



# THE SOLOMON ISLANDS MINISTRY OF FISHERIES AND MARINE RESOURCES STRATEGY 2017-2019

Securing Our Fisheries For Future Generations



## Foreword



It gives me pleasure to present the Ministry of Fisheries and Marine Resources Strategy 2017 – 2019.

This strategy has been developed by the management and staff from all divisions of the MFMR to reflect multiple perspectives on how the Ministry will contribute to achieving its Mission and Vision. As a demonstration of the significance of this process we have revised our Mission and Vision statements to reflect a more focused approach as we strive for our Vision of a sustainable fishery that is able to contribute to the socio-economic needs of all Solomon Islanders.

Our strategy is just one of the key documents that guides our work and a strategy must be placed in a broader context. It is driven by the MFMR's fundamental purpose, it is focused on our goals and it is guided by the reality of the external and policy environment. The Ministry of Fisheries and Marine Resources strategy is guided by the National Development Strategy and Government Policy. Along with the MFMR Business Plan, the Strategy helps inform our annual corporate and operational planning exercises. The MFMR is also well connected to international and regional networks and we take our role and our obligations seriously. Our strategy reflects our commitments to these relationships.

Fisheries management, development and operations is our core business, but we have identified that in order to conduct this business effectively we need to pay particular attention to strategic areas of partnerships, our structure and our staff. A feature of the strategy is that it clearly outlines our divisional structure which has been clarified as part of a restructuring process begun in 2016. This is a time of change in our Ministry as we grow to meet the challenges of the fisheries sector that is so critical to the lives of our people and our economy. We are confident that the strategic areas that we have identified will help us do this.

I take this opportunity to thank New Zealand for the financial support rendered to the Ministry of Fisheries and Marine Resources through its Mekem Strong Solomon Islands Fisheries (MSSIF) Programme and the support provided by MSSIF staff in the development of this strategy.

I particularly thank the staff of the Ministry for the enthusiasm with which they tackled the task of contributing to the strategy and look forward to its use and future revisions as our external and internal environment continues to change over the coming years.

Hon. John Maneniaru (MP)  
Minister, Ministry of Fisheries and Marine Resources

## Where strategy fits

The Ministry of Fisheries and Marine Resources (MFMR) Strategy is guided by the National Development Strategy, Government Policy, MFMR policy currently being developed and the Corporate Plan.

We first describe the MFMR's Mission and Vision and from these derive our divisional objectives.

Then, structured around five key strategic questions (after Hambrick and Frederickson 2001) we lay out our strategy to achieve specific objectives. Once strategy is defined an organisation must put in place the arrangements needed to deliver. For MFMR this is through the MFMR operational and execution plans. The MFMR strategy was developed by the MFMR leadership group. Divisional elements were developed through staff workshops led by their Head of Division.



## Our mission and vision

### The MFMR mission is:

To provide effective services to facilitate sustainable management and development of our fisheries and aquatic resources for the benefit of the nation.

### The MFMR vision is for:

A sustainable fishery that is able to contribute to the socio-economic needs of all Solomon Islanders.

## Where will we be active?

### Where, what and how do we contribute?

Geographically we serve the whole of Solomon Islands. Our staff are based at MFMR headquarters in Honiara and we have officers in every province. As well as being active within provincial, archipelagic and EEZ waters, we engage in regional and international forums to address cross boundary issues.

## What will make us succeed?

### What makes us different?

Our core business is fisheries management, development and operations and we aim to be at the forefront of innovation in the region.

The foundations of this are

- Accessing the necessary resources
- A capable and innovative workforce
- Creativity to explore new opportunities
- An ability to deliver and respond to a changing external environment

We develop and implement policy premised on the Fisheries Management Act (FMA) 2015 and we are committed to implementing regional fisheries measures and approaches that we are party to.

## How will we achieve results?

### How will we get to where we want to be?

Our decisions about where we will be active must also be accompanied by decisions about how we will achieve results. We have identified four strategic areas through which we will work.

### Fisheries management, development and operations

Our platform to manage and develop our fisheries is the FMA which provides the enabling legislative environment, allowing us to adopt best management and development practices. Our compliance systems are our operational tools to effectively implement the FMA.

### Partnerships

Partnerships help us increase our impact: To make the most of the opportunities afforded to us through effective partnerships we will nurture well-aligned partners in development; work within international conventions, treaties and arrangements and explore public- private partnerships to promote investments in fisheries.

### Structure

Our structure is fit for purpose: Our national mandate covers all aspects of fisheries management, development and operations. To help us be more specific about our role, and the relative emphasis we place on each aspect, we are organised into functional technical divisions that address the regulation and compliance of fisheries management and development; supported by a competent corporate services division.

### Staff

Our staff are central to our success. We pride ourselves on team work and team building. We provide a conducive work environment to develop committed, competent, strategic staff champions that effectively execute divisional strategies.



## Divisional objectives

### The objective of the:

**Offshore Fisheries Division** is to provide effective and efficient services to ensure sustainable harvesting and management of offshore marine resources that maximises economic and social benefits.

**Inshore Fisheries Division** is to manage the interaction between people and their inshore fisheries, aquatic resources and their environment, through providing information and facilitating sustainable management for livelihoods and food and nutritional security.

**Aquaculture Division** is to increase the value of aquaculture production to livelihoods and food security in Solomon Islands.

**Provincial Fisheries Division** is to connect MFMR, provincial governments, rural people and key partners, and to mobilise available resources to effectively deliver services that empower fishers, farmers and resource users to develop and manage fisheries in the provinces.

**Policy, Planning and Project Management Division** is to develop effective fisheries policies pertaining to our mission and vision and to effectively facilitate, coordinate and implement our national development projects that sit with MFMR.

**Corporate Services Division** is to create the enabling environment to support all MFMR team members to deliver their services effectively and to practice team work, strengthening the work of the whole Ministry.

## How will we resource our actions?

### What is our economic logic?

A strategy requires a clear picture of how we will secure the resources to achieve our objectives. Our economic logic will be grounded in a business plan and founded on three areas:

- Well informed and justified annual recurrent and development budget requests
- Fostering strong partnerships with donors
- Alignment of partner projects with MFMR strategic priorities

## What is our staging?

### What will be our speed and sequence of actions?

It is necessary to consider the speed and sequence in which changes will be made. Here we give a broad indication of the timeframe for some major actions identified in divisional strategies.

Year	Strategic Area	Actions
<b>2017</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Develop MFMR fisheries policy</li> <li>• Review and implement Tuna Management and Development Plan</li> <li>• Establish observers high level committee</li> <li>• Implement inspection plans for the reduction of illegal, unregulated and unreported fishing</li> <li>• Develop inshore fisheries regulations</li> <li>• Improve community access to sustainable livelihoods and community based resource management</li> <li>• Implement onshore processing development projects</li> <li>• Implement the longline Vessel Day Scheme for the management of national longline fisheries</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Improve information flow between compliance, licensing and inshore fisheries division</li> <li>• Improve linkage between provincial fisheries officers and all divisions in MFMR HQ</li> <li>• Revise service level agreements, country agreements, MOUs with partners</li> <li>• Improve linkages between Offshore Fisheries Division and the local tuna industry</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Implement restructure plan</li> <li>• Develop business plan</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Implement the public service performance management system</li> <li>• Develop and implement a human resources plan and a training plan</li> </ul>
<b>2018</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Develop and improve policies, standard operating procedures, processes and instructions</li> <li>• Develop land based research and aquaculture facilities</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Lead on oceans policy development with ministry taskforce</li> <li>• Increase engagement with partners in provinces</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Secure budget for planned recruitment for restructure;</li> <li>• Implement business plan</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Focus on Occupational Health and Safety</li> </ul>
<b>2019</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Review national plans and standard operating procedures for effective compliance standards;</li> <li>• Review Tuna Management and Development Plan;</li> <li>• Increase level of inshore fisheries compliance activities</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Foster and secure private partners for onshore tuna processing</li> <li>• Facilitate inter-divisional co-ordination to improve links between MFMR and communities</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Complete new Honiara office</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Review and revise divisional strategies</li> </ul>

# MFMR Offshore Fisheries Division Strategy 2017-2019



The objective of the Offshore Fisheries Division is to provide effective and efficient services to ensure sustainable harvesting and management of offshore marine resources that maximises economic and social benefits.

## Where will we be active? (Where, what and how do we contribute?)

Our staff are based in Honiara and in Noro, but we are active throughout all provinces either directly or through teamwork with provincial fisheries officers. We work within provincial, archipelagic and EEZ waters and are actively engaged in international, regional and subregional forums. The offshore division covers a wide range of technical capabilities that addresses not only the management, monitoring, control and surveillance of offshore fisheries but also licensing and compliance for inshore fisheries.

## What will make us succeed? (What makes us different?)

To achieve our objective we are organised into four sections; Fisheries Information and Statistics, Compliance, Licensing and the Observer Programme. The foundations for us to deliver within each section are based on our range of technical skills and roles that include providing, receiving, compiling and using effective scientific data; managing a competent observer programme and a port sampling programme; conducting monitoring, control and surveillance (MCS) and implementing a catch documentation systems (CDS). We are technology oriented, act as authorized officers and manage the nations licensing for fisheries products.

## How will we achieve results? (How will we get to where we want to be?)

by 2019 the offshore fisheries division will drive a work programme under the four MFMR strategic areas to:

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|--|--|
| Management, Development and Operations | <ul style="list-style-type: none"> <li>• Ensure staff and stakeholders are aware of and understand policies, laws, regulations and licence conditions;</li> <li>• Enhance our MCS operations and effective monitoring of our Vessel Day Scheme (VDS)</li> <li>• Improve efficiency of cost recovery</li> </ul> |
| Partnerships                           | <ul style="list-style-type: none"> <li>• Actively participate in, and contribute to, obligations under international and regional conventions, treaties and arrangements</li> </ul>  |
| Structure                              | <ul style="list-style-type: none"> <li>• Improve our organisational structure and increase clarity and understanding of staff roles</li> </ul>   |
| Staff                                  | <ul style="list-style-type: none"> <li>• Encourage a culture of effective work principles in a well-qualified, experienced and well-resourced divisional team</li> </ul>   |

# MFMR Offshore Fisheries Division Strategy 2017-2019

## What is our staging? (What will be the speed and sequencing of actions?)

Year	Strategic Area	Actions
<b>2017</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Review standard operating procedures (SOPs) for boarding and inspection</li> <li>• Review observer programme and placements</li> <li>• Implement Electronic Licensing Register</li> <li>• Implement e-reporting and e-monitoring programme</li> <li>• Build officers skills in CDS</li> <li>• Review and finalise Solomon Islands Tuna Management and Development Plan (TMDP)</li> <li>• Implement cost recovery rates in our fees through licensing</li> <li>• Improve our accounting of the VDS days</li> <li>• Conduct competitive tenders for longline and purse seiners days</li> <li>• Improve cost recovery for landing and transshipment and promote more local crews in fishing vessels</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Monitor to ensure 80-100% catch landed for local processing</li> <li>• Improve information flow between compliance and licensing sections and the inshore fisheries division</li> <li>• Implement WCPFC CMMs and Part 1 and 2 reporting</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Undertake functional analysis of roles in the division</li> <li>• Develop job descriptions for a management team in the division</li> <li>• Work with Corporate Services Division to revise divisional restructure plan</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Provide orientation and induction for new staff and implement regular staff meetings</li> <li>• Implement public service performance management system</li> <li>• Train staff in the use of information technology through PNA FIMS, SPC TUFMAN</li> <li>• Implement observers high level committee meetings and undertake regular observers trainings</li> <li>• Develop SMART annual workplans with timely reporting</li> <li>• Develop SOPs to guide everyday work activities for all sections</li> </ul>
<b>2018</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Implement priority objectives in TMDP</li> <li>• Review and adopt effective cost-recovery model</li> <li>• Strengthen e-reporting and e-monitoring programme</li> <li>• Review and improve CDS</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Improve implementation of applicable arrangements</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Co-ordinate divisional activities through a management team</li> <li>• Complete the process of staff recruitment to functional positions according to MFMR restructure plan</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Hold regular, focused divisional meetings</li> <li>• Implement observers high level committee recommendations</li> <li>• Utilise PNA VDS and technical services for upskilling staff</li> </ul>
<b>2019</b>		
	Operations	<ul style="list-style-type: none"> <li>• Review license conditions</li> <li>• Review TMDP</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Share lessons learned in regional forums</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Transition planning for compliance activities to fall into respective divisions (Inshore and Offshore)</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Review divisional training plan</li> </ul>



# MFMR Inshore Fisheries Division Strategy 2017-2019



The objective of the Inshore Fisheries Division is to manage the interaction between people and their inshore fisheries, aquatic resources and their environment, through providing information and facilitating sustainable management for livelihoods and food and nutritional security.

## Where will we be active? (Where, what and how do we contribute?)

The Inshore Fisheries Division is responsible for management and development of inland and coastal fisheries. Our staff are based in Honiara and are active in the provinces and in communities, directly, through teamwork with provincial fisheries officers and through partnerships and partner networks. We contribute to, and learn from, being active in regional and international forums.

## What will make us succeed? (What makes us different?)

To achieve our objective we need to be well resourced with funds and staff. We are organised into three sections; Community Based Resource Management (CBRM), Research, and Markets and Business Development. The foundations for us to deliver within each section are that we recognise specific characteristics and roles. The staff of the CBRM section are strong and effective coordinators, professional facilitators and take a leading role with communities and other partners inside and outside of MFMR. We are quick to respond to community requests for specific technical assistance and assist in strengthening community fisheries management plans. The Markets and Business Development section provides the link between well managed coastal resources and opportunities for revenue generation for small scale fisheries.

The Research section collects, synthesizes and provides data and information for management and policy; and to conduct environmental impact assessments. The focus is on the coastal marine ecosystem while recognising that we will need to also build skills in inland aquatic systems. All sections in the Inshore Fisheries Division engage closely with the public and students to provide them with information on inland and coastal fisheries and aquatic resources.

## How will we achieve results? (How will we get to where we want to be?)

by 2019 the Inshore Fisheries Division will drive a work programme under the four MFMR strategic areas to:

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| Management, Development and Operations | <ul style="list-style-type: none"> <li>• Improve application of our regulatory systems for inshore compliance and CBRM</li> <li>• Improve community access to sustainable livelihoods within and outside of the fisheries sector to complement CBRM</li> <li>• Increase influence by the research section on policies and fisheries management</li> </ul> |
| Partnerships                           | <ul style="list-style-type: none"> <li>• Improve interaction with other divisions, sister ministries, partners and stakeholders</li> </ul>  |
| Structure                              | <ul style="list-style-type: none"> <li>• Develop strategic actions for a fully staffed Markets and Business Development section</li> <li>• Establish and fully staff Compliance and Fisheries Management sections</li> </ul>  |
| Staff                                  | <ul style="list-style-type: none"> <li>• Improve efficiency in how we plan and report; deliver training to our staff and co-ordinate the delivery of services to our stakeholders</li> </ul>  |

# MFMR Inshore Fisheries Division Strategy 2017-2019

## What is our staging? (What will be our speed and sequence of actions?)

Year	Strategic Area	Actions
<b>2017</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Develop inshore fisheries regulations</li> <li>• Plan and undertake awareness on CBRM</li> <li>• Undertake staff and community training in the process of developing community fisheries management plans</li> <li>• Hold joint briefings with compliance and licensing sections of the offshore division</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Develop work plans in partnership with the Provincial Fisheries, Aquaculture and Policy, Planning and Project Management divisions. Identify mechanisms and activities in annual workplans to devolve to provincial fisheries officers</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Identify strategic actions for the Markets and Business Development section</li> <li>• Fill vacant positions the CBRM and Research sections</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Implement public service performance management system</li> <li>• Develop SMART annual workplans with timely reporting</li> <li>• Develop and use clear internal process for registry, filing and action on stakeholder requests</li> <li>• Develop templates for reporting and data collection</li> </ul>
<b>2018</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Improve awareness amongst all stakeholders of the fisheries regulations</li> <li>• Ensure national CBRM processes are reflected in processes at the provincial level</li> <li>• Develop an inshore fisheries database</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Improve linkages with sister ministries (MECDM/MAL etc.)</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Complete functional analysis and job descriptions for compliance and management sections</li> <li>• Ensure a proper and realistic budget allocation for each section</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Undertake staff training on leadership and governance skills</li> <li>• Undertake training in technical skills including; facilitation for CBRM activities; planning and conducting research, and scientific report writing</li> </ul>
<b>2019</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Register community fisheries management plans under the FMA</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Participate in and host relevant networks</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Complete recruitment for Compliance and Fisheries Management sections</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Review divisional training plan</li> </ul>



# MFMR Aquaculture Division Strategy 2017-2019



The objective of the Aquaculture Division is to increase the value of aquaculture production to livelihoods and food security in Solomon Islands.

## Where will we be active? (Where, what and how do we contribute?)

The aquaculture division is responsible for relevant and sustainable development of marine and freshwater aquaculture throughout the country. Our staff are based in Honiara and are active in the provinces and in communities, directly, through teamwork with provincial fisheries officers and through partnerships and partner networks. We contribute to and learn from being active in regional and international forums.

## What will make us succeed? (What makes us different?)

We are transitioning from a section within the Inshore Fisheries Division to our own division in 2017. As the responsible national agency for planning, regulating and supporting aquaculture development in Solomon Islands, we conduct research and work with rural farmers, small to medium scale enterprises and commercial scale investors. We regularly review and prioritise the most promising aquaculture opportunities for Solomon Islands and create a conducive environment for aquaculture development. By engaging with public and private partners we will streamline the use of resources and promote effective, efficient, reliable and timely service delivery.

## How will we achieve results? (How will we get to where we want to be?)

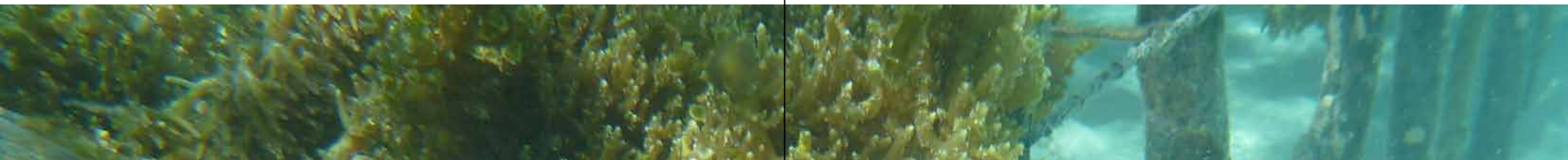
by 2019 the Aquaculture Division will drive a work programme under the four MFMR strategic areas to:

- |  |  |
|--|--|
| Management, Development and Operations | • Ensure a transparent and enabling legislative environment is in place for aquaculture development        |
| Partnerships                           | • Leverage partnerships to increase the reach and quality of information and opportunities for aquaculture |
| Structure                              | • Establish an effective, efficient and well-staffed aquaculture division                                  |
| Staff                                  | • Develop the skills of staff to address the range of functions identified for the division                |

# MFMR Aquaculture Division Strategy 2017-2019

## What is our staging? (What will be our speed and sequence of actions?)

Year	Strategic Area	Actions
<b>2017</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Complete National Aquaculture Development Plan</li> <li>• Finalise land-based aquaculture development plan</li> <li>• Initiate staged implementation of land-based aquaculture development plan</li> <li>• Develop policies for aquaculture commodities</li> <li>• Explore value-adding opportunities for seaweed farming</li> <li>• Develop aquaculture regulations</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Develop work plans in partnership with the provincial fisheries and inshore fisheries divisions</li> <li>• Strengthen technical partnership with SPC</li> <li>• Develop a policy for improved engagement with research partners</li> <li>• Facilitate forums for seaweed farmers to engage with other stakeholders in the value chain</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Complete strategic recruitment based on functional roles</li> <li>• Complete job descriptions for new division</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Develop SMART annual workplans with timely reporting</li> <li>• Implement public service performance management system</li> </ul>
<b>2018</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Develop policies that enable aquaculture development</li> <li>• Implement staged rollout of land-based aquaculture development plan</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Improve information flow to provincial governments and relevant ministries e.g. MAL</li> <li>• Nurture development partnerships for improved aquaculture technology</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Work with Corporate Services Division to implement divisional restructure plan</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Improve community and staff learning through developing demonstration facilities</li> </ul>
<b>2019</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Review National Aquaculture Development Plan</li> <li>• Consolidate land based aquaculture facilities for demonstration and for providing services to farmers</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Expand capacity to promote private and public partnerships</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Complete recruitment to fully staff division</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Design and seek funding for improved research facilities</li> <li>• Revise and implement staff training plan</li> </ul>



# MFMR Provincial Fisheries Division Strategy 2017-2019



The objective of the Provincial Fisheries Division is: to connect MFMR, provincial governments, rural people and key partners, and to mobilise available resources to effectively deliver services that empower fishers, farmers and resource users to develop and manage fisheries in the provinces.

## Where will we be active? (Where, what and how do we contribute?)

Our division has staff in Honiara and in every province of Solomon Islands. Seconded officers represent the MFMR within fisheries divisions of each Provincial Government and this team of officers is co-ordinated by officers in Honiara. The staff in the provincial fisheries division play an extension role for all of the other divisions of the MFMR.

## What will make us succeed? (What makes us different?)

To achieve our objective we need to cover a wide range of skills and capacities and be able to work in different social and cultural contexts. We are organised into four sections within the division; Management and Co-ordination, Provincial Offices, Provincial Development and Engineering.

The foundation for us to deliver on our objective is that we provide a focal point that links MFMR with provincial governments; the administrative and technical roles in this division are guided by both national and provincial law. The provincial fisheries division is a bridge or a gateway to the communities for the whole of the MFMR; officers based in the provinces are the MFMR agents. Our officers are field workers who need to be able to implement and execute to meet the expectations of the political environment in each province and the rural people they work with. To do this effectively our staff are multi skilled and resourceful. Our provincial officers 'live' with the stakeholders and so they are always on duty. This means a high level of responsibility, trustworthiness and responsiveness is require; staff are skilled at working with people from all walks of life including those who are illiterate.

## How will we achieve results? (How will we get to where we want to be?)

by 2019 the Provincial Fisheries Division will drive a work programme under the four MFMR strategic areas that will:

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|--|---|
| Management, Development and Operations | <ul style="list-style-type: none"> <li>Improve the application of our regulatory systems in the provinces</li> </ul>  |
| Partnerships                           | <ul style="list-style-type: none"> <li>Leverage internal and external partnerships to improve delivery of fisheries support services to provinces, communities and fishers</li> </ul> |
| Structure                              | <ul style="list-style-type: none"> <li>Strengthen management and co-ordination and clarify reporting lines and supervision responsibilities for all staff in the division</li> </ul>  |
| Staff                                  | <ul style="list-style-type: none"> <li>Improve staffing, staff housing, infrastructure and welfare in provincial postings</li> </ul>  |

# MFMR Provincial Fisheries Division Strategy 2017-2019

## What is our staging? (What will be our speed and sequence of actions?)

Year	Strategic Area	Actions
<b>2017</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>Provide training in the new fisheries act and compliance for provincial fisheries officers</li> <li>Implement fisheries livelihood support programmes</li> <li>Disseminate information and provide support for CBRM</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>Consolidate and clarify the relationship between Honiara based MFMR divisions and provincial fisheries officers</li> <li>Develop principles for engagement with stakeholders and partners in the provinces</li> <li>Design a rural fishers resource management and development training program that can be led by provincial fisheries officers in partnership with the inshore and aquaculture divisions</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>Revise staffing plan for next phase of MFMR restructure plan</li> <li>Identify a focal point in Honiara for requests and communication with provincial officers</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>Design a process to implement the public service performance management system across all provinces</li> <li>Develop an annual workplan that is workable, is done jointly with other divisions in the MFMR to ensure allocation of resources and is aligned with respective provincial government plans</li> <li>Develop templates and implement a monitoring and reporting system for the division</li> <li>Develop a phased financing plan for provincial staff housing</li> <li>Develop an asset list for all divisional equipment at provincial offices and Honiara</li> </ul>
<b>2018</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>Train provincial officers in the new inshore fisheries regulations and on fisheries ordinance development</li> <li>Assist resource owners and users to implement community fisheries management areas</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>Proactively engage with stakeholders in the provinces through sharing workplans and developing MOUs</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>Recruit all vacant positions allocated by MPS and review staffing plan</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>Review and revise annual workplan process and monitoring and reporting system</li> <li>Implement phase 1 of staff housing plan for provincial officers</li> <li>Review training plan for divisional staff</li> <li>Review asset list and develop an equipment allocation plan for provincial offices</li> </ul>
<b>2019</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>Actively conduct compliance activities</li> <li>Review and improve rural fisheries livelihood support programmes</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>Co-ordinate with other divisions to improve links between MFMR and communities</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>Complete recruitment for a Management and Co-ordination section</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>Review and revise divisional strategy</li> <li>Explore innovative technologies (e.g. solar) to improve rural infrastructure</li> </ul>





# MFMR PPPM Division Strategy 2017-2019



The objective of the Policy, Planning and Project Management Division is to develop effective fisheries policies pertaining to our mission and vision and to effectively facilitate, coordinate and implement our national development projects that sit with MFMR.

## Where will we be active? (Where, what and how do we contribute?)

Our staff are based in Honiara. We are a focal point for policy and planning with other ministries and stakeholders and we are responsible for managing and co-ordinating the Ministry's development projects. We are active in the provinces through the support we provide to other divisions and through the implementation of development budget funded and donor funded project management cycles.

## What will make us succeed? (What makes us different?)

To achieve our objective we need to be a well organised division with excellent planning skills. We nurture a culture of creativity and active response. We build our capacity through strategic staffing based on identified functions and implement a targeted training program to build the knowledge of our staff. Our role in leading the MFMR in coordination of projects and delivery on policy means we need to secure and manage the necessary resources to respond quickly to queries.

## How will we achieve results? (How will we get to where we want to be?)

by 2019 the PPPM Division will drive a work programme under the four MFMR strategic areas to:

- |  |   |
|--|---|
| Management, Development and Operations | <ul style="list-style-type: none"> <li>• Develop, review and advise on all aspects of MFMR policy</li> <li>• Co-ordinate effective project management cycles</li> </ul>                         |
| Partnerships                           | <ul style="list-style-type: none"> <li>• Cement engagement strategies with relevant line ministries</li> </ul>  |
| Structure                              | <ul style="list-style-type: none"> <li>• Implement changes in the MFMR restructure plan to divide the division into a policy and planning division and a project management division</li> </ul> |
| Staff                                  | <ul style="list-style-type: none"> <li>• Build a strong leadership structure and team culture in the division(s)</li> </ul>   |

# MFMR PPPM Division Strategy 2017-2019

## What is our staging? (What will be our speed and sequence of actions?)

Year	Strategic Area	Actions
<b>2017</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Finalise MFMR policy templates</li> <li>• Develop policy with other divisions</li> <li>• Develop policy and guideline inventory</li> <li>• Document the inshore regulations process</li> <li>• Develop MFMR fisheries policy</li> <li>• Improve processes for management of development projects</li> <li>• Improve implementation timelines and Monitoring and Evaluation of project cycles</li> <li>• Complete MFMR annual reports</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Be proactive in engaging with other line Ministries for planning, reporting and contributing to national policies</li> <li>• Establish protocols for partnering and engaging with other divisions</li> <li>• Improve community engagement skills</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Complete job descriptions to implement divisional restructure plan</li> <li>• Recruit approved positions</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Develop and implement a training programme to increase skills of staff in planning, policy development and project management</li> </ul>
<b>2018</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Establish projects and policies database</li> <li>• Socialise project management cycles with other divisions</li> <li>• Co-ordinate project management teams for major development projects</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Improve internal and external communication</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Recruit staff to complete restructure to two divisions</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Focus on training in customer service</li> </ul>
<b>2019</b>		
	Management, Development and Operations	<ul style="list-style-type: none"> <li>• Review policies</li> <li>• Review project management cycles</li> </ul>
	Partnerships	<ul style="list-style-type: none"> <li>• Actively collaborate with other line ministries</li> <li>• Review agreements and policies for engagement with stakeholders</li> </ul>
	Structure	<ul style="list-style-type: none"> <li>• Revise strategy to reflect two divisions</li> </ul>
	Staff	<ul style="list-style-type: none"> <li>• Review training plan</li> </ul>

# MFMR Corporate Services Division Strategy 2017-2019



The objective of the Corporate Services Division is to create the enabling environment to support all MFMR team members to deliver their services effectively and to practice team work, strengthening the work of the whole Ministry.

## Where will we be active (Where, what and how do we contribute?)

Our staff are based in Honiara at the MFMR headquarters and provide corporate services to all MFMR staff in Honiara and the provinces. We work with all technical divisions of the MFMR and with the Ministry of Public Service and the Ministry of Finance and Treasury.

## What will make us succeed? (What makes us different?)

Our work practice will be underpinned by strong team work. Our goal is to be a high-quality customer service focused division providing professional, timely, accurate and reliable information, support and advice to all our customers. We are organised into four sections; Financial Services, Human Resources, Support Services and Professional Services enabling us to make accurate plans, check facts, take action, see in every direction, listen and lead. We have the right qualifications, experience, skills and knowledge so that we can solve problems and make decisions. We care for staff, our quality of work and customer service; both internal and external.

## How will we achieve results? (How will we get to where we want to be?)

Between 2017 and 2019 the Corporate Services Division will support more efficient delivery of activities across all of the MFMR strategic areas. We will deliver a programme of work to:

- |                       |   |
|-----------------------|---|
| Support Services      | <ul style="list-style-type: none"> <li>Develop an MFMR workplace culture that is supportive, safe, transparent, celebrates success, addresses lessons learnt, places a strong emphasis on working together as a team and manages staff welfare</li> </ul> |
| Financial Services    | <ul style="list-style-type: none"> <li>Ensure that the Ministry has a strong payment system by developing a special training program to build the skills and understanding of the staff</li> </ul>  |
| Human Resources       | <ul style="list-style-type: none"> <li>Provide quality Human Resources (HR) services to attract, develop motivate and retain a diverse workforce within a supportive work environment</li> </ul>  |
| Professional Services | <ul style="list-style-type: none"> <li>Have available shared professional services for all divisions to access, (i.e. Economics, Communication and IT services)</li> </ul>  |

# MFMR Corporate Services Division Strategy 2017-2019

## What is our staging? (What will be our speed and sequence of actions?)

Year	Actions
<b>2017</b>	
Support Services	<ul style="list-style-type: none"> <li>Work with MFMR leadership group to prepare recommendations for additions to Corporate Plan</li> <li>Provide support for information gathering for drafting of Corporate Plan and Annual Report</li> <li>Support regular meetings for divisions and management</li> <li>Hold activity review meetings- identify lessons learnt, develop remedies</li> <li>Implement training for MFMR core competencies</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>Work with MOFT to create new chart of accounts for the new divisions</li> <li>Develop a MFMR asset register</li> <li>Develop and implement training policies for finance team staff</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Update job descriptions for all MFMR new positions</li> <li>Work with MPS to operationalise MFMR 2017 workforce</li> <li>Provide orientation and induction to all new staff</li> <li>Develop HR Tools (HR plan, HR manual, policies and calendar)</li> <li>Develop a training plan</li> <li>Provide effective payroll services</li> <li>Develop and stage implementation of an effective performance management process</li> </ul>
Professional Services	<ul style="list-style-type: none"> <li>Develop a process that enables divisions to plan ahead and seek support from the professional services section</li> </ul>
<b>2018</b>	
Support Services	<ul style="list-style-type: none"> <li>Establish policy and processes for Occupational Health and Safety at Work</li> <li>Familiarise staff with governing instruments</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>Improve alignment of development projects and costings with MDPAC Medium Term Development Plan</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Fully implement Public Service performance management</li> <li>Develop HR (Capacity Building) Development Plan</li> </ul>
Professional Services	<ul style="list-style-type: none"> <li>Manage local contractors of professional services to MFMR</li> </ul>
<b>2019</b>	
Support Services	<ul style="list-style-type: none"> <li>Review, develop and implement master files and registries</li> </ul>
Financial Services	<ul style="list-style-type: none"> <li>Develop training manuals on sound financial management practices</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>Complete recruitment according to MFMR restructure plan</li> </ul>
Professional Services	<ul style="list-style-type: none"> <li>Review and revise section functions and structure</li> </ul>





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