

# Marshall Islands Marine Resources Authority

THE REPUBLIC OF THE MARSHALL ISLANDS

## Strategic Plan 2019-2023

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## Introduction

The Republic of the Marshall Islands (RMI) is made up of 29 coral atolls and five single islands in the equatorial and tropical Pacific Ocean between 2° and 17°N latitude and 157° and 175°E longitude. It has an exclusive economic zone (EEZ) of about 2,131,000 km<sup>2</sup> with a land area of about 181 km<sup>2</sup> making it the fourth largest EEZ amongst the other Pacific Islands Countries (excluding the Territories) and the 19<sup>th</sup> largest EEZ in the world. About half of its EEZ borders international waters to the north and the other half borders three other Pacific Island nations (Federated States of Micronesia, Nauru and Republic of Kiribati) to the south.

The Marshall Islands Marine Resources Authority (MIMRA) is the agency responsible for managing the fisheries resources for RMI. Its mandate covers both the inshore coastal resources and the offshore fishery resources in the 200 nautical mile Exclusive Economic Zone (EEZ) as well as any RMI flagged vessels fishing outside the RMI EEZ. MIMRA is an independent authority governed by a Board of Directors that works for the benefit of the people of RMI. Managing international and inter island/atoll fisheries is a complex business and to effectively manage RMI's fisheries resources, MIMRA collaborates with many other agencies and organizations, some of which are listed in table 1. It is important to know the context within which MIMRA operates.

Marine resources are one of RMI's most precious resources. Managing the fisheries resources for RMI has always been an important responsibility and with the introduction of the Vessel Day Scheme in 2010, revenues from the offshore tuna fishery became a significant source of revenue for RMI. For this reason, it was critical for MIMRA to develop a strategic plan that clearly outlines what the Authority does and intends to do. This strategy was developed to align with and reflect all of the relevant laws, policies and strategies that came before it.

**Table 1. Organizations that work with MIMRA to manage RMI's fisheries resources**

| <b><u>Regional and International</u></b>                            | <b><u>National</u></b>                           | <b><u>Local</u></b>                               | <b><u>NGO's and other partners</u></b>                      |
|---|--|---|---|
| Parties to the Nauru Agreement Office (PNAO)                        | Nitijela (RMI Parliament)                        | Marshall Islands Fishing Venture (MIFV) Fish Base | World Bank Pacific Regional Oceanscape Programme (PROP)     |
| Pacific Forum Fisheries Agency (FFA)                                | Presidential Cabinet                             | Pan Pacific Foods (PPF)                           | Global Environment Facility (GEF)                           |
| Pacific Community (SPC)   | RMI Chief Secretary                              | Koo's Fishing Company, Ltd. (KFC)                 | Pacific European Union Marine Partnership Programme (PEUMP) |
| Western and Central Pacific Fisheries Commission (WCPFC)            | Ministry of Natural Resources and Commerce (NRC) | Ralik-Ratak Fishing Company                       | International Union for Conservation of Nature (IUCN)       |
| Secretariat of the Pacific Regional Environmental Programme (SPREP) | Ministry of Justice, Immigration and Labor       | Pacific International Inc.                        | The Nature Conservancy (TNC)                                |
| United Nations Food and Agriculture Organization (FAO)              | Ministry of Finance, Banking and Postal Service  | Various vessel agents                             | Overseas Fishery Cooperation Foundation of Japan (OFCF)     |
| International Atomic Energy Agency (IAEA)                           | Ministry of Foreign Affairs and Trade (MOFAT)    | Island and Atoll local governments                | Japan International Cooperation Agency (JICA)               |
| Marine and Environmental Research Institute of Pohnpei (MERIP)      | Ministry of Culture & Internal Affairs           | Traditional leaders                               | Other bilateral partners                                    |

| Table 1. Organizations that work with MIMRA to manage RMI's fisheries resources |  |                                       |  |
|---|--|---------------------------------------|--|
| Center of Tropical and Sub-Tropical Agriculture (CTSA)                          | RMI Environmental Protection Authority (RMIEPA)          | University of the South Pacific (USP) | International Office of Migration (IOM)      |
| National Marine Fishery Service (NMFS)  | RMI Historic Preservation Office                         | College of Marshall Islands (CMI)     | Marshall Islands Conservation Society (MICS) |
| University of Hawaii  | Office of Environment, Policy, Planning and Coordination | Marshall Islands Land Grant program   | Micronesian Conservation Trust (MCT)         |
| University of Guam Marine Laboratory  | Trust Company of the Marshall Islands (ship registry)    | Sea Grant Program                     |  |
| Micronesian Association for Sustainable Aquaculture                             | Coastal Management Advisory Council (CMAC)               | Aquarium fishery industry (exporters) |  |
|   | Council of Iroij   | Marshall Islands Mariculture Farm     |  |

## Mandate

MIMRA receives its mandate to operate as an independent authority managing the fisheries resources for the Republic of the Marshall Islands from the *Marshall Islands Marine Resources Act of 1997*. Specifically, it's mandate comes from section §119. *Powers and Functions of the Authority*

1. *Unless otherwise provided in this Title, the Authority shall have the exclusive powers and functions to:*
  - a. ***conserve, manage and sustainably develop all resources in the Fishery Waters and seabed and subsoil thereunder, in accordance with the principles and provisions in this Title and in sub-regional, regional and international instruments to which the Republic of the Marshall Islands is party;***
  - b. *establish management plans and programs to manage the resources in the Fishery Waters;*
  - c. *issue licenses in accordance with this Title;*
  - d. *issue licenses for the exploration and exploitation of the seabed and subsoil of the Fishery Waters;*
  - e. *negotiate and conclude access agreements and fisheries management agreements on behalf of the Government in accordance with Article V, Section 1(d) of the Constitution and Part I of Chapter 4 of this Title;*
  - f. *implement by regulation or otherwise as appropriate access agreements or fisheries management agreements to which the Republic of the Marshall Islands is party;*
  - g. *act as the Competent Authority for the purpose of implementing the international fisheries and related obligations of the Marshall Islands;*
  - h. *coordinate and manage fisheries monitoring, control and surveillance and, in consultation with the Attorney-General, enforcement of this Title;*
  - i. *appoint authorized officers and observers in accordance with this Title;*

- j. cooperate in the conservation and management of highly migratory fish stocks as appropriate with other coastal States in the region and States fishing in the region and high seas area and participate in appropriate sub-regional, regional and international organizations or arrangements relating to fisheries;*
- k. participate in the planning and execution of projects, programs or other activities related to fisheries or fishing, or the exploration or exploitation of the non-living resources of the Fishery Waters, seabed or subsoil thereunder, in which the Government or any agency or instrumentality that has a proprietary interest, direct or indirect, by way of stock ownership, partnership, joint venture or otherwise;*
- l. regulate the processing, marketing and export of fish and fish products;*
- m. seek technical assistance for the determination of the Fishery Waters zones and boundaries;*
- n. submit the budget and a report regarding the expenditure of its funds to the Nitijela on an annual basis, (o) perform such other duties and functions as may be necessary to carry out the purposes and provisions of this Title.*

## Strategic Planning Process

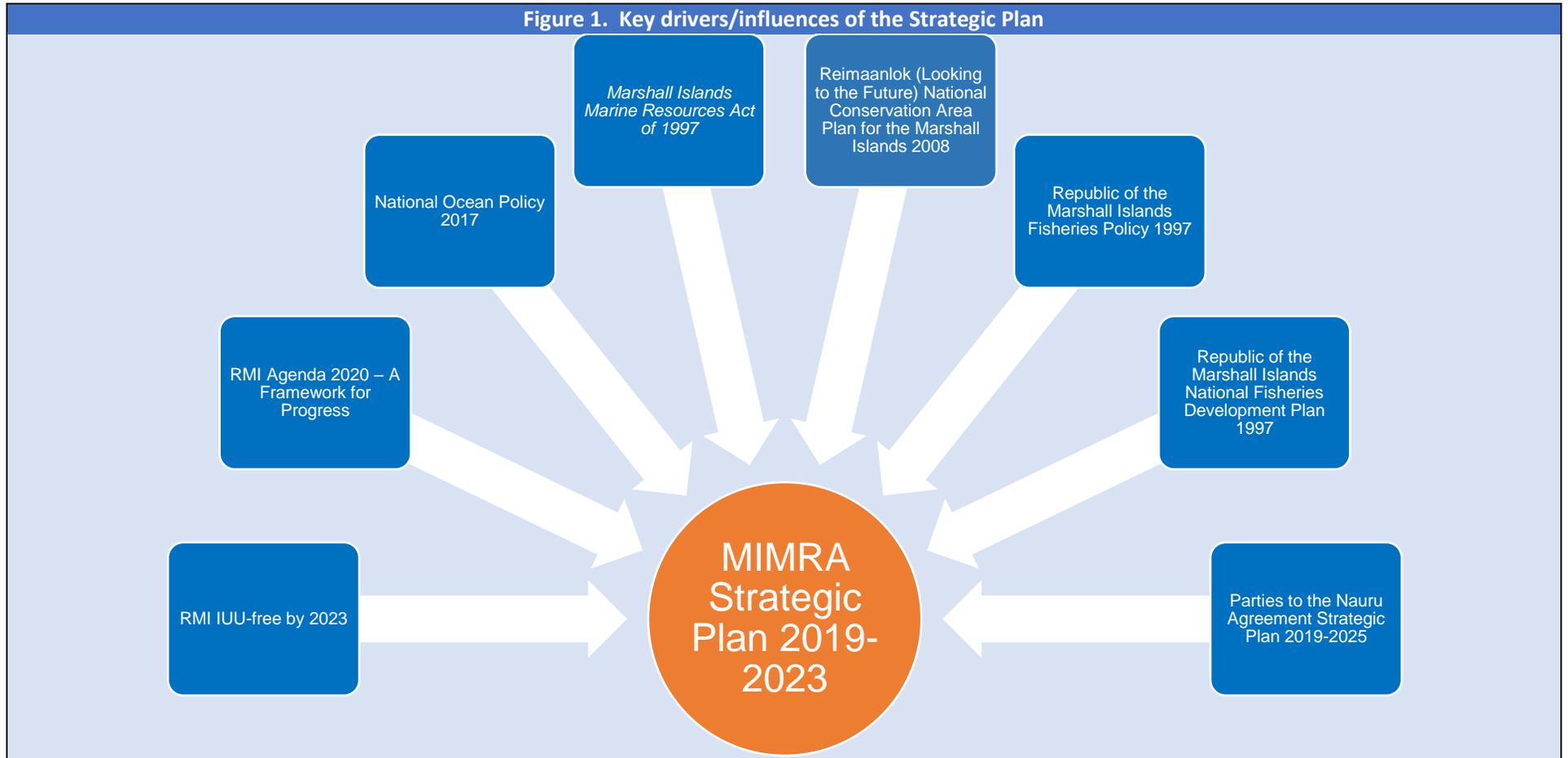
This Strategic Plan was developed using a research, mapping and consultation process. The consultant sourced the following current and historical documentation (Table 2) and conducted a thorough review extracting the key “MIMRA will do” statements or actions from each. This was done to avoid “re-inventing the wheel” as a lot of good work contributing to the growth and strategic direction of MIMRA has been done over the years. The key driving documents (Figure 1) were then identified and the “MIMRA will do” statements/actions for each of these was workshopped with the Deputy Directors of Oceanic and Coastal Divisions along with other key staff as needed. As many of these documents are quite old, some dating back to 1997, it was important to understand what progress was made, what was still being worked on and what is no longer relevant. This exercise served very well to get an understanding of where MIMRA’s work and priorities currently are.

The priorities were then grouped and aligned into the three key themes of “conserve, manage and sustainably develop” all resources in the Fishery from the *Marshall Islands Marine Resources Act of 1997*. These gave rise to the Strategic Goals and Strategic Actions and Sub Actions in this plan. The Goals and Actions were workshopped face to face and electronically with MIMRA. The Strategic Plan in its entirety was then workshopped with the MIMRA Board and senior management to arrive at the final wording, Goals and Actions to be implemented by MIMRA. It was then presented to the MIMRA Board of Directors for review and final comment. This Strategic Plan should be read as clearly identifying **“WHAT” MIMRA wants to do**. A Corporate Plan describing **“HOW” MIMRA will implement** the Strategic Plan will be developed after this plan is approved and endorsed.

Table 2. Documents consulted for development of this Strategic Plan

|  |  |
|--|--|
| <b>Press Statement: Office of the President Republic of the Marshall Islands – October 4 2018</b>                  | Republic of the Marshall Islands National Climate Change Policy Framework 2011 |
| <b>RMI Agenda 2020 - A Framework for Progress</b>  | The Trade Policy for the Republic of the Marshall Islands 2012                 |
| <b>National Ocean Policy 2017</b>  | RMI National Investment Policy Statement 2004-05                               |
| <b>Marshall Islands Marine Resources Act of 1997</b>   | RMI Economic Brief 2017  |
| <b>Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008</b>            | MIMRA Annual Report 2017   |
| <b>Republic of the Marshall Islands Fisheries Policy 1997</b>  | Republic of the Marshall Islands Tuna Management Plan (Draft 2015)             |
| <b>Republic of the Marshall Islands National Fisheries Development Plan 1997</b>                                   | Fisheries Act 1997   |
| <b>Parties to the Nauru Agreement Strategic Plan 2019-2025</b>   | Marshall Islands Marine Resources Act Regulations 1998                         |
| Implementation Plan from the First National Oceans Symposium 2017  | Marine Mammal Protection Act 1990  |
| The Marshall Islands Marine Resources Authority Policy Statement 1997  | Protected Areas Network (PAN) Act 2015   |
| Fisheries Policy in the Marshall Islands (FAO) 2005  | Fisheries Enforcement Act  |
| Policies and Priority Actions for Sustainable Mariculture Development in the Republic of the Marshall Islands 2005 | Fishing Access and Licensing Act   |
| PROP Work Plan 2019-20   | Management and Development of Local Fisheries Act                              |
| Micronesia Challenge   | Aquarium Fishery Regulations 2015  |
| Marshall Islands Tuna Development Strategy   | 3IA Regulations 2009   |
| The Republic of the Marshall Islands National Environment Management Strategy 2017–2022                            | NPOA IUU RMI 2014  |
| PNAO Strategic Plan  | Declaration of baselines and maritime zones outer limits 2016                  |
| FFA Regional Monitoring, Control and Surveillance Strategy (RMCSS) 2018 – 2023                                     | Sea Cucumber Regulations 2012  |
| Republic of the Marshall Islands National Strategic Plan 2015–2017   | MIMRA Vessel Inspection Plan   |
| The Strategic Development Plan Framework 2003-2018 (RMI)-Vision 2018   |  |

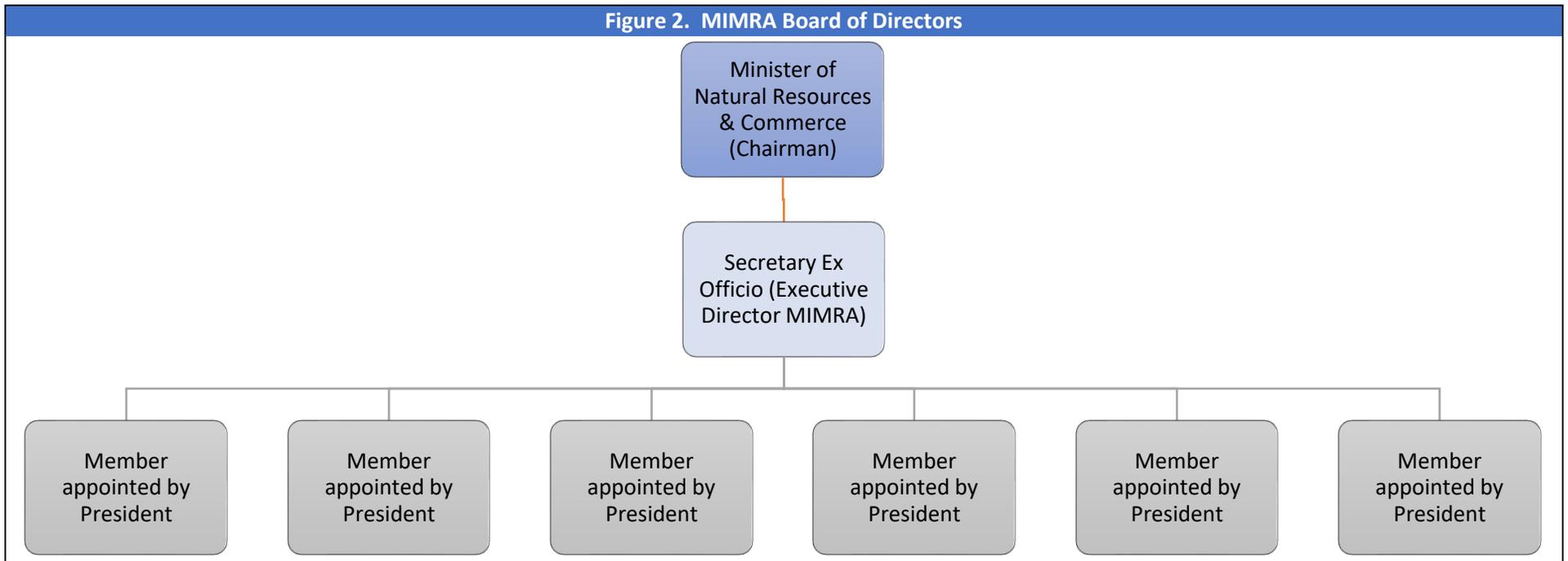
Figure 1. Key drivers/influences of the Strategic Plan



## The Structure of MIMRA

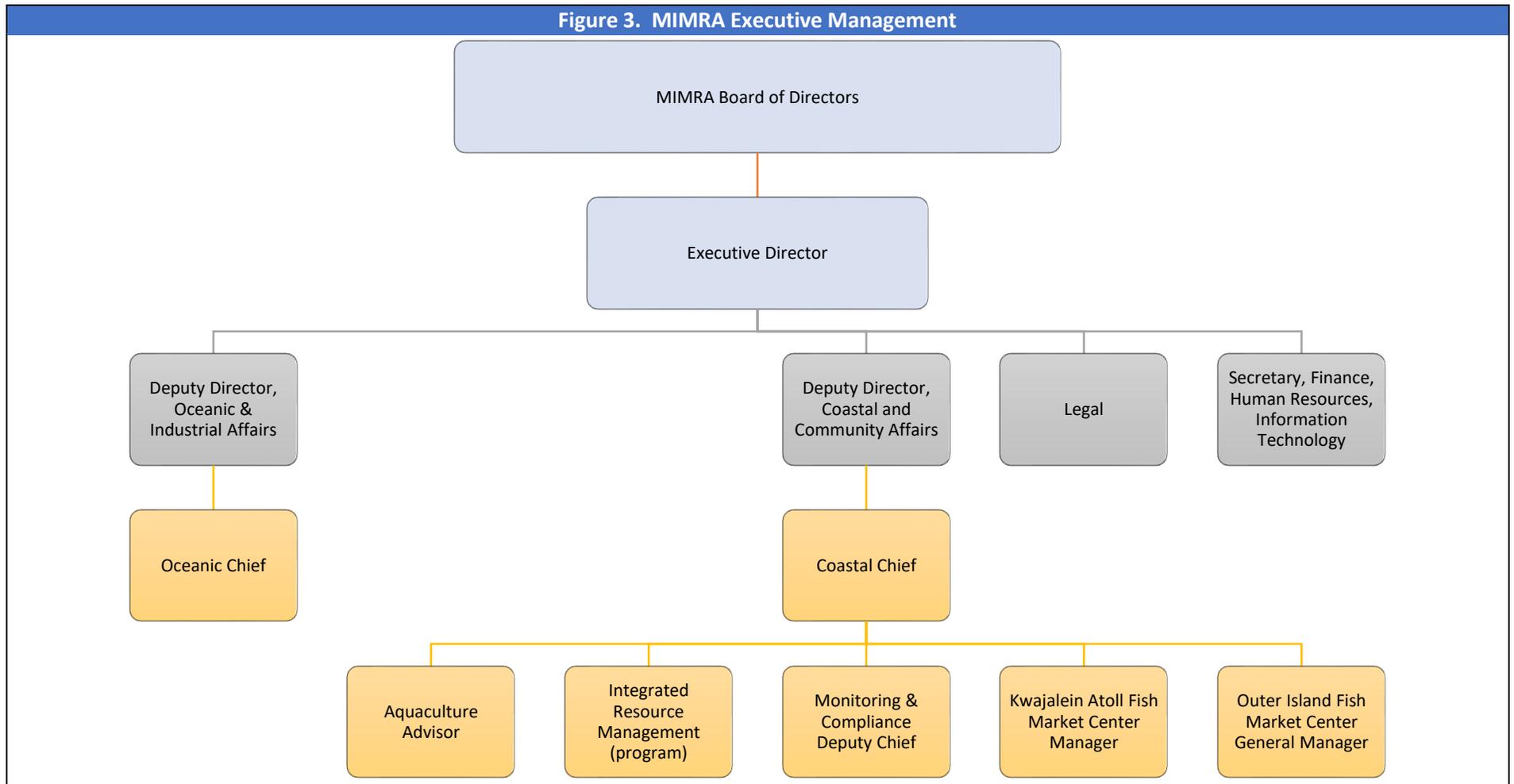
As stipulated in the *Marshall Islands Marine Resources Act 1997 - Section 113*, the management of MIMRA is governed by a seven-member Board of Directors (Figure 2). Generally, the Minister of Natural Resources & Commerce serves as the Chairman of the MIMRA Board of Directors, along with six other Board Members appointed by the President and the Cabinet (Executive Branch). Four of the six Board Members should have knowledge and experience in the fisheries sector in the RMI. The Director of MIMRA serves as an ex officio and secretary of the Board. The Cabinet may give to the Board, in writing, decisions via Cabinet Minutes with respect to policy matters and the Board must give effect to such direction.

Figure 2. MIMRA Board of Directors



MIMRA’s executive management and senior managers (Figure 3) is led by an Executive Director served by a Deputy Director, Oceanic & Industrial Affairs and a Deputy Director, Coastal and Community Affairs and a Legal Officer. Each of the Deputy Directors have Chief(s) that work with them to manage their Divisions. The Legal Advisor reports directly to the Executive Director as do components of the Secretary, Finance, Human Resources, Information Technology section of MIMRA (described later). The current structure of MIMRA is described below. A more detailed breakdown of the positions within the MIMRA structure is included in Appendix 1.

Figure 3. MIMRA Executive Management



## The Current Fisheries Environment

MIMRA manages the fisheries sector via its two main sub-sectors: Oceanic (offshore within the RMI EEZ but outside the inshore special management areas) and Coastal (inshore, near-shore and mariculture). Given the large ocean area of RMI, it's no wonder that fisheries play a very important role in RMI. According to the most recent MIMRA Annual Report (2018), MIMRA's total revenue from the fishery sector was US\$34,194,597 (Table 3). This represents approximately 13% of the total annual budget for the entire country of RMI. The largest contributor to this revenue is from the Parties to the Nauru Agreement (PNA) Vessel Day Scheme (VDS) to which RMI is a member. The other sectors of the fisheries economy are also very important to RMI. The total estimated catch by Atoll/Island in RMI was 4,966 tons in 2009 (Table 4). These catches are important to the people of RMI not only for economic reasons. Fisheries is also a source of employment,

nutrition and is deeply rooted in Marshallese culture. In fact, it is estimated that per capita consumption of seafood in RMI is between 38.9 and 59.0 kg per person per year<sup>1</sup>.

| <b>Fishing Rights</b>            | \$ 3,302,312  |
|----------------------------------|---------------|
| <b>Vessel Day Scheme Revenue</b> | \$ 25,842,384 |
| <b>License fee collections</b>   | \$ 2,321,200  |
| <b>Transshipment fees</b>        | \$ 475,000    |
| <b>Fishing violation fines</b>   | \$ 550,000    |
| <b>Boat chartering fee</b>       | \$ 700,000    |
| <b>Observer fees</b>             | \$ 826,797    |
| <b>Others</b>                    | \$ 176,904    |
| <b>Total Revenues</b>            | \$ 34,194,597 |

| <b>Atoll / Island</b> | <b>Population</b> | <b>Total Catch / year (lbs)</b> |
|-----------------------|-------------------|---------------------------------|
| <b>Majuro</b>         | 23,676            | 3,738,289                       |
| <b>Kwajalein</b>      | 10,902            | 1,032,814                       |
| <b>Arno</b>           | 2,069             | 1,021,318                       |
| <b>Jaluit</b>         | 1,669             | 199,736                         |
| <b>Maloelap</b>       | 856               | 106,772                         |
| <b>Aur</b>            | 537               | 71,532                          |
| <b>Likiep</b>         | 527               | 165,520                         |
| <b>Ailinglaplap</b>   | 1,959             | 615,282                         |
| <b>Namu</b>           | 903               | 283,614                         |
| <b>Ailuk</b>          | 513               | 179,525                         |

<sup>1</sup> Gillett, R. D. (2016) Fisheries in the Economies of Pacific Island Countries and Territories.

| <b>Namdrik</b>  | 772           | 270,162          |
|-----------------|---------------|------------------|
| <b>Mili</b>     | 1,032         | 361,149          |
| <b>Ebon</b>     | 902           | 315,656          |
| <b>Wotje</b>    | 866           | 303,058          |
| <b>Enewetak</b> | 853           | 298,508          |
| <b>Mejit</b>    | 416           | 145,580          |
| <b>Kili</b>     | 774           | 270,862          |
| <b>Ujae</b>     | 440           | 153,978          |
| <b>Utirik</b>   | 433           | 151,529          |
| <b>Lae</b>      | 322           | 112,684          |
| <b>Lib</b>      | 147           | 51,443           |
| <b>Wotho</b>    | 145           | 50,743           |
| <b>Jabat</b>    | 95            | 33,245           |
| <b>Rongelap</b> | 19            | 0                |
| <b>Bikini</b>   | 13            | 0                |
| <b>Ujelang</b>  | 0             | 0                |
| <b>Total</b>    | <b>50,840</b> | <b>9,932,998</b> |

## Oceanic fisheries

The main species by volume in RMI's oceanic fisheries are skipjack tuna, yellowfin tuna, and bigeye tuna, although there are other species taken. The main industrial fishing method is purse seine, followed by longline and some pole & line fishing. According to the 2018 Annual Report to the WCPFC<sup>2</sup>, RMI had eight nationally flagged and two chartered purse seine vessels fishing in the WCPO which caught a total of 71,963 metric tons of tuna. Skipjack is the prominent species caught in the purse seine fishery is comprised of 93% of the total followed by yellowfin, 6% and bigeye tuna, 1%. RMI also had 26 chartered longline vessels fishing in its EEZ that caught a combined total of approximately 2,187 metric tons of tuna and about 488 of marlin and swordfish. These foreign flagged longline vessels operate in support

<sup>2</sup> Annual Report to the Western and Central Pacific Fisheries Commission Part 1: Information of fisheries, statistics and research, Republic of the Marshall Islands, Oceanic and Industrial Affairs Division, Marshall Islands Marine Resources Authority August 2019

of domestic development activities and are based at the Marshall Islands Fishing Venture (MIFV) Fish Base. The report states there were 208 foreign vessels licensed to fish in RMI, but not all of them fished in that year. Table 5 shows the breakdown of the various foreign purse seine, longline and pole & line vessels for 2018.

| <b>Table 5. Number of foreign longline, pole-and-line and purse seine vessels licensed to fish in RMI by flag</b> |             |             |
|---|-------------|-------------|
| <b>Flag</b>   | <b>Gear</b> | <b>2018</b> |
| <b>China (chartered)</b>  | LONG LINE   | 26          |
|   | PURSE SEINE | 8           |
| <b>FSM</b>  | LONG LINE   | 9           |
| <b>FSMA</b>   | PURSE SEINE | 76          |
| <b>Japan</b>  | LONG LINE   | 6           |
|   | POLE & LINE | 11          |
|   | PURSE SEINE | 25          |
| <b>Korea</b>  | PURSE SEINE | 24          |
| <b>Kiribati</b>   | PURSE SEINE | 5           |
| <b>Philippines</b>  | PURSE SEINE | 13          |
| <b>Chinese Taipei</b>   | LONG LINE   | 0           |
|   | PURSE SEINE | 23          |
| <b>Tuvalu</b>   | PURSE SEINE | 1           |
| <b>USA</b>  | PURSE SEINE | 31          |
| <b>Total</b>  | LONG LINE   | 41          |
|   | POLE & LINE | 11          |
|   | PURSE SEINE | 156         |

In addition to fleet operations in the EEZ, RMI has developed significant shore-based facilities including the MIFV longline Fish Base processing fresh chilled tuna and the Pan Pacific Foods (PPF) loining plant processing skipjack from the purse seine fishery. The RMI government also maintains a joint venture partnership with Koo's Fishing Company, Ltd. (KFC). This venture continues to provide an additional revenue stream as well as acting as a catalyst for further on-shore developments. Local companies such as the Pacific International Inc. also contribute to local value adding through fish handling and export shipments. In 2018, there was a provisional total of

2,822 mt of fish unloaded by the longline fleet and most of it was bound for export markets. MIFV exports mainly fresh chilled tuna species to markets in the US, China and Canada. Frozen fish (rejects and bycatch), designated as local, are shipped to Asia via transport containers and/or sold locally.

Majuro port is the only designated port for transshipment in RMI and a major regional hub for purse seine transshipment. A recent paper<sup>3</sup> identifies Majuro as the second busiest port in the world after Busan in South Korea based on number of foreign vessel visits (1168) and the first in the world in terms of foreign fishing vessel hold size (943,000 m<sup>3</sup>). In 2018, there were an estimated 402 purse seine transshipments undertaken in Majuro with a provisional total of 306,796mt transshipped. Most transshipments by the national purse seine fleet are carried out in Majuro, however other foreign ports in the region are occasionally used.

### Coastal fisheries

Coastal waters are defined traditionally to extend “as far as the eye can see”, but according to RMI regulations the area extends out to 12nm around all atolls and islands, and out to 50nm around Majuro, Arno, and Kwajalein atolls (Special Management Areas). Inshore fisheries areas are protected for artisanal and game-fishing, and are defined as the sea and seabed to a distance of 5 miles from the atoll baseline. Coastal fisheries resources typically are exploited by households for their own consumption. The main species utilized are listed in tables 6-9. and a 2010 Report of the Total Catches Estimation for RMI shows the breakdown of catch by Atoll/Island in Figure 4.

| Table 6. Name of reef fish commonly caught in the Marshall Islands |                         |   |
|--|-------------------------|---|
| Marshallese name   | English common name     | Scientific name   |
| <b>Ael</b>   | Surgeonfish (black)     | <i>Acanthurus olivaceus</i> and <i>A. spp.</i>                        |
| <b>Bajrok</b>  | Rudderfish              | <i>Kyphosus cinerascens</i> and <i>K. bigibbus</i>                    |
| <b>Bulak/ Bwilak/ Bilak</b>  | Orangespine unicornfish | <i>Naso lituratus</i>   |
| <b>Dijin</b>   | Orangestripe emperor    | <i>Lethrinus obsoletus</i>  |
| <b>lik-mouj/ Ekmouj</b>  | Parrotfish (white)      | <i>Scarus longiceps</i> and <i>S. spp.</i>                            |
| <b>Iiol</b>  | Fringelip mullet        | <i>Crenimugil crenilabis</i>  |
| <b>Jato</b>  | Humpback snapper        | <i>Lutjanus gibbus</i>  |
| <b>Jo</b>  | Yellowstripe goatfish   | <i>Mulloidichthys vanicolensis</i>                                    |
| <b>Kiro</b>  | Marbled grouper         | <i>Epinephelus fuscoguttatus</i> , <i>E. microdon</i> and <i>spp.</i> |

<sup>3</sup> Hosch, Gilles; Soule, Bradley; Schofield, Max; Thomas, Trevor; Kilgour, Charles; and Huntington, Tim (2019) "Any Port in a Storm: Vessel Activity and the Risk of IUU-Caught Fish Passing through the World's Most Important Fishing Ports," Journal of Ocean and Coastal Economics: Vol. 6: Iss. 1, Article 1.

| Table 6. Name of reef fish commonly caught in the Marshall Islands |                           |  |
|--|---------------------------|--|
| <b>Kuban</b>   | Convict surgeonfish       | <i>Acanthurus triostegus</i>           |
| <b>Kwi</b>   | Blue-banded surgeonfish   | <i>Acanthurus lineatus</i>             |
| <b>Mera</b>  | Parrotfish (blue & green) | <i>Scarus spp.</i>                     |
| <b>Mojani</b>  | Bigeye emperor            | <i>Monotaxis grandoculis</i>           |
| <b>Mole</b>  | Forktail rabbitfish       | <i>Siganus argenteus</i>               |
| <b>Mon</b>   | Soldierfish               | <i>Myripristis berndti and M. spp.</i> |
| <b>Motal</b>   | Dash-dot goatfish         | <i>Parupeneus barberinus</i>           |
| <b>Net</b>   | Yellowlip emperor         | <i>Lethrinus xanthochilus</i>          |
| <b>Wieo</b>  | Blackspot emperor         | <i>Lethrinus harak</i>                 |

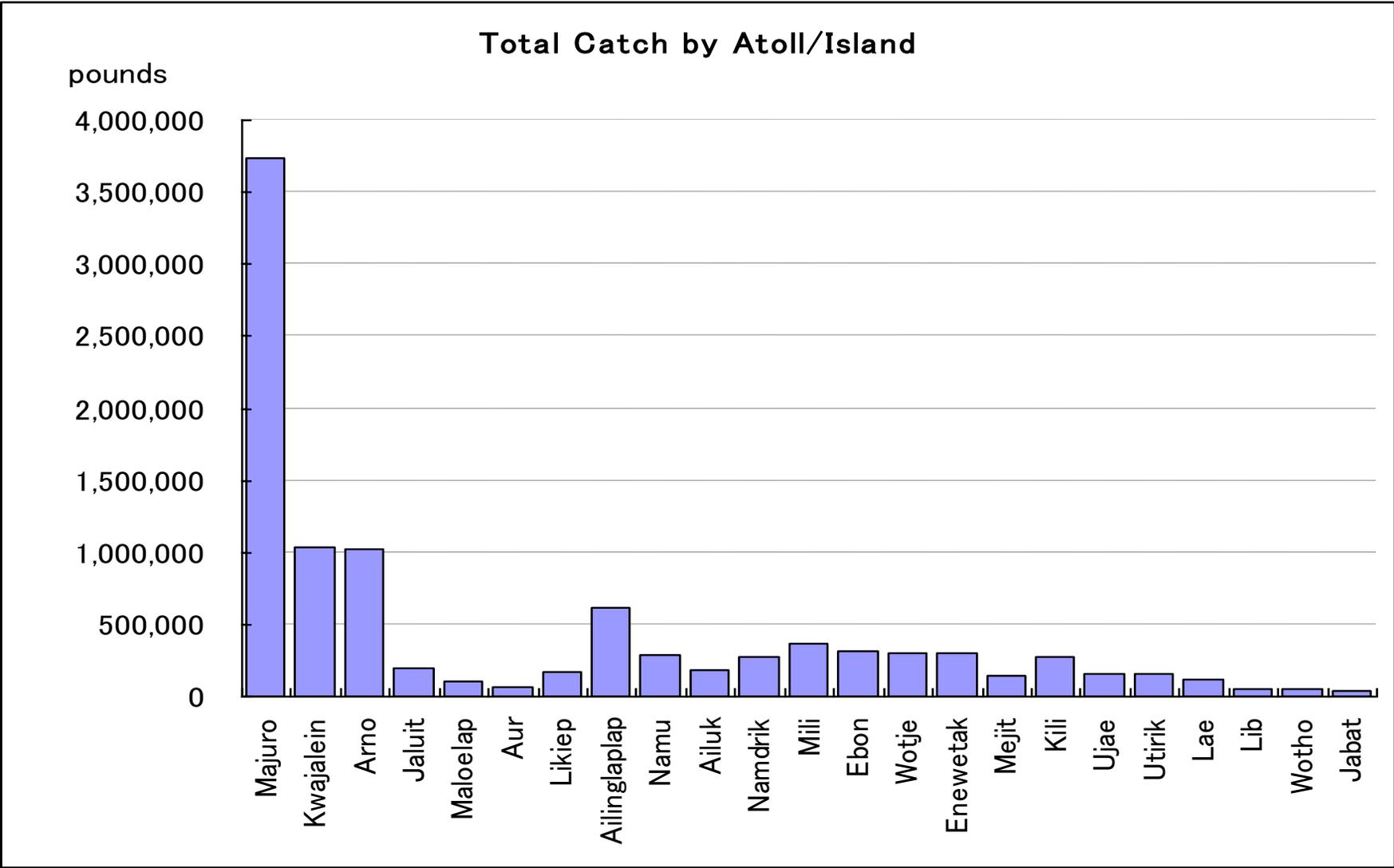
| Table 7. Name of pelagic fish commonly caught in the Marshall Islands |                     |  |
|---|---------------------|--|
| Marshallese name  | English common name | Scientific name                                |
| <b>Al</b>   | Wahoo               | <i>Acanthocybium solandri</i>                  |
| <b>Bwebwe</b>   | Yellowfin tuna      | <i>Thunnus albacares</i>                       |
| <b>lik-aidik</b>  | Rainbow runner      | <i>Elagatis bipinnulata</i>                    |
| <b>Ikabwe</b>   | Striped bonito      | <i>Sarda orientalis</i>                        |
| <b>Jilo</b>   | Dogtooth tuna       | <i>Gymnosarda unicolor</i>                     |
| <b>Jojo</b>   | Flying fish         | <i>Cypselurus spilonotopterus, C. unicolor</i> |
| <b>Lojabwil</b>   | Skipjack            | <i>Katsuwonus pelamis</i>                      |
| <b>Looj</b>   | Kawakawa            | <i>Euthynnus affinis</i>                       |
| <b>Niitwa</b>   | Sawtooth barracuda  | <i>Sphyraena putnamiae</i>                     |

| Table 8. Name of shellfish commonly caught in the Marshall Islands |                     |                           |
|--|---------------------|---------------------------|
| Marshallese name   | English common name | Scientific name           |
| <b>Jeno</b>  | Elongated clam      | <i>Tridacna maxima</i>    |
| <b>Drimuj</b>  | Bear's paw clam     | <i>Hippopus hippopus</i>  |
| <b>Dotwod</b>  | Scaly clam          | <i>Tridacna squamosa</i>  |
| <b>Kukor</b>   | Pacific asaphis     | <i>Asaphis violascens</i> |

| Table 8. Name of shellfish commonly caught in the Marshall Islands |                   |  |
|--|-------------------|--|
| <b>Konet</b>   | Smooth beach clam | <i>Atactodea sp.</i>                   |
| <b>Jidul</b>   | Turban shell      | <i>Turbo spp.</i>                      |
| <b>Likabijrat</b>  | Trochus           | <i>Trochus niloticus</i>               |
| <b>Likajur</b>   | Money cowries     | <i>Cypraea moneta &amp; C. annulus</i> |
| <b>Alu</b>   | Ellodid snail     | <i>Pila luteus</i>                     |

| Table 9. Name of other seafood species commonly caught in the Marshall Islands |                     |                       |
|--|---------------------|-----------------------|
| Marshallese name   | English common name | Scientific name       |
| <b>Kwet</b>  | Octopus             | <i>Octopus spp.</i>   |
| <b>Baruleb</b>   | Coconut-crab        | <i>Birgus latro</i>   |
| <b>Wor</b>   | Spiny lobster       | <i>Panulirus spp.</i> |
| <b>Won</b>   | Green turtle        | <i>Chelonia mydos</i> |

Figure 4. Total catch by Atoll in RMI in 2009



Much of the formalized coastal fisheries for RMI are sold through the Outer Island Fish Market Center in Majuro, the Kwajalein Atoll Fish Market in Ebeye and through Fish bases located at Aur, Maloelap, Arno, Jaluit, Wotje, Likiep, Namu and Ailinglaplap. The Fish Bases supply locally caught fish to the Fish Markets in the two urban centers of the Marshall Islands. Ciguatera is an issue in the Marshall Islands and work continues on the research on causes of ciguatera fish poisoning on outer islands to safeguard the supplies at the Fish Markets and Fish Bases.

There are four companies engaged in the export of marine invertebrates, giant clams, live corals and aquarium fish. The main invertebrates are hermit crabs (*Paguristes Sp.* and *Calcinus elegans*), bumble bee snails (*Pusiostoma mendicaria*), and brittle stars (*Ophiocoma scolopendrina*). The giant clams are Southern giant clam (*Tridacna derasa*), small giant clam (*Tridacna maxima*), fluted giant clam (*Tridacna squamosa*), and bear paw clam (*Hippopus hippopus*). The main aquarium fish are marine angelfish (*Pomacanthidae*), grouper (*Serranidae*), wrasse (*Labridae*), wormfish and dartfish (*Microdesmidae*), and damselfish and clownfish (*Pomacentridae*).

RMI is well-recognized for its remote and pristine outer atoll lagoons that are considered suitable for targeted commercial mariculture development. The commercial viability of farming and marketing black pearls, giant clams, soft and hard corals, and small volumes of ornamental fish has been demonstrated. The black-lip pearl oyster for pearl production and giant clam juveniles for the ornamental market have proven to have the greatest potential. Public sector support via technical assistance for mariculture development has been significant over the years and a number of initiatives have been implemented with the support of government, bilateral and international agencies such as: MIMRA; Ministry of Education; Center for Tropical and Sub-tropical Aquaculture (CTSA); National Marine Fishery Service (NMFS); SPC; FAO; Overseas Fisheries Cooperation Foundation of Japan (OFCF); US Department of Agriculture (USDA); Land Grant Program; College of the Marshall Islands (CMI); and the University of Hawai'i Hilo.

MIMRA operates giant clam hatcheries on Arno and Likiep and a hatchery at Woja on Majuro. The Woja hatchery was providing black lipped oyster spat to local farmers but is currently being renovated to produce giant clams. Other aquaculture projects in RMI are run by the College of the Marshall Islands Land Grant program which conducts aquaculture research; a Moi project by the Rongelap Atoll Local Government; the Marine and Environmental Research Institute of Pohnpei (MERIP) works on improvement of small-scale aquaculture in FSM and RMI; and the Marshall Islands Mariculture Farm in Majuro conducts giant clam training & marketing. MIMRA is also promoting the Micronesian Association for Sustainable Aquaculture (MASA) as a vehicle to improve aquaculture opportunities in RMI.

Translating the desire to develop mariculture as an alternative source for income generation into viable options has numerous hurdles. Essentially it has to be export-based. This means there is the need to transport product from the outer atolls to urban centers, like Majuro, for onward shipment to markets. This requirement can be problematic because of the often delicate nature of the export animals, and the

need to have them arrive at market destinations alive and well. For other species such as black-lip pearl oysters, there is also the difficulty of instituting necessary marketing and financial arrangements.

MIMRA also provides and maintains fish aggregating devices (FADs) around Majuro Atoll for the benefit of local fishermen. There are currently five of these FADs situated around Majuro, two FADs located at Kwajalein and one at Lib. MIMRA hopes to expand the FAD program to other atolls.

In 2008, MIMRA began the development of the Reimaanlok National Conservation Area Plan. The Reimaanlok process links directly to Marshall Islands commitments to the Micronesia Challenge, a regional effort to ensure that 30 percent of near-shore marine resources and 20 percent of land areas are under effective conservation management by 2020. Reimaanlok is a step-by-step process of engaging with local communities. The partnership that develops over time between MIMRA and these communities through the Reimaanlok process helps empower local communities to identify needs, problems and solutions for sustainable resource management. Community-based consultations leading to development of sustainable resource management plans and establishment of protected areas have continued to expand to new outer islands, building on successful engagement with outer islands in previous years. In support of the growing number of protected areas, the RMI passed the *Protected Areas Network Act 2015* to integrate all protected areas into a single system. As of 2019, the PAN Act was amended to improve the effectiveness of PAN. This includes the PAN being overseen by the MIMRA Board of Directors.

MIMRA is also responsible for managing RMI's maritime boundaries as well as monitoring to improve informed decision making of government authorities regarding radiation contamination and management of natural resources. MIMRA, along with the Republic of the Marshall Islands Environmental Protection Authority (RMIEPA) worked with the International Atomic Energy Agency (IAEA) to develop the Independent National Capacity to Assess, Monitor and Analyze Radiation Contamination in the RMI Environment to assist in this process. The National Nuclear Commission has signed agreements for research and data collection collaboration with MIMRA and RMIEPA.

## Key Challenges and Opportunities

Given the need to maximize the value from all of its fisheries resources while at the same time conserving them for future generations, MIMRA must approach its obligations to the people of RMI in the most professional and competent manner possible. MIMRA does this by dividing its focus between managing the highly migratory tuna in its oceanic fishery and management of the inshore and coastal fisheries around all of RMI's islands and atolls. For the sake of clarity, the challenges and opportunities are divided between oceanic and coastal.

## **Oceanic**

At the heart of the management of the oceanic fishery is a complex and valuable internationally traded tuna fishery. Due to the highly migratory nature of tuna, most of the tuna management is done at a regional (WCPFC) and sub regional (PNA/FFA) level and MIMRA must strongly advocate for its interests in these forums because it cannot alone manage this fishery as well as the national impacts of any agreements made regionally. There are strong interests in the region that do not always line up with RMI's interests. For example, many of the Distant Water Fishing Nations (DWFNs) have not fully accepted zone-based management of the tuna fishery. They prefer the historical flag-based management of the fishery, that favors their catch history, pre-development of the Vessel Day Scheme (VDS). Through the solidarity of the PNA, the tropical purse seine fishery is managed through the zone-based VDS, which has brought great benefits to RMI and other the PNA members. The high seas fisheries are still essentially unregulated and the longline VDS is just beginning to assert the zone-based management approach, although due to the nature of the long line fishery, it is more difficult to assert zone-based management. The impacts of El Nino and La Nina weather patterns and climate change in general can affect the availability of tuna in the EEZ of RMI. Global demand, prices and market access are also very challenging to manage, given the relative size of RMI and its distance from these markets.

Having mentioned some of the challenges in the oceanic fishery, there are also great opportunities. Since the introduction of the purse seine VDS in 2012, RMI's income has risen from \$5,936,978 to \$28,532,685 in 2017 from VDS and fishing rights revenues. Majuro is also the busiest transshipment port in the Pacific which generates revenue for the country, employment for its people, and income for the local economy. As mentioned above, Majuro also has onshore fish processing facilities further contributing to the economy. With RMI starting full implementation of the longline VDS in 2020, it is hoped that this fishery can be developed to add even more to the economy than it does at the present.

## **Coastal**

Coastal and inshore fisheries in RMI are spread between 29 coral atolls and five islands all with considerable distance between them. Given all the land in RMI is privately owned, MIMRA needs to hire, train and manage local people in all the locations it needs to work. This is not easy to do and collecting data required for good fisheries management in remote locations is costly. MIMRA also needs to work with a large number of other government agencies, organizations and local governments to carry out its mandate. All the needed coastal fishing regulations are not yet fully developed, posing challenges to fisheries management. Population growth and development on Majuro and Ebeye has resulted in coastal degradation and overfishing, putting additional fishing pressure on other islands and atolls and many of the fish in the markets are getting smaller and smaller. The impact of marine pollution due to vessels discharging into the lagoon, heavy metal

and chemical waste (PCB), deteriorating sewage outfalls and wastes generated on land are degrading the local marine environment. Climate change, sea level rise, coral bleaching and ciguatera are all challenging the management of RMI coastal resources.

Despite the challenges in managing the coastal and inshore fisheries resources, there are many opportunities for fisheries development in RMI. The Reimaanlok community-based management program has served local communities well through its inclusive consultative processes. This empowers communities to better manage their resources. The Protected Area Network (PAN) and the Coastal Management Advisory Committee (CMAC) are both fantastic opportunities for MIMRA to better engage with its stakeholders and advocate for improved fisheries management outcomes. Expanding MIMRA's Fish Aggregating Device (FAD) program holds opportunities to improve fishing for local communities. Mariculture is also seen as holding promise in RMI as there have been successful trials of giant clams, pearl oysters, and ornamental fish and corals.

### **General for MIMRA**

In addition to the environmental, social and economic constraints and opportunities described above, MIMRA also faces similar resourcing, skills, capacity and organizational constraints faced by many if not most other Pacific Island fishery administrations. These include extensive travel requirements on key staff making day to day administration challenging including reaching some of the outer atolls and islands that do not have established travel services. Budgetary resources are limited but the need to manage RMI fisheries resources is not. This can place an additional burden on MIMRA Divisions and staff to deliver on expectations and MIMRA's mandated obligations without all the needed resources, skills and capacity. With everyone working frantically to keep up with demands, it has often been difficult for Divisions to properly communicate with each other and to work to clear and well understood plans. These are major reasons for the development of this, MIMRA's first Strategic Plan. This plan is an opportunity for MIMRA to have a mutually agreed vision of the way forward, clear roles and responsibilities within the organization, and for MIMRA to work smarter as a team to achieve strategic goals set out below.

# Marshall Islands Marine Resources Authority

THE REPUBLIC OF THE MARSHALL ISLANDS

## Strategic Plan 2019-2023

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### Mission Statement

**MIMRA's mission is to facilitate the sustainable and responsible use of marine resources in the Republic of Marshall Islands**

### Vision Statement

**MIMRA's vision is:**

- **To improve the economic benefits from the fisheries sector within sustainable limits**
- **Promote sustainable, private-sector led fishery developments**
- **Strengthen institutional capacity to facilitate the responsible development and management of the Nation's fisheries resources**

### Strategic Goals:

1. **MIMRA will maximize the long-term value from its fisheries for the benefit of the people of RMI**
2. **MIMRA will conserve and manage the aquatic resources for current and future generations in RMI**
3. **MIMRA will be professional, transparent and accountable in the way it manages fisheries resources in RMI**

# Marshall Islands Marine Resources Authority

THE REPUBLIC OF THE MARSHALL ISLANDS

## Strategic Plan 2019-2023

### Strategic Actions for Goal 1

| Strategic Goal 1   | Strategic Actions  | Sub Actions  |
|--|--|--|
| <b>MIMRA will maximize the long-term value from its fisheries for the benefit of the people of RMI</b> | Promote strong and profitable partnerships to grow RMI economy | Engage with other national and local government agencies, research and education providers, private industry fishing associations and NGO's to promote RMI's fisheries interests |
|  |  | Engage with regional agencies, organizations and associations to promote RMI's fisheries interests and zone-based management   |
|  |  | Engage with foreign partners, donors and international organizations to promote RMI's fisheries interests  |
|  | Maintain, secure and enhance revenue from RMI fisheries        | Ensure RMI's income from its offshore fisheries is safe guarded and increased over time  |
|  |  | Work with local governments and communities to maximize sustainable development, income and livelihood opportunities from oceanic and coastal fisheries                          |
|  |  | Promote research and private investment into aquaculture to improve opportunities for RMI communities  |
|  | Enable and promote a strong private fisheries industry in RMI  | Enact policies and processes that facilitate investment in RMI fisheries   |
|  |  | Support the development of infrastructure, public-private partnerships, markets, and the operating environment to promote fisheries development in RMI                           |
|  |  | Work with public and private institutions and organizations to enable greater market access for RMI fisheries products   |

# Marshall Islands Marine Resources Authority

THE REPUBLIC OF THE MARSHALL ISLANDS

## Strategic Plan 2019-2023

### Strategic Actions for Goal 2

| Strategic Goal 2  | Strategic Actions   | Sub Actions  |
|---|---|--|
| <b>MIMRA will conserve and manage the aquatic resources for current and future generations in RMI</b> | Utilize robust science and the precautionary approach to sustainably manage RMI fisheries | Work with national, regional and international scientific organizations to utilize the best science available to manage RMI's fisheries    |
|   |   | Partner with relevant agencies and organizations to ensure RMI's fisheries are resilient to external pressures                             |
|   |   | Work with relevant stakeholders to protect food security, livelihoods and community resilience using sound science and management practice |
|   | Implement state of the art MCS to detect, deter and eliminate IUU in RMI                  | Ensure RMI's legal and regulatory system is up to date and meets national, regional, and international obligations                         |
|   |   | Utilize modern technology and methodology to ensure compliance with RMI's fisheries rules and regulations                                  |
|   |   | Work with national and regional partners to raise awareness of rules and consequences relating to the fisheries sector in RMI              |
|   | Enact clear and helpful management systems that are well understood and followed          | Develop best practice management plans for all key species and sectors   |
|   |   | Ensure rules, plans and expectations relating to fisheries are well understood by relevant stakeholders                                    |
|   |   | Support Marine Protected Areas, cultural and historical sites relating to fisheries in RMI   |

# Marshall Islands Marine Resources Authority

THE REPUBLIC OF THE MARSHALL ISLANDS

## Strategic Plan 2019-2023

### Strategic Actions for Goal 3

| Strategic Goal 3  | Strategic Actions  | Sub Actions   |
|---|--|---|
| <b>MIMRA will be professional, transparent and accountable in the way it manages fisheries resources in RMI</b> | Utilize best practice governance methodology to manage MIMRA   | Manage MIMRA using a strategic planning approach including regular discussion and clear reporting on progress against agreed plans        |
|   |  | Ensure all policies and procedures employed by MIMRA are clear and well understood  |
|   |  | Ensure MIMRA is well organized and structured to maximize its efficiency and effectiveness  |
|   | Develop the capacity of MIMRA managers/staff, industry and the community so they are all able to productively contribute to growing and managing RMI's fisheries | Ensure the Board of Directors is well placed to effectively guide MIMRA   |
|   |  | Ensure MIMRA staff have the skills and capacity necessary to effectively carry out their duties in support of the Strategic Plan          |
|   |  | Promote and support opportunities for community members and local industry to build their capacity to participate in the fisheries sector |
|   | Ensure MIMRA is properly resourced to manage and engage with RMI fisheries for the benefit of the RMI people   | Ensure resources and processes at MIMRA are available to properly manage RMI's fisheries  |
|   |  | Ensure the information technology systems used by MIMRA are up to date, reliable and secure   |
|   |  | Ensure that all relevant stakeholders are aware of MIMRA's work and are included in consultations when required                           |

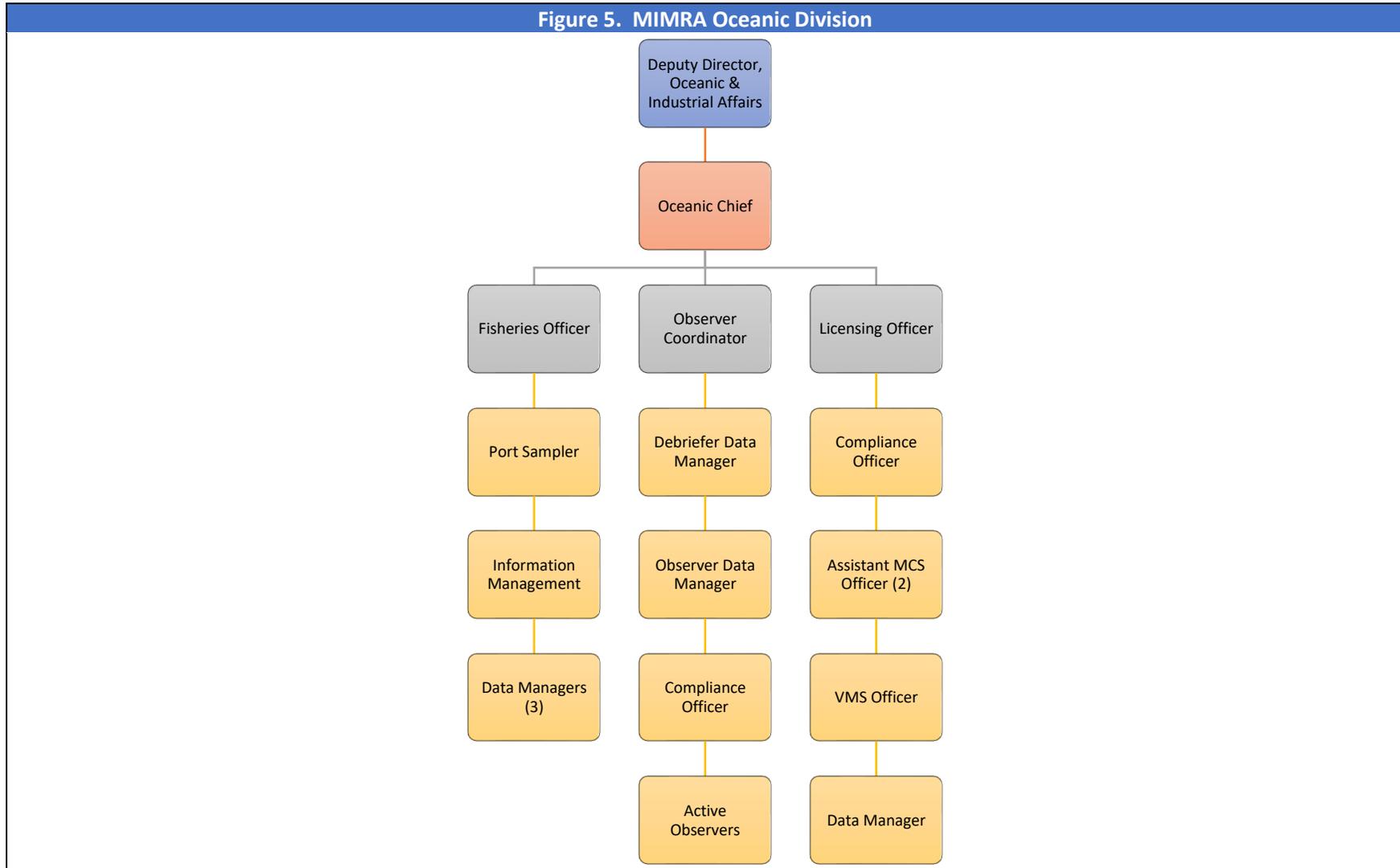
## Monitoring & Evaluation

The Strategic Plan will be monitored regularly by the MIMRA Board of Directors and Executive. This will ensure MIMRA's Goals and Strategic Actions are being progressed and that adjustments to work plans can be adjusted if necessary. MIMRA's Executive Management team will prepare twice annual reports using the reporting template in Appendix 2. The qualitative reporting from this report will be reviewed and discussed by the Board of Directors to both keep the Board informed of progress, but also to seek direction from the Board relating to any issues or impediments identified in implementation of this Strategic Plan. MIMRA will also provide to the Board a quantitative report showing important data/information that it needs to know (Appendix 3). This data table will include notes and comments that describe the data source, period covered and any issues/limitations the reader needs to know. Appendix 4 maps the Strategic Actions to the document, policy or plan from which it was derived and/or contributes to.

## Appendices

### Appendix 1: MIMRA Organizational Structure (detail)

MIMRA's Oceanic Division is shown in Figure 5. The Oceanic Chief serves as the principle scientific officer for the Oceanic Division.



MIMRA's Coastal and Community Affairs Division is the largest Division within MIMRA and is shown in Figure 6-10.

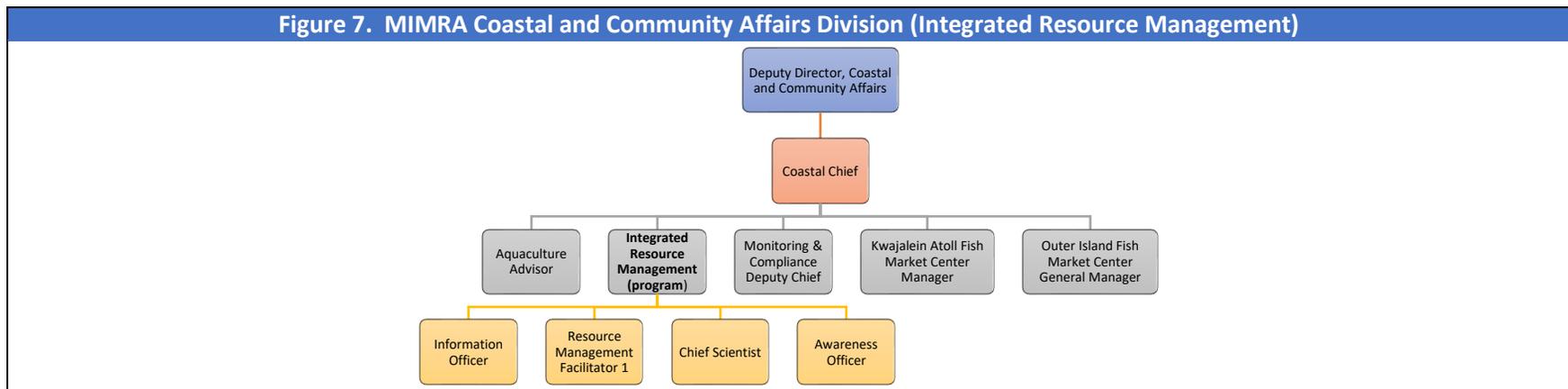
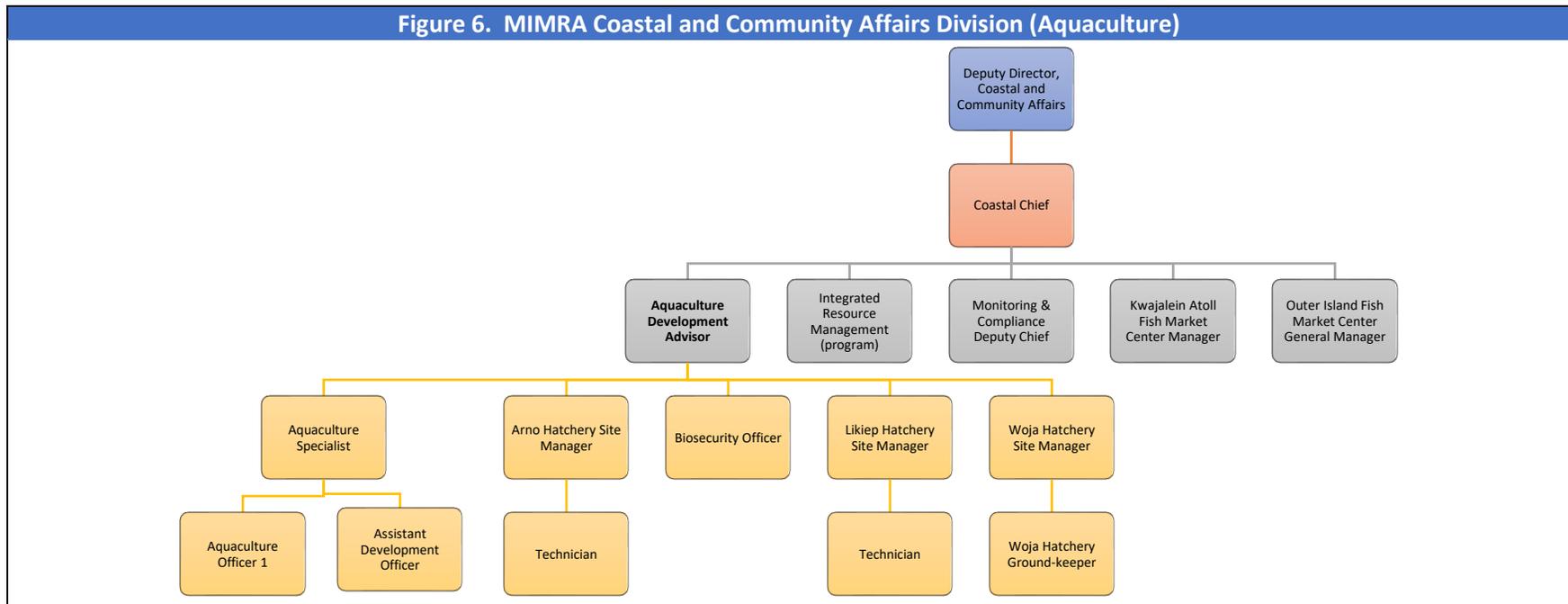


Figure 8. MIMRA Coastal and Community Affairs Division (Monitoring & Compliance)

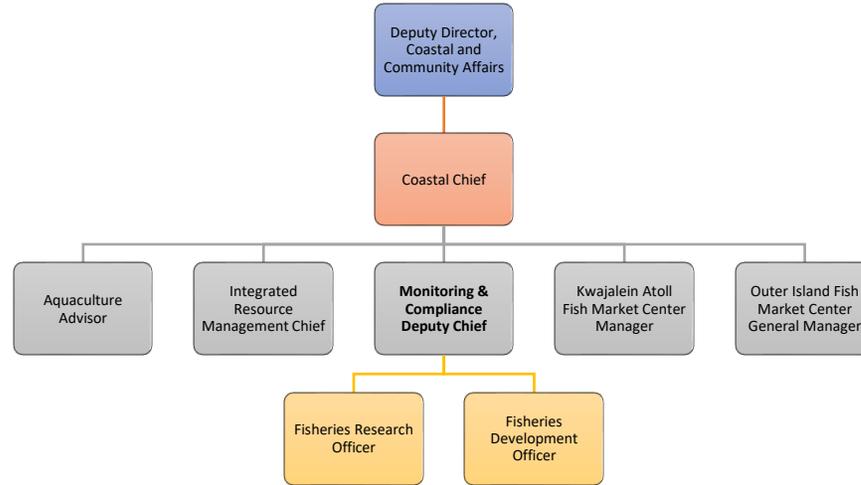


Figure 9. MIMRA Coastal and Community Affairs Division (Kwajalein Atoll Fish Market Center)

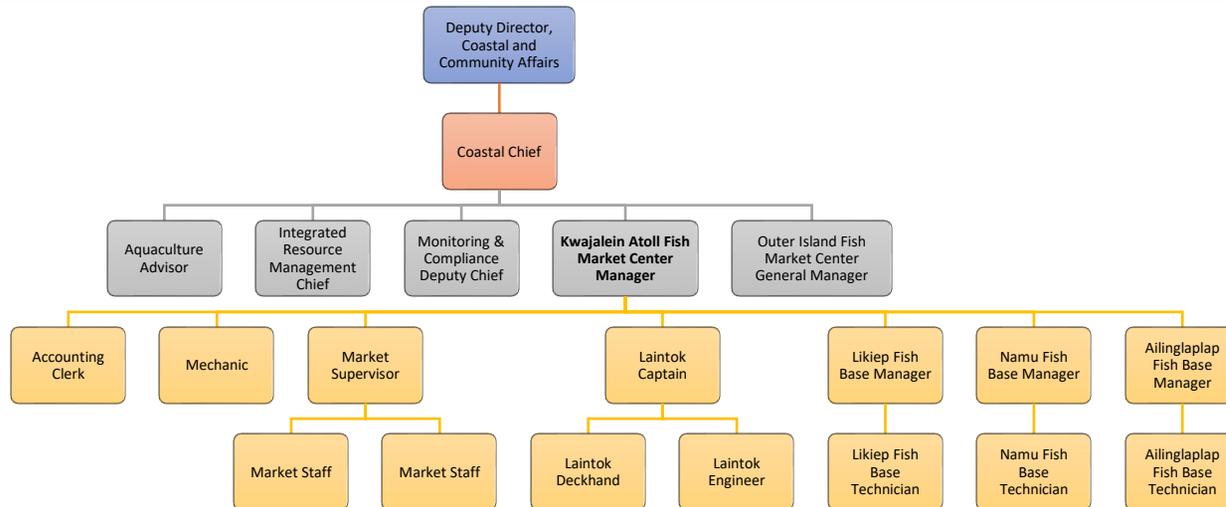
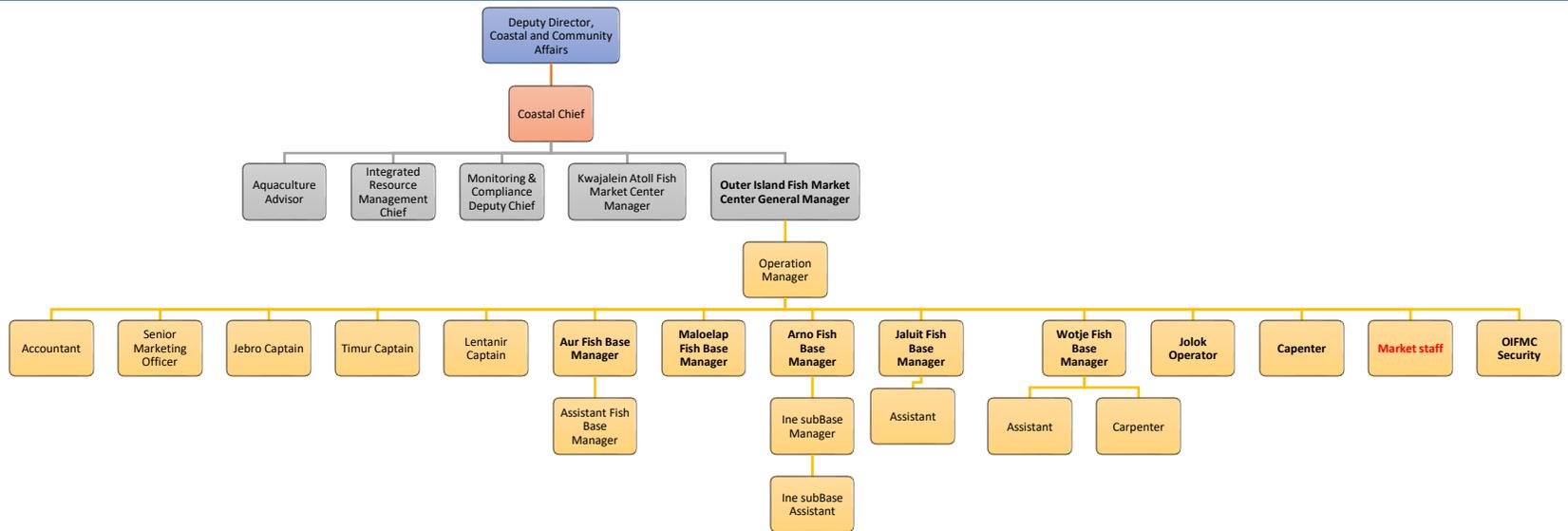
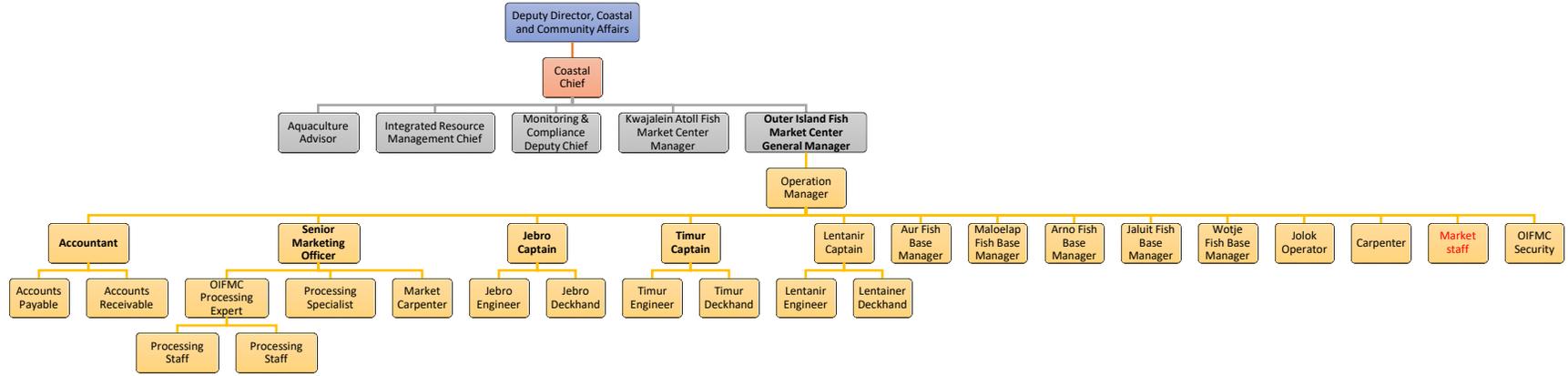
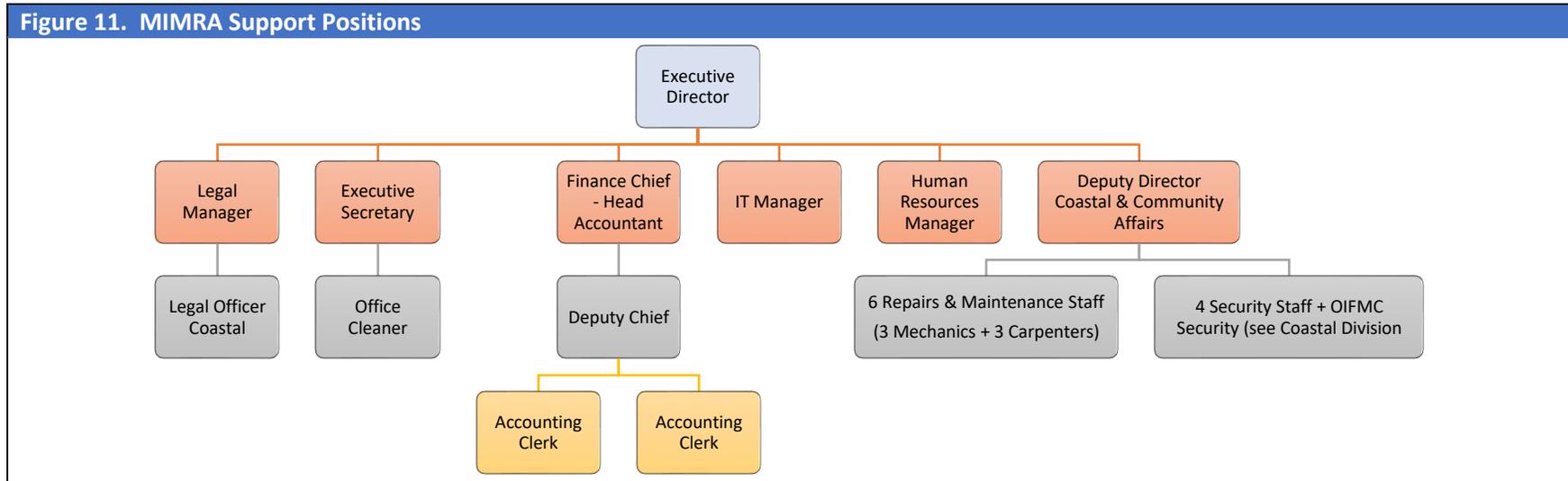


Figure 10. MIMRA Coastal and Community Affairs Division (Outer Island Fish Market Center)



There are also other positions at MIMRA that report directly or sometimes indirectly to the Executive Director (Figure 11). The Repairs and Maintenance Staff along with the Security Staff report to the Deputy Director Coastal & Community Affairs.



**MIMRA Strategic Plan Progress Report (Template – delete blue text when filling out the report)**

Reporting Period: (xxx 2019 – xxx 2019)

Date submitted to Board:

Date reviewed by Board:

**Strategic Goal # 1: MIMRA will maximize the long-term value from its fisheries for the benefit of the people of RMI**

| Strategic Action   | MIMRA Progress  | Comments  |
|--|---|---|
| <b>1. Promote strong and profitable partnerships to grow RMI economy</b>   | <ul style="list-style-type: none"> <li>(At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li></li> </ul> | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| Sub-Components   | MIMRA Progress  | Comments  |
| <b>1.1. Engage with other national and local government agencies, research and education providers, private industry fishing associations and NGO’s to promote RMI’s fisheries interests</b> | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| <b>1.2. Engage with regional agencies, organizations and associations to promote RMI’s fisheries interests and zone-based management</b>   | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| <b>1.3. Engage with foreign partners, donors and international organizations to promote RMI’s fisheries interests</b>  | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |

| Strategic Action  |  | MIMRA Progress  | Comments  |
|---|--|---|---|
| <b>2. Maintain, secure and enhance revenue from RMI fisheries</b>   |  | <ul style="list-style-type: none"> <li>(At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li></li> </ul> | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| Sub-Components  |  | MIMRA Progress  | Comments  |
| <b>2.1. Ensure RMI's income from its offshore fisheries is safe guarded and increased over time</b>   |  | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| <b>2.2. Work with local governments and communities to maximize sustainable development, income and livelihood opportunities from oceanic and coastal fisheries</b> |  | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| <b>2.3. Promote research and private investment into aquaculture to improve opportunities for RMI communities</b>   |  | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| Strategic Action  |  | MIMRA Progress  | Comments  |
| <b>3. Enable and promote a strong private fisheries industry in RMI</b>   |  | <ul style="list-style-type: none"> <li>(At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li></li> </ul> | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| Sub-Components  |  | MIMRA Progress  | Comments  |

|   |   |  |
|---|---|--|
| <p><b>3.1. Enact policies and processes that facilitate investment in RMI fisheries</b></p>   | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <p><b>3.2. Support the development of infrastructure, public-private partnerships, markets, and the operating environment to promote fisheries development in RMI</b></p> | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <p><b>3.3. Work with public and private institutions and organizations to enable greater market access for RMI fisheries products</b></p>                                 | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |

## Strategic Goal # 2: MIMRA will conserve and manage the aquatic resources for current and future generations in RMI

| Strategic Action   | MIMRA Progress  | Comments  |
|--|---|---|
| <b>1. Utilize robust science and the precautionary approach to sustainably manage RMI fisheries</b>  | <ul style="list-style-type: none"> <li>(At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li></li> </ul> | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| Sub-Components   | MIMRA Progress  | Comments  |
| <b>1.1. Work with national, regional and international scientific organizations to utilize the best science available to manage RMI's fisheries</b>    | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| <b>1.2. Partner with relevant agencies and organizations to ensure RMI's fisheries are resilient to external pressures</b>                             | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| <b>1.3. Work with relevant stakeholders to protect food security, livelihoods and community resilience using sound science and management practice</b> | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li></li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| Strategic Action   | MIMRA Progress  | Comments  |
| <b>2. Implement state of the art MCS to detect, deter and eliminate IUU in RMI</b>   | <ul style="list-style-type: none"> <li>(At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li></li> </ul> | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li></li> </ul> |
| Sub-Components   | MIMRA Progress  | Comments  |

| <p><b>2.1. Ensure RMI’s legal and regulatory system is up to date and meets national, regional, and international obligation</b></p>             | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
|--|--|--|
| <p><b>2.2. Utilize modern technology and methodology to ensure compliance with RMI’s fisheries rules and regulations</b></p>                     | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <p><b>2.3. Work with national and regional partners to raise awareness of rules and consequences relating to the fisheries sector in RMI</b></p> | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| Strategic Action   | MIMRA Progress   | Comments   |
| <p><b>3. Enact clear and helpful management systems that are well understood and followed</b></p>  | <ul style="list-style-type: none"> <li>• (At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| Sub-Components   | MIMRA Progress   | Comments   |
| <p><b>3.1. Develop best practice management plans for all key species and sectors</b></p>  | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <p><b>3.2. Ensure rules, plans and expectations relating to fisheries are well understood by relevant stakeholders</b></p>                       | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> </ul>            |

|   |   |   |
|---|---|---|
| <p><b>3.3. Support Marine Protected Areas, cultural and historical sites relating to fisheries in RMI</b></p> | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>•</li> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
|---|---|---|

## Strategic Goal # 3: MIMRA will be professional, transparent and accountable in the way it manages fisheries resources in RMI

| Strategic Action   | MIMRA Progress   | Comments   |
|--|--|--|
| <b>1. Utilize best practice governance methodology to manage MIMRA</b>   | <ul style="list-style-type: none"> <li>(At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| Sub-Components   | MIMRA Progress   | Comments   |
| <b>1.1. Manage MIMRA using a strategic planning approach including regular discussion and clear reporting on progress against agreed plans</b> | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <b>1.2. Ensure all policies and procedures employed by MIMRA are clear and well understood</b>   | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <b>1.3. Ensure MIMRA is well organized and structured to maximize its efficiency and effectiveness</b>   | <ul style="list-style-type: none"> <li>(What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| Strategic Action   | MIMRA Progress   | Comments   |
| <b>2. Develop the capacity of MIMRA managers/staff, industry and the community so they are all able to</b>                                     | <ul style="list-style-type: none"> <li>(At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>(Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |

| productively contribute to growing and managing RMI's fisheries   |  |  |
|---|--|--|
| Sub-Components  | MIMRA Progress   | Comments   |
| <b>2.1. Ensure the Board of Directors is well placed to effectively guide MIMRA</b>   | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <b>2.2. Ensure MIMRA staff have the skills and capacity necessary to effectively carry out their duties in support of the Strategic Plan</b>          | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <b>2.3. Promote and support opportunities for community members and local industry to build their capacity to participate in the fisheries sector</b> | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul>                  | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| Strategic Action  | MIMRA Progress   | Comments   |
| <b>3. Ensure MIMRA is properly resourced to manage and engage with RMI fisheries for the benefit of the RMI people</b>                                | <ul style="list-style-type: none"> <li>• (At a high level, how has MIMRA progressed towards carrying out this strategic action?) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| Sub-Components  | MIMRA Progress   | Comments   |
| <b>3.1. Ensure resources and processes at MIMRA are available to properly manage RMI's fisheries</b>  | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> </ul>                             | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant</li> </ul>  |

|  |   |  |
|--|---|--|
|  | <ul style="list-style-type: none"> <li>•</li> </ul>   | <p>developments or information that the Board needs to know)</p> <ul style="list-style-type: none"> <li>•</li> </ul>   |
| <p><b>3.2. Ensure the information technology systems used by MIMRA are up to date, reliable and secure</b></p>                     | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |
| <p><b>3.3. Ensure that all relevant stakeholders are aware of MIMRA’s work and are included in consultations when required</b></p> | <ul style="list-style-type: none"> <li>• (What actions/work has MIMRA done to support this action – dot points) (Refer to relevant data table if appropriate)</li> <li>•</li> </ul> | <ul style="list-style-type: none"> <li>• (Identify delivery issues, risks, timing issues, relevant developments or information that the Board needs to know)</li> <li>•</li> </ul> |

Appendix 3: MIMRA Strategic Plan Quantitative Report Criteria

| Item                                       | Value   | Data Source   |
|--|---|---|
| <b><u>Offshore Division</u></b>            |   |   |
| <b>PAE</b>                                 | Total allocation, days sold, current balance, usage, transfers  | FIMS  |
| <b>Access agreements</b>                   | Pooling (sub regional), bilateral, multilateral (FSMA/USTT) – Name, flag, vessel, fees/value                        | MIMFIS  |
| <b>Transshipments/ unloading's in port</b> | Number and tonnage by flag, MSC/non-MSC, foreign port transshipments for RMI flagged vessels                        | MIMFIS and Tufman 2                                       |
| <b>Observers</b>                           | Placements, trips, in port, # of active observers, training/activities, MSC/non-MSC                                 | Observer spreadsheet, Tufman 2 and RIMF                   |
| <b>Export</b>                              | Quantity, species, destinations, by company   | MIMFIS and MIFV   |
| <b>Compliance</b>                          | Number and value of fines issued, type of issue, outcome  | Tufman 2, Legal Adviser, PNA Observer Agency (Gen3)       |
| <b>Catch reports</b>                       | In zone, by RMI flag  | Tufman 2 and FIMS   |
| <b><u>Coastal Division</u></b>             |   |   |
| <b>Coral reef survey data</b>              | Status of finfish, coral, benthos and invertebrates by site   | MIMRA dbase (Excel), UoG online dbase, Reimaanlok process |
| <b>Coral bleaching data</b>                | Status and extent of coral bleaching by site  | MIMRA dbase (Excel)                                       |
| <b>Fish market data</b>                    | Catch, sales and marketing by species and weight. Operations (fuel, boats used, fishermen etc.)                     | MIMRA dbase (Excel)                                       |
| <b>Export data</b>                         | Exports by species, weight and count  | MIMRA dbase (Excel) and SPC online dbase                  |
| <b>Ciguatera status</b>                    | Site tests for Ciguatera presence (seaweed samples), interviews with communities for species and locations, mapping | MIMRA lab results and interview results                   |
| <b>Socioeconomic data</b>                  | Household surveys on fisheries resource use, demographics and more.   | Reimaanlok process, MIMRA dbase (Excel)                   |
| <b>GIS/conservation area data</b>          | Sites of interest for MIMRA (dive sites, conservation areas, boundaries, etc.)                                      | MIMRA GIS dbase   |
| <b>Management plans/ordinances</b>         | Number of plans and ordinances established by Reimaanlok  | Reimaanlok process, MIMRA dbase (Excel)                   |
| <b>Creel survey data/catch data</b>        | Catch, size, species, weight, number and source if possible   | TAILS and MIMRA dbase (Excel)                             |

Appendix 4: Strategic actions mapped back to the source document, policy or plan

| Strategic Goal 1  | Strategic Actions   | Related Policy   |
|---|---|--|
| <p><b>MIMRA will maximize the long-term value from its fisheries for the benefit of the people of RMI</b></p> | <p>Promote strong and profitable partnerships to grow RMI economy</p> | RMI Agenda 2020 - A Framework for Progress   |
|   |   | National Oceans Policy 2017  |
|   |   | Press Statement: Office of the President Republic of the Marshall Islands – October 4 2018       |
|   |   | Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008 |
|   |   | Republic of the Marshall Islands Fisheries Policy 1997   |
|   |   | Parties to the Nauru Agreement Strategic Plan 2019-2025  |
|   | <p>Maintain, secure and enhance revenue from RMI fisheries</p>        | RMI Agenda 2020 - A Framework for Progress   |
|   |   | Press Statement: Office of the President Republic of the Marshall Islands – October 4 2018       |
|   |   | <i>Marshall Islands Marine Resources Act of 1997</i>   |
|   |   | Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008 |
|   |   | Republic of the Marshall Islands Fisheries Policy 1997   |
|   |   | Republic of the Marshall Islands National Fisheries Development Plan 1997                        |
|   |   | Parties to the Nauru Agreement Strategic Plan 2019-2025  |
|   | <p>Enable and promote a strong private fisheries industry in RMI</p>  | RMI Agenda 2020 - A Framework for Progress   |
|   |   | Republic of the Marshall Islands Fisheries Policy 1997   |
| Parties to the Nauru Agreement Strategic Plan 2019-2025   |   |  |

| Strategic Goal 2   | Strategic Actions  | Related Policy   |
|--|--|--|
| <p><b>MIMRA will conserve and manage the aquatic resources for current and future generations in RMI</b></p> | <p>Utilize robust science and the precautionary approach to sustainably manage RMI fisheries</p> | National Oceans Policy 2017  |
|  |  | Press Statement: Office of the President Republic of the Marshall Islands – October 4 2018       |
|  |  | <i>Marshall Islands Marine Resources Act of 1997</i>   |
|  |  | Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008 |
|  |  | Republic of the Marshall Islands Fisheries Policy 1997   |
|  |  | Parties to the Nauru Agreement Strategic Plan 2019-2025  |
|  | <p>Implement state of the art MCS to detect, deter and eliminate IUU in RMI</p>                  | National Oceans Policy 2017  |
|  |  | Press Statement: Office of the President Republic of the Marshall Islands – October 4 2018       |
|  |  | <i>Marshall Islands Marine Resources Act of 1997</i>   |
|  |  | Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008 |
|  |  | Republic of the Marshall Islands Fisheries Policy 1997   |
|  |  | Republic of the Marshall Islands National Fisheries Development Plan 1997                        |
|  | <p>Enact clear and helpful management systems that are well understood and followed</p>          | RMI Agenda 2020 - A Framework for Progress   |
|  |  | National Oceans Policy 2017  |
|  |  | Press Statement: Office of the President Republic of the Marshall Islands – October 4 2018       |
|  |  | <i>Marshall Islands Marine Resources Act of 1997</i>   |
|  |  | Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008 |
|  |  | Republic of the Marshall Islands Fisheries Policy 1997   |
| Republic of the Marshall Islands National Fisheries Development Plan 1997                                    |  |  |

| Strategic Goal 3   | Strategic Actions   | Related Policy   |
|--|---|--|
| <p style="text-align: center;"><b>MIMRA will be professional, transparent and accountable in the way it manages fisheries resources in RMI</b></p> | <p style="text-align: center;">Utilize best practice governance methodology to manage MIMRA</p>   | RMI Agenda 2020 - A Framework for Progress   |
|  |   | National Oceans Policy 2017  |
|  |   | Press Statement: Office of the President Republic of the Marshall Islands – October 4 2018       |
|  |   | Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008 |
|  |   | Republic of the Marshall Islands Fisheries Policy 1997   |
|  |   | Republic of the Marshall Islands National Fisheries Development Plan 1997                        |
|  | <p style="text-align: center;">Develop the capacity of MIMRA managers/staff, industry and the community so they are all able to productively contribute to growing and managing RMI’s fisheries</p> | Parties to the Nauru Agreement Strategic Plan 2019-2025  |
|  |   | RMI Agenda 2020 - A Framework for Progress   |
|  |   | National Oceans Policy 2017  |
|  |   | Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008 |
|  |   | Republic of the Marshall Islands Fisheries Policy 1997   |
|  | <p style="text-align: center;">Ensure MIMRA is properly resourced to manage and engage with RMI fisheries for the benefit of the RMI people</p>   | Republic of the Marshall Islands National Fisheries Development Plan 1997                        |
|  |   | RMI Agenda 2020 - A Framework for Progress   |
|  |   | National Oceans Policy 2017  |
|  |   | <i>Marshall Islands Marine Resources Act of 1997</i>   |
| Reimaanlok (Looking to the Future) National Conservation Area Plan for the Marshall Islands 2008   |   |  |
| Parties to the Nauru Agreement Strategic Plan 2019-2025  |   |  |