



Public Rental Board's **STRATEGIC PLAN** **2026 - 2030**



**TO PROVIDE DIGNITY
IN HOUSING.**

PUBLIC RENTAL BOARD

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SUMMARY

Our mission is built on the belief that housing is more than just shelter, it is the foundation of well-being, stability, and opportunity. We are committed to ensuring that individuals and families have access to homes that uplift their quality of life, regardless of their income level. By championing affordability, we work to make both renting and homeownership attainable for all, knowing the significant impact it has on economic security and personal dignity.

Safety is at the heart of every community we build. We collaborate with local authorities and partners to create environments where residents can live confidently, free from fear and harm. Through proactive safety measures and a culture of vigilance, we strive to nurture places where people feel protected, valued, and truly at home.

Our commitment to sustainability drives us to develop communities that respect and preserve the environment. By integrating green building practices, energy-efficient technologies, and responsible waste management, we aim to reduce our environmental footprint while promoting healthier, more resilient lifestyles. Together with our residents and partners, we are shaping communities that support both people and the planet for generations to come.



“WE BELIEVE EVERYONE DESERVES A HOME THAT IS AFFORDABLE, SAFE, AND SUSTAINABLE, A PLACE WHERE TRUE WELL-BEING CAN FLOURISH.”

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1.0 MESSAGE FROM THE CHAIRPERSON OF THE PUBLIC RENTAL BOARD



ASENACA NAWAQALEVU

Board Chairperson



At the core of our mission as a company, we strive to ensure that people not only have a place to live, but that they have a place that supports their well-being and quality of life in a manner that is affordable, safe, and sustainable.

Access to affordable housing is a fundamental human right, and we are committed to providing housing options that are within reach of all individuals and families, regardless of their income level. We understand the impact that affordable housing has on our residents' overall well-being and economic stability, and we are dedicated to finding innovative solutions to make homeownership and renting accessible to all.

Safety is a top priority in our communities, and we prioritize the creation of environments that are secure and free from harm. We work closely with local authorities and community partners to implement safety measures and protocols that ensure our residents can live with peace of mind and without fear of violence or crime. By fostering a culture of safety and vigilance, we aim to create a sense of belonging and security for all who call our community's home.

Sustainability is also a key focus for us, as we recognize the importance of preserving our natural resources and minimizing our impact on the environment. Through the use of green building practices, energy-efficient technologies, and waste reduction strategies, we are working towards creating communities that are environmentally friendly and resilient for future generations. By incorporating sustainable practices into our development projects, we are not only reducing our carbon footprint but also promoting a more sustainable way of living for our residents.

In conclusion, our commitment to creating affordable, safe, and sustainable communities is unwavering, and we are dedicated to making a positive impact on the lives of those we serve. We believe that by working together with our residents, partners, and stakeholders, we can build a future where everyone has the opportunity to thrive in a community that is inclusive, supportive, and sustainable. Thank you for your continued support and trust in our vision for a better tomorrow.

2.0 EXECUTIVE SUMMARY

This PRB Strategic Plan 2026– 2030 defines the vision of the organization. It also identifies our strategic objectives and goals to ensure that PRB delivers its mandate under section 35 of the 2013 Constitution and the Housing Act. The development of the Strategic Plan was a collaborative exercise by the PRB Directors and Management. Interactive engagement through workshops and surveys were tools that helped in the content design of the Strategic Plan.

The outcomes of the workshops and stakeholder engagement saw a shift in focus for PRB from being solely a “body corporation” that managed properties to one that went back to what PRB was initially established for and taking a wholistic approach to managing apartments, including looking to build safer and vibrant communities for PRB tenants so that they may have better lives. This is reflected in the PRB Vision for this strategic plan:

“To provide dignity in housing.”

The financial analysis of PRB's financial performance over the last 5-years noted that there was an urgent need for PRB to review how efficiently they utilise government grant (rental and capital subsidy), re-view their budget allocation for maintenance expense to fixed asset ratio to ensure long-term operability of the assets, increase rental collection rate and explore financing options for capital expenditures.

The stakeholder expectations engagement saw an overall customer satisfaction index of 3.53, which reflected that customers and stakeholders were marginally satisfied with PRB services and majority of the concerns included; efficient repairs and maintenance, increased engagement and communications, assistance in transitional model to owning a home, training programs for tenants and increased recreation space for all Estates. PRB Staff Climate survey indicated that the staff were very satisfied and engaged in their work with PRB, the overall organizational health index (OHI) was a very high 4.24, which is 7% higher than the Fiji Benchmark. Furthermore, it was noted that the Government's expectations of PRB was to deliver as per the Act and also in alignment with government policies and strategies.

It was also identified that challenges for PRB included effective stakeholder management; aging buildings and properties; lack of enforcement of the Tenancy Agreement; rental collection; increased social issues; communications and inflation. The opportunities for PRB in response to some of the challenges identified included; adequate resourcing, effective property management, policies and procedures review; creating safe communities; collective bargaining or efficient management of procurement services.

Hence PRB has envisioned in going forward and effectively addressing, stakeholder expectations, identifying key strategic focus areas so that it can deliver on its mandate and to also be financial sustainable, it's key strategic priority areas are as follows:

- Priority Area 1: Property Development and Tenancy Management
- Priority Area 2: Financial Sustainability
- Priority Area 3: Good Governance
- Priority Area 4: Strategic Human Capital Management

PRB has set out corporate performance measures that will gauge how well PRB is achieving it's strategic objectives. The Corporate Performance Measures in this plan will further be cascaded down the organization functionally and to individual roles in the operationalization of the Strategic Plan.

Furthermore, the risks that have been identified in the plan will be addressed through risk mitigation frameworks developed and implemented by the roles that are responsible for organizational, operational and compliance risks. We are confident that this strategic plan will help PRB in its operational efficiency, capacity building and meeting the Government's mandate on its expectations of the organization.

3.0 CORPORATE STATEMENT

3.1 VISION

To provide dignity in housing.

3.2 MISSION

- We strive to build affordable, safe, and sustainable homes and communities by:
- Facilitating the development of both Rental, Rent-to-Own housing.
- Providing subsidies to underprivileged members of Fijian communities.
- Continuously investing in properties to ensure a safer and more secure environment for residential and mixed use purposes.

3.3 VALUES

Integrity

- We are committed to being accountable and transparent in all our dealings.

Respect

- We value the opinions of our customers and stakeholders.

Innovation

- We explore creative ideas to enhance the delivery of our services.

Teamwork

- We build capacity through shared expertise and experiences.

3.3 CORE BUSINESS

We develop and manage affordable *Rental and Rent-to-Own* housing estates.



4.0 HOUSING CONTEXT

BACKGROUND

Fiji's vulnerability to natural disasters makes climate-resilient housing essential for supporting communities during recovery efforts. The Housing Authority and Public Rental Board have been instrumental in providing safe and decent housing solutions. Various programs have enabled more disadvantaged households to access homeownership through flexible payment schemes and low-interest financing options.

CURRENT STATUS

The Fijian Government is working to increase first-time homeownership and reduce informal settlements through the IFC Public Private Partnership (PPP) Project, supporting development of affordable, high-quality homes. Six pilot sites have been selected to deliver around 3,000 climate-resilient, green, and cyclone-compliant housing units. The Ministry of Housing is also implementing the Informal Settlement Upgrade and Formalisation Programme (ISUP) to provide long-term land tenure. Currently, 48 Settlement Leases for ISUP cover 13 settlements in the Central Division, 21 in the Western Division, and 14 in the Northern Division. With an estimated demand of 1,800 new homes annually over the next 30 years, the housing need remains critical.

CHALLENGES

The shortage of affordable housing is contributing to the rise of informal settlements. Development is constrained by limited access to zoned and serviced land, making it difficult to uphold construction quality and meet international building standards. In rural areas, most homes are poorly built and not resilient to strong winds or climate impacts. There is also a notable lack of energy-efficient, climate-resilient housing, with the majority of current housing stock unable to withstand natural hazards.

OPPORTUNITIES

The Government recognises the importance of private sector participation in both small - and large-scale housing projects, including sustainable PPP initiatives. State- and non-profit-managed social housing programs present opportunities for improved housing access. The Government is also advancing land provision initiatives and allocating lots for community settlement. Policy reviews and legal reforms are underway to update housing standards and attract broader sector investment, helping Fiji respond to rising demand and market growth.

The global challenge of social and affordable housing is worsened by growing social and economic inequalities. Fiji is not immune.

INTERNATIONAL TRENDS IN HOUSING PROVISIONS

1. Urbanization: Rapid urbanization is leading to increased demand for housing in cities around the world. This often outpaces the supply of affordable housing, leading to higher rents and property prices.

2. Income Inequality: Rising income inequality is contributing to the housing crisis. While property values soar, wages for low- and middle-income workers have stagnated, making housing increasingly unaffordable.

3. Speculation and Investment: Real estate speculation and investments from domestic and international players have inflated housing prices. This trend is particularly evident in major cities, where housing is treated as an investment asset rather than a basic human need.

4. Policy Failures: Many governments struggle to implement effective housing policies. Lack of affordable housing provisions often stems from insufficient regulatory frameworks, inadequate funding for public housing projects, and bureaucratic obstacles.

5. Health security risks: For example the COVID-19 pandemic has exacerbated existing housing problems. Job losses have increased housing insecurity, while public health measures have highlighted the need for adequate living conditions.

6. Climate Change impacts: There is a growing recognition of the need for sustainable housing solutions that address climate change.

7. Increased Homelessness: Rising costs of living and insufficient housing provision have led to increased homelessness in many regions, prompting calls for government intervention and comprehensive housing strategies.

HOUSING TRENDS IN FIJI

In Fiji, similar challenges to those observed globally are present:

1. Limited Supply of Affordable Housing: The availability of social and affordable housing in Fiji is very limited. Rapid urbanization, especially in urban centres like Suva, has strained the housing supply.

2. High Cost of Living: The rising cost of living has made it increasingly difficult for low- and middle-income families to afford housing, leading to overcrowding and informal settlements.

3. Informal Settlements: Many Fijians reside in informal settlements with inadequate access to basic services such as clean water, sanitation, and electricity. These settlements often lack proper infrastructure.

4. Government Policies: The Fijian government has made efforts to address housing shortages through programs aimed at improving access to affordable housing, but challenges remain regarding funding, implementation, and land tenure system.

5. Cultural Influences: Traditional iTaukei cultural practices, such as communal living, may impact perceptions of housing needs and preferences.

6. Climate Change and Natural Disasters: Fiji is vulnerable to natural disasters, such as cyclones and sea-level rise, which can displace communities and damage housing, making effective and durable housing solutions critical.

7. International Aid and Collaboration: Fiji has received international support and collaboration aimed at improving housing conditions. International entities must ensure contextualisation of strategies and sustainable sharing of skills and knowledge about housing.

5.0 OVERVIEW OF THE PUBLIC RENTAL BOARD

Originally the PRB was known as the Rental Division of Housing Authority. The PRB became a separate entity from Housing Authority through an Act of Parliament, the Housing (Amendment) Act No.12 of 1989. The Housing Authority had been established under the Housing Act of 1955. The Public Rental Board was established to provide affordable rental flats to low-income earners on a transitional basis ideally without incurring a loss. Under section 34 of the Housing Act, the PRB is required to operate on a non-commercial basis. In that regard, Government provides a subsidy which the PRB assesses rental applicants who are classified as low-income wage earners.

In March 1997, the PRB was declared a State-Owned Entity under the Public Enterprises Act 1996. The PRB was legally mandated to operate commercially following the gazetting of the relevant legal notice in April 1997.

At the Publication of this Strategic Plan PRB has 24 rental estates comprising 1,753 rental flats. These PRB estates are located in Labasa, Lautoka, Levuka, Nadi, Nasinu, Savusavu and Suva.



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6.0 GOVERNANCE STRUCTURE

6.1 BOARD OF DIRECTORS

The Ministry of Housing is the direct line Ministry for PRB. The PRB is accountable directly to the Government under its empowering legislation: the Housing Act and it delegates appropriate authority to the General Manager for the proper administration and management of PRB. The PRB Directors are appointed by the Minister of Public Enterprise.

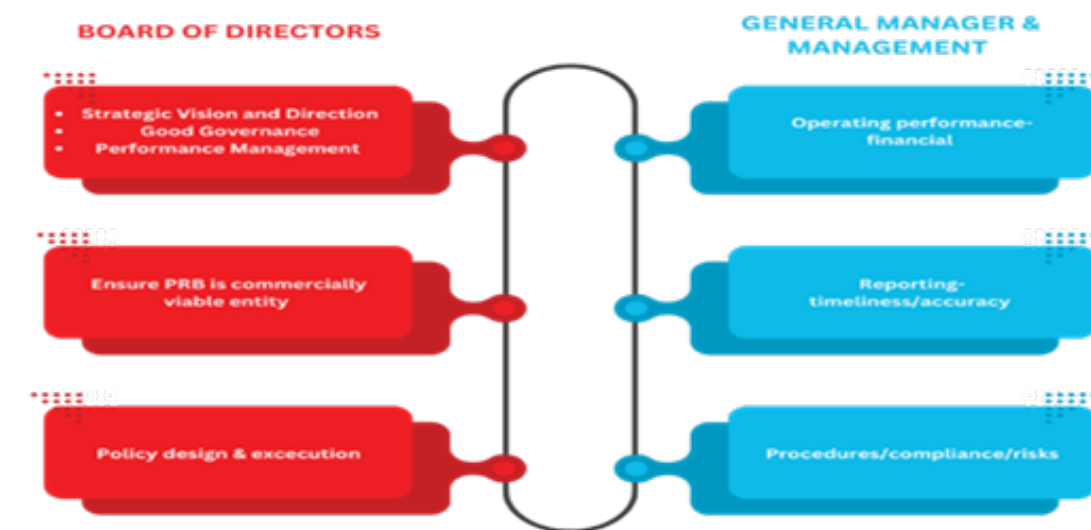
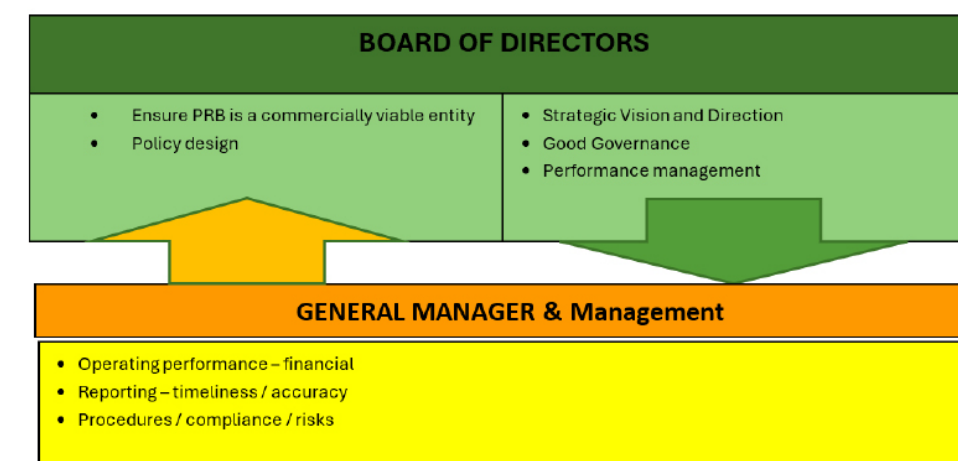


Figure 1: Good Governance Model



The Governance Model as depicted in Figure 1, delineates the roles of the Board and the management. The Board is therefore ultimately responsible for the direction of the organization. The GM and the management implements the Board's decisions.

Members of the Board of Directors

• Ms. Asenaca Nawaqalevu	Chairperson
• Ms. Loi Turaga	Director
• Mr. Krishneel Ram	Director
• Mr. Xiaozhang Du	Director
• Mr. Salimoni Karusi	Director
• Mr. Mosese Volavola	Director

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7.0 STRATEGIC PLAN LINKAGES

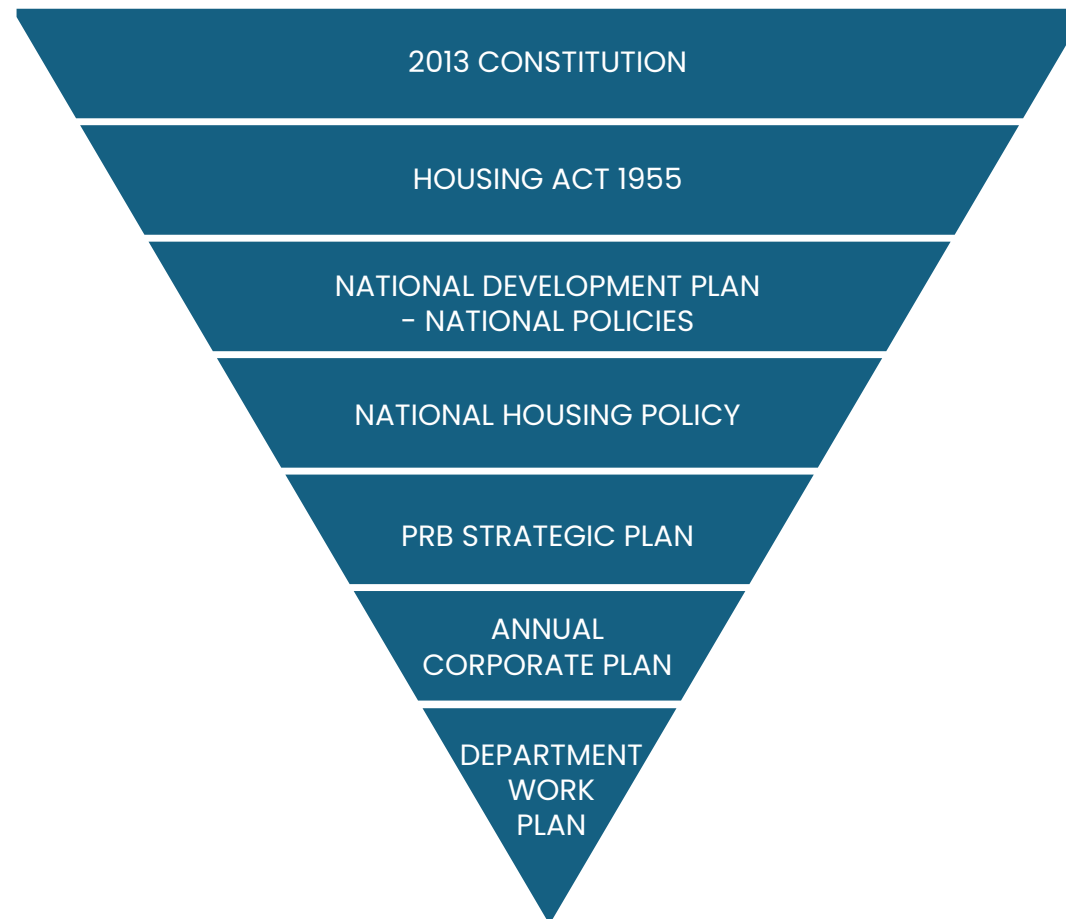


Figure 2: Strategic Plan Development Linkage Review

The development of the Strategic Plan or PRB is inextricably linked to the Government of Fiji's apex main policy framework the Fiji National Development Plan 2025–2029.

Figure 2 shows the key policy and legal frameworks that helped to inform the content design of the SP. Strategic Plan

The PRB recognises the Government policy to engage in PPP to strengthen its mandate to provide accessible and adequate housing. PRB will ensure that due diligence is carried out and the quality of housing is not compromised.

- To enable the rate of first-time home ownership.

7.1 ALIGNMENT TO THE NATIONAL DEVELOPMENT PLAN

KPI	3-YEARS (2026 – 2028)	5-YEARS (2026 – 2030)	Estimated Cost FJD (subject to change)
Strengthening Financial Capabilities	PPP targets FDB ADB	PPP targets FDB ADB	\$3,000,000
Create Accessible Finance Facility	Itaukei Affairs Trust Board	Itaukei Affairs Trust Board	
Land Acquisition	PRB – 37 acres	PRB – 60 acres	\$4,000,000 (250,000 PER 10 acres)
New Housing Development Projects	61 Units	100 Units	\$40,000,000.00 (\$250,000 each) (include Jittu)
Support Growth in the Provision of Social Housing Places	Rental subsidies for PRB *Housing options is to be data driven.	Rental subsidies for PRB	\$3,000,000.00
Green Building and Climate Resilience	Develop bloom taxonomy for green building Green building compliant building funded through climate financing	Use of green building an climate resilient housing designs Use of green building and climate resilient housing designs Need bloom taxonomy to qualify and for funding	Social housing providers supported to implement solar power panel projects. Use of green building and climate resilient housing designs In partnership with: <i>i. Green Infrastructure Developers International Solar Alliance</i> <i>ii. Fiji Development Bank</i>

8.0 STRATEGIC PRIORITIES

8.1 Priority 1: Property Development and Tenancy Management

Strategy 1: Ensure effective and efficient property development and Tenancy management that will ultimately support sustainability of the PRB.

- 8.1.1 Develop and implement a maintenance plan for all estate.
- 8.1.2 Explore new building projects to expand housing stock for residential and mixed use purposes
- 8.1.3 Assist eligible tenants to achieve and sustain first home ownership.
- 8.1.4 Strengthen policies and execution for enforcement of tenancy agreements between PRB and the tenant.
- 8.1.5 Implement a digital property management system to track tenancy, maintenance and occupancy efficiently

8.2 Priority 2: Financial Sustainability

Strategy 2: Ensure financial sustainability through prudent management of government grants, through effective management of expenses and market benchmarks to facilitate a return on investment on properties.

- 8.2.1 Explore funding opportunities for capital expenditures to expand on current PRB estate.
- 8.2.2 Develop and sustain an asset maintenance system.

8.3 Priority 3: Good Governance

Strategy 3: Ensure Good Governance at the Public Rental Board (PRB), focusing on Board Governance, Internal Governance, and Stakeholder Governance:

- 8.3.1 implement risk management framework to mitigate, financial and reputational risks establish mechanisms for stakeholder engagement and tenant feedback promote ethical leadership and anti-corruption practices across the organisation

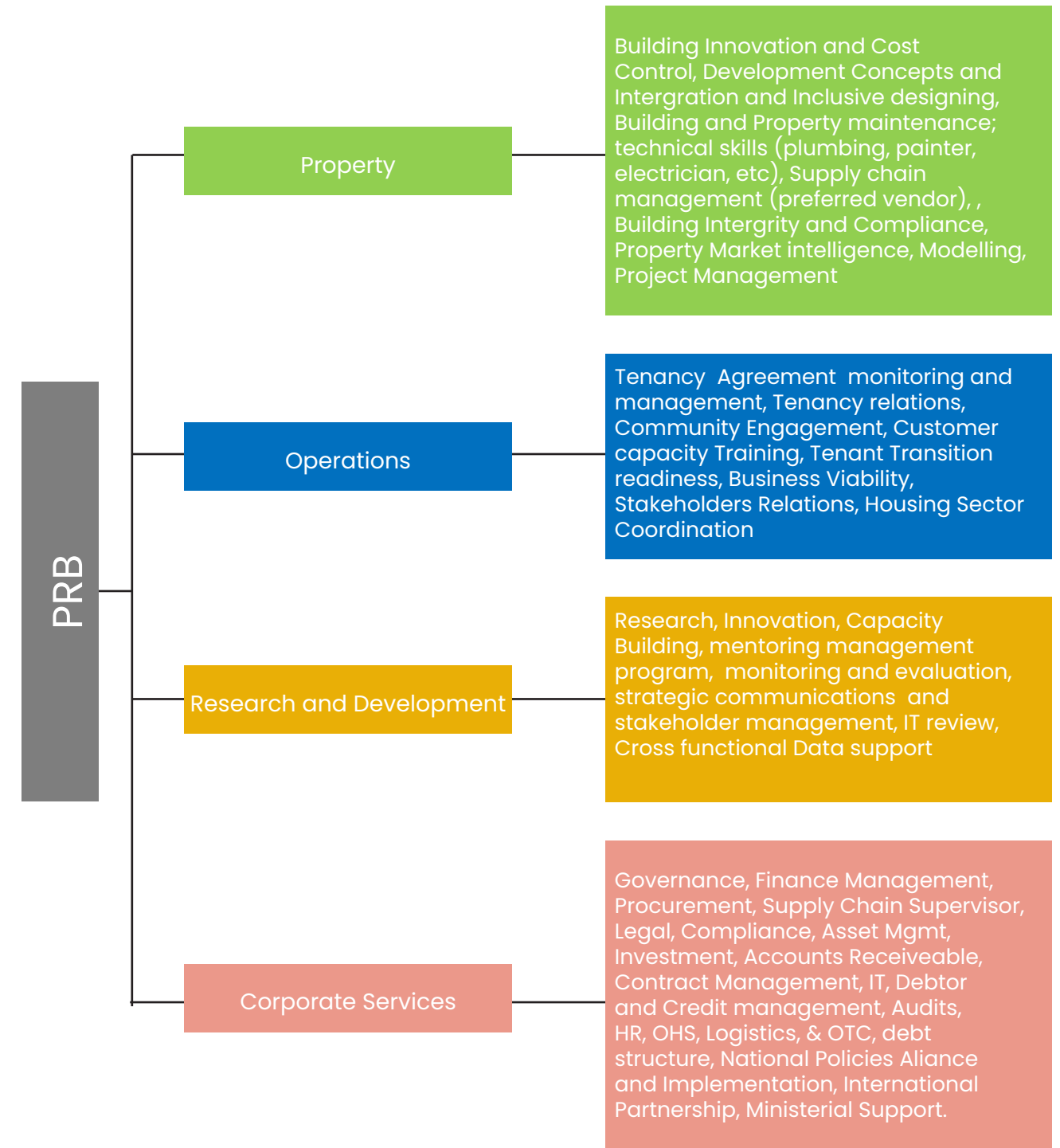
8.4 Priority 4: Strategic Human Capital Management

Strategy 4: Ensure PRB is resourced with capable and competent staff that can deliver on the strategic objectives of the organisation.

- 8.4.1 Provision for industry specific training of staff for upskilling and capacity building.
- 8.4.2 Conduct Job Evaluation Exercise and implement recommendations to ensure staff retention and establish PRB as an employer of choice.
- 8.4.3 Review HR Policies so that they are inclusive, relevant and in compliance with the Employment Relations Act.

8.1 Priority 1: Property Development and Tenancy Management

The execution of this strategic plan is dependent on PRB having the capability to deliver the core business and to achieve its performance objectives.



Economic and Financial Risks

Aged Arrears Accounts	9	7
Inability for existing tenants to pay due to unemployment	9	7
Global, Regional and National Financial Crisis (impact including but not limited to inflation)	8	7
Budgetary allocation reduction	9	9

Aged Properties Risks

Structural Damages to Properties	9	9
Condemned Properties	9	9

Environmental Risks

Natural Disasters	6	7
Climate Change Impacts	9	9
Pandemic	2	7

Technological Risks

Cyber Security and data breaches	9	9
Data Storage and Security	3	9

Legal Risks

Non - Enforcement of Tenancy Agreements	9	7
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9.0 PERFORMANCE MANAGEMENT FRAMEWORK

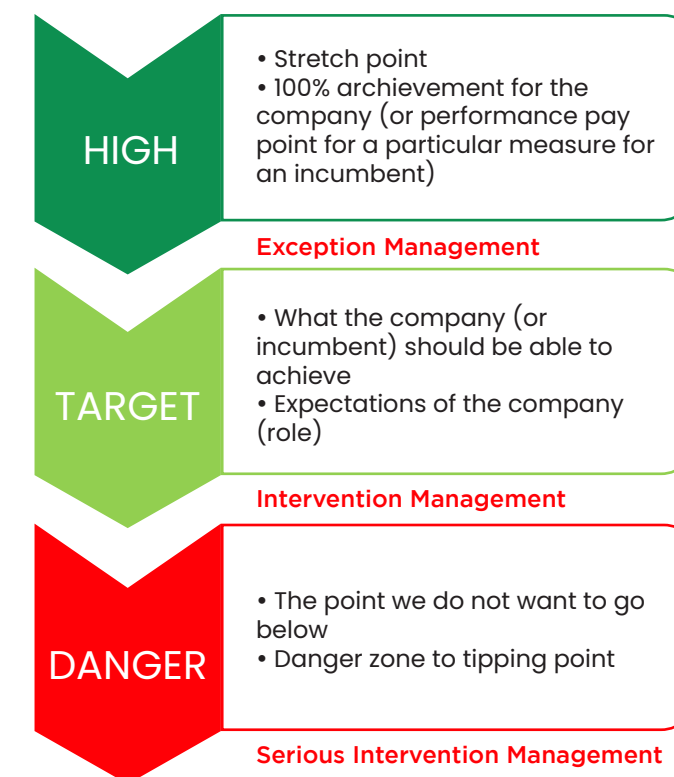
A Performance Management Framework at the corporate level is included in this strategic plan in Appendix 1, to track the performance of PRB in meeting its strategic priorities.

The PMS follows an envelope approach that includes a high stretch, target and danger measures as illustrated.

This approach identifies what is expected of a well-functioning organisation (or individual) through to high performance. The envelope also indicates the point of performance we do not want to go below.

Hence PRB Board and Management can track organisational performance against its targets through high level measures aligned to the strategic goals. These targets are appropriately 'cascaded' as measures for every staff member to manage their individual performance that are linked with the overall corporate measures. Weightings should be provided based on level of importance that the measure has for the organisation and the degree to which it has control over the measure.

EVELOPE APPROACH: DEFINING EXPECTATIONS FOR REPORTING



Overall	4.24	3.98
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It was also noted that staff expected to be provided with the proper tools to carry out their work, more training and development, training and development, clear and regular communications from management downwards and health benefits. Comments from the survey alluded to recognizing and rewarding staff for delivering quality work and that they are quite satisfied on how they are looked after in terms of staff welfare – reiterated in the word cloud on the right.



Figure 4: Staff Comments Word Cloud

GOVERNMENT

The Government is a key stakeholder in PRB, as such the Government expects the entity to provide rental accommodation at prescribed areas, undertake assessment and collection of rents from tenants and to promote home ownership to tenants and other (transition). The non-commercial objective of the Board is to provide economical rental benefits to tenants. Furthermore, at times the Board, through the Government directive, is asked to dispose of rental properties.

APPENDIX 3: CHALLENGES AND OPPORTUNITIES

Some of the challenges and opportunities identified for PRB that is a barrier to the effective delivery of services include:

CHALLENGES	OPPORTUNITIES
Stakeholder Management: • PRB manages numerous rental flats and has limited resources to effectively manage the committee set-up within its communities. • Ineffective communications with stakeholders lead to misinformation and misinterpretation of critical tenancy agreements and policies	Resourcing: • Review liaison officer role and unit to improve delivery in stakeholder management. • Develop stakeholder management plan of action. • Implement recommendations in regards in reference to customer surveys and workshops
Aging Buildings and Properties: • Some of the PRB properties are aged and OHS non-compliant, which is unlivable. • Irregular and delayed repairs and maintenance of properties • Lack of flats to cater for increasing demand	Property Management: • Explore strata title ownership. • Expand PRB stock – build additional properties that encompass integrated communities. • Lease-to-own

CHALLENGES	OPPORTUNITIES
Enforcement of Tenancy Agreement: • Ineffective enforcement of tenancy agreement • Regular breaches in PRB tenancy agreement • Generational tenants	Policies and Procedures Review: • Review Policies and Procedures to enable its enforcement. • Propose legislative amendments to the Housing Act; “include means test”. • Have separate Tribunal to look after social housing issues related to breaches in tenancy agreement. • Work with relevant bodies/authorities including community committees to ensure enforcement of tenancy agreements. • Empower Community Committees to ensure effective implementation of tenancy agreements. • Explore innovative means in encouraging timely payment of rent. • Facilitate financial literacy programmes for tenants to prepare for transition. • Compile and mine accurate data and information (volume indicator)
Rental collection: • Ineffective rental collection • Inaccurate data (volume indicator) for rent subsidies • Tenants’ inability to pay rent in a timely manner due to unemployment and increased rent of flats	
Social issues: • Increased crime rate • Increased unemployment rates • Alcohol related incidents – majority of the social issues arise from excessive alcohol consumption despite the tenancy agreements highlighting alcohol consumption in PRB flats are prohibited. • Lack of recreational areas	Creating Safe Communities: • Practice integrated planning in the development of new properties. • Review existing communities plans to create recreational spaces. • Work with community committees to develop and implement activities plans for community engagement. • Engage with NGO’s and relevant bodies for awareness programs
Inflation: • Increasing material and labour costs construction	Collective Bargaining and Preferred Suppliers: • Negotiate affordable rates with suppliers using the government machinery

APPENDIX 5: PERFORMANCE MANAGEMENT FRAMEWORK

PRB Corporate PMS 2025 – 2026		PMS Established Targets				
Measures	Definition	Danger	Target	High Stretch	Weighting	Notes
Strategic Priority 1: Financial Sustainability					25% 25%	
Utilisation of Govt Grant	% - utilisation rate	80%	90%	100%	10%	Note 1: Ascertain current utilisation rate and ensure realistic measure
Maintenance Expense to fixed asset ratio	% increase from average of 1%	80%	90%	100%	5%	Note 2: Increase to around 2% in 2027 – reflect an effective maintenance schedule of properties
Procurement Efficacy	% = actual/ budget in procuring of products and services	110%	100%	98%	5%	Note 3: Cost savings realised by more efficient procurement processes and policies
Return on Investment	Average Yield from properties	3%	5%	6%	4%	Note 4: Yield for residential commercial properties benchmark
Strategic Priority 2: Property Development and Management					15% 30%	
Rolling Maintenance Plan	Developed and implemented by third quarter	80%	90.00%	100%	5%	Note 5: develop a rolling maintenance plan and implement by third quarter, include a M&E Framework
Policies and Procedures	% completion rate by December 2023	90%	95%	100%	5%	Note 6: Policies and Procedures for liaison between PRB and community committees, including monitoring and evaluation of policies
New Buildings and Properties	% increase in stock	TBC	TBC	TBC	5%	Note 7: To have (#?) new buildings tenanted by 2026

PRB Corporate PMS 2026 – 2027		PMS Established Targets				
Measures	Definition	Danger	Target	High Stretch	Weighting	Notes
Strategic Priority 3: Good Governance					25% 20%	
Board Evaluations	Annual feedback from Board	3	3.2	3.5	10%	Note 8: Board engagement survey
Stakeholder Engagement	Monitor the frequency and quality of interactions with stakeholders to ensure their needs and expectations are being met.				10%	Note 9: Stakeholder engagement survey
Risk Management Framework	% developed and implementation completed by June	40%	50%	60%	5%	Note 10: Completion rate of development and implementation of Risk Framework by June, 60% completion rate by December
Strategic Priority 4: Strategic Human Capital Management					5% 25%	
Employee Satisfaction	Organisational Health Index (OHI – Score out of 5)	4.00	4.24	4.40	5%	Note 11: Staff Climate Survey which measures organisational health index (OHI) and highlights areas of concern including customer service, training, OHS, tools and technology, strategic focus and leadership. In 2023 achieved OHI is 4.24
Brand Management					8%	
PRB Logo	% – Design and develop logo	80%	90%	100%	5%	Note 12: Launch new PRB Logo by Dec 2023
Brand Manual	% – design and develop and implement	80%	90%	100%	3%	Note 13: Implementation of Brand Manual by Dec
Stakeholder Management					13%	
Customer Satisfaction Survey	Customer Satisfaction Index	3	3.53	3.8	5%	Note 14: Customer Satisfaction Survey in 2023 was 3.53
Communications Strategy	% – developed and implemented	80%	90%	100%	5%	Note 15: Develop and implement Communications Strategy
Complaints Register	% – complaints successfully resolved	60%	70%	80%	3%	Note 16: Customer complaints successfully resolved in a timely manner

PRB Corporate PMS 2026 – 2027		PMS Established Targets				
Measures	Definition	Danger	Target	High Stretch	Weighting	Notes
Technological Transformation					10%	
Technology Roadmap	% - completion and implementation	85%	90%	100%	5%	Note 17: Development and implementation of technology roadmap by December 2027
Financial System	% - completion of upgrade of financial system	90%	95%	100%	5%	Note 18: Upgrade of financial system (Navision) to be completed by December
TOTAL WEIGHTING					100%	

