



Submission of Proposals: Application Form

Please read carefully the "Guidelines for the Submission of Proposals" which outline the modalities for application and the criteria for the selection of proposals spelled out in the Cities Alliance Charter. Please ensure that all necessary supporting documentation is attached to this form. Additional information may also be enclosed, **but total submission should not exceed 12 pages.**

1. TITLE of PROPOSAL: Fiji's City Development Strategy and Settlement Upgrading Programme

2. PROPOSAL SUBMITTED BY¹:

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Contact person for questions on the application:

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3. CITIES ALLIANCE MEMBER(S) SPONSORING THE APPLICATION:

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4. RECIPIENT ORGANISATION: – organisation that will receive and execute the grant:

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5. OTHER IMPLEMENTING PARTIES (if any):

Name and Title: Mr Ganeshwa Rao, Acting Chief Executive Officer

¹ Country-specific proposals typically originate from local authorities, but must be sponsored by at least one member of the Cities Alliance (see [Cities Alliance Charter](#), Section D.14).

² Pending local government elections, the FLGA has been temporarily replaced by the Local Government Forum, hosted by the Department of Local Government in the Ministry of Local Government, Urban Development, Housing and Environment, which meets on a regular basis to share good practice experiences.

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INFORMATION ON PROPOSED PROJECT:

6. Type of project (*check one*):
City Development Strategy___ Slum Upgrading___ Both _
7. Geographic scope of project (*specify*):
City: Greater Suva Area (Lami Town, Suva City, Nasinu Town & Nausori Town), Nadi Town & Lautoka City
Country: Fiji Islands
Global/Regional/Multi-country: Pacific Region
8. Expected duration: 2 years

BUDGET SUMMARY:

9. Amount of total budget requested from Cities Alliance funding: US Dollars **\$350,500**
Co-financing amount of total budget, including local partners: US Dollars **\$1,022,750**
10. Total project budget cost: US Dollars **\$1,373,250**
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DESCRIPTION OF PROPOSED PROJECT:

11. Background

12.1 Overview of Fiji's urban sector and issues to be addressed:

Fiji Islands has a national population of 837,271 persons (2007), of which approximately 51% live in urban areas, which is likely at the current growth rates to reach 61% of the population by 2030. Approximately 57% of this urban population live in the Greater Suva Area (GSA) comprising the City and Town Councils of Lami, Suva, Nasinu and Nausori. While official urbanization rates suggest an annual growth rate of approximately 2%, this is recognised to be under-represented statistically, given the recent migration of displaced cane farmers to urban and peri-urban areas following the non-renewal of cane farm leases. In the next 20 years, a further 5,225 land leases are projected to expire around Fiji and if these leases are not renewed more people will end up in squatter housing³. It is now recognized that the GSA urban population has now reached such a size, that it would grow even in the absence of migration from rural areas. Furthermore these urban areas are critical for future socio-economic development of the country, given that approximately 60% of national GDP is produced in Fiji's cities and towns.

In 2003, the GSA had the highest number in squatter population at 42,435 people (i.e. 8487 households within 72 settlements) with Nasinu being dubbed as the Squatter Town.⁴ It was estimated that within three years, the squatter households in the GSA would almost double resulting in a total squatter population of over 90,000 people and placing an enormous strain on infrastructure (water supply, sewerage, electricity, waste management, roads) and social services. In 2006, some 185 squatter settlements were identified across Fiji providing shelter to an estimated population of 100,000, in which one study⁵ asserted that a third of squatter urban households lived below the poverty line with limited opportunities to generate cash incomes. These often under-serviced settlements magnify the degradation of social, economic and environmental conditions, highlighting their vulnerability to rapid urban growth. Increased pressures on land and with environmental, infrastructure and municipal services being put under heavy strain and stress the Government of Fiji (GoF) and urban stakeholders including the vulnerable communities recognize the need for fast, effective, sustainable city wide solutions which can only be created through improved coordination and dialogue

³ Habitat for Humanity: Poverty Housing in the Developing Nations of the Pacific Islands, 2009

⁴ The Squatter Situation in Fiji, Department of Housing, 2003

⁵ The Shanty Towns of Fiji, Dharam Lingham, 2007

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amongst each other, to be ideally driven and supported by local community to encourage partnerships and participation.

The GoF approved its national Urban Policy Action Plan in 2004⁶, recognising that urban development does not stop at town boundaries, and that local councils and the squatter communities will need to be better empowered, staffed and resourced to manage these rapidly growing peri-urban areas and better develop their housing and livelihoods fostering economic rural-urban linkages. The Fiji Local Government Association (FLGA) has been playing a central role in ensuring city and town council participation in the process of policy formulation and partnership building, as well as driving the improvement of technical resources and strengthening their financial management capabilities, a role now performed by the MLAUDH&E's Local Government Forum. However, much work remains to be done in synthesizing efforts at national, local and community levels to achieve sustainable urban development and effective management of urban growth. An all inclusive, consultative and participatory city wide approach as evidenced in the preparation of the first municipal strategies is recognized as a means of achieving this.

The Urban Growth Management Plan (UGMAP, 2006) for the Greater Suva Areas was a major outcome of the joint GoF and Asian Development Bank Technical Assistance 3243-FIJ. UGMAP's main intent is to guide government agencies, particularly the Ministry of LGUDH&E, local councils and specialised agencies such as the Housing Authority and the Native Land Trust Board (NLTB) in improving the effectiveness of planning and management of urban growth in the GSA. The UGMAP has three main components; 1) an urban land development program (upgrading of settlements through municipal boundary extensions, reduced planning requirements, securing tenures and provision of basic services); 2) urban policy and institutional development; and 3) urban development resource mobilisation.

Fiji has made concerted efforts to update and consolidate existing data for identified priority areas developed, review of awareness programmes which are anchored in the town and country planning division of the MLGUDH&E and are now able to focus on pushing ahead with implementing and operationalizing these plans. This action is required now, if squatter settlement development is not to outpace government responses and programmes or further compromise local councils delivery of services including solid waste collection. Accessing land for housing, additional services and the reviewing of formal regulations and standards need to be addressed urgently particularly as costs continue to rise with little indication of easing in the near future due to the global crisis.

The MLGUDH&E has embarked on a nationwide slum upgrading initiative through its five year Public Sector Investment Programme (2009-2013) committing to its Squatter Settlement Upgrading and Resettlement Programme with the main objective to alleviate poverty by facilitating the provision of infrastructure, services and affordable, quality housing opportunities for low income earners and the poor. The 4 year project investment cost by the GoF is FJ\$19million and includes \$4.3 million Partnership projects with the Housing Authority of Fiji and NGO's like ECREA, People's Community Networks (PCN), Habitat for Humanity and Rotahomes. The MLGUDHE has committed to an institutional response to Squatter Housing under the Department of Housing (DOH), whereby a Committee on Squatter Housing (CoSH) has been established with the mandate to consider and address the national situation for low-cost housing with particular emphasis on in-situ upgrading of existing squatter settlement areas.

PCN is implementing an upgrading pilot community project (Lagilagi Jittu Estate) located in Suva, contributing a loan total of FJ\$1.3 million over 3 years (from Misereor) FJ\$930,100 secured by ECREA/PCN. The Asian Coalition for Housing Rights (ACHR) is also supporting this project to engage and empower poor communities for secure land tenure and better housing and living standards. The Department of Housing hopes that this first community led project will translate into a detailed implementation plan that will support a sustained programme with greater opportunities for replication in other cities and towns within Fiji; and which will contribute to the DOH's targets for the development of a National Housing Strategy and a Low Cost Housing Policy. This was recently further strengthened through an MOU signed between the MLGUDHE, PCN and ACHR, with ACHR through its ACCA programme investing \$610,000 over 3 years to undertake a City-Wide upgrading Programme in 15 cities where PCN works (primarily in the Greater Suva Area, the Ba-Nadi-Lautoka corridor in the west, and Labasa in the North) to prioritise and implement information gathering, planning, savings scheme and upgrading works within identified squatter communities. With this partnership approach, it is recognised by the authorities that established local community networks already exist, and that if they work together with these networks, more productive and effective outcomes could potentially be achieved in addressing this growing urban issue at a community and city wide level.

To expand and synergise with the UPAP, the UGMAP and the 10 year Corporate Plans of cities, the development of CDS and Settlement Upgrading Strategies (SUS) for infrastructure/settlements upgrading, together with the urban profiling and pre-feasibility studies of each of the cities identified, the proposed CA activities will help serve the identification of commonality of purposes, cooperative and complementary methods to meet development challenges with new skills, competitive and self reliant mindsets, resilience

⁶ ADB TA 3243-FJ, 2004

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and sustainability in approaches and prioritise actions by the poor and under-privileged communities. There is a need for the development of a new vision and an improved response strategy to assist in reducing the number of squatter settlements, alleviating pressure on limited technical and financial resources freeing up energies to focus on longer term strategic planning for the country's urban centres to be robust and flexible with systemic periodic intervention from the national government.

12. Objectives and Scope of the Proposal:

The overall scope of the proposal is to support priority urban poor communities to undertake detailed upgrading assessment studies and to implement priority projects identified through action-oriented City Profiles.

The proposed grant support will cut across the Cities Alliance goals and objectives: "to improve the quality of urban development cooperation and urban lending; to strengthen the impact of grant-funded urban development cooperation; to expand the level of resources reaching the urban poor, by increasing the coherence of existing programme efforts and sharpening the focus on scaling-up successful approaches; and to provide a structured vehicle for advancing collective know-how" which will be community based and driven through regular dialogue and negotiation with Government, donor agencies and other relevant stakeholders. It is aimed at strategically addressing critical urbanisation issues of poor access to land and widespread tenure insecurity; poor housing with inadequate amenities; declining health and environmental conditions; inadequate and failing infrastructure especially access to water and sanitation; and increasing hardship and associated social security issues with the ultimate goal to upgrade and reduce the number of squatter settlements in the Fiji through effective community led city development strategies.

The targeted activities to be supported and enhanced by the Cities Alliance grant aim to "improve the efficiency and impact of urban development cooperation" with a focus on building the capacity of the communities through their various networks and for the Ministry and municipal councils to better govern, plan and manage their areas. Furthermore, in the process of revising the UPAP and UGMAP with facilitation support and technical assistance provided by international, national and local partners, it is planned that the activities will involve meaningful engagement and consultation with communities including the urban poor, marginalized youth, disabled and aged to local businesses, small-scale traders, educational institutions and industries. This proposal targets visible and physical changes to urban poor communities driven by the people who will benefit directly from the positive changes, and will learn to take action for the betterment of themselves and their future generations.

The long term objective is to formulate City Development Strategies (CDSs) and Settlement Upgrading Strategies (SUSs) for Lami, Suva, Nasinu, and Nausori Councils (in the Greater Suva Area), Nadi and Lautoka (in the west), supported by Infrastructural Investment and Community-based Upgrading Feasibility Studies (IIFS/CUFS) for priority services including recommendations for a more sustainable urban development financing system which gives specific attention to in-situ community-based settlement upgrading.

In the process, national and city institutional frameworks and coordination mechanisms for urban planning, serviced land management and shelter delivery will be strengthened through application of an intensive in-service "learning by doing" capacity-building programme, so they can better support the creation of more inclusive, participative, productive, livable and sustainable human settlement developments. Similarly, the national settlement upgrading policy and legislative framework will be strengthened as proposal implementation is documented; lessons synthesized and shared for structured city, national and Pacific regional stakeholder dialogues.

Proposal implementation is expected to adapt the Cities Alliance "CDS and Cities without Slums" methodologies, global experience and good practices to the Fiji context, and set the foundations for subsequent efforts to up-scale the lessons learned city and nation-wide, as well as mainstream them in policy and legislative reforms. The long term outcome is expected to be the more sustained provision of serviced and affordable shelter for the most vulnerable urban dwellers thus contributing to the GoF efforts to achieve its MDG targets, especially MDG 7 targets (C) and (D). As these experiences are progressively integrated into Fiji's national Sustainable Development Planning process, so will it support Fiji to implement its commitments under the Pacific Urban Agenda (Initiative 13.5 of the Pacific Plan).

All partner cities are coastal and/or at the mouth of significant rivers and waterways and are affected by flooding. Special attention will be paid to identify their vulnerabilities to potential Climate Change impacts and, support will be provided to prepare climate resilient settlement upgrading strategies and action plans for identified priority settlements.

14. Methodology:

The project will be implemented through the following nine components:

Component 1: Project Start-up: Establish the Project implementation structures and make sure all key stakeholders (including implementing partners) have a common understanding of commitments and expectations. The tasks include:

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- 1.1 Review and assess critical changes that have taken place since the proposal was submitted, update the work plan and draft a M&E Framework that can be effectively applied.
- 1.2 Commence dialogue between national, city and community stakeholders together with PCN/ACHR and FSPi on the project concept, objectives, outputs, communication mechanisms, and agree through signing a Memorandum of Understanding with MLGUDH&E their participation, roles, responsibilities, commitments, budget allocations and deliverables.
- 1.3 Establish the project management arrangements (Steering Committee, etc), agree the revised work plan and M&E arrangements, and reconfirm cost sharing commitments and other inputs
- 1.4 Establish the National and City Project Teams (NPT and CPTs) and orient members
- 1.5 Procure supporting services, such as implementing partners (research, training and capacity-building institutions/NGOs) etc, and orient them on project scope, principles, process activities and outputs
- 1.6 Summarise the findings, conclusions and recommendations into an Inception Report

Component 2: Assessment and Analysis: Conduct rapid participatory city and national urban sector assessments of the current situation, development opportunities and drivers; including Climate Change Vulnerability/Adaptation Assessment and City Shelter Profiles to better inform decision makers on key infrastructural investment needs and identify under-served settlements with the potential for upgrading. The tasks include:

- 2.1 Data collection for City and National Rapid Urban Sector Profiles through Focus Group Discussions and questionnaires.
- 2.2 Summarise the current situation with supporting urban indicators collected from existing data on policy, institutional, regulatory and financial framework; performance, accountability, human resource capacity, including other development partner interventions for selected thematic areas that would include, for example, economic development, infrastructure, service delivery, shelter and governance.
- 2.3 Analyse the findings and identify the priority urban issues to be addressed by theme
- 2.4 Undertake detailed Climate Change Vulnerability and Adaptation Analysis and Urban Risk Assessments for each city, identifying vulnerable settlements and core infrastructure as risk; and scope the national institutional support mechanisms for cities to address climate change impacts.
- 2.5 Following agreement on the partner urban poor community (Component 5), undertake a more detailed City Shelter Profile in that pilot city.
- 2.6 Consolidate the findings and recommendations into draft City and National Urban Sector Profiles.

Component 3: Visioning and Strategy Development: Engage and involve key stakeholders with the selected cities and PCN communities through participatory processes to validate the City Profile findings and recommendations, prepare City Visions, generate supporting issue-specific strategies and project briefs to implement the Vision, and integrate these into a City Development Strategy including an infrastructure development programme of prioritised projects. The tasks include:

- 3.1 SWOT analysis in Focal Group Discussions (FGDs) to verify the situation analyses, identify areas of comparative advantage and those requiring strengthening, to prioritise the issues to be addressed, draft strategies of intervention and supporting project interventions (project briefs).
- 3.2 Prepare detailed City Settlement Upgrading Strategies that recommend phased programmes of under-served settlement upgrading and (where necessary) relocation, integrated with serviced land mobilised for future development
- 3.3 Prepare detailed City Climate Change Adaptation and Mitigation Strategies that recommend key adaptation response approaches and “quick-win” mitigation responses which could link to Clean Development Mechanisms and low carbon city developments
- 3.3 Consolidate the findings into City Development Strategies and Infrastructure Investment Programmes that justify the priority infrastructural investment projects and settlement upgrading areas for follow-up support
- 3.4 Prepare broad-based City Consultations, including drafting proposition papers, speeches, mobilising participants and organising necessary logistical support
- 3.5 Conduct City Consultations to raise city-wide awareness of the issues profiled, generate City Visions, disseminate the CDSs, supporting intervention strategies and project briefs, and solicit stakeholder participation in follow-up issue-specific cross-sectoral Working Groups
- 3.6 Establish issue-specific cross-sectoral Working Groups to support the development of issue strategies and supporting project briefs through feasibility studies

Component 4 – Infrastructure Investment Pre-Feasibility Studies: Prepare pre-feasibility studies for priority infrastructure investment proposals, anchored on available resources and support City Investment Dialogues between the communities, government and international donors to negotiate on funding opportunities and to mobilize the necessary resources.

- 4.1 Establish City Infrastructure Investment Working Groups
- 4.2 Use CDIA’s Project Prioritisation (PP) tool to prioritise the CDS project briefs, ensuring (inter-alia) supply and demand is relevant and justifies a proposed priority project

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- 4.3 Use CDIA's Pre-Feasibility Study (PFS) tool to (inter-alia) check technical and legal aspects can be complied with – land site, size, physical characteristics, use zoning, ownership, drainage, access to basic infrastructure and services, rights of way, vulnerability,
- 4.4 Identify and rank major design options on the basis of broad socio-economic cost-benefit criteria
- 4.5 Prepare preliminary capital, operation and maintenance costings for the various project development components and prepare a financing plan with justifications
- 4.6 Review local government incomes and expenditures, past borrowing and debt servicing history and overall capacity to finance the project
- 4.7 Review alternative financing options, including associated management capacities, and recommend a preferred option
- 4.8 Highlight any major social, economic, financial and environmental issues that require indepth review during feasibility work
- 4.9 Summarise the findings into a report establishing a prima facie case to take the prioritized projects through to feasibility analysis with a financing institution
- 4.10 Link City managements to potential financiers through City Investment Dialogues

Component 5 – Community Upgrading Projects: With the assistance of ACHR and PCN, undertake socio-economic and physical conditions surveys with the community of the priority identified settlement for upgrading, agree affordable upgrading standards, generate detailed action plan(s), prepare feasibility studies and project proposals to secure funding for follow-up implementation through the City Investment Dialogues. This activity is linked to the Ministry's Squatter Settlement Upgrading and Resettlement Programme.

- 5.1 Review the DoH's squatter settlement upgrading programme under its Corporate Plan and identify potential community based settlement upgrading projects that could synergise with communities that PCN is supporting.
- 5.2 Review with PCN representatives opportunities and constraints of supporting urban poor communities in Nadi, Lautoka, GSA and the 5 PCN selected cities, and agree the priority partner community(ies) for support under this project
- 5.3 Nominate community representatives within (each of) the selected partner community(ies)
- 5.4 Using community action planning approaches generate supporting socio-economic data covering inter-alia: demographic data, access to services, physical shelter conditions, over crowdedness and social cohesion, community structures (CBOs/NGOs), tenure, employment and livelihood characteristics, affordability levels, etc.
- 5.5 Share best practice “community action planning approaches” from ACHR to support the development of upgrading plans and savings and credit scheme approaches/livelihoods.
- 5.6 Identify local NGOs/CBO involved and capable of supporting community based settlements upgrading and savings and credit scheme approaches/livelihoods.
- 5.7 Localise ACHR community based settlements upgrading and savings and credit scheme approaches and livelihoods.
- 5.8 Analyse the data with the community groups, and summarise the priority issues to be addressed
- 5.9 Prepare detailed action plans and network designs with the community groups for future settlement and infrastructural layouts.
- 5.20 Prepare feasibility studies of pilot projects, including capital and operational costings, review of management arrangements and user charges.
- 5.11 Link the implementing partners to potential financing sources and mechanisms through the City Investment Dialogues coordinated by the City Infrastructure Investment Working Group.
- 5.12 Integrate the results into Component 4 regarding CDS project prioritisation and the PP/PFs process

Component 6 – Strengthening Financing Mechanisms: *City Infrastructure Investment Working Groups review opportunities for the cities to better finance key infrastructural investments and support settlement upgrading with the opportunity to also offer financial management mechanisms for communities through FSPi to improve their capacity to proactively engage in resource allocation decision making processes and in monitoring service delivery to their community.*

- 6.1 Conduct an institutional needs assessment of city financial management systems
- 6.2 Conduct a SWOT analysis on city revenue management
- 6.3 Conduct a mini-consultation with all Departments to develop and agree revenue collection priorities
- 6.4 Identify available/potential city, national (including development agency loan support) and private sector resources for implementing proposed strategies and projects
- 6.5 Undertake participatory budgeting training with communities using examples from the PCN pilot project 'Making Allocation Pro Poor and Participatory in the Pacific'
- 6.6 Prioritise projects/actions/investments linked to available resources
- 6.7 Develop a plan to generate additional investment finance to meet investment priorities
- 6.8 Coordinate City Investment Dialogues to build partnerships between the communities, city governments, the private sector and potential development partners

Component 7 – Institutional Strengthening: Assess city/national/partner institutional strengthening needs. Design and implement an institutional strengthening action plan targeting key local stakeholders including community leaders private sector, NGOs and CBOs through a “learning by doing approach”, to be implemented through national/city training institutions (where applicable) and supported by ECREA's Empowerment and Justice Programme (EJP).

- 7.1 Assess capacities of City and National support institutions to undertake community-based settlement upgrading (including upgrading financial management systems)
- 7.2 Assess opportunities to strengthen the capacities of community groups and household livelihoods by strengthening settlement up-grading skills through cash for labour, engineering, and house improvement opportunities to implement the settlement upgrading proposals
- 7.3 Assess local CBOs and NGOs as potential supporting implementing agencies, and build their capacities in areas of organisational, financial, community outreach and vocational training
- 7.4 Assess capacities of local and national training and academic institutions in providing community-based technical support through participatory processes
- 7.5 Develop a institutional strengthening action plan for the various stakeholders including communities to strengthen community based upgrading skills at the local and national level, based on selected aspects of UN-Habitat's Participatory Planning, Local Economic Development, Building Bridges, and Environmental Planning and Management Source Books
- 7.6 Implement the action plan through local service providers.

Component 8 – Policy Learning and Knowledge Sharing: Use the National Urban Sector Profile to promote a dialogue on the importance of the urban sector for national socio-economic development, integrating its findings into the National Sustainable Development Planning process. By documenting and sharing the CDS and Cw/oS implementation approaches, gradually strengthen the city-national policy dialoguing process based on national, Pacific Regional and global good practices.

- 8.1 Synthesise the City Profiles to identify common issues that need to be addressed at the national-level and integrate these into the draft National Urban Sector Profile
- 8.2 Conduct a National Consultation on urban development issues to strengthen national support for city and community-based settlements upgrading, and link the urban agenda into the National Sustainable Development Planning process
- 8.3 Document the implementation of the CDS and Cw/oS components and activities.
- 8.4 Prepare Policy Proposition Papers with particular focus on national housing policy formulation on CDS and Cw/oS and their relevance to supporting land reforms and improving socio-economic planning, urban and regional planning, and investment planning in Fiji.
- 8.5 Organise a structured Policy Learning Dialogue with MLGUDH&E and other relevant Ministries, on the significance of the CDS experience, and prepare supporting policy papers for new legislation on socio-economic planning, urban and regional planning and investment planning in Fiji.
- 8.6 Prepare a Knowledge Sharing Plan with Pacific Cities and the Pacific Capital Cities Forum.

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- 8.7 Develop and support knowledge generating and sharing mechanisms, including good practices on city strategic planning and management.

Component 9 – Monitoring and Evaluation (M&E)

Establish and implement a framework for Monitoring and Evaluation of the process of implementing the CDS, its achievements and the eventual outcomes.

- 9.1 An M&E Framework and plan for CDS process developed by and agreed by relevant authorities/stakeholders
9.2 Monitor each component
9.3 Reports on the Monitoring and Evaluation of the CDS preparation process

Sequencing of activities

Components 1-3 will be undertaken consecutively, establishing the priority infrastructure and settlements for follow-up investment. Components 4-7 could be undertaken in parallel, depending on human resources available in the city/national and supporting implementation partners (University of the South Pacific and key NGOs for example, as well as CDIA in support of the city Infrastructure Investment Pre-Feasibility Studies). It is likely that in the existing environment of limited capacities and resources, these components will be shared and led by FLGA⁷ (infrastructure, financing), and the University of the South Pacific (analysis) with support from expert consultants and specific inputs (via dialogues and Focus Group Discussions) from specialist NGOs such as ACHR (social mobilisation and community project implementation experience), PCN (community and empowerment programme) and FSPi (Resource Allocation and financial budgetary training).

Components 2 and 3 will be undertaken by the respective City Project Teams with support from the MLGUDH&E and local facilitators with preparations for broad based city consultations and the like been the responsibility of a consultant.

Component 4 will now be lead by UN-HABITAT in partnership with the City Development Initiative for Asia (CDIA), a multi-donor facility that has agreed to finance the preparation of Pre-Feasibility Studies for priority infrastructure identified through the UGMAP updating exercise, the lessons learned and tools adapted to the Fiji situation to be applied in support of IIFS for Nadi and Lautoka following their profiling exercise.

Component 5 would engage the experiences of ACHR and local partner, PCN in association with the Department of Housing and a consultant to facilitate and prepare/write the detailed action plans and network designs and the write up the feasibility studies for project briefs with costings, implementation and management.

Component 6 shall be led by FSPi who have networks and programmes (such as participatory budgeting) in place to conduct the identified assessment needs and the ability to undertake SWOT analysis and develop implementable plan in partnership with a local consultant, supported (as necessary) by national consultants funded by CDIA.

Component 7 would be undertaken in parallel with Components 5 and 6 so they inform each other (recruitment of experienced consultant supported by MFG and partners such as ECREA to develop an institutional strengthening action plan).

Components 8 and 9 are a cross-cutting component, where knowledge generation and its analysis and use for policy learning will be undertaken through project implementation. It is envisaged that the synthesis of the city profiles and documentation will be led by the MFG in close liaison with FLGA, the University of the South Pacific, ACHR, PCN, FSPi, ECREA and other key stakeholders.

Component 9 (M&E) will be led by a consultant to provide relative independence in reporting and efficient responses to any change/adaptation requirements to timeframes, benchmarks etc. Cross-cutting issues include participatory governance, improved environmental management and gender. Efforts will be made to strengthen gender disaggregated data. Special efforts will also be made to encourage the Working Groups and implementing agencies to consider the different gender based needs regarding urban development, and settlement upgrading needs.

15. Deliverables

Component 1: Inception Report prepared comprising of an approved Work Plan, M&E Framework Steering Committee, NPT and CPTs membership and other implementation arrangements are established

Component 2: 3 City Climate Vulnerability Assessments (Lami), Shelter and Urban Sector Profiles (Lautoka and Nadi) drafted, National Climate Change scoping study and National Urban Sector Profile drafted

Component 3: 1) City Visions agreed and 3 City Consultation proceedings reported 2) 3 City Settlement

⁷ Now the Ministry's Local Government Forum

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Upgrading Strategies prepared 3) 3 City Development Strategies, with prioritised supporting infrastructure development needs

Component 4: Three pre-Feasibility Studies for prioritised projects being considered for follow-up financing

Component 5: Three Cities' Community Upgrading Projects being prioritised for development and for follow-up financing

Component 6: Revenue Strengthening Action Plan with broader recommendations to make city financial management systems more sustainable, documentation of communities' budget training

Component 7: Institutional Strengthening Action Plan and Report of implementation and lessons learned

Component 8: National Urban Sector Profile and National Consultation proceedings

Component 9: An M&E Framework and plan and progressive M&E Reports

16. Expected outcomes and related monitoring indicators and plans

The immediate outcome of the CDS and Cw/oS will be targeted and prioritized infrastructural investments and settlement upgrading proposals for the partner cities for a mix of investment financing from government, private sector, donor agency and financial institutions, which will improve the living conditions of those facing hardship.

- **In the short term**, investment will address some of the most immediate environmental challenges arising from lack of adequate physical infrastructure and services, especially for the households in the prioritized under-served settlements. The CDS and Cw/oS approaches will build the capacity of communities, supporting NGOs, city and national governments to undertake strategic planning and to support a higher flow of investment to targeted areas.
- **In the longer term**, implementation of the CDS and Cw/oS approaches are expected to generate increased economic activity whereby the benefits will flow to neighbouring communities and districts.

The methodology requires that the key implementing partners will detail out an appropriate **M&E Framework** with identified indicators upon approval of the project proposal, so that it can be used to evaluate and inform both the CDS and Cw/oS processes and their outcomes, building on the Matrix below.

Objective	Deliverables	Outcomes	Indicators
Component 1 (Project start up): Establish project implementation structures and ensure all key stakeholders (including ACHR & PCN) possess common understanding and expectations.	Inception Report	Work Plan revised, M&E Framework developed, both approved and under implementation. Advisory Committee, NPT and CPTs and other implementation arrangements established and operating as a routine. Comprehensive understanding of economic and social situation and of comparative advantages	-- Updated workplan and draft M & E framework -- Project management arrangements confirmed and assigned -- Established national and city teams -- Procurement of support services
Component 2 (Assessment and Analysis): rapid participatory city and national urban profiles with a climate change vulnerability analysis and city shelter profiles.	City Climate Vulnerability Assessments, Shelter and Urban Sector Profiles drafted National Climate Change scoping study National Urban Sector Profile drafted	Prioritised urban issues addressed by theme Detailed situation analysis for vulnerability adaptation and reducing urban risks	-- Updated data – economic development, infrastructure, shelter/land, governance etc -- Attendance at workshops and meetings held to establish Vision and strategies -- Strategies which link clearly to Vision and address key development challenges
Component 3 (Visioning and strategy development): Preparation of City Visions and the integration of findings and recommendations into a CDS.	3 City Visions agreed and 3 City Consultation proceedings reported	SWOT Analysis Detailed CSUS' City consultations	-- Prioritised infrastructural investment projects - Proposition papers drafted list proposed investment projects

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	3 City Settlement Upgrading Strategies prepared 3 City Development Strategies, with prioritised supporting infrastructure development needs		completed - Established issue-specific cross-sectoral working groups.
Component 4 (Infrastructure investment pre-Feasibility studies): Preparation for pre-feasibility studies for priority infrastructure investment proposals.	3 pre-Feasibility Studies	City Investment Dialogues Review of local incomes, expenditures and financing options. Financial resources are identified, including potential for private sector involvement	- Established City Infrastructure Investment Working groups - identification and ranked design options
Component 5 (Settlement Upgrading pre-Feasibility Study): Detailed surveys with PCN guided by ACHR experience resulting in the prioritization of settlements for upgrading and the securing of funding.	3 community upgrading feasibility studies being considered for follow-up financing.	Socio-economic surveys Physical surveys	Updated urban data Links with City Infrastructure Investment Working Group and CID
Component 6 (Strengthening Financing mechanisms): Reviewed financing opportunities for key infrastructural investments with support for settlement upgrading	Revenue Strengthening Action Plan	SWOT Analysis on city revenue management Prioritised projects/actions linked to available resources	Coordinated CID with improved city government/private sector/development partnerships
Component 7: Institutional strengthening	Institutional Strengthening Action Plan Report of implementation and lessons learned	Implementable action plan	Enhanced regional, national and local dialogue and exchange of experiences in sustainable settlement upgrading policy development
Component 8: Knowledge sharing, policy learning and toolkit development	National Urban Sector Profile National Consultation on Urban development issues	-- Clear documentation of CDS preparation process -- Improved policy discussion and dialogue on the integration of CDS into the planning and development apparatus of Fiji -- Better understanding and capability of other cities and Provinces in integrated, strategic planning and approach and methodologies -- Better response mechanisms to Climate Change available for replication by other cities/communities.	-- Organisation of a series of policy dialogue on CDS at the national-level
Component 9 – Monitoring and Evaluation Establish and implement a framework for Monitoring and Evaluation (M&E) of the process of implementing the CDS, its achievements and the eventual outcomes.	M & E Framework	-- M&E framework in place for long-term assessment and review of CDS outcomes and impacts	-- M&E Framework developed -- Framework actively applied and integrated with routine M&E conducted by the relevant authorities.

17. Sources of investment to implement the CDS or settlement upgrading programme

MLGDH&E – Under its investment programme for the Squatter Settlement Upgrading and Resettlement Programme, a total of FJ\$19 million in capital investments has been committed over a period of 4 years (2009-2012) in addition to a pledge of FJ\$1.4 million from the office of the Prime Minister for a pilot upgrading

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project at Jittu Estate (Suva). Building on the revision of the implementation of the UPAP and UGMAP, the development of the Low Cost Social Housing policy would be advanced and assist with the identification of priority needs and feasibility studies within this proposal. It is further anticipated that access to the Challenge Fund (FJ\$300,000 in 2008) by councils will be improved with clearly defined priorities, costings and linkages with national roading, housing and sewerage programmes. The Challenge Fund was established as an incentive for local councils to access additional resources (matched-Fund) to address the infrastructure needs of informal settlers living within or in close proximity to their boundaries.

PCN: ACHR's MoU with the MLGUDHE and PCN will provide in the vicinity of US\$368,000 over 3 years for settlement upgrading, city-wide application and housing projects for the GSA, Nadi and Lautoka Councils – approx \$330,000 of this will be follow-up financing support: \$90,000 for small-scale upgrading and \$240,000 for housing projects in the 6 Council areas a maximum of 8 cities.

The EC is completing projects that commenced prior to December 2006 which include the Naboro landfill at Lami, support for the Department of Water and Sewerage and contribution to the energy sector (in partnership with ADB and the World Bank assistance to the FEA, Fiji Renewable Power Development Project for the FEA Nadarivatu Hydro Power Project for more sustainable and reliable provision of energy for Viti Levu). The EC is supportive of this proposal that tackles the complexity of urban issues in Fiji and anticipates that the outcomes of the collaborative efforts sponsored by the Cities Alliance will make a significant contribution in developing a future urban sector capital investment framework for the GoF which may be considered for investment financing support at a later date.

ADB and World Bank: The review of corporate plans at the council level would be well designed for the infrastructure investment pre-feasibility studies by building on the previous concerted efforts of the GoF and the ADB Water Supply and Sewerage project in the GSA (an initial investment of US\$47 million and now entering Phase III) and support to Nadi Town in response to the January 2009 floods in the form of US\$1 million in technical assistance and US\$17.6 million in loan with plans for future support in the energy sector, coupled with the Bank's interest in promoting sustainable and equitable urban development.

18. Partnerships

The successful sustainable management of urban centres requires the involvement and consultation with a considerable number of stakeholders from national and local governments, utilities, statutory authorities, communities, landowners, NGOs and CBOs and the private sector. In view of this, due acknowledgement is given to the stakeholders who would be included in the city consultations and Focus Group Discussions. Implementation partners within this proposal are listed below.

18.1 Local

People's Community Network (PCN) is a registered independent organisation comprising 45 informal and squatter settlement communities in the Lami-Suva-Nausori (GSA) Corridor. PCN was setup with the support of ECREA, and has been inspired by CODI and ACHR to empower people living in under-served settlements to better their housing and living environments through savings, secure tenure and building decent housing for their communities. ACHR's recent support to PCN through its ACCA programme is expected to invest in the region of \$368,000 over the next 3 years through a City-Wide Upgrading Programme, assuming PCN selects communities in the 4 GSA Councils, as well as the Nadi-Lautoka in the west where surveying work is nearing completion. Through its existing community network with the people, PCN will be well placed at providing a voice for the communities, facilitating with communication and consultation between the people and stakeholders at the national and city level and most importantly, enabling the communities to empower themselves and take action in changing their presence in society both physically and psychologically for the betterment of their future.

Town and City Councils

The GSA Councils are jointly upgrading service delivery through more efficient waste management initiatives as a result of the commissioning of the Naboro Landfill development (funded by the EU and facilitated by MLGUDH&E) and are offering PPP opportunities for infrastructure projects particularly upgrading of roads. Undertaking stakeholder dialogue on the UPAP and redefining infrastructure priorities will greatly assist in developing settlement upgrading strategies to allow the connection and/or improvement of basic services. It is envisioned that the NGOs, ECREA and FSPI, could contribute with its social mobilisation experiences and community action planning. The councils would lead components 2 and 3 in close partnership with local consultant(s), the University of the South Pacific and the Ministry Focal Group as well as undertake a central role in dialogue/discussions for components 4-7.

Fiji Local Government Association (FLGA)

Whilst the FLGA has been very much the focal point for the integration of urban concerns and was a powerful disseminator and collector of information from all 12 local councils in Fiji, its functions continue through the recently established Local Government Forum, which is considering how best to rollout the FLGA roads improvement manual, and continue to support councils to take a more proactive role in better managing shelter, summarising existing laws to demonstrate overlaps and gaps and fostering further support to fill these

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gaps and documenting training exercises and identifying and filling the gaps. The National Local Government Forum is expected to play a key role in the implementation of components 4 – 8, national policy dialogue and the roll-out of capacity building toolkits and provide invaluable networking and experience to the CDS process and local and national consultations.

University of the South Pacific (USP) - Established in 1968, USP has set a high standard for quality in its research and is engaged in a range of significant research, training and publication activities. The Lands Management Department possesses expertise in the fields of mapping, land administration, urban planning and environmental (strategic) planning. USP shall be engaged as the expert analysts of the material gathered in the urban profiling and visioning exercise (components 2 and 3), potentially with prime responsibility for Nadi Town (climate change and vulnerability to flooding and accessing land challenges). Discussions are ongoing with university staff on how best to capitalise on the institution's range of experience and expertise. They have warmly welcomed the opportunity to be part of the CDS process which furthers support of ongoing dialogue with the MLGUDH&E and curricular (land use planning) modules.

Ecumenical Centre for Research, Education and Advocacy (ECREA) founded in 1990 in response to increased poverty and unemployment in Fiji. Programmes and activities are focused on the pursuit of social justice with the aim of addressing social, political and economic issues that confront Fiji. The Economic Justice Programme (EJP) addresses the issues of poverty and particularly works with economically marginalized groups living in informal communities/settlements by continuing community-building and empowerment work which, in recent years has seen the incorporation of the Peoples Community Network (PCN). ECREA's involvement will initially be as a financial management role for PCN during PCN's transition phase of setting up its organisational systems, followed by their continued involvement in the PCN communities through their EJP work and delivering of water tanks project.

18.3 International

UN-HABITAT (UN-H): As a sponsor to this proposal and the mandated UN agency for urban development, UN-HABITAT will provide technical support and supervise project implementation on behalf of the Cities Alliance members and under its Participatory Settlements Upgrading Programme provide training and the methodology to undertake the rapid profiling of the participating cities. The agency shall also provide cash cost-share US\$20,000 for the focus on climate change and the vulnerability assessment of at least one city. UN-HABITAT brings experience and expertise in the form of tools (e.g. capacity building toolkits) and expertise on strengthening settlement upgrading approaches and provides greater opportunities for linking to established networks such as ACHR/CODI and enabling the practical sharing of lessons learned and best practices through the coordination of City to City exchanges and input to shared regional exchanges (with regards to the Pacific Urban Agenda) and knowledge products.

ACHR: The Asian Coalition for Housing Rights (ACHR) was established in established in 1988 by a group of professionals and social activities involved with urban poor development activities throughout Asia. As a regional network of grassroots community organisations, NGOs and professionals actively involved in community-led developments in Asian cities, it has pledged to remain an action-oriented coalition with concern for the urban poor and an emphasis on actions to bring change in people's lives. Based in Bangkok, it helps co-ordinate regional grassroots exchange programmes, training workshops, meetings, seminars, fact-finding missions, publications, and extensive information dissemination. ACHR through its direct relationship with PCN Fiji would be involved with knowledge sharing through its experience and innovative approaches to tackling poverty in the urban areas.

FSPI: The Foundation of the Peoples of the South Pacific International (FSPI) is the leading Pacific Regional network of Pacific Island non-governmental organizations who work in partnership with communities and development partners in the Pacific region. Their headquarters are in Suva, Fiji with affiliate NGOs in all other PICs. As a lead NGO in the Pacific, the main function of FSPI is to coordinate the planning, design and implementation of national and regional development projects, based on the needs identified by the members and their constituencies. FSPI have a strong and proven track record of working with local communities in urban areas in both Fiji and the Pacific region in key thematic areas such as citizen participation, mediation, traditional versus modern urban governance systems, community action planning and assessment, including savings and credit based livelihood support projects. FSPI has a strong track record of working with development partners such as New Zealand Aid Programme and AusAID and would be involved in financial management frameworks and participatory budgeting training with the communities and city management to encourage people to engage in more constructive and proactive resource allocation in their decision making processes and in monitoring service delivery.

UN ESCAP: UN ESCAP is the regional arm of the UN and focuses on addressing sustainable economic and social development in the Asia Pacific region. The EPO office is located in Suva and assists PICs to address issues associated with economic development, trade and investment, social development and statistics. UN ESCAP has been a major supporter of PUA since its endorsement in 2004 and has been assisting PICs where possible with technical assistance on urban issues. The UN Habitat PM is housed in the EPOC offices in Suva and will be involved in joint regional efforts which add value to the social and economic development

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of PICs. In this setting, the opportunity exists in the Project to jointly develop the Knowledge Management hub anchored with other partner support in the EPO.

NZAID: Under its Fiji Informal Settlement Support Programme (FISSP) NZAID is developing a clear pathway for long term engagement to achieve real change by improving poor squatter settler living conditions and at the same time building capable and resilient urban communities that contribute to Fiji's economic development. As part of the FISSP an Interim Framework will help mobilise activities over a two year period, while guiding the development and implementation of a longer term engagement plan (10 years plus) within this multi-sector NZAID welcomes the inclusive participatory approach outlined in this proposal and in particular the collaboration with NGOs and CBOs such as Habitat for Humanity Fiji, and FSPI.

ADB: ADB's urban support in Fiji has focused on improved water and sanitation in the densely populated Suva-Nausori corridor (Suva-Nausori Water Supply and Sewerage Project), the formulation of an appropriate urban policy (UPAP), institutional framework and overall strategy for the management of the expanding urban sector (which included the strengthening of environmental management and training within the Ministry under the urban development program). The UGMAP provides a strategic framework and a plan to strengthen orderly urban development planning and management in the GSA. This proposal is specifically designed to update the UGMAP through the rapid profiling approach for the greater Suva-Nausori area and for Nadia and Lautoka providing a National Urban Sector Profile as input to update the UPAP and providing lessons learned for the settlements upgrading work and offering of partnerships for improved services delivery. This proposal has been discussed with ADB Manila, who are supportive of the process, demonstrated by the (ADB, SIDA, GTZ/KfW supported) CDIA's recent interest in supporting the preparation of Pre-Feasibility Studies for priority infrastructure investments resulting from updating of the UGMAP.

EC: Assistance to the GoF National Adaptation Strategy to respond to the challenges of the reform of the EU sugar regime and to help restore a sustainable and competitive sugar sector and to validate an integrated approach to addressing socio-economic development needs at local level. The EC supports UN-HABITAT's "Participatory Settlements Upgrading Programme for Africa Caribbean and Pacific Countries" (PSUP), which provides methodologies and resources for undertaking the rapid urban sector profiling in Lautoka and Nadi and the National Urban Sector Profile.

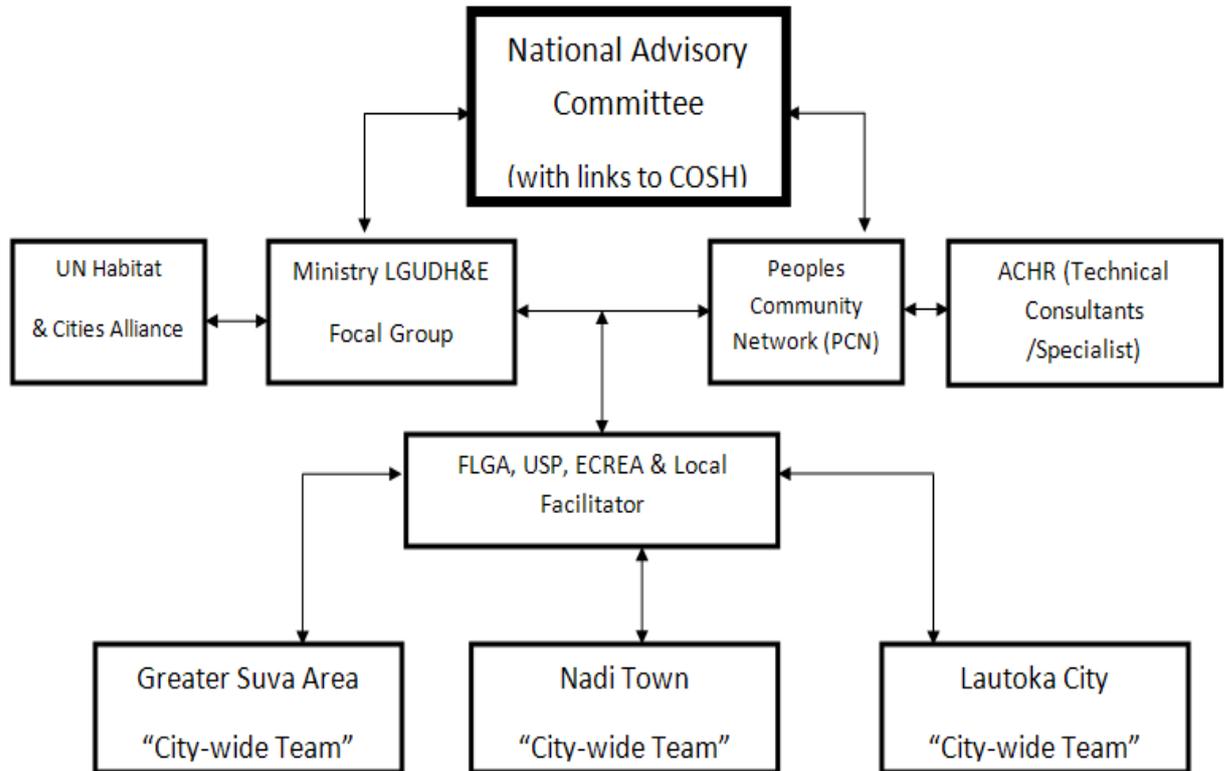
19. Government commitment and approval

Attached are letters of support from Nadi Town Council, Lautoka City Council and the Ministry including time, staff, facilities and other commitments towards the CA proposal's components and activities. Government's commitment to better management of urbanisation and its issues is evident in the endorsement of the National Urban Policy Action Plan by various Governments including the local governments. The GoF's commitment to the preparation of City Development Strategies is mirrored in the Urban Growth Management Action Plan for the Greater Suva Area which received great cooperation from Lami Town Council, Suva City Council, Nasinu and Nausori Town Councils (see support letters as requested) during its preparation and finalisation to address a number of overlapping issues within the GSA through improved dialogue between stakeholders; review of government legislation for devolution of powers to local councils; focusing on strategic planning and policies around slum improvements and prevention; capacity building; and improved municipal finance and identification of cities investment priorities.

IMPLEMENTATION AND FINANCING PLANS:

20. Implementation arrangements

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A National Advisory Committee (comprising of key stakeholders, to include representatives from the recently formed “Joint Committee for the Greater Suva Area”⁸. PCN, FSPI shall guide project implementation with the Ministry’s Focal Group (consisting of the Deputy Secretary and heads of department for Housing, Local Government, Town and Country Planning and Environment) providing regular feedback as the PAC’s secretariat. The NAC shall meet on a quarterly basis and provide main monitoring role to review progress and advocate for the institutionalisation of participatory urban management and governance. The NAC shall review the reporting requirements to the Cities Alliance secretariat with support from UN-HABITAT and the local consultant.

The Ministry Focal Group (national project team) shall be responsible for the implementation, coordination, management and monitoring of inputs; and the recruitment of consultants and local implementation partners, that is, FLGA and the University of the South Pacific. The MFG shall lead the review of UGMAP in close discussion with a Greater Suva Area city team. The MFG will hold regular meetings to discuss and agree strategic actions and address any delivery constraints.

A national consultant (with a ToR developed by the MFG and UN-HABITAT) will be responsible for facilitating the implementation of components 2-5 and shall report to the Ministry Focal Group, the National Advisory Committee and UN-HABITAT. It is intended that the experienced consultant shall be responsible for ensuring compliance with project timeframe, the adaptation of an inclusive approach in all occasions and provide project management capacity.

PCN, ACHR, FLGA, USP, FSPI, ECREA – Key roles in facilitating the implementation of components 4-8, national policy dialogue and the documentation of training and preparation of toolkits (capacity building) and other knowledge products.

City Project Teams GSA Councils/Lautoka/Nadi: The councils shall appoint key staff to facilitate the rapid urban assessment (and undertake a central role in dialogue/discussions/consultations for components 4-7) and establish Focus group with members from key stakeholders including the utilities and NGOs such as, Habitat for Humanity and FRIEND. City Project Team Nadi: The teams shall be supported with expertise/analysis provided by the University of the South Pacific.

UN-HABITAT shall provide technical support and supervise project implementation on behalf of the Cities Alliance Secretariat and its members, and especially provide technical backstopping and facilitate linkages

⁸ As provided under the Local Government Act, the Councils of Suva City, Lami, Nasinu and Nausori Town Councils have joined together through this Committee to share resources to collectively review the UGMAP in partnership with the Ministry, which will also provide the advisory framework for CDIA PFS inputs

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with regional and international partners, including recruitment and procurement of international consultants and support services as necessary.

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21. Project schedule and delivery targets

Activities																									Remarks
	1	2	3	4	5	6	7	8	9	10	11	12	1	2	3	4	5	6	7	8	9	10	11	12	
1 Project Start-up	■	■	■																						
2 Assessment and Analysis																									
2.1 City Urban Sector Profiles (FGD and info collection)				■	■	■	■	■	■	■	■	■													
2.2 City Climate Change Vulnerability Analysis							■	■	■																
2.3 City Shelter Profiles							■	■	■																
2.4 National Urban Sector Profiles (FGD and info collection)							■	■	■																
2.5 National Climate Change Scoping Study							■	■	■																
3 Visioning and Strategy Development																									
3.1 City SWOT Analysis										■															
3.2 City Settlements Upgrading Strategies										■															
3.3 City Development Strategies										■															
3.4 City Consultations											■														
4 Infrastructure Investment pre-Feasibility Studies													■	■	■	■	■	■	■	■	■	■	■	■	
5 Community Upgrading and Feasibility Study													■	■	■	■	■	■	■	■	■	■	■	■	
6 Strengthening Financing Mechanisms				■	■	■	■	■	■																
7 Institutional Strengthening																									
7.1 Assess Capacities				■	■																				
7.2 Develop a Institutional Strengthening Action Plan						■																			
7.3 Implement the Action Plan							■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
8 Policy Learning and Knowledge Sharing																									
8.1 Finalise City Profiles into National Profile											■	■	■	■											
8.2/4 National Consultation															■										
8.3 National Sustainable Development Planning																■	■	■	■	■	■	■	■	■	
8.5 Document the Implementation								■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	
8.6/7 Policy Learning Dialogues			■			■			■			■			■			■		■		■		■	

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22. Financing plan

It is proposed that the majority of the grant (\$310,000) be downloaded to UN-HABITAT for the recruitment of consultants and disbursement to the lead partners in accordance with UN rules and regulations (as approved by the Cities Alliance Secretariat), which shall include a grant of \$40,000 for UN-HABITAT's technical coordination and capacity-building support

A \$40,000 grant will be given to ACHR to share their CODI experiences and support the formation of savings and credit schemes under Component 5 "Urban Village Upgrading

A. CITIES ALIANCE GRANT REQUEST

Components / Main Activities	Total (US\$)	Type of Expenditure			
		Consulting Services (US\$)	Training/ Capacity Building (US\$)	Dissemination Costs (reports, printing (US\$)	Other (US\$) communications
PROJECT ACTIVITIES:					
Component #1 (Start up & Implementation)	\$11,000	\$5,000 1 wm local consultants	Briefing & Orientation Workshops \$5,000	\$500 printing and disbursement of inception report	\$500.00
Component #2 (Rapid City & national profiling, climate change vulnerability analysis and city shelter profiles)	\$75,000	4 wm local consultant \$20,000 2 wm sub-consultants \$10,000 \$30,500 added for consultancy support from Component 4 to replicate the Lami V&AA/GHG audits to other partner cities as requested	Profile briefing \$5,000 Focal Group dialogue \$5,000	\$5,000 printing & reports	\$500.00
Component #3 (Visioning and strategy development, preparation of city visions and integrate findings and recommendations in to CDS)	\$33,500	3 wm consultant \$15,000	City consultations \$15,000	\$3,000 reports	\$500.00
Component #4 (Infrastructure investment pre-feasibility studies to prioritise infrastructure investment proposals)	\$10,000	2wm urban engineer consultant \$10,000			
Component #5: (Settlement upgrading pre feasibility study, detailed surveys resulting in prioritising of settlements for upgrading and the security of funds)	\$61,500	1.5wm consultant \$10,000 4wm social consultant (ACHR) \$40,000 (For Lautoka and Nadi, applying the CDIA tools)	Focal Group Dialogue \$2,000 Community consultations \$6,000	\$3,000 reports	\$500
Component #6: (Strengthening financing mechanisms, review	\$23,500	3wm consultant/	\$2,000 Focal	\$1,000 printing	\$500

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financing opportunities for key infrastructural investments with support for settlement upgrading		FLGA \$20,000	Group Dialogue/City Infrastructure Investment Working Group		
Component #7: (Institutional Strengthening)	\$37,000	2 wm consultant \$15,000	Implementation of Action Plan Workshop \$15,000	\$3,000 printing	\$4,000.00
Component #8: (Policy learning & knowledge sharing)	\$50,000	3 wm local consultant \$20,000	National Focal Group Policy Dialogues \$10,000	\$15,000 reports	Operational printing \$5000
Component #9: (Monitoring and Evaluation)	\$8,000	3/4 wm consultant \$5,000		\$3,000 reports	
<i>Sub-Total – Project Activities</i>	\$310,500				
PROJECT ADMINISTRATION & SUPERVISION:					
Independent Audit (1):					
Supervision Costs (2): a) fees/labour/wages b) travel costs c) office running cost	\$40,000				
<i>Sub-Total – Project Administration & Supervision</i>	\$40,000				
TOTAL A (Cities Alliance Grant Request)	US\$350,500				

Note: Expectation of Ministry to assign senior office one third of the time, two middle management full time or 4 staff part-time as in-kind cost share

B. CO-FINANCING

Co-financing Partner #1: MLGUDH&E	US\$200,000	\$140,000 Senior management & technical	\$50,000 UPAP	\$10,000 office space, communication, travel, meeting facilities etc
Co-financing Partner #2: Nadi Town Council (In-Kind)	\$46,000	\$43,000 Senior management & technical staff		\$3,000 office space, travel, communication meeting facilities etc
Co-financing Partner #3: Lautoka City Council (In-Kind)	\$60,750	\$54,960 Senior management & technical		\$5,790 office space, communication, travel, meeting facilities etc
Co-financing Partner #4: UN-HABITAT	\$186,000	Cash: \$36,000 (RUSPS/PSUP – reduced as approx 20% disbursed), \$70,000 (CC and vulnerability assessment, increased with additional UN-		

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		H/UNEP support through Biodiversity project) In kind: \$80,000 (SHSO ROAP 2m pa \$40,000 + 20% HPM Suva \$40,000)		
Co-financing Partner #5: PCN from ACHR/ACCA	\$38,000		\$18,000 for city surveys, through community empowerment, \$50,000 vocational training	\$20,000 support to national mapping and coordination
Co-financing Partner #6 FSPI	\$52,000	In-kind staff hours \$22,000	\$20,000 workshop support (back to back with programmed livelihoods activities)	Meeting venue \$5,000 Operational exp \$5,000
Co-financing Partner #7 USP	\$40,000	\$40,000 (in-kind staff time for analysis)		
Co-financing partner #8 CDIA	\$400,000	250,000 (specialised sector inputs)	\$100,000 through a Capacity-building programme	\$50,000 national policy dissemination
TOTAL B (Co-Financing)	US\$1,022,750			

C. TOTAL

TOTAL PROJECT BUDGET COST (A + B)	US\$ 1, 373,250			
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See Guidelines for more information.

- (1) An external audit is required upon completion or termination of project activities. Categorise this type of expenditure as "other."
- (2) Incremental costs associated with the management of the project, up to a maximum of 15 percent of the Cities Alliance grant request. Categorise this type of expenditure as "other."

23. Expected currency of expenditures

Into what currency (or currencies) do you expect the grant funding (provided in U.S. dollars) to be converted? Fijian currency

Exchange rate assumptions: Calculations based on US\$1 to FJ\$2 (at the United Nations rate of 0.50)

24. Co-financing arrangements

Co-Financing Source	Description of Co-Financing	Expected Outputs
1. MLGHUD	In Kind - See attached spreadsheet Cash - US\$50,000 for UPAP implementation in 2010 budget, to be carried forward to 2011 and extended for 2012 budget	3-monthly progress reports to ensure all partners have up-to-date information. Preparation of 6-monthly reports to the Cities Alliance
2.Nadi Town	In Kind - See attached spreadsheet, to be carried forward to 2011 and extended for 2012 budget	3-monthly progress reports to the Ministry, including inputs to the 6-monthly reports to the Cities Alliance
3.Lautoka City	In Kind - See attached spreadsheet, to be carried forward to 2011 and extended for	3-monthly progress reports to the Ministry, including inputs to the 6-

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	2012 budget	monthly reports to the Cities Alliance
CLGF	Support withdrawn as Fiji temporarily suspended from the Commonwealth	
5. FLGA	Functions now with the Ministry Local Government Forum, so in-kind support included under Ministry through Director Local Government	
6. PCN	Cash USD \$38,000 for community empowerment through settlement surveys and national dissemination	Settlement profiles Minutes of meetings with Native Land owning groups to negotiate security of tenure 3-Monthly progress reports to the Ministry
5 UN Habitat	Cash USD \$70,000 Training USD \$36,000 In Kind staff time UN-HABITAT Senior Human Settlements Officer USD80,000 2wm UN-HABITAT Programme Manager Pacific (20% annual costs\$ 40,000	Reports on vulnerability adaptation and assessments Technical support and mission reports
6. FSPI	US\$68,000 cash plus in-kind staff hours of USD\$20,000; \$10,000 for Operational expenses and \$10,000 for information dissemination	Training reports when rolling out their Participatory budgeting and related training support
7. USP	\$40,000 In-kind	3-monthly progress reports to the Ministry, including inputs to the 6-monthly reports to the Cities Alliance
8. CDIA	\$400,000	Pre-Feasibility Studies for prioritised infrastructure investments in the GSA

Is all co-financing confirmed/committed: Yes from Government, Lautoka and Nadi, as well as UN-Habitat, FSPI, PCN and USP. Discussions with CDIA end-October confirmed their willingness to support Pre-Feasibility Studies for prioritised infrastructure coming from the UGMAP updating exercise, subject to an application from the 4 Councils

25. Costing assumptions

Consultants (national and technical) calculated at UNDP rates bracket-B of US\$4,701-US\$8,000 a month plus travel
 Urban (technical) engineer in component 4, US\$20,000 to cover 3 cities and reporting
 Sub-consultants – anticipated team of 6 supporting the CPTs (Nadi, Lautoka, Suva Corridor) US\$20,000
 Project briefing (one day average 15-20 pax) US\$3,000 x 3 cities, meeting costs (venue, sundries, meeting equipment etc not covered by in-kind contribution)
 3-day City Consultation event at \$7,500 for 2 cities
 3-day National Urban Profile consultation US\$10,000 and US\$5,000 for additional logistics
 Component 7 implementation of action plan costed at US\$15,000 per city (x3)
 Communication costs average US\$500 per year in support of in-kind contributions
 M&E quarterly reporting (8 reports in 24 months), minimum 8 meetings in Suva US\$3,000 incorporating additional photocopying, materials and sundries

26. Additional Financial Management Information from Recipient

ACHR:

- A. Is the Recipient a registered organization under the countries/cities legal requirement? - (No)
- B. Can the recipient provide proof of registration and years of operation? - (Yes) ACHR has registered as a Foundation in Thailand registration No. BKK-287 dated 8 June, 1994
- C. Does the recipient have prior experience managing other Donor funds and provide documentation to support this? (Yes) ACHR used to received financial support from UN

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Agencies (Habitat, UNDP, UN-ESCAP as well as other international donors such as Gates Foundation, Rockefeller Foundation, MISEREOR, etc.,.

- D. Does the recipient have or can open a bank account? (Yes) There are both Thai Baht and US dollar accounts
- E. Is the recipient audited annually? (Yes)
- F. Do you produce periodic financial reports for monitoring and evaluation? (Yes)

UN-Habitat:

- A. Is the Recipient a registered organization under the countries/cities legal requirement? (No)
- B. Can the recipient provide proof of GLOBAL registration and years of operation? (Yes)
- C. Does the recipient have prior experience managing other Donor funds and provide documentation to support this? (Yes)
- D. Does the recipient have or can open a bank account? (Yes)
- E. Is the recipient audited annually? (Yes)
- F. Do you produce periodic financial reports for monitoring and evaluation? (Yes)