

Engage, educate, enable and empower vulnerable communities

Live & Learn Fiji Strategic Plan
2017 – 2021



Front cover:

Bee farmers of
Nayarailagi village
happily making their
way to their apiary to
conduct beehive



Background

The Strategic Plan 2017 – 2021 is the overarching document that provides the strategic direction for Live & Learn Environmental Education -Fiji (Live & Learn Fiji), a non-government organisation over the next five years. The Strategic Plan 2017-2021 has been guided by the Strategic Vision 2020 and is built on the organisations Vision, Mission and Values which were refined during the strategic planning process involving interviews with management and key stakeholders, internal workshop in December 2016.

Introduction

History of Live & Learn Fiji

Live & Learn Fiji was first established in September 1999 under the Charitable Trust Act. Live & Learn Fiji although operating independently, is a member of a dynamic network of local organisations in 11 countries across the Asia-Pacific region. Live & Learn Fiji is supported from the Live & Learn International office based in Melbourne, Australia and the Live & Learn Fiji Advisory Board.

The organisation has grown over the years to deliver environmental and development education programs in five strategic, scalable, evidenced based Social Thematic Pillars that reflect key issues facing the majority of local communities we work in. These are (1) Water, Sanitation & Hygiene (WASH) (2) Disaster Risk Reduction (3) Climate Change (4) Human Rights and Fundamental Freedoms and (5) Empowerment of Women

Current Status

Live & Learn Fiji is the leading Live & Learn Office in the Pacific region. Live & Learn Fiji's priority is to support Fijian communities in sustaining their environments by improving practice through meaningful engagement, participation, education and enabling and empowering vulnerable communities in Fiji. Most of our time and resources is spent with people in communities across 8 of the 14 Fijian provinces, inspiring action and change.



Community members of Korobebe Village with Commissioner Western Division - Mr Manasa Tagicakibau and Pacific Risk Resilience Program Fiji Team during the commissioning of a Rainwater Harvesting Project in Korobebe village.

Strategic Plan Framework

VISION AND MISSION



STRATEGIC GOALS/PILLARS
(Live & Learn Principles/Thematic Areas)



OBJECTIVES/OUTCOMES/ KEY PERFORMANCE INDICATORS



ORGANISATIONAL CAPACITY

Governance and leadership structures

Human Resources

Management Systems

Business systems and processes

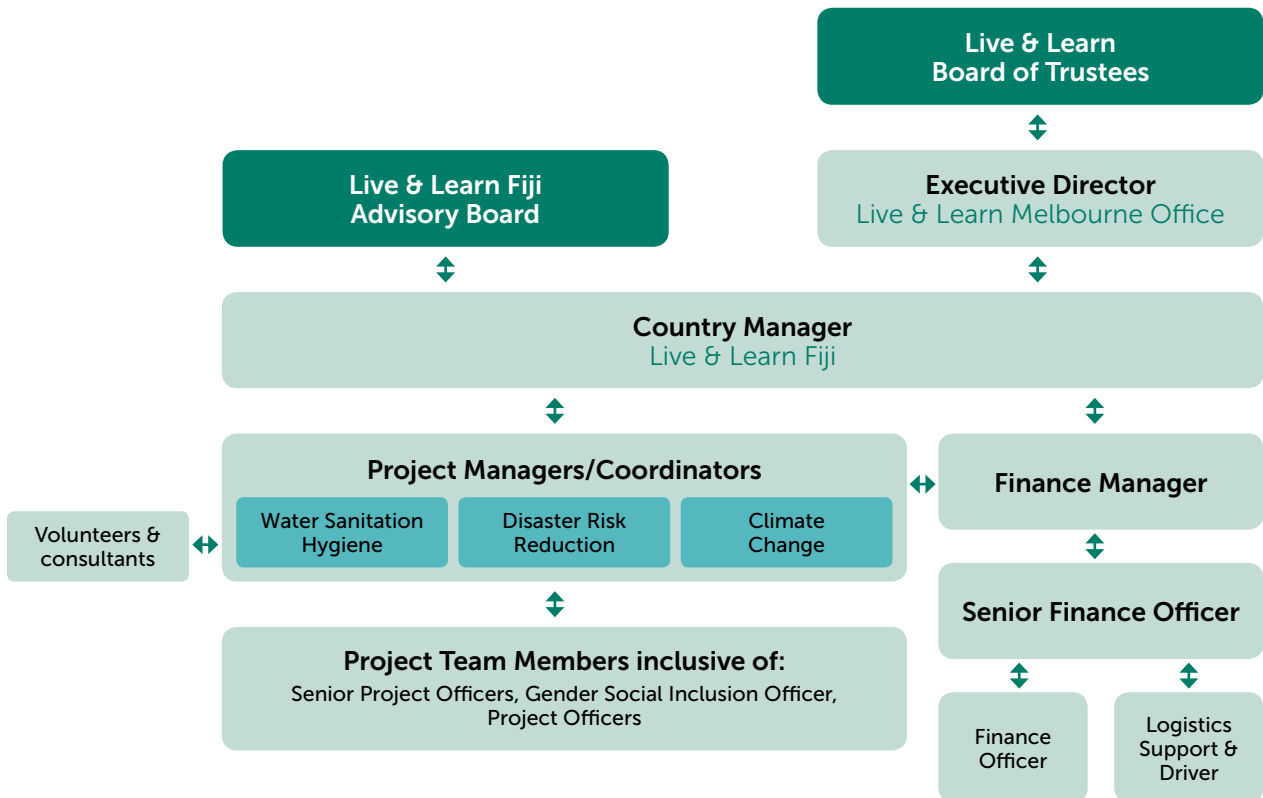
ICT



Geographical Information System (GIS) Web Interphase Launch at the Commissioner Western Division's Office
 (From left: Representative of the Sugar Tribunal, Mr Timothy Brown; Country Manager – Live & Learn Fiji, Ms Doris Susau;
 UNDP Programme Manager (PRRP), Mr Moortaza Jiwani and Commissioner Western Division, Mr Manasa Tagicakibau)

Organisation Structure and Reporting

The diagram below illustrates the organisation structure and reporting relationships within Live & Learn Fiji.



Vision, Mission and Values

Vision

A leading organisation in Fiji and the region that engage, educate, enable and empower vulnerable communities.

Mission

We build on existing knowledge, traditional practice and structures, empower vulnerable communities through meaningful engagement, participation, education and partnerships to foster sustainable development and futures.

Values

The following Values underpin our organisation and our work

- Respectful & Empowering
- Trustworthy & Reliability
- Accountability & Commitment
- Equity & Inclusivity
- Innovative & Forward Thinking
- Community Centred & Action Based
- Professionalism



Youths of Nayailagi village conducting beehive monitoring to determine beehive health, frames that are ready for harvest and to identify and remedy bee diseases.

Development Principles

Live & Learn Environmental Education as a global organisation has four development principles that underpin our work¹.

These principles have been developed through practice and thousands of hours spent in communities by the organisation's employees.

Principle 1

Developing education approaches based on community reality and perceptions

Principle 2

Taking an integrated approach while being focused

Principle 3

Issues of participation and partnerships

Principle 4

Making Evaluation meaningful to communities

Policy Environment

The Strategic Plan 2017 -2021 is aligned with a number of key national, regional and regional strategic policies, pillars and programmes including:

- Sustainable Development Goal 1. No Poverty; Goal 3. Good Health and Wellbeing; Goal 5. Gender Equality; Goal 6. Clean Water and Sanitation; Goal 7. Affordable, Clean Energy; Goal 10. Reduce Inequalities; Goal 13. Climate Action; Goal 14. Life Below Water and Goal 15. Life on Land
- Live & Learn Environmental Education Strategic Vision 2020
- Ministry of Education Policy Documents
- Ministry of Health and Medical Services Policy Documents
- Ministry of Agriculture
- National Disaster Management Office Policy Documents
- Green Growth Framework for Fiji

¹ Live & Learn Environmental Education Strategic Vision 2020



Lifting water pipes across broken logging bridge in Vatuvonu



Youth carefully extracts honey by scraping off the wax not to damage the honey-combs.

Strategic Priorities

To achieve the Vision and Mission of Live & Learn Fiji, the following pillars shall be the Strategic Priorities that will guide our work:

Priority Area 1: Water Sanitation and Hygiene – Safe drinking water, improve hygiene & access to basic sanitation

Priority Area 2: Disaster Risk Reduction – Respond to natural disasters and support community response, recovery and resilience

Priority Area 3: Climate Change – Increase resilience of communities to better deal with the impact of climate change (by adapting to and strengthening livelihood options such as safeguarding food resources and strengthen access to markets)

Priority Area 4: Human Rights and Fundamental Freedoms – Always stand up for the protection of human rights and fundamental freedoms including combating violence against women and children

Priority Area 5: Empowerment of Women – Empower women with giving active structured support (such as better access to finance opportunities and networks and build their capacities to take ownership in development)

Priority Area 6: Build a strong organisation that is responsive to community needs and development priorities (Organisational Base)

The Priority Areas Objectives, Outcomes and Key indicators that support them are strongly interlinked and are detailed in the table below.



Soap Making Demonstration Session by the CBSM Members

Priority Area 1: Water Sanitation and Hygiene

Safe Drinking Water, improve Hygiene Access to basic sanitation

Objectives	Outcomes	Key indicators
1.1 Safeguard drinking water, improve hygiene and access to basic sanitation	<ul style="list-style-type: none">Improved Health Status that enable healthy and safe living for vulnerable groups and communitiesWASH knowledge improvedAttitude and practice improvedWater and sanitation infrastructure improvedDrinking water quality improved	<ul style="list-style-type: none">Availability of water and sanitationAccess to water and sanitationAppropriate use of water and sanitationAppropriate application of hygiene knowledge and skills

Priority Area 2: Disaster Risk Reduction

Respond to natural disasters and support community response, recovery and resilience

Objectives	Outcomes	Key indicators
2.1 To increase resilience of most vulnerable communities	<ul style="list-style-type: none">Effective policies and initiatives related to disaster risk reductionEffective and people focused early warning systems in placeCCDRM integrated Community Development PlansCommunity disaster preparedness improved	<ul style="list-style-type: none">Policies DevelopedCurrent policies reviewed to integrate CC and DRREarly warning systems in placeNumber of CCDRM integrated Community Development Plans developedNumber of disaster preparedness programme conducted
2.2 Heighten disaster preparedness at community level		

Priority Area 3: Climate Change

Increase resilience of communities to better deal with the impact of climate change

Objectives	Outcomes	Key indicators
3.1 Heighten climate change awareness and advocacy	<ul style="list-style-type: none">Greater involvement and benefits to developing countries in carbon credit initiativesQuality and relevance of climate change information improved and local , developing community groups empowered to voice their concerns on climate change and its solutions	<ul style="list-style-type: none">Information kit and awareness programmes conducted

Priority Area 4: Human Rights and Fundamental Freedoms

Always stand up for the protection of human rights and fundamental freedoms including combating violence against women and children

Objectives	Outcomes	Key indicators
4.1 Safeguard basic human rights and protection of women and children	<ul style="list-style-type: none">Greater understanding and awareness on basic human rightsIntegrate inclusiveness in programsEradicate violence against women and children	<ul style="list-style-type: none">Number of awareness programmes conductedPrograms integrate inclusivenessData on violence against women and children collected

Priority Area 5:

Empowerment of Women – Empower women with giving active structured support

Objectives	Outcomes	Key indicators
5.1 Heighten participation opportunities for women in business and access to finance	<ul style="list-style-type: none">Women in business at community level improvedFinancial literacy for women and communities improved	<ul style="list-style-type: none">Number of women in business at target communitiesNumber of training conducted on financial literacy

Priority Area 6:

Build a Strong Organisation that is responsive to community needs and development priorities

Objectives	Outcomes	Key indicators
6.1 Develop a stable, growing and diversified funding base	<ul style="list-style-type: none"> LLEE Fiji is financially sustainable to allow continuity of the programmes and the organisation 	<ul style="list-style-type: none"> Funds secured internally through consultancy services Funds secured from at least two donors who have long term interest in supporting LLEE Fiji
6.2 Strengthening Efficiency, Quality and Transparency	<ul style="list-style-type: none"> Maintain commitment to best practice Ensure transparency of organisation systems and polices Ensure best practice organisational governance and transparency 	<ul style="list-style-type: none"> Policies developed Systems and processes reviewed and improved
6.3 Recruit and retain committed, knowledgeable, skilled and competent personnel	<ul style="list-style-type: none"> Staff with the right qualification, technical knowledge, attitude, skills and network to perform work effectively and efficiently 	<ul style="list-style-type: none"> Qualified, knowledgeable, skilled and experienced staff recruited and retained Effective management team Reliable consultants willing to continue to work with the organisation Range of older and younger local volunteers involved
6.4 Strengthen and increase organisational preparedness and response capacity for humanitarian efforts	<ul style="list-style-type: none"> Maintain and strengthen partnership with CARE Australia for organisational capacity building and support for humanitarian response Support the Live & Learn Pacific network for preparedness and response to disasters Establish and maintain partnerships with relevant government, non-government and donor agencies for humanitarian response, recovery and resilience efforts Establish, maintain and effectively engage in local and regional humanitarian networks, such as local sector cluster systems for response, recovery and resilience efforts 	<ul style="list-style-type: none"> Partnership Agreement established Effective, collaborative and capacity building programs implemented Organisational capacity supported for humanitarian response efforts Relevant operational systems and processes established, reviewed, supported and maintained throughout the partnership Live & Learn Pacific network support provided through knowledge & learning opportunities as required Relevant partnerships and collaborative engagement established in peace times and further engagement during disasters for humanitarian response, recovery and resilience efforts Relevant engagement with local cluster systems both for peace time engagement & collaboration and during disasters
6.5 Establish and maintain an effective ICT system and Communication Strategy	<ul style="list-style-type: none"> Access to ontime and accurate data and information Reliable and user friendly ICT system Revive traditional knowledge and link to current knowledge Reliable and effective communication and public relations 	<ul style="list-style-type: none"> ICT system established and maintained Number of database and applications developed Effective social media network and website Communication Plan developed

8. Risk Management

The planning process has identified risks to Live & Learn Fiji and its work at three levels externally and internally.

Level 1: Macro-environment

Level 2: Micro- environment

Level 3: Internal to the organisation

Macro-environmental risks		
Potential risk	Risk management	Risk (High/Medium/Low)
Change in Government locally and donor governments	Reprioritise programmes	Medium
Conflicting policies and regulations among difference agencies / stakeholders	LLEE Fiji has a strong advocacy role to highlight and assist to resolve issues affecting vulnerable communities	Low
Micro-environmental risks		
Potential risk	Risk management	Risk (High/Medium/Low)
Lack of partnership support towards organisations activities	A collaborative and consultative approach with partners to help forge and solidify partnerships	Low
Lack of resources (capacity and funds) to maintain the sustainability of the organisation over time	Organisation maintained a diverse funding base and actively recruits skilled, knowledgeable and competent staff and volunteers. Actively cultivating donors who have long term interest in supporting LLEE Fiji	Medium
Internal Risks		
Potential risk	Risk management	Risk (High/Medium/Low)
Inability to recruit and retain committed. Skilled and experience staff	Recruit individuals with specialised skills	Medium
	Remuneration and terms and conditions of employment to attract and retain staff	Medium
Staff do not follow internal polices or does not comply with the governing law, rules and regulations	Human Resources policies reviewed and adhered	Medium

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