

# Working with Government towards a better Fiji

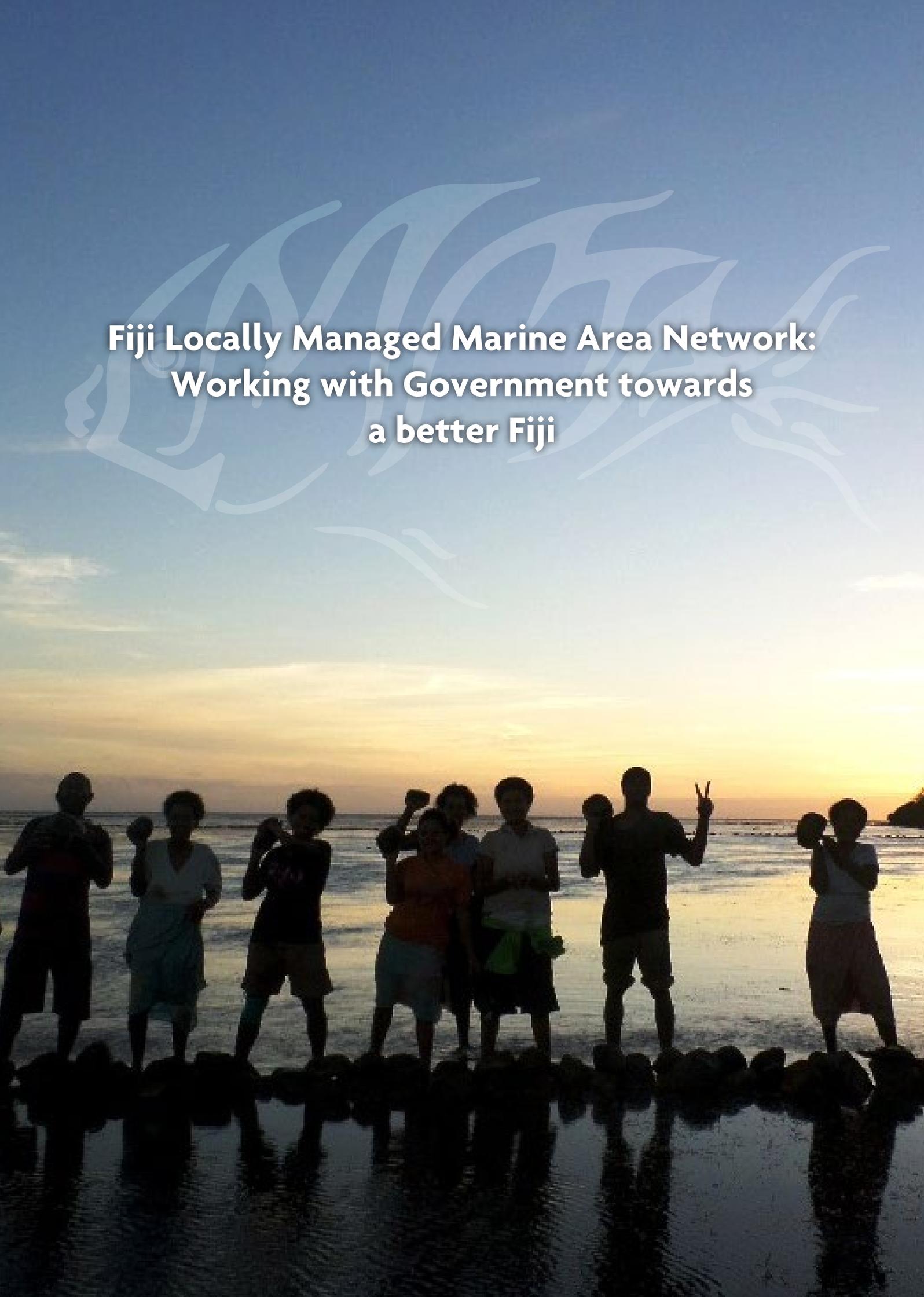


The Fiji Locally - Managed Marine Area (FLMMA) Network



Kedra Sasalu Tawamudu Na Noda Kawa





**Fiji Locally Managed Marine Area Network:  
Working with Government towards  
a better Fiji**

# Fiji Locally Managed Marine Area Network: Working with Government towards a better Fiji

How FLMMA can assist government towards food security, conservation, disaster risk reduction and green growth

## I. Problem Statement

Coastal fisheries presently account for over F\$73 million of the fisheries contribution to Gross Domestic Product (about 8 times greater than that from offshore fishing<sup>1</sup>) and are vital for food security, human health and livelihoods. However, as identified in Fiji's Green Growth Framework, human activities threaten the future capacity of coastal fisheries to support Fiji's people:

- **Coastal fisheries are over-exploited and will not be able to meet future needs:** By 2030 the increasing pressures on coastal fisheries will mean that Fiji will not be able to meet its seafood needs from locally sourced coastal fisheries alone<sup>2</sup>. These pressures will also mean the collapse of the fisheries unless an inclusive management system is in place as a basis for any development.
- **Coastal fisheries depend on habitats which are degraded by land- and sea-based activities:** Development activities and waste production are not being adequately managed at the national or local levels with knock-on impacts on coastal fisheries habitats.
- **Fiji's coastal communities are vulnerable to natural and climate hazards, which cause direct and indirect impacts on coastal fisheries and associated habitats:** Integrated planning and policy coordination that builds on community adaptive management is required to build resilience to future environmental, demographic and climate change.

A fundamental premise of green growth is ensuring the sustainability of our resources through wise management.

## II. Fiji's home-grown solution to the challenges - FLMMA

Pacific policy frameworks<sup>3</sup> have highlighted the essential role of community management to achieve sustainable use and management of coastal fisheries. Fiji is one of the regional leaders in this field and community management is coordinated by the Fiji Locally Managed Marine Area Network (FLMMA), a network of government, non-government and community partners established in 2001 and registered under the Charitable Trust Act since 2004.

FLMMA has developed an inclusive and integrated approach linking communities with government for sustainable development. FLMMA operates with and through the appropriate government structures at national, divisional and provincial levels to support community based adaptive management.



*FLMMA: different levels of government supporting communities to manage natural resources*

### III. What the FLMMA approach can offer Government

- FLMMA approaches can increase fish and invertebrate size and abundance that improve potential for sustainable use of coastal fisheries resources and therefore support the Roadmap for Democracy and Sustainable Socio-economic Development (RDSEED) and Green Growth Framework (GGF)<sup>4</sup>.
- Community-based management protects ecosystems and vulnerable species from ridge to reef, assisting Fiji to meet its commitments under the Convention on Biological Diversity.
- FLMMA approaches can result in improved human well-being through increased capacity to manage or adapt to short and long term threats, thus supporting objectives for community resilience under the National Climate Change Policy.
- The FLMMA network provides information with decision-makers at all levels to assist in policy development and planning, enabling key government agencies (e.g. Fisheries, Environment, Climate Change Division, iTaukei Affairs Board) to formulate and achieve objectives under annual corporate plans.

### IV. What is needed – Working together to achieve our national goals

The joint efforts of mainly NGO partners have provided resource management support to 145 traditional fishing areas covering 79% of Fiji’s inshore fishing area. However, communities and supportive NGOs cannot shoulder the full costs and responsibilities of inshore fisheries management alone. Because the strategies are unclear for long-term support and improvements to the system, clearer and enhanced roles of national government in this partnership are urgently needed to reach our joint goal of sustainably managed coastal fisheries. To this end:

- Support must be available to 100% of communities for comprehensive resource management to provide food security and livelihood opportunities and ensure food and environmental benefits accrue to all citizens.
- Strategies must be implemented that improve management effectiveness at sites and include consideration of threats operating at larger scales (e.g. provincial-scale, land-sea interactions).
- Working practices and appropriate institutional structures need to be in place combined with appropriate legislation and budgets that ensure that support is sustained for years to come.

The Government will need to take the main responsibility in all these areas but the lessons learned in the FLMMA partnership to date and existing collaboration with communities, government and NGOs provides the basis for the development of better long-term solutions.

### V. FLMMA supports and calls on Government to<sup>5</sup>:

#### A. Provide a suitable enabling environment and procedures at all levels

For collaborative management to achieve and sustain our national goals, partnership needs to be maintained between the resource managers on the ground and the government at higher levels. This can be achieved through building on the existing national, provincial, district and community governance and administrative systems and updating legal frameworks to ensure the following outcomes through specific activities:

OUTCOME	ACTIVITIES
Government staff are able to provide appropriate support to communities.	Ensure terms of reference for fisheries extension officers, conservation officers and Yaubula Management Support Teams (YMST) <sup>6</sup> clearly define respective roles in supporting coastal resources management and these roles are mainstreamed into adequately resourced provincial and divisional plans.
Coastal fisheries and integrated ecosystem management is adequately financed.	Appropriate and innovative mechanisms are developed to adequately finance and staff resource management activities, such as reviewing licensing fees to reflect and offset management costs and clarify and define the roles of fish wardens.
Adequate legal and policy framework provides transparency, clarity and support.	Community-based fisheries management plans covering whole inshore fishing area (not just tabus/MPAs) are endorsed by Government and an Inshore Fisheries Advisory Council is formed with significant community participation to raise relevant issues surrounding management practice and financing.

## B. Improve implementation, enforcement and information for decision makers at all levels

Community planning and management reduce costs for the tax-payer as much of the management cost is shouldered by the primary beneficiaries – the communities. Under collaborative management the important role of government requires strategic planning and restructuring for village fish wardens, provincial conservation officers, YMSTs, police, navy, judiciary and other government officers to work together effectively.

Communities require information on risks and threats relating to their resources along with potential actions they can take. The information need not be expensive or hard to collect and includes experiences from elsewhere in Fiji as well the rationale and content of existing regulations. Government agencies require key information on local issues and effects of local and government management actions and in turn the results of these assessments need to be provided to local and government decision-makers in a timely and effective manner. By working together and sharing information and resources the following outcomes can be achieved:

OUTCOME	ACTIVITIES
Communities are able to implement and enforce management.	Local fish wardens receive adequate training, knowledge, equipment and legal backing to apprehend offenders and fisheries extension officers increase their capacity to promote and support inshore fisheries management.
Improved information is available for community, provincial and national decision-makers.	A government led information and awareness strategy and system is developed and implemented across all sectors ensuring that all appropriate stakeholders in 100% of communities regularly receive appropriate information on an ongoing basis and that monitoring and feedback systems allow community and government agencies to regularly and cost-effectively exchange key information for integrated management at all levels.
Effective and strategic control and surveillance is regularly enforced.	Government officers enforce key national and provincial laws and regulations, in capitals, markets and other areas with community outreach and ensure reliable administrative response from authorities to support village Fish Wardens when performing their legal duties.
Effectiveness is improved of locally-managed areas in achieving food security, livelihood and well-being outcomes.	Yaubula Management/YMST is integrated in each province's strategic planning and a system of recommended management standards is developed and implemented, forming the basis of community accreditation or certification to ensure that management plans are appropriately addressing local priorities and meeting national needs.
Integrated management approaches are developed and applied that promote community resilience.	The roles and actions of community managers and YMSTs are defined and evaluated in the context of environmental impact of developments, climate change adaptation and disaster risk reduction strategies

## Conclusion

Fiji is one of the leaders in the field of implementing community management to achieve sustainable use and management of coastal fisheries. This effort is coordinated by the Fiji Locally Managed Marine Area Network (FLMMA), a network of government, non-government and community partners established in 2001 and registered under the Charitable Trust Act since 2004. FLMMA Community-Based Adaptive Management approaches can result in an improved potential for sustainable use of coastal fisheries resources, the protection of ecosystems and vulnerable species and an increased capacity to manage and adapt to threats thus supporting the goals and objectives of the Roadmap for Democracy and Sustainable Economic Development, the Green Growth Framework, the National Climate Change Policy and meeting Fiji's commitments under the Convention on Biological Diversity. There is a need to increase the coverage and effectiveness of these efforts in order to provide food security, livelihoods and increased resilience of all coastal communities in Fiji which cannot be done by communities and supportive NGOs alone. FLMMA calls on a closer partnership with government and for government to provide more resources and take the main responsibility for community-based inshore fishery management in Fiji.

## NOTE: Elaboration of this policy brief

This policy brief derives from 15 years of community and partner experience in Fiji and has been extracted from the minutes of FLMMA AGMs and partners meetings, consulted with the executive committee of FLMMA and FLMMA divisional representatives. This document was prepared through consultation with FLMMA partners and community members and endorsed by the FLMMA Executive Committee on September 03, 2015.

---

- <sup>1</sup> Gillett R. 2015. Coastal Fisheries in Fiji: Resources, Issues, and Enhancement of the Role of the Fisheries Department
- <sup>2</sup> Bell et al 2009. Planning the use of fish for food security in the Pacific. *Mar. Policy*;33:64–76.
- <sup>3</sup> e.g. Apia Policy 2008, MSG Roadmap for Inshore Fisheries initiative of the leaders 2012. Noumea Coastal Fisheries Strategy: Pathways to Change 2014
- <sup>4</sup> Roadmap for Democracy and Sustainable Socio-economic Development and the Green Growth Framework
- <sup>5</sup> Full suite of activities are provided in the supplementary annex
- <sup>6</sup> Yaubula Management Support Teams (YMST) are groups set up under the Provincial Office to coordinate and support community based resource management



# Annex: FLMMA- Working with Government towards a better Fiji:

Supplementary information to the Policy Brief

## Problem Statement

Coastal fisheries presently account for over F\$73 million of the fisheries contribution to Gross Domestic Product (about 8 times greater than that from offshore fishing<sup>i</sup>) and are vital for food security, human health and livelihoods. However, as identified in Fiji's Green Growth Framework, human activities threaten the future capacity of coastal fisheries to support Fiji's people:

- **Coastal fisheries are over-exploited and will not be able to meet future needs:**  
By 2030 the increasing pressures on coastal fisheries will mean that Fiji will not be able to meet its seafood needs from locally sourced coastal fisheries alone<sup>ii</sup>. These pressures will also mean the collapse of the fisheries unless an inclusive management system is in place as a basis for any development.
- **Coastal fisheries depend on habitats which are degraded by land- and sea-based activities:**  
Development activities and waste production are not being adequately managed at the national or local levels with knock-on impacts on coastal fisheries habitats.
- **Fiji's coastal communities are vulnerable to natural and climate hazards, which cause direct and indirect impacts on coastal fisheries and associated habitats:**  
Integrated planning and policy coordination that builds on community adaptive management is required to build resilience to future environmental, demographic and climate change.

A fundamental premise of green growth is ensuring the sustainability of our resources through wise management.

The FLMMA partnership has demonstrated or piloted what can be achieved at the large scale but in order for the benefits of these to accrue to all citizens of Fiji and be sustained, as outlined in national and FLMMA policies, we need to improve the work in three dimensions:

<i>Geographical</i>	<b>Extend and improve the coverage of "management" to 100% of rural areas</b> Currently the joint efforts of partners have provided resource management support to 125 traditional fishing areas covering 79% of Fiji's inshore fishing area. This support should be available to 100% of rural communities. Due to the variety of partners and approaches involved to date, the effectiveness of management varies and it will be important to support all sites to achieve minimum agreed effectiveness criteria.
<i>Depth and content</i>	<b>Ensure that livelihoods are supported in an integrated way taking account of ecosystems and future threats (including climate change)</b> FLMMA has been perceived to focus on fisheries alone but from the outset an integrated approach has been intended. This integrated approach, exemplified by the shift in terminology to Locally Managed Areas, must be promoted and supported in all communities and day to day operations incorporating and extending the lessons of Integrated Coastal Management (ICM), Ecosystem Based Management (EBM) and Ridge to Reef (R2R) approaches.
<i>Time</i>	<b>Sustain the management systems</b> Much of the progress to date depends on the work of NGOs and overseas donors and therefore will not be sustained in the longer term. Government will need to review its appropriate institutional and budgetary role in order to ensure the provision of essential support services, the future role of NGOs and donors should be considered and the results to date reviewed in order to identify an appropriate enabling environment and any additional sustainable financing requirements.

## Fiji's home-grown solutions to the challenges - FLMMA

Pacific policy frameworks<sup>iii</sup> have highlighted the essential role of community management to achieve sustainable use and management of coastal fisheries. Fiji is one of the regional leaders in this field and community management is coordinated by the Fiji Locally Managed Marine Area Network (FLMMA), a network of government, non-government and community partners established in 2001 and registered under the Charitable Trust Act since 2004.

- FLMMA works strongly in support of national policy objectives - improving collaboration to achieve national objectives as the following table illustrates.

FLMMA Result Area	Relevant Policy	Lead Government Departments
Improved fisheries management and sustainable use of coastal areas	The Roadmap for Democracy and Sustainable Socio-economic Development (RDSSSED) 2009-2014, Green Growth Framework for Fiji (GGF)	Currently works with Department of Fisheries (MFF/DoF), Department of Environment (MLGHE- DoE) and Ministry of iTaukei Affairs (MTA)
Community and provincial mechanisms trialled that support climate change adaptation and disaster risk reduction and planning by communities	GGF, National Climate Change Policy and Hyogo Framework (NCCP, HFA)	MTA. Building working relations with Climate Change Division and Ministry of Foreign Affairs. Approaching Min. Rural Development/NDMO.
Increased experience in land use planning, soil and shoreline erosion control and waste management at community and provincial level	GGF, DoE Business Plan	Currently works with MLGHE- DoE and MTA
Implementation of integrated coastal (ICM) and Ridge to Reef (R2R) management	GGF, DoE Integrated Coastal Management Framework	DoF/DoE, MTA
Improved awareness, monitoring, and information for decision-makers	GGF, DoF CP, DoE BP, NCCP, MTA CP	DoF, DoE, MTA, Ministry or Planning

- The FLMMA work has and continues to support Fiji's commitments to the following regional and international policy and commitments:
  - Pacific Islands Regional Ocean Policy 2005
  - Fiji Commitment to "Sustainable Development: Locally Managed Marine Areas (LMMAs) and local communities" at SIDS/BPOA +10, Mauritius 2005
  - The Vava'u Declaration on Pacific marine resources of the 38th Pacific Island Forum leaders meeting 2007
  - Pacific Islands Regional Coastal Fisheries Management Policy and strategic actions (Apia Policy) 2008–2013
  - Framework for a Pacific Oceanscape 2010
  - Melanesian Spearhead Group Roadmap for protection of coastal fisheries & food security 2015
  - The Palau Declaration on 'The Ocean: Life and Future' of the 45th Pacific Islands Forum 2014
  - Noumea Agreement: "A new song for coastal fisheries": Pathways to change 2015
  - Convention on Biological Diversity (CBD)
  - Strategic Plan for Biodiversity 2011-20 and the Aichi Targets, framed by Parties to the CBD at the 10th Conference of Parties in 2010
  - Fiji Commitment at the Third Small Island Developing States (SIDS) meeting, Apia-Samoa, 2014
- FLMMA aims to achieve stewardship of healthy ecosystems to sustain livelihoods and food security for Fiji. The work of FLMMA extends to the planning and management of:
  - Land-based resources ("Ridge to Reef")
  - Marine and fishery resources and contributes to government targets on:
    - Food security,
    - Green growth,
    - Climate change adaptation,
    - Disaster risk reduction and
    - Conservation.

## What is needed – Working together to achieve our national goals

The joint efforts of partners have provided resource management support to 145 traditional fishing areas covering 79% of Fiji's inshore fishing area with mixed degrees of effectiveness and unclear strategies for long-term support.

- Support must be available to 100% of communities to provide food security and livelihood opportunities and ensure food and environmental benefits accrue to all citizens.
- Strategies must be implemented in order to improve effectiveness at sites and integrated management at provincial level.
- Working practices and systems need to be in place combined with appropriate legislation and budgets that ensure that support is sustained for years to come.

The Government will need to take the main responsibility in all these areas but the lessons learned in the FLMMA partnership to date and existing collaboration with communities, government and NGOs provides the basis for the development of better solutions.

FLMMA proposes collaborative support of government initiatives to:

1. Provide a suitable enabling environment and procedures at all levels
2. Improve implementation and enforcement including adequate information for decision-makers at all levels

The tables below indicate a complete set of proposed activities for government support, identified through consultation with FLMMA partners and community representatives:

### 1. Providing a suitable enabling environment and procedures at all levels

For collaborative management to achieve and sustain our national goals, partnership needs to be maintained between the resource managers on the ground and the government at higher levels. This can be achieved through building on the existing national, district, provincial and community governance and administrative systems. This will require a slightly updated legal framework to improve and support performance at the different levels and to ensure that the national interests and rights enshrined in the constitution are duly respected and achieved.

Outcome	Activities	Government Agencies Involved	Relevant Policy
Government staff are able to provide appropriate support to communities.	<p>Ensure terms of reference for fisheries extension officers, conservation officers (COs) and Yaubula Management Support Teams (YMSTs) clearly define respective roles in supporting coastal resources management and these roles are mainstreamed into adequately resourced provincial and divisional plans.</p> <ul style="list-style-type: none"> <li>• Ensure that Yaubula Management/YMST is integrated in each province's strategic planning, works with provincial offices and MTA Conservation Officers and receives adequate budgetary support.</li> <li>• Ensure that ToRs for COs include liaising with YMSTs to ensure two-way information transfer between communities and provincial offices.</li> <li>• Enable appropriate budgetary support (see below).</li> </ul>	MTA, DoF and Ministry of Strategic Planning, National Development and Statistics	The Roadmap for Democracy and Sustainable Socio-economic Development (RDSSSED) 2009-2014, Green Growth Framework for Fiji (GGF)
Inshore fisheries and integrated/ ecosystem management is adequately financed.	<p>Appropriate and innovative mechanisms are developed to adequately finance and staff resource management activities, such as reviewing licensing fees to reflect and offset management costs and rationalize the use of fish wardens</p> <ul style="list-style-type: none"> <li>• Assign appropriate (increased) budgetary and staffing support in the relevant ministries and divisions/provinces in particular support for YMST, fisheries extension officers and conservation officers to regularly visit sites and engage in information exchange and monitoring activities.</li> <li>• Develop viable mechanisms for durable financing of inshore fisheries management integrated into government systems, potentially with support from NGOs.</li> <li>• Incorporate financial support for YMSTs and COs into MTA/ Government budgets.</li> <li>• Develop mechanisms that strengthen licencing as a management tool and link this and other sources of revenue to offsetting management costs at all levels (possibly including fish wardens).</li> </ul>	DoF, DoE, Ministry of Strategic Planning, National Development and Statistics, Ministry of Finance	RDSSSED, GGF, DoF Corporate Plan

<p>Adequate legal and policy framework provides transparency, clarity and support.</p>	<p>Community-based fisheries management plans covering whole inshore fishing area (not just tabus/MPAs) are backed by Government and an Inshore Fisheries Advisory Council is formed with significant community participation to raise relevant issues surrounding management practice and financing</p> <ul style="list-style-type: none"> <li>• Discuss with all stakeholders realistic and feasible legal support needed for clarity in resource management roles and responsibilities in coastal and inshore areas.</li> <li>• Develop particular recognition of the need to consider whole management areas / qoliqoli including terrestrial using appropriate management tools which include but are not limited to MPAs/tabus.</li> <li>• Establish an Inshore Fisheries Advisory Committee, with representation from traditional fishing rights owners, where inshore fisheries issues can be raised annually with Dept Fisheries, and annual budgets discussed.</li> <li>• Establish coastal fisheries and ridge to reef policies and workplans within and across relevant ministries (DoF, DoE, MTA).</li> </ul>	<p>DoF, DoE, MTA</p>	<p>RDSSSED, GGF, DoF Corporate Plan, MTA Corporate Plan, National Climate Change Policy</p>
--	--	----------------------	---

## 2. Improve implementation, enforcement and information for decision makers at all levels

Community planning and management reduce costs for the tax-payer as much of the cost is shouldered by the primary beneficiaries – the communities. Under collaborative management the important role of government requires strategic planning and restructuring for village fish wardens, provincial Conservation Officers (MTA), YMSTs, police, navy, judiciary and other government officers to work together effectively.

Communities require information on risks and threats relating to their resources along with potential actions they can take. The information need not be expensive or hard to collect and includes experiences from elsewhere in Fiji as well the rationale and content of existing regulations. Government agencies require key information on local issues and effects of local and government management actions and in turn the results of these assessments need to be provided to local and government decision-makers in a timely and effective manner.

Outcome	Activities	Government Agencies Involved	Relevant Policy
<p>Communities able to implement and enforce management.</p>	<p>Local fish wardens receive adequate training, knowledge, equipment and legal backing to apprehend offenders and fisheries extension officers increase their capacity to promote and support inshore fisheries management</p> <ul style="list-style-type: none"> <li>• Develop and implement appropriate systems for support and capacity building of village Fish Wardens including training, appropriate legal backing and key equipment (e.g. uniforms, logs, camera) .</li> <li>• Ensure that ToRs for fisheries extension officers include actions to improve inshore fisheries management, with measurable indicators to document progress.</li> </ul>		
<p>Improve information availability for community, provincial and national decision-makers.</p>	<p>A government led information and awareness strategy and system is developed and implemented across all sectors ensuring that all appropriate stakeholders in 100% of communities regularly receive appropriate information on an ongoing basis and that monitoring and feedback systems allow community and government agencies to regularly and cost-effectively exchange key information for integrated management at all levels.</p> <ul style="list-style-type: none"> <li>• Develop and implement a government led information and awareness strategy and system across all sectors ensuring that all appropriate stakeholders in 100% of communities receive appropriate information on an ongoing basis.</li> <li>• Simple and effective monitoring and feedback systems based on current experiences in 3- tiered monitoring that allow community and government agencies to regularly and cost-effectively exchange key information for integrated management appropriate to each level, gauge effectiveness and emerging issues.</li> <li>• Develop and establish data handling and information storage systems that serve the needs of the three levels.</li> </ul>	<p>MTA / DoF with support from other appropriate ministries</p>	<p>RDSSSED, GGF, DoF Corporate Plan</p>

Effective and strategic control and surveillance is regularly enforced.	<p>Government officers enforce key national and provincial laws and regulations.</p> <ul style="list-style-type: none"> <li>Ensure strategic enforcement of national and provincial laws and regulations by government officers in capitals, markets and other areas with community outreach.</li> <li>Ensure reliable administrative response from authorities to support village Fish Wardens when performing their legal duties.</li> </ul>	DoF, DoE, Police, navy, town councils and judiciary	GGF, DoF Corporate Plan, fisheries and environmental legislation/regulations
Effectiveness is improved of locally-managed areas in achieving food security, livelihood and well-being outcomes.	<p>Ensure that Yaubula Management/YMST is integrated in each province's strategic planning and develop and implement a system of recommended management standards forming the basis of community accreditation or certification.</p> <ul style="list-style-type: none"> <li>Provincial strategic plans include YMST roles and activities.</li> <li>Improve community-based periodic monitoring systems to evaluate effectiveness.</li> <li>Develop LMA site certification/assessment criteria and process to ensure that management plans are appropriately addressing local priorities and meeting national needs.</li> </ul>	DoF, MTA	GGF, DoF Corporate Plan
Integrated management approaches are developed and applied that promote community resilience.	<p>The roles and actions of community managers and YMSTs are defined and evaluated in the context of environmental impact of developments, climate change adaptation and disaster risk reduction strategies</p> <ul style="list-style-type: none"> <li>Develop and define the roles of LMAs and YMSTs in supporting community disaster risk reduction/management, increasing community resilience, meeting national protected area targets.</li> <li>Ensure community review of Yaubula management plans towards integrated management (land, sea, disaster management, etc.)</li> <li>Develop and consolidate information and awareness on the roles of FLMMA and YMST in relation to environmental impact assessments (EIAs), including how COs and/or YMST should advise land-owners of opportunities to make submissions and provide input into EIA processes, as well as conduct community monitoring of approved EIA conditions.</li> </ul>	DoE, DoF, MTA	GGF, DoF Corporate Plan, National Climate Change Policy, Fiji National Disaster Management Plan, Min Rural Development Corporate Plan, Environment Act and associated EIA regulations

## Expected benefits of the improved approaches

The table below indicates how enabling conditions that support inshore fisheries management in Fiji could be improved by closer collaboration and partnership with Fiji Government.

Function	Current Situation	Future Proposed Scenario
Support for management planning in individual communities	FLMMA and NGO supported with a few exceptions	Routinely supported across all of Fiji by government
Functioning of YMSTs	FLMMA support in coordination with Provincial Administration	Provincial administration provides main support with FLMMA technical and training support
Divisional Representatives	FLMMA support	Joint FLMMA and government
Coordination at provincial and divisional level	FLMMA support in coordination with Provincial Administration	Joint FLMMA and government/provinces
Coordination at national level	FLMMA	FLMMA and government contributions if appropriate or available
Representation of communities in national processes	Various - uncoordinated	FLMMA funding of representatives and government inclusiveness allows meaningful participation FLMMA reps on national committees (e.g., PAC, IFAC)
Piloting new concepts relating to upscaling, integrated management and increasing effectiveness	FLMMA and NGO members of FLMMA	FLMMA and NGO members of FLMMA with closer involvement of relevant government departments

i Gillett R. 2015. Coastal Fisheries in Fiji: Resources, Issues, and Enhancement of the Role of the Fisheries Department

ii Bell et al 2009. Planning the use of fish for food security in the Pacific. Mar. Policy;33:64–76.

iii e.g. Apia Policy 2008, MSG Roadmap for Inshore Fisheries initiative of the leader

## FLMMA'S Shared Vision

**A Network of vibrant, resilient and empowered communities which upholds our heritage through fair partnerships and an enabling environment for stewardship of healthy ecosystems to sustain livelihoods and food security for Fiji's future.**

## FLMMA'S MISSION

- Ensuring everlasting resources for our future generations
- Building and promoting a resilient, effective and sustainable Locally Managed Marine Area Network for a wealthy Fiji
- Creating an enabling environment for sound stewardship of our natural resources with key stakeholders
- Promote learning and sharing best practices through effective Community-Based Adaptive Management (CBAM)
- Building a sustainable institution for natural resource management

## FLMMA'S CORE VALUES

- **Community Heart:** Means that communities' interest and well-being are central in our work.
- **Respect:** Respect between partners makes it possible to challenge each other without threatening our relationships.
- **Language:** The use of local dialect whenever possible or, failing that, the iTaukei language.
- **Protocols and Procedures:** Appropriate protocol and procedure should be utilized when designing or implementing projects with communities.
- **Trust:** Avoid raising expectations beyond what we have evidence to suggest is achievable in Fiji.
- **Self-Reliance:** Avoid creating dependencies.
- **Decentralization:** Supporting community management at the lowest appropriate level.
- **Teamwork:** We can achieve more working together than we can on our own.
- **Commitment:** As a way to stay focused on goals.
- **Transparency:** To promote open and honest sharing of information and experience.
- **Accountability:** In that each of us as individuals takes responsibility and is accountable carrying out our work to achieve and share results.
- **Quality:** In all that we do.



**NETWORK OF VIBRANT, RESILIENT  
& EMPOWERED COMMUNITIES**

The Fiji Locally - Managed Marine Area (FLMMA) Network



Kedra Sasalu Tawamudu Na Noda Kawa







## **Fiji Locally Managed Marine Area Network**

3 Ma'afu Street, Suva, Fiji

Tel: (679) 331-4593

Fax: (679) 330-5992

Email: [Fijilmma@gmail.com](mailto:Fijilmma@gmail.com)

Website: [www.lmmanetwork.org](http://www.lmmanetwork.org)