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FOREWORD

I am pleased to present to the Government and people of Solomon Islands the Ministry of Fisheries and Marine Resources Corporate Plan 2015-2018.

The Plan describes the current functions of the Ministry and focuses on the aspirations to grow the Ministry to the extent it can meet its responsibilities under the new Fisheries Management Act that was gazetted in 2015. The plan sets out our programme for the next three years and the targets we are committing to meet in each area of work. It is our intention to continue to provide an enabling environment for the development of the fisheries sector.

This programme of action stemmed from Democratic Coalition for Change Government’s (DCC) Policy Statement and its Policy Strategy and Translation documents launched in January 2015. Eight policy objectives were identified in the DCC documents and in this Corporate Plan these are articulated as key focal areas and related goals to ensure i) effective fisheries resource and ecosystem management, ii) private sector development and investment, iii) effective fisheries compliance, iv) strong governance and institutional development. Achieving these goals will contribute strongly to the vision of the Solomon Islands National Development Strategy 2016-2035.

It is my hope that the Ministry of Fisheries and Marine Resources will deliver on these policy intentions. In this regard I take this opportunity to acknowledge the dedication and effort of the staff of the Ministry under the leadership of the Permanent Secretary for the production of this Corporate Plan 2016-2018 and I look forward to working together with you to deliver on these policy intentions. I take also the opportunity to thank New Zealand for the financial support rendered to the Ministry through its Mekem Strong Solomon Islands Fisheries (MSSIF) Program the MSSIF staff for supporting the Ministry in every way. I look forward for your continual support and commitment over the next 3 years.

Hon. John Maneniariu [MP]
Minister,
Ministry of Fisheries and Marine Resources
PART ONE

1.0 INSTITUTIONAL OVERVIEW

1.1 LEGISLATIVE AND GOVERNMENT POLICY
The policy drivers for the sector articulated in this new corporate plan (2015-2018) are derived from the new Fisheries Management Act 2015 and the Solomon Islands National Development Strategy 2016-2035.

Reference should also be made to the policy arenas for Aquaculture, Fisheries and Marine Resources as contained in DCC Government’s Policy Document (2015) namely:

1. Fisheries Act
   a. Review the Fisheries Act

2. Fisheries Governance
   b. Improve and strengthen the contribution of small-scale fisheries alleviation, food and nutrition security and socio-economic benefits of fishing communities

3. Small scale fisheries
   c. Strengthen and establish a national and provincial fisheries governance and institutional arrangements

4. Aquaculture
   d. Establish a market-led sustainable aquaculture development throughout the country

5. Capacity Building
   e. Distribute the benefits of Solomon Islands fisheries and aquaculture endowments through innovation and technology, accelerated trade and marketing.

6. Commercial Fisheries
   f. Strengthen and develop coordinated mechanisms among regional economic organizations and regional fisheries bodies to ensure coherence of fisheries policies and aquaculture development.
   g. Promote and enhance the capacity of people and institutions in the Solomon Islands fishery sector
   h. Improve and increase the contribution of commercial and large scale tuna fisheries to national revenue generation, food and nutrition security and socio-economic benefits of Solomon Islands citizens

1.2 ROLE OF THE MINISTRY OF FISHERIES AND MARINE RESOURCES
The role of the Ministry of Fisheries and Marine Resources (MFMR) is to regulate the orderly development and quality management of Solomon Islands fisheries and marine resources and to ensure Solomon Islands receives maximum economic and social benefits from the sustainable use of its fisheries and marine resources.

1.3 GOVERNANCE SYSTEM – HOW THE MFMR IS MANAGED
The MFMR aims to achieve its goals and strategies through the implementation of a number of fisheries programmes and projects supported by development partners, implementation of an annual operational plan aligned to the corporate plan and through an
organisational structure that aims to promote an effective and efficient service delivery framework for the sector. The MFMR is organised and managed based on a number of technically focused divisions, each headed by a Deputy Director. Within each division there are sections, and specialised technical units, that also account for the fact that the MFMR is the Competent Authority (as prescribed by the European Union) addressing all fisheries IUU (Illegal, Un-reported and Un-regulated) issues.

The current and the aspirational structure (MFMR aspires to increase from 84 staff in 2015 to 157 staff in order to carry out mandated functions) to be established within the life of the corporate plan is shown in the diagrams below. In summary the current governance structure is composed of:

1. The Minister is the head of the Ministry who is mandated by the constitution to oversee all things concerning fisheries and marine resources of the country.
2. The Executive management (the Permanent Secretary, Director of Fisheries, Under-secretary technical and Under-secretary corporate services (new position)) are responsible for the administration, human resource and financial matters of the Ministry.
3. A fisheries advisory council is established under the Fisheries Management Act. Members are appointed by the Minister to advise the Minister and make recommendations at the request of the Permanent Secretary on all matters relating to management, conservation, development and management use of fisheries and marine resources.
4. The Offshore Fisheries Division is responsible for all aspects of offshore fisheries management including fisheries information/statistics, licensing and compliance, the observer programme and the Catch Documentation System.
5. The Inshore Fisheries Division is responsible for research, marketing and community based resource management of all inshore and coastal fisheries and marine resources and for the development of aquaculture.
6. The Provincial Fisheries Division is responsible for development of fisheries in all Provinces, providing support to provincial fisheries officers and administration of all fisheries centres in the Provinces.
7. The Policy, Planning and Project Management Division is made up of the policy and planning section and the project management section and is responsible for development of fisheries policy and management and implementation of fisheries investment projects.
8. The Corporate Services Division includes the Accounts and Administration Sections and is responsible for the administration, human resource and financial matters of the Ministry.
9. The New Zealand Aid funded programme Mekem Strong Solomon Islands Fisheries (MSSIF) and the World Bank funded Pacific Regional Oceanscape Programme (PROP) are support programmes sitting within the Ministry and support targeted activities and capacity development in the MFMR.
In order to move effectively from the current to the aspirational structure a Human Resources Development Advisor is supporting an institutional assessment of MFMR to look at the strength of the organisation and capacity of its team to deliver against its legislated and agreed expectations. A 'way forward work plan' has been agreed that includes clarification of all the functions expected of the Ministry; the best structure for the organisation to deliver the services; new job descriptions to support a training needs analysis; performance planning and clarification of processes and procedures. Senior MFMR staff have undertaken a functional analysis of the Ministry articulating responsibilities of Divisions, Sections and Units.
1.4 Linkages to Other Plans
Implementation of the MFMR Corporate Plan is supported by various development partner project design documents and annual operational work-plans (derived from this corporate plan); in particular those of the NZAP Mekem Strong Solomon Islands Fisheries (MSSIF) Programme and the WorldBank PROP Programme. A higher-level policy framework for the sector is currently being developed that will be consistent with the goals as stated in the Corporate Plan.

MFMR also has Service Level Agreement (SLA) with the FFA and a Joint Country Strategy (JCS) with the SPC.

2.0 Situational Analysis
2.1 Key Institutions and Stakeholders in the Fisheries Sector
In addition to the lead taken by the MFMR key government institutions that have a stakeholding in the management and administration of the fisheries sector are:

Ministry of Health and Medical Services (MHMS)
The Competent Authority for sanitary health and hygiene (‘fish as food’) inspection services lies with the Inspection and Certification Unit (ICU) of the Environmental Health Division of the MHMS. Competent Authority staff is based in Honiara and Noro to conduct sampling and testing according to the regime set in the National Control Plan as well as inspections at the SolTuna cannery and National Fisheries Development Limited’s - European Union approved vessels.
Furthermore, the Health Competent Authority plays an integral part in the implementation of the EU’s Catch Documentation Scheme together with MFMR and Customs in Noro ensuring our fisheries products exported from Noro SolTuna Cannery are sourced from legally caught fish and carefully accounted for.

**Ministry of Environment, Climate Change, Disaster Management and Meteorology (MECDM)**

The MECDM is responsible for national coastal resource planning and biodiversity action planning and co-chairs with the MFMR the Coral Triangle Initiative National Coordination Committee. The MECDM is responsible for implementation of the *Environment Act 1998, Environment Regulations 2008* and the EIS Guidelines (2010) that set out the process for the preparation of an Environmental Impact Statement in the Solomon Islands required for large-scale infrastructure developments such as a fish processing facility. The MECDM is the management authority for CITES and therefore responsible for issuing CITES permits. The MFMR and MECDM are both designated national scientific authorities.

**Ministry of Finance and Treasury (MOFT)**

This Ministry is responsible for all Government recurrent budget planning, economic reform planning and liaison with international financing institutions and development partners. All fisheries license access fees, revenue from the transhipment of tuna and export duties on fish and marine products is paid into the Solomon Islands Consolidated Fund. Furthermore, Customs Department which sits with MoFT is responsible for all clearing of fisheries exports leaving our country. MFMR strives to work in partnership with Customs and the Ministry of Health Competent Authority to ensure effective administration and implementation of the EU Catch Documentation Scheme.

**Ministry of Police, National Security and Correctional Services**

The Police Maritime Division of the Royal Solomon Islands Police Force patrols the territorial and archipelagic waters of the Solomon Islands (with jurisdiction if necessary out to the 200 nautical mile limit) and controls fishing vessels suspected of violating borders and/or closed areas (as well as being responsible for other non-fisheries duties including search and rescue).

**Other ministries with line responsibility impacting on the sector include:**

- Ministry of Lands – land issues related to investment planning
- Ministry of Infrastructure Development (MID) – vessel registration and inspection and Ports Authority (statutory authority)
- Ministry of Provincial Government and Institutional Strengthening – fisheries management in the provinces
- Ministry of Public Service (MPS) – public service human resource management and development
• Ministry of Development Planning and Aid Coordination (MDPAC) - development planning responsibilities
• Ministry of Justice and Legal Affairs - Attorney General's Office
• Ministry of Rural Development - development projects in constituencies.

2.2 RISK ASSESSMENT AND MANAGEMENT
The following risks to the effective delivery of this corporate plan have been identified from previous institutional development work undertaken within the MFMR; these are presented in no specific order of importance:

1 Line management: The Fisheries Director (FD) has too much organisational, personnel, and technical responsibility for a Ministry of the size of the MFMR

2 Policy analysis: The deputy directors are responsible for strategic and operational policy in their respective sectors (offshore, inshore and provincial). None of them have dedicated policy analysts to assist them.

3 Staffing: The MFMR is currently understaffed. MFMR aspires to have 157 staff in order to carry out mandated functions (see table below). At the end of 2015 the MFMR had 84 filled positions (74% of required staff) and it is anticipated that only an additional fourteen established vacancies will be filled in 2016. The projections are that by the end of 2018 MFMR will be at full capacity. However, a functional review of all positions is underway and may result in reduction of required positions.
MFMR Corporate Plan 2015-2018

3.0 RESOURCES

3.1 HUMAN RESOURCES

The Ministry should have a full staff compliment of 157. Two thirds of the provincial fisheries development staff are based in the provinces, three Compliance staff from the offshore division are based in Noro, the remainder are in Honiara. In 2015, 30 established positions were vacant.

Summary of Established posts, filled posts and vacant posts for 2015 and 2016, and projections for 2017-2018

<table>
<thead>
<tr>
<th>Divisions</th>
<th>2015</th>
<th></th>
<th></th>
<th>2016</th>
<th></th>
<th></th>
<th>**2017-2018 Proposed</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Posts</td>
<td>Filled</td>
<td>vacant</td>
<td>Posts</td>
<td>Filled</td>
<td>vacant</td>
<td>Posts</td>
<td>Filled</td>
<td>vacant</td>
<td>Posts</td>
</tr>
<tr>
<td>Head Quarters &amp; Administratio n</td>
<td>8</td>
<td>6</td>
<td>3</td>
<td>8</td>
<td>6</td>
<td>2</td>
<td>7</td>
<td>4</td>
<td>3</td>
<td></td>
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<tr>
<td>Cooperate Services</td>
<td>18</td>
<td>15</td>
<td>3</td>
<td>18</td>
<td>15</td>
<td>3</td>
<td>20</td>
<td>16</td>
<td>4</td>
<td></td>
</tr>
<tr>
<td>Policy, Planning and Project Management</td>
<td>10</td>
<td>5</td>
<td>5</td>
<td>11</td>
<td>6</td>
<td>5</td>
<td></td>
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<tr>
<td>Offshore Fisheries Management</td>
<td>22</td>
<td>18</td>
<td>4</td>
<td>22</td>
<td>19</td>
<td>3</td>
<td>37</td>
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<tr>
<td>Inshore Fisheries Management</td>
<td>21</td>
<td>13</td>
<td>8</td>
<td>21</td>
<td>14</td>
<td>7</td>
<td>24</td>
<td>10</td>
<td>14</td>
<td></td>
</tr>
<tr>
<td>Provincial Fisheries Development</td>
<td>34</td>
<td>27</td>
<td>7</td>
<td>34</td>
<td>28</td>
<td>5</td>
<td>53</td>
<td>24</td>
<td>29</td>
<td></td>
</tr>
<tr>
<td>Aquaculture</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>16</td>
<td>5</td>
<td>11</td>
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</tr>
<tr>
<td>Total</td>
<td>113</td>
<td>84</td>
<td>30</td>
<td>114</td>
<td>88</td>
<td>25</td>
<td>157</td>
<td>84</td>
<td>73</td>
<td></td>
</tr>
</tbody>
</table>

*16.2.2016 MPS MFMRLG Audit of the MFMR Establishment

**On-going evaluation of the MFMR (as a priority productivity sector organisation) Establishment to deliver against legislated and agreed expectations, expected clarification by October, 2016

3.2 FINANCIAL RESOURCES – 3 YEAR BUDGET FORECAST

The MFMR 2016 annual operational budget (recurrent (SBD 11,360,434) and development (SBD 31,090,000)) is approximately SBD 42,450,434 million. The total revenue earned by the Ministry for 2014 was SBD 217 million and in 2015 it was (YTD) SBD 318 million

PART TWO

4.0 STRATEGIC FRAMEWORK

MFMR’s vision sets out the reasons and purpose for organisation’s existence and the ‘ideal’ state that the organisation aims to achieve, while MFMR’s mission identifies major goals and performance objectives. Both the vision and mission are defined within the framework
MFMR Corporate Plan 2015-2018

of the Ministry’s values and philosophy. These are in turn used as a context for defining
the strategic objectives, focal areas, goals and actions defined within this corporate plan.

4.1 VISION AND MISSION STATEMENT FOR THE SECTOR
Fish and marine products are renewable resources that can provide food, work and wealth
for generations to come, as they have done in the past – but increasingly only if the resource
is managed sustainably within an equitable and enabling economic framework. The
Solomon Islands Government seeks to ensure sound management of the sector that
supports viable investment to achieve national social and economic goals that are in the
long-term interest of all citizens and stakeholders operating within the sector.

The overall objective of modern fisheries policy, as defined in the United Nations Food
and Agriculture Organisation Code of Conduct for Responsible Fisheries (1995) is that a:

Responsible fisheries policy has to ensure effective conservation, management and
development of living aquatic resources with due respect for the eco-system and bio­
diversity in order to provide, both for present and future generations, a vital source of food,
employment, recreation, trade and economic well-being for people.

It is the intention of this MFMR Corporate Plan that Solomon Islands’ fishery policy will
embrace and apply this international standard. Solomon Islands has limited financial
resources and, to ensure coherent national development towards an economically
prosperous future, policy objectives within this corporate plan need to be prioritised. This
will increasingly require stakeholder participation through resource co-management
(Community Based Resource Management or CBRM). A significant effort must be
allocated to the involvement of stakeholders and engagement with communities, as they
represent the key to success within the coastal fisheries sector. In the offshore sector
Solomon Islands must continue to embrace its important role within international and
regional organisations in the management of tuna stocks. This corporate plan articulates
the vision and mission for the fisheries sector and MFMR.

The national ‘Vision 2025’ for the fisheries sector is:

A national and regional fisheries sector that generates an economically viable and equitable
distribution of benefits for all Solomon Islanders from a biologically and economically
sustainably managed marine ecosystem
The MFMR’s Mission Statement is:
The Ministry of Fisheries and Marine Resources (MFMR) leads the challenge to sustainably manage and develop the nation’s offshore and coastal fisheries, is active in promoting Community Based Resource Management, and aims to contribute to the sustainable management of the region’s offshore marine resources.

The MFMR strives to provide an effective and efficient service to all stakeholders, promote government inter-agency cooperation and act as the focal point for national capacity building, research and development within the sector.

4.2 MFMR VALUES AND PHILOSOPHY

The MFMR’s philosophy consolidates its values through relationships with stakeholders, policies, culture, and management style. The MFMR’s values are articulated through the Solomon Islands Public Service Code of Conduct, which contains the five key ethical principles of:

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

4.3 STRATEGIC OBJECTIVES

The DCC policy strategy and translation identifies five policy objectives for aquaculture, fisheries and marine resources (see Table below). In order to achieve these objectives, four focal areas and related goals have been articulated for the MFMR.

Focal Area 1: Fisheries resource and ecosystem management

Goal: Sustainable fisheries resource management and promote livelihood opportunities through effective conservation and management of oceanic and coastal ecosystems

Focal area 2. Private sector development and investment

Goal: Promote private sector development, investment and secure market access to achieve higher economic returns and social benefits from the use of marine resources

Focal Area 3. Fisheries compliance (the operational arm of fisheries management)

Goal: The effective management of national and shared fish stocks through a strengthening of fisheries compliance and enforcement

Focal area 4: Governance and institutional development.

Goal: Improved fisheries governance supported by a strengthening of the institutional framework of the sector
<table>
<thead>
<tr>
<th>MFMR Focal Area</th>
<th>DCC POLICY Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focal Area 1. Fisheries resource and ecosystem management</td>
<td>c. Improve and strengthen the contribution of small-scale fisheries (to poverty) alleviation, food and nutrition security and socio-economic benefits of fishing communities</td>
</tr>
<tr>
<td>Focal Area 2. Private sector development and investment</td>
<td>d. Establish a market-led sustainable aquaculture development throughout the country</td>
</tr>
<tr>
<td></td>
<td>e. Distribute the benefits of Solomon Islands fisheries and aquaculture endowments through innovation and technology, accelerated trade and marketing.</td>
</tr>
<tr>
<td>Focal Area 3. Fisheries Compliance</td>
<td>h. Improve and increase the contribution of commercial and large scale tuna fisheries to national revenue generation, food and nutrition security and socio-economic benefits of Solomon Islands citizens</td>
</tr>
<tr>
<td>Focal Area 4. Governance and Institutional Development</td>
<td>a. Review the Fisheries Act</td>
</tr>
</tbody>
</table>
DCC Selected Strategic Actions

c.1 Establish mini tuna canneries in rural communities

c.2 Strengthen CBRM Unit within MFMR

c.3 Pilot New initiative to strengthen CBRM capacity in the Provinces

c.4 Develop new strategy to support community livelihood initiatives

c.5 Support CBRM (fisheries co-management) outreach initiative

c.6 Develop a rural community fisheries development training program

c.7 Identify sites to deploy Fish Aggregation Devices (FAD's) to support rural fishers in the country

d.1 Develop a new National Aquaculture Strategy

d.2 Review National Aquaculture plan to align with strategy

d.3 Develop a national marketing strategy

d.4 Develop aquaculture industry (milkfish, tilapia, prawns, giant clams, pearls oysters, sea cucumber)

e.1 Expand culture of seaweed farming in all Provinces

e.2 Boost hatchery mass production of sea cucumber juveniles for restocking

e.3 Promote farming of milkfish, tilipia, giant clams, corals and prawns in all Provinces

e.4 Secure market (regional and international) for farmers

h.1 Develop Onshore Processing Plants in Suafa, Tenaru & Doma;

h.2 Develop and implement a tender framework for the sales of VDS days for purse seine and longline fisheries in Archipelagic and EEZ waters;

h.3 Implement Tuna management and development plan;

h.4 Develop investment appraisal strategy;

h.5 Develop economic analysis tool for tuna fisheries;

h.6 Develop new onshore processing agreement for all investors;

h.7 Develop national strategy on IUU and EU market access;

h.8 Develop national compliance strategy covering both inshore and offshore fisheries.

a.1 Facilitate the passing of the Fisheries Bill

a.2 Develop and introduce new regulations in compliance with the new Fisheries Act

a.3 Develop and introduce new Provincial Fisheries Ordinances
<table>
<thead>
<tr>
<th>MFMR Focal Area</th>
<th>DCC POLICY Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>b. Strengthen and establish a national and provincial fisheries governance and institutional arrangements</td>
</tr>
<tr>
<td></td>
<td>f. Strengthen and develop coordinated mechanisms among regional economic organizations and regional fisheries bodies to ensure coherence of fisheries policies and aquaculture development</td>
</tr>
<tr>
<td></td>
<td>g. Promote and enhance the capacity of people and institutions in the Solomon Islands fishery sector</td>
</tr>
</tbody>
</table>
### DCC Selected Strategic Actions

<table>
<thead>
<tr>
<th>b.1</th>
<th>Develop a new Inshore Fisheries Management Strategy (IFMS)</th>
</tr>
</thead>
<tbody>
<tr>
<td>b.2</td>
<td>Develop a new Provincial Fisheries Strategy (PFS)</td>
</tr>
<tr>
<td>b.3</td>
<td>Build Compliance office in Noro</td>
</tr>
<tr>
<td>b.4</td>
<td>Review MFMR organisational structure and management and operational systems</td>
</tr>
<tr>
<td>b.5</td>
<td>Establish Fisheries Information Management System (FIMS) Portal</td>
</tr>
<tr>
<td>b.6</td>
<td>Develop Inshore Fisheries market database</td>
</tr>
<tr>
<td>vii.</td>
<td>Develop sound financial and accounting systems</td>
</tr>
<tr>
<td>f.1</td>
<td>Implement Niue treaty subsidiary agreement;</td>
</tr>
<tr>
<td>f.2</td>
<td>Establish cross-party dialogue on climate change issues through the Coral Triangle Initiative (CTI)</td>
</tr>
<tr>
<td>f.3</td>
<td>Collaborate and support all PNA initiatives;</td>
</tr>
<tr>
<td>f.4</td>
<td>Implement FFA country level service agreement;</td>
</tr>
<tr>
<td>f.5</td>
<td>Implement SPC country level service agreement;</td>
</tr>
<tr>
<td>f.6</td>
<td>Implement all conservation and management measures agreed at Western and Central Fisheries Commission (WCPFC)</td>
</tr>
<tr>
<td>g.1</td>
<td>Develop MFMR Staff capacity development Programme</td>
</tr>
<tr>
<td>g.2</td>
<td>Support to industry working groups</td>
</tr>
<tr>
<td>g.3</td>
<td>Develop GIS capacity within the MFMR</td>
</tr>
<tr>
<td>g.4</td>
<td>Develop MFMR website</td>
</tr>
<tr>
<td>g.5</td>
<td>Develop annual bilateral negotiation strategy</td>
</tr>
<tr>
<td>g.6</td>
<td>Development of a national licensing policy (for all fisheries)</td>
</tr>
<tr>
<td>g.7</td>
<td>Develop and implement biosecurity programmes to manage the risk related to the introduction of non-indigenous species</td>
</tr>
<tr>
<td>g.8</td>
<td>Functioning MCS Working Group</td>
</tr>
<tr>
<td>g.9</td>
<td>Enhance MCS information systems with the support of the ICTSU</td>
</tr>
<tr>
<td>g.10</td>
<td>Enhance national observer programme to meet national, regional and international standards and obligations</td>
</tr>
<tr>
<td>g.11</td>
<td>Develop strong EU compliant Catch Certification System</td>
</tr>
<tr>
<td>g.12</td>
<td>Build new MFMR office complex</td>
</tr>
<tr>
<td>xiii.</td>
<td>Support Ministry of Health Competent Authority</td>
</tr>
</tbody>
</table>
PART THREE

5.0 MONITORING AND EVALUATION

The Ministry’s M&E system is defined in the MFMR Performance Framework prepared in September 2011. This framework was developed around the use of existing data sources given the real and significant resource constraints faced by the MFMR in managing such a sector. The Permanent Secretary is responsible for implementation of this M&E framework.

Indicators for each priority outcome and strategy were identified in a MFMR Performance Framework aligned to the previous corporate plan (2011-13) and the same has been prepared for this Corporate Plan – see overleaf. An important issue is that a true and verifiable baseline for realistic and measureable indicators needs to be established. The database development work related to the establishment of these baselines is ongoing in 2016.

Divisional managers will report the status of policy implementation and monitoring data collection in their Quarterly Reports to the Permanent Secretary. This will be reported to the Policy Unit in the PMO and to the MDPAC in MFMR’s Quarterly Reports. Indicators will be analysed and reported annually to the Solomon Islands Government through the MFMR Annual Report. This will be used to adjust future years work plans.

Development partners and other agencies working in the sector will be requested to use these indicators for work related to the management of marine resources and implementation of the corporate plan. They may choose to use additional indicators, but should be encouraged to use the MFMR indicators as a minimum.

The planning of all new pilot activities will include how the activity will be evaluated and the results of these evaluations reported in regular monthly reports and summarised in the Quarterly Report to the MDPAC. Progress at an activity level will be monitored at the MFMR regular monthly management meetings.

It should be noted that the Performance Framework is a living document and will change over time and therefore additional indicators may be added periodically.

6.0 REPORTING

The Ministry is required to submit an Annual Report to Parliament by April each year reporting against the Corporate and Annual Plans. The Ministry is also required to submit quarterly reports to the Policy Unit, Prime Minister’s Office and to the Ministry of Planning.

Each Division within the MFMR is required to produce an input to the Quarterly Progress Report. A standard report template has been developed which will enable the information in the divisional report to be easily consolidated and submitted on a quarterly basis to the Ministry of Planning. It should also provide much of the information required for the Annual Report. The template is tabular and reports on all progress (rather than exception based) as preferred by the Permanent Secretary.
<table>
<thead>
<tr>
<th>Policy Arena and objective</th>
<th>DCC strategic actions</th>
<th>Verifiable Performance Indicators</th>
<th>Means of Verification</th>
</tr>
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<td><strong>MFMR GOAL 1: SUSTAINABLE FISHERIES RESOURCE MANAGEMENT AND PROMOTION OF LIVELIHOOD OPPORTUNITIES THROUGH THE CONSERVATION AND MANAGEMENT OF OCEANIC AND COASTAL ECOSYSTEMS</strong></td>
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</table>
(c) Improve and strengthen the contribution of small scale fisheries (to poverty) alleviation, food and nutrition security and socio-economic benefits of fishing communities  
- Establish mini tuna canneries in rural communities  
- Strengthen CBRM Unit within MFMR  
- Pilot new initiative to strengthen CBRM capacity in the Provinces  
- Develop new strategy to support community livelihood initiatives  
- Support CBRM (fisheries co-management) outreach initiative  
- Develop a rural community fisheries development training program  
- Identify sites to deploy Fish Aggregation Devices (FADs) to support rural fishers in the country |  
- Number of functioning fisheries centres  
- Trends in fish landings from coastal fisheries  
- Number of livelihood development initiatives (projects) supported  
- Number of fisheries development training programmes implemented in the provinces  
- Number of communities with community fisheries management plans  
- No of FADs deployed and sustained |  
- Market survey reports  
- FAD database  
- CTI NCC and CCWG minutes  
- MFMR Annual Reports  
- CBRM Unit reports  
- MFMR/Development partner consultancy reports  
- Surveys and MFMR staff reports from rural fisheries centres and communities |
| **MFMR GOAL 2: PROMOTION OF PRIVATE SECTOR DEVELOPMENT, INVESTMENT AND SECURE MARKET ACCESS TO ACHIEVE HIGHER ECONOMIC RETURNS AND SOCIAL BENEFITS FROM THE USE OF OFFSHORE AND COASTAL MARINE RESOURCES** |  
(d) Establish a market-led sustainable aquaculture development throughout the country  
- Develop a new National Aquaculture Strategy  
- Review National Aquaculture plan to align with strategy  
- Develop a national marketing strategy  
- Develop aquaculture industry (milkfish, tilapia, prawns, giant clams, pearls oysters, sea cucumber) |  
- Achievement of National Aquaculture Plan (NAP) indicators  
- Area in productive seaweed farms  
- Number of seaweed farmers  
- Ease of access to market for seaweed farmers  
- Japanese funding for sea cucumber research continues |  
- MFMR Annual Reports  
- Development partner reports  
- Reporting against new NAP  
- Seaweed Industry WG minutes  
- Mapped area of seaweed farms  
- Farmer surveys  
- Sea cucumber joint committee reports |
| **MFMR GOAL 3: THE EFFECTIVE MANAGEMENT OF NATIONAL AND SHARED FISH STOCKS THROUGH A STRENGTHENING OF FISHERIES COMPLIANCE AND ENFORCEMENT** |  
(e) Distribute the benefits of Solomon Islands fisheries and aquaculture endowments through innovation and technology, accelerated trade and marketing.  
- Expand culture of seaweed farming in all Provinces  
- Boost hatchery mass production of sea cucumber juveniles for restocking  
- Promote farming of milkfish, tilapia, giant clams, corals and prawns in all Provinces  
- Secure market (regional and international) for farmers |  
- Revenue from tuna fisheries increased  
- Onshore processing strategy updated  
- Removal of yellow card by EU  
- Tender process for VDS implemented  
- Investment guidelines prepared  
- CCS/ CDS fully operational  
- TMDP implemented |  
- MFMR & development partner reports  
- EU IUU WG minutes  
- Seafood Market Access WG minutes  
- Reporting against updated TMD plan  
- ICTSU reports  
- FFA, WCPFC and SPC reports  
- EU reports and correspondence  
- SIG accounts  
- IFC and Trimarine reports  
- MFMR PMU guidelines and reports  
- Investment plans |
| **MFMR GOAL 4: IMPROVED FISHERIES GOVERNANCE SUPPORTED BY A STRENGTHENING OF THE INSTITUTIONAL FRAMEWORK OF THE SECTOR** |  
(a) Review the Fisheries Act  
- Facilitate the passing of the Fisheries Bill  
- Develop and introduce new regulations in compliance with the new Fisheries Act |  
- Fisheries Bill gazetted  
- Fisheries regulations gazetted  
- Fisheries ordinances |  
- Cabinet approved policy document  
- Parliamentary records  
- www.paclii.org database |
<table>
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<tr>
<th>Policy Arena and objective</th>
<th>DCC strategic actions</th>
<th>Verifiable Performance Indicators</th>
<th>Means of Verification</th>
</tr>
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| (b) Strengthen and establish national and provincial fisheries governance and institutional arrangements | • Develop and introduce new Provincial Fisheries Ordinances  
  - Develop a new Inshore Fisheries Management Strategy (IFMS)  
  - Develop a new Provincial Fisheries Strategy (PFS)  
  - Build Compliance office in Noro  
  - Review MFMR organisational structure and management and operational systems  
  - Establish Fisheries Information Management System (FIMS) Portal  
  - Develop Inshore Fisheries market database  
  - Develop sound financial and accounting systems | • Number of strategies developed and implemented  
  • Functioning MFMR office (Noro)  
  • Functioning fisheries information system | • Strategies  
  • MFMR annual reports |
| (f) Strengthen and develop coordinated mechanisms among regional economic organizations and regional fisheries bodies to ensure coherence of fisheries policies and aquaculture development | • Implement Niue treaty subsidiary agreement;  
  • Establish cross-party dialogue on climate change issues through the Coral Triangle Initiative (CTI)  
  • Collaborate and support all PNA initiatives;  
  • Implement FFA country level service agreement;  
  • Implement SPC country level service agreement;  
  • Implement all conservation and management measures agreed at Western and Central Fisheries Commission (WCPFC) | • MFMR contributes to and influences CTI NCC meetings and Climate Change Working Group (WG) meetings  
  • Timely delivery of FFA SLA activities  
  • WCPFC CMM implementation  
  • MSG roadmap is implemented | • ICTSU reports  
  • MFMR and FFA reports  
  • CTI NCC and CCWG meeting minutes  
  • Correspondence with FFA and updated SLA  
  • WCPFC reports (related to SI)  
  • MSG working group minutes |
| (g) Promote and enhance the capacity of people and institutions in the Solomon Islands fishery sector | • Develop MFMR Staff capacity development Programme  
  • Support to industry working groups  
  • Develop GIS capacity within the MFMR  
  • Develop MFMR website  
  • Develop annual bilateral negotiation strategy  
  • Development of a national licensing policy (for all fisheries)  
  • Develop and implement biosecurity programmes to manage the risk related to the introduction of non-indigenous species  
  • Functioning MCS Working Group  
  • Enhance MCS information systems with the support of the ICTSU  
  • Enhance national observer programme to meet national, regional and international standards and obligations  
  • Develop strong EU compliant Catch Certification System  
  • Build new MFMR office complex  
  • Support Ministry of Health Competent Authority | • Functional analysis and/or institutional review of MFMR completed  
  • MFMR training and/or HR development plan completed  
  • Increased visibility of MFMR in leading marine resource management issues  
  • Bilateral negotiation strategy and/or auction system leading to increased economic rent  
  • Regular meetings with industry  
  • Negotiation strategy developed annually | • MFMR quarterly and annual reports  
  • MFMR website  
  • FAC meeting minutes  
  • MFMR/Development partner consultancy reports  
  • SIG accounts  
  • Staff surveys |
APPENDIX - ACRONYMS

CBRM Community Based Resource Management
CCS Catch Certification System
CITES Convention on International Trade in Endangered Species
CMM Conservation Management Measures
EU European Union
FAC Fisheries Advisory Council
FAD Fish Aggregating Device
FFA Forum Fisheries Agency
HR Human Resource
ICTSU Information and Communication Technology Support Unit
IFC International Finance Corporation
IUU Illegal, Unreported and Unregulated
JCS Joint Country Strategy
MCS Monitoring, Control and Surveillance
MDPAC Ministry of Development Planning and Aid Coordination
MECDM Ministry of Environment, Climate Change, Disaster Man. and Meteorology
MFMR Ministry of Fisheries and Marine Resources
MID Ministry of Infrastructure Development
MOFT Ministry of Finance and Treasury
MPS Ministry of Public Service
MSG Melanesian Spearhead Group
NAP National Aquaculture Plan
NPOA National Plan of Action
NZAP New Zealand Aid Programme
PMU Project Management Unit
PNA Parties to the Nauru Agreement
PROP Pacific Regional Oceanscape Programme
SIG Solomon Islands Government
SLA Service Level Agreement
SPC Secretariat of the Pacific Community
TMDP Tuna Management and Development Plan
VDS Vessel Day Scheme
WCPFC Western and Central Pacific Fisheries Commission
WG Working Group