



UN HABITAT



FIJI: NADI TOWN URBAN PROFILE



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UNITED NATIONS HUMAN SETTLEMENTS PROGRAMME

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FOREWORD



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

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

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

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

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

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

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

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

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

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

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

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

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

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

A handwritten signature in black ink, reading "Joan Clos". The signature is fluid and cursive, with a long horizontal stroke at the bottom.

Dr. Joan Clos

Executive Director, UN-Habitat

EXECUTIVE SUMMARY

INTRODUCTION

Nadi 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 Nadi's urban context: 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

Nadi Town lies on the west coast of Fiji's main island Viti Levu and occupies a land area of almost 1,200 hectares. The town is considered the tourist capital of Fiji thanks to the Nadi International Airport, the Denarau Port and a host of tourist-oriented activities and services in and around the town. In 2007, Nadi Town had a population of 22,000 people, with a further 20,000 people residing in the surrounding peri-urban areas. In 2011, the town's growth rate was estimated at 2.5 per cent per year.

Nadi's economy is driven by the tourism, transportation and real estate sectors. Within these formal industries, the informal sector plays a relatively small role, mainly consisting of tourism and agricultural businesses, including handicrafts.

URBAN GOVERNANCE AND FINANCE

Nadi Town is governed by the Nadi Town Council (NTC). The 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 high staff turnover – there have been three CEOs appointed since 2008.

Over recent years there has been a significant improvement in council-led communication with the public, as well as service delivery. Decision-making has become more transparent and participatory thanks to increased interaction between NTC and the public.

URBAN PLANNING AND MANAGEMENT

Regulation and control of land development takes place within NTC's Town Planning Scheme, developed in 2000, and the Nadi Extension Town Planning Scheme of 2004. Both schemes are strategic physical plans designed to coordinate growth and guide development.

However, implementation of the schemes and associated policy is limited by a lack of technical capacity on the part of NTC. As a result, the NTC relies heavily on the Department of Town and Country Planning in matters related to urban planning and management. A master plan is under preparation presently aiming at facilitating Nadi's transition from the status of town to city.

LAND DEVELOPMENT AND ADMINISTRATION

Land development in Nadi follows the main transportation corridors. Residential development comprises about 60 per cent of the town's land, with the remaining 40 per cent distributed between commercial, tourist and industrial uses. Most land within the municipal boundary has now been developed, and as a result pressure is mounting on peri-urban agricultural land. Most development within Nadi is carried out by private developers and property owners. There are three categories of land ownership in Nadi: 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. Owing to increasing pressure on peri-urban land, and seeking to encourage agricultural production, the central government placed a moratorium on the development of state agricultural land in 2007.

URBAN INFRASTRUCTURE AND SERVICES

The responsibility for the provision of infrastructure and basic services in Nadi is shared between local and central governments. The latter provides water supply and sewerage services, roads, power and telecommunications.

The NTC manages drainage systems and solid waste. ITaukei villages, of which there are five in Nadi, do not normally receive municipal urban services. However, in Nadi such villages do benefit from municipal waste management services for a small fee.

Water supply is becoming a concern mainly due to expected growth in demand. The current supply is stretched beyond capacity already, prompting authorities to examine possible options for expansion and development of supply services. Similarly, sewerage requires expansion and upgrading and traffic congestion needs to be eased through the development of additional road and transportation capacity. Drains are not adequately maintained, leading to floods.

URBAN HOUSING AND SHELTER

Housing development in Nadi largely takes the form of either medium-density complexes or lower-density social housing. Of this latter, the Housing Authority is actively seeking to increase the supply of affordable housing. The number of housing estates in Nadi has grown quickly, especially on the town periphery, such that housing estates now comprise 20 per cent of the total housing stock in Nadi.

There is informal housing in settlements on the edge of town. Such settlements seek to draw on municipal services provided within the town's boundary. The National Housing Policy of 2011, stresses the need for increased upgrading of informal settlements, and various organizations are engaged in this pursuit.

CLIMATE CHANGE AND DISASTER RISK REDUCTION

Nadi is exposed and vulnerable to climate-related hazards including flood, cyclone, storm surge and sea incursion. Being a coastal town, anticipated mean sea level rise as a result of global climate change is a considerable concern. Studies based on projected climate change scenarios predict Nadi's submersion by sea by 2030.

Flood is the principle hazard in Nadi and has been a long-term problem as a result of the town's topography, ongoing mangrove deforestation and up-river agricultural and catchment management practices. However, projects seeking to manage floods and reduce flood risk have been consistently deferred. Cyclonic activity in and around Nadi is increasing and this is thought to be linked to climate change. While various measures to manage climate change and disaster risk have been identified, further progress is needed.

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:

Phase One consists of rapid profiling of urban conditions at national and local levels. The capital city, a medium-sized city and a small town are selected to provide a representative sample in each country. In the case of Fiji, the Greater Suva Urban area was used as the capital city, even if this urban area includes the capital city and three other municipalities. Lautoka City was selected as the medium-sized city and Nadi Town as the small town. The profile focuses on six key themes: urban governance and finance; urban planning and management; land development and administration; housing and shelter; infrastructure and services; and climate change and disaster risk management.

Information is collected through interviews and discussions with institutions, key stakeholders and local governments, in order to assess the strengths, weaknesses, opportunities and threats of the national and local urban situation. The findings are presented and refined through municipal and national consultation workshops. Consensus regarding priority interventions is established. National and city reports amalgamate the information collected and outline ways forward to reduce urban poverty through holistic approaches.

Phase Two builds on the priorities identified through pre-feasibility studies and develops detailed capacity building and capital investment projects with a focus on squatter settlement upgrading or settlement renewal projects.

Phase Three implements the projects developed during the two earlier phases. There is an emphasis placed on selecting a pilot project area for settlement upgrading or renewal. Such projects usually involve skills development, institutional strengthening, and improving living conditions through the provision of basic urban infrastructure and services. Such pilot projects should be replicated in other settlements and urban centres.

STRUCTURE OF THE REPORT

This report consists of three main sections:

1. Background

A general discussion of Nadi Town based on the findings of the Nadi Town assessment report, a desk study, interviews and review of Nadi Town Council Annual Corporate Plans and the town's Five Year Strategic Plans 2010-2014. The background includes information on a number of themes, including administration, governance, urban planning and management, economy, informal and private sectors, urban poverty, infrastructure, water and sanitation, public transport, land use, energy, health, education and disasters.

2. Synthetic Assessment

An assessment of the six key themes namely governance and finance; urban planning and management; land development and administration; housing and shelter; infrastructure and services; climate change and disaster risk management. Each key theme is assessed in terms of institutional arrangement, regulatory framework, resource mobilization and performance. Within each key theme, agreed priorities for the theme are highlighted, and projects are identified.

3. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

A SWOT analysis and an outline of priority project proposals for each theme are provided. The proposals include beneficiaries, partners, estimated costs, objectives and activities.



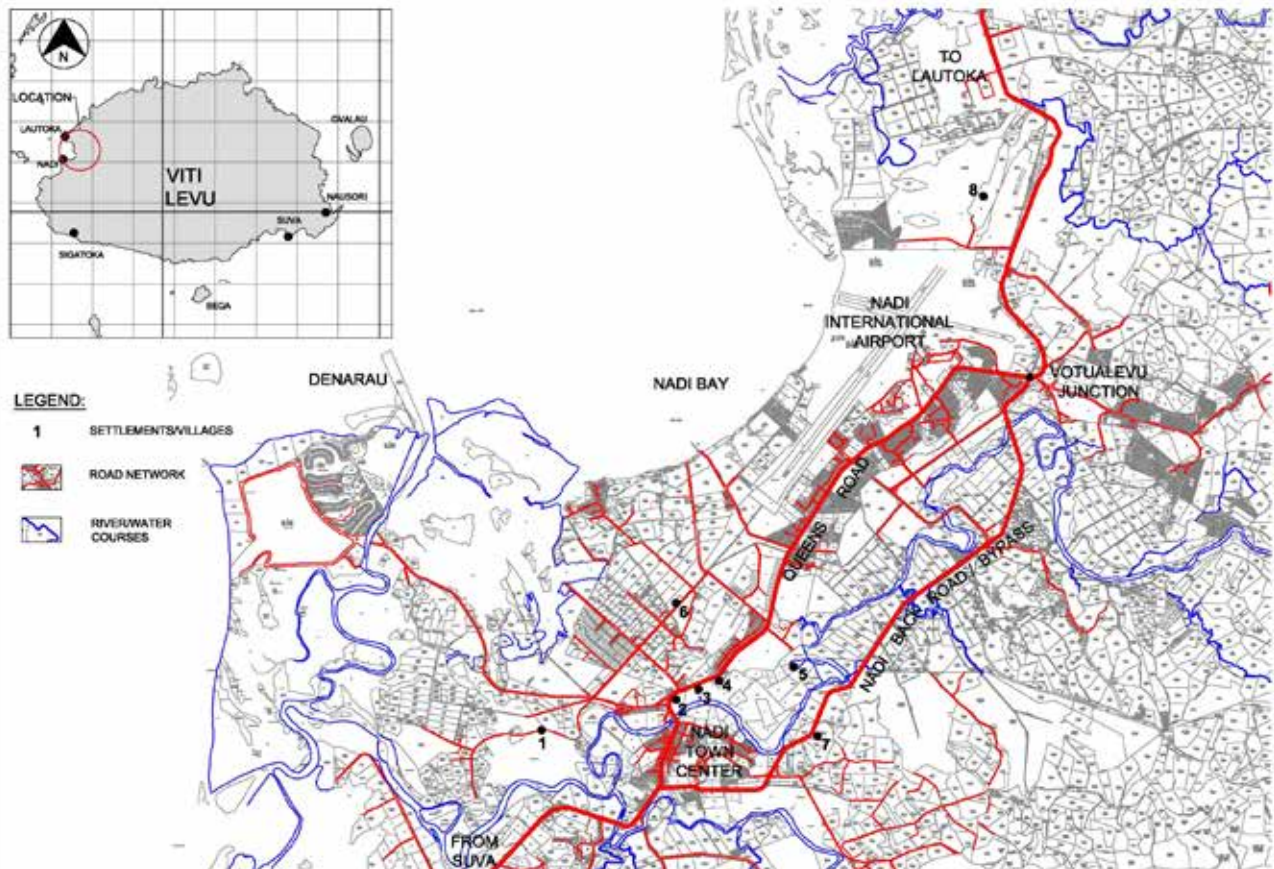
Consultation with local community at Kerebula settlement.

Nadi © DTCP

SECTION ONE

BACKGROUND: NADI TOWN

MAP 1: Nadi Town



Source: SCOPE

Nadi Town lies on the west coast of Fiji's main island Viti Levu and is located in Ba Province, Western Division. The town occupies a land area of almost 1,200 hectares and contains approximately 2,650 rateable properties.

The presence of Nadi International Airport within the town's boundary makes it a tourist gateway and one of the two main points of entry to Fiji. Nadi is known as a tourist town, and the greater Nadi area is more generally considered the tourist hub of Fiji. The municipality's spatial development is linear being concentrated along the coast and main trunklines of the region. While previously Nadi experienced periods of relative dryness, over the past three years heavier rains are becoming more frequent and there have been extreme flood events in the central business district. The majority of the town lies within the Nadi River floodplain and as a result of recent extreme floods serious consideration is being given to the possibility of relocation.

As per the most recent census (2007), Nadi and its surrounding peri-urban areas have a population of over 42,000 people. The population of the town proper is estimated at 22,000 and, in 2011, had a growth rate of 2.5 per cent. This report covers both the Nadi urban and peri-urban areas in response to the intentions of Nadi Town

Council to extend its municipal boundaries to include developed peri-urban areas located on the periphery of the town.

RURAL AND URBAN LINKAGES

There are two governing bodies that currently administer the Nadi region: Nadi Town Council (NTC) is responsible for the current municipal boundary area; and the Ministry of Provincial Development through its Commissioner Western's Office looks after the peri-urban and rural areas that surround the town and lie within the Western Division. The delegation of powers to the Commissioner Western sees the Ministry of Provincial Development playing a crucial role in the development of Nadi Town and the peri-urban areas, particularly in relation to capital works and main infrastructure services. This partnership between the two governing bodies has been created by the national government to advocate an integrated approach to local level development. The goal is to foster formal inter-organizational collaboration for improved coordination of urban stakeholders and increased support for rural and urban linkages in order to address urbanization and proper management of urban resources.

Within the NTC boundary, there are five iTaukei villages which are exempt from complying with the Local Government Act due to their proclaimed status as traditional villages. This makes it extremely difficult for the NTC to control and manage health and sanitation issues, as well as implement general development controls in these areas. Despite this, these villages rely on and use municipal infrastructure, services and utilities.

The town continues to sprawl along Queens Road, the main arterial roads and Nadi Back Road, which was originally built as a bypass road to relieve traffic congestion within the town centre. However, vehicles accessing new developments along the Nadi Back Road regularly disturb traffic flow. In general, the growth of Nadi urban area is at the expense of the prime agricultural lands that lie at the periphery. Natural expansion of the town has caused NTC to consider extending the town's boundary and expanding municipal services and the NTC revenue base. Currently, the council's revenue collection capacity is poor, with much of its revenue in arrears. There is therefore great need to improve revenue collection capacity in order to support capital expenditure for improved urban services.

The following are urban issues in Nadi which are becoming critical: poor access to land; housing with inadequate amenities; inadequate water supply and sanitation; inadequate urban infrastructure such as roads and sewerage systems; floods and poor drainage; solid waste management concerns and extensive environmental degradation from human activities such as commercial clearing of forest areas and extensive development in sensitive mangrove coastal areas by private investors for tourism which increases climate change and disaster vulnerability. These problems have been exacerbated by insufficient resources and human capacity within local government to respond to the rapid urban growth in the region.

LOCAL ECONOMY

The Nadi economy is driven by three interdependent sectors: tourism, transportation and real estate. The growth of Nadi as a tourism hub is supported by the transportation sector through the Nadi International Airport and the Denarau Port.

The town centre together with sub-centres such as Martintar and Namaka provide necessary tourism support services owing to the fact that the majority of hotels are located outside the town boundary – hotels such as Denarau, Wailoaloa, Enamanu and Nasoso, for example. Tourism support services range from transportation and retail, to supermarkets, eateries and florists.

The informal sector in Nadi's economy is small in comparison to that of the Greater Suva Urban area and comprises mainly small businesses related to tourism and agriculture including roadside market stalls selling fresh produce and handicrafts around the town centre. Many of these stalls are managed by the NTC. Other thriving local businesses include mechanics, carpenters, caterers, florists, taxi drivers and tour operators.

The transportation and tourism sectors are linked to the real estate industry primarily through housing developments for workers in the hotels, airport and sea port. There is also a strong overseas market for holiday homes. Real estate growth is mainly fuelled by residential developments for the local market, and has been concentrated along the Nadi transport corridors and in peri-urban areas. Growth on the periphery of the town has reduced the amount of land under sugar cane production, particularly in the Nasau and Meigunyah areas and along the Nadi Back Road. In addition to



Nadi handicrafts located in Nadi town centre

© DTCP

residential developments, agricultural land is also under pressure from commercial and industrial developments together with community facilities such as schools and religious buildings.

Similarly, the coast areas are under increased tourism development pressure: sensitive riparian mangrove zones are being developed into integrated tourism and residential villa developments with associated marinas and commercial retail complexes.

While most areas within the Nadi region have access to basic urban infrastructure and services, these are now largely inadequate given strong increases in demand from existing and new developments. Infrastructure upgrading and maintenance is required to increase capacity and quality of services.

INFRASTRUCTURE AND SERVICES

The Nadi region has relatively good access to basic urban infrastructure and services. The reticulated water supply is occasionally intermittent and road access is often poor. Sanitation and waste management is provided to formal subdivision developments within Nadi Town, but not to informal settlements nor the five iTaukei (indigenous Fijian) villages within both the urban and peri-urban areas of Nadi.

• Sanitation and Solid Waste Management

Within Nadi Town, including Denarau and Naisoso Island tourism developments are connected to Water Authority of Fiji's reticulated sewerage system whose treatment plant is located in Navakai. Over 2006-2007, the system reached full capacity and development was subsequently put on hold for a short period in order for remedial work to improve the situation. Water Authority Fiji is now in the process of identifying a site for a second treatment plant adjacent to the existing treatment facility in order to cater to existing developments as well as new developments within the Nadi region. Neither the five iTaukei (indigenous Fijian) villages within Nadi Town nor the squatter settlements outside it are connected to the existing sewerage system.

Solid waste is collected through the NTC's waste care program. After collection, waste is transported to Navutu in Lautoka and dumped at the Lautoka City Council's open waste dump for a fee. Both Lautoka City Council and NTC are part of the Japan International Cooperation Agency (JICA) '3Rs' programme (reduce, reuse and recycle) established to minimize the total amount of solid waste being transported by NTC to Lautoka, in turn reducing the fees paid to Lautoka City Council.

The '3Rs' programme also includes the squatter settlements and iTaukei villages whose waste is collected from a nominated point by NTC. The programme has also organized a number of clean-up campaigns with schools, NGOs, communities and businesses as part of their corporate responsibility. Such efforts have been organised in consultation with the Department of Environment and the Nadi Rural Local Authority and have been undertaken within NTC, along the municipal periphery and in peri-urban areas.

• Water

The Nadi region is supplied with treated reticulated water from the Vaturu Dam which is linked to the Nagado Water Treatment Plant. The Vaturu Dam also supplies water to the Lautoka region.

The Nadi and Lautoka regional water supply is facing supply shortages to meet the growing demand from households, the tourism sector and businesses. Current water shortages are due to the need to find additional sources of water other than the Vaturu Dam, the lack of capacity of existing facilities, and loss of treated water due to leakages from old pipes and water metres. The Water Authority Fiji is therefore in the process of identifying several additional water sources that will serve the Lautoka region as well as future growth areas such as Momi, Sonaisali, Votualevu, Legalega, Nasau and Meigunyah all within the Nadi region. These additional sources will also service Nadi Town as it grows increasingly dense and expands.

MAP 2: Water Supply



Nadi and Lautoka Regional Water Supply Scheme area
Source: Japan International Cooperation Agency (JICA), 2007

The reticulated water system currently serves the existing squatter settlements and iTaukei villages within the peri-urban areas of Nadi Town. However, there are no formal pipeline easements and as a result water pipes tend to follow informal access roads, which are narrow and substandard, or to cut across land without providing sufficient setbacks from buildings. In order to formalize these pipelines it is likely that some would need to be relaid within designated easements for ease of maintenance by the Water Authority Fiji.

• **Roads, Drainage and Transport**

The topography of Nadi is relatively flat and the transport network is linear. Queens Road acts as the spine from the southern junction of the town centre to the Votualevu Road junction at the northern end of town.

Nadi town centre is plagued with traffic congestion, especially along Queens Road where long queues of traffic form. The two-way single-lane roads constrain traffic, and while the NTC and Fiji Road Authority have tried various traffic management measures congestion persists, and the number of vehicles entering the town continues to rise. In the town centre, the width of Queens Road is restricted by shops and retail on either side. Outside of the town centre, Queens Road lacks designated bus lanes which further impedes traffic flow. As a result of the Nadi International Airport, as well as Denarau and Lautoka Ports, there is a notable and increasing amount of cargo transported through the region.

Like most towns and cities in Fiji, poor road conditions are a significant problem for NTC and the Fiji Roads Authority. Poor sub-surface layers, poor roadside drainage as well as the lack of capital to undertake regular maintenance work on arterial roads, secondary roads and drainage systems all contribute to the poor standard of roads. In addition, poor maintenance of drains and increasing rainfall are causing floods.



Navakai settlement access
© SCOPE

There are three principle modes of public transport in Nadi: bus, taxi and minivan services which are registered as Public Service Vehicles (PSV) with the Land Transport Authority. Public transport is still privately owned and operated, either by individuals or companies. There are also a number of illegal operators using registered private vehicles to provide public transport services particularly at night.

• **Health**

One of the main hospitals in the Western Division is located in Nadi Town. This government hospital provides basic medical services to the region. Public health matters are managed by the NTC and the Nadi Rural Local Authority. These organizations have dealt with outbreaks of typhoid in the peri-urban areas beyond the NTC boundaries, particularly in Kerebula and Navakai settlements. Navakai settlement is located close to the Navakai Sewerage Treatment Plant and use of the creek beside the settlement, along with poor waste management and unsanitary conditions could explain the outbreak. Water-borne diseases including typhoid, leptospirosis and parasites spread by mosquitoes are also major concerns particularly after heavy rains and flash flood events. Following the floods of 2009 and 2011, both the Navakai and Kerebula settlements endured typhoid outbreaks.

• **Education**

The literacy rate in Fiji is above 90 per cent and the level of education is high. However, particularly families in peri-urban and rural areas struggle to afford to send their children to school. There are 56 schools (34 primary, 20 secondary and 2 private schools) across the Nadi region. The Fiji National University has its tourism and business faculty in Nadi, close to the Nadi International Airport and nearby hotels which provide students with practical experience.



Creek alongside Navakai settlement
© SCOPE

SECTION TWO - KEY THEMES

URBAN GOVERNANCE AND FINANCE

Nadi Town is governed by NTC and headed by a Special Administrator (SA) as required under the Local Government Reform of 2008. The central government initiated this reform which instituted changes in the administration of all local governments in Fiji. Following the reform, there is no election of councillors, nor are there councillors appointed to serve as the body to govern the municipality. The SA for each town or city is appointed by the central government.

The SA for Nadi Town also administers the neighbouring municipality Sigatoka Town which also lies within the Western Division. The council of Nadi Town is headed by the SA but managed by the Chief Executive Officer (CEO) with 75 employees. The central government also plays a role in the appointment of the CEO but through a normal recruitment process. Over the last three years, the human resource capacity of the NTC has been strengthened through personnel changes at the executive level. The current CEO is the third appointee since the reform in 2008.

Both the SA and the CEO are answerable to the Ministry of Local Government, Urban Development, Housing and Environment (MLGUDHE). There is presently no clear separation of responsibilities between the SA and the CEO, which is resulting in reporting issues. Each SA or CEO displays differences in management and leadership style, and these have a profound effect the municipality.

The Local Government Reform has brought about a reduction in costs in terms of seating allowances and the SAs have a structured Terms of Reference which their performance is measured against on a quarterly basis. One of the main stipulations in the Terms of Reference for the SA specifies a 50 per cent recovery of rates which have fallen into arrears, and a shift to accrual accounting. This stipulation is the cause of the strategies adopted by NTC for the recovery of outstanding rates. These strategies include house to house visits, organized awareness meetings with ratepayers and discount offers on arrears.

The revenue sources for the NTC include general rates, special rates, business licences, market fees, rent generated from NTC properties, bus stand charges, public carparks and parking metres. Collection of current rates is around 85 per cent, but recovery of rates in arrear is still low at 14 per cent. In general, the slow collection of rates by town councils impedes their ability

to provide services to ratepayers. Defaulting ratepayers continue to be an issue for NTC's administration. At the end of 2011, the council was owed close to FJD 3 million in outstanding rates.

Despite the relatively low improvement in recovery of rates in arrears by NTC, the council's delivery of services to ratepayers and the residents of Nadi have dramatically improved, largely thanks to better communication and interaction between the council and the public. Since the reform, community consultations and sessions and neighbourhood visits by the SA or the SA's team have all increased. This interaction at the local level has improved the relationship between the council and the public, leading to improved transparency in council operations and better accountability of the council in all major decisions relating to municipal investment and development. In addition, the council has encouraged dispute resolution meetings at local level to address complaints and has sought better interaction with civic societies and non-governmental organizations (NGOs). Public awareness of council activities has been increased through *The Jet*, the NTC's quarterly newspaper. The Commissioner Western – the government's representative at divisional level – also plays an integral role in decision-making with the council for the Nadi region.

NTC's Five Year Strategic Plan for the years 2010-2014 was formulated through consultation with major stakeholders of town, government agencies, businesses, NGOs and the general public. The Strategic Plan included a proposal to extend the current municipal boundaries to include areas such as Denarau, Wailoaloa and Nasoso. As a result, formulation of the plan also involves extensive consultations with residents and ratepayers of these areas.

THE INSTITUTIONAL SET-UP

- NTC has grown from being a township and a government station in 1947, to a proclaimed town established under the Local Government Act (Cap.125) in 1972. The SA administers the Local Government Act at the local level and is responsible to the MLGUDHE.
- Decision-making at council level is by the SA in consultation with the CEO and its management staff. However, in matters relating to national issues decisions are made in consultation with the Commissioner Western. Awareness raising initiatives have borne fruit: there is increased

compliance with development controls, a reduction in illegal development and an increase in public participation prior in the decision-making process for major or significant development proposals.

- The increased participation of Nadi citizens in decision-making and the vibrant and active Chamber of Commerce has triggered opportunities for joint-venture initiatives. The council currently has a joint-venture with a private developer for the redevelopment of the Nadi Bus Station and park site.

REGULATORY FRAMEWORK

- NTC is a local government under the supervision of the MLGUDGE.
- The NTC operates a number of legislations apart from the Local Government Act (Cap.125) including the Town Planning Act (Cap. 139), the Public Health Act and the Business Licence Act.
- NTC's approved Nadi Town Planning Scheme (2000) facilitates decision-making in relation to planning and development. The Five Year Strategic Plan 2010-2014 provides NTC with a vision, mission and strategic direction for the urban growth and management of Nadi Town.

PERFORMANCE AND ACCOUNTABILITY

- The SA is appointed by government to head and administer NTC in accordance to the Roadmap for Sustainable and Economic Development in Fiji. The SA is accountable to both the MLGUDGE and the citizens of Nadi. There are no elected officials as there had been no municipal election since the reform in 2008. The council has a Code of Conduct.
- The performance of the council and its head is closely monitored by the Department of Local Government (DLG), under the MLGUDGE. The council is required to produce an Annual Report, a report on the Terms of Reference issued for the SA, and to participate in a quarterly consultative forum where the SAs of each council outlines the progress made over the quarter.
- The approved Nadi Town Planning Scheme was prepared through extensive consultation by the Nadi 2000 Taskforce. Preparation of the Nadi Master Plan is progressing: the draft plan is currently under consultation by major stakeholders and government agencies.
- NTC, like all municipalities in Fiji, has been tasked with vigilantly collecting its current rates,

as well as recovering rates which have fallen into arrears. The central government, through the MLGUDGE no longer provides guarantees to councils seeking financial contribution. Currently, the central government is taking a 'no loans' policy towards all Local Government Councils of Fiji.

- The NTC has a quarterly publication *The Jet*, and a notice board for consultation by the public. *The Jet* has increased community awareness and facilitated greater engagement between the council and its citizens.
- The flood events which occurred between 2009-2012 badly affected Nadi Town. This has prompted citizens, mainly the business community, to evaluate the need to shift the town centre to Martintar or Namaka. Options are being evaluated and a feasibility will be prepared.

RESOURCE MOBILIZATION

NTC operates within its Annual Corporate Plan and Budget Plan, the latter of which is produced in November of the preceding year. The Corporate Plan and Strategic Plan workshops and seminars organized by the MLGUDGE have enabled councils to produce Five Year Strategic Plans. This plan is prepared at executive management level.

AGREED PRIORITIES

- Raising awareness of and transferring knowledge to NTC staff and town citizens about the strategic plan.
- Strengthening of and capacity building on urban financial management .
- Implementing a full accrual accounting system by 2014.
- Improving internal reporting of activities through submission of quarterly reports.
- Establishing a budget allocation or distribution standard provided by MLGUDGE for each major component of urban management. Such a distribution may see, for example, 10 per cent of budget allocated to disaster risk reduction, 5 per cent for human resources development and 10 per cent for capital works implementation.

PROJECT PROPOSALS

PROJECT 1 Urban Governance and Finance	Formulate and clearly demarcate powers of SAs and CEOs in the administration and management of the NTC and its environment.
PROJECT 2 Urban Governance and Finance	Develop budget allocation and distribution standards set by the MLGUDHE for each major component of urban management.
PROJECT 3 Urban Governance and Finance	Formulate training policy, succession plans and strategic workforce training and development plan.



Stakeholder consultation
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URBAN PLANNING AND MANAGEMENT



Matavoli housing
© SCOPE

Regulation and control of land development is framed by the NTC's approved Town Planning Scheme (2000) and Nadi Extension Town Planning Scheme (2004). Both schemes are strategic physical plans which the NTC utilises to coordinate the growth of the town and project future development areas to be incorporated into the town boundary.

Similarly, the Nadi Drainage Plan and the Nadi Sub-regional Plan are used by the Department of Town and Country Planning (DTCP) for the purposes of planning and development control in assessing development applications being submitted for approval. Both these plans remain in draft form.

While these plans help guide development and growth in Nadi Town and the region, one of the main constraints faced by council is the lack of technical capacity in their human resources to adequately utilise these plans as well as develop and implement policies and strategies that stem from the scheme plans. Consequently, there are still a significant number of queries made by NTC to the DTCP seeking interpretation of these plans.

The planning schemes are used for zoning purposes and development control. The strategic documents, such as the scheme statement reports, provide policy direction and guidance to the council. However, the planning unit of the NTC hardly reads or understands these documents. The staff of this planning unit, which is part of the Building Department of the NTC, does not include a qualified town planner. Instead, the unit comprises staff with land use planning, civil engineering

and environment health qualifications and backgrounds. The unit also benefits from the services of an expatriate volunteer who has been tasked with preparing and producing the Nadi Master Plan. The master plan pursues areas for boundary extension, consequently increasing the town's population base and therefore facilitating the transition from town to city status. This master plan seeks to incorporate both the current town planning scheme and the proposed extended boundary from Momi Bay to Sabeto, as part of the Nadi region.

Prior to this work by the expatriate volunteer, there has been little vision beyond the existing planning documents. As a result, developments have been demand-driven and considered on their own merits. The high demand for urban development in Nadi surpasses capacity for development control by the council resulting in a high number of illegal and conditional developments.

NTC manages its town through partnerships with major stakeholders, particularly the Commissioner Western's Office who supports and champions an integrated approach to growth and development of the western region. The main urban services, such as water and sanitation, are still under the control of the central government through its statutory authority (i.e. the Water Authority of Fiji etc.). However, infrastructure services such as roads and drainage is undertaken solely by council with the exception of the main Queens Road which is under the jurisdiction of Fiji Roads Authority (formally Department of National Roads). This statutory authority will manage all roads within Fiji including roads within all municipalities and rural areas. Similarly, power in Nadi is managed by the Fiji Electricity

Authority, and fire services provision is a responsibility of the National Fire Authority. Nadi's commercial sector is guided through a partnership with the Nadi Chamber of Commerce, Fiji Tourism Association and the construction industry. Environmental issues are primarily dealt with by the Western Division's office of the central government's Department of Environment which works closely with the Commission Western's office. All matters relating to public health are managed by health units of the Nadi Rural Local Authorities and the NTC. The limited capacity of NTC has prompted this integrated approach to development, spearheaded by the Commissioner Western's Office and supported by the District Office in Nadi, the NTC itself and the Nadi Rural Local Authority.

THE INSTITUTIONAL SET-UP

- The powers of the DTCP are delegated to the NTC upon the approval of the Nadi Town Planning Scheme. As of April 2011, power to approve or refuse proposed developments was also delegated to the NTC by the DTCP. This occurred following a series of capacity building programs over 2009-2010, undertaken by DTCP in order to prepare the NTC for this new responsibility.
- There is a planning unit within the Building Department but there are currently no professional town planners within the unit. The council will need to build its planning capacity and engage the services of a qualified planner or planners given its intentions for boundary extensions and the pursuit of city status by the NTC.
- The concepts and principles of integrated development are well established in the town. Decision-making on major works within the town involves good coordination between all relevant stakeholders, including non-government agencies. This reflects the proper framework for participatory planning established by NTC.
- All major developments proposed in Nadi Town receive good public review prior to the council or the DTCP making a decision.

REGULATORY FRAMEWORK

- Urban planning and management are guided by the Town Planning Act, the Subdivision of Land Act, the Local Government Act and the Public Health Act.
- Section 18 and 19 of the Town Planning Act facilitates delegation of powers by the DTCP upon approval of Nadi Town Planning Scheme.
- The Nadi Town Planning Scheme (2000) and the Nadi Extension Town Planning Scheme (2004) have been formulated through extensive consultation with

the stakeholders of Nadi. Unfortunately, the application of these schemes appears to be limited due to a lack of understanding and capacity both within the council and the main stakeholders. This should improve when formulating the proposed Nadi City Plan.

- The effects of climate change and natural hazards should also be focused upon when formulating the proposed Nadi City Plan. Reflection on the extensive and frequent flood events in Nadi is needed. These floods have degraded the natural environmental and inflicted major damage to infrastructure.

RESOURCE MOBILIZATION

- The council through its corporate services should make budget provision for the capacity building of its staff.
- The council should also make provision for the installation of GIS mapping capacity within the planning unit.
- The council should also make budgetary provision for the revision of the schemes, and the formulation of scheme implementation strategies.

AGREED PRIORITIES

- Build capacity and strengthen the planning unit as it prepares itself for boundary extension.
- Employ a town planning expert or engage town planning services for major planning projects by council, including revision of its town planning schemes.
- Revise the Nadi Town Planning Scheme and the Nadi Extension Town Planning Scheme.

PROJECT PROPOSALS

PROJECT 1 Urban Planning and Management	Revise the Nadi Town Planning Scheme in order to incorporate boundary extension areas identified by NTC.
PROJECT 2 Urban Planning and Management	Strengthen NTC's planning unit by 2014 through the implementation of capacity building initiatives.
PROJECT 3 Urban Planning and Management	Undertake a review of the implementation of Nadi town planning schemes.

LAND DEVELOPMENT AND ADMINISTRATION



Rural to urban linkages
© SCOPE

Development in Nadi follows the main transportation corridors rather than growing concentrically from the Nadi town centre. Residential or housing developments make up approximately 60 per cent of land use and the remainder is shared between commercial, tourist and industrial facilities. The main civic facilities are located within the Nadi town centre. Lands within the town boundary that were vacant five years ago have now been developed with residential subdivision. Pressure on vacant agricultural land in peri-urban areas abutting the town boundary is mounting. By the same way, sub-centres (i.e. Namaka and Martintar) are sprawling along transportation corridors creating negatively impacting the growth and vitality of the town centre and increasing traffic congestion along Nadi Town's main strip.

Another bypass road is proposed to serve the north-western side of the Nadi region. The road is expected to cross state agricultural land linking tourist development areas such as Denarau, South Denarau and Wailoaloa to the Queens Highway. The bypass road is proposed mainly to relieve traffic congestion on the main arterial Queens Road. This link will also provide other infrastructure services and in this way it is expected to open up vacant agricultural areas for urban development following the demise of farming in the Nadi region.

Nadi's main town centre is located towards the south, with major town facilities like the municipal produce market, playground of Prince Charles Park, bus station and main commercial centre. The growth of tourism in Nadi has brought about a change in land use from predominantly residential to increasing tourism sector uses. The Namaka-Martintar area was designated a Special Zone Tourism in 2010.

The level and density of development is directly linked to the extent of the reticulated sewerage system in place. Areas which cannot access the sewerage system have seen much less development. Most development is carried out by private developers and property landowners. All developments, both of land and building, require the consent of the respective landlords. These include the Department of Lands for state land, the iTaukei Lands Trust Board (TLTB) for iTaukei lands and individual property owners. These latter are required to submit evidence of legal rights to land or a copy of title.

In 2007, the central government placed a moratorium on all development of state agricultural land for any purpose other than agriculture. The primary objective of the moratorium was preventing the loss of good agricultural land to urban uses and maintaining sugar yields so as to boost the sugar industry - previously the backbone of Fiji's economy. The pressure for investment and non-agricultural development saw the moratorium lifted in early 2012 only to be reinstated later that year. The Nadi urban area is surrounded by land zoned for agriculture. However, as Nadi expands increasing pressure is placed on agricultural land by the industrial, commercial, civic-community, tourism and residential sectors vital to Nadi's growth.

Furthermore, the floods between 2009-2012 highlighted to need to consider better climate change adaptation and disaster risk reduction strategies in the town.

The floods also prompted the central government to revisit the Japan International Cooperation Agency

(JICA) Watershed Management Plan, where a FJD 26 million diversion channel has been proposed as the most appropriate scheme to mitigate floods in Nadi. The proposed diversion channel is 100 metres wide and approximately two kilometres long, running the Nadi River near the Nadi Back Road to Nadi Bay, along Enamanu Road. The proposal crosses state land in the south, privately own land on either side of Queens Road and state land along Enamanu Road.

While the proposed channel crosses land zoned as residential, commercial and rural or agricultural, the DTCP has put the land for the channel under reserve, ensuring that no developments take place. These lands have yet to be legally re-zoned as waterway or watercourse.

Floods in Nadi have been attributed to a number of factors: the basin topography of the Nadi area; the poor agricultural practices in the upper catchment areas of the Nadi River; the urban land uses in the lower catchment; and the significant loss of mangrove forests due to land reclamation initiatives

The Integrated Water Resource Management Programme sees the establishment of the Nadi Basin Catchment Committee, a partnership between relevant stakeholders and the Nadi community. With target outcomes which include food security, flood risk reduction and stewardship of land and catchment resources, the Nadi Basin Catchment Committee has drawn up strategies for sustainable land use and land management. These strategies are founded on an integrated water resources management perspective and include measures for land use planning, forest resource use, protection of mountain slopes and riverbanks, increased use of environmental impact assessments and other relevant

development and conservation activities and practices. The Nadi Integrated Basin Flood Management Plan guides the future catchment management in relation to risks associated with floods, urban and rural growth, including agricultural development and planning, in order to protect and sustain the water resources in the catchment.

THE INSTITUTIONAL SET-UP

- State land is administered by the Department of Lands and Survey, iTaukei lands are managed by the TLTB, and the development of freehold land is at the discretion of the property owners subject to the Town Planning Act and Subdivision of Land Act.
- The Council does not have any say on the administration of land but rather is responsible for the management of land that has been either dedicated or transferred to the state for vesting with the councils. These include public spaces such as roads, drains, reserves, open spaces, recreation reserves and civic carparks and so forth.

REGULATORY FRAMEWORK

- With the exception of the iTaukei villages and reserves, all land within the Nadi region is subject to the Subdivision of Land Act and the Town Planning Act which are both administered by the DTCP. The council's recommendation on development proposals is required under the abovementioned legislations, particularly for proposals requiring subdivision and rezoning of land within Nadi's municipality. Following recommendation from council, the DTCP will decide whether to approve or reject the proposal.



Nadi River
© DTCP

- In the decision-making process, DTCP also considers other legislation, planning documents and policies relating to Nadi Town. Where necessary, consultations with relevant agencies are also undertaken and mainly include the Civil Aviation Authority of Fiji, Airports Fiji Limited, the TLTB, Department of Lands and Survey, the Ministry of Agriculture, and the Fiji Roads Authority.
- Approval is required prior to any land development and consents are obtained from respective landlords as evidence to having legal right to develop the land.

PERFORMANCE AND ACCOUNTABILITY

- There is a need for better coordination between government agencies to provide better services and foster development growth.
- A complaints procedure should be set up together with better monitoring and enforcement of compliance with development controls and guidelines.
- The lack of up to date and flexible strategic planning by the council together with the insufficiency of technical human resources and finance also needs to be addressed. This is particularly the case following the devolution of powers from DTCP to the council.
- Proper assessment of both the short and long term social and environmental impacts associated with proposed development activities should be undertaken and appropriate mitigation measures identified to address the critical issues of concern.

AGREED PRIORITIES

- Increase capacity building and institutional strengthening of the planning unit through GIS. Undertake the training of technical staff on the use of GIS as a mapping tool for its database.
- Establish a GIS section within the NTC’s planning unit.
- Increase awareness and understanding of major landowners, land administrators and the community on land development processes and considerations in Nadi. Produce user-friendly publications and brochures on land development.

RESOURCE MOBILIZATION

- The south and southwest of Nadi Town is mostly iTaukei land, with five iTaukei villages on the southern side of Queens Road. The northern side of Queens Road from Denarau junction to Votualevu junction is mostly freehold. State lands, zone rural or agricultural, lie on the immediate periphery of the town and are under enormous pressure to urbanize.
- Ongoing misunderstanding of the Nadi Town Planning Scheme by landlords, particularly the TLTB, is leading to the issuance of iTaukei land leases which are contrary to the approved scheme. For example, land within the town centre zoned for development as a civic-carpark was not leased to the council for its development as a car-park, but issued to a prospective investor for commercial lease without any rezoning.

PROJECT PROPOSALS

PROJECT 1 LAND DEVELOPMENT AND ADMINISTRATION	Establish a GIS section within the planning unit of the NTC.
PROJECT 2 LAND DEVELOPMENT AND ADMINISTRATION	Establish a GIS database and undertake GIS mapping of all land within NTC including the areas under the proposed town boundary extension.
PROJECT 3 LAND DEVELOPMENT AND ADMINISTRATION	Raise the awareness of ratepayers, communities and schools on the formal land development process.

URBAN INFRASTRUCTURE AND SERVICES

The responsibility for the provision of infrastructure and basic services in Nadi is shared between the local and central governments. This latter provides water supply and sewerage services, arterial and rural roads, power and telecommunications. The NTC provides services such as drainage, maintenance to all secondary roads and waste management within the municipality. iTaukei villages do not generally receive council services. However, in Nadi, some iTaukei villages are cordially permitted to access some NTC services, mainly waste management, for a nominal fee.

The Nadi region has relatively good access to basic urban infrastructure and services, in particular water, roads, sewerage and waste management. However, water supply capacity is a growing concern because of the increasing demand for water in both the Nadi and Lautoka regions. The Water Authority of Fiji recognizes the need for additional sources of water other than the current source at Vaturu Dam. The authority also recognises the lack of capacity of existing facilities, and the need to better control treated water in the system: large volumes of water are being lost through leakage in the network and illegal connections are an increasing problem.

Because water is a basic need, and in order to not hinder development in the Nadi and Lautoka regions, Water Authority Fiji is in the process of identifying additional water sources. These are expected to serve the Lautoka region, future growth areas being identified by NTC as well as to facilitate the densification of existing areas within Nadi Town.



Water Authority Fiji water metres
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Similarly, the reticulated sewerage collection and treatment system also needs to be upgraded to enable future growth and development. Over the last five years, the sewerage treatment plant has been operating at maximum capacity. This is hindering development, particularly in the tourism and residential sectors.

Furthermore, residents nearby the treatment plant in Navakai have complained of foul odours emanating from the plant. This is a clear indication of poor performance and a need for improved maintenance of the system.

Water Authority Fiji has explored the option of an ocean outfall to address the capacity issue but this received strong objection particularly from the Qoliqoli fishing rights owners and the nearby tourist developments in Nadi Bay. Consequently, Water Authority Fiji is considering building a second treatment plant in order to increase treatment capacity but this has yet to progress due to land acquisition issues.

These issues raise serious environmental health concerns for areas like Navakai and Kerebula settlements which, after the 2009 and 2011 floods, were subject to typhoid outbreaks. The growth of Nadi's tourism sector has also been strained by limitations in the sewerage system, which, despite upgrading works in 2006 continues to operate at maximum capacity. This is considered a critical issue because without increased capacity, the current sewerage system will restrict NTC's capacity to extend the town boundaries, as well as limit the growth of the tourist centre in Denarau and other large tourism developments in the Nadi region.



Water Authority Fiji sewer pump
© SCOPE

The NTC, as part of its operations continues to provide essential services including road and drainage maintenance and upgrading works, rubbish collection and town beautification works. The users and beneficiaries of these services extend beyond the NTC's relative small current ratepayer base. This has resulted in the need for boundary extensions in order to increase the council's revenue base. At the same time, such an extension will increase the town's official population facilitating the NTC's desire to achieve 'city' status.

Unfortunately, poor road conditions and drainage systems, coupled with an inefficient waste management system due to weak enforcement of controls and limited resources have resulted in the town's increased vulnerability to natural hazards and environmental risk.

NTC controls the secondary roads within the municipality, many of which are sub-standard due to increased use, poor drainage and non-compliance with basic engineering requirements and standards. The deterioration of the roads within the town is also due to general wear-and-tear and a lack of maintenance and upgrading due to the high cost associated with the level of resources required. In addition to roads under NTC management, the Fiji Roads Authority manages the main arterial roads which run through the centre of the town. This same authority will soon assume control of all roads within Fiji, including those within municipal areas. There is still some confusion as to whether this will include the management of carpark metres and street lighting. With the Fiji Roads Authority poised to take up this responsibility, NTC will be encouraged to focus on other key priority services.

Traffic congestion within the town centre and along the main arterial road (i.e. Queens Highway) is a growing problem, particularly during disaster events when congestion becomes chronic. For this reason, a bypass road has been proposed to service the north-western Nadi urban area. The proposed road will run through state agricultural land and will link the coastal tourism development areas of Wailoaloa, Denarau and South Denarau to the Queens Highway. The road will also relieve the main arterial Queens Road within the centre of Nadi Town. In addition, the road will act as a trunkline for other infrastructure services and thus facilitate the opening up of new land for urban development. TLTB's regional plan indicates that more iTaukei land is likely to be released through the Nadi-Lautoka corridor in order to enable a similar transport corridor plan by the government or an infrastructure plan for the region.

Due to increasing flood risk as a result of greater rainfall, a drainage diversion channel has been proposed. The proposed diversion channel is 100 metres wide and approximately two kilometres long, running the Nadi River near the Nadi Back Road to Nadi Bay, along Enamanu Road. The proposal crosses state land in the south, privately owned land on either side of Queens Road and state land along Enamanu Road. While the proposed channel crosses land zoned as residential, commercial and rural or agricultural, the DTCP has put the land for the channel under reserve, ensuring that no developments take place. These lands have yet to be legally re-zoned as waterway or watercourse.

In terms of waste management, there is no land available nor identified for a solid waste transfer station. As a

result, all waste is transported from Nadi Town to the Lautoka City refuse station in Vunato. This is resulting in growing costs for NTC, due to rising fuel prices and dumping charges imposed by Lautoka City Council. Furthermore, due to inadequate council waste collection services in peri-urban areas, informal settlements and iTaukei villages, illegal dumping has become a growing concern. Recently, a few residential areas, with the support of the Department of Environment, have been part of a Japan International Cooperation Agency programme seeking to reduce waste and improve waste management in Nadi Town and Lautoka City by promoting the 3Rs: reduce, reuse and recycle.



Poorly maintained drains in Nadi
© SCOPE

THE INSTITUTIONAL SET-UP

- Water and sanitation services are provided by the statutory authority known as Water Authority of Fiji.
- The Fiji Roads Authority is responsible for all arterial roads such as Queens Road and other public roads outside of the municipality as well as street lighting. It will soon also assume control of roads within council boundaries.
- NTC services currently include road maintenance, drainage maintenance, roadside and civic parking facilities, waste collection and management, and street lighting as specified in the Local Government Act. While these services should technically be rendered to ratepayers and rateable properties only,

in reality areas beyond the town boundary are also benefiting from them. This is because the provision of such services improves public health, reduce the effects of floods and reduce poverty. However, provision of services to non-rateable properties puts added strain on council revenues.

- Electricity is provided by the relevant statutory authority, namely the Fiji Electricity Authority.
- Telecommunication services are provided through various statutory and corporate networks including Telecom Fiji Limited, Fintel, Vodafone Fiji, Ink and Digicel. Internet connection is also available and is provided through Vodafone, Digicel through Unwired, Kidanet and Connect.

REGULATORY FRAMEWORK

- The Water Authority Act covers water supply and sewerage.
- The Local Government Act, the Public Health Act and the Solid Waste Management Act, in collaboration with local bylaws, requires councils to deliver services and provide basic amenities to their ratepayers.
- The Town Planning Act, the Subdivision of Land Act and the Public Health Act require that all subdivisions within the municipality and in peri-urban areas have access to water and sewerage systems (where applicable in terms of the reticulated network and zoning).

PERFORMANCE AND ACCOUNTABILITY

- There is a need for strong regional government response mechanisms to identify community needs and priorities.
- A complaints procedure needs to be reactivated to monitor performance of services rendered.
- Capital and budget requirements, particularly for maintenance and in order to provide for projected growth, should be submitted and monitored by the DLG.
- Regular maintenance programmes need to be set up in conjunction with the statutory authorities such as the Water Authority Fiji and the Fiji Roads Authority. Such programmes should be monitored on a quarterly basis
- Quarterly Local Government Forums conducted by the NTC reveal 100 per cent success in meeting set targets and outputs for each quarter.

RESOURCE MOBILIZATION

- Basic services such as water and sanitation are delivered by statutory authorities.
- There are plans for both upgrading of Navakai Sewerage Treatment Plant and development of another sewerage treatment plant to supplement the existing system.
- The central government set up the Central Coordinating Agency for Roads in 2009. This agency is responsible for all roads, including those in municipalities. The Central Coordinating Agency for Roads has been slow to assume its responsibilities, meaning that NTC is still maintaining all access roads within the municipality. However, the establishment in 2012 of the Fiji Roads Authority means that this statutory authority will soon be directly responsible for all roads in Fiji including those within the NTC.

AGREED PRIORITIES

- Liaising with the Water Authority of Fiji with the objective of upgrading the Navakai Sewerage Treatment Plant or identifying an alternative site given growth projections.
- Partnership programs between NTC and communities for the maintenance of parks within informal settlements (e.g. the Navakai Recreation Reserve which is heavily used for sports by the settlers) and drainage systems.
- Supporting the 3Rs programme led by the Japan International Cooperation Agency.

PROJECT PROPOSALS

PROJECT 1 Urban Infrastruc- ture and Services

Create an inventory and map the drainage system for improved drainage and watershed management capacity.

PROJECT 2 Urban Infrastruc- ture and Services

Prepare a road network plan for the northern bypass road proposed by Fiji Roads Authority

URBAN HOUSING AND SHELTER

Growth in the housing sector is a direct result of the growth in tourism and the transport industry and the corresponding decline in the sugar industry in Nadi region. Formal housing developments provide a range of house types to the market. There is a growing preference for medium density housing which is resulting in detached dwellings getting converted and redeveloped as multi-unit apartments and rental flats. Such housing is particularly popular in high growth areas close to urban subcentres. There are height restrictions imposed by the Civil Aviation Authority of Fiji. Currently, these do not affect medium density housing in Nadi, but they are likely to restrict higher density, high-rise style apartment buildings if the trend towards denser housing continues.

Public and social housing estates are located away from the town centre. There are five iTaukei villages located within Nadi Town. In order to provide affordable housing, the Housing Authority has set about to create over 400 serviced lots of varying size at Matavolivolivoli. Rental housing will be provided by the Public Rental Board and the Housing Assistance and Relief Trust.

The number of housing estates has grown considerably, particularly on the outskirts of town. Housing estates now constitute 20 per cent of the total housing stock of Nadi Town. Annual reports by the DTCP show that over the period 2009-2011, of the total subdivision and rezoning proposals received by the DTCP, 65 per cent came from the Western Division, and of that, 60 per cent were from the Nadi region. Proposals from the Nadi region were primarily for residential and tourism development projects located within proposed boundary extension areas.

In terms of informal housing, the Nadi region comprises both iTaukei villages and informal settlements on the periphery of the town boundary. Under the Local Government Act iTaukei villages are exempt from council management. Informal settlements tend to be located on the edge of the town boundary where they can take advantage of municipal services due to weak or limited council control. There are no informal settlements within the Nadi town boundary.

Key issues for housing and shelter include the following:

- Formal housing developments take place on state, iTaukei and privately owned properties. However, informal housing developments take place on either iTaukei or state land. This is because iTaukei landowners often release land for housing development on an informal basis. State land is

regularly targeted due to its convenient location close to urban services and because of weak government controls.

- All land developments are subject to the Subdivision of Land Act. The large number of land developments and urban growth in the Nadi region has prompted the NTC to draft its own subdivision by laws which are currently still awaiting approval by the DTCP.
- Eviction does not occur in Nadi, nor Fiji, as the basic need and human right to shelter is respected. However, this is straining government resources and resulting in an increasing interest in affordable housing and land development projects.

In 2011, Fiji produced the National Housing Policy with support from UN-Habitat. This policy calls for a focus on settlement upgrading using integrated community-based approaches which encourage partnerships with disadvantaged groups and communities such that costs are shared and projects undertaken with community savings and sweat equity.

The Department of Housing and the People's Community Network, a non-governmental organization, have identified Navakai settlement, the most vulnerable informal settlement in Nadi, as a key project for settlement upgrading works and possible relocation. Navakai settlement is on state-owned land immediately adjacent to the town boundary and comprises 250 households.

Navakai settlement is particularly vulnerable to flood as it is located close to a creek and is suffers from poor drainage. The settlement is located within the noise hazard zone of the Nadi International Airport and suffers from foul odours produced by the nearby Navakai Sewerage Treatment Plant. These, along with poor solid waste management, raise serious public health concerns. While the settlement does not benefit from council services, it is assisted by non-governmental agencies such as the Adventist Development Relief Agency, who have been working in Navakai to improve drainage and flood management measures.

THE INSTITUTIONAL SET-UP

- Housing provision in Nadi occurs through two main channels. Firstly, investors develop detached dwellings on residential lots and redevelop existing buildings to make rental apartments. Secondly, public and social housing is provide through the main national agency for this, the Housing Authority, and such housing is concentrated in the proposed boundary

extension areas such as Legalega and Votualevu.

- Informal settlements have grown through the release of land by iTaukei landowners and residents occupy these settlements without contributing to the state through taxes or rates.
- iTaukei villages and informal settlements are well organised and have internal management structures with corresponding responsibilities. Settlements have committees and iTaukei villages have village development committees which report to the village chief and the head of each clan or landowning unit. Village development committees include a nurse, committee administrators and representatives from each land owning unit.

REGULATORY FRAMEWORK

- Housing or residential development in Nadi Town is governed by the Nadi Town Planning Scheme (2000) and the Nadi Extension Town Planning Scheme (2004). While the Local Government Act permits councils to engage in housing development, the NTC is not involved in any such project except via the DTCP in terms of considering subdivision of land applications and proposed building developments.
- Housing is demand driven in Nadi and over 60 per cent of development proposals received by the NTC relate to residential development – either new residential projects, or extensions or redevelopment of existing building. Nonetheless, the high demand for housing outstrips supply leading to illegal developments such as yard encroachments and expansion and overcrowding in informal settlements.
- NTC does not have sufficient capacity to curb illegal developments and the legislative support for such endeavours is weak. In the same way, there is no legislation addressing squatter settlements, although the National Housing Policy does make some strategic guidance.

RESOURCE MOBILIZATION

- Apart from individual property owners engaged in real estate development, the Housing Authority has approved major residential subdivision to raise the supply of housing in Nadi. The Housing Authority is the national statutory body for housing in Fiji.
- A citywide informal settlement upgrading program has contributed to shifting the council's position vis-a-vis informal settlements in urban areas. This program is an initiative supported by the Department of Housing (MLGUDHE), the NTC

and particular settlements.

- The Department of Housing and the NTC is currently undertaking a programme supported by the Asian Coalition for Housing Rights focusing on squatter settlement upgrading. In addition, Adventist Development Relief Agency also contributes to informal settlement upgrading initiatives. This agency has been working in Kerebula settlement improving the settlement's drainage.

AGREED PRIORITIES

- Preparing a strategy for upgrading informal settlements which lie adjacent to the current town boundary or within proposed boundary extension areas.
- Implementing the National Housing Policy recommendations in relation to informal settlements.
- Formulating appropriate standards for formal housing which allow housing providers to meet demand without compromising environmental sustainability.
- Implementing the citywide consultation in selected informal settlements with support from the Asian Coalition for Housing Rights program and the People's Community Network.

PROJECT PROPOSALS

PROJECT 1 Urban Housing and Shelter

Establish a database of existing settlements in the Nadi region.

PROJECT 2 Urban Housing and Shelter

Undertake a citywide consultation in Navakai settlement for improved living conditions.

PROJECT 3 Urban Housing and Shelter

Prepare a manual on how to undertake citywide consultation and settlement upgrading.

URBAN CLIMATE CHANGE AND DISASTER RISK REDUCTION

Nadi Town is vulnerable to climate change and natural hazards. Since the 1990s, central government has played a major role in formulating disaster management strategies for various vulnerable areas in Fiji in order to reduce physical, economic, social and psychological impacts of disasters and climate change.

• Climate Change and Sea Level Rise

The world's climate is changing due to global warming. It is expected that weather patterns will become increasingly unpredictable, and more extreme climatic events will occur, including heavy rainfall and storms. Such events are often linked to outbreaks of various water-borne diseases including diarrheal diseases. In this way, climate change is expected to have a negative impact on public health in Fiji. Already, in Nadi, there are increasing cases of irregular flooding and heavy rainfall, despite the town's location in a dry climatic zone.

• Floods

Nadi is one of the most flood-vulnerable regions in Fiji. As a result, previous and current governments have commissioned significant studies to address drainage and flood issues in the Nadi region. However, projects to implement the recommendations made in these studies have either been deferred or shelved for reasons ranging from the high construction cost of projects to the politics of land acquisition and unreasonable demands by property owners.

Several factors combine to explain floods in Nadi: the town is located in a river basin with poor agricultural practices in the upper catchment area and urban development in the local catchment with mangrove deforestation along the coast. The Integrated Water Resources Management Programme sees the establishment of the Nadi Basin Catchment Committee, a partnership with relevant stakeholders and the Nadi community seeking to integrate sustainable land management, land use planning and community consultation.

The Integrated Water Resources Management Programme focuses on the management of the upper catchment and examines how poor management of the upper catchment impacts on the lower catchment in terms of flood risk. The programme's goals include food security, flood risk reduction and good stewardship to land and catchment resources. The Nadi Basin Catchment Committee has drawn up strategies for sustainable land use and land management which seek

to achieve these goals. These strategies include a suite of measures for water resources management including land-use planning instruments, forest resource use, slope and riverbank strengthening, environmental impact assessment methods and other relevant development and conservation activities and practices. The Nadi Integrated Basin Flood Management Plan guides the future catchment management in relation to flood risk, urban and rural development, and agricultural development planning in order to protect and sustain the water resources of the Nadi catchment area.

• Cyclones

While flood is the main natural hazard in the Nadi region, recently there have been increasing cases of heavy rainfall related to storms and cyclones. Unlike Lautoka City, Nadi Town does not usually receive cyclone or hurricane activities during the cyclone season (November – May). However, long periods of heavy rainfall related to cyclonic activity and exacerbated by poor drainage often leads to flooding.

The increasing frequency and severity of cyclones is often attributed to global warming. Nadi town centre is built above a major drainage system comprising a number of large drains which run beneath the town centre. However, drainage capacity under heavy rains is insufficient. Land reclamation, filling in of streams and creeks and simply building within the flood plains of the river have all contributed to disrupting the natural waterways of the Nadi River basin. These factors combine with poor catchment of surface run off to cause extreme flooding events during long periods of heavy rain.

• Storm Surges

In 2010, Nadi was badly affected by cyclonic storm surges which affected most development along Nadi Bay coast, including Wailoaloa, Denarau and Naisoso. These storm surges resulted in property damages, beach erosion, severe sand loss and inundation and had a particularly negative impact on Nadi's tourism industry.

• Local Disaster Risk Management Plan

As a result of flood events in Nadi, there has been a recommendation to relocate Nadi town centre to a less vulnerable area like Martintar or Namaka, or to even higher ground such as Votualevu. There have been mixed reactions to the relocation scheme. Consequently, disaster risk management strategies and measures are being adopted instead of relocation. NTC and the DTCP recognise that

the use of better climate change adaptation strategies could lead to the protection of current and proposed investments in the existing town centre, and this could in turn lead to a revitalization of the town centre itself.

Given Nadi's position as a gateway town for international tourists entering Fiji, and the importance of the Western Division's tourism industry for the national economy, disaster risk management in Nadi is seen as a national responsibility.

Studies of Nadi based on climate change data predict that it will be underwater by 2030. However, despite climate change projections, the fact that Nadi is built in a river basin, which channels run off from the surrounding hills of the Sabeto Range, must be recognised. Similarly, factors other than climate change are contributing to the intensification of flood events in Nadi. These include poor land use practices and non-compliance with development standards which greatly exacerbate flood risk in the town.

Nadi Town is a signatory of the UNISDR 'Making Cities Resilient' campaign. The NTC has pledged to commit to the 'Making Cities Resilient' checklist of measures for resilient urban development.

In Nadi, the most vulnerable areas are the informal settlements because there is little direct assistance given to them. In addition, these settlements suffer from secondary hazards such as typhoid, dengue fever and other diseases which arise in the aftermath of cyclones and floods.

Requests have been made by the Government of Fiji to the Asian Development Bank for technical assistance to explore ways to minimize flood risk in flood prone areas especially in the Western Division. As a result, the Asian Development Bank is examining possibilities for providing support under the Pacific Catastrophic Risk Assessment and Financing Initiative in partnership with Secretariat of the Pacific Community and UN-Habitat to initiate a Nadi River Basin Integrated Flood Risk Management Project.

In addition to the factors outlined above, urban sprawl is also contributing to flood risk in Nadi urban area. As a result of urban development sprawling into agricultural areas, rural drainage systems have had to accommodate greater loads. However, rural drains have not been upgraded as part of the development process and in this way, their capacity is largely below current requirements, exacerbating flood risk in Nadi.

- **Development Controls – Mitigation and Adaptation Measures**

There is little consideration of flood risk within planning and development controls for areas identified as flood prone in the Nadi Town Planning Scheme. However, this issue is now being addressed as a component of climate change adaptation.

DEVELOPMENT CONTROLS	
MATTER OF CONSIDERATION AND KEY PLAYERS	STRATEGIES FOR WAY FORWARD
Zoning DTCP	Land demarcated in the Japan International Cooperation Agency (JICA) Watershed Management Plan (1998) should be zoned as Diversion Channel.
Subdivision and Engineering DTCP, Land and Water Resources Management	All drains and watercourses (both natural and artificial) one kilometre to the east and west of the Diversion Channel should discharge into the Diversion Channel. This should be reflected in the engineering and urban designs for any subdivision one kilometre to either side of the Channel.
Building Development and Activities DTCP, NTC, Nadi Rural Local Authority, Central Board of Health, Nadi Chamber of Commerce, the construction industry	All new buildings or structures in the Nadi region should be raised in accordance to the projected flood-level regulations as per the approved Nadi Town Planning Scheme General Provision (or at minimum of 2.4 metres above ground level, whichever is greater). Note: the scope or boundary of these restrictions should be clearly marked on the scheme.
Rainfall and Water-Catchments DTCP, Land and Water Resources Management iTaukei Affairs, Ministry of Provincial Development	IAll new buildings or structures for inhabitation in the Nadi region should be required to erect a rainwater tank. Note assistance and eligibility by the Fiji National Provident Fund for rainwater tanks. Every iTaukei village within the Nadi urban area which has a natural waterway within its boundary should develop a waterway maintenance and clearing programme to be implemented by the village itself. Any dumping of waste into waterway within the villages should be subjected to a penalty to the village.
Farming Practices Ministry of Agriculture, Forestry and Fisheries	There should be no farming within the six metre riverbank and creek reserve zone for all the waterways in the Nadi region. Instead, this zone should be planted with indigenous trees. All upper catchment areas and reforestation initiatives should be in accordance with farming practices that integrate disaster risk management and climate change adaptation measures. Note: need for indigenous trees.

<p>Illegal Developments</p> <p>DTCP, NTC, Nadi Rural Local Authority, Commissioner Western</p>	<p>All illegal developments, activities and buildings which impact drainage systems and discharge should be removed.</p> <p>Enforcement mechanisms should be incorporated in the penalties and fines on proposed legislation changes for the Town Planning Act and the Subdivision of Land Act.</p>
<p>Drainage</p> <p>NTC, DTCP</p>	<p>Drainage inventory and mapping initiatives should be undertaken for the Nadi Town and Nadi Rural Local Authority areas. NTC should provide details of town drains and DTCP should provide details of drains in the Nadi Rural Local Authority area based on engineering records. Note: All agriculture drains under Western Drainage Board Scheme that are now subjected to urban usage shall be widened to urban standards.</p> <p>Installation of flood gates at each end of the Diversion Channel.</p>
<p>Foreshore and Land Reclamation</p> <p>Department of Lands and Survey, DTCP</p>	<p>Development projects should ensure mangrove forests remain intact so as to reduce flood risk. For example: tourist accommodation should be built on piles in the mangrove areas, rather than reclaiming the land.</p>
<p>Awareness and Adaptation</p> <p>Ministry of Agriculture, Forestry and Fisheries, Ministry of Information</p>	<p>Media and public awareness on:</p> <ul style="list-style-type: none"> - Proposal by government to zone the land for the Diversion Channel - Illegal development - Farming practices - Development control mechanisms - Adherence to six metre riverbank reserve and building line restriction along waterways - New buildings or structures to adhere to building controls - Rainwater tanks for each new residence erected as flood mitigation and reduction mechanism

THE INSTITUTIONAL SET-UP

- The National Disaster Management Office is the coordinating body in the event of a disaster in Nadi, with the Commissioner Western’s Office as the institution to facilitate and implement disaster management. There is a disaster management taskforce to which the NTC belongs.
- There is no budget set by the NTC for climate change or natural hazards because this is considered the responsibility of the central government.

REGULATORY FRAMEWORK

- The National Disaster Management Office is the main coordinating office responsible for disaster management in Nadi. There is a disaster management taskforce to which the NTC belongs.

AGREED PRIORITIES

- Fixing ten per cent of NTC budget for climate change adaptation and disaster management (especially preparedness).
- Producing a disaster management action plan and delivering this with a corresponding training to community committees. Action Plans by the Nadi Basin Integrated Watershed Management Taskforce should be disseminated at community level.
- Reviewing of the Japan International Cooperation Agency (JICA) Watershed Management Plan.
- Increasing the awareness of major landowners, land administrators and the community on the land development process and relevant considerations when developing in Nadi. Producing user-friendly publications and brochures on land development.

PROJECT PROPOSALS

<p>PROJECT 1 CLIMATE CHANGE AND DISASTER MANAGEMENT</p>	<p>Prepare a disaster management plan for Nadi.</p>
<p>PROJECT 2 CLIMATE CHANGE AND DISASTER MANAGEMENT</p>	<p>Revise development controls for all new developments and subdivisions so that they consider flood mitigation and climate change adaptation measures.</p>
<p>PROJECT 3 CLIMATE CHANGE AND DISASTER MANAGEMENT</p>	<p>Undertake community-level awareness raising and capacity building for the disaster management plan.</p>

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

URBAN GOVERNANCE AND FINANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
COMMUNICATION, AWARENESS AND TRANSPARENCY			
<p>A strong network and good interaction with various civil society organizations, NGOs, community groups, the chamber of commerce and the Commissioner Western's Office.</p> <p>Strong participatory planning and decision-making.</p> <p>A council website and the council managed community newspaper <i>The Jet</i>.</p>	<p>Overlapping of powers within the council structure leading to confusion amongst the staff. This affects morale and can lead to negligence of protocols.</p> <p>Multiple changes in executive management personnel over the past three years. These changes bring different leadership styles which the staff must adapt to.</p> <p>Little investment in the management and development of human resources.</p>	<p>Community involvement in the municipal decision-making process using platforms such as community meetings and the neighbourhood watch zones scheme.</p> <p>Participatory planning on the Nadi 'Çity' Town Planning Scheme.</p>	<p>High staff turnover, and limited capacity and competency will undermine the efficiency of service delivery to boundary extension areas.</p> <p>Reintroduction of municipal elections following the 2014 central government elections and subsequent change in policy.</p>
FINANCIAL CAPACITY AND ACCOUNTABILITY			
<p>A good range of staff including both junior and senior personnel.</p> <p>The SA was raised in Nadi, knows the region well and provides a strong linkage between the NTC and the iTaukei villages.</p> <p>Absence of politics within the local government as per the Local Government Reform of 2008.</p> <p>Code of Conduct in place.</p> <p>Corporate planning based on extensive consultation.</p>	<p>High number of rates in arrears and a lack of vigilant rate collection.</p> <p>Mismanagement of funds</p> <p>Limited capacity for urban financial management.</p>	<p>Pursuing city status through boundary extensions.</p> <p>Additional rates and revenue.</p> <p>Implementation of an accrual accounting budget system by 2013.</p>	<p>Change in leadership and executive management may trigger allegiance issues amongst the staff.</p>

URBAN GOVERNANCE AND FINANCE	Project proposal
	Formulate and clearly demarcate powers of SAs and CEOs in the administration and management of the NTC and its environment.

Location: Nadi region

Duration: Three months

Beneficiaries: NTC management and staff, DLG, MLGUDHE

Implementing Partners: DLG

Estimated Cost: FJD 10,000

Background: The SA position has been occupied by the same person since the central government introduced the post. However, the CEO of NTC has changed three times since 2006. The high turnover of the CEO position suggests some misunderstanding or lack of clarity as to the defined roles and responsibilities of both the SA and CEA position. These two roles need to be understood by MLGUDHE. In particular, clarity is required when tasks, assignments or public complains are being delegated to NCT by MLGUDHE or DLG.

Objectives: To improve management of NTC and foster good governance and transparency and accountability amongst the executive team of NTC.

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 SA and CEO in order to encourage a collaborative approach. Interview senior management staff (administrative and technical) to obtain their views the need for more clearly defined roles and responsibilities of the CEO and SA, and related issues.

Outputs: Roles and responsibilities for the SA and CEO which are clearly defined and aligned with NTC's mission statement and key objectives and outputs.

Staff Required: One external consultant or senior MLGUDHE staff member. Participation of SA and CEO and senior management staff.

URBAN GOVERNANCE AND FINANCE	Project proposal
	Develop budget allocation and distribution standards set by the MLGUDHE for each major component of urban management.

Location: Nadi and Suva (MLGUDHE Headquarters)

Duration: 6-8 months

Beneficiaries: NTC, MLGUDHE

Implementing Partners: NTC, DLG, donor agencies

Estimated Cost: FJD 30,000-50,000

Background: Instances of poor budget allocation and distribution in the past have led to queries on accountability and transparency. As a result, the MLGUDHE needs to set budget allocation and distribution standards to provide guidance to councils' finance and administration departments.

Objectives: To facilitate more accountable and transparent municipal finance and administration departments. To encourage a more strategic approach to budget setting.

Activities: Training of municipal finance staff so that they better understand urban issues and can more efficiently manage council resources and funds.

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

Staff Required: Senior staff from DLG, finance staff from NTC, MLGUDHE Finance Department.

Project proposal

Formulate training policy, succession plans and strategic workforce training and development plan.

Location: Nadi Town

Duration: 3-6 months

Beneficiaries: NTC and MLGUDHE

Implementing Partners: DLG, NTC (Department of Human Resources), donor agencies.

Estimated Cost: FJD 30,000-50,000

Background: NTC has a relatively high turnover of technical staff. This causes delays in approving project and development proposals.

Objectives: To establish a system for internal human resources development in order to reduce turnover of staff and encourage better staff performance.

Activities: Undertake a workshop for key technical and management staff within NTC in order to identify training and development needs, succession planning and policy gaps. Draft training policies and plans with senior NTC human resources staff in consultation with MLGUDHE. Drafts should be presented to staff for review and comment prior to their endorsement by NTC and the MLGUDHE.

Outputs: A comprehensive training policy and 3 – 5 year training plan, as well as a succession plan for all key technical and management staff.

Staff Required: One staff member from NTC Department of Human Resources; two staff members from MLGUDHE (e.g. one senior staff member from DTCP for technical training and one senior staff member from Department of Lands and Survey for administrative training).

URBAN PLANNING AND MANAGEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
EFFECTIVE STRATEGIC PLANNING			
<p>Effective use of the approved Town Planning Scheme.</p> <p>Strategic direction through the use of strategic plans, annual corporate plans, budget plans and business plans.</p> <p>Properly planned town with wide streets and roads which ease traffic flow and lower traffic congestion.</p> <p>Young, energetic, university-educated staff in the town planning unit who have some skills and knowledge, including Geographic Information Systems (GIS), and are ready for further training and empowerment.</p>	<p>No professional town planner in the NTC to oversee the implementation of the strategic directions embedded in the Scheme Statement and Town Planning Scheme.</p> <p>Limited inspection capacity because town planning matters are dealt with by building engineers and health inspectors which reduces their effectiveness in their respective fields.</p>	<p>Establishment of a GIS unit and provision of refresher courses on GIS applications to personnel in town planning unit.</p> <p>Training on other GIS and mapping applications.</p> <p>Establishment of a library of plans, maps, policy documents and studies on Nadi Town.</p> <p>Increased awareness of planning, development controls and town planning schemes through the council website, community sessions and council open-day.</p> <p>Celebration of World Town Planning Day in Nadi as part of a planning awareness programme</p>	<p>Unplanned and uncontrolled development leading to informal settlements and illegal activities.</p>
TECHNICAL CAPACITY AND TRAINING			
<p>Good cross-section of personnel with both young and experienced staff.</p>	<p>Limited capacity of urban planners and limited number of technical staff with experience..</p>	<p>Engagement of volunteer planners or consultant planners through a human resources sharing scheme between adjacent councils such as Lautoka and Sigatoka.</p>	<p>Trained staff will be attracted to move to larger councils or overseas for better salaries.</p> <p>No succession plans for technical staff.</p>

URBAN PLANNING AND MANAGEMENT	Project proposal
	Revise the Nadi Town Planning Scheme in order to incorporate boundary extension areas identified by NTC.

URBAN PLANNING AND MANAGEMENT	Project proposal
	Strengthen NTC's planning unit by 2014 through the implementation of capacity building initiatives.

Location: Nadi region

Duration: 6-9 months

Beneficiaries: NTC, DTCP, private developers and landowners.

Implementing Partners: NTC and DTCP

Estimated Cost: FJD 100,000-150,000

Background: The last revision to the Nadi Town Planning Scheme was undertaken over 2003-2004. Since then, the NTC has indicated its desire to extend the municipal boundaries of the town. Such an extension will allow the NTC to increase its revenue base and thereby to provide improved urban services to the peri-urban areas. Furthermore, development objectives and issues in Nadi need to be reviewed in order to ensure that the economic, environmental and social policies of the new scheme encourage growth in the Nadi region, especially of the tourism sector.

Objectives: A robust and flexible town planning scheme that incorporates new extension areas in order to foster sustainable development and provide development controls to address environmental and social issues in the Nadi region.

Activities: Undertake a comprehensive land use survey; prepare of a survey report and consultation with relevant stakeholders; prepare draft scheme plans, scheme reports, scheme statements and general provisions provisional approval and public consultation. Following this, review the provisionally approved plans and documents and prepare final drafts for approval by DTCP. Raise awareness of the final approved schemes as part of the scheme implementation process.

Outputs: Revised town planning scheme which includes proposed boundary extension areas for Nadi Town.

Staff Required: One Western Division town planner or planning consultant to work in collaboration with DTCP and NTC staff.

Location: Nadi and Head Quarters of MLGUDHE (Suva)

Duration: 12-24 months

Beneficiaries: NTC, DTCP, private developers and landowners.

Implementing Partners: NTC and DTCP

Estimated Cost: FJD 300,000 per annum

Background: The NTC relies heavily on the DTCP for planning and development advice and control. The NTC needs to become less dependant on the DTCP by building its internal planning human resources capacity.

Objectives: To establish an effective and well-managed planning unit with sufficient human capacity to deal with planning and development issues and proposals, and to interpret planning schemes and development control requirements with minimal assistance from DTCP.

Activities: Identify the resources and needs required for the planning unit; prepare an implementation and action plan and the necessary budget to establish the planning unit. Recruit and employ the required qualified personnel and establish a rigorous induction course which includes six months training within the headquarters of the DTCP and the office of the Western Division (three months each).

Outputs: A well-trained and effective planning unit with sufficient human resources and capacity for operation.

Staff Required: Four planning staff such as one qualified town planner (possibly shared with neighbouring councils); one technical officer and two technical assistants.

URBAN PLANNING
AND MANAGEMENT

Project proposal

Undertake a review of the implementation of Nadi town planning schemes.

Location: Nadi region

Duration: Six months for set-up; review at year two and year five.

Beneficiaries: NTC, DTCP, private developers and landowners.

Implementing Partners: NTC and DTCP

Estimated Cost: FJD 100,000 over five years

Background: Reviewing towns planning schemes requires extensive work and technical capacity and for this reason councils often delay revising them. As a result, many councils are implementing town planning schemes which are 10-20 years old, despite the fact that development trends are changing rapidly through regional and global influences. In Nadi, with the growing needs of the tourism sector, as well as changes in market demands and financial incentives for increasing competitiveness, the town planning scheme needs to be flexible but have sufficient development controls to achieve the scheme's development objectives while still encouraging and promoting development. In this way, instead of a full revision, councils should be encouraged to review their schemes every 3-5 years in order to evaluate the effectiveness of the scheme. Additionally, reviews can be used to determine when to undertake the full revision of the scheme.

Objectives: To ensure that the town planning scheme being implemented complements the strategic plans of the NTC. If the town planning schemes is no longer complementary, initiate the revision of the scheme.

Activities: Consult with architects, development consultants, developers, ratepayers and service providers to obtain feedback on the schemes and the development controls to ensure that the requirements are understood and prepare a brief review report.

Outputs: A brief scheme review report with appropriate recommendations.

Staff Required: One senior planning staff member of DTCP; one planning staff member of NTC.

LAND DEVELOPMENT AND ADMINISTRATION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
EFFECTIVE STRATEGIC PLANNING			
<p>Presence of vacant and/or rural land on the periphery of Nadi Town which allows for expansion of the town.</p> <p>Potential land in appropriate location for further development by the tourism and industrial sectors.</p> <p>Participatory engagement of NGOs and civil society organizations in land development and pro-poor initiatives.</p> <p>Priority support by government of land developments, major investments, housing projects (e.g. Housing Authority's stage two project in Savunawai) II and infrastructure upgrading proposals (e.g. access and sanitation).</p>	<p>Limited capacity to implement and enforce the Town Planning Act, Subdivisions of Land Act etc. Weak capacity to enforce and control development, particularly illegal developments.</p> <p>Non-planning professionals (i.e. health and building inspectors) engaged in urban planning and urban management.</p> <p>Lack of understanding of the formal land development process by major landlords and property owners such as the TLTB.</p> <p>Miscommunication surrounding the release of state agricultural land for urban development.</p> <p>Limited data on land administration - valuation rolls tracking land supply and demand in Nadi Town are the only current source of data.</p> <p>Limited support services for tourists and limited recreational facilities for extended stays in Nadi. The town offers only accommodation, conference centres, restaurants and nightlife.</p>	<p>Partnerships with landlords or landowning units.</p> <p>Development of vacant land for housing on elevated areas.</p> <p>Awareness raising on the importance of urban planning, development controls and compliance to land development laws.</p> <p>Establishment of a database for land information and mapping (linked to the GIS section to be established within the town planning unit).</p> <p>Revision of Nadi Town Planning Scheme so that it incorporates areas acquired through boundary extensions.</p>	<p>Illegal developments and informal settlements undermining the use of new urban land and degrading the environment due to the absence of basic services in these settlements.</p> <p>Increasing land prices.</p>

LAND DEVELOPMENT AND ADMINISTRATION	Project proposal
	Establish a GIS section within the planning unit of the NTC

Location: Nadi Town

Duration: Six months

Beneficiaries: NTC, public and private sector, community.

Implementing Partners: DLG, DTCP (GIS and Information Technology Unit), NTC, Applied Geoscience and Technology Division of Secretariat of the Pacific Community.

Estimated Cost: FJD 50,000

Background: NTC currently relies on paper-based systems for managing its records and plans. It is highly dependant upon DTCP for plan preparation. While the NTC continues to map the Nadi region, there is no designated staff to manage the council's land and building information.

Objectives: To strengthen land data storage and management.

Activities: Acquire needed equipment, software and workspace; recruit resource persons for the GIS section; train existing staff in the operation and work of the GIS section.

Outputs: Information and data is efficiently stored and managed.

Staff Required: One GIS technician; two research assistants.

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: Nadi Town

Duration: 24 months

Beneficiaries: NTC, public and private sector, community.

Implementing Partners: DLG, DTCP (GIS and Information Technology Unit), NTC, Applied Geoscience and Technology Division of Secretariat of the Pacific Community.

Estimated Cost: FJD 50,000

Background: NTC currently relies on paper-based systems for managing its records and plans. It is highly dependant upon DTCP for plan preparation. While the NTC continues to map the Nadi region, there is no designated staff to manage the council's land and building information.

Objectives: To create an inventory of all of NTC's land and building data.

Activities: Collate all land and building records; digitize all maps and plans.

Outputs: Database and digitized plans.

Staff Required: One GIS technician; two research assistants.

LAND DEVELOPMENT AND ADMINISTRATION	<p>Project proposal</p> <p>Raise the awareness of ratepayers, communities and schools on the formal land development process.</p>
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Location: Nadi region

Duration: 24 months

Beneficiaries: NTC, public and private sector, community.

Implementing Partners: NTC

Estimated Cost: FJD 30,000

Background: Nadi Town’s monthly, privately owned local newspaper *The Jet* does not contain sufficient information to raise awareness on the formal land development and land administration processes.

Objectives: To disseminate information to the Nadi community on the processes involved in land development in order to reduce illegal development and activities.

Activities: Coordinate the preparation of awareness raising materials for publication; establish a committee to organize the celebration of the annual World Town Planning Day.

Outputs: Brochures and materials for awareness.

Staff Required: One communications officer.

URBAN INFRASTRUCTURE AND SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Most if not all areas have access to urban infrastructure and services.</p> <p>Informal housing or settlements are not connected to reticulated sewerage systems but they do use alternative systems such as septic tanks.</p> <p>Legislation stipulates for the provision of services and amenities to all residents within the town boundary and peri-urban areas</p> <p>Reserve of land earmarked for the proposed Diversion Channel into Nadi Bay.</p> <p>Fiji Road Authority's assumption of responsibilities and management of all roads in Nadi from 2013.</p> <p>Topography of the town: the flat landscape facilitates development and infrastructure trunk lines.</p> <p>Adoption of alternative energy sources and alternative methods of human waste disposal as a response to limited reticulated sewerage capacity.</p> <p>Land provisions in the form of sewer reserve easements made for future sewer connections.</p> <p>Adoption by NTC and Nadi communities, including schools and institutions, of 3R (reduce, reuse, recycle) waste management practices which are reducing waste and therefore costs for NTC in using the Lautoka Dump.</p>	<p>Inadequate supply of water.</p> <p>Lack of involvement of NTC in decision-making processes regarding infrastructure and utilities because statutory authorities now manage these systems.</p> <p>Lack of commitment of NTC to provide essential services to improve living conditions in informal settlements.</p> <p>No appropriate site for solid waste management system in Nadi Town.</p> <p>Limited capacity of the reticulated sewerage system to accommodate new and proposed urban development projects in the Nadi foreshore area (e.g. the casino development project on Denarau, the resort project in Nakovacake, or Fantasy Island in Wailoaloa).</p>	<p>Formation of an urban management board for the Western Division. Such a board would encourage coordination amongst municipal councils, infrastructure agencies, utilities providers, the National Fire Authority and the Office of the Commissioner Western.</p> <p>Identification of a site for another sewerage treatment plant.</p> <p>Advancing the citywide consultation initiative to improve basic services and amenities in informal settlements on the periphery of town.</p> <p>Acquisition of land reserved for the proposed Diversion Channel.</p> <p>Acquisition of land for proposed bypass road linking Queens Road and Denarau Road.</p> <p>Harvesting of rainwater by schools and households as a strategy for flood risk reduction given the size of urban drainage systems.</p>	<p>Delays in upgrading informal settlements due to the presence of substantial structures on reserves complicating the laying of utilities lines.</p> <p>Continues rises in population density in squatter settlements leading to very poor living conditions and public health concerns.</p> <p>Increasing flood risk due to slow upgrading of drainage systems and slow adoption of flood risk reduction initiatives.</p>

URBAN INFRASTRUCTURE AND SERVICES	Project proposal
	Create an inventory and map the drainage system for improved drainage and watershed management capacity.

Location: Nadi Town

Duration: 24 months

Beneficiaries: NTC, infrastructure agencies including the Western Drainage Board, communities.

Implementing Partners: NTC, DTCP, Ministry of Agriculture, Fisheries and Forest (Land and Water Resources Management).

Estimated Cost: FJD 80,000

Background: There is limited data regarding the drainage lines in Nadi Town. Currently, each stakeholder agency maintains separate and paper-based records. It is necessary to assemble a digitized, unified database of all drainage systems in Nadi Town to facilitate management.

Objectives: To prepare and produce a comprehensive database on all drainage systems in Nadi, including the farm drains along the peripheries of the town boundary

Activities: Collate data from sources: NTC, DTCP, Ministry of Agriculture, Fisheries and Forests, Land and Water Resource Management, South Pacific Applied Geo-Science Commission, Nadi Basin Catchment Committee, and Western Drainage Board.

Outputs: Comprehensive digital database of drainage systems in Nadi and digitized drainage plan.

Staff Required: Two research assistants, one of whom will need experience in database preparation and management; one GIS officer of NTC to digitize the drainage plan.

URBAN INFRASTRUCTURE AND SERVICES	Project proposal
	Prepare a road network plan for the northern bypass road proposed by Fiji Roads Authority.

Location: Nadi Town

Duration: Nine months

Beneficiaries: NTC, tourism and investment industries, community

Implementing Partners: Fiji Roads Authority, Commissioner Western's Office, Ministry of Agriculture, Fisheries and Forests, Fiji Sugar Corporation, Department of Lands and Survey, TLTB

Estimated Cost: FJD 20,000 (cost already incorporated into the Greater Western Urban Growth Management Plan)

Background: In order to relieve traffic congestion between the airport and Denarau Island, Fiji Roads Authority has identified the need for a bypass road north of Queens Road. As yet, no definite proposal to construct the road has been made. Both Fiji Road Authority and the Department of Lands and Survey would need to be involved in the acquisition process as the bypass road would run through what is currently state agricultural land around Enamanu. The bypass will encourage development of and investment in lands surrounding the road. As yet, there is no proposed road network branching out from the identified bypass road.

Objectives: To prepare a road network and zoning plan based on principles of integrated traffic management for the roads connecting to the northern bypass.

Activities: Consult with stakeholders; undertake research into the built environment; acquire bypass plans from the Fiji Roads Authority; formulate zoning plan and prepare road network plan.

Outputs: Road network plan and zoning plan for Enamanu areas.

Staff Required: Eight staff members to comprise a planning team (incorporated into the Greater Western Urban Growth Management Plan).

URBAN HOUSING AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Extensive amount of land for residential development equipped with basic infrastructure and services.</p> <p>The National Housing Policy provides a legal framework for housing provision and upgrading initiatives for the urban poor.</p> <p>Presence of standards, zoning and policies for affordable housing and housing for poor communities.</p> <p>Support and political will of housing providers and stakeholders for improved coordination in realising the National Housing Policy vision of 'affordable housing for all by 2020'.</p>	<p>Lack of understanding of landowners regarding the implications - in terms of infrastructure, urban environment, health and hygiene, land security etc. - of releasing their land for informal housing.</p> <p>High cost of housing in Nadi Town which results in most of the labour force residing in peri-urban areas and Lautoka.</p> <p>Lack of acknowledgement by NTC of the informal settlements located beyond the town boundary.</p> <p>High cost of land which forces the sites of housing projects to the periphery of the town, or beyond.</p>	<p>Partnership between landlords or landowning units.</p> <p>Raising awareness of the importance of urban planning, development controls and compliance to land development laws.</p> <p>Greater appreciation by the NTC of the citywide consultation given its benefits to living conditions in the settlements.</p> <p>Department of Housing's Town Improvement initiative. This partnership between government and TLTB or other property owners seeks to improve the housing an living conditions of the urban poor.</p> <p>Strengthening the existing standards and zoning controls which encourage climate change adaptation in the Nadi region.</p>	<p>Illegal developments and informal settlements undermining the use of new urban land and degrading the environment due to the absence of basic services in these settlements.</p> <p>Lack of resources and capacity.</p> <p>Vacant iTaukei reserve land earmarked for formal housing development but being released by landowning units for informal housing.</p>

	Project proposal
URBAN HOUSING AND SHELTER	Establish a database of existing settlements in the Nadi region.

Location: Department of Housing, Suva.

Duration: 12 months

Beneficiaries: NTC, Department of Housing (Poverty Alleviation Unit), residents of informal settlements in Nadi region, NGOs and civil society organizations.

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

Estimated Cost: FJD 150,000

Background: Neither the NTC nor the Department of Housing has a database of settlements in the Nadi region. Limited information on the settlements contributes to the slow implementation of initiatives to upgrade or improve the living conditions of settlements.

Objectives: To create a comprehensive electronic database of settlements in the Nadi region for easy retrieval of information.

Activities: Recruit a project officer to undertake the following tasks: identify all settlements in Nadi; survey and map the settlements; undertake an environment scan and assessment of settlements; consult with settlement committees; develop background and assessment reports for input into database; liaise with DTCP (GIS and Information Technology Unit) on digitization of all settlement maps for incorporation into electronic database.

Outputs: Comprehensive electronic database of all settlements in the Nadi region.

Staff Required: One project officer

	Project proposal
URBAN HOUSING AND SHELTER	Undertake citywide consultation in Navakai settlement for improved living conditions.

Location: Navakai settlement, Nadi.

Duration: 18 months

Beneficiaries: NTC, Department of Housing, Department of Lands and Survey, infrastructure providers, residents of the Navakai informal settlement, NGOs and civil society organizations.

Implementing Partners: NTC, Department of Housing, Department of Lands and Survey, Nadi Basin Catchment Committee, NGOs, civil society organizations, Asian Coalition of Housing Rights, and the People's Community Network.

Estimated Cost: FJD 250,000-500,000

Background: NTC and the Department of Housing, along with the Department of Lands and Survey, intend to upgrade the informal settlement at Navakai in 2014. Department of Lands is the owner of the land. Preparatory works are needed before upgrading can begin, including participatory planning and capacity building, and are scheduled to be undertaken in 2013 with funding assistance from the Asian Coalition of Housing Rights.

Objectives: To improve the living conditions and environment of Navakai settlement and incorporate climate change adaptation and disaster risk reduction mechanisms into the upgrading process. To increase NTC's recognition of settlements in the Nadi region.

Activities: Consult and engage with stakeholders including MLGUDHE (Department of Housing, DLG, DTCP, Department of Environment), Department of Lands and Surveys, Ministry of iTaukei Affairs, Ministry of Provincial Development (through the District Office), NTC and People's Community Network; build the capacity of the settlement; undertake participatory planning and mapping of the settlement; prepare an assessment report; prepare a prioritization plan and report in order to apply for funding from Asian Coalition of Housing Rights in 2014.

Outputs: Settlement plan and report.

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

Project proposal

Prepare a manual on how to undertake citywide consultation and settlement upgrading.

Location: Department of Housing, Suva.

Duration: Six months

Beneficiaries: NTC, Department of Housing (Poverty Alleviation Unit), infrastructure providers, residents of informal settlements in Nadi region, NGOs and civil society organizations.

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

Estimated Cost: FJD 20,000

Background: Citywide consultations are being undertaken by the Department of Housing in collaboration with municipalities in Fiji. There is no documented systematic guide for the committees or taskforces implementing the consultations. In addition, Department of Housing staff involved in the consultations are administrative officers with limited knowledge in undertaking such initiatives. Their involvement is considered an opportunity for on-the-job training.

Objectives: To produce a manual providing an effective system with standards for undertaking citywide consultations as part of informal settlement upgrading programmes.

Activities: Document and assess all reports relating to procedures for informal settlement improvements and citywide consultations; establish benchmarks based on developing countries adopting citywide consultation initiatives; produce a draft manual; consult with relevant stakeholders including the NTC, DTCP and infrastructure providers.

Outputs: A user-friendly manual.

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

CLIMATE CHANGE AND DISASTER RISK REDUCTION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Numerous studies providing good information on natural hazards and flooding in Nadi Town and the Nadi region.</p> <p>Acknowledgement of climate change and its effects on Nadi town and the peri-urban areas.</p> <p>Knowledge and acceptance of flood events by Nadi residents and the Nadi business sector.</p> <p>Commitment by central government to addressing flood and disaster risk in Nadi in view of Nadi's significant contribution to the national economy.</p>	<p>No flood warning system established with the Fiji Meteorological Office because the Hydrology Unit belongs to a different ministry.</p> <p>No disaster management plan in place.</p> <p>Poor municipal drainage system which exacerbates floods in lower-lying areas, particularly industrial areas.</p> <p>Release of land located in vulnerable areas by landowning units for housing development.</p>	<p>Revision or validation of studies and reports produced on disasters in the Nadi region.</p> <p>Formulation of a disaster management plan and climate change adaptation action plans.</p> <p>Integrating climate change adaptation and disaster management strategies and measures into community-level activities.</p>	<p>New developments along Nadi Bay which damage the foreshore increasing the town's vulnerability to coast hazards (i.e. floods and storm surges, cyclonic activity etc.).</p>

CLIMATE CHANGE AND DISASTER RISK REDUCTION	Project proposal
	Prepare a disaster management plan for Nadi.

Location: Nadi region

Duration: Six months

Beneficiaries: NTC, National Disaster Management Office, Office of the Commissioner’s Western, business owners, private property owners, ratepayers, Nadi Rural Local Authority, Ministry of Health, Disaster Management Committee, Provincial Office.

Implementing Partners: NTC, National Disaster Management Office, Office of the Commissioner’s Western, Provincial Office, Disaster Management Committee, Ministry of Health, Nadi Rural Local Authority, District Office Nadi, National Fire Authority, Fiji Military Forces.

Estimated Cost: FJD 50,000

Background: There is no formal disaster management plan for Nadi despite recent flood events. The authorities are improving coordination of services. However, it would be useful for NTC and implementing partners, to develop a disaster management plan or action plan for the Nadi region including Nadi Town. The plan should facilitate the allocation by NTC of resources from the annual budget accordingly.

Objectives: To provide a disaster management plan that coordinates the relevant parties for better management of resources and works for disaster management (during both pre- and post-disaster management phases).

Activities: Review past disaster events in the Nadi region and review how these events were managed; undertake a comprehensive workshop with key player and align their roles and responsibilities, as well as determine resource allocations for both pre- and post-disaster stages and for all types of hazards.

Outputs: A thorough and effective disaster management plan for Nadi region.

Staff Required: 2-4 technical staff members from the NTC.

CLIMATE CHANGE AND DISASTER RISK REDUCTION	Project proposal
	Revise development controls for all new developments and subdivisions so that they consider flood mitigation and climate change adaptation measures.

Location: Nadi region

Duration: 4-6 months

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

Implementing Partners: NTC, DTCP, Nadi Rural Local Authority.

Estimated Cost: FJD 20,000

Background: The current development controls, as specified under the Nadi General Provisions, do not require that new subdivisions or development projects consider flood mitigation and climate change adaptation measures. Development controls should be revised so that they incorporate such measures. There also needs to be greater awareness of the benefits which incorporating such measures can bring for disaster preparedness and management.

Objectives: To ensure well-planned development by considering flood risk and climate change adaptation during the feasibility study undertaken prior to project approval, and more generally part of the project development process.

Activities: Identify zones which are most at risk of flood or the negative effects of climate change; identify the relevant flood mitigation and climate change adaptation measures and requirements and incorporate these into the development controls applied to each of the zoned areas.

Outputs: Revised Nadi General Provisions.

Staff Required: Two NTC staff members and two DTCP project staff members.

**CLIMATE CHANGE
AND DISASTER
RISK REDUCTION**

Project proposal

Undertake community-level awareness raising and capacity building for the disaster management plan.

Location: Nadi region

Duration: 3-6 months

Beneficiaries: NTC, National Disaster Management Office, Commissioner Western's Office, business owners, private property owners, ratepayers, Nadi Rural Local Authority, Ministry of Health, Disaster Management Committee, Provincial Office.

Implementing Partners: NTC, National Disaster Management Office, Commissioner Western's Office, Provincial Office, Disaster Management Committee, Ministry of Health, Nadi Rural Local Authority, District Office Nadi

Estimated Cost: FJD 100,000-150,000

Background: To ensure the effectiveness of the disaster management plan for Nadi, a complementary awareness raising and capacity building programme needs to be implemented at community level.

Objectives: To raise the communities' awareness of the disaster management plan and build their capacity to respond effectively during disaster events. Communities should know who the key players are and what their respective roles are so that communities know which to contact regarding different disaster-related issues.

Activities: Prepare pamphlets and brochures; present information to schools, and community and church leaders in iTaukei villages and settlements, as well as formal residential, industrial and tourism areas; undertake exercises and evacuation drills for improved disaster preparedness amongst administrators, volunteers and community members.

Outputs: Awareness raising and capacity building programme and implementation plan.

Staff Required: One communications officer.

ACRONYMS

CEO	Chief Executive Officer
DLG	Department of Local Government
DTCP	Department of Town and Country Planning
GIS	Geographic Information System
JICA	Japan International Cooperation Agency
MLGUDHE	Ministry of Local Government, Urban Development, Housing and Environment
NGO	Non-governmental Organization
NTC	Nadi Town Council
SA	Special Administrator
SCOPE	Strategic Consultants on Planning and Engineering Pacific Limited
SOP	Standard Operating Procedures
SOPAC (SPC- SOPAC)	Secretariat of the Pacific Community - Applied Geoscience and Technology Division
SWOT	Strength, Weakness, Opportunities, Threats
TLTB	iTaukei Land Trust Board

DOCUMENTS CONSULTED

Nadi Town Council Corporate Plans
Nadi Town Council Annual Reports
Nadi Town Five Year Strategic Plan 2010-2014

NADI TOWN URBAN PROFILE

The Nadi Town 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.

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