



Namena Marine Reserve User Fee Manual

Procedures and guidelines for the design, production, distribution, and sale of dive tags supporting the sustainable management of Fiji's Namena Marine Reserve



Citation

Coral Reef Alliance (2014) *Namena Marine Reserve Marine Reserve Manual: Procedures and guidelines for the design, production, distribution, and sale of dive tags supporting the sustainable management of Fiji's Namena Marine Reserve*. 33p.

This manual was funded by the Tiffany & Co. Foundation and the Moore Family Foundation.

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Abbreviations/Definitions

Abbreviations

CORAL	Coral Reef Alliance
CRLN	Coral Reef Leadership Network
FIRCA	Fiji Islands Revenue and Customs Authority
FIME	Fiji Island Marine Ecoregion
FJD	Fiji Dollars
KBDC	Kubulau Business Development Committee
KRMC	Kubulau Resource Management Committee
FLMMA	Fiji Locally Managed Marine Area
MPA	Marine Protected Area
MRP	Marine Recreation Provider, Dive Operator, or Hotel
NGO	Non-governmental organization, non-profit organization
NMR	Namena Marine Reserve
WCS	Wildlife Conservation Society
WWF	World Wildlife Fund

Definitions

<i>iTaukei</i>	Indigenous Fijian people
<i>Qoliqoli</i>	Traditional fishing grounds belonging to indigenous Fijians
<i>tikina</i>	A provincial sub-division, usually composed of 4-10 villages

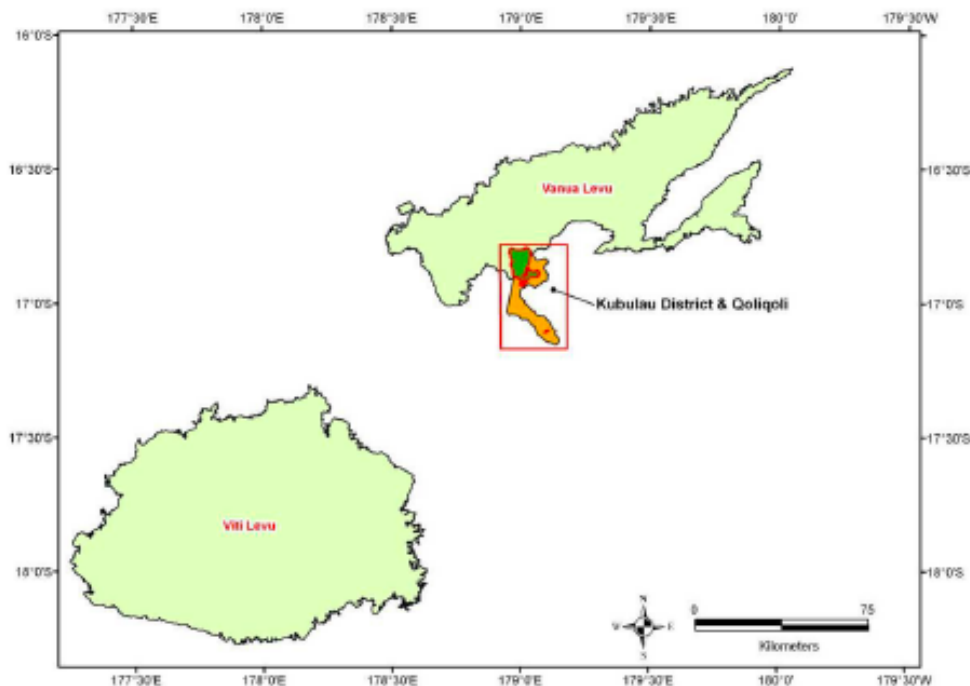


Figure 1 Kubulau district and qoliqoli (Source: WCS, 2009).

Introduction

The purpose of this manual is to provide the background, guidelines, and step-by-step instructions for the annual production of the Namena Marine Reserve (NMR) dive tags. Selling dive tags to visitors and Marine Recreation Providers (MRPs) supports the Kubulau community and provides a sustainable source of revenue for the management of the Namena Marine Reserve.

The Coral Reef Alliance (CORAL), a non-governmental organization (NGO) has worked with the Kubulau community to manage the dive tag program since 2003. This manual serves as a guidebook for local managers, ensuring that the tikina of Kubulau continues to benefit from user fee revenue, and that funds are properly allocated to retain community support and finance effective management of the reserve.

History of the Namena Marine Reserve

Off the southern coast of Fiji's second largest island, Vanua Levu, are roughly 70 km² of barrier reef systems that hold a unique place in the country's ecological landscape. The reefs that surround the volcanic islet of Namenalala in the traditional fishing grounds (qoliqoli) of Kubulau

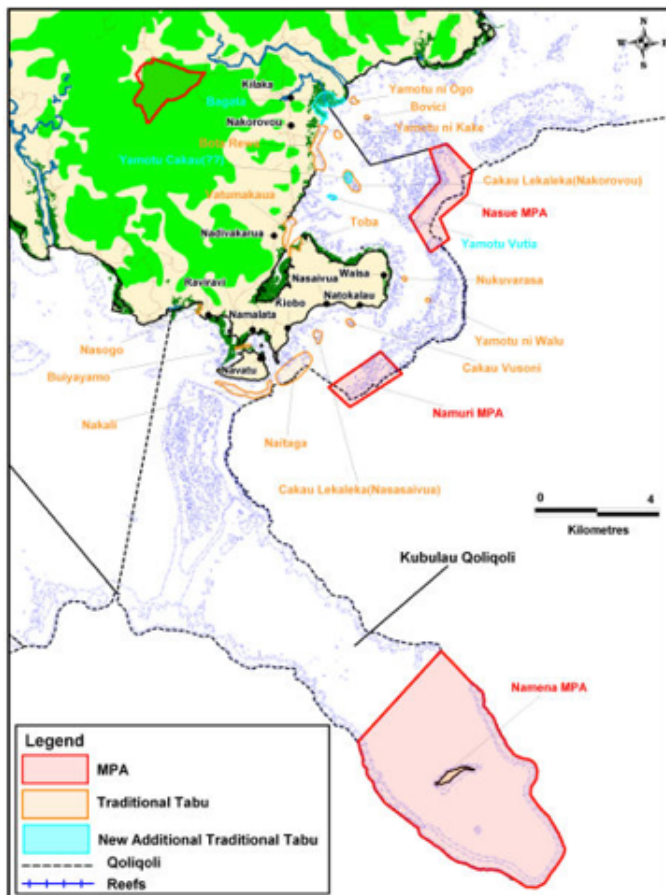


Figure 2 Kubulau and Namena Marine Reserve Boundaries.
Source: WCS, 2009.

were officially established as the Namena Marine Reserve in 1997. Regarded as one of the best scuba diving locations in Fiji and in the world, Namena is a marine biodiversity hotspot of global significance and is home to many endemic and rare species.

The initiative to conserve Namena first grew from the local community and has since gained public and private sector support. Namena is now one of the most successful sustainably financed Marine Protected Areas (MPAs) in Fiji and its dive tag user fee and ecosystem-based management initiatives are upheld as models for other community-managed MPAs throughout Fiji and around the world.

The marine reserve that many now take for granted as a pristine no-take zone was once under threat. During the 1980s, unregulated commercial and private fishing of the reefs around Namenalala was

big business. Tuna boats would fish for bait at Namena, and other vessels from Tailevu, Savusavu, Ovalau, Rabi, and Kioa would come for reef fish or shark. Some vessels would purchase fishing licenses requiring chiefly approval, which provided some revenue to the people of Kubulau, but poaching was very common.

The traditional resource owners in the ten villages of the Kubulau tikina: Namalata, Kiobo, Waisa, Nadivakarua, Nabalabalawa, Nakorovou, Kilaka, Raviravi, Navatu, Nasasaivua, and Natokalau noticed a decrease in the abundance and size of important food fishes.

These ten villages are home to approximately 1,000 people and are headed by the traditional leader, the Tui Kubulau, from the chiefly village of Kiobo. Kubulau is one of Fiji's most remote districts, and is more than two hours over rough terrain from the nearest hospital or township. Limited access to public services, running water, sanitation, and electricity are challenges for the people in these villages.

Historically, local fishing pressures from these communities had been minimal and reserves were unnecessary because the local fishing communities managed their reefs in accordance with the natural cycles of the resources.

In 1994, the Tui Kubulau, then Ratu Josaia Nayavakau, established a Fishing Committee to oversee matters relating to the qoliqoli. As evidence of poaching grew and local harvests diminished, the Fishing Committee chairman Ratu Epli Donumaibulu decided he must act to protect the qoliqoli resources for his people's future. He walked from village to village, sharing stories and educating community members about what was happening to their traditional fishing grounds. For the next three years, he and the other fishing committee members argued on behalf of a commercial fishing ban at Namena.

The Fishing Committee succeeded and in 1997 the community declared a ban on commercial fishing for a period of five years. Initially the ban was very challenging to enforce until regional media coverage began to highlight the community's efforts to manage their fisheries.

Dive tourism in Namena existed prior to the fishing ban, but it began to increase due to growing awareness of the region, more dive resorts opening in the Savusavu area, and more liveaboard vessels visiting the reefs. To replace the income lost from fishing licenses, the community instituted a 'good will' visitor's fee in 1998 of FJ\$2 to tourists who came to swim, snorkel, or dive within the reserve.

Conservation organizations began to take interest in the region and in 2001, CORAL initiated a supportive relationship with Namena when they sponsored a learning tour for a local dive master, Sirilo Dulunaqio, to visit the successful Bonaire Marine Park in the Caribbean. A few years later, Namena was declared a region of international significance at the Fiji Islands Marine Ecoregion (FIME) profiling workshop convened by the World Wildlife Federation (WWF). Additionally, the Wildlife Conservation Society (WCS) began to advocate for the establishment of a world heritage site to include Namena. WCS received funding to conduct scientific surveys and monitoring of the qoliqoli as well as establishment of an ecosystem-based management plan. Importantly, WCS's ongoing work has included the establishment of additional community-managed MPAs along the coastal reefs of Kubulau.

Despite the increased tourism and international acclaim for Namena, discussions were initiated in 2003 to reopen the Namena MPA and allow certain types of commercial fishing. It was clear that community benefits needed to be a top priority if the protection of Namena was to be sustained.

To address this need, the Kubulau community agreed to adopt the MPA user fee system modeled on Bonaire Marine Park's success. In 2003, CORAL assisted in implementing, funding and launching the first Namena Marine Reserve dive tag. Extensive consultations with tourism operators and the community took place to achieve 'buy-in' and to reach a transparent agreement, whereby tourism operators would support the sale of a FJ\$20 dive tag to each marine recreation user they brought to dive, swim or snorkel in the reserve and the community would provide accounting records. Following these successes, proposals to reopen the marine reserve ceased.

Today, the Kubulau community annually reaps the benefits of the dive tag program. Approximately 1,200 guests visit and pay for dive tags every year. Since 2003, and in consultation with tourism operators, the price of dive tags has risen to FJ\$30.

The former Fishing Committee is now known as the Kubulau Resource Management Committee (KRMC) and they have taken over the management, enforcement and maintenance of dive moorings in Namena. Funds collected from the sale of dive tags have been used to set up a tertiary scholarship fund for students from Kubulau. It is also used for community development projects, maintenance, and general management of the MPAs.

In addition, the Suva-based Kubulau Business Development Committee (KBDC) supports the Kubulau-based KRMC. KBDC is composed of professionals with a variety of skills and backgrounds representing all ten villages in Kubulau and provides marketing, communication, logistical, and administrative support.

The success story of Namena has been highlighted in articles and at events across the world and now serves as a model of community-based conservation. What began as protection focused on food security has since evolved to protect the integrity of the Namena barrier reef system while also supporting the growth and development of the Kubulau tikina.

Sustainable Financing

Marine conservation in and of itself does not produce profits and may initially result in economic losses for those dependent upon fish and other resources harvested from the sea. Although many communities are inclined to conserve their natural resources, they are also motivated to provide for their families by any means available.

Sustainable financing leverages the interests of tourists, dive operators, governments, and conservation groups to provide communities with a financial incentive to conserve. These types of incentives are critical to the health, maintenance, and sustained management of a marine protected area such as the Namena Marine Reserve.

Namena Marine Reserve User Fees

The Kubulau community originally instituted a “good will fee” of FJ\$2 per year to tourists who came to swim, snorkel, or dive within the reserve as a means of replacing the income lost from the sale of fishing licenses. The system was informal, unevenly applied, and vague, with no clear understanding of how to manage the revenue collected.

In 2003, CORAL assisted the local community in increasing their user fee to FJ\$20 per year, as well as instituting a formal and fully transparent user fee system. This sustainable financing mechanism served to bridge a gap between the incentives of tourists, who were willing to pay an additional fee to visit the Namena Marine Reserve, and local communities, who were seeking an economically attractive solution to overfishing.

The revenue generated from these user fees now funds continued protection of the marine reserve, as well as student scholarships and other community improvement projects. The community is seeing direct benefits from conservation, which is creating strong buy-in for conservation.



Figure 3 Namena Marine Reserve Dive Tags from 2007. Source: CORAL.

Why Annual Dive Tags?

Some might ask,

“Why do we need to provide an expensive plastic tag to people who are diving in the NMR?”

“Why can’t we just charge dive operators per person, per dive?”

The Namena Marine Reserve is widely regarded as one of the top dive destinations in the world. People come from around the globe, at great expense, to dive there with exclusive dive operators. An initial ‘Willingness to Pay’ surveys was conducted in Namena in 2005 and indicated that most tourists are happy to spend a bit more to dive there provided that:

1. They can see that proceeds go to help protect and maintain the reef
2. They can see that proceeds go to help local community development and education
3. They can take home evidence that they contributed to a worthy cause

There are a number of good reasons why sturdy, attractive annual dive tags are worth the investment:

- **Raise Awareness.** The dive tag helps to tell a story to people who dive at Namena: this is a special site, unlike others in Fiji or around the world, and the native people of Kubulau have invested in and take pride in the long-term protection of their resource. Other dive tag sites around the world have benefited from this kind of self-fulfilling promotion. In addition, the annual photo contest serves to generate awareness and enthusiasm about NMR.
- **Good Relations with Operators.** Some dive operators may have concerns about charging their clients extra to dive NMR. They may worry that their clients will go to other cheaper operators that do not charge a user fee. Providing divers a tag makes them feel better about this added cost because they know they are helping conserve the reef. It also gives Marine Recreation Providers (MRPs) a tool to demonstrate that NMR is a particularly special site.
- **Collectors’ Item.** Many divers like to collect tags of exclusive sites where they have traveled. They keep them on key rings or on their dive gear and show them off to friends and colleagues. Some people will be more likely to dive NMR simply to get the dive tag, which is a unique souvenir and memento of a beautiful dive site.
- **Advertising Space.** As mentioned before, divers trade stories of great dive locales. A dive tag, once purchased, will serve as a traveling billboard for the NMR. It provides room for the logo and website information, and also showcases animal life unique to NMR. The more durable and attractive the tags are, the more people will desire them, and the longer they will act as effective advertising tools.

- **Value for Money.** Most divers who come to Namena will not visit for longer than one week. Still, the fact that they are purchasing an annual tag makes them feel they are getting good value for their money, and might encourage them to make a return trip.

Rate Increases

Since its establishment, the user fee has been raised from FJ\$2 to FJ\$3 to FJ\$10; after CORAL became involved and formalized the user fee system they helped to raise the fee to FJ\$20, and again to FJ\$25 and most recently in 2012 it was raised to FJ\$30. These increases were negotiated with stakeholder consensus from dive operators. While some stakeholders have been supportive of the higher fees, others argued that it could negatively impact their business by driving more clients to dive at sites where no fees are charged, such as the nearby Somosomo Strait.

In order for stakeholders to continue to recommend Namena to their clients, they must feel confident that the funds are accounted for in a transparent manner. Thus, the following must be enacted by the KRMC and KBDC:

1. Sufficient funds are set aside for the management of the marine reserve including moorings, patrols, communication, transportation, meetings, and possibly salaries.
2. Scholarships must be accounted for and recipients should follow a formal application procedure.
3. Annual stakeholder meetings are held and a comprehensive annual report outlining budgets, cash flows, and expenditures is produced.

It is recommended that the FJ\$30 dive tag fee be maintained for a minimum of 2-4 years (2015-2017) before another rate increase is considered. In 2013, a Fiji-wide “Willingness to Pay” survey was conducted, results of which will inform the future rate increases. Additionally, a schedule for reviewing the fee that considers management needs, community desires, and stakeholder concerns should be established. The review schedule should correspond with a scaled increase that operators and managers have agreed upon so that they know when the dive tag price will increase and by how much.

Dive Tag Alternatives

There are alternatives to dive tags that have been explored in other MPAs around the world. Some examples include:

- **Plastic Wrist Bands** (different color each year)
- **Annual Membership cards** (different color/ different sticker each year)
- **Pin or Button** (different color each year)



Some of these options might be cheaper or easier to produce locally. However, they also may not be as desirable or attractive to Namena’s target tourism market. It would be insightful to produce a trial run of bands or pins as merchandise to be sold at resort outlets in Savusavu and then gauge the popularity of these items.

Major changes to the type or design of dive tag should not be made without consulting NMR dive operators and other stakeholders.

Sponsorship

Since the production of the first tags in 2004, CORAL has sponsored them, and as a result the CORAL logo has appeared alongside the Namena Marine Reserve logo on the reverse side of the dive tag. There has been some interest expressed on the part of dive operators to sponsor the cost of purchasing dive tags in future years in return for the placement of their logos on the dive tags.

There are pros and cons to this type of sponsorship. We've outlined some of these below:

Advantages of outside sponsorship	Disadvantages of outside sponsorship
<ul style="list-style-type: none"> • Frees up more funds for community development, management, and scholarships • May encourage friendly competition for the logo spot amongst MRPs <div style="display: flex; justify-content: space-around; align-items: center;">   </div> <div style="display: flex; justify-content: space-around; margin-top: 5px;"> Front Back </div>	<ul style="list-style-type: none"> • Unsustainable funding if the donor cannot provide the sponsorship on a continual basis • May antagonize or aggravate MRPs, if one dive operation or resort has their logo on the reserve tag, or unfairly monopolizes this opportunity • KRMC will have a better shot at getting micro-grants or other outside funding support if the core business, the dive tag, is 100% in-house and sustainable • If multiple sponsors are allowed, the tag might be overrun with logos, detracting from NMR and the KRMC

It is strongly advised that the dive tags be produced using the management fund and revenue generated by the user fee. This will help establish a precedent of financial independence and strengthen the profiles of the KRMC and KBDC. It should also be stressed that funding for the tags should only be provided by uninterested parties who will not benefit financially from the sale of the tags.

Before a dive operator comes on board to sponsor the tags, all dive operators should agree upon this arrangement. If there is agreement, then in successive years, all parties should have equal opportunity to rotate sponsorship of the dive tags. An MOU should be drawn up describing how sponsor parties will rotate.

The KRMC and KBDC may consider allowing multiple, small donations to sponsor tags, rather than one single donor. If this is done, donation criteria should be outlined in advance. For example, a minimum donation and donor levels (ex: bronze, silver, gold, platinum) should be

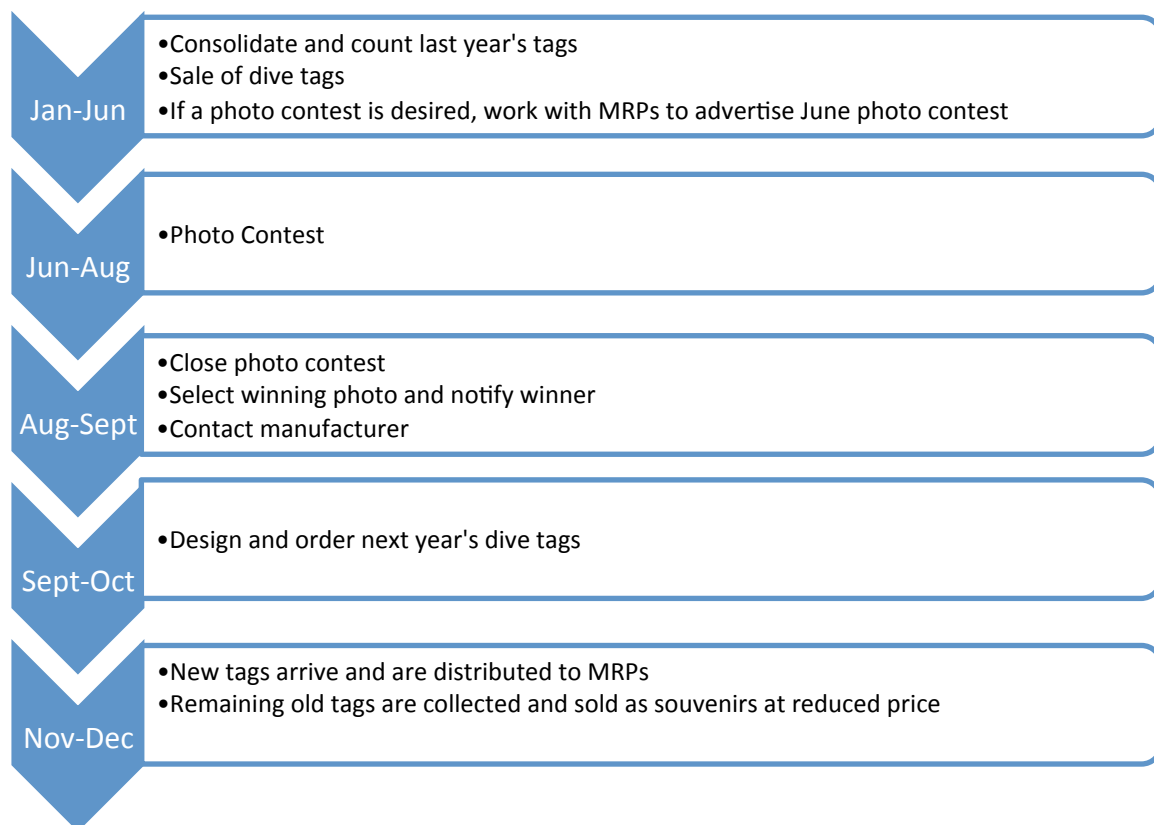
established and clearly demarcated on the website. For lower level donors, their names might be published online or in the annual report, rather than the back of the tag. This also would serve to promote the NMR website.

Dive Tag Production Timeline

This section of the manual outlines the procedural timeline that CORAL has followed to produce and manage the distribution of the Namena Marine Reserve dive tags.

From 2004-2012, CORAL has subsidized dive tag production costs, but from 2013 onward, the KRMC and KBDC will be increasingly responsible for overseeing these steps. Although the KRMC/KBDC may change some steps, this provides the framework, tools, tips, and contacts that have been used in the past.

Summary



Recommended Roles

Activity	Current Party	Recommended Party
1. Organizing contest with operators and divers for dive tag photo	CORAL	KBDC- Marketing/ Photo Contest Manager
2. Securing funds to pay for dive tags	CORAL	KRMC- Treasurer/ KBDC-

		Dive Tag Manager
3. Ordering dive tags	CORAL	KBDC- Dive Tag Manager
4. Writing customs letter	CORAL and KRMC	KBDC and KRMC Chairs
5. Receipt of dive tags	CORAL	KBDC- Dive Tag Manager
6. Distribution of dive tags	CORAL	KBDC- Dive Tag Manager/ Rep in Savusavu

June- September: Dive Tag Design

Responsible Party: KBDC- Dive Tag Contest/ Marketing Manager

1.1) **June 1 – PHOTO CONTEST**

Send out photo contest promotion flyers with deadlines, copyright agreements, and contest details (to be emailed, printed, and/or posted online) to:

- Tui Kubulau
- KRMC/KBDC
- CORAL
- WCS, WWF and other NGO's
- FLMMA
- USP/ IAS and FNU
- Namena Marine Reserve website
- All Namena dive operators and liveboards
- Savusavu hotels
- Fiji Hotel and Tourism Association
- Other Tourism Providers

a. Details include:

Namena Marine Reserve Photo Contest; June 1 – August 15

All photos must be from Fiji, preferably Namena. Photographers may submit up to five original photos and associated copyright agreement. If contacted, a high-resolution version must be submitted by September 1. The winner will receive a dive tag with their winning photo. Vinaka vakalevu!

b. Photo copyright agreement can be found in [APPENDIX A](#).

1.2) **June 1-August 15 – Dive tag contest manager receives all photos and copyright agreements.**

- a. Dive Tag Contest Manager designates an email to which submissions can be sent. This email address has an auto-respond message acknowledging receipt of the submission and expected timeline for selecting and announcing the winner.
- b. Dive Tag Contest Manager tracks all submissions and photos so that at the end of the contest, the best photos can be easily assessed. This could be done through a folder in an email or on their computer.

1.3) **August 16 – Top five photos are selected and photographers contacted.**

- a. Select top five photos based on dive tag criteria list; see [APPENDIX B](#). Ensure that animal is not a repeat of past years' tags found in [APPENDIX C](#). It is recommended that an active document be kept containing all past and present dive tag pictures to avoid duplication.

- b. Contact the photographers for high-resolution versions (several MB) and let them know the high-resolution version must be submitted by September 1. Ask what the common name of the animal/fish is for identifying purposes.
- c. Ensure copyright agreements have been filled out for those top five photos.

1.4) *September 1 – WINNING PHOTO IS SELECTED*

- a. All photographers are emailed thanking them for their participation, encouraging their participation next year, and letting them know if they won the photo contest. Remind the winning photographer that they will receive a dive tag with their photo on it.

August-October: Dive Tag Production

Responsible Party: KBDC- Dive Tag Manager & Unison Korea (or other manufacturer)

2.1) *August 1 – CONTACT AND CONFIRM MANUFACTURER*

Contact manufacturer with general dive tag order specifications, see [APPENDIX D](#), to ensure they will be able to manufacture dive tags for next year. If they are unable to produce dive tags then there is still time to look for another manufacturer. See [APPENDIX E](#) and/or contact CORAL for manufacturer recommendations.

2.2) *September 15 – EMAIL MANUFACTURER RE: TAG DESIGN*

Items to email to manufacturer:

- High-resolution winning photo with photographer name and animal/fish's common name. Work with CORAL to design tag if necessary.
- Dive tag order specifications; see [APPENDIX D](#)
- Request that all tags be shipped to designated Suva or Savusavu-based office.
Currently:
 - Coral Reef Alliance
8 Denison Road
Suva, Fiji
- Wire transfer form if either party's wire details have changed; see [APPENDIX F](#)
- Send Adobe Illustrator file and jpg proof of last year's dive tag if you're working with new manufacturer; see [APPENDIX G](#).

Items to request from manufacturer:

- Adobe Illustrator file and jpg proof of draft dive tag with next year's high-resolution photo incorporated.
- Production turn-around time i.e., when will the tags be shipped and mailed.
- Dive tag invoice with number of dive tags and zip ties provided, and address where the tags will be mailed. (**NOTE:** it is important that the recipient organization or individual is registered with FIRCA customs and submits a customs concession request in advance to avoid legal hold ups. Please see FAQs: Production and Distribution sections for more information on this).

2.3) *September 15-30 – FINALIZE DIVE TAG PROOF AND INVOICE AGREEMENT*

Come to agreement with manufacturer regarding dive tag proof regarding: logo adjustments, wording, or photographer name placement etc.

- a. Currently, the manufacturer, Unison Korea is providing free zip ties with the dive tag order
 - i. If current manufacturer does not offer zip ties, KBDC will need to order them. The dive tag hole is 4mm diameter and Unison Korea currently provides zip ties that are 100mm x 2.5 mm.
- b. Come to agreement on invoice costs, mailing, and wire transfer details.
- c. Manufacturer will attach Fiji customs invoice letter with shipment to reduce Fiji customs delay and customs costs. **Note:** While CORAL has been the entity that has paid for the tags, the invoice letter had expressed that the dive tags are a **gift**. This may not be an option once the KRMC/KBDC are paying for the tags themselves. Consultation with the Fiji Environmental Law Association should be conducted in order to move forward in the most reasonable and lawful way.

2.4) September 30 – SEND APPROVAL EMAIL AND PAYMENT TO MANUFACTURER

- a. Approve dive tag proof and keep a copy of the Adobe Illustrator and jpg proof for your records.
- b. Send KRMC's customs invoice letter to aid dive tag shipping into Fiji; see **APPENDIX H**.
- c. Send dive tag payment to manufacturer using wire transfer details.
- d. Ask manufacturer to email Dive Tag Order Manager when the dive tags are shipped.

2.5) October 1-31 – DIVE TAGS ARE SHIPPED

- a. Manufacturer sends dive tags to Suva.

November: Dive Tag Distribution

Responsible: KBDC/ KRMC Dive Tag Manager

3.1) November 1-15 –DIVE TAGS ARRIVE AND ARE PROCESSED THROUGH CUSTOMS

3.2) November 1-15 –DIVE TAGS RECEIVED

- a. KBDC properly documents that they received dive tags.
- b. KBDC sends manufacturer an email stating they've received the dive tags and zip ties.

3.3) November 1-15- DIVE TAG SENT TO WINNING PHOTOGRAPHER

- a. KBDC sends a thank you note along with dive tag to winner.

3.4) November 16-30 – DIVE TAG DISTRIBUTION

- a. KBDC distributes tags to Savusavu representative, and sells them to operators and other partners.
- b. KBDC properly documents distribution of dive tags and collects necessary information about recipients.
 - i. Which distributor
 - ii. How many per distributor
 - iii. Additional demographic information collected from MRP about the dive tag purchasers
- c. Remaining tags are held by KBDC in Suva and a KRMC or KBDC rep in Savusavu to be sold and distributed as necessary throughout the year.
- d. Dive tags should be sold on a cash on delivery basis.

December-January: Consolidate Last Year's Tags
Responsible Party: KBDC/ KRMC Dive Tag Manager

- 4.1) December 20 - January 15 –LAST YEAR'S DIVE TAGS PICKED UP; new year's dive tags may be provided if the visitor purchases the tag in the last two weeks of December**
- a. KBDC Dive Tag Manager picks up last year's dive tags and any outstanding payments.
 - b. KBDC documents and crosschecks unsold dive tags against dive tag distribution list from last year.
 - i. Remaining dive tags are sold at FJ\$5 as souvenir tags to KBDC members and at outlets around Fiji.

Throughout the Year: Ongoing Sales and Tracking
Responsible Party: KBDC/ KRMC Dive Tag Manager

- 5.1) January- June – SALES OF DIVE TAGS ONGOING**
- a. KBDC Suva and Savusavu reps manage sales of Dive Tags to MRPs, yachts, and as needed to other customers.
 - b. KBDC Dive Tag Manger and KRMC Treasurer track accounting of tag sales and profits.
 - c. The distributor who receives the funds will deposit the money into the WestPac account and will work with the KRMC to allocate the funds according to previous agreement.
 - d. An annual report describing how many dive tags were sold and where the money was allocated to should be developed by the KBDC and KRMC.

Dive Tag Considerations/FAQ

Design

What should the dive tag look like?

It is recommended that the design of the dive tag be similar to those produced in past years to maintain continuity and brand.

Different styles and materials have been used over the years from metal tags to thin plastic to the current 'poker chip' style tag. The current style has been found to have the best value for money. Metal tags last long and look nice, but are very expensive and tend to yellow with age. The thin plastic tags were cheap to produce locally, but deteriorated quickly and were unpopular with customers. In use since 2012, the 'poker chip' tags, produced in Korea, are cost effective, long lasting, and professional looking. These are produced by the same manufacturer that makes the dive tags used in the Bonaire Marine Park.

What photo should we use?

The photo should be of an image from Fiji, preferably Namena and should avoid duplication of animals featured in past tags, found in [Appendix C](#). To do so, it is recommended that an active document with all past and present dive tag pictures be kept.

Do we need to get permission to use the photo?

It is necessary to get written permission from the photographer before producing the dive tags. Photographers participating in the dive tag contest should submit a release form along with their photo. A copy of CORAL's release form can be found in [Appendix A](#). This form can be edited for use by the KRMC or KBDC.

Production

From which manufacturer should we purchase tags?

As mentioned above, a number of different manufacturers have been trialed over the years. Since 2012, the tags have been purchased by Unison Korea. Which manufacturer is used is a matter of preference and cost benefit for the future Dive Tag Manager, KBDC, and KRMC to consider. If high quality dive tags can be produced locally and more cheaply through another manufacturer, then that might be preferable.

Other considerations to keep in mind:

- Can the manufacturer produce and ship the tags in a timely and efficient manner?
- Do they have experience with this type of product? Can they provide a sample?
- How long will their product last without becoming damaged or look faded?
- Are they easy to communicate with and respond promptly to emails or calls?

- Do they manufacture tags in batches of 500s, 1000s? Is there a minimum order?
- Are they able to produce a mock-up quickly and without too much back and forth?
- Do they provide zip ties along with the tags?

How many tags should we order?

This number is an estimate of how many tourists are expected to visit Namena in the coming year. It is better to have ordered too many tags than not enough, since multiple orders and shipments are costly. However, excessive numbers of left over tags represent lost profit as well. The table below outlines the trends of dive tag purchases and sales over the last eight years.

Namena Marine Reserve Dive Tag Sales. Source: KRMC and CORAL records.								
Year	2005	2006	2007	2008	2009	2010	2011	2012
Tags Produced	1400	1400	1700	1700	1400	1700	1400	1400
Tags Sold	1363	1031	1183	1074	1263	1140	852*	1250 est.
* This year there was a distribution bottleneck due to leadership changeover								

Tags have been ordered in batches of 1400 and 1700, but no more than 1363 have been sold in any year to date. It may be that with increased marketing and tourism to this region that dive tag sales will increase, however, a larger amount of tags will be needed to accommodate for the demand.

If we order tags from outside Fiji will we be charged customs or VAT?

The short answer: **Yes.**

In the past, customs officers in Savusavu or Suva were given authority to waive VAT and customs charges and they often did because they were aware of conservation and philanthropic goals of the Namena Marine Reserve. As of early 2012, these laws have been changed and all merchandise of any value is subject to taxation. Because the invoice that accompanies the package will reflect the value of the dive tags (the current value of tags ordered from Korea is US\$2,600) it is unlikely that VAT will be waived in the future. Customs fees, however, may be waived if the support letters similar to those in APPENDIX H are given.

Distribution

How can we get tags through customs quickly?

To expedite passage of the tags through customs, the recipient or recipient organization must be registered with Customs (FIRCA) and should submit a customs concession application in advance of the arrival of the tags. The recipient organization may be Namena Marine Reserve or the KRMC, but this organization will require a Tax Identification Number (TIN), customs registration, and approval from the Ministry of Finance. This should be done well in advance of the arrival of the tags.

Another option is to have the tags mailed to someone in a government agency, such as fisheries, tourism, or environment. If this route is taken, an MOU should be drawn up with the relevant government agency to clarify the roles and expectations of each of the parties. This option will also minimize VAT or customs charges on the tags and may speed up the processing time.

Which clients should receive Dive Tags?

All clients regularly diving at the Namena Marine Reserve should be contacted in November when the tags arrive to purchase their first batch of tags for December and the New Year. These include:

L’Aventure Divers (Jean-Michel Cousteau Resort)	Namale Resort
Moody’s Namena Resort (or new owner)	Greenforce
Nai’a Cruises	CORAL
Island Dancer Cruises	Tui Tai Adventure Cruises
WCS	KoroSun Divers
Suva Scuba	

It would also be wise to contact USP/IAS and the Savusavu Yacht Club to inquire if they would be interested in purchasing tags for clients.

Who should distribute tags?

CORAL and KBDC have managed this but going forward it will be managed largely by the KBDC (or a Dive Tag manager). KBDC might choose to manage the distribution of tags to MRPs based out of Suva and Viti Levu, or it may be easier to manage out of Savusavu and Namena.

There should also be a resident agent in Savusavu or at Moody’s Namena (if the new owners are amenable) who is able to sell and distribute tags. This might be a KBDC member or KRMC member or someone who is employed as an agent. Additionally, there are a number of private yachts that come to Namena every year directly from Savusavu. The agent based in Savusavu should have a phone number posted at the Yacht Club and advertised through immigration so that newcomers can contact him or her to purchase dive tags.

Sales & Management

How much should we charge for tags?

As mentioned in the section on **Rate Increases**, since 2003 the user fee has been raised from FJ\$2 to FJ\$30 per year. This increase was negotiated with stakeholder consensus from dive operators.

While some stakeholders have been supportive of the higher fees, others argued that it could negatively impact their business, driving more clients to dive at sites where no fees are charged such as the nearby Somosomo Strait. There is a danger that if the rates are raised too high, the NMR may lose business. It should be noted that some operators charge their clients more than others to do these dives, and some clients may be more willing to pay than others.

Thus, it is recommended that the FJ\$30 dive tag fee be maintained for a minimum of 2-4 years (2015-2017) before another rate increase is considered. In 2013 a Fiji-wide "Willingness to Pay" survey was conducted, results of which will inform the future rate increases. Additionally, a schedule for reviewing the fee that considers management needs, community desires, and stakeholder concerns should be established. The review schedule should correspond with a scaled increase that operators and managers have agreed upon so that they know when the dive tag price will increase and by how much.

Appendices

Appendix A: CORAL's Photo Copyright Agreement

351 California Street, Suite 650
San Francisco, CA 94104
www.coral.org

Phone: (415) 834-0900
Fax: (415) 834-0999
info@coral.org

Photography License

License. I hereby grant to the Coral Reef Alliance, its successors, assigns, or other designees (hereinafter "CORAL") the irrevocable perpetual, nonexclusive license to reproduce, distribute, display, and create derivative works (along with a name credit) of the photograph(s) described in Exhibit A (collectively the "Works"), in connection with the 2013 Namena Marine Reserve Dive Tag, without additional compensation, in any media now or hereafter known, including, but not limited to: calendars, newsletters, brochures, flyers, posters, and reports; at exhibitions, tradeshows, and events; in presentations, online, and in promotional products; and to identify me, or not to identify me, as one or more authors of or contributors to the Works or any portion thereof, whether or not the Works or any portion thereof has been modified. I further waive any "moral" rights, or other rights with respect to attribution of authorship or integrity of the Works that I may have under any applicable law, whether under copyright, contract, tort, unfair competition, trademark, or any other legal theory, with respect to any use or exploitation of the Work.

Releases. I represent and warrant that I have obtained all authorizations, releases, clearances, and consents from others that may be required in connection with use of the Work ("Releases"), including without limitation (i) written releases from individuals appearing recognizably in the Works; and (ii) if any pre-existing copyrighted works are included in the Works, licenses from the copyright owners of such Works.

Assurances. I represent and warrant that (a) I possess or have obtained all rights to the Works necessary for the grant of these rights, (b) this agreement does not and will not conflict with or violate any agreement that I have or will have with any person or entity, and (c) use of the Works as permitted herein will not infringe upon or misappropriate any rights of any person or entity, including, without limitation, any copyrights or trademark rights or rights of privacy, publicity, and/or personality, whether statutory, contractual, common law, foreign, or otherwise. CORAL acknowledges that my representations and warranties do not apply to modifications and additions made to the Works without my participation.

Indemnity. I shall indemnify CORAL and its affiliates, officers, employees, assignees and licensees, and hold each and all of them harmless from and against any and all loss, cost, damage, liability, and expense, including attorneys' fees, with respect to any claim that, if true, would constitute a breach of any of my representations and warranties in this agreement.

Limitation of Liability. The liability of CORAL hereunder for any reason and upon any cause of action whatsoever shall be limited to \$100. In no event shall CORAL be liable to me or any third party for any indirect, consequential, special, punitive or incidental damages. Whether I deliver original or duplicates of the Works, I agree that CORAL may retain and shall have no obligation to return the Works to me.

Copyright or Credit. CORAL shall include a copyright notice or credit on or within each medium containing the Works, but I agree that CORAL shall have no liability if such notice or credit is not included.

Entire Agreement. This agreement constitutes the entire agreement between CORAL and me concerning the subject matter hereof and supersedes all prior or contemporaneous discussions, communications, and agreements, whether oral or written, between CORAL and me relating to the subject matter hereof. No amendment or modification will be effective unless it is made in writing and signed by both parties. This agreement shall in all respects be governed by the laws of the State of California as such laws are applied to agreements to be entered into by California residents and performed within California.

Print Name: _____ Email: _____

Address: _____ City: _____

State/Province: _____ Zip Code: _____ Country: _____

Phone: _____ Date of Birth: _____

Signature: _____ Date: _____

Exhibit A: Description of Work(s)

Describe each photograph in detail, including preferred credit, title of file, photo caption, date, location, and other identifying information. Use additional page(s) if necessary. Attach a disk containing the electronic files.

1. _____

2. _____

3. _____

4. _____

5. _____

Appendix B: Dive Tag Photo Criteria

PHOTO SHOULD HAVE	PHOTO SHOULD NOT HAVE
<ul style="list-style-type: none"> - Singular focus/animal - Vibrant colors - Must be from Fiji - Must look good in a circular tag design - High (several) MB quality - Proper lighting - No backscatter - Common name identified if possible - Photographer copyright license agreement signed 	<ul style="list-style-type: none"> - Really tiny animal that is not zoomed in - Background that is too blue (ie: must have proper lighting) - Same animal used recently for dive tag - Animal should not blend into the background

Appendix C: Past Years' Dive Tags



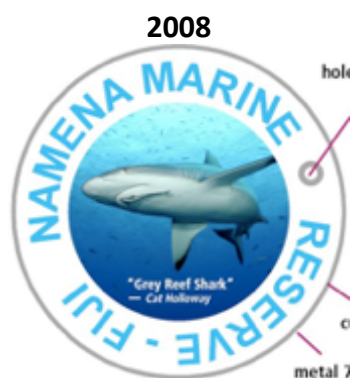
Nudibranch



Blue ribbon eel
Robert Townsend/Pam Turner



Hawksbill turtle



Grey reef shark
Cat Holloway



Malabar grouper
Johnny Singh



Pygmy seahorse
David Seifert

2011



Octopus
Mark Snyder

2012



Emperor shrimp
Todd Winner

2013



Midas blenny
Paddy Ryan

2014



Whip coral goby
Jason Vasques

Appendix D: Dive Tag Order Specifications

- Zip ties –100mm x 2.5mm (black or white)
- Dive tag size is circular and is 50.8 mm x 50.8 mm
- Dive tag hole size is 4mm
- Dive tag diameter is 2"
- Dive tag thickness is 2mm
- Tag is all plastic, no metal
- Make sure the manufacturer puts the photographer's full name on the photo
- Common name of the animal is featured and identified correctly on the dive tag.
- Make sure photographer credit and common name is not written on/over the animal. Preferably this information should be near the bottom of the tag as to not distract from the "Namena Marine" title at the top of the tag.
- Correct tag number range from 1-1400 (if you order 1400 tags)
- Correct year for the dive tag and expiration date of the dive tag (i.e. if tag is for 2013, then that is the correct year for the dive tag and expiration date year is also 2013)

Appendix E: Contact Info for Dive Tag Manufacturers

Name: Kevin Shim	Email: unisonkorea@naver.com
Company: Unison Korea (Korea)	Phone: +82070 4007 8408

Year produced: 2012, 2013 & 2014

Tag style: Flat round thick plastic, 50.8x50.8 mm

Cost per dive tag with shipping: approximately FJ\$3.50

Comments: Recommend sticking with this manufacturer, successful Bonaire MPA recommended and uses this manufacturer for their tags, fast and responsive manufacturer, MRPs and stakeholders like these tags, includes zip ties

Name: Colin Philip	Email: colin@asiapacific.com.fj
Company: Wai Tui/Asia Pacific Management (Fiji)	Phone: +679 3363 040

Year produced: 2011

Tag style: Flat round thin plastic with laminate coating, 50x50mm

Cost per dive tag with shipping: FJ\$3.03

Comments: MRPs complained about lack of quality dive tags compared to previous years, tags were thin and flimsy without reinforced hole punch so they tore easily

Name: Julius Chua	Email: sales@sfredo.com
Company: Segafredo Marketing (Singapore)	Phone: +65 9144 0151

Year produced: 2008-2010

Tag style: Thick metal tag with rounded epoxy top, 50.8x50.8mm

Cost per dive tag with shipping: FJ\$6.14

Comments: MRPs liked the metal dive tags but the epoxy finish turns yellow over time, very expensive tags, included zip ties, 2012 dive tag quote cost FJ\$8.33 per tag

Appendix F: Wire Transfer Form

Wire Transfer Request Form

Payable To:

Choose one only:

SWIFT code: _____

ABA routing: _____

IBAN _____

Bank name: _____

Bank address: _____

Account number: _____

Other bank info _____

Date of request: _____

Total Amount (*choose one only*):

USD \$ _____

Foreign currency _____

Requested By: _____

Accounting codes: *Attach expense report if necessary*

Account line item: _____ Dept./class: _____

Account line item: _____ Dept./class: _____

Account line item: _____ Dept./class: _____

Account line item: _____ Dept./class: _____

Any other descriptive information :

_____ Number of dive tags

_____ Number of zip ties

Cost includes manufacturer dive tag development and shipping to :

Approval Signature: _____

=====

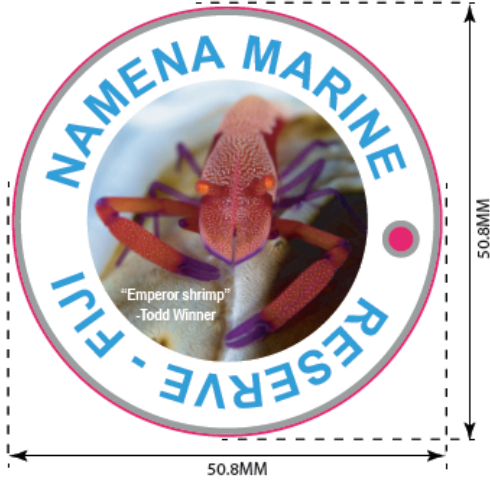
Wire transfer authorized by: _____

Transfer completed by: _____

Appendix G: Adobe Illustrator File

2012 FILE

Front



	CUTLINE/CUT HOLE(3MM)
	METAL(0.7MM)
	CMYK

Back



	CUTLINE/CUT HOLE(3MM)
	METAL(0.7MM)
	Laser (1501-3200)
	CMYK



2013 FILE



Front



Back

2014 FILE



Front



Back

Appendix H: KRMC's Sample Customs Documents

KRMC's Sample Customs Declaration Invoice



November 16, 2012

Re: Customs Declaration Invoice

Dear Customs Official,

The Kubulau Resource Management Committee is a community-based, non-profit conservation group from Kubulau, Bua. Our mission is to manage our natural resources effectively and sustainably and to promote the importance of conservation throughout our community. We are able to achieve this through collaboration with NGO partners and other stakeholders.

The Namena Marine Reserve was established in 1997 and we have been working ever since to maintain the biodiversity therein. Local dive operators are charged a small levy for dive tags, which they then issue to their clients who dive the marine reserve. Monies earned are used to/for;

- Conduct maintenance on moorings within the reserve.
- Maintain vessels and purchase fuel for patrols and enforcement within the reserve.
- Facilitate workshops and meetings to raise environmental awareness in the community.
- Sustain the scholarship fund awarded to students from the community studying at tertiary level.

We genuinely hope that you allow the dive tags to pass through Customs unrestricted. This gift from our faithful NGO partners ensures that we will continue to raise awareness for and bring tourism benefits to the Namena Marine Reserve and our beloved Fiji. Please do not hesitate to contact me with any questions or concerns you may have.

Vinaka vakalevu.

Sincerely,

Paulo Kolikata.
Chairman- Kubulau Resource Management Committee.

FIRCA Customs Declaration Form

Fiji Islands Customs Service
Application for Consignee/Exporter/Declarant (CED) Code

- 1. Full Trading Name of the Company:

- 2. Usual Place of Business:

- 3. Exact Nature of Business:

- 4. Details of Associated Companies:

- 5. Name of Managing Director/Manager:

- 6. a) Residential Address: _____
b) Mailing Address: _____

- 7. Telephone (Office): _____ Fax (Office): _____

- 8. Mobile number : _____

- 9. Tin No: _____

- 10. Name of Applicant/ Position in the Company:

- 11. Date of Submission:

- 12. Documents Submitted:

i) Company Registration Certificate	Yes/No
ii) Memorandum of Association	Yes/No
iii) VAT Registration Certificate	Yes/No

Appendix I: Namena Marine Reserve Recreational Use Guidelines



NAMENA MARINE RESERVE RECREATIONAL USE GUIDELINES

Leave only your bubbles....

1. Namena Marine Reserve Fee – All divers must pre-purchase a FJ\$30 dive tag before diving or snorkeling within the Namena Marine Reserve.
2. Fishing is totally prohibited within the Namena Marine Reserve including its 500m buffer.
3. Removing anything alive or dead from the Namena Marine Reserve is strictly prohibited.
4. Exert personal control: Do not make any contact with the corals or other parts of the reef. Always be aware of where your fins are; have the knowledge and the skills to make sure you don't damage or disturb any coral reef, sand flats, grass beds, etc.
5. Gloves: the use of gloves is prohibited in the Namena Marine Reserve.
6. Turtles, their nests, and their eggs are totally protected in the Namena Marine Reserve. Do not touch or disturb turtles when diving; stay far enough away from them so your presence does not alter their behavior. Respect nesting turtles or turtle nests: please do not anchor within 50 meters of Namenalala Island between the months of October and March. Namena is one of the last known Hawksbill nesting sites in Fiji – Let's make sure it stays a safe haven for these magnificent creatures.
7. Whales and dolphins: stay at least 100 meters away, stay at or below 'no-wake' speed, and stay on course parallel to the whales or dolphins. Always allow the animals to control the encounter, and leave the area should they appear agitated.
8. Use only the night-dive markers provided, do not drop weighted lines on to reef tops.
9. Do not jeopardise the reef for a good photo or video opportunity.
10. Do not throw rubbish overboard or on the beach. If you come across litter, pick them up and dispose properly.
11. Do not empty the bilge, used detergents, nor dispose of any oil or fuel or any other chemicals while within the Namena Marine Reserve.
12. It is prohibited to feed the fish within the Namena Marine Reserve.
13. You are required to seek a permit from the Kubulau Resource Management Committee before you install a mooring of any kind. They will need to approve the design and location.
14. Anchoring is not allowed. The Namena Marine Reserve is to be respected as an anchor free zone. Regulations for use of public buoys (the white color marker buoys):
 - First come first serve; the buoy cannot be reserved.

- Boats longer than 110 feet (33.5 meters) or weighing more than 150 tonnes cannot tie on to the buoy.
- Only one boat per buoy.
- Time limit on a buoy if another dive boat is waiting to dive the site is maximum two hours.

Regulations on **how to tie to a buoy**:

- Always tie from the bow.
- The tie on line should not be shorter than 100 feet (30 meters).

Regulations for how to **navigate** in the Namena Marine Reserve:

- Always navigate on the seaside of the mooring buoys in the dark blue water.
- Pass slowly at least 300 meters away from a boat tied to a buoy.
- The international 'rules of the road' for how to avoid collision should be adhered to in the waters of the Namena Marine Reserve.

As a courtesy to the Moody's Namena, who help us monitor compliance of the reserve, all vessels should identify themselves upon entering Namena Marine Reserve via radio channel 14.

Appendix J: Contact Info for Dive Tag Operators

Name	Company	Email	Phone
Johnny Singh	Jean-Michel Cousteau Resort	mjohnnysingh@gmail.com	
Rodney Simpson	L'Aventure Fiji Divers	laventurefiji@connect.com.fj	+679 946 8839
Colin & Janine Skipper	KoroSun Resort	korosundive@connect.com.fj	+679 885 2452
Nigel Simpson	Moody's Namena	moodysnamena@connect.com.fj	
Emosi Baravilala	Namale Resort	divemaster@namaleresort.com	
Chad Sinden	Greenforce		+679 780 4553
Alexx Edwards	Nai'a	alex@naia.com.fj	+679 345 0382
Peter Hughes	Island Dancer	phdfiji@connect.com.fj	
	Blue Lagoon Adventure Cruises	sales@blc.com.fj	+679 666 1622
Tige Young	Tui Tai Cruises	tige@tuitai.com	
Greg Buxton	Suva Scuba	greg@suvascuba.com	+679 927 9938