

**THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA,
MINISTRY OF FISHERIES AND AQUATIC RESOURCES**

**COORDINATION AND TECHNICAL SUPPORT UNIT TO
TSUNAMI REHABILITATION AND RECONSTRUCTION
IN FISHERIES AND AQUACULTURE (CTSU),
FAO FISHERIES DEPARTMENT**

**FISHERIES INSTITUTIONAL ANALYSIS
AND CAPACITY ASSESSMENT TO
THE MINISTRY OF FISHERIES AND
AQUATIC RESOURCES, SRI LANKA**

FINAL REPORT

OCTOBER 2007



FISHERIES INSTITUTIONAL ANALYSIS AND CAPACITY ASSESSMENT
TO THE MINISTRY OF FISHERIES AND AQUATIC RESOURCES, SRI LANKA

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FISHERIES INSTITUTIONAL ANALYSIS AND CAPACITY ASSESSMENT
TO THE MINISTRY OF FISHERIES AND AQUATIC RESOURCES, SRI LANKA

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Acronyms

AD	Assistant Director
ADB	Asian Development Bank
APC	Areas of Particular Concern
ARDQIP	Aquatic Resources Development & Quality Improvement Project
BOI	Board of Investment
BOBP	Bay of Bengal Program
CBO	Community Based Organisations
CCA	<i>Coast Conservation Act No. 57 of 1981</i>
CCC	Community Consultative Committees
CCCRMAC	Coast Conservation and Coastal Resource Management Advisory Council
CCD	Coastal Conservation Department
CEA	Central Environmental Authority
CEO	Chief Executive Officer
CF	Consolidated Fund
CFC	Ceylon Fisheries Corporation
CFHC	Ceylon Fishery Harbours Corporation
CIDA	Canadian International Development Agency
CITES	Convention on International Trade in Endangered Species
CPUE	Catch Per Unit of Effort
CQS	Competitive Quota System
CRB	Co-operative Rural Banks
CRC	Co-operative Research Centre
CRMP	Coastal Resources Management Project
CTSU	Coordination & Technical Support Unit (FAO)
CTB	Ceylon Tourist Board
CZMP	Coastal Zone Management Plan
DAD	Department of Agrarian Development
DAPH	Department of Animal Production & Health
DEOCOM	Delimitation of the Outer Edge of the Continental Margin of Sri Lanka
DFAR	Department of Fisheries & Aquatic Resources
DG	Director General
EDB	Export Development Board
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Assessment
ESD	Environmental Studies Division (ESD)
FAD	Fish Aggregation Device
F&ARA	<i>The Fisheries and Aquatic Resources Act No. 2 of 1996</i>
FAO	Food & Agriculture Organisation of the United Nations
FCS	Fisheries Co-operative Societies
FMA	Fishery Management Area
FMC	Fisheries Monitoring Centre
FMPS	Fisheries Management and Planning System
FSDD	Fisheries Social Development Division
GDP	Gross Domestic Product
GoSL	Government of Sri Lanka
GTZ	German Technical Cooperation
HACCP	Hazard Analysis and Critical Control Point System
HR	Human Resources
HRD	Human Resource Division (MFAR)

HRM	Human Resource Management
IARAD	Inland Aquatic Resources and Aquaculture Division
ICEIDA	Icelandic International Development Agency
ID	Irrigation Department
IFAD	International Fund for Agricultural Development
ITI	Institute of Technological Innovation
IOTC	Indian Ocean Tuna Commission
IQS	Individual Quota System
ITQS	Individual Transferable Quota System
IUCN	International Union for Conservation of Nature and Natural Resources
IUU	Illegal, Unregistered and Unreported
JBIC	Japanese Bank for International Business Cooperation
LTTE	Liberation Tigers of Tamil Eelam
MASL	Mahaweli Authority of Sri Lanka
M&E	Monitoring and Evaluation
MBRD	Marine Biological Resources Division (NARA)
MCS	Monitoring, Control & Surveillance
MDB	Multi-day Boat
MFAR	Ministry of Fisheries & Aquatic Resources
MOFP	Ministry of Finance and Planning
MOV	Means of Verification
MPCS	Multipurpose Co-operative Societies
MPPA	Marine Pollution Prevention Authority
MRID	Ministry of Regional Infrastructure Development
MSC	Marine Stewardship Council
MSY	Maximum Sustainable Yield
NARA	National Aquatic Resources Research & Development Agency
NCED	National Council for Economic Development
NDB	National Development Bank
NAQDA	National Aquaculture Development Authority of Sri Lanka
NFFC	National Federation of Fishermen's Cooperatives
NGO	Non-governmental Organization
NIFNE	National Institute of Fisheries and Nautical Engineering
NWPC	North Western Provincial Council
OVI	Objectively Verifiable Indicators
PERC	Public Enterprise Reform Commission
QC	Quality Control
R&D	Research & Development
RF	Recurrent Funds
RFSDP	Rural Finance Sector Development Program
Rs	Sri Lankan Rupee
S&T	Science and Technology
SAM	Special Area Management
SOPS	Standard Operating Procedures
TED	Turtle Excluding Devices
TOR	Terms of Reference
TURFS	Territorial User Rights in Fisheries
VFCCRF	Voluntary Fishery Code of Conduct for Responsible Fishing
WSSV	White spot syndrome virus
UDA	Urban Development Authority
UNCLOS	United Nations Conference for the Law of the Sea

EXECUTIVE SUMMARY

This report describes the results of a sectoral institutional analysis of the fisheries administrative structure in Sri Lanka. The purpose of the review is to establish the opportunities for institutional strengthening following the 2004 Tsunami disaster. The timing of the review is highly opportune since it follows Government's development of the National 10 Year Plan which seeks to optimise the contribution from the fishery and aquaculture sectors.

The work was commissioned by the Coordination and Technical Support Unit to Tsunami Rehabilitation and Reconstruction in Fisheries and Aquaculture (CTSU) of the FAO Fisheries Department, Rome deploying a team of international institutional and policy specialists along with national institutional and legal expertise as well as national fishery consultants. The national institutional expert was supported by the Icelandic International Development Agency (ICEIDA).

This capacity assessment and institutional analysis is not a review or evaluation of the performance of MFAR in the past and against previous policies. In summary, the assessment carried out the following:

- Analysed the strengths and weakness of the Fisheries and Aquatic Resources Sector 2007-2016: in the context of the new MFAR Ten Year Development Policy Framework and the corresponding agreed Log Frame needed to set priorities, results and activities;
- Reviewed the existing laws and regulations that apply to the fisheries sector and identified the changes needed for implementation of the new MFAR Ten Year Development Policy Framework; and
- Identified the capacity building needs and HRD constraints / issues that need to be overcome for the institutions to implement the Ten Year Development Policy Framework.

Institutional restructuring is required in order to provide a balance between the need to ensure the sustainability of the fisheries sector, but at the same time, to facilitate growth in a number of strategically important areas, most notably, production of high quality species for the export market, market growth in the internal market, and increasing employment prospects for coastal and inland fishing communities.

The nine public sector organisations, led by the Ministry of Fisheries & Aquatic Resources, are highly structured with established visions, missions, objectives and activities. However, the organisational remits and responsibilities require change in order to manage and facilitate fisheries development more efficiently. This requires a distinction in departmental and agency functions between policy design (MFAR), implementation (DFAR and CCD), research (NARA), education (NIFNE), development and extension (NAQDA). More specifically, delivery of the MFAR Ten Year Development Policy Framework requires a reassessment of each organisation's objectives and activities. The review of appropriate delivery systems and required activities was undertaken by MFAR and its organisations, under facilitation by FAO consultants. The results were expressed in the form of a log frame comprising 5 objectives (following those contained in the 10 year plan), 22 results and 118 activities (Appendix H).

The development principles are based on the five objectives of:

1. Fisheries conservation & management;
2. Marine fisheries economic development;
3. Aquaculture and marine fisheries economic development;
4. Nutrition, Food Safety and marketing;
5. Coastal zone protection.

The broad theme of change covers a number of critical areas:

- Changes to the Fisheries Bill incorporating international obligations and strengthening the basis for fisheries management systems and compliance;
- improvements in management systems for inland, coastal, offshore and high seas fisheries, as well as in the coastal zone;
- improvements in monitoring systems for fisheries, fish quality and the coastal zone;
- infrastructure development (harbours, anchorages, markets and the cold chain);
- coastal zone protection and rehabilitation;
- institutional strengthening of the cooperative structure;
- recruitment of new staff (or a transfer from existing internal cadre);
- training of fisheries and coastal zone administrators;
- conversion of existing systems and promotion to new and sustainable systems in fisheries and aquaculture;
- development of technical specifications and business models in fisheries and aquaculture
- access to finance and fiscal incentives;
- promotion of exports, food quality;
- development of new products.

The administrative strengths were identified as the availability of development plans, good legal frameworks and planning systems, a sizeable cadre of staff, a strong commitment to extension and access to donor funding to support implementation. The weaknesses were identified as: the need for clearer policy direction, particularly in fisheries management, weak fisheries and coastal zone compliance systems, inadequacies in fleet and aquaculture development and insufficient domestic market growth; the shortcoming of the existing legal framework to encompass some specific management principles; insufficient linkages between research and policy; strong dependence on donor funding; lack of institutional and human capacity to undertake key tasks, and insufficient development in staff performance.

Fishing communities are reasonably well represented through local fisheries cooperatives, but these are reliant on Government support for the provision of training and micro credit and were too focussed on village banking issues as opposed to increasing economic empowerment.

SUMMARY OF RECOMMENDATIONS

Theme 1: Implementation

Recommendation 1: MFAR to appoint a Committee, answerable to the Secretary, to ensure that the recommendations for policy implementation, institutional reform and individual career development are adopted. The Committee will appoint a facilitator from Divisional level, supported by a technical team provided from MFAR's Planning Division, to ensure that the activities are undertaken.

Theme 2: Policy implementation

Recommendation 2: MFAR to produce policy documents, with defined sector objectives and tasks, giving clearer directions for the organisation and its organisations. These policy documents should relate to:

- fisheries management;
- fleet development;
- aquaculture;
- infrastructure and support services
- domestic and export market development.

Recommendation 3: MFAR to implement the 10 year plan based on the Log Frame Results framework, setting in motion the assigned budgets, timelines and objectively verifiable indicators. The Log Frame results being as follows:

1. Marine and aquatic resources monitored.
2. Management systems created and implemented.
3. Fisheries control system operating effectively.
4. Fishery Cooperatives strengthened and expanded.
5. Conversion and expansion of tuna longline fleet.
6. New fisheries developed to target under-exploited fisheries.
7. Fisher capacity building (fishing and navigation).
8. The commercial shrimp sector strengthened & sustained through labelling and certification processes.
9. Seasonal / Perennial tank production expanded.
10. Research programs initiated into the feasibility small scale freshwater aquaculture systems (as an alternative to agriculture activities).
11. Mariculture and inland cage culture expanded as an alternative livelihood in coastal and inland fishing communities.
12. Aquatic plants and ornamental fish sector expanded.
13. Food safety monitoring systems upgraded and maintained in full compliance with EC & other food health standards.
14. Post harvest standards improved on multi day vessels.
15. Post harvest standards improved on coastal vessels.
16. Coastal landing sites, markets and inland fish markets upgraded and improved.
17. Cold chain extended in N&E provinces.
18. Increased domestic market penetration achieved.
19. Coastal systems rehabilitated and enhanced.
20. Effective coastal management systems operating.
21. Coastal control systems operating effectively.
22. Livelihoods of coastal communities improved.

Recommendation 4: As part of this exercise, MFAR to identify areas which could be supported by donors for short term human and capital capacity building, but thereafter to be supported by the consolidated fund on a sustainable basis by GoSL. Examples could include training of trainers and provision of equipment to support compliance.

Recommendation 5: MFAR initiate a planning system which requires:

- regular reporting by department, agency and corporation internal auditors of financial expenditure and compliance against the objectively verifiable indicators set;
- a quarterly review process of the activities;
- an annual meetings to review the progress of the Log Frame, providing the basis for change (if required) and updating the Annual Action Plan.

Recommendation 6: MFAR to introduce a fisheries management with the following core systems applied:

- for high seas, co-management incorporating provision for a system of individual transferable quotas and restricted access licensing;
- for coastal and larger perennial tanks, participatory co management, linked to technical measures;
- for inland, a system of voluntary codes of conduct linked to technical controls.

All systems should have the following

- fishery management and development plan;
- registration system;
- licensing system;
- monitoring system;
- stock assessment;
- control system;
- compliance system;
- participatory processes;
- strategic and tactical research;
- fisheries development strategy;

These systems should be operational within the next 3-5 years.

Recommendation 7: MFAR to implement changes to the Fisheries Bill to take account of the following requirements:

- clearly defined objectives for the Act relating to sustainable fisheries and aquatic resources and adherence to international conservation and management measures;
- clarify the Minister's powers to introduce limitations;
- provide guidance for the Director General in terms of conservation and sustainable use of fisheries and aquatic resources;
- reduction in the size of Fisheries and Aquatic Resources Advisory Council and provide for an independent chair;

- new provisions for: gear stowage, requirements for Sri Lankan vessels in areas beyond national jurisdiction, requirements for foreign vessels entering Sri-Lanka waters, transshipments, fishery management areas;
- powers relating to potential offences under fishery management plans;
- powers to regulate for provision for operation of VMS;
- refinement of the legal basis for fisheries management plans.

Recommendation 8: CCD to improve the existing Coastal Resources Bill to include the following:

- definition the objectives of the Bill linked to protection and enhancement of the coastal zone and the sustainable use of coastal resources;
- powers to clarify limitations where power is vested;
- guidance to the terms of conservation and sustainable use;
- reduce the size of the CCCRMAC with an independent chair;
- provide for greater input into formulation of the CZMP by stakeholders and third parties including fishers;
- provide criteria for the declaration of affected areas, beach parks and conservation areas and clarify the associated consultation processes;
- allow more discretion to declare Special Management Areas if adjacent to Coastal zones or omitted from the CRMP;
- provide for improved consultation with stakeholders when formulating coastal access plans;
- define the terms conservation and protection.

Theme 3. Institutional

Recommendation 9: The Ministry, Departments, and agencies to refine their missions to reflect policy (MFAR), implementation and service delivery. Mission changes are recommended for three organisations:

- MFAR's Mission to be changed to the following: *To formulate policy that increases fisheries sector productivity and ensures sustainability of aquatic and coastal resources;*
- DFAR's Mission to be changed to the following: *To carry out the implementation of national fisheries policy using sound fisheries management practices, quality assurance and support to social development;*
- NAQDA's Mission to be as follows: *To promote the development of self sustainable inland, marine, and brackish water aquaculture systems and to facilitate the expansion of supplies to the domestic and export market in cooperation with the private sector.*

CCDs Mission defines policy and implementation; NIFNE and NARA's (new) Mission adequately reflect the service delivery component.

Recommendation 10: Organisational objectives and task to be enhanced to reflect the distinctions between policy design, implementation, research, development and extension.

Additional MFAR's objectives should include:

- to provide a framework for sustainable and co-management;
- to promote local and foreign investment in the fishing sector;
- to coordinate loan facilities for the purchase of capital goods;
- to manage all organisations reporting to MFAR.

Additional DFAR's objectives to include:

- To assist MFAR in the development of policy on fisheries management, food security and social development;
- to support the development of co-management;
- to support the development of fishery management and development plans;
- provide fisheries management and compliance systems.

Existing DFAR objectives to be reassigned to MFAR or NARA:

- to promote local and foreign investment in the fishing sector (a function of MFAR);
- to introduce new technology for the exploitation of fishery resources in national and international waters (a function of the NARA);
- to coordinate loan facilities for the purchase of capital goods (a function of MFAR);

Recommendation 11 MFAR to redesign its organisational structure to five divisions to deal with appropriate policy issues. These will include:

- A Planning and Monitoring Division reporting to the DG;
- An External Relations Division reporting to the DG;
- A Development Division reporting to the DG;
- A Fisheries Resource Management Division reporting to the DG;
- An Export, marketing and nutrition Division reporting to the DG;
- An Environment Division reporting to the DG;
- A Human Resource Division reporting to the Director HRD & Strategy.

Recommendation 12 Each Divisional Director of MFAR will prepare coherent policy document, in consultation with relevant stakeholders, including the private sector, to facilitate the achievement of Results as specified in the Log Frame. A policy document will be prepared for fleet and aquaculture development, fisheries management, marketing and nutrition. The policy document will clearly outline the roles of each organisation in supporting the achievement of these goals.

Recommendation 13 MFAR to identify and develop a senior management group from which to draw a future Fisheries Secretary. The group will comprise the senior Cadre of MFAR and its institutions in order to facilitate the transfer of responsibilities and knowledge with relative ease.

Recommendation 14 MFAR to increase its cadre to incorporate the input of specific specialists: a lawyer, an economist, a biologist, an IT specialist, an environmental specialist, a personnel officer and a training officer.

Recommendation 15 DFAR to redesign its organisational structure to 4 Directorates and 7 units. The Directorates to include:

- Corporate Strategy and Resources responsible for the human resource development, finance and administration units;
- Director of Operations responsible for the compliance and quality control units;
- Director of Fisheries Management responsible for Fisheries Management;
- Director of Community Development responsible for the cooperative development and welfare units;
- The AD office will become an integral component of the compliance unit, directing the deployment of compliance officers, but supporting other regional activities such as extension, cooperative development and data collection.

Recommendation 16 DFAR's cadre to be refined to the following:

- 4 Director positions for Human Resources, Community Development, Compliance, Fisheries Management (An increase of 2);
- Deputy Directors for Administration, Finance, HRD, Compliance, Quality Assurance, Fisheries Management, Cooperative Development and Welfare;
- Fisheries inspectors (Port): 84 port inspectors. This equates to 6 port inspectors per district (14 districts);
- Fishery inspectors (Coastal). 212 fishery inspectors to cover 964 landing sites. This equates to approximately 15 Coastal fishery inspectors per district;
- Fishery inspectors (Inland). 28 or 2 inland inspectors per district;
- Fishery data collectors. 28 data collectors assigned or 2 per district;

- Extension officers (fisheries co-management). Provisionally allocated 6 personnel per district, but would expect one extension officer per Fisheries management Area (FMA);
- HQ Extension. To coordinate the extension activities at district level and to provide policy advice (2 officers);
- HQ fisheries management. To be responsible for specific fisheries (offshore and coastal fisheries (beche-de-mer, lobster, chank and ornamental fish) in the first five years; and the coordination of fishery management plans, in consultation with fishery management personnel in the districts (6 officers);
- Cooperative Development officers (28), 2 per District;
- A personnel officer
- A training officer

Recommendation 17 DFAR to undertake compliance activities in inland waters and NAQDA's activities to be confined to development and extension. Compliance duties to revert to DFAR so as not to compromise the organisations development focus.

Recommendation 18: The AD office will become a operational component for applying compliance control within each district unit. Enforcement will be managed by each AD, but with targets and application set at HQ for all components (including inspectors and marine surveyors).

Recommendation 19 The DFAR regional offices to be relocated to fishing harbours (to improve compliance and the practical application of its day to day activities) and its infrastructure to be considerably strengthened to take account of focus on compliance. System upgrade (possible with the support of donors) should focus on the provision of IT equipment, intranet linkages to HQ, and additional office and transport facilities.

Recommendation 20 CCD to redesign its organisational structure to incorporate a Director for Human Resources and Strategy, and to clearly show differentiation between its Planning, Compliance and Extension activities.

Recommendation 21: CCDs cadre to include:

- The post of SAM extension officer to be created: 9 in year 1 (current SAMs), 14 in year 2 (2 APCs, 3 SAMs/annum), 19 in year 3, 54 by year 10 as extension officers.
- Personnel officer
- Training officer

Recommendation 22: Donor funded expertise to assist in developing systems and training in the following areas:

- fisheries management / policy specialist (12 man months), assigned to MFAR and working between DFAR and MFAR;
- compliance systems (12 man months), assigned to DFAR;
- cooperative / cluster development (4 man months), assigned to DFAR

The compliance specialist will be tasked with identifying key MCS investment expenditure which may be supported by donors.

Recommendation 23: The Ministry and Agency tasks to be set according to fulfilling the activities in the log frame (See Boxes 21-25);

Recommendation 24: The MFAR to formulate the agreement of MoUs that will support the compliance activities of DFAR and CCD including:

- An MoU between CCD and the Marine Police (coastal zone compliance);
- An MoU between CCD and the Marine Pollution Prevention Authority (coastal zone compliance);
- An MoU between DFAR and the Coastguard (marine fisheries compliance);
- An MoU between DFAR and the Armed forces (marine fisheries compliance);
- An MoU between DFAR and the Ministry of Health (Food safety compliance in coastal and municipal markets);
- An MoU between DFAR and the Department of Animal Health and production (compliance for imports of veterinary drugs and fish meal).

Recommendation 25: NARA to rationalise its divisional structure into two groups: Aquatic Resources Division and Aquatic Environment Division, both divisions to incorporate technical and economic inputs into research activities. Economic activities within ARD to include input / output analysis resulting from proposed management systems; and AED to incorporate environmental economics as a component of its research work. Each division to have a dedicated extension unit aimed at supporting FMAs and SAMs respectively.

Recommendation 26: NARA's research input to carry a higher weighting in the monitoring activities conducted by CCD.

Recommendation 27: NARA to add a new unit to its Services Division to include Human Resource Department with an assigned training and personnel officers;

Recommendation 28: MFAR/Department of Planning to give higher priority through the consolidated fund for supporting areas of strategically important research, most specifically in the area of stock assessment for those species of high economic importance for Sri Lanka; and monitoring of the activities in the coastal zone.

Recommendation 29: NAQDA to increase its cadre of extension officers to take account of the new focus on small scale aquaculture and aquarium fish, aquatic plants and marine rock culture. This could require reassignment of the current statistical staff

Recommendation 30: MFAR to set up a Cooperative Research Centre (Appendix J) to integrate the collective functions of NARA, NAQDA, NIFNE, private sector stakeholders and other Government (ITI), commercial banks and non government organisations. The following combined research, development and extension program for fisheries development should include:

- testing the viability of new freshwater, brackish water and marine farming systems;
- promoting diversification into polyculture crop rotation systems;
- promoting an organic shrimp product from extensive systems;
- training in new techniques for aquaculture & mariculture;
- evaluating prospects for introducing other species (in cooperation with the private sector);
- developing breeding technology and nutrition for new species;
- identifying test sites for inland aquaculture;

- developing ornamental fish breeding, tissue culture and live rocks;
- preparing a manual for long line gear operations and fish handling;
- identifying and evaluate the commercial fishing potential in new fisheries
- developing input / output models to support business development in new aquaculture;
- supporting the creation of real time information data base on tuna migrations;
- product development.

Recommendation 31: CRC to allow the contracting of personnel outside the organisation to undertake specialised research, development and extension activities.

Recommendation 32: Donors to be actively canvassed to support the specific initiatives undertaken through CRC.

Recommendation 33: NIFNE's management structure to be restructured to ensure delivery on the training requirements as required supporting the delivery of the 10 Year Plan. The restructuring exercise should be supervised by a Committee representing MFAR/DFAR/NARA & NAQDA HR Directors, along with additional independents from the educational establishments, and the three principal organisations, the NFFC, The Sri-Lanka Aquaculture Development Alliance and the Exporters Association.

- training fishermen in new fishing techniques, fish finding, post harvest preservation, safety at sea, navigation and fishing vessel construction;
- training fisheries administrators in fisheries policy and legislation, fisheries inspection, fish hygiene, extension processes;
- training fish farmers;
- training cooperative leaders in business skills and participatory co-management.

Recommendation 34: NIFNE to remove any focus from non essential training and other activities.

Recommendation 35: NIFNE to focus training activities in the regional colleges (MDBs) and mobile units (coastal fishers).

Recommendation 36: NIFNE's vital vacancies to be filled with competent and dedicated staff.

Recommendation 37: NIFNE to use experts via donor support to significantly upgrade college trainers to a high skill level. High quality trainers used for a transition period.

Recommendation 38: Fishers to be actively targeted through developing partnerships with the NFFC and FCS organisations.

Recommendation 39: NIFNE and FSDD to focus on additional training of cooperative leaders on participatory co-management.

Recommendation 40: MFAR to secure additional support from the Central Bank of Sri Lanka and donors for added provision of micro credit for FCS.

Recommendation 41: Seek additional donor funding for management and capacity strengthening to NFFC, via an NGO, or through the direct support of FSDD.

Recommendation 42: As part of a restructuring process, the corporations should review income earning potential, following restructuring guidelines set by PERC.

Recommendation 43: Specific training programs should be initiated for Corporation staff to improve the skill levels for individuals thus either increasing their contribution to the Corporation or making them more attractive to prospective employees including the MFAR organisations.

Recommendation 44: MFAR should investigate the possibility of transferring Corporation cadre to new roles identified (fishery inspectors, Quality Assurance Assistants) in the institutional restructuring exercise.

Recommendation 45: GoSL should promote the concept of integrated infrastructure investment either under the control of CFHC, or in partnership with private producers (e.g. ice plants).

Recommendation 46: CFHC to be allowed to raise its harbour levies and operate each port as separate cost centre, with a agreed formula to plough profits into strong ports to improve the facilities. GoSL should be informed of the high economic viability of these vessels, justifying these charges.

Recommendation 47: CFC to examine the possibility of franchising its *Ceyfish* logo to a commercial operator.

Recommendation 48: CFC to reassess its role as a wholesale intermediary in the sale of tuna

Theme 4: Individual

Recommendation 49: Establish a focal point in MFAR for human resource development support to sector organizations, this to be linked to other HRD managers in the departments, agencies and corporations.

Recommendation 50: The MFAR focal point for HR to establish a network of management development and training providers to facilitate the delivery of training activities in sector organizations. This should not be exclusive to NIFNE where other institutes (public and private) have strong credentials to deliver management development training.

Recommendation 51: Sector organizations to establish focal points for HRD with responsibility for formulating and implementing ongoing staff performance improvement actions.

Recommendation 52: The MFAR focal point for HR to organize a two-day diagnostic workshop to initiate a process of reviewing the alignment of job responsibilities and job descriptions.

Recommendation 53: The sector organizations to formulate programs for improving planning and management of redefined fishery governance roles and responsibilities within three months of the Workshop, the process to be facilitated by appropriate technical facilitation.

Recommendation 54: Sector organizations to concurrently carry out a review of individual and team work assignments to ensure alignment with redefined roles and responsibilities.

Recommendation 55: Sector organisations to prepare divisional action plans according to the result areas to enable assigned responsibilities to units/work teams and specify personal performance targets.

Recommendation 56: The MFAR focal point for HR to facilitate the review of the practice of human resources management in sector organizations in formulating guidelines on best practice responsibilities of managers and supervisors covering especially staff appraisal arrangements, recognition and reward, and career progression.

Recommendation 57: Sector organizations to formulate career development programs to ensure succession at all management levels of MFAR and sector organizations.

Recommendation 58: Using the training matrix at Table 16, sector organizations to formulate training plans for the organization disaggregated to divisions.

Recommendation 59: Sector organisations to access the network of training and management development providers for resource support to implement and carry forward training plans.

Recommendation 60: Sector organizations to assign clear responsibility for training and budget support for funding training activities.

Recommendation 61: Establish quarterly program implementation reviews in sector organizations to promote exchange of experiences as well as accountability for results. Heads of divisions to make presentations on agreed reporting formats.

Recommendation 62: Establish bi-monthly program review arrangements at the divisional level of the sector organizations to promote understanding of and accountability for results, the head of division to be made responsible for ensuring the conduct of review sessions. Presentations will be made by units/work teams on agreed reporting formats.