



MINISTRY OF FISHERIES
& MARINE RESOURCES

CORPORATE **PLAN**

2020 - 2023



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Foreword



Hon. Nestor Giro [MP]
Minister for Fisheries and Marine Resources

As the Minister responsible for aquaculture, fisheries and marine resources, it is my pleasure to present the 2020 – 2023 Corporate Plan for the Ministry of Fisheries and Marine Resources (MFMR).

MFMR's 2020-2023 Corporate Plan sets out our 4-year priority goals that underpins our core focus over the next four years. These core areas of focus commit MFMR to strengthening and improving the management and development of our fisheries and aquatic resources in a manner that promotes and enhances the wellbeing of our people, at the same time, contributing actively to a stronger economic position of the government. The Corporate Plan articulates and benefits from the policy intents of the Democratic coalition Government for Advancement (DCGA) Government for Aquaculture, Fisheries and Marine Resources together with the strategic objectives of the National Fisheries Policy 2019-2029, MFMR Strategy 2019-2022 and the Solomon Islands National Development Strategy 2020 -2035.

As a Ministry mandated to provide advice to the Government on all matters relating to fisheries and aquaculture, we aspire to be a responsive and dynamic organization and a leader in the Solomon Islands Public Service. To this end, I am pleased to note that we have resolved ourselves to pursue a noble goal in creating MFMR to be a professional organization fitting that aspiration.

I sincerely acknowledge the commitment, dedication and efforts of all staff who have worked together as a team under the leadership of the Permanent Secretary, Dr Christain Ramofafia and the guidance of the Management Team to formulate this 2020-2023 Corporate Plan.

I am confident that the MFMR will deliver on this Corporate Plan over the next four years.

A handwritten signature in black ink, appearing to read 'Nestor Giro', written over a vertical line.

Hon. Nestor Giro [MP]
Minister for Fisheries and Marine Resources

Introduction



Dr Christain Ramofafia
Permanent Secretary

This Corporate Plan is one of Ministry of Fisheries and Marine Resources (MFMR)'s principle planning documents, along with MFMR's National Fisheries Policy 2019-2029 and MFMR Strategy 2019-2022. The Plan outlines our goals and strategies over the next 4 years and aimed at delivering ecologically sustainable and economically secured fisheries.

The 2020 – 2023 Corporate Plan begins with 'Our Commitment', which sets out the Ministry's mission, vision and values. Our vision sets out the reasons and purpose for our existence and the 'ideal' state that we aim to achieve, while our mission identifies major goals and performance objectives. Our

values determine who we are.

The Plan outlines MFMR's current operating environment including key challenges and further outlines the risks that we currently face and how the Ministry will address these risks within a robust governance framework.

Finally, the 2020 – 2023 Corporate Plan provides four corporate goals that the Ministry will pursue over the next four years with strategies to achieve these goals. These strategies are further defined with 'Actions of Focus' which will form the basis of the Ministry's Annual Operation Plan for the next four years.

It is our hope that the inclusive approach the Ministry has taken to involve all its Divisions in the formulation of the 2020 – 2023 Corporate Plan will oblige us to deliver on the corporate goals we have set ourselves to achieve over the next four years. In this regard, I sincerely thank the leadership provided by Deputy Secretary, Corporate Services, Mr Patteson Lusi and Deputy Secretary (ag), Ms Rosalie Masu for leading the Technical Working Group whose commitment, dedication and efforts have yielded this Corporate Plan.

I look forward to working with all of you, applying our capabilities and expertise to deliver on our priorities over the next four years.

Dr Christain Ramofafia
Permanent Secretary

Our Commitments

Our Vision

A sustainable fisheries sector that contributes to the socio-economic needs of all Solomon Islanders.

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

Our mission

Our Values

We articulate the values of the Solomon Islands Public Service Code of conduct that is platformed on the following five key ethical principles:

- Respect for the law and Government;
- Respect for the people;
- Integrity
- Diligence; and
- Economy and efficiency.

Our Operating Environment



Our Area of Work

The mandate of the MFMR to manage and develop its fisheries and aquatic resources covers the entire Solomon Islands fisheries waters, from our islands' coastlines to the 200 nautical mile exclusive economic zone (EEZ) as presented in Figure 1 below.

Noting this important mandate, the corporate goals presented in this Corporate Plan cover the management and development of both inshore, or coastal, fisheries within our 12 nautical miles and the offshore or oceanic tuna fisheries that extends to the end of our 200 mile EEZ.

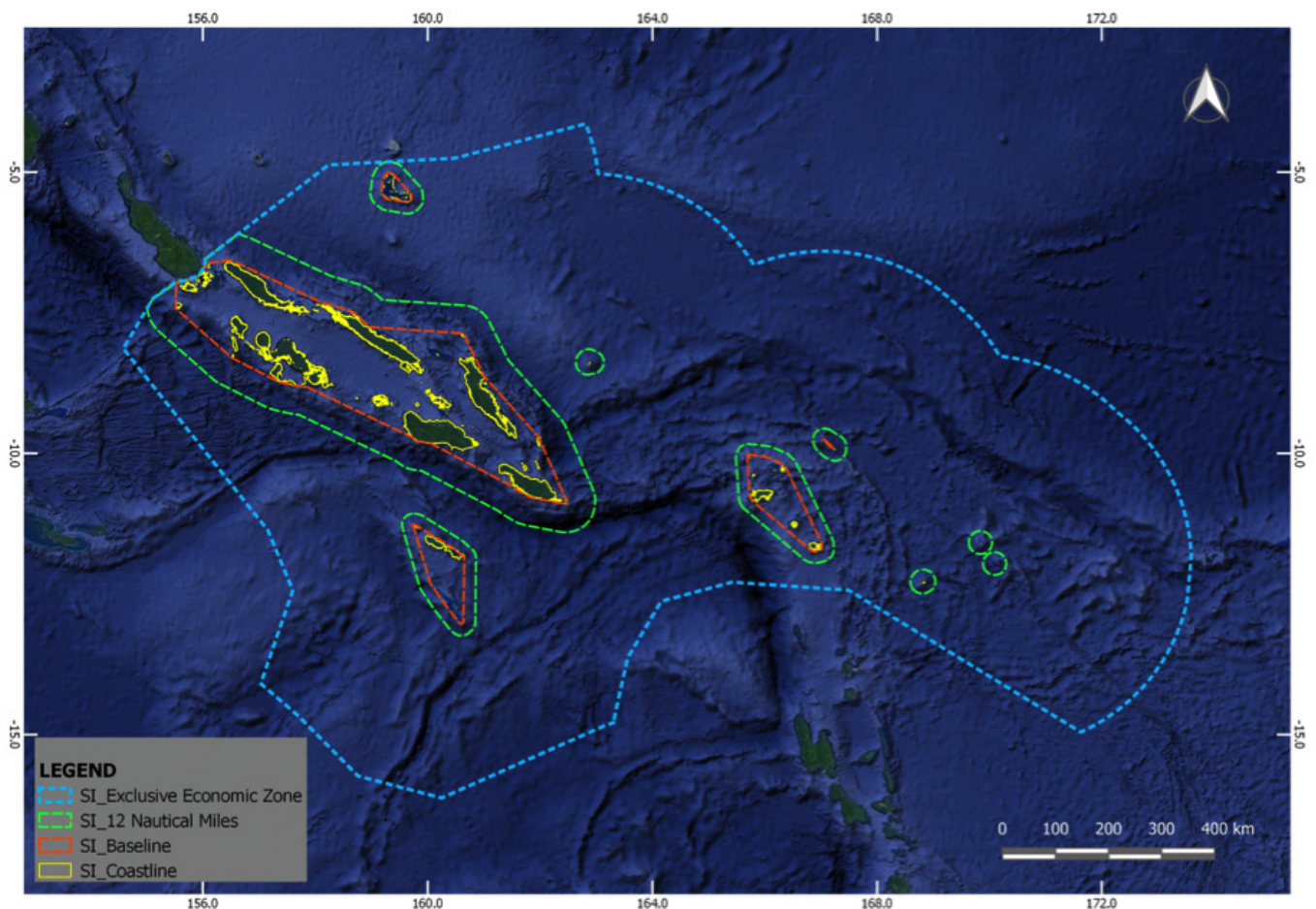


Figure 1: Map of MFMR managed fisheries and aquatic resources, from the coastlines to the 200 mile exclusive economic zone.

Our Development and Technical Partners

The vast ocean within which our islands are scattered, makes our job challenging, let alone building a dedicated team to carry out their duties with commitment, determination and confidence. In this regard, we have partners who provided us the support and the platform to build champions. Our development and technical partners include:



New Zealand through its in-house institutional strengthening programme 'Mekem strong Solomon Islands Fisheries (MSSIF)
The World Bank through its Pacific Regional Oceanscape Programme (PROP);
The Overseas Fisheries Cooperation Foundation (OFCF) of Japan;
Japan International Cooperation of Japan (JICA);
The International Finance Corporation (IFC);
The Department of Foreign Affairs (DFAT), Australia;
Forum Fisheries Agency (FFA), Secretariat of the Pacific Community (SPC), Parties to the Nauru Agreement (PNA), Western and Central Pacific Fisheries Commission (WCPFC), Coral Triangle Initiative (CTI), WorldFish and other fisheries/marine conservation based Non-governmental Organizations (NGOs).

Financial and Technical Resources

To achieve our goals over the next four years, MFMR will secure annual recurrent and development budgets from the Solomon Islands Government (SIG) through the normal budgetary process. The MFMR Business Plan will provide guidance on how to secure increased budgetary allocations annually.

Our development partners will provide the budgetary support needed to deliver on our goals. Additional annual budgetary support is also expected, in some cases, when specific outcomes are targeted. For instance, whilst MSSIF and PROP target their financial and technical support to activities across the offshore, inshore and aquaculture domains, IFC and DFAT specifically target activities progressing the development of Bina Onshore Processing Plant, OFCF the management of sea cucumber fishery and JICA the development of community-based resource management (CBRM) programmes in the communities.



Our Risk Management Approaches

In pursuing our goals, we have identified risks that we will need to manage to effectively deliver on our goals. Our management approaches to address these risks are presented in the Table below.

Corporate Goal	Risk	Key Management Responses
Secure ecologically sustainable fisheries and aquatic resources	Overexploitation of our fisheries and aquatic resources	Develop CBRM and national management plans; Empower communities through CBRM programmes; Conduct stock assessments Adopt harvest strategy measures; Implement agreed regional management measures.
Secure maximum economic and social benefits from our ecologically sustainable fisheries	Declining profitability of fishing industry/business Declining revenue for SIG Little business activities in communities	Increased engagement with fishing industry; Create conducive environment for more business opportunities
Secure compliance with SI Fisheries law, regulations, license terms and conditions, policies and international fisheries agreed obligations	Illegal Unreported and Unregulated (IUU) fishing (foreign and domestic)	Strong national compliance enforcement including 100% observer coverage on purse seiners and electronic monitoring on longliners; Active engagement with FFA regional Monitoring, Control and Surveillance (MCS) operations.
Strong institutional governance to deliver accountable management of our fisheries and aquatic resources	Failures in: Corporate oversight and control Finance and audit processes Information, Communication Technology (ICT) systems (admin and fisheries) Political governance	Strengthen MFMR internal audit systems and processes with strong operational links to MOFT audit committee and Office of the Auditor General. Conduct annual audits Build strong partnership with ICTSU, FFA, SPC, PNA Fisheries Information Management system (FIMS) and ICT Services. Strengthen internal controls and systems to reduce or stop corporate and political risks.

Our Governance Framework



Legal Mandate

MFMR is the principal advisor to SIG in all matters relating to fisheries and is mandated by the Constitution of Solomon Islands as the Solomon Islands Government Ministry responsible for sustainable management and development of the country's fisheries and aquatic resources. MFMR's principle regulatory and management powers are vested in the *Fisheries Management Act 2015* under the authority of the Director of Fisheries.

Other legislations that guides the work of the Ministry include the *Delineation Act, 1978* and *Provincial Government Act 1997*, under which Provincial Fisheries ordinances sit. The Ministry is also expected to be fully compliant with the country's *Public and Financial Management Act 2013*.

The Minister is the head of the Ministry mandated by the constitution to oversee the fisheries portfolio concerning the country's fisheries and marine resources whilst the Permanent Secretary serves as the Chief Executive Officer (CEO) and the authorising officer of the Ministry. The Permanent Secretary is supported by the Under Secretary Technical, Under Secretary Corporate Services and the Director of Fisheries all of whom together with the Minister, form the Ministry's Executive Management Team. The Executive team provides the strategic leadership and operational management for the Ministry.

Our Organizational Capacity

To deliver on its corporate goals, the MFMR is internally organised into six technically focused divisions and a Corporate Services Division as presented in the organizational chart (Figure 2) below. These divisions serve the following strategic objectives:

Offshore Fisheries leads the delivery of effective and efficient services to ensure sustainable management and development of our offshore fisheries resources to maximise economic and social benefits for our people.

Inshore Fisheries leads the delivery of effective and efficient services to ensure sustainable management and development of inshore and inland fisheries and aquatic resources to maximise economic and social benefits, livelihoods and food and nutritional security for our people.

Project Management leads the delivery of implementation of all national fisheries projects mandated by the Government or its partners.

Aquaculture leads the development of aquaculture in the country to increase the value of aquaculture production to enhance livelihoods, food and nutritional security and business opportunities for Solomon Islanders.

Provincial Fisheries supports provincial governments to develop fisheries business opportunities and to promote ecologically sustainable management of fisheries in provincial waters.

Policy and Planning leads the planning and development of relevant policies that promote the ecologically sustainable management and development of our fisheries and aquatic resources and safeguard the regulatory functions of the Ministry.

Corporate Services creates a professional MFMR to deliver high quality advice to SIG and services to the people of Solomon Islands.

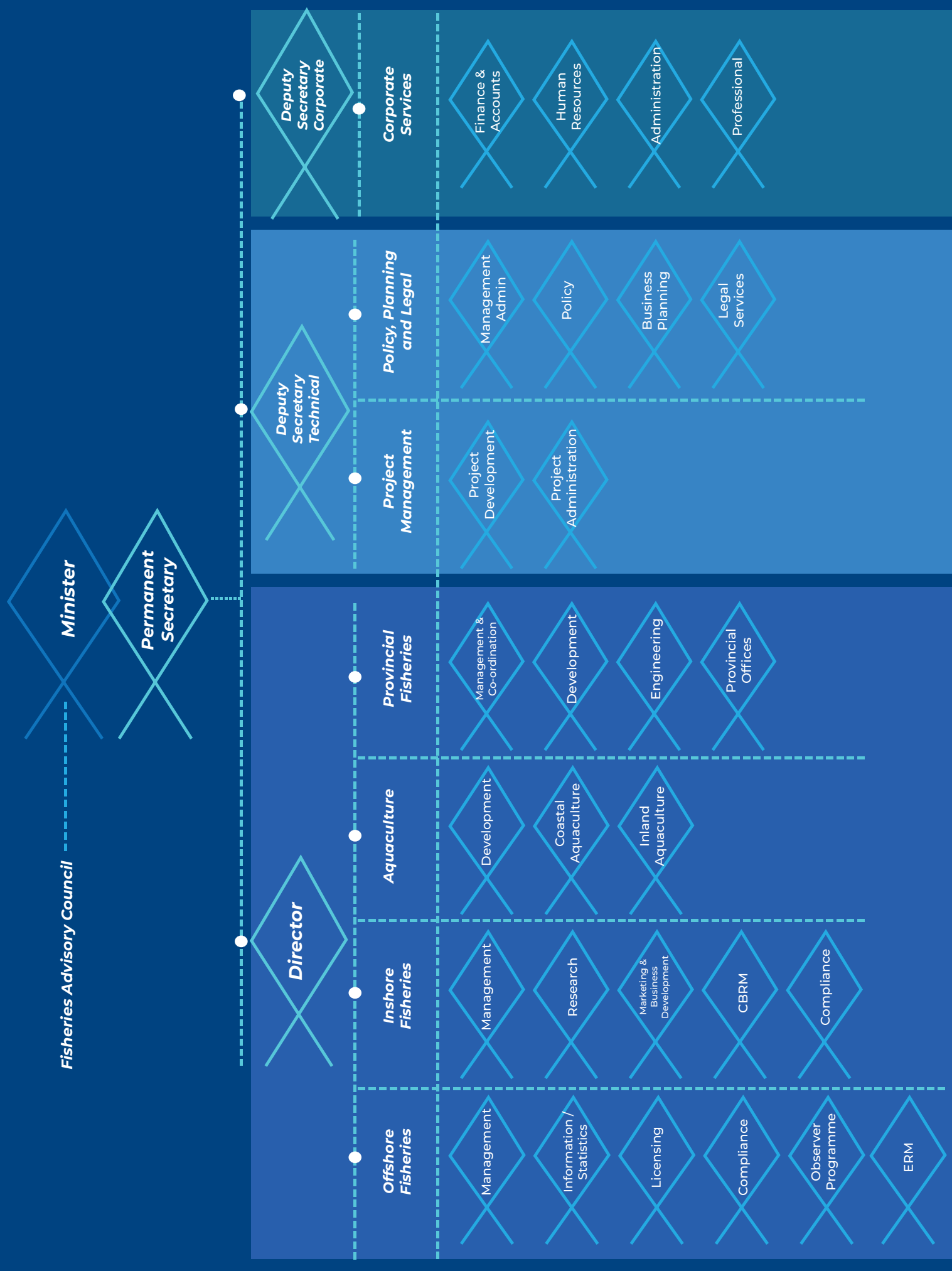


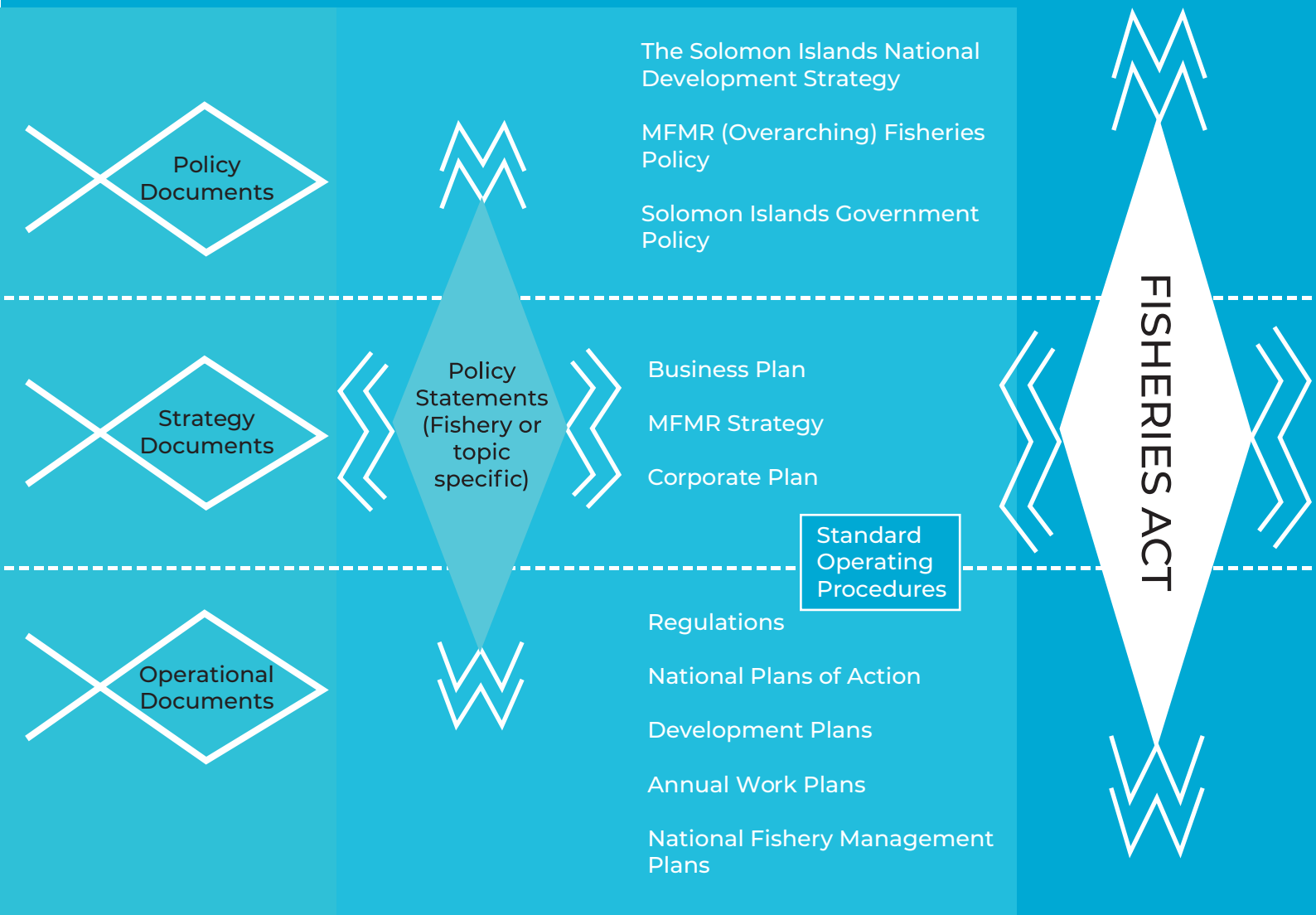
Figure 2. MFMR organizational chart. By 2023, our restructure programme will achieve full capacity through appointments to each of these divisions.

Our Policy Arena, Performance Monitoring and Reporting

Policy Arena

The Corporate Plan is a critical plank in the MFMR's policy map which identifies policy, Strategy and operational documents that guide the work of the Ministry. Over the next four years, this map will increase as more policy, strategic and operational documents are developed and operationalised.

The MFMR Policy Map



Performance Monitoring and Reporting

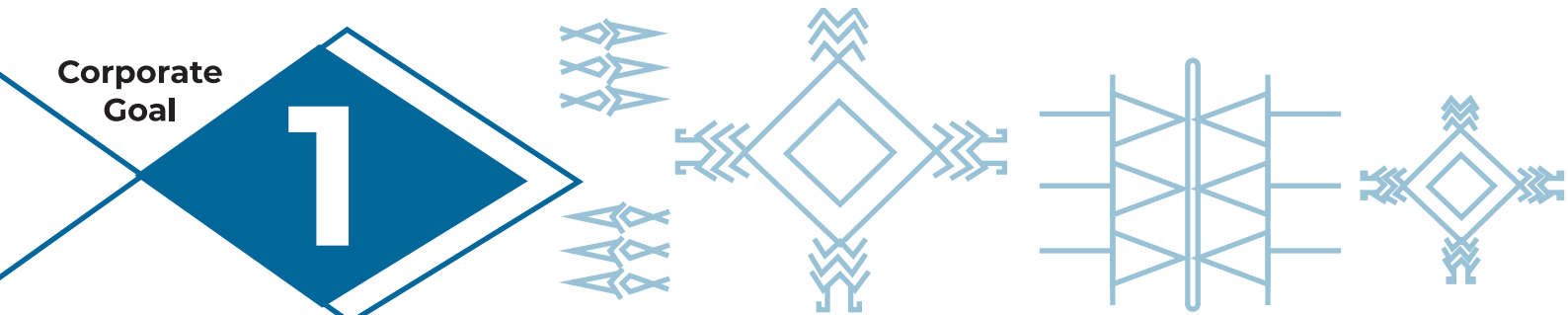
To ensure, we deliver on our goals, our performance will be monitored to ensure we deliver in accordance to our annual operational plans (AOP). The performance monitoring process (PMP) championed by the Ministry of Public Services (MPS), will be the primary tool to ensure delivery against our operational plans. The quarterly, bi-yearly and annual mandatory reporting expected of the Ministry also provide another avenue to track our performance against our agreed operational plans.

Whilst monthly, quarterly, bi-yearly and annual reporting is expected of the Ministry of its AOP activities, our reporting against our Corporate Plan will be annual, through our Annual Reports.



Our Corporate Goals and Strategies to Achieve

The following provide the Strategic Actions along with 'Area of Focus' that we will undertake in pursuit of our Corporate Goals.



Solomon Islands fisheries and aquatic resources are ecologically sustainable

1.1

Develop and apply effective management tools that ensure our inshore and inland fisheries are ecologically sustainable.

1.1.1 Developing and implementing management plans for fisheries under customary marine tenure, those of commercial interests and ensuring endangered and threatened species are managed to agreed international measures.

1.1.2 Empowering communities to better manage their fisheries through CBRM learning tools.

1.1.3 Conducting stock assessment for key commercial species to provide stock status for better management.

1.1.4 Improving central database system to store quality data on inshore and inland fisheries.

1.1.5 Devising mechanisms to address threats due to climate change on inshore and inland fisheries.

1.1.6 Supporting provincial governments to manage their fisheries and aquatic resources.

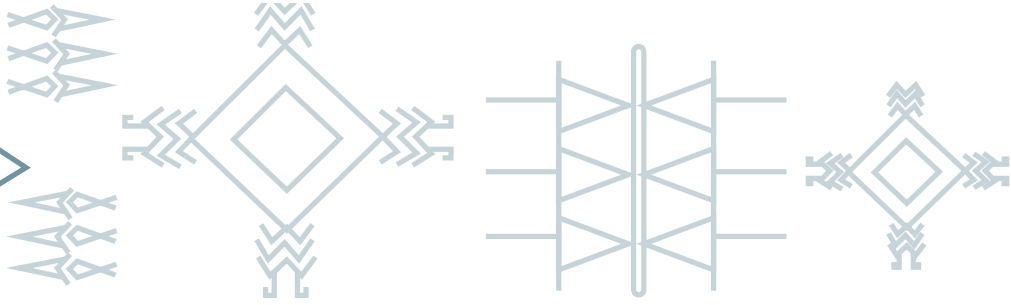
1.2

Develop and apply effective management tools that ensure our offshore fisheries are ecologically sustainable

1.2.1 Developing and implementing management arrangements, using zone-based management tools, for the country's tuna fisheries including adoption of conservation and management measures agreed to, at sub-regional, regional and international fora.

1.2.2 Collaborating with regional organizations to develop reference points and harvest strategies for key tuna species.

1.2.3 Devising mechanisms to address threats due to climate change on tuna fisheries.



Within the context of an ecologically sustainable fishery, and through development approaches that allow greater participation of locals in harvesting, processing and exporting of Solomon Islands fish, Solomon Islands and its people receive optimized economic and social benefits from the exploitation of its fisheries and aquatic resources

2.1

Develop initiatives that allow Solomon Islanders to secure food and nutritional security and derive economic and social benefits from the use of their inshore and inland fisheries resources.

2.1.1 Developing new business and investment opportunities for small scale fisheries;

2.2.2 Promoting Constituency Fisheries Centres (CFCs) as a platform for livelihood diversification for small scale fisheries

2.2.3 Promoting livelihood opportunities through CBRM initiatives.

2.2.4 Supporting provincial governments to create business opportunities.

2.2

Develop initiatives that allow the nation to derive greater economic and social benefits from the use of its offshore fisheries resources for its people.

2.2.1 Developing onshore processing facilities to create greater economic and social benefits;

2.2.2 Developing strategies for better management and utilization of bycatch from fishing vessel operations.

2.2.3 Localising the Solomon Islands long-line tuna fisheries using rights-based management approaches, ensuring 100% landing and processing of long-line catches.

2.2.4 Devising innovative approaches to maximize the value of Solomon Islands Vessel Days under PNA's Vessel Day Scheme (VDS).

2.2.5 Creating new investment opportunities to add value to offshore fisheries resources.

2.3

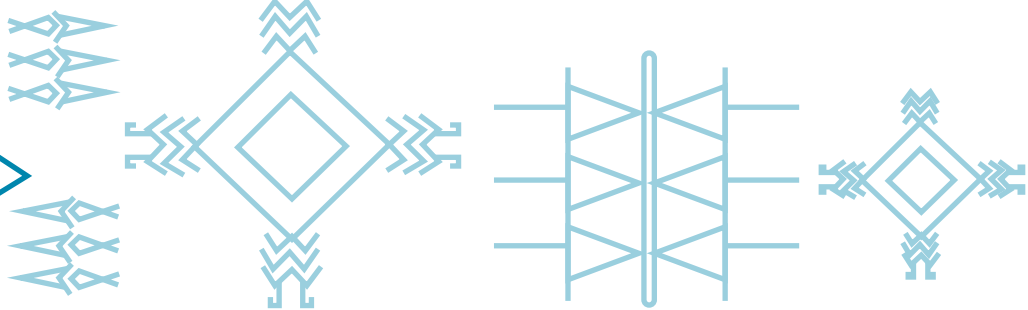
Develop the country's aquaculture sector to contribute fully to food and nutritional security, and economic and social benefits for our people.

2.3.1 Developing climate change resilient aquaculture with equitable livelihood opportunities for men, women and vulnerable groups.

2.3.2 Enhancing stock of targeted depleted inland and coastal aquatic species through research and technology innovation.

2.3.3 Developing a conducive environment for development and growth in all levels of the aquaculture sector through creation of suitable infrastructure, capacity building and technology innovation.

2.3.4 Promoting private sector investments on commercial commodities prioritized for commercial aquaculture.



Solomon Islands' rights over its fisheries and aquatic resources are safeguarded, protected and secured.

3.1

Improve current regulatory environment to ensure adherence and compliance to the Fisheries Management Act (FMA) 2015 and its subsidiary legislation by all who fish in our waters and/or export fisheries products derived from our fisheries and aquatic resources.

3.1.1 Developing effective and efficient compliance tools* that will safeguard, protect and secure our rights over our fisheries and aquatic resources.

3.1.2 Reviewing current legislation including fisheries regulations and developing new regulations for both offshore and inshore fisheries.

3.1.3 Reviewing current policy documents to strengthen management and development of our fisheries.

3.2

Create initiatives that allow greater control over our fisheries and aquatic resources.

3.2.1 Promote electronic Port (ePort) initiatives for all landing and processing ports in Solomon Islands.

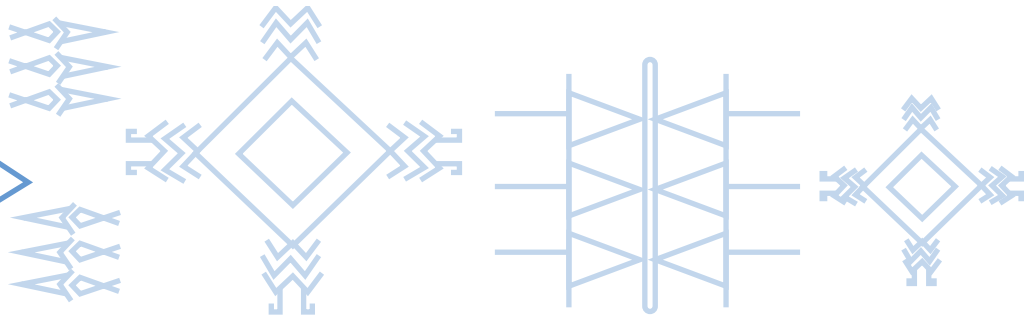
3.3

3.3. Pursue effective partnership with local, regional and international organizations that will enable Solomon Islands to safeguard, protect and secure her rights and control over her fisheries and aquatic resources

3.3.1 Strengthening MCS arrangements with in-country partners for effective control over our fisheries and aquaculture resources;

3.3.2 Strengthening MCS arrangements with RFMOs for effective control over our fisheries and aquaculture resources.

***including 100% observer coverage on purse seiners and increasing use of electronic monitoring on lonaliners.**



MFMR is a professional ministry providing quality advice to the Government and efficient in its delivery of service to the people of Solomon Islands

4.1

Ensure the organizational structure of MFMR aligns well with its functional mandate and responsibilities to meet its vision and mission.

4.1.1 Implementing the Ministry's restructure programme.

4.2

Develop and enhance the capacity and skills of the Ministry to meet increasing responsibilities and needs

4.2.1 Developing and implementing the ministry's training programme to meet both technical and corporate needs of the respective divisions.

4.3

Enhance a strong internal governance processes and structures for MFMR to effectively deliver on its mandate

4.3.1 Improving internal systems and processes to meet MPS' General Orders and Ministry of Finance and Treasury (MOFT)'s financial instructions

4.3.2 Developing and implementing an effective asset management programme.

4.4

Create a high performance culture in the Ministry

4.4.1 Developing a new scheme of service for the Ministry to reflect its national, regional and international responsibilities.

Our Measure of Success

The following provide the Strategic Actions along with 'Area of Focus' that we will undertake in pursuit of our Corporate Goals.

1 Solomon Islands fisheries and aquatic resources are ecologically sustainable

Headline Indicators	Reporting Source
Increased number of inshore fisheries managed through management plans.	MFMR Annual Reports
Increased number of inshore fisheries undergone stock assessment surveys.	
Increased reliance on database to provide data for technical purposes	
Increased activities addressing climate change impacts on fisheries are in place.	
Increased engagement of provincial governments in management of fisheries in their provincial waters.	
Effective use of our national Tuna Management and Development Plan (TMDP) to manage SI tuna fisheries.	
All 4 key tuna species continue to be in healthy state in accordance to SPC's annual advice.	
Tuna fisheries managed according to agreed WCPFC reference points and harvest strategies.	
100% observer coverage of purse seiners and increasing coverage of electronic monitoring on longliners.	WCPFC Scientific Committee Report

2 Within the context of an ecologically sustainable fishery, and through development approaches that allow greater participation of locals in harvesting, processing and exporting of Solomon Islands fish, Solomon Islands and its people receive optimized economic and social benefits from the exploitation of its fisheries and aquatic resources

Headline Indicators	Reporting Source
Increased number of men and women in communities use their fisheries and aquatic resources sustainably as an economic tool to enhance their wellbeing.	MFMR Annual Reports
Increased aquaculture initiatives implemented at the national, provincial and community level to enhance people's wellbeing.	
Value adding of SI VDS days to result in increase of annual revenue collection for SIG.	
More than 2000 Solomon Islanders to be employed in tuna fisheries related businesses.	

3

Solomon Islands' rights over its fisheries and aquatic resources are safeguarded, protected and secured

Headline Indicators

Reporting Source

Adherence to our laws increased with reduced occurrence of IUU or breaches against our laws, its regulations and license terms and conditions;

Quality deliverance of compliance expectations by a competent compliance team;

Strong and active partnership with all Regional Fisheries Management Organisations (RFMOs) and fisheries and conservation NGOs and fishing industry.

MFMR Annual Reports

MFMR Reports to WCPFC

4

MFMR is a professional ministry providing quality advice to the Government and efficient in its delivery of service to the people of Solomon Islands

Headline Indicators

Reporting Source

Completion of re-structure programme with a fully functional organizational structure.

A conducive work environment provided to staff.

Increased number of committed and competent, professional staff champions that effectively execute divisional strategies.

Quality advice tendered to the government of the day on matters relating to aquaculture, fisheries and marine resources.

MFMR Annual Reports

MFMR Annual Questionnaire Reports

Contact Us

For further information about our activities, functions and services, please



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MINISTRY OF FISHERIES
& MARINE RESOURCES