

STRATEGIC DEVELOPMENT PLAN 2019 - 2029

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About this Strategy

I have great pleasure in presenting the Ministry of Fisheries Strategic Plan for the period 2019–2029.

The next ten years will be an exciting and challenging time of transformation for the Ministry. During this time we will be focusing our efforts on those areas where we can make the greatest difference and deliver impact to ensure our key stakeholders, both individuals and groups become productive members of society through their engagement as both contributors and beneficiaries of sustainable fisheries development and social development.

The Ministry is committed to playing a leadership role in our local communities and national economy through its mandate to manage, to protect and to sustain Fiji's fisheries resources. The Ministry has developed a model for sustainable fisheries management which sets the standards for other Pacific nations to aspire to. This strategy outlines our ten (10) year aspirations, and the 3 year priorities we will pursue to implement this model. This strategy focuses on Fiji's three key fisheries:

- Offshore
- Coastal (inshore)
- Aquaculture

Each of this fisheries presents its unique opportunities and challenges.

This document presents the key development strategies and priority areas for the development of Fiji's fisheries in the next four years. Drawing on the priority areas laid down in the National development Plan (NDP) and views expressed during the consultations for this plan, the 2019-2022 Strategic Plan will take a dedicated focus at strengthening resilience whilst ensuring a positive ecological, economic and wellbeing outcomes are assured for the long term benefits of Fijians. The Strategy also sets out the high level approach for ensuring the Ministry has the capability to perform its role well and deliver on the sustainable fisheries model.

Within each strategic priority/outcome, key performance indicators are clearly stated to monitor implementation.



Mr. Semi T. Koroilavesau
Hon. Minister for Fisheries

This is critical as it provides implementing divisions a clear measure of what they set out to achieve. It also makes the evaluation and review process a lot simpler.

This Strategic Plan looks at how best we might meet our challenges in the next few years. It has been developed through the consideration of current strengths and issues, our Institutional Strengthening work, and the application of logic and consultation with our team.

The strategy is subject to amendment if our operating environment changes or resource expectations are not achieved, it will therefore be reviewed and updated as needed.

I therefore commend this document to all national stakeholders and development partners. We have no doubt that its successful implementation will raise the quality of life of every Fijians who rely on Fiji's fisheries resources.

I look forward to this new era of the Ministry making an even greater contribution to improving the lives of our fishing communities and further enhancing their contribution to the development of Fiji as a nation.

Strategic Purpose - *Best Fisheries in the Pacific Region*

Having the best managed fisheries in the region means we must excel across our whole operation to build and maintain a sustainable fisheries sector.

Without new approaches to managing our fisheries, we anticipate a decline in food security, community wellbeing and economic resilience. There is evidence of a concerning reduction in the critical coastal fisheries upon which Fijians depend. Onshore processing infrastructure is in need of continuous development to support the fishing industry at local and national level. Aquaculture development is an area of major opportunity, with fewer constraints and challenges. It is a fishery we can manage with a high degree of confidence in achieving outcomes.

To harness the balance between resource utilization and resource conservation requires the concurrent & consistent application of our economic, social and environmental priorities. We all have a critical mandate to ensure that our natural resources are sustainable. It is not only for us but for those who will come after us, our future generation that inherits a prosperous and vibrant fisheries sector. Our effort towards a sustainable Blue Economy remains steadfast and unwavering. We will continue to incorporate climate resilience and adaptation efforts through practical and viable adaptation solutions. Solutions for our businesses, our villages, our communities, our sector.

This Strategy reflects our understanding of the current state of the sector. Most importantly it also demonstrates our determination to develop and advance fisheries management for the benefit of our people today and successive generations.

To be the best, we must excel at:

- Developing a fit for purpose legislative framework to enable and support sustainable fisheries;
- Developing policies and investing government resources to underpin strategic objectives
- Managing species to maximize food security, and economic value and protecting species under pressure;
- Enforcing compliance with rules and restrictions;
- Undertaking applied science and utilizing technologies
- Engaging and communicating with communities, industry and NGO's to generate national alignment to the strategy



Mr. Craig Strong
Permanent Secretary for Fisheries

- Working across government to influence all policies and activities which affect the sustainability of fisheries;

In addition, we need strong and effective leadership across the Ministry, capability in the field and in the Ministry's offices, and a mission-minded leadership culture driven by values. All Ministry staff must have the drive and skills to deliver impact.



Corporate Statements

OUR VISION

"To have the best Fisheries in the Pacific Region"

OUR MISSION

"To Sustain, to Manage and to Protect Fiji's Fisheries"

OUR STRATEGIES

Offshore Fishery: Create Value

Coastal Fishery: Sustain & Diversify

Aquaculture Fishery: Grow Rapidly

Quality Strategy: Deliver Impact

Our Values In everything we do we act with:

Excellence

Integrity

Innovation

Inclusiveness

Professionalism

Accountability

Critical Success Factors

To become the Best Fishery in the Pacific, we must excel in:

1. Vibrant Private Sector

Partner with private sector to increase fisheries contribution to GDP

2. Legislative And Regulatory Framework

Develop a fit for purpose legislative and regulatory framework to enable and support sustainable fisheries

3. Policy Framework

SMART and appropriate policies to underpin strategic objectives

4. Research And Development

Applying science, data management and research

5. Management Of Species

Manage species to maximize food security and protect species under pressure

6. Compliance

Enforcing compliance with rules and restrictions

7. Strong And Effective Leadership

Build on capacity, capability and being mission minded

8. Consultation, Coordination and Cooperation

Engaging and communicating with communities, industry and NGOs to generate national alignment

10. Economic Value

Maximization of economic value from the fisheries



At a glance

“Best Fisheries in the Pacific Region”

Delivering Consistent Quality

- Quality in our processes
- Quality in the execution on our processes
- Quality in our policy framework

Fisheries Service Centers

- Having the right capability and capacity to effectively service our customers

Offshore Fishery

- To have a sustainable Tuna industry
- To be a regional hub for processing
- To have sustainable markets for our offshore non-tuna species

Coastal Fishery

Incorporating the use of MPAs to ensure that our coastal communities can derive sustainable income from marine aquaculture initiatives and access to fish aggregating devices

Aquaculture

- To have Fijian farmers producing and supplying 1000 metric ton of Tilapia
- To have Fijian farmers producing and supplying 1000MT shrimps
- To have Fijian farmers sustainably producing and supplying to both local export market two new species of cultured products



Offshore Fisheries Strategy

Create Value

The offshore fishery will continue to be the major source of economic value. The industry is mature, data rich, and able to be managed effectively.

2029 AIMS

1. To have a sustainable and profitable Tuna industry
2. To be a regional hub for processing
3. To have sustainable market for our offshore non-tuna species

STRATEGIC PRIORITIES (2019 -2022)

Create a sustainable market environment for non-tuna species

Improve our service delivery through technology

Reduce the cost of doing business for our tuna long line industry

Develop hook to fork traceability



Coastal Fisheries Strategy

Sustain and Diversify

The coastal fisheries is a critical national resource for Fiji, providing food security and local employment across the island group.

2029 AIMS

Incorporating the use of MPAs to ensure that our coastal communities can derive sustainable income from marine aquaculture initiatives and access to fish aggregating devices

STRATEGIC PRIORITIES (2019 -2022)

Develop a fit for purpose legislation

Develop a robust licensing system

Develop joint venture initiatives with the private sector

Develop species management plans

Have 30% Fijian waters as MMA

Increased coastal Fishery program Collaboration with NGO's



Aquaculture Strategy

Grow Rapidly

There is capacity for a significant growth in this industry, based on a supportive approach from the Ministry to stimulate large and small scale production.

2029 AIMS

1. To have Fijian farmers producing and supplying 1000MT of Tilapia
2. To have Fijian farmers producing and supplying 1000MT shrimps
3. To have Fijian farmers sustainably producing and supplying to both local and export market two new species of cultured products

STRATEGIC PRIORITIES (2019-2022)

Develop a fit for purpose legislation

Develop tailored enabling programs with NGO's

Develop robust biosecurity framework

Develop the National aquaculture plan

Create a sustainable market environment for two new cultured species

Develop joint venture initiatives with the private sector



Quality Strategy

Deliver Impact

2029 AIMS

To have earned the respect of Fijian's because of the way we work and the impact that we have made

2019- 2022 AIM

Building quality into our processes

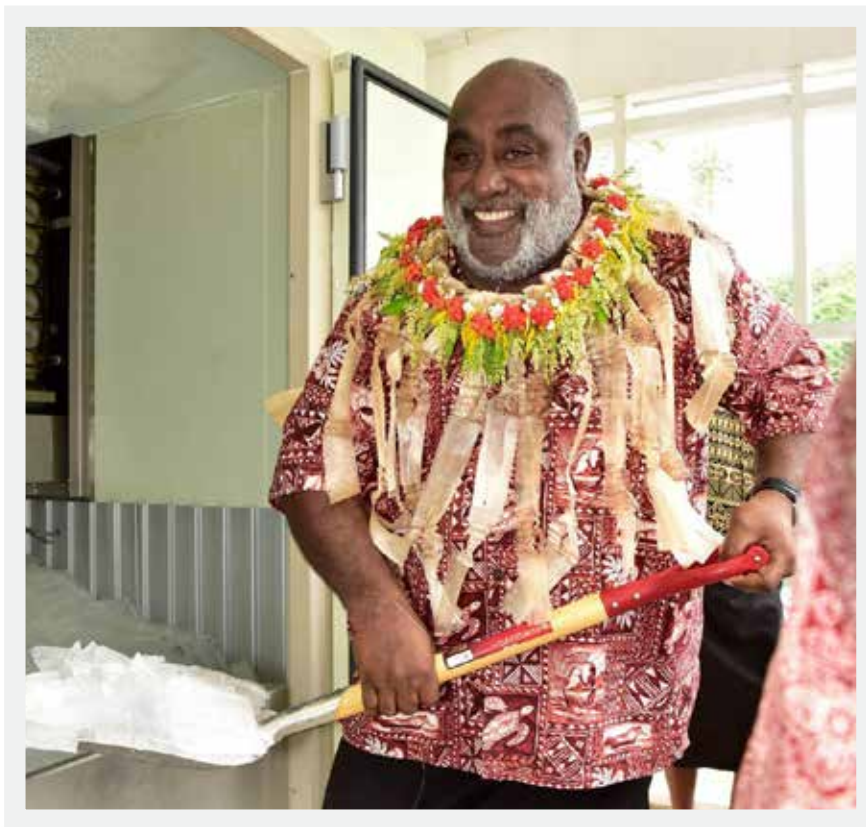
Ensuring quality in the execution of our services

Incorporating quality into our policy framework

Having the right capacity and capability to effectively service our customers

Increased collaboration with all stakeholders

Building a values based culture into our operations





TO HAVE THE BEST FISHERIES IN THE PACIFIC

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