



*Strategic Plan
2008-2012*





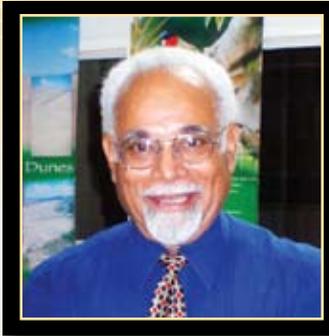
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Sovi Basin, Naitasiri Province

Chairman's Foreword



We live times of unprecedented change and multiple challenges, many of which are new. It is now all the more important for organisations, especially those with a public responsibility, to clearly spell out their respective visions, strategies and priority activities. Clarity of purpose is fundamental to the effective use of resources and the achievement of objectives in any organisation.

This first Strategic Plan for the National Trust of Fiji enables all stakeholders, particularly staff, partners, sponsors and all other supporters, as well as interested citizens, to clearly see where the organisation is going and how it intends to get there.

The Plan has strong ownership because of the consultative and participative process used. This was led by a skilled Fiji facilitator, kindly provided at no cost by a valued partner, the SPC/GTZ Pacific-German Regional Forestry Project.

Heritage conservation, of both the built and natural kind, is really everyone's concern and responsibility in Fiji. Our nation is fortunate to have a body supported by Government, which serves as a national centre and focal point for these important activities.

The National Trust works closely with a number of Departments, in particular those of Culture and Heritage and also Environment, as well as with a range of NGOs and other organisations, both Fiji-based and from overseas. This team mode ensures a 'whole of Government' and wider stakeholder approach which assists greatly with synergies, experience-sharing and also reduces duplication. In fact, we place great value on partnerships and this is well-illustrated by the co-location with us at our Ma'afu street headquarters, of Conservation International.

The recent establishment of the Oceania Regional Office of the World Conservation Union [IUCN] here in Suva is a major milestone and provides a link to their vast reservoir of experts [many of whom vol-

unteer their knowledge]. The National Trust is one of 2 Fiji organisations which are IUCN members. A further recent involvement at the global level is as a founding member of the new London-based International National Trusts Organisation, INTO.

Local communities and resource-owners are of course, key partners and we recognise the imperative of working closely with these essential stakeholders.

We simply must protect and conserve our heritage for future generations as we collectively hold this in trust for them. It is vital therefore that we all work together on this noble mission, for unborn Fiji citizens as well as for the world as a whole. This responsibility is not one we can treat lightly or defer to another time.

May I invite all stakeholders to continue to fully support us in this critical mission.

Radike Qereqeretabua
Chairman
Council for the National Trust of Fiji



Village of Denimanu, Yadua Island

Glossary of Acronyms

CBD- Convention on Biological Diversity

CI- Conservation International

FVB- Fiji Visitors Bureau

GTZ- German Agency for Technical Cooperation

IAS- Institute of Applied Sciences

INTO- International National Trusts Organization

IUCN- World Conservation Union

NBSAP- National Bio Diversity Strategy & Action Plan

NTF- National Trust of Fiji

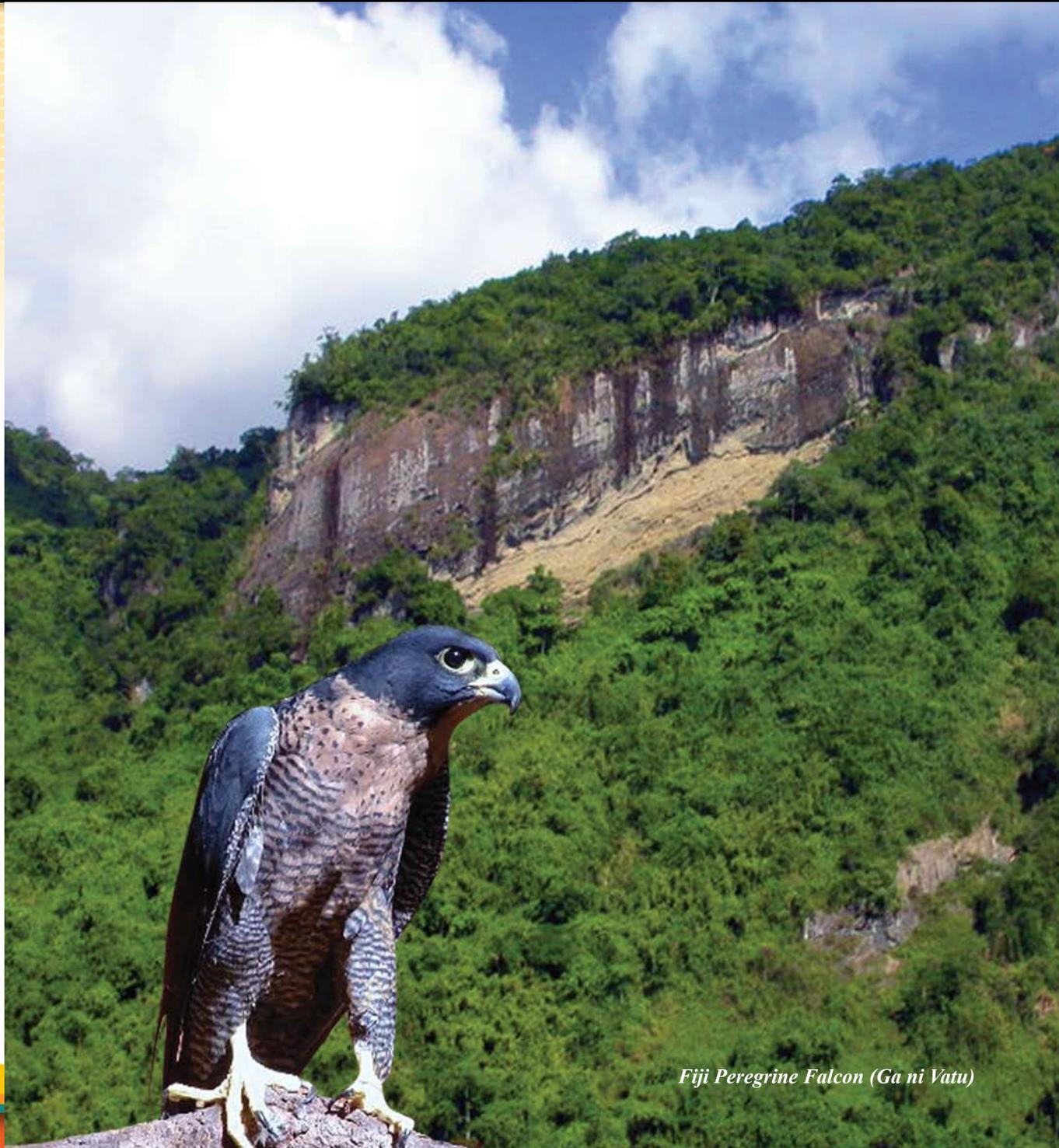
NZAID- New Zealand Agency for International Development

SSDNP- Sigatoka Sand Dunes National Park

USP- University of the South Pacific

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Fiji Peregrine Falcon (Ga ni Vatu)

Mission

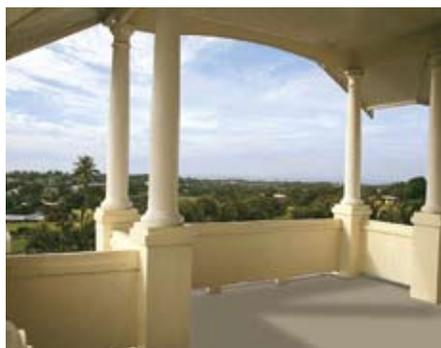
To consolidate, enhance and reinforce the role of the National Trust of Fiji in the conservation, protection, sustainable management and research of Fiji's natural and cultural heritage for the benefit and enjoyment of the peoples of Fiji, the Pacific Islands and the world"

The functions of the National Trust of Fiji:

- a) To promote the permanent preservation for the benefit of the nation of lands (including reefs), buildings, furniture, picture and chattels of every description having national, historic, architectural or natural interest or beauty;
- b) The protection and augmentation of the amenities of any such land or buildings and their surroundings and to preserve their natural aspect and features;
- c) To protect plant and animal life; and
- d) To provide for the access to and enjoyment by the public of such lands, buildings and chattels.

Vision

Fiji's natural and cultural heritage is valued and protected for future generations.



National Trust Values - A Global Initiative



The National Trust movement, begun in Great Britain in 1895, has grown to encompass more than 40 National Trusts throughout the world. The 'trust' model has evolved and been adapted according to particular national circumstances but the basic hallmarks remain the same.



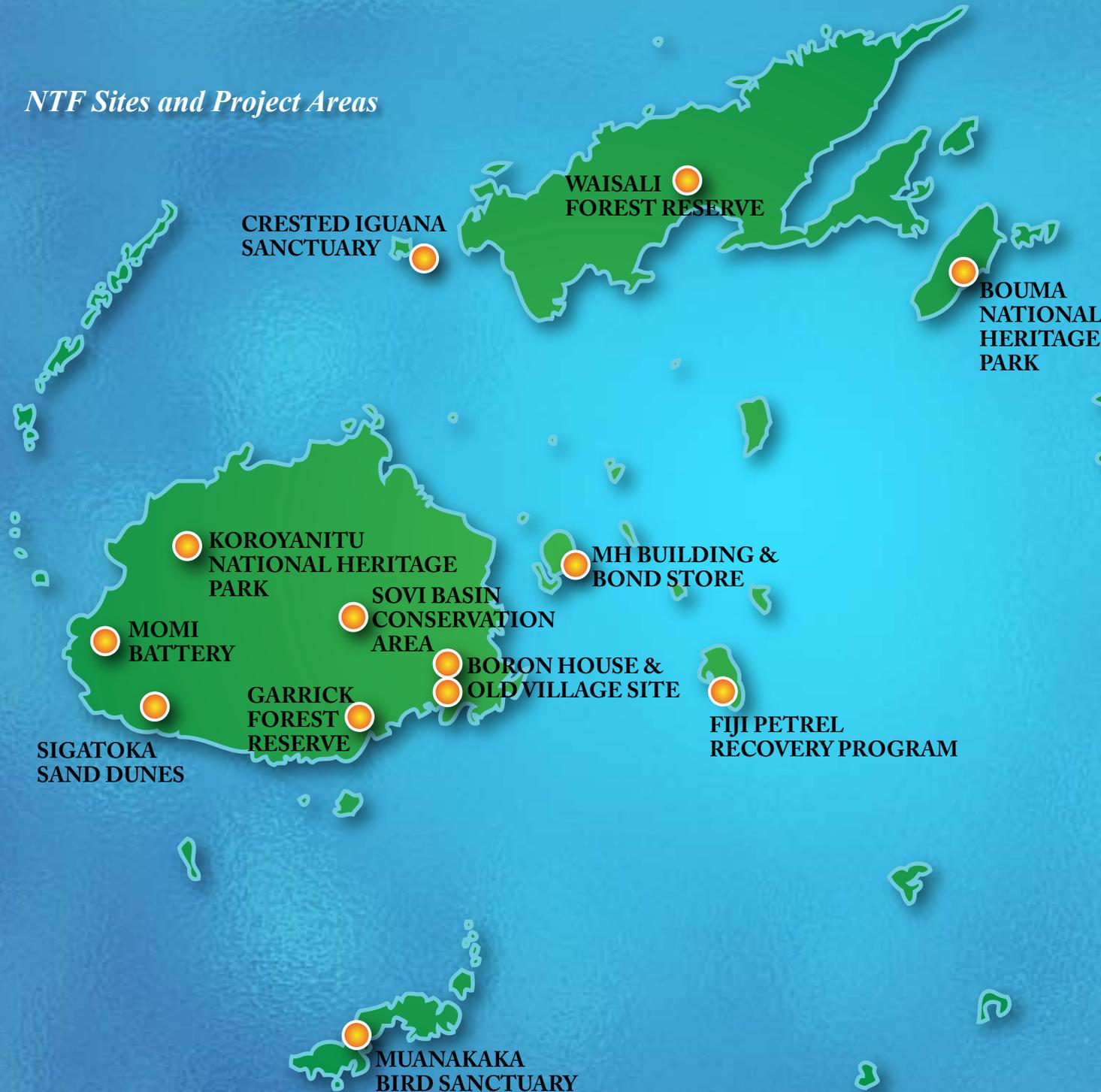
National Trusts are non governmental organisations although they may be chartered by government or receive some state funding. They are generally independent and are often classified as a charity or foundation.

National Trusts

- help people protect irreplaceable heritage - intangible and tangible, both cultural and natural
- are engaged at a national level
- have a broad constituency or membership
- have at least some role in heritage site stewardship or management
- raise the profile of heritage issues and provide a view independent of government
- run educational programmes and promotes the enjoyment of heritage
- are an expression of civic engagement - through membership, donation or volunteering
- work in partnership with other organisations including public and commercial bodies to further their objectives and activities
- have an important role to play in national identity and
- learn about the past to inform the future
- in contrast to most government bodies, think long term rather than short term.

www.internationaltrusts.org

NTF Sites and Project Areas



Sigatoka Sand Dunes National Park

West of the Sigatoka River, the unique extensive sand dune area contains a rich combination of interesting land-form features, archaeological remains and natural beach forest.

Momi Gun Battery

Overlooking Momi Bay. The battery links radar sites on the hills behind to lighthouses on the shore below. Built during WWII in 1944 by NZ and US soldiers, this is an important historical site for Fiji.

Laucala Ring Ditch Fortification

A twin ring ditch fortification situated at Laucala Beach Estate, Suva.

Garrick Forest Reserve

Inland from Navua. Was given to the National Trust by the Garrick family in 1980. The reserve consists of old growth lowland forest and is clearly undisturbed forest. Soqe's, Wood pigeon, kula and Honey eaters are some birds that are found in the Garrick forest.

Yaduataba Island Sanctuary

A tiny dry rain shadow island 21km west of the Naicobocobo Peninsula of Western Vanua Levu. Home to Fiji's largest population of the Fijian Crested Iguana (*Brachylophus vitiensis*) and contains some of the best remaining examples of dry forest and littoral or beach forest in Fiji.

Waisali Rainforest Reserve

Waisali, Savusavu. The reserve is special in maintaining growth of native hardwoods such as Dakua and softwoods such as Yaka and Yasi. Rare specimens of wildlife include the Red Breasted Musk Parrot, Orange Dove, the endemic tree and ground frogs.

Levuka MH Building

The first MH Building in Fiji which houses the town's museum, library, and community hall.

The National Trust of Fiji

The National Trust of Fiji was created in 1970 to provide for the protection of Fiji's natural, cultural and national heritage. The National Trust Act (Cap 265) of 1978, was later strengthened by the Fiji Government's National Heritage Policy in 1996 and the National Trust Amendment Act of 1998.

As the National Trust of Fiji approaches its 40th anniversary, it is timely to look back and re-view its role and performance. It might even be asked if the National Trust is as relevant to Fiji's needs as it could be.

It is clear that the situation of the world's environment is extremely worrying due to increasing population, land and marine degradation, global warming and climate change. These trends are placing our natural resources and in particular our biodiversity, under increasing pressure. Plant, insect and animal species are being lost at an alarming rate and invasives are causing many problems – the *Meremia* vine, now firmly established throughout Melanesia, is but one example.

Islands, which comprise some 43 out of almost 200 nations in our world, are relatively richer in biodiversity than land masses. However, they are also more fragile and vulnerable, partly because of their small size and isolation. More than half of all known extinctions have occurred on islands. It is therefore most important that we continue to implement firm steps to preserve our biodiversity as well as our built heritage – we

owe this to all future generations because so many of these assets are unique to Fiji. However, such actions need to be properly implemented and coordinated in order to be effective.

The preservation of Fiji's Crested Iguana or *vokai*, our iconic cover feature, is a good case in point. Some 98% of the world's entire population of around 15,000 of this precious endemic species is found on the 80 hectare island of *Yaduataba*, in *Bua* Province. A special lease has been entered into with the traditional landowners, ensuring the proper management of the island by the National Trust, in accordance with a plan drawn up by the IUCN Iguana Specialist Group. This process required detailed negotiation and discussions with several Government departments and agencies, including the NLTB, as well as with the island's owners and iguana experts, a role which the National Trust discharged well.

The National Trust has been successful in establishing and managing some 9 heritage sites throughout Fiji, together with a number of built assets, while linking and coordinating well with a range of stakeholders, from NGOs [both national ones, like *NatureFiji/Mareqetiviti* and regional/international] to community groups. A series of related activities, including awareness, community education and capacity-building, are also undertaken on an ongoing basis. At the same

time, an active network of like-minded organisations has been developed, with the National Trust functioning as a focal point for information exchange as well as for many activities.

In addition, the National Trust serves as both an adviser and conduit to Government on important issues such as the National Biodiversity Strategy and Action Plan, developed under the Convention on Biodiversity, of which Fiji is a party. The National Trust is also an advisor to the recently-established National Environment Council with special reference to Protected Areas.

It is generally recognised that the National Trust has performed very well despite being a relatively small organisation. The many challenges and threats to Fiji's biodiversity and built heritage make it all the more important to retain a strong national focus and priority on the sound protection and management of these precious assets, for the benefit of the nation. The short answer therefore to the question on relevancy, is that the case for an effective National Trust is as strong as it ever was, if not more so.

The National Trust is governed by the National Trust Council. 12 staff are based at the NTF HQ while 11 are field based staff. Currently the National Trust is responsible for the management and maintenance of 9 sites around the country and assists with community heritage projects funded by NZAID.



Governance and Development

Objective 1

Good governance and positive institutional development promoted and service delivery strengthened

Outcome 1

- 1.1 Strengthened accountability and transparency in management procedures
- 1.2 Increased effectiveness in internal and external communication systems
- 1.3 Staff corporate identity and team work spirit strengthened

Strategy 1.1

Ensure accountability and transparency to partners and the public

Strategy 1.2

Strengthen internal and external communication, information, and knowledge management

Strategy 1.3

Regularly monitor the management of all sites

Strategy 1.4

Instil work ethics and promote team spirit within the organisation

Output 1.1a

Timely and regular reporting on NTF activities to targeted stakeholders and the public

Output 1.2

Communication strategy in place and implemented

Output 1.3

Activity on status of all heritage sites regularly reported

Output 1.4a

Manuals and guidelines promoting a conducive working environment presented to staff

Output 1.1b

Operating management and financial procedures developed and followed

Output 1.4b

Team building events regularly organised for staff



Community Participation

Objective 2

Increased participation of schools, local communities, heritage owners, and heritage users in the management of national cultural and natural heritage sites

Outcome 2

Schools, local communities, heritage owners, and heritage users contribute to the conservation and preservation Fiji's heritage sites

Strategy 2.1

Develop an interactive School and Youth Outreach program

Strategy 2.2

Collaborate and combine efforts with relevant agencies working with local communities

Strategy 2.3

Develop more interactive community conservation programmes

Strategy 2.4

Provide financial incentives to heritage owners and users for conserving the sites

Output 2.1

Conservation activities and programmes involving schools & youth groups developed and implemented

Output 2.2

Community activities of the NTF are integrated into the community work plans of the Fijian Affairs Board

Output 2.3

Increased community participation in heritage site programmes and activities

Output 2.4

Concerned heritage owners and users are provided with alternative sources of income



Capacity Building

Objective 3

Skilled and knowledgeable staff and local counterparts successfully implement and manage heritage field and office site programmes and activities

Outcome 3

Increased capacity of staff and counterpart officers to effectively plan and carry out assigned NTF work programmes

Strategy 3.1

NTF staff undertake relevant training and learning programmes

Strategy 3.2

Put in place training partnership agreements and programmes with local counterparts

Output 3.1a

NTF staff trained in administrative and technical activities

Output 3.2a

Volunteer training programme with local counterparts implemented

Output 3.1b

NTF staff with a greater familiarity on other heritage sites in Fiji

Output 3.1c

NTF staff learn from overseas heritage site programmes and overseas heritage site staff learn about Fiji sites



Policy Frameworks

Objective 4

Natural and cultural heritage conservation components are strengthened in national policies, legislations, plans and budgetary processes

Outcome 4

4.a National policies, plans, and programmes support heritage site conservation and related activities
4.b Procedure and criteria for declaring "heritage" status to sites and buildings formalised

Strategy 4.1

Review & develop policies and legislations on heritage management and protection

Strategy 4.2

Link the NTF Strategic Plan to relevant national plans

Strategy 4.3

Formalise procedure and criteria for the declaring of heritage sites in Fiji

Output 4.1

Natural and cultural heritage concerns are incorporated in the proposed Protected Areas Legislation

Output 4.2

NTF priorities and activities incorporated into and supported by relevant National Plans

Output 4.3

A criteria for declaring heritage sites and buildings endorsed



Financial Sustainability

| | | | |
|---|---|---|---|
| Objective 5 | | Outcome 5 | |
| Increased financial support and strengthened income generating capacity | | <p>5.1 New financing mechanisms developed and effectively implemented</p> <p>5.2 Increased income from natural and cultural heritage sites and from selling NTF merchandise</p> | |
| Strategy 5.1 | Strategy 5.2 | Strategy 5.3 | Strategy 5.4 |
| Explore and secure access to external sources of funding & investment for heritage conservation | Promote and Market the National Trust sites to specific target groups | Create and market NTF products, & educational and promotional materials | Attract new members and encourage membership contributions |
| Output 5.1a | Output 5.2a | Output 5.3a | Output 5.4a |
| Funding secured from grants and bilateral donors | Heritage sites and buildings made more attractive and interesting | Marketable and attractive NTF merchandise created and promoted | Increased membership and membership fees in the various categories (school, club, corporate etc.) |
| Output 5.1b | Output 5.2b | Output 5.3b | |
| Corporate and business organisations' contribute towards the implementation of the NTF strategic plan | Income generating activities and events planned and carried out at the heritage sites and buildings | NTF merchandise profitably sold in all NTF centres and in other related agencies | |
| | Output 5.2c | | |
| | Fiji heritage sites promoted to international travel and tour agencies | | |



Strengthened Partnerships

Objective 6

Strengthened partnerships and increased counterpart collaboration on the implementation of NTF programmes

Outcome 6

- 6.1 Local and overseas partners routinely collaborate with and support NTF on the implementation of programme
- 6.2 Wider partnership and volunteer programme in place

Strategy 6.1

Formalise relationship with existing local partners for implementation of specific activities

Strategy 6.2

Cultivate new relationships with relevant local and overseas entities

Strategy 6.3

Expand volunteer base

Output 6.1

Memorandums of Understanding (MoU) and Memorandums of Agreement (MoA) on activity implementation signed between local partners and NTF

Output 6.2

New partnerships developed with local and overseas organisations

Output 6.3a

Increased number of volunteers and exchange personnel supporting activity implementation

Output 6.3b

Volunteer policy developed



Sustainable Management of Heritage Sites

Objective 7

Heritage sites sustainably managed and special characteristics promoted / knowledge on her

Outcome 7

- 7.a Heritage sites managed in a sustainable manner
- 7.b Ongoing compilation and dissemination of information of heritage sites
- 7.c Enhanced knowledge on heritage sites

Strategy 7.1

Develop and implement sustainable management plans, including monitoring and evaluation procedures, for heritage sites

Strategy 7.2

Gather new information on heritage sites

Output 7.1a

Ecological survey carried out in the natural heritage sites

Output 7.2

Ecological research carried out in the natural heritage sites

Output 7.1b

Natural heritage site management plans, including monitoring and evaluation procedures, developed and endorsed by stakeholders



Awareness & Education

| | |
|--|--|
| <p>Objective 8</p> <p>Local, regional and international agencies and the general public are better informed and more aware of the activities of the NTF and Fiji's national heritage.</p> | <p>Outcome 8</p> <p>Increased public exposure and awareness on Fiji's cultural and natural heritage and on the National Trust of Fiji</p> |
| <p>Strategy 8.1</p> <p>Improve accessibility and dissemination of NTF information.</p> | <p>Strategy 8.2</p> <p>Develop effective and innovative heritage awareness and education materials and programs.</p> |
| <p>Output 8.1a</p> <p>An information dissemination and communication system in place and functioning</p> | <p>Output 8.2a</p> <p>Awareness materials on NTF and on the conservation of national heritage published</p> |
| <p>Output 8.1b</p> <p>Information dissemination and communication with local, regional and international organisations is facilitated through the NTF website</p> | <p>Output 8.2b</p> <p>Increased TV exposure on Fiji's national heritage and conservation issues</p> |
| <p>Output 8.1c</p> <p>Increased participation and presence of NTF in public events</p> | <p>Output 8.2c</p> <p>Increased public events in heritage sites</p> |



NTF Council Members

Mr Radike Qereqeretabua- Chairman
Dr Robin Yarrow- Vice Chairman
Professor William Aalbersberg
Mr Sevanaia Tabua
Mrs Emi Rabukawaqa

Special Friends

His Excellency the British High Commissioner, Mr Roger Sykes
Mrs Sykes

Government

Ministry for Education
Department of Culture and Heritage

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IUCN
Taronga Zoo
Kula Eco Park

Funding Partners

Fiji Government
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NZAID
GEF/UNOPS
Global Conservation Fund

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