

MINISTRY OF FISHERIES AND MARINE RESOURCES

THE FOURTH STATE OF THE NATION SYMPOSIUM

1.0 INTRODUCTION

You may recall that the last time we were in this forum, this Ministry was subsumed as a Department under the Ministry of Agriculture, Forestry and the Environment. However, after the May 14 2002 General Elections, His Excellency the President Alhaji Dr. Ahmad Tejan Kabbah deemed it necessary to accord my Department a full Ministry status – i.e., the Ministry of Fisheries and Marine Resources (MFMR).

This change is significant as it has not only changed our status for the better but has encouraged us to diversify our activities across the length and breath of the country thereby ensuring the availability of fish in all the local markets.

2.0 MISSION STATEMENT

Being the arm of government responsible for the exclusive management of and control over fisheries and other aquatic resources within the fishery waters of Sierra Leone, the Ministry has as its mission, to plan, develop and rationally manage and conserve all living and non-living aquatic resources of the country.

3.0 **STRUCTURE OF THE MINISTRY**

The Ministry of Fisheries and Marine Resources is headed by a Minister (Political head) a Permanent Secretary (Administrative head) and a Director knowledgeable in fisheries matters is the professional head. The Director, subject to the policy guidance of the Minister shall have the responsibility for the management, planning and development of research into the fisheries and other aquatic resources of Sierra Leone.

4.0 **SHORT-TERM GOALS**

The short-term goals of this Ministry include the following:-

- Increase fish production through the provision of inputs to ensure adequate fish supply to the people of Sierra Leone.
- Generate revenue and foreign exchange for the country.
- Human Resource Development – training of Fisheries middle level manpower.

5.0 **STATUS REPORTS OF ON GOING ACTIVITIES AND THOSE UNDERTAKEN DURING THE REPORTING PERIOD ON SHORT TERM GOALS.**

5.1 **REVENUE GENERATION**

Revenue accruing from the fisheries resources is primarily from licensing fees, royalty fees and transshipment fees in addition to fines due to violations of fisheries laws.

For the first time in the history of Sierra Leone, this Ministry recorded the highest revenue generated for Government amounting to 2.8 Billion Leones.

As peace is now being gradually consolidated in the country, after a successful general elections coupled with improvement in the safety of our territorial waters, it is envisaged that more fishing vessels will apply for fishing licenses in the coming months resulting in an increase in revenue from this sector.

5.2 **FISH PRODUCTION AND SUPPLIES**

About 40,000 metric tons of fish was landed for domestic consumption by small-scale fishermen and about 7,000 tons was also discharged in the local markets from industrial fishing in compliance with the fish landing obligations. It is estimated that inland fisheries and aquaculture contributed about 10,000 metric tons to local fish consumption.

5.3 **AFRICAN DEVELOPMENT BANK (ADB) PROJECT**

The Government has secured a loan of about 10 million West African Unit of Account (WAUA) equivalent to US\$13 million for the development of coastal artisanal fisheries in Sierra Leone. The objective of this project is to increase artisanal fish production in a sustainable fashion thereby contributing to food security.

This Project comprises five (5) components namely: -

- (a) Artisanal fisheries development;
- (b) Credit facility;
- (c) Institutional strengthening and capacity building;
- (d) Strengthening the rational management of fish resources;
and
- (e) Project management.

Activities of this Project will include construction of fish receiving stations located within four fish community areas namely, Goderich, Tombo, Shenge and Bonthe. In each of these areas, a fish-receiving Center will be constructed with water supply, storage facilities electricity and ice plant.

The Project will provide credit facility for fishing boats and fishing gears, processing equipment, building materials for small market outlets for fish, and vehicles (trucks, bicycles etc). for transporting fish. The project will support spot improvement and upgrading of 3 access roads with total length of 8km in Goderich, Tombo and Shenge to provide access to the fishery receiving stations.

The Project will assist small holders of whom the majority are women, to establish on a pilot basis, a small scale pisciculture unit in the town of Bo, and a second site which will be identified in year 2 of project implementation.

In addition to the above, the project will strengthen the rational management of fish resources by supporting fish stock monitoring, control and surveillance activities with the Navy to prevent illegal fishing in the country's IEZ and EEZ and to protect fishing resources from over exploitation. Provision has been made to assess fish stocks annually by IMBO as well as to undertake Mangrove survey and replanting.

Chiefly because of the insurgencies in Cote d' Ivoire which resulted in the Bank being relocated from Abidjan to Tunis in Tunisia, the first disbursement of funds from the Bank was delayed. In the interim, funds were obtained from the Government of Sierra Leone counterpart contribution and used to start the Project.

Activities already undertaken include the following:

- Setting up of the Project Management Unit (PMU)
- Appointment of the Project Steering Committee (PSC)
- Acquisition of two (2) vehicles from Sierra Leone Government contribution
- Appointment of key project staff
- Drawing up of project activities and finalisation of their approval from the ADB Headquarters for the 1st year of operation.

During the current month, the first disbursement from the Bank has finally been received. Modalities are presently being worked out

between official of ADB and the Ministry to officially launch the Project.

5.4 **INDUSTRIAL VESSELS LICENCES**

The enabling environment created by the Ministry for investors resulted in the licensing of the following categories of fishing vessels in December 2002 alone:

- Shrimpers - 25
- Demersal Trawlers - 26
- Canoe support vessels - 4
- Carriers – 4

5.5 **EMPLOYMENT**

The artisanal fisheries sub-sector directly employs about 17,000 people and an additional 80,000 people in ancillary activities like handling and processing, fish marketing and distribution, boat building etc. Each industrial trawler now employs 45% Sierra Leonean crew on board.

5.6 **RECRUITMENT AND CAPACITY BUILDING**

In a bid to effectively discharge its functions, the Ministry has requested for the recruitment of seven (7) fisheries officers. Overseas training scheme is ongoing.

5.7 **HIPC INITIATIVE**

To augment fish production in the marine sector, the Ministry has utilized part of the HIPC funds for the construction of 70 fishponds in

the following chiefdoms in 10 Districts nationwide to provide fresh fish protein, employment and generate income for the people in the interior. The areas being serviced under this initiative are indicated in the following table: -

FISH POND CONSTRUCTION PROGRAMME

DISTRICT	CHIEFDOM	LOCATION	NO. OF PONDS
Port Loko	Lokomasama	Gberay Village	2
	Maforki	Maraska	3
	Koya	Mawoma	2
Tonkolili	Kholifa Rowala	Magburaka	3
	Tane	Ropolon Via Matotoka	2
	Gbonkelenken	Yele Town	1
		Maranneh	2
Bombali	Paki Masaboni		2
	Bombali Shebora		2
	Gbendebu Gowahun		2
Koinadugu	Kasonko		2
	Sinkonya		2
	Firawa		2
Kenema	Small Bo	Blama Town Baoma	2
	Nongowa	Kenema Town	1
		Hanga	1
	Lower Bambara	Panguma	1
	Gorama Mende	Tongie	1
Kono	Nimikoro		3
	Gbense		3
	Sewafe		2
Kailahun	Upper Bambara	Pendebu	2
	Mandu	Mobai	2
	Luawa	Kailahun	2
Bo	Bumpeh	Taninahun	1
		Semabu	2
	Tikonko	Tikonko Town	2
	Baoma	Gerehun	2
		Yamandu	1
Moyamba	To be decided	To be decided	6
Pujehun	To be decided	To be decided	6

In addition to fishponds construction, through the HIPC initiative, the Ministry has also embarked on construction of smoke houses with ovens in the Western region to reduce post harvest losses and also to improve the quality of fish and fisheries products.

Furthermore, in order to cushion the effect of the civil conflict on the artisanal fishing communities, the Ministry also procured through the HIPC funds, fishing gears and outboard engines which have been distributed to the following areas:-

FISHING INPUTS PROGRAMME

WESTERN REGION	NORTHERN REGION	SOUTHERN REGION
Tokenh	Peppel	Dema Tissana (Bonthe)
No. 2 River	Kychon	Katta Fada – Fishing group
Moa Wharf	Mange (Koya)	Badycom Fishing Group – Bonthe
Lumley Beach	Rokupr	Liaa Fishing Group
Bonga Wharf	Rosinor	Bohol
Old Wharf	Lungi	Tissana point
Yams Farm	Kholifa	
Banana Island		
Russel		
Tombo		
Lungi		
Goderich		

5. 8. **FISHERIES COOPERATION AGREEMENT WITH THE ARAB REPUBLIC OF EGYPT**

In August 2002, the Ministry signed a Fishing Cooperation Agreement with the Arab Republic of Egypt. The principal aim of this Agreement is to boost food production, generate employment for Sierra Leoneans and develop the inland fisheries and aquaculture.

Under this Agreement also, the Egyptians have agreed to undertake the following:

- Provide 10 fishing vessels to participate in a joint venture fishing company to be set up in Freetown.
- The Joint Venture Company (JVC) will offer 20% of the catch free of charge to the Government of Sierra Leone.
- Provide fishing gears and other inputs for artisanal fisheries development.
- Provide two (2) fibreglass boats for surveillance purposes.
- Construct three (3) fish market centers in the Western Area and 1 in each of the provincial Headquarter towns.
- Provide professional training for Sierra Leonean fisheries Officers in Egypt.

5.9 **FISHERY POLICY OF SIERRA LEONE**

Over the years, there has been no single document referred to as the fishery policy of Sierra Leone, although there were policy instruments like the Fishery Management and Development Act of 1994 and the Regulations of 1995. The Ministry in collaboration with FAO/DFID/RSU/SFLP has developed an interim policy document detailing policy issues, the goals and the strategies for achieving the policy objectives. The following areas or issues were identified.

- Institutional reforms
- Industrial fisheries
- Artisanal fisheries
- Inland fisheries and aquaculture
- Human resource development
- Monitoring, Control and Surveillance
- Quality Control
- Institutional linkages
- Access to finances

Cabinet has approved the new fisheries policy.

5.10 **MARKET SURVEY**

The Ministry recently conducted a market survey for fish prices and quality in fishing companies and retail markets in the Western area.

The survey established that the price of fish in the retail markets was unacceptably high. A meeting with stake holders

was convened to address that. The meeting recommended that:

- The price of fish by fishing companies be reduced by at least Le 5,000 per cartoon.
- Market outlets be established in strategic locations in the country.
- Fish inspectors be appointed to monitor the hygiene state of fish in the retail markets.
- The Ministry to contact City Council for provision of land space for the construction of fish markets in the city.

5.11 **JOINT SURVEILLANCE PROGRAMME**

The joint surveillance operation conducted by the Navy / the Ministry resulted in the arrest of several vessels. These vessels were arrested for violation of the IEZ and appropriate fines were levied. The payments contributed significantly to the total revenue generated by this Ministry.

5.12 **REHABILITATION OF FISHERIES OUTSTATIONS**

To promote artisanal fisheries development, the Ministry recently rehabilitated two (2) fisheries outstations namely Gbondapi and Bonthe. As a result these outstations have now become actively functional, with the posting of new fisheries officers. The Ministry still has to rehabilitate 5 more Outstations.

6.0 **MEDIUM TERM GOALS OF THE MINISTRY**

The medium term goals of the Ministry include:

- Enhancement of the quality of fish supply to the local markets.
- Create opportunities for employment especially in the small-scale fisheries sector.
- Conserve fish stocks through responsible fishing methods and the implementation of the necessary measures.
- Promotion of activities geared towards the development of inland fisheries and aquaculture.

7.0 **STATUS REPORT OF ONGOING ACTIVITIES AND THOSE UNDERTAKEN DURING THE REPORTING PERIOD ON THE MEDIUM GOALS OF THE MINISTRY**

- Fish products from this country are currently under the European Union ban due to the unfulfilment of the quality control measures. To gain access to the European fish markets and also provide high quality fish for the people of this country, the Ministry has endeavoured to meet the requirements of international fish health and sanitary standards. Thus, a fish health certification system has been put in place with the Standard Bureau of the Ministry of Trade and Industry as the competent authority. All fish products intended for export are now subjected to rigorous testing and certification.

- Under the ADB Programme, there is provision for the establishment of fish landing jetties and training in fish quality standards. This would undoubtedly turn the situation around in a positive manner.

The Ministry is presently working on modalities to identify an inland fisheries consultant. Meanwhile construction of fishponds is in progress in Northern, Eastern and Southern regions.

7.1 **REHABILITATION OF THE MAKALI OUTSTATION**

Department for International Development (DFID) has provided funds to the tune of 23.4 Million Leones for the construction of 8 station ponds at Makali fish breeding stations. The programme of activities will include rehabilitation of office laboratory and disused ponds. It is anticipated that proper management and development of inland fisheries and aquaculture shall contribute significantly to the attainment of household food security and provide additional employment for about 5,000 rural folks.

7.2 **ARTISANAL FISHERIES DATA COLLECTION**

The Ministry has implemented a data collection and monitoring system nation wide in the artisanal fisheries of Sierra Leone. This is intended to provide on a regular basis, monthly data on the amount of fish caught, the type of species and the efforts exerted to catch the fish. Continuous monitoring is a pre-requisite for sustainable exploitation of fish stock. The Ministry is also currently conducting annual licensing of all artisanal

fishing canoes as a management measure for planning and development and to generate revenue for government. The Ministry continues to enforce the ban on illegal fishing methods in the small-scale fisheries sector. As a result, we are presently engaged in conducting sensitization activities on responsible fishing methods.

8.0 **LONG TERM GOALS OF THE MINISTRY**

The long-term goals of the Ministry take onboard the following:

- Management measures consistent with enhancement of the livelihoods of artisanal fishing communities.
- Improve the socio-economic status of all stakeholders in the fishing industry especially women.
- Promote conservation measures in line with the Food and Agricultural Organization (FAO) of the United Nations Code of Conduct for Responsible Fisheries (CCRF) and Sustainable Livelihoods Approaches. (SLA)
- Improving the human resource base of the Ministry.

8.1 **SUSTAINABLE FISHERIES LIVELIHOOD PROGRAMME (SFLP) AND TRAINING**

In a bid to rationally and sustainably manage the fishery, the Ministry is adopting as a management tool, the FAO Code of Conduct for Responsible Fisheries and its Sustainable Livelihood Approach.

As a consequence we conducted training for National Co-ordinating Unit (NCU) members from all over the country as a

capacity building exercise. In fulfillment of our international obligations, we participated and subscribed to the Sub-Regional Fisheries Commission and is also a co-operating member of International Commission for the Conservation of Atlantic Tunas (ICCAT), a commission charged with the management and conservation of Tunas.

8.2 **FRAMES AND FISHERIES RESOURCES SURVEYS**

In order to assess the status of our exploited fish stocks, the ADB project provides for joint Fisheries Research to be undertaken by the Institute of Marine Biology and Oceanography (IMBO) and the Ministry. This is deemed necessary as the last research surveys were conducted in the 1980s and early 90s.

To determine the size and distribution of fishing units in the artisanal fisheries for planning and development purposes, as it is necessary, a frame survey has been undertaken in this sector and very useful information is being obtained from the survey which will be included in the Fisheries of Sierra Leone second edition.

8.3 **MONITORING CONTROL AND SURVEILLANCE (MCS)**

This is a very important tool in fisheries management. The operational costs are normally very high and as such, it is often quite expensive to keep an effective MCS system in place. Over the years, the Ministry has contracted private companies to undertake MCS exercises. However, these contracts were

abrogated mainly for various reasons including the inability to cover the entire EEZ.

For the past two years however, this activity has been implemented under a joint agreement with the Maritime wing of the Armed Forces of Sierra Leone and the Ministry. Patrols conducted under this agreement have resulted in several arrests of fishing vessels carrying out illegal fishing especially those fishing in the prohibited Inshore Exclusive Zone (IEZ).

The Ministry is presently studying proposals from the private sector in Sierra Leone and abroad for a possible contract to undertake marine surveillance in our EEZ.

9.0 **STATEMENT ON THE ACTIVITIES UNDERTAKEN OUTSIDE THE STATED SHORT-TERM / MEDIUM TERM AND LONG TERM GOALS**

9.1 **TRADE FAIR AT MAKALI**

The Ministry was able to participate in the trade fair organized at Makali last year in which different species of fish were displayed.

9.2 **KAMBIA TRADE FAIR & EXHIBITION**

In collaboration with the Ministry of Agriculture, Forestry and Food Security we participated in the fair and exhibition in

Kambia last year, which attracted large number of participants countrywide.

9.3 **SIERRA LEONE / GHANA TRADE FAIR**

At the close of last year, we participated in the organization and hosting of the Ghana / Sierra Leone Trade Fair held by the Ministry of Trade, Industry and State Enterprises in collaboration with Sierra Leone Export and Development Investment Corporation (SLEDIC).

9.4 **MAKENI TRADE FAIR & EXHIBITION**

The Ministry recently participated in a trade fair and exhibition organized by the Ministry of Agriculture, Forestry and Food Security in Makeni.

9.5 **DFID INPUTS IN THE PROMOTION OF AQUACULTURE**

The British Department for International Development (DFID) in collaboration with this Ministry is working assiduously to promote Aquaculture in the Northern Region. The project has already kick-started at Makali and it is hoped that the whole of Northern Region will soon be benefiting from the assistance of this project. Large numbers of farmers have been encouraged to embrace the Aquaculture project.

9.6 **LICENSING OF BOATS / VESSELS**

One remarkable achievement by this Ministry is that it has been able to attract a lot of investors. This, in turn, culminated in the licensing of an appreciable number of boats / vessels which substantially increased the much needed revenue for the Government.

10.0 **STATEMENT ON UNIQUE ELEMENTS IN THE MINISTRY**

The Ministry has a dual task of maximizing revenue for government from fish resources and at the same time ensuring that the fish stocks are in healthy state i.e. fish stocks are not over exploited.

Another unique element in this Ministry is that it has the task of ensuring that there is fish in the local market for consumption and at the same time generates the necessary foreign exchange for the country.

11.0 **PROBLEMS AND PROPOSED SOLUTIONS OF THE GOALS OF THE MINISTRY AND ITS GENERAL GROWTH AND DEVELOPMENT**

In spite of the successes measured above, the Ministry was not able to achieve all its goals. This has been largely as a result of the undermentioned problems.

The Ministry is grossly understaffed. The Professional wing of the Ministry is urgently in need of at least six (6) Fisheries Officers to complement the very skeletal professional staff we

now have. This has been referred to the Establishment Secretary's Office. There is also need to recruit and train more Fisheries Observers and provide them with attractive remuneration as a way of committing them to the job and be sincere with the government. All of these issues are currently receiving attention.

Ladies and gentlemen, one of the greatest constraints facing this Ministry is in the area of transportation. As the Ministry that is charged with the responsibility of increasing improved fish production, most of the activities have to take place in the field, which virtually require constant monitoring. This is however being impaired by the lack of vehicles and motorbikes to monitor the outstations and other field activities. The remedy to this I believe is nothing but provision of vehicles and bikes so as to help ameliorate the problem.

Inadequate office space is also a major problem of this Ministry. As an entity under which so many projects are expected to be implemented / undertaken, the problem of getting adequate office space for the increasing number of Project Personnel cannot be under estimated. Thanks to the Government, some rehabilitation work is now in progress at the Ministry's compound at Kissy Dockyard.

Another major constraint this Ministry is facing is our inability to properly monitor, control and surveillance our territorial waters. This is largely so because of the lack of appropriate equipment or logistics coupled with inadequate resources to effectively surveillance our territorial waters. If I should recommend a solution for this, I would like to appeal to government to provide the needed resources to the Ministry for MCS activities.

In spite of being an income generating Ministry, the Ministry lacks office equipment such as computers, fax machines, photocopiers and even the telephone for effective service delivery system.

12.0 **THE WAY FORWARD**

In the immediate future that lies ahead, two key roles of this Ministry will be kept in sharp focus;

First, its role as a part of the national food security and food self-sufficiency mechanism and Secondly its role as a key revenue earning organ of the GOSL machinery.

In this respect, the following strategies will be pursued.

12.1 **INTERNATIONAL FISHERIES ORGANISATIONS**

International cooperation in fisheries regulation has been the hallmark of this Ministry. Consequently, the Ministry attends conferences, meetings and workshops organized by or under the auspices of The United Nations in general and FAO in particular. Being a member of the FAO Committee of Fisheries,

Government of Sierra Leone continues to play an active part in its deliberations and is also a member of the research committee and has made significant contribution to these committees. The Ministry abides by relevant provisions in international fisheries management instruments like the Code of Conduct of Responsible Fisheries (CCRF) and the Sustainable Livelihoods Approach, ((SLA) enunciated by FAO and DFID, as part of its strategies in fisheries management and development.

FAO/UNHCR provided emergency assistance in the form of distribution of fishing inputs as resettlement package in war affected fishing communities. However, the focus on artisanal fisheries has now gradually shifted to real development and management issues like the approval of appropriate fishing methods, proper fish handling and preservation techniques etc.

Attendance at ICCAT meetings has however been hampered by inadequate funding and as such international collaboration in the conservation of the Tuna and other Tuna-like species is unfortunately not being fully achieved.

12.2 **SUB-REGIONAL FISHERIES ORGANISATIONS**

Sierra Leone has been participating actively in the activities of the Sub-Regional Fisheries Commission (SRFC) covering from Mauritania to Sierra Leone. Our special observer status has been upgraded to full membership status. The advantage to be accrued from full membership includes training facilities,

participation at workshops, exchange of fisheries management experience, ideas and scientific information etc.

The Ministry has been very active and fully participatory in the Lux Development Aerial Surveillance programme of the Sub-Regional Fisheries Commission and the activity has now been expanded to cover sea borne surveillance operations. It is expected that this expansion will continue and MFMR will continue to support such expansion, as this would further deter illegal fishing activities in our territorial waters and hence preserve our valuable fish stocks.

Sierra Leone is a member of the African fish trade and information organ, INFOPECHE, and continues to give active support to the organization. Monthly trade information bulletins and market information are issued to the Ministry regularly. The anticipated benefits include export promotion of our fish products, technical cooperation with other countries, invitation to training workshops and seminars etc.

Sierra Leone has been a valuable member of CECAF (Fishery Committee for East, Central and Atlantic) and an active participant in the various working groups and meetings. The committee is useful in collaborating research activities between member countries and also dissemination of research findings and other scientific data. There are now plans to upgrade the

mandate of the committee to commission status and Sierra Leone is in full support of the transformation.

12.3 **BILATERAL FISHERIES COOPERATION – EU ISSUES**

There is a currently a ban on the export of fish products to European Union which stems from the sanitary and hygienic conditions of our fisheries infrastructures and fish handling, processing procedures. In partial fulfillment of EU requirements, the Ministry has now a rigorous fish health certification system in collaboration with the Standards Bureau of the Ministry of Trade and Industry as the competent authority. Further efforts are being taken to ensure the complete lifting of the ban. As the EU is considered a lucrative but competitive export market, this step should bring in more investors in the fishery.

The European Union is proposing to fund fisheries development in the artisanal fisheries sector and a major focus includes fisheries sanitary system nationwide.

12.4 **OTHER BILATERAL FISHERIES COOPERATION POSSIBILITIES**

In fostering international cooperation and partnership in fisheries development, the Ministry has established high-level contacts with countries like Japan, Russia, South Korea, China, Egypt and Iran.

The Ministry has finalized artisanal fisheries promotion project with the Government of Japan. The main focus is the provision of fishing inputs for small-scale fisherfolks.

The Ministry has received overtures from Russia through the honorary counsel here and Sierra Leone Ambassador in Russia for large-scale investment specifically in the industrial fishery.

Top-level discussions were held with dignitaries from Korea for possible areas of interventions and attention was focused to novel fish processing technologies like the use of solar drying.

The Ministry signed a MOU with an Egyptian company intended to promote fisheries in both artisanal and industrial sectors, with special focus on fish production, marketing and distribution, capacity building, MCS etc. the Egyptian process is now well under-way.

The emergency assistance by the People's Republic of China contributed significantly to the resettlement effort in fishing communities and have indicated their interest in canning industry for small pelagics.

An aquaculture and inland fisheries programme has been proposed as part of a country package for consideration by the Iranian Government. The proposals for the fish harbour

complex and the marine training school are still pending for funding by Iran.

12.5 **FISH HARBOUR COMPLEX**

In recognition of the importance of centralizing offshore fisheries activities for efficient fisheries management, the Ministry proposed the construction of a US\$44,000,000 (forty four million dollars) Fish Harbour Complex in Freetown. As earlier mentioned in this respect, an MOU was signed with the Iranian Government but was aborted due to the rebel war. The fruition of this venture would bolster the revenue generation base of the Ministry and also contribute to efficient management of the industry, in particular the industrial sector. The proposed complex would incorporate facilities for transshipment and fish discharge, vessel maintenance and repairs. A private sector support in this area is therefore welcome.

12.6 **POLICY CONSOLIDATION**

The Policy document that has been produced is quite comprehensive and has received Cabinet approval. There is provision in the PRSP (Poverty Reduction Strategy Programme) for such a policy to be created. This provision will be utilized to further the improvement of the already drafted policy.

12.7 **CAPACITY BUILDING**

A. HUMAN RESOURCE DEVELOPMENT

The employment of personnel is very important as the Ministry is constrained by inadequate staffing for some of its functions. The level of qualification of the staff is generally good but more training opportunities will still be provided to address the staffing needs of MFMR.

B. INSTITUTIONAL INFRASTRUCTURE

The widespread destruction during the insurgencies badly damaged MFMR structures countrywide and resulted in loss of equipment by burning, looting, vandalizing, etc. MFMR is rebuilding its capacity and efforts will be redoubled in this area.

In conclusion it is hoped that if all of the above measures are effected, it will go a long way in helping MFMR to fulfill its stated mandate.

MFMR – AUGUST 2003