NATIONAL FISHERIES AUTHORITY

STRATEGIC BUSINESS PLAN

2024/2025 – 2027/2028

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MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

As we pause to reflect on our journey from a Division to an Authority, the strides we have made since June 2020 fill me with a profound sense of pride and gratitude. Our collective dedication has been the driving force behind the achievements we now celebrate.

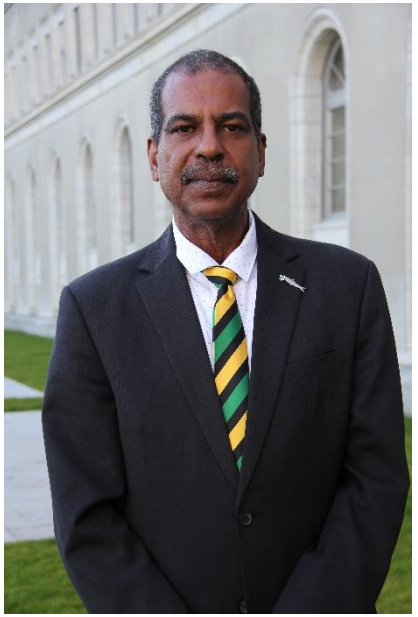
The successful appointment of key staff members stands as a testament to our commitment to becoming a world-class entity. It's encouraging to see the fruition of our efforts in the establishment of comprehensive pension and health plans, an investment in the well-being of the very individuals propelling us forward. The gazette of the Conch regulation echoes not just our adherence to global best practices but also our responsibility in shaping the narrative of responsible fisheries management. The resilience we have fostered within the sector is evident in the increased enforcement capacity and a growing culture of compliance. The recent launch of the Blue Justice Caribbean Hub is a milestone that reflects not only our regional collaboration but also our dedication to sustainable development. It's a beacon of hope and a testament to what we can achieve when we work together.

As we enter the 2024–2028 strategic cycle, I want to express the Board's unwavering support for the outlined goals and strategic objectives. Each member of the NFA team has played a pivotal role in bringing us to this point, and I extend my appreciation. Let us embrace the strategic objectives ahead with renewed commitment, knowing that our pursuit of excellence will be the catalyst for recognition.

Here's to the NFA team and the exciting journey ahead.

Lieutenant Commander George Overton (Retired)

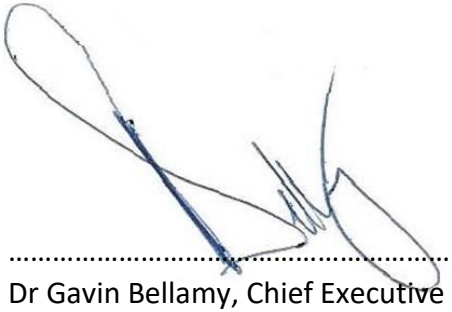
MESSAGE FROM THE CHIEF EXECUTIVE OFFICER



The National Fisheries Authority has embraced its major role in leading the sustainable management of the fisheries resources, and the economic success of our Fishers and Fish Farmers. As an agency of the Ministry of Agriculture, Fisheries and Mining, the strategies of the Authority are aligned to the Ministry's overall strategic priorities and the New FACE of Food campaign.

This 2024-2028 Strategic Business Plan is the culmination of many hours of hard work and dedication to structure a plan within the Authority's mandate as outlined in the Fisheries Act, 2018, while building on the many successes achieved since the Fisheries Division transition to the National Fisheries Authority.

I must take the opportunity to thank the staff for their hard work, dedication and commitment to the service of Fishers and Fish Farmers as we build our nation through sustainable fisheries management. I would also like to acknowledge our external stakeholders who have supported the initiatives of the Authority and helped to drive our success.



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Dr Gavin Bellamy, Chief Executive Officer

1.0 SECTION A: Introduction and Overview

1.1 PURPOSE AND BACKGROUND

The National Fisheries Authority (NFA) was established as a body corporate, pursuant to Section 5(1) of The Fisheries Act, 2018, with the mandate being that the Authority will be responsible for the management and development of fisheries and aquaculture. The Authority is, therefore, the sole body with the responsibility of ensuring that there is conservation of Jamaica's fisheries; collection, compilation, and analysis of statistics for the sector; monitoring, control and enforcement of activities related to fisheries and aquaculture; as well as, granting of licences, authorisations and permits and allocation of fishing rights and quotas for all who intend to fish in Jamaica's waters. Prior to its establishment, the fisheries and aquaculture sectors were regulated by the Fisheries Division which was established in 1949 and as a government division, fell within the portfolio of the ministry with responsibility for Fisheries.

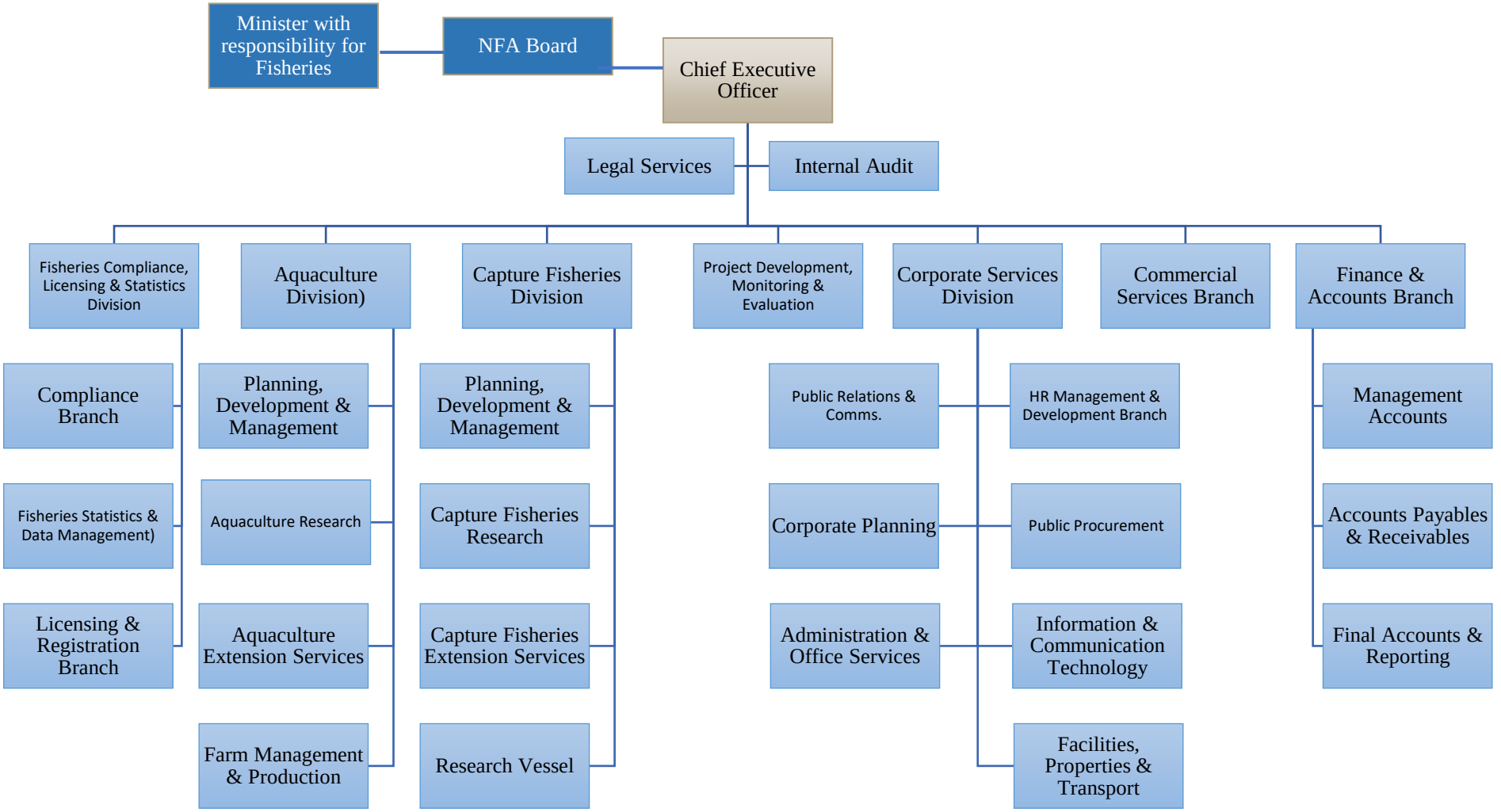
The transition to a statutory body has enabled the NFA to regulate the fisheries and aquaculture sectors more independently within the structure of a strengthened legislative framework. With the passage of The Fisheries Act, 2018, the NFA has the institutional framework to strengthen and modernise fisheries and aquaculture and there are also a number of regulations that govern the activities in and around the fisheries waters; these include the Fisheries (Conservation of Queen Conch) (Family Strombidae) Regulations, 2023. Fishing Industry Regulations (1976), Morant and Pedro Cays Act (1907), Conch (Export Levy) Act (2009), Exclusive Economic Zone Act (1991) and supporting enactments to include; Aquaculture, Inland and Marine Products and By-Products (Inspection and Licensing) Act (2013).

At the highest level, the importance of strengthening the regulation of fisheries and aquaculture has long since been identified, with the National Development Plan: Vision 2030 (2009 – 2030) highlighting the threats facing the long-term development of Jamaica's marine fisheries such as over-harvesting, habitat destruction and pollution. The sector is also faced with Illegal, Unreported and Unregulated (IUU) fishing within Jamaica's waters and these illegal activities are a direct threat to Jamaica's food and nutritional security. Under National Outcome #12 "Internationally Competitive Industry Structures," the promotion of environmental sustainability and national food security, are sector strategies that take into account the work of the NFA.

This Strategic Business Plan covers the period 2024/25 – 2027/28, identifies the issues being experienced by the fisheries and aquaculture sectors and sets clear targets for addressing these, as well as meeting the needs of key stakeholders. Some key areas of focus include establishing fish sanctuaries; developing underutilised fisheries; increasing seedstock for aquaculture and renovation of aquaculture ponds; increasing enforcement of the fisheries waters; improving licensing processes; and drafting regulations for the Fisheries Act, 2018. The plan also highlights the need for implementation of a quality management system for the Authority, recruitment and retention of technically competent staff and procurement of key infrastructure and critical resources

1.2 STRUCTURE OF THE NATIONAL FISHERIES AUTHORITY

The NFA, with a staff complement of 290 persons, is governed by a Board which gives advice to the Minister with responsibility for fisheries, while the Chief Executive Officer is responsible for carrying out the functions and managing the operations of the Authority.



Organisational Structure is general and shows managers and middle managers.

1.3 MANDATE AND GOALS

MANDATE: The sustainable management and development of fisheries and aquaculture in accordance with the provisions of The Fisheries Act, 2018.

GOALS:

- To conserve and achieve optimal production of capture fisheries resources in Jamaica's fisheries waters.
- To increase and diversify fish production through Aquaculture to increase food and nutritional security, and economic growth.
- To improve fish production and quality along our value chain to enable socio-economic benefits.
- To increase compliance with fisheries laws and regulations through education, training and effective enforcement.
- The NFA will become a world-class, knowledge-driven and sustainable organisation.

1.4 CONTRIBUTION TO GOJ MEDIUM-TERM STRATEGIC PRIORITIES

The initiatives of the NFA are in keeping with the Government of Jamaica's medium-term strategic priority – ***Inclusive Sustainable Economic Growth and Job Creation.*** The programmes, initiatives and activities of the NFA also drill down from Goal 3 of the National Development Plan: Vision 2030, which is 'Jamaica's Economy is Prosperous' with the relevant outcome being Outcome 12 – Internationally Competitive Industry Structure in Agriculture and Fisheries. The NFA initiatives are also in line with the Ministry of Agriculture and Fisheries' vision which is 'By 2030, MOAF has achieved innovative, sustainable and internationally competitive agriculture sector and more specifically, the strategic priority – ***Market Driven Agriculture and Fisheries Production System*** which supports the Fisheries Development sub-programme.

The Strategic Business Plan of 2024/25 – 2027/28 was crafted in a way to ensure that all initiatives of the NFA are in line with the GOJ's overarching strategic priorities.

2.0 Section B: Strategic Framework

2.1 Mission, Vision and Core Values

VISION:

The NFA is a model of excellence in capture fisheries and aquaculture management and development.

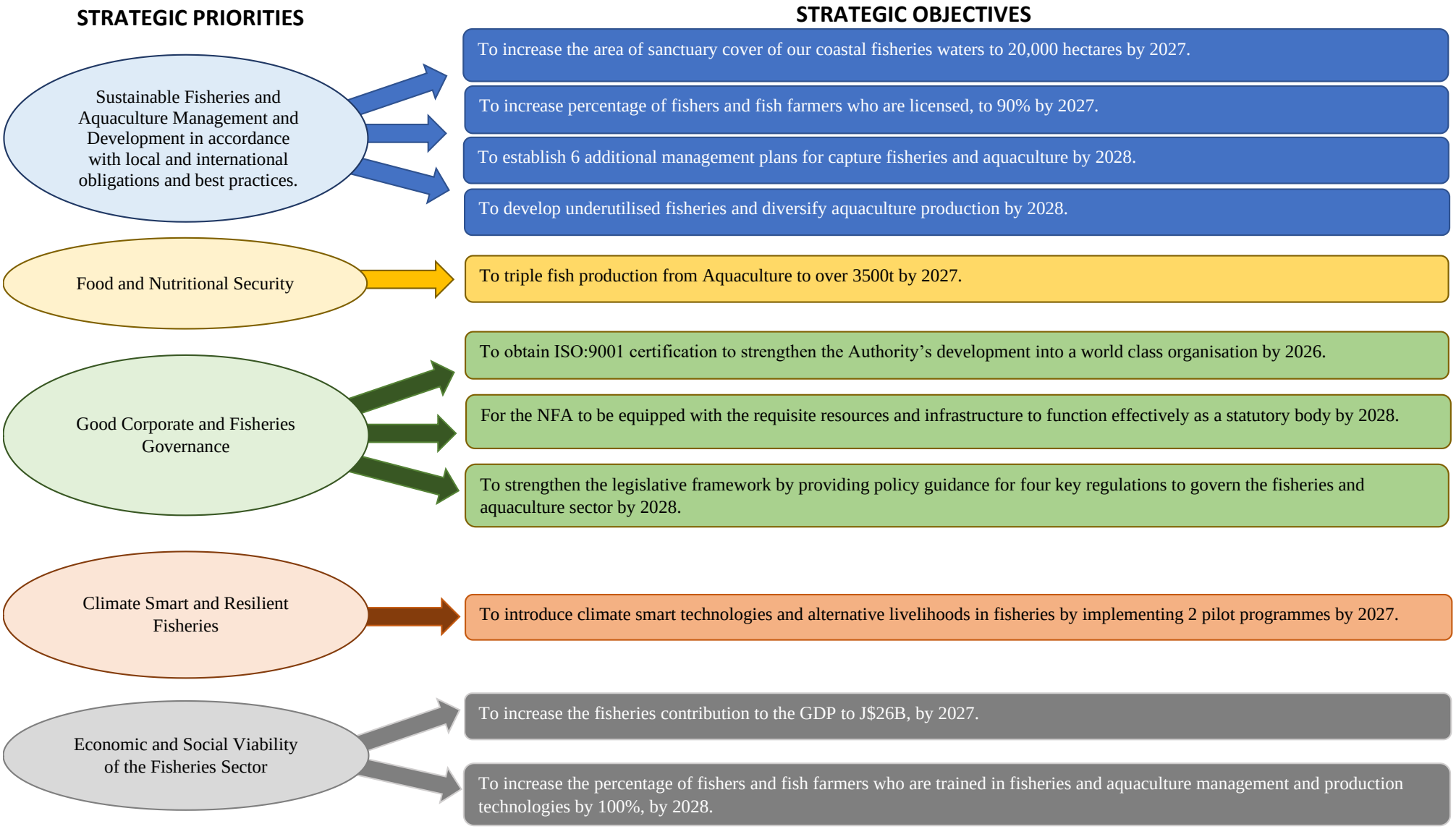
MISSION:

To facilitate the sustainable development of the Jamaican fisheries sector, including aquaculture, through effective and efficient management, regulation, administration, and participatory governance for the benefit of all Jamaicans.

CORE VALUES:

Integrity	*Accountability*	*Transparency*	*Professionalism*
Fairness	*Respect*	*Goal Oriented*	*Teamwork*

2.2 STRATEGIC PRIORITIES, OUTCOMES, STRATEGIC OBJECTIVES AND STRATEGIES



STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
Sustainable Fisheries and Aquaculture Management and Development in accordance with local and international obligations and best practices.	• Increased sanctuary cover. • Increased fish stock and biomass • Habitats rehabilitated	To increase the area of sanctuary cover of our coastal fisheries waters to 20,000 hectares by 2027.	• Conduct Research Surveys to determine suitable sites. • Consultation with key stakeholders to obtain their buy-in. • Prepare boundary descriptions for sanctuary regulations and submit for them to be gazetted. • Identify sources for funding (e.g. projects, Public Private Partnerships (PPP)). • Sign Agreements with interested parties who can fund, support, and/or manage sanctuaries. • Monitor sanctuary performance through surveys.
	• Increased number of fishers and fish farmers benefitting from being licensed in the industry. • Improved monitoring, control and surveillance, education and enforcement. • Increased compliance by fishers and fish farmers with The Fisheries Act, 2018.	To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.	• Conduct survey of vessels and fishers to determine number for baseline to be established. • Promote and encourage the use of the Online Licence and Registration platform by stakeholders. • Collaborate with other Ministries, Departments and Agencies (MDA) to ensure enforcement and conservation efforts. • Conduct enforcement activities within and around our fisheries waters. • Conduct communication campaigns around the benefits of being licensed. • Improve the ease of obtaining licences, authorizations and permits in accordance with The Fisheries Act, 2018.
	• Greater stewardship of the fisheries resources through implementation of management plans. • Optimal utilisation of fishery resources	To establish 6 additional management plans for capture fisheries and aquaculture by 2028.	• Consultation with key stakeholders to inform development of species-specific management plans. • Conduct Research and Surveys on target species to increase data and statistics for the development of management plans. • Develop fishery management plans for offshore pelagic,

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	• Optimal revenue for key stakeholders		sea moss, and lobster. • Develop aquaculture management plans for tilapia, freshwater prawn and ornamental fish. • Submit proposals to request funding from international entities for expansion of aquaculture and mariculture production, and management of capture fisheries. • Collaborate with key stakeholders (e.g. AIC) to facilitate the optimum conditions for diversification and expansion of aquaculture
	• New and underutilised fisheries developed • Additional revenue streams created for key stakeholders • Increased number of fish species cultured • Increased amount of data and statistics relevant to the sector.	To develop underutilised fisheries and diversify aquaculture production by 2030.	• Conduct research on underutilised fish species to determine viability, ease of commercialisation and feasibility for profit. • Encourage and facilitate pilot projects on targeted underdeveloped species by fishers and fish farmers. • Provide technical assistance to fishers and fish farmers on mechanisms to maximise economic returns within the local and international market. • Leverage international and regional agreements to access new markets for underutilised fisheries and aquaculture species (e.g. expansion of tilapia, mariculture (oysters), offshore pelagics fishing, freshwater prawn, ornamental fish). • Increase enforcement activities to deter illegalities in the sector that will affect the development of fisheries and aquaculture.
Food and Nutritional Security	• Increased aquaculture production • Increased fish availability for local and export markets • Improved aquaculture practices	To triple fish production from Aquaculture to over 3400t by 2028.	• Construction of new bio-secure Recirculating Aquaculture System (RAS) hatchery at the NFA's Aquaculture Division to increase fry production. • Improve and produce additional broodstock to supply the demand of fry for fish farmers.

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	by fish farmers for a sustainable sector • Increased number of fish species cultured • Increased number of aquaculture practitioners (aquaculture and mariculture production) • Improved business management skills by fish farmers		• Import additional broodstock to supply the demand of fish farmers. • Renovation of production and brood ponds at the Aquaculture Division. • Expand the existing mariculture facility at Bowden to facilitate oyster and sea moss diversification • Increase collaboration with key stakeholders such as NIC, DBJ and AIC to implement systems that will facilitate the optimum conditions for aquaculture production. • Facilitate the development of oyster farms in other areas such as Savanna-La-Mar and Hanover. • Capacity-Building for fish farmers to increase knowledge and skills in fish production.
Good Corporate and Fisheries Governance	• Enhanced organisation efficiency and effectiveness in service delivery • Improved image and perception of the Authority • Improved quality of service and service delivery along the value chain for fishers and fish farmers.	To obtain ISO:9001 certification to strengthen the Authority's development into a world class organisation by 2030	• Conduct a thorough assessment and situational analysis of the organisation • Develop and implement Standard Operating Procedures • Continuous documentation and refinement of processes • Implement a verified ISO:9001 quality management system.
	• Trained technical staff in place • Established corporate headquarters and port • Upgraded, well-equipped and fully functional sub-offices • Upgraded Research and Development (R&D)	For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.	• Fulfil financial obligations in accordance with the FAA, PBMA and The Fisheries Act, 2018 and applicable circulars. • Implement ICT and IT Management systems. • Identify and acquire a suitable location with adequate space to house the NFA staff. • Hire competent staff in line with new organisational

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	infrastructure • Improved working conditions for staff		structure. • Develop a project plan for the modernisation of the Authority's infrastructure. • Establish five regional NFA centres (Kingston, St, Elizabeth, St. James, St. Mary and Clarendon) • Refurbish sub-offices and improve overall infrastructural capacity for the NFA. • Acquire suitable type and number of vehicles to support operations and enforcement. • Identify and acquire adequate equipment to support regulatory compliance and enforcement. • Identify and acquire port facilities. • Identify and acquire adequate infrastructure to support the Research and Development (R&D) capacity for the Authority's capture fisheries and aquaculture programmes.
	• Key regulations are in place for fisheries and aquaculture • Improved management and sustainability of the fisheries sector	To strengthen the legislative framework by providing policy guidance for four key regulations to govern the fisheries and aquaculture sector by 2028.	• Conduct internal and external consultations to inform the policy direction of the Regulations. • Conduct internal and external consultations to inform drafting of provisions for Regulations. • Provide drafting instructions for key regulations to be promulgated as law.
Climate Smart and Resilient Fisheries	• Education of fishers and fish farmers on climate resilience practices for a sustainable sector • Increased number of fishers and fish farmers who are aware of and utilizing climate-smart practices	To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027.	• Implement Pilot project for introduction of offshore pelagic fishing through: o Providing training on use of Fishery Aggregating Device (FAD) and long line technology o Providing training on post-harvest handling techniques o Develop management systems for FAD fishing • Implement Pilot project to construct RAS hatchery and

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	• Increased knowledge of climate change and its impact, as well as mitigation and adaptation practices		farm to conserve water, as well as, train users on, and transfer RAS technology.
Economic and Social Viability of the Fisheries Sector	• Improved fishing practices for a sustainable sector • Improved business management skills by fishers and fish farmers • Improved profitability of fishers and fish farmers	To increase the fisheries contribution to the GDP to J$35B, by 2027.	• Increase production from aquaculture by tripling the number of tonnes of fish produced annually. • Develop underutilised fisheries and aquaculture through diversification of species and establishment of new markets. This will be through: o expansion of tilapia to 3400t. o increasing the number of mariculture farms by 50%. o offshore pelagic fishing (double production to 3300t), o freshwater prawn (redevelop the sector) , and o determine baseline data for sea moss to develop the sector. • Improve the collection of data at landing sites. • Increase amount of data and statistics to improve reporting on the performance of the sector. • Conduct economic analyses to account for the value-added contribution from the fisheries sector. • Monitor and measure fish production through robust statistical sampling programme. • Conduct Socio-economic surveys of fishers and fish farmers to inform baseline data. • Develop the ornamental fish sector to capitalise on OIE disease free status to access major international markets. • Institute development plans for new value-added products

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
			(e.g., smoked tilapia and oyster punch). • Collaborate with industry stakeholders to implement and promote strategies to grow fisheries-based eco-tourism (e.g. increase the number of fishing tournaments, snorkelling in sanctuaries, recreational fishing). • Host events that recognise and highlight Fisheries and Aquaculture to attract investments. • Partner with Government (e.g. AIC and JAMPRO), NGOs and private sector to market the sector and attract investments. • Develop a project plan for the modernisation of fishing infrastructure and fishing beaches to benefit stakeholders.
	• Stakeholders trained in skills and technology solutions that will assist in their safety and benefit the fisheries sector. • Improved working conditions for fishers and fish farmers. • Increased knowledge and compliance with The Fisheries Act, 2018 and regulations • Structured organisations and representation for fisheries stakeholders (co-operatives/ associations).	To increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028.	• Train extension officers on fisheries and aquaculture management (e.g. FAO training project). • Partner with local and international training institutes and universities to provide training for internal and external stakeholders. • Facilitate the establishment of fisher and aquaculture organisations through the Authority's extension services.

2.3 PROGRAMMES AND SUB-PROGRAMMES OF THE NFA

The National Fisheries Authority's function fall under the Sub-Programme – Fisheries Development within the Ministry of Agriculture and Fisheries. As an agency, this is considered to be our main programme. All projects and initiatives to achieve the strategic objectives are controlled by four main sub-programmes of the Authority:

- **Direction and Administration (Budget Activity: 10005)**
  Executive Direction and Management consists of the Office of the CEO, Corporate Services, Legal, Internal Audit, Commercial Services, Project Management and Finance and Accounts. Through the efficient operations of these key administrative functions, the NFA will be effective as an Authority that governs the fisheries waters of Jamaica.
- **Capture Fisheries Development (Budget Activity: 10181)**
  The Capture Fisheries Sub-Programme of the NFA is tasked with the management of all capture fisheries in Jamaica through research and development, and implementing sound management practices. The activities of the Division are geared towards ensuring that the fisheries sector of Jamaica is sustainably managed for the current and future generations.
- **Aquaculture Development (Budget Activity: 10182)**
  The Aquaculture Sub-Programme is responsible for increasing food security by regulating and overseeing aquaculture farms in Jamaica. Through its fry production, the Division is able to assist fish farmers with obtaining seedstock for their production and through its Extension Unit, expert advice is given to persons in the industry.
- **Regulatory Compliance (Budget Activity: 12310)**
  The newly established Sub-Programme is assigned to the Division: Fisheries Compliance, Licensing and Statistics, which was established to ensure that the industry is compliant with the provisions of the Fisheries Act, 2018. This will be accomplished by improving the licensing and registration regime for stakeholders, strengthening the enforcement arm of the National Fisheries Authority (NFA) and ensuring that data are collected to inform the management strategies being undertaken by the NFA.

2.4 Vision of Success

Fisheries remains one of the major, internationally recognised sector that contributes to food security. As the world faces environmental issues, such as climate change, that will lead to a decrease in food production, the fisheries sector is positioned to address these gaps, particularly through the Aquaculture sub-sector.

The National Fisheries Authority is mandated by the Fisheries Act, 2018 to ensure that Jamaica's fisheries and aquaculture sectors are sustainably managed for now and future generations. The NFA creates public value by ensuring sustainable development and management of a fisheries resource valued at over J$10B annually which employs over 40,000 individuals directly and indirectly; and contributes to the livelihoods of over 200,000 Jamaicans. The NFA's philosophy is anchored in its core values, which include integrity, transparency, accountability, fairness, professionalism and respect.

The success of the NFA in effectively performing its functions is the catalyst that will, in addition to food and nutritional security, lead to a sustainably managed fisheries and aquaculture sector which will contribute towards socio-economic growth. Through an efficient licensing process that ensures all players in the industry have an equal opportunity to access the registration services of the NFA, these players can be identified and benefit from opportunities that are afforded to them. Additionally, fishery and aquaculture management plans, coupled with increased sanctuary cover and effective enforcement, will satisfy the mandate of the Authority to manage our fisheries resources in a way that ensures sufficient fish stock for current and future generations. This is the vision of the sector that the NFA will help to bring to fruition.

3.0 SECTION C: SITUATIONAL ANALYSIS

3.1 Overview

Globally, fisheries and aquaculture production are an important source of accessible nutritious food, and a basis of livelihoods. It is also a key driver of coastal and rural economic well-being. However, overfishing, illegal fishing and the combined effects of ocean-based activities and climate change on resources and ecosystems put the sector at risk and undermine the resilience of those relying on it in many places. Improving fisheries and aquaculture management is crucial to ensure future generations continue to benefit from Ocean resources and ecosystem services. According to The State of World Fisheries and Aquaculture 2022 Report, an assessment by the Food and Agriculture Organization (FAO) indicated that the fraction of fishery stocks within biologically sustainable levels decreased to 64.6% in 2019 and if fishing practices are not carefully regulated, by 2050 the global fish stock will be unsustainable. The island of Jamaica, with a coastline of 1,022 km, 224,000 square kilometres of fisheries waters, 10 fishing banks and 184 fishing beaches, is dependent on a consistent supply of fish to ensure food and nutritional security. It is critical that our existing fisheries resources are carefully managed and that the potential for producing fish through aquaculture, is fully tapped into.

The structure of the fisheries sector of Jamaica is comprised of two sub-sectors – Capture Fisheries and Aquaculture. In 2022, Jamaica produced more than 9 thousand tonnes of fish (including sea cucumber and crustaceans), with a value of USD 116 million; 9% of this value came from aquaculture and 91% from fisheries (that is, the capture of finfish, lobster, conch etc.). Capture Fisheries primarily consists of artisanal fishers operating from open type canoe boats over inshore and offshore areas; the inshore fishery takes place in the coastal waters of the Island Shelf with its nine proximal banks (CFRAMP, 2000). The fishers operate from the fishing beaches primarily on the wide South Shelf of the island, as well as, along the banks of the Pedro and Morant Cays. A smaller but economically significant sub-sector is comprised of industrial fishers who fish for lobster and conch, the latter being a highly significant part of the industry from the 1960s. Commercial sports fishery (e.g., fishing tournaments) and small recreational fishery are other sub-sectors which, although smaller in scope, are likewise important. Aquaculture is the branch of fisheries which deals with farming of aquatic organisms, including fish, molluscs, crustaceans and aquatic plants (Lucas, 2019); and its importance globally has been further highlighted by the impact of climate change on the more traditional capture fisheries. Jamaica has a rich history in aquaculture from the introduction of the tilapia in the 1940s to the sector's peak in the 2000s when annual production was over 5,000 tonnes (mt).

The financial support available through the Fisheries Management and Development Fund (FMDF), which is funded by a levy on conch export (supported by the Conch (Export Levy) Act (2009)), as well as the NFA's affiliation with regional and international organisations, have assisted with managing and developing the fishing industry. Jamaica also has the enviable track record of being generally free of notifiable OIE (World Organisation for Animal Health) diseases in the Aquaculture Sector. This status is one which the NFA will seek to maintain through its programmes and initiatives.

The fisheries sector is also challenged by a lack of the following:

- dedicated low-cost financing for the sector,
- adequate infrastructure and facilities at International Standards for the sector,
- trust by key stakeholders (artisanal farmers),
- adequate Information Management and ICT systems, and
- adequate capacity of the NFA to address factors which negatively affect fishers.

However, the NFA continues to strengthen its capacity through opportunities presented for growth and development in aquaculture and capture fisheries. This will be accomplished through: developing new and under-utilised fisheries, expansion and diversification of aquaculture (including mariculture and ornamental fish farming), as well as seeking more opportunities for partnerships.

In addition, the fisheries sector is faced with the threat of habitat loss, beach erosion, rising sea levels and increased storm intensities as a result of climate change. Implementation of the 5-year project – Promoting Community Based Climate Resilience in the fisheries sector project (PCBCR), will continue in this financial year and through its focused activities, will implement adaptation strategies for climate change. There is also a need for the sector to be responsive to disasters, some of which are as a result of climate change, by ensuring that mitigation strategies are adequate. With Jamaica's fisheries waters also being threatened by the prolific *Sargassum* blooms, there is need for increased research and intervention via a multi-stakeholder approach with other government entities. Through the PCBCR project and increasing the level of research within the Authority, the responsiveness of the sector to environmental issues will be increased.

The sector is also threatened by Illegal, Unreported and Unregulated (IUU) fishing, destructive practices, and use of drugs, noxious and explosive substances in the fishing waters. A key strategy of the NFA for thus financial year is to increase enforcement by expanding the human capacity of the Compliance Branch within the Authority and increasing collaboration with the security forces.

International funding through projects, continues to be an opportunity leveraged by the NFA to improve its systems, and an example of this is the Online Licensing and Registration System being developed through funding from the Inter-American Development Bank. The online platform will be launched in December 2023 and through this portal, fishers will be able to apply, and administrators will be able to process, and manage data related to licences, authorisations and permits.

Although there are several challenges for the sector, there are also existing strengths and numerous opportunities. The NFA through its revised strategic objectives, will seek to ensure that the fisheries resources of Jamaica are adequately conserved and managed in accordance with the Fisheries Act and international agreements and arrangements, for the benefit of all members of society.

3.2 SWOT ANALYSIS

Internal Environment:

STRENGTHS	WEAKNESSES
• Strong legislative and regulatory framework driven by The Fisheries Act, 2018 and other supporting legislation • Governance systems in place that allow for transparency and accountability • Zoning of management areas and management plans for fisheries are supported by legislation • Technically competent staff with specialised skills in fisheries and aquaculture management, as well as other key areas. • Technical services provided to fish farmers and fishers through the Authority's extension services. • Research and data are available to support evidence-based decision-making in the fisheries sector • International and regional agreements to support fisheries management, the Blue Justice Initiative and access to markets by stakeholders • Management plans are in place for high-income species such as Queen Conch and Sea Cucumber. • Cadre of trained enforcement officers in place • Online Licensing and Registration system in place • IT infrastructure and IT management systems in place • Clearly articulated strategic objectives and performance management systems in place • Staff is more receptive and involved in the new initiatives of the Authority • Audit functions established for the Authority • HR policies and procedures are established • Fish produce from aquaculture are notifiable OIE disease free • Solid relationship with security and law enforcement partners	• Insufficient human capacity resources to support all functions of the Authority (e.g., IT human capacity). • Staff discomfort due to low classification and poor working conditions. • Inadequate communication with stakeholders • Inadequate marketing of the fisheries sector through public relations to our stakeholders and the general public. • Lack of institutional capacity, such as infrastructure (e.g., Corporate Headquarters, R&D infrastructure, pond spaces etc.) required to support the functions of the Authority. • Inadequate project management capabilities to support the projects, programmes and initiatives of the Authority. • Inadequate Regulations for the fisheries and aquaculture sector (e.g. Regulations are pending for key areas such as aquaculture) • No dedicated landing site for industrial fishers. • Insufficient Standard Operating Procedures for the Authority • Low administrative fees charged for services offered by the NFA

External Environment

OPPORTUNITIES	THREATS
• Global funding opportunities or initiatives aligned to the fisheries sector • Global increase in demand for fish and fish products due to dietary and health benefits of fish. • Growth in Aquaculture globally as an alternate strategy to satisfy an increased demand for fish and fish products. • Commercialisation of oysters and other food species for marketing in the tourism and recreational industry. • Ability to trademark products associated with the industry to increase earning potential for the sector. • Potential for growth for Aquaculture and Capture Fisheries through expansion of tilapia, mariculture and ornamental fish, as well as expansion of non-traditional species (e.g. tuna) • Fishery Tourism; ability to capitalise on the recreational activities associated with tourism to benefit the fishing industry (e.g., fishing tournaments, snorkelling in sanctuaries etc.). • Access to global markets due to our fish being relatively free of notifiable OIE (World Organisation for Animal Health) diseases. • Expansive fisheries waters for Jamaica, including the offshore banks, increase the opportunity for other markets to be explored. • Highest density of queen conch within the Caribbean region. • Unused government lands present an opportunity to expand fish farming • Existence of trade agreements that support regional and international trade within the sector	• Fisheries sector considered as low priority and as such, budgetary and policy support are lacking at the national level to support initiatives. • Change in Ministerial initiatives impacting existing programmes of the Authority. • Financial support intended for the fisheries sector may be deflected to other government bodies due to overlapping mandates. • Lack of integrated planning and governance amongst Government agencies with responsibility for enforcement and the environment • Strong competition from housing and commercial developers resulting in displacement of fishers from fishing beaches and loss of land for aquaculture development. • Hazardous Waste Disposal site granted permission in the largest and most productive aquaculture production area. • Re-allocation of key fisheries infrastructure. Example, fisheries complex that was built to accommodate industrial vessels re-allocated for use as a car park. • Lack of jetty and related infrastructure threatens development, enforcement, investment and overall governance of the fisheries area (e.g., on the Pedro Banks). • Climate Change causing loss of habitat, beach erosion, drought, excessive *Sargassum* blooms, rising sea levels, increased storm intensities etc. • Cultural resistance to non-traditional species of fish (e.g. Tilapia and pelagics). • Illegal, Unreported and Unregulated (IUU) fishing in our fisheries waters • Behavioural and biological changes of species due to external factors • Trade barriers due to increased restrictions (tariff and non-tariff) to enter certain markets, as well as trade disruptions • Resistance from stakeholders to changes in initiatives, programmes and processes from the Authority (e.g., new licensing regime). • High cost of fuel and electricity.

3.3 TOWS ANALYSIS

INTERNAL FACTORS / EXTERNAL FACTORS	STRENGTHS	WEAKNESSES
OPPORTUNITIES	**S-O Strategies** • Utilise the zoning of management areas and implementation of management plans to attract donor funding • Capitalise on OIE disease free status to access major international markets. • Effectively manage the licensing regime to facilitate fishers and fish farmers who are entering the sector. • Facilitate fisheries tourism by implementing recreational, non-destructive activities in fish sanctuaries (e.g. snorkelling). • Utilise effective management plans and enforcement for queen conch to sustain high densities. • Leverage international and regional agreements to access new markets for underutilised fisheries and aquaculture species (e.g. expansion of tilapia, mariculture, tuna).	**W-O Strategies** • Implement effective communication strategy to educate stakeholders regarding on opportunities for trade and funding. • Increase public relations by the Authority to highlight opportunities for international trade, tourism, commercialisation of fish products and growth in the industry. • Garner global funding to support the Authority's institutional capacity (e.g. R&D infrastructure). • Acquire unused government lands to expand pond spaces for the Authority's aquaculture initiatives. • Lobby global funding to increase project management capabilities • Access international funding opportunities to establish a dedicated landing site for industrial fishers

THREATS	**S-T Strategies** • Leverage international and regional agreements to increase the profile of the NFA (e.g. Blue Justice Hub established in Jamaica). • Leverage the strong legislative and regulatory framework driven by The Fisheries Act, 2018 to garner financial support for the fisheries sector. • Train and dispatch compliance officers to carry out enforcement in the fisheries waters that will address illegalities, IUU fishing and fisheries crimes. • Implementation of a Communications Plan to clearly articulate the strategic objectives and initiatives of the NFA to stakeholders. • Increase training offered by technical staff to fishers and fish farmers regarding climate resilient technologies and practices. • Update management plans and management areas to address behavioural and biological changes in fish species. • Increase R&D activities to mitigate the environmental impacts of climate change. • Effectively educate stakeholders on the new Online Licensing and Registration System • Increase partnership with law enforcement and environmental agencies to monitor, control and conduct surveillance in the fisheries waters.	**W-T Strategies** • Sign contracts with security agents of government to enforce the Fisheries Act on the Authority's behalf. • Request that JDF and JCF officers be seconded to assist with enforcement of the fisheries waters. • Engage staff to communicate new initiatives to stakeholders. • Utilize contacts in Press contacts to spread our message. • Outsource IT and technical services to carry out the work of the Authority.

3.4 PESTLE ANALYSIS

POLITICAL	• Frequent change in Minister with responsibility for Agriculture and Fisheries leading to a change in Minister's initiative. • Strong support from the political directorate of the parent ministry, for fisheries and aquaculture • Lengthy delays in confirming the appointment of Board Members • Change in Government Administration resulting from a General Election • Potential for unseemly involvement in the operations of the NFA (e.g. licensing regime, issuance of quotas, incentives for fishers and fish farmers) • At the national level, the GOJ's Policy directives do not prioritise the fisheries sector • Overlapping of mandates by governmental bodies (e.g., Blue Economy initiatives spread across different GOJ entities) • The Fisheries Advisory Council that provides policy advice to the Minister • Obligations to International Treaties and Agreements • Vision 2030 and the Medium-Term Socio-Economic Framework has established targets for the sector
ECONOMICAL	• Fluctuating inflation and exchange rates affecting the cost of operational inputs into the sector (e.g. fuel, vessels, electricity, feed, nets, engine) • Lack of dedicated low-cost financing for the sector resulting in low Return on Investment or minimal investment for key stakeholders. • Financial implications of world events on the sector (e.g. war, global logistics) • High capital cost for entry into the sector for fishers and fish farmers • Trade barriers (e.g. tariffs, quality standards, prices in the world market etc.) • Opportunities for trade (limited volume to meet the market demand, value-added products, trade agreements) • BOJ's Monetary/Financial Policy which impacts the interest rates for fish farmers and fishers to access loans. • Ministry of Finance's Macroeconomic Policy (e.g. change in concession guidelines, import duties) • Production Incentive Regime (scepticism and lack of awareness of the programme by some fishers and fish farmers) • Under-developed value chain for marketing of fish and fish products • Micro Small and Medium Enterprises (MSME) Policy which can be explored • Administrative fees charged for services offered by the NFA
SOCIAL	• Prevalence of larceny and poaching which impacts the aquaculture and capture fisheries sub-sectors • Weak organisation of fishers and fish farmers that will allow for increased access to opportunities (e.g. formation of associations or co-operatives) • Insufficient training to meet the demand for building the capacity of fishers and fish farmers (e.g., navigation, safety at sea, gear technology, limited knowledge of modern aquaculture production technologies, fisheries and aquaculture management) • Lack of access to critical knowledge and/or infrastructure for marginalised and vulnerable fishers and fish farmers

	• Lack of socio-economic opportunities for marginalised coastal communities • Limited knowledge of opportunities that are available to fishers and fish farmers (e.g., PIR, National Insurance Scheme, Sagicor Life Insurance). • Unlicensed fishers and fish farmers contributing to illegalities within the sector which impacts the sustainability of the sector • Lack of, or inadequate social infrastructure at landing sites • Lack of formal documentation to facilitate issuing of licences, authorizations and permits (e.g., birth certificate, identification card, banking, insurance, wills etc.) • Fisheries sector dominated by aging males • Resistance to change related to new technologies, Government initiatives and enforcement measures • Limited trust in the Authority and GOJ by key stakeholders • Illegal, Unreported and Unregulated fishing (IUU) by international poachers
TECHNOLOGICAL	• Technology exists that will improve operations in the sector (e.g. GPS, VHF) • ICT and IT management systems in place at the Authority • Impact of technology on the sustainability of our fisheries (e.g., destruction of corals and reefs and technology leading to overfishing) • Pace of adoption of modern technology for security, safety, monitoring and production in the fisheries and aquaculture sectors (e.g., RAS, use of drones, FAD.)
LEGAL	• The Fisheries Act, 2018 and attendant regulations providing the legal framework for regulating the industry • Bodies established by The Fisheries Act, 2018 – Board, Appeals Tribunal and Advisory Council. • New Regulations have been implemented (e.g. Conch Regulations of 2023) • Regulations are being updated or drafted (e.g., Fisheries Regulations, Fish Size, Fish Sanctuaries, Appeals Tribunal) • National Fisheries and Aquaculture Policy to be updated and promulgated • Policies to be drafted for the sector (e.g. Fish Size Policy, Inland Fishery Policy) • Frequent imposition of low fines for offences committed under The Fisheries Act, 2018 • Challenges to decisions of the Authority through the Appeals Tribunal • Potential for judicial review by Supreme Court that may impact the operations of the Authority • Sensitization of internal and external stakeholders on changes in the legal framework relating to the fisheries sector • Other legislation that support the fisheries sector (e.g. Wildlife Protection Act, Morant and Pedro Cays Act, Exclusive Economic Zone Act, Aquaculture Act etc.)

ENVIRONMENTAL	• Climate change leading to uncertainties, including flash floods, extreme drought, excessive *Sargassum* blooms etc., which impact fisheries and aquaculture production • Non-sustainable fishing practices (overfishing, use of dynamites, harvesting undersized fish and berried lobsters) which affect the sector • Introduction of noxious, deleterious or poisonous substances in the fisheries waters • Pollution of the fisheries waters (e.g. through improper waste disposal) • Genetic dilution of farmed fish which potentially leads to an inferior quality • High rate of coastal development which impacts the fisheries habitat, as well as cost and availability of land for fisheries development • Invasive species which displace our endemic species from their habitat • Behavioural and biological changes of species due to external factors (e.g., smaller size, maturing earlier, migration etc.) • Potential for eco-tourism (e.g., snorkelling in fish sanctuaries)

3.5 RISK ANALYSIS HEAT MAP (See Annex A for Risk Register)

LIKELIHOOD	IMPACT 1	2	3	4	5
5					• Lack of funding for programmes, policies, and initiatives for aquaculture • Lack of operationalisation of the RAS hatchery in the agreed time frame • Insufficient technical capacity and funding to manage and operate the RAS • Negative impacts of climate change
4		• Inadequate Stakeholder Buy-In for sanctuaries		• Inadequate funding for management of sanctuaries • Lack of budgetary support to implement the Authority's initiatives • Unwillingness of stakeholders to become licensed • Insufficient institutional, human, and financial capacity • Failure to engage private sector to buy into the new fisheries development initiatives.	• Inadequate measures to identify and protect against cybersecurity threats • Poor Performance of broodstock • Timeliness of approval of processes by the parent ministry, that are needed to facilitate NFA's full implementation. • High attrition rate and inability to attract staff due to low compensation
3		• Lack of commitment from internal and external stakeholders for NFA's full transition	• Social resistance to using online system for licensing • Inadequate ICT infrastructure and internet reliability for stakeholders to access online system • Inadequate institutional capacity to support transition to a world class organisation	• Low interest in managing the sanctuaries • Insufficient institutional capacity and technical staff to carry out R&D for management plans • Lack of Stakeholder Buy-In for management plans • Non-renewal of the CET on imported floating fish feed • Low Buy-In from leadership and staff for implementation of ISO:9001 standard • Lack of documented standards for the processes of the Authority • Lack of funding to complete climate-resilient projects • Challenges with procurement of experts to conduct training for climate-smart projects • Failure to expand and develop new and underutilised fisheries • Failure to develop and modernise fishing and aquaculture infrastructure • Failure to identify new local and international markets • Failure to capitalise on tourism opportunities • Resistance to accepting new technologies	• Timeliness in approval of sanctuary regulations due to delays in drafting the legislation • Disruptions in supply chain for fish feed • Insufficient infrastructure and capacity by fish farmers to absorb increased fry production • Lack of a market to support the increased output of Tilapia • Unavailability of productive inputs (e.g. fish feed) • Reluctance by key stakeholders to embrace new climate-smart technologies. • Timeliness of drafting and approval of regulations for the sector
2		•	• Lack of implementation and compliance with the ISO Quality System	• Inadequate institutional capacity • Poor execution of project plan for climate-resilient projects	• Untimely implementation of the online licensing and registration system • Inadequate technical capacity of staff members to implement climate smart projects
1					

Low Moderate High Severe

3.6 STAKEHOLDER MATRIX (See Annex B for Stakeholder Register)

<table>
<tr><th colspan="2">STAKEHOLDER MATRIX</th><th colspan="2">INTEREST OF STAKEHOLDER</th></tr>
<tr><th colspan="2"></th><th>LOW</th><th>HIGH</th></tr>
<tr><td rowspan="2">INFLUENCE OF STAKEHOLDER</td><td>HIGH</td><td>KEEP SATISFIED (Subjects)
Wholesalers/ Retailers
Ministry of Labour and Social Security
Non-Government Organizations (NGOs)
National Land Agency (NLA)
Water Resources Authority (WRA)
Judiciary</td><td>MANAGE CLOSELY (Players)
Artisanal Fishers
Industrial fishers
Freshwater Fish farmers
Ornamental Fishers
Aquatic Veterinarians
NFA Staff
Ministry with responsibility for Fisheries
Ministry of National Security
JCF and JDF
Jamaica Customs Agency
Passport Immigration and Customs Agency (PICA)
Ministry of Finance and the Public Service and its agencies
Ministry of Health
International Agencies, e.g. Japan and European Union (EU)
National Environmental and Planning Agency (NEPA)
Urban Development Corporation
National Irrigation Commission</td></tr>
<tr><td>LOW</td><td>MONITOR (Crowd)
Recreational Sports Fishers
Consumers/ General Public
Ministry of Foreign Affairs and Foreign Trade
Media Houses</td><td>KEEP INFORMED (Context Setters)
Fishing and Aquaculture Industry Workers
Mariculture farmers
Fish Sanctuary Operators
Live Fish Importers
Suppliers of Fishing and Aquaculture Gears
Providers of Support Services (e.g. mechanics, net makers, boat repairs)
Tertiary and other training institutes
Fisher Organizations
Agro Investment Corporation (AIC)</td></tr>
</table>

3.7 STRATEGIC ISSUES AND CHALLENGES

	STRATEGIC ISSUES	CHALLENGES
1	**Insufficient human, technological and infrastructural capacity of the NFA to fulfil its mandate.**	• Inadequate budgetary support which affects the provision of adequate facilities. • Lack of trained fisheries and aquaculture students who can transition to the NFA due to insufficient number of programmes being available at the tertiary level or due to migration. • Low compensation for jobs in the Authority resulting in low staff retention and difficulty in attracting new staff
2	**Access to capital funding for aquaculture and fisheries.**	• Requirement for collateral to secure a loan for investing in aquaculture and fisheries • Lack of recognition of small-scale fishers by financial institutions • The Authority is challenged to attract funding from funding agencies to develop and implement • Simplistic approach to fisheries and aquaculture by investors who do not appreciate the importance of the sector. • Risk averse entrepreneurs
3	**Illegal unreported and unregulated (IUU) fishing, and illegalities in the local fishing sector**	• Foreign poachers encroaching on our territorial waters • Lack of public education and awareness of fisheries laws and regulations • Socio-economic conditions leading to illegalities • Inadequate enforcement of coastal and territorial waters. • Imposition of low fines pose no deterrent to illegalities
4	**Impact of climate change on sustainability and profitability of fisheries and aquaculture**	• Rising sea levels and increasing sea temperatures • Increase in storm intensity • Severe weather incidents, such as increase in windy conditions • Drought and flooding • Increasing vulnerability of Small Island Developing States • Loss of fishing beaches and coastal fish farms • Behavioural and biological changes of species (e.g. migration) • Loss of habitat and spawning areas for fish species
5	**Over-exploitation of fisheries resources**	• IUU fishing • Illegalities in the local fishing sector; e.g. fishing in close seasons and within sanctuaries • Destructive fishing practices leading to reduced fish populations • Inadequate ability to enforce the expansive fisheries waters due to insufficient resources

	STRATEGIC ISSUES	CHALLENGES
		• Quality and lack of diversity of fish • Loss of livelihoods due to low catch of fish • Increased coastal developments resulting in loss of habitats
6	**Loss and degradation of fish habitat**	• Impacts of climate change causes intrinsic changes in fish habitats • Humans encroaching on fish habitats through increased development • IUU fishing and unsustainable fishing practices • Pollution, including improper waste disposal, within the fisheries waters and related environments • Toxic and general waste run off into the fisheries waters. • Ineffective and inadequate enforcement of environmental laws.
7	**Inadequate management of fisheries and aquaculture resources**	• Disorganisation within the sector (e.g., lack of effective associations and co-operatives) • Open entry to the fisheries which can lead to overfishing and unsustainable fishing practices • Insufficient management plans due to lack of institutional capacity to conduct research and develop such plans • IUU fishing which negatively impacts the sustainable management of fisheries resources • Access to and availability of water to sustain aquaculture • User conflict and competition for resources (e.g., reclassifying aquaculture lands for housing, waste plant built next to Aquaculture farm, fishing beaches being displaced by development activities) • Insufficient technical capacity to carry out the functions needed for managing the resources. • Insufficient support infrastructure for the further development of aquaculture (e.g., hatcheries, feed mills etc.)
8	**Insufficient Research and Development (R&D) infrastructural capacity**	• Lack of R&D infrastructure for capture fisheries and aquaculture. • Lack of interest at the tertiary level to carry out R&D studies in fisheries and aquaculture technologies • Lack of funding to conduct R&D studies
9	**Insufficient policies and standard operating procedures for the NFA.**	• Inadequate institutional capacity • Inadequate reporting, accountability and monitoring systems • Inadequate audits of operations and performance. • Insufficient funding for the work associated with policy development (e.g. consultancies and

	STRATEGIC ISSUES	CHALLENGES
		research) • Inadequate leveraging of data and information for the sector
10	**Diminishing availability of land for fisheries and aquaculture**	• Limits the potential for expansion of the sector • High capital expense to access land due to competition • Existing fish farmers lured out of the business by developers seeking to re-purpose aquaculture lands
11	**Lack of Stakeholder Buy-In**	• Resistance by stakeholders to new initiatives which disrupt familiar practices • Low compliance with fisheries laws • High cost of PR affects communication with stakeholders
12	**Inadequate public education for issues in fisheries and aquaculture**	• Inadequate budgetary support for Public Education campaigns • Lack of human capacity to reach the extent of the demographic of fishers and fish farmers.

3.8 CONCLUSION FROM STRATEGIC ANALYSIS

The National Fisheries Authority plays a critical role in the management and development of fisheries and aquaculture in Jamaica, where the socio-economic benefits of the fisheries sector have been long recognised. The situational analysis highlighted however, a decrease in aquaculture production, non-compliance with licensing requirements by fishers and the unavoidable impacts of climate change. The prevailing strengths and weaknesses of the internal environment were highlighted to be, inter alia, a strong legislative process for the sector and the technical competence of the staff but there are issues with overall lack of institutional capacity, insufficient budgetary support and inadequate communication to stakeholders. Many opportunities present themselves in the external environment where there is an increasing demand for fish and fish products which can be supplied by aquaculture, as well as global opportunities for trade and fishery tourism. However, the threats facing the sector cannot be disregarded, where change in ministerial initiatives, low consideration of fisheries as a priority, Illegal, Unreported and Unregulated (IUU) fishing and climate change, are some of the matters that can negatively affect the sector in a significant way.

The strategic analysis identified a number of strategic issues and the challenges presented by them. All are equally important, and the challenges raised can negatively impact the work of the NFA, if these are not addressed. The institutional capacity of the new Authority is an issue linked to inadequate funding and lack of trained personnel to transition into the NFA, while the global issue of IUU brings numerous challenges to the sector. At the heart of the issues is the need for adequate management of our fisheries resources, increased R&D and improvement in the operating procedures of the NFA.

4.0 STRATEGY IMPLEMENTATION

<table>
<tr><td colspan="3">Ministry of Agriculture and Fisheries Sub-Programme: Fisheries Development</td></tr>
<tr><td rowspan="2">Sub-Programme Objective:

To increase fisheries contribution, to the GDP to J$35B, through sustainable management and development of the fisheries and aquaculture sectors for the socio-economic benefit of all Jamaicans, by 2027.</td><td colspan="2">Sub-Programme Description and Context:
This sub-programme is responsible for the regulation, protection, management and enhancement of Jamaica’s fishery resources. It is mandated by The Fisheries Act, 2018. This programme encompasses the work of the National Fisheries Authority to support the livelihoods of fishers and fish farmers and their contribution to the Jamaican economy. Regulatory, Monitoring, Research, Development, Conservation and Extension services promote sustainability of Jamaica’s fisheries resources and the growth of aquaculture.

This sub-programme will implement initiatives geared towards food and nutritional security (#GrowSmartEatSmart Strategy) such as Development of New and Underutilized fisheries and implementing an efficient licensing process to allow for easy access into the sector. Similarly, the sub-programme will implement Sustainable Fisheries and Aquaculture Management Plans that will incorporate Climate Smart and Resilient practices which will improve livelihoods. (#GrowSmartEatSmart Strategy).</td></tr>
<tr><td colspan="2">Programme Budget:</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td>GOJ MEDIUM-TERM STRATEGIC PRIORITY:
Inclusive Sustainable Economic Growth and Job Creation</td><td colspan="2">Contribution to GOJ Medium-Term Strategic Priority:
The fisheries and aquaculture sector provides jobs for all persons along the value chain from artisanal fishers and fish farmers to wholesalers and retailers. The sustainable management and diversification of our fisheries to ensure there is sufficient stock and the growth of the aquaculture industry to meet the growing demand for fish, are key areas through which economic growth will be achieved.</td></tr>
<tr><td colspan="3"></td></tr>
<tr><td>VISION 2030 NATIONAL GOAL:
GOAL 3: Jamaica’s Economy is Prosperous</td><td>National Outcome #12 – Internationally Competitive Industry Structures - Agriculture

Sector Outcome: Enabling environment for agriculture research and development</td><td>National Strategies:
• Develop company sophistication and productivity
• Develop economic linkages and clusters
•Develop economies of scale and scope through collaboration among enterprises in the region
• Enhance the framework for competition among enterprises
• Promote eco-efficiency and the green economy</td></tr>
</table>

NFA Sub-Programme: DIRECTION AND ADMINISTRATION

Strategic Objectives:

- To increase the fisheries contribution to the GDP to J$35B by 2027
- To obtain ISO:9001 certification to strengthen the Authority's transition into a world class organisation by 2030
- For the NFA to be equipped with the requisite resources and infrastructure for full transition to a statutory body by 2028.
- To strengthen the legislative framework by passing five key regulations to govern the fisheries and aquaculture sector by 2028.
- To strengthen the Fisheries Act of 2018 to include climate smart and resilient fisheries clauses by 2030.

Description & Context:

Direction and Administration consists of the Office of the CEO, Corporate Services, Legal, Internal Audit and Finance and Accounts. Through the efficient operations of these key administrative functions, the NFA will complete its transition to an Authority that effectively governs the fisheries waters of Jamaica.

Budget: 485.8M

NFA Strategic Priority:

- Good Corporate and Fisheries Governance

Short and Medium-Term Outcomes:

- Increased knowledge and compliance with the Fisheries Act and regulations
- Enhanced organisation efficiency and effectiveness in service delivery
- Improved image and perception of the Authority
- Structured organisations and representation for fisheries stakeholders

OUTCOMES:	• ***Improved fishing practices for a sustainable sector*** • ***Improved business management skills by fishers and fish farmers*** • ***Improved profitability of fishers and fish farmers***

STRATEGIC OBJECTIVE:	***To increase the fisheries contribution to the GDP to J$35B, by 2027.***							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
• Increase production from aquaculture by tripling the number of tonnes of fish produced annually. • Develop underutilised fisheries and aquaculture through diversification of species and establishment of new markets • Partner with Government (e.g. AIC and JAMPRO), NGOs and private sector to market the sector and attract investments.	• Contribution to GDP	Amount ($) increase in contribution to GDP from the fisheries sector (production)	J$15B	21,000,000	22,500,000	25,000,000	26,000,000	All Divisions of the NFA

OUTCOMES:	• ***Enhanced organisation efficiency and effectiveness in service delivery*** • ***Improved image and perception of the Authority*** • ***Improved quality of service and service delivery along the value chain for fishers and fish farmers.***

STRATEGIC OBJECTIVE:	***To obtain ISO:9001 certification to strengthen the Authority's development into a world class organisation by 2030***							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
• Conduct a thorough assessment and situational analysis of the organisation • Develop and implement Standard Operating Procedures • Implement a verified ISO:9001 quality management system.	• ISO certified	Completion of ISO certification requirements	0	Internal Review of all processes Apply for ISO certification and engage ISO Auditor $11,500	Fulfil ISO requirement and maintain internal systems. $500	Maintain ISO standard $500	Maintain and expand ISO standard $1000	Corporate Services and All Divisions
• Continuous documentation and refinement of processes	• Records Management System implemented	**Output:** % completion of Records Management System	0	50% Staff in place and RIM processes reviewed $2000	100% Records Management System is in place			Corporate Services

STRATEGIC OBJECTIVE:	*For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.*							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Fulfil financial obligations in accordance with the FAA, PBMA and Fisheries Acts and applicable circulars.	Financial statements, reports and reconciliations completed in accordance with legislative requirements and procedures	**Outcome:** % compliance in submission of financial statements, reports and reconciliation in accordance with the FAA, PBMA and Fisheries Act and applicable circulars	0%	100%	100%	100%	100%	Finance and Accounts (F&A)
	Salaries and payables processed	**Efficiency**: % of salaries and payables processed accurately and paid within established timeframe.	Not determined	≥90% $26,125	≥90% $26,668	≥90% $27,225	≥90%	F&A
	Statutory payments made	**Output:** % completion of statutory payments	Not Determined	100% $6,845	100% $6,993	100% $7,146	100% $7,302	F&A
	Estimates of expenditure and cash flow submitted.	**Output:** % completion and submission of estimates of expenditure and cash flow.	Not Determined	100% $13,017	100% $13,278	100% $13,545	100% $13,819	F&A
Hire competent staff in line with new organisational structure.	New staff hired for the Authority	**Output:** # of new staff hired as per Engagement plan	0	26 $75,000	10 $75,000	8 $75,000	3 $75,000	Corp. Services HRM&D

STRATEGIC OBJECTIVE:	***For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.***							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Implement ICT and IT Management systems.	ICT and IT Management Systems in place	**Output:** # of agreed ICT systems in place	2	3 • NFA website • Inventory System commenced. • Procurement Tracking System $2,000	TBD	TBD	TBD	ICT Unit Procurement
Refurbish and upgrade sub-offices and improve overall infrastructural capacity for the NFA.	NFA Sub-offices refurbished/upgraded	**Output:** # of sub-offices refurbished/upgraded	0	3 Barham Wharf established. Lances Bay upgraded Manchioneal refurbished Barham Wharf established $24,000	3 Barham Wharf established	3 Commence procurement of container office for Lances Bay	3 Lances Bay	Facilities Corp. Serv.
	Aquaculture Division's Offices renovated	**Output:** Renovation and upgrading of Aquaculture Division	0	Scoping of works Design Bill of Quantities completed $10,000	Submitting proposal to PIAB Procurement processes	Commence construction $50,000	Aquaculture Division renovated and upgraded $50,000	Facilities Corp. Serv.

STRATEGIC OBJECTIVE:	*For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.*							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Establish five regional NFA centres (Kingston, Black River, Montego Bay, Pagee and Rocky Point) Identify and acquire a suitable location with adequate space to house the NFA staff. Identify and acquire port facilities. Identify and acquire adequate infrastructure to support the Research and Development (R&D) capacity for the Authority's capture fisheries and aquaculture programmes.	Regional centres established	**Output:** # of regional centres established for the NFA	0	2 Container Offices established for Montego Bay and Black River Concept design for Corporate Headquarters to include port facilities $50,000	1 Container Office established for Pagee Technical drawings and Bill of Quantities completed For headquarters $40,000	- Tender and commence construction for headquarters $300,000	- Construction continues for headquarters $200,000	Facilities Corp. Serv.
• Acquire suitable type and number of vehicles to support operations and enforcement. • Identify and acquire adequate equipment	Vehicles procured for operations and enforcement Technical equipment procured to support	**# of vehicles/equipment procured**	2	6 3 Pickups for compliance, fisheries research and aquaculture	3 1 Truck for Aquaculture activities 2 motorcycle	-	-	Facilities and Property Management

STRATEGIC OBJECTIVE:	*For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.*							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
to support regulatory compliance and enforcement.	enforcement			1 Tractor for aquaculture 2 Motorcycles for enforcement $2000	s for enforcement			

OUTCOMES:	• *Increased knowledge and compliance with the Fisheries Act and regulations* • *Increased knowledge of climate change and its impact, as well as mitigation and adaptation practices*

STRATEGIC OBJECTIVE:	***To strengthen the legislative framework by providing policy guidance for four key regulations to govern the fisheries and aquaculture sector by 2028.***							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Provide drafting instructions for key regulations to be promulgated as law.	Four regulations drafted	**Output:** # of new regulations for which drafting instructions are provided	0	**1** The Fisheries (Restriction on Size of Fish) Regulations, 2024	**2** The Fisheries (Licences, Authorizations, and Permits) (Fishing) Regulations, 2025 The Fisheries (Licences, Authorizations, and Permits) (Commercial Aquaculture) Regulations, 2025	**1** The Fisheries (Illegal, Unreported, and Unregulated Fishing) Regulations, 2025	**TBD**	Legal Services CFD
Draft policy and strategic action plans for the NFA	Policies developed/reviewed	**Output:** # of policies/plans developed/ reviewed and submitted to parent ministry	**0**	**1** Update Aquaculture Development Plan 11,800	**1** Mariculture Development Plan	**1** Eco-Tourism Fisheries Policy	**1** Inland Fishery Policy	LSU CFD Aquaculture FCLS
	National Fisheries and	% completion of the National		100%	-	-	-	Corp. Serv. Aquaculture

STRATEGIC OBJECTIVE:	***To strengthen the legislative framework by providing policy guidance for four key regulations to govern the fisheries and aquaculture sector by 2028.***							
Strategies	**Key Outputs**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
	Aquaculture Extension strategy completed	Fisheries and Aquaculture Extension strategy		$300				CFD
Conduct internal and external consultations to inform the policy direction of the Regulations. Conduct internal and external consultations to inform drafting of provisions for Regulations.	Consultation sessions held with stakeholders	# of consultation sessions held	0	4 9,000	4 10,000	4 10,000	4 10,000	LSU

NFA Sub-Programme: AQUACULTURE

Strategic Objectives:

- To triple fish production from Aquaculture to over 3400Mt by 2028.
- To establish 8 management plans for capture fisheries and aquaculture by 2028.
- To develop underutilised fisheries and diversify aquaculture production by 2030.
- To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027.
- To increase the fisheries contribution to the GDP, to J$35B by 2027.
- To increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028.
- To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.

Description & Context:

The Aquaculture Sub-Programme is responsible for increasing food security by regulating and overseeing aquaculture farms in Jamaica. Through its fry production, the Division is able to assist fish farmers with obtaining seedstock for their production and through its Extension Unit, expert advice is given to persons in the industry.

Budget: 184.6M

NFA Strategic Priorities:

- Sustainable Fisheries and Aquaculture Management and Development in accordance with local and international obligations and best practices.
- Food and Nutritional Security
- Climate Smart and Resilient Fisheries
- Economic and Social Viability of the Fisheries Sector

Short and Medium-Term Outcomes:

- Improved fish farming practices for a sustainable sector
- Improved working conditions for fish farmers.
- Increased aquaculture production that produces more freshwater fish
- Improved aquaculture practices for a sustainable sector
- Improved business management skills by fish farmers
- Increased number of fish species cultured
- Improved quality of service and service delivery along the value chain
- Increased knowledge of best business practices by stakeholders in the fishery sector
- Improved profitability of fish farmers

OUTCOME:	• *Greater stewardship of the fisheries resources through implementation of management plans.*

STRATEGIC OBJECTIVE:	*To establish 8 management plans for capture fisheries and aquaculture by 2028.* *To develop underutilised fisheries and diversify aquaculture production by 2030.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY 2026/27**	**FY 2027/28**	
Develop aquaculture management plans for tilapia, freshwater prawn and ornamental fish. Consultation with key stakeholders to inform development of species-specific management plans. Conduct Research and Surveys on target species to increase data and statistics for the development of management plans. Collaborate with key stakeholders (e.g. AIC) to facilitate the optimum conditions for diversification and expansion of aquaculture	New Aquaculture Management Plans	# of Aquaculture Management plans developed	0	1 Tilapia Management Plan developed $20,000.00	1 Freshwater Prawn Management Plan $22,000	1 Ornamental Fish Management Plan developed $25,000	TBD	Aquaculture
Submit proposals to request funding from international entities for expansion of aquaculture and mariculture production.	Proposals submitted for funding	# of proposals submitted	0	At least 1	At least 1	At least 1	At least 1	Aquaculture Project Manager

OUTCOMES:	• ***Increased aquaculture production that produces more freshwater fish*** • ***Improved aquaculture practices for a sustainable sector*** • ***Improved business management skills by fish farmers*** • ***Increased number of fish species cultured***

STRATEGIC OBJECTIVES:	• ***To triple fish production from Aquaculture to over 3400Mt by 2028.*** • ***To increase the fisheries contribution to the GDP to $35B by 2027.*** • ***To develop underutilised fisheries and diversify aquaculture production by 2030.***							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY 2026/27**	**FY 2027/28**	
• Construction of new bio-secure Recirculating Aquaculture System (RAS) hatchery at the NFA's Aquaculture Division to increase fry production. • Improve and produce additional broodstock to supply the demand of fry for fish farmers. • Import additional broodstock to supply the demand of fish farmers. • Leverage international and regional agreements to access new markets for underutilised fisheries and aquaculture species. • Increase collaboration with key stakeholders such as NIC, DBJ and AIC to implement systems that will facilitate the optimum conditions for aquaculture production.	Fish produced from Aquaculture nationally.	**Outcome:** Amount (MT) of fish produced from aquaculture	911 (MT)	1100 RAS hatchery construction completed	1500	3500 (RAS Hatchery fully operational)	-	Aquaculture
	Tilapia seedstock produced by the NFA	**Output:** # of seedstock of tilapia produced (million)	1.5 million	1.7 13,355.00	2 $10,000.00	3 $15,000.00	5 $20,000.00	Aquaculture
	Increase in acres of aquaculture ponds.	**Outcome:** number of acres in aquaculture ponds facilitated by interventions.	550 acres	900 $750.00	1000 $800.00	2000		Aquaculture

STRATEGIC OBJECTIVES:	• *To triple fish production from Aquaculture to over 3400Mt by 2028.* • *To increase the fisheries contribution to the GDP to $35B by 2027.* • *To develop underutilised fisheries and diversify aquaculture production by 2030.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY 2026/27**	**FY 2027/28**	
• Renovation of production and brood ponds at the NFA's Aquaculture	Ponds renovated at the Aquaculture Division	**Output:** # of ponds renovated at Aquaculture Division to support hatchery and species diversification		4 $23,000.00	4 $27,000.00	4 $28,000.00	4 $28,000.00	Aquaculture
• Expand the existing mariculture facility at Bowden to facilitate oyster and sea moss diversification • Facilitate the development of oyster farms in other areas such as Savanna-La-Mar and Green Island, Hanover.	Mariculture farms developed	% completion of the expanded Bowden facility	1	25% Proposal completed for the expansion of the Bowden facility Land tenure issues resolved $50,000.00	TBD (Based on resolution of tenure)	TBD (Based on resolution of tenure)	-	Aquaculture Capture Fisheries
	Services offered to fish farmers	# of mariculture producers supported	11	3 (Oracabessa, Green Island and Sav-La-Mar)	4	4	4	Aquaculture Capture Fisheries

STRATEGIC OBJECTIVES:	• ***To triple fish production from Aquaculture to over 3400Mt by 2028.*** • ***To increase the fisheries contribution to the GDP to $35B by 2027.*** • ***To develop underutilised fisheries and diversify aquaculture production by 2030.***							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY 2026/27**	**FY 2027/28**	
• Capacity-Building for fish farmers to increase knowledge and skills in fish production. • Train extension officers on fisheries and aquaculture management (e.g. FAO training project). • Partner with local and international training institutes and universities to provide training for internal and external stakeholders. • Facilitate the establishment of fisher and aquaculture organisations through the Authority's extension services	Services offered to fish farmers and stakeholders	**Output:** # of on farm consultations	600	At least 720 $4,300.00	At least 720 $4,000.00	At least 720 $4,000.00	At least 720 $4,000.00	Aquaculture
		Output: # of public engagement sessions		At least 5	At least 5	At least 5	At least 5	Aquaculture
		Output: % of farmers trained in aquaculture production techniques and good aquaculture practices utilising the Farmer Field School methodology and online training platforms.		33% 34 farmers trained $60.00	33% 34 farmers trained $70.00	33% 34 farmers trained $70.00	45% 45 farmers trained $80.00	Aquaculture
		Effectiveness: % of clients served	61%	At least 90%	At least 90%	At least 90%	At least 90%	Aquaculture

OUTCOME:	• *Adoption of climate resilience practices that secures fish stock*

STRATEGIC OBJECTIVE:	• *To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027.*						
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**			**Owner**
				FY2024/25	**FY2025/26**	**FY 2026/27**	**FY 2027/28**	
Implement Pilot project to construct RAS hatchery and farm to conserve water, as well as, train users on, and transfer RAS technology.	Recirculating Aquaculture System (RAS) hatchery constructed	**Output:** % completion of construction of RAS hatchery	0%	Construction, Installation and Commissioning of RAS hatchery $200,000.00	100% RAS hatchery operational $230,000.00	- RAS hatchery in use	-	Aquaculture
		# of persons trained on RAS technology	N/A	6 NFA technical staff	15	TBD Training offered as approved based on requests	TBD Training offered as approved based on requests	Aquaculture

NFA Sub-Programme: CAPTURE FISHERIES

Strategic Objectives:	**Description & Context:** The Capture Fisheries Sub-Programme of the NFA is tasked with the management of capture fisheries in Jamaica through research and development, sound fishery management planning and extension services.
• To establish 8 management plans for capture fisheries and aquaculture by 2028. • To develop underutilised fisheries and diversify aquaculture production by 2030. • To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027. • To increase the fisheries contribution to the GDP to J$35B, by 2027. • To increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028. To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.	**Budget: 239.59M**

NFA Strategic Priorities:

- Sustainable Fisheries and Aquaculture Management and Development in accordance with local and international obligations and best practices.
- Climate Smart and Resilient Fisheries
- Economic and Social Viability of the Fisheries Sector

Short and Medium-Term Outcomes:

- Increased sanctuary cover.
- New and underutilised fisheries developed
- Improved fishing practices for a sustainable sector
- Greater stewardship of the fisheries resources through implementation of management plans
- Stakeholders trained in skills and technology solutions that will assist in safety and benefit the fisheries sector.
- Improved working conditions for fishers.
- Increased knowledge of climate change and its impact, as well as mitigation and adaptation practices
- Increased knowledge of best business practices by stakeholders in the fishery sector
- Improved profitability of fishers

OUTCOME:	• *Increased sanctuary cover*

STRATEGIC OBJECTIVE:	• *To increase the area of sanctuary cover of our coastal fisheries waters to 20,000 hectares by 2027*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
• Conduct Research and Surveys to determine suitable sites. • Consultation with key stakeholders to obtain their buy-in. • Prepare boundary descriptions for sanctuary regulations and submit for them to be gazetted. • Monitor sanctuary performance through surveys.	Increase in sanctuary cover	**Output:** # of hectares of coastal fishery water (down to 30 meters) protected as Fish Sanctuaries	10,000	11,600 (2 Pedro Bank consultations held) $5,750 Sanctuary maintenance and management $15,000	11,600 (Preparation of boundary descriptions for Pedro Bank through conducting surveys)	20,000 (Pedro Bank)	TBD	Capture Fisheries Division (CFD)
• Identify sources for funding (e.g. projects, Public Private Partnerships (PPP)). • Sign Agreements with interested parties who can fund, support, and/or manage sanctuaries.	Sanctuaries managed	**Output:** # of Agreements in place with partners for funding, supporting and/or managing sanctuaries.	9 (2 funding, 7 management)	14 (5 funding, 9 management)	14	TBD	TBD	CFD Project manager LSU

OUTCOMES:	• *New and underutilised fisheries developed* • *Greater stewardship of the fisheries resources through implementation of management plans.*

STRATEGIC OBJECTIVE:	• *To establish 6 additional management plans for capture fisheries and aquaculture by 2028.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY 2027/28**	
• Conduct Research and Surveys on target species to increase data and statistics for the development of management plans. • Develop fishery management plans for offshore pelagics, sea moss, and lobster.	Three Fishery Management Plans developed	**Output:** # of fishery management plans developed	0 Draft Conch Sea Cucumber	1 Lobster Management Plan	1 Sea Moss Management Plan	1 Offshore Pelagics Management Plan	-	CFD
	Fishery management plans revised	**Output:** # of fishery management plans revised	-	1 Conch Management Plan $3,000	1 Sea Cucumber Plan	1 Lobster Management Plan $3,000	1 Sea Moss Management Plan	CFD
	Research surveys conducted	**Output:** # of research surveys conducted	2 Conch, Sea Cucumber	3 Sea Cucumber, Reef Fish, Conch $74,000	1 Reef Fish (ongoing) Sea Urchin $85,000	1 Reef Fish Survey (ongoing) $87,000	2 Reef Fish Survey (completed) Lobster	CFD
	Fishery management plans implemented	**Output:** # of fishery management plans being implemented	0	2 Conch and sea cucumber	3 lobster	4 Sea moss	5 Offshore pelagics	CFD

STRATEGIC OBJECTIVE:	• *To establish 6 additional management plans for capture fisheries and aquaculture by 2028.*						
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**			**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY 2027/28**	
• Consultation with key stakeholders to inform development of species-specific management plans	Consultation sessions held	**Output:** # of consultation sessions held	1	4 sessions	4 sessions	4 sessions	2 sessions	CFD
Submit proposals to request funding from international entities for expansion of aquaculture and mariculture production.	Proposals submitted for funding	# of proposals submitted	0	At least 1	At least 1	At least 1	At least 1	CFD

OUTCOME:	• ***Adoption of climate resilience practices that secures fish stock***

STRATEGIC OBJECTIVE:	• *To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Implement Pilot project for introduction of offshore pelagic fishing	Sites using long line and FAD technology	# sites utilising long line and FAD technology	0	0	6 Introduction of long line and FAD technology at 6 sites.	-	-	CFD

STRATEGIC OBJECTIVE:	• *To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Providing training on use of Fishery Aggregating Device (FAD) and long line technology Providing training on post-harvest handling techniques Develop management systems for FAD fishing	Fishers using technology	# of fishers trained in technology		90 Fishers trained in long line and FAD technology, and post-harvest handling techniques. $12,000	-	-	-	CFD

OUTCOMES:	• *Improved profitability of fishers and fish farmers*

STRATEGIC OBJECTIVES:	• *To develop underutilised fisheries and diversify aquaculture production by 2030.* • *To increase the fisheries contribution to the GDP, to J$35B, by 2027.* • *To increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Develop new and underutilised fisheries for sea cucumber, oyster, offshore pelagics, sea moss and sea urchin. Leverage international and regional agreements to access new markets for underutilised fisheries.	New and/or underutilised fisheries developed	**Output:** # of New and/or Underutilized Fisheries Developed	1 Live Lobster	2 Offshore Pelagic Sea Moss	-	1 Sea Urchin	-	CFD
Develop a project plan for the modernisation of fishing infrastructure and fishing beaches to benefit stakeholders.	Fishing Beaches rehabilitated and modernised	# of fishing beaches developed	0	- Funding approved, procurement commences $60,000	- Commence works at fishing beaches $180,000	3 fishing beaches developed (Pagee, Priory and Success) $180,000	-	CFD Project Management Corp. Serv.
	Fishing port	% completion	0	-	-	-	100%	CFD

STRATEGIC OBJECTIVES:	• *To develop underutilised fisheries and diversify aquaculture production by 2030.* • *To increase the fisheries contribution to the GDP, to J$35B, by 2027.* • *To increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
	facilities developed	of industrial vessel port facility		Technical drawings completed, Land acquisition $200,000	Seek financing and partnerships (PPP), Submit proposal to PIAB.	Commence development of facility	Industrial port vessel facility completed	Corp. Serv.
Partnership with local and international training institutes and universities to provide training for internal and external stakeholders.	Fishers trained in safety at sea using modern technology	# of fishers trained and certified	0	35 fishers $16,000	35 fishers $8,500	35 fishers $9,000	35 fishers $9,500	CFD
Host events that recognise and highlight Fisheries to attract investments. Provide technical assistance to fishers and fish farmers on mechanisms to maximise economic	International events in recognition of Fisheries and Aquaculture hosted	# of events hosted	2	Five (5) local events hosted - International Fisherman's Day - World Fisheries Day - JAS Show - Denbigh Agricultural	Three (3) international and 3 local events hosted	Three (3) international and 3 local events hosted	Three (3) international and 3 local events hosted	Corporate Services

STRATEGIC OBJECTIVES:	• *To develop underutilised fisheries and diversify aquaculture production by 2030.* • *To increase the fisheries contribution to the GDP, to J$35B, by 2027.* • *To increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
returns within the local and international market.				Show - World Fisheries Day $20,000				
Train extension officers on fisheries and aquaculture management (e.g. FAO training project). Facilitate the establishment of fisher organisations through the Authority's extension services.	Fisher organizations operational at all major fishing beaches (52 beaches)	# of fisher organizations established and operational	20	10 new fisher organizations	9 new fisher organizations	4 new fisher organizations	-	CFD

NFA Sub-Programme: FISHERIES COMPLIANCE, LICENSING AND STATISTICS	
Strategic Objectives: • To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027. • To increase the fisheries contribution to the GDP to J$35B, by 2027.	**Description & Context:** The Fisheries Compliance, Licensing and Statistics Division (FCLSD) has been established to ensure that the industry is compliant with the provisions of the Fisheries Act, 2018. This will be accomplished by improving the licensing and registration regime for stakeholders, strengthening the enforcement arm of the National Fisheries Authority (NFA) and ensuring that data are collected to inform the management strategies being undertaken by the NFA. **Budget: 189.21M**
NFA Strategic Priorities: • Sustainable Fisheries and Aquaculture Management and Development in accordance with local and international obligations and best practices. • Economic and Social Viability of the Fisheries Sector	
Short and Medium-Term Outcomes: • Increased number of fishers and fish farmers benefitting from being licensed in the industry. • Improved monitoring, control and surveillance for education and enforcement • Increased amount of data and statistics to improve reporting on the performance of the sector. • Increased data and statistics available to guide policy development and decision-making.	

OUTCOME:	• ***Increased number of fishers and fish farmers benefitting from being licensed in the industry.***

STRATEGIC OBJECTIVE:	• ***To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.***							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Provide licences, authorizations and permits in accordance with The Fisheries Act, 2018.	Licences, authorizations and permits issued to fishers and fish farmers in	**Output:** # of licenses, authorizations and permits issued	5102	9000 $19,842	10500 $19,928	18000 $20,427	28,000 $28,514	Licensing and Registration Unit (LRU) CFD Aquaculture

STRATEGIC OBJECTIVE:	• ***To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.***							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
	accordance with the Fisheries Act, 2018							
Host onsite Licensing and education sessions	Outdoor sessions held	**Output:** # of outdoor licensing/public education activities hosted	0	24 $6,800	24 $7,000	24 $7,300	24 $7,800	LRU
Dispatch licences, authorizations and permits within 14 days.	Licences, authorizations and permits dispatched on time.	**Efficiency:** % of licences dispatched to fishers within 14 days of application	<30%	≥90%	≥90%	≥95%	≥95%	LRU CFD
		Efficiency: % of licences dispatched to fish farmers within 14 days of application	N/A	≥90%	≥90%	≥95%	≥95%	LRU Aquaculture
		Efficiency: % of vessel licences dispatched within 14 days of application	N/A	≥90%	≥90%	≥95%	≥95%	LRU CFD
		Effectiveness: Average number of days taken for licenses to be dispatched monthly	N/A	14	10	10	7	LRU
Efficiently process walk-in customers at the Head Office	Service level met for processing customers at the	**Efficiency:** Time (mins) for applicants to be	N/A	≤25mins	≤25mins	≤25mins	≤25mins	LRU

STRATEGIC OBJECTIVE:	• *To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
	Head Office	seen and processed at the Head Office						
Conduct enforcement activities within and around Jamaica's fisheries waters.	Persons are compliant with The Fisheries Act and related legislation and regulations.	**Output:** # of inspection/ enforcement activities carried out	102	≥3000 $92,505	≥3000 $96,562	≥4000 $98,725	≥4000 $146,556	Compliance Branch
		Efficiency: % of enforcement requests responded to within 3 working days	N/A	≥95%	≥95%	≥95%	≥95%	Compliance Branch
		Outcome: % increase in number of renewals over the previous year for fishers	24% (1,188 fishers licensed in 2019 renewed in 2020)	50% $112,347	60% $116,490	80% $119,152	95% $175,070	Compliance Branch LRU

OUTCOME:	• *Increased amount of data and statistics relevant to the sector.*

STRATEGIC OBJECTIVE:	• *To increase the fisheries contribution to the GDP to J$35, by 2027.*						
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**			**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
Monitoring and measuring of fish production through robust statistical sampling programme.	Fisheries data collected from sites – fishing beaches, production plants etc.	**Output:** # of sites from which artisanal data are obtained (e.g., catch and effort, biological data etc.)	250	≥324 $14,135	≥324 $14,316	≥324 $15,104	≥324 $23,016	Statistics and Data Management Unit (SDMU)
		Output: % completion of data collection from industrial landings (e.g., catch and effort, biological data etc.)	Not Determined	100%	100%	100%	100%	SDMU
	Quarterly Statistical Reports produced and published	**Output:** # of statistical reports produced	1	4 $11,531	4 $11,819	4 $12,115	4 $13,640	SDMU
	National Sampling Plan revised annually	**Output:** % completion of revision of National Sampling Plan	100%	100% $5,198	100% $5,328	100% $5,461	100% $5,597	SDMU
	Catch certificates completed	**Efficiency:** % of catch certificates completed within 3	90%	≥90%	≥90%	≥90%	≥90%	SDMU

STRATEGIC OBJECTIVE:	• *To increase the fisheries contribution to the GDP to J$35, by 2027.*							
Strategies	**Expected Output**	**Performance Measure/ Indicator**	**Baseline (2019/20)**	**Targets (Projections) & Costs ('000)**				**Owner**
				FY2024/25	**FY2025/26**	**FY2026/27**	**FY2027/28**	
		working days upon receipt of all requisite documents from applicants						
Conduct socio-economic surveys of fishers and fish farmers	Vessel survey completed	% completion of vessel survey/census	0	-	-	-	100% 65,000	SDMU Compliance CFD
	Socio-economic survey completed	% completion of Socio-Economic survey of fishers and fish farmers	0	100% 46,961	-	100% 52,000	-	SDMU Compliance CFD

5.0 MEDIUM TERM FINANCIAL RESOURCE PLAN (Based on Ceiling Budget)

Prog. #	Programme	Sub-Prog. #	Sub-Programme	2022/23	2022/23	2023/24	2023/24	2024/25	2025/26	2026/27
				Actual Outturn	Approved	Revised	Estimates	Forecast	Forecast	Forecast
				(J$ 000)	(J$ 000)	(J$ 000)	(J$ 000)	(J$ 000)	(J$ 000)	(J$ 000)
181	Agricultural Production, Productivity and Food Security	23	Fisheries Development							
	Activity 10005 – Direction and Administration			**191,269**	**200,789**	**199,619**	**191,858**	**195,289**	**198,324**	**202,142**
	Activity 10181 – Management and Development of Capture Fisheries			350,652	322,359	227,316	212,749	217,353	200,848	225,200
	Activity 10182 - Management and Development of Aquaculture			133,362	155,453	156,535	149,377	197,548	201,939	206,834
	Activity 12310 – Regulatory Compliance					123,577	117,687	120,090	121,639	123,544
	Programme Summary		**Total Funding**	**675,283**	**678,601**	**707,047**	**671,671**	**730,280**	**742,750**	**757,720**

6.0 HUMAN CAPACITY PLAN

Division/Branch	Staff Complement	Planned 2024/25	Planned 2025/26	Planned 2026/27	Planned 2026/28	Financial Implications	Source of funding
Office of the CEO	3	2	3	3	3		GOJ
Internal Audit	3	2	3	3	3		GOJ
Corporate Services	45	35	10	45	45		GOJ
Legal Services	4	3	3	4	4		GOJ
Finance and Accounts	19	9	17	19	19		GOJ
Fisheries Compliance, Licensing and Statistics	62	45	52	62	62		GOJ
Capture Fisheries	56	35	45	56	56		GOJ
Aquaculture	59	33	45	59	59		GOJ
Commercial Services	34	24	32	34	34		GOJ
Project Development, M&E	3	1	1	3	3		GOJ

ANNEX

ANNEX A: RISK REGISTER

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
To increase the area of sanctuary cover of our coastal fisheries waters to 20,000 hectares by 2027.									
Inadequate institutional capacity to identify the proposed new areas of sanctuary and carry out the technical work required within the agreed time frame.	Sanctuary cover is necessary for the conservation of species and the inability to declare sanctuaries will negatively impact biodiversity and food security.	Financial Institutional	2	4	8	Minimise	• Identify management partners • Increase technical capacity through training and development	% decrease in human capacity to manage sanctuaries	Capture Fisheries
Inadequate Stakeholder Buy-In due to the possibility of negative impact on fisher's	Restricted access to the sanctuary will deny earning possibilities which could cause resistance from	Social	4	2	8	Minimise	• Increase communication with fishing communities • Increase public education	% increase in complaints received regarding fish sanctuaries	Capture Fisheries Corporate Services

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
livelihoods	the fisherfolk								
Low interest in managing the sanctuaries	The Authority is unable to manage sanctuaries directly due to lack of capacity, so partnerships are needed to manage and carry out the daily functions of sanctuaries.	Institutional	3	4	12	Minimise	• Increase communication with fishers and potential partners • Increase public education	# of partnerships formed	Capture Fisheries Corporate Services Legal Services
Inadequate funding for management of sanctuaries	Finances are required to manage the day to day operations of the sanctuary as well as, staff costs.	Financial	4	4	16	Minimise	• Engage funding sources • Facilitate Business Development opportunities	% decrease in sanctuary operational activities % decrease in staff capacity	Capture Fisheries Corporate Services

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Timeliness in approval of sanctuary regulations due to legislative processes	As a statutory body, the Authority is unable to directly pass regulations and requires the support of its parent ministry and the Parliamentary Counsel to approve legislation. Delays in such approvals will impact the ability to meet the objective.	Legal	3	5	15	Minimise	• Build relationships • Clearly indicate the intent of the regulations so drafters can be fully appreciative of what is required. • Increase follow-ups • Timely review of correspondences from central ministry	% increase in time taken to approve the regulations for a sanctuary	Legal Services Unit
To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.									
Unwillingness of stakeholders to become licensed due to cultural resistance and	Stakeholders who traditionally were accustomed to fishing, may feel that the licensing	Social	4	4	16	Minimise	• Increase efficiency in licensing process • Increase public education	% decrease in licensed fishers and fish farmers	Licensing and Registration Unit

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
ignorance of the law	process is onerous and so are unwilling to adapt.								Extension Services Compliance Corporate Services
Insufficient human and financial resources to carry out public awareness	Finances and personnel are needed to carry out to engage with fishers and fish farmers	Institutional Financial	4	4	16	Minimise	• Increase presence in spaces where fishers and fish farmers are located. • Increase number of townhall meetings • Make budgetary justification for additional funding	% decrease in licensed fishers and fish farmers	Licencing and Registration Unit Extension Services Corporate Services Finance & Accounts

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Inadequate enforcement due to insufficient resources	Enforcement is required to ensure that fisheries laws are followed; however, inadequate human and infrastructural resources will hamper such initiatives.	Institutional	4	4	16	Minimise	• Increase recruitment of compliance officers • Improve mobility of compliance officers • Increase technical capacity to carry out enforcement • Increase collaboration with law enforcement	% decrease in licensing renewal rate	Compliance Branch Extension Services Licensing and Registration Unit
Untimely implementation of the online licensing and registration system	Late delivery of the online system will jeopardise plans to increase efficiency in the licensing process	Institutional	2	5	10	Minimise	• Effectively monitor the project deliverables	% implementation of IrieFINS	Project Manager
Social resistance to using online system for licensing	Fishers and fish farmers may be reluctant to transition from the manual	Social	3	3	9	Minimise	• Effective training and communication • Effective Change Management Plan	# of applicants utilising IrieFINS	FCLS Aquaculture

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	system to which they are accustomed.								Capture Fisheries Corporate Services
Inadequate ICT infrastructure and internet reliability to facilitate online licensing of fishers and fish farmers	With the online system, there will be need for a reliable data connection, as well as ICT infrastructure for users of the system.	Institutional	3	3	9	Minimise	• Install computers/laptops at NFA stations for fishers to use for licensing	% decrease in users of the online system	Extension Services Licensing and Registration Unit
Inadequate measures to identify and protect against cybersecurity threats	With an online-based system, there is a high risk of cyber attacks that may cause loss of data and impact licensing processes.	Legal Institutional Financial	4	5	20	Minimise	• Engage with the Cyber Incident Response Team (CIRT) • ICT Backup and Security Systems kept up to date • Enforce NFA's ICT Policy	# of cyber attacks	ICT Unit

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
To establish 6 additional management plans for capture fisheries and aquaculture by 2028.									
Insufficient institutional capacity and technical staff to carry out the requisite research needed to develop management plans	Lack of resources and technical ability by staff to perform research activities and develop necessary management plans (e.g. staff, research vessel)	Institutional Financial	3	4	12	Minimise	• Increase technical capacity of staff through training • Increase funding opportunities	# of management plans developed	Capture Fisheries
Timely capacity building for technical staff to increase competence in developing management plans	Delays in offering training opportunities to build capacity will delay the development of management plans	Institutional	3	4	12	Minimise	• Improve efficiency in managing training and development	# of management plans developed	Capture Fisheries

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Lack of Stakeholder Buy-In	Insufficient information communicated to users of the resources.	Institutional	3	4	12	Minimise	• Increase communication with stakeholders • Increase public education	Number of fisheries being managed through management plans	Capture Fisheries
To triple fish production from Aquaculture to over 3400Mt by 2028.									
Lack of funding for programmes, policies and initiatives	Sufficient funding is required to ensure that initiatives are implemented and outcomes are achieved.	Financial	5	5	25	Minimise	Develop strategic plan for aquaculture with targeted programmes identified, sensitise relevant stakeholders on the programme and its importance in achieving national goals e.g. Vision 2030	% increase or decrease in budget over previous year	NFA
Poor Performance of broodstock	Poor performance (Low fry production) of broodstock will cause the NFA to miss its	Institutional	4	5	20	Minimise	Rebuild and manage broodstock programme, import high performing broodstock	% decrease in quantity and quality of advanced fry produced monthly.	Aquaculture Division

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	production target for 2027.								
Disruptions in supply chain for fish feed	Consistency in the supply of fish feed is required in order to ensure that production targets are met.	Institutional	3	5	15	Minimise	Maintain communication with fish feed suppliers	% increase in complaints from fish farmers about the availability of fish feed; Poor growth rates	NFA/Fish Feed suppliers
Non-renewal of the CET on imported floating fish feed	The removal of the CET on fish feed creates an opportunity for farmers to access high quality imported fish feed.	Institutional	3	4	12	Minimise	Maintain communication with the various Ministries (Agriculture, Industry, Finance) to ensure the timely approval and submission of the request for a waiver on the CET.	Unfavourable response from the responsible Ministries e.g. Ministry of Finance	NFA, PS Office

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Lack of operationalisation of the RAS hatchery in the agreed time frame.	The non-operationalisation of the RAS hatchery will result in the NFA not achieving its production target for 2025.	Financial and Institutional	5	5	25	Minimise	Maintain effective communication with partners to ensure timely approval of required permits and the release of funds	Lapse in timeframe for approval of permits and procurement of Contractors	NFA, PIU, PMCD and PS Office.
Insufficient technical capacity and funding to manage and operate the Recirculating Aquaculture System (RAS) hatchery	The lack of training and funds to operationalise the RAS hatchery will delay the operationalisation of the hatchery and lengthen the learning curve causing it not to operate at optimum efficiency.	Financial and Institutional	5	5	25	Minimise	Realignment of timeframes and funds to accommodate training of NFA staff to operate the RAS hatchery.	Redirection of funds to other activities	NFA. PIU, World Bank

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Insufficient infrastructure and capacity by the farmers to absorb fry production	The lack of expansion in aquaculture infrastructure (ponds, water, financing etc.) will not create the demand for the increase in seed stock production. .	Financial	3	5	15	Minimise	Work with partners to improve the investment and market environment to ensure that it can absorb the increase in tilapia production.	No increase in investment in pond and other aquaculture infrastructure	NFA, Aquaculture Division
Lack of a market to support the output	The lack of a market to support the output will result in a glut and the inability of farmers to sell the tilapia.		3	5	15	Minimise	Increase marketing and promotion efforts through the development of extension programmes which target marketing, establishing marketing linkages and developing and implementing promotional activities.	% increase in time fish are kept in ponds by farmers after reaching harvest stage.	Aquaculture Division
Unavailability of productive inputs	The unavailability of productive	Institutional	3	5	15	Minimise	Increase communication with partners,	% increase in complaints	Aquaculture Division

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	inputs (e.g. feed, hormones, water) will result in longer production cycles and reduction in production targets . feed, hormones, water)							from fish farmers	
To obtain ISO:9001 certification to strengthen the Authority's transition into a world class organisation by 2030.									
Insufficient institutional capacity to document operating standards for the Authority	The preparation of SOPs by managers along with other work pressures will create resistance to the process. This will delay the implementation of the standard.	Institutional	4	3	12	Minimise	1. Consistently remind managers about the need. 2.Provide templates to ease process 3. Offer incentives for the development of SOPs	% increase in development of SOPs.	Corporate Services

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Inability to attract and retain competent staff	Low compensation has made it difficult to attract and retain competent staff.	Institutional	4	4	16	Minimise	1. Complete Organisational review for presentation to Ministry of Finance	Approval of proposed adjustments to JDs.	
Inadequate institutional capacity to support the transition to a world class organisation	Inadequate HR, ICT, Accounts and administrative functions will prevent the organisation from performing at the optimum levels required to be world class.	Institutional	3	3	9	Minimise	1.Complete recruitment of relevant staff; 2.Accelerate the establishment of SOPs 3. Lobby for funds to build out ICT infrastructure 4. Lobby for funds to establish proper HQ.	% decrease in performance levels	
Low Buy-In from leadership and staff for implementation of ISO:9001 standard	The adoption of ISO 9001 disciplines will demand increased levels of efficiency as conformance to standard operating procedures become the norm.	Institutional Social	3	4	12		1.————Improved communication about the benefits 2. Offer incentives for outstanding performance.	% increase in efficiencies	Corporate Services

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Lack of budgetary support to implement the programmes and initiatives of the Authority.	Lack of funds will slow/prevent the timely implementation of programmes and initiatives thus stymying the organisation's ability to excel.	Institutional	4	4	16	minimise	1. Seek to identify donor/partnership funds for key initiatives. 2. Lobby central government for support		Executive Office Programme Heads
For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.									
Timeliness of approval of processes by the parent ministry, that are needed to facilitate full transition	For the NFA to be considered fully transitioned, there are key processes that must be addressed and will require support of the ministry with granting the requisite approvals	Regulatory	4	5	20	Minimise	Increase communication with central ministry	% completion of approval processes	All Divisional Heads

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Lack of documented standards for the processes of the Authority	The absence of standard operating procedures and documented processes will negatively impact the perations of the Authority	Institutional	3	4	12	Minimise	Provide training for staff on standards and documentation	# of Standard Operating Procedures outstanding	Internal Audit Heads of Division
Lack of implementation and compliance with the Quality System needed to facilitate the transition	Failure to implement an ISO quality system will negatively impact the Authority's operations	Institutional	2	3	6	Minimise	Increase staff engagement and solicit buy-in	% completion of implementation of a quality system	Corporate Services Heads of Division
Insufficient budgetary support to obtain required resources.	Budgetary Support is needed for the Authority to obtain resources to carry out the work	Financial	3	5	15	Minimise	Solicit additional support from the parent ministry and Ministry of Finance	% decrease in budgetary funding	Heads of Division

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
High attrition rate and inability to attract staff due to low compensation of staff	The technical functions of the NFA require that the necessary human capacity be in place. Failure to retain and/or attract staff will impede the progress of meeting the Authority's objectives.	Financial Institutional	4	5	20	Minimise	Review organisational structure Make submissions to the Ministry of Finance regarding compensation	% increase in staff resignations	
Lack of commitment from internal and external stakeholders	The objectives of the Authority are enabled by the commitment of stakeholders and failure to obtain such can delay programme implementation	Institutional	3	2	6	Minimise	Increase stakeholder consultations Increase public relations	# of complaints received from stakeholders	Heads of Divisions

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027.									
Lack of funding to complete projects	With inflation the timely completion of projects is important as funding may be limited which affects the final outcome and completion of project.	Financial	3	4	12	Minimise	• Source additional funding	% completion of project	Capture Fisheries
Inadequate technical capacity of staff members	With the introduction of new technologies, staff members need to be trained and competent in order to assist the Stakeholders in the implementation and use of these	Institutional Financial	2	5	10	Mitigate	• Increase technical capacity through training of staff • Improve technical competence and expertise of stakeholders	# of technical staff members trained	Capture Fisheries

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	technologies								
Challenges with procurement of experts to conduct training	Insufficient funds available to attract and retain consultants proficient in training participants	Financial	3	4	12	Minimise	• Make budgetary justifications for additional funding • Adjust terms of reference to attract qualified persons	Number of qualified applicants received for consultancy	Capture Fisheries
Reluctance by key stakeholders to embrace new technologies.	Larger vessels are needed with additional gear for the proper execution of the activity which will require more funds. These gear will also require extra maintenance for	Financial Institutional Social	3	5	15	Minimise	• Increase knowledge of climate smart technologies and their benefits to stakeholders • Gradual introduction of programmes	# of Fishers embracing new technologies	Capture Fisheries

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	longevity. The Fishers also need to work in groups in order to maximise returns on their investment.								
Negative impacts of climate change	Species migration, excessive *Sargassum* blooms and adverse weather conditions are some of the factors related to climate change that will negatively impact the fisheries sector	Environmental	5	5	25	Minimise	• Increase training on climate-resilient practices for the fisheries sector • Include climate change adaptation in the development of policy and management plan	% decrease in the use of climate smart practices	Capture Fisheries

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Inadequate project plan to support the intended pilot programmes	Poor site selection without input of Fishers	Financial	3	4	12	Minimise	• More town hall meetings and consultations with Fishers • Use of Indigeneous / Local knowledge for site selection	# of town hall meetings convened	Capture Fisheries
Poor execution of the project plan	Timelines to meet project objectives not met which affects costs	Financial	2	4	8	Minimise	• Improve reporting structure for more efficient and timely execution of project	# of projects properly implemented and completed	Capture Fisheries
To strengthen the legislative framework by providing policy guidance for four key regulations to govern the fisheries and aquaculture sector by 2028.									
Timeliness of drafting and approval of regulations	When there are undue delays in enacting legislation to support the operations of the Authority, there will be prolonged periods of not being able to	Legal Social	3	5	15	Minimise	• Increase follow-ups w/ parent ministry • Build relationships w/ internal partners • Improve the time it takes to provide further drafting instructions	% of amended Regulations	Legal

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	effectively manage or supervise the industry that the Authority serves.								
Inability to attract and retain competent staff	Low compensation deters suitable staff from either accepting an offer or remaining in the position.	Financial	3	4	12				Legal Corporate Services
Lack of Buy-In from external stakeholders	Proposed changes to the regulations may face resistance from fisherfolk because of their familiarity with the old regulations or their previous manner of conducting	Social	3	2	6	Minimise	Increase communication with fishing communities Increase public education	% increase in complaints received regarding the provisions of regulations	Legal PR

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	business. This may reduce compliance and willingness to be sensitised.								
Inadequate budgetary support for the consultation process	In ensuring that proposed legislative changes capture the best interests of both the environment and the individuals that operate within the sector, it is important that consultation sessions are conducted. These consultation sessions will assist in the balancing the	Legal Social	4	4	16	Minimise		% monetary increase in the amount allocated to consultations % increase in the amount of consultations conducted	Legal Accounts

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
	need to protect the environment against the need to protect the livelihoods of those who rely on the sector. Without adequate budgetary support, the Authority will be limited in its ability to conduct the aforementioned balancing exercise.								

NNEX B: STAKEHOLDER ANALYSIS

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
Artisanal Fishers	High	High	High	• Access to fisheries waters • Sustained and large fish stock • Efficient licensing processes and standards • Access to grants, funding and training opportunities • Transparent and fair distribution of fishing rights • Protection of their assets through enforcement activities • Access to concession and waivers on importation of inputs • Safety at Sea • Income/Livelihoods • Access to export markets	• Data and information • Institutional knowledge • Compliance • Licensing fees • Fuel purchase	• Refusal to comply • Negative advocacy • Refusal to provide information and data • Purchase fuel from competitors • Fisheries crime and illegalities	• Improving extension and licensing service delivery • Engage in Public Education and community involvement/ co-management • Implement Safety/Communication Systems • Partnerships with law enforcement to provide information, education and collaboration
Industrial fishers	High	High	High	• Sustained and large fish stock • Efficient licensing process and services • Efficiency in landing	• Sustainable fishing • Data, information	• Non-Compliance • Negative advocacy	• Improving extension and licensing service delivery • Public Education and consultation

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
				vessels, collecting data and producing catch certificates • Transparent and fair distribution of fishing rights • Access to export market • Efficient enforcement of the fisheries waters • Access to concession and waivers on importation of inputs • Safety at Sea • Income/Livelihoods	and intelligence • Licensing and permit fees • Compliance • Levy on fishery products • Fuel purchase • Collaboration on research projects • Information and expertise on diversification of fisheries / improvement to underutilised fisheries • Institutional knowledge and recommendations for business	• Stalling negotiations • Attempts to use corruptive influences • Fisheries crime and illegalities	• Increase communication • Implement measures to protect fish stock and ensure sustainability • Sensitisation on improved and transparent business processes

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
					processes		
Freshwater Fish farmers	High	High	High	• Protection of their assets through increased enforcement • Water supply • Efficient licensing process and standards. • Access to quality seedstock • Access to the retail/ wholesale and export market • Training on farm management, record-keeping and operation • Access to concession and waivers on importation of inputs • Access to critical production inputs • Access to affordable financing • Aquatic biosecurity	• Purchase fry from the Authority • Provision of fish to the market • Licensing fees • Provision of data • Research collaboration • Information and expertise on diversification of fisheries / improvement to underutilised species	• Non-compliance • Cancelling/ Scaling back fish farm operations • Release of effluent and/or invasive species into the environment • Negative advocacy • Refusal to provide accurate data	• Conduct training sessions • Carry out public consultation and On-Site visits through the extension services • Encourage the use of technology • Marketing and promotion of products from fish farmers. • Engagement on improved and transparent business processes
Mariculture farmers	Medium	High	Low	• Protection of their assets through increased enforcement • Efficient licensing process and standards.	• Purchase seedstock from the Authority • Provision of fish to the	• Non-compliance • Cancelling/ Scaling back mariculture operations • Refusal to	• Conduct training sessions • Carry out public consultation and On-Site visits through the extension services • Encourage the use of technology

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
				• Access to quality seedstock • Access to the retail/ wholesale market • Training on farm management, record-keeping and operation • Efficiency in mariculture operations • Access to concession and waivers on importation of inputs • Intervention regarding obtaining beach licences • Development and Implementation of a Mariculture Policy • Aquatic biosecurity	market • Institutional knowledge • Data and information • Licensing fees • Information and expertise on diversification of fisheries / improvement to underutilised species	provide accurate data • Negative advocacy • Engaging in destructive environmental practices	• Marketing and promotion of products • Engagement on improved and transparent business processes
Ornamental Fishers	Medium	High	High	• Protection of their assets through increased enforcement • Water supply • Efficient licensing process and standards. • Access to quality seedstock • Access to the retail/ wholesale and export market	• Purchase fry from the Authority • Provision of fish to the market • Licensing fees • Provision of data • Research	• Non-compliance • Cancelling/ Scaling back fish farm operations • Release of effluent and/or invasive species into the environment • Negative advocacy	• Conduct training sessions • Carry out public consultation and On-Site visits through the extension services • Encourage the use of technology • Marketing and promotion of products from fish farmers. • Engagement on improved and transparent business processes

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
				• Training on farm management, record-keeping and operation • Access to concession and waivers on importation of inputs • Access to critical production inputs • Access to affordable financing • Aquatic biosecurity	collaboration • Information and expertise on diversification / improvement to underutilised species	• Refusal to provide accurate data	
Live Fish Importers	High	High	Low	• Efficient import permit system • Efficient landing and inspection services • Access to concession and waivers on importation of broodstock • Aquatic biosecurity	• Introduction of new genetic material • Administrative and licensing fees • Data and information • Institutional knowledge	• Non-compliance with import regulations (e.g. importing disease fish) • Smuggling of fish • Negative advocacy • Refusal to provide accurate data	• Engage in Public education and consultation • Engagement on improved and transparent business processes
Aquatic Veterinarians	High	High	High	• Proper regulations • Compliance • Growth of the Fishing industry • Adequate training in aquatic animal health	• Food safety • Disease prevention • Disease surveillance • Education	• Withdrawal of services • Influence policies negatively • Inaccurate	• Engage in consultation and collaboration • Partnership to formulate protocols • Collaborate to identify sources of training

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
					and Training • Specialised Knowledge • Formulation of biosecurity protocols for fisheries and aquaculture	diagnosis • Negative advocacy • Refusal to provide accurate data	• Increase communication
Fishing and Aquaculture Industry Workers (e.g. crew members, fish farm workers, fish scalers etc.)	Medium	High	Low	• Fairness and equity in their working conditions • Competitive wages • Training • Safety at sea • Efficient licensing process • Protection from exploitation • Safe working environment	• Compliance • Information, data and intelligence • Licensing/ permit Fees • Institutional knowledge	• Negative advocacy • Withdrawal of services • Inefficient performance of duties	• Public education and extension services • Training opportunities
Wholesalers/ Retailers of Fish	High	Low	High	• Consistent supply of fish and fish products • Low-cost products • Quality fish products • Ease of distribution • Market demand	• Purchase fish • Provide data and feedback from customers • Efficient distribution of fishery products	• Refusing to accept fish for sale • Increasing import of fish and fish products. • Selling low-quality and low-	• Collaborate through meetings and consultation • Increase communication

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
						cost fish • Negative advocacy	
Fish Sanctuary Operators	High	High	Low	• Regulations for Special Fishery Conservation Areas/Sanctuaries • Funding for operation of fish sanctuaries • Enforcement in and around sanctuaries • Access to equipment and resources • Flexible payment options/arrangements for recreational activities permitted • Access to training opportunities • Partnerships with law enforcement agencies	• Protect the areas designated as sanctuaries • Provide data, information and intelligence • Assistance with public awareness initiatives • Assisting with development and conservation of the sector	• Failing to carry out their duties for monitoring, control and survey (MCS) operations at sanctuaries • Negative advocacy • Fail to submit quarterly reports	• Ensure financial contributions to sanctuaries are paid on time and in full. • Offer training (e.g. enforcement) • Assist with conducting scientific assessments
Recreational Sports Fishers	Low	Low	Low	• High fish stock • Efficient licensing process	• Data and information • Feedback on our processes • Revenue	• Negative advocacy • Illegalities in fisheries • Under-report catch • Destructive fishing practices	• Public education and consultation • Increase communication • Improve licensing, extension and compliance service delivery

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
Suppliers of Fishing and Aquaculture Gears	Medium	High	Low	• Sustainable industry • Access to concession and waivers • Low cost products • Market information • Adequate information on laws and standards that apply to their operations	• Data and information on how resources are being used • Research into modern fishing equipment	• Negative advocacy • Refusal to supply fishers and aquaculture farmers • Unreasonable increase in prices • Introduce gear and equipment that do not meet laws and standards.	• Proper service delivery • Provision of information on what is allowed etc. • Consultation session held • Increase communication
Providers of Support Services (e.g. mechanics, net makers/ repairers, makers of traps, boat repairs)		High	Low	• Sustainable industry • Access to concession and waivers • Training opportunities • Industry standards	Data and information on how resources are being used	• Negative advocacy • Refusal to supply fishers • Increasing prices	• Proper service delivery • Provision of information on what is allowed etc. • Consultation
NFA Staff		High	High	• Good working conditions • Job security • Competititive Salary • Staff welfare • Respectful	• Dedication • Conformance with job description • Knowledge	• Industrial action • Inefficient service delivery • Providing incorrect	• Communication • Training • Improve compensation package to include benefits • Improvement of working

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
				environment • Acknowledgement for good work • Training opportunities	• Integrity	information • Negative advocacy • Poor customer service • Unethical behaviour	conditions • Engagement on improved and transparent business processes
Consumers/ General Public	Low	Low	Low	• Fish is available for their consumption	• Purchase fish from licensed fishers, vendors, wholesalers and retailers • Information and intelligence	• Not purchasing locally produced fish • Spread misinformation on certain food fish • Contamination of fisheries waters	• Public education campaigns • Improving fishing beaches to increase attractiveness.
Ministry with responsibility for Fisheries	High	High	High	• Implementation of policies • Addressing issues affecting industries • Performance on our mandate • Provision of information	• Increased budgetary support • Provide consistent policy framework • Provide institutional support	• Reduction of budgetary support • Change in ministerial objectives that negatively impact us • Not supporting policies and initiatives	• Increased communication • Consistent performance • Advocacy

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
Ministry of National Security	High	High	High	• Information • Intelligence	• Enforcement • Provide valuable information and intelligence • Protection	• Failure to collaborate • Not providing information and data	• Consultation • Collaboration • MOUs • Communication
JCF and JDF	High	High	High	• Law enforcement • Border control • Regulatory compliance • Maritime security • Emergency response • Collaborating with other MDAs	• Surveillance and enforcement • Data and intelligence sharing • Provision of vessels • Expertise in maritime operations	• Lack of commitment to carry out enforcement • Limited available resources • Prioritizing national security over fishing enforcement	• Increased information sharing • Joint training and workshops • Joint enforcement exerise
Ministry of Finance and the Public Service and its agencies	High	High	High	• Implementation of policies • Addressing issues affecting industries • Performance on our mandate • Provision of information	Increased budgetary support Provide consistent policy framework Provide institutional support	Reduction of budgetary support Change in ministerial objectives that negatively impact us Not supporting policies and initiatives	• Increased communication • Consistent performance • Advocacy

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
Ministry of Labour and Social Security	High	Low	High	• The Authority is compliant with ILO and Human rights • Compliant with licensing policy • Employment opportunities • Social welfare	Timely provision of work permits	• Denial of service • Ban on foreign crew members • Restrict foreigners and mandate local workers • Refusal to share information	• Increased communication and collaboration
Ministry of Health	High	High	High	• Proper regulations • Compliance • Growth of the Fishing industry	• Food safety • Disease prevention • Disease surveillance • Education and Training	• Withdrawal of services • Influence policies negatively	• Consultation and collaboration
Tertiary and other training institutes	High	High	Low	• Information and data on the sector • Employment opportunities • Permits for Research and Surveys	Data and information Human Resources Competent Staff	Negative advocacy	• Communication and consultation
International Agencies, e.g. Japan and the European Union (EU)	High	High	High	• Compliance with international standards and obligations.	• Financing • Training • Trade	• Withdrawal of financial support • Trade barriers • Refusal of products	• Improved communication • Sharing of data, information and statistics • Strengthened diplomacy

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
National Environmental and Planning Agency (NEPA)	High	High	High	• Collaboration • Compliance • Provision of information and data	• MOUs and working relationships to facilitate more seamless service delivery	• Slow pace of approvals • Requiring fees of the NFA	• Collaboration and engagement at the policy maker level
Urban Development Corporation	High	High	High	• Use of beaches • Collaboration and information	• Assistance with ensuring formal tenure of lands for fisheries and aquaculture	• Refusal of permits • Eviction • Negative policy advocacy	• Improved consultation and collaboration
Jamaica Customs Agency	Him	High	High	• Import and Export Regulations • Customs Duties and Taxes • Border security	Import and Export Clearance Regulatory enforcement	Non-compliance to the issuance of GCT waivers to fishers Smuggling or Contraband Concerns.	• Transparent documentation • Increased communication • Joint workshop (NFA, PICA, Fishing industry)
PICA	High	High	High	• Border control and Security • Regulatory Compliance • National Security	• Documentation Issuance • Regulatory Oversight • Data Sharing	• Documentation delays • denial of entry for foreign crew) • Disagreement on policy	• Information sharing • Joint workshop (NFA, PICA, Fishing industry) • Regular Updates • Conflict Resolution Mechanism

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
						• Refusal to share information	
NGOs		Low	High	•			•
Fisher Organizations		High	Low	•			•
Ministry of Foreign Affairs	High	Low	Low	• Adhering to international agreements, treaties and conventions related to fisheries and marine resources. • Participating in negotiations with other countries or groups in relation to Jamaica's fishing interests. • Maintaining a positive perception of Jamaica's fisheries management and practices in the international space.	• Leverage its diplomatic expertise to negotiate favourable fishing agreements, access rights and partnerships with other countries. • Ensure that Jamaica remains compliant with international agreements, treaties, and conventions related to fisheries and marine resources.	• Refusal to support a policy or plan because of a view that it disrupts or will potentially disrupt diplomatic resources.	• Engage in regular diplomatic briefings and consultations to keep the Ministry of Foreign Affairs informed about the fisheries sector's developments, challenges, and proposed plans. • Collaborate with the Ministry of Foreign Affairs to strengthen international partnerships and alliances related to fisheries.

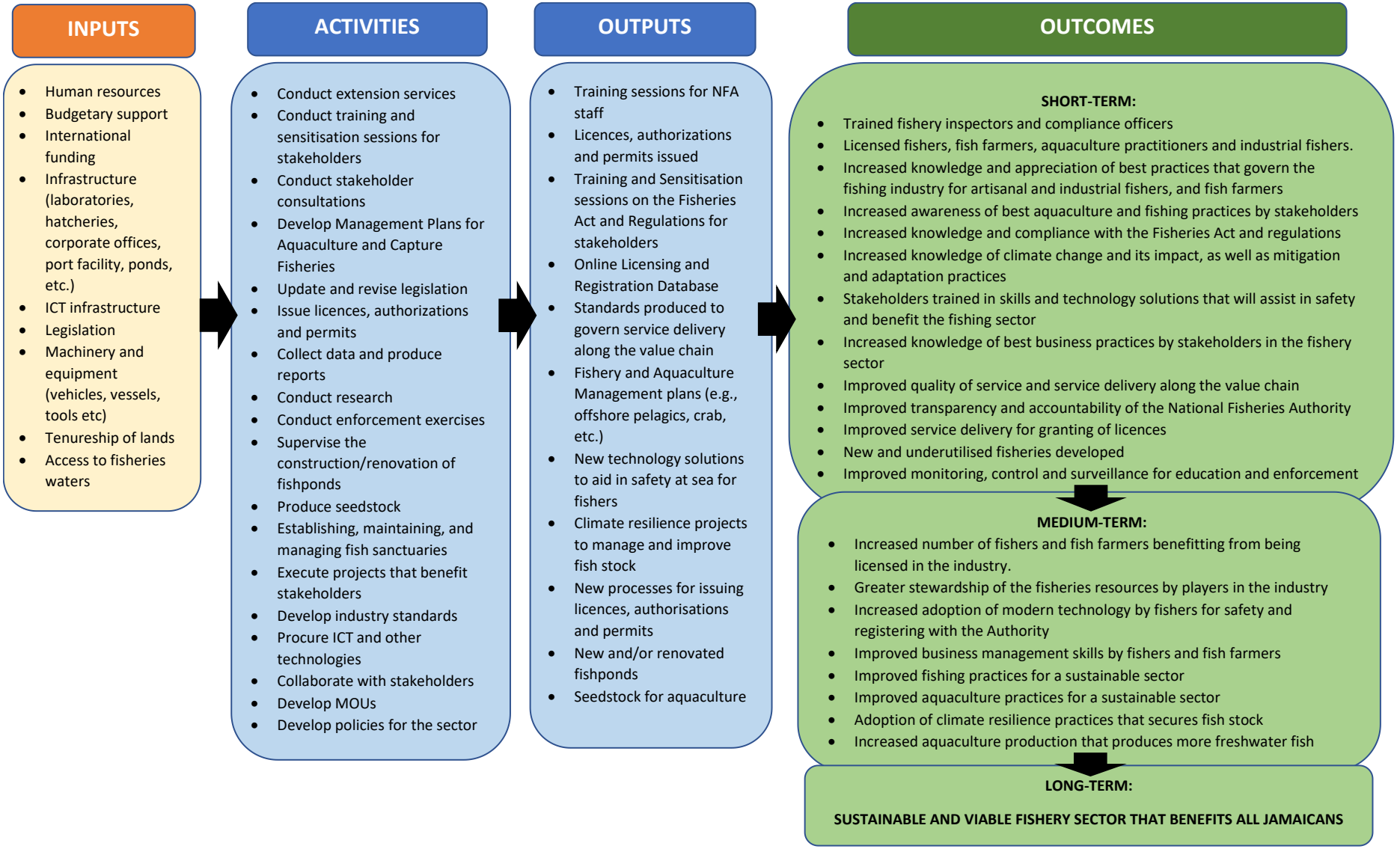
Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
					• Facilitate information sharing between Jamaica and other countries regarding fisheries management practices, research findings, and technological innovations that can benefit the sector.		
NLA	Low	Low	High	• Earning revenues from the services they deliver • Maintaining their reputation for quality service	Prompt responses to queries about land occupied by NFA or in which NFA has an interest.	Slow/no delivery of service which could delay decision making.	Communication Consultation Timeliness of requests
WRA	High	Low	High	• Earning revenues from the services they deliver • Maintaining their reputation for quality	Prompt processing and delivery of licenses	Slow processing of licensing / decision making Exorbitant increase	• Engage in consultation and collaboration at the policy level • Engage in communication • Partnership to formulate protocols

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
				service • Compliance with their laws and regulations	Data and Information	in licencing fee	
AIC	Low	High	Low	Productive use of Government own lands Compliance with existing law and regulations Maintain reputation for transparent and quality service	Provision of land for aquaculture use Data and information	Not providing lands for aquaculture use/expansion Increase amount of bureaucracy for suitable aquaculture lands.	• Engage in consultation and collaboration at the policy level • Engage in communication • Formulate Partnerships
NIC	High	High	High	• Sustainable industry • Earning revenues from the services they deliver • Compliance • Growth of the Fishing industry • Accurate and timely data on water demand for fishing farming aeras • Areas where ponds are located	• Good working relationships to facilitate more seamless service delivery • Provide data, information and intelligence • Assistance with public awareness initiatives • Provide information regarding	Refusing to provide information on development plans Not considering fish farming a priority farming activity. Unreasonable increase in price for water. Providing inadequate	• Engage in consultation and collaboration at the policy level • Communication • Partnership to formulate protocols

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
					irrigation development plans	amount of water to fish farming communities.	
Media Houses	High	Low	Low	• Accurate and timely stories of interest to the public	Wide dissemination of important aspects of NFA's development	• Broadcasting negative or inaccurate stories; • Not broadcasting important and positive stories	• Continuous flow of important developments at NFA • Develop relationships with a few reporters
Judiciary	High	Low	High	• Swift and efficient resolution of matters relating to the Fisheries Act. • Cooperation from fishery inspectors in relation to timely submissions of statements. • Receiving sensitisation from the NFA in relation to the provisions of the Fisheries Act and updates in its supporting regulations. • Following the	• Set legal precedents that will guide future cases and the development of fisheries related matters. • Uphold accountability for violations to the Fisheries Act and its supporting regulations. • Support	• Modifying or reversing decisions of the NFA as a result of Judicial Review proceedings. • Interpreting the Fisheries Act or its regulations in a manner inconsistent with the approach or intentions of the NFA will lead to	• Conducting sensitising workshops with the Judiciary. • Increase the number of instances where the Authority "watches proceedings" so that NFA can increase its visibility to the judiciary. • Engage the Judiciary regarding NFA's availability or willingness to act amicus curiae in matters involving offences under the Fisheries Act.

Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
				decisions made by other judges that have set legal precedents in relation to fisheries-related cases. • Ensuring that due process is followed and that all defendants (accused) are given an opportunity to present/ argue their case.	transparency by ensuring the rule of law is maintained and applied impartially.	challenges in enforcement.	

ANNEX C: LOGIC MODEL



ASSUMPTIONS: It is assumed that stakeholders will be interested in collaborating, that scientists/students will want to conduct research and that funds are available or be made available for all activities. Additionally, that the technical and human capacity will remain with the Authority.

CONSTRAINTS: The impact of climate change is a constraint for the sector. Also, rising cost of inputs for capture fisheries and aquaculture, as well as, resistance to licensing and registration processes by stakeholders.

ANNEX D: MONITORING PLAN

Activity	Performance Indicator(s)	Baseline Data (2019/2020)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2024/2025)		Year (2025/2026)		Year (2026/2027)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Increase fisheries contribution to GDP to $J35B by 2027.	$ contribution to GDP	$17.1B (2019)	• Develop new and underutilised fisheries • Increase aquaculture production • Monitor and measure fish production • Identify new local and international markets	$21B	Quarterly	$22.5B	Quarterly	$25.5B	Quarterly	• Production Reports • Annual ESSJ Report • STATIN reports
Increase the number of aquaculture management plans	# of approved management plans	0	• Develop aquaculture management plans for tilapia, freshwater prawn and ornamental fish. • Increase data and statistics available to inform development of management plans. • Consultation with stakeholders to	1 Tilapia	Quarterly	1 Freshwater Prawn	Quarterly	1 Ornamental Fish	Quarterly	• Consultation Reports • Site Visits • Progress Reports • Research Reports • Ministerial approval

Activity	Performance Indicator(s)	Baseline Data (2019/2020)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2024/2025)		Year (2025/2026)		Year (2026/2027)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
			generate strategies of management plans. • Submit proposals to request funding from international entities for expansion of aquaculture production and management of capture fisheries							
Increase production of fish from aquaculture	# of seedstock	1.5 million	• Construct new bio-secure RAS hatchery • Improve and produce additional broodstock • Rehabilitation of quarantine facility	1.7 million	Monthly	2 million	Monthly	3 million	Monthly	• Monthly production reports • Progress reports on development of bio-secure RAS hatchery • Status report on rehabilitation of quarantine facility
Triple fish production to	# of fish produced	911Mt	• Improve and produce additional broodstock	1100	Quarterly	1500	Monthly	3500	Monthly	• Progress reports on

Activity	Performance Indicator(s)	Baseline Data (2019/2020)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2024/2025)		Year (2025/2026)		Year (2026/2027)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
over 3500Mt by 2028.	nationally		• Focused extension programme • Rehabilitation of existing mariculture facility at Bowden to facilitate oyster and sea moss diversification, as well as boosting production of oyster farms in other areas such as Sav-La-Mar and Hanover. • Capacity-Building for fish farmers and Transfer of technology							development • Production reports from farmers • Site visits to fish farms • Field reports from extension officers
Increase the Sanctuary Cover of Coastal Fisheries	# of hectares of coastal fisheries designated as sanctuaries	10,000 hectares	• Conduct Consultations and Research Surveys • Prepare boundary descriptions • Sign MOUs with	11,600	Quarterly	11,600	Quarterly	20,000	Quarterly	• Progress Reports

Activity	Performance Indicator(s)	Baseline Data (2019/2020)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2024/2025)		Year (2025/2026)		Year (2026/2027)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Waters			interested parties							
Increase the number of fishery management plans	# of approved management plans	0	• Conducting research surveys • Develop management plans for tuna/offshore pelagics, oyster, sea moss, lobster and reef fish.	1 Lobster	Quarterly	1 Sea Moss	Quarterly	1 Offshore pelagics	Quarterly	• Progress Reports • Reports on surveys • Draft plans submitted • Ministerial approval
New and/or underutilised fisheries developed	# of New and/or Underutilized Fisheries Developed	1 Live Lobster (new market)	• Develop new and underutilised fisheries for sea cucumber, oyster, offshore pelagics, sea moss and sea urchin. • Leverage international and regional agreements to access new markets for underutilised fisheries. • Capacity building for fishers and internal stakeholders	2 Offshore Pelagic Sea Moss	Quarterly	-	-	1 Sea Urchin	Quarterly	• Sampling Reports • Progress Reports • Site Visits • Surveys • Site Assessments
Increase percentage of	# of licences, authorization	5102	• Conduct vessel surveys • Survey active fishers to	9000	Quarterly	10,500	Quarterly	28,000	Quarterly	• Survey reports (fishers and

Activity	Performance Indicator(s)	Baseline Data (2019/2020)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2024/2025)		Year (2025/2026)		Year (2026/2027)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
fishers who are licensed	s and permits issued		ascertain licence status • Implement online licensing system • Increase enforcement across fishing beaches and riverine area							vessels) • Data analyses • Quarterly Reports
	% increase in number of renewals over the previous year for fishers	24% (1,188 fishers licensed in 2019 renewed in 2020)	• Conduct enforcement activities within and around the fisheries waters • Increase licensing sessions	50%	Quarterly	60%	Quarterly	80%	Quarterly	• Progress Reports
Strengthen the legislative framework	# of new regulations for which guidance drafting instructions is are provided	0	• Review existing regulations and laws • Consult with technical directors and stakeholders • Prepare drafting instructions	1 The Fisheries (Restriction on Size of Fish) Regulations, 2024	Quarterly	2 The Fisheries (Licences, Authorizations, and Permits) (Fishing) Regulations, 2025	Quarterly	1 The Fisheries (Illegal, Unreported, and Unregulated Fishing) Regulations, 2025	Quarterly	• Progress Reports

Activity	Performance Indicator(s)	Baseline Data (2019/2020)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2024/2025)		Year (2025/2026)		Year (2026/2027)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
						The Fisheries (Licences, Authorizations, and Permits) (Commercial Aquaculture) Regulations, 2025				
ISO 9001 certification for the NFA	% completion of certification requirements	100%	• Engage ISO representative to monitor • Designate ISO focal point • Document processes • Conduct internal audits and facilitate external audits	25%	Monthly and Quarterly	100%	Monthly and Quarterly	-		• Review of quarterly audit reports • Review of documented processes • Internal progress Reports

ANNEX E EVALUATION PLAN

Major Activity	Objectives	Expected Outcome(s)	Evaluation Type (Frequency) and Completion Date	Evaluation Questions	Evaluation Method(s)	Division/Unit Responsible for Evaluation
Increase the Sanctuary Cover of Coastal Fisheries Waters	To increase the area of sanctuary cover of our coastal fisheries waters to 20,000 hectares by 2026	• The no-fishing zones in Jamaica are increased • Fish production within sanctuaries is increased • Biodiversity increased	Annually	• Is there an increase in fish abundance and production within sanctuaries? • Are sanctuaries being managed according to the requirements of the MOU with the Authority? • Is there an increase in overall fish production and biodiversity in coastal waters?	• Research reports • Surveys conducted • Statistical analyses	Capture Fisheries Division
Increase the number of fishery and aquaculture management plans	To establish 6 additional management plans for capture fisheries and aquaculture by 2028.	• Greater stewardship of the fisheries resources through implementation of management plans. • Optimal utilisation of fishery resources • Optimal revenue for key stakeholders	Every 2 years	• How many new fisheries have been developed? • How many underutilised fisheries have been developed? • How many management plans are in place? • Is there increased production since	• Research reports • Analysis of data • Stakeholder consultation reports	Aquaculture Division Capture Fisheries Division

Major Activity	Objectives	Expected Outcome(s)	Evaluation Type (Frequency) and Completion Date	Evaluation Questions	Evaluation Method(s)	Division/Unit Responsible for Evaluation
				the implementation of fishery and aquaculture management plans? • Is there an increase in financial output resulting from the management of targeted fisheries?		
Increase percentage of fishers and fish farmers who are licensed	To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.	• Increased number of fishers and fish farmers benefitting from being licensed in the industry. • Improved monitoring, control and surveillance for education and enforcement	Annually July	• Is there an increase in the number of persons applying for licences, authorisations and permits? • Is there an increase in the rate of renewal of licences for actively participating fishers and fish farmers • Is there a decrease in the incidence of illegalities in the fisheries?	• Research Report • Evaluation Case Studies • Data analysis	Fisheries Compliance, Licensing and Statistics Division
Triple fish production to over 3500Mt by 2027.	To triple fish production from Aquaculture to over 3500Mt by 2027.	• Increased aquaculture production that produces more freshwater fish • Improved aquaculture practices	Once May 2025	• Is the new hatchery operating at its desired capacity? • Is there an increase	• Research Reports • Audit of facility	Aquaculture Division

Major Activity	Objectives	Expected Outcome(s)	Evaluation Type (Frequency) and Completion Date	Evaluation Questions	Evaluation Method(s)	Division/Unit Responsible for Evaluation
		for a sustainable sector • Improved business management skills by fish farmers • Increased number of fish species cultured		in fry production? • Are fish farmers purchasing more fry from the Authority? • Is there a significant increase in profit associated with the activity? • Are fish farmers using more sustainable practices?		
Increase fisheries contribution to GDP to J35B by 2027.	To increase the fisheries contribution to the GDP, to J$35B, by 2027.	• Improved quality of service and service delivery along the value chain • Increased knowledge of best business practices by stakeholders in the fishery sector • Improved profitability of fishers and fish farmers • Increased amount of data and statistics relevant to the sector.	Once May 2026	• Has the financial revenue from fisheries increased? • Has there been a financial benefit to licenced fishers? • To what extent has the increase in production led to an improvement in lifestyle of fishers and fish farmers?	• Surveys • Data analysis • Statistical reports	All Divisions STATIN PIOJ
Strengthening the legislative framework	To strengthen the legislative framework by providing policy	• Increased knowledge and compliance with the Fisheries Act and regulations • Enhanced organisation	Once October 2025	• Are regulations in place? • Have the regulations led to a change in practice	• Evaluation Case Studies	Legal Service Unit Capture Fisheries

Major Activity	Objectives	Expected Outcome(s)	Evaluation Type (Frequency) and Completion Date	Evaluation Questions	Evaluation Method(s)	Division/Unit Responsible for Evaluation
	guidance for four key regulations to govern the fisheries and aquaculture sector by 2028..	efficiency and effectiveness in service delivery		by stakeholders?		
NFA's operating effectively as a statutory body	For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.	• Standard Operating Procedures are in place • HR systems and policies are in place • ICT systems and infrastructure are implemented and operating at high efficiency • Audits are done • Finance and Account systems are in place to facilitate payment of staff • Pension and Health Insurance schemes implemented	Once July 2027	• • How effective is the Authority in carrying out its mandate? • What is the public perception of the Authority's service?	• Document reviews • Process reviews • Audit reports	Corporate Services Internal Audit

ANNEX F: PROCUREMENT PLAN

FOR GOODS (MATERIALS, EQUIPMENT AND SUPPLIES)

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
2024-2025										
Office Furniture -Desk -Chairs -Conference Tables	July 2024, -Sep 2024	At least 47 depending on staff recruitment.	Market – Stationery and Office Supplies, Today's Office, Neveast Supplies, Keith Ryan and Company Etc.	$24,000,000.00	Limited tendering / Restricted bidding	2nd Quarter	2nd Quarter	2nd Quarter.	2nd Quarter	3rd Quarter
Cleaning Products/Toiletries	April 2024, August 2024, December 2024, February 2025		Market - Minott Equipment and Chemicals, Zep Products Limited etc.	$1,800,000.00	Limited tendering / RFQ	April 2024, August 2024, December 2024,	April 2024, August 2024, December 2024, February 2025	April 2024, August 2024, December 2024, February 2025	April 2024, August 2024, December 2024, February 2025	April 2024, August 2024, December 2024, February 2025
Software and licenses	April 2024,	1	Market-Blue Chip Strategies Limited, Ministry of Science, Energy and Technology, Spacial Data Management Development Branch, (ESRI) etc.	$500,000.00	RFQ	April 2024	April 2024	April 2024-May 2024	May 2024	May 2024

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Software Renewal License	April 2023	5	Market	$5,000,000.00	RFQ/Limited Tendering	May 2024	May 2024	May 2024	May 2024	May 2024
Computers, printers & laptops	April 2024, July 2024 and January 2025	20	Market- Royale Computers, KS Verdant Enterprise Limited, Computers and More Limited	$9,000,000.00	Restricted Bidding/Limited Tendering	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025
Closed User Group (CUG) for the period of two (2) years	The tender process has commenced.	approximately 290 Users	Market - Cable and Wireless Jamaica Limited and Digicel Jamaica Limited	$31,000,000.00	Restricted Bidding					October 2023
Stationery	April 2024, July 2024 and January 2025		Market - Stationery and Office Supplies, Century Business, Innovative Solutions Etc.	$6,000,000	Restricted Bidding	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2023 and January 2024	April 2023, July 2024 and January 2025	April 2024, July 2024 and January 2025
Scientific Equipment	July 2024, November 2024		Market	$5,000,000.00	Restricted Bidding	July 2024, November 2024	July 2024, November 2024	July 2024, November 2024	July 2024, November 2024	July 2024, November 2024
Repairs and Service to Vehicle	1st Quarter	1	Market	$3,000,000.00	Sole-source	1st Quarter	1st Quarter	1st Quarter	1st Quarter	1st Quarter

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Rental of Vessel	1st & 3rd Quarters 2024	2	Market	$14,000,000.00	Restricted Bidding	May 2024, November 2024	May 2024, November 2024	May 2024, November 2024	May 2024, November 2024	May 2024, November 2024
Guard Services	April 2024, July 2024 and January 2025		Market	$6,500,000.00	Follow-on procurement	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025
Motor Fuel/lubricant/oils etc	April 2024, July 2024 and January 2025		Market	$6,500,000.00	RFQ/Limited Tendering	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025	April 2024, July 2024 and January 2025
Item description (What to buy?)	**Month when needed (When to buy?)**	**Quantity (How many to buy?)**	**From where to buy?**	**Estimated cost**	**Procurement Method**	**Procurement Schedule**				
						Advertise (Insert dates)	**Submission of Bids (insert dates)**	**Bid Evaluation and recommendation approval (insert dates)**	**Contract award (insert dates)**	**Delivery (insert dates)**
Fuel for Boat Motor	April 2024, July 2024, and January 2025		Market	$8,000,000.00	RFQ and Limited Tendering	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025

Item description (What to buy?)	Month when needed (When to buy?)	Quantity (How many to buy?)	From where to buy?	Estimated cost	Procurement Method	Procurement Schedule				
						Advertise (Insert dates)	Submission of Bids (insert dates)	Bid Evaluation and recommendation approval (insert dates)	Contract award (insert dates)	Delivery (insert dates)
Repairs to Govt. buildings – tiling, painting, etc.	April to October 2024		Market	$150,000,000	LCB	April 2024	April 2024	May 2024	May 2024	October 2024
Local Advert	April 2024, July 2024, and January 2025	At Least 5	Market - JIS, Gleaner, Observer and Radio	$2,500,000	Direct	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025	April 2024, July 2024, and January 2025
Land Survey	July 2024	1	Market - Lofters and Associates Limited , Donovan Simpson and Associates	$8,500,000.00	Restricted Bidding	July 2024	July 2024	July-August 2024	August 2024	August 2024
Motor vehicles		2 bikes, 3 pickups, 1 tractor		$37,000,000	Restricted bidding					

ANNEX G: DATA DICTIONARY FOR STRATEGIC OBJECTIVES

Strategic Objective: To increase the area of sanctuary cover of our coastal fisheries waters to 20,000 hectares by 2026			
Output/Outcome: Sanctuary cover of Jamaica's coastal waters increased to 20,000 hectares.			
Indicator/Measure: Area (hectares) of coastal fisheries designated as sanctuaries			
Lead/Lag: Lagging	**Frequency of Measurement:** Annually	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: Coastal area covered by sanctuary in hectares	
Data Source: Successful audits and surveys of marine coastal areas	
Data Quality: Based on the definition of 'coastal area' being waters down to 30 metres (m) in depth, sound research and data collection techniques to ensure accuracy and reliability.	**Data Collector:** Principal Director of Capture Fisheries

Baseline: 10,000 (2021)	**Target:** 20,0000 by 2026
Target Rationale: An increase in the areas conserved as no-fishing zones will allow greater potential for increase in fish population. Through "the spill over effect" fish numbers and biomass will increase in the surrounding areas for fishery productivity.	**Initiatives/Projects/Activities:** 1. Sign MOUs with interested parties who can fund, support and manage the sanctuaries. 2. Consultation and Research Surveys to determine suitable sites and to monitor sanctuary performance. 3. Prepare boundary descriptions for regulations.

Strategic Objective: To increase percentage of fishers and fish farmers who are licensed, to 90% by 2027.			
Output/Outcome: Increased compliance by fishers and fish farmers with The Fisheries Act, 2018.			
Indicator/Measure: % increase in number of fishers and fish farmers licensed			
Lead/Lag: Lagging	**Frequency of Measurement:** Annual	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: The number of licensed fishers and fish farmers divided by the number of persons fishing and farming fish in the island x100.	
Data Source: The number of persons fishing and farming fish will be informed by licensing and registration data, survey data of vessels, fishers and fish farmers.	
Data Quality: Sound research techniques employed to ensure survey results are able to withstand academic scrutiny.	**Data Collectors:** Principal Director, Fisheries Compliance, Licensing and Statistics Principal Director, Capture Fisheries Principal Director, Aquaculture

Baseline: 10% (2018/2019)	**Target:** 90% **by 2027**
Target Rationale: The Fisheries Act, 2018 has strengthened the legislative framework that supports the fishing industry and has transitioned the NFA into a statutory body. Through increased enforcement activities driven by a fully staffed Compliance branch and improved relations with the security forces, revenue collection is optimised and behaviours among the population improved. Increased staff complement and improved licensing processes will also lead to increased efficiency as it related to granting licences.	**Initiatives/Projects/Activities:** 1. Increase and maintain staff complement for the Licensing, Compliance and Fisheries Extension branches of the NFA 2. Online Licence and Registration Database project funded by the IDB is to be completed by Dec. 2023 3. Increased enforcement within and around the fisheries waters. 4. Conduct surveys of vessels and fishers 5. Increase engagement with fish farmers.

Strategic Objective: To establish 6 additional management plans for capture fisheries and aquaculture by 2028.			
Output/Outcome: Greater stewardship of the fisheries resources through implementation of management plans.			
Indicator/Measure: # of approved management plans			
Lead/Lag: Leading	**Frequency of Measurement:** Annually	**Unit Type:** Number	**Direction:** Higher is better

Formula: Number of management plans granted approval, are counted.	
Data Source: Capture Fisheries and Aquaculture Divisions	
Data Quality: Sound fishery and aquaculture planning in accordance with the Fisheries Act, 2018 and established international standards	**Data Collector:** Principal Director, Aquaculture Principal Director, Capture Fisheries

Baseline: 2 (2021)	**Target:** 10 by 2027
Target Rationale: The existence of this number of plans means that focussed attention has been given to the: 1. management of existing fisheries, 2. development of new and underutilised fisheries in accordance with sustainability criteria, and 3. responsible development of aquaculture. This will result in new and sustainable blue economic growth for the betterment of the country.	**Initiatives/Projects/Activities:** 1. Offshore Pelagic development 2. Lobster Fishery Survey 3. Sea moss development 4. Oyster culture development 5. Further development of the sea cucumber management plan 6. Development of Tilapia 7. Development of freshwater prawn 8. Development of ornamental fish

Strategic Objective: To triple fish production from Aquaculture to over 3500Mt by 2027.			
Output/Outcome: Increased aquaculture production that produces more freshwater fish			
Indicator/Measure: # of fish produced (metric tonne)			
Lead/Lag: Lagging	**Frequency of Measurement:** Annually	**Unit Type:** Number	**Direction:** Higher is better

Formula: Number of metric tonnes of fish produced by fish farmers	
Data Source: Data from Farm Management and Production	
Data Quality: Through monitoring by extension services and data collection services, data are collected quarterly from fish farmers.	**Data Collector:** Principal Director, Aquaculture, Director of Farm Management

Baseline: 911 MT	**Target:** ≥ 3400MT
Target Rationale: This level of production means that the industry will be able to supplement the needs of the local and international market for fish. It will aid in fish and nutritional security.	**Initiatives/Projects/Activities:** 1. Improve and produce additional broodstock 2. Construction of new bio-secure Recirculating Aquaculture System (RAS) hatchery at the NFA's Aquaculture Division 3. Construction of quarantine facility and wet lab for the Authority. 4. Rehabilitation of existing mariculture facility at Bowden to facilitate oyster and sea moss diversification, as well as boosting production of oyster farms in other areas such as Sav-La-Mar and Hanover. 5. Capacity-Building for fish farmers.

Strategic Objective: To obtain ISO:9001 certification to strengthen the Authority's transition into a world class organisation by 2030.			
Output/Outcome: The NFA is ISO 9001 certified			
Indicator/Measure: % completion of certification requirements			
Lead/Lag: Lead	**Frequency of Measurement:** Annually	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: Processes for the Authority are properly documented for the critical areas – Aquaculture, Capture Fisheries, Fisheries Compliance, Licensing and Statistics	
Data Source: Audit reports by ISO representatives	
Data Quality: High quality documented standards of the NFA which will stand up to the criteria set by ISO.	**Data Collector:** Senior Director, Corporate Services

Baseline: 0 (not certified)	**Target:** ISO 9001 Certification
Target Rationale: For the NFA to become a world-class, sustainable and economically viable organisation, the quality of service needs to be at the highest standard.	**Initiatives/Projects/Activities:** 1. Engage ISO representative to monitor 2. Designate ISO focal point within the NFA 3. Assessment and situational analysis of the organisation 4. Continuous documentation and refinement of, processes 5. Internal and external ISO audits based on standards 6. Internal and external consultations

Strategic Objective: For the NFA to be equipped with the requisite resources and infrastructure to function effectively as a statutory body by 2028.			
Output/Outcome: An effective and fully resourced National Fisheries Authority.			
Indicator/Measure: % completion of recruitment			
Lead/Lag: Lagging	**Frequency of Measurement:** Quarterly	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: The number of staff on board in comparison to the number required for each unit (HR, Finance, ICT etc.) and completion of ICT infrastructure	
Data Source: Human Resources record	
Data Quality: Strategic recruitment done timely and in accordance with GOJ guidelines	**Data Collector:** Senior Director of Corporate Services

Baseline: TBD (2021)	**Target:** 100%
Target Rationale: The Authority was established pursuant to the Fisheries Act and to transition, it needs to be fully compliant with these areas in order to function efficiently and effectively.	**Initiatives/Projects/Activities:** 1. Continuous documentation and refinement of processes 2. Fulfil financial obligations in accordance with the FAA, PBMA and Fisheries Acts and applicable circulars. 3. Implement ICT and IT Management systems. 4. Identify and acquire port facilities 5. Identify and acquire suitable location with adequate space to house NFA staff. 6. Establish five regional NFA centres 7. Develop and modernise fishing infrastructure to benefit stakeholders

Strategic Objective: To strengthen the legislative framework by providing policy guidance for four key regulations to govern the fisheries and aquaculture sector by 2028.			
Output/Outcome: Regulations in place for the sector			
Indicator/Measure: % Completion of regulations			
Lead/Lag: Lagging	**Frequency of Measurement:** Quarterly	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: Number of regulations for which policy guidance is provided	
Data Source: Legal Services Unit	
Data Quality: Through a thorough consultative process, regulations are drafted	**Data Collector:** Legal Service Unit

Baseline: 0 (2021)	**Target:** 4
Target Rationale: To facilitate the build-out of the Legislative framework of the Fisheries Act of 2018 pursuant to section 109, so as to enable the proper implementation of the Act and enable the Authority to carry out its functions thus achieving its mandate.	**Initiatives/Projects/Activities:** 1. Internal and external consultations to inform the policy direction of the Regulations. 2. Internal and external consultations to inform drafting of provisions for Regulations. 3. Draft and submit key regulations for promulgation as law.

Strategic Objective: To introduce climate smart technologies and alternative livelihoods in fisheries by implementing 2 pilot programmes by 2027.			
Output/Outcome: Pilot Programmes implemented			
Indicator/Measure: % implementation of pilot programmes			
Lead/Lag: Lagging	**Frequency of Measurement:** Quarterly	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: All components of the pilot programmes are implemented equates to 100% implementation.	
Data Source: Project Leads	
Data Quality: Accurate and comprehensive Project Reports	**Data Collector:** Capture Fisheries and Aquaculture Divisions

Baseline: 0 (2021)	**Target:** 2
Target Rationale: The Recirculated Aquaculture Systems (RAS) will be needed to conserve water in aquaculture production. A pilot project for introduction off offshore pelagic fishing will aid fishers in utilising sustainable fishing practices.	**Initiatives/Projects/Activities:** 1. Implement Pilot project for introduction of offshore pelagic fishing 2. Implement Pilot project to construct Recirculated Aquaculture System (RAS) to conserve water.

Strategic Objective: To increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 100%, by 2028.			
Output/Outcome: Stakeholders trained in skills and technology solutions that will assist in their safety and benefit the fisheries sector.			
Indicator/Measure: # of fishers and fish farmers trained			
Lead/Lag: Lagging	**Frequency of Measurement:** Quarterly	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: Count of fishers and fish farmers trained	
Data Source: Attendance registers and training reports from Capture Fisheries and Aquaculture	
Data Quality: Assessment of individuals who are trained to ensure that information is clearly understood.	**Data Collector:** Principal Director, Aquaculture Principal Director, Capture Fisheries

Baseline: TBD	**Target:** 248
Target Rationale: An increase in the number of fishers and fish farmers who are trained and certified in fisheries and aquaculture management and production technologies, will contribute towards a sustainable fisheries sector.	**Initiatives/Projects/Activities:** 1. Train extension officers on fisheries and aquaculture management. 2. Partner with local and international training institutes and universities to provide training for stakeholders. 3. Facilitate the establishment of fisher organisations through the Authority's extension services.

Strategic Objective: To increase the fisheries contribution to the GDP to J$35B, by 2027.			
Output/Outcome: Fisheries contribution to GDP is $35 billion.			
Indicator/Measure: $ contributed to GDP from fisheries			
Lead/Lag: Lagging	**Frequency of Measurement:** Annually	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: Dollar contribution of fisheries production sector divided by total production of all other sectors in economy	
Data Source: National Fisheries Authority, STATIN, PIOJ	
Data Quality: Sound economic research techniques	**Data Collector:** Principal Director, Aquaculture Principal Director, Capture Fisheries Principal Director, Fisheries Compliance, Licensing and Statistics

Baseline: $10B	**Target:** $35B
Target Rationale: This level of contribution will indicate that fisheries and aquaculture contribute significantly, not only to food security but to the livelihood of its constituents.	**Initiatives/Projects/Activities:** 1. Monitoring and measuring of fish production 2. Socio-economic surveys of fishers and fish farmers 3. Identification and development of new markets 4. Development of fishery and aquaculture management plans 5. Institute development plans for new value-added products

Strategic Objective: To develop underutilised fisheries and diversify aquaculture production by 2028.			
Output/Outcome: New and underutilised fisheries developed			
Indicator/Measure: # of new and underutilised fisheries			
Lead/Lag: Lagging	**Frequency of Measurement:** Quarterly	**Unit Type:** Percentage	**Direction:** Higher is better

Formula: A count of the number of fish species cultured in aquaculture production systems and a count of the number of underutilised fisheries that are sustainably fished.	
Data Source: Research reports	
Data Quality: Proper monitoring of programmes and initiatives employed to develop underutilised fisheries and introduce new culture species.	**Data Collector:** Principal Director, Aquaculture Principal Director, Capture Fisheries

Baseline: 1	**Target:** 5
Target Rationale:	**Initiatives/Projects/Activities:** 1. Conduct research on underutilised fish species to determine viability, ease of commercialisation and feasibility for profit. 2. Provide technical assistance to fishers and fish farmers on mechanisms to maximise economic returns within the local market. 3. Leverage international and regional agreements to access new markets for underutilised fisheries and aquaculture species (e.g. expansion of tilapia, mariculture, tuna).