



**Ministry of Fisheries**

TO HAVE THE BEST FISHERIES IN THE PACIFIC

# STRATEGIC DEVELOPMENT PLAN

**2024 - 2028**





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# Ministry of Fisheries

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## Strategic Development Plan 2024 - 2028

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## Minister's Foreword



I am pleased to present the Ministry of Fisheries Strategic Plan for the period 2024 – 2028.

For the next five financial years, the Ministry will be geared towards focusing its efforts in those areas where we can make the greatest difference and deliver impact through smart partnerships with all our stakeholders. We are excited and ready to take on the challenge to transform with time to ensure our stakeholders persist to be productive in society through their engagement as contributors and beneficiaries of sustainable fisheries and social development.

The Ministry is committed to taking the lead role in our local communities and national economy through our mandate to manage, protect and sustain Fiji's fisheries resources with our model for sustainable fisheries management setting standards for other Pacific nations to aspire to. This strategy outlines our aspirations for 2024 – 2028 where we will pursue implementing this model focusing on three key fisheries: offshore, coastal (inshore), and Aquaculture. Each of these fisheries presents unique opportunities and challenges that warrant continued research and quality to deliver impact.

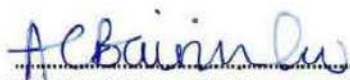
Drawing on the priority areas laid down by the Coalition Government and views expressed during the consultations for this plan, the 2024 - 2028 Strategic Plan will take a dedicated focus on strengthening resilience whilst ensuring positive ecological, economic, and well-being outcomes are assured for 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. This is critical as it provides implementing divisions with 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 all 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.

  
Hon. Alitia Vakatai Bavou Cirikiyasawa - Bainivalu  
Minister for Fisheries and Forestry

## Permanent Secretary's Statement

To have the best-managed fisheries in the region, the Ministry will focus on excelling across our whole operation towards building and maintaining Fiji's sustainable fisheries sector not only for us but for those who will come after us, our future generation that inherits a prosperous and vibrant fisheries sector.

With the continual pressure on our fisheries for food security, community well-being, and economic well-being, it is vital that the Ministry taps into new innovative research and approaches to managing our resources. There is evidence of a concerning reduction in the critical coastal fisheries upon which Fiji depends. Onshore processing infrastructure is in need of continuous development to support the fishing industry at the local and national levels. 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.



Striking the right balance between resource utilization and resource conservation is a constant battle for the Ministry. Even with this, our efforts 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, and 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 into the future.

To be the best, we will work towards providing an enabling environment that is supported by fit for purpose legislative and policy to support sustainable fisheries; invest government resources to underpin strategic objectives; manage species to maximize food security, and economic value; protect species under pressure; enforce compliance with rules and restrictions; undertake applied science and utilizing technologies; engage and communicate with communities, industry, and NGOs to generate national alignment with the strategy and work across government to influence all policies and activities which affect the sustainability of our fisheries resources.

In addition, we will work to build 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 its values. We will embed quality in our processes, in our service delivery and in our people. All Ministry staff must have the drive and skills to deliver impact.



.....  
Sanjana Lal (Mrs.)

**Acting Permanent Secretary for Fisheries and Forestry**

# 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*

*Research: Innovative Science*

*Quality Strategy: Deliver Impact*

## OUR VALUES

**In everything we do we act with:**

*Excellence*

*Integrity*

*Innovation*

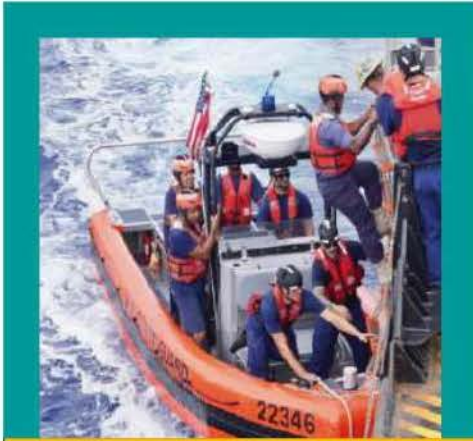
*Inclusiveness*

*Professionalism*

*Accountability*

## Critical Success factors

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



### 1. Vibrant Private Sector

Public - Public-private partnerships and community engagements to increase fishing sector economic activities and contribution to GDP.

### 2. Legislative and Regulatory

Develop fit-for-purpose legislation and regulatory frameworks 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. Effective Communication, 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

### 9. Economic Value

Maximization of economic value from the three fisheries sub-sectors.

### 10. Value Traditional Knowledge

Integrate wisdom, practices, and insights for resilient fishing communities and ecosystems

### 11. Safety, Health, and Wellbeing

Promote worker well-being, sustainable practices, and industry viability for success.

### 12. Monitoring and Evaluation

Efficient resource management, monitoring impact, tracking progress, informed decision-making, and sustainability.

## At a glance

### *“Best Fisheries in the Pacific Region”*

#### Offshore Fishery

- To have a transparent, sustainable, and profitable Tuna industry
- To be a regional hub for processing
- To have a modernized fleet
- To reduce the cost of Illegal, unreported, and unregulated (IUU) fishing.
- To create sustainable market access through Marine Stewardship Council (MSC) certification of the remaining 30% of the fleet.
- To address the ease of doing business through automation of systems and processes.

#### Coastal Fishery

- To effectively manage coastal resources and ensure their long-term sustainability.
- To promote strong governance of coastal resource use
- To improve the contribution of coastal fisheries for a sustainable and inclusive economy
- To strengthen food security.
- To improve livelihoods and income generation
- To identify high-valued commodities through Public-Private Partnerships.

#### Aquaculture

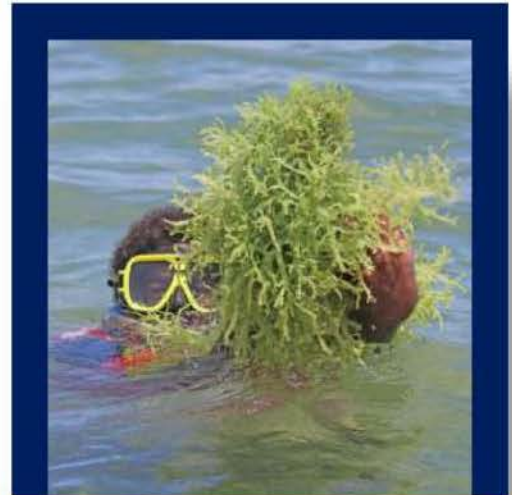
- To have farmers producing and supplying 1000MT each of Tilapia, shrimps and prawns
- To organize farmer clusters by commodity based on geographical location
- To have farmers sustainably producing and supplying to local and export markets
- To establish three Public-Private Partnerships for the mass production of selected aquaculture commodities.

#### Research

- To coordinate research-based activities in Fiji
- To provide the most updated scientific knowledge in the areas of existing gaps
- Support evidence-based decision-making for the management and conservation of marine resources

#### Delivering Consistent Quality

- To have quality in our processes
- To have quality in the execution of our processes
- To have quality in our policy framework
- To have quality in our service delivery
- To have quality in our people.



## Alignment with International, Regional, and National Obligations

ASPECT	SPECIFIC GOALS	SDGS	INTERNATIONAL OBLIGATIONS	REGIONAL OBLIGATIONS
<b>Marine Spatial Planning (MSP)</b>	Integrated management of marine and coastal environments	14 (Life Below Water)	UNCLOS (United Nations Convention on the Law of the Sea)	Regional Marine Spatial Planning Initiatives
<b>Climate Change Adaptation</b>	Enhance the resilience of fisheries to climate change	13 (Climate Action)	UNFCCC, Paris Agreement	Pacific Climate Change Strategy
<b>Community Engagement</b>	Involve local communities in fisheries management	1 (No Poverty), 2 (Zero Hunger), 16 (Peace, Justice, and Strong Institutions)	FAO Voluntary Guidelines for Securing Sustainable Small-Scale Fisheries	SPC Community Fisheries Initiatives
<b>Economic Impact Assessments</b>	Assess and address the economic impacts of fisheries policies	8 (Decent Work and Economic Growth), 9 (Industry, Innovation, and Infrastructure)	FAO Guidelines on the Economic Analysis of Fisheries Management	Pacific Economic Policy Framework
<b>Capacity Building and Training</b>	Enhance skills and capabilities of fisheries stakeholders	4 (Quality Education), 17 (Partnerships for the Goals)	FAO Training Guidelines	SPC Capacity Building Programs
<b>Conservation and Biodiversity</b>	Protect marine biodiversity and ecosystems	14 (Life Below Water), 15 (Life on Land)	CBD (Convention on Biological Diversity) UNCLOS, UN Fish Stocks Agreement	PRISM (Pacific Regional Initiative for the Solid Waste Management)
<b>Fisheries Trade</b>	Promote and manage fisheries trade	8 (Decent Work and Economic Growth), 12 (Responsible Consumption and Production)	WTO SPS (Sanitary and Phytosanitary) and TBT Agreement (Technical Barriers to Trade)	Interim Economic Partnership Agreement (IEPA)
<b>Monitoring, Control, and Surveillance (MCS)</b>	Enhance MCS systems for fisheries	14 (Life Below Water), 16 (Peace, Justice, and Strong Institutions)	FAO Compliance Agreement	RPOA-IUU (Regional Plan of Action to Prevent, Deter, and Eliminate IUU Fishing), WCPFC



## Offshore Fisheries Strategy

### *Create Value*

Offshore fisheries are dominated by commercial tuna fisheries with a net economic value estimated at FJ\$ 200 million. Fiji's tuna catch predominantly consists of albacore (70%), yellowfin (20%), bigeye (3%), and the remaining, are other species.

Generally, 80% of albacore tuna caught are supplied to canneries and the remaining 20% are for the fresh or value addition export market. Approximately 60% of the catch from the fresh/chilled category vessels is exported by airfreight using Fiji Airways. Less than 5% of the total catch is for the local market.

Key challenges faced by the Tuna industry include a decline in the stock of the key tuna species of albacore, bigeye, and yellowfin in the Pacific subtropical waters that includes Fiji while the cost of fuel has continued to increase. At the same time, many of the vessels are old with high fuel consumption rates and inefficient refrigeration systems.

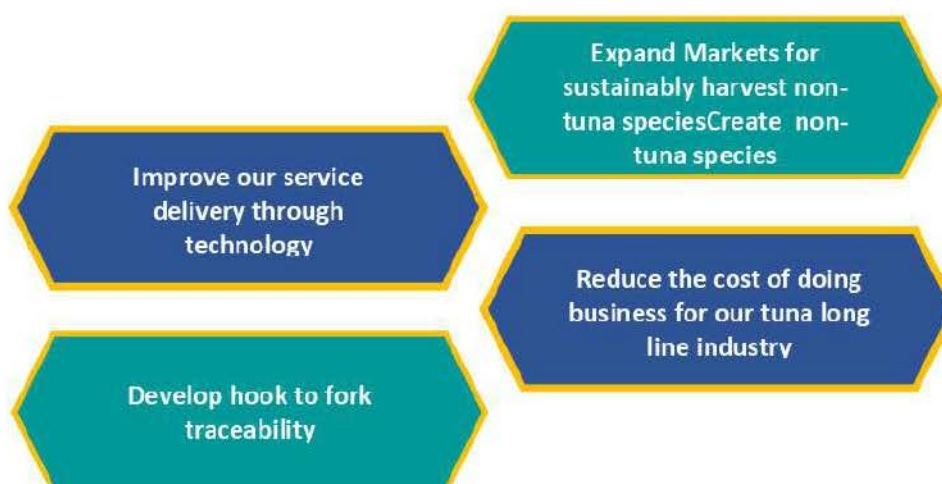
The offshore fishery will continue to be the major source of economic value. The industry is mature, data-rich, and able to be managed effectively.



## 2028 AIMS

1. To have a sustainable transparent and profitable Tuna industry that includes upstream and downstream services.
2. To serve as a regional hub for tuna longline fishing vessels processing and marine servicing cluster, adhering to international, regional, and national policies.
3. To have a modern fleet and support for EEZ, ABNJ, and T-RFMO waters.
4. To reduce the cost of illegal, unreported, and unregulated (IUU) fishing
5. To maintain sustainable market access through Marine Stewardship Council certification
6. To address the ease of doing business through automation of systems and processes.
7. To provide efficient service and support to the fishing industry for its continued growth.
8. Research and development into commercializing non-tuna species.
9. Incentive to attract foreign and local investors into the offshore fisheries sector.

## STRATEGIC PRIORITIES



## STRATEGIC TARGETS

STRATEGIC TARGETS	TIMELINES:
Develop Financing Mechanisms for the fishing industry	By 2024
Automation of key processes	By 2024
Identify and adopt innovations and Technology to reduce the cost of IUU fishing	By 2024
Feasibility Study for setting up of the Regional Processing Hub/ Fisheries Port completed/ Marine Servicing Cluster	By 2024
Review of Offshore Fisheries Management Act / Offshore Fisheries Regulations and subsequent regulations	By 2025
Implement traceability and catch documentation scheme	By 2025
Maintain Marine Stewardship Council-certified	By 2025
Bilateral Trade Agreements /Regional Fisheries Bodies/Non-Fisheries Conventions	By 2025
Transfer of Competent Authority from the Ministry of Agriculture to the Ministry of Fisheries	By 2026
Setup Regional Processing Hub/Fisheries Port/ Marine Servicing Cluster	By 2029



## Coastal Fisheries Strategy

### *Sustain and Diversify*

Coastal resources include a wide range of fauna and flora. The fishery includes artisanal or small-scale commercial fishing operations that supply domestic markets and export commodities, and subsistence fishing that supports Fiji's coastal communities in terms of food security, livelihoods, and cultural importance.

A significant challenge in Fiji's Coastal Fisheries is overfishing, illegal, unreported, and unregulated (IUU) fishing. This fishery is vulnerable to the impacts of climate change, rising sea temperatures, coral bleaching, and lack of alternative livelihoods, market access, and value chain constraints.

Sustainable management of coastal resources is crucial to ensure their long-term availability and the preservation of coastal ecosystems. Balancing economic development with environmental conservation is essential for maintaining the ecological integrity of these areas and supporting the well-being of coastal communities.

The Ministry is committed to building resilience in Fiji's Coastal Fisheries that enhances the socio-economic well-being of communities.





## 2028 AIMS

1. To effectively manage and inventory coastal resources and ensure their long-term sustainability, social inclusivity, and economic viability.
2. To promote strong governance and adherence to certification standards and relevant criteria of coastal resource use
3. To improve the contribution of coastal fisheries for a sustainable and inclusive economy
4. To strengthen food security.
5. To improve livelihoods and income generation whilst ensuring improved and strengthened monitoring, control, and surveillance (MCS) collaboration with resource owners.
6. To identify high-valued commodities through Public-Private Partnerships.
7. To promote enabling and economically viable local aquatic foods to enhance nutritional value intake for coastal and inland communities.

## STRATEGIC PRIORITIES



## STRATEGIC TARGETS

STRATEGIC TARGETS	TIMELINES:
Review of Customs Law that prohibits aquarium trade	By 2024
Fish Warden Strategy developed and endorsed	By 2024
The National Fisheries Operational Surveillance Strategy developed and endorsed	By 2024
Develop Inshore Fisheries Management Policy	By 2024
Fisheries Act and Regulations reviewed	By 2024
National Fisheries Policy reviewed and adopted	By 2024
Sea Cucumber Management Plan adopted	By 2024
Develop Market Pathways for Coastal/Maritime Islands	By 2025
Develop Financing Mechanisms for fisheries SMEs	By 2025
Develop and Implement an Inshore E-payment system	By 2025
Strengthen the operation of fisher cooperatives and associations in Fiji.	By 2025
Develop Commodity Development Framework	By 2025
Fisheries Satellite Account setup	By 2026



## Aquaculture Strategy

### *Grow Rapidly*

Aquaculture plays a significant role in meeting Fiji's demand for seafood, generating income, and providing employment opportunities and foreign exchange earnings. The growth and development of the aquaculture industry come from Fiji's favorable geographical location, diverse aquatic resources, and active promotion and supportive policies by the government through the Ministry with the provision of technical assistance, extension services, and financial support to stakeholders involved in the venture.

Aquaculture activities, particularly mariculture, contribute to Fiji's tourism sector. Visitors can engage in activities such as seaweed farming tours or visit aquaculture facilities, providing additional income streams for coastal communities and contributing to the overall tourism experience.

Limited infrastructure, finance accessibility, water quality, disease management, climate change and natural disasters, technological know-how, market access, and value chain constraints impact the growth, sustainability, and productivity of Fiji's Aquaculture development.

The Ministry is working in collaboration with development partners to address these challenges to ensure progressive growth in this sector is based on a strategic approach to stimulate small to large-scale production.



### 2028 AIMS

1. To have farmers producing and supplying 1000MT each of Tilapia, shrimps, and prawns and ensure their long-term sustainability, social inclusivity, and economic viability.
2. To improve the infrastructure, hatchery techniques, supply chain, and value addition via capacity building and engagement with relevant experts.
3. To organize farmers in clusters by diversified commodities based on geographical location
4. To have farmers sustainably producing and supplying to local and export markets
5. To establish three Public-Private Partnerships for the mass production of selected aquaculture commodities
6. To promote and enable the development of economically viable local aquatic foods to enhance nutritional value intake for coastal and inland communities.

### STRATEGIC PRIORITIES



### STRATEGIC TARGETS

STRATEGIC TARGETS	TIMELINES:
Develop Public-Private Partnerships Framework (at least two)	By 2024
Establish three Public-Private Partnerships for the mass production	By 2024
Organize aquaculture farmers into clusters by commodity	By 2024
Aquaculture Law endorsed	By 2024
Aquaculture Regulations endorsed	By 2024
Aquaculture Farm Inventory Completed (North/ West and Central)	By 2024
Upgrade Hatcheries	By 2024
Develop a National Aquaculture Plan	By 2024
Local and Foreign Market for aquaculture commodities identified	By 2025
Develop Commodity Development Framework	By 2025
Production of 100 metric tonnes of seaweed	By 2025
Develop Biosecurity Framework	By 2025
Production of 1000 metric of Tilapia	By 2028
Production of 1000 metric of Shrimps / Prawns	By 2028



## Research Strategy

### *Innovative Science*

The fundamental to achieving sustainable use of oceans is sound scientific research to strike a balance between conservation and development. The role of research is very critical in identifying emerging issues, with the threats of climate change and pressure on marine resources from increasing demands on the resources and the ecosystem services provided. Sustainable development of the fisheries sector is dependent on a sound set of information and data.

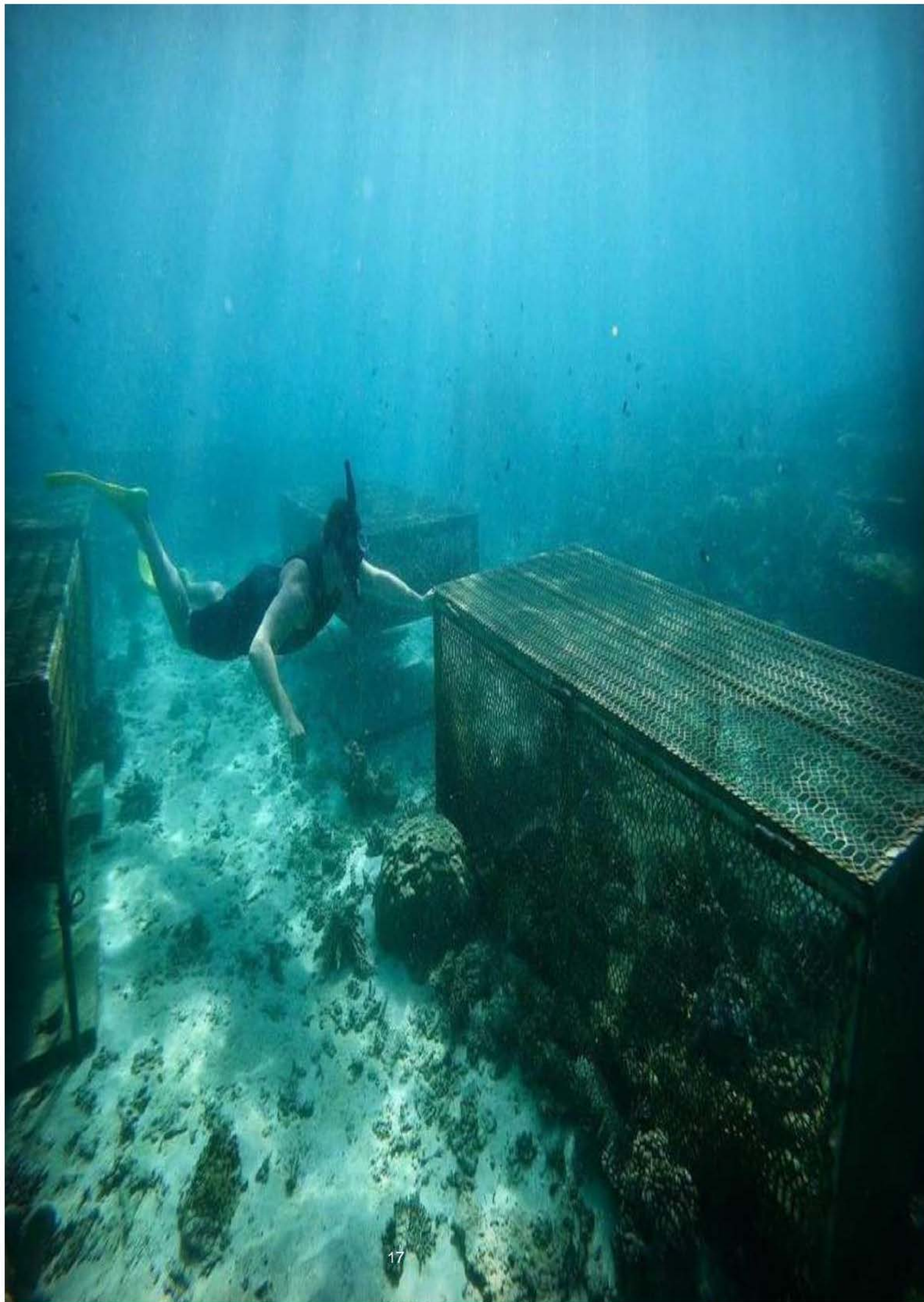
The focus of the division is currently on scientific research on the status of the coral ecosystem and marine commodities and the ecological and economic impacts. The surveys are undertaken to ensure that the marine ecosystem is not adversely affected by the negative impacts of emerging threats and to identify resilient species and ecosystems as possible solutions.

With the demand for sustainable economic development the surveys also focus on value-added aspects for low-value species and exploring the potential for health standard certification. There has been a growing focus on the mariculture research of highly valued species as well as culture trials of women-dominated fisheries. The role of Geospatial Planning and the use of advanced technologies have also raised the profile of Fisheries research in Fiji as well as the strengthened network of researchers working together in the various thematic areas.

The challenges remain in terms of capacities available to undertake more in-depth research for the dynamic environment which requires in-water assessment, and facilities for further laboratory research. There is an ever-increasing pressure on the resources both from direct harvest as well as factors such as land activities and impacts of climate change.

The Ministry will aspire to scientific evidence to support decisions on fisheries management and sustainability.

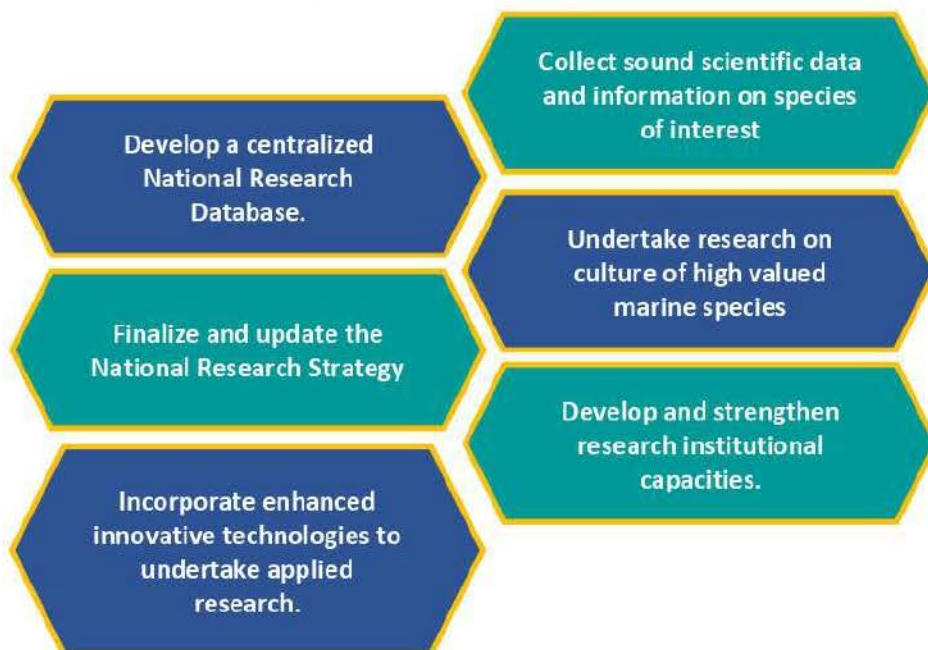




### 2028 AIMS

1. To coordinate with relevant institutions on research-based activities in Fiji through a multidisciplinary approach with a Ridge to Reef approach.
2. To provide the most updated scientific knowledge in the areas of existing gaps through applied research.
3. Support evidence-based decision-making for the management and conservation of marine resources.

### STRATEGIC PRIORITIES



### STRATEGIC TARGETS

STRATEGIC TARGETS	TIMELINES:
Research on the culture of high-valued species (2 teat fishes)	By 2024
Develop research communication and awareness materials	By 2024
Strengthen institutional and local contributions to research capacities through engagements with academia/NGO/Private Sector, by adopting new research innovations and technology	By 2024
Establish community-based edible oyster farms (3 farms established)	By 2024
Enhance the production of 30,000 Mangrove Oysters, 30,000 Mabe and Giant Clams	By 2025
Develop Species Action Plans (Sharks, Turtles, Whales, and Dolphin)	By 2025
Develop species management plans (5 species)	By 2025
Stock assessment for Sea Cucumbers and Giant Clams.	By 2025
Ridge to Reef oriented Marine Ecosystem Research (Corals, Climate Change, and Invasive Species)	By 2026



## Quality Strategy

### *Deliver Impact*

The Ministry aims to drive continuous improvement, enhance customer satisfaction, and create a culture of quality. In doing so we have put in specific and measurable quality objectives that align with the Ministry's overall goals.

We have established key performance indicators and have commenced work to improve the data collection mechanism, reducing our ice plant defect rates, improving customer satisfaction, and enhancing process efficiency with standard operating procedures.

The executive management values all fisheries staff and will invest in them by providing them with the necessary training, tools, and resources to carry out assigned duties effectively and foster a culture of open communication and collaboration within the Ministry.

The Ministry staff are committed to earning the respect of all Fijians because of the way we work and the impact that we have made

### 2028 AIMS

1. To have quality in our processes
2. To have quality in the execution of our processes
3. To have quality in our policy framework
4. To have quality in our service delivery and its consistency
5. To have quality in our people

### STRATEGIC PRIORITIES



### STRATEGIC TARGETS

STRATEGIC TARGETS	TIMELINES:
Unqualified Audit Report	Annually
100% automation of at least two key processes	Annually
70% Reduction of Audit Queries and risks identified	Annually
Development of organizational policies (minimum of 10)	Annually
10% increase in staff trained	Annually
Development of Operational Plan and the associated mid-term reviews via M&E.	Annually
Development of Annual Report and Annual Statistics aligned to SDPs/SDGs and targeted at actual GDP value contributions by fisheries type	Annually
50% reduction in turnaround times and responsiveness to customers	By 2025
100% of the Fisheries Service Centre and staff are equipped with working resources and tools.	By 2025
90% of policies disseminated and implemented to/with stakeholders	By 2025
100% documentation of all standard operating procedures.	By 2025
Review of Strategic Development Plan	By 2025
Bilateral Trade Agreements /Regional Fisheries Bodies/Non-Fisheries Conventions	By 2025



## Acknowledgments

The Ministry of Fisheries extends its deepest gratitude to all stakeholders who have played a crucial role in the development of the Ministry of Fisheries Strategic Development Plan 2024-2028. This plan is the culmination of extensive collaboration, consultation, and shared expertise from a diverse range of partners at the national, regional, and international levels. We are particularly thankful for the invaluable insights and contributions from our private sector partners, including Solander Viti Ltd, Solander Pacific, Hangton Pacific, Juls Fiji Pte Ltd, Golden Ocean Group, Ocean Pride Fiji Ltd, Sunshine Fisheries Ltd, Gold Hold Seafood Ltd, Reef Explorer Fiji, Samwean Fishery, Ace Tuna Fishery, Sea Quest, Sealand Processors, Services Marine Pte Ltd Ariana Pte Ltd, Aquarium Fish (Fiji) Pte Ltd, and the Fiji Fishing Industry Association. Their perspectives on the operational realities of Fiji's fisheries sector have been essential in shaping this plan.

Our deepest appreciation goes to the conservation and research organizations, including Conservation International (CI), Blue Prosperity Fiji, the World-Wide Fund for Nature (WWF Pacific), the Wildlife Conservation Society (WCS), the International Union for Conservation of Nature (IUCN), Marine Ecology Consulting, Siwatibau & Sloan, the Pacific Blue Foundation (PBF), IAS/USP, cChange - Fiji Country Director, the LMMA Network, and CCF. Their commitment to sustainable fisheries management has been instrumental in guiding the direction of this strategy. Additionally, we are grateful to the community organizations and consultancy firms that have enriched this plan with ground-level perspectives and innovative solutions, including Marine Ecology Consulting, Siwatibau & Sloan, the Pacific Blue Foundation (PBF), and the LMMA Network.

The Ministry of Fisheries also acknowledges the collaborative efforts of our fellow government ministries and departments, whose cross-sectoral support has been vital in ensuring the comprehensive scope of this policy. These include the Ministry of Forestry, Ministry of Agriculture, Ministry of Lands and Mineral Resources, Ministry of Finance, Ministry of Public Works, Meteorological Services & Transport, the Office of the Prime Minister, the Department of Environment, Ministry of Youth and Sports, Ministry of Foreign Affairs, Ministry of Rural and Maritime Development and Disaster Management, Ministry of Employment, Productivity & Industrial Relations, Department of Women, Ministry of Women, Children and Social Protection, and the Strategic Planning Office.

We also recognize the essential contributions from our legal partners, including the Fiji Police Force Legal Office, Fiji Police Force - Legal Assistant, and the Office of the Solicitor General, who have played a key role in developing the legislative and regulatory framework underpinning this plan. Lastly, the Ministry extends its sincere thanks to our regional and international partners for their financial and technical assistance. Their support has been instrumental in advancing the sustainable management and development of Fiji's fisheries resources. This plan is a testament to the collective effort and shared vision of all our stakeholders, and we look forward to continued collaboration as we work together towards a sustainable and prosperous future for Fiji's fisheries sector.





# Ministry of Fisheries

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