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FIJI: LAUTOKA CITY 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 end.

Dr. Joan Clos

Executive Director, UN-Habitat

EXECUTIVE SUMMARY

INTRODUCTION

Lautoka 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 Lautoka'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

Lautoka City lies on the west coast of Fiji's main island Viti Levu and is the country's second largest city covering a land area of 1,600 hectares. In 2011, Lautoka City had approximately 44,500 people or 10 per cent of the country's total urban population. An estimated 20,000 people live in informal settlements on the city periphery, many of whom make use of municipal urban services.

The sugar cane production industry, historically vital to the national economy, is centred in Lautoka. The city contains the country's largest sugar mill as well as a number of pinechip yards which have played an important role in the city's economic development. However, the sugar industry has been in decline for the past 15 years. Freight and cargo handling through the Lautoka Port generates major revenue, and increasingly the city is investigating sports tourism as a promising sector.

URBAN GOVERNANCE AND FINANCE

Lautoka City is governed by the Lautoka City Council (LCC) and 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 requiring in ministry level intervention.

The LCC is actively pursuing and achieving high levels of rates collection, meaning increased revenues for the council. However, there is a lack of capacity for financial management - current accounting practices need to be improved and technically able staff need to be recruited.

URBAN PLANNING AND MANAGEMENT

Regulation and control of land development takes place within LCC's Lautoka Town Planning Scheme, developed in 1990. In addition, Lautoka has developed its own sub-division bylaws which assist in guiding and regulating development. Given limited land supply and anticipated boundary extensions, Lautoka has re-zoned the peri-urban areas of the city.

Despite LCC's commitment to planned and regulated development, enforcement of plans and associated policy is weak. In part this is because the LCC's planning unit is understaffed, impeding implementation of plans. As a result, the council relies heavily on the Department of Town and Country Planning in matters related to urban planning and management.

LAND DEVELOPMENT AND ADMINISTRATION

There are three categories of land ownership in Lautoka: state land which is managed by the Department of Lands and Survey, iTaukei (indigenous Fijian) lands managed by the iTaukei Lands Trust Board, and individually-held private land. Administration and management is framed by relevant national acts. Due to slow growth in physical development over the past 20 years, the city has yet to reach its full potential as an urban area. As a result, LCC is seeking to optimize the utilization of state and iTaukei lands.

Informal settlements occupy a notable amount of land within the city, due to informal land development brought about through misunderstanding of policy and poor regulation. Formal agencies suffer from insufficient personnel and capacity, and as a result informal land development continues.

URBAN INFRASTRUCTURE AND SERVICES

The responsibility for the provision of infrastructure and basic services in Lautoka is shared between local and central governments. The latter provides water supply and sewerage services, roads, power and telecommunications. The LCC manages drainage systems, waste, street lighting, sports and community facilities. ITaukei villages are not permitted to access municipal urban services.

Water supply is intermittent and water sharing programmes are in place. The water supply system requires considerable upgrading, in particular new sources of water must be identified. 90 per cent of the city is connected to reticulated sewerage. Telecommunications and roads are generally adequate.

URBAN HOUSING AND SHELTER

Housing development in Lautoka includes formal detached dwellings, multi-unit apartments and informal housing mainly grouped along the major roads and riverbanks. Informal settlements, some of which are very well-organized, accommodate an estimated 20,000 residents. Many are vulnerable to floods due to the absence of urban services, and poor drainage. In general, housing in Lautoka is cheaper than in Nadi, resulting in workers in Nadi living in Lautoka.

CLIMATE CHANGE AND DISASTER RISK REDUCTION

Lautoka's central business district is located on the coast and is exposed to climate-related hazards including floods, cyclones, storm surges and sea incursion. Being a coastal city, projected mean sea level rise as a result of global climate change is a considerable concern.

Recognizing this, the LCC has initiated a series of measures designed to improve drainage and solid waste management in order to reduce flood risk. Informal settlements located in coastal areas are especially prone to climate-related hazards especially cyclones and storms. Mangrove reforestation should also be considered as a viable option for managing flood and cyclone risk in Lautoka.

INTRODUCTION



Rubbish dump in Vunato, Lautoka
© SCOPE

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 consists of three phases:

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

STRUCTURE OF THE REPORT

This report consists of three main sections:

1. Background

A general background of Lautoka City is provided within this section and is based on municipal council reports, strategic plans, desk reviews of past reports, and interviews through survey questionnaires conducted as part of the profile exercise. The background includes data on administration, urban planning, economy, the informal and private sectors, urban poverty, infrastructure and basic urban services, public transport, energy, social services, linkages between urban and rural areas, linkages between town and traditional urban villages, land tenure and administration, health and education.

2. Synthetic Assessment

The second section is structured around an assessment of the six key themes: urban governance and finance; urban planning and management; land development and administration; urban infrastructure and services; housing and shelter; climate change and disaster risk management. This section also provides an overview of the existing institutional set-up, the regulatory framework, as well as resource mobilization and performance. This section also highlights agreed priorities and includes a list of identified projects.

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

A basic SWOT analysis and an outline of priority project proposals for each of the six key themes are provided in the third section. The project proposals include beneficiaries, partners, estimated costs, objectives and activities.

SECTION ONE: BACKGROUND – LAUTOKA CITY

MAP 1: Lautoka City Map



Source: Google

Lautoka City lies on the northwest coast of Viti Levu, the largest island of Fiji, about 25 minutes drive from Nadi International Airport. The city's geographical coordinates are 17°37'0"S and 177°28'0"E. It covers a land area of 1600 hectares and contains almost 8200 ratable properties.

Lautoka City is also known as 'Sugar City' because of the large industrial area in the city, home to the largest sugar mill in Fiji, as well as a number of pine woodchip yards near Lautoka Port in Lautoka Harbour. Historically, the city has been heavily dependent on the sugar industry but due to a decline in sugar production over the past 15 years Lautoka's growth has slowed.

Reduction in the supply of sugar from western and northern regions is largely due to the expiration of land leases in these areas. This has also led to increased rural-to-urban migration. According to the Bureau of Statistics, in 2011, Lautoka City had a population of approximately 43,500 people – some ten per cent of the national urban population. Lautoka City's population is growing at 0.7 per cent per year.

RURAL TO URBAN LINKAGES

Population growth in peri-urban areas of Lautoka City is placing pressure on the Lautoka City Council (LCC), as well as the national government, to extend basic services and infrastructure to these areas. Similarly, industrial activity is growing towards the south (Natabua and Wairabetia) and the north (Ba in Lovu) requiring expanded infrastructural provision.

In addition, there has been an increase in the density of informal settlements located on agricultural land where the lease has expired. These settlements provide shelter options to farmers and their families evicted from farming following the expiration of agricultural land leases. This growth in the peri-urban areas of Lautoka has put considerable pressures on residential developments within the city's boundaries, and has forced the LCC to consider extending the city's boundary in order to incorporate these newly populated areas.

An estimated 20,000 people live in these informal settlements and indirectly rely on municipal infrastructure, services and utilities. Because these settlements lie beyond the city's boundaries, they are also beyond its jurisdiction. This makes it extremely difficult for LCC to manage health and sanitation issues in these settlements, as well as enforce development and environmental controls.

The rate of urbanization in Lautoka is closely associated with factors such as employment, education, commerce and industry, all of which attract residents. Above all, migration into Lautoka is attributed to the educational facilities and housing options, especially for those evicted from agricultural lands following expiration of iTaukei land leases, particularly in Ba, Ra and Tavua. Informal settlers are moving inside the city's boundaries in order to access educational facilities, including schools. In this way, informal settlements within the city's boundaries are not increasing in number, but are increasing in density.



Children play in Navutu settlement
© SCOPE

Lautoka City also contains an iTaukei (indigenous Fijian) village, known as Namoli village. While most iTaukei villages are independent of local government, Namoli village is expected to pay rates and comply with Local Government Act regulations because of an earlier subdivision. Despite this, LCC struggles both to enforce development controls in the village, and manage services provided to it. This is because growth and development in Namoli is governed by a traditional village structure.

The following are urban issues in Lautoka City which are becoming critical: inadequate utilities, including water supply; inadequate urban infrastructure such as roads and sewerage systems; floods and poor drainage; solid waste management; private sector coastal development leading to environmental degradation and increasing climate change and disaster vulnerability. These problems are further exacerbated by insufficient resources and human capacity within local government, and service providers struggling to cater to increasing demand following rapid urban growth.

LOCAL ECONOMY

Urban areas generate 60 per cent of Fiji's national economy, making towns and cities the trade and business centres of the country. Lautoka City's specific contribution to the national economy cannot be determined due to limited data. Industrial activity is located mainly in the west of the city, with Lautoka Port being the main exchange point for both inward- and outward-bound goods. The port generates significant economic activity through cargo, as well as cruise ships bringing international tourists. However, cruise ships do not stay long and spending by tourists is limited. Within Lautoka City there is very little tourism activity, due to prior arrangements with cruise line companies which see Denarau Port in Nadi as the preferred destination port. Limited tourist attractions and tourist support services further restricts the city's potential in terms of the tourism industry.

In this way, Lautoka City's economy is structured around industrial activities and the freight capacity of the port, as well as the produce market at the city centre and the sugar mill. The recently-upgraded Churchill Park facility is another contributor to the city's economy, providing world-class grounds and facilities for rugby events and approved by the International Rugby Board. This facility reflects the city's objective of targeting sports tourism to boost the local economy. LCC has invested heavily in Churchill Park and considers its investment as having a multiplier effect on the local economy, in both formal and informal sectors.

The private sector drives the local economy and is supported by the Lautoka Chamber of Commerce. Since the 2008 Local Government Reform, the LCC has pursued integrated growth and development through active coordination with the Chamber of Commerce. Jointly, they have facilitated programmes designed to enable investment.

The informal sector also contributes significantly to the local economy through the supply of labour, small business, micro-enterprise and fresh produce. The informal sector is assisted by the national government as well as the International Labour Organization. Support from these agencies ranges from capacity building initiatives to the establishment of small business ventures and cottage industries. The Integrated Human Resource Development Program of the Ministry of Labour has had a significant impact on the informal sector. In both the urban and peri-urban areas of Lautoka City, this programme has undertaken a broad suite of activities and micro-enterprises including agriculture, pig farming, poultry ventures, bakeries, handicrafts and crop farming for fresh produce.



Toilets in Navutu settlement
© SCOPE



Lautoka Port
© SCOPE

EDUCATION

Lautoka City has ten secondary schools and 48 primary schools (one of which is private) registered with the Ministry of Education. The city's educational facilities attract many students. Facilities include reputable high schools that produce academic high-achievers and tertiary institutions including the Fiji National University, Fiji Teacher's Training College, the Training and Productivity Authority of Fiji, the University of the South Pacific (Lautoka Campus) and the University of Fiji, located approximately five kilometres outside the city towards Nadi.

HEALTH

The Western Division's main hospital and health services are located in Lautoka City, as are its health offices. Residents within the city boundary can access these public health services. However, such services are not extended to residents of informal settlements. Health awareness programmes in the settlements are led by NGOs for HIV and non-communicable diseases. Environmental health programmes, such as cleanup campaigns, are undertaken in partnership with the national Department of Environment.

LCC's health department, as well as the Ministry of Health, do engage with informal settlements in the event of a disaster in order to minimize the risk of disease outbreak (e.g. typhoid) due to the unhygienic conditions of the settlements.

SECTION TWO - KEY THEMES

URBAN GOVERNANCE AND FINANCE

LCC is governed by a Special Administrator (SA), an official appointed by central government. The SA position was created via the Local Government Reform 2008 and effectively replaced the elected council system previously in place. The goal of the reform was to foster local government bodies that are apolitical, practice good governance and effectively and efficiently deliver services as required by the ratepayers.

LCC is staffed at a ratio of one officer per 290 residents of Lautoka City. This ratio does not consider the visitors who come to the city for its economic activities and many services, including public or community facilities such as hospitals, education and sporting facilities.

The Strategic Plan 2010-2014 for Lautoka City includes a vision, mission and objectives for the city and is approved by the Ministry of Local Government, Urban Development, Housing and Environment (MLGUDHE). The strategic plan is complimented by annual corporate plans and budgets as required by MLGUDHE in accordance with the Local Government Act.

LCC publishes a quarterly newspaper informing residents and the general public of LCC activities, announcing participatory decision-making events and generating community support for city growth. The council's financial position is dependent on the 8,163 ratable properties which fall within the city's boundaries. Other sources of revenue for the council include market stalls, bus station fees and taxi bases, as well as major assets like Churchill Park and commercial complexes.

LCC provided engineering guidance to Nausori Town Council during preparation of Nausori's Ratu Cakobau Park for a major sporting event. In this way, LCC has shared knowledge with Nausori Town Council, and fostered an inter-municipal relationship based on a common vision: creating growth through investment.

One of LCC's major strengths is rate collecting, which it vigilantly pursues through house-to-house collection and through media-based initiatives. The terms of reference of the SA, for example, demand a collection rate of at least 50 per cent for outstanding rates. Over the past three years, LCC has exceeded this.

The Local Government Reform of 2008 brought both positive changes and challenges to the administration and management of municipalities in Fiji. In Lautoka City, all facets of urban management have been modified. Current challenges faced by the LCC in terms of urban management include:

- Ambiguities regarding the roles and responsibilities of the SA and the Chief Executive Officer (CEO). These ambiguities have led to confusion over which position is responsible for what activity, and this in turn to a high turnover of staff in executive management. The SA is appointed by central government, and as such is subject to public scrutiny, such that complaints regarding the performance can lead to the dismissal of the SA in question. Since 2008, the LCC has seen both its SA and CEO change, with intervention from the MLGUDHE. This affects decision-making processes required under the Local Government Act.
- Lack of capacity for financial management. This is especially an issue with increased revenue due to improved rate collection by the LCC. Current accounting practices are not effective enough to track fraudulent activities. However, some improvement in this matter has been obtained from the LCC's decision to publish rate defaulters in the newspaper. The relationship between the council and its ratepayers has significantly improved since the reform came into effect.
- While the LCC has made good progress in rates collection, a significant amount of rates remains unpaid and in arrears. This puts pressure on the council's revenue system.
- Lack of human resources development and institutional strengthening in the LCC. The skillset and knowledge-base LCC officers contributes greatly the effectiveness of the LCC. However, LCC makes little effort in terms of up-skilling its staff through capacity building initiatives or providing equipment and technology for improved operations. There is no town planner in LCC, however there is an engineering, building and health department.
- Insufficient commitment from LCC in recruiting the qualified technical staff needed for technical tasks. Consequently, the LCC still depends highly on the MLGUDHE for technical guidance and advice.

The inclusion of the Commissioner Western in the LCC as required by central government has triggered a more integrated approach to growth, with the Commissioner Western coordinating matters of national importance and national capital projects within the city.

THE INSTITUTIONAL SET-UP

LCC is a local government established under section five of the Local Government Act (Cap. 125). LCC is responsible for the administration and management of Lautoka City and is responsible to the MLGUDHE.

- The SA is the council as per the 2008 Local Government Reform, which replaced elected city councilors. In this way, the SA holds all the powers of LCC as stipulated in the Local Government Act (Cap. 125). In addition, the SA can receive delegated powers from the MLGUDHE.
- Because the SA holds considerable power, decision-making is characteristically willful and suffers from little political interference. Above all, decision-making is oriented towards economic growth and investment because the SA's role is guided by Terms of Reference defined by the MLGUDHE. However, limited capacity in certain areas of the urban management system means that some services are not fully delivered.
- There is potential for public-private partnership or joint ventures between LCC and other parties. LCC is encouraged to pursue revenue collection and a strong financial outlook in order to attract potential partners.
- NGOs and civil society organizations do not fully participate in the urban management process of LCC. However, these organizations are directly involved with residents and communities. There is a need for greater coordination between council, NGOs and civil society: all are pursuing the well-being of Lautoka City.

REGULATORY FRAMEWORK

- LCC is under the supervision of the Department of Local Government (DLG) under the MLGUDHE.
- The Town Planning Act (Cap.139) gives LCC planning responsibility for Lautoka City, but there is more of an emphasis on development control and regulation than on real strategic physical planning.
- There is little focus on reviewing the Lautoka City Town Planning Scheme (1990) as the council is more concerned with implementing its strategic plan for 2010-2014. The revision of the town planning scheme (i.e. plan which seeks to control the development of land) is long overdue.
- The Lautoka City Strategic Plan (2010-2014) provides a vision, policies and proposals for development of the main city centre, the port and the harbor.

PERFORMANCE AND ACCOUNTABILITY

- The SA is appointed by the government through the MLGUDHE and is therefore is accountable to the MLGUDHE. The CEO and council staff are accountable to the SA and to the public.
- Monitoring of council activities is undertaken by the DLG. Monitoring is the core function of the DLG as per the Local Government Act and the Strategic Framework for Change Coordinating Office - an independent government agency that monitors the performance of all government organizations, statutory authorities and government companies.
- Communities are consulted during rate collection and via neighbourhood meetings. These meetings allow the council to disseminate information on council services, as well as inform and consult residents of city plans and programmes. A quarterly publication also helps to keep residents and ratepayers abreast of council activities. A complaints register regarding council performance is in operation. DLG also receives complaints. However, through both channels there has been limited concern expressed, indicating adequate performance by council.
- A lack of coordination between the council, NGOs and civil society negatively impacts their respective programmes because activities tend to overlap resulting in confusion by residents, and a subsequent denial of cooperation.
- The iTaukei landowners are aware of urban development processes, but nonetheless release land without formal arrangements which negatively affects council plans for expansion.

RESOURCE MOBILIZATION

- Strategic and corporate plans lack implementation plans and suffer from limited delivery capacity. In this way, the benefit of investing in strategic planning has not been full realized.
- The efficiency of the council in revenue collection could be improved by the introduction of an up-to-date database that coordinates properties (valuation roll) and rates.
- There is potential for broad-based stakeholder partnerships or group investment opportunities but this is not adequately utilized.
- There is no need for a village court in urban villages or traditional villages within the city proper as there is a formal structure already in place. However, information on urban management, development and expansion should be disseminated and greater communication is needed to convince iTaukei landowners to follow formal processes of land development.

AGREED PRIORITIES

- LCC plans strategically through its Five Year Strategic Plan, Annual Corporate Plan and development plans. The key outputs and strategies are monitored on a quarterly basis during a national three-day consultative meeting consisting of the MLGUDHE, the 13 city and town councils of Fiji and other relevant stakeholders. During the meeting, each council is required to report on its progress in achieving outputs and goals.
- LCC operates on an annual budget using cash accounting practices. An accrual accounting based system should be adopted.
- LCC staff do not benefit from a training policy. Currently training is ad-hoc. A comprehensive training policy should be adopted. Such a policy should pursue needs based training and undertake capacity building and staff development within LCC.
- Community participation in issues of governance through meetings between council and residents.
- There is vigilant rates collection however the number of rate collectors is limited and acts as a major constraint. Similarly, absent property owners greatly affects the capacity of LCC to recover rate. The Local Government Act (Cap 125) should be reviewed in order to better empower councils in this regard, and potentially increase fines applicable to rate payers who default on payments.
- NGO participation in issues of urban management should be encouraged through partnership projects for capacity building of community leadership and community empowerment programmes.
- Partnership with stakeholders is limited as there are few incentives.



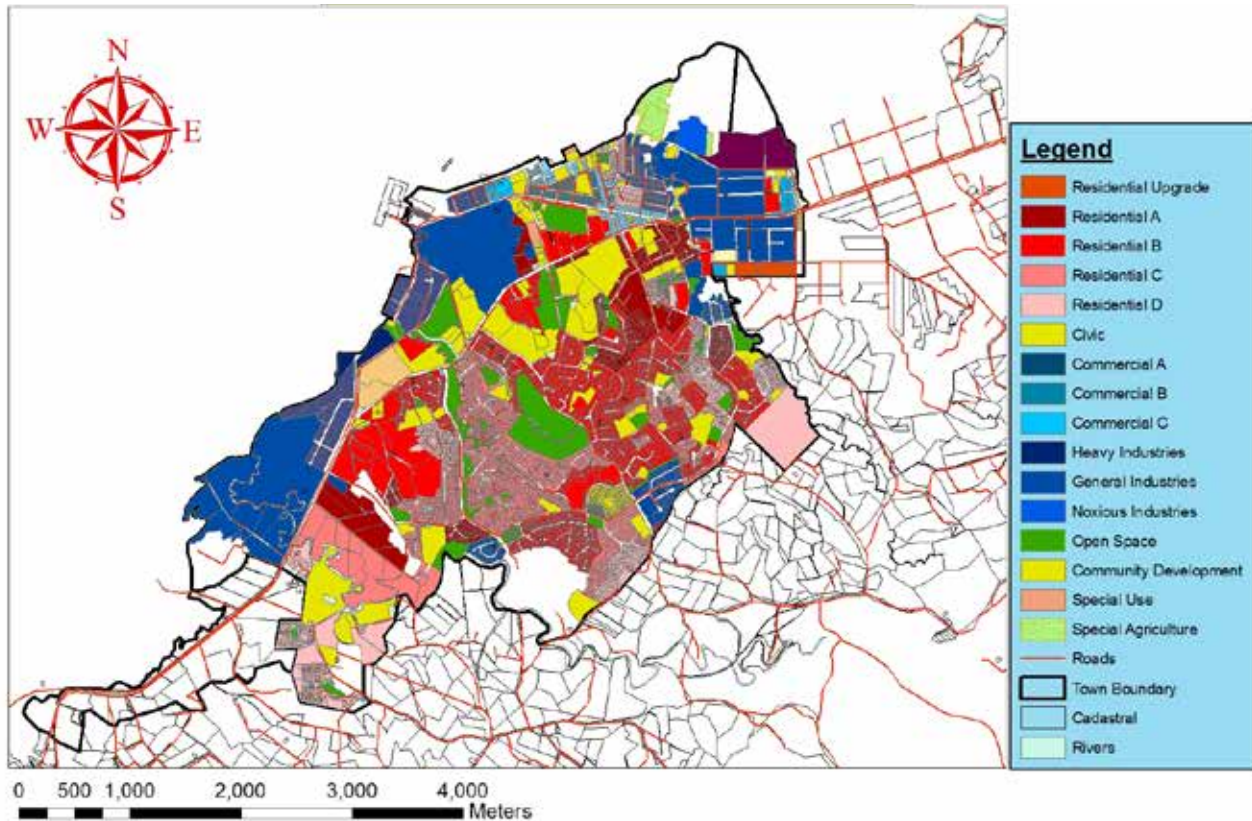
LCC staff carrying out inspections
© SCOPE

PROJECT PROPOSALS

PROJECT 1 Urban Governance and Finance	Formulate a staff training policy, a staff training and development plan, and a succession plan.
PROJECT 2 Urban Governance and Finance	Transit from cash accounting to accrual accounting. Strengthen financial management policies and practice.
PROJECT 3 Urban Governance and Finance	Clearly demarcate the respective roles and responsibilities of SAs and CEOs in the administration and management of LCC.

URBAN PLANNING AND MANAGEMENT

MAP 2: Lautoka City Scheme Plan



Source: DTCP

The approved City Planning Scheme (1990) is the primary planning document used by LCC to regulate and control development. Because LCC has its own sub-division bylaws, the town planning scheme is also considered when determining applications for the subdivision of land within the city boundary. Having an approved town planning scheme allows the council to assume the power of determining development applications, as delegated by the Department of Town and Country Planning (DTCP).

LCC is strongly committed to controlling development. However, due to weak enforcement and ignorance by the public, planning standards have been relaxed and cases of non-compliance are increasing. LCC prefers to only determine specific types of development proposals, and in other cases relies upon DTCP for determination. The town planning scheme contains policy directions which guide LCC, although there is only limited knowledge amongst LCC staff of the procedures for implementation.

In response to the growth of support services in Lautoka, limited land supply and anticipated boundary extensions, the DTCP has rezoned the peri-urban areas of Lautoka City through two advisory plans: the Lovu Advisory Plan (2010) and the Vuda-Sabeto Plan (2009). These plans were formulated in consultation

with LCC, because the peri-urban areas proposed for subdivision are subject to LCC's review, and expected to comply with LCC development standards. For the purposes of control and management of local areas, other regulations in place include the Public Health and Building Regulations, the National Building Code and the Environment Impact Assessment (EIA) Regulations.

LCC has a planning unit but does not have a professional town planner to spearhead implementation of the town planning scheme. As a result, implementation is carried out by LCC engineers and building and health inspectors. Implementation by these professionals has been commendable as development is generally orderly and in accordance with the scheme.

The town planning scheme permits LCC to determine all development within the city's boundaries. However, the limited number and capacity of qualified professionals within LCC means that there is limited understanding of the operation of the town planning scheme. This results in non-utilization of the scheme, and related scheme documents such as the scheme report and statement.

Similarly, there is a lack of acknowledgement and understanding of other planning documents such as the Nadi-Lautoka Master Land Use Plan (2007), and the advisory plans formulated for the peri-urban areas. As a result, there is

weak enforcement of these plans which in turn leads to illegal development and illegal activities, as well as increased pressure to relax the planning standards and thereby compromise the quality of urban growth in Lautoka City.

THE INSTITUTIONAL SET-UP

- LCC has a town planning scheme which has been approved under Section 18 of the Town Planning Act (Cap. 139). Approval from the DTCP confers powers on LCC as consenting authority to land and building developments.
- Determination of proposed land and building developments is undertaken by LCC's building, health and environment and engineering units. On matters of national importance and issues related to planning standards (e.g. relaxation of standards) the DTCP is consulted.

REGULATORY FRAMEWORK

- LCC is under the supervision of the DLG under the MLGUDHE.
- The Town Planning Act (Cap.139) makes the council responsible for town planning. However, greater emphasis is placed on regulating development rather than on strategic physical planning.

AGREED PRIORITIES

- Build LCC's planning capacity as it does not have a town planning unit. The town planning unit should receive training and be attached to DTCP. A GIS section should be established as part of the unit.
- Revise the town planning scheme with the technical support of a short term consultant or town planner. Review should be participatory.
- Increase awareness and understanding of urban planning and management in all communities through an awareness raising programme. This programme should include owners of iTaukei land in Lautoka.



Informal settlements within the boundaries of Lautoka City

© SCOPE

- The need to review the town planning scheme (elaborated in 1990) is given little consideration, despite the fact that it is long overdue. Rather, LCC pursues the implementation of its strategic plan.

PERFORMANCE AND ACCOUNTABILITY

- Proactive approach by LCC on disseminating information to residents, stakeholders and those associated with the city.
- LCC has effectively carried out some urban planning and management functions. In particular, it has regulated development through planning control mechanisms.
- There are public consultations in place for major developments. These consultations allow residents to participate in municipal decision-making.

RESOURCE MOBILIZATION

- The efficiency of LCC's implementation of the town planning scheme depends on the strength of the town planning unit. Currently, the unit has limited capacity. Making budget provision for a town planner would indicate commitment from LCC to strengthen the unit.
- A geographic information system (GIS) section could be established as part of the town planning unit.

PROJECT PROPOSALS

PROJECT 1 Urban Planning and Management

Establish and staff a planning unit equipped with GIS. With support from DTCP, train staff of GIS applications.

PROJECT 2 Urban Planning and Management

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

PROJECT 3 Urban Planning and Management

Establish a local government service body to provide technical services (such as town planning, engineering, surveying etc.) to local governments. This body should be jointly-funded by all councils within the Western Division.

PROJECT 4 Urban Planning and Management

Revise the Lautoka Town Planning Scheme with guidance from DTCP, the local government service body or an external town planner consultant.

LAND DEVELOPMENT AND ADMINISTRATION

Lautoka City covers more than 1,600 hectares of land. Within the city, there are three types of land tenure: state land, iTaukei land and freehold land. The majority of land in the greater Lautoka urban area is iTaukei, but inside the city boundaries most land is either freehold or state-owned.

Administration of land depends on the land tenure type. Freehold properties are administered entirely by the private entity which owns the land. iTaukei land is administered by the iTaukei Lands Trust Board (TLTB) and state land by the Department of Lands and Survey. The TLTB is mandated, under the Native Lands Trust Act, to act as custodian of iTaukei lands or lands communally owned by indigenous landowning units. State-owned land is administered under the Crown Lands Act. In iTaukei villages, landowning units play a major role in determining land use and administration in the village. This takes place in consultation with TLTB. Landowning units are encouraged by MLGUDHE to engage in economic joint-ventures. This is in accordance with the Urban Policy Action Plan which seeks to manage and reduce the ad-hoc release of prime iTaukei land.

Due to slow growth in physical development over the past 20 years, Lautoka City has yet to reach its full potential as an urban area. This is recognized by LCC, the Chamber of Commerce, government stakeholders and residents. As a result, LCC is interested in utilizing state and iTaukei land immediately outside the city boundary. These areas are included in the proposed city boundary extension. A notable amount of land within the city boundaries is occupied by informal settlements. This is due to landowning units releasing land for housing development which is affordable to the urban poor. The cost of infrastructure provision to these lands is borne by the settlers themselves.

Misunderstanding and misinterpretation of the legal rights of landowning units, combined with limited knowledge of formal development and land use processes, contributes to the release of iTaukei land for informal housing development. A desire by iTaukei landowners to help the needy is another contributing factor – even if this is perceived as illegal from a formal development perspective. The majority of illegal development of iTaukei land which has not been subdivided is for housing purposes. This is particularly the case in the peri-urban areas which now fall under council mandate following extension of the city boundary.

The level of knowledge and capacity of land development agencies such as the TLTB, the Housing Authority and the Department of Lands and Survey, also influences the way in which land is managed and developed in Lautoka City. These agencies have limited staff who are often under-qualified or inexperienced. In addition, there is little commitment by these agencies to staff capacity development or institutional strengthening.

The Department of Housing and the People's Community Network of Fiji have been active in Lautoka's informal settlements. This latter agency is an NGO which operated in Fiji and supports informal settlement residents through settlement upgrading initiatives.

THE INSTITUTIONAL SET-UP

- Land and land developments within Lautoka City and its peri-urban areas are administered under the Crown Lands Act, the Lands Transfer Act, the Subdivision of Land Act and the Native Lands Trust Act. Land development is driven by demand. Applications for leasing state land pass through the Department of Lands and Surveys via its Divisional Surveyor Western office. Leasing of iTaukei lands operates through the TLTB Regional Office North Western, in Lautoka. Leases are granted under the Subdivision of Land Act which is administered by the DTCP. All physical development, including those on freehold land are subjected to the Town Planning Act (Cap.139).
- Determination of proposed land and building developments is undertaken by LCC's building, health and environment and engineering units. On matters of national importance and issues related to planning standards (e.g. relaxation of standards) the DTCP is consulted.

REGULATORY FRAMEWORK

- Land development is governed by Town Planning Act (Cap. 139), the Subdivision of Land Act (Cap .140), Lautoka City Town Planning Scheme, Lautoka City Subdivision Bylaws, the Public Health Act, the Building Regulations, the Environmental Management Act, the Environmental Impact Assessment (EIA) Regulations, the Native Lands Trust Act and the Crown Lands Act.

- There are three types of land tenure in Lautoka City: private land owners of freehold land; the central government via the Department of Lands and Survey; and the TLTB for iTaukei lands.
- All land for development must be surveyed prior to construction. LCC enforces its subdivision bylaws which stipulate that development is permitted only on land that is secured and serviced by urban infrastructure and utilities. Development on land which has not been surveyed is an issue linked to the limited knowledge of iTaukei landowners vis-à-vis land development regulations and processes who develop land without planning permission.

PERFORMANCE AND ACCOUNTABILITY

- All land development is recorded. Any land development which is likely to impact the environment must undertake an environment impact assessment or as determined by the Department of Environment. Undertaking an environmental impact assessment requires consultation with all stakeholders, including residents and the community, as well as those

AGREED PRIORITIES

- Raise the awareness of landowners and the public on the formal procedures and processes of land administration.
- Improve existing land development information by making it easily accessible to the public and available in all three languages (iTaukei, English and Hindi).
- Establish environmental management units in the land development agencies (i.e. the divisional offices of the TLTB and Department of Lands and Survey).
- Allocate ten per cent of budget to the implementation of capital works.

who may be affected by the proposed project.

- All areas proposed for reclamation require prior approval based on the results of an environmental impact assessment.

RESOURCE MOBILIZATION

- LCC plays a secondary role in land development and administration. The primary actors are the TLTB, Department of Lands and Survey, and the DTCIP. The efficiency of these agencies may be increased through the use of a database linking the land development agencies with LCC.
- Each of the land development agencies has budget provision for awareness raising activities related to land development. LCC, in consultation with the DTCP, could participate actively in the annual Town Planning Week, along with other municipalities in the Western Division

PROJECT PROPOSALS

PROJECT 1 LAND DEVELOPMENT AND ADMINISTRATION

Undertake an extensive programme for awareness raising on formal land development procedures. The programme should focus on the Lautoka City community, including communities in the peri-urban areas.

PROJECT 2 LAND DEVELOPMENT AND ADMINISTRATION

Establish an easily-accessible GIS-based electronic database of land information and data.

PROJECT 3 LAND DEVELOPMENT AND ADMINISTRATION

Establish an environmental management unit in LCC, TLTB and the Department of Lands and Survey

URBAN INFRASTRUCTURE AND SERVICES

National and local government share the responsibility of providing infrastructure and basic services in Lautoka City. Roads, drinking water and sewerage are provided by the Ministry of Works and Transport through its roads, water and sewerage authorities. LCC manages non-capital services like drainage, solid waste, streetlights, and sports and community facilities. All Lautoka City residents, except residents of informal settlements, can access these services. Poor maintenance of major drainage systems running through the city contributes to floods following heavy, intense rainfall or high tides in the Vunato industrial area.

WATER

According to the Fiji Bureau of Statistics, over 60 per cent of the national population enjoys direct access to drinking water through the reticulated water supply system managed by the Water Authority Fiji. Lautoka City, conversely, is subject to an intermittent supply of water. Water cuts can last for weeks and water sharing programmes occur on a daily basis. Lautoka City sources its water from the Vaturu Dam, where Nadi Town also sources its water. Until new sources of drinking water are identified and put into operation for Nadi Town, Lautoka City will continue to face supply problems. Factors which further exacerbate supply include the distance of the main reservoir, the limited pressure and high maintenance costs due to old pipes. A significant amount of treated drinking water is lost through leakage within the system and at water meters.

SANITATION, SEWERAGE AND SOLID WASTE MANAGEMENT

Lautoka City is one of the cleanest urban centres in the country. The sole exception to this is during the sugar harvest when trucks and trains laden with sugar cane dirty the city's streets and thoroughfares. Approximately 90 per cent of the city is connected to sewers. However the informal settlements are not, and this presents a significant health concern to the surrounding areas. Residents of informal settlements use septic tanks and pit latrines. The Japan International Cooperation Agency (JICA) is running waste management programmes based on the three Rs (reduce, reuse and recycle) in Lautoka City, as in other municipalities of the Western Division such as Nadi Town. This programme extends to the informal settlements located outside of the city in peri-urban areas.

ENERGY POWER AND TELECOMMUNICATION

The entire population of Lautoka accesses the electricity supplied by Fiji Electricity Authority, as well as various telecommunication services including cellular phone. There is not much interest in pursuing alternative sources of energy, even if there is considerable scope for solar energy thanks to high sunshine hours. However, the Urban Policy Action Plan encourages that councils pursue energy-saving initiative by 2012, and as such it is likely that Lautoka will begin to consider this option.

ROADS AND TRANSPORTATION

All roads within the city's boundaries are tar-sealed and maintained by LCC. The main Kings Road links Lautoka City to neighbouring municipalities, including Nadi to the southwest and Ba to the northwest and is maintained by the Fiji Roads Authority. Main roads and second tier roads which feed into the main road network from subdivisions are maintained by LCC. The main forms of public transport are buses, taxis and minivans.

However, due to competition for limited resources within the Ministry of Works, the Fiji Roads Authority cannot always fully undertake road maintenance work, putting considerable pressure on LCC to under maintenance itself.

THE INSTITUTIONAL SET-UP

- Drinking water and sanitation services are provided by the Water Authority of Fiji. Energy and telecommunications are provided by corporate companies and service providers.
- The Fiji Roads Authority is responsible for all roads in Fiji, including those within municipalities.

REGULATORY FRAMEWORK

LCC provides the municipal services as required under the Local Government Act (Cap.125). LCC also ensures that subdivisions comply with required infrastructure connections as stipulated in the Lautoka Subdivision of Land Bylaws.

PERFORMANCE AND ACCOUNTABILITY

Urban services provided by LCC as subject to monitoring by the Department of Local Government, the Office of the Auditor General when auditing council financial reports, and the ratepayers and general public through council newsletters.

AGREED PRIORITIES

- Establish a database of ratable properties which includes housing and residential data. Properties in the boundary extension areas should be included. All properties in the database should be linked to GIS maps.
- Coordinate with the Lautoka Chamber of Commerce to provide investment options for housing and commerce, in order to make the most of attractive and affordable housing land.
- Incorporate information on infrastructure and services into the proposed GIS section of the LCC's town planning unit.



Poor drainage systems
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RESOURCE MOBILIZATION

- The Water Authority Fiji provides drinking water and sewerage services. There are areas of Lautoka City where there is no connection to these services. In these areas, and particularly in informal settlements, the use of septic tanks for sanitation purposes is common.
- Roads, drainage and electricity are provide jointly by LCC and statutory authorities like the Fiji Electricity Authority and the Fiji Roads Authority

PROJECT PROPOSALS

PROJECT 1 Urban Infrastruc- ture and Services

Establish an information hub (database) inventorying all infrastructures and urban services provided in the Lautoka urban area.

PROJECT 2 Urban Infrastruc- ture and Services

Improve land information systems by digitizing maps and plans into a GIS-based electronic database which is a ccessible to the public.

PROJECT 3 Urban Infrastruc- ture and Services

Incorporate information into the Greater Western Urban Growth Management Plan.



Rotamould tanks used as septic tanks at Koroipita.
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URBAN HOUSING AND SHELTER



Navutu settlement near the Navutu industrial area

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Housing in Lautoka City ranges from formal housing such as single detached dwellings and multi-unit residential apartments, to informal housing (informal settlements) within the city boundaries and along the main roads and river tributaries in the peri-urban areas. These settlements are vulnerable to natural disasters and epidemics. These settlements accommodate approximately 20,000 households.

Informal settlements can be well-organized, such as the Navutu settlement, densely populated such as Tomuka settlement or vulnerable to flood such as Navutu, Waijavi and Lovu settlements. The Housing Policy of Fiji was produced in 2011 with support from UN-Habitat. The policy recommends to focus on settlement upgrading using integrated community-based approaches such as partnerships with community groups, cost-sharing and sweat equity.

The Department of Housing and the People's Community Network of Fiji are considering relocating Navutu settlement because it is highly vulnerable to flood, and there is restricted industrial land available. However, residents of the settlement are reluctant to relocate. Instead, they are fighting for legitimacy by claiming that the previous municipal government gave them the land. TLTB is also planning on upgrading a number of settlements, including Natabua settlement.

Much of the housing in west Lautoka specifically caters to the city's labourers, as well as workers from Nadi. Lautoka offers cheaper housing and residential plots which make it highly attractive to workers in neighbouring, more expensive towns, such as Nadi. However, affordable housing and land is an advantage for Lautoka which has not been fully optimized. Other attractive areas include iTaukei lands on the northern and southern peripheries of the city, and along the hills.

Currently these lands support informal settlements. The government has initiated the relocation of notable settlements within the city and along the coast in the interests of public health and climate change adaptation. Such settlements include Navutu settlement and a settlement near the Vunato rubbish dump. Lautoka City offers attractive affordable housing and good access to basic infrastructure and services. However, there is limited opportunity for investment.

THE INSTITUTIONAL SET-UP

- LCC does not provide housing despite being allowed to as per the Local Government Act (Cap. 125). Instead, housing is provided through private initiative and investment, and statutory authorities such as the Housing Authority, the Public Rental Board and the Housing Assistance Relief Trust. Additionally, non-government organizations like Habitat for Humanity and Lions Rotahomes and various religious organizations provide housing for the urban poor.

REGULATORY FRAMEWORK

There is only a limited regulatory framework to support LCC control of housing. This is due to the absence of a national housing act. However, legislation on this subject is currently being explored.

In this way, legislation for housing is currently fragmented and is sourced from the Town Planning Act, the Subdivision of Land Act and the Public Health Act. These all focus on development control and regulation, rather than long-term provision planning.

PERFORMANCE AND ACCOUNTABILITY

In terms of housing provision, LCC is not accountable to either central government or ratepayers as LCC is not a housing provider. The statutory housing providers, on the other hand, do submit quarterly reports to the Department of Housing who monitors progress and disburses annual grants. However, performance of housing providers is measured solely on compliance with housing regulations.

AGREED PRIORITIES

- Establish a database of ratable properties which includes housing and residential data. Properties in the boundary extension areas should be included. All properties in the database should be linked to GIS maps.
- Coordinate with the Lautoka Chamber of Commerce to provide investment options for housing and commerce, in order to make the most of attractive and affordable housing land.
- Incorporate information on infrastructure and services into the proposed GIS section of the LCC's town planning unit.



Housing at Koroipita outside Lautoka City
© SCOPE

RESOURCE MOBILIZATION

Within LCC finances, there is no budget for housing provision. Works under the citywide consultation will see improvements undertaken by council within identified informal settlements in Lautoka City.

PROJECT PROPOSALS

PROJECT 1 URBAN HOUSING AND SHELTER

Establish a database on existing shelter and settlements in Lautoka region

PROJECT 2 URBAN HOUSING AND SHELTER

Undertake a citywide consultation for Navutu settlement for improved living conditions, infrastructure and services provision and tenure security.

PROJECT 3 URBAN HOUSING AND SHELTER

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

PROJECT 4 URBAN HOUSING AND SHELTER

Review planning and subdivision standards in order to produce acceptable reduced standards for affordable housing and informal settlement upgrading initiatives.



Social housing blocks each containing four homes
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URBAN CLIMATE CHANGE AND DISASTER RISK REDUCTION



Poor solid waste management can result in the blocking of natural waterways

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The central business district of Lautoka is located on the coast and has recently been subject to frequent floods considered to be linked to climate change. These flood events caused extensive damage to roads and water and sewerage systems, and greatly affected human health and livelihoods. The increasingly dense informal settlements located in coastal areas and along waterways are extremely vulnerable. These communities must consider climate change adaptation strategies and implement disaster risk mitigation measures in order to address climate change.

LCC acknowledges climate change and the negative impacts of climate change in the city and in the peri-urban areas. As a result, LCC has initiated measures including improvements and upgrades to drainage systems, and solid waste management programmes aimed at reducing waste. In addition, given the capacity of mangrove forests to mitigate coastal flooding and storm surges, LCC should seek to protect mangrove forests in the Lovu area, and outside the city boundaries. Protection should include relevant measures to regulate human activities which lead to clearing of the mangroves, such as informal settlement. Awareness of the role of mangrove forests in reducing flood risk should be promoted amongst local communities. As an additional incentive, it should be stressed that mangrove deforestation also diminishes fishing stocks vital to the survival of many local communities.

Furthermore, given plans by LCC to extend development into the foreshore area, managing climate change within the city will become increasingly

critical. As a result, all development plans and future development projects should consider climate change and include climate change adaptation measures based on likely sea level risk, storm intensity and flood levels.

THE INSTITUTIONAL SET-UP

- The Department of Environment under the MLGUDHE and the Climate Change Unit under the Ministry of Foreign Affairs and Trade are mandated to implement the national climate change policy which includes awareness and capacity building.
- The National Disaster Management Office is the coordinating body in the event of a disaster in Lautoka. The Commissioner Western's Office facilitates and implements disaster management. There is a National Disaster Management Office Taskforce for Lautoka which LCC is part of.
- There is no provision for climate change or national disasters within the LCC budget, as this is considered the responsibility of central government.

REGULATORY FRAMEWORK

- Regulation includes the Environmental Management Act and the National Climate Change Policy.
- The National Disaster Management Office is the main coordinating body responsible for disaster management in Lautoka. The LCC is a member of the National Disaster Management Office Taskforce for Lautoka, which is activated for any disaster in Lautoka.

RESOURCE MOBILIZATION

- LCC annual budget allocation for climate change and disaster management should proactively consider risk reduction and mitigation measures.
- LCC could join the UN-Habitat Cities and Climate Change Initiative in order to receive support from UN-Habitat in adapting to climate change. Such support would involve undertaking climate change vulnerability and adaptation assessments and incorporating climate change adaptations measures into LCC's planning process. Additionally, it would see communities taking a proactive stance on climate change adaptation within their own settlements and neighbourhoods. With knowledge of its vulnerability to climate change, each community can determine appropriate measures for adaptation.

AGREED PRIORITIES

- Dedicate 10 per cent of LCC budget to climate change adaptation and disaster risk reduction and management.
- Prepare a disaster management action plan and train community committees in relevant components. Disseminate action plans in collaboration with Disaster Management Committee and the Commissioner Western's Office to local communities.
- Increase the awareness of major landowners, land administrators and the community on land development process. There should be a focus on appropriate development processes for coastal projects and projects located near waterways. Produce user-friendly publications and brochures on this subject

PROJECT PROPOSALS

PROJECT 1 CLIMATE CHANGE AND DISASTER MANAGEMENT

Prepare a disaster management plan for Lautoka.

PROJECT 2 CLIMATE CHANGE AND DISASTER MANAGEMENT

Revise development controls for all new developments and subdivisions so that they consider flood mitigation and climate change adaptation measures.

PROJECT 3 CLIMATE CHANGE AND DISASTER MANAGEMENT

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



Records of the flood water level in the industrial area of Lautoka City

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

URBAN GOVERNANCE AND FINANCE

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
COMMUNICATION, AWARENESS AND TRANSPARENCY			
<p>LCC benefits from long-serving middle managers and staff.</p> <p>Absence of politics within the local government as per Local Government Reform 2008.</p>	<p>Overlapping roles and responsibilities of council executive staff leading to confusions which in turn damages morale and can lead to negligence of protocols.</p>	<p>Involvement of the community in the decision-making process for Lautoka City through community meetings and the Neighbourhood Watch Zones scheme.</p>	<p>Changes in leadership and leadership style to which the council staff must adapt.</p>
FINANCIAL CAPACITY AND ACCOUNTABILITY			
<p>Good mixture of both young and mature staff.</p> <p>SA knows the region well and provides a strong link between the community and the municipality.</p> <p>Code of Conduct in place.</p>	<p>High quantity of rates in arrears.</p>	<p>Potential additional rates and revenue through boundary extensions.</p> <p>Adaption and implementation of an accrual accounting budget system by 2013.</p>	<p>Changes in leadership and executive management staff may trigger allegiance issues amongst the council staff.</p>

URBAN GOVERNANCE AND FINANCE	Project proposal
	Formulate a staff training policy, a staff training and development plan, and a succession plan.

Location: Lautoka City

Duration: 3-6 months

Beneficiaries: LCC and MLGUDHE

Implementing Partners: DLG, DTCP LCC (Human Resources Department), donor agencies.

Estimated Cost: FJD 30,000–50,000

Background: LCC has a relatively high turnover of technical staff which results in delays in project and development approvals.

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

Activities: Conduct a workshop with technical and managerial staff from LCC in order to identify training and human resources development needs, potential for succession planning and gaps in policy; draft training policy and plans through consultation between senior staff of LCC (Human Resources Department) and MLGUDHE; share drafts with LCC staff for review; seek final endorsement of the policy and plans by LCC and MLGUDHE.

Outputs: A comprehensive staff training policy, a medium-term (3-5 years) staff training and development plan, and a succession plan.

Staff Required: One staff member from LCC (Human Resources Department); two staff members from MLGUDHE (i.e. one staff member from a technical unit of DTCP such as planning or engineering, and one staff member from the Department of Lands and Survey).

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

Location: Lautoka City and Suva City (MLGUDHE Headquarters)

Duration: 6-8 months

Beneficiaries: LCC and MLGUDHE

Implementing Partners: LCC, DLG, donor agencies.

Estimated Cost: FJD 30,000-50,000

Background: Poor budget allocation in LCC has led to queries regarding accountability and transparency. MLGUDHE needs to set budget standards to guide LCC (Finance and Administration Departments).

Objectives: To improve accountability and transparency in accounting and budget allocation practice. To encourage a more strategic approach to budget-setting for improved management of resources in LCC.

Activities: Train LCC's finance staff for improved understanding of urban issues and enable more efficient management of LCC resources and funds.

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

Staff Required: One senior staff member from DLG; one staff member from LCC (Finance Department); one staff member from MLGUDHE (Finance Department).

Project proposal

Clearly demarcate the respective roles and responsibilities of SAs and CEOs in the administration and management of LCC.

Location: Lautoka City

Duration: Three months

Beneficiaries: LCC, DLG, and MLGUDHE.

Implementing Partners: DLG

Estimated Cost: FJD 10,000

Background: LCC has had two CEOs since 2006 and two SAs since 2008. These changes make it difficult for LCC to implement key objectives and are mainly due to ambiguity over the respective roles and responsibilities of the positions. As such, the positions need to be better defined to avoid overlap and encourage a cohesive approach to executive management of LCC. In particular the MLGUDHE and DLG need to better understand the positions in order to appropriately delegate assignments from national government and effectively manage any concerns and complains raised by the public over council affairs.

Objectives: To improve executive management of LCC and foster good governance, transparency and accountability within the council.

Activities: Undertake consultations with the current SA and CEO, as well as former CEOs, if required; encourage round-table discussion with the current SA and CEO in order to encourage collaboration; interview senior management staff of both administrative and technical departments in order to obtain feedback on issues relating to the definition of the positions' roles and responsibilities; prepare a document defining the positions and ensure that the roles and responsibilities of each are aligned with the LCC mission statement, key objectives and key outputs.

Outputs: Defined roles and responsibilities of both the SA and CEO positions.

Staff Required: One external consultant or senior staff member from MLGUDHE; participation of previous SAs and CEOs, as well as a senior management staff.

URBAN PLANNING AND MANAGEMENT

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
EFFECTIVE STRATEGIC PLANNING			
<p>Effective use of the Lautoka Town Planning Scheme.</p> <p>Strategic direction due to strategic plans, annual corporate plans, budget plans and business plans.</p> <p>Well-planned city with wide streets and roads that ease traffic flow and reduce traffic congestion.</p>	<p>Absence of a professional town planner to effectively oversee the implementation of the strategic directions embedded in the Lautoka Town Planning Scheme and Scheme Statement.</p>	<p>Establishment of an environmental management unit to oversee environmental compliance and monitoring for all developments in accordance with the Environmental Management Act 2005 and Regulations 2007.</p> <p>Establishment of a GIS section and deployment of corresponding refresher courses on GIS for staff of the Planning Unit.</p> <p>Training on GIS and mapping applications.</p>	<p>Unplanned and uncontrolled development resulting to informal settlements and illegal activities.</p>
TECHNICAL CAPACITY AND TRAINING			
<p>Good mixture of both young and mature staff.</p>	<p>Limited urban management capacity because town planning matters are overseen by building engineers and health inspectors. This in turn reduces the effectiveness of these professionals in their own fields.</p> <p>Limited capacity of urban planners and limited number of technical staff with experience.</p>	<p>Engagement of volunteer planners or consultant planners to support LCC and neighbouring urban areas such as Nadi Town and Sigatoka.</p>	<p>Movement of trained staff from LCC to other larger councils or overseas due to the offer of better salaries.</p> <p>Absence of succession plans for technical staff.</p>

URBAN PLANNING AND MANAGEMENT	Project proposal
	Establish and staff a planning unit equipped with GIS. With support from DTCP, train staff of GIS applications.

Location: Lautoka City

Duration: Six months

Beneficiaries: LCC, Lautoka City communities, the public and private sectors.

Implementing Partners: DLG, DTCP (GIS and Information Technology Unit), LCC, South Pacific Applied Geo-Science Commission (SOPAC).

Estimated Cost: FJD 50,000

Background: LCC’s records and plans are paper-based. This makes LCC largely dependent on DTCP in terms of plan preparation. There are no staff assigned to the management of land and building information within LCC, despite continued mapping by LCC of the urban area.

Objectives: To strengthen the management of land data and information and to increase the efficiency of access to this data and information.

Activities: Acquire necessary equipment, software and workspace; recruit needed staff for the GIS unit and familiarize existing staff with the functions of the unit.

Outputs: Efficient information and data management.

Staff Required: One GIS technician; two research assistants.

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

Location: Lautoka City

Duration: Three months

Beneficiaries: LCC, Lautoka City community, public and private sectors.

Implementing Partners: LCC and DLG

Estimated Cost: FJD 30,000

Background: The limited capacity of LCC staff and inconsistencies in delivery of urban services means that it is necessary to set standards for many aspects of urban management. These standards should encourage improved delivery of services and problem-solving, and support staff training and development. A user-friendly manual should be prepared to guide staff on these functions.

Objectives: To improve the efficiency and consistency of service delivery and support staff training and development.

Activities: Undertake a workshop with relevant staff and stakeholders in order to identify the appropriate standards for different functions of urban management and planning; prepare draft standards and circulate these for review and trialing; finalize the draft and prepare a corresponding manual. The manual should be reviewed on an annual basis.

Outputs: A town planning manual with standard operating procedures (SOPs) for all urban management and planning activities.

Staff Required: One senior planner from DTCP; one planner from LCC; two research assistants from either DTCP or LCC.

URBAN PLANNING AND MANAGEMENT	Project proposal
	Establish a local government service body to provide technical services (such as town planning, engineering, surveying etc.) to local governments. This body should be jointly-funded by all councils within the Western Division.

Location: The councils of the Western Division

Duration: 3-6 months for establishment

Beneficiaries: The councils of the Western Division

Implementing Partners: The councils of the Western Division, DTCP, DLG

Estimated Cost: FJD 300,000 per annum

Background: The councils of the Western Division require qualified and experienced technical assistance. Due to funding shortages, many councils cannot engage qualified professionals on a fulltime basis. As a result, councils within the Division should consider establishing a local government services body, to provide technical assistance to all participating councils.

Objectives: To provide councils with technical staff to support the management of development projects within the different municipalities.

Activities: Set the scope of works, prepare contracts and recruit technical staff; determine the allocation of time and services of the staff according to the needs of the councils.

Outputs: A local government services bodies to provide technical support to the councils of the Western Division.

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

URBAN PLANNING AND MANAGEMENT	Project proposal
	Revise the Lautoka Town Planning Scheme with guidance from DTCP, the local government service body or an external town planner consultant.

Location: Lautoka City

Duration: 6-9 months

Beneficiaries: LCC, DTCP, private developers and landowners.

Implementing Partners: LCC and DTCP

Estimated Cost: FJD 100,000-150,000

Background: It has been over 15 years since the Lautoka Town Planning Scheme was revised. LCC would like to extend the municipal boundaries in order to increase its revenue base and facilitate better management of peri-urban areas. In addition, the industrial, education and sports tourism sectors are increasingly important to the economy of Lautoka City and the region. Given these changes, the town planning scheme should be carefully reviewed to ensure that it's development objectives and economic, environmental and social policies all encourage growth in the Lautoka City region.

Objectives: To prepare a robust and flexible town planning scheme that incorporates boundary extension areas, and provides development control mechanisms which foster sustainable development in the Lautoka City region.

Activities: Undertake a comprehensive land use survey; prepare a survey report; consult with relevant stakeholders, prepare draft scheme plan, scheme report, scheme statement and general provisions; distribute draft documents to key stakeholders; submit these documents for consultation by relevant agencies, property owners, ratepayers and the general public; undertake a review of draft documents based on feedback and prepare final versions for approval by DTCP. Awareness raising efforts should be encouraged as part of the scheme implementation process.

Outputs: Revised Lautoka Town Planning Scheme (including new schemes for the proposed boundary extension areas).

Staff Required: One town planner from either DTCP or the proposed local government services body, or one town planning consultant.

LAND DEVELOPMENT AND ADMINISTRATION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
EFFECTIVE STRATEGIC PLANNING			
<p>Strict compliance with the town planning scheme enforced by LCC.</p> <p>Participation of NGOs and civil society on land development issues and pro-poor initiatives.</p>	<p>Weak enforcement mechanisms for illegal developments.</p> <p>Limited capacity for implementing development controls due to non-planners engaged in urban management and planning.</p>	<p>Partnership with landlords or landowning units for development projects</p> <p>Increase awareness of the importance of urban planning, development controls and compliance with land development laws.</p> <p>Establish a database of land information and maps.</p> <p>Provide new land for urban development by revising the Lautoka Town Planning Scheme and incorporating the proposed boundary extension areas.</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>

LAND DEVELOPMENT AND ADMINISTRATION	Project proposal
	<p>Undertake an extensive programme for awareness raising on formal land development procedures. The programme should focus on the Lautoka City community, including communities in the peri-urban areas.</p>

Location: Lautoka urban area

Duration: Six months

Beneficiaries: LCC, Lautoka City community and peri-urban communities, public and private sectors.

Implementing Partners: LCC, DTCP, local communities, businesses and developers.

Estimated Cost: FJD 30,000

Background: There is a need for increased awareness of formal land development processes. Awareness raising initiatives should make the most of local newspapers and flyers to build awareness.

Objectives: To increase awareness amongst Lautoka City communities of formal land development processes in order to combat illegal developments and illegal activities.

Activities: Coordinate the preparation of awareness-raising materials for publication; establish an organizational committee for World Town Planning Day.

Outputs: Brochures and awareness raising materials.

Staff Required: One communications officer

LAND DEVELOPMENT AND ADMINISTRATION	Project proposal
	<p>Establish an easily-accessible GIS-based electronic database of land information and data.</p>

Location: LCC

Duration: 24 months

Beneficiaries: LCC, Lautoka City community, public and private sectors.

Implementing Partners: DLG, DTCP (GIS and Information Technology Unit), LCC, South Pacific Applied Geo-Science Commission (SOPAC).

Estimated Cost: FJD 50,000

Background: LCC's records and plans are paper-based. This makes LCC largely dependent on DTCP in terms of plan preparation. There are no staff assigned to the management of land and building information within LCC, despite continued mapping by LCC of the urban area.

Objectives: To create a land and building database for LCC.

Activities: Collect all land and building records and digitize all maps and plans.

Outputs: Database and digital plans.

Staff Required: One GIS technician; two research assistants.

LAND DEVELOPMENT AND ADMINISTRATION

Project proposal

Undertake an extensive programme for awareness raising on formal land development procedures. The programme should focus on the Lautoka City community, including communities in the peri-urban areas.

Location: Lautoka City

Duration: Six months

Beneficiaries: LCC, Department of Lands and Survey, TLTB, land developers, businesses and community members.

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

Estimated Cost: FJD 150,000 per unit.

Background: The Environmental Management Regulations stipulate that all development approving authorities must establish an environmental management unit as per the Environmental Management Act. The environmental management unit's role is to enforce compliance with the Environmental Management Act and Regulations through the use of environmental impact assessments (EIAs) for all development projects listed in the Act (Schedule Two).

Objectives: To reduce the environmental degradation of development projects by establishing effective environmental management systems.

Activities: Establish a budget for each unit; recruit unit staff; prepare a manual for unit operations in accordance with the Environmental Management Act and Regulations; undertake capacity building of the unit; undertake awareness raising programmes to promote the role of the unit.

Outputs: An environmental management unit in each of the three offices of LCC, TLTB and Department of Lands and Survey.

Staff Required: One environmental officer; one environmental assistant.

URBAN INFRASTRUCTURE AND SERVICES

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Good accessibility to urban infrastructure and services.</p> <p>While informal housing developments are not connected to LCC's reticulated sewerage system, they do use septic tanks.</p> <p>Existence of legislation requiring the provision of urban services and amenities to all residents of Lautoka City, including residents of peri-urban areas.</p> <p>Adoption by LCC, local communities, schools and organizations, of good waste management practices based on the '3Rs' (reduce, re-use, recycle). This is reducing council expenditure on waste management.</p> <p>The management of all roads in Lautoka by Fiji Roads Authority.</p>	<p>Inadequate and intermittent water supply.</p> <p>Limited budget.</p> <p>Lack of control over infrastructure in the city because most infrastructure is managed by statutory authorities such as Water Authority Fiji and Fiji Roads Authority.</p> <p>Reluctance of LCC to provide basic services to informal settlements.</p> <p>Poor maintenance of the sewerage treatment plant which reduces its capacity. The plant is already under pressure as a result of increased load from new housing developments.</p>	<p>Establish an urban management board for the Western Division in order to coordinate the activities of the municipal councils, national infrastructure providers and the Commissioner Western's Office.</p> <p>Undertake citywide consultation initiatives to improve basic services and amenities in informal settlements on the peripheries of town.</p> <p>Encourage the harvesting of rainwater by schools and households in order to reduce disaster risk and adapt to climate change, as well as ease limitations in the current water supply system.</p>	<p>The presence of substantial structures on reserved land may impede the laying of new utilities lines to informal settlements.</p> <p>Continued rise urban population density, especially in squatter settlements, could worsen living conditions and pose public health risks.</p> <p>Exacerbation of flood risk due slow upgrading of drainage systems.</p>

URBAN INFRASTRUCTURE AND SERVICES	Project proposal
	Establish an information hub (database) inventorying all infrastructures and urban services

Location: Lautoka urban area

Duration: 24 months

Beneficiaries: LCC, city and peri-urban communities, infrastructure agencies.

Implementing Partners: LCC, DTCP, Fiji Electricity Authority, Water Authority Fiji, Fiji Roads Authority, Fiji Sugar Corporation, Telecom Fiji Limited, Department of Lands and Survey, TLTB, Fiji Ports, Lautoka Rural Local Authority, Commissioner Western's Office.

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

Background: There is limited data available on urban infrastructure and services in Lautoka City, including the peri-urban areas. This makes strategic development planning and decision-making difficult, and leads to ineffective growth and development policies.

Objectives: To enhance understanding and coordination between utility providers and LCC. This will improve service delivery and facilitate more efficient and effective development plans and policies. It will also enable utility providers to prepare strategic infrastructure plans which are aligned with projected demands in the Lautoka urban area.

Activities: Consult with utility providers on existing gaps and areas for improvement of current information exchange systems and databases; identify types of data needed, intended uses of data, target audiences, strategic planning outputs etc. for the database; ensure that standards facilitating data exchange between stakeholders are adopted.

Outputs: Infrastructure and urban services database for better strategic infrastructure planning and coordination between the utility providers and LCC.

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

URBAN INFRASTRUCTURE AND SERVICES	Project proposal
	Improve land information systems by digitizing maps and plans into a GIS-based electronic database which is accessible to the public

Location: Lautoka City

Duration: 24 months

Beneficiaries: LCC, Lautoka City communities, public and private sector.

Implementing Partners: DLG, DTCP (GIS and Information Technology Unit), LCC, SOPAC.

Estimated Cost: FJD 50,000

Background: LCC's records and plans are paper-based. This makes LCC largely dependent on DTCP in terms of plan preparation. There are no staff assigned to the management of land and building information within LCC, despite continued mapping by LCC of the urban area.

Objectives: To create a land and building database for LCC.

Activities: Collect all land and building records and digitize all maps and plans.

Outputs: Database and digital plans.

Staff Required: One GIS technician; two research assistants.

Project proposal

Incorporate information into the Greater Western Urban Growth Management Plan.

Location: Western Division

Duration: 3-4 months

Beneficiaries: LCC and other western councils.

Implementing Partners: LCC, DTCP and DLG.

Estimated Cost: FJD 30,000

Background: The DTCP is undertaking an extensive land use study of Nadi and Lautoka areas in order to identify key development trends, uses and needs. This study will lead to the preparation of the Greater Western Urban Growth Management Plan which will provide guidance to stakeholders and developers on matters relating to planning, development and investment in the Nadi and Lautoka areas. The plan will be particularly useful to utility and infrastructure providers when preparing infrastructure plans.

Objectives: To improve coordinated strategic planning and management of resources in order to foster development and growth in the region.

Activities: Undertake land use study and GIS mapping of Nadi and Lautoka areas; establish a comprehensive database; identify gaps in strategic planning and policy; undertake capacity building for budget planning and infrastructure planning.

Outputs: Greater Western Urban Growth Management Plan.

Staff Required: Four technical staff from LCC; four project staff from DTCP (or possibly 10 volunteers as technical assistants).

URBAN HOUSING AND SHELTER

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Extensive areas of land programmed for residential development and already provisioned 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>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>Reluctance of residents to relocate is delaying the Navutu Village resettlement programme.</p> <p>Lack of acknowledgement by LCC of the informal settlements located beyond the city boundary.</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>Establishment of reduced housing standards to stimulate the provision of affordable housing and improve the standard of living in informal settlements.</p> <p>Greater appreciation by the LCC 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>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>General 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>

URBAN HOUSING AND SHELTER	Project proposal
	Establish a database on existing shelter and settlements in Lautoka region

Location: Department of Housing, Suva

Duration: 12 months

Beneficiaries: LCC, Department of Housing (Poverty Alleviation Unit), residents of informal settlements in Lautoka 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 LCC nor the Department of Housing has a database of settlements in the Lautoka 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 Lautoka region for easy retrieval of information.

Activities: Recruit a project officer to undertake the following tasks: identify all settlements in Lautoka; 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 Lautoka region.

Staff Required: One project officer.

URBAN HOUSING AND SHELTER	Project proposal
	Undertake a citywide consultation for Navutu settlement for improved living conditions, infrastructure and services provision and tenure security.

Location: Navutu, Lautoka City.

Duration: 24 months

Beneficiaries: LCC, Department of Housing, TLTN, infrastructure and service providers, residents of the Navutu informal settlement, NGOs and civil society organizations.

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

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

Background: LCC and the Department of Housing, along with the TLTB, intend to upgrade the informal settlement at Navutu in 2014. TLTB 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 Navutu settlement and incorporate climate change adaptation and disaster risk reduction mechanisms into the upgrading process. To increase LCC's recognition of settlements in the Lautoka region.

Activities: Consult and engage with stakeholders including MLGUDHE (Department of Housing, DLG, DTCP, Department of Environment), Ministry of iTaukei Affairs, Ministry of Provincial Development (through the District Office), LCC and People's Community Network of Fiji; 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).

URBAN HOUSING AND SHELTER	Project proposal
	Prepare a manual on how to undertake citywide consultation and settlement upgrading.

Location: Department of Housing, Suva.

Duration: Six months

Beneficiaries: LCC, 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.

URBAN HOUSING AND SHELTER	Project proposal
	Prepare a manual on how to undertake citywide consultation and settlement upgrading.

Location: Department of Housing, Suva

Duration: 3-4 months

Beneficiaries: LCC, Department of Housing (Poverty Alleviation Unit), infrastructure agencies, residents of informal settlements in Lautoka region, NGOs and civil society organizations.

Implementing Partners: Department of Housing, DTCP (Subdivision and Forward Planning Unit, along with the GIS and Information Technology Unit).

Estimated Cost: FJD 50,000

Background: Increasing population densities in informal settlements are highlighting the need for in-situ upgrading. Current standards for upgrading are contained in the LCC's General Provisions. However, meeting minimum standards in densely populated informal settlements is difficult. Rather than displace or relocate residents, it is preferable to review current residential standards in order to develop reduced useable standards which can be applied in informal settlements.

Objectives: To set appropriate minimum standards for residential upgrading in informal settlements ensuring the provision of basic utility services and addressing public health and sanitation issues.

Activities: Review existing standards and previous upgrading projects; undertake a detailed survey of the informal settlements in Lautoka City in order to identify the needs and demographic of the settlements; undertake an as-built survey of the settlements; undertake a survey of the existing infrastructure; identify project plans and preliminary cost estimates.

Outputs: Reduced standards and guidelines for affordable housing and informal settlement upgrading. These should be incorporated into LCC General Provisions.

Staff Required: Two senior planners from DTCP; one planner from LCC.

CLIMATE CHANGE AND DISASTER RISK REDUCTION

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
<p>Acknowledgement of climate change and its effects on Lautoka City and the peri-urban areas.</p> <p>Extensive mangrove forests around Lovu which provide protection from storm surges and cyclones.</p> <p>Plans to further develop the city's foreshore in order to accommodate the expansion of the commercial centre. Such plans need to consider and incorporate climate change adaptation strategies.</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>The informal settlement at Navutu is experiencing coastal erosion.</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 in coastal areas (south of Lautoka) which damage the foreshore increasing the town's vulnerability to coast hazards (i.e. floods and storm surges, cyclonic activity etc.). New development projects should undertake risk assessments.</p>

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

Location: Lautoka region

Duration: Six months

Beneficiaries: LCC, National Disaster Management Office, Commissioner Western's Office, business owners, private property owners, ratepayers, Lautoka 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, Lautoka Rural Local Authority, District Office Lautoka, 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 LCC and implementing partners to develop a disaster management plan or action plan for the Lautoka region including Lautoka City. The plan should facilitate the allocation by LCC of resources from the annual budget.

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 Lautoka 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 Lautoka region.

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

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: Lautoka region

Duration: 4-6 months

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

Implementing Partners: LCC, DTCP, Lautoka Rural Local Authority.

Estimated Cost: FJD 20,000

Background: The current development controls, as specified under the Lautoka 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 General Provision for Lautoka City.

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

CLIMATE CHANGE AND DISASTER RISK REDUCTION	Project proposal
	Community-level awareness raising and capacity building for the disaster management plan.

Location: Lautoka region

Duration: 3-6 months

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

Implementing Partners: LCC, NDMO, Commissioner Western's Office, Provincial Office, Disaster Management Committee, Ministry of Health, Lautoka Rural, District Office Lautoka.

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
EIA	Environmental Impact Assessment
GIS	Geographic Information System
JICA	Japan International Cooperation Agency
LCC	Lautoka City Council
MLGUDHE	Ministry of Local Government, Urban Development, Housing and Environment
NGO	Non-governmental Organization
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

Lautoka City Council Corporate Plans
Lautoka City Council Annual Reports
Lautoka City Council Five Year Strategic Plan 2010-2014

LAUTOKA CITY URBAN PROFILE

The Lautoka City 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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