



Solomon Islands Government

**MINISTRY OF FISHERIES AND MARINE RESOURCES  
P. O. Box G13  
Honiara**

**DRAFT  
MFMR CORPORATE PLAN FOR 2012-2014**

**FOREWARD by Hon. Xxxxxx REDO**  
**Minister for Fisheries and Marine Resources**

I am delighted to be able to introduce the Ministry of Fisheries and Marine Resources' Corporate Plan for 2012/14.

This plan sets out our programme for the next three years, and the targets we are committing to meet in each area of work. We will improve services for our stakeholders while continuing to provide the enabling environment for the development of the fisheries sector.

The past three years have given us a good foundation to build upon. We have built efforts in both inshore and offshore fisheries. The Ministry has improved its revenue collection base and many of our stakeholders and partners feel that we have improved greatly.

Over the next three years, we will **increase market access for our rural fishers.**

We will also **grow livelihoods through sustainable coastal aquaculture development.** Our national aquaculture plan will guide us in these undertakings.

We also want to see our resources used sustainably and will be working to **improve health of our fisheries and marine resources.**

We believe we can earn more from the use of our resources. We will **grow our economy through sustainable fisheries investments.**

We also believe that all vessels fishing in our waters must conduct themselves according to our laws. We will therefore strive to **enforce our laws fairly and effectively.**

To achieve these commitments, the ministry must build the capacity of its staff and its partners. We therefore will **provide relevant capacity development to our staff and partners in fisheries development.**

To deliver these priorities, the Ministry has developed four fisheries programmes serviced by five key divisions.

I am very much looking forward to tackling these challenges

## Introduction by Dr Christain Ramofafia REDO Permanent Secretary

The Ministry of Fisheries and Marine Resources (MFMR) has clear ambitions to be excellent. Excellent in terms of delivering the aspirations set out in this Corporate Plan but also in making a genuine difference to the lives of people who are dependent on fisheries and marine resources for livelihood.

To do this, MFMR must work in harmony with its stakeholders. This means that we need to understand fully our stakeholders and their needs. Through the pioneering work that the Minister has referred to in his introduction we now have a fair idea of where we are now than ever before. We must use this knowledge to map out the future needs of the fisheries sector. We must design services around the sector's needs, whether they are country-wide or tailored to particular province or community, providing choice wherever possible. We must ensure our stakeholders and investors are given the opportunity to grow their businesses. Also our communities must be given the opportunity to improve their quality of life.

The MFMR itself has to be an organization fit to rise to this task. Our staff need to be valued and developed to enable them to adapt continually to the challenges that providing services to our stakeholders present. We must adopt ways of working that concentrate on the **priorities set out below** to ensure we can plan for the future, deliver efficient service and focus on key areas of work that further the development of the fisheries sector.

We cannot do this alone. We need to work closely with all our partners in the country; public, private and the community and the NGO sector. We all have to work in harmony.

The Mekem Strong Solomon Islands Fisheries (MSSIF) programme funded by New Zealand will support MFMR in achieving its goals and aspirations.

Our success will be measured by how well we have delivered on the **priorities and our respective strategies set out in this Corporate Plan** and in Agreements that we have developed with our partners.

It is an exciting prospect and one that MFMR is looking forward to delivering.

# Part 1

## Our Priorities<sup>1</sup>

- ✓ Improve market access for our rural fishers
- ✓ Grow livelihoods through sustainable aquaculture development
- ✓ Improve health of our fisheries and marine resources
- ✓ Grow our economy through sustainable fisheries investments
- ✓ Effective enforcement of our fisheries laws
- ✓ Increase skills and knowledge of partners in fisheries development

The key outcomes of these priority actions of the Ministry are:

- The orderly development and quality management of Solomon islands fisheries and marine resources; and
- Solomon Islands receives maximum economic and social benefits from the sustainable use of its fisheries and marine resources.

**The Ministry will provide effective and efficient management systems to achieve these outcomes.**

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<sup>1</sup> The six priorities provided here are translated from the policy objectives for the fisheries sector as contained in NCRA Government's Policy Document. This translation is provided in Appendix 1.



## **PRIORITY ONE**

### **Improve market access for our rural fishers**

The livelihoods and the social wellbeing of coastal and inland communities depend heavily on markets being available for the fish harvested by these communities. Outlying provincial communities have limited access to major population centers and even local markets because of travel and poor handling of local seafood.

MFMR will undertake studies on what is stopping rural fishers from supplying markets such as Honiara and putting forward suggestions as to how commercial and local fishers can work together to improve the livelihoods of rural communities. This will be done through looking at fisheries marketing facilities and improving interisland transportation systems.

**MFMR will ensure that the role of women in the value chains of inshore fisheries are provided with training and to be gender sensitive in developing and implementing fisheries programmes.**

MFMR will also improve services to provinces, fishing centers and rural communities including fishing gears and technology appropriate through a Provincial fisheries development programme with active participation by local communities.

[photo

**We will achieve improved market access for our rural fishers through strategies to:**

- improve fisheries marketing facilities and infrastructure;
- improve interisland transportation systems; and
- improve fisheries services to provinces and rural communities.

**Success for improved market access for rural fishers will be:**

- rural fishers will experience fewer constraints to access markets;
- rural fishers will be able to sell more fish;
- rural fishers will be able to transport their fish to market in better condition;
- **greater understanding of gender roles within inshore fisheries;**
- transportation of fish from rural areas to market will be more efficient; and
- increased fish consumption.

## 1.1 Improve fisheries marketing facilities and infrastructure

In key population areas there are markets for local fish commodities. However, these markets are overcrowded with poor sanitation, limited water supply and fish handling practices. Coastal communities in outer islands have little opportunity for selling their fish commodities to improve their income.

MFMR will investigate the performance of the Honiara central market with the view to building an integrated strategy with other ministries and stakeholders for improving facilities, training of fish buyers and sellers in post harvest handling of fish commodities and consideration of transport of fish from other Provinces. This will be supported by marketing and trade strategies and databases.

MFMR will also conduct value chain analyses of key inshore commercial fisheries to improve understanding of sea to table linkages and to provide a focus for policy and management activities.

[photo]

### Strategy 1.1 will lead to:

- fishery centres providing effective fisheries services to provincial governments, local communities and commercial fishers;
- **gendered** fish value chains models applied for small scale producer networks;
- a national marketing and trade strategy implemented for inshore fisheries; and
- a marketing and trade information database used in MFMR decision making.

### We will have succeeded if, by 2014:

- MFMR has improved **value** chains for rural fishing communities; and
- fisheries centres are effectively supporting the marketing of fish commodities.

## 1.2 Improve interisland transportation systems

The nature of the Solomon Islands is the large distances and numerous islands where fish commodities are harvested. These are serious constraints for the development of commercial fishing. Collection and distribution of fish to markets are key to supplying the larger population areas **building livelihoods and improving food security**.

The current arrangement for the transport of fish commodities is either by fishing boat or ferries. Collection of product from numerous communities and transporting over large distances is costly, with little incentives for commercial fishers to expand their activities.

MFMR will build a policy and strategic approach that involves the private sector in partnership arrangements with fishers and local communities.

[photo]

### Strategy 1.2 will provide:

- commercial and community fishers **with** improved ability to transport fish commodities to Honiara and other provincial centre markets; and

### We will have succeeded if, by 2014:

- rural fishers have better access to fisheries markets in Honiara and other urban centres; and
- improved interisland transport logistics through private sector involvement.

### **1.3 Improve fisheries services to provinces and rural communities**

The SIG has an important strategy for economic growth and development in the provinces through placing economic growth centres (EGC) in the provinces. MFMR will ensure the integration of their fisheries programmes with that of the SIG EGCs and provincial development plans.

The ability of community fishers to take advantage of improved fisheries management and provision of fish aggregating devices (FADs) will be improved by providing appropriate fishing gear and training if required.

MFMR will develop our fisheries centres to provide the services needed **to support and** promote growth and investment in community based fisheries through integration of activities with that of Provincial governments.

To undertake such activities the Ministry, through its Provincial Fisheries Division will develop and implement a Provincial Fisheries Development Programme built on participation by fisheries staff, donors, NGOs and communities.

[photo]

### **Strategy 1.3 will provide for:**

- more community fishers using better fishing gear to access FAD and other inshore resources; and
- a Provincial Fisheries Development Programme facilitating fisheries use of provincial growth centres.

### **We will have succeeded if, by 2014:**

- increased use of fishing gear by community fishers using FADs as an alternative to coral reef fishing; and
- fisheries sector featured prominently in provincial development plans and annual plans.

## PRIORITY TWO

### Grow livelihoods through aquaculture development

There are considerable aquaculture development opportunities within the country which can contribute significantly to increases in livelihoods and the nation's economy. This potential is yet to be fully realized with past development programmes focusing primarily on natural fisheries.

The Ministry will ensure policies and regulations provide an environment that is conducive for sustainable aquaculture development and management. This has been demonstrated with the development of the Solomon Islands National Aquaculture Development Plan (2009-2014) and the nations Tilapia Aquaculture Action Plan (2010-2015).

The Solomon Islands National Aquaculture Centre (SINAC) has been recently built and commissioned through funding support from OFCF. The initial hatchery component of the SINAC will focus on the cultivation of sea cucumber for restocking. The development of this facility will enable the ministry to further develop aquaculture programmes through applied research, training and capacity building within the nation.

The Ministry will further establish a "one stop-shop" service as a strategy to attract commercial investor into Aquaculture in the Solomon Islands.

We will grow livelihoods through aquaculture development with strategies to:

- progress aquaculture development of priority species;
- build a national Aquaculture Centre supporting the fisheries and marine resources sector; and
- develop environmental risk assessment protocol for imported freshwater and mariculture fish species.

Success for growing livelihoods through sustainable coastal aquaculture development will be increased by:

- employment in the formal and non-formal fisheries sector;
- income for fisher families;
- food security for fisher families;
- standard of living for fisher families; and
- community participation in aquaculture activities.

## **2.1 Progress aquaculture development of priority species**

The Ministry in collaboration with various stakeholders have identified key potential aquaculture commodities for development under the National Aquaculture Plan.

The Ministry will continue to expand and develop these priority commodities by building local capacity and encourage partnership with local communities, commercial investors and with National, Regional and International organisation.

The Ministry believes on creating partnership and collaboration to implement its National Aquaculture Plan. The Ministry is putting in place appropriate infrastructures, organisations systems and building capacity of staff within the Ministry to ensure the coordination and successful future development of aquaculture.

New species will be assessed and pilot programmes developed and expanded if suitable outcomes are produced.

[photo]

### **Strategy 2.1 will lead to:**

- **sea cucumber seedlings distributed to communities for grow-out;**
- seaweed production occurring in suitable provincial locations;
- community small scale half-pearl oyster farms assessed;
- coral farming replacing wild harvest of corals; and
- **milkfish and tilapia assessed as inland aquaculture species and supported if appropriate.**

### **We will have succeeded if, by 2014:**

- greater livelihood and numbers of rural fishers farming sea cucumber, seaweed, corals, and inland aquaculture species.

## **2.2 Build a National Aquaculture Centre supporting the fisheries and marine resources sector**

The Solomon Islands National Aquaculture Centre (SINAC) has been recently built and commissioned through funding support from OFCF and is located within the ministries Honiara compound.

The initial hatchery component of the SINAC will focus on the cultivation of commercial beche-de-mer for restocking however in the longer term the centre will be used to further assess and develop additional species specific aquaculture programmes.

The Ministry will promote increased staff knowledge, skills and capacity to operate and manage this facility are priority goals for the ministry over the next several years.

Partnerships with local and regional agencies to expand the activities of this facility will be developed.

[photo]

### **Strategy 2.2 will provide for:**

- a National Aquaculture Development Plan;
- MFMR staff trained to effectively manage the Solomon Islands National Aquaculture Centre (SINAC);
- A policy framework for stock enhancement of key commercial species; and
- National Aquaculture Centre operational and built into the workplan of MFMR

### **We will have succeeded if, by 2014:**

- a National Aquaculture Centre providing essential services to the aquaculture industry of Solomon Islands and facilitating the growth of new industries.

### **2.3 Develop Environmental Risk Assessment Protocol for imported freshwater and mariculture fish.**

The Ministry is taking into account Bio-security as a high priority to avoid introduction of any invasive species. Establishing appropriate policy and regulatory framework (including infrastructure and equipments) will ensure preparedness to manage any risk associated with this trade.

Development of such framework will not be treated in isolation with development of freshwater aquaculture and mariculture to meeting our National aquaculture goal(s).

**Strategy 2.3 will lead to:**

- environmental risk Assessment Protocols applied to aquaculture species.

**We will have succeeded if, by 2014:**

- informed decisions are made with regards to importation of foreign fish species; and
- no translocation within the nation.

[photo]

## PRIORITY THREE

### Improve health of our fisheries and marine resources

The right of our future generations to have access to marine resources depends entirely on availability of marine resources and how successful we can manage and use our Resources today. With increasing pressure and threats from increasing population and climate change, the Ministry is working in collaboration with its stakeholders to improve and secure health of our fisheries activities and marine resources through its inshore and offshore divisions.

The Ministry has developed its National Inshore Strategy and captures priorities identified by the Ministry under five pillars. Approaches will emphasize a multi-sectoral approach to implement the principles of ecosystem approach to fisheries management (EAFM).

A similar approach has been taken for the offshore fisheries division through a National Offshore Fisheries Strategy.

Also the ministry is working in collaboration with its key stakeholders to build capacity among communities to engage and manage their own resources. This initiative will be supported by leadership and **gender sensitive** intuitional strengthening at all levels. Marketing opportunities for small scale farmers and fishers is included within this strategy.

We will improve health of our fisheries and marine resources with strategies that will:

- improve health of our inshore resources;
- improve health of our offshore resources; and
- ensure that climate change impacts on fish stocks, fisheries and marine resources sector are considered in the planning and management of SI fisheries.

Success for improved health of our fisheries and marine resources will be:

- reduced destruction of coral reef and mangroves habits;
- reduced harvesting at spawning aggregation sites;
- sustained stock numbers in fisheries; and
- reduced use of destructive fishing practices.

### 3.1 Improve health of our inshore fisheries resources

It is important that the Ministry implements the fisheries component of the Inshore Strategy, as this policy document captures the national priorities and programmes that would support and meet the national priority of “improve health of our inshore fisheries and marine resources”.

The Ministry has been strengthened through support by the New Zealand Aid support, and the OFCF programme by construction of a new office complex and a national hatchery that are valuable infrastructure to meeting priorities under the inshore strategy. Also, the re-structuring of the Ministry organizational structure into having an inshore and provincial division will increase capacity to meeting MFMR obligations.

The Ministry will develop fishery management plans for key commercial species and support the role-out of **gender sensitive** community based resource management plans in selected provinces.

[photo]

**Strategy 3.1 will provide for:**

- community based resource management operating in selected provinces;
- FADs reducing impacts on reef fisheries and inshore habitat; and
- fishery management plans for key commercial species approved and implemented.

**We will have succeeded if, by 2014:**

- provincial governments are managing their marine resources better;
- communities have greater participation in the management of their resources; and
- key commercial fisheries managed sustainably.

3.2

### **3.2 Improve health of our offshore fisheries resources**

The Ministry will implement the fisheries component of the offshore fisheries strategy, as this policy document captures the national priorities and programmes that would support and meet the national priority of “improve health of our offshore fisheries and marine resources”.

Solomon Islands as a member of the **Parties to the Nauru Agreement (PNA) and the Western Central Pacific Fisheries Commission (WCPFC)** is obligated to implement agreed management measures for its tuna and tuna-like fisheries.

The Ministry, with support from MSSIF, will revise the current management arrangements for purse seine, long line and pole and line tuna fisheries operating within Solomon Islands fisheries waters.

[photo]

**Strategy 3.2 will provide for:**

- Improving management and development of tuna fish stocks including PNA and WCPFC management measures for tuna and tuna like species within SI fisheries waters;
- improving access agreements;
- improving bilateral negotiations; and
- updating of tuna data collection and management systems.

**We will have succeeded if, by 2014:**

- tuna stocks remain healthy by SPC Scientific Committee Standards;
- fishing in territorial and internal waters are linked to carrying capacity of the waters; and
- regional and international tuna fisheries management measures incorporated in national legislation and implemented.

**3.3 Climate change impacts on fish stocks, fisheries and marine resources sector are considered in the planning and management of SI fisheries.**

The impacts of climate change on fisheries are real and cannot be ignored. An understanding of the effects of climate change on coastal habitats, fish and therefore community livelihoods and food security will be a major policy of the ministry.

MFMR will work together with stakeholders, communities, NGOs and donors to develop a policy on climate change affecting the fisheries sector and consider what actions can be taken to offset or lessen those impacts where possible.

Importantly, MFMR must build the capacity of our people to deal with the impacts of climate change. MFMR will help build community resilience by a focus of building community awareness and possible management options into community based fisheries programmes.

[photo]

**Strategy 3.3 will provide for:**

- **including impacts** of climate change as an integral part of fisheries and marine resources management.

**We will have succeeded if, by 2014:**

- increased number of fishers and communities have greater awareness of impacts of climate change on their fisheries resources and made adaptations to reduce impacts.

## **PRIORITY FOUR**

### **Grow the economy through sustainable fisheries investments**

To date, we have not reaped the maximum benefits from the exploitation of our fisheries and marine resources. This is true with our tuna resources. This happens because a greater share of the annual catches are not landed and processed in the country.

The potential benefits to the country from onshore investment are substantial. A FFA study estimated that just adding value alone to canned tuna can secure the country about US\$50 million. However, many social and economic benefits and job opportunities come with onshore operations.

Onshore investments are to be given priority in the best interests of the nation. With our partners and stakeholders, MFMR will create an environment that is conducive for investment and within this enabling environment progress the development of our key fisheries investment projects.

New investments can make our economy grow to new heights.

We will grow the economy through sustainable fisheries investment with strategies that will:

- progress the development of onshore processing facilities in Suafa Bay on Malaita and Tenaru and Ndoma both on Guadalcanal; and
- create a conducive and enabling environment for development of the fisheries sector.

Success for growing our economy through sustainable fisheries investment will be increased:

- revenue generated from the fisheries sector; and
- employment in the formal fisheries sector.

#### **4.1 Progress the development of onshore tuna processing.**

No investment no growth. The three fisheries projects in Suafa, Tenaru and Doma are the obligation of MFMR to grow the economy. These projects will create jobs opportunities for skilled Solomon Islanders and rural communities in the vicinity of these operations.

Investment in onshore operations requires the right economic environment. SIG through MFMR needs to provide incentives to entice foreign and domestic investment in fish processing. SIG needs to provide the land, infrastructure and servicing services.

Having these onshore processing plants means that greater share of our tuna catches will be landed and processed in the country thereby increases the value of our fish and accruing greater benefits to our people.

Strategy 4.1 will lead to:

- proposals for on shore tuna production operations evaluated; and
- supporting the establishment of onshore tuna processing plants.

**We will have succeeded if, by 2014:**

- **tuna processing** factories are built and functioning with **benefits flowing to Solomon Islands.**

#### **4.2 Create a conducive and enabling environment for development of the fisheries sector**

The growth of the SI economy will rely on achieving the benefits that can be extracted from the fisheries resources within the country's fisheries waters.

Stocks of fisheries species need to be managed in the context of regional agreements where appropriate and MFMR will apply similar measures for the harvest of tuna and tuna-like species within territorial and MGA waters.

MFMR will therefore address these management issues through a national tuna management plan linked with a tuna investment strategy that provides incentives for onshore development.

[photo]

#### **Strategy 4.2 will provide for:**

- MFMR providing clear signals for foreign and domestic investment in the fisheries sector.
- SI exports of fish products to EU countries meet required standards; and
- New templates for developmental agreements implemented by MFMR.

#### **We will have succeeded if, by 2014:**

- more investment in the fisheries sector; and
- greater economic return from exploitation of fisheries resources flowing into the SI economy.

## **PRIORITY FIVE**

### **Effective enforcement of our fisheries laws**

The Ministry will develop and enforce appropriate regulations under the new Fisheries Management Act of 2012 providing the best laws to manage our precious resources.

**As the tuna and tuna like species are managed through regional agreements, the Ministry needs to ensure that our international obligations under these arrangements are enshrined in our fisheries legislation and that proper licensing and compliance mechanisms are used in all Solomon island fisheries.**

The Ministry, through trained and experienced officers with clear sets of procedures, ensures effective and fair enforcement of laws.

[photo]

We will have effective enforcement of our fisheries laws with strategies that will **improve**:

- legislative environment for fisheries management and development;
- **licensing systems;**
- **compliance system; and**
- **observer programme.**

Success for fair and effective enforcement of our fisheries laws will be increased:

- prosecution of fisheries related offences;
- revenue generated from fines related to fisheries offences; and
- compliance with fisheries laws and regulations.

## **5.1 Improve legislative environment for fisheries management and development**

The ability of the Ministry to improve the returns from our fisheries and marine resources and meet the challenges facing this sector means that the appropriate legislation need to be put in place.

The Ministry will ensure that a new *Fisheries Management Act 2011* with the powers needed to manage the fisheries and marine resources is passed by Parliament.

**Central to the powers of the new Act is the importance of fishery management plans, provincial fisheries ordinances and community based fisheries resources management.**

New legislation means the Ministry will need to make changes to regulations to improve fisheries management planning and stakeholder involvement in decision making.

[photo]

Strategy 5.1 will provide for:

- *Fisheries Management Act 2012* with powers to meet the challenges of: management and development of Solomon islands fisheries and marine resources, and international obligations;
- fisheries regulations to meet the requirements of the new *Fisheries Management Act 2012*; and.
- Provincial Fisheries Ordinances supporting local fisheries management.

We will have succeeded if:

- the *Fisheries Management Act 2012* provides the basis for effective regulations and management measures to meet community, provincial, national, regional and international obligations.

## 5.2 Improve licensing and compliance systems

The Ministry will provide effective licensing, monitoring, control and surveillance measures, VMS systems and observer programmes for ensuring that management arrangements are complied with ensuring the benefits of fisheries resources flow to the country.

As the Solomon Islands is a member of the Parties to the Nauru Agreement (PNA) and the Western Central Pacific Fisheries Commission (WCPFC) it is obligated to implement agreed licensing and compliance for its tuna and tuna-like fisheries.

Strategy 5.2 will lead to meeting the demands of a new *Fisheries Management Act 2012* and international obligations through:

- improvements of the licensing system;
- improvements of the compliance system; and
- improvements in the observer programme.

**We will have succeeded if:**

- the *Fisheries Management Act 2012* provides the basis for effective licensing, and compliance and observer systems.

photo

## PRIORITY SIX

### Increase skills and knowledge of partners in fisheries development

Fisheries development is complex and long term requiring industry, government and foreign investors and other stakeholders including NGOs to work together.

For the Ministry to be effective in undertaking fisheries management and development it requires the appropriate organisation structure and management system for the staff to provide the leadership and support to the fisheries sector.

The partners in this process require a vast array of knowledge of the pros and cons of increasing the activities within the fisheries and marine resources sector. By working together they gain an understanding of the needs of each other and learn during the process.

However, a formal and structured approach is needed to build the skill sets of partners. The role of the Ministry is to support and facilitate **gender sensitive** training, mentoring and provide opportunities for improving competency of stakeholders to achieve the skills and knowledge base need for fisheries development. The capacity development is supported by the Mekem Strong Solomon Islands Fisheries Programme (MSSIF).

We will have an increase in skills and knowledge of partners in fisheries development with strategies that will have:

- increased effectiveness and efficiency of MFMR service provision through an improved organisation structure and management system;
- provided Ministry staff with the training to work within an improved organisation structure and management system; and
- increased capacity for fisheries sector stakeholders and partners to participate effectively in fisheries development.

We will have improved skills and knowledge of partners if:

- **gender sensitive** training plan aligned with fishery sector needs implemented; and
- stakeholders recognize an increase in MFMR staff skills and knowledge.

## **6.1 Ministry Staff provided with the training to work within an improved organisation structure and management system**

The Ministry requires an effective and efficient organisation structure and management systems and staff trained to undertake the complex and long term management of Solomon Islands fisheries and marine resources.

The organisation structure will be designed to ensure that all staff are clear in their roles and responsibilities in meeting the requirements of fisheries programmes, a new fisheries Act and international obligations.

The ministry will support staff through improved financial, human resource and administration systems.

The role of the Ministry is to also support and facilitate **gender sensitive** training, mentoring and provide opportunities for improving competency of stakeholders through a training needs analysis and the application of the Solomon Island's Gender Equality and Womens's Development (GEWD) policy.

Strategy 6.1 will provide for

- **increased effectiveness and efficiency of MFMR service provision through an improved organisation structure;**
- **improved financial, human resource and administration management systems; and**
- **training needs analysis providing the needs for improving staff effectiveness.**

We will have succeeded if:

- **MFMR staff acknowledged as capable of meeting the requirements of the Corporate Plan and effectively servicing the fisheries sector.**

## **6.2 National Fisheries Capacity Development Strategy implemented.**

The fisheries and marine resources sector requires sound knowledge of the pros and cons of increasing the activities within the fisheries and marine resources sector. By working together they gain an understanding of the needs of each other and learn during the process.

The Ministry will provide opportunities for improving competency of stakeholders through the SI College of Higher Education (SICHE), School of Marine and Fisheries Studies by supporting appropriate courses.

The Ministry will be supported by the Mekem Strong Solomon Islands Fisheries (MSSIF) programme.

[photos]

### **Strategy 6.2 will lead to:**

- MFMR with improved performance in delivery of services to fisheries programmes;
- community fishers with improved fishing business operations; and
- industry stakeholders including line Ministries, national, regional and international institutions with skills and knowledge to effectively participate in fisheries management planning.

### **We will have succeeded if, by 2014:**

- more Solomon Islanders graduated with fisheries certificates, diploma and degrees from international institutions; and
- MFMR staff trained and motivated to provide the services needed for the fisheries programmes.

## OUR MANAGEMENT SYSTEMS

To facilitate the ability of the Ministry to achieve the outcomes expected by SIG and the requirements of the *Fisheries Management Act 2011*, there needs to be clarity on activities to be undertaken to meet the challenges facing the fisheries and marine resources sector and how that work is serviced by the Ministry.

The way in which the Ministry will meet these challenges include:

- *fisheries programmes* for a strategic approach for MFMR workplans;
- an *Organisation structure* for an effective and efficient service delivery framework to service the programmes (Figure 1); and
- effective and efficient *operational systems and procedures*.

We will provide an effective and efficient management system with strategies that will:

- improve operational systems and procedures;
- establish fisheries programmes for: Inshore Fisheries Management; Offshore Fisheries Management; Provincial Fisheries Development; and Aquaculture Development.
- provide an organisation structure with key Divisions and specific units to deliver the services for the four fisheries programmes.

Success for providing for an effective and efficient management system will be:

- orderly development and quality management of Solomon Islands fisheries and marine resources.



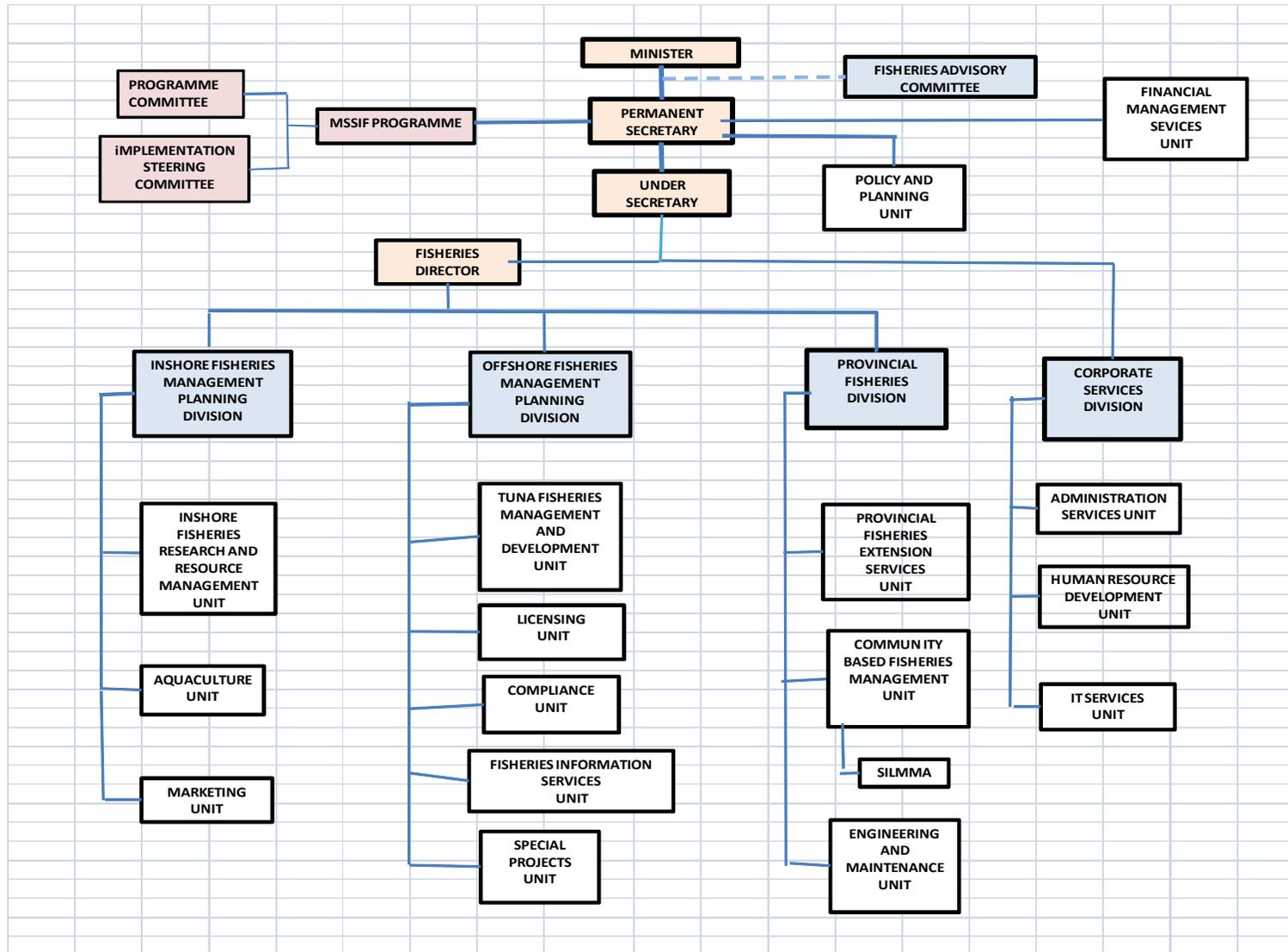


Figure 1 Proposed MFMR Organisation Structure

## Part 3

### 1. Our Corporate Plan Work Programmes for 2012

PROPOSED MFMR WORKPLAN BASED ON CORPORATE PLAN FOR 2012								
AQUACULTURE DEVELOPMENT PROGRAMME								
M&E	Corporate Plan Code	Corporate Plan Strategy	Fisheries Programme	Key Division Unit	Start	Finish	Corporate Plan Outcome	MSSIF Workplan 2012 Priorities
Priority	2	Grow livelihoods through sustainable coastal aquaculture development.						
Strategy	2.1	Aquaculture for priority species established.						
Output	2.1.1	Support operations of the sea cucumber hatchery.	Aquaculture	Aquaculture	2012	2014	National hatchery providing and distributing for grow out sea cucumber seedlings for communities.	Technical support by IFA
Output	2.1.2	Seaweed Fishery Management and Development Programme implemented	Aquaculture	Aquaculture	2012	2014	Seaweed production occurring in suitable provincial locations.	<ul style="list-style-type: none"> <li>Implement seaweed development programme through the MSSIF budget managed by the MFMR.</li> <li>Estimated cost of 3 year programme \$2.5M</li> <li>1st year \$1M, 2nd yr \$1M, 3rd yr 0.5M cost 2/3 materials,</li> <li>1/3 technical support and community consultation.</li> <li>Support industry working group to plan seaweed development programme.</li> <li>Consultancy to support the development programme.</li> </ul>
Output	2.1.3	Milkfish and tilapia assessed as Inland aquaculture species	Aquaculture	Aquaculture	2012	2012	Milkfish and tilapia assessed as Inland aquaculture species	<ul style="list-style-type: none"> <li>Work with the ACIAR project</li> </ul>
Output	2.1.4	Pearl Oyster Fishery Development Plan for small scale farming.	Aquaculture	Aquaculture	2013	2014	Community small scale pearl oyster farms established	na
Output	2.1.4	Pearl Oyster Fishery Development Plan for small scale farming.	Aquaculture	Research	2013	2014	Community small scale pearl oyster farms established	na
Output	2.1.5	Coral Management and Development Plan.	Aquaculture	Aquaculture	2012	2012	Coral farming replaces wild harvesting.	<ul style="list-style-type: none"> <li>Support industry working group to develop the plan.</li> <li>Training linked to industry and marketing.</li> </ul>

<b>Strategy</b>	<b>2.2</b>	<b>National Aquaculture Centre supporting fishing and marine resource sector</b>						
Output	2.2.1	Policy framework for stock enhancement for key species within community managed areas	Aquaculture	Policy	2012	2012	MFMR capable of supporting communities for restocking of agreed species	<ul style="list-style-type: none"> <li>• Technical support policy unit</li> </ul>
Output	2.2.2	National Aquaculture Plan	Aquaculture	Aquaculture	2012	2012	MFMR uses national aquaculture Plan for driving the Aquaculture development programme	<ul style="list-style-type: none"> <li>• Provide technical support in review of the Plan</li> </ul>
Output	2.2.3	National Aquaculture Staff with knowledge and skills in hatchery procedures.	Aquaculture	Aquaculture	2012	2012	MFMR uses national aquaculture facilities for supporting, education and training of aquaculture stakeholders	<ul style="list-style-type: none"> <li>• Facilitate skills and knowledge of aquaculture staff</li> </ul>
<b>Output</b>	<b>2.2.4</b>	<b>Infrastructure and facilities of current hatchery development plan including MFMR seafront reclamation project.</b>	<b>Aquaculture</b>	<b>Aquaculture</b>	<b>2012</b>	<b>2013</b>	<b>National Aquaculture Centre operational and built into the workplan of MFMR</b>	<ul style="list-style-type: none"> <li>• <b>Work with MFMR to prepare a infrastructure and facilities plan to meet future growth of the current site.</b></li> </ul>
<b>Strategy</b>	<b>2.3</b>	<b>Environmental risk of imported fresh water and mariculture fish managed.</b>						
Output	2.3.1	Environmental Risk Assessment Protocol for imported fresh water and mariculture fish.	Aquaculture	Aquaculture	2012	2012	MFMR applies findings of Environmental Risk Assessment Protocol for imported fresh water and mariculture fish in key fisheries.	<ul style="list-style-type: none"> <li>• Facilitate a national workshop on the findings of the risk assessment.</li> </ul>
Output	2.3.1	Environmental Risk Assessment Protocol for imported fresh water and mariculture fish.	Aquaculture	Policy	2012	2012	MFMR applies findings of Environmental Risk Assessment Protocol for imported fresh water and mariculture fish in key fisheries.	<ul style="list-style-type: none"> <li>• Support the decision making processes for the tilapia risk assessment for tilapia.</li> </ul>

INSHORE FISHERIES PROGRAMME								
M&E	Corporate Plan Code	Corporate Plan Strategy	Fisheries Programme	Key Division Unit	Start	Finish	Corporate Plan Outcome	MSSIF Workplan 2012 Priorities
Priority	1	<b>Improve market access for rural fishers</b>						
Strategy	1.1	<b>Improve marketing facilities and infrastructure</b>						
Output	1.1.2	Develop marketing and trade strategy for inshore fisheries.	Inshore	Inshore	2012	2012	MFMR implementing a national marketing & trade strategy for inshore fisheries.	<ul style="list-style-type: none"> <li>Support development of the strategy</li> </ul>
Output	1.1.4	Undertake value chain analysis for coral reef fishery for input into a management plan	Inshore	Market	2012	2012	Fish value chain models tested by MFMR and applied for small scale producer networks.	<ul style="list-style-type: none"> <li>Support MFMR Working Group to develop fishery management plan.</li> <li>Provide training in fishery management plans.</li> </ul>
Output	1.1.4	Undertake value chain analysis for coral reef fishery for input into a management plan	Inshore	Research	2012	2012	Fish value chain models tested by MFMR and applied for small scale producer networks.	<ul style="list-style-type: none"> <li>Support MFMR Working Group to develop fishery management plan.</li> <li>Provide training in fishery management plans.</li> </ul>
Output	1.1.5	Develop and test models of small scale producer networks	Inshore	Market	2012	2012	Fish value chain models tested by MFMR and applied for small scale producer networks.	<ul style="list-style-type: none"> <li>Support value chain studies of small scale producer networks for Kia and Makira (relate to 1.1.1).</li> </ul>
Output	1.1.5	Develop and test models of small scale producer networks	Inshore	research	2012	2012	Fish value chain models tested by MFMR and applied for small scale producer networks.	<ul style="list-style-type: none"> <li>Support value chain studies of small scale producer networks</li> </ul>
Strategy	1.2	<b>Improve interisland transportation systems</b>						
Output	1.2.1	Difficulties in transport identified (SWOT)	Inshore	Research	2012	2012	Commercial & community fishers have improved ability to transport fish commodities to Honiara and other provincial centre markets.	<ul style="list-style-type: none"> <li>Support working group to undertake SWOT analysis relating to the fishing communities.</li> <li>Provincial meetings.</li> </ul>
Strategy	1.3	<b>Improve fisheries services to provinces and rural communities</b>						
Output	1.3.2	Strategy to provide affordable fishing gear to community fishers and training.	Inshore	Research	2012	2012	More community fishers using better fishing gear to access FAD and other inshore resources.	<ul style="list-style-type: none"> <li>Meetings with fishers to determine priorities.</li> <li>Training workshops in selected provinces with FADs.</li> </ul>

<b>Strategy</b>	<b>2.1</b>	<b>Aquaculture for priority species established.</b>						
Output	2.1.5	Coral Management and Development Plan.	Inshore	Research	2012	2012	Coral farming replaces wild harvesting.	<ul style="list-style-type: none"> <li>Support industry working group to develop the plan.</li> </ul>
<b>Priority</b>	<b>3</b>	<b>Improve health of our fisheries and marine resources</b>						
<b>Strategy</b>	<b>3.1</b>	<b>Improve health of our inshore fisheries</b>						
Output	3.1.1	Institutional support strategy for CBRM	Inshore	PDE	2012	2012	Community based resource management operating effectively in selected provinces	<ul style="list-style-type: none"> <li>Facilitate discussion on the establishment of a CBRM Unit within MFMR.</li> </ul>
Output	3.1.2	Management plans for key commercial species developed with stakeholders	Inshore	research	2012	2014	Fishery management plans for key species implemented by MFMR	<ul style="list-style-type: none"> <li>Training on fishery management plans and the application of the ecosystem approach to fisheries management.</li> <li>Coral reef Symposium.</li> </ul>
<b>Output</b>	<b>3.1.3</b>	<b>National FAD Programme</b>	<b>Inshore</b>	<b>Research</b>	<b>2012</b>	<b>2012</b>	<b>FADs reducing impacts on reef area and inshore habitat</b>	<ul style="list-style-type: none"> <li><b>Facilitate the planning for FADs and integration with the WFC project.</b></li> </ul>
Output	3.1.3	National FAD programme and policy developed	Inshore	Policy	2012	2012	FADs reducing impacts on reef area and inshore habitat	<ul style="list-style-type: none"> <li>Facilitate the planning for FADs and integration with the WFC project.</li> </ul>
Output	3.1.3	National FAD programme and policy developed	Inshore	PDE	2012	2012	FADs reducing impacts on reef area and inshore habitat	<ul style="list-style-type: none"> <li>Facilitate the planning for FADs and integration with the WFC project. Linkage to 1.1.1</li> </ul>
<b>Strategy</b>	<b>3.3</b>	<b>Climate Change impacts on fisheries sector considered in planning and management of SI fisheries</b>						
Output	3.3.1	Climate change policy and risk management strategies and coordinate with other agencies	Inshore	Research	2012	2014	MFMR implemented climate change policy	<ul style="list-style-type: none"> <li>Fund workshop with concerned agencies on implication and action for fisheries.</li> <li>Seek SPC support.</li> </ul>
Output	3.3.1	Climate change policy and risk management strategies and coordinate with other agencies	Inshore	Policy	2012	2012	MFMR implemented climate change policy	<ul style="list-style-type: none"> <li>Support policy with technical support.</li> </ul>
<b>Priority</b>	<b>5</b>	<b>Effective enforcement of our fisheries laws</b>						
<b>Strategy</b>	<b>5.1</b>	<b>Improve legislative environment for fisheries management and development</b>						

Output	5.1.2	Fisheries regulations meet the requirements of the <i>Fisheries Management Act 2012 and international obligations</i>	Inshore	Policy	2012	2012	Improve legislative environment for fisheries management and development	<ul style="list-style-type: none"> <li>• Technical support and advice from FFA.</li> </ul>
<b>Priority</b>	<b>6</b>	<b>Increase skills and knowledge of partners in fisheries development</b>						
<b>Strategy</b>	<b>6.2</b>	<b>National Fisheries Capacity Development Strategy implemented</b>						
Output	6.2.2	Local fishers with knowledge and skills in Start Your Own Business	Inshore	Marketing	2012	2014	Community fishers improve their fishing business operations	<ul style="list-style-type: none"> <li>• Support with funding for training and development of materials to suit SI situation.</li> <li>• Visit enterprise centre in PNG to update SYOB programme.</li> </ul>
<b>OFFSHORE FISHERIES PROGRAMME</b>								
<b>M&amp;E</b>	<b>Corporate Plan Code</b>	<b>Corporate Plan Strategy</b>	<b>Fisheries Programme</b>	<b>Key Division Unit</b>	<b>Start</b>	<b>Finish</b>	<b>Corporate Plan Outcome</b>	<b>MSSIF Workplan 2012 Priorities</b>
<b>Priority</b>	<b>3</b>	<b>Improve health of our fisheries and marine resources</b>						
<b>Strategy</b>	<b>3.2</b>	<b>Improve health of offshore fisheries</b>						
Output	3.2.1	Offshore Fisheries Strategy for tuna	Offshore	Offshore	2012	2014	Offshore Fisheries Strategy for tuna implemented by MFMR	<ul style="list-style-type: none"> <li>• Technical support to DD Offshore</li> </ul>
Output	3.2.2	National Tuna Management and Development Plan incorporating EAFM principles and practice	Offshore	Offshore	2012	2012	Tuna management and development plan used by MFMR	<ul style="list-style-type: none"> <li>• Consultancy input for economic analysis and management planning</li> </ul>
Output	3.2.3	Incorporation of CMMs into national fisheries regulations	Offshore	Licensing	2012	2012	MFMR meets international fisheries obligations including WCPFC CMMs	<ul style="list-style-type: none"> <li>• Technical support</li> </ul>
Output	3.2.4	Implement PNA longline VDS	Offshore	Offshore	2012	2013	MFMR meets obligations to PNA to implement longline VDS	<ul style="list-style-type: none"> <li>• Technical support for MFMR. Possible consultancy input to support systems changes.</li> </ul>
Output	3.2.5	Review of access agreements	Offshore	Offshore	2012	2014	Critical issues re MGA fishing access by gear addressed	<ul style="list-style-type: none"> <li>• Technical support</li> </ul>
Output	3.2.6	Strategy for bilateral negotiations	Offshore	Offshore	2012	2012	MFMR successful in bilateral arrangements to improve benefits to SI	<ul style="list-style-type: none"> <li>• Technical support to develop negotiation strategy - as in 2011.</li> <li>• Possible travel to support negotiation team</li> </ul>

Output	3.2.7	Strategy for addressing issues in PNA	Offshore	Offshore	2012	2012	MFMR successful in interactions with other PNA parties improve benefits to SI	<ul style="list-style-type: none"> <li>• Technical support to develop strategies for interacting with PNA on the following issues: <ul style="list-style-type: none"> <li>*Future of USMLT</li> <li>*Future of FSMA</li> <li>*Implementing longline VDS</li> <li>*Implementing adjustments PAEs in purse seine VDS</li> </ul> </li> <li>• Support MFMR at relevant PNA meetings</li> </ul>
Output	3.2.8	Fine-tune tuna data collection and management systems to meet tuna management requirements	Offshore	Offshore	2012	2012	MFMR improved decision making from improved tuna data collection and management	<ul style="list-style-type: none"> <li>• Facilitation and technical support.</li> <li>• Consultancy input</li> </ul>
<b>Priority</b>	<b>4</b>	<b>Grow our economy through sustainable fisheries investments</b>						
<b>Strategy</b>	<b>4.1</b>	<b>Progress the development of onshore processing</b>						
Output	4.1.1	Land for loining plant for Suafa Bay released	Offshore	Offshore	2012	2014	Tuna processing plants established	<ul style="list-style-type: none"> <li>• Facilitate process. Work with FFA to support MFMR.</li> </ul>
Output	4.1.2	Investor secured to build loining plant at Tenaru	Offshore	Offshore	2012	2014	Tuna processing plants established	<ul style="list-style-type: none"> <li>• Facilitate process.</li> <li>• Work with FFA to support MFMR.</li> </ul>
Output	4.1.3	Land provided at Ndoma for Koreans to build a canning factory	Offshore	Offshore	2012	2014	Tuna processing plants established	<ul style="list-style-type: none"> <li>• Facilitate process. Work with FFA to support MFMR.</li> <li>• Potential for consultancy to provide technical expertise to review feasibility study and project proposals (refer to 4.1.6).</li> </ul>
Output	4.1.4	SSI starts packing and exporting high value tuna	Offshore	Offshore	2012	2013	Tuna processing plants established	<ul style="list-style-type: none"> <li>• Technical support for MFMR to prepare SSI development agreement</li> </ul>
Output	4.1.5	Soltai able to increase production including by establishing second shift at Noro	Offshore	Offshore	2012	2013	Tuna processing plants established	<ul style="list-style-type: none"> <li>• Technical support for MFMR to prepare Soltai development agreement</li> </ul>
Output	4.1.6	Proposals for onshore tuna production operations evaluated and supported as appropriate	Offshore	Offshore	2012	2012	Tuna processing plants established	<ul style="list-style-type: none"> <li>• Technical consultancy to train MFMR to evaluate proposals</li> </ul>
<b>Strategy</b>	<b>4.2</b>	<b>Create a conducive and enabling environment for development of the offshore fisheries sector</b>						
Output	4.2.1	National tuna investment strategy	Offshore	Offshore	2012	2012	MFMR provide clear signals for investment in offshore fisheries sector	<ul style="list-style-type: none"> <li>• Support for FFA consultancy input</li> </ul>

Output	4.2.2	Template for development agreements	Offshore	Offshore	2012	2012	New templates for offshore fisheries development agreements implemented by MFMR	<ul style="list-style-type: none"> <li>• Work with FFA to provide technical support to MFMR</li> </ul>
Output	4.2.3	Support Competent Authority to meet EU requirements for tuna exports	Offshore	Offshore	2012	2012	SI exports of fish products to EU countries meet required standards	<ul style="list-style-type: none"> <li>• Support MFMR in reviewing role of Competent Authority workshop/meetings</li> </ul>
<b>Priority</b>	<b>5</b>	<b>Effective enforcement of our fisheries laws</b>						
output	5.1.2	Fisheries regulations meet the requirements of the <i>Fisheries Management Act 2012 and international obligations</i>	Offshore	Policy	2012	2012	Improve legislative environment for fisheries management and development	
<b>Strategy</b>	<b>5.2</b>	<b>Improve licensing and compliance systems</b>						
Output	5.2.1	Review of licensing system to meet requirements of Fisheries Management Act 2011 and international obligations and Includes: *Review of overall licencing processes; *Upgrade of computer system; *Develop Licensing Guidelines.	Offshore	Licensing	2012	2012	Licensing systems support management planning	<ul style="list-style-type: none"> <li>• Work with FFA to support MFMR to undertake review of overall system.</li> <li>• Consultancy input to upgrade licensing computer system.</li> <li>• Support MFMR to develop licensing guidelines</li> </ul>

PROVINCIAL FISHERIES DEVELOPMENT PROGRAMME								
		Activity	Fisheries Programme	Key Division Unit	Start	Finish	Corporate Plan Outcome	MSSIF Workplan 2012 Priorities
Priority	1	Improve market access for rural fishers						
Strategy	1.1	Improve marketing facilities and infrastructure						
Output	1.1.1	Assessment of performance of current fisheries centres and their importance in development of local fisheries.  Provincial Fisheries Housing Project.	Provincial	PDE	2012	2012	Fisheries centres provide effective service to local communities and provincial government.  MFMR have appropriate housing.	<ul style="list-style-type: none"> <li>Provincial and national workshops for the development of recommendations of a fisheries centre development projects.</li> <li>Project proposal for fisheries centre.</li> <li>Case study of functions/activities of two fisheries centre in agreed provinces.</li> <li>Activities related to 1 fishery centre in each province.</li> <li>Support for the Artisanal Fishermen's Association of Solomon Islands.</li> <li>Support establishment of provincial associations for building capacity to cope with project funding for small scale fishers.</li> </ul>
Output	1.1.2	Develop marketing and trade strategy for inshore fisheries.	Provincial	Market	2012	2012	MFMR implementing a national marketing & trade strategy for inshore fisheries.	<ul style="list-style-type: none"> <li>Support development of the strategy</li> </ul>
Output	1.1.3	Develop marketing and trade database	Provincial	Market	2012	2012	Marketing and trade information database used in decision making by MFMR.	<ul style="list-style-type: none"> <li>Fund fish market surveys of Honiara Central market to monitor growth of supply.</li> <li>Provincial staff training on market surveys and monitoring systems.</li> <li>Develop plan for other urban centre fish market surveys</li> </ul>
Output	1.1.3	Develop marketing and trade database	Provincial	IT & Info	2012	2012	Data reflecting MFMR needs collected, entered and reported.	<ul style="list-style-type: none"> <li>Support working group to develop database.</li> <li>Potential consultancy</li> </ul>
Strategy	1.2	Improve interisland transportation systems						
Output	1.2.1	Difficulties in transport identified (SWOT)	Provincial	Market	2012	2012	Commercial & community fishers have improved ability to transport fish commodities to Honiara and other provincial centre markets.	<ul style="list-style-type: none"> <li>Support working group to undertake SWOT analysis relating to markets and transport.</li> <li>Provincial meetings</li> </ul>

<b>Strategy</b>	<b>1.3</b>	<b>Improve fisheries services to provinces and rural communities</b>						
Output	1.3.1	Needs for provincial fishery programs documented	Provincial	PDE	2012	2014	Provincial fisheries development programme facilitating fisheries use of provincial growth centres.	<ul style="list-style-type: none"> <li>• Undertake further studies on implementation of findings of fishery centre survey and relate to 1.1.1.</li> <li>• Build capacity within the Provincial Fisheries Division.</li> </ul>
Output	1.3.2	<b>Strategy to provide affordable fishing gear to community fishers and training.</b>	Provincial	PDE	2012	2012	<b>More community fishers using better fishing gear to access FAD and other inshore resources.</b>	<ul style="list-style-type: none"> <li>• <b>Fund training and supply of fishing gear for the training</b></li> </ul>
<b>Priority</b>	<b>5</b>	<b>Effective enforcement of our fisheries laws</b>						
<b>Strategy</b>	<b>5.1</b>	<b>Improve legislative environment for fisheries management and development</b>						
Output	5.1.3	Support provincial governments in development of fisheries ordinances.	Provincial	Policy	2012	2014	Provincial Ordinances supporting local fisheries management and development	<ul style="list-style-type: none"> <li>• Provide technical support to provincial governments in drafting ordinances</li> </ul>

## **2. Our Corporate Plan budget for 2012**

MOF plus development plus MSSIF