

Fiji Rotuman Association

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# **STRATEGIC PLAN 2021 - 2024**

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## INTRODUCTION

The purpose of this strategic plan is to articulate the long-range direction and priorities for Fiji Rotuman Association (FRA). The objectives and strategies described in this document have been approved by our Council and will guide FRA's efforts and activities over the coming three years. Thus, this plan also provides the direction we will take towards achieving our vision of **Sustainability of the Rotuman Culture, Identity and Heritage through Sharing and Nurturing**.

Since the last strategic plan that was created in 2017 the organisation managed to sustain and improve its services to its stakeholders in the midst of great uncertainty in a fast changing landscape. This plan is a follow through of that and provides a three year roadmap for services and organization development. This will enable us to further step up our services to our stakeholders, in particular the Rotuman people living outside Rotuma Island as well as those on the island of Rotuma, by being more efficient and effective in what we do. This strategic plan also identifies the new areas of need that is brought about by the changing environment that FRA operates in.

The process was coordinated by the secretariat and involved discussions with the Council members and dialogue with the FRA members and other stakeholders to solicit and listen to their voices. These consultation and deep reflections on the vision, mission, core operating values and assumptions underlying the organization's approach to its work helped FRA to assess both the challenges and opportunities it is likely to face over the next three years and to set the context for the choices reflected in this strategic plan.

## EXECUTIVE SUMMARY

Like most strategic plans, this one does not address implementation, budgeting, and detailed tactics. However, in the months immediately following Council approval of this plan, our Secretariat and committee will develop an aligned Implementation Plan and Budget for the organisation.

This strategic plan provides the roadmap the organization needs to follow to ensure that it is on track over time and in doing so will allow the organization to respond to changes from the operating environment while remaining faithful to its mission and vision. Furthermore, this plan will take FRA in new directions, providing a clearer focus of where it wants to be in 2024 and in doing so determine what it needs to do so that we have people and resources to achieve our vision.

## ORGANISATION PROFILE AND HISTORY

About 45 years ago, the Rotuman elders living in the greater Suva area agreed to come together as a people. There were several reasons for that decision but central to all was their vision of **Sustainability of the Rotuman Culture, Identity and Heritage through sharing and nurturing**. The group would meet regularly to catch up with their kainagas and update them of their genealogy and other issues. They would also discuss ways to help one another, especially those who were just starting to adapt to a new life in Suva on a foreign land. This is a cultural value of *haihanisiga* that has been inculcated in Rotumans through generations. They are constantly reminded through the proverb *a'häe'äk 'os ül niu maoana*, to never look back but work hard in the foreign land and make their people proud. Furthermore, perhaps because of growing up in an oral culture as well as the nature of their gatherings in the early years, there were no formal records stating the exact date of inception.

Over the years however, as the number of the Rotuman community in the Suva area grew it was then that the formulation of policies and other necessary documents began. This was also followed by organised activities such as the Rotuma celebrations in the month of May every year, which included cultural performances, women's handicraft show and farmer's competition. The organisation went through many changes including its name before settling to the current name the Fiji Rotuman Association (FRA).

Today the FRA boast to be the biggest Rotuman organisation in the world with about 3000 members. This is even more than the population of Rotuma. The FRA is made up of seven district associations namely Noatau, Oinafa, Ituti'u, Malha'a, Juju, Pepjei and Itumuta. The association members and their families have blood links to named districts of Rotuma. Any person who wishes to join the FRA could do so by becoming a member of one of the seven associations. Membership is no longer confined to the Suva area but has now extended to include Rotumans in other parts of Fiji and beyond.

## **CORE IDEOLOGY: VISION, MISSION AND VALUES**

The 2017 strategic plan approved and re-affirmed the mission, vision, and values of the organisation which is our core ideology. Our mission describes why we exist. Our vision describes our aspiration for what the FRA will become when we succeed in carrying out our mission. Our core values articulate the enduring principles that guide our decisions and actions at every level of the organization.

### **Vision**

Sustainability of the Rotuman Culture, Identity and Heritage through sharing and nurturing.

### **Mission Statement**

To Unite the Rotuman people through participation in cultural activities that will educate and promote cultural values, skills and ideas.

### **Our Values Are:**

#### **1. Human Dignity and Integrity**

The Fiji Rotuman Association (FRA) affirms that human dignity and integrity is at the heart of all its activities and promotes this through cultural performances and expressions.

#### **2. Unity in Diversity**

FRA will strive to unite the Rotuman communities for the sustainability of a common Rotuman identity through its culture while respecting differing individuals, group ideas and expressions.

### **3. Peace and Justice**

FRA affirms that peace and justice are the corner stones of a secure, vibrant, creative and compassionate nation and in this respect, further affirms that one of the essential tasks of the FRA is to enhance and strengthen communities of peace and justice in all their activities.

### **4. Partnership and Advocacy**

FRA has a strong commitment towards building partnerships and to participate with other Organisations to educate the public and advocate for the sustainability of cultures and identities.

### **5. Financial Sustainability**

FRA believes that its work as an advocate will be needed for many years into the future. Therefore, we strive to deliver our mission with thoughtful strategic choices that ensure we have sufficient financial resources.

### **6. Integrity and Accountability** – The FRA adheres to the highest level of integrity in its administrative, service, and outreach activities; we tie these activities directly to our mission, and we maintain and report our records accurately.

### **7. Environmental Sustainability** – The FRA recognises the importance of a sustainable environment for our global community and is committed to reducing waste and contributing to a sustainable future. We will work in a responsible manner that reaches a balance between environmental, technical, economic and social objectives.

## **STRATEGIC CONTEXT**

The strategic context for this plan was derived from examining both the internal and external landscape in which FRA does its work. In order to understand the strategic landscape, the FRA conducted consultations with stakeholders regarding community needs and aspirations, emerging trends, and organizational strengths and vulnerabilities. The thinking that went into this strategic plan was significantly shaped by what we learnt through these consultations.

The three-year period of this strategic plan will be a time of assessing and deepening the FRA's approaches to its work. Furthermore, the FRA will work with other organizations with similar interests for a broader array of community resources.

### **Environmental Scan**

The following is a brief summary of strengths, weaknesses, opportunities and threats identified by the Council, Secretariat and the District Association members.

**Strengths:**

- FRA is a registered not for profit organisation guided by its own constitution and values.
- FRA comprises of the 7 districts of Rotuma and is recognized by the Council of Rotuma.
- FRA has the support of the 7 district associations in Suva
- FRA is recognised as the body representing Rotumans outside of Rotuma but within the boundaries of the greater Fiji islands.
- There are many member professionals who could contribute to the development of FRA.
- FRA continues to maintain a strong cultural foundation through its activities and support from the elders
- FRA supports the nurturing and sharing of cultural values and customs
- FRA holds an annual event every year where members participate in cultural activities and meet relatives and friends

**Opportunities:**

- There are funders that support organisations like FRA that could be tapped for financial assistance
- The current government has strong support for indigenous groups in the promotion of culture.
- Utilise modern communication technology to establish links with Rotuman communities around the world.
- Use the Ministry of Education to reach as many Rotuman children as possible.

**Weaknesses:**

- Constitution requires updating to cater for its current needs.
- The lack of unity and support for the common good of the organisation among members.
- Has no regular source of income.
- No Office for FRA occupation.
- No long term plan in place.
- Poor communication and networking
- No long term sponsorship
- No remuneration for the office holders

**Threats:**

- Increased number of NGOs and CSOs means more competition for funding
- Changing governments could affect support and funding
- Government does not recognize FRA

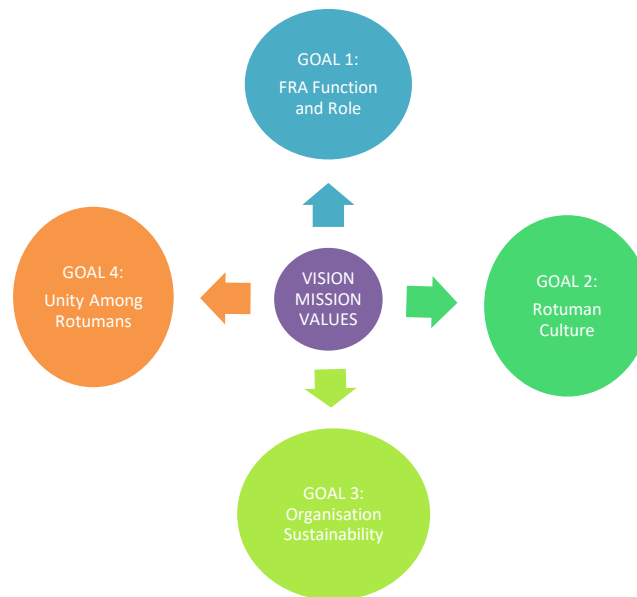


## GOALS, OBJECTIVES AND STRATEGIES

To the extent that a strategic plan is a “road map,” our goals, objectives and strategies describe the desired “destination” – where we want to be in 2024. They were identified in the environmental scan that was completed as part of the strategic planning process.

Our strategic objectives translate our long range vision into a more focused, actionable set of outcomes. Our long-range aspirations are organised into four broad goals:

The diagram below, “Strategy Map”, highlights the goals and objectives. Following the diagram, are descriptions of these goals and objectives together with a summary of key strategies that will be employed to achieve the outcome.



## **Goals and Key Strategies**

The three-year strategic goals of the FRA are summarized as:

1. To strengthen the role of FRA
2. To nurture and promote the Rotuman culture and customs
3. To raise funds and invest in business opportunities for the long term benefit and sustainability of the organisation.
4. To unite the Rotuman people living in Fiji

### **Goal 1 – To strengthen the role of FRA**

#### **Key Strategies**

- Improve the efficiency and effectiveness of the Secretariat in managing the affairs of FRA
- Formulate terms and reference of the Council and Secretariat including their job description
- Write the policies and standard procedures for good governance and effective management of the Council.
- Review the FRA constitution to be in line with FRA's core functions and values.
- Establish an office to operate from
- Look for long term sponsorship to cover FRA's operational costs.

### **Goal 2 – To Promote and Nurture Rotuman culture and custom**

#### **Key Strategies**

- Organise cultural events' activities such as cultural days and expositions
- Work with the Ministry of Education to promote the teaching and promotion of Rotuman culture and customs in schools and communities
- Partner with other organisations that could help promote the Rotuman culture and customs such as the department of iTaukei Affairs and the Fiji Broadcasting Commission
- Establish a cultural centre where culture and customs could be taught and learnt and artefacts displayed

- Initiate Rotuman cultural dance and arts competition as an annual event
- FRA is required to collate & standardize all the Rotuman culture and custom's procedures and processes as a guideline for teaching and learning.

### **Goal 3 – To raise funds and invest in business opportunities for the long term benefit and sustainability of the Organisation**

#### **Key Strategies**

- Seek sponsorship from organisations that support the promotion of our mission
- Request for financial support from Rotuman individuals and groups abroad
- Organise an annual fundraising event for the Rotuman people in Fiji
- Review registration of FRA to ensure that it gets access to financial benefits that are available from other organisations.
- To work together with the Council of Rotuma in order to have access to Government & foreign aid.

### **Goal 4 – To unite the Rotuman people living outside of Rotuma but within the greater Fiji**

#### **Key Strategies**

- Improve communication with District Associations in Fiji.
- Organise training workshops and activities that would encourage participation of members
- Work together towards a project that will motivate FRA members and other Rotumans and make them feel a sense of belonging and ownership.
- Invite the Rotuman Youth & Sports Council Associations to be affiliated to FRA.
- Initiate courtesy visits by FRA Secretariat and Council to the seven District Associations within Fiji

## **Broad Outline of Activities Towards Achieving The Set Goals**

The following is a summary of the anticipated major focus of activities by goal (in addition to the ongoing operations) for the FRA Secretariat, the Council and its member affiliates.

### **Goal 1: To Strengthen the Role of FRA**

- Amend and update the FRA constitution
- Formulate a Strategic Plan 2021 – 2024
- Put in place necessary policies procedures and processes as guiding principle for FRA
- Produce a governance manual
- Work towards the establishment of a secretariat office
- Review operational and governance strategies
- Workshops for the up-skilling of secretariat and council members
- Put in place detail job description for the Secretariat and FRA Council members
- Adopt best practices
- Establish an office to operate from

### **Goal 2: To Promote and Nurture Rotuman Culture and Customs**

- Organise cultural events and activities
- Initiate yearly competition / audition in cultural events.
- Communicate and network with other stakeholders
- Establish a website for FRA to launch FRA programmes, events etc.
- Look for sponsors / funding to finance cultural activities
- Work towards the establishment of a cultural centre
- Increase participation in cultural events and activities through proper planning and fun
- Involve the participation of other stake holders in the organising and implementation of events and activities.

### **Goal 3: To Raise Funds and Invest in Business Opportunities for the Long Term Benefit and Sustainability of the Organisation.**

- Seek sponsorship and financial support
- Organise fundraising events
- Review registration of FRA as an organisation.

- Increase sponsorship and financial support
- Improve capacity of fundraising events
- Consider new approaches to fundraising for an increase in output.
- Invest funds for best returns
- Need expertise to advise and guide FRA in the right business opportunities that is sustainable

**Goal 4: To Unite the Rotuman People Living within Fiji but outside of Rotuma**

- Improve communication and networking
- Produce an annual events calendar
- Encourage participation of Rotuman communities outside Suva
- Invite the head of Rotuman communities in Nadi, Lautoka & Vatukoula to attend FRA council meetings
- Review and endorse FRA structure to include Nadi, Lautoka, Vatukoula Rotuman communities
- Increase participation and decision making of members
- Consider moving venue of events and activities to other parts of Fiji and Rotuma as well.

**Key Performance Areas (KPA)**

The table below outlines the KPA to focus on in the various set goals

<b>GOALS</b>	<b>KPA</b>	<b>OBJECTIVES</b>
1. <b>Strengthening of FRA Role</b>	Constitution	To set the guidelines on how the organization should operate and to clearly outline its goals and objectives.  To update and review the roles and responsibilities of FRA
	Strategic Plan	To provide a roadmap towards achieving the organization’s vision and mission.
	Governance Manual	To inform members of their roles and responsibilities
	Secretariat Office	To provide a place to operate from and keep a permanent address for communication purposes

<b>2. Promotion and Nurturing of Rotuman Culture and Customs</b>	Cultural Events and Activities	To create awareness among the younger generation about Rotuma's culture and customs To promote and create interest among young people To encourage participation and to be proud of one's identity and heritage
	Networking with other Stakeholders	To involve other stakeholders for the teaching and learning of vernacular and cultural values
	Cultural Centre	To establish a place where culture and customs could be promoted To enhance people's sense of belonging where they are proud of their identity.
<b>3. Financial Sustainability of the Organisation.</b>	Sponsorship and Financial Support	To secure and increase funding for operations annually
	Fundraising Events	To create a sense of ownership among members and to take responsibility for their projects To promote teamwork and create opportunities for sharing ideas, skills, experiences etc.
	FRA Registration	To enable FRA to get access to financial benefits that are available from other organisations.
<b>4. Unity Among Rotumans</b>	Communication and Networking	To reach out to as many Rotumans within Fiji but outside of Rotuma and abroad as possible To provide information about the FRA; its vision, mission and goals
	Annual Report and Events Calendar	To inform people about FRA's planned activities To allow members to take into consideration the FRA events while planning their own activity c

<b>Monitoring Implementation of this Strategic Plan</b>				
<b>Strategic Plan</b>	<b>When to update?</b>	<b>Lead Person(s)</b>	<b>Total Review</b>	<b>Responsibility</b>
Vision, Mission, Values	Six monthly but only when required	FRA Chair	Annually	FRA council
Environmental Analysis	Six monthly	FRA Chair	Annually	Secretariat FRA Council
Strategy Formulation	Six monthly but only if required	FRA Chair	Annually	Secretariat FRA Council
Strategies, Actions, Targets	Monthly	FRA Chair	Quarterly and Annually	Secretariat FRA Council
Budgets/Finance Plans	Monthly	Finance Officer	Annually	Secretariat FRA Council
Resource requirements and action planning	Daily, weekly	FRA Chair	monthly	Secretariat
Entire strategic Plan	Annually	FRA Chair	Annually	Secretariat FRA Council

## Going Forward

The inclusive process for developing the 2021 – 2024 has helped strengthen FRA’s vision and strategic priorities. The FRA Council, Secretariat and its members took part in developing this plan and we all have a stake in its success. The Strategic Plan is a living document that will guide our annual planning process for the next three years. We look forward to be part of the collaborative effort to achieve our goals and ultimately, our vision.

*Victor J Fatiaki*

*Victor Fatiaki*  
**Chairman**

Date: 27<sup>th</sup> October 2021