



GOVERNMENT OF MALAWI

Department of Fisheries

Strategic Plan

2002 – 2007



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1. Methodological note

This document is one of eight that present the Strategic Plan of the Ministry of Natural Resources and Environmental Affairs (MNREA). It should be read together with Strategic Plan Document No 1 (SPD 1), which is the summary of the strategic Plan for the Ministry. We encourage all stakeholders to carefully study this document, in order to gain insight and a deeper understanding of our Component's strategic focus and priorities over the next five years. It is this understanding that will enhance the contribution of our clients and development partners to the overall goal of poverty reduction through effective development, management and sustainable utilisation of Malawi's fisheries resources and the environment for generations to come.

The plan has been developed with extensive input from staff across the Ministry's six departments and the Headquarters management team and from contributions of other stakeholders (private sector, parastatal and non – governmental organisations) familiar with the Ministry's activities. A Project Steering Team provided overall direction to the development of this strategic plan. This team developed the vision and mission statements for the Ministry. Based on these each department developed their own mission statements that guide their contribution to the Ministerial Vision and Mission which follow below.

2. Our Ministry's Vision Statement

“To be a dynamic, high performance, consultative and client focused Ministry that promotes, builds and ensures sustainable development, utilisation and management of the environment and natural resources in Malawi”

3. Our Ministry's Mission Statement

“We coordinate facilitate and promote full participation of all stakeholders in the sustainable development, utilization and management of natural resources and environment for socio-economic development including poverty reduction”

4. Vision, Mission, core values and goals of the Department

4.1 Vision statement

To be a dynamic, high performance, consultative and client focused Department that promotes, builds and ensures sustainable development, utilisation and management of the fisheries resources in Malawi

4.2 Mission Statement

To provide framework conditions and excellent services for the maximisation of socio-economic benefits through sustainable utilisation and management of capture fisheries and increased aquaculture production.

4.3 Core Values

The Fisheries Department will uphold the following values to guide its daily operations in pursuit of fulfilling our Mission

- 1 Long Term Strategic Perspective
- 2 Leadership that effectively delegates
- 3 Teamwork/Collaboration
- 4 Promote self initiative
- 5 High staff productivity and morale – achievements recognition
- 6 Client focus
- 7 Ethical behaviour among staff
- 8 Diversity and equal opportunities
- 9 Openness/Trust/Positive confrontation

4.4 Our Goals

We will pursue the following goals in the next five years. These goals are our Ministry's objectives in the same period:

- Goal 1: Strengthening user institutional capacity for fisheries resource management and governance
- Goal 2: All fisheries are managed according to operational management procedures
- Goal 3: Update legislation and policy in line with other national policies and legal instruments
- Goal 4: Restructure, reorganise and strengthen Department of Fisheries for effective internal, national and international communication.

5. Strengths, weaknesses, opportunities and threats

5.1 Strengths

- Well qualified staff
- Experienced staff
- Legal instruments in place
- Conducive fisheries policy
- Adequate computer hardware
- Adequate number of vehicles and vessels
- Strategic positioned offices
- Information centres at Domasi, Malawi College of Fisheries, Monkey Bay and Lilongwe

5.2 Weaknesses

- Low staff motivation
- Inadequate human resource
- No team spirit
- Poor coordination with other sectors
- No clear strategic direction
- Poor management of vehicles
- Lack of transparency and accountability
- Lack of professionals ethics
- Poor communication channels
- Resistance to change
- Misallocation of funds
- Inadequate funds
- Inappropriate organisational structure
- Non-functional equipment/vehicle
- Obsolescent equipment
- Weak information management
- Raw data unprocessed
- Generally poor service delivery

5.3 Opportunities

- Untapped resources (deep water)
- Decentralisation policy in line with co-management objectives
- Political will and support
- Donors are willing to support the fisheries sector
- Multi-sectoral coordination
- Importance of NRM in the PRSP clearly stated
- International conventions/protocols require commitments from GoM

5.4 Threats

- Too much interference of the Ministry in the day-to-day business
- Favouritism in human resource development (promotion)
- Dependency on donor funding for development and research (changing donor priorities)
- Environmental degradation and pollution
- Political interference does limit long-term goals
- Brain drain because of lack of incentives throughout the government pay system
- Corruption/lack of cooperation from communities
- Non operation fisheries agreements with neighbouring countries
- Cheap and competitive imports of fish

6. Our services and clients

We present our core service lines and cater for a wide range of clients, as below

Core Services	Clients
<ul style="list-style-type: none">◆ Licensing and registration of fishers◆ Registration of fishing vessels◆ Fisheries extension◆ Regulation of fishing activities◆ Policy guidance◆ Civic education◆ Fisheries research◆ Enforcement of fisheries legislation	<ul style="list-style-type: none">◆ Beach village committees◆ Private fishers◆ Assemblies◆ Politicians◆ Government◆ International community

7. Strategic Issues Addressed In Our Plan

Malawi has made commendable achievements in devising viable policy and regulatory framework in the environment and natural resources sector. However, it is also widely accepted within and outside the public service that implementation has been miserable over the years for numerous reasons. These include (i) poor work ethics: (ii) poor conditions of service and (iii) lack of adequate financing for the programmes. This plan recognises this fact. In order to accomplish our mission in a comprehensive and cohesive manner, our plan addresses five strategic issues as follows:

- Poverty Reduction
- Sustainability
- Improved Organisational Climate
- Effective Operation
- Improved Financing and Financial Management

8. Action Plan

Our department will make strategic contributions to the Ministry's goal and objectives. This section presents our Action Plan, which details how we will contribute towards each of the stated goals, which are themselves, the Ministry's objectives. The Action plan highlights our major roles and responsibilities in the next five years. It shows the departmental objectives by goal, the strategies to achieve each objective, the actions to be undertaken to meet the strategies and points out the key responsible authority for each action. Furthermore, the plan outlines our targets and expected outputs including a time scale and resources requirements for each objective.

In devising our plan, we have foresight for changing the way we do things today and focussing more on how we can effectively raise our impact on poverty reduction. We summarise our major areas of these changes below.

8.1 Major Areas In Capture Fisheries

- Enhanced production: Focus on unexploited resources plus improving efficiency of production for both large and small scale fishers.
- Post harvest: Focus on value adding plus processing
- Marketing: Focus on improved infrastructure

8.2 Major Areas in Aquaculture

- Enhanced productivity: Focus on identification of viable indigenous species.
- Development of management regimes for different culture system
- Conflict resolution
- Promotion of intensive fish farming
- Develop technology to promote restocking
- Identify viable and acceptable exotic species – using acceptable guidelines

8.3 Development of Fisheries Management Plans

With A Focus on Generation of Information on:

- Resources assessment – for unexploited stocks
- Status of exploited stocks – monitoring
- Development of management plans

8.4 Implementation of Management Plans

For Both Capture Fisheries and Aquaculture with a Focus on:

- Dissemination of research results in the management plans i.e. extension
- Promotion of sustainable production in the capture fisheries
- Promotion of effective enforcement of capture fisheries – distinguishing the roles of central government and local government

8.5 Empowerment of Local Fisheries Management Authorities

- Devolution of power to District Assemblies (local fisheries management authorities)
- Facilitate the formation of local organisation
- Development and signing of management agreements.

The implementation of this plan will require a total MK1.4 billion over 5 years of which MK3555 million is estimated to be from the Other Recurrent Transactions (ORT) and MK 1.1 billion from external sources. The distribution of these resources is as follows:

Goal	Amount (MK million)
Goal 1: Strengthening user institutional capacity for fisheries resource management and governance	136.6
Goal 2: All fisheries are managed according to operational management procedures	903.6
Goal 3: Update legislation and policy in line with other national policies and legal instruments	293.8
Goal 4: Restructure, reorganise and strengthen Department of Fisheries for effective internal, national and international communication	68.4

STRATEGIC WORKPLAN - DEPARTMENT OF FISHERIES (2002 – 2007)

MINISTRY OBJECTIVE	DEPARTMENT OBJECTIVE	STRATEGIES
1. To strengthen the institutional framework.	1.1 Update legislation and policy in line with other national policies and legal instruments	1.1.1 Policy review and harmonization 1.1.2 Legislation review and harmonization 1.1.3 Master plan production 1.1.4 Economic sectoral study
2. To promote sustainable management of environment and natural resources	2.1 Strengthen user institutions capacity for fisheries resources management and governance	2.1.1 Increase knowledge and skills base for both private and public sector. 2.1.2 Review and implement DOF devolution plan 2.1.3 Develop fisheries management agreement with communities
3. To stimulate sustainable economic growth	3.1 Ensure fisheries resources are managed according to operational management procedures.	3.1.1 Sector investment program 3.1.2 Enhance post harvest utilization of fish and fisheries products 3.1.3 Enhance aquaculture production 3.1.4 Carry out resource assessment programs of unexploited stocks 3.1.5 Develop management plans 3.1.6 Disseminate research findings 3.1.7 Promote sustainable production in capture fisheries 3.1.8 Implement and ensure effective enforcement 3.1.9 Annual status report produced per fishery by PMEU and bi-annual revision of management recommendations by FRU (FRI)
4.0 To promote cooperation at national, sub-regional, regional and international levels on environment and natural resources management and development	4.1 Restructure and strengthen the DoF for effective internal, national and International communication	4.1.1 Develop and maintain human capacity to manage fisheries resources. 4.1.2 Enhance timely information exchange at all levels 4.1.3 Clearly define roles, targets and responsibilities of DoF Officers. 4.1.4 Review of DoF activities in research, management interventions and project objectives and activities 4.1.5 Develop and implement performance plan management system 4.1.6 Enhance capacity of DoF administration.

Goal: To provide professional services to ensure sustainable fisheries resource utilization and enhanced aquaculture through principles of good governance

Ministry Objective	Dept. Objective	Strategies	Priority Action	Outputs/Indicators	Targets	Time scale		Champion		Budget (MK ,000,000)					Funding Source	
						Start	End	Internal	Ext	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		
1.0 To strengthen the Institutional framework	1.1 To strengthen the legal and institutional arrangement in fisheries sector for the contribution of PRS	1.1.1 Policy review	Carry out stakeholders consultation	1.1.1 Policy reviewed		1/7/05	31/12/05	DoF/PMEU					2.0		Recurrent	
			1.1.1.2 Amend relevant sections of the policy		1/1/06	30/6/06	DoF/PMEU					0.5		Recurrent		
		1.1.2 Legislation review	1.1.2.1 Carry out consultations	1.1.2 Legislation reviewed		1/7/06	31/12/06	DoF/PMEU						2.0	Recurrent	
			1.1.2.2 Amend relevant sections of the Act			1/1/07	30/6/07	DoF/PMEU						0.25	Recurrent	
		1.1.3 Master plan production	1.1.3.1 Carry out sectoral review	1.1.3 Master plan produced		1/11/02	31/10/03	DoF/PMEU	30.0							Proposed JICA
			1.1.3.2 Develop Sectoral Master plan			1/11/03	31/1/04	DDoF		10.0						Proposed JICA
		1.1.4 Infrastructure update	1.1.3.1 Review status of infrastructure and recommend areas to upgrade	1.1.3 Infrastructure updated		1/7/02	31/12/02	DDoF	1.5							Recurrent
1.1.3.2 Upgrade infrastructure				1/1/03	30/6/07	DDoF		8.0	10.0	6.0	4.0		Recurrent			
	1.2 To strengthen the capacity of Fisheries Sector ¹	1.2.1 Increase the knowledge and skill base for both private and public sector	1.2.1.1 Assess current status of the knowledge and skills base	1.2.1 Knowledge base increased		1/7/02	31/12/07	HRM/TC ⁴ / Principal		2.0	2.0	2.0	2.0	2.0	Recurrent	
			1.2.1.2 Carry out a training needs assessment ³			1/1/03	30/6/07	HRM/TC/ Principal		1.5	1.75	1.75	1.75	1.75	Recurrent	

¹ This includes increase in knowledge base, skills and change of attitudes

³ Carrying out of skills competence assessment is a sub of this activity

⁴ TC meaning Training Coordinator

			1.2.1.3 Identify and develop training courses			1/7/02	31/12/07	DOF			0.5	0.5	0.65	0.7	Recurrent
			1.2.1.4 Implement training programmes			1/1/03	30/6/07	DOF	HRMD		1.4	2.8	2.5	4.0	Recurrent
		1.2.2 Decentralise ² the Department of Fisheries	1.2.2.1 Devolve managerial powers to fisheries district offices	1.2.2 Department of Fisheries decentralised		1/7/02	30/6/07	DoF		0.8	1.0	1.2	1.35	1.5	Recurrent
			1.2.2.2 Establish autonomy units in research, training and aquaculture			1/7/03	30/6/07	DoF			0.75	0.8	1.0	1.5	Recurrent
		1.2.3 Develop and implement performance management systems	1.2.3.1 Develop a performance mgnt system inline with the HRMD guidelines	1.2.3 Performance mgnt system developed and implemented		1/7/02	30/6/03	DOF	HRMD	1.45	0.5				Recurrent
			1.2.3.2 Implement systems developed			1/7/03	30/6/07	DOF			0.5	0.4	0.3	0.25	Recurrent
			1.2.3.3 Monitor and evaluate the systems developed			1/7/03	30/6/07	DOF			0.25	0.25	0.25	0.25	Recurrent
		1.2.4 Enhance the capacity of DoF in administration	1.2.4.1 Identify and coordinate training courses for DoF staff in Human resource management and Financial Management	1.2.4 Capacity of DoF in administration enhanced		1/7/02	36/6/07	AO/HRMO		2.5	3.5	4.0	4.2	4.5	Recurrent
2.0 To stimulate sustainable economic growth	2.1 Promote sustainable livelihood strategies in fisheries	2.1.1 Enhance capture fisheries production	2.1.1.1 Improve efficiency of production ⁵	2.1.1 Capture fisheries production enhanced	2.1.1 Fish production increased by 50% from 2003 to 2007 ⁶	1/7/03	30/6/07	CFRO/NEC	Producers		120.0	135.0	150.0	175.0	Proposed LAMEMP project
			2.1.1.2 Promote the exploitation of unexploited fish			1/7/03	30/6/07	CFRO/NEC			5.0	5.2	6.0	6.5	Proposed LAMEMP project

² Decentralisation through the principal of subsidiarity

⁵ Through facilitation by DoF the fishers should be able to acquire outboard motors, new fishing boats and modified fishing gears to enhance production.

⁶ Incremental fish production can be checked from the LAMEMP and AfDB project proposal documents

		2.1.2 Enhance post harvest utilisation of fish and fisheries products	species 2.1.2.1 Promote value adding in fish and fisheries products (packaging)	2.1.2 Post harvest utilisation of fish and fisheries products enhanced	2.1.2 Post harvest losses reduced by 40% by 2007	1/7/03	30/6/07	NEC	DA, Producers ⁷ MBS		52.0	45.0	40.0	35.0	Proposed LAMEMP project
			2.1.2.2 Improve fish marketing infrastructure		2.1.2 Post harvest value added products increased by 50% by 2007	1/7/03	30/7/07	NEC			10.0	12.0	15.0	15.0	Proposed LAMEMP
			2.1.2.3 Develop and implement fish quality standards			1/7/02	30/6/07	NEC	MBS		3.2	4.0	2.5	1.5	Proposed LAMEMP project
		2.1.3 Enhance aquaculture production	2.2.1.1 Enhance the identification of viable indigenous species	2.2.1 Aquaculture production enhanced	2.2.1 Aquaculture production increased from 600 tons per year to 1500 tons per year	1/7/02	30/6/07	Cfro/NAC ⁸	Producers	2.5	2.7	3.1	3.6	4.0	Proposed LAMEMP project
			2.2.1.2 Develop mgmt regimes for different culture systems.			1/7/02	30/6/07	NAC/cfro		2.1	2.6	2.9	3.2	3.5	Proposed LAMEMP project
			2.2.1.3 Promote intensive fish farming			1/7/04	30/6/07	NAC/nec				4.5	4.9	5.3	Proposed LAMEMP project
			2.2.1.4 Promote fish restocking			1/7/04	30/6/07	NAC/nec ⁹				3.7	4.1	4.6	Proposed LAMEMP project
			2.2.1.5 Identify viable and acceptable exotic fish spp for culturing			1/7/06	30/6/07	NAC/cfro					3.9	4.5	Proposed LAMEMP project
3.0 To promote sustainable use and management of environment and natural resources	3.1 Generate information for the development of management plans	3.1.1 Carry out resources assessment programmes of unexploited stock	3.1.1.1 Conduct exploratory surveys	3.1.1 Status of unexploited stocks assessed	Status of unexploited stocks validated by 1/1/04	1/7/03	30/6/07	Cfro/mafri			5.4	5.7	6.0	6.5	Proposed ADB
			3.1.1.2 Conduct research in taxonomy			1/7/03	30/6/07	Cfro/mafri			3.7	4.2	4.5	4.75	Proposed ADB

⁷ Producers include those involved in marketing

⁸ NAC meaning National Aquaculture Centre

⁹ NAC in collaboration with development partners

		3.1.2 Monitor the status of the exploited stock	and ecology of fishes ¹⁰ . 3.1.2.1 Conduct stock CAS and frame surveys	3.1.2 Status of exploited stocks determined		1/7/02	30/6/07	Cfro/mafri		4.0	4.25	4.6	4.9	5.2	Proposed ADB
			3.1.2.2 Conduct fish marketing surveys			1/7/02	30/6/07	Cfro/mafri		2.1	2.6	3.1	3.4	3.75	Proposed ADB
		3.1.3 Develop Management plans	3.1.3.1 Conduct socio economic surveys	3.1.3 Management plans developed	3.1.3 Management plans produced Research results published annually	1/7/02 1/7/06	30/6/03 30/6/07	Pmeu/nec		3.3	3.6		4.5	4.5	Proposed ADB
			3.1.3.2 Prepare and update annually management plans for all fisheries in Malawi			1/7/02	30/6/07	Cfro/pmeu/Mafri		0.75	0.8	0.92	1.1	1.25	Recurrent
	3.2 Implementation of management plans for both capture fisheries and aquaculture	3.2.1 Disseminate research findings	3.2.1.1 Publish research results timely and regularly	3.2.1 Research findings disseminated		1/7/03	30/6/07	Cfro/mafri/pmeu		1.98	2.1	2.3	2.35	2.5	Recurrent
			3.2.1.2 Disseminate information on the research results to resource users			1/7/03	30/6/07	Cfro/mafri/pmeu			2.5	2.7	2.75	2.9	Recurrent
		3.2.2 Promote sustainable production in capture fisheries	3.2.2.1 Conduct awareness campaign on best management practices	3.2.2 Sustainable production in capture fisheries promoted		1/7/02	30/6/07	Nec/mafri/cfro		0.75	1.0	1.25	1.5	1.55	Recurrent
			3.2.2.2 Conduct awareness campaign on fishing seasons, areas and appropriate gears			1/07/02	30/6/07	Nec		0.5	0.55	0.75	0.85	1.0	Recurrent
		3.2.3 Promote effective enforcement of capture fisheries management	3.2.3.1 Conduct awareness meetings with management authorities on fisheries regulation	3.2.3 Effective enforcement in capture fisheries promoted	Frequency of violation reduced by 25%	1/7/02	30/6/07	Nec		1.8	1.95	2.0	2.2	2.5	Recurrent
			3.2.3.2 Carry our enforcement campaigns with management			1/7/02	30/6/07	NEC		4.0	4.9	5.6	5.9	6.3	Recurrent

¹⁰ Research will be carried out to identify fisheries management related problems

			authorities			1/7/02 1/7/06	30/6/03 30/6/07	PMEU		2.5	2.5		3.5	3.5	Recurrent
	3.3 Devolve resource management power to local fisheries management authorities (District Assemblies)	3.3.1 Facilitate the formation of Local fisheries management authorities	3.3.1.1 Identify local key stakeholders for the formation of management authorities	3.3.1 Local Fisheries Management Authorities formed	10 effective LFMA formed by 2007	1/7/02	30/6/06	Nec		0.5	0.55	0.65	0.75		Recurrent
			3.3.1.2 Facilitate the formation of local fisheries management authorities			1/7/02	30/6/06	Nec		1.2	1.5	1.75	2.0		Recurrent
		3.3.2 Develop capacity of local fisheries management authorities	3.3.2.1 Train LFMA in fisheries resources management to participate effectively in fisheries resource management	3.3.2 Capacity of LFMA developed/strengthen	At least 10 LFMA trained and active	1/7/03	30/6/06	Nec		1.0	1.5	1.75	2.25		Recurrent
			3.3.2.2 Identify training needs for LFMA			1/7/02	30/6/07	Nec		2.0	2.25	2.25	2.3	2.35	Recurrent
			3.3.2.3 Develop demand driven courses for LFMA			1/7/02	30/6/06	Nec		0.4	0.5	0.58	0.63	0.65	Recurrent
			3.3.2.4 Train LFMA in the developed courses			1/7/03	30/6/06	Nec		1.5	2.3	3.5	3.75	4.2	Recurrent
		3.3.3 Develop and sign management agreements	3.3.3.1 Develop management agreements together with LFMA	3.3.3 Management agreement developed and signed	10 management agreements signed by 2007	1/7/02	30/6/07	Nec/mafri PMEU		2.3	2.5	2.75	3.0	3.5	Recurrent
			3.3.3.2 Appoint honorary fisheries officers			1/7/02	30/6/06	NEC		0.2	0.25	0.275	0.8	0.85	Recurrent
			3.3.3.3 Sign management agreements between DOF and LFMA.			1/7/02	30/6/07	NEC		0.45	0.5	0.55	0.65	0.75	Recurrent
			3.3.3.4 Draft fisheries by-laws with LFMA			1/7/02	30/6/07	NEC		2.1	2.5	2.75	3.25	3.5	Recurrent
			3.3.3.5 Publish and implement fisheries			1/7/02	30/6/07	NEC		1.75	1.85	2.1	2.3	2.5	Recurrent

			by-laws												
	3.4 Build capacity for sustainable management and utilisation of fisheries resources	3.4.1 Develop and maintain human resource capacity to manage fisheries resources	3.4.1.1 Identify training needs for both user community and FD staff 3.4.1.2 Develop training courses 3.4.1.3 Conduct training courses 3.4.1.4 Evaluate the effectiveness of the training	3.4.1 Human capacity developed	At least 10 trainers of trainers trained by 2007 Almost 20% of FD staff undergo skills development courses by 2007	1/7/02 1/7/02 1/7/02 1/7/02	30/6/07 30/6/07 30/6/07 30/6/07	Nec/pmeu Nec/principal Nec/principal Pmeu/nec/principal		1.5 0.5 2.25 1.0	1.85 0.75 2.5 1.25	1.75 0.85 2.5 1.3	1.65 0.9 2.75 1.35	1.5 1.0 2.95 1.4	Recurrent Recurrent Recurrent Recurrent
4.0 To promote cooperation at national, sub-regional, regional and international levels on environment and natural resources management and development	4.1 Strengthen linkages between the fisheries sector and other natural resource sectors at all levels	4.1.1 Enhance information exchange at all levels	4.1.1.1 Establish and maintain an information centre 4.1.1.2 Timely package and disseminate information to stakeholders 4.1.1.3 Participate in national, sub-regional, regional and international natural resource and environmental management fora 4.1.1.4 Participate in joint formulation and implementation of Protocols with riparian member states concerned 4.1.1.5 Subscribe to international conventions and agreements	4.1.1 Information exchange at all levels enhanced		1/7/02 1/7/02 1/7/02 1/7/02 1/7/02	30/6/07 30/6/07 30/6/07 30/6/07 30/6/07	DoF DoF DoF DoF DoF		1.5 1.5 3.0 1.0 4.5	1.7 1.7 3.5 1.5 4.5	1.9 1.9 3.7 1.7 4.5	2.1 2.1 3.9 2.1 4.5	2.3 2.3 4.2 2.3 4.5	Recurrent Recurrent ICEIDA Recurrent Recurrent