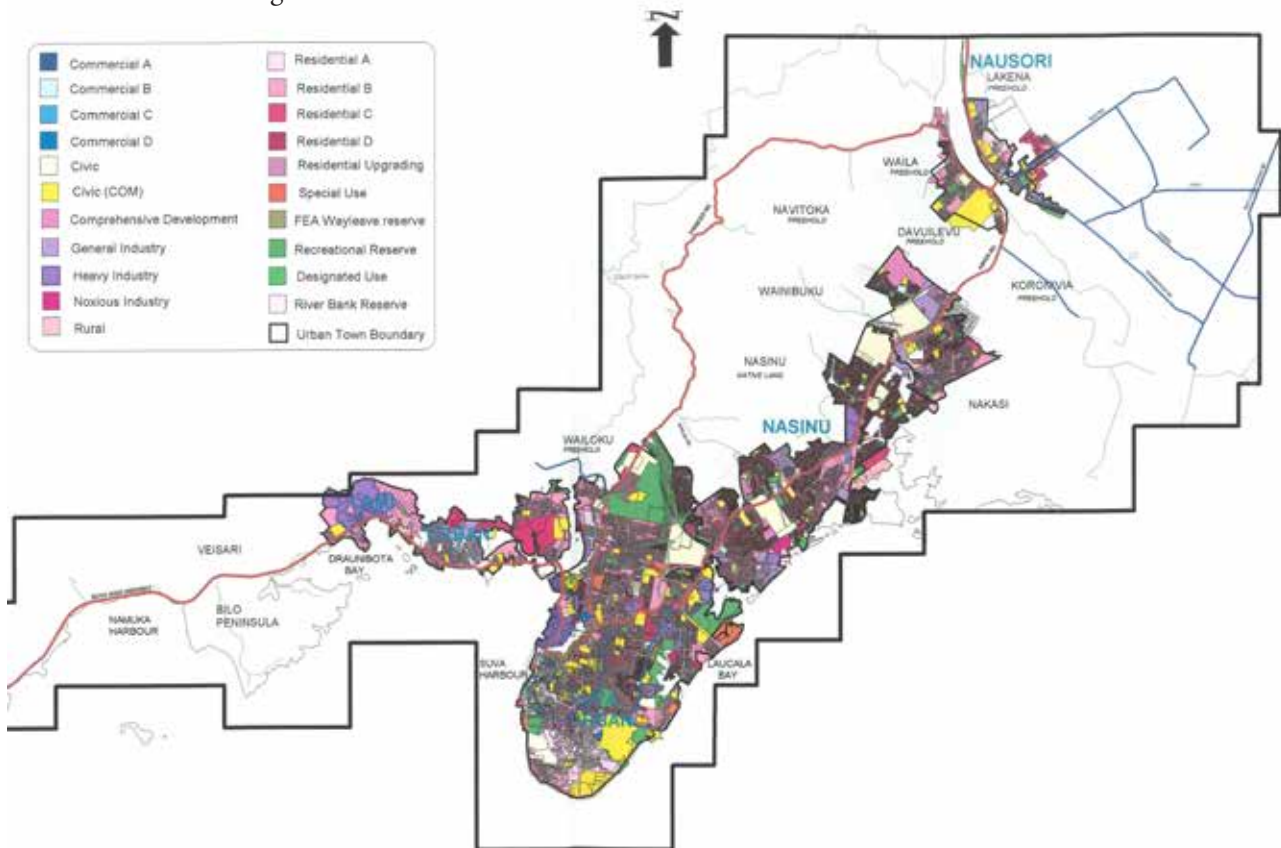
- There is a vigilant revenue collection system in place. However the number of rate collectors is limited and this constitutes a major constraint as visiting each property and property owner. The issue of absent property owners due to migration or when the property is placed under rent is also affecting the capacity of council to recover rates. There is a need to review the Local Government Act (Cap. 125) in order to better empower the council in the recovery of outstanding rates. A review of the fines applicable under enforcement should also be considered.
- There is a need for better participation of NGOs in urban issues through partnership projects for capacity building of community leadership and empowerment programmes.
- Partnership with private stakeholders in urban development is limited due to a lack of council know-how as to actual process and mechanics of such partnerships. Better incentives for private stakeholders to invest are also needed.

PROJECT PROPOSALS

PROJECT 1 Urban Governance and Finance	Formulate training policies, staff succession plans and strategic workforce training and development plans.
PROJECT 2 Urban Governance and Finance	Transit from cash accounting to accrual accounting practices. Strengthen financial management policies and practices.
PROJECT 3 Urban Governance and Finance	Formulate and clearly demarcate powers of SAs and CEOs in the administration and management of the council and its environment.

URBAN PLANNING AND MANAGEMENT

MAP 2. Town Planning Schemes in the GSUA



Source: DTCP

Three out of the four municipalities within the GSUA have approved town planning schemes. Approval for these schemes came in 1979 for Suva City, in 1989 for Nausori Town and in 1998 for Lami Town. Nasinu Town is currently preparing its town planning scheme and approval by the DTCP is expected at the end of 2013.

The town planning scheme is the primary planning instrument utilized by the councils to regulate and control development. It is also used when determining applications for land subdivision within the council boundaries. For example, Suva City Council has its own subdivision by-laws which enable the council to make decisions on subdivision developments within council boundaries, without having to refer the application to the DTCP. Given this authority, Nausori Town is currently preparing its own subdivision by-laws to be adopted in 2013.

The degree of power delegated by the DTCP to the council is affected by the approval status of the town planning scheme. This power particularly relates to determining development applications. The Suva City Council, while having some capacity in this regard, still leans heavily on the DTCP in terms of implementing

its town planning scheme and enforcing development controls. While the engagement of a planning consultant on a part-time basis has provided the Suva City Council with some relief, the council is still reliant on DTCP to make decisions. This results in long delays in the processing of development applications. There are also a growing number of non-compliance issues due to weak enforcement strategies and claims of ignorance by the public. This is resulting in increasing requests for relaxation of the General Provisions for development standards. The DTCP's efforts to delegate powers to the Suva City Council are limited to specific conditional developments due to the council's lack of resources and technical capacity in this field. For this reason, the DTCP prefers to determine development applications, and supports some relaxation and waiving of conditions. The three smaller councils of Nausori, Nasinu and Lami Towns are quite different in that they are much more committed to enforcement of their town planning schemes despite not having technical planning expertise amongst their staff.

With the exception of Lami Town, the three other councils have small town planning units to enforce and implement town planning schemes. Unfortunately, within these units there are no professional qualified

town planners to advance and guide the implementation of approved town planning schemes. Such schemes are therefore either managed by engineers or building and health inspectors. Due to their small size, the town planning units are focused more on day-to-day development control issues rather than strategic planning or efforts directed towards achieving the main objectives and policies of the plans which accompany the town planning schemes.

While the policy directions as described in the approved town planning schemes are sometimes utilized by council, there is very limited knowledge and understanding of the background of these policies as the schemes are out dated. In this context, given changing trends in development, it is difficult to justify the use of such policies. These general conditions have meant that town planning schemes are under-utilized or not used at all.

There is a need for the town planning schemes and their policies to be revived through awareness raising initiatives. Furthermore, schemes should be reviewed to integrate the management of peri-urban growth areas on the peripheries of the municipal boundaries. These areas are currently subject to separate planning policies and regulations such as the Greater Suva UGMAP (2006), the Suva Foreshore Master Plan, the Public Health and Building Regulations, the National Building Code, the Environmental Management Act (2005) and the Environment Impact Assessment Regulations (2007).

THE INSTITUTIONAL SET-UP

- There are three councils in the GSUA with approved town planning schemes (i.e. Suva City, Lami Town and Nausori Town) under Section 18 of the Town Planning Act (Cap.139). Such approval confers upon the council the powers of consenting authority for certain land and building developments. Nasinu Town Council is currently pursuing approval of its draft town planning scheme, in order to facilitate the delegation of powers by the DTCP in compliance with the statutory requirements of the Town Planning Act (Sec. 18).
- Decision-making on land and building developments, as well as urban planning and management, is undertaken through a partnership which comprises the Building Unit, the Health and Environment Unit, and the Engineering Unit of the council. On matters relating to relaxation of general conditions and on issues of national importance the decision-making partnership consults the DTCP.

REGULATORY FRAMEWORK

- The municipal areas in the GSUA are under the supervision of the DLG under the MLGUDHE.
- The Town Planning Act (Cap.139) gives the council planning responsibilities but there is more emphasis placed on controlling and regulating development rather than on strategic physical planning.
- While acknowledged as being overdue, the actual review of the town planning scheme for Suva City Council has been extremely slow. The four councils in the GSUA are all pursuing revisions to include growth areas and areas earmarked for boundary extension as stipulated in the respective strategic plans of the four councils.

PERFORMANCE AND ACCOUNTABILITY

- Councils demonstrate a proactive approach to communication by disseminating information to residents and key stakeholders. All councils distribute quarterly newsletters addressed to their ratepayers and the general public.
- The GSUA councils have been able to carry out some urban planning and management functions, particularly in the application of development controls and regulation. The growing importance of the linkages between urban planning and urban management has meant that smaller councils are focusing increasingly on strategic management policy with specific themes. One example of this from Lami Town has seen the incorporation of climate change adaptation strategies into the council's coastal development management system.
- There are public consultation mechanisms in place for major or significant developments that allow residents to participate as part of effective decision-making.

RESOURCE MOBILIZATION

- The efficiency of all four councils in effectively implementing their town planning schemes is highly dependent on their commitment to strengthen their individual town planning units, which are currently limited in resources and capacity. Acquiring budget provision for a full-time or part-time town planner (shared between the councils within the GSUA) would boost this commitment.
- Setting up a geographic information system (GIS) section within the town planning unit would potentially strengthen the councils, especially through supporting mapping, data recording and digitizing of the town planning schemes and approved plans and policies for ease of access and for awareness raising programmes.

AGREED PRIORITIES

- Build capacity for planning because at present only one of the four councils within the GSUA has a town planning unit. The town planning unit should have a training programme and attachment programme with the DTCP. Similarly, each town planning unit needs to establish a GIS section.
- Revise the councils' town planning schemes by engaging a short-term consultant or town planner to carry out this work using a participatory approach.
- Increase awareness and understanding of urban planning and management in all communities through a comprehensive long-term awareness raising programme, including stakeholders in urban villages

PROJECT PROPOSALS

PROJECT 1 Urban Planning and Management

Establish a town planning unit in each council with sufficient technical staff to run the unit. The unit should also set up a GIS section and undertake training programmes with the DTCP

PROJECT 2 Urban Planning and Management

Create standard operating procedures (SOPs) for all activities relating to urban planning and management. Formulate a corresponding town planning manual.

PROJECT 3 Urban Planning and Management

Establish a Local Government Services Body (to provide shared technical staff such as a town planner, engineer, surveyor, etc.) to be jointly funded by the four councils.

PROJECT 4 Urban Planning and Management

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.



Downtown in Suva City
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LAND DEVELOPMENT AND ADMINISTRATION

The GSUA covers an extensive urban area of almost 5000 hectares. This area contains three classes of land tenure: crown or state owned land, iTaukei land and freehold land. Private individuals administer freehold properties, the Department of Lands and Survey administers crown or state property, under the Crown Lands Act, and the iTaukei Lands Trust Board (TLTB) administers iTaukei lands following the iTaukei Lands Trust Act. The TLTB is charged under this act with the administration of iTaukei lease land and the reservation of land under the communal ownership of indigenous Landowning Units (LOUs). The LOUs in iTaukei villages do play a major role in determining land utilization and administration in their villages, in consultation with the TLTB. The current government system sees LOUs engaged in economic and development ventures and this is encouraged by the MLGUDHE in line with the Urban Policy Action Plan in addressing the ad-hoc release of prime iTaukei land.

Development in the GSUA has spread, creating corridors primarily along Kings Road to the east and Queens Road to the west. Growth and development clearly follows infrastructure and basic services provision in the GSUA, with only limited development taking place in areas lacking utilities such as sewerage. Other influences on urban growth include restrictions on development due to the vulnerability of certain areas such as those close to rivers or on steep slopes, as well as issues of accessibility, uncertain tenure or land insecurity. None the less, some vulnerable areas have become heavily developed which in turn requires rigorous land and environmental management.

Since 2010 there has been an increase in the number of LOUs pursuing land developments in the formal sector. Such developments may involve the Housing Authority or the TLTB as partners, in order to develop residential land with basic infrastructure services along the Suva Corridor and following proper subdivision processes. Nevertheless, there is still a notable percentage of iTaukei land within council boundaries that is occupied by informal settlements as a result of LOUs releasing land for housing at an affordable level to the urban poor. This release of land culturally complex, being understood by the iTaukei as providing for those most in need, but being perceived as illegal by western standards of urban administration. Unfortunately, the cost of infrastructure provision to these released lands has been borne by the informal settlers themselves and often installed on an ad-hoc basis. Such installation is takes place when settlers can afford it, but when they cannot they turn to alternative systems which raises serious public health concerns and risks for the councils.

Since 2011, the DTCP has noted an increase in the number of LOUs pursuing land developments on their own. This is opposed to previous practices where the TLTB would issue development leases to the Housing Authority. There has been exponential growth in formal housing, stimulated by the Nausori Airport extension, the high cost of living and elevated real estate prices. Such growth has mainly taken place within the Suva-Nausori Corridor and across the Nausori flats and is stimulated by the awareness of and build-up to the National Housing Policy, which has now been endorsed. Based on formal land development processes, this policy seeks to mobilize stakeholders towards a coordinated supply of better serviced residential lots for low and middle income earners. Due to interim application of land controls, housing developments often take place on peri-urban land not designated for residential or housing development. These areas maybe zoned road reserves, parks or nature reserves. These areas are targeted by settlers. It is extremely difficult for the Department of Housing, to undertake residential upgrading works, due to the zoning of the land and the high cost of upgrading. At the same time, the Department of Housing is compelled by social responsibility to not forcibly remove the settlers.

The land development agencies such as the TLTB, the Housing Authority, or the Ministry of Lands and Mineral Resources have been guided by the town planning schemes in the three councils of the GSUA. It is nonetheless clear that the level of knowledge and technical capacity is insufficient to fully understand the town planning schemes.

THE INSTITUTIONAL SET-UP

- Land within the GSUA boundaries and its peripheries are administered under the Crown Lands Act, the Lands Transfer Act, the Subdivision of Land Act and the Native Lands Trust Act. Land development is demand-driven and normal applications for leasing of state lands pass through the office of the Department of Lands and Survey or the Divisional Surveyor Central Eastern. In the GSUA, development proposed on iTaukei lands are pursued via leasing arrangements made with the TLTB Regional Offices Central Eastern. Initial Agreement for Leases are granted according to the process identified in the Subdivision of Land Act which is administered by the DTCP, and are issued as registered 99 year leases. All physical and built

developments, including those on freehold land are subjected to the Town Planning Act (Cap.139).

- Decision-making on land and building developments takes the form of a partnership between the Building Unit, the Health and Environment Unit, and the Engineering Unit of the relevant council. When developments concern projects or matters of national importance, or the relaxation of compliance guidelines, the DTCP is consulted.

REGULATORY FRAMEWORK

- Land development is governed by the Town Planning Act (Cap.139), the Subdivision of Land Act (Cap. 140), the approved town planning schemes including the Suva City Town Planning Scheme (1979) and (2000); the Lami Town Planning Scheme (2004); the Nausori Town Planning Scheme (1998) and the Nausori Extension Town Planning Scheme (2012); the Draft Nasinu Town Planning Scheme (2000); the Approved Greater Suva Land Use TLTB Master Plan (2007) and the Greater Suva UGMAP (2006). Other relevant documents governing land use and development included the Suva City Subdivision By-Laws, the Public Health Act and the Building Code, the Environmental Management Act (2005), the Environment Impact Assessment (EIA) Regulations (2008), the Native Lands Trust Act and Crown Lands Act.
- The administration of lands in the GSUA is undertaken by the respective landlords. This means that private property owners administer their freehold land, the state vide the Department of Lands and Survey and the Surveyor General administer all crown lands and the TLTB manages all iTaukei land.
- All lands for development are required to be surveyed prior to and following physical construction. In accordance with the Town Planning Act, the Subdivision of Lands Act and the Suva City Council Subdivision By-Laws, all developments must only be permitted on secured and serviced lands. However, the rate of developments on un-surveyed lands is an issue in the GSUA as iTaukei landowners claim ignorance of land related laws and regulations undertake development of their own lands without planning permission.

PERFORMANCE AND ACCOUNTABILITY

- All land developments are recorded and any land development that is likely to cause environmental impact requires an Environment Impact Assessment (EIA) or Environmental Management Plan (EMP) to be undertaken as determined by the Department of Environment. The EIA requires consultations with all stakeholders, including residents and communities likely to be affected by the proposed development.
- All foreshore areas proposed for reclamation require an EIA, public consultation with residents, communities including the villages and local settlements and all other parties that may be affected by the development.

RESOURCE MOBILIZATION

- Given the absence of subdivision by-laws in three out of the four GSUA councils, land has been mostly administered via the relevant agencies' jurisdiction (i.e. the TLTB, the Department of Lands and Survey and the DTCP) as opposed to directly by the councils. The efficiency of these agencies in these tasks is increased thanks to a database linked with the councils. Nausori Town and Nasinu Town are currently exploring the option of elaborating council subdivision by-laws, although current capacity to administer the by-laws is an issue hindering this process. Concurrently, options for human resource sharing are being explored. Such an approach would likely involve professionals or experts engaged by the Suva City Council providing technical backstopping and services to the other three councils of the GSUA. A system of joined four-way resource sharing has been advised.
- Each of the three land administration agencies has their own budget provision for awareness raising on issues related to land development. The annual national Town Planning Week, celebrated in November, is an opportunity for all councils to actively participate with the DTCP who is the lead agency for the Town Planning Week.

AGREED PRIORITIES

- Increase awareness of procedures and processes involved in land administration as this is either overlooked or ignored by members of the public leading to illegal developments occurring within the urban and peri-urban areas of the GSUA.
- Improve information systems and make them available in iTaukei, English and Hindi.
- Establish environmental management units in the three land administration agencies especially the TLTB and the Divisional Surveyor Central Eastern Office.

PROJECT PROPOSALS

PROJECT 1 LAND DEVELOPMENT AND ADMINISTRATION

Implement extensive awareness raising programmes using media, education-expos, brochures, workshops and seminars to build a better understanding of land development procedures and processes in the GSUA.

PROJECT 2 LAND DEVELOPMENT AND ADMINISTRATION

Improve land information management systems with a reliable database using GIS, for better decision-making and management of land development. Make the database accessible to all key stakeholders.

PROJECT 3 LAND DEVELOPMENT AND ADMINISTRATION

Establish environmental management units in Divisional Surveyor Central Eastern Office under the Department of Lands and Survey and TLTB.

URBAN INFRASTRUCTURE AND SERVICES

The provision of urban infrastructure and services in the GSUA is the shared responsibility of both national and local governments. Provision of roads, water and sanitation is overseen by the Ministry of Works through its statutory authorities, mainly the Water Authority of Fiji and Fiji Roads Authority. Drainage and natural water ways, solid waste, street lighting, parks and community facilities are all managed by the councils. All residents have direct access to these services except those in the informal settlements. However, councils are re-evaluating this policy of exclusion in the interests of public health and safety and now provide solid waste management and street lighting services in some informal settlements, such as Naisogowaluvu in Lami settlements, for a nominal or subsidized fee.

Over 60 per cent of the country's population has direct access to clean drinking water through a reticulated water system administered by the Water Authority of Fiji. The Government of Fiji has been slowly upgrading water schemes throughout the GSUA corridor based on the Suva-Nausori Water Supply and Sewerage Master Plan (1999). This has involved both the maintenance and upgrading of pipelines, as well as the establishment of new reservoirs to meet increasing demand in the GSUA due to population growth.

The GSUA contains two centrally located water treatment plants and three reservoirs which provide good coverage of water supply. However, major strategic upgrade and maintenance issues persist and Water Authority Fiji is working towards their resolution. The key issues to be addressed include old and undersized water pipes; constant cuts and intermittent water supply especially in Lami and Delanivesi and Nasinu, as well as in elevated areas of Suva City; increased illegal connections to main supplies especially in informal settlements and by large industries; poor strategic planning and forecasting of demand, particularly with recent major housing developments such as Waila City, Tacirua East, and Wainibuku and Nepani subdivisions; inadequate maintenance leading to deteriorating infrastructure; high maintenance cost and serious public health concerns; limited pressure and loss of treated water through a high number of undetected leaks within the reticulation system and at the water meters.

Residents in the GSUA are encouraged to install rainwater tanks or water storage tanks to supplement the reticulated water supply system in the event of failure or during periods of intermittent supply. The GSUA region experiences high rainfall throughout

the year with an average annual precipitation of 3000 mm, and downpour rates as high as 50 mm per hour. However, maintenance of water tanks needs to be better understood by residents in order to avoid public health risks and disease.

Since the 1990s, there has been an increased focus on improving urban waste management such that all new subdivisions must be connected to reticulated sewerage systems while older subdivisions in the GSUA continue to rely on septic tanks. With higher urban population densities comes a higher production of waste, and consequently the Suva-Nausori Water Supply and Sewerage Master Plan (1999) concentrates on the Suva-Nausori Corridor where urban growth is highest. The aim of this policy is to allow for increasing density of development. The absence of reticulated sewerage systems in prime urban locations has either hindered or delayed development. This was the case in Sakoca Heights and Tacirua East in Nasinu Town. Such an absence can also lead to regulations for higher minimum site areas, such as in the Millennium Subdivision in Nausori Town where the minimum site size for residential lots is 800-1000 square metres. New alternative systems for managing liquid waste have been adopted around the GSUA in order to allow for increased density.

Implementation of Water Authority Fiji's sewerage reticulation programmes has been slow, but steady progress is being made in unsewered areas in Suva City such as Toorak, Vatuwaqa Domain and parts of Samabula and Tamavua. In these locations pipes have been laid but the commissioning of their connection to the rest of the system is likely to take a few more years. Other areas being connected include parts of Nausori Town, though Lami is still unsewered and plans to have this municipality connected are yet to be implemented. In this way, connectivity to reticulated sewerage systems is broadly encouraged, and the authorities now require all new developments – including informal settlement upgrading projects – within the GSUA to be connected to a reticulated system. The sole exception to this is Lami settlement. Such upgrades and the general shift towards a reticulated sewerage system will cater for increased development densities and population growth, as well as improving the urban environment and addressing public health issues associated with septic tanks and pit latrines. However, most informal settlements within the GSUA are still not yet connected to the reticulated system due to the high capital outlays required and the fact that many do not see connection as an immediate need despite, the health issues associated with the temporary systems currently in operation.

All municipal waste from the GSUA extending to Navua is disposed off at the Naboro Landfill which is 24km from the centre of Suva City. The landfill is owned by the national government and operated by H. G. Leach (Fiji) Limited, a New Zealand owned company. The landfill was opened in 2005 and is Fiji's first and only sanitary landfill whereby all waste placed is covered within soil and biomass such as green wastes at the end of each day. The table below shows the amount of waste that is generated by each of the councils in the GSUA.

Table 4. Waste generation per GSUA council

MUNICIPAL COUNCIL	MONTHLY AVERAGE (TONNES)	DAILY AVERAGE (KILOGRAMS)
Nausori	360	12,000
Nasinu	830	27,000
Suva	2,000	65,000
Lami	160	5,000

Waste per municipal council.

Source: Department of Environment (MLGUDHE)

Recently, the councils of Nasinu and Nausori Towns in consultation with the Department of Environment and the DTCP initiated discussion on a possible waste transfer station in order to reduce the high transport costs associated with delivering refuse to the Naboro Landfill. This option is still at a preliminary stage as each municipality within the GSUA seeks to identify its own landfill or transfer site. Other options being pursued include recycling centres – though this is limited to paper and bottles. Waste collected includes household garbage, used tyres, solidified paint, expired drugs, dead animals and condemned fish, as well as industrial and commercial waste.

The Fiji Electricity Authority is looking at viable renewable energy projects to generate electricity at the Naboro Landfill using either landfill gas or a waste to energy approach – or a combination of the two. The gas emissions from decomposing municipal solid waste in the landfill contribute significantly to air pollution and pose a risk to public health.

The entire GSUA has access to a main electricity supply provided by Fiji Electricity Authority. It also enjoys access to various communication services including cellular phone services. Interest in pursuing alternative energy sources is low. Councils are encouraged to pursue energy-saving initiatives in line with the Urban Policy Action Plan thematic area of urban environmental management. Both Suva City and Lami Town have adopted energy-

saving initiatives in terms of streetlights, solar and daylight switches. In the same way, council vehicles are now being encouraged to run on bio-fuel.



Sewerage disposal in Sasawira squatter settlement
© SCOPE

The establishment of the Fiji Roads Authority in 2012 saw this agency assume the authority and responsibility for all matters pertaining to the construction, maintenance and development of roads in Fiji, including those within the municipal boundaries. The main roads and arterial roads suffer congestion and extended peak hours. Consequently, the Fiji Roads Authority is revisiting regional road proposals and re-examining the need for an improved urban transport system in the GSUA.

Prior to the establishment of the Fiji Roads Authority, councils were tasked with maintaining roads within the municipal boundaries. However, most roads within the GSUA, including main and sub-arterial roads, maintained by the Department of National Roads, Ministry of Works, were in bad repair due to poor maintenance and management plans and poor budget allocations despite increased traffic.



Naboro Landfill
© Department of Environment (MLGUDHE)

Under the Greater Suva Urban Structure Plan (1975) a Suva-Nausori Regional Road Reserve of 30 metres was described but never been pursued. Despite this, the construction of a four-lane highway to speed travel through the GSUA, improve efficiency and ease congestion along the main trunk road (Kings Road) of the Suva-Nausori Corridor remains a strategic priority. In the interim, the Fiji Roads Authority has focused its efforts on upgrading and widening the current two-lane carriageway of Kings Road to a four-lane carriageway between Valelevu and Nausori Airport. This will bring a number of benefits, including improved accessibility and use of public transportation such as buses, taxis and minivans within the GSUA.



Power and telecom lines at Sasawira
© SCOPE

THE INSTITUTIONAL SET-UP

- The basic infrastructure of water and sanitation is provided by the statutory authority Water Authority of Fiji. Energy and telecommunications are provided by corporate companies and service providers.
- The establishment of the Fiji Roads Authority by Government gazette in 2012 means that all roads in Fiji, including roads within municipalities, are now under the jurisdiction of this agency.



Poor road maintenance
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REGULATORY FRAMEWORK

The councils within the GSUA provides municipal services as required under the Local Government Act (Cap.125). Councils must also ensure compliance with engineering and infrastructure provisions as part of the subdivision process as required under Suva City Council's subdivision by-laws and as per the Subdivision of Land Act when it concerns subdivisions in Nasinu, Lami and Nausori Town. Peri-urban areas are provided with services under the Public Health Act, with the Central Board of Health under the Ministry of Health overseeing solid waste management.

PERFORMANCE AND ACCOUNTABILITY

Given the different levels of urban services that are provided both by the councils and various statutory authorities, the services provided by the councils are subject to monitoring by the DLG, the Office of the Auditor General when auditing its financial reports, and the ratepayers and general public through the dissemination of information via the quarterly council publications. Quarterly Local Government Forums conducted by the NTC reveal 100 per cent success in meeting set targets and outputs for each quarter.

RESOURCE MOBILIZATION

- The basic urban infrastructure of water and sewerage reticulation services is provided by Water Authority Fiji. There are areas which do not receive these services due to limited infrastructure development by government and the high capital costs of such infrastructure. As a result, developments in these areas rely upon septic tank systems for sanitation. This is the case in informal settlements within the GSUA, where illegal connections to the reticulated water supply constitute another problem. There is a need for better strategic planning to ascertain more accurate demand for these services so as to plan and put in place better supply mechanisms.
- Roads, drainage systems and electricity are provided and maintained jointly by the councils and statutory authorities such as the Fiji Electricity Authority and Fiji Roads Authority, as noted. Overall, better communication and coordination between all utility and service providers is needed, as often planning and implementation programmes are disjointed resulting in duplication of resources and longer delays in services.

PROJECT PROPOSALS

PROJECT 1 Urban Infrastruc- ture and Services

Establish an information hub for all urban infrastructure and services provided by the councils.

PROJECT 2 Urban Infrastruc- ture and Services

Incorporate up-to-date infrastructure information into the revised Greater Suva Urban Growth Management Plan.

AGREED PRIORITIES

- Establish a database to inventory all urban services and utilities within the municipal boundaries of the GSUA including the proposed boundary extension areas.
- Incorporate Water Authority Fiji's Master Plan for Water and Sewerage Reticulation into the Greater Suva Urban Growth Management Plan.
- Establish better coordination between all utility providers to avoid wastage and duplication of resources, and seek a more strategic approach to services delivery.
- Incorporate information on infrastructure and services into the councils' GIS section.



Roadside drains
© SCOPE

URBAN HOUSING AND SHELTER

The GSUA provides various housing types, structures and standards ranging from single detached dwellings to multi-unit residential apartment complexes. Housing type is determined by zonings in the councils' town planning schemes. A high demand for housing coupled with shortages of land is producing areas of increasing density in Suva's inner city. Housing in these areas is usually multi-story executive apartment blocks, multi-unit rental flats and extensions to residences. Similarly, in the informal sector, the number and density of informal settlements has increased. In 2011 the GSUA had over 100 informal settlements, increased from 50 identified in the 2006 UGMAP. Most of these new settlements are located along the GSUA's main link roads. Informal settlements in the GSUA contain more than 90,000 residents, some 30 per cent of the total GSUA population, and are of varying size and density with limited access to basic urban infrastructure.

Since the formulation of the National Housing Policy in 2011, an aggressive approach is being taken towards housing provision, especially affordable housing for the urban poor. Efforts are being made by all stakeholders to implement the policy recommendations. The Housing Authority has completed the first stage of Tacirua East and has begun the second stage as well as tackled issues of infrastructure capacity and upgrading. The absence of a surveying and land development unit within the TLTB has pushed the agency into issuing expressions of interest for development leases for housing projects in accordance with the TLTB Land Use Master Plan for the Lami-Nausori Corridor. Other land projects for housing included those being pursued by the major LOUs in Nasinu Town, reflecting a shift amongst the LOUs towards pursuing formal housing processes for land development rather than releasing land in an informal way.

The Housing Authority has continued its implementation of residential subdivisions within the urban corridor. Similarly, the MLGUDHE is actively carrying out its commitment to settlement upgrading. In 2011, the ministry completed settlement upgrading projects in Nakasi and Lakena, in Nausori Town, and residents, armed with secure tenure, are now pursuing home improvements. Furthermore, the MLGUDHE in partnership with the Asian Coalition for Housing Rights (ACHR) of Thailand and the People's Coalition Network (PCN), has begun a pilot in-situ housing upgrading project called 'Lagilagi' with the residents of Jittu Estate. The upgrading is supported through the residents' savings scheme and will see the development

of multi-story units similar to those used by the Public Rental Board in Raiwai, Suva City. The housing units will be strata titled enabling those that have been continuously saving to hold a title to the units and pay off the subsidized cost of the unit over a 12-year period.

High housing prices in Suva City is driving many residents and would-be home owners in Suva City to purchase in Nasinu or Nausori Towns where land and houses are more affordable. This in turn is stimulating new residential subdivisions in peri-urban areas. The first stage of the proposed Waila City is expected to provide housing units for 3000 people, with units ranging from duplexes and detached dwellings to multi-story complexes.

While peri-urban areas have high development costs linked mainly to the cost of providing basic infrastructure and utilities to these areas, they are still attractive and affordable to many. In part, the affordability of house and land packages in peri-urban areas is due to the absence of council rates. However, annual sub-lease charges payable to the Housing Authority or the TLTB are rising, and it is expected that extensions to council boundaries will soon allow councils to start charging rates on these lands. Notable increases in cases of homelessness and begging on the streets of the GSUA are highlighting the lack of housing and shelter options available to the urban poor. The GSUA councils with the local police are attempting to reduce the cases of homelessness and begging, though with limited success. Councils are investigating improving access to affordable housing and social services and employment generation as alternatives avenues by which to reduce homelessness and begging.

THE INSTITUTIONAL SET-UP

- Councils do not provide housing or shelter nor are they engaged in the provision of housing despite allowance for such activity under the Local Government Act (Cap.125). Housing and shelter are provided by housing providers, both private individual and the statutory bodies including the Housing Authority, the Public Rental Board and the Housing Assistance Relief Trust. There are other non-government organization includes Habitat for Humanity and RotaHomes who similarly contribute to housing provision.
- In 2011 the councils in the GSUA acknowledged the need to participate in implementing

improvements to informal settlements within their municipal boundaries. Through a three-year citywide consultation programme, the councils will facilitate improvements to informal settlements by identifying key capital projects and investments in consultation with the Department of Housing of the MLGUDHE. The citywide programme will concentrate on two areas, namely Caubati Settlement in Nasinu Town and Vunivivi Settlement in Nausori Town.

REGULATORY FRAMEWORK

Due to the absence of a National Housing Act, the councils have a limited regulatory support through which to control housing issues. Following the 2011 National Housing Policy, the possibility of a National Housing Act is being explored. The only current relevant legislation addresses residential subdivision standards governed under the Town Planning Act, the Subdivision of Land Act and the Public Health Act, though these are for development control purposes.

RESOURCE MOBILIZATION

Within the GSUA councils, there is no budget provision for the creation of housing and shelter. The citywide consultation allows the council to engage in identifying infrastructure improvement projects for informal settlements within municipal boundaries. However, such identification is used to attract donors or private investment in order to finance these capital works projects.



Omkar settlement
© DTCP

AGREED PRIORITIES

- Establish a database of all rateable properties in the GSUA. In particular, all residential properties and settlements should be mapped out using GIS, including those within peri-urban areas and proposed boundary extension areas.
- Coordinate the main land development players in the GSUA with the use of housing and infrastructure investment strategies, particularly in the peri-urban areas, in order to enable the timely provision of affordable land and housing products.

PROJECT PROPOSALS

PROJECT 1 Urban Housing and Shelter

Revise the database of existing shelter and settlements within GSUA

PROJECT 2 Urban Housing and Shelter

Undertake the citywide consultation for Caubati Settlement and Vunivivi Settlement in order to identify projects for improving infrastructure, services and security of tenure in these settlements. Prepare a manual for citywide consultation and settlement improvement in order to provide guidance in terms of development upgrading works.

PROJECT 3 Urban Housing and Shelter

Review all planning and subdivision standards with a view to providing acceptable reduced standards for housing and settlement upgrades.

CLIMATE CHANGE AND DISASTER RISK REDUCTION

The physical geography of the GSUA plays a major role in determining its vulnerability to climate change and natural hazards. Despite Suva City, Lami Town and Nausori Town all being located on the coast, and vulnerable to rises in mean sea level and coastal and riverine flooding, the GSUA is not as vulnerable to climate change as urban areas in western Fiji. In addition to climate-related hazards, other natural hazards to which part or all of the GSUA is exposed include earthquakes and tsunamis (low-lying areas of Suva City and Nasinu Town); landslides (in areas in Lami Town and Veisari due to geology and soil structure); and riverine flooding in areas along the Rewa River in Nausori Town.

Vulnerability to climate change in coastal Lami Town has increased due to mangrove deforestation and continued coral extraction to make way for urban development and for income generation. Of critical concern is the fact that urban poor are settling in highly exposed and vulnerable areas such as amongst the mangrove forests and along riverbanks where they are particularly exposed to flood. In addition, the chronic under provision of urban services to these settlements means that they pose serious environmental and health concerns.

Following a Vulnerability and Adaptation Assessment (VAA) funded by the UN-Habitat through its Cities and Climate Change Initiative (CCCI), the Lami Town Council has embarked on a series of climate change adaptation activities. These include the establishment of a mangrove nursery as well as mangrove replanting initiatives in order to protect the coastline. The VAA also identified low-lying areas adjacent to reclaimed land that are negatively affected by flooding. This is due to backflow from poorly maintained drains, run off from elevated areas and changes in natural water cause due to poor upper catchment and solid waste management by the council. The VAA identified the need for better coordination and communication between the council, local communities and the national authorities during natural disaster events. The assessment also highlighted the need for councils to facilitate local community actions plans in order to proactively address climate change issues at local level, rather than relying on national government and council. Most importantly, the VAA revealed the need for greater awareness of the impacts of climate change, and encouraged awareness raising on this issue, particularly targeting local communities and highlighting the need to consider the long-

term implications of community actions. This has particular reference to the destruction of mangroves and coral reefs for income.

The Suva Foreshore Master Plan (1998) has been instrumental in protecting selected areas of mangrove in the GSUA. In particular, extensive mangrove and wetland areas have been retained in the south of the GSUA, and around the mouth of the Rewa River. Nonetheless, these ecosystems are threatened by development on a daily basis and it is therefore critical that the councils support the draft Mangrove Management Plan that is currently awaiting approval by the cabinet. The Nausori Town Council's town planning scheme clearly demarcates all areas subjected to flooding with corresponding development controls as mechanisms for adaptation. In addition, the climate change study of Nausori Town funded by ADB in 2011 validated the zoning scheme and also noted the town's vulnerability to sea level rise by 2025.

THE INSTITUTIONAL SET-UP

- The Department of Environment under the MLGUDHE and the Climate Change Unit under the Ministry of Foreign Affairs and Trade is mandated to implement the National Climate Change Policy which includes awareness and capacity building.
- The National Disaster Management Office is the coordinating body in the event of a disaster in the GSUA.
- There is no set budget within the councils' financial system dedicated to climate change initiatives or to rehabilitation and reconstruction following disaster events. In part, this is because reconstruction has always been the primary responsibility of the national government. This attitude needs to change – local communities and businesses should also be encouraged to participate in climate change initiatives facilitated by the councils.

REGULATORY FRAMEWORK

- Projects and development should comply with the Environment Management Act with regards to environmental management and protection and sustainable development initiatives.
- The National Climate Change Policy needs to better coordinate and record all climate change programmes in the GSUA in order. Such coordination will enable

more effective action plans and reviews and avoid duplication of activities, particularly data gathering and awareness raising.

- The National Disaster Management Office is the main coordinating office responsible for disaster management in Fiji. The task force for disaster management during disaster events includes the councils.

RESOURCE MOBILIZATION

- The councils need to review their annual budgets to ensure that appropriate allocation is made for climate change and disaster management initiatives.
- Resources could be accessed through UN-Habitat's CCCI programme. Joining the CCCI would generate VAA reports and documentation on green house gases for Suva City, Nasinu Town and Nausori Town. This would enable the councils to better incorporate climate change adaptation strategies into their planning process, as well as induce proactive engagement in these issues from local communities. Through the assessments, each community can ascertain its vulnerability to climate change and identify key adaptive and mitigation measures which can be implemented.

PROJECT PROPOSALS

PROJECT 1 CLIMATE CHANGE AND DISASTER MANAGEMENT

Prepare a coordinated disaster management action plan for the GSUA and establish disaster risk reduction and risk management plans for Lami, Nasinu and Nausori Towns.

PROJECT 2 CLIMATE CHANGE AND DISASTER MANAGEMENT

Revise development controls for all town planning schemes so that flood risk and climate change adaptation and mitigation measures are considered and included in all new developments and subdivisions.

PROJECT 3 CLIMATE CHANGE AND DISASTER MANAGEMENT

Undertake disaster management awareness raising and capacity building initiatives at community level.

AGREED PRIORITIES

- The GSUA councils should fix 10 per cent of their budgets for climate change and disaster management projects focusing on preparedness and adaptation.
- The GSUA councils should prepare disaster management action plans and associated trainings for community committees. This would require collaboration with Disaster Management Committee and the Commissioner Eastern Office and be based on wider GSUA disaster management plans.
- There needs to be increased awareness by major landowners, administrators and the community of land development processes, and in particular, the vulnerability of lands close to rivers and along the coastline. User-friendly publications and brochures on land development in the three official languages should be produced.
- Identify an area within the GSUA as a pilot for implementing climate change adaptation measures.



Squatters in the Mangroves in Lami
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Squatters along Tamavua River
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SECTION THREE - STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT) ANALYSIS

URBAN GOVERNANCE AND FINANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
COMMUNICATION, AWARENESS AND TRANSPARENCY			
<p>Long-serving middle managers and staff.</p> <p>Absence of politics within the local government as per Local Government Review and Reform.</p> <p>Each municipality within the GSUA has its own Five Year Strategic Plan.</p> <p>Increasing awareness of and contribution to municipal Strategic Plans by stakeholders from both the public and private sector.</p>	<p>Overlapping of powers within the council's management structure leading to confusion by staff, affecting morale and leading to negligence of protocols.</p>	<p>Community involvement and contribution to decision-making in the GSUA through community meetings and neighbourhood watch zone programmes.</p>	<p>Changes in leadership subjective staff to different leadership styles.</p>
FINANCIAL CAPACITY AND ACCOUNTABILITY			
<p>Good cross-section of personnel with a mixture of both young and mature staff.</p> <p>The SA is well-versed and knowledgeable of the region and provides strong linkages between the four municipalities and the communities.</p> <p>Code of Conduct in place.</p>	<p>Large number of rates in arrears and poor rate collection mechanisms.</p>	<p>Potential additional rates and revenue.</p> <p>Implementation of the Accrual Accounting Budget System by 2013.</p> <p>Resource sharing and capacity building in terms of urban management.</p>	<p>Change in leadership and executive management could trigger allegiance issues amongst the staff.</p> <p>High turnover of staff.</p>

URBAN GOVERNANCE AND FINANCE	Project proposal
	Formulate training policies, staff succession plans and strategic workforce training and development plans.

Location: Councils within the GSUA

Duration: Three months

Beneficiaries: GSUA councils and MLGUDHE

Implementing Partners: DLG, the Human Resources Department of the councils, and donor agencies

Estimated Cost: FJD 30,000

Background: The council has a relatively high turnover of technical staff. This results in delays on projects and development approvals.

Objectives: To ensure that there is adequate training, succession planning and evaluation systems in place to deal with the issue of high staff turnover and for improved productivity and performance of staff.

Activities: To undertake a workshop with key staff and management personnel from the GSUA councils in order to identify the training and development needs of the staff, succession planning possibilities, staff performance monitoring and policy gaps. Following this workshop, draft training policies and plans should be prepared by the senior human resources staff within all councils in consultation with the MLGUDHE. The drafts should then be presented back to the technical staff for review and comment prior to endorsement by the council and the ministry.

Outputs: A comprehensive training policy, a succession plan and performance monitoring plan for all key technical and management staff. A 3-5 year training and development plan, succession system and performance monitoring system.

Staff Required: One staff member from the human resources departments of each of the four councils; two staff members from the MLGUDHE (possibly one senior staff member from DTCP to provide technical training in the areas of planning, engineering, GIS, health and environmental, and one senior staff member from DLG to provide administrative training).

URBAN GOVERNANCE AND FINANCE	Project proposal
	Transit from cash accounting to accrual accounting practices. Strengthen financial management policies and practices.

Location: MLGUDHE Headquarters, Suva

Duration: 6-8 months

Beneficiaries: GSUA councils and MLGUDHE

Implementing Partners: GSUA councils, DLG, donor agencies

Estimated Cost: FJD 30,000-50,000

Background: Poor records of budget allocation and distribution has led to accountability and transparency queries in the past, which has resulted in budgetary standards and systems being set by the MLGUDHE to better guide councils' finance and administration departments.

Objectives: To ensure that councils are more accountable and transparent in their financial and resource accounting. To ensure that councils have a more strategic approach to budgeting in order to better manage resources.

Activities: Training of finance staff from the GSUA councils so that they better understand the urban issues and thereby can achieve more efficient management of resources and funds.

Outputs: A more accurate budget reflecting more efficient use and management of the council's resources.

Staff Required: One senior staff member from the DLG; one staff member from each of the finance departments of the four councils as well as the MLGUDHE.

Project proposal

Formulate and clearly demarcate powers of SAs and CEOs in the administration and management of the council and its environment.

Location: GSUA councils

Duration: Three months

Beneficiaries: Management personnel and staff from the four councils, the DLG and the MLGUDHE

Implementing Partners: DLG

Estimated Cost: FJD 10,000

Background: Since 2006, when the position of SA was created, the CEOs and the SAs of almost all four councils have been replaced (with the exception of Nausori Town Council). Relatively high staff turnover at the top levels of council make it difficult to implement key objectives. High turnover could be attributed to a lack of understanding of the roles and responsibilities of the SA and CEO positions. The roles and responsibilities of the positions need greater definition to ensure that there is no overlapping or gaps between roles, and that a cohesive approach to management of the council can be obtained. These two positions need to be better understood by MLGUDHE staff, its Minister and the DLG in particular. Such an understanding would help in instances when tasks are delegated, concerns are raised by the general public or when responsibilities from other line ministries are transferred from the MLGUDHE to the council.

Objectives: To improve the management of the four councils and foster good governance, transparency and accountability amongst the council's top management positions.

Activities: Engage a consultant to undertake consultations with the current SA and CEO and possibly former CEOs. Encourage a joint round table discussion with the current SAs and CEOs to obtain a collaborative approach to the exercise. Conduct interviews with senior management staff (administrative and technical) to obtain their views on the issues relating to the need for more clearly defined roles and responsibilities between the two positions.

Outputs: Clearly defined roles and responsibilities for both the SA and CEO positions. Roles and responsibilities should be in line with the council mission statements, key objectives and outputs.

Staff Required: One external consultant or a senior staff member from the MLGUDHE; SAs, CEOs and senior council management staff.

URBAN PLANNING AND MANAGEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
EFFECTIVE STRATEGIC PLANNING			
<p>Each council has a strategic direction maintained through the use of its strategic plan, annual corporate plan, budget plan and business plan.</p> <p>Three out of four councils within the GSUA have approved town planning scheme – which may be out-dated and in need of review. One council has a draft town planning scheme with approval pending.</p>	<p>Councils do not have a professional town planner to effectively oversee the implementation of the strategic directions embedded in the town planning scheme documents (statement and plan).</p> <p>Councils demonstrate ineffective use and enforcement of the town planning schemes and little to no understanding of the planning documents.</p>	<p>Establishment of well-equipped town planning units in GSUA councils with qualified staff and support.</p> <p>Establishment of a GIS section within the town planning units. Undertaking training courses for relevant council staff on GIS mapping and GIS applications.</p> <p>Establishment of an environmental management unit within the councils to oversee environmental compliance and monitoring for all developments in accordance with the Environmental Management Act 2005 and Regulations 2007.</p>	<p>Unplanned and uncontrolled development resulting in an increase in informal settlements.</p> <p>Undesirable built-environment in the GSUA leading to poor health and state of the urban environment.</p>
TECHNICAL CAPACITY AND TRAINING			
<p>Good cross-section of personnel in terms of gender, age, years of experience etc.</p>	<p>Limited capacity of building engineers and health inspectors working on town planning matters. This reduces their effectiveness in their respective fields.</p> <p>Limited capacity of urban planners and a limited number of experienced technical staff.</p> <p>No training opportunities for existing staff.</p> <p>No succession planning and performance monitoring systems in place.</p>	<p>Engagement of volunteer student planners or consultant planners to be shared amongst the four councils.</p>	<p>Trained staff will be attracted to move to larger councils or overseas for better salaries and opportunities.</p> <p>Councils are heavily reliant on senior staff who are nearing retirement and no junior staff being trained.</p>

URBAN PLANNING AND MANAGEMENT	Project proposal
	Establish a town planning unit in each council with sufficient technical staff to run the unit. The unit should also set up a GIS section and undertake training programmes with the DTCP.

Location: Councils within the GSUA

Duration: Six months

Beneficiaries: GSUA councils, DTCP, DLG, public and private sector organizations

Implementing Partners: DLG, DTCP (the GIS and Information Technology Unit), GSUA councils, The Pacific Islands Applied Geoscience Commission.

Estimated Cost: FJD 150,000 - 200,000 per council

Background: Currently all councils rely upon manual systems for managing council records and plans, and are highly dependant upon DTCP for plan preparation. There are no staff dedicated to the management of land and building information within the councils.

Objectives: To strengthen land and building data management and storage for efficient and effective use in the decision-making process.

Activities: Recruitment of qualified planning staff or a planning consultant in order to set up a town planning unit and corresponding training programme for existing planning staff. Town planning units should be equipped with GIS software and required workspace. Establishment of a GIS section within the town planning unit, and this section should be staffed with resource persons for GIS. Undertaking GIS trainings for all technical staff.

Outputs: Well-equipped and established town planning units for all councils and information stored and retrieved efficiently.

Staff Required: One senior planner or consultant planner; one town planner or two technical assistants; one GIS technician; two research assistants.

URBAN PLANNING AND MANAGEMENT	Project proposal
	Create standard operating procedures (SOPs) for all activities relating to urban planning and management. Formulate a corresponding town planning manual.

Location: Councils within the GSUA

Duration: Three months

Beneficiaries: GSUA Councils, DTCP, public and private sector organizations

Implementing Partners: GSUA, DLG and DTCP

Estimated Cost: FJD 30,000

Background: Due to the limited capacity of staff and lack of consistency in services, there is a strong need to set some standards on how urban planning issues should be managed in order to improve services and solve problems more quickly. Council staff requires training and capacity building.

Objectives: To improve efficiency and consistency in service and to support the training and capacity building of Council staff by setting standards. The manual should be user friendly with review mechanisms in place to improve the manual over time.

Activities: Identifying urban planning issues and undertaking a workshop with relevant staff and stakeholders to identify the appropriate and acceptable standards to address the identified issues. Once a draft is prepared it should be circulated to all key stakeholders for review and a trial period set. Following this period, the draft should then be finalized. The resulting document (a manual of standard operating procedures) should be reviewed on an annual basis.

Outputs: A Town Planning Manual with standard operating procedures (SOPs) for all activities relating to urban planning and management.

Staff Required: One senior planner from DTCP; one senior technical officer from either the engineering or health services from each of the GSUA councils.

URBAN PLANNING AND MANAGEMENT	Project proposal
	Establish a Local Government Services Body (to provide shared technical staff such as a town planner, engineer, surveyor, etc.) to be jointly funded by the four councils.

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: MLGUDHE, Suva

Duration: Six months to set up

Beneficiaries: GSUA, public and private sector organizations

Implementing Partners: GSUA councils, DTCP and DLG

Estimated Cost: FJD 300,000 per annum

Background: Qualified and experienced technical assistance is required by the councils. However, acquisition on a full-time basis of such technical assistance is beyond the limited financial resources of the councils. Therefore, capacity within the councils can be built by taking a resource sharing approach which would see technical staff shared amongst the four councils, and jointly funded by them.

Objectives: To provide the four councils with the required technical expertise to advise on the planning and implementation of development projects within the GSUA. Such technical expertise will foster greater investment and increase opportunities which will benefit the community through employment and urban growth.

Activities: Drafting scopes of works, recruiting and contracting these required technical expertise. Establishing a schedule for the use of technical experts or advisors as per council needs.

Outputs: A well equipped group of qualified planning and development expertise to which the GSUA councils can have access while they set up their town planning units and train staff.

Staff Required: One town planner, one surveyor and one engineer.

Location: GSUA councils

Duration: 24 months

Beneficiaries: GSUA, DTCP, private developers and landowners

Implementing Partners: GSUA councils and DTCP

Estimated Cost: FJD 200,000-250,000

Background: Revision of the GSUA councils' town planning schemes is long overdue. Suva City Council's plan dates from 1979 and is under partial revision. Nausori Town Council's plan dates from 1989, Nasinu Town Council's from 2000 and Lami Town Council's from 2004. Town planning schemes in these towns are similarly under revision, with Nasinu and Nausori Towns pursuing boundary extensions in conjunction with revision. The growth of the urban population, with increasing demand for urban services in peri-urban areas, makes it necessary to revise or revisit the Greater Suva UGMAP (2006). Such a revision would encourage better management and control over the fast growing peri-urban areas. Additionally, objectives and development goals need to be reviewed to ensure under-utilized areas within the GSUA are optimised through the use of economic, environmental and social policies that encourage investment in these areas. Similarly, review and revision of the plans need to consider the importance of the industrial, education, sports and tourism sectors to the local and national economy.

Objectives: A robust and flexible town planning scheme for each council that considers new areas for development generated by boundary extensions, and provides balanced control mechanisms to address environmental and social issues fostering sustainable development in the GSUA.

Activities: A broad range of activities would be undertaken including a comprehensive land use survey and preparation of a survey report; consultation with relevant stakeholders; preparation of draft town planning scheme plans, reports, statements and general provisions for provisional approval; public notification and consultation process with various agencies, property owners, and future and current ratepayers etc. After completion of the notification period, it will be necessary to review the provisionally approved plans and document and prepare for final approval by DTCP. Awareness of the finally approved schemes should be encouraged as part of the scheme implementation process.

Outputs: Revised town planning schemes and new schemes for the proposed boundary extension areas for all GSUA councils.

Staff Required: One town planner within the Local Government Services Body or consultant planner; two DTCP project staff; one technical planning staff member from each GSUA council.

LAND DEVELOPMENT AND ADMINISTRATION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
EFFECTIVE STRATEGIC PLANNING			
<p>Strict compliance and control by the councils in implementing the town planning schemes and Subdivision of Land Act and Regulations.</p> <p>Participatory engagements by NGOs and LOUs with government for housing developments and pro-poor initiatives.</p> <p>Cooperation and networking between the GSUA councils in supporting and building the region's investment and development prospects.</p>	<p>Relatively weak enforcement systems for illegal developments. Limited capacity to control development due to limited staff and resources.</p> <p>Non-planners (i.e. building health inspectors) engaged in urban planning and management assignments.</p> <p>Lack of understanding and ignorance of land development processes by LOUs and private property owners.</p> <p>Slow and ineffective legal process to deal with illegal and non-compliant developments.</p> <p>Limited access to data on land administration, flooding, infrastructure plans etc. resulting in poor designs and decisions.</p> <p>Inadequate capacity to implement and enforce relevant regulations on land development.</p> <p>Planning standards for squatter settlement in-situ upgrading need to be reviewed in light of high cost of limited urban land for development and infrastructure cost.</p>	<p>Partnership with private property owners and LOUs.</p> <p>Increase awareness of the importance of urban planning, development control and compliance to land development laws.</p> <p>Database for Land Information and Mapping (linked to GIS sections to be established within each council's planning unit).</p> <p>Revision of planning schemes in the GSUA and incorporation of boundary extensions giving rise to increased supply of land for urban development.</p> <p>Sharing of resources amongst GSUA councils towards achieving broader solutions for the GSUA region which are more efficient and effective in terms of resource management.</p>	<p>Illegal developments and informal settlement offsetting potential urban land and further degrading the urban environment due to the absence or poor quality of basic services.</p> <p>Shortage of urban land and increasing land and house prices.</p> <p>LOUs becoming increasingly concerned in dealing with TLTB administration due to lack of trust and differences in opinions and expectations, thus resulting in slow release of iTaukei land for urban development.</p>

LAND DEVELOPMENT AND ADMINISTRATION	Project proposal
	Implement extensive awareness raising programmes using media, education-expos, brochures, workshops and seminars to build a better understanding of land development procedures and processes in the GSUA.

Location: GSUA region

Duration: 24 months

Beneficiaries: The GSUA councils, Suva and Nausori Rural Local Authorities, the local communities, private property owners, developers, businesses, urban centres and the peri-urban areas.

Implementing Partners: GSUA councils, DTCP, business councils, community leaders, and NGOs.

Estimated Cost: FJD 100,000

Background: There is a need for better awareness of the land development procedures, standards and controls that are in place in the GSUA. Increased awareness of this topic will reduce the pressure on the council's enforcement officers and also complement the work of the proposed town planning units.

Objectives: To disseminate information that will assist the GSUA stakeholders in the processes involved in land development in order to reduce the number of illegal developments and activities in the region, the informal release of land for development and the request for relaxations to the development standards within the general provisions which were formulated based on the objectives of the town planning scheme statement, report and plan.

Activities: To create a local council newspaper, flyer or websites to build awareness of land development issues and administration processes; to prepare awareness materials for publication; to establish an awareness committee for the GSUA to celebrate World Town Planning Day, and awareness strategies as part of the village planning programmes.

Outputs: Brochures and materials for awareness, improved information on council websites, participation in World Town Planning Day; reduction in the number of illegal and non-compliant developments in the GSUA as experienced by the town planning unit and enforcement team.

Staff Required: One communications officer assisted by each councils' town planning unit.

LAND DEVELOPMENT AND ADMINISTRATION	Project proposal
	Establish a GIS database and undertake GIS mapping of all land within NTC including the areas under the proposed town boundary extension.

Location: GSUA councils

Duration: 24 months

Beneficiaries: GSUA councils, GSUA community, public and private sector organizations.

Implementing Partners: DLG, DTCP GIS and IT Unit, GSUA councils, The Pacific Islands Applied Geoscience Commission.

Estimated Cost: FJD 50,000 per council

Background: Currently all councils rely upon manual systems for managing council records and plans, and are highly dependant upon DTCP for plan preparation. There are no staff dedicated to the management of land and building information within the councils despite ongoing growth across the GSUA.

Objectives: To create an inventory of all land and building data for the councils.

Activities: Collation of all land and building records and digitization of all maps and plans.

Outputs: Database and digitized plans for each council in the GSUA.

Staff Required: One GIS technician; two research assistants per council as part of the proposed GIS section.

LAND DEVELOPMENT AND ADMINISTRATION
Project proposal

Establish environmental management units in Divisional Surveyor Central Eastern Office under the Department of Lands and Survey and TLTB.

Location: GSUA region

Duration: 12 months

Beneficiaries: Department of Environment GSUA councils, Department of Lands and Survey, TLTB, DTCP, developers, businesses and community members.

Implementing Partners: Department of Lands and Survey, TLTB and Department of Environment.

Estimated Cost: FJD 150,000 per unit

Background: In accordance with the Environmental Management Regulations (2007), all approving authorities are required to have set up an environmental management unit as required under the Environmental Management Act (2005). The role of the environmental management unit is to enforce the requirements of the Environmental Management Act and Regulations and to monitor compliance of Environmental Impact Assessments (EIAs) and Environmental Management Plans for development projects as stipulated in Schedule 2 of the Act.

Objectives: To ensure the protection of the environment and a sustainable future. To enable a more effective and ground level approach to ensuring that all development takes place with due care and with minimal harm and degradation to the natural environment.

Activities: Budgeting, recruitment, establishing an operations manual in accordance with the requirements of the Environmental Management Act and Regulations, training and awareness programmes with the authorities and general public on the role of the environmental management units.

Outputs: An environmental management unit in each of the Department of Lands and Survey and TLTB Central Eastern District Offices.

Staff Required: One environmental officer; one environmental assistant.

URBAN INFRASTRUCTURE AND SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Most if not all areas are accessible to most urban infrastructure and services.</p> <p>Informal housing or settlements, while not connected to reticulated sewerage systems, do have alternative system such as septic tanks in place.</p> <p>Councils and the GSUA communities, including schools and institutions are adopting 3R Waste Management Practices (reduce, reuse, recycle) which is reducing garbage loads and costs to the GSUA councils. Proximity of the country's main solid waste disposal site (Naboro Landfill) and increasing practices of recycling initiatives.</p> <p>Water Authority Fiji is continuing upgrading works and implementation of the 1999 Suva-Nausori Five Year Water and Sewerage Master Plan and with its improved administration and management systems in place, improvements to reticulated water supply and sewerage services are expected.</p> <p>Fiji Roads Authority has now taken over responsibility of all roads in Fiji including in the GSUA region from 2013 and has an increased budget commitment from the national government earmarked for road upgrading and maintenance over the next 4-6 years.</p>	<p>Poorly maintained drainage systems and substandard and undersized drains.</p> <p>Poor water supply resulting in regular water cuts and serious public health concerns due to equipment malfunction, increased leakages, illegal connections, etc.</p> <p>Limited budget by infrastructure service providers for upgrading works.</p> <p>Poor maintenance plans and asset management by infrastructure providers.</p> <p>Poor quality of roads both within council boundaries and in peri-urban areas.</p> <p>Councils have no control or powers over infrastructure works and providers though they do receive numerous complaints and concerns from the public regarding infrastructure services (such as sewer overflow).</p> <p>Reluctance of councils to extend essential services to informal settlements to improve living conditions.</p>	<p>Formation of the Urban Management Board for the Central Division in order to encourage better cooperation and coordination between infrastructure agencies and GSUA councils.</p> <p>Citywide consultation initiatives to improve basic services and amenities for informal settlements particularly those within the peri-urban areas of the municipal boundaries.</p> <p>Harvesting of rainwater by schools and households through adaptation strategies for disaster risk reduction or climate change adaptation given current water supply system.</p> <p>Identification of sites for a waste transfer station within Nasinu Town and Nausori Town to reduce the cost of transportation to Naboro and to engage a practice of reduce, reuse and recycle amongst residential, commercial and industrial sectors.</p>	<p>Timeline for in-situ upgrading of informal settlements may be delayed due to the presence of substantial structures within land reserves identified for reticulation of utility services.</p> <p>Continued rise in density of squatter populations leading to a reduction in quality of living conditions and public health concerns such as the outbreak of spreadable diseases (typhoid).</p> <p>Increased vulnerability to flood due to slow upgrading of drainage systems and slow implementation of adaptation measures as part of flood risk reduction objectives.</p> <p>The Kinoya and Nausori sewerage treatment plant reaching maximum capacity and not being able to cater to the increased demand brought about through population growth and urban development projects as a result of increased urbanization.</p>

URBAN INFRASTRUCTURE AND SERVICES	Project proposal
	Establish an information hub for all urban infrastructure and services provided by the councils.

Location: GSUA region

Duration: 24 months

Beneficiaries: GSUA councils, Nausori and Suva Rural Local Authorities, infrastructure agencies, consultants, private sector developers.

Implementing Partners: GSUA councils, DTCP, Fiji Electricity Authority, Water Authority Fiji, Fiji Roads Authority, Telecom Fiji Limited, Department of Lands and Survey, TLTB, Fiji Ports.

Estimated Cost: FJD 500,000-800,000 (for digitization)

Background: There is a wealth of comprehensive data available on infrastructure and services available within the GSUA and the peri-urban areas. However, most of this information is paper-based complicating the capacity of developers and the council to make decisions on developments and growth trends and relevant policies.

Objectives: To enable better coordination of services between the utility providers and the councils. This will in turn result in more efficient and effective development plans and policies for the growth of GSUA and will enable the utility providers to prepare strategic infrastructure plans which are aligned with the future demands and needs of the GSUA region.

Activities: Recruitment of staff, undertaking workshops with utility providers, information dissemination, identifying gaps and ways to improve information sharing (sharing data entry and data access). Identification of the policy frameworks and standards that need to be adhered to with regards the compilation of data. Identification of intended uses and target audiences of the database, as well as elaborating strategic plans required to make the data system user friendly and effective.

Outputs: Database of infrastructure and services in the GSUA for better strategic infrastructure planning and coordination between utility providers and councils.

Staff Required: One senior GIS technician; One GIS assistant technician; one civil or services engineer.

URBAN INFRASTRUCTURE AND SERVICES	Project proposal
	Incorporate up-to-date infrastructure information into the revised Greater Suva Urban Growth Management Plan.

Location: GSUA region

Duration: 12 months

Beneficiaries: GSUA councils, Nausori and Suva Rural Local Authorities, infrastructure agencies, NGOs, donor agencies, private sector and developers, peri-urban communities.

Implementing Partners: GSUA councils, Rural Local Authorities, DTCP and DLG.

Estimated Cost: FJD 50,000

Background: The Greater Suva Urban Growth Management Plan funded by the Asian Development Bank forms one of the core planning documents of the GSUA. However, this plan needs to be revisited and validated given that ten years have passed since the plan was formulated. Key development trends, issues and needs should be identified in order to guide stakeholders and developers in their planning, development and investment. The reviewed plan will be of particular use to infrastructure providers, who can seek to ensure that their infrastructure and financing plans are aligned with the needs of the GSUA. This will stimulate growth in the region.

Objectives: To achieve better coordinated strategic planning and management of resources in the GSUA in order to foster development and growth in the region through better infrastructure services.

Activities: Land-use study, GIS mapping, establishing a comprehensive database, identification of strategic planning and policy gaps and capacity building and training, budget planning, infrastructure planning.

Outputs: Revised Greater Suva Urban Growth Management Plan that is up-to-date and addresses current issues, but in particularly the shortfalls in infrastructure services and priority areas identified in line with growth areas.

Staff Required: One technical staff from each of the GSUA councils; four project staff from DTCP (possibly 10-12 graduate volunteers as technical assistants).

URBAN HOUSING AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Extensive land for residential development equipped with basic infrastructure and services.</p> <p>Availability and applicability of the National Housing Policy as a legal framework to undertake initiatives and programmes for housing and improvements to living conditions for the urban poor.</p> <p>Support and political will of housing providers and stakeholders for improved coordination following the launch of the National Housing Policy as partners strive towards the realisation of the policy's vision of affordable housing for all by 2020.</p>	<p>Lack of understanding and acknowledgement by landowners of the negative implications of releasing iTaukei land for informal housing. Such releases of land worsen issues such as poor infrastructure, deterioration of the urban environment, health and hygiene risks, and poor land security.</p> <p>Reluctance to move by dwellers delays resettlement programmes and housing projects such as Tacirua East, Lagilagi, Raiwaqa and Raiwai, etc.</p> <p>Little recognition and acknowledgement by the councils of informal settlements particularly those that lie outside their council boundaries.</p>	<p>Partnership with landlord or landowning units.</p> <p>Increased awareness of the importance of urban planning, development controls and compliance to land development laws.</p> <p>Reduction of development standards for subdivision and housing projects in order to provide more affordable housing and improve tenure security as well as standards of living of informal settlement residents.</p> <p>Greater appreciation by councils of the citywide consultation given its benefits to informal settlements.</p> <p>Greater collaboration on the Department of Housing's town improvement initiatives through memoranda of understanding between government and TLTB or property owners in order to improve housing or living conditions for the urban poor.</p> <p>Adoption of new reticulated sewerage management systems for unsewered areas for increasing urban density.</p>	<p>Illegal developments and informal settlements which devalue urban land and can degrade urban environmental quality due to the absence of basic services in these settlement such as solid and liquid waste management systems, health and sanitation, and drainage.</p> <p>Lack of human and financial resources and technical capacity.</p> <p>Continuous release of vacant iTaukei reserve land for informal housing by LOUs within the peri-urban areas of the GSUA.</p>

	Project proposal
URBAN HOUSING AND SHELTER	Revise the database of existing shelter and settlements within GSUA.

Location: Department of Housing, MLGUDHE, Suva

Duration: 12 months

Beneficiaries: GSUA councils, Poverty Alleviation Unit of the Department of Housing of the MLGUDHE, residents of informal settlements in GSUA, Suva and Nausori Rural Local Authority, NGOs, civil society organizations.

Implementing Partners: Department of Housing, MLGUDHE; GIS and Information Technology Unit of DTCP, MLGUDHE.

Estimated Cost: FJD 150,000

Background: GSUA councils and the Department of Housing have limited information on informal settlements in the GSUA region. This lack of information is a contributing factor to the slow implementation of initiatives to upgrade or improve living conditions of existing informal settlements. The slow provision of basic infrastructure to existing settlements is far outpaced by the rate of growth of settlements.

Objectives: To create an easy-to-access and comprehensive database of information on informal settlements.

Activities: Recruitment of a project officer to work alongside a Department of Housing counterpart in the identification of all settlements in the GSUA; GIS surveying and mapping of settlements; environmental scanning and assessment of settlements; undertaking of consultations with settlement committees; development of background and assessment reports for input into database; liaising with the GIS and Information Technology Unit of DTCP on digitization of all settlement maps and data for incorporation into electronic database. Training on use of appropriate equipment for surveying, mapping and digitization; training on interpreting data and using data in decision-making, and in assigning projects to address issues highlighted by the data collected.

Outputs: Comprehensive electronic database of all informal settlements in the GSUA.

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

	Project proposal
URBAN HOUSING AND SHELTER	Undertake the citywide consultation for Caubati Settlement and Vunivivi Settlement in order to identify projects for improving infrastructure, services and security of tenure in these settlements.

Location: Nasinu Town and Nausori Town

Duration: 6-12 months for initial consultation and project planning; 12-24 months for the construction of works depending on the level of works required and finance allocated.

Beneficiaries: GSUA councils, Department of Housing of the MLGUDHE, TLTB, infrastructure and service providers, residents of informal settlements, NGOs, civil society organizations.

Implementing Partners: GSUA councils, Department of Housing, TLTB, NGOs and civil society organizations, Asian Coalition of Housing Rights, People's Community Network.

Estimated Cost: FJD 250,000-500,000

Background: A number of stakeholders have come together for this project including the councils of Nasinu Town and Nausori Town, the Department of Housing, and the TLTB who are the landlords of the land where the informal settlements are located. Upgrading of these settlements will begin in 2014, although some preparatory works such as participatory planning and capacity building need to be undertaken in 2013. The project is to also receive funding assistance from the Asian Coalition of Housing Rights.

Objectives: To improve the living conditions of the settlements and reduce the vulnerability of the settlements to natural hazards and climate change. To promote recognition of settlements by the municipality.

Activities: Consultation and engagement of relevant stakeholders such as Department of Housing, DLG, DTCP and Department of Environment of MLGUDHE, Ministry of iTaukei Affairs, Ministry of Provincial Development (through the District Office), GSUA councils, and People's Community Network; capacity building of residents of the settlements, participatory planning and mapping of the settlements; drafting the Assessment Report and Prioritization Plan and Report in order to qualify for funding from Asian Coalition of Housing Rights.

Outputs: Settlement Plan and Report.

Staff Required: One officer from Department of Housing; four members of the Urban Village Planning Team of DTCP.

URBAN HOUSING AND SHELTER	Project proposal
	Prepare a manual for citywide consultation and settlement improvement in order to provide guidance in terms of development upgrading works.

Location: Department of Housing, MLGUDHE, Suva

Duration: 12 months

Beneficiaries: GSUA councils, Poverty Alleviation Unit of the Department of Housing, infrastructure providers, residents of informal settlements, NGOs, civil society organizations.

Implementing Partners: Department of Housing, GIS and Information Technology Unit of DTCP.

Estimated Cost: FJD 30,000

Background: The citywide consultation initiative comprises various stakeholders and is led by the Department of Housing. There is no established systematic approach to guide the committees and taskforces who make up the citywide consultation. Currently, many of the staff on these teams are administrative officers with limited knowledge of how to undertake such a consultation. Their involvement on the consultation is considered ‘on-the-job-training’ but needs to be better guided and managed.

Objectives: To produce a manual in both English and iTaukei (indigenous Fijian) languages in order to provide an efficient and effective system with standards on how to undertake citywide consultations as part of informal settlement improvement programmes.

Activities: Document and assess all reports relating to processes in informal settlement upgrading and citywide consultations; benchmark against other developing countries adopting citywide consultation initiatives; produce a draft manual for review and consultation by relevant stakeholders including the GSUA councils, DTCP and infrastructure providers.

Outputs: User-friendly manual on how to undertake citywide consultations and informal settlement upgrades.

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

URBAN HOUSING AND SHELTER	Project proposal
	Review all planning and subdivision standards with a view to providing acceptable reduced standards for housing and settlement upgrades.

Location: Department of Housing and DTCP, MLGUDHE, Suva

Duration: Six months

Beneficiaries: GSUA councils, DTCP, Poverty Alleviation Unit, Department of Housing of MLGUDHE, infrastructure providers, residents of informal settlements, NGOs, civil society organizations.

Implementing Partners: Department of Housing, GIS and Information Technology, and Subdivision and Forwarding Planning Units of DTCP.

Estimated Cost: FJD 50,000

Background: There is a need to investigate the possibility of relaxing the 1999 General Provisions in order to facilitate in-situ informal settlement upgrading, and thereby respond to the growing density of informal settlements. Meeting the existing minimum standards has become extremely difficult due to the densification of these areas. Therefore, rather than displace or relocate members of these communities and due to the unavailability of affordable land for relocation, a review of the current residential standards in the 1999 General Provision will help address this critical issue faced by the urban poor.

Objectives: To set appropriate minimum standards for residential upgrading requirements within informal settlements ensuring the provision of basic utility services while addressing key public health and sanitation issues, as well as matters of access, fire safety, structural standards and infrastructure standards.

Activities: Review of all existing standards and previous upgrading projects; undertake a detailed survey of some of the existing informal settlements in the GSUA to ascertain their needs and identify the demographics in each settlement; undertake an as-built survey and a survey of the existing infrastructure; identify project plans and preliminary cost estimates.

Outputs: Reduced standards and guidelines incorporated into the General Provisions for Informal settlement upgrading and relocation projects.

Staff Required: One senior planner and one senior technical officer from DTCP; one planner or civil engineer from each of the four GSUA councils.

CLIMATE CHANGE AND DISASTER RISK REDUCTION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Acknowledgement of the impact of climate change on the GSUA and the peri-urban areas.</p> <p>Extensive mangrove areas still intact along the south-eastern coast.</p> <p>Plans to further develop the GSUA foreshore area for Lami Town and Suva City to facilitate the expansion of the commercial centre. These plans need to consider climate change and incorporate relevant climate change adaptation measures.</p> <p>Availability of data and information relating to climate change and the vulnerability of the GSUA to the effects of climate change.</p> <p>Availability of a national disaster risk management plan, as well as evacuation and emergency plans for Suva City.</p> <p>Established tsunami warning system in Lami Town.</p>	<p>No disaster risk management plans for Lami, Nasinu and Nausori Towns.</p> <p>No flood warning system established with the Fiji Meteorological Office because the Hydrology Unit falls under the responsibility of a different ministry.</p> <p>Poor drainage systems which exacerbate flooding in low-lying areas, particularly areas near industrial estates, and in low-lying informal settlements, villages, state-owned and private properties.</p> <p>Existence of areas subjected to coastal erosion such as along the Lami coastline, Tamavua River and River Road, where informal settlements are also present.</p> <p>Release of land by LOUs for informal housing resulting in the erection of dwellings on vulnerable areas with poor services.</p> <p>Weak enforcement of regulations for the protection of mangroves by responsible agencies such as the Department of Environment, the Lands Department and Department of Fisheries and Forests.</p>	<p>Formulation of disaster risk management plan and climate change adaptation plans.</p> <p>Incorporating climate change adaptation and disaster risk management measures into neighbourhood community action plans.</p>	<p>New developments occurring in areas in Veisari which are increasing vulnerability to soil erosion, degrading forests and mangroves and causing flooding in Nausori Town. A feasibility study or risk assessment should be undertaken to identify risks before the area is considered for development.</p>

CLIMATE CHANGE AND DISASTER RISK REDUCTION	Project proposal
	Prepare a coordinated disaster management action plan for the GSUA and establish disaster risk reduction and risk management plans for Lami, Nasinu and Nausori Towns.

Location: GSUA region

Duration: Six months

Beneficiaries: GSUA councils, Disaster Management Office, Commissioner Central Office, business owners and private property owners, ratepayers, Suva and Nausori Rural Local Authority, Ministry of Health, Disaster Management Committee, Provincial Office.

Implementing Partners: GSUA councils, National Disaster Management Office, Commissioner Central Office, Provincial Office, Disaster Management Committee, Ministry of Health, Suva and Nausori Rural Local Authorities, District Office Suva, District Office Nausori, National Fire Authority, Fiji Military Forces.

Estimated Cost: FJD 100,000

Background: There is presently no formal disaster management action plan for Lami, Nasinu and Nausori Towns although they have adopted some ad-hoc practices for climate change adaptation and mitigation. While the authorities are improving their coordination of services, it would be useful for councils and their development implementation partners to jointly prepare a disaster management action plan. This would require that some resources be allocated to the plan and potential disaster events within the annual budgets.

Objectives: To provide a cohesive plan that brings all partners together in order to better manage resources both before and after disaster events.

Activities: Undertake a comprehensive review of past disaster events and how these were managed in order to gather lessons; conduct a workshop with key players to identify roles and responsibilities both before and after disaster events and improve overall understanding of different resources allocations both before and after disaster events and for all types of hazards.

Outputs: A thorough and effective disaster management action plan for the GSUA.

Staff Required: One technical staff member from each of the GSUA councils.

CLIMATE CHANGE AND DISASTER RISK REDUCTION	Project proposal
	Revise development controls for all town planning schemes so that flood risk and climate change adaptation and mitigation measures are considered and included in all new developments and subdivisions.

Location: GSUA region

Duration: 12 months (including three month objection period required for all town planning schemes).

Beneficiaries: GSUA councils, DTCP, developers and business operators, property owners, development consultants and local communities.

Implementing Partners: GSUA councils, DTCP, Suva and Nausori Rural Local Authorities.

Estimated Cost: FJD 30,000

Background: Current development controls for developments and subdivisions do not incorporate flood mitigation and climate change adaptation measures. Therefore, the 1999 General Provisions need to be reviewed, and these aspects incorporated. There also needs to be better understanding of the benefits of incorporating these aspects into development as part of the disaster preparedness and management.

Objectives: To ensure that developments and subdivisions consider flood risk and climate change as part of preliminary stage feasibility studies, in order to avoid the negative impacts of natural hazards and climate change on these developments.

Activities: Identify key zones in the GSUA which are most vulnerable and susceptible to flooding and climate change; identify appropriate mitigation and adaptation measures that should be imposed as part of the development controls in each of the zones.

Outputs: Revised General Provisions for the GSUA councils.

Staff Required: One staff member from each GSUA council; two project staff members from DTCP.

**CLIMATE CHANGE
AND DISASTER
RISK REDUCTION**

Project proposal

Undertake disaster management awareness raising and capacity building initiatives at community level.

Location: GSUA region

Duration: Six months

Beneficiaries: National Disaster Management Office, business owners and private property owners, ratepayers, Ministry of Health, Disaster Management Committee, Ministry of Provincial Development and National Disaster Management, communities.

Implementing Partners: GSUA councils, National Disaster Management Office, Provincial Office, Disaster Management Committee, Ministry of Health.

Estimated Cost: FJD 100,000-150,000

Background: Community level disaster awareness and capacity is insufficient. To ensure that the disaster management action plan is effective there needs to be a complementary awareness and training programme implemented at community level.

Objectives: To ensure that communities are aware of the disaster management action plan and what to do in the event of a disaster. They should also know who the key players are and what their roles are so that they know who to contact for various issues both before and after disaster.

Activities: Prepare pamphlets and brochures, and carry out presentations in schools, at communities and with church leaders, in villages and settlements and in residential, industrial and tourism areas. Undertake mock exercises and evacuation drills to ensure preparedness amongst administrators, volunteers and community members. Celebrate the International Day for Disaster Reduction within the municipalities and villages and incorporate disaster risk reduction and management into the urban village plan programme.

Outputs: Awareness and training programme and implementation plan.

Staff Required: One communications officer; one awareness and research officer.

ACRONYMS

CEO	Chief Executive Officer
DLG	Department of Local Government
DTCP	Department of Town and Country Planning
GIS	Geographic Information System
GSUA	Greater Suva Urban area
LOU	Land Owning Unit
MLGUDHE	Ministry of Local Government, Urban Development, Housing and Environment
MDG	Millennium Development Goal
NGO	Non-governmental Organization
RUSPS	Rapid Urban Sector Profiling for Sustainability
SA	Special Administrator
SOP	Standard Operating Procedures
SCOPE	Strategic Consultants on Planning and Engineering Pacific Limited
SOPAC (SPC-SOPAC)	Secretariat of the Pacific Community - Applied Geoscience and Technology Division
SWOT	Strength, Weakness, Opportunities, Threats
TLTB	iTaukei Land Trust Board
UGMAP	Urban Growth Management Plan

DOCUMENTS CONSULTED

Lami Town Council Corporate Plans
Lami Town Council Annual Reports
Lami Town Council Five Year Strategic Plan 2010-2014
Nasinu Town Council Corporate Plans
Nasinu Town Council Annual Reports
Nasinu Town Council Five Year Strategic Plan 2010-2014
Nausori Town Council Corporate Plans
Nausori Town Council Annual Reports
Nausori Town Council Five Year Strategic Plan 2010-2014
Suva City Council Corporate Plans
Suva City Council Annual Reports
Suva City Council Five Year Strategic Plan 2010-2014

GREATER SUVA URBAN PROFILE

The Greater Suva Urban Profiling 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.

HS Number: HS/066/13E

ISBN Number(Series): 978-92-1-132023-7

ISBN Number (Volume): 978-92-1-132593-5



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