Strategic Plan 2008-2012
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 volunteer 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
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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**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.

**Vision**

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

**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.
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 Trust Values - A Global Initiative

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
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.

Yadutataba Island Sanctuary

A tiny dry rain shadow island 21km west of the Naicobocoba 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 review 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.
STRATEGIC PLAN 2008 - 2012 National Trust of Fiji

Governance & Development

Community Participation

Capacity Building

Policy Frameworks

Financial Sustainability

Strategic Objectives 2008 - 2012

Strengthened Partnerships

Sustainable Management of Heritage Sites

Awareness & Education

Bouma National Heritage Park, Taveuni Island
### 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

- **Output 1.1a**
  - Timely and regular reporting on NTF activities to targeted stakeholders and the public

- **Output 1.1b**
  - Operating management and financial procedures developed and followed

#### Strategy 1.2

Strengthen internal and external communication, information, and knowledge management

- **Output 1.2**
  - Communication strategy in place and implemented

- **Output 1.3**
  - Activity on status of all heritage sites regularly reported

#### Strategy 1.3

Regularly monitor the management of all sites

- **Output 1.4a**
  - Manuals and guidelines promoting a conducive working environment presented to staff

#### Strategy 1.4

Instil work ethics and promote team spirit within the organisation

- **Output 1.4b**
  - Team building events regularly organised for staff
## Objective 2

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

### Strategy 3.1

NTF staff undertake relevant training and learning programmes.

- **Output 3.1a**
  - NTF staff trained in administrative and technical activities.

- **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.

### Strategy 3.2

Put in place training partnership agreements and programmes with local counterparts.

- **Output 3.2a**
  - Volunteer training programme with local counterparts implemented.

### Outcome 3

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

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<tr>
<th>Strategy 4.1</th>
<th>Strategy 4.2</th>
<th>Strategy 4.3</th>
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<tr>
<td>Review &amp; develop policies and legislations on heritage management and protection</td>
<td>Link the NTF Strategic Plan to relevant national plans</td>
<td>Formalise procedure and criteria for the declaring of heritage sites in Fiji</td>
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<table>
<thead>
<tr>
<th>Output 4.1</th>
<th>Output 4.2</th>
<th>Output 4.3</th>
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<tbody>
<tr>
<td>Natural and cultural heritage concerns are incorporated in the proposed Protected Areas Legislation</td>
<td>NTF priorities and activities incorporated into and supported by relevant National Plans</td>
<td>A criteria for declaring heritage sites and buildings endorsed</td>
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## Financial Sustainability

### Objective 5

**Increased financial support and strengthened income generating capacity**

### Strategy 5.1

**Explore and secure access to external sources of funding & investment for heritage conservation**

**Output 5.1a**

Funding secured from grants and bilateral donors

**Output 5.1b**

Corporate and business organisations’ contribute towards the implementation of the NTF strategic plan

### Strategy 5.2

**Promote and Market the National Trust sites to specific target groups**

**Output 5.2a**

Heritage sites and buildings made more attractive and interesting

**Output 5.2b**

Income generating activities and events planned and carried out at the heritage sites and buildings

**Output 5.2c**

Fiji heritage sites promoted to international travel and tour agencies

### Strategy 5.3

**Create and market NTF products, & educational and promotional materials**

**Output 5.3a**

Marketable and attractive NTF merchandise created and promoted

**Output 5.3b**

NTF merchandise profitably sold in all NTF centres and in other related agencies

### Strategy 5.4

**Attract new members and encourage membership contributions**

**Output 5.4a**

Increased membership and membership fees in the various categories (school, club, corporate etc.)

### Outcome 5

**5.1 New financing mechanisms developed and effectively implemented**

**5.2 Increased income from natural and cultural heritage sites and from selling NTF merchandise**
## Strengthened Partnerships

### Objective 6

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

### Outcome 6

1. **6.1** Local and overseas partners routinely collaborate with and support NTF on the implementation of programme
2. **6.2** Wider partnership and volunteer programme in place

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<th>Strategy 6.1</th>
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<th>Strategy 6.3</th>
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<tr>
<td>Formalise relationship with existing local partners for implementation of specific activities</td>
<td>Cultivate new relationships with relevant local and overseas entities</td>
<td>Expand volunteer base</td>
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<table>
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<tr>
<th>Output 6.1</th>
<th>Output 6.2</th>
<th>Output 6.3a</th>
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<tbody>
<tr>
<td>Memorandums of Understanding (MoU) and Memorandums of Agreement (MoA) on activity implementation signed between local partners and NTF</td>
<td>New partnerships developed with local and overseas organisations</td>
<td>Increased number of volunteers and exchange personnel supporting activity implementation</td>
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<tr>
<th>Output 6.3b</th>
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<tr>
<td>Volunteer policy developed</td>
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## Sustainable Management of Heritage Sites

<table>
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<tr>
<th>Objective 7</th>
<th>Outcome 7</th>
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</table>
| Heritage sites sustainably managed and special characteristics promoted / knowledge on heritage sites | **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 |

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<tr>
<th>Strategy 7.1</th>
<th>Strategy 7.2</th>
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<tr>
<td>Develop and implement sustainable management plans, including monitoring and evaluation procedures, for heritage sites</td>
<td>Gather new information on heritage sites</td>
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<tr>
<th>Output 7.1a</th>
<th>Output 7.2</th>
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<tr>
<td>Ecological survey carried out in the natural heritage sites</td>
<td>Ecological research carried out in the natural heritage sites</td>
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<tr>
<th>Output 7.1b</th>
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<tbody>
<tr>
<td>Natural heritage site management plans, including monitoring and evaluation procedures, developed and endorsed by stakeholders</td>
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## Awareness & Education

### Objective 8

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.

### Strategy 8.1

Improve accessibility and dissemination of NTF information.

#### Output 8.1a

An information dissemination and communication system in place and functioning

#### Output 8.1b

Information dissemination and communication with local, regional and international organisations is facilitated through the NTF website

#### Output 8.1c

Increased participation and presence of NTF in public events

### Strategy 8.2

Develop effective and innovative heritage awareness and education materials and programs.

#### Output 8.2a

Awareness materials on NTF and on the conservation of national heritage published

#### Output 8.2b

Increased TV exposure on Fiji’s national heritage and conservation issues

#### Output 8.2c

Increased public events in heritage sites

### Outcome 8

Increased public exposure and awareness on Fiji’s cultural and natural heritage and on the National Trust of Fiji
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

Corporate Members
Neptune Shipping
Carpenters Group
Euro Cars
Westpac Banking Corporation
FINTEL
Williams and Gosling
Shangri-La Fijian Resort & Spa
ANZ Bank
Temo Consultants
Patterson Brothers Shipping
Motibhai & Company
Warwick Fiji Resort
Flour Mills of Fiji
Stardust Cruises

MOU Partners/ Membership
Conservation International
Tourism Fiji
IAS (USP)
IUCN
Taronga Zoo
Kula Eco Park

Funding Partners
Fiji Government
Conservation International
NZAID
GEF/UNOPS
Global Conservation Fund

Sigatoka Sand Dunes National Park