FLMMA Operations Guide

The Way we Work Together

Guidelines for members of the FLMMA Network
Final 1.7
March 2011

Fiji

Purpose of this handbook

The purpose of this document is to provide guidance to members on the FLMMA network's procedures and operational structure. This handbook will be kept updated by the FLMMA secretariat who should be consulted to confirm the latest version in use. The final reference document is the FLMMA Constitution (Annex 1) which over-rules any clauses in the present guide should there be any contradictions.

Guidance which may be of particular interest includes:
- Who can be a member of FLMMA and how (section 2)
- What are the rights and obligations of members (section 2.5)
- How decisions are made in FLMMA (Section 3.7)
- Researchers wishing to work with FLMMA (section 0)
- Getting paid or claiming transport and other expenses (section 6.2)
- Who does information belong to and how to use it (sections 8 and 9)

CONTENT

The way we work together
FLMMA Operations Guide

1 What is the FLMMA Network?

The Fiji Locally Managed Marine Area Network (FLMMA) is a non-profit and charitable association (Annex 2) working to promote and encourage the preservation, protection and sustainable use of marine resources in Fiji by the owners of marine resources.

1.1 Our Vision, Mission, and Goal

The FLMMA vision encompasses:
- Healthy ecosystems and communities, abundant marine and fish stocks, and sustainable fisheries utilization
- Protected marine biodiversity
- Sustainable development in coastal communities
- Understanding of what communities are doing and can do in managing marine areas
- Understanding of ecological and socio-economic responses to LMMA and coastal management implementation

Mission Statement
"Everlasting Fish for our Future Generation"
" Kedra Sasalu Tawamudu na Noda Kawa"
"Levu na Sasalu, Marau ko Nau"

1.2 The aims and objectives of the FLMMA Network

The aims of FLMMA according to the Constitution (Annex 1) are:
1. To encourage collaboration among government ministries and departments, non-government organizations, private or business sector, communities and individuals to better manage the "i qoliqolis" of Fiji
2. To encourage the use of adaptive management as a key to learning and achieving best practice
3. To use participatory techniques in the empowerment of people and communities
4. To design and implement a plan to collect and analyse a comparable set of data to enable members to benefit from knowledge gained by other projects
5. To provide support and capacity building assistance to projects on an ongoing basis to collect this common data and project development
6. To promote cross-site visits that incorporate specific skills training
7. To hold regular meetings at different sites on a rotating basis
8. To share logistical and technical information

9. To enhance the awareness and understanding of appropriate adaptive marine management approaches of decision makers (both government officials, non-government workers and traditional leaders)
10. To engage with other coastal resource management initiatives/portfolios
11. To hold on-site training workshops that target specific skills development
12. To create joint policy briefs and educational materials based on collective learning
13. To produce regular analyses and "stories" showing successes and failures with projects and the portfolio learning process
14. To identify and establish links with specific resource people at key institutions and communities
15. To engage in collective advocacy for locally-managed marine areas

1.3   FLMMA's Commitment as a Registered Organization

FLMMA was registered as an organization in 2004 under the Fiji's Charitable Trust Act. Under the Act, FLMMA is required by law to compile and submit successive organizational annual reports that outline the activities implemented in achieving its vision together with the audited financial report of its operation to the Registrar of Titles office in the Ministry of Justice.

If FLMMA fails to meet this commitment in its annual submission, the Registry office will officially advise in writing, setting a deadline for compliance. Upon continued failure to comply, FLMMA is deemed inactive and will be de-registered.

1.4   Geographic area covered

FLMMA works in inshore and coastal areas of Fiji and specifically the i *qoliqoli* areas which compromise some 410 areas under community jurisdiction throughout the country (see Map 1).
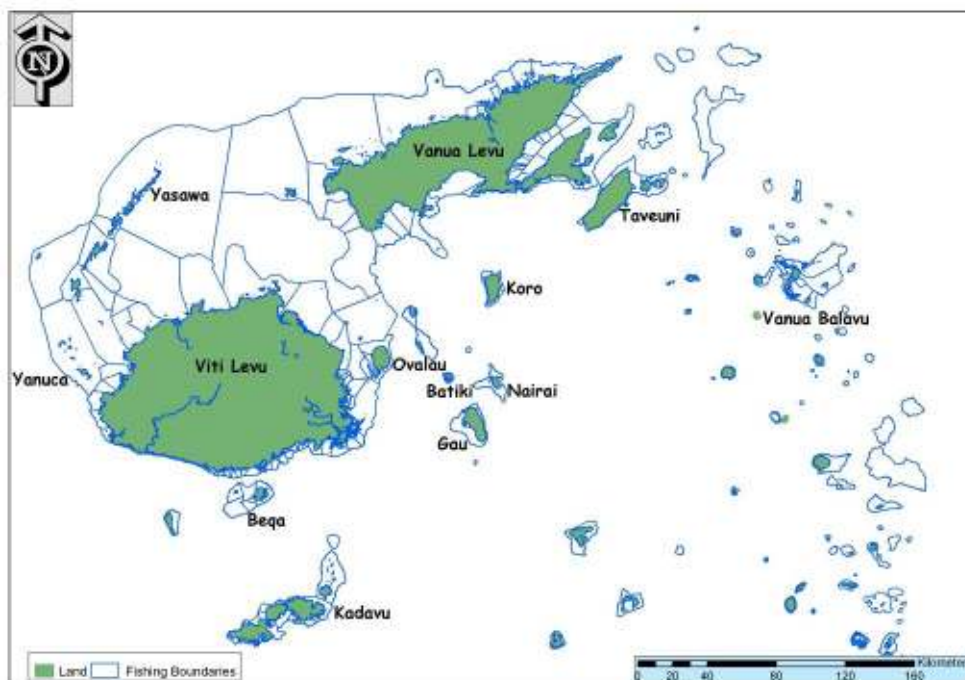
Map 1: Illustrating the extent of the *I qoliqoli* or traditional fishing areas in Fiji.

1.5   History

From one person in Verata, in the 1990's who wished the return of abundance to his *i qoliqoli* and asked for help to do this, FLMMA was conceived and eventually birthed.

During the 1990's the son of a high chief from Ucunivanua Village in the Verata district sought assistance from staff at the University of the South Pacific (USP) to resolve some of the problems facing the village, particularly the loss of the *kaikoso*, or clam, a staple food and main source of income. Scientists from the University and the community worked together, developed a management plan and the chiefs and elders eventually declared an area *tabu* for 3 years. The community carried out monitoring and by 2004 large increases in the number and sizes of the clams were clear both in and outside the *tabu* area.

The residents and researchers in Ucunivanua were not the only ones in Fiji exploring local solutions to diminishing marine resources in the 1990s. In Cuvu district on the Coral Coast, along a southern stretch of Viti Levu (Fiji's largest island), community members were working with the Foundation for the Peoples of the South Pacific International (FSPI) local partner now the Partners in Community Development Fiji(PCDF) on techniques for setting aside and restoring degraded coral reefs In Ono, in the island group of Kadavu, villagers were working with the World Wildlife Fund's for Nature South Pacific Programme to find ways to protect and manage blue holes (large deep holes in the middle of a reef). Each of these projects was testing variations of the basic LMMA strategy to see if it could contribute to conservation and local livelihoods under differing conditions.

Team members from these three projects—Ucunivanua, Cuvu, and Ono—joined in 2001 to form the Fiji LMMA Network (FLMMA), to serve as a forum in which communities with LMMA projects could share methods and results. With the help of the respective project teams, the community members in the network presented the results of their monitoring to fishery policy makers of the Fijian government. While surprised at first to be given scientific findings by villagers, the government representatives grew excited about the idea of adopting Fijian customs to the management of marine resources. The national government has formally adopted the LMMA approach and has designated a division of the Fisheries Department to promote inshore conservation and to work with FLMMA.

Since then FLMMA has progressed driven by the spirit of partnership between government, communities and NGOs and the committed steering by communities at meetings and the AGM. The commitment of the directors of the member NGOs, the priorities as set out by communities and the reliance on Pacific Island approaches to decision making and dispute resolution are some of the notable strengths of the FLMMA Network.

1.6 Logo of the network

The FLMMA logo shares the fish logo/acronym of the region-wide LMMA network with the insertion of the word "Fiji" at bottom offset right of the logo and the full name of the network as header: The Fiji Locally-Managed Marine Area (FLMMA) Network" (see Diagram 1). Colour of the logo is light blue, white or black and in the case of small logos the header may be omitted for clarity.

Diagram 1: FLMMA logo

2 Who can be a member of the Network?

Membership is open to all persons involved in, or interested in, community-based marine resource management in Fiji and who affirm the objectives of FLMMA. Individuals, Partner Organizations and Sites can all be members of FLMMA though the membership requirements are different for each (See Constitution: Annex 1 – Section 4). In essence, Individuals, Partner Organizations and Sites are potential members but provided the members do not make any profit out of FLMMA being a charitable organization.

2.1 Membership list and applications

The Executive Committee maintains a register of all current members. The current list of members is provided in Annex 3. New applications for membership are considered at each Executive Committee meeting.

According to the Constitution every application for membership should provide the name, mailing address, telephone and fax numbers, occupation and area(s) of interest of the proposed member, plus membership fee (if any). How the person can benefit and serve FLMMA should also be included in the application. The appropriate form should be used depending on the category of membership (see Forms M1-M4).

2.2 Individual Member application procedure

An individual may join FLMMA by submitting an application for membership in writing using the appropriate form (Form M1).

2.3   Partner Organisation Members application procedure

A **corporate body**, such as a non-government organization, academic institution, government agency or association may join FLMMA as a partner organisation by submitting an application for membership in writing using the appropriate form (Form M2), signed by a duly authorised representative of the organisation.

A **Tourism operator** will not be automatically accepted as FLMMA member. However, applications are considered on a case-by-case basis, and if operators have a genuine interest in marine conservation, alternative avenues should be investigated to provide information and encouragement. If what is required is actually government recognition of tourism operators' efforts towards marine management, the FLMMA Executive will advise on appropriate options and approaches. If, in due course, tourism operators start to support and work with communities to form FLMMA sites, their interests overlap and they show a valid commitment to community-based marine management, (according to the aims of FLMMA) these sites may be recognized through the communities involved.

A **province** (yasana) may join FLMMA as a partner organisaton if the Provincial Council submits an application for membership in writing using the appropriate form (Form M3) and provided that:
- the province has formed a Yaubula Management Support Team (YMST), endorsed by the Provincial Council;
- the application is signed by the Chair of the Provincial Council.

2.4   Site Members application procedure

A **village** (*koro*) may join FLMMA by submitting an application for membership in writing using the appropriate form (Form M4), provided that:
- the village council (*bose va koro*),   has endorsed the application for membership; and
- the application is signed by the *turaga ni yavusa* and the *turaga ni koro*.

A **district** (*tikina*) may join FLMMA by submitting an application for membership in writing using the appropriate form (Form M4), provided that:
- the Tikina Council has approved the application for membership;
- the application is signed by the Chair of the Tikina Council; and
- the FLMMA Executive Committee is satisfied that all villages in the district are undertaking activities consistent with the objectives of FLMMA.

2.5   Benefits and Obligations of Members

The rights and responsibilities of a member are not transferable and membership is of indefinite duration, terminated only by resignation or expulsion by the Executive Committee (Constitution Section 4). Expulsion may be contemplated for non-fulfillment of obligations including acting against the objectives of FLMMA.

No member has the right to act in the name of FLMMA without prior approval of the Executive Committee.

2.5.1   Member Benefits

Member benefits may include:

- Learning and applying new ideas and techniques via cross-project capacity building
- Obtaining support from other projects as appropriate and available

2.5.2   Member Obligations

A number of obligations have been stipulated in the Constitution (Section 4):

- Attend and actively participate in meetings
- Commit resources for network related activities, including staff time, funding and timely collection of a minimum set of data as appropriate to the organization
- Support other network project site partners where appropriate
- Pay any annual membership fees, as determined from time to time by the Executive Committee.
- Share monitoring data (based on the analytical framework) with the wider group

The Annual General Meeting of 2007 agreed that there would be a membership fee of "$50/site and to be paid by representative". Note that it has not been clarified whether this applies to all members including individuals and organizations and whether this is a yearly or one time only fee. It is important to know that this decision has not been implemented however is likely to be activated in the near future, when the Executive Committee considers appropriate and relevant.

Any member acting against the FLMMA aims and objectives or consistently failing to fulfill other member obligations may be expelled by the Executive Committee. In order to further guide members in fulfilling their obligations as part of the FLMMA network the following have been developed and are presented in more detail below:

- FLMMA Principles and Values (See 4 below)
- Recommended Best Practice (See 5 below)
- "Agreement of Our Promises to Each Other (A Social Contract)" addressing Intellectual property issues (See 9 below).

2.6   Site membership monitoring obligations

During the FLMMA Strategic Planning held on 10th of September 2009, community representatives of FLMMA sites defined the monitoring requirements for FLMMA member sites. Based on this and also the outcomes of the Annual General Meetings of 2007 and 2009 the following site membership categories have been described based on the monitoring approach to be followed. All FLMMA sites must carry out some sort of monitoring, the definition of each category and details are given below.

2.6.1 Awareness sites

Formerly known as Associate Members these sites have requested support and assistance from FLMMA, have carried out interest assessments, awareness, consensus building and have obtained support from the villages and district councils. Awareness sites carry out Level One monitoring.

Level 1 monitoring:
The first level of monitoring is to be done by all FLMMA sites, and is a set of questions [formatted as a checklist] that has to be answered based on local knowledge.

2.6.2 Informal learning sites

Formerly known as Provisional Members which were sites still in the process of developing a management plan, carried out some awareness activities and collected baseline (biological & socio-economic) information. Under the new definition informal learning sites would be all sites either carrying out Community Based Adaptive Management or committed to achieving CBAM in the near future (see Section 5 for definition of CBAM). These sites would carry out Level 1 monitoring (see above) and if deemed appropriate for learning Level 3 (see below) this can also be carried out in these sites.

2.6.3 Learning sites

Formerly known as Full Members which were sites with a Management Plan and implementing management activities including monitoring following a Biological & Socio-Economic Monitoring Plan. These sites designated a site representative that can accompany and share success stories and lessons learnt in other areas. Under the new specifications these Learning sites carry out Level Two monitoring.

Level 2 monitoring:
The second level of monitoring is to be done by only the learning sites [those that are committed to undertaking rigorous community monitoring], which will mean collecting the full set of data (Catch Per Unit Effort or CPUE, Underwater Visual Census or UVC, Compliance and Enforcement, Threat Reduction Analysis and Socio-Economic). This level two monitoring (in which a rigorous data is collected) is meant to verify or triangulate the findings based on level one monitoring (where anecdotal evidence is collected).

It is proposed (AGM 2009) that Learning sites are prioritized for funding when it comes to learning/monitoring. All categories of sites would be treated the same when it comes to other areas such as management planning workshops, reviews of management plans and other projects.

There will be a minimum of three learning sites per province. It was proposed that sites that are currently doing rigorous monitoring should be approached to continue to do so. In the event that they don't want to, other sites within the province will be approached to be learning sites (FLMMA Strategic Planning 2009).

Level 3 monitoring:
A third level of monitoring involves even more robust data collection conducted by partner organizations, to verify level two monitoring.

2.6.4   Implementation of monitoring
The first two levels of monitoring are carried out by communities, whilst the third is conducted by partner organizations. Levels 1 and 2 monitoring focus on collecting community important information relating to food security, economics and threat reduction while level 3 aims to respond to more frequently asked community technical information needs and questions.

At the 2009 AGM it was agreed that FLMMA review the status of sites at the National Learning Workshop that is done every 2 years and membership category will be reviewed with partner organization and sites.

3   How does the Network operate?

3.1   FLMMA Network Organizational Framework
The constitution aims to achieve the objectives of the network through the following organizational structure:
- Board of trustees (Constitution Section 5)
- Executive committee (Constitution Section 6)
- Chair (Constitution Section 7)
- Secretariat (Constitution Section 8)
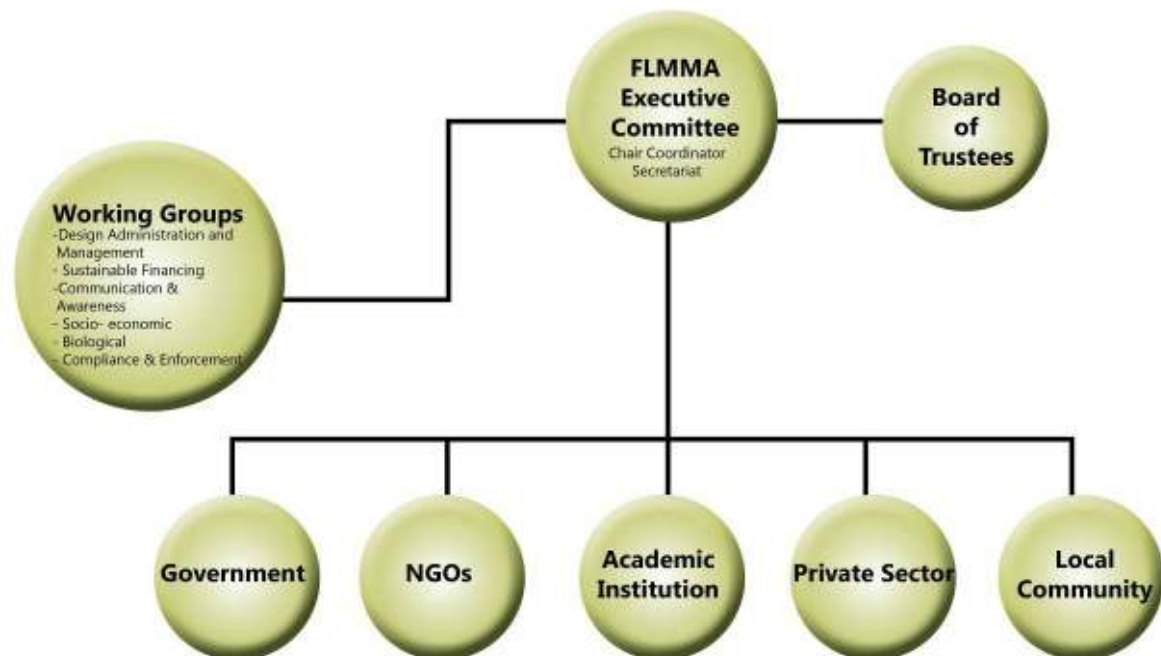- Working groups (Constitution Section 6)

Diagram 2: Organizational framework of the Fiji Locally Managed Marine Area Network

3.2 Executive Committee

The members of the Executive Committee are appointed by the network members at the Annual General Meeting and comprise a nominee from each partner organization, and four community members (one from each Division of Fiji). Additional members may be co-opted by the Executive Committee.

The Executive Committee meets four times a year and a quorum of at least 50% is required to constitute an official meeting. Decisions are made where possible by consensus and failing that by majority vote. The Executive Committee can invite the assistance of any other person in a non-voting capacity.

The functions of the Executive Committee include policy-making, approve and monitor workplans, fund-raising, manage staff and contracts for goods and services, interpret the work and policies of FLMMA to members and wider audiences, approve membership, appoint and coordinate workgroups and other committees, and to elect a chair (see Constitution S6).

3.3 FLMMA Trustees

The Executive Committee appoints the Board of Trustees consisting of three persons to ensure compliance with the requirements of the Charitable Trusts Act by FLMMA and its Executive Committee, to be entrusted with legal ownership of the property of FLMMA and to oversee the Executive Committee in the exercise of its powers affecting property (see Constitution S5). The current Trustees are listed in Annex 4.

3.4 Chair of FLMMA

The Chair is elected by majority vote of the Executive Committee at the first meeting of the year and duties include presiding over all FLMMA meetings, supervision of the work of the Secretariat and other duties determined by the Executive Committee.

3.5 Secretariat

The Executive Committee may appoint one or more staff to act as the Secretariat. The Executive Committee may enter into such arrangements for appointment and employment of these staff as it sees fit, including joint funding and employment arrangements with FLMMA members and other organisations.

Duties of the Secretariat are:
- to ensure notice of meetings and agenda are circulated at least a week before a meeting
- to ensure a proper record of meetings are circulated and maintained
- to look after the financial matters and records of FLMMA
- to prepare an annual report
- to carry out other duties determined by the Executive Committee (for instance maintaining this Operations Guide, Annexes and Forms up to date)
- to regularly check inconsistencies and limitations of the current constitution
- to monitor and provide updated information on the activities in the Strategic Plan through liaison with the Working Group chairs

3.6   Working Groups

The Executive Committee may appoint and coordinate task forces, working groups and other special committees deemed necessary to carry out the objectives of FLMMA. As of January 2010 the following Working Groups have been established and their full Terms of Reference are provided in Annex 5:

3.6.1   Design, Administration & Management (DAM) Working Group

Tasked with ensuring that FLMMA meets its purposes and aims as laid out in the Constitution, to coordinate with other complementary initiatives, investigate innovative ideas, develop policy, propose appropriate institutional structures, and identify fundraising opportunities and management of the FLMMA Trust Fund.

3.6.2   Sustainable Financing Working Group

Tasked with developing a long term financing mechanism to protect the coral reefs and enable the sustainable management of a network of locally managed inshore marine areas, that supports food security and the livelihoods of the coastal communities of Fiji. This includes development of a financing/cost model, definition of a Trust Fund strategy, to develop and launch a long term financing plan.

3.6.3   Communication & Awareness Working Group

Tasked with identifying and addressing information needs, and communicating to communities & partners as well building capacity in communication and awareness (drama) skills, - print, radio, TV etc.

3.6.4   Socio-economic Working Group

Tasked with assisting FLMMA partners in conducting socio-economic monitoring, building capacity, production of regular analysis and reports/stories and use data collected to advise on potential improvements to livelihoods and support community decision-making.

3.6.5   Biological Working Group

Tasked with keeping a record of community questions of an ecological nature and to establish leads to respond effectively to the queries, reviewing of outside research proposals before submission to FLMMA Executive committee, preparing a guide for external researchers, standardizing technical baseline methodology, and coordinating and implement testing of the Learning Framework.   Capacity building and dissemination of results and reports are also core functions.

3.6.6   Compliance & Enforcement Working Group

Oversight of implementation of Qoliqoli Management Plans by the Qoliqoli Committees and identification of issues arising. Assistance in overcoming difficulties includes legal advice, coordination and integration of Management Plans with the existing legal framework and institutions, training of Fish Wardens, discussion of penalties and documentation of reported cases.

3.7 FLMMA Council Representative

The FLMMA council representative is a special arrangement to the international LMMA network. A nominated person of FLMMA will be recommended and endorsed in the AGM to be the FLMMA Council representative to the LMMA Network Council. The representative undergoes a participatory and transparent selection process by FLMMA to be the voice of the community to the LMMA regional network governing and decision making process. The representative will be responsible to report back to FLMMA about directions and major decisions of the LMMA network.

The selection criteria of the representative comprise an understanding of the following:

- A community heart
- Good communication skills
- Proven Leadership qualities
- Management and strategic skills
- Basic financial understanding
- Intimately familiar with FLMMA and its work such as the YMST head or confederacy rep or an Executive member

The representative will be in office until suggested otherwise by FLMMA Executive and the change of the representative will undergo the same selection process and be finalized in the respective Annual General Meeting or an Extraordinary General Meeting. Council members should receive an honorarium with preset rates.

3.8 Where and How Decisions are Made

Decisions are made at Annual General Meetings, Extraordinary General Meetings and Executive Committee Meetings.

3.8.1 Annual General Meetings (AGM)

The date of the AGM is determined by the Executive Committee (usually towards the end of the year) and members are given a month prior notice. Meetings are not official unless a quorum of 20% is present. The meeting receives the annual report, updates and discussion of other FLMMA business, appoints an auditor, elects the Executive Committee and may amend the Constitution.

3.8.2 Extraordinary General Meetings (EGM)

An EGM may be called for a specific purpose either by the Executive Committee or by at least 20 members of FLMMA with the same quorum requirements as an AGM.

3.8.3 Executive Committee Meetings

Held quarterly as outlined above (3.2).

3.8.4 Other meetings

The FLMMA Annual lessons and sharing are intended to be staged in every second year and alternated with provincial sharing and lessons meeting workshop hosted by the respective provincial offices.

4 FLMMA Principles and Values

The FLMMA network members have developed best practice principles regarding their work in support of communities and government adaptive management of Fiji's natural resources. The following principles <u>must </u>be applied by network members working with communities:

- **Respect**: Respect for local communities is a core value
- **Protocol and procedures**: Appropriate protocol and procedure should be utilized when designing or implementing projects with communities (e.g. role of traditional leadership, government and provincial organizations and appropriate involvement of each – refer to Best Practice for guidance cf. section 5)
- **Language**: The use of local dialect whenever possible or, failing that, Fijian
- **Trust**: Avoid raising expectations beyond what we have evidence to suggest is achievable in Fiji
- **Self-reliance**: Avoid creating dependencies
- **Decentralization**: supporting community management at the lowest appropriate level (example guidance is provided by the KYMST example referred to in Annex 6)
- **Coordination and collaboration**: The Executive Committee maintains a yearly workplan and members will coordinate FLMMA related work with this to avoid redundancy and confusion and to ensure effectiveness.
- **Contribution**: Every organization using FLMMA's name in a proposal or intending to work with FLMMA is encouraged to contribute to FLMMA Trust Fund at 10% of the associated budget or an equal proportion as in-kind contribution to FLMMA activities.

5 FLMMA Recommended Best Practice

FLMMA members have developed a number of approaches to promoting community based management over the years and gained much experience. These lessons learned contribute to Recommended Best Practice advice for the initiation, implementation or long term support of Community Based Adaptive Management.

What is Community Based Adaptive Management?
Community based adaptive management (CBAM) can be defined as the integration of design, management and monitoring in order to learn and improve management responses undertaken primarily by local stakeholders but also with appropriate involvement of government institutions and private interests. Community Based Adaptive Management refers to a <u>process</u> through which LMMAs can be established and sustained (<u>outcome</u>).

Community-based: The management is carried out by, or with a major role played by, the community, local stakeholders and relevant user groups but also the locally and nationally relevant institutions and private interests.

Adaptive management: Refers to an ongoing cycle of designing and checking a plan and modifying management in the light of results. This implies an agreed plan, a method of checking/monitoring and regular discussion and analysis of whether the plan needs improving.

A site can be said to be practicing CBAM if it meets all the following criteria:

1.   Planned and managed by local stakeholders (though not exclusively)
2.   Widely-agreed management plan exists
3.   Actively managed according to management plan
4.   The plan is "regularly" reviewed

This Best Practice is summarized in Annex 6 and though not obligatory does represent a significant investment in learning by practitioners and communities, is generally agreed by members and therefore major variations should be carefully considered and justified. The best practice guidance covers:

- Project initiation: protocol and approaches to community and other levels of governance
- Working with communities and other stakeholders to achieve community based adaptive management
- Advice on management tools

- Supporting ongoing management and monitoring

Diagram 3: Graphic representation of community based adaptive management

6   Protocols and Procedures

6.1   Principles of FLMMA operational procedures

The following principles have been developed to guide FLMMA operations:

- Reducing network costs by ensuring that wherever possible member's organizations sponsor at least half the costs of attending FLMMA meetings and events
- Participation and representation – ensure whenever possible that community representatives and government counterparts are involved
- Research, data sharing and intellectual property are sensitive and important issues to be dealt with carefully (see section 9 below)
- Responding to community requests will be coordinated by the Secretariat who will raise with the Executive Committee for discussion of appropriate member organization to respond

6.2   Accounting and Finance

FLMMA has an operational account and a Trust account with ANZ bank. The operational cheque account has four signatories .There is a mandatory signatory with any of the other three signatories. The Secretariat prepares supporting documents and cheque before seeking other signatories. The Trust Account is used for endowment purpose donations and contribution from partners which are kept as trust funds.

6.2.1   Budget Approval Process

The annual work plan and budget is prepared by the Secretariat with assistance from DAM Working Group chair and tabled in the first Executive Committee meeting every year for amends and approval.

6.2.2   Timesheet and Expense Reporting

All FLMMA funded personnel are to fill designated timesheets on their active duty periods and submit to the DAM Working Group chair for verification and processing. Timesheet, payment voucher and receipt templates are presented in Forms P1-P3.

6.2.3   Guidelines on FLMMA-related Travel

All travel made for FLMMA organized meetings or meetings in which participant has been invited representing FLMMA or to present on FLMMA should be proposed to the Executive Committee or the DAM Working Group for approval. The relevant form should be presented (Form P4).

6.2.4   Guidelines on FLMMA equipment and assets

The Secretariat will maintain an inventory of equipment and assets and a log in which members will record any use of such assets. All due care must be taken and loss or breakage will entail repair or replacement as appropriate.

6.2.5   Contracting

Contracting for special work for FLMMA is to be approved by the Executive Committee and the DAM WG will write out the specific Terms of Reference for the contract. Progressive updates are to be presented during DAM meetings and in

subsequent Executive Committee meetings. Jobs carried out by FLMMA staff or members are invoiced to partner organizations using form P5. FLMMA staff refers to all those holding FLMMA responsibilities and may be a contracted staff or staff of FLMMA partner organizations.

6.3   Research protocols

Any researchers either internal or external wanting to study in collaboration with FLMMA partners or sites are to submit their proposal via the Secretariat using the summary template (Form R1).

The Secretariat will direct proposals received to the appropriate working group chairs for consideration and further discussion with the researcher. The summary template version of the proposal should be then presented to FLMMA Executive Committee for consideration and, if warranted, approval. The researcher will be handed the FLMMA protocol (Form R2) and the researchers' signature of this will be a condition of further work. Importantly, a descriptive summary of the outcomes of research needs to be presented back to the communities in an appropriate format and language and permission sought from the community on the further use of data generated during the study at the community.

6.4   Research Attachees

In the process of promoting community-based marine management, FLMMA provides learning environment opportunities for capacity building and skills enhancement to students and interested individuals through internship and attachee programmatic scheme. When applications are received, the FLMMA Executive gives endorsement and directs for the articulation of Terms of Reference by the appropriate working group. The attachee will be based with the FLMMA Secretariat and also reporting to the appropriate working group chair.

7   Data Management and Analysis

All community datasets should be sent to the designated FLMMA Data Manager by respective partners following the Intellectual Property conditions stipulated in the "Agreement of Our Promises to Each Other (A Social Contract)" (Annex 7). Datasets should include both raw and analyzed datasets with report.

The data manager stores all datasets into the respective database designed by FLMMA. There is blanket permission on sharing of data and results within FLMMA. However the use of data for external purposes is governed by the Intellectual Property conditions and any partner will need the permission from communities and their corresponding organizational partner before its use. A special letter of consent should be signed with regards to sharing datasets outside of FLMMA complying with the Research Protocol (Section 0) and Intellectual Property provisions (Section 9).

8 Communications

The FLMMA Communication and Awareness group chair will be the FLMMA spokesperson and be responsible for public relation matters. The main concern of FLMMA with regards to communications is that FLMMA present a unified voice that represents the network.

Matters relating to policy and new or emerging issues need to be cleared with the secretariat for appropriate advice from the Executive Committee, DAM Working Group or the AGM as appropriate.

The following guidance is issued and adherence to the Intellectual Property provisions in section 9 is obligatory.

8.1 Provincial Meetings protocols and procedures

In the run up to a provincial council meeting all partners working in that particular province need to establish their collective voice and objectives for the provincial council forum. This process will be documented in a formatted sheet for reporting back on outcomes of provincial meetings (Form C1).

8.2 Other FLMMA related activities – reporting

8.2.1 FLMMA Partners

(Form C2) The FLMMA Partners Communication Report should be filled in by FLMMA Partners after every key FLMMA related activity. This also includes media, awareness raising, presentations to government and international meetings and presentations. Completed forms are to be sent via email or hard copy to the Chair of the Communications WG quarterly.

8.2.2 FLMMA Qoliqoli Committees

(Form C3) The FLMMA Qoliqoli Committee Report (in Fijian or English) should be filled in by FLMMA Qoliqoli Committees after every key FLMMA related activity is conducted. This also includes media, awareness raising, presentations to government and international meetings and presentations. Completed forms are to be sent via email or hard copy to the Chair of the Communications WG quarterly.

8.2.3 FLMMA Working Groups

(Form C4) The FLMMA Working Group Report should be filled in by FLMMA Working Groups after every key FLMMA related activity is conducted. This also includes media, awareness raising, presentations to government and international meetings and presentations. Completed forms are to be sent via email or hard copy to the Chair of the Communications WG quarterly.

8.3 Radio coverage

The Communication working group will convene as required to discuss proposed radio programs and then decide the representative of FLMMA to participate in any radio talk show and program.

8.4 Newspaper Publications

Any story coverage from FLMMA sites in newspapers should be screened by the Communication working group before it is released to the public by such an organization as will be designated for this purpose from time to time.

8.5 Websites

The chair will decide on items that are worth sharing out into the wider audience via the LMMA website under the FLMMA tab.

9 Intellectual property issues

Intellectual property rights are a vital and sensitive issue when working with communities and collaborating across a wide range of individuals and organizations. FLMMA has adopted the mandatory Intellectual Property provisions laid out in the wider LMMA document "Agreement of Our Promises to Each Other (A Social Contract)" which is attached as Annex 7. The Intellectual Property provisions address the following points:

1) The top priority of the Network is providing project teams with the skills and training to tell their own stories.
2) Prior informed written consent to use previously unpublished data from any site will be sought from both the project site communities and project organization in advance and material will be vetted before publication and appropriate co-authorship and acknowledgements given.
3) To engage in co-authorship of Network communication products and to encourage publications at the project level.
4) When requested, the [Executive Committee] may distribute the stories of a project so that they reach a wider audience. .
5) If requested in writing, the identity of a project can be withheld from communication products, especially in the case of problems or lack of success.
6) Communication products arising directly from the use of community data collected as a result of Network work will be shared with the participating communities and other relevant stakeholders in a timely and appropriate manner (Note that prior informed written consent should already have been obtained as discussed above).
7) Data and other materials collected by the Network will be stored in a secure manner. A project has the right to remove all unpublished and project-specific data from the Network's database system at any time. They do not, however, have the right to alter already completed analyses or publications that use the project's data.

10 Trust fund

Annex 8 presents available information on the FLMMA Trust Fund and the Operational Procedures will be developed in the near future.

11 Annexes and forms

The latest version of the following forms are available from the FLMMA office or online at http://www.lmmanetwork.org/fiji

Annex	Title	Latest version
1	FLMMA Constitution	23/11/07
2	FLMMA Certificate of Registration	2004
3	List of Partner Organizations and other Members	March 2010
4	List of FLMMA Trustees	March 2010
5	Roles and responsibilities of FLMMA working groups	March 2010
6	Best Practice FLMMA Approach	March 2010
7	IP Statement from LMMA Social Contract	August 2003
8	FLMMA Trust Fund	February 2009
10	FLMMA AGM 2007 Minutes	March 2010
11	FLMMA AGM 2009 Minutes	March 2010

Form	Title	Latest version
C1a	FLMMA Provincial Council Meeting Report Template (E)	March 2010
C1b	FLMMA Provincial Council Meeting Report Template (F)	March 2010
C2	FLMMA Partners Communications Report Template	March 2010
C3a	FLMMA QoliQoli Committee Report Template (English)	March 2010
C3b	FLMMA QoliQoli Committee Report Template (Fijian)	March 2010
C4	FLMMA Working Groups Report Template	March 2010
M1	Individual Membership Application	March 2010
M2	Corporate membership Application	March 2010
M3	Provincial membership Application	March 2010
M4	Site membership Application	March 2010
P1	FLMMA Payment voucher	March 2010
P2	FLMMA Receipt	March 2010
P3	Timesheet	March 2010
P4	Travel Form	March 2010
P5	Tax Invoice	March 2010
R1	Summary research proposal format	March 2010
R2	FLMMA Research protocol	March 2010

Other	Title	Latest version
	Case study 1 decentralization and scaling up KYMST	2007
	FLMMA logos	March 2010