



STRATEGIC PLAN 2015-2020



Promoting Sustainable Resource Management and the Protection of Fiji's Environment Through Law



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FOREWORD



I am pleased and honoured to be able to write this foreword to our strategic plan for 2015-2020. To paraphrase the Chair's foreword to our first strategic plan, it's been a humbling and exciting experience to see the organisation grow from a collection of committed individuals to a fully funded organisation with a growing reputation for environmental protection.

I would like to take this opportunity to thank the many people who have contributed to the growth of FELA. Particular thanks must go to the Executive Management Committee who give up their time willingly and unselfishly. All of those people who took time out to attend our review sessions and various meetings and numerous other people who have contributed in one way or another, not forgetting our patron Ratu Joni Madraiwiwi. Finally it would be remiss of me if I did not acknowledge Kiji Vukikomoala, our coordinator, whose sterling work and leadership of the team over the last several years is largely responsible for FELA's growing reputation.

Fiji like many developing nations and particularly Pacific islands face many challenges and threats to its environment. Climate change, overfishing, poaching, environmental degradation, logging and the new emerging extractive industries are all threats and opportunities which Fiji faces. FELA's aim is to put ourselves at the forefront of the discussions around these issues, to help shape and develop appropriate legal responses. The new strategic plan aims to pick up on the work already done and carry that work forward in a way which is in line with our vision of promoting sustainable resource management and the protection of Fiji's unique natural resources through law.

The next few years promise to be challenging but exciting ones. The challenges and threats are many and real however I believe that with this new 6 year strategic plan, FELA will be in a position to ensure that the law in Fiji is used as a tool for the protection of our environment. We must strive to ensure that development of Fiji's environment is sustainable so that we and future generations can continue to take delight in living in such a wonderful part of the world. I recommend the plan to you all, please take the time to read it and feel free to let us know your views.

Acting Chairman – Fiji Environmental Law Association

INTRODUCTION

The primary purpose of the Fiji Environmental Law Association (FELA) is to promote the sustainable management of natural resources through law.

FELA was formed with the support and assistance of the Oceania Office of the International Union for the Conservation of Nature (IUCN) as a result of concerns that many in the legal community had about the apparent lack of general awareness on issues pertaining to the environment. Despite Fiji having a wide range of environmental laws it was generally accepted that many were neither effectively implemented nor enforced.

The Environment Management Act and Regulations came into force on 1st January, 2008. Although the passing of the Act was seen as a significant step in the right direction to mitigate some of the increasing threats to Fiji's environment at the time, specific standards, manpower and court systems needed to enforce the Act were not in place. Indeed many of the required support systems are still not in place today.

The passing of the EMA acted as the impetus for a number of already concerned lawyers, scientists and academics who formed the multidisciplinary FELA to raise public awareness and understanding of environmental laws and strengthen the legal system for enforcement.

OUR VISION

PROMOTING SUSTAINABLE RESOURCE MANAGEMENT AND THE PROTECTION OF FIJI'S ENVIRONMENT THROUGH LAW.

OUR MISSION

To protect Fiji's environment and promote sustainable natural resource management through an effective legislative framework that encompasses Fiji's development needs in light of the nation's institutional, intellectual, financial and human resources restrictions.

We are committed to engaging actively in environmental policy and law reform processes, and passing on these outcomes to the community through a robust legal education program.

We are driven to provide legal and scientific assistance to our members and concerned entities in our community complemented by a professional development service on environment related issues.

OUR APPROACH

We will realize our Vision by:

- Listening
- Keeping things simple
- Being transparent and accountable
- Finding timely and appropriate solutions in all of our engagements

OUR VALUES

We uphold the rule of law. We aim for integrity, openness, honesty and fairness in the services we provide and in the relationships we establish.

INSTITUTIONAL PRIORITIES

EFFECTIVE RELATIONSHIPS

- Identifying new relationships and to maintain and strengthen existing ones to ensure that our engagement in the policy and law reform processes achieve cost-effective outcomes and solutions for the national government, local authorities, private sector institutions, civil society organizations, the community and individuals.
- Establishing realistic expectations and acknowledging the limitations in all of our partnerships.

PEOPLE AND INNOVATION

- Communicating openly and honestly.
- Fostering talent and leadership within the FELA and sharing these values with partner institutions by promoting the need to equip people with the necessary skills and competencies to enjoy and grow in their work environment.
- Encouraging and enhancing evidence-based decision-making through better data quality and modeling, information management and research.
- Ensuring information systems are tailored to our objectives and consistent across all of our programs.
- Utilising new technologies to improve efficiency and to realise our Vision.

EFFECTIVE SOLUTIONS

- Effective decision-making that clearly records and explains decisions.
- Enhancing a culture of planning, analyzing, monitoring and reporting honestly.
- Developing efficient and cost-effective service delivery arrangements that are aligned with the needs and requirements of our members and partners.

PRUDENT FINANCIAL AND RISK MANAGEMENT

- Applying effective financial management.
- Ensuring that risks are systematically identified and managed.
- Effectively managing audit, fraud, continuity and insurable risks.

FELA PROGRAMME OUTCOMES

1. POLICY AND LAW REFORM

Objective: To engage actively in policy and law reform processes to promote improved environmental outcomes including sustainable management of resources.

STRATEGY 1.1 Strengthen FELA's public legal advisory role in fisheries and extractive industries.	TARGET 1: FELA through its work programme to have effectively influenced through strategic partnerships national policy and law to be in alignment with precautionary approaches with extractive industries by 2020.
STRATEGY 1.2 Contribute and provide legal expertise where relevant with regard to Fiji's environment at national, regional and international fora.	TARGET 1: Increased visibility and contribution toward national, regional and international discussion's impacting upon Fiji's environment by 2020.

2. COMMUNITY AND LEGAL EDUCATION

Objective: Aim to achieve positive environmental outcomes by promoting public understanding of environmental law and encouraging active public involvement in environmental decision-making processes.

STRATEGY 2.1 Enhancement of FELA through the Promotion and implementation of an effective education and awareness programme through collaborative partnerships with other NGO's.	TARGET 1: Training involving key focal groups developed and deployed for annual implementation by 2020.
	TARGET 2: Awareness and Education material designed for identified target audiences disseminated over 2015 to 2020.
STRATEGY 2.2 Enhancing capacity of focal government agencies to enforce environmental breaches of the law through educational programmes.	TARGET 1: Improved management of environment breaches in collaboration with focal government agencies by 2020.

3. LEGAL AND SCIENTIFIC ASSISTANCE

Objective: To provide legal and scientific assistance in cases that meet the association's casework guidelines.

STRATEGY 3.1 Provide timely and efficient legal services.	TARGET 1: Increased capacity to provide timely and efficient legal services by 2020.
STRATEGY 3.2 Strengthened approach in dealing with breaches in environmental law.	TARGET1: Improved responses to breaches of environmental law by relevant government agencies and law enforcement by 2020.

4. PROFESSIONAL DEVELOPMENT OF MEMBERSHIP

Objective: To promote effective implementation of environmental law by providing legal and technical training and understanding for lawyers, consultants and other professionals.

STRATEGY 4.1 Improved member participation and engagement through social, participatory and engaging events.	TARGET 1: Improved member participation through regular and consistent organized FELA events between 2015-2020.
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5. INSTITUTIONAL STRENGTHENING AND SELF FINANCING MECHANISM

Objective: To progressively encourage and facilitate opportunities to ensure FELA becomes a sustainable organisation.

STRATEGY 5.1 Domestic and International network for support of its work programme is enhanced through focal events and partnerships.	TARGET 1: Increased support and collaboration for FELA's work from domestic and international networks between 2015-2020.
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STRATEGY 5.2 Strengthened internal capacity and ability to raise income.	TARGET 1: Increased capacity to raise funds from international donors, including philanthropic organizations and aid agencies between 2015-2020.
	TARGET 2: Increased capacity to raise income through government grants between 2015-2020.
	TARGET 3: Increased capacity to fundraise within the Fijian community between 2015-2020.
	TARGET 4: Increased capacity to raise income through fees earning activity, including the provision of legal services between 2015-2020.
	TARGET 5: Increased capacity to raise income through memberships and membership services between 2015-2020.
STRATEGY 5.3 Enhance the capacity of FELA core staff through the provision of training opportunities.	TARGET 1: Improved capacity of core FELA staff through targeted training between 2015-2020.

PERFORMANCE FRAMEWORK

Our performance framework gauges performance against the outcomes and outputs set by the FELA Board, its Executive Committee and engagements with focal Government Ministries and Departments.

We assess our performance against these high level criteria:

- **Quality** by Satisfaction of services provided
- **Quantity** of services at agreed levels
- **Timeliness** as set out in our terms of engagement

We also

- Monitor trends-locally, regionally and internationally-on issues that have bearings on our core priorities as set out in our Vision and Mission
- Assess satisfaction of partner organizations
- Use a variety of assurance approaches, including audit, to evaluate our performance across a range of effectiveness, efficiency and financial standards based on risk management principles
- Monitor public awareness on the contributions of our members and partner organizations

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