



Women in Fisheries
Network-Fiji

WOMEN IN FISHERIES NETWORK - FIJI 2021 to 2025 Strategic Plan



Diving for nama/seagrapes, Namuaimada waters



WOMEN'S
FUND
FIJI

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Acronyms

ADB – ASIAN DEVELOPMENT BANK
AGM - ANNUAL GENERAL MEETING
AWP – ANNUAL WORK PLAN
CSO – CIVIL SOCIETY ORGANISATION
CUSO - CANADIAN UNIVERSITY STUDENTS ORGANISATION
DFAT- DEPARTMENT OF FOREIGN AFFAIRS & TRADE (AUSTRALIAN GOVT)
EB – EXECUTIVE BOARD
ECAL - ENVIRONMENT AND CLIMATE ADAPTATION LEVY
EOI – EXPRESSION OF INTEREST
FEESH – FISHERWOMEN EMPOWERMENT ECOLOGICAL SYSTEM HEALTH
FIRCA – FIJI ISLANDS REVENUE & CUSTOMS AUTHORITY
FLMMA - FIJI LOCALLY MANAGED MARINE AREA
FNPF – FIJI NATIONAL PROVIDENT FUND
FR – FUND RAISING
FWF - FIJI WOMEN FUND
GDP - GROSS DOMESTIC PRODUCT
GEF - GLOBAL ENVIRONMENT FACILITY
GIS – GEOGRAPHICAL INFORMATION SYSTEM
HR – HUMAN RESOURCES
ICOD - INTERNATIONAL CENTER FOR OCEAN DEVELOPMENT
ICRI – INTERNATIONAL CORAL REEF INITIATIVE
ICZM- INTEGRATED COASTAL ZONE MANAGEMENT PLAN
IT – INFORMATION TECHNOLOGY
IUCN – INTERNATIONAL UNION FOR CONSERVATION OF NATURE
KPI – KEY PERFORMANCE INDICATOR
LOI – LETTER OF INTENT
MOE - MINISTRY OF EDUCATION
MYOB – MIND YOUR OWN BUSINESS

OHS – OCCUPATIONAL HEALTH & SAFETY

PA – PRIORITY AREA

PAF - PACIFIC AMERICAN FUND

PC - PERSONAL COMPUTER

P.E.S.T.L.E - POLITICAL, ECONOMIC, SOCIAL, TECHNICAL, LEGAL & ENVIRONMENTAL

QMP- QOLIQOLI MANAGEMENT PLANS

RBF - RESERVE OF BANK OF FIJI

SDG – SUSTAINABLE DEVELOPMENT GOALS

SGP – SMALL GRANTS PORGRAMME

SM – SOCIAL MEDIA TC - TROPICAL CYCLONE

TDC - TIKINA DEVELOPMENT COMMITTEE

TDP - TIKINA DEVELOPMENT PLAN

UNEP – UNITED NATIONS ENVIRONMENT PROGRAMME

UPS – UNINTERRUPTED POWER SUPPLY

USAID – UNITED STATES OF AMERICA INTERNATIONAL DEVELOPMENT

VCA – VALUE CHAIN ASSESSMENT;

WIFN-FIJI – WOMEN IN FISHERIES NETWORK – FIJI

WCS - WILDLIFE CONSERVATION SOCIETY



NAMA/SEAGRAPES

1. Executive Summary

Women Empowerment/Gender Equality: At the heart of the Women in Fisheries Network – Fiji (WiFN-Fiji) is a deep aspiration for sustainable income flow at household level to improve standard of living for fisherwomen and their families (good & nutritious food, income, education for children, health of family & improved self-care for women) and the health of the ocean she depends on.

As a major influencer of the next generation, as carer & income earner for the family, the fisherwomen's role and input into her family & community, as an empowered, physically, mentally strong & healthy, a free and innovative thinker, activist for change, a loving mother, fair minded community member and an equal supportive partner is top priority.

Bringing knowledge, skills, opportunities & resources to the fisherwomen & her community to achieve the vision is a commitment women scientists (marine, environmental, social, gender & from other fields), other members and supporters, through WiFN-Fiji make to the fisherwomen, her development, that of her community and the management & development of her customary marine resources specifically & the country's coastal marine resources generally.

The Coastal Inshore Fishing Area: In Fiji, natural resources are the mainstay of the economy, and with little alternative income and food options, maintaining the health and integrity of the environment is the basis for supporting sustainable fisheries, thereby securing long term food supply, livelihoods and well beings. Focussing on biodiversity and ecosystem health to alleviate poverty is a central broad theme for WiFN-Fiji.

Iqoliqolis or customary fishing areas lie in the inshore coastal area of the country, totalling only 3.4% of the country's marine area of 1.29 million km². Inshore coastal fishery and its associated habitats of coral reefs, seagrass, mudflats and mangroves is a critical area for the programme. The area supports fisherwomen, their local communities & the establishment of management strategies and guidelines for protecting the health of the fishing area, is critical to sustaining and increasing catch/harvest of produce for family consumption and to sell for income, especially in the face of increasing impacts of the changing climate. Fisherwomen are the overlooked user group in the coastal fishery sector, whose voice is often not heard routinely, yet are the mainstay for family subsistence and wellbeing.

Natural Disasters, COVID-19 & Shrinking Economy: High exposure to natural disasters (cyclone, floods, earthquakes & tsunamis) has caused Fiji to incur annual losses of about 2% Gross Domestic Price (GDP) in recent years. Category 5 Tropical Cyclone (TC) Winston in 2016, the most severe ever to hit the country and to make landfall in the southern hemisphere then, caused damage equivalent to 20% GDP or F\$2 billion. In early 2020 TC Yasa & TC Ana caused widespread damage in the country ahead of TC Harold in April impacting 20% of the population, alongside the onset of COVID-19 and its impact on the tourism sector (job losses and shrinking the economy). The Reserve Bank of Fiji reports the Fijian economy is forecast to contract by 21.7 percent this year – our largest contraction since the 6.3 percent decline in 1987.

Growing WiFN-Fiji: The potential and aspiration of the organisation will be realised when it moves from project-based thinking and action to that of a programme, to deliver at scale with its partners, joined up strategies in the empowerment, health and education of fisher women, as well as the protection of the marine environment, for the benefit of her families & communities. The 2021 to 2025 strategic plan sets out the intention of the organisation and the strategies to build up and transit into the planned programme.

With a platform covering a section of 50% of the population and issues mounting and pressing on the fisherwoman and her fishing grounds, in the next five years at least, the impact of the downturn in the economy & from expected increases in natural disasters, the organisation is stepping up with willingness to learn fast and be guided to manage its growth with steadiness, transparency and integrity, to address the challenges of this time.

The FEESH Programme: The Fisherwomen Empowerment & Ecological Systems Health Programme represents the first ever five-year detailed programme of work for the organisation. It is an integrated set of strategies covering fisherwomen empowerment (in food security, livelihood, income, education & health) for her family & community and mobilisation of women for the management of fishing area and of the provincial coastal zones.

The cost of delivering the 2021 to 2025 strategic plan in the next five years is around FJD3.6 million, a 3.6 times increase from the last five years, and from 3 to 8 staff members to deliver the programme, in a planned audacious move outlined in the strategic plan.



NAMA DIVING IN DEEP WATER IS A COLD BUSINESS

2. Background

2.1 WiFN-Fiji Presence

The early story: The WiFN-Fiji was first established in 1993, with the goals to:

- Achieve recognition of the importance of the Pacific women's activities, in the subsistence, artisan and commercial fisheries
- Acquire access for Pacific women to fisheries development resources and training
- Seek representation for women in fisheries decision making
- Promote sustainable forms of development in the Pacific and
- Engage in research and analysis on issues concerning fisheries and women

Active between 1991 and 2003, the organisation by 1995 had 52 local, regional & international members. The founding members comprised of researchers and activists from regional institutions, national development groups and women's organisations. Funded initially by Canadian University Students Organisation (CUSO) & International Centre for Ocean Development (ICOD), the organisation worked on community workshops on health issues involving fisheries dominated by women, marine awareness and postharvest fisheries skills, marine conservation & publication of numerous training materials.

The publication *Fishing for Answers – Women and Fisheries in the Pacific Islands* (Mathew, 1995) is a notable knowledge product of the organisation during this period

Re-awakening: The organisation was reactivated in 2012, following a period of dormancy, by a group including early founders with the reappointment of members to the Board of Trustees and the Executive Board. Funding from Wildlife Conservation Society (WCS) and the Australian Department of Foreign Affairs & Trade (DFAT) supported the recruitment of staff. In 2016, the first organisation five-year strategic plan was developed (2016 to 2020) in a consultative process with a wide range of stakeholders. A broad range of priorities, grouped under four priority areas were set intentionally for flexibility.

WiFN-Fiji during 2016 to 2020: In moving to establish itself in a sector that is filled with mature organisations and their strong networks, WiFN-Fiji has been ably guided and supported by the Executive Board and its members. As a fairly "new" organisation, it has had a good start. It raised over a million Fijian dollars during the period from four donors, with Fiji Women Fund (WFW) providing 36.5% of funding, OXFAM Pacific 26.8%; DFAT 24.1% & the balance of 12.6% from WCS. There was strong fundraising and support from development partners in the period. This has enabled the organisation to find its place in both the women empowerment and conservation sectors. During the period, market access for selected fisherwomen in Ra increased and the organisation reviewed and updated its organisational documents to keep pace with the needs of the expanding work.

Lack of detailed planning and activities is a drawback of the 2016 to 2020 strategic plan. A good example is for Priority Area number 2; becoming a research hub is a goal but how to get there i.e., in terms of infrastructure is not outlined. Staff retention has been an issue during the period.

2.2 Current & Forecast external trends & environment impacting/shaping our work

Due to restrictions around COVID-19 at the time of the assignment, it was not possible to have stakeholder consultation. The option taken was to review the analysis derived from the PESTLE framework (Political, Economic, Social, Technical, Legal & Environmental) in the development of the 2016 to 2020 Strategic Plan, done at the time with a wide stakeholder group. PESTLE analysis is a framework to analyse key factors (Political, Economic, Sociological, Technological, Legal and Environmental) influencing an organisation from the outside. PESTLE result attached as Annex 13.1 of the Annex document.

This was done virtually with the WiFN-Fiji team. The team agreed the analysis is still as valid now as it was then, with the added impact of COVID-19 pandemic worsening impacts on all fronts, for all people and especially for the rural and most vulnerable members of the community.

3. Direction

3.1 WiFN-Fiji's Unique Selling Point

At the heart of the WiFN-Fiji is deep aspiration for sustainable income flow at household level to improve standard of living for fisherwomen and their families (good & nutritious food, education for children, health of family & improved self-care for herself) and the health of the ocean she depends on.

As a major influencer of the next generation, as carer & income earner for the family, the fisherwomen's role and input as an empowered, physically & mentally strong & healthy, a free and innovative thinker and activist for change, a loving mother, fair minded community member and an equal supportive partner is top priority.

Bringing knowledge, skills, opportunities & resources to the fisherwomen & her community to achieve the vision is a commitment women scientist (marine, social, gender & from other fields) make to the fisherwomen, her development, that of her community and the management & development of her customary marine resources specifically & the country's coastal marine resources generally.

The long-term flow of income from fishery and associated flow on activities, including sustainable fishing area management using sustainable practice is nonnegotiable. Sustainable fishing activities among other factors underpin the health of the ocean and with it the livelihood of communities dependent on them now and into the future.

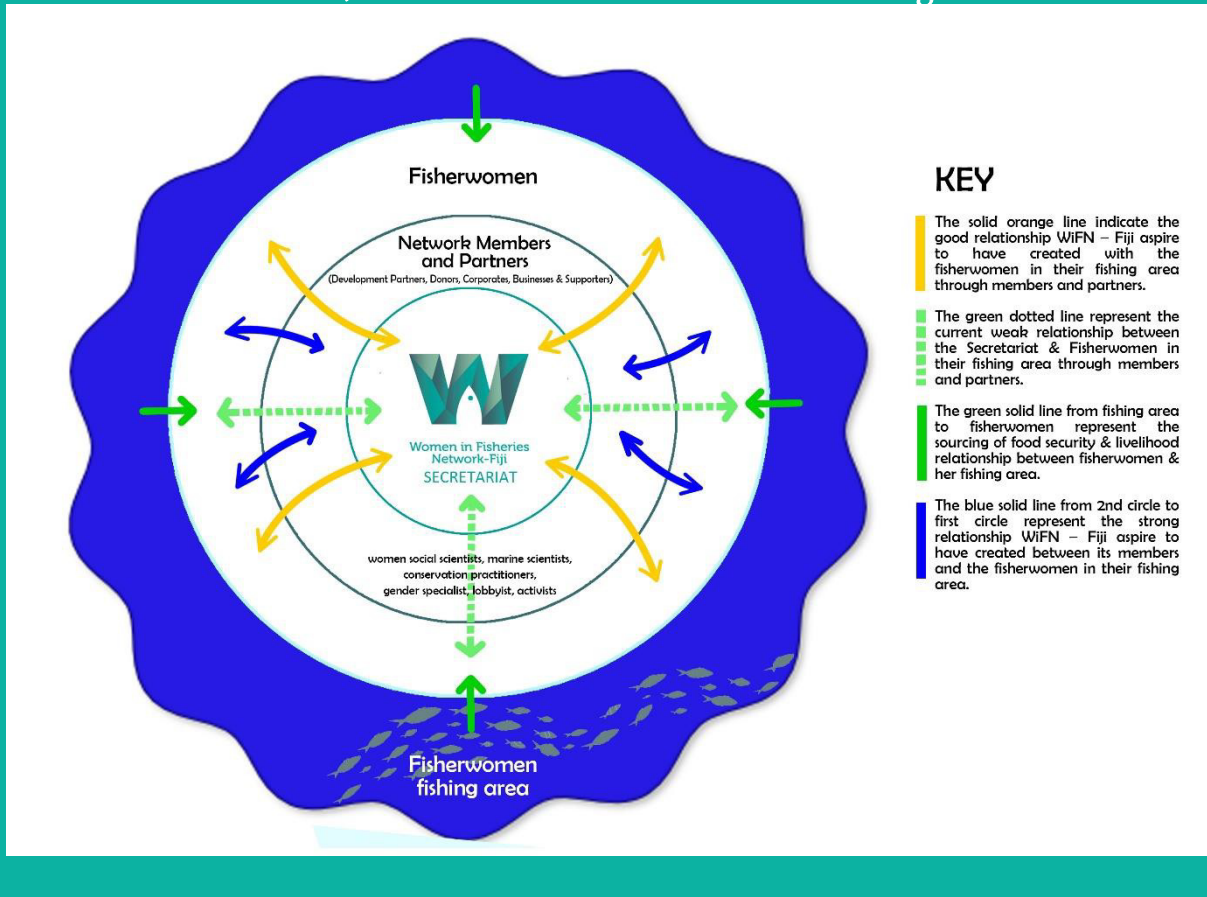
This is the area of focus for the collective of passionate women scientists, conservation practitioners, gender activists, community fisherwomen and business women, who collectively are the force of the WiFN-Fiji.

WiFN-Fiji the only organisation dedicated to women who fish for food, cultural, social and economic security and as such, fisherwomen have an inherent stake in the sustainability of the shared fishing ground. Therefore, the organisation's broad mandate is women's rights and environmental /ecological sustainability.

Representation of WiFN-Fiji Membership Relationship;

WiFN-Fiji Secretariat, Membership, Partners, Fisherwomen

to Coastal, Inshore Marine Areas - Fisherwomen Fishing Area



3.2 WiFN-Fiji Vision

Women socio-economically empowered, recognised and valued to participate in all aspects of sustainable fisheries.

3.3 WiFN-Fiji Mission

To build networks and partnerships to inform women about all aspects of sustainable fisheries in Fiji, strengthen their socio-economic security and livelihood, increase their meaningful participation in decision making and fisheries management.

3.4 WiFN-Fiji Operating Principles

- *Empowerment* of women to achieve economic and social justice
- *Inclusivity* of women, men and their families in fisheries and the WiFN-Fiji
- *Trustworthiness* we are trusted by our members and partners
- *Non-Political* we not aligned to any political party or group
- *Environmental sustainability* is core in everything we do
- *Integrity* We expect high levels of integrity from our members, staff and those who work with us
- *Accountability* to our members, community and donors
- *Commitment* to women in fisheries, our members, our members, our stakeholders and the environment and
- *Transparency* we operate and conduct our activities in an open manner

4. Governance

4.1 **Goal:** Quality performance through legal compliance with accountable and transparent leadership.

4.2 **Objectives:**

- By 2021 a capable and strong staff compliment is in place to implement the strategic plan of the organization
- By 2023, strong policies and procedures are in place for transparent and accountable management and operations of the organization.
- By 2024 the organization has embraced democratic principles and process in the election and leadership accountability to its diverse membership.
- By 2024 the organization fully complies to the Constitution of the organization
- By 2025 the organization has strengthened its governance instruments to ensure compliance to the legal framework.

4.3 **Legal Status**

The WiFN-Fiji, was registered on 23rd February 2017 under the Charitable Trust Act (CAP. 67). A copy of the Certificate of Registration Number 345 is available in the office. Under its legal registration, WiFN- Fiji is an apolitical non-profit organization.

4.4 **Reporting requirement**

To comply with legal requirements, WiFN-Fiji is required to deposit a copy of its Constitution with the Office of the Auditor General, submit Annual Reports of its activities and annual qualified Audited Accounts.

4.5 Governance and Management - Trustees

Under the Constitution the Trustees is responsible for ensuring the Network's compliance with the requirement of the Charitable Trust Act. The Trustees comprise of no less than three persons who serve for four years. Trustees are appointed by the Network members at the Annual General Meeting (AGM).

4.6 Executive Board

Under the Constitution, the Executive Board (EB) has stewardship role. The Executive Board ensures strong governance mechanisms and processes for compliance to the legal framework that govern non-government organizations. The Board is also responsible to the membership for setting the strategic directions of the organization and to ensure sufficient resources are available to the organization for implementation of the strategic plans. The Board also ensures enabling policies and procedure are in place for accountable and transparent management and operation of the organization. EB consist of five members who are elected by the Network members during the AGM. The elected EB appoints Chair and Deputy Chair to coordinate functions of the Board.



WiFN-Fiji stake holder consultation on a data and engagement strategy

5. Fisherwomen Empowerment and Ecological Systems Health [FEESH] Programme

It describes the five-year programme of work the organisation will deliver on the ground during the period 2021-2025 towards achieving its mission.

The FEESH Programme has a 30-year goal, three priority areas, three goals and 13 objectives altogether as follows:

Core Programme	Fisherwomen Empowerment Ecological System Health (FEESH) Programme
FEESH Goal	By 2030, healthy recovering and resilient ecosystems providing improved food security, livelihoods, and well-being for dependent fisherwomen & their communities are achieved through fishing area management, sustainable trade in inshore fisheries, expanded livelihood source, economic security for self-reliance, and by strong policy advocacy by empowered fisherwomen and their partnerships for social justice.
Priority Area 1	Fisherwomen forever nurtured by healthy fishing area and sustainability of fishery
PA 1 Goal	Restore and protect coral reefs, mangroves and seagrass beds through management strategies of marine protected areas and sustainable fishing practices in at least 2 fishing areas, and at least one province actively supporting food security, health, education and economic initiatives of fisherwomen.
PA1.1 Objective	Livelihood & Wellbeing By December 2025, food security and livelihood for fisherwomen through access to at least two markets and savings plans towards future shocks in a climate impacted marine environment and a declining economy is improved.
PA1.2 Objective	Fishing Area Management & Integrated Coastal Zone Management Plan (ICZM) review By June 2022, women fishers and partners have contributed to sustainable use and protection of the health of coastal ecosystems by participating in the development and review of fishing area management strategies and provincial Integrated Coastal Zone Management Plan (ICZM).
PA1.3 Objective	Home/Community -based Education Support By December 2023, fisherwomen community children learn informally to enhance skills and capacity to succeed through basic education for early childhood and tutoring services for schoolers and parents trained to support learning during lock down.
PA1.4 Objective	Family/Community Health support By 2024, fisherwomen and community health improved through service by trained community nurse, with a support network and basic supplies, connect fisherwomen communities to providers of women's health services and training provided in waste management, nutrition & lifestyle and in self-care for all women in the community.

Priority Area 2	Transformative Research, Policy development and advocacy for change
PA 2 Goal	By December 2025, WiFN-Fiji credibility as clearing house for information on all aspects of women fishers and fisheries is established and enhanced through providing comprehensive, quality information to members, partners and stakeholders to inform planning, targeted advocacy and the publication of at least 1 article annually in reputable journal/newsletter.
PA 2.1 Objective	Publish recent women in fisheries survey data By 2022, data collected in 2021 to be organized by themes and written up for publication and advocacy.
PA 2.2 Objective	Advocacy programme initiated By 2022, WiFN-Fiji a 3-year advocacy strategy is developed and implemented using available knowledge products
PA 2.3 Objective	Infrastructure established By June 2023, a state-of-the-art database system for all issues related to fisherwomen & fisheries is established, operationalised and maintained by trained personnel.
PA 2.4 Objective	Information Dissemination By 2024, communities are analysing and using data cleared by WiFN-Fiji to make decisions and changes to fishing practices, income generation, livelihood, health and fishing area management practices.
PA 2.5 Objective	Update data collection By 2024, wider coverage of women fishers and partners in research through communities on fishing ground status, stability and assessment, as well as impact on issues such as COVID-19, Gender Based Violence, Family planning and human rights on women collectively.
Priority Area 3	Strengthened Organisation and Networks for Transformation by building and strengthening internal capacity & leveraging external partnerships.
PA 3 Goal	Organisation strengthening By 2022, strengthened governance and decision-making mechanisms, adopt improved policies and standard operating procedures for greater accountability and transparency of the organization.
PA 3.2 Objective	Fisherwomen Groups built & strengthened By 2025, at least forty product-based or area-based fisherwomen's groups will be formed, assisted in their governance and decision-making mechanism and affiliated to the WiFN-Fiji.
PA 3.3 Objective	Private Sector Partnership By 2024, at least 3 key partnerships formalised with the public and private sectors in relation to five priority seafood products.
PA 3.4 Objective	Strengthen Membership By 2024, to strengthen existing membership base, identifying core skill set and securing key partnerships with at least 2 key conservation organisations.

Natural resource mainstay of economy: In Fiji, natural resources are the mainstay of the economy, and with little alternative income and food options, maintaining the health and integrity of the environment is the basis for supporting sustainable fisheries, thereby securing long term food supply, livelihoods and well beings. Focussing on biodiversity and ecosystem health to alleviate poverty is a central broad theme for WiFN-Fiji.

Fewer economic opportunities for rural women: Findings from the report on Fiji's Country Gender Assessment (ADB, 2015), showed that rural women have fewer economic opportunities and that women across Fiji are subject to high levels of violence from men. While more young women than men are graduating with tertiary qualifications, women are still a minority in the workforce. To address these challenges, recommendations were made for strategic analysis of women's and men's relative access to, and control of, resources; equitable access to economic opportunities; and improved data collection.

Contracting economy puts pressure on natural resource & vulnerable members of society: COVID-19 pandemic has forced Fiji to downsize climate action and transformative sustainable development to meet immediate socio-economic needs. The Environment and Climate Adaptation Levy (ECAL) – a consortium of taxes on prescribed goods and services, sourced from the tourism sector, has largely funded Fiji's domestic climate action and environment conservation in the last five years, at an average of FJD140 million per fiscal year. This is projected to decline to FJ \$24 million in the 2020-2021 financial year, due to the massive economic contraction caused by COVID-19. The Reserve of Bank of Fiji (RBF) reports the Fijian economy is forecast to contract by 21.7 percent this year – our largest contraction since the 6.3 percent decline in 1987.

The economic situation is setting the population up for greater devastation in the coming years by delaying critical projects, programmes and initiatives that seek to address the drivers of the country's inherent vulnerabilities and development obstacles – climate change being at the heart of it all.

What does it mean for women & vulnerable members of community: Government services is likely not operate at pre-COVID level for a number of years. Life on a daily basis in Fiji therefore will be extremely challenging, especially for rural communities, especially for women and particularly those already the most vulnerable, due to the collective impacts of climate change, pandemic and decline in economic activity and the shrinking economy. What does it mean for the marine environment: Despite the absolute reliance of coastal communities on the marine environment, much commercial fishing, coastal development and resource extraction continues. It is done without sufficient attention to environment and social concerns, and with a focus on maximising short term returns rather than long terms sustainability. Consequently, there is increasing evidence of natural systems in severe distress, including:

- Loss of essential inshore habitats, fisheries and vulnerable marine species due to sedimentation and land-based source of pollution, pesticides & eutrophication from fertilizers and sewage) from land use practices and inappropriate coastal development.
- Reduction in inshore locally eaten fish stocks and non-fish stocks due to overfishing by communities for subsistence and income and local commercial fishermen.
- Reduction in commercially viable fish stocks due to overfishing by commercial companies.
- Loss of inshore habitats (coral bleaching and direct damage to all coral habitats, due to increases in sea surface temperature and storm surges due to climate change.



Sainimere Ofia, selling moci at the Suva market, COVID-19 market survey

5.1 Sustainable Development Goal's (SDG) links to WiFN-Fiji's work

Goal 1. No Poverty	Goal 10. Reduced Inequalities
Goal 2. Zero Hunger	Goal 11. Sustainable Cities and Communities
Goal 3. Good Health and Well-Being	Goal 12. Responsible Consumption and Production
Goal 5. Gender Equality	Goal 13. Climate Action
Goal 6. Clean Water and Sanitation	Goal 14. Life below water
Goal 8. Decent Work and Economic Growth	

5.2 Geographical Scope of the Programme

In the last 5 years, WiFN-Fiji was successful in fundraising with grants received from the Australian Government through the Pacific Women's Support Unit & the Fiji Women's Fund,

Wildlife Conservation Society (WCS) Fiji and Oxfam in the Pacific (Fiji). This supported strengthening of organizational structure including core operations, capacity building activities in local communities in national women in fisheries forums, participation in a national women in fisheries survey, delivery of the Rapid Care Assessment work and COVID-19 cash assistance for fisherwomen in target Provinces of Rewa, Tailevu, Ra and Ba.

In the next 5 years, WiFN-Fiji will focus its activities in Rewa, Tailevu, Ra, Ba & Moturiki Island as a way of upscaling its programme to service as many fishing communities as possible and will be guided by funding.

5.3 Indicators: selection by objectives of the FEESH Programme is presented, with the full listing in Annex 13.2 of the Annex document.

FEESH PROGRAMME GOAL: By 2030, healthy recovering and resilient ecosystems providing improved food security, livelihoods, and well-being for dependent fisherwomen & their communities are achieved through fishing area management, sustainable trade in inshore fisheries, expanded livelihood source, economic security for self-reliance, and by strong policy advocacy by empowered fisherwomen and their partnerships for social justice.

5.3.1 Priority Area 1: Fisherwomen forever nurtured by the health of fishing area and sustainability of fishery.

PA 1 GOAL: Restore and protect coral reefs, mangroves and seagrass beds through management strategies of marine protected areas and sustainable fishing practices in at least 2 fishing areas, and at least one province actively supporting food security health, education and economic initiatives of fisherwomen

Iqoligolis or customary fishing areas lie in the inshore coastal area of the country, totalling 3.4% of the country's marine area of 1.29 million km². Inshore coastal fishery and its associated habitats of coral reefs, seagrass, mudflats and mangroves will be a critical area for the programme, supporting local communities & the establishment of management strategies and guidelines for protecting the health of the fishing area as well sustaining and or increasing catch and harvest of produce for family consumption as well as sale for an income.

Women make up 50% of the population of the country. Women are a major user of natural resource, harvesting for food, traditional craft, traditional cloths, dyes, fibres, medicine, beauty products, house hold products, building construction, firewood for the family's subsistence, income source and food security. The iTaukei woman holds customary fishing rights legally in her place of origin, linked to her iqoligoli and in marriage outside her place of origin is without this protection. Women of other ethnic groups, like iTaukei women marrying outside her fishing area, share this challenge and constraint. Fisherwomen are the overlooked user group in the coastal fishery sector, whose voice is often not heard routinely, yet is the mainstay for family subsistence and wellbeing.

Objective 1.1: Livelihood & Wellbeing;

By December 2025, food security and livelihood for fisherwomen through access to at least two markets and savings plans towards future shocks in a climate impacted marine environment and a declining economy is improved.



Amele Senikula – Baileu Bridge (COVID-19 Market Survey)

Activity:

1.1.1 Appraisal of fisherwomen in target area to explore opportunities for new or expansion of existing markets; mechanism for moving produce to market, to include assessment of potential formal and informal markets. Produce a plan and implement

Indicators:

- By June 2022, a report on the feasibility of markets (existing & potential) of at least 6 produce in the provinces of Rewa, Tailevu & Ra, with recommendations is available.
- By December 2022, value chain analysis on 6 fisherwomen produces and or products completed in 3 provinces, report available.
- By June 2023, value chain on 6 fisherwomen produces and or products completed in 3 additional provinces, report available.

Activity:

1.1.2 Implement strategy to expand an existing market and establish a new market.

Indicators:

- By August 2022, at least a structure. Space targeting fisherwomen sorting, preparing & packaging produce is available in at least one fisherwomen community.
- By October 2023, markets have been established & operational for at least 3 produce and or products.
- By June 2024, markets have been established & operational for at least 3 additional produce and or products.

Activity:

1.1.3 Provide mentoring and at least 8 training for the women (formal & informal hands on) on the value chain to improve the quality of their product and their service

Indicators:

- By December 2023, at least 4 refresher trainings have been delivered to at least 120 fisherwomen & women involved in the supply chain.
- By December 2024, at least 4 refresher trainings have been delivered to at least 120 fisherwomen & women involved in the supply chain.
- By October 2022, WiFN-Fiji has organised a fisherwomen forum, including seminars for fisherwoman to share stories & experience with women scientists, and women in fishing business

Activity:

1.1.4 Replant an acre of mangroves in degraded areas. Establish a mangrove nursery if planting material is not readily available.

Indicators:

- By October 2024, at least 3 Qoliqoli Management Plans (QMP) have been reviewed by fisherwomen & non-fishers, jointly with the Qoliqoli Management Committee (QMC), facilitated by Fiji Locally Managed Marine Area (FLMMA), with issues, views including setting aside nama & qari areas for women fisher harvesting & management areas, documented towards adapting QMP. As well Fishermen represented on the QMC.
- By Sept 2023, at least 2, 000 seedlings of mangroves have been replanted to protect fisherwomen areas
- By December 2022, at least, one Fisherwomen group savings scheme, established & formalised by the members
- By June 2022, financial literacy training delivered to at least one Fisherwomen group

Objective 1.2: Fishing Area Management & Integrated Coastal Zone Management Plan (ICZM) review.

By June 2022, women fishers and partners have contributed to sustainable use and protection of the health of coastal ecosystems by participating in the development and review of fishing area management strategies and provincial ICZM.

Indicators:

- By December 2021, at least 3 district level fisherwomen's groups have been formed, with governance in place & Bank accounts opened.
- By June 2022, the outcome of the Women Leaders consultation has been widely profiled in the media to support their adoption, including having women's representative on the ICZM Governance Committee.
- By end of 2023, at least one fisher women Tikina meeting has been facilitated with the Tikina Development Committee (TDC) to review the Tikina Development Plan (TDP), documenting women's inputs to the Plan.

Objective 1.3: Home/Community -based Education Support

By December 2023, fisherwomen community children learn informally to enhance skills and capacity to succeed through basic education provision for early education and tutoring services for schoolers and parents trained to support learning during lock down.

Indicators:

- By June 2022, a feasibility report is available on 3 target district in Ra on needs for early childhood education, tutoring service for schoolchildren, in support of fisherwomen communities.
- By June 2023, an early childhood center has been set up and operating at least in one fisherwomen community.
- By June 2023, 3 youths from Ra have been certified early childhood teachers by the Ministry of Education (MoE) and are teaching in 3 early childhood centers in 3 coastal districts in Ra.
- By December 2022, fisherwomen community parents have completed consultation on how best to support their children during periods of home confinement.
- By December 2023, fisherwomen community parents in 3 coastal districts in Ra have undergone training to support their children's learning during forced periods of home schooling.

Objective 1.4: Family/Community Health support

By June 2024, fisherwomen and community health improved through service by trained village nurse, with a support network and basic supplies, and training provided in waste management, nutrition & lifestyle and in self-care for fisherwomen and non-fisher women in the community.

Indicators:

- By December 2021, appraisal completed and report available on the health care situation four (4) coastal districts in Ra province.
- By December 2022, appraisal completed and report available on the health care situation four (5) coastal districts in Ra province.



The loss of fish and marine produce sales during COVID-19 cause hardship for fisher women Tailevu province fisher women queue at the registration centre Ratu Cakobau House carpark in Nausori for interim support.

Priority Area 2: *Transformative Research, Policy development and advocacy for change*

PA 2 GOAL: *By December 2025, WiFN-Fiji credibility as clearing house for information on all aspects of women fishers and fisheries is established and enhanced through providing comprehensive, quality information to members, partners and stakeholders to inform planning, targeted advocacy and the publication of at least 1 article annually in reputable journal/newsletter.*

Western science and local/indigenous knowledge are key for making sound decisions on coastal fisheries resource management. As the major contributors to coastal fisheries, evidence-based data on women's involvement is critical to effect relevant actions for their benefit. Supportive research is needed more so now, with the COVID-19 impact on fisherwomen so that food security, wellbeing and livelihoods are maintained.

Interpreting supportive research on women in fisheries is useful for advocacy on improved policy and policy implementation for greater gender equality and gender responsive budgeting in all sectors of fisheries, thus benefiting fisherwomen.

Objective 2.1: *Publish recent women in fisheries survey data*

By 2022, available data is organized by themes, analysed and written up for publication and advocacy.

Indicators:

- *By June 2022, Manuscript & short communications completed & submitted to reputable journal & newsletter*

Objective 2.2: *Advocacy Programme initiated*

By December 2021, WiFN-Fiji three year advocacy strategy developed, implemented using available knowledge products.

Indicators:

- *By April 2022, 3 research summaries completed*
- *By June 202, Advocacy Plan for at least 2 years completed*

Objective 2.3: *Infrastructure established*

By June 2023, a state-of-the-art database system for all issues related to fisherwomen & fisheries is established, operationalised and maintained by trained personnel.

Indicators:

- *By 2023, funding secured for database design, storage, analysis, reporting & management*
- *By Dec 2022, all available women in fisheries research papers/reports collated & stored*

Objective 2.4: *Information Dissemination*

By 2024, communities are analysing and using data cleared by WiFN-Fiji to make decisions and changes to fishing practices, income generation, livelihood, health and fishing area management practices.

Indicators:

- *By Dec. 2023, knowledge products developed based on current information collected & translated.*
- *By Dec 2024, knowledge products delivered to selected communities.*

Objective 2.5 Update data collection

By 2024, wider coverage of women fishers and partners in research through communities on fishing ground status, stability and assessment, as well as impact on issues, such as COVID-19, GenderBasedViolence, Family planning and human rights on women collectively.

Indicators:

- *By Dec 2024, at least 5 key partnerships established, targeting 2 year from 2nd year & relevant stakeholders consulted.*
- *By Dec 2023, survey methodology design and survey team training planned.*
- *By June 2025, survey in target sites completed and data collated.*
- *By September 2025, research findings summarised, knowledge products developed and launched.*



Information gathering in the village

5.3.3 Priority Area 3: *Strengthened Organisation and Networks for Transformation by building and strengthening internal capacity & leveraging external partnerships*

PA 3 GOAL: *Strong recognised, well-connected, accountable, transparent organisation through strengthened governance, policies, procedures and decision making to contribute to established fisherwomen groups and strengthened partnership and membership*

Community-based networks are only as strong as the organization that services them. The WiFN-Fiji will implement good governance practices, will build internal capacity of the organisation to provide quality services to its members. The WiFN-Fiji will build community-based fisherwomen's groups and network of fisherwomen's groups by area and by product on which they depend for their livelihood. A network that continues to harness the expertise of its members whilst leveraging collaborative partnerships with the public and private sectors for the benefit of fisherwomen and their families.

Objective 3 1: *Organisation strengthening*

By 2022, strengthened governance and decision-making mechanisms, adopt improved policies and standard operating procedures for greater accountability and transparency of the organization

Indicators:

- *By Dec 2021, revised Constitution approved by AGM*
- *Quarterly meetings held by end of April, June, Sept & Dec of each year with narrative & financial completed;*
- *By Dec each year, annual reports completed, printed & uploaded onto website*
- *By Dec each year, audited accounts for the previous year completed as component of the published annual report*
- *By Dec 2021, 2023 & 2025 AGM held for membership to receive reports from organisation and every two years to elect leadership of the organisation*
- *Review performances against work plan and strategic plan, approve annual work plan with annual budget and other administrative matters*

Objective 2: *Fisherwomen Groups built & strengthened*

By 2025, forty product-based or area-based fisherwomen's groups will be formed, assisted in their governance and decision-making mechanism and affiliated to the WiFN-Fiji

Indicators:

- *By end of each year, WiFN-Fiji forum held*
- *Identify & set up at least 5 fisherwomen's groups from year 2*
- *By end of each year, from year 2 knowledge products translated, printed & distributed to women's groups*

Objective 3: *Private Sector Partnership*

By 2024, at least 3 key partnerships formalised with the public and private sectors in relation to five priority seafood products.

Indicators:

- *By Dec 2022, list of private sectors listed by marine product.*
- *By December 2023, at least 5 partnerships between fisherwomen's groups and private sector set up with formal agreement.*
- *By Dec 2024, VCA for 6 marine products conducted and report produced.*
- *By Dec 2024, selected marine product quality control guidelines produced, translated & printed.*

Objective 4: *Strengthen Membership*

By 2024, to strengthen existing membership base, identifying core skill set and securing key partnerships with at least 2 key conservation organisations.

Indicators:

- *By Dec 2021, draft membership strategy completed (to include 2 key conservation organisations).*
- *By Dec 2023, 5000 information kits developed, 4000 translated.*
- *Quarterly newsletters completed by end of April, June, Sept, Dec of each year from year 2.*
- *From year 2 onwards, secure display booths at relevant business expos'.*
- *By Dec of each year merchandise including, 400 cloth bags, 200 calendars & 200 pens produced.*

6. Partnership Plan

The nature of WiFN-Fiji platform, women's rights & protection of ecological health offers it the unique opportunity of sets of frameworks at different levels for enabling and amplification of its activities & its impacts long term, as well as exit strategies, through existing governance structures, frameworks, plans and champions that the organisation can work with in both the women empowerment & environment conservation sectors. To achieve this, the organisation must address challenges that need to be managed through open communication and appropriate ways for the relationships to work. As such, partner engagement at the outset is key building long term relationships

Vision: WiFN-Fiji FEESH strategies are being enabled, amplified and sustained through key partners

Goal: By 2025, WiFN-Fiji has developed key partnerships to deliver and sustain activities under FEESH Priority Area 1-*Fisherwomen forever nurtured by healthy fishing area and sustainability of fishery* & 3-*Strengthened Organisation and Networks for Transformation by building and strengthening internal capacity & leveraging external partnerships.*

Strategy 1: *Identify & Develop Strategic Partnerships.*

Objective 1: By 2022, all key partners needed to deliver the FEESH strategies are identified

Indicators:

1. *By December 2021, a tentative list of all key partners and their role in activities under the FEESH strategies are (including level of power, priority & risk) is completed (refer 3.2.2)*

2. By June 2022, all key partners have been engaged to some degrees, at least informal conversations have taken place with main points of contacts (refer 3.2.2).



Permanent Secretary Fisheries Pene Baleinabuli launching the Development of WiFN-Fiji Initiative Data and Engagement Strategy Consultations 7th April 2021

Objective 2: By 2023, key partners are enabling & amplifying FEESH strategies.

Indicators:

1. By June 2022, key partners with identified large roles in the WiFN-Fiji programme have been formally engaged; MOUs or other agreements have been signed (refer PA Activity 3.2.2, Activity 3.3.1.2).
2. By June 2023, key partners are successfully delivering activities under their respective MOUs or other agreements (refer PA Activity 3.2.2).

Strategy 2: Build capacity of Key Partners

Objective 3: By 2023, key partners have sufficient capacity to facilitate the sustainability of the activities under the FEESH strategy.

Indicators:

1. By December 2022, training & capacity building workshops have been held for key partners to carry out activities under the FEESH strategy (refer PA1, Activity 1.1.2.1, Activity 1.1.5, Activity 1.2.1; PA 3 Activity 3.2.3,)
2. By June 2020, key partners have the capacity & motivation to sustain & expand activities under FEESH strategies after WiFN-Fiji formally exit (refer PA1, Activity 1.1.1.3.1, Activity 1.2.2.1, Activity 1.2.3, Activity 1.2.1, Activity 1.3.3.1, Activity 1.4.4)

7. FEESH Budget Summary by Objectives:

<p>FEESH PROGRAMME GOAL: By 2030, healthy recovering and resilient ecosystems providing improved food security, livelihoods, and well-being for dependent fisherwomen & their communities are achieved through fishing area management, sustainable trade in inshore fisheries, expanded livelihood source, economic security for self-reliance, and by strong policy advocacy by empowered fisherwomen and their partnerships for social justice.</p>	
<p>Priority Area (PA) 1: Fisherwomen forever nurtured by the health of fishing area and sustainability of fishery.</p>	
<p>PA 1 GOAL: <i>Restore and protect coral reefs, mangroves and seagrass beds through management strategies of marine protected areas and sustainable fishing practices in at least 2 fishing areas, and at least one province actively supporting food security health, education and economic initiatives of fisherwomen.</i></p>	
<p>Objective 1.1: <i>Livelihood & Well Being</i></p>	
<p>By December 2025, food security and livelihood for fisherwomen through access to at least two markets and savings plans towards future shocks in a climate impacted marine environment and a declining economy is improved.</p>	<p><i>Total 5 Year Cost (F\$)</i> \$671,000.00</p>
<p>Objective 1.2: <i>Fishing Area Management & Integrated Coastal Zone Management Plan (ICZM) review.</i></p>	
<p>By June 2022, women fishers and partners have contributed to sustainable use and protection of the health of coastal ecosystems by participating in the development and review of fishing area management strategies and provincial Integrated Coastal Zone Management Plan (ICZM).</p>	<p>\$220,000.00</p>
<p>Objective 1.3: <i>Home/Community -based Education Support</i></p>	
<p>By December 2023, fisherwomen community children learn informally to enhance skills and capacity to succeed through basic education provision for early education and tutoring services for schoolers and parents trained to support learning during lock down.</p>	<p>\$250,000.00</p>
<p>Objective 1.4: <i>Family/Community Health support</i></p>	
<p>By June 2024, fisherwomen and community health improved through service by trained village nurse, with a support network and basic supplies, and training provided in waste management, nutrition & lifestyle and in self-care for fisherwomen and non-fisher women in the community.</p>	<p>\$730,000</p>
<p>TOTAL</p>	
<p>\$1,871,000.00</p>	
<p>Priority Area 2: Transformative Research, Policy development and advocacy for change</p>	
<p>PA 2 GOAL: <i>By December 2025, WiFN-Fiji credibility as clearing house for information on all aspects of women fishers and fisheries is established and enhanced through providing comprehensive, quality information to members, partners and stakeholders to inform planning, targeted advocacy and the publication of at least 1 article annually in reputable journal/ newsletter.</i></p>	
<p>Objective 2.1: <i>Publish recent women in fisheries survey data.</i></p>	
<p>By 2022, available data is organized by themes, analysed and written up for publication and advocacy</p>	<p>\$7,000.00</p>

Objective 2.2: <i>Advocacy Programme initiated</i> By December 2021, WiFN-Fiji three-year advocacy strategy developed, implemented using available knowledge products.	\$140,050.00
Objective 2.3: <i>Infrastructure established</i> By June 2023, a state-of-the-art database system for all issues related to fisherwomen & fisheries is established, operationalised and maintained by trained personnel.	56,150.00
Objective 2.4: <i>Information Dissemination</i> By 2024, communities are analysing and using data cleared by WiFN-Fiji to make decisions and changes to fishing practices, income generation, livelihood, health and fishing area management practice.	\$53,000.000
Objective 2.5 <i>Update data collection</i> By 2024, wider coverage of women fishers and partners in research through communities on fishing ground status, stability and assessment, as well as impact on issues, such as COVID-19, Gender Based Violence, Family planning and human rights on women collectively.	\$118,500.00
TOTAL	\$374,700.00
Priority Area 3: <i>Strengthened Organisation and Networks for Transformation by building and strengthening internal capacity & leveraging external partnerships.</i>	
PA 3 GOAL: <i>Strong recognised, well-connected, accountable, transparent organisation through strengthened governance, policies, procedure and decision making to contribute to established Fisherwomen groups and strengthened partnership and membership.</i>	
Objective 3.1 <i>Organisation strengthening</i> By 2022, strengthened governance and decision-making mechanisms, adopt improved policies and standard operating procedures for greater accountability and transparency of the organization.	\$207,000.00 \$718,50.00 (staff)
Objective 3.2 <i>Fisherwomen Groups built & strengthened</i> By 2025, at least twenty product-based or area-based fisherwomen's groups will be formed, assisted in their governance and decision making mechanism and affiliated to the WiFN-Fiji	\$238,000.00
Objective 3.3 <i>Private Sector Partnership</i> By 2024, at least 3 key partnerships formalised with the public and private sectors in relation to five priority seafood products.	\$48,000.00
Objective 3.4 <i>Strengthen Membership</i> By 2024, to strengthen existing membership base, identifying core skill set and securing key partnerships with at least 2 key conservation organisations.	\$142,000.00
TOTAL	\$1,353,500.00
GRAND TOTAL	\$3,599,200.00

For the full listing of FEESH and Support Units 5 Year WP & Budget by year, see Annex 13.3 of the Annex document

7.1 Funding Requirement Status

7.1.1 Table 1: Funding Status May 2021

Stages of Fundraising	Yr1 2021	Yr 2 2022	Yr 3 2023	Yr 4 2024	Yr 5 2025	TOTAL (f\$)
1.Funding required	\$587,180.00	\$1,029,900.00	\$1,008,000.00	\$728,600.00	\$417,900.00	\$3,771,580.00
2.Funding secured	\$265,390.61	\$-	\$-	\$-	\$-	\$265,390.61
3.Balance of funds required needing to be secured by Yrs 1 & 2	\$321,789.39	\$1,029,900.00	\$1,008,000.00	\$ 728,600.00	\$147,900.00	\$3,236,189.39
4. Funding Unsecured (concepts & proposals under donor consideration)	\$75,000.00	\$75,000.00	\$-	\$-	\$-	\$150,000.00
TOTAL FUNDS TO BE RAISED	\$246,789.39	\$954,900.00	\$1,008,000.00	\$728,600.00	\$147,900.00	\$3,086,189.39
5. Gap (in concept forms developed & under development) in pipeline & yet to be submitted to donors		\$2,333,334.00	\$2,333,334.00	\$2,333,334.00	\$-	\$7,000,002.00
6. Gap (ideas under discussion & yet to be developed)						

7.1.2 Table 2: Total Funding Required by Priority Area (PA) & Support Units

Year	Funding Required								TOTAL (f\$)
	PA1	PA2	PA3	Fin & Admin	HR	Fund Raising	M/ship	Comms	
2021	\$433,000.00	\$12,500.00	\$132,000.00	\$ 680.00	\$ 8,000.00	\$ -	\$ -	\$1,000.00	\$587,180.00
2022	\$626,000.00	\$101,900.00	\$273,000.00	\$ -	\$5,000.00	\$ -	\$ -	\$24,000.00	\$1,029,900.00
2023	\$536,000.00	\$107,500.00	\$330,500.00	\$ -	\$5,000.00	\$ -	\$ -	\$29,000.00	\$1,008,000.00
2024	\$246,000.00	\$117,100.00	\$319,500.00	\$ -	\$5,000.00	\$ -	\$ -	\$41,000.00	\$728,600.00
2025	\$30,000.00	\$49,000.00	\$298,500.00	\$ -	\$5,000.00	\$ -	\$ -	\$35,400.00	\$417,900.00
TOTAL	\$1,871,000.00	\$388,000.00	\$1,353,500.00	\$680.00	\$28,000.00	\$ -	\$ -	\$130,400.00	\$3,771,580.00
%	50%	10%	36%	0%	1%	0%	0%	3%	100%

8. The Operations Plan

During the period 2021 to 2025, WiFN-Fiji operated as a project office, with nascent/ blooming field programme. Multi-tasking was and is required of staff. Board members carried responsibility for management as well as pitch in for activities for instance communications & fundraising. Volunteers become a lifeline and WiFN-Fiji serve as their hands-on training ground. There is basic financial management guideline as well as Human Resource (HR) Manual, sufficient for the current set up.



Women fishers gather on the beach as the tide goes out ready with bags and snorkel to go diving for nama

Over the past five-year period (2016 to 2020), WiFN-Fiji raised over a 1 million FD for projects implemented over a number of provinces. As such, the current organisation system and capacity will need further updating with new policies, tools and procedures, as well new staff to share the work load.

8.1 Finance, Administration & IT Communications

Situation Analysis

WiFN-Fiji has one Finance Officer who currently manages the finance, administration and has oversight on the Information & Technology needs of the organisation. Servicing of the IT issues of the organisation is done by DATEC a private company contracted to provide this service.

Current issues faced affecting the performance of the unit are listed in the table below:

<i>Finance Management</i>
1. No standard forms for – Retiring of acquittals, Probation Evaluation forms
2. Backlog on updating of scanned Payment Vouchers in the system
2.1 No record of 2018 PV in the drive
2.2 Not all 2016 & 2017 payment vouchers scanned
3. Asset records, not a clear indication on exact assets owned by the network
4. Financial updates on MYOB software was not done on a timely basis
5. Online payment authorization sometimes is delayed
6. Overspend/under budget on Transportation cost and communication being
7. Having to work on both admin and finance work
Administration:
1. No standard operation procedures in place
2. There is no standalone administration officer
IT Communications
1. Sometimes issues are not attended to on a timely basis

Vision: *WiFN-Fiji Finance & Administration Unit is delivering high quality support to the FEESH Programme*

Goal: *By 2025, WiFN-Fiji capacity around accounting, financial management & programme administration is at a level that ensures highest quality delivery of the FEESH Programme strategies*

Objective 1: Organisation Financial Performance Compliance Improved & Strengthened

Indicators:

- *By end of 2021, review of the finance policy by EB completed, associated changes implemented.*
- *By end of 2021, approved cash advance procedures included in the finance policy.*
- *By end of 2021, Secretariat and EB decision on no of quotes made.*
- *By end of 2021, the EB has reviewed the finance policy decision taken on inclusion of online procedures.*
- *By end of 2021, standard forms for all financial procedures have been developed and decision taken by EB on adoption.*
- *By end of 2021, volunteer allowance/ time sheet developed & adopted.*
- *By end of 2021, acquittal form developed & adopted.*
- *By end of 2021, probation evaluation form developed & adopted.*
- *By end of 2021 admin and finance supporting document forms developed and adopted.*
- *By end of 2021 to 2025, submission of monthly reconciliation by 15 of the months is achieved.*
- *By 2022, monthly updates on filing and scanning of payments vouchers is established & done.*
- *By end of 2021 to 2025 no penalty payment incurred by FNPF & FIRCA due to timely payments.*
- *By June 2022, all assets are properly identified and registered.*
- *By end of June 2021 to 2025 annual physical verification of assets is conducted and reported to EB*
- *By end 2021 to 2025, MYOB delay issues addressed, based on regular update & maintenance giving rise to timely payments.*
- *By end of 2021 to 2025, monthly scanning & filing of payment vouchers are achieved at every end of the month.*

Objective 2 Finance: Planning and Management of Budget Improved & Strengthened

Indicators:

- *By December 2021 checks & sign off to overhead cost in proposal budget made ensuring 100% coverage*
- *By October 2021 each year, proper costings are identified for upcoming funding*
- *By December 2021, each year contingency cost included in all funding proposal submission*
- *A project budget tracking process is set in place to inform update budget use status for planning & decision*

Objective 3 Finance: Audit Compliance

Indicator:

- *By end of year, every year, 2021-2025 to have complied to all Audit requirements, where non-compliant, to take action to comply*

8.1.1 Equipment

Situation Analysis

The organisation currently has the following assets 1 Personal Computer (PC), 5 laptops, 2 Printer/Photocopiers/Scanner, 1 binding machine, 1 landline telephone, 2 mobiles, 2 tablets, 1 wifi, 2 pocket wifi, 1 camera, 1 UPS, 3 external hard drive. There is no proper information in regards to assets written off.

There is a need to have a GIS system in place to maintain fisherwomen information to inform activities. A more advanced photocopier machine is to be purchased to ensure timely and bulk printing and photocopying. In 2016-2020 the transportation cost budgeted is overspent thus a need to purchase a twin cab vehicle to assist with transportation cost and to be use for administration and field work runs. There is also a need to buy 3 PC's, 2 laptops, 10 tablets, mobile and pocket wifi as staff will increase over the next five years and also to be used in the research activities of the FEESH programme.

Proper asset register and maintenance is to be in placed by conducting annual physical asset verification.

8.1.2 Office Space

The network has four office location from 2016-2020. Issues of office space includes security of office and office equipment, under budget of office cost to ensure convenient office space, small office space and unavailability of own office meeting room. This contributes to covering cost for meeting venues as there is no office meeting room. The small office space is not OHS compliant and is an issue with the current 3 staff and volunteers.

There is need to budget for \$1500-\$2000 office space to ensure OHS compliant, to include office meeting room and the planned expansion of staff and volunteer engagement to deliver the FEESH programme.

8.1.3 Information Communication & Technology

The information is managed by 3 staff individually and a shared drive use to save all documents and accessed and updated by all staff. The IT is outsourced and managed by DATEC and email, website managed by Web media. The website and social media are managed by the Project.

Officer and managed by Finance Administration Officer in the absence of Project Officer. A wifi is use for internet connection and printing in the office and pocket wifi recently purchased used for internet connection when out of the office.

There is a need for the Network to managed its IT and email management thus a need to recruit a full time or part time IT officer. Also, website revamp is necessary and ongoing training of staff on the website management to contribute to information sharing and visibility of the Network.

8.2 Human Resources

Situation Analysis: There are three staff members currently. The Coordinator manages the network, staff, volunteers, fundraises, serve as the secretary to the Executive Board and steps in for project implementation when the project officer is not in place. Finance and administration officer manage the finance systems, the administrative requirements and also oversee the consulting service provider for the IT set up. The Project Officer implements projects as well as managing the Media and publicity aspects of the organisation. The current staff roll will not be



Heading out to the nama fields in the deep

able to handle additional funding. While awaiting new staff, to fill the gap in the interim volunteers, who are normally engaged on a daily allowance of between \$15-\$45 per day.

Multi-tasking is taking its toll in terms of stretching the staff and putting them under pressure. The documentation and follow up administrative details that form the underpinning of a transparent organisation is compromised.

In acquiring staff, WiFN-Fiji's long-term goal is to retain staff. This is good practice and cost effective, as it maintains organisational memory and skills. Given that the EB are not

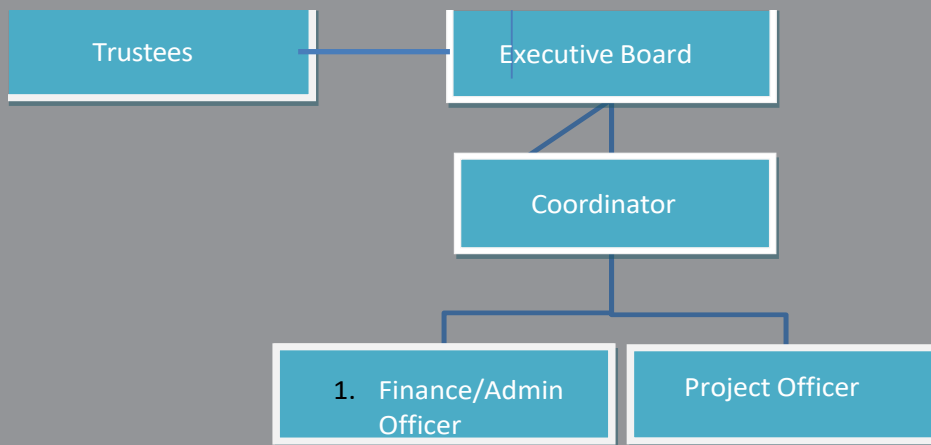
renumerated, maybe a Technical Advisor is to be included in the staff Plan. Also, the need to have criteria to elect EB members to contribute to board members with fisheries, gender, community engagement, advocacy and management expertise to provide organisation direction for the staff members. There is a need to at least maintain 3 members of the EB in the 5 years of the strategic plan. This is to ensure consistency on the guidance of the organisation direction.

Vision: To be a desirable and great place to work where improved people capacity and organisational processes develop a high-performance team that delivers the FEESH Programme.

Mission: To improve, implement and support programmes and processes which enrich WiFN- Fiji work environment and add value to staff wellbeing, overall productivity and achievements.

GOAL: By 2025, WiFN-Fiji Human Resource Management & Planning is at a level that ensures highest quality delivery of the FEESH Programme strategies

8.2.1 Current Organisation Structure



8.2.2 FEESH Programme Staffing Plan

Staff	Year Recruited
Network Coordinator	2021-2025
Finance and Administration Officer	2021-2025
Finance and Administration Assistant	2022-2025
Project Officer (1)	2021-2025
Project Officer (2)	2021-2025
Project Assistant/Volunteers	6 monthly engagement (2021- 2025)
Comms/Membership Officer (Part Time) (1)	2022-2025
IT Officer	2022-2024

Objectives 1: To put in place policies, tools and process creating a conducive environment to work for the organisation.

Activities:

- 1.1 Improve Human Resource Management & Planning
- 1.2 Review of system to make it sufficient and strong for the expected increase in funding and staff
- 1.3 Staff annual appraisals/salary review system Performance & Impact Assessment (staff performance/performance assessment of plans and projects)
- 1.4 Put in place staff retention - including allocation of staff time in project activities, benefits and salary increase

Indicator

- *By 2021 FEESH programme staffing planned and salary included in potential funding proposal*
- *By 2021 HR policy to include staff retention strategies*
- *By 2021-2025 planned staff recruited to deliver the FEESH programme*
- *By 2025 current and recruited staff maintained*

Objective 2: To put in place professional development process to improve leadership capabilities, job skills and employee's productivity

Activities:

- 2.1 Allocate EB and staff members to manage and monitor the Priority Areas of the FEESH Programme
 - 2.1.1 AWP of PA planned by responsible EB and staff
 - 2.1.2 Staff meeting
 - 2.1.3 Staff Appraisal to include mid-term and annual appraisal
- 2.2 Quarterly review of Projects and Activities
- 2.3 Develop volunteer engagement plan
- 2.5 Staff Training and Development

Indicator

- *By 2021 an effective, coordinated, monitored and control of staff established*
- *Approved AWP by end of every year*
- *Regular Staff meeting*
- *Staff appraisal to be done and recommendation actioned accordingly*
- *Me&E component included in AWP and adapted to improve performance*
- *By 2021 a volunteers' engagement plan is developed and implemented*
- *By 2021-2025 staff professional developed is HR compliant*

Objective 3: To create work life balance and wellness within the organisation

Activities:

- 3.1 Put in place flexible work arrangements.
- 3.2 Collaborate with EB and staff to deliver wellness programs and services for improved physical and mental health.
- 3.3 Office social club maintained.
- 3.4 Conduct self-care activities to improving wellness and productivity.

Indicators

- By 2021-2025 a flexible work arrangement is maintained
- By 2021-2025 wellness and self-care programs included in the AWP

Objective 4: Deliver HR services, programs and communications which are highly valued by potential staff, current staff and EB members

Activities:

- 4.1 HR information effectively communicated to meet staff information needs
- 4.2 Office facility and equipment in placed
 - 4.2.1 Office
 - 4.2.1 Purchase of 1 4wd vehicle
- 4.3 Staff work areas and KPI defined

Indicator

- All staff well versed of the constitution and all policies
- Office facility and equipment is OHS compliance
- Individual Work Plan to include KPI and aligned to AWP

8.3 Volunteers

Volunteers are engaged on a need basis and from 2016 – 2020 around fifteen volunteers were engaged including one international volunteer. The volunteers have a wide range of education, volunteer and work experience related to the network's activities. Over the years request for attachments, interns and volunteers have been received from wide range of students and graduates.

There is a need to develop a volunteer engagement plan in order to provide capacity building and work experience for aspiring students and graduates from gender, science, communication, information management and finance and administration background. The volunteer engagement plan will inform the Network on potential staff members.

9. Transitioning to a Programme Office

Planned Audacious Move: WiFN-Fiji is planning to move from a 3 staff, \$1million 5-year budget, in a one room office to a 8 staff, 4 million 5 year budget and a bigger office space, in the course of the next five years.

Where at now: There are three staff members currently. The Coordinator manages the network, staff, volunteers, fundraises, serve as the secretary to the Executive Board and steps in for project implementation when the project officer is not in place. Finance and administration officer manage the finance systems, the administrative requirements and also oversee the consulting service provider for the IT set up. The Project Officer implements projects as well as managing the Media and publicity aspects of the organisation. The team is currently housed at a one roof office of the IUCN Office on Maáfu Street, Suva, sharing bathroom, kitchen and deck with the IUCN Team at a rental of \$1000/month. There is no room for additional staff.

Office space: It is a priority to look for a bigger space in a location that is convenient, that has room to accommodate additional staff and a reasonable rent. Checking with other CSOs looking for office space to jointly share space would reduce the rent.

Review of Finance, Administration, HR & Management: Given the planned expansion in staff numbers and in budget to deliver the five-year FEESH programme, WiFN-Fiji has set out steps to take to ensure its system is set up to seamlessly flow, that forms and tools are developed, that relevant policies are developed, reviewed and updated, that staff and recruited at strategic points during the period to provide target support when needed. A suggestion would be to seek pro-bono service from current auditor to undertake this service for WiFN-Fiji.

Concerted Ongoing Fund Raising, June 2021 to June 2022: WiFN-Fiji is committed to submitting high quality concepts and proposals to known funding opportunities as of now, listed below, whose funding priorities align with WiFN-Fiji's by planning & developing ahead of time. For the full listing of opportunities see Annex 13.4 of the Annex document

International Coral Reef Initiative (ICRI) concept has been submitted, worth USD80,000; as well as to the GEF SGP, worth F\$100,000.00 and the Pacific American Fund (PAF) concept is under development, worth USD500,000. WiFN-Fiji is on the alert for funding opportunities that speak to WiFN-Fiji's core programme. WiFN-Fiji is also committed to setting aside at least \$30,000.00 annually to buy expertise to work with team develop multimillion-dollar concepts & proposals. WiFN-Fiji is in discussion with Fiji Women's Fund (FWF) to submit a proposal to the Movement Building Grant. Under PA 1 & 3 of the FEESH programme are exciting actions planned around fisherwomen groups and markets as well mobilising to adapt fishing area plans to incorporate fisherwomen needs.

From the concept training undertaken by the staff in March, 5 concept notes were generated, valued at F\$8.7 million, ready to be turned into full concepts for submission.

Donor	Call Date	Close	Amount
1.GEF SGP	May 2021		USD50,000.00
2.FWF – Sustainability Grant	October 2021		FJD150,000
3. FWF – Movement Building Grant	1st April to 30 April 2021		FJD100,000
4. FWF – Resiliency Grant	Open all year round for Funds current & past grantee partners only		FJD50,000
5. UNEP/ICRI- Small Grants Programme	31 March 2021: Closing date for submission of concept notes;.15 April 2021: Invitation for submission of full proposals;.15 May 2021: Submission of full proposals; .31 May 2021: Notification of successful recipients		Upto USD80,000
6.Equality Fund – Catalyse stream	2022		
7. US Ambassador Fund for Cultural Preservation	2022 (most likely)		US\$ to 500,000
8.USAID Pacific American Fund	Most probably 1st Feb 2022		Range 2 Grant USD\$ 150,000 to 1 mil

10. Fund Raising

WiFN-Fiji has a unique, strong and aspirational platform, women’s rights and environmental/ ecological sustainability, which widens opportunities to fundraise in the conservation/natural resource sector as well as in the gender movement sector. WiFN-Fiji is committed to tapping all funding sources in these as well as other sectors.

The fund-raising target for the next five years based on the 2021 to 2025 Strategic Plan developed in May 2021 is FJD3.6 million, a 0.6 million more than that set in the 2021 to 2025 Resource Mobilisation Plan, developed in March 2021. It comes as no surprise the figures do not match, given this is the first five-year strategic plan for the organisation, and there was no reference point, except the FR effort over the last five years, which is what was used to set the initial FR target in the FR Plan.

Given the good relations with current donors, donors reaching out to the organisation, the recent creation of a donor database, the concept development training undertaken, the training guideline & other tools now available to the team, the target is achievable. Fundraising as the function of one or two persons mandated to do so in an organisation is a non-productive notion to adopt and depend on in growing an organisation. Fundraising is everyone’s responsibility.

Situational Analysis:

Currently fundraising is a shared responsibility between the Coordinator and members of the Executive Board, who are full time professionals. WiFN-Fiji raised over a million Fijian dollars during the last five years from four donors, 36.5% secured from Fiji Women Fund (FWF) , OXFAM Pacific 26.8%; Department of Foreign Affairs & Trade (DFAT) 24.1% and Wildlife Conservation Society (WCS) 12.6%.

Fundraising is not consistent, which leads to staff insecurity and leads to high staff turnover. To address the issue, fund raising is to be prioritised, through an officer to specifically fundraise. The practice of setting aside a portion of funds annually to buy consultant's time to work with the team to develop proposals, specifically large amounts, of half a million Fijian dollars and above is a good one to adopt to guarantee success.

For the full WiFN-Fiji 2021 to 2025 Resource Mobilisation/Fund Raising Plan, see Annex 13.5 of the Annex document.



Heading out to the nama fields in the deep

Vision: Internationally recognised organisation prioritising the economic empowerment of Fisherwomen in Fiji and sustainability of fishing through conservation

Mission: To secure at least FJD4million by the end of 2025 by mobilising a range of resources through cash or in kind. In so doing, develop and test a funding model that promotes self- reliance and sustained growth

Strategic Goal: By 2025, a Fiji appropriate funding model/mix of funding streams delivers a robust, innovative programme of work that is cost effective towards achieving sustainable strategies and outcomes for the WiFN-Fiji.

10.1 *Strategy 1: Four times the funds raised in the last five years - FJD4m (USD2m) to implement the five year (2021 to 2025) strategic plan*

Objectives: Development of a fundraising plan

Indicators

- *By 2021 June a fund-raising plan and the case for supporting the WiFN-Fiji has been developed to generate funds for the implementation of the 2021 to 2025 strategic plan*
- *By 2022 a Fundraising roadshow has been undertaken in Fiji (donors, potential bid partners & relevant business/ corporates) to identify fund raising channels and create funding opportunities and commitments*
- *By June 2023 signed partnership agreement with at least three Corporates and partners in support of FR ; and partnerships for FR*
- *By 2025, WiFN-Fiji meets its funding targets through acceptance and support or successful concepts and proposals by priority donors (GAA, Foundations, membership, Corporates)*

Objective 2: Increase tenfold membership fees collected by the network (FJD23,400 - \$4680 annually)

Indicators

- *By July 2021, a membership drive plan has been developed*
- *By December 2021, at least 20% of target amount (FJ\$4680.00) in new membership have been secured*

Objective3: Raise and secure in year one, FJD\$800,000 to implement the strategic plan (Jan 2021 to December 2021)

Indicators

- *By May 2021 at least 3 high quality concepts & or proposals worth at least FJD1,000,000 have been developed and submitted to potential donors*
- *By August 2021, at least three concepts & or proposals worth at least FJD1,000,000 have been developed and submitted to donors;*

Objective 4: Raise and secure in year two \$600,000 to implement the strategic plan (Jan 2022 to December 2022)

Indicator

- *By June 2022 at least 3 high quality concepts worth FJD750,000 have been developed in compliance with the concept requirement, approved by the Board and discussed with potential donors*

Objective 5: Raise and secure \$600,000 to implement the strategic plan for year three (Jan 2023 to December 2023)

Indicator

- *By July 2023 at least 3 high quality concepts and or proposals worth FJD750,000 have been submitted to donors*

Objective 6: Raise and secure \$600,000 to implement the strategic plan for years four and five (Jan 2024 to December 2025)

Indicators

- *By July 2024 at least 3 high quality concepts and or proposals worth at least FJD750,000 have been submitted to donors*
- *By July 2025 at least 3 high quality concepts and or proposals worth at least FJD750,000 have been submitted to donors*

Objective 7: Raise and secure at least FJD120,000 through crowdfunding source during the 2021 to 2025

Indicator:

- By December 2021, a five year crowdfund sourcing plan is developed & approved

10.2 Strategy 2: *Cost effectiveness through prudence*

Objective 8: Savings for fisherwomen programme from cost effective operations & membership fees

10.3 Strategy 3: *Improved Fundraising Performance*

Objective 9: To develop fundraising tools leveraging pro-active fundraising Indicators

- *By June 2021, to have developed FR processes and tools*
 - o *Set up a donor database*
 - o *Develop a standard concept template*
 - o *Develop a concept hands on writing guideline*
 - o *Develop a concept pipeline spreadsheet for record and tracking*
 - o *Develop a standard EOI/LOI template*
- *By December 2021, to have developed a set of fundraising brochures to support staff, Board and members fundraise*
 - o *Strategic Plan brochure*
 - o *Concept Brochure*
 - o *Standard FR Presentation Pitch*

Objective 10: To improve and nurture donor and partner relations Indicators

- *By June every year starting 2021 to 2025, at least four donor and partner visit and presentations have been completed.*

11. Communications Plan

Vision: By 2030, the achievements of WiFN-Fiji FEESH Programme goals and objectives are enabled and amplified through effective & innovative messaging and positioning WiFN- Fiji as the go to organisation for fisherwomen related information

Mission: To leverage delivery of planned FEESH programme outcomes, effectively communicate successes, tools and messages for wider adoption locally 7 regionally

GOAL: Increase WiFN-Fiji Market Awareness on the values and knowledge of network to improve WiFN-Fiji's access with fisherwomen and engaging national government agencies, national community development groups, international and regional organisations.



The sandy waterfront of Namuaimada village, Ra province

The media is the eyes and ears of the society; thus, in being the main medium of communication of WiFN-Fiji's goals and objectives, will be instrumental in the bridging of links for a wider reach within and outside the Fijian community. Communications and the effective use of the media are critical in programme visibility and awareness, to stimulate support for necessary policy and legal reforms and for the global outreach with donors and network members.

Situation Analysis: Marketing and communication has been important in profiling fisherwomen issues through WiFN-Fiji in the last five years, influencing policy makers and supporting advocacy. Communicating the work of WiFN-Fiji and partners on fisherwoman issues had been done through staff of the organisation and the EB members. There is no dedicated capacity to manage the media needs of the organisation. For the WiFN- Fiji Communication Strategy, see Annex 13.6 of the Annex document

Objective 1: Increase the visibility of the role of women engaged in fisheries and provide information on project actions

Indicators:

- *By 2025, to have distributed newsletters to all project sites*

Objective 2: Provide visibility to partners and government of the benefits derived by communications and simple, easily retained information and knowledge production in a range of subjects

Indicators:

- *To have WiFN-Fiji brochures available (and re-stocked) at various points (partners, outlets etc.) that showcases WiFN-Fiji's work*
- *Have published works of WiFN-Fiji's research*

Objective 3: Provide mechanisms for delivery of information and knowledge including: Social Media Platforms and Fisheries Awareness Material

Indicators:

- *By 2023 Increase membership 10 fold*
- *By 2023, to have increased SM followers 5 fold*

12. Monitoring & Evaluation

The implementation of the FEESH programme will be facilitated through the development of action plans that incorporated into the WiFN-Fiji's annual work plan and a monitoring and evaluation framework. Indicators to assess progress against the Strategic Plan Priority areas will be developed in consultation with the EB, secretariat and donors.

Progress against the M&E framework will be reported in the WiFN-Fiji Annual Report

GOAL: By 2025, a well-defined, comprehensive M&E plan is developed, implemented and reported against in annual reporting that ensures highest quality delivery of the FEESH Programme strategies

Activities

12.1 Establish and operate comprehensive monitoring and reporting of the women in the fisheries sector in Fiji, including an analysis of broader social, economic and environmental impacts on women and their broader communities.

12.2 Define, deploy and report on indicators to measure the impact of the implementation of the FEESH Plan, including those identified following the mid-year FEESH review. This will include those actions developed to respond to new environmental and social issues.

