



STANDING COMMITTEE ON SOCIAL AFFAIRS

Review Report on the 2018 Nasinu Town Council Annual Report



PARLIAMENT OF THE REPUBLIC OF FIJI
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CHAIRPERSON'S FOREWORD

I am pleased to present the Standing Committee on Social Affairs report on *the Review of the 2018 Nasinu Town Council Annual Report*.

In undertaking this review, the Committee examined the Council's performance, governance and service-delivery arrangements and sought written responses and clarifications from the Nasinu Town Council. This process enabled the Committee to assess the progress made during the reporting period and to identify matters requiring continued attention.

The Committee notes that Nasinu is Fiji's largest municipality by population and continues to experience rapid urban growth. These pressures have significant implications for the Council's financial sustainability, infrastructure planning, waste management and ability to respond effectively to the needs of ratepayers and residents.

The review highlighted the need for the Council to strengthen its revenue base and align rate collection with the cost of municipal services and improving coordination with the Fiji Roads Authority, the Water Authority of Fiji and Waterways. Further the Council must address the rising costs of solid-waste management and illegal dumping while working closely with the Ministry of Housing to support the formalisation of informal settlements.

The Committee considers that timely implementation of the recommendations in this report will strengthen accountability, improve service delivery and better position the Nasinu Town Council in responding to the needs of its growing municipality. The Committee therefore encourages the Council and relevant government agencies to work collaboratively in addressing the matters raised.

To conclude, I sincerely thank the Special Administrators of the Nasinu Town Council and officials for their services and contributions to this review process.

I am thankful to the Hon. Members, Hon. Ratu Rakuita Vakalalabure, Hon. Alipate Tuicolo, Hon. Viam Pillay, Hon. Alikia Bia and Hon. Parveen Bala for their invaluable contribution and support.

I would like to thank the secretariat for their dedication in compiling this report.

On behalf of the Standing Committee on Social Affairs, I commend this report to Parliament.



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Hon. Iliesa Vanawalu
Chairperson

ACRONYMS

NTC	Nasinu Town Council
FRA	Fiji Roads Authority
SO	Standing Order
WAF	Water Authority of Fiji

COMMITTEE MEMBERS

The Standing Committee on Social Affairs (**‘Committee’**) is established under Section 70 of the Constitution of the Republic of Fiji and Standing Order 109. The Committee’s mandate and functions are provided under SO 109 (2) and 110 (1) (a)-(d) & (f).

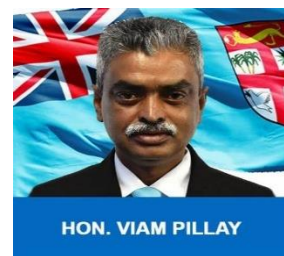
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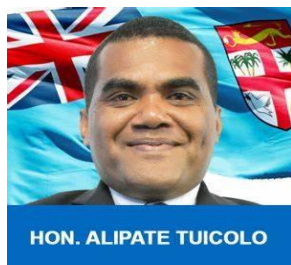
Chairperson



Deputy Chairperson



Member



Member



Member



Member

1.0 INTRODUCTION

The 2018 Nasinu Town Council Annual Report was tabled in Parliament on the 28th of April 2025 and was referred to the Standing Committee on Social Affairs pursuant to Standing Order 109(2)(b).

Standing Order 109(2)(b) empowers the Standing Committee on Social Affairs to examine matters related to health, education, social services, labour, aviation, culture and media.

1.1 Committee Procedures

Deliberations on the 2018 Nasinu Town Council annual report commenced in August 2026. The Committee reviewed the report, prepared questions and sought clarifications on key issues of interest from Nasinu Town Council.

The Committee held Public Submission with the Executives of Nasinu Town Council on 8th September 2026.

Upon receipt of all pertinent information addressing the Committee's queries, the report was finalised and subsequently endorsed on 23rd September 2026.

Responses from Nasinu Town Council can be accessed via the following link:
<https://www.parliament.gov.fj/committees/standing-committee-on-social-affairs/>

2.0 Background of Nasinu Town Council

2.1 Nasinu Town Council

Nasinu was officially declared a town in year 2000. The population of Nasinu was 92,043 at the 2017 Census and became the largest municipal in Fiji. It is a major residential hub in Fiji, housing a large majority of the work force in Nasinu. The Nasinu property market has experienced significant growth over the last several years, leading to substantial increases in property value.

Nasinu's evolution from a newly declared town in 2000 to a municipality preparing for city status in 2030 is marked by administrative restructuring, halted elections and long-term strategic planning.

3.0 KEY FINDINGS

The Committee conducted its review of the 2018 Nasinu Town Council Annual Report and identified the following key findings:

- 3.1 The Committee noted that the Nasinu Town Council collected rate revenue of \$3.1 million in 2018, which was insufficient to meet service delivery costs, creating persistent financial constraints.
- 3.2 The Committee noted that the new centralised system has improved efficiency in receiving complaints from the rate payers in relation to agencies like FRA, WAF and Waterways.
- 3.3 The Committee noted that majority of the revenue earned from rate collection is utilized to address solid waste management and illegal dumping cost.
- 3.4 The Committee noted that the Ministry of Housing has formalized three informal settlements namely Mamas Place and Topline in Caubati and River Road in Narere

4.0 RECOMMENDATION

The Committee recommends the following:

- 4.1 The Nasinu Town Council must review its rate structure to better align revenue with service delivery cost together with continuation of incentives such as discounts and interest waiver on rate arrears.
- 4.2 The Nasinu Town Council must formalise turnaround time with FRA, WAF and Waterways to attend to complaints in a timely manner.
- 4.3 The Nasinu Town Council must find avenues to generate more revenue to address the increase in solid waste management and illegal dumping.
- 4.4 The Nasinu Town Council must work with the Ministry of Housing in formalizing the informal settlements.

5.0 SUSTAINABLE DEVELOPMENT GOALS AND GENDER ANALYSIS

(Provided by the Nasinu Town Council)

5.1 In the financial year 2018 SDGs were not incorporated within the council's operational plan. Moving forward the SDG's have been included in the current 5 year strategic (2025 – 2030) and annual operational plans.

5.2 Gender Analysis

The number of staff as per the table below

Year	Male	Female	Total
2017	184	18	202
2018	158	22	180
2019	165	24	189
2020	151	27	178
2021	127	32	159
2022	150	28	178
2023	62	15	77
2024	123	21	144
2025	120	22	142

6.0 CONCLUSION

- 6.1** The Committee noted that the rapid urban growth continues to place increasing pressure on the Council's financial resources, infrastructure development, waste management systems and service delivery capabilities hence the Committee is encouraged by the Council's efforts to improve complaint management through its centralized system and acknowledges the progress made in the formalisation of informal settlements. Further the Committee believes that the implementation of the recommendations contained in this report will strengthen financial sustainability, enhance accountability, support sustainable urban development and improve the quality of municipal services delivered to the Nasinu residents.

COMMITTEE MEMBERS' SIGNATURE

We, the Members of the Standing Committee on Social Affairs, hereby agree with the contents of this report:

Committee Member	E-Signature
Hon. Iliesa Vanawalu Chairperson	
Hon. Ratu Rakuita Vakalalabure Deputy Chairperson	
Hon. Alipate Tuicolo Member	
Hon. Viam Pillay Member	
Hon. Parveen Bala Member	
Hon Aliko Bia Member	
Date: 23rd September, 2026	

ANNEXURE

Published evidence

Written evidence, transcripts, and supporting documents can be viewed on the Parliament website at the following link: <https://www.parliament.gov.fj/committees/standing-committee-on-social-affairs/>

[VERBATIM REPORT]

STANDING COMMITTEE ON SOCIAL AFFAIRS

- **Annual Reports**

SUBMITTEE: **Nasinu Town Council**

VENUE: **Big Committee Room, Suva**

DATE: **Tuesday, 8th September, 2026**

VERBATIM NOTES OF THE MEETING OF THE STANDING COMMITTEE ON SOCIAL AFFAIRS HELD AT THE BIG COMMITTEE ROOM ON TUESDAY, 8TH SEPTEMBER 2026 AT 2.33 P.M.

In Attendance

Hon. I.S. Vanawalu	-	Chairman
Hon. V. Pillay	-	Member
Hon. A. Bia	-	Member
Hon. P.K. Bala	-	Member

Submittees

Nasinu Town Council

Mr. Jone Tuiono	-	Special Administrator
Mr. Imran Khan	-	Acting Chief Financial Officer
Mr. Tevita Mau	-	Chief Operating Officer

MR. CHAIRMAN.- Members of the public, secretariat, dear viewers, ladies and gentlemen. A very good afternoon to you all, and it is a pleasure to welcome everyone here this afternoon, especially the viewers who are watching this public hearing session live.

At the outset, for information purposes pursuant to Standing Order 111 of the Standing Orders of Parliament, all committee meetings are to be open to the public. Therefore, please note that this submission is open to the public and media. It is also being aired via the *Walesi* platform, streamed live on the Parliament website, and on social media platforms. For any sensitive information concerning the matter before us this afternoon that cannot be disclosed to the public, this can be provided to the committee either in private or in writing.

Please be advised that Standing Order 111 permits non-disclosure of information in the following circumstances:

- national security matters;
- third-party confidential information;
- personnel or human resources matters; and
- committee deliberations and development of committee recommendations and reports.

This is a parliamentary meeting, and all information gathered is covered under the Parliamentary Powers and Privileges Act of 1965. Please bear in mind that we do not condone slander or libel of any sort, and any information brought before this Committee should be based on facts. In terms of protocol for this Committee meeting, please minimise the use of mobile phones and all mobile phones are to be in silent mode while the meeting is in progress. I wish to also remind honourable Members and our guests that all questions to be asked are to be addressed through the Chairperson. I would like the honourable Members of the Committee to introduce themselves.

(Introduction of Committee Members)

MR. CHAIRMAN.- Today the Committee will be hearing submissions from the Nasinu Town Council on the 2018 Annual Report. Before us, we have the representative from the Council and I would like to thank them for availing themselves to appear at this hearing. Due to the essence of time, you may give a brief response. The members will intervene with their supplementary questions. Now I will invite the officials to introduce themselves and then begin your presentation.

(Introduction of officials from Nasinu Town Council)

MR. J. TUIONO.- Honourable Members, I will lead the discussion today, and then I will hand it over to my two colleagues to complete responding to the questions that were raised to us by this honourable Committee. Our responses are submitted in relation to the questions raised by the Parliamentary Standing Committee on Social Affairs regarding the operations, financial performance, infrastructure development, stakeholder engagement and service delivery of Nasinu Town Council in the period 2018. Noting that, Mr. Chairman, it is eight years down the line from today, and we are sitting in 2026.

Unfortunately for me, I was not there, and also a few of my colleagues were not there, but I think one of our members was there and is fully knowledgeable of the developments that happened in Nasinu then. I will hand it over to our Chief Financial Officer, Mr. Imran, to continue from there.

MR. I. KHAN.- Just to update the Committee, none of us were part of the Nasinu Town Council in the year 2018, but we helped in the facilitation of the 2018 accounts. In responding to the questions, I will take you through our responses.

Question 1. How did revenue collection lead to operational efficiency for Nasinu Town Council?

We did an approximate collection of \$3.9 million in the financial year 2018. These were used for the following services provided — solid waste management and collection, grass cutting and maintenance for public areas, drain maintenance and clearing, market operations, processing and issuance of building approvals, health permits, issuance or administration of business licences, and issuance and administration of PSV bases.

The revenue collected was directly used to support the council's operational essentials for the municipality. For the initiatives that were provided to ratepayers to settle their rates, we had a discount period offer to encourage our ratepayers to pay on time. This was given for the months of January and February; a 7 percent discount was allowed to ratepayers on their current rates, excluding the garbage fees.

The significant challenges that were faced in the year 2018, I think, to highlight more on this, Nasinu Town Council has a ratepayer base of 11,375 ratepayers. Of these, 94 percent of our ratepayers are classed as residential, 3 percent as civic spaces, and 3 percent as commercial and industrial. As you can see, most of our ratepayers are classed as residential, and if you look at our rate struck, we are charging 0.006 cents per dollar on unimproved capital value.

The council's main revenue source is through rates income. We have an approximate bill of \$3.1 million in rates, which is significantly lower in terms of the expenditure that the council incurs to provide the services. One of the major challenges or constraints that we have had for infrastructure development is the financial and cash flow issues that we have had at Nasinu Town Council.

In terms of our percentages, our property classifications are as follows:

- residential, 94 percent;
- civic and open spaces, 3 percent; and
- commercial and industrial, 3 percent.

We have seen a bit of rezoning activity happening, with the market move from Nasinu becoming a bit more vibrant, so these numbers are going to change in the coming years. In terms of policy and regulatory changes, there were no major policy and regulatory changes that were implemented in the 2018 financial year. However, we subsequently removed business licensing and PSV functions from the

council in 2020 and 2021. This led to an impact of approximately 11 percent on revenue reduction for the council.

In terms of infrastructure development, in 2018 we had a feasibility study undertaken for Valelevu grounds. This was undertaken by Guangdong Province to establish the Valelevu grounds as a proposed sports stadium. Unfortunately, this project could not go ahead.

HON. P.K. BALA.- Mr. Chairman, may I intervene? So that was 2018?

MR. I. KHAN.- Yes, Sir.

HON. P.K. BALA.- What is the status, and what does Nasinu Town Council intend to do with those Valelevu grounds? There are a lot of talks going on, so maybe this is the right time to check on what Nasinu Town Council intends to do.

MR. J. TUIONO.- Thank you, honourable Member. There is a plan by the national Government to build the CWM Hospital, a replacement for CWM Hospital. That is currently with the technical committee that was hired by the Australian Government, but from the Nasinu Town Council, we have been pushing against that. We thought that it would not be beneficial to the council as a whole, as having a major hospital would contribute to traffic congestion and all these other non-essentials, which we feel makes it the wrong place to place a hospital for that matter.

The last we heard is that the Ministry of National Planning will resubmit to Cabinet. If that approval can be repealed, they can take into consideration our request from the Nasinu Town Council for that matter.

HON. P.K. BALA.- Mr. Chairman, through you, so in other words, Nasinu Town Council as a whole is not in favour of having that development at that ground?

MR. J. TUIONO.- Honourable Member, there was some consultation with communities, and it came out negative from the responses from the general community.

MR. I. KHAN.- Another project that we undertook was the drainage project upgrades. This was done in partnership with the Ministry of Waterways. This was somewhere around \$476,000 worth of drainage upgrades that we did.

HON. P.K. BALA.- Mr. Chairman, through you, see, this is what we have been saying, and most of the councils have been coming here and saying that they do not get that type of grant now. I mean, you can imagine, it is half a million dollars, right, and I believe that was with the Ministry of Waterways. At this point in time, do councils receive funds from Waterways to maintain and upgrade the drainage system?

MR. I. KHAN.- No, Sir. We have not received any grants in recent years. Another project that was undertaken was the sub-leasing of the Narere grounds to Fiji National Rugby League for development of youths for league rugby. However, this project did not take off, and then the leasing was cancelled with the NRL. One of the other major projects that we did, which saw completion, was the Laqere Market project, but the Laqere Market was opened later in 2020.

Question No. 7: The plans for formalising informal settlements. There are three current informal settlements that we had worked upon in partnership with the Ministry of Housing. These are Mamas Place, Topline Caubati and River Road, Narere. Currently, there is a collaboration between Nasinu Town Council and the Ministry of Housing.

HON. P.K. BALA.- What role does the Council play in this? I understand that all informal settlements are developed by the Ministry of Housing, but is there any change now that the Councils are also involved?

MR. I. KHAN.- We are coming as a stakeholder that is going to look after the community once it is formalised, so we are giving them our input in terms of the issues that we have faced with previous developments. If you look at Narere, it was also converted from an informal settlement to a formal settlement. Some of the issues that we faced there were an improper drainage system, no drainage scheme plans, and properties built on portions of sewer reserves or Water Authority reserves that are included within private properties, which has led to a lot of conflicts with the Narere residents. These are some of the issues we are coming up with as stakeholders, and we are highlighting them to the current developers. That is our main role. Apart from this, we do not have the main role in the development of it, Sir.

In terms of ratepayer complaints, back in 2018, we did not have a centralised mechanism for capturing ratepayer complaints. Each department used to have a decentralised way of capturing them. It was divided into the building team, health team, finance and depot team. Currently, we have centralised it into one role. There is a complaints officer who reports directly to the Manager Corporate Services. There is a central way of capturing all complaints. These are through mediums of customers walking in, through our Facebook pages, online and emails. These are kept as a central register, which is later sent to the respective departments, and we have significantly reduced our complaints turnaround time to seven days at the moment. Our complaints officer actually looks into those long-outstanding complaints until these are resolved. Some of the complaints that remain unresolved within seven days are usually those that are in relation to illegal developments or that have other stakeholders involved, especially in terms of sewer issues and other health-related issues.

HON. P.K. BALA.- In 2018, the number of complaints that you people received, according to the report, was 851. What is the number of complaints now? Has it increased or decreased?

MR. I. KHAN.- It has increased. With the improved mechanism of capturing complaints and a formal register implemented to capture these complaints and then having them resolved, we have seen the number of complaints lodged with the Council increase. Some of the reasons are that it is not that we have started to perform badly, but that we have a proper mechanism of capturing them, so that is one reason for the increase. The other reason is that we are also receiving other stakeholder complaints.

We are receiving a lot of complaints in regard to the Fiji Roads Authority for road repair works and non-maintenance of streetlights. We are having a lot of complaints regarding the Water Authority. If you look at areas such as Tuirara, Narere and Nadera, these are very prone areas where we have issues with the Water Authority in regard to sewer spillage. We are monitoring those. We have a lot of issues coming up for the Ministry of Agriculture in terms of dog control. As a Council, we are capturing these complaints. We have MOUs with the stakeholders, and we pass these complaints over to the stakeholders and communicate back to our ratepayers so that our ratepayers are happy with the performance of the Council.

HON. P.K. BALA.- Mr. Chairman, through you, just going back to stray dogs, you have mentioned that you people have been receiving complaints on behalf of the Ministry of Agriculture, but in your report, this exercise, dog trapping exercise, was carried out by Nasinu Town Council, and that was in 2018. After 2018, has there been any other campaign conducted?

MR. I. KHAN.- Yes, Sir. We are still carrying out dog trapping exercises. It is in coordination with the Ministry of Agriculture. When they have space in their impound, we do carry out dog trapping, and we also partner with SPCA for dog neutering programmes.

HON. P.K. BALA.- Do the owners come and claim, or do you people give it to someone else? Because you cannot keep all those at the depot.

MR. I. KHAN.- No, Sir. With the current arrangement, any dog that is trapped, the Council organises the trapping. We trap it and then we go and deliver it at Koronivia at the Ministry of Agriculture. It is impounded there. If the owners are wishing to claim it back, they go directly to the Ministry of Agriculture.

In terms of how NTC engaged with public stakeholders, in 2018, our primary engagement was through community meetings and newspaper publications. However, moving forward, currently we have improved on this. We have started with door-to-door awareness programmes. We are doing ward-based community meetings, at least quarterly meetings with our ratepayers. We have social media engagement through our Facebook page. We are keeping our ratepayers updated with Council activities, community programmes and Council initiatives, and public awareness matters. These are some of the initiatives that we have taken to improve ratepayer engagement, Sir.

Moving forward in terms of our SDGs, in the financial year 2018, we did not primarily focus on the SDGs. We have since then incorporated them in our current strategic plan and our annual plans, but in 2018 there was none that was done. In terms of moving forward for

Question No. 15, in terms of gender equality, for the year 2017 we had 202 staff. Of these, 184 were males and 18 were females. If you look at the table, Nasinu Town Council has been dominated by a male workforce, but this is mostly to do with our depot operations, where our general workers are mostly male. We have started taking in ladies who have shown interest in it, so we are trying to balance it out.

For Question No. 16, I will ask Mr. Mau, our Chief Operations Officer, to take us through.

MR. T. MAU.- Mr. Chairman, for us at the Council, we just formulated our Strategic Plan 2025–2030. Over the last two years, we have identified some challenges along the way. One of them is financial constraints and revenue volatility. Regular and seasonal revenue streams have an impact in terms of our cash flow. That impacts the way we carry out what has been identified in the Strategic Plan.

Part of the plan also highlights the mitigation measures that we have to undertake in terms of that financial challenge. One of them is diversifying our revenue sources to explore other alternatives apart from the basic revenue that we are generating out of rates and the grants that we get from Government.

In terms of our human resource capacity and skill gaps, that is also a challenge that we have. Not having the in-house capability to carry out some of the mandated responsibilities that we have is a challenge. There is also the challenge that we have in terms of servicing a big municipal council like Nasinu. As you will note, when we do a ratio in terms of people, staff to people served, there is quite a huge gap that we have, and it is something that we work towards addressing going forward. One of the basic strategies that we have is to focus on capacity building. That is one of the major deliverables of the organisation. As you will note, we have invested heavily in terms of improving our capacity building.

Another challenge that we have is in terms of slow approvals with external stakeholders. That does have an impact in terms of the way we deliver our responsibilities. In terms of planning and monitoring, as of late we are in the process of having consolidated KPIs. The dashboard is part of the work in progress, just to ensure that we are updating...

HON. P.K. BALA.- Mr. Chairman, through you, you have mentioned about delays in approvals from the key stakeholders. Are you trying to say that the Ministry for Local Government?

MR. T. MAU.- Sorry, may I?

HON. P.K. BALA.- No, no, you have mentioned that there are delays from the key stakeholders in terms of approval. I am asking you, is that the Ministry for Local Government? Is that your key stakeholder with delays in approval? Or any other?

MR. T. MAU.- We have Town and Country Planning.

HON. P.K. BALA.- Having said that, do you not have a turnaround time for rezoning with Town and Country Planning?

MR. T. MAU.- We do have meetings. There are meetings that are done at the municipal level where they discuss issues that are pertinent to the municipal council. At that level, at that forum, we get to ensure that we highlight challenges that we have, and that is one of them.

HON. P.K. BALA.- Okay, let me put it in layman's terms. If you have submitted a rezoning plan to Town and Country Planning, do they approve that rezoning within the turnaround time, or is there a delay? That is what I am asking.

MR. T. MAU.- At times, it is on time. At other times, there is a bit of a delay.

MR. CHAIRMAN.- You may continue.

MR. T. MAU.- Mr. Chairman, in terms of our planning and monitoring, we are in the process of the establishment of our dashboards, just to ensure that our key internal stakeholders are kept abreast of how the organisation is progressing. As of late, we are in the process of the establishment of PMS and working with our consultant who will be assisting us in the establishment of PMS for Nasinu Town Council. That is just a spin-off coming out of the job evaluation that was carried out, the first for the Council, which was carried out in 2025. We are working towards the implementation of that before the end of the calendar year.

In terms of procurement and contracts, we have this challenge of procurement capacity, and we have addressed that by the recruitment of a procurement officer who has gone on to assist us in addressing this procurement management risk. In terms of infrastructure and service delivery backlogs, we have backlogs in terms of some of the work that needs to be carried out as part of the Strategic Plan, and we continue to work with our key stakeholders to ensure that we work together in terms of delivering those backlogs. Of particular mention here is in terms of roadworks and drainage.

Community expectation is also a challenge for us at times. When there are demands for some community deliverables that at times are short-term, this can have an impact in terms of our resources because resources get diverted towards addressing those short-term demands. Data quality and information system gaps are also challenges that we have, in terms of the accuracy of some of our registers and also the weak MIS efficiency. We are investing in our MIS and digitisation programme to mitigate that.

Probably, this one is just a repeat of what had been raised earlier, which is regulatory and intergovernmental coordination, delays in approval and misalignment with national agencies and utilities that often stall our projects. Also, climate and resilience risks, flooding and climate-exposed areas have an impact in terms of the way we carry out our services. We are working on pursuing climate finance opportunities to try and solicit funding to address this.

I will now hand over to our CFO for Question No. 17.

MR. I. KHAN.- In terms of the brief administrative history of Nasinu Town Council, Nasinu Town Council was declared and formally established as a town municipality in the year 2000.

- In 2001, the Council by-laws were introduced.
- 2002 — we had the first municipal election. We had a 21-member town council unit.
- 2005 — the last local government elections were held.
- From 2005 onwards to 2026, we have had municipal administrators or special administrators appointed to look into the Council's affairs.
- 2024 — we actually did our strategic plans, and our target is to transform Nasinu Town into a Nasinu City by the year 2030.
- 2026 — we had the preparation and commencement of the return of municipal elections. However, this is currently on pause to facilitate the national elections.

MR. CHAIRMAN.- Thank you very much, team from Nasinu Town Council. Very impressive and in-depth presentation to the Committee this afternoon. I will now ask the honourable Members if there are any other supplementary questions in relation to the 2018 Annual Reports in front of us.

HON. V. PILLAY.- Mr. Chairman, this is in regard to rate collections. The incentives were there in 2018. What incentives or initiatives are there to assist ratepayers to pay the outstanding rates or the current rates?

MR. I. KHAN.- Just a clarification, are we talking about the current incentives?

HON. V. PILLAY.- Yes.

MR. I. KHAN.- Okay, so sorry about that. Currently, Sir, in this financial year, what we have introduced is the same incentive. We have a 7 percent discount that is applicable for the month of August and September for early payment of rates. That is on rates only, not on the garbage fees. In the year 2023, we had our interest waiver period whereby anyone who was paying off their principal amount had their interest waived. So, we had the exercise in 2023, and we have the discount period that is currently going on, Sir.

MR. CHAIRMAN.- Just two from my side. When you talk about your collection of garbage, like in our area, we collect it three times a week. How do you look at the population increase in terms of the clearance of those three days? The way we look at it, I am not sure how you look at it from your perspective. Is it sufficient to address those pickups of the garbage, talking about the household items and the green waste?

MR. I. KHAN.- If you look at Nasinu Town Council as a whole, for the last financial year we have carted away 21,000 tonnes of waste to Naboro Landfill. This has been significantly increasing. One reason is due to the increasing population, and the other is that we are servicing almost 50 informal settlements within the Nasinu boundary.

For the kitchen waste, yes, we are doing collection for three days at the moment. This is a charged service. We are charging \$81 per flat. If a house has two flats, it is \$81 multiplied by two, but it is \$81 per flat that we are charging for the garbage fees. For the green waste and the collection of white goods, this is done without any service fees. This is done as part of the municipal services that we provide.

Previously, we have been doing green waste collections once every month and the white goods collection on a quarterly basis. If you look at the financials of it, the expenditure that is incurred for that,

we spend approximately, with the costs for dumping, staff payroll, hire charges, our own fleet service and all those things, somewhere around \$3.1 million. If we equate that, solid waste management takes up all the rates income that we have.

For the current financial year, we are trying to launch a programme. I think we have just done it today, where we are trying to cut our green waste collections to six times a year. We are encouraging people to compost and reduce waste, and then we are also focusing on enforcement. A lot of times, we have had situations whereby, due to illegal dumping, the Council had to collect all three—green waste, white goods and construction waste. We are going hard with our enforcement. With the new Bill that has been passed and the \$200 fine coming in, we have increased our enforcement team members from two to six. These would be our enforcement officers looking into enforcing illegal dumping.

MR. CHAIRMAN.- Last one from me. When we talk about informal settlements, there are quite a number of informal settlements, and they are close to the people who pay their rates. This is one area that we consider where most of the illegal dumping of rubbish is done by these informal settlements. I am not sure how they are being provided with the bins or whatever. In terms of how they look at the structure that has been put in place, we talk about three-times-a-week collection. These are the people who always come anyhow and here and there to throw away their rubbish, and it does not look good to those who pay the rates because they understand better.

What are the plans for the Council to look at how best these people can be taken on board, whether they provide proper bins or should there be some awareness programme for them? If you talk about a street of its own, out of those, they tarnish the image of that street. Those people are just coming anyhow, anytime, without following the proper means of how we collect rubbish. I am talking about the future plan of the Council.

MR. I. KHAN.- I totally agree with you, Sir. We have had an issue with the informal settlements dumping illegally. It is not just informal settlements, but we have had this problem with formal settlements as well. To combat this issue, we have increased the number of yellow skip bins. Previously, within the Nasinu municipality, we had 15 bins in circulation that were rotated as soon as they were filled. Currently, we have about 35 bins at specific identified illegal sites that have been placed to curb this illegal dumping and improve this.

Another initiative we are taking is that we are in the process of introducing cameras. We have identified illegal dump sites, and we have identified these places to be installed with cameras so that we can start with our enforcement activities. There are about 40 cameras that are going to be installed within the Nasinu municipality. It is currently working in progress, and there is going to be monitoring of these activities. Apart from the informal settlements, we also have people coming in from outside the Nasinu boundaries, sometimes from Suva, sometimes from the Nausori side, who are dumping illegally into the Nasinu side. Especially in places where we have subdivisions going on, for example, the Bal Govind Subdivision and the Nasinu Land Purchase Subdivision. With the subdivisions going on, we have also people coming from outside and dumping illegally. These things happen outside of normal Council operating hours. We are trying our best to keep our enforcement team on a rotational basis to monitor these sites and then find those people who are illegally dumping.

MR. CHAIRMAN.- Thank you very much for your explanations. At this juncture, I wish to sincerely thank you all for availing yourselves to this public hearing session. We thank you for your time and hope that you will avail yourselves for any further queries that the Committee may have on today's public submission. On that note, our public submission today is closed.

The Committee meeting adjourned at 3.11 p.m.



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NASINU TOWN COUNCIL

RESPONSE TO THE PARLIAMENTARY STANDING COMMITTEE ON SOCIAL AFFAIRS

2018 ANNUAL REPORT SCRUTINY

The following responses are submitted in relation to the questions raised by the Parliamentary Standing Committee on Social Affairs concerning the operations, financial performance, infrastructure development, stakeholder engagement and service delivery of the Nasinu Town Council during the 2018 reporting period. The Committee's questions are set out in the correspondence dated 4 September 2026.

1. How has the revenue collected during this period contributed to the operational efficiency of the Nasinu Town Council?

In the financial year 2018, the Nasinu Town Council collected approximately \$3.9 million in revenue. The revenue collected was critical in supporting the Council's day-to-day operations and enabling it to provide essential municipal services to ratepayers within the Nasinu municipality.

The revenue was utilised to support the delivery and maintenance of key services, including:

- Solid waste management and collection;
- Grass cutting and maintenance of public areas;
- Drain maintenance and clearing;
- Market operations and management;
- Processing and issuance of building approvals;
- Issuance and administration of business licences; and

- Issuance and administration of PSV bases.

The revenue collected therefore provided the financial resources required for the Council to maintain its operational functions, meet service delivery costs and continue providing essential municipal services to residents and businesses within Nasinu.

Overall, approximately \$3.9 million collected in FY2018 directly supported the Council's operational efficiency and its ability to maintain essential municipal services.

2. Were there any incentives provided to ratepayers to settle their current rates on time?

Yes. In 2018, Nasinu Town Council provided an early settlement incentive of 7% discount to ratepayers who paid their current rates during the months of January and February 2018.

The initiative was aimed at encouraging ratepayers to settle their current rates promptly and thereby improve the Council's revenue collection and cash flow.

3. Were there any significant financial and operational challenges faced in 2018, and how were they addressed?

One of the longstanding challenges affecting the growth and operational capacity of Nasinu Town Council has been cash flow constraints.

Nasinu is one of the larger municipalities, with approximately 11,375 ratepayers. However, the majority of properties within the municipality are zoned residential. In addition, the Council has a relatively low rates struck of 0.006 cents per dollar of Unimproved Capital Value (UCV).

The Council's annual rates billing is approximately \$3.1 million, which is significantly lower than the expenditure required to provide essential municipal services to its ratepayers.

This disparity between rates revenue generated and the cost of service delivery has historically placed considerable pressure on the Council's cash flow and has

constrained its ability to undertake further growth, infrastructure development and improvements in service delivery.

The Council has therefore had to carefully manage its available financial resources to ensure that essential municipal services are maintained while also addressing its longer-term development requirements.

4. What percentage of residential, commercial and industrial ratepayers are within the Nasinu municipal boundaries?

Nasinu Town Council has a total of approximately 11,375 ratepayers.

The composition of the ratepayer base is as follows:

Property Classification	Percentage
Residential	94%
Civic	3%
Commercial and Industrial	3%
Total	100%

The predominance of residential properties has a direct bearing on the Council's revenue base and its capacity to generate sufficient rates income to meet the increasing cost of municipal service delivery.

POLICY AND REGULATORY CHANGES

5. What major policy changes were implemented during this period and how did they impact service delivery to ratepayers?

There were no major policy or regulatory changes affecting the operations of Nasinu Town Council during 2018.

The Council continued to undertake its normal municipal and regulatory functions during the period, including business licensing and PSV-related functions.

It should be noted that these functions were subsequently removed from the Council's responsibilities. Business licensing was taken away from the Council in 2020, while PSV functions were removed in 2021.

These changes therefore occurred after the 2018 reporting period and did not directly impact the Council's operations or service delivery during 2018.

INFRASTRUCTURE DEVELOPMENT

6. What were the key infrastructure projects undertaken in 2018?

Some of the key infrastructure projects and initiatives undertaken or supported by Nasinu Town Council in 2018 included:

1. Valelevu Grounds – Feasibility Study

A feasibility study was undertaken by the **Guangdong Province** in relation to the development of the Valelevu Grounds. The proposed development involved the construction of the Valelevu Stadium.

2. Drainage Project Upgrades

The Council partnered with the Ministry of Waterways on drainage improvement and upgrading works. The project was valued at approximately \$476,000 and was aimed at improving drainage infrastructure and addressing drainage-related issues within the municipality.

3. Narere Grounds

The Council sub-leased the Narere Grounds to the Fiji National Rugby League (FNRL) for development and use for league rugby.

This initiative supported the development of sporting infrastructure and provided a dedicated facility for rugby activities within Nasinu.

7. Are there any plans to formalise the informal settlements within the Municipality of Nasinu?

Nasinu Town Council is currently working in partnership with the Ministry of Local Government and Housing towards the formalisation of identified informal settlements within the municipality.

The areas currently being considered include:

1. Mama's Place
2. Topline, Caubati
3. River Road, Narere

The formalisation process is being undertaken in collaboration with the relevant Ministry with the objective of addressing planning, infrastructure and service delivery requirements in these communities.

RATEPAYER COMPLAINTS

9. What is the system in place to receive complaints from ratepayers and the general public of Nasinu?

In 2018, Nasinu Town Council operated a decentralised complaints management system. Each department was responsible for handling complaints relating to its respective area of operation.

Each department maintained its own complaints register, and complaints received were presented and discussed during the respective departmental meetings for appropriate action.

The Council has since significantly strengthened and centralised its complaints management system.

A dedicated Complaints Officer role has been established under the Manager Corporate Services. All complaints are now centralised through the Complaints Officer, who receives and registers complaints before referring them to the relevant department or section for action.

The Council has also implemented a 7-day complaints turnaround time.

The Complaints Officer maintains oversight of all open complaints and follows up with the relevant sections until the complaint has been resolved.

This centralised approach provides greater accountability, improves monitoring and enables the Council to better track the status and resolution of ratepayer complaints.

10. What initiatives were introduced to improve ratepayer complaints during this period?

The Council has progressively improved its complaints management process by moving from a departmental system to a centralised complaints management system.

The introduction of a dedicated Complaints Officer, together with the implementation of a 7-day turnaround time, has strengthened accountability and follow-up.

The Complaints Officer is responsible for:

- Receiving complaints;
- Registering complaints;
- Referring complaints to the appropriate department;
- Monitoring outstanding complaints;
- Following up with responsible departments; and
- Ensuring complaints are followed through until resolution.

These measures have provided the Council with a more structured and accountable mechanism for managing complaints.

11. Were there any significant changes in ratepayer complaint statistics and what measures were taken to address them?

With the improvement in the Council's complaints management mechanism, there has been an increase in the number of complaints being received and formally recorded by Nasinu Town Council.

This increase is largely attributed to the Council's improved mechanism for capturing, registering and monitoring complaints and should not necessarily be interpreted as a deterioration in service delivery.

A significant number of complaints received relate to matters that fall outside the direct mandate of the Council and are the responsibility of other stakeholders, including:

- Fiji Roads Authority;
- Water Authority of Fiji; and
- Ministry of Agriculture.

To improve coordination and ensure that such matters are appropriately addressed, the Council has developed MOUs with relevant stakeholders to facilitate information sharing and coordination.

Furthermore, in 2024, Nasinu Town Council implemented the “Hand Across Nasinu” initiative, working in partnership with relevant stakeholders to undertake community outreach programmes.

The initiative has provided an additional platform for the Council and its partners to engage directly with communities, identify issues and improve coordination in responding to community needs.

PUBLIC ENGAGEMENT AND TRANSPARENCY

12. How did NTC engage with the public and stakeholders to ensure transparency in decision-making?

In 2018, ratepayer engagement was primarily undertaken through community meetings and newspaper publications, where ratepayers were provided with an opportunity to raise objections, concerns and issues.

The Council's approach to public engagement has since significantly evolved, with greater emphasis on direct community engagement and the use of digital communication.

Currently, the Council conducts:

1. Door-to-Door Awareness Programmes

Council officers undertake door-to-door awareness programmes to engage directly with residents and ratepayers, provide information and obtain feedback from the community.

2. Ward-Based Community Meetings

Invitations are sent to ratepayers in each ward to attend community meetings, providing residents with an opportunity to directly engage with Council representatives, raise concerns and provide feedback.

3. Social Media Engagement

The Council has also introduced its **Facebook page** as an additional communication platform. This enables the Council to keep ratepayers updated on:

- Council activities;
- Community programmes;
- Council initiatives;
- Public awareness matters; and
- Other matters of interest to ratepayers.

SDG's and Gender

14. How well has the NTC achieved its Sustainable Development Goals (please specify each goal)

In the financial year 2018 SDG's were not in cooperated within the councils operational plan, moving forward the SDG's have been included in the current 5 year strategic and annual operational plans.

Gender Equality

15. Please provide the number of staff as er the table below for

Year	Male	Female	Total
2017	184	18	202
2018	158	22	180

2019	165	24	189
2020	151	27	178
2021	127	32	159
2022	150	28	178
2023	62	15	77
2024	123	21	144
2025	120	22	142

16. Please highlight NTC's 5 year Strategic plan and some of the challenges faced in its implementation

Key Challenges in Implementation of Strategic Plan and Ongoing Mitigation

1. Financial Constraints and Revenue Volatility

Challenge: Irregular and seasonal revenue streams (including large one-off “miscellaneous” receipts) create cashflow uncertainty and limit funding for capital projects and sustained service delivery.

Council Mitigation:

- Diversify funding sources — pursue grants, concessional finance, and PPPs; prioritise projects with co-funding potential. **Government Support**

Recommended:

- Provide targeted grants/subsidies for capital projects.
- Establish enabling PPP frameworks and concessional finance channels.
- Transitional funding to stabilise irregular revenue periods.

2. Human Resources Capacity and Skills Gaps

Challenge: Insufficient in-house skills (project management, procurement, engineering, financial modelling) and understaffing. **Population to Staff Ratios (illustrative):**

- Suva City Council: 1:67
- Lautoka City Council: 1:227
- Nausori Town Council: 1:127
- Nasinu Town Council: 1:774 – 1:1,333 (depending on staffing baseline)

Council Mitigation:

- Fast-track capacity building — training, secondments, vetted consultants.
- Establish a Performance Management System (PMS) — structured appraisals, KPIs, coaching, manager development.
- Adopt clear KPIs and succession plans. **Government Support Recommended:**
- Fund national training programs for municipal staff.

3. Governance, Decision Making and Stakeholder Alignment

Challenge: Slow approvals process with external stakeholders.

Council Mitigation:

- Formalise stakeholder engagement — communications plan and community briefings.

4. Planning, Monitoring and Performance Systems

Challenge: Lack of consolidated KPIs, dashboards, and regular performance reviews undermines accountability. **Council Mitigation:**

- Monthly performance dashboard (6–8 headline KPIs).
- Quarterly performance reviews.
- Integrate PMS with reporting. **Government Support Recommended:**
- Support ICT systems for national dashboards.
- Fund monitoring unit training.
- Strengthen national audit/compliance oversight.

5. Procurement and Contract Management Risks

Challenge: Weak procurement capability increases risk of cost overruns and delays.

Council Mitigation:

- Recruit Procurement Officer and provide training.
- Independent technical oversight for major projects.
- Centralised contract register. **Government Support Recommended:**
- Issue standard procurement templates.
- Establish national technical review panels.
- Provide mandatory procurement certification programs.

6. Infrastructure and Service Delivery Backlogs

Challenge: Existing maintenance and backlog needs consume resources and crowd out strategic investments.

Council Mitigation:

- Phased delivery approach — quick wins, capacity building, major works.
- Seek targeted external funding. **Government Support Recommended:**
- Allocate national infrastructure fund.
- Provide engineering/project management expertise.
- Coordinate donor funding.

7. Community Expectations

Challenge: Demand for visible short-term wins can divert resources from long-term priorities.

Council Mitigation:

- Transparent communications — publish delivery timeline and dashboard.
- Community engagement protocol.
- Cross-party endorsement of the strategic plan. **Government Support Recommended:**
- Develop national communication toolkits.
- Facilitate bipartisan support for municipal plans.
- Run awareness campaigns on long-term planning.

8. Data Quality and Information Systems Gaps

Challenge: Inaccurate registers, incomplete asset registers, and weak MIS reduce efficiency.

Council Mitigation:

- Invest in MIS and digitisation programs.
- Assign data custodians and require monthly reports.

9. Regulatory and Intergovernmental Coordination

Challenge: Delays in approvals or misalignment with national agencies and utilities stall projects.

Council Mitigation:

- Mandate early engagement with regulators.

10. Climate and Resilience Risks

Challenge: Flooding and climate exposure increase lifecycle costs and damage assets.

Council Mitigation:

- Climate risk screening for all capital projects.
- Prioritise nature-based solutions.
- Pursue climate finance opportunities.

17. Please provide a brief administrative history of the Nasinu Town Council

Period	Key Development
2000	Town of Nasinu Order 2000 formally established the town's municipal boundaries under the Local Government Act 1972.
2001	Nasinu Town Council By-Laws introduced to regulate municipal services and activities.
2002	Municipal elections held; Nasinu had a 21-member Town Council.
2005	Last local government elections held before the subsequent period of appointed administration.
2005–2026	Municipal administration continued under Special Administrators without elected local-government councilors
2024–2030	Council's strategic direction focuses on transforming Nasinu into a connected, caring and forward-thinking city. 2030 - Nasinu City.
2026	Preparations commenced for the return of municipal elections and elected local government. Currently on pause to facilitate the National elections