



NATIONAL FISHERIES AUTHORITY

OPERATIONAL PLAN (2025– 2026)

NFA Sub-Programme: DIRECTION AND ADMINISTRATION
Description & Context:

Direction and Administration consists of the Office of the Chief Executive Officer, 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: 297.859M

Strategic Objectives:

- Increase the fisheries contribution to the GDP to J\$40B by 2027
- Obtain ISO 9001:2015 certification and integrate advanced operational processes that enhance service delivery, resource management, and stakeholder satisfaction by 2026.
- Establish governance and compliance framework, ensuring full adherence to the PBMA and FAA Acts and relevant international standards, thereby enhancing transparency and accountability across all operations by 2026.
- Strengthen the legislative framework by providing policy guidance for six key regulations to govern the fisheries and aquaculture sector by 2028.
- Upgrade and modernize all fisheries and aquaculture-related infrastructure, including research and development centers and sub-offices, to support optimal functioning as a statutory body by 2028.

NFA Strategic Priority:

Good Corporate and Fisheries Governance

Short and Medium-Term Outcomes:

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

STRATEGIC OBJECTIVE: To obtain ISO:9001 certification and integrate advanced operational processes that enhance service delivery, resource management and stakeholder satisfaction, by 2026.

Strategies	Key Outputs	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
				1 st Quarter Apr - June	2 nd Quarter Jul – Sept	3 rd Quarter Oct- Dec	4 th Quarter Jan – Mar	
<ul style="list-style-type: none"> Perform in-dept assessment and situational analysis of the organization Implement a verified ISO:9001 quality management system. 	Compliance with local and international standards and best practices	% completion of ISO certification requirements	<ul style="list-style-type: none"> 100% Implementation of ISO plan for Licensing and Registration Apply for ISO certification and engage ISO Auditor to complete stage 1 Audit 	50% <ul style="list-style-type: none"> Design development documentation information (process development) Finalize quality management, operational and support procedures 	30% <ul style="list-style-type: none"> Complete Implementation and data collection Complete Internal Audits Pre-assessment completed Completed application for stage 1 audit to NCBJ 	20% <ul style="list-style-type: none"> Correct action plan completed Apply for stage 2 audits 	- Obtain Certification	Corp. Services
Develop continuous improvement framework to streamline processes to ensure enhanced overall performance	Compliance with local and international standards and best practices	% completion of OSH and Disaster Risk Management Plans	100%	100% Completion and submission of OSH Plan	Ongoing OSH audit	Ongoing OSH audit	Ongoing OSH audit	Corp. Services (Office Services & Admins)
				100% Completion and submission of Disaster Risk Mgmt. (DRM) Plan	Ongoing DRM audit	Ongoing DRM audit	Ongoing DRM audit	Corp. Services (Office Services & Admins)
	Enhanced organizational efficiency and effectiveness in service delivery	% completion of Records Management System	50%	10% Records Classification	20% <ul style="list-style-type: none"> Completion of records appraisal and retention. Completion of Records decongestion 	20% <ul style="list-style-type: none"> Completion of Records reclassification Completion of records disposal 	-	Corp. Services (Office Services & Admins)

STRATEGIC OBJECTIVE: To obtain ISO:9001 certification and integrate advanced operational processes that enhance service delivery, resource management and stakeholder satisfaction, by 2026.

Strategies	Key Outputs	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
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Develop and implement stakeholder engagement plan using feedback from satisfaction surveys to drive continuous improvement in service delivery and governance practices	Improved quality of service and service delivery along the value chain for fishers and fish farmers.	% completion of stakeholder engagement plan	100%	50% <ul style="list-style-type: none"> Develop and finalize internal stakeholder engagement plan for approval. Establish welfare and occupational, safety and health committees. Commence execution of external customer satisfaction survey 	30% <ul style="list-style-type: none"> Analyse results from external customer satisfaction survey. Draft customer service improvement plan. Commence implementation of internal stakeholder engagement plan 	20% Complete and implement internal and external stakeholder engagement plan	-	Corp. Services (Office Services & Admins)
Enhanced staff capacity and preparedness in occupational safety and health (OSH) and disaster risk management.	Improved organizational response to emergencies and disasters.	# of OSH session facilitated	4	1 Stress Management	2 <ul style="list-style-type: none"> First-Aid and CPR Wellness Mgmt 	1 Workplace safety	1 Ergonomic safety	Corp. Services (Office Services & Admins)
		# of Disaster Risk Mgmt. training sessions facilitated	4	2 <ul style="list-style-type: none"> Fire Drill Fire Warden 	1 Hurricane awareness	1 Earthquake awareness	1 Earthquake awareness	Corp. Services (Office Services & Admins)
Develop and implement comprehensive customer service training programs	Improved quality of service and service delivery along	# of customer service training programmes developed and implemented	4	1 Customer Service Training	1 TBD	1 TBD	1 TBD	Corp. Services (HRMD)

STRATEGIC OBJECTIVE: *To obtain ISO:9001 certification and integrate advanced operational processes that enhance service delivery, resource management and stakeholder satisfaction, by 2026.*

Strategies	Key Outputs	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
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to build staff capacity, enhance stakeholder satisfaction, and drive service excellence.	the value chain for fishers and fish farmers.	% of employees who complete training within the implementation timeline	50% (132 staff)	12.5% (33 staff)	12.5% (33 staff)	12.5% (33 staff)	12.5% (33 staff)	Corp. Services (HRMD)

STRATEGIC OBJECTIVE: Establish governance and compliance framework, ensuring full adherence to the PBMA and FAA Acts and relevant international standards, thereby enhancing transparency and accountability across all operations by 2026.

Strategies	Key Outputs	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
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				1 st Quarter Apr - June	2 nd Quarter Jul – Sept	3 rd Quarter Oct- Dec	4 th Quarter Jan – Mar	
Establish a governance framework through the development and implementation of corporate policies.	Improved governance structures and accountability mechanisms.	# of Corporate Policies Developed and Implemented	2	-	-	1 (TBD)	1 (TBD)	Corp. Services (HRMD)
Implement a comprehensive governance training programme to build capacity among staff and leadership, ensuring adherence to governance standards and regulatory requirements.	Improved staff proficiency in regulatory standards and compliance.	# of Senior Mgrs., Mgrs. & Supervisors successfully received and completed training	70	18	18	17	17	Corp. Services (HRMD)
		# of staff successfully received and complete training	157	40	39	39	39	Corp. Services (HRMD)
Ensure financial management practices align with FAA, PBMA, and The Fisheries Act (2018), supporting transparency and accountability in financial governance.	Increased compliance with legislative requirements and procedures.	% compliance in submission of financial statements, reports and reconciliation in accordance with the FAA, PBMA and Fisheries Act and applicable circulars	>100%	100%	100%	100%	100%	Finance and Accounts (F&A)

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Ensure financial management practices align with FAA, PBMA, and The Fisheries Act (2018), supporting transparency and accountability in financial governance	Salaries and payables processed	% of salaries and payables processed accurately and paid within established timeframe.	≥90%	≥90%	≥90%	≥90%	≥90%	F&A
	Statutory payments made	% completion of statutory payments	100%	100%	100%	100%	100%	F&A
	Budget Utilization	% of allocated budgets utilized effectively	99%	99%	99%	99%	99%	F&A
	Estimates of expenditure and cash flow submitted.	% completion and submission of estimates of expenditure and cash flow.	100%	100%	100%	100%	100%	F&A
Implement robust data governance policies in compliance with the Data Protection Act (2020), safeguarding transparency and trust in organizational operations.	Increased compliance with legislative requirements and procedures.	% of staff trained in data governance and the Data Protection Act	80%	20%	20%	20%	20%	Data Protection

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Establish an internal audit and governance monitoring system to regularly assess compliance with the PBMA Act and FAA Act, and all relevant Acts and status ensuring accountability and continuous improvement.	Strengthened internal audit and monitoring systems.	% of identified issues addressed	50%	15%	15%	15%	5%	Internal Audit
		% of organizational areas audited	75%	20%	20%	20%	15%	Internal Audit
		% completion of reports prepared and issued for all audits conducted.	100%	100%	100%	100%	100%	Internal Audit
		% completion of audit recommendations accepted & implemented by management	At least 75%	≥75%	≥75%	≥75%	≥75%	Internal Audit

STRATEGIC OBJECTIVE: Strengthen the legislative framework by providing policy guidance for six key regulations to govern the fisheries and aquaculture sector by 2028.								
Strategies	Outcomes	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
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Develop and finalize drafting instructions for critical regulatory frameworks, to be promulgated as law	Key regulations are in place for fisheries and aquaculture	# of new regulations for which drafting instructions provided	2	-	-	-	Drafting instructions submitted	Legal Services
Engage key stakeholders through internal and external consultations to shape regulatory frameworks and ensure that drafting instructions align with long-term sustainability and governance objectives.	Improved management and sustainability of the fisheries sector	# of stakeholder's regulatory consultation session held	4	1	1	1	1	Legal Services
	Public education Consultation sessions conducted on the Fisheries Act and Regulations held with stakeholders	# of sessions held	0	1 Internal consultations for policy direction	1 External consultation for policy direction	1 Internal consultation to consider comments	1 Internal consultation for drafting of provisions	LSU CFD Aquaculture FCLS

STRATEGIC OBJECTIVE: Upgrade and modernize all fisheries and aquaculture-related infrastructure, including research and development centers and sub-offices, to support optimal functioning as a statutory body by 2028								
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Upgrade ICT systems with digital tools for data management, monitoring, and cloud storage, making operations more seamless and decision making effective		# of agreed ICT systems in place	4	4 <ul style="list-style-type: none"> • ICT Help Desk • Inventory system • Procurement Tracking System • Fleet System 	-	-	-	Corp. Service (ICT)
Implement infrastructure upgrades that meet international standards for sustainability, safety, and operational efficiency.	Improved office environments	% completion of refurbished of Aquaculture Division (<i>Extension Office</i>)	100% Procurement and implementation of refurbished works	25% <ul style="list-style-type: none"> • Completion of procurement process • Awarding of works contract 	70% <ul style="list-style-type: none"> • Completion of refurbishing and construction works • Commencement of procurement process of equipment and furniture 	5% Completion of post construction works	-	Corp. Services (Facilities and Property Management)
		% completion of upgrade of Aquaculture Division	30% Scope of works, design and bill of quantities	5% Completion of scope of works	5% Completion of design	5% Completion of bill of quantities	15% Preparation of proposal for public investment appraisal branch	Corp. Services (Facilities and Property Management)
		# of Sub-offices refurbished	100% <ul style="list-style-type: none"> • Determine the cost for refurbished/ upgrade. • Determine the cost for land Acq. 	50% Determine cost for refurbish/ upgrade (Lances Bay and Old Harbour Bay)	50% Acquire land (Old Harbour Bay)	-	-	Corp. Services (Facilities and Property Management)

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Modernize fisheries and aquaculture facilities to align with organizational objectives and support optimal functioning.	Improved office environments	# of components for regional offices completed	2 Container offices established for Montego Bay Concept design for port facilities	1 Submission of final cost and funding sought for regional centres	1 Completion of tender process for container offices for Montego Bay and Black River	Container office established for Black River	Container Office Established for Montego Bay	Corp. Services (Facilities and Property Mgmt)
		# of components completed for HQ	5 Complete design and secure funding	1 Submission of final cost and funding sought	1 Completion of procurement for design of corporate headquarters	1 Implementation of design and submission for approval by local planning agencies	2 Obtain approval from local planning agencies	Corp. Services (Facilities and Property Mgmt)
Develop and modernise fishing infrastructure to benefit stakeholders	Fishing Beaches rehabilitated and modernised	# of fishing beaches rehabilitated	3: St. Mary Clarendon St. Elizabeth	<ul style="list-style-type: none"> • Pagee Beach - Completion of variation • Great Bay Beach - Completion of contract • Parrottee Beach - commencement of works • Black River Beach - Commencement of works 	<ul style="list-style-type: none"> • Pagee Beach - completion of works • Portland Cottage - completion of design, estimate and procurement • Parrottee Beach - completion of works • Black River - Completion of works 	<ul style="list-style-type: none"> • Portland Cottage - Completion of works • Rocky Point - Commencement of works • Billy's Bay Beach - Commencement of works 	<ul style="list-style-type: none"> • Rocky Point - Completion of works • Billy's Bay Beach - Completion of works 	Facilities/CFD

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Develop and modernise fishing infrastructure to benefit stakeholders	Fishing port facilities developed	% completion of industrial vessel port facility	<ul style="list-style-type: none"> •Technical drawings completed •Land acquired 	-	Completion of technical drawings	-	Land acquired	Facilities/CFD
	Additional cold storage facilities established.	# of additional Cold Storage established	3 reefer container system	-	-	3 Cold storage systems established	-	Facilities/CFD

STRATEGIC OBJECTIVE: Increase the participation of fishers, fish farmers, and key stakeholders in fisheries co-management frameworks, fostering collaboration and sustainable resource management, by 2026

Strategies	Outcomes	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
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Develop and implement a comprehensive stakeholder communication plan to ensure transparency and foster accountability in governance practices.	Improved image and perception of the Authority	% completion of communication plan	100%	100% Completion of Communication plan	-	-	-	Corp. Services (Public relations)
		% implementation of communication plan	100%	40%	20%	20%	-	Corp. Services (Public relations)
		# of newsletter completed and shared	4	1	1	1	1	Corp. Services (Public relations)
		# of magazines completed and shared	1	-	1	-	-	Corp. Services (Public relations)
Conduct regular consultations with stakeholders to gather feedback, share updates, and ensure transparency in co-management decision-making.	Enhanced stakeholder engagement and collaboration	# of public education initiative held	10	2	3	2	3	Corp. Services (Public relations)
		# of events planned and executed	20	5	5	5	5	Corp. Services (Public relations)

STRATEGIC OBJECTIVE: <i>For the NFA to be equipped with the requisite resources for full transition to a statutory body by 2027</i>								
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				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
				1 st Quarter Apr - June	2 nd Quarter Jul – Sept	3 rd Quarter Oct- Dec	4 th Quarter Jan – Mar	
Establish a governance framework through the development and implementation of corporate policies that enhance accountability, transparency, and alignment with long-term organizational goals.	Corporate Policies Developed and Implemented	# of Corporate Policies Developed and Implemented	2	-	-	1	1	Corp. Services
Hire competent staff in line with new organisational structure.	Engagement of all planned staff	# of new staff hired as per Human Capacity plan	21	8	5	4	4	Corp. Services (HRMD)

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:**Strategic Objectives:**

- Triple fish production from Aquaculture to over 3500Mt by 2027.
- Establish 5 management plans for capture fisheries and aquaculture by 2027.
- Develop underutilized fisheries and diversify aquaculture production by 2028.
- Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027.
- Increase the fisheries contribution to the GDP to J\$40B by 2027.
- Organize and train 1200 fishers, existing and prospective fish farmers and staff in modern fishing and aquaculture technologies by 2028.
- Increase the participation of fishers, fish farmers, and key stakeholders in fisheries co-management frameworks, fostering collaboration and sustainable resource management, by 2026
- Facilitate the development of the business ecosystem to support livelihoods in fisheries and aquaculture by 2028

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

STRATEGIC OBJECTIVE: To triple fish production from Aquaculture to over 3500Mt by 2025; To increase the fisheries contribution to the GDP to J\$40B, by 2027; Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027; Organize and train 1200 fishers, existing and prospective fish farmers, and staff, in modern fishing and aquaculture production and technologies, by 2028.

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<ul style="list-style-type: none"> Expand and optimize broodstock production to meet growing market demand, securing long-term sustainability and strengthening the supply chain resilience for fish farmers. Develop aquaculture management plans for tilapia, freshwater prawn, and ornamental fish to drive sustainable sector growth. Implement the bio-secure Recirculating Aquaculture System (RAS) hatchery to bolster fry production capacity, positioning the sector for sustainable growth and resilience in 	Increased Aquaculture production	Amount (MT) of fish produced from aquaculture	1200 (MT)	300MT	250MT	350MT	300MT	Aquaculture
		# of Aquaculture Management Plans developed	Tilapia Management Plan	TBD	TBD	TBD	Tilapia Management Plan Developed and submitted to NFA Board	Aquaculture
		# of seedstock of tilapia produced (thousands)	1.4 million	400,000	400,000	300,000	300,000	Aquaculture
		# of acres in aquaculture ponds facilitated by interventions.	600acres	565	580	580	600	Aquaculture
		# of acres renovated at Aquaculture Division to support hatchery and species diversification	8 acres	2	2	2	2	Aquaculture
		% completion of construction of RAS hatchery	100% • Installation and Commissioning of RAS hatchery • Hatchery operational	Construction/ Installation ongoing for RAS	Construction/ Installation ongoing for RAS	100% Construction completed	RAS hatchery commissioned	Aquaculture/ PCBCR

STRATEGIC OBJECTIVE: To triple fish production from Aquaculture to over 3500Mt by 2025; To increase the fisheries contribution to the GDP to J\$40B, by 2027; Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027; Organize and train 1200 fishers, existing and prospective fish farmers, and staff, in modern fishing and aquaculture production and technologies, by 2028.

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aquaculture production.		# of persons trained in RAS technology	30	-	-	15 persons trained	15 persons trained	Aquaculture
<ul style="list-style-type: none"> Enhance the mariculture facility at Bowden to enable the cultivation of oysters, sea moss, and additional fish species, fostering greater diversification and sectoral expansion Foster regional development by expanding oyster farming operations in new areas, contributing to the growth of the mariculture industry. 	Increased number of aquaculture practitioners (aquaculture and mariculture production)	# of mariculture producers supported	3	3 Green Island Sav-La-Mar Oracabessa	3 Green Island Sav-La-Mar Oracabessa	3 Green Island Sav-La-Mar Oracabessa	3 Green Island Sav-La-Mar Oracabessa	Aquaculture
		% of clients served	At least 90%	At least 90%	At least 90%	At least 90%	At least 90%	Aquaculture
		% completion of the Expanded Bowden facility	25% Land tenure issues resolved	6% Follow-up on land acquisition	6% Follow-up on land acquisition	6% Follow-up on land acquisition	7% Land acquired	Aquaculture

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Facilitate training to increase knowledge of modern aquaculture systems, fish health management and breeding techniques	Increased capacity building training for Fish farmers	# of on farm consultations	720	180	180	180	180	Aquaculture
		# of on public engagement session	≥5	2 Fisherman's Day JAS shows	1 Denbigh Agricultural Show	2 World Food Day World Fisheries Day	TBD At least 1	Aquaculture
	Increased capacity building training for Fish farmers	# of existing fish Farmers trained in Aquaculture production and technologies	100	30	40	-	30	Aquaculture
		# of prospective fish farmers trained in Aquaculture Production and technologies	50	10	15	-	25	
Establish partnerships with local, regional and inter-national stakeholders to optimize conditions for fisheries diversification and aquaculture expansion.	Optimal revenue for stakeholders	# of proposals submitted	At least 1	-	-	1	-	Aquaculture

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Develop and implement a Market Expansion Strategy to unlock new market opportunities for underutilized fisheries and aquaculture species, including tilapia, mariculture, and ornamental fish.	Improved profitability of fishers and fish farmers	% completion of market expansion strategy	50%	10% Market Research & Analysis	15% Market Research & Analysis	20% Commence first draft of market expansion strategy	5% Complete and submit first draft of market expansion strategy	Aquaculture/ Commercial Services
		# of broodstock distributed for ornamental	12	-	-	6	6	Aquaculture
Implement development plans for tilapia, and oyster products, while formulating value-added product strategies to expand the product portfolio and boost export potential	Development plan implemented	# of development plans prepared	2 Tilapia oyster	Consultation for tilapia development plan	1 Completion of Tilapia Development Plan	Consultation for oyster development plan	1 Completion of Oyster development plan	Aquaculture/ Commercial Services
Enhance Market Access and Export Capacity for Ornamental Fish	Enhanced market access and export capacity	# of boxes of ornamental fish exported	200 boxes	-	-	100 boxes	100 boxes	Aquaculture Division

NFA Sub-Programme: CAPTURE FISHERIES

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.

Budget:

Strategic Objectives:

Increase the area of sanctuary cover of our fisheries waters to 20,000 hectares by 2027
 Establish five additional management plans for capture fisheries and aquaculture by 2028.
 Develop underutilized fisheries and diversify aquaculture production by 2028.
 Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027.
 Increase the fisheries contribution to the GDP to J\$40B, by 2027.
 Build capacity amongst selected fishing communities to ensure sustainable yield for Increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028.
 Increase the participation of fishers, fish farmers, and key stakeholders in fisheries co-management frameworks, fostering collaboration and sustainable resource management by 2026.
 Organize and train 1200 fisheries, existing and prospective fish farmers, and staff in modern fishing and aquaculture production technologies, by 2028.

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 underutilized 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

- **STRATEGIC OBJECTIVE:** *Increase the area of sanctuary, cover of our fisheries waters to 20,000 hectares, by 2027; Establish five additional management plans for capture fisheries and aquaculture by 2028; Develop underutilized fisheries and diversify aquaculture production by 2028; Build capacity amongst selected fishing communities to ensure sustainable yield for Increase the percentage of fishers and fish farmers who are trained in fisheries and aquaculture management and production technologies by 2028; Increase the participation of fishers, fish farmers, and key stakeholders in fisheries co-management frameworks, fostering collaboration and sustainable resource management by 2026*

Strategies	Key Outputs	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
				1 st Quarter Apr - June	2 nd Quarter Jul – Sept	3 rd Quarter Oct- Dec	4 th Quarter Jan – Mar	
Prepare boundary descriptions for sanctuary regulations and submit for them to be gazetted. Secure sustainable funding and partnerships through PPPs and other sources to ensure ongoing support, enforcement, and management of sanctuaries.	Increased sanctuary cover	Hectares of coastal fishery water (down to 30 meters) protected as Fish Sanctuaries	580 Hectares	Stakeholder consultation (Pedro Bank)	Conduct survey to define boundaries	Preparation of Boundary descriptions	580 Ha submission of instructions to declare new sanctuary areas (11,600 ha)	Capture Fisheries Division
	Secured funding and partnership for sanctuary management	# of funding/ partnership secured	2	-	-	-	2	Capture Fisheries Division
Establish a monitoring framework to track and evaluate sanctuary performance.	Established Monitoring framework	% completion of monitoring framework	100%	25% • Assessment of reporting metrics. • Consultation with sanctuary partners • Complete research for framework	25% Commence drafting of framework	25% Review and amendments of monitoring and evaluation framework	25% Finalization and pilot of monitoring and evaluation plan	Capture Fisheries Division
Enhance Research and Surveys on target species to generate critical data that informs strategic decision-making for sustainable fisheries management	Enhanced Research and Surveys	# of research surveys conducted	2 Reef Fish Sea Cucumber	2 Sea Cucumber Reef Fish	Reef Fish ongoing	Reef Fish ongoing	Reef Fish ongoing	Capture Fisheries Division

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Formulate comprehensive fishery management plans for offshore pelagic species and sea moss to support long-term ecological health and economic viability.	Greater stewardship of the fisheries resources through implementation of management plans.	# of fishery management plans developed	1 Sea Cucumber Management Plan	Commence drafting	Sea Cucumber Management Plan developed	-	-	Capture Fisheries Division
		# of fishery management plans being implemented	2 • Conch • Sea Cucumber	Conch & Sea Cucumber fishery Monitoring	Conch & Sea Cucumber fishery Monitoring	-	-	Capture Fisheries Division
Implement Pilot Project to introduce Long line and Fishery Aggregating Device (FAD)	Fishers trained in climate smart technologies	# of fishers trained in long line, FAD and post-handling technologies	250 fishers trained in long line and FAD technology, and post-harvesting technologies	60	70	60	60	CFD
Promote innovation through pilot projects, encouraging the development of underutilized species by fishers and fish farmers to diversify production and enhance economic growth within the sector.	New and underutilized fisheries developed	# of fisheries technologies developed	2: Marine Weather App Marine VHF System	1 Marine VHF system completed	1 Marine Weather App Developed (Met Office)	-	-	CFD
	Additional revenue streams created for key stakeholders	# of sites utilizing long line and FAD technology	7 sites	-	5 sites	2 sites	-	CFD

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Develop new and underutilised fisheries for sea cucumber, oyster, offshore pelagics and sea moss.	New and/or underutilised fisheries developed	% completion of new and/or underutilized fisheries developed.	3: 50% • Offshore Pelagic (tuna) • Sea Moss • Sargassum	10% • Tuna, Sea Moss & Sargassum • Monitor catch and effort for tuna • Establish plots in 1 location for sea moss • Collection of 250kg wet weight sargassum	10% • Tuna, Sea Moss & Sargassum • Monitor catch and effort for tuna • Establish plots in 1 location for sea moss • Collection of 250kg wet weight sargassum	10% • Tuna, Sea Moss & Sargassum • Monitor catch and effort for tuna • Establish plots in 1 location for sea moss • Collection of 250kg wet weight sargassum	20% • Tuna, Sea Moss & Sargassum • Monitor catch and effort for tuna • Establish plots in 2 locations for sea moss • Collection of 250kg wet weight sargassum	CFD
Offer targeted capacity-building programs and training to empower fishers and fish farmers with the knowledge and skills necessary to engage in co-management and sustainable resource practices.	Fishers trained and certified in safety at sea using modern technology	# of fishers trained and certified	55 fishers trained	-	40 Fishers trained in Safe Navigation	15 Fishers trained in safe diving practices	-	CFD
Host events that recognise and highlight Fisheries and Aquaculture to attract investments.	Participation in Major events	# of events hosted	5	2 • International Fisherman's Day • JAS shows	1 Denbigh Agricultural Show	2 • World Food Day • World Fisheries Day	-	CFD
Facilitate the establishment of fisher organizations.	Fisher organizations operational at all major fishing beaches	# of fisher organizations facilitated for establishment	12 new and redeveloped fisher organization	1 new 5 redeveloped	1 new 5 redeveloped	1 new 5 redeveloped	1 new 5 redeveloped	CFD

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Provision of incentives for youth participation	Implementation of Youth in Fisheries Board Support Programme	# of boats and engines received by youths In the Youth in Fisheries Board Support Programme	20 boats	-	20 Boats procured and distributed	-	-	CFD
			20 engines	-	20 engines procured and distributed	-	-	
		# of women and youth received gears/vouchers in the Business Development Support for Fishing Industries initiative	14 persons (1 per person)	-	5	5	4	CFD

NFA Sub-Programme: FISHERIES COMPLIANCE, LICENSING AND STATISTICS
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:
Strategic Objectives:

- To increase the compliance rate with licensing requirements to 90% for fish farmers and individuals who engage in fishing by 2027.
- To increase the fisheries contribution to the GDP to J\$40B, by 2027.

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.

• **STRATEGIC OBJECTIVE: To increase the compliance rate with licensing requirements to 90% for fish farmers and individuals who engage in fishing by 2027.**

Strategies	Key Outputs	Performance Measure/ Indicator	Annual Target	Projected (Targets) and Expenditure (J\$'000)				Functional Agency/Dept / Division
				QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4	
				1 st Quarter Apr - June	2 nd Quarter Jul – Sept	3 rd Quarter Oct- Dec	4 th Quarter Jan – Mar	
Provide licences, authorizations and permits in accordance with The Fisheries Act, 2018	Licences issued to fishers and fish farmers in accordance with the Fisheries Act, 2018	# of licences, authorizations and permits issued	10600 \$29,980	2500	2600	2700	2800	Licensing and Registration Unit (LRU), CFD Aquaculture
Host onsite Licensing and education sessions	Outdoor licensing/public education sessions held	# of outdoor licensing/ public education activities hosted	≥24 \$2,500	≥6	≥6	≥6	≥6	LRU
Dispatch licences, authorizations and permits within 14 days.	Licences, Authorizations and Permits dispatched for fishers, fish farmers and vessels.	% of licences dispatched to fishers within 7 days of application	≥90%	≥90%	≥90%	≥90%	≥90%	LRU
		% of licences dispatched to fish farmers within 7 days of application	≥90%	≥90%	≥90%	≥90%	≥90%	LRU
		% of vessel licences dispatched within 14 days of application	≥90%	≥90%	≥90%	≥90%	≥90%	LRU
		Average number of days taken for licenses to be dispatched monthly	7	7	7	7	7	LRU
Efficiently process walk-in customers at the Head Office	Service level met for processing	Time (mins) for applicants to be	≤20mins	≤20mins	≤25mins	≤25mins	≤25mins	LRU

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				1 st Quarter Apr - June	2 nd Quarter Jul – Sept	3 rd Quarter Oct- Dec	4 th Quarter Jan – Mar	
	customers at the Head Office	seen and processed at the Head Office						
Conduct enforcement activities within and around our fisheries waters.	Persons are compliant with the Fisheries Act and related legislation and regulations	# of sites visited to support enforcement activities	≥4000 \$134,852	≥1000	≥1000	≥1000	≥1000	Compliance Branch
		# of targeted enforcement activities within close seasons.	100 \$10,200	30	30	20	20	Compliance Branch
		# of dedicated sea patrols to combat illegalities in the maritime space	32 \$18,600	8	8	8	8	Compliance Branch
		# of sensitization/education sessions regarding fisheries compliance	10 \$2,600	2	3	3	2	Compliance Branch
		% of enforcement requests responded to within 2 working days	≥95%	≥95%	≥95%	≥95%	≥95%	Compliance Branch
		% completion of the Command Centre (Regional Blue Justice Hub)	100%	Acquisition of location Initiate	Acquisition finalised Ongoing	Renovation and Set Up of Location	Command Centre operationalised	Compliance Branch BJI

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				procurement of Equipment and Furniture	procurement of Equipment and Furniture			
		% renewing over the previous year for fishers and vessels	60%	25% \$20,000	25% \$21,000	5% \$24,800	5% \$24,800	Compliance Branch LRU
Monitoring and measuring of fish production through robust statistical sampling programme.	Fisheries data collected from sites – fishing beaches, production plants etc.	# of site visits to obtain data for the sector (e.g., catch and effort, biological data etc.)	≥700 \$57,250	≥175	≥175	≥175	≥175	Statistics and Data Management Unit (SDMU)
	Artisanal Landings Monitored and Assessed	# of landing sites surveyed by fishery	372 (33/month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp 8: spiny lobster)	75 25 per month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp	99 33 per month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp 8: spiny lobster	99 33 per month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp 8: spiny lobster	99 33 per month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp 8: spiny lobster	SDMU

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	Biological (Morphometric) Data obtained	# of specimens sampled for morphometric data per industrial fishing trip	250 per trip 50: lobsters 200: conch \$9,874	200 (Lobster close season)	250 per trip	50 lobsters per trip (Conch close season)	250 per trip	SDMU
		# of artisanal landing sites from which morphometric data are collected per month	152 sites	8 Offshore pelagics	48 8 sites per month for lobster 8 sites per month for offshore pelagics	48 8 sites per month for lobster 8 sites per month for offshore pelagics	48 8 sites per month for lobster 8 sites per month for offshore pelagics	SDMU
	Industrial Landings Monitored and Assessed	% landing observations/ inspections conducted for all fleets (conch, lobster, sea cucumber)	100%	100%	100%	100%	100%	SDMU
	National Sampling Plan revised annually	% completion of revision of National Sampling Plan	100%	-	-	-	100%	SDMU
	Efficient Sampling	% of areas sampled according to sampling plan	≥95%	≥95%	≥95%	≥95%	≥95%	SDMU
	Quarterly Statistical Reports	# of statistical reports produced	4	1	1	1	1	SDMU

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	produced and published		\$6,334					
	Monthly Newsletters published	# of Monthly Newsletters published	12 \$5,198	3	3	3	3	SDMU
	Catch certificates produced	% of catch certificates completed within 3 working days upon receipt of all requisite documents from applicants	≥90%	≥90%	≥90%	≥90%	≥90%	SDMU
Increase the amount of data and statistics to improve reporting on the performance of the sector.	Census completed	% completion of Socio-Economic survey of fishers and fish farmers	60% Census completed \$78,000	Designing Sampling Plan and methodology Sensitisation	Finalise Plan and Methodology	Commence Census	Finalise Census	SDMU