




NATIONAL FISHERIES AUTHORITY

STRATEGIC BUSINESS PLAN

2025/26 – 2028/29

This document has been approved as the official Strategic Business Plan of the National Fisheries Authority for the four-year period 2025/2026 – 2028/2029. The Strategic Business Plan has been prepared in consideration to the various relevant policies, legislation, and other mandates for which the Authority is responsible.

Prepared by	Signature	Date
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Table of Contents

MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS	5
MESSAGE FROM THE CHIEF EXECUTIVE OFFICER.....	6
1.0 SECTION A: Introduction and Overview	7
1.1 PURPOSE AND BACKGROUND	7
1.2 STRUCTURE OF THE NATIONAL FISHERIES AUTHORITY.....	8
1.3 MANDATE AND GOALS.....	9
1.4 CONTRIBUTION TO GOJ MEDIUM-TERM STRATEGIC PRIORITIES.....	9
2.0 Section B: Strategic Framework	10
2.1 Mission, Vision and Core Values.....	10
2.2 STRATEGIC PRIORITIES, OUTCOMES, STRATEGIC OBJECTIVES AND STRATEGIES.....	11
2.3 PROGRAMMES AND SUB-PROGRAMMES OF THE NFA	20
2.4 Vision of Success	21
3.0 SECTION C: SITUATIONAL ANALYSIS.....	22
3.1 Overview	22
3.2 SWOT ANALYSIS.....	25
3.3 TOWS ANALYSIS.....	27
3.4 PESTLE ANALYSIS	29
3.5 RISK ANALYSIS (See Annex A for Risk Register)	32
3.6 STAKEHOLDER MATRIX (See Annex B for Stakeholder Register).....	33
3.7 STRATEGIC ISSUES AND CHALLENGES	34
3.8 CONCLUSION FROM STRATEGIC ANALYSIS	37
4.0 STRATEGY IMPLEMENTATION	38

NFA Sub-Programme: DIRECTION AND ADMINISTRATION	39
NFA Sub-Programme: AQUACULTURE	49
NFA Sub-Programme: CAPTURE FISHERIES	54
NFA Sub-Programme: FISHERIES COMPLIANCE, LICENSING AND STATISTICS	61
5.0 MEDIUM TERM FINANCIAL RESOURCE PLAN (Based on Ceiling Budget)	69
6.0 HUMAN CAPACITY PLAN.....	70
ANNEX	71
ANNEX A: RISK REGISTER.....	71
ANNEX B: STAKEHOLDER ANALYSIS.....	95
ANNEX C: LOGIC MODEL.....	114
ANNEX D: MONITORING PLAN	115
ANNEX E EVALUATION PLAN	121
ANNEX F: PROCUREMENT PLAN	128
ANNEX G: DATA DICTIONARY FOR STRATEGIC OBJECTIVES	148

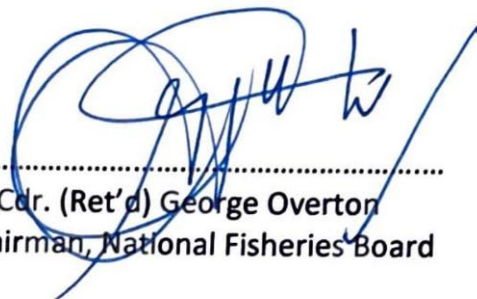
MESSAGE FROM THE CHAIRMAN OF THE BOARD OF DIRECTORS

As we reflect on our remarkable progress from a Division to an Authority, I am filled with immense pride and gratitude for the path we have paved together. Since embarking on this journey in June 2020, we have undergone a transformation driven by unwavering dedication and shared purpose. Despite the challenges of limited resources, we have persevered and given our very best, emerging today as a stronger and more resilient establishment.

Our key achievements over the past year are a testament to the collective effort of every member of our team. The successful appointment of key staff members continues to strengthen our foundation as we move toward becoming a world-class organization. The gazette of the Conch Regulation is a clear reflection of our commitment to responsible fisheries management and adherence to global best practices. It underscores our role in shaping the future of fisheries sustainability and fortifying our responsibility to the environment and the communities we serve. Our increased enforcement capacity and the growing culture of compliance within the sector stand as evidence of the resilience we have fostered.

As we embark on the 2025–2029 strategic cycle, I express the Board’s steadfast support for the ambitious goals and strategic objectives that lie ahead. Every member of the NFA team has played a pivotal role in shaping our current success, and I am confident that we will continue to build on this foundation, as we pursue excellence and global recognition.

Together, let us forge ahead, with renewed vigour and commitment, to the strategic objectives that will guide us toward even greater achievements. Here's to the continued success of the NFA team, as we embark on this journey toward a sustainable future.



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Lt. Cdr. (Ret'd) George Overton
Chairman, National Fisheries Board

MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

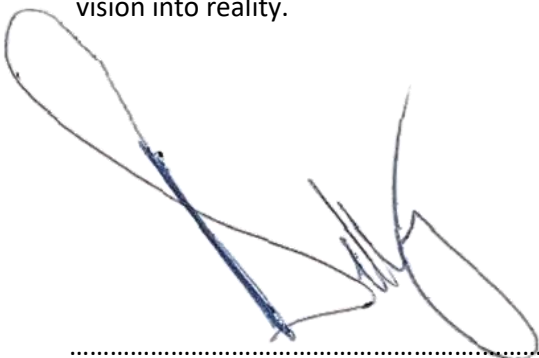
The next few years will be pivotal for the fisheries sector. Climate change, Illegal, Unreported, and Unregulated (IUU) fishing, and the challenges facing aquaculture farmers and fishers require us to think differently, and act quickly.

This Strategic Plan for 2025-2029 provides a clear path to strengthen our fishing industry, while balancing economic opportunities, with the need to care for our marine and coastal resources. It reflects our shared responsibility to manage our fisheries resources effectively and ensure sustainability to benefit generations to come.

As the host country and Secretariat of the Blue Justice Caribbean Hub, the National Fisheries Authority is committed to strengthening regional efforts, through partnerships like the Blue Justice Initiative, to address IUU fishing and organized crime in the fisheries sector and improve governance across the sector. This will allow us to build stronger systems, support those who depend on fisheries for their livelihoods, and protect our shared resources.

This plan is more than a guide for the National Fisheries Authority, it is a shared commitment between all our stakeholders: fishers and fish farmers, industry leaders, policymakers, researchers, and citizens. By working together, we can meet the challenges ahead and unlock the full potential of our fisheries.

I would like to take the opportunity to thank everyone who has supported this process. Let us continue to collaborate and move forward, as we turn this vision into reality.



Chief Executive Officer, Dr. Gavin Bellamy

1.0 SECTION A: Introduction and Overview

1.1 PURPOSE AND BACKGROUND

The National Fisheries Authority (NFA) was established as a body corporate, under Section 5(1) of The Fisheries Act, 2018. Its primary mandate is to manage and develop Jamaica's fisheries and aquaculture sectors. The NFA is the sole entity responsible for conserving Jamaica's fisheries. Its duties include collecting, compiling, and analyzing of data for the sector; monitoring and enforcing compliance of activities related to fisheries and aquaculture; as well as, granting licences, authorizations and permits.

Prior to the establishment of the NFA, the marine and aquaculture sectors were regulated by the Fisheries Division, a government entity formed in 1949 under the portfolio of the Ministry with responsibility for Fisheries. Transitioning to a statutory body has enabled the NFA to operate with greater autonomy, under a strengthened legislative framework. The passage of the Fisheries Act, 2018, provided the institutional foundation to modernize and enhance all fisheries and aquaculture sectors. Complementing this legislative framework are regulations that govern the activities in the fisheries waters, including: the Fisheries (Conservation of Queen Conch) (Family Strombidae) Regulations, 2023, Fisheries (Declaration of Fish Sanctuaries) Order, 2023, Fishing Industry Regulations (1976), Morant and Pedro Cays Act (1907), Conch (Export Levy) Act (2009), Exclusive Economic Zone Act (1991) and supporting enactments such as the Aquaculture, Inland and Marine Products and By-Products (Inspection and Licensing) Act (2013).

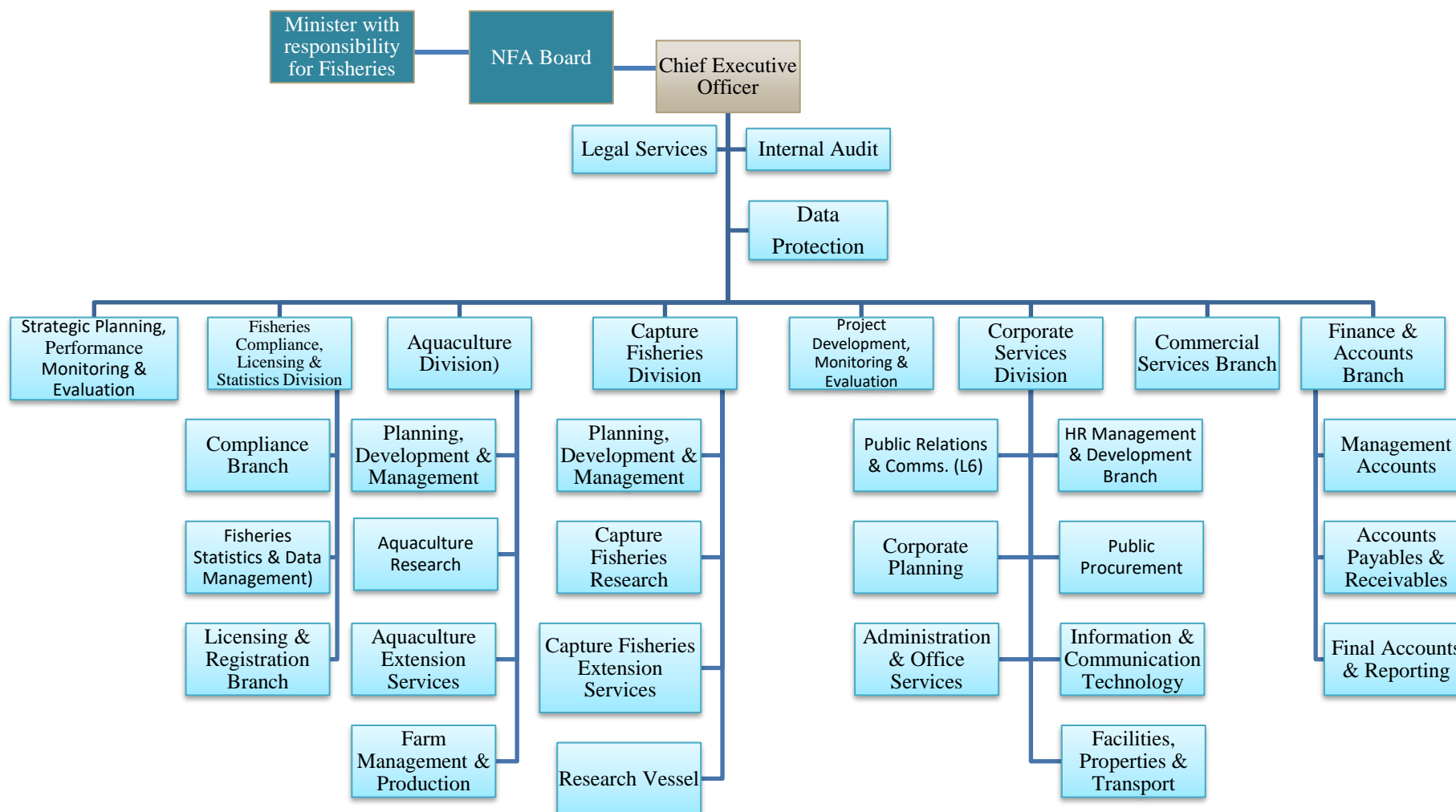
At the national level, the need for robust regulation of fisheries and aquaculture has been recognized as a priority. Vision 2030 Jamaica - National Development Plan (2009 – 2030) identifies key threats to the sustainable development of marine fisheries including over- harvesting, habitat destruction and pollution. Illegal, Unreported and Unregulated (IUU) fishing within Jamaica's waters further threatens the country's food and nutritional security. Under National Outcome #12 "Internationally Competitive Industry Structures," strategies emphasize environmental sustainability and food security, aligning with the NFA's objectives.

This Strategic Business Plan, covering the period 2025/26 to 2028/29, outlines the challenges faced by the fisheries and aquaculture sectors and presents clear, actionable targets to address them.

Some key areas of focus include establishing fish sanctuaries; developing underutilized 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 228 persons, is governed by the National Fisheries 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.



Organizational 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 while increasing and diversifying fish production through Aquaculture in order to increase food and nutritional security and economic growth
- 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 organization.

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, as well as Goal 3, "Jamaica has a natural healthy environment" with the relevant outcome being Outcome 13 "Sustainable Management and Use of Environmental Natural Resources. The NFA initiatives are also in line with the Ministry of Agriculture, Fisheries and Mining' vision which is 'By 2030, MOAF has achieved innovative, sustainable and internationally competitive industries in Agriculture, Fisheries and Minerals sectors and more specifically, the strategic priority – ***Market Driven Agriculture and Fisheries , Food and Nutritional Security, Resilient and Sustainable Agriculture, Fisheries and Minerals Sectors and Inclusive and Viable Agro-industries & Agri-business*** which supports the Fisheries Development sub-programme.

The Strategic Business Plan of 2025/26 – 2028/29 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 Vision, Mission 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

□ Innovative

2.2 STRATEGIC PRIORITIES, OUTCOMES, STRATEGIC OBJECTIVES AND STRATEGIES

STRATEGIC PRIORITIES

STRATEGIC OBJECTIVES

Good Corporate and Fisheries Governance

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

Sustainable Fisheries and Aquaculture Management and Development in accordance with local and international obligations and best practices.

- Increase the area of sanctuary, cover of our fisheries waters to 20,000 hectares, by 2027.
- Increase the compliance rate with licensing requirements to 90% for fish farmers and individuals who engage in fishing by 2027.
- Establish five additional management plans for capture fisheries and aquaculture by 2028.
- Develop underutilized fisheries and diversify aquaculture production, by 2028.

Climate Smart and Resilient Fisheries

- Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027.

Food and Nutritional Security

- Triple fish production from Aquaculture to over 3500MT by 2027.
- Build capacity among select fishing communities to ensure sustainable yield for three target fisheries by 2029.

Economic and Social Viability of the Fisheries Sector

- Increase the fisheries contribution to the GDP to J\$40B through product diversification and increased exports, by 2027.
- Facilitate the development of the business ecosystem to support livelihoods in fisheries and aquaculture by 2028
- Organize and train 1200 fishers, existing and prospective fish farmers, and staff, in modern fishing and aquaculture production and technologies, by 2028.

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
Good Corporate and Fisheries Governance Good Corporate and Fisheries Governance	<ul style="list-style-type: none"> Enhanced organizational efficiency and effectiveness in service delivery Improved quality of service and service delivery along the value chain for fishers and fish farmers. Improved involvement of fishers and fish farmers in fisheries governance Compliance with local and international standards and best practices Improved organizational response to emergencies and disasters, 	<p>Obtain ISO 9001:2015 certification and integrate advanced operational processes that enhance service delivery, resource management, and stakeholder satisfaction by 2026.</p>	<ul style="list-style-type: none"> Perform in-depth assessment and situational analysis of the organization Design and institutionalize standardized operational procedures to drive consistency, enhance efficiency, and support the organization's strategic vision. Develop a continuous improvement framework to streamline processes, ensuring they enhance overall performance. Implement a verified ISO 9001:2015 quality management system. Develop and implement comprehensive customer service training programs to build staff capacity, enhance stakeholder satisfaction, and drive service excellence. Develop and implement stakeholder engagement plan using feedback from satisfaction surveys to drive continuous improvement in service delivery and governance practices. Enhanced staff capacity and preparedness in occupational safety and health (OSH) and disaster risk management.
	<ul style="list-style-type: none"> Established internal corporate policy framework for the Authority. Improved governance structures and accountability mechanisms. Increased compliance with legislative requirements and procedures. Strengthened internal audit and monitoring systems. Improved staff proficiency in regulatory standards and compliance. Achieved compliance with international standards and best 	<p>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.</p>	<ul style="list-style-type: none"> Establish a governance framework through the development and implementation of corporate policies that enhance accountability, transparency, and alignment with long-term organizational goals. Ensure financial management practices align with FAA, PBMA, and The Fisheries Act (2018), supporting transparency and accountability in financial governance Implement robust data governance policies in compliance with the Data Protection Act (2020), safeguarding transparency and trust in organizational operations. 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. Implement a comprehensive governance training program to build

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	practices.		<p>capacity among staff and leadership, ensuring adherence to governance standards and regulatory requirements.</p> <ul style="list-style-type: none"> Establish a regular review cycle for governance and compliance policies to ensure continuous alignment with evolving regulations, international standards, and organizational needs.
	<ul style="list-style-type: none"> Key regulations are in place for fisheries and aquaculture Improved management and sustainability of the fisheries sector Environmental protection ensured through enforcement of legislation 	Strengthen the legislative framework by providing policy guidance for six key regulations to govern the fisheries and aquaculture sector by 2028.	<ul style="list-style-type: none"> 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. Develop and finalize drafting instructions for critical regulatory frameworks, to be promulgated as law: <ul style="list-style-type: none"> The Fisheries (Licences, Authorizations, and Permits) (Fishing) Regulations The Fisheries (Licences, Authorizations, and Permits) (Commercial Aquaculture) Regulations The Fisheries (Illegal, Unreported, and Unregulated Fishing) Regulations Regulations Relating to Prohibited Fishing Method and Equipment Regulations Relating to Fish Aggregating Device Regulations Relating to Non-Commercial Fishing Draft policy and strategic action plans for the NFA.
	<ul style="list-style-type: none"> Established and fully operational corporate headquarters and modernized sub-offices. Increased infrastructure sustainability and Cost-effectiveness Upgraded research and development (R&D) infrastructure 	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.	<ul style="list-style-type: none"> Modernize fisheries and aquaculture facilities to align with organizational objectives and support optimal functioning. Implement infrastructure upgrades that meet international standards for sustainability, safety, and operational efficiency. Develop a long-term maintenance and sustainability plan for the upgraded infrastructure to ensure longevity and cost-effectiveness. Pursue public-private partnerships to secure funding, drive innovation, and incorporate cutting-edge technologies into the infrastructure modernization process.

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	<ul style="list-style-type: none"> Improved office environments 		<ul style="list-style-type: none"> Upgrade ICT systems with digital tools for data management, monitoring, and cloud storage, making operations more seamless and decision-making more effective
Good Corporate and Fisheries Governance	<ul style="list-style-type: none"> Improved image and perception of the Authority. Enhanced stakeholder engagement and collaboration Improved capacity for sustainable fisheries management Peer-led knowledge and empowerment Increased transparency and trust in co-management practices 	<p>Increase the participation of fishers, fish farmers, and key stakeholders in fisheries co-management frameworks, fostering collaboration and sustainable resource management, by 2026</p>	<ul style="list-style-type: none"> Develop and implement a comprehensive stakeholder communication plan to ensure transparency and foster accountability in governance practices. Conduct regular consultations with stakeholders to gather feedback, share updates, and ensure transparency in co-management decision-making. Create regional working groups with stakeholders, to foster direct involvement in decision-making processes. 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. Implement peer-led programs where experienced fishers and fish farmers mentor others on the benefits and techniques of sustainable co-management.
Sustainable Fisheries and Aquaculture Management and Development in accordance with local and international obligations and best practices.	<ul style="list-style-type: none"> Increased sanctuary cover. Increased fish stock and biomass Increased species diversity Established monitoring framework Secured funding and partnership for sanctuary management 	<p>Increase the area of sanctuary, cover of our fisheries waters to 20,000 hectares, by 2027.</p>	<ul style="list-style-type: none"> Undertake targeted research surveys and engage stakeholders to guide strategic decision-making. 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. Establish a monitoring framework to track and evaluate sanctuary performance. Assess and implement biodiversity enhancement initiatives, including restocking and habitat improvement, to strengthen ecosystem resilience.

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
Sustainable Fisheries and Aquaculture Management and Development in accordance with local and international obligations and best practices.	<ul style="list-style-type: none"> 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. 	<p>Increase the compliance rate with licensing requirements to 90% for fish farmers and individuals who engage in fishing by 2027.</p>	<ul style="list-style-type: none"> Enhance the licensing process to streamline access to licences, authorizations, and permits, ensuring compliance with The Fisheries Act, 2018 Expand and enhance research and data collection programs, focusing on comprehensive surveys and censuses of fishers and vessels to support evidence-based policy development. Enhance collaboration with internal teams and key stakeholders to improve the efficiency of enforcement and conservation efforts, while creating incentives that reward compliance within the sector. Establish a centralized Command Centre through the Regional Blue Justice Hub to strengthen efforts against Illegal, Unreported, and Unregulated (IUU) fishing and organized crime in the fisheries sector. Develop impactful communication strategies to highlight the advantages of licensing, promote the use of the online system, and provide educational outreach on fisheries regulations.
	<ul style="list-style-type: none"> Greater stewardship of the fisheries resources through implementation of management plans. Optimal utilisation of fishery resources Produced Species assessment reports. Optimal revenue for stakeholders 	<p>Establish five additional management plans for capture fisheries and aquaculture by 2028.</p>	<ul style="list-style-type: none"> Engage key stakeholders to shape the development of species-specific management plans that align with long-term sustainability and sectoral growth. Enhance research and surveys on target species to generate critical data that informs strategic decision-making for sustainable fisheries management. Formulate comprehensive fishery management plans for offshore pelagic species and sea moss to support long-term ecological health and economic viability. Develop aquaculture management plans for tilapia, freshwater prawn, and ornamental fish to drive sustainable sector growth. Pursue international funding opportunities to expand aquaculture and mariculture production, as well as enhance the sustainable management of capture fisheries.

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
			<ul style="list-style-type: none"> Establish partnerships with local, regional, and international stakeholders to optimize conditions for fisheries diversification and aquaculture expansion. Enhance inland fisheries resource protection through collaborative efforts with environmental partners, focusing on improved enforcement and proactive responses to pollution threats.
	<ul style="list-style-type: none"> New and underutilized 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. 	Develop underutilized fisheries and diversify aquaculture production by 2028.	<ul style="list-style-type: none"> Enhance research on underutilized fish species to build a comprehensive data framework that informs long-term commercialization strategies and maximizes profitability in the fisheries sector. 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. Enhance the value-chain for fisheries products locally and internationally through agreements and partnerships (e.g. Iberostar). Equip fishers and fish farmers with advanced technical expertise and market strategies to increase long-term competitiveness and profitability in both domestic and global markets. Strengthen regulatory frameworks and enforcement measures to safeguard the integrity of fisheries and aquaculture, ensuring a sustainable environment for sectoral growth and development.
Climate Smart and Resilient Fisheries	<ul style="list-style-type: none"> Fishers and fish farmers educated on climate-smart and climate-resilient practices for a sustainable sector Increased number of fishers and fish farmers who are aware of and utilizing climate-smart 	Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027.	<ul style="list-style-type: none"> Launch a pilot program to introduce offshore pelagic fishing, including training on Fish Aggregating Device (FAD) and long line technology, post-harvest handling, and the development of sustainable FAD management systems. Initiate a pilot program to establish a Recirculating Aquaculture System (RAS) farm, focusing on water conservation, user training, and RAS technology transfer. Implement a capacity-building program to upskill Sea Moss and Oyster farmers, enhancing their technical expertise and promoting sustainable

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	practices <ul style="list-style-type: none"> Increased knowledge of climate change and its impact, as well as mitigation and adaptation practices 		aquaculture practices. <ul style="list-style-type: none"> Revise and implement a comprehensive climate-resilience strategy for the fisheries sector, integrating climate change awareness and adaptive management practices Expand support to vulnerable fishing communities through tailored pilot programs to improve resilience and promote sustainable practices in line with community needs.
Food and Nutritional Security	<ul style="list-style-type: none"> Increased aquaculture production Increased fish availability for local and export markets Improved aquaculture practices 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 	Triple fish production from Aquaculture to over 3500MT by 2027.	<ul style="list-style-type: none"> Implement the bio-secure Recirculating Aquaculture System (RAS) hatchery to bolster fry production capacity, positioning the sector for sustainable growth and resilience in aquaculture production. Expand and optimize broodstock production to meet growing market demand, securing long-term sustainability and strengthening the supply chain resilience for fish farmers. 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. Foster deeper collaboration with key stakeholders to implement systems that create optimal conditions for enhancing aquaculture production. Strengthen marketing networks and enhance the promotion and distribution of tilapia and other aquaculture products, expanding market reach.
	<ul style="list-style-type: none"> Improved sustainable fishing techniques utilized by fishers 	Build capacity among select fishing communities to ensure sustainable yield for three target fisheries by 2029.	<ul style="list-style-type: none"> Formulate sustainable harvesting strategies and build the capacity of fishers to ensure the responsible management of lobster and conch resources. Enhance the capacity of fishers through targeted upskilling programs and harvesting techniques, promoting sustainable practices.

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
			<ul style="list-style-type: none"> Explore innovative harvesting techniques for lobster fishing to promote sustainability and optimize resource management for long-term ecological balance. Leverage data from research surveys to optimize fishery yields and assess fishing pressure, enabling more effective management of resources and informed decision-making on sustainable practices.
Economic and Social Viability of the Fisheries Sector	<ul style="list-style-type: none"> Increased production for aquaculture Improved sustainable yield for wild caught fisheries Improved fishing practices for a sustainable sector Improved business management skills by fishers and fish farmers Improved profitability of fishers and fish farmers Improved data collection and statistical systems 	Increase the fisheries contribution to the GDP to J\$40B through product diversification and increased exports, by 2027.	<ul style="list-style-type: none"> Collaborate with the Ministry to secure international market access for fisheries products, enhancing global competitiveness and trade opportunities. Develop and implement a Market Expansion Strategy to unlock new market opportunities for underutilized fisheries and aquaculture species, including tilapia, mariculture, and ornamental fish. Expand data collection and conduct economic analyses to quantify the value-added contribution of the fisheries sector, informing strategic decision-making and investment. Provide targeted training for stakeholders on emerging market opportunities to boost revenue generation and international competitiveness. Leverage the OIE disease-free status to expand the ornamental fish sector's access to international markets, positioning it as a key growth area. Form partnerships with government, NGOs and private sector entities to market the fisheries sector and attract both domestic and international investments. Collaborate with partners to build capacity in fish processing and storage, ensuring the meets international standards and optimizes value chain efficiency.
	<ul style="list-style-type: none"> Increased revenue streams for the Authority Value added products 	Facilitate the development of the business ecosystem	<ul style="list-style-type: none"> Develop business plan to identify and capitalize on alternative revenue streams, diversifying income sources for the Authority and fostering long-term financial sustainability.

STRATEGIC PRIORITIES	OUTCOMES	STRATEGIC OBJECTIVES	STRATEGIES
	<p>developed</p> <ul style="list-style-type: none"> Increased product diversification in the sector Business ecosystem developed Business plans implemented 	<p>to support livelihoods in fisheries and aquaculture by 2028</p>	<ul style="list-style-type: none"> Engage stakeholders through consultations to gather insights and ensure alignment with market trends, product development initiatives and revenue growth opportunities. Drive research and development initiatives to explore high-potential products and standardize product formulations, ensuring readiness for commercialization and market expansion. Implement development plans for sea moss, tilapia, and oyster products, while formulating value-added product strategies to expand the product portfolio and boost export potential.
	<ul style="list-style-type: none"> Stakeholders trained in skills and technology solutions. Structured organizations and representation for fisheries stakeholders (co-operatives/ associations). 	<p>Organize and train 1200 fishers, existing and prospective fish farmers, and staff, in modern fishing and aquaculture production and technologies, by 2028.</p>	<ul style="list-style-type: none"> Deliver specialized training programs in FAD and Longline Fishing Technology for fishers, and Ornamental Fishing and RAS technology for fish farmers, enhancing technical capacity and promoting sustainable practices. Collaborate with local and international institutes to deliver advanced training for stakeholders, driving innovation and industry best practices. Strengthen extension officers' capacity in fisheries and aquaculture methodologies, ensuring effective knowledge transfer and support to the sector. Facilitate the establishment of fisher and aquaculture organizations through the Authority's extension services.

2.0 PROGRAMMES AND SUB-PROGRAMMES OF THE NFA

The National Fisheries Authority's function falls under the Sub-Programme – Fisheries Development within the Ministry of Agriculture, Fisheries and Mining. As a statutory body, 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 Regulatory Compliance Sub-Programme is responsible to ensuring 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.

2.1 Vision of Success

The fisheries sector is an essential pillar of Jamaica's food and nutritional security, recognized internationally for its importance. In the face of global challenges such as climate change and its detrimental effects on food production, Jamaica's fisheries sector is uniquely positioned to help close these gaps. This is made possible through the growth of the aquaculture sub-sector and the sustainable management of traditional fisheries to maximize yields.

The National Fisheries Authority (NFA), operating under the Fisheries Act of 2018, is committed to ensuring the sustainable development and management of the fisheries and aquaculture sectors. These sectors, collectively valued at over J\$30 billion, directly and indirectly employ more than 40,000 people and sustain the livelihoods of over 200,000 Jamaicans. Guided by its core values of integrity, transparency, accountability, fairness, professionalism, teamwork, innovation, and respect, the NFA strives to create public value while safeguarding the future of the industry.

A sustainably managed fisheries and aquaculture sector is essential not only for food and nutritional security but also for driving socio-economic growth across Jamaica. The NFA envisions a future where all industry players benefit from an equitable and efficient licensing process, ensuring access to registration services and unlocking new opportunities. Through the implementation of effective fisheries and aquaculture management plans, the expansion of protected areas such as sanctuaries, and the enforcement of sustainable practices, the NFA aims to fulfill its mandate of securing fish stocks for both current and future generations.

The NFA's philosophy is to be the catalyst for this transformation, creating a future where the fisheries sector thrives as a cornerstone of national development while contributing to the well-being of communities and the overall economy.

3.0 SECTION C: SITUATIONAL ANALYSIS

3.1 Overview

Globally, fisheries and aquaculture are essential for food security, livelihoods, and coastal and rural economic well-being. However, the sector faces significant threats, including overfishing, illegal fishing, and the impacts of climate change on marine ecosystems. These challenges undermine the resilience of communities dependent on these resources. To ensure the sustainability of ocean resources and ecosystem services for future generations, effective fisheries and aquaculture management is critical.

The State of World Fisheries and Aquaculture 2022 Report by the Food and Agriculture Organization (FAO) revealed a concerning decline in biologically sustainable fishery stocks, which fell to 64.6% in 2019. Without carefully regulated fishing practices, global fish stocks could become unsustainable by 2050. For Jamaica, with its extensive coastline, fisheries waters, and fishing beaches, this presents a significant challenge. Managing existing fisheries resources and maximizing aquaculture potential are vital to safeguarding the nation's food and nutritional security.

Jamaica's fisheries sector is divided into two main sub-sectors: Capture Fisheries and Aquaculture. Capture Fisheries dominate production, with artisanal fishers operating in inshore and offshore areas, including the Island Shelf and its fishing banks. Industrial fishers target high-value species like lobster and conch, with conch becoming particularly significant since the 1960s. Smaller segments such as sports and recreational fishing also contribute to the sector.

Aquaculture, which involves farming aquatic organisms, has grown in importance as climate change increasingly affects traditional fisheries. Jamaica has a longstanding history in aquaculture, dating back to the introduction of tilapia in the 1940s. The sector peaked in the 2000s with over 5,000 tonnes of annual production. Today, aquaculture holds untapped potential to complement capture fisheries, diversify production, and strengthen food security.

With proper management and investment in sustainable practices, Jamaica's fisheries sector can continue to thrive, contributing to the nation's socio-economic development and resilience.

The Fisheries Management and Development Fund (FMDF), supported by the Conch (Export Levy) Act (2009) and funded through a levy on conch exports, provides critical financial resources for the development and management of Jamaica's fishing industry. Additionally, the National Fisheries Authority (NFA) benefits from its affiliation with regional and international organizations, further enhancing its capacity to manage the sector. Jamaica's aquaculture sector also boasts an impressive record of being largely free of notifiable diseases as defined by the World Organisation for Animal Health (OIE). The NFA remains committed to maintaining this status through robust programmes and initiatives.

Despite these achievements, the fisheries sector faces several significant challenges:

- Limited access to dedicated low-cost financing.
- Inadequate infrastructure and facilities meeting international standards.
- Low levels of trust from key stakeholders, particularly artisanal fishers.
- Insufficient Information Management and ICT systems.
- Constraints in the NFA's capacity to address issues affecting fishers effectively.

To address these challenges, the NFA is actively strengthening its capacity and exploring opportunities for growth in both aquaculture and capture fisheries. This includes developing new and underutilized fisheries, expanding and diversifying aquaculture operations (such as mariculture and ornamental fish farming), and fostering partnerships to support the sector's development.

Climate change poses additional threats to the sector, including habitat loss, beach erosion, rising sea levels, and increased storm intensity. These challenges demand proactive mitigation and adaptation strategies. The Promoting Community-Based Climate Resilience in the Fisheries Sector Project (PCBCR), a five-year initiative, continues to implement targeted climate adaptation measures to enhance the sector's resilience. Furthermore, Jamaica's fisheries waters are increasingly threatened by the proliferation of Sargassum blooms, necessitating a coordinated, multi-stakeholder approach with other government entities to drive research and intervention efforts.

Illegal, Unreported, and Unregulated (IUU) fishing, destructive practices, and the use of harmful substances also threaten the sustainability of the fisheries sector. To counter these threats, the NFA is prioritizing enhanced enforcement efforts. This includes expanding the capacity of the Compliance Branch and increasing collaboration with national security forces to safeguard the country's fishing resources.

By addressing these challenges through targeted initiatives, partnerships, and strategic interventions, the NFA aims to strengthen Jamaica's fisheries sector and ensure its sustainability for future generations.

Jamaica's fisheries sector holds incredible potential to drive sustainable growth and create lasting economic benefits for the nation. One of the most exciting opportunities lies in fishery tourism. By offering activities such as fishing tournaments, snorkeling in marine sanctuaries, and aquaculture tours, Jamaica can generate new revenue streams while showcasing the beauty and richness of its marine resources to visitors from around the world.

Global funding opportunities focused on fisheries development also present a valuable chance to invest in innovative and sustainable practices. Jamaica's reputation for producing high-quality fish, free from notifiable diseases as recognized by the World Organisation for Animal Health (OIE), makes the country a trusted supplier in international markets. This unique status gives Jamaica a strong competitive edge, attracting buyers and strengthening its position on the global stage.

With vast fisheries waters and offshore banks, Jamaica is perfectly positioned to explore mariculture and diversify markets. Certifications such as EU and Marine Stewardship Council (MSC) accreditation not only open doors to high-value, restricted markets but also ensure that Jamaican products earn premium pricing, helping the sector thrive in a competitive global trade environment.

While challenges exist, there are opportunities to overcome them. The National Fisheries Authority (NFA) remains determined to make the most of these strengths. With renewed strategic objectives, the organization is focused on conserving and managing fisheries resources responsibly, as outlined in the Fisheries Act, 2018 and aligned with international commitments. This work is not only about protecting the environment, but about ensuring that the benefits of Jamaica's rich marine heritage are felt by every citizen, now and for generations to come.

3.2 SWOT ANALYSIS

Internal Environment:

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • Strong legislative framework, the Fisheries Act, 2018 • Technically competent staff with specialised skills in fisheries and aquaculture management, as well as other key areas. • Local (MOUs established with local stakeholders) and international partnerships • Corporate structure • Governance systems in place that allow for transparency and accountability • Zoning of management areas and management plans for fisheries are supported by legislation • 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 • Management systems in place for high-income species (Queen Conch, Lobster & Sea Cucumber) • Cadre of trained enforcement officers in place • Clearly articulated strategic objectives and performance management systems in place • Audit functions established for the Authority • Fish produce from aquaculture are free from notifiable OIE disease • Solid relationship with security and law enforcement partners • MSC and EU certifications 	<ul style="list-style-type: none"> • Lack of updated Fisheries Regulations • Inadequate ICT infrastructure (eg. CUGs) • Lack of mobility (land and sea) • Substandard infrastructure (Inadequate corporate headquarters & sub-offices) 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 utilization of funds (poor planning and execution) • Lack of competitive compensation package • Lack of ratified standard operating procedures & HR policies • Lack of fuel supply contract • Lack of port infrastructure • Lack of sector policy (sector policy is in draft) • Low administrative fees charged for services offered by the NFA • Inadequate data protection structure • Low staff morale and satisfaction • Inadequate corporate communication • Inadequate marketing of the fisheries sector through public relations to our stakeholders and the general public. • Inadequate project management resources 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)

External Environment:

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Improve ICT infrastructure • Global funding opportunities or initiatives aligned to the fisheries sector • Funding to support climate resilience • Potential PPPs for the sector • Expansion of the fisheries value chain • Access to new markets and diversification • Website developed • Global and local 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 brand 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/underutilized 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, aquaculture 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 and mariculture to be explored. • Better prices and Market access to restricted marketplaces from certifications (EU & MSC) • Unused government lands present an opportunity to expand fish farming • Existence of trade agreements that support regional and international trade within the sector 	<ul style="list-style-type: none"> • Climate Change causing loss of habitat, beach erosion, drought, excessive <i>Sargassum</i> blooms, rising sea levels, increased storm intensities etc. • IUU & OCS (organized crime in the fisheries sector) • Overfishing • Trade barriers due to increased restrictions (tariff and non-tariff) to enter certain markets, as well as trade disruptions • Cyber security breaches can lead to loss of data & system crash • Political and economic instability • Imported fish for local market at lower cost • WTO fisheries subsidies & countervailing measures • 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 the environment • Strong competition from non-agricultural 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 alternative use • Lack of jetty and related infrastructure threatens development, enforcement, investment and overall governance of the fisheries area (e.g., on the Pedro Banks). • Behavioural and biological changes of species due to external factors • High cost of fuel and electricity.

3.3 TOWS ANALYSIS

<div>INTERNAL FACTORS</div> <div>EXTERNAL FACTORS</div>	STRENGTHS	WEAKNESSES
OPPORTUNITIES	<p>S-O Strategies</p> <ul style="list-style-type: none"> • 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. snorkeling). • Utilise effective management plans and enforcement for queen conch to sustain high densities. • Leverage international and regional agreements to access new markets for underutilized fisheries and aquaculture species (e.g. expansion of tilapia, mariculture, tuna). 	<p>W-O Strategies</p> <ul style="list-style-type: none"> • 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	<p>S-T Strategies</p> <ul style="list-style-type: none"> • 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. 	<p>W-T Strategies</p> <ul style="list-style-type: none"> • Sign contracts with security agents of the 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.
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3.4 PESTLE ANALYSIS

<p>POLITICAL</p>	<ul style="list-style-type: none"> • Strong support from the political directorate of the parent ministry, for fisheries and aquaculture • Lengthy delays in confirming the appointment of Board Members, Tribunal and Advisory Council • Change in Government Administration resulting from a General Election • Potential for political interference in the operations of the NFA • Government acceding to international agreements that affects 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
<p>ECONOMICAL</p>	<ul style="list-style-type: none"> • 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, pandemic) • 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 • Budgetary allocation granted to the fisheries sector • Global fish market demand • Economic dependence of some coastal communities on the fisheries sector

<p>SOCIAL</p>	<ul style="list-style-type: none"> • 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, use of foreign nationals in distance fishing operation) • 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 contributing to illegalities 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 • Increase number of youths entering the sector • Slow to adopt changes 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 • Cultural practices in fishing can impact regulatory efforts/ strengthen NFA programs • Nutrition trend
<p>TECHNOLOGICAL</p>	<ul style="list-style-type: none"> • Technology exists that will improve operations in the sector (e.g. GPS, VHF, RAS, use of online LRS) • ICT tools and IT management systems in place at the Authority • Negative 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.) • Implementation of ticketing system for enforcement • Improvement in communication technologies to collect and disseminate data and information

<p>LEGAL</p>	<ul style="list-style-type: none"> • 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) • Inconsistency in the pace in which regulations are reviewed • Inclusion on the legislative agenda • 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) • 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 supports the fisheries sector (e.g. Wildlife Protection Act, Morant and Pedro Cays Act, Exclusive Economic Zone Act, Aquaculture Act etc.)
<p>ENVIRONMENTAL</p>	<ul style="list-style-type: none"> • Climate change leading to uncertainties, including flash floods, extreme drought, excessive <i>Sargassum</i> 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 • Pollution of the fisheries waters (solid waste and the introduction of noxious, deleterious or poisonous substances) • Genetic dilution of farmed fish which potentially leads to poor performance • 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) • Potential impact of the exploration for oil in the fisheries waters • Marine ecosystem health – the marine ecosystem will impact the overall health of the coral reefs and mangroves. • Adoption of ecosystem-based approaches and precautionary principles to fisheries management

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

		IMPACT				
		1	2	3	4	5
LIKELIHOOD	5					<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> Inadequate Stakeholder Buy-In for sanctuaries 		<ul style="list-style-type: none"> 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. 	<ul style="list-style-type: none"> 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		<ul style="list-style-type: none"> Lack of commitment from internal and external stakeholders for NFA's full transition 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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			<ul style="list-style-type: none"> Lack of implementation and compliance with the ISO Quality System 	<ul style="list-style-type: none"> Inadequate institutional capacity Poor execution of project plan for climate-resilient projects 	<ul style="list-style-type: none"> 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)

STAKEHOLDER MATRIX		INTEREST OF STAKEHOLDER	
		LOW	HIGH
INFLUENCE OF STAKEHOLDER	HIGH	KEEP SATISFIED (Subjects) <ul style="list-style-type: none"> Wholesalers/ Retailers Ministry of Labour and Social Security Non-Government Organizations National Land Agency Water Resources Authority Judiciary 	MANAGE CLOSELY (Players) <ul style="list-style-type: none"> 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 Ministry of Finance and the Public Service and its agencies Ministry of Health International Agencies, e.g. Japan and European Union National Environmental and Planning Agency Urban Development Corporation National Irrigation Commission
	LOW	MONITOR (Crowd) <ul style="list-style-type: none"> Recreational Sports Fishers Consumers/ General Public Ministry of Foreign Affairs and Foreign Trade Media Houses 	KEEP INFORMED (Context Setters) <ul style="list-style-type: none"> 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

3.7 STRATEGIC ISSUES AND CHALLENGES

STRATEGIC ISSUES		CHALLENGES
1	Insufficient human, technological and infrastructural capacity of the NFA to fulfil its mandate.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 adverse entrepreneurs
3	Illegal unreported and unregulated (IUU) fishing, and illegalities in the local fishing sector	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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

STRATEGIC ISSUES		• CHALLENGES
5	Over-exploitation of fisheries resources	<ul style="list-style-type: none"> • 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 • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Disorganization 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.)

	STRATEGIC ISSUES	CHALLENGES
8	Insufficient Research and Development (R&D) infrastructural capacity	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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 research) • Inadequate leveraging of data and information for the sector
10	Diminishing availability of land for fisheries and aquaculture	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 recognized. 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 revealed several critical issues and challenges that must be addressed to ensure the effectiveness of the NFA's operations. These challenges are interconnected and, if unresolved, could significantly hinder the NFA's ability to fulfill its mandate. One key issue is the institutional capacity of the newly established Authority, which is constrained by inadequate funding and a shortage of trained personnel to facilitate a smooth transition. Additionally, the global problem of Illegal, Unreported, and Unregulated (IUU) fishing poses significant threats to the sector. Central to these challenges is the imperative to enhance fisheries resource management, increase research and development efforts, and improve the NFA's operational procedures.

4.0 STRATEGY IMPLEMENTATION

Ministry of Agriculture, Fisheries and Mining Sub-Programme: Fisheries Development		
Sub-Programme Objective: To increase fisheries contribution, to the GDP to J\$40B, through sustainable management and development of the fisheries and aquaculture sectors for the socio-economic benefit of all Jamaicans, by 2027.	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.	
	Programme Budget:	
GOJ MEDIUM-TERM STRATEGIC PRIORITY: Inclusive Sustainable Economic Growth and Job Creation	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.	
VISION 2030 NATIONAL GOAL: <i>GOAL 3: Jamaica's Economy is Prosperous</i>	National Outcome #12 – Internationally Competitive industry Structures - Agriculture Sector Outcome: Enabling environment for agriculture research and development	National Strategies: <ul style="list-style-type: none"> • 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

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

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:		Increase the fisheries contribution to the GDP to J\$40B, by 2027.						
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
<ul style="list-style-type: none"> • 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 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\$30B	\$35B	\$38B	\$40B	TBD	All Divisions of the NFA

OUTCOMES:	<ul style="list-style-type: none"> • <i>Enhanced organisation efficiency and effectiveness in service delivery</i> • <i>Improved image and perception of the Authority</i> • <i>Improved quality of service and service delivery along the value chain for fishers and fish farmers.</i> • <i>Improved involvement of fishers and fish farmers in fisheries governance</i>
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STRATEGIC OBJECTIVE:		<i>Obtain ISO 9001:2015 certification and integrate advanced operational processes that enhance service delivery, resource management, and stakeholder satisfaction by 2026.</i>						
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
<ul style="list-style-type: none"> • Perform in-depth assessment and situational analysis of the organization • Implement a verified ISO:9001 quality management system. 	<ul style="list-style-type: none"> • ISO 9001:2015 certified 	% Completion of ISO certification Requirements	0	100%: Implementation of ISO plan for Licensing and Registration Apply for ISO certification and engage ISO Auditor to complete Stage 1 Audit	Implementation of ISO plan for Aquaculture	Maintain ISO standard	Maintain and expand ISO standard	Corporate Services
Develop continuous improvement framework to streamline processes, ensuring they enhance overall performance.	<ul style="list-style-type: none"> • Records Management System implemented 	Output: % Completion of Records Management System	0	50%: Records Management System is in place	100%: Records Management System is in place	Maintenance of Records Management System	Maintenance of Records Management System	Corporate Services

STRATEGIC OBJECTIVE: <i>Obtain ISO 9001:2015 certification and integrate advanced operational processes that enhance service delivery, resource management, and stakeholder satisfaction by 2026.</i>								
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Develop and implement comprehensive customer service training programs to build staff capacity, enhance stakeholder satisfaction, and drive service excellence.	Training Program developed and implemented	# of training programs developed and implemented	0%	4	4	4	4	Corporate Services
		% of employees who complete training within the implementation timeline	0%	25%	50%	75%	100%	
Develop and implement stakeholder engagement plan using feedback from satisfaction surveys to drive continuous improvement in service delivery and governance practices.	Stakeholder engagement plan developed and implemented	% completion of stakeholder engagement plan	0%	50%	75%	90%	100%	Corporate Services
Hire competent staff in line with new organisational structure.	New staff hired for the Authority	# of new staff hired as per Human Capacity plan	-	23	28	29	35	Corporate Services

STRATEGIC OBJECTIVE: <i>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.</i>								
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Ensure financial management practices align with FAA, PBMA, and The Fisheries Act (2018), supporting transparency and accountability in financial governance	Financial statements, reports and reconciliations completed in accordance 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	0%	100%	100%	100%	100%	Finance and Accounts
	Salaries and payables processed	% of salaries and payables processed accurately and paid within established timeframe.	Not determined	100%	≥90%	≥90%	≥90%	Finance and Accounts
	Statutory payments made	% completion of statutory payments	Not Determined	100%	100%	100%	100%	Finance and Accounts
	Budget Utilization	% of allocated budgets utilized effectively	99%	>90%	>90%	>90%	>90%	Finance and Accounts

STRATEGIC OBJECTIVE: <i>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.</i>								
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
	Estimates of expenditure and cash flow submitted	% completion and submission of estimates of expenditure and cash flow	100%	>90%	>90%	>90%	>90%	Finance and Accounts
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	0	1:	1:	TBD		Corporate Services - HRMD
Implement strong data governance policies in compliance with the Data Protection Act (2020), safeguarding transparency and trust in organizational operations.	Data governance policies implemented	% of staff trained in data governance and the Data Protection Act	0%	80%	100%	100%	100%	Executive Office – Data Protection Officer

STRATEGIC OBJECTIVE: <i>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.</i>								
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
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.	Internal audit and governance monitoring system established	% of identified issues addressed	0%	50%	80%	≥90%	100%	Executive Office – Internal Audit
		% of organizational areas audited	0%	75%	≥90%	100%	100%	Executive Office – Internal Audit
Implement a Comprehensive governance training program to build capacity among staff and leadership, ensuring adherence to governance standards and regulatory requirements.	Comprehensive governance training programme implemented	# of Senior Managers, Middle managers and supervisors successfully received and complete training	0%	70	70	70	70	Corporate Services - HRMD
		# of staff successfully received and complete training	0%	157	250	278	345	

OUTCOMES:

- *Key regulations are in place for fisheries and aquaculture*
- *Improved management and sustainability of the fisheries sector*
- *Environmental protection ensured through enforcement of legislation*

STRATEGIC OBJECTIVE: <i>Strengthen the legislative framework by providing policy guidance for six key regulations to govern the fisheries and aquaculture sector by 2028.</i>								
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Develop and finalize drafting instructions for critical regulatory frameworks, to be promulgated as law.	Six regulations drafted	Output: # of new regulations for which drafting instructions are provided	0	2: The Fisheries (Licences, Authorizations, and Permits) (Fishing) Regulations, 2025 The Fisheries (Licences, Authorizations, and Permits) (Commercial Aquaculture) Regulations, 2025	3: The Fisheries (Illegal, Unreported, and Unregulated Fishing) Regulations, 2025 Regulations Relating to Prohibited Fishing Method and Equipment Regulations Relating to Non-Commercial Fishing	1: Regulations Relating to Fish Aggregating Device	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	2: Aquaculture Development Plan Mariculture Development Plan	1: Eco-Tourism Fisheries Policy	1: Inland Fishery Policy	TBD	LSU CFD Aquaculture FCLS

STRATEGIC OBJECTIVE: <i>Strengthen the legislative framework by providing policy guidance for six key regulations to govern the fisheries and aquaculture sector by 2028.</i>								
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
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	Consultation sessions held with stakeholders	# of stakeholder's consultation sessions held on regulatory framework	0	4	4	4	4	LSU

OUTCOMES:

- *Established and fully operational corporate headquarters and modernized sub-officers.*
- *Increased infrastructure sustainability and cost-effectiveness*
- *Upgraded research and development infrastructure*

STRATEGIC OBJECTIVE: <i>Upgrade and modernize all fisheries and aquaculture-related infrastructure, including research and development centers and sub-offices, to support optimal</i>								
Strategies	Key Outputs	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Modernized fisheries and aquaculture facilities to align with organizational objectives and support optimal functioning	NFA Sub-offices refurbished/ upgraded	# of sub-offices refurbished/ upgraded	0%	100%: Determine the cost for refurbished/ upgrade To determine the cost Land acquisition/ Bill of Quantity for infrastructure work	5: • Barham Wharf established. • Lances Bay upgraded • Old Harbour Bay • Establish Offices in St. Ann and Trelawny	TBD	TBD	Corporate Services – Facilities and Property Management
	Aquaculture Division's Offices renovated	% completion Renovation and upgrading of Aquaculture Division	Not applicable	30%: Scoping of works, Design and Bill of Quantities completed	10%: Submitting proposal to PIAB Procurement processes	55%: Commence construction	5%: Aquaculture Division renovated and upgraded	
	Regional centres established	# of regional centres established for the NFA	0	2: Container Offices established for Montego Bay and Black River Concept design for port facilities	1: Container Office established for Pagee, Technical drawings and Bill of quantities completed for headquarters	- Tender and commence construction for headquarters	- Construction continues for headquarters	

NFA Sub-Programme: AQUACULTURE

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: 209.661

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

OUTCOME:

- *Greater stewardship of the fisheries resources through implementation of management plans.*
- *Optimal utilization of fishery resources*
- *Optimal revenue for key stakeholders*

STRATEGIC OBJECTIVE:

Establish five additional management plans for capture fisheries and aquaculture by 2028.
Develop underutilized fisheries and diversify aquaculture production by 2028.
Facilitate the development of the business ecosystem to support livelihoods in fisheries and aquaculture by 2028.

Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Develop aquaculture management plans for tilapia, freshwater prawn and ornamental fish to drive sustainable sector growth. Engage key stakeholders to inform the development of species- specific management plans.	New Aquaculture Management Plans	# of Aquaculture Management plans developed	0	1: Tilapia Management Plan developed	1: Freshwater Prawn Management Plan	1: Ornamental Fish Management Plan developed	-	Aquaculture Div.
Establish partnerships with local, regional and international stakeholders to optimize conditions for fisheries diversification and aquaculture expansion.	Proposals submitted for funding	# of proposals submitted	0	At least 1	At least 1	At least 1	At least 1	Aquaculture; Project Manager
Implement development plans for tilapia, and oyster products, while formulating value-added product strategies to expand the product portfolio and boost export potential.	Business plans developed and implemented.	# of development plans prepared	0	2: Tilapia Oyster	2: Sea Moss Sargassum	-	-	Aquaculture Commercial Services
	Value added products developed	# of development plans implemented		-	-	2: Tilapia Oyster	2: Sea Moss Sargassum	

OUTCOMES:	<ul style="list-style-type: none"> • <i>Increased aquaculture production</i> • <i>Improved aquaculture fishing practices for a sustainable sector</i> • <i>Improved business management skills by fish farmers</i> • <i>Improved profitability of fish farmers</i>
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STRATEGIC OBJECTIVES:	<ul style="list-style-type: none">• Triple fish production from Aquaculture to over 3500Mt by 2027.• Increase the fisheries contribution to the GDP to \$40B by 2027.• Develop underutilized fisheries and diversify aquaculture production by 2028.							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs (‘000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
<ul style="list-style-type: none">• Implement the bio-secure Recirculating Aquaculture System (RAS) hatchery to bolster fry production capacity.• Expand and optimize broodstock production to meet growing market demand, securing long-term sustainability and strengthening the supply chain resilience for fish farmers.• Modernize production and brood ponds to increase operational efficiency and support long-term capacity building within the aquaculture sector.	Fish produced from Aquaculture nationally.	Amount (MT) of fish produced from aquaculture	1100 (MT)	1200	1500	3500	3500	Aquaculture
	Tilapia seedstock produced by the NFA	# of seedstock of tilapia produced (million)	1.3 million	1.4M	2M	3M	5M	Aquaculture
	Increase in acres of aquaculture ponds.	Acres in aquaculture ponds facilitated by interventions.	715 acres	600	700	800	-	Aquaculture
Modernize production and brood ponds to increase operational efficiency and support long-term capacity building within the aquaculture sector	Ponds renovated at the Aquaculture Division	# of ponds renovated to support hatchery and species diversification	4	4	4	4	4	Aquaculture

STRATEGIC OBJECTIVES:		<ul style="list-style-type: none"> • Triple fish production from Aquaculture to over 3500Mt by 2027. • Increase the fisheries contribution to the GDP to \$40B by 2027. • Develop underutilized fisheries and diversify aquaculture production by 2028. 						
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
<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. 	Mariculture farms developed	% completion of the expanded Bowden facility	1	25%: Land tenure issues resolved	TBD (Based on resolution of tenure)	TBD (Based on resolution of tenure)	-	Aquaculture
	Support offered to fish farmers	# of mariculture producers supported	11	4: (Green Island and Sav-La-Mar, Alligator Pond & Discovery Bay)	4	4	4	Aquaculture Capture Fisheries
<ul style="list-style-type: none"> • Provide targeted training for stakeholders on emerging market opportunities to boost revenue generation and international competitiveness. • Train extension officers on fisheries and aquaculture management 	Improved business management skills by fishers and fish farmers	# of on farm Consultations	720	720	720	720	720	Aquaculture
		# of public engagement sessions		At least 5	At least 5	At least 5	At least 5	Aquaculture
		# of fish farmers trained in aquaculture production and technologies		100 farmers trained	100 farmers trained	100 farmers trained	100 farmers trained	Aquaculture
<ul style="list-style-type: none"> • Develop and implement a Market Expansion Strategy to unlock new market opportunities for underutilized fisheries and aquaculture species, including tilapia, mariculture, and ornamental fish. 	<ul style="list-style-type: none"> • Increased production for aquaculture • Improved profitability of fishers and fish farmers 	% completion of market expansion strategy	0	50%:	50%	-	-	Aquaculture Commercial Services

OUTCOME:	<ul style="list-style-type: none"> <i>Increased number of fishers and fish farmers who are aware of and utilizing climate-smart practices</i>
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STRATEGIC OBJECTIVE:	● <i>Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027.</i>							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs (‘000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Initiate a pilot program to establish a Recirculating Aquaculture System (RAS) farm, focusing on water conservation, user training, and RAS technology transfer.	Recirculating Aquaculture System (RAS) hatchery constructed	Output: % completion of construction of RAS hatchery	0%	Installation and Commissioning of RAS hatchery 100%: RAS hatchery operational	- RAS hatchery in use	-	-	Aquaculture
		# of persons trained on RAS technology	0	30	TBD Training offered as approved based on requests	TBD Training offered as approved based on requests		Aquaculture

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: 368.049M

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 fisheries contribution to the GDP to J\$40B through product diversification and increased exports by 2027.
- 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

OUTCOME:

- *Increased sanctuary cover*

STRATEGIC OBJECTIVE:								
• <i>Increase the area of sanctuary cover of our coastal fisheries waters to 20,000 hectares by 2027</i>								
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
<ul style="list-style-type: none"> • Undertake targeted research surveys and engage stakeholders to guide strategic decision-making. • Prepare boundary descriptions for sanctuary regulations and submit for them to be gazetted. 	<ul style="list-style-type: none"> • Increased sanctuary cover. • Increased fish stock and biomass • Increased species diversity 	# of hectares of coastal fishery water (down to 30 meters) protected as Fish Sanctuaries	10,000	11,600 hectares (Preparation of boundary descriptions for Pedro Bank through conducting surveys)	11,600 hectares Sanctuary maintenance and management	20,000 (Pedro Bank) Sanctuary Maintenance and management	-	Capture Fisheries
Secure sustainable funding and partnerships through PPPs and other sources to ensure ongoing support, enforcement, and management of sanctuaries.	Sanctuaries managed	# of agreements in place with partners for funding, support and/or managing sanctuaries.	9: (2 funding, 7 management)	-	-	14	-	Capture Fisheries Project Manager FCLS
Establish a monitoring framework to track and evaluate sanctuary performance.	Monitoring framework established	% completion of monitoring framework	0%	100%	Evaluation and review of framework performance	Evaluation and review of framework performance	Evaluation and review of framework performance	Capture Fisheries Project Manager

OUTCOMES:	<ul style="list-style-type: none"> • <i>Greater stewardship of the fisheries resources through implementation of management plans.</i> • <i>Optimal utilisation of fishery resources</i> • <i>Optimal revenue for stakeholders</i>
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STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> • <i>Establish 5 additional management plans for capture fisheries and aquaculture by 2028.</i> 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
<ul style="list-style-type: none"> • Enhance research and surveys on target species to generate critical data that informs strategic decision-making for sustainable fisheries management. • Formulate comprehensive fishery management plans for offshore pelagic species and sea moss to support long-term ecological health and economic viability. • Engage key stakeholders to shape the development of species-specific management plans that align with long-term sustainability and sectoral growth. • Pursue international funding opportunities to expand aquaculture and mariculture production, as well as enhance the sustainable management of 	Surveys conducted	# of research surveys conducted	2: 1. Spiny Lobster 2. Sea moss Island shelf	1: Reef Fish Survey	1: Reef Fish Survey (ongoing)	1: Reef Fish Survey (completed) Lobster		Capture Fisheries
	Three Fishery Management Plans developed	# of fishery management plans developed	1 Conch	1: Sea Cucumber Mgmt. Plan	1: Sea Moss Mgmt. Plan	1: Offshore Pelagics Mgmt. Plan	-	Capture Fisheries
	Fishery management plans implemented	# of fishery management plans being implemented	0	2: Conch Sea cucumber	1: Lobster	1: Sea Cucumber	1: Offshore Pelagics	Capture Fisheries
	Research Fishery management plans revised	# of fishery management plans revised	-	-	1 Conch Mgmt Plan	1: Lobster Mgmt Plan	1: Sea Cucumber Mgmt. Plan	Capture Fisheries

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> Establish 5 additional management plans for capture fisheries and aquaculture by 2028. 						
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
capture fisheries.	Proposals submitted for funding	# of proposals submitted	0	At least 1	At least 1	At least 1	At least 1	Capture Fisheries

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> Organize and train 1200 fisheries, existing and prospective fish farmers, and staff in modern fishing and aquaculture production technologies, by 2028. Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 pilot programmes by 2027. 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Launch a pilot program to introduce offshore pelagic fishing, including training on Fish Aggregating Device (FAD) and long line technology, post-harvest handling, and the development of sustainable FAD management systems.	Increased number of fishers who are aware of and utilizing climate-smart practices	# of fishers trained in technology	N/A	250 Fishers trained in long line and FAD technology, and post-harvest handling techniques.	250 Fishers trained in long line and FAD technology, and post-harvest handling techniques	250 Fishers trained in long line and FAD technology, and post-harvest handling techniques	250 Fishers trained in long line and FAD technology, and post-harvest handling techniques	Capture Fisheries
Expand support to vulnerable fishing communities through tailored pilot programs to improve resilience and promote sustainable practices in line with community needs.	Increased technologies	# of fisheries technologies developed	0	2: Marine Weather App (Met Office/Silca Project). Marine VHF System	TBD	TBD	TBD	Capture Fisheries

OUTCOMES:	<ul style="list-style-type: none"> <i>Improved profitability of fishers and fish farmers</i>
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STRATEGIC OBJECTIVES:	<ul style="list-style-type: none"> <i>Develop underutilized fisheries and diversify aquaculture production by 2028.</i> <i>Increase the fisheries contribution to the GDP, to J\$40B, by 2027.</i> <i>Organize and train 1200 fisheries, existing and prospective fish farmers, and staff in modern fishing and aquaculture production technologies, by 2028.</i> <i>Build capacity among select fishing communities to ensure sustainable yield for three fisheries by 2029</i> 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Enhance research on underutilized fish species to build a comprehensive data framework that informs long-term commercialization strategies and maximizes profitability in the fisheries sector.	New and/or underutilised fisheries developed	# of New and/or Underutilized Fisheries Developed	1 Live Lobster	3: • Offshore Pelagic • Sea Moss • Sargassum	3 ongoing: • Offshore Pelagic • Sea Moss • Sargassum	1 Sea Urchin	TBD	Capture Fisheries
Develop a project plan for the modernisation of fishing infrastructure and fishing beaches to benefit stakeholders.	Fishing Beaches rehabilitated	# of fishing beaches rehabilitated	0	6: • Pagee • Great Bay • Parrottee • Black River • Portland Cottage • Rocky Point • Billy's Bay	3: Port Maria St. Ann Negril (Beaches TBD)	TBD	TBD	Capture Fisheries Project Management Corporate Services

STRATEGIC OBJECTIVES:	<ul style="list-style-type: none"> • <i>Develop underutilized fisheries and diversify aquaculture production by 2028.</i> • <i>Increase the fisheries contribution to the GDP, to J\$40B, by 2027.</i> • <i>Organize and train 1200 fisheries, existing and prospective fish farmers, and staff in modern fishing and aquaculture production technologies, by 2028.</i> • <i>Build capacity among select fishing communities to ensure sustainable yield for three fisheries by 2029</i> 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
	Fishing port facilities developed	% completion of industrial vessel port facility	N/A	Technical drawings completed, Land acquisition	Seek financing and partnerships (PPP). Submit proposal to PIAB.	Industrial port vessel facility completed		Capture Fisheries Corporate Services
Collaborate with local and international institutes to deliver advanced training for fishers, driving innovation and industry best practices.	Fishers trained in safety at sea using modern technology	# of fishers trained and certified	0	55 fishers	55 fishers	35 fishers	35 fishers	Capture Fisheries
Facilitate the establishment of fisher organisations through the Authority's extension services.	Fisher organizations operational at all major fishing beaches.	# of fisher organizations facilitated for establishment	20	12: new and redeveloped fisher organizations	8 new fisher organizations	-	-	Capture Fisheries

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.

OUTCOME:

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

STRATEGIC OBJECTIVE: <ul style="list-style-type: none"> • <i>To increase the compliance rate with licensing requirements to 90% for fish farmers and individuals who engage in fishing by 2027.</i> 								
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Increase efficiency in the licensing process to facilitate ease of obtaining licences, authorizations and permits in accordance with The Fisheries Act, 2018	Licences, authorizations and permits issued to fishers and fish farmers in accordance with the Fisheries Act, 2018	Output: # of licences, authorizations and permits issued	9896	10600 \$29,980	18000 \$30,730	28,000 \$29,980	TBD \$31,498	Licensing and Registration Unit (LRU) CFD Aquaculture
Implement robust communication campaigns around the benefits of being licensed, encourage use of online system and educational sessions on fisheries laws.	On-site sessions held	Output: # of outdoor licensing/public education activities hosted	32	≥24 \$2,500	≥24 \$3,200	≥24 \$3,800	≥24 \$4,100	LRU
	Licences, authorizations and permits dispatched on time.	Efficiency: % of licences dispatched to fishers within 7 days of application	>90%	≥90%	≥90%	≥95%	≥95%	LRU CFD
		Efficiency: % of licences dispatched to fish farmers within 7 days of application	>90%	≥90%	≥90%	≥95%	≥95%	LRU Aquaculture

STRATEGIC OBJECTIVE:		<ul style="list-style-type: none"> To increase the compliance rate with licensing requirements to 90% for fish farmers and individuals who engage in fishing by 2027. 						
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
		Efficiency: % of vessel licences dispatched within 14 days of application	>90%	≥90%	≥90%	≥95%	≥95%	LRU CFD
		Effectiveness: Average number of days taken for licences to be dispatched monthly	7	7	7	7	7	LRU
	Service level met for processing customers at the Head Office	Efficiency: Time (mins) for applicants to be seen and processed at the Head Office	18	≤20mins	≤15mins	≤15mins	≤15mins	LRU
Conduct enforcement activities within and around our fisheries waters.	Persons are compliant with The Fisheries Act and related legislation and regulations.	Output: # of sites visited to support enforcement activities	3856	≥4000 \$134,852	≥4000 \$138,223	≥4000 \$141,679	≥4000 \$145,221	Compliance Branch
Increase enforcement activities to deter illegalities in the		Output: # of targeted enforcement activities within close seasons.	91	100 \$10,200	120 \$15,000	150 \$21,000	150 \$26,000	Compliance Branch JCF, JDF

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> To increase the compliance rate with licensing requirements to 90% for fish farmers and individuals who engage in fishing by 2027. 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
sector that will affect the development of fisheries and aquaculture. Establish Command Centre via the Regional Blue Justice Hub to combat IUU fishing and organized crime in the fisheries sector.		Output: # of dedicated sea patrols to combat illegalities in the maritime space	32	36 \$18,600	≥48 \$24,000	≥48 \$29,000	≥48 \$31,000	Compliance Branch JCF, JDF, JCA
		Output: # of sensitization/education sessions regarding fisheries compliance	4	10 \$2,600	14 \$2,800	18 \$3,000	24 \$3,200	Compliance Branch
		Efficiency: % of enforcement requests responded to within 2 working days	>95%	≥95%	≥95%	≥95%	≥95%	Compliance Branch
		Output: % completion of the Command Centre (Regional Blue Justice Hub)	N/A	100%	-	-	-	Compliance Branch BJI
		Outcome: % renewing over the previous year for fishers and vessels	36% (35.3% for individuals; 40.7% for vessels)	60%	80%	95%	≥95%	Compliance Branch LRU

OUTCOME:	<ul style="list-style-type: none"> Increased amount of data and statistics relevant to the sector.
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STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> To increase the fisheries contribution to the GDP to J\$40B, by 2027. 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
Monitoring and measuring of fish production through robust statistical sampling programme.	Fisheries data collected (capture fisheries and aquaculture)	Output: # of site visits to obtain data for the sector	443	≥700 \$57,250	≥700 \$58,681	≥700 \$60,148	≥700 \$61,652	Statistics and Data Management Unit (SDMU)
Research and data collection programme strengthened through surveys/census of fishers and vessels	Artisanal Landings Monitored and Assessed	Output: # of landing sites surveyed by fishery	327 (28/month: 9: Reef fish, snappers deep slope 9: offshore pelagics 5: coastal pelagics 2: marine shrimp	372 (33/month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp	372 (33/month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp	372 (33/month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp	372 (33/month: 9: Reef fish, snappers and deep slope species 9: offshore pelagics 5: coastal pelagics 2: marine shrimp	SDMU

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> To increase the fisheries contribution to the GDP to J\$40B, by 2027. 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
			3: spiny lobster)	8: spiny lobster)	8: spiny lobster)	8: spiny lobster)	8: spiny lobster)	
	Biological (Morphometric) Data obtained	Output: # of specimens sampled for morphometric data per industrial fishing trip	250 50 lobsters 200 conch	250 50: lobsters 200: conch \$9,874	250 50: lobsters 200: conch \$10,121	250 50: lobsters 200: conch \$10,374	250 50: lobsters 200: conch \$10,633	SDMU
		Output: # of artisanal landing sites from which morphometric data are collected per month	5 3 sites per month for lobster 2 sites per month for offshore pelagics	16 per month 8 sites per month for lobster 8 sites per month for offshore pelagics \$5,608	16 per month 8 sites per month for lobster 8 sites per month for offshore pelagics \$5,748	16 per month 8 sites per month for lobster 8 sites per month for offshore pelagics \$5,892	16 per month 8 sites per month for lobster 8 sites per month for offshore pelagics \$6,038	SDMU
	Industrial Landings Monitored and Assessed	Efficiency: % landing observations/ inspections	≥95%	100%	100%	100%	100%	SDMU

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> To increase the fisheries contribution to the GDP to J\$40B, by 2027. 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
		conducted for all fleets (conch, lobster, sea cucumber)						
	National Sampling Plan revised annually for artisanal fisheries	Output: % completion of revision of National Sampling Plan	100%	100%	100%	100%	100%	SDMU
	Fisheries Areas Sampled	Efficiency: % of areas sampled according to sampling plan	64%	≥95%	≥95%	≥95%	≥95%	SDMU
	Statistical Reports produced and published	Output: # of quarterly statistical reports produced	4	4 \$6,334	4 \$6,492	4 \$6,653	4 \$6,820	SDMU
		Output: # of Monthly Newsletters published	N/A	12 \$5,198	12 \$5,328	12 \$5,462	12 \$5,598	SDMU
	Catch certificates completed	Efficiency: % of catch certificates completed within 3	>90%	≥90%	TBD	TBD	TBD	SDMU

STRATEGIC OBJECTIVE:	<ul style="list-style-type: none"> To increase the fisheries contribution to the GDP to J\$40B, by 2027. 							
Strategies	Expected Output	Performance Measure/ Indicator	Baseline (2023/24)	Targets (Projections) & Costs ('000)				Owner
				FY2025/26	FY2026/27	FY2027/28	FY2028/29	
		working days upon receipt of all requisite documents from applicants			(EU Requirements will be updated)	(EU Requirements will be updated)	(EU Requirements will be updated)	
	Vessel survey completed	Output: % completion of vessel survey/census	100%	-	-	-	100%	SDMU
	Socio-economic Census completed	Output: % completion of Socio-Economic census of fishers and fish farmers	-	60% Census completed \$78,000	100% Final Report \$12,000	-	-	SDMU

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

Prog. #	Programme	Sub- Prog. #	Sub-Programme	2023/24	2024/25	2024/25	2025/26	2026/27	2027/28	2028/29
				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			238,048	267,660	295,359	342,859	301,144	304,874	308,795
	Activity 10181 – Management and Development of Capture Fisheries			263,841	321,200	385,229	416,549	394,204	401,200	408,547
	Activity 10182 - Management and Development of Aquaculture			153,431	379,135	408,721	238,161	210,896	214,006	217,275
	Activity 12310 – Regulatory Compliance			175,333	183,960	257,823	257,823	258,435	260,124	261,896
	Programme Summary		Total Funding	830,653	1,151,955	1,347,13	1,255,392	1,164,679	1,180,204	1,196,513

6.0 HUMAN CAPACITY PLAN

Division/Branch	Staff Complement	Achieved 2024/25	Planned 2025/26	Planned 2026/27	Planned 2027/28	Planned 2028/29	Source of funding
Office of the CEO	7	4	1	1	1	0	GOJ
Internal Audit	5	2	2	1	0	0	GOJ
Corporate Services	53	42	2	3	3	3	GOJ
Legal Services	4	1	2	1	0	0	GOJ
Finance and Accounts	25	15	4	2	2	2	GOJ
Fisheries Compliance, Licensing and Statistics	78	65	13	0	0	0	GOJ
Capture Fisheries	63	29	2	8	15	12	GOJ
Aquaculture	66	39	2	8	5	12	GOJ
Commercial Services	38	29	2	3	2	2	GOJ
Project Development, M&E	3	1	1	1	0	0	GOJ
TOTAL	342	227	31	28	28	31	

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
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.	Strategic	2	4	8	Minimize	<ul style="list-style-type: none"> 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 livelihoods.	Restricted access to the sanctuary will deny earning possibilities which could cause resistance from fisherfolk.	Strategic	4	2	8	Minimize	<ul style="list-style-type: none"> 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
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.	Operational	3	4	12	Minimise	<ul style="list-style-type: none"> • 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.	Operational	4	4	16	Minimise	<ul style="list-style-type: none"> • 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.	Strategic	3	5	15	Minimise	<ul style="list-style-type: none"> • 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

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
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 ignorance of the law.	Stakeholders who traditionally were accustomed to fishing, may feel that the licensing Process is onerous and so are unwilling to adapt.	Operational	4	4	16	Minimise	<ul style="list-style-type: none"> • Increase efficiency in licensing process • Increase public education 	% decrease in licensed fishers and fish farmers	Licensing and Registration Unit 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	Operational	4	4	16	Minimise	<ul style="list-style-type: none"> • 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	Licensing 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.	Operational	4	4	16	Minimise	<ul style="list-style-type: none"> • 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
Social resistance to using online system for licensing	Fishers and fish farmers may be reluctant to transition from the manual system to which they are accustomed.	Operational	3	3	9	Minimise	<ul style="list-style-type: none"> • Effective training and communication • Effective Change Management Plan 	# of applicants utilising IrieFINS	FCLS Aquaculture 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
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.	Operational	3	3	9	Minimise	<ul style="list-style-type: none"> • 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.	Operational	4	5	20	Avoidance	<ul style="list-style-type: none"> • 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 five 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)	Strategic	3	4	12	Minimise	<ul style="list-style-type: none"> • 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	Operational	3	4	12	Minimise	<ul style="list-style-type: none"> • Improve efficiency in managing training and development 		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.	Strategic	3	4	12	Minimise	<ul style="list-style-type: none"> • Increase communication with stakeholders • Increase public education 	% of Stakeholders Actively Supporting or Endorsing the Management Plan	Capture Fisheries
To triple fish production from Aquaculture to over 3500MT by 2027.									
Lack of funding for programmes, policies and initiatives	Sufficient funding is required to ensure that initiatives are implemented and outcomes are achieved.	Strategic	5	5	25	Minimise	Develop strategic plan for aquaculture with targeted programmes identified, sensitize relevant stakeholders on the programme and its importance in achieving national goals.	% 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 production target for 2027.	Strategic	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
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.	Strategic	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.	Strategic	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
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.	Strategic	5	5	25	Minimise	Realignment of timeframes and funds to accommodate training of NFA staff to operate the RAS hatchery.	\$ value of funds redirected to other activities	NFA. PIU, World Bank
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.	Operational	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

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
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.	Strategic	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 inputs (e.g. feed, hormones, water) will result in longer production cycles and reduction in production targets . feed, hormones, water)	Operational	3	5	15	Minimise	Increase communication with partners,	% increase in complaints from fish farmers	Aquaculture Division

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
To obtain ISO 9001:2015 certification and integrate advanced operational processes that enhance service delivery, resource management, and stakeholder satisfaction by 2026.									
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.	Operational	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
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.	Operational	3	3	9	Minimise	1. Accelerate the establishment of SOPs 2. Lobby for funds to build out ICT infrastructure. 3. Lobby for funds to establish proper HQ.	% decrease in performance levels	Corporate services

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
To 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.									
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	Strategic	4	5	20	Minimise	Increase communication with central ministry	% completion of approval processes	All Divisional Heads
Lack of documented standards for the processes of the Authority	The absence of standard operating procedures and documented processes will negatively impact the operations of the Authority	Operational	3	4	12	Minimise	Provide training for staff on standards and documentation	# of Standard Operating Procedures outstanding	Internal Audit Heads of Division

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
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	Operational	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	Strategic	3	5	15	Minimise	Solicit additional support from the parent ministry and Ministry of Finance	% decrease in budgetary funding	Heads of Division
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	Strategic	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
High attrition rate and inability to attract and retain 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.	Operational & Strategic	4	5	20	Minimise	Review organisational structure	% increase in staff resignations	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 three 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.	Strategic	3	4	12	Minimise	<ul style="list-style-type: none"> 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 Technologies	Operational	2	5	10	Mitigate	<ul style="list-style-type: none"> 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
Challenges with procurement of experts to conduct training	Insufficient funds available to attract and retain consultants proficient in training participants	Operational	3	4	12	Minimise	<ul style="list-style-type: none"> 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. This gear will also require extra maintenance for longevity. The Fishers also need to work in groups to maximize returns on their investment.	Operational	3	5	15	Minimise	<ul style="list-style-type: none"> Increase knowledge of climate smart technologies and their benefits to stakeholders Gradual introduction of programmes 	# of Fishers adopting 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
Negative impacts of climate change	Species migration, excessive <i>Sargassum</i> blooms and adverse weather conditions are some of the factors related to climate change that will negatively impact the fisheries sector	Strategic	5	5	25	Minimise	<ul style="list-style-type: none"> • 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
Inadequate project plan to support the intended pilot programmes	Poor site selection without input of Fishers	Operational	3	4	12	Minimise	<ul style="list-style-type: none"> • More town hall meetings and consultations with Fishers • Use of Indigenous / Local knowledge for • site selection 	# of town hall meetings convened	Capture Fisheries

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Poor execution of the project plan	Timelines to meet project objectives not met which affects costs effectively manage or supervise the industry that the Authority serves.	Operational	2	4	8	Minimise	<ul style="list-style-type: none"> 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 six key regulations to govern the fisheries and aquaculture sector by 2028.'									
Lack of Buy-In from external stakeholders	Proposed changes to the regulations may face resistance from fisher-folk because of their familiarity with the old regulations or their previous manner of conducting business. This may reduce compliance and willingness to be sensitized.	Strategic	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
Inadequate budgetary support for the consultation process	Consultation sessions are necessary to ensure that proposed legislative changes balance environmental protection with the livelihoods of sector stakeholders. Adequate budgetary support is essential for the Authority to effectively conduct these consultations and achieve this balance.	Strategic	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
Increase percentage of fishers and fish farmers who are licensed, to 90% by 2027									
Cultural resistance to licensing	Traditional fishers reject licensing due to distrust of regulations or perceived threats to customary practices.	Operational	4	4	16	Minimise	<ul style="list-style-type: none"> • Simplify licensing (mobile units, reduced fees). • Engage community leaders to advocate benefits (e.g., legal protection, market access). 	% of unlicensed fishers/farmers	Licensing and Registration Unit
Administrative inefficiencies	Delays in processing licenses due to bureaucratic red tape or lack of staffing.	Operational	3	3	9	Mitigate	<ul style="list-style-type: none"> • Digitize application systems. • Train staff to expedite approvals. 	Average license processing time (days)	Corporate Services
Build capacity among fishing communities to ensure sustainable yield for three target fisheries by 2029									
Low participation in training	Fishers/farmers prioritize immediate income over training, especially in remote areas.	Operational	3	4	12	Minimise	<ul style="list-style-type: none"> • Offer stipends for attendance. • Deliver training during off-season. 	% of target trainees enrolled	Corporate Services (HRMD)

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Inadequate training resources	Lack of access to modern tools/equipment post-training limits practical adoption.	Technical	2	4	8	Mitigate	<ul style="list-style-type: none"> Partner with NGOs to distribute subsidized gear. Establish community tool libraries. 	# of trainees using new techniques	Capture Fisheries
Develop underutilized fisheries and diversify aquaculture production by 2028									
Technical knowledge gaps	Farmers lack skills to adopt new species (e.g., seaweed) or techniques (e.g., aquaponics).	Technical	4	3	12	Minimise	<ul style="list-style-type: none"> Develop localized training manuals. Assign mentors to early adopters. 	# of farmers attending technical workshops	Extension Services
Market saturation risks	Overproduction of new species leads to price crashes, discouraging farmers.	Market	3	4	12	Mitigate	<ul style="list-style-type: none"> Pre-negotiate buy-back agreements with processors. Diversify product uses (e.g., biofuels, cosmetics). 	Market price stability for new species	Commercial Services

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Facilitate business ecosystems to support livelihoods by 2028									
Limited access to finance	Small-scale farmers cannot afford startup costs for diversification.	Financial	4	4	16	Minimise	<ul style="list-style-type: none"> Partner with microfinance institutions for low-interest loans. Create grant schemes for women/youth. 	# of farmers receiving financial support	Finance Manager
Weak cooperative structures	Cooperatives lack leadership or governance, leading to mismanagement.	Governance	3	3	9	Mitigate	<ul style="list-style-type: none"> Train cooperative leaders in governance. Develop transparent profit-sharing models. 	% of cooperatives meeting sales targets	Community Liaison Officer
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.									
Corruption in enforcement	Bribes or political interference undermine compliance checks.	Governance	2	5	10	Mitigate	<ul style="list-style-type: none"> Implement anonymous reporting systems. Partner with anti-corruption watchdogs. 	# of corruption cases reported	Compliance Officer

Risk	Risk Description	Risk Category	Likelihood (P)	Impact (I)	Risk Score	Response Category	Response/ Mitigation	Key Risk Indicator (KRI)	Risk Owner
Lack of political prioritization	Government delays policy adoption due to competing priorities.	Governance	3	4	12	Minimise	<ul style="list-style-type: none"> • Lobby legislators with economic/ecological data. • Mobilize community petitions. 	# of policies drafted vs. enacted	Projects
Enhance transparency and accountability across operations by 2026									
Poor data collection systems	Inconsistent reporting obscures compliance and stock levels.	Technical	3	3	9	Mitigate	<ul style="list-style-type: none"> • Digitize data collection with mobile apps. • Train staff in data integrity protocols. 	% of reports submitted on time	ICT and Data Unit
Weak public accountability	Communities distrust authorities due to opaque decision-making.	Governance	3	4	12	Minimise	<ul style="list-style-type: none"> • Publish compliance metrics online. • Host quarterly community feedback forums. 	# of public grievances resolved	Legal

ANNEX 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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Data and information • Institutional knowledge • Compliance • Licensing fees • Fuel purchase 	<ul style="list-style-type: none"> • Refusal to comply • Negative advocacy • Refusal to provide information and data • Purchase fuel from competitors • Fisheries crime and illegalities 	<ul style="list-style-type: none"> • 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

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
Industrial fishers	High	High	High	<ul style="list-style-type: none"> • Sustained and large fish stock • Efficient licensing process and services • Efficiency in landing vessels, collecting 	<ul style="list-style-type: none"> • Sustainable fishing • Data, intelligence and information • 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 processes 	<ul style="list-style-type: none"> • Non- Compliance • Negative advocacy • Stalling negotiations • Attempts to use corruptive influence • Fisheries crime and illegalities 	<ul style="list-style-type: none"> • Improving extension and licensing service delivery • Public Education and consultation • 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
Freshwater Fish farmers	High	High	High	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
Mariculture farmers	Medium	High	Low	<ul style="list-style-type: none"> • Protection of their assets through increased enforcement • Efficient licensing process and standards. • 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 	<ul style="list-style-type: none"> • Purchase seedstock from the Authority • Provision of fish to the market • Institutional knowledge • Data and information • Licensing fees • Information and expertise on diversification of fisheries • / improvement to underutilised species 	<ul style="list-style-type: none"> • Non-compliance • Cancelling/ Scaling back mariculture operations • Refusal to provide accurate data • Negative advocacy • Engaging in destructive environmental practices 	<ul style="list-style-type: none"> • 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 • 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
Ornamental Fishers	Medium	High	High	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Purchase fry from the Authority • Provision of fish to the market • Licensing fees • Provision of data • Research collaboration • Information and expertise on diversification / improvement to underutilised species 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
Live Fish Importers	High	High	Low	<ul style="list-style-type: none"> • Efficient import permit system • Efficient landing and inspection services • Access to concession and waivers on importation of broodstock • Aquatic biosecurity 	<ul style="list-style-type: none"> • Introduction of new genetic material • Administrative and licensing fees • Data and information • Institutional knowledge 	<ul style="list-style-type: none"> • Non-compliance with import regulations (e.g. importing disease fish) • Smuggling of fish • Negative advocacy • Refusal to provide accurate data 	<ul style="list-style-type: none"> • Engage in Public education and consultation • Engagement on improved and transparent business processes
Aquatic Veterinarians	High	High	High	<ul style="list-style-type: none"> • Proper regulations • Compliance • Growth of the Fishing industry • Adequate training in aquatic animal health 	<ul style="list-style-type: none"> • Food safety • Disease prevention • Disease surveillance • Education and Training • Specialised Knowledge • Formulation of biosecurity protocols for fisheries and aquaculture 	<ul style="list-style-type: none"> • Withdrawal of services • Influence policies negatively • Inaccurate diagnosis • Negative advocacy • Refusal to provide accurate data 	<ul style="list-style-type: none"> • Engage in consultation and collaboration • Partnership to formulate protocols • Collaborate to identify sources of training • 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
Fishing and Aquaculture Industry Workers (e.g. crew members, fish farm workers, fish scalers etc.)	Medium	High	Low	<ul style="list-style-type: none"> Fairness and equity in their working conditions Competitive wages Training Safety at sea Efficient licensing process Protection from exploitation Safe working environment 	<ul style="list-style-type: none"> Compliance Information, data and intelligence Licensing/ permit Fees Institutional knowledge 	<ul style="list-style-type: none"> Negative advocacy Withdrawal of services Inefficient performance of duties 	<ul style="list-style-type: none"> Public education and extension services Training opportunities
Wholesalers/ Retailers of Fish	High	Low	High	<ul style="list-style-type: none"> Consistent supply of fish and fish products Low-cost products Quality fish products Ease of distribution Market demand 	<ul style="list-style-type: none"> Purchase fish Provide data and feedback from customers Efficient distribution of fishery products 	<ul style="list-style-type: none"> Refusing to accept fish for sale Increasing import of fish and fish products. Selling low-quality and low-cost fish Negative advocacy 	<ul style="list-style-type: none"> 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
Fish Sanctuary Operators	High	High	Low	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Protect the areas designated as sanctuaries • Provide data, information and intelligence • Assistance with public awareness initiatives • Assisting with development and conservation of the sector 	<ul style="list-style-type: none"> • Failing to carry out their duties for monitoring, control and survey (MCS) operations at sanctuaries • Negative advocacy • Fail to submit quarterly reports 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • High fish stock • Efficient licensing process 	<ul style="list-style-type: none"> • Data and information • Feedback on our processes • Revenue 	<ul style="list-style-type: none"> • Negative advocacy • Illegalities in fisheries • Under-report catch • Destructive fishing practices 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Sustainable industry • Access to concession and waivers • Low cost products • Market information • Adequate information on laws and standards that apply to their operations 	<ul style="list-style-type: none"> • Data and information on how resources are being used • Research into modern fishing equipment 	<ul style="list-style-type: none"> • Negative advocacy • Refusal to supply fishers and aquaculture farmers • Unreasonable increase in prices • Introduce gear and equipment that do not meet laws and standards. 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Sustainable industry • Access to concession and waivers • Training opportunities • Industry standards 	Data and information on how resources are being used	<ul style="list-style-type: none"> • Negative advocacy • Refusal to supply fishers • Increasing prices 	<ul style="list-style-type: none"> • Proper service delivery • Provision of information on what is allowed etc. • 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
NFA Staff		High	High	<ul style="list-style-type: none"> • Good working conditions • Job security • Competitive Salary • Staff welfare • Respectful 	<ul style="list-style-type: none"> • Dedication • Conformance with job description • Knowledge 	<ul style="list-style-type: none"> • Industrial action • Inefficient service delivery • Providing incorrect 	<ul style="list-style-type: none"> • Communication • Training • Improve compensation package to include benefits • Improvement of working
				environment <ul style="list-style-type: none"> • Acknowledgement for good work • Training opportunities 	<ul style="list-style-type: none"> • Integrity 	information <ul style="list-style-type: none"> • Negative advocacy • Poor customer service • Unethical behaviour 	conditions <ul style="list-style-type: none"> • Engagement on improved and transparent business processes
Consumers/ General Public	Low	Low	Low	<ul style="list-style-type: none"> • Fish is available for their consumption 	<ul style="list-style-type: none"> • Purchase fish from licensed fishers, vendors, wholesalers and retailers • Information and intelligence 	<ul style="list-style-type: none"> • Not purchasing locally produced fish • Spread misinformation on certain food fish • Contamination of fisheries waters 	<ul style="list-style-type: none"> • Public education campaigns • Improving fishing beaches to increase attractiveness.

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 with responsibility for Fisheries	High	High	High	<ul style="list-style-type: none"> • Implementation of policies • Addressing issues affecting industries • Performance on our mandate • Provision of information 	<ul style="list-style-type: none"> • Increased budgetary support • Provide consistent policy framework • Provide institutional support 	<ul style="list-style-type: none"> • Reduction of budgetary support • Change in ministerial objectives that negatively impact us • Not supporting • Policies and initiatives 	<ul style="list-style-type: none"> • Increased communication • Consistent performance • Advocacy
Ministry of National Security	High	High	High	<ul style="list-style-type: none"> • Information • Intelligence 	<ul style="list-style-type: none"> • Enforcement • Provide valuable information and intelligence • Protection 	<ul style="list-style-type: none"> • Failure to collaborate • Not providing information and data 	<ul style="list-style-type: none"> • Consultation • Collaboration • MOUs • Communication
JCF and JDF	High	High	High	<ul style="list-style-type: none"> • Law enforcement • Border control • Regulatory compliance • Maritime security • Emergency response • Collaborating with other MDAs 	<ul style="list-style-type: none"> • Surveillance and enforcement • Data and intelligence sharing • Provision of vessels • Expertise in maritime operations 	<ul style="list-style-type: none"> • Lack of commitment to carry out enforcement • Limited available resources • Prioritizing national security over fishing enforcement 	<ul style="list-style-type: none"> • Increased information sharing • Joint training and workshops • Joint enforcement exercise

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 Finance and the Public Service and its agencies	High	High	High	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • Increased communication • Consistent performance • Advocacy
Ministry of Labour and Social Security	High	Low	High	<ul style="list-style-type: none"> • The Authority is compliant with ILO and Human rights • Compliant with licensing policy • Employment opportunities • Social welfare 	Timely provision of work permits	<ul style="list-style-type: none"> • Denial of service • Ban on foreign crew members • Restrict foreigners and mandate local workers • Refusal to share information 	<ul style="list-style-type: none"> • Increased communication and collaboration
Ministry of Health	High	High	High	<ul style="list-style-type: none"> • Proper regulations • Compliance • Growth of the Fishing industry 	<ul style="list-style-type: none"> • Food safety • Disease prevention • Disease surveillance • Education and Training 	<ul style="list-style-type: none"> • Withdrawal of services • Influence policies negatively 	<ul style="list-style-type: none"> • Consultation and collaboration

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
Tertiary and other training institutes	High	High	Low	<ul style="list-style-type: none"> Information and data on the sector Employment opportunities Permits for Research and Surveys 	Data and information Human Resources Competent Staff	Negative advocacy	<ul style="list-style-type: none"> Communication and consultation
International Agencies, e.g. Japan and the European Union (EU)	High	High	High	<ul style="list-style-type: none"> Compliance with international standards and obligations. 	<ul style="list-style-type: none"> Financing Training Trade 	<ul style="list-style-type: none"> Withdrawal of financial support Trade barriers Refusal of products 	<ul style="list-style-type: none"> Improved communication Sharing of data, information and statistics Strengthened diplomacy
National Environmental and Planning Agency (NEPA)	High	High	High	<ul style="list-style-type: none"> Collaboration Compliance Provision of information and data 	<ul style="list-style-type: none"> MOUs and working relationships to facilitate more seamless service delivery 	<ul style="list-style-type: none"> Slow pace of approvals Requiring fees of the NFA 	<ul style="list-style-type: none"> Collaboration and engagement at the policy maker level
Urban Development Corporation	High	High	High	<ul style="list-style-type: none"> Use of beaches Collaboration and information 	<ul style="list-style-type: none"> Assistance with ensuring formal tenure of lands for fisheries and aquaculture 	<ul style="list-style-type: none"> Refusal of permits Eviction Negative policy advocacy 	<ul style="list-style-type: none"> Improved consultation and collaboration

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
Jamaica Customs Agency	High	High	High	<ul style="list-style-type: none"> • Import and Export Regulations • Customs Duties and Taxes • Border security 	Import and Export Clearance <ul style="list-style-type: none"> • Regulatory enforcement 	Non-compliance to the issuance of GCT waivers to fishers <ul style="list-style-type: none"> • Smuggling or Contraband Concerns. 	<ul style="list-style-type: none"> • Transparent documentation • Increased communication • Joint workshop (NFA, PICA, Fishing industry)
PICA	High	High	High	<ul style="list-style-type: none"> • Border control and Security • Regulatory Compliance National Security	<ul style="list-style-type: none"> • Documentation Issuance • Regulatory Oversight Data Sharing	<ul style="list-style-type: none"> • Documentation delays • denial of entry for foreign crew) • Disagreement on policy • Refusal to share information 	<ul style="list-style-type: none"> • Information sharing • Joint workshop (NFA, PICA, Fishing industry) • Regular Updates Conflict Resolution Mechanism
Ministry of Foreign Affairs	High	Low	Low	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Leverage its diplomatic expertise to negotiate favourable fishing agreements, access rights and partnerships with other countries. 	<ul style="list-style-type: none"> • Refusal to support a policy or plan because of a view that it disrupts or will potentially disrupt diplomatic resources. 	<ul style="list-style-type: none"> • 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
Ministry of Foreign Affairs	High			perception of Jamaica's fisheries management and practices in the international space.	<ul style="list-style-type: none"> • Ensure that Jamaica remains compliant with international agreements, treaties, and conventions related to fisheries and marine resources. • Facilitate information sharing between Jamaica and other countries regarding fisheries management practices, research findings, and technological innovations that can benefit the sector. 		

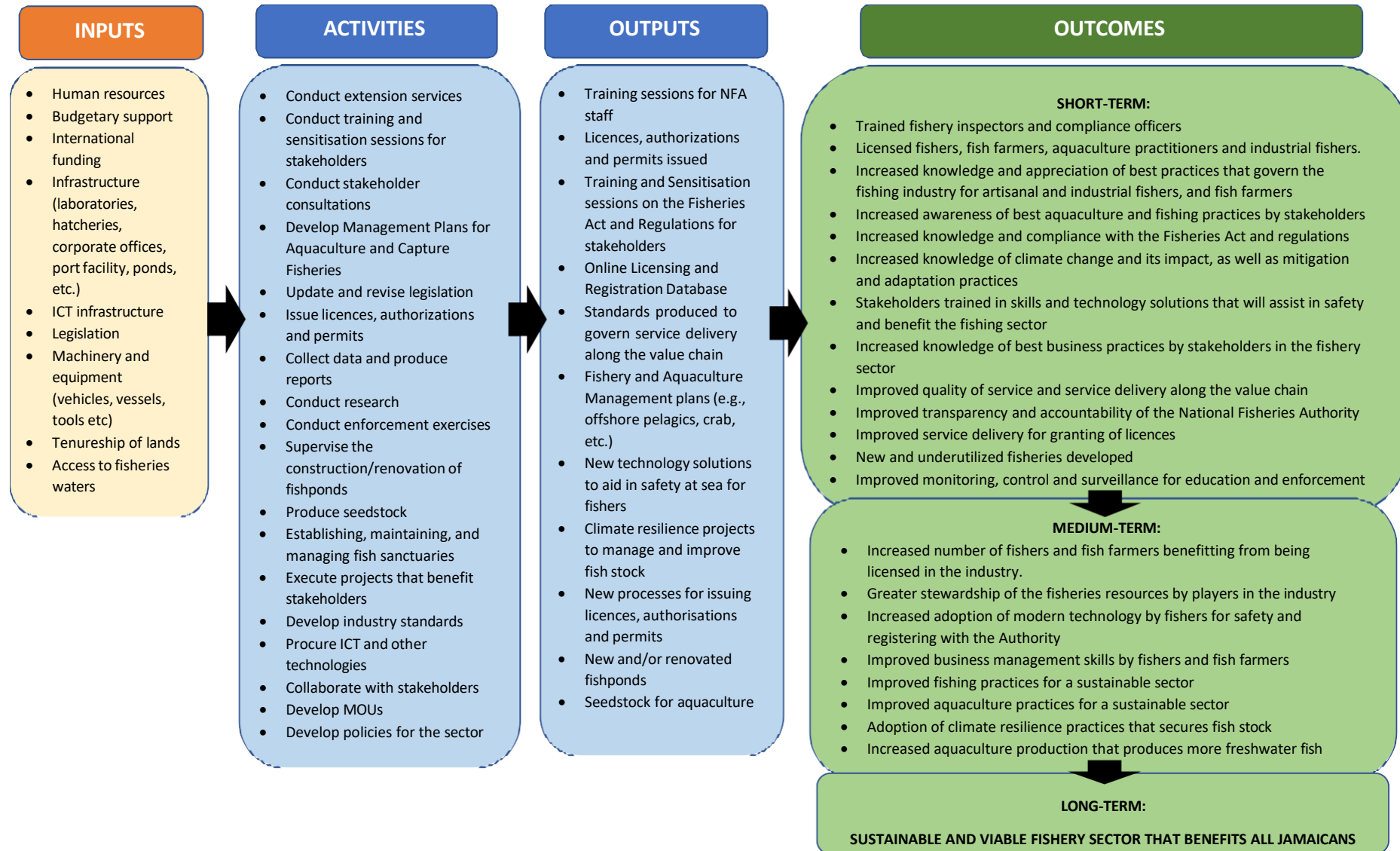
Stakeholder	Impact	Interest	Power	What is important to the stakeholder?	What contribution can this stakeholder make?	How could this stakeholder block the plan?	Strategy for engaging the stakeholder
NLA	Low	Low	High	<ul style="list-style-type: none"> Earning revenues from the services they deliver Maintaining 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	<ul style="list-style-type: none"> Earning revenues from the services they deliver Maintaining their reputation for quality service Compliance with their laws and regulations Productive use of Government own lands Compliance with existing law and regulations Maintain reputation for transparent and quality service 	Prompt processing and delivery of licenses Data and Information	Slow processing of licensing / decision making Exorbitant increase in licencing fee	<ul style="list-style-type: none"> 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
AIC	Low	High	Low		Provision of land for aquaculture use Data and information	Not providing lands for aquaculture use/expansion Increase amount of bureaucracy for suitable aquaculture lands.	<ul style="list-style-type: none"> Engage in consultation and collaboration at the policy level Engage in communication Formulate Partnerships
NIC	High	High	High	<ul style="list-style-type: none"> 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 areas Areas where ponds are located 	<ul style="list-style-type: none"> Good working relationships to facilitate more seamless service delivery Provide data, information and intelligence Assistance with public awareness initiatives Provide information Regarding irrigation development plans 	<ul style="list-style-type: none"> Refusing to provide information on development plans Not considering fish farming a priority farming activity. Unreasonable increase in price for water. Providing inadequate amount of water to fish farming communities. 	<ul style="list-style-type: none"> 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
Media Houses	High	Low	Low	<ul style="list-style-type: none"> Accurate and timely stories of interest to the public 	Wide dissemination of important aspects of NFA's development	<ul style="list-style-type: none"> Broadcasting negative or inaccurate stories; Not broadcasting important and positive stories 	<ul style="list-style-type: none"> Continuous flow of important developments at NFA Develop relationships with a few reporters
Judiciary	High	Low	High	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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
				<p>decisions made by other judges that have set legal precedents in relation to fisheries-related cases.</p> <ul style="list-style-type: none"> Ensuring that due process is followed and that all defendants (accused) are given an opportunity to present/ argue their case. 	<p>transparency by ensuring the rule of law is maintained and applied impartially.</p>	<p>challenges in enforcement.</p>	

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 (2023/2024)	Major Tasks	Monitoring Frequency (Toward the realization of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2025/2026)		Year (2026/2027)		Year (2027/2028)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Increase fisheries contribution to GDP to \$40JB by 2027.	\$ contribution to GDP	\$30B	<ul style="list-style-type: none">• Develop new and underutilised fisheries• Increase aquaculture production• Monitor and measure fish production• Identify new local and international markets	\$35B	Quarterly	\$38B	Quarterly	\$40B	Quarterly	<ul style="list-style-type: none">• Production Reports• Annual ESSJ Report• STATIN reports
Increase the number of aquaculture management plans	# of approved management plans	0	<ul style="list-style-type: none">❑ 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 generate strategies of management plans.❑ Submit proposals to request funding from international entities for expansion of aquaculture production and management of capture fisheries.	1 Tilapia	Quarterly	1 Freshwater Prawn	Quarterly	1 Orna-mental Fish	Quarterly	<ul style="list-style-type: none">• Consultation Reports• Site Visits• Progress Reports• Research Reports• Ministerial approval

Activity	Performance Indicator(s)	Baseline Data (2023/2024)	Major Tasks	Monitoring Frequency (Toward the realization of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2025/2026)		Year (2026/2027)		Year (2027/2028)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Increase production of fish from aquaculture	# of seedstock	1.3 million	<ul style="list-style-type: none">Construct new bio-secure RAS hatcheryImprove and produce additional broodstockRehabilitation of quarantine facility	1.4 million	Monthly	2 million	Monthly	3 million	Monthly	<ul style="list-style-type: none">Monthly production reportsProgress reports on development of bio-secure RAS hatcheryStatus report on rehabilitation of quarantine facility
Triple fish production to Over 3500MT by 2028.	# of fish produced nationally	1100MT	<ul style="list-style-type: none">Improve and produce additional broodstock.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.	1200	Quarterly	1500	Quarterly	3500	Quarterly	<ul style="list-style-type: none">Progress reports on developmentProduction reports from farmersSite visits to fish farmsField reports from extension officers

Activity	Performance Indicator(s)	Baseline Data (2023/2024)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2025/2026)		Year (2026/2027)		Year (2027/2028)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Increase the Sanctuary Cover of Coastal Fisheries	# of hectares of coastal fisheries designated as sanctuaries	10,000 hectares	<ul style="list-style-type: none">Conduct Consultations and Research SurveysPrepare boundary descriptionsSign MOUs with interested parties	11,600	Quarterly	11,600	Quarterly	20,000	Quarterly	<ul style="list-style-type: none">Progress Reports
Increase the number of fishery management plans	# of approved management plans	2 <ul style="list-style-type: none">Spiny LobsterSea Moss	<ul style="list-style-type: none">Conducting research surveysDevelop management plans for tuna/offshore pelagics, oyster, sea moss, lobster and reef fish.	1 Reef Fish	Quarterly	1 Reef Fish	Quarterly	1 Reef Fish	Quarterly	<ul style="list-style-type: none">Progress ReportsReports on surveysDraft plans submittedMinisterial approval
New and/or underutilised fisheries developed	# of New and/or Underutilized Fisheries Developed	1 Live Lobster	<ul style="list-style-type: none">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.	3 Offshore Pelagic Sea Moss Sargassum	Quarterly	3 Offshore Pelagic Sea Moss Sargassum	Quarterly	1 Sea Urchin	Quarterly	<ul style="list-style-type: none">Sampling ReportsProgress ReportsSite VisitsSurveysSite Assessments

Activity	Performance Indicator(s)	Baseline Data (2023/2024)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2025/2026)		Year (2026/2027)		Year (2027/2028)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
			<ul style="list-style-type: none">Capacity building for fishers and internal stakeholders							
Increase percentage of fishers who are licensed	# of licences, Authorizations and permits issued	9896	<ul style="list-style-type: none">Conduct vessel surveys Survey active fishers to ascertain licence statusImplement online licensing systemIncrease enforcement across fishing beaches and riverine area	10600	Quarterly	18000	Quarterly	28,000	Quarterly	<div>Survey reports (fishers and vessels)</div> <ul style="list-style-type: none">Data analysesQuarterly Reports
	% increase in number of renewals over the previous year for fishers	24% (1,188 fishers licensed in 2019 renewed in 2020)	<ul style="list-style-type: none">Conduct enforcement activities within and around the fisheries watersIncrease licensing sessions	50%	Quarterly	60%	Quarterly	80%	Quarterly	<ul style="list-style-type: none">Progress Reports

Activity	Performance Indicator(s)	Baseline Data (2023/2024)	Major Tasks	Monitoring Frequency (Toward the realisation of the objective of the priority policy, programme or project)						Monitoring Method(s)
				Year (2025/2026)		Year (2026/2027)		Year (2027/2028)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
Strengthen the legislative framework	# of new regulations for which guidance drafting instructions is provided	0	<ul style="list-style-type: none">Review existing regulations and lawsConsult with technical directors and stakeholdersPrepare 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	<ul style="list-style-type: none">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 (2025/2026)		Year (2026/2027)		Year (2027/2028)		
				Target	Monitoring Timeline	Target	Monitoring Timeline	Target	Monitoring Timeline	
ISO 9001 certification for the NFA	% completion of certification requirements	100%	<ul style="list-style-type: none">Engage ISO representative to monitorDesignate ISO focal pointDocument processesConduct internal audits and facilitate external audits	25%	Monthly and Quarterly	100%	Monthly and Quarterly	-		<ul style="list-style-type: none">Review of quarterly audit reportsReview of documented processesInternal 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	<ul style="list-style-type: none"> • The no-fishing zones in Jamaica are increased • Fish production within sanctuaries is increased • Biodiversity increased 	Annually	<ul style="list-style-type: none"> • 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? 	<ul style="list-style-type: none"> • Research reports • Surveys conducted • Statistical analyses 	Capture Fisheries Division
Increase the number of fishery and aquaculture management plans	To establish 5 additional management plans for capture fisheries and aquaculture by 2028.	<ul style="list-style-type: none"> • Greater stewardship of the fisheries resources through implementation of management plans. • Optimal utilisation of fishery resources • Optimal revenue for key stakeholders 	Every 2 years	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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
				<p>the implementation of fishery and aquaculture management plans?</p> <ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Increased number of fishers and fish farmers benefitting from being licensed in the industry. Improved monitoring, control and surveillance for education and enforcement 	Annually	<ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> Increased aquaculture production that produces more freshwater fish Improved aquaculture practices 	Once May 2025	<ul style="list-style-type: none"> Is the new hatchery operating at its desired capacity? Is there an increase 	<ul style="list-style-type: none"> 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 <ul style="list-style-type: none"> Improved business management skills by fish farmers Increased number of fish species cultured 		in fry production? <ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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? 	<ul style="list-style-type: none"> Surveys Data analysis Statistical reports 	All Divisions STATIN PIOJ
Strengthening the legislative framework	To strengthen the legislative framework by providing policy guidance for four key regulations to govern	<ul style="list-style-type: none"> Increased knowledge and compliance with the Fisheries Act and regulations Enhanced organization efficiency and effectiveness in 	Once October 2025	<ul style="list-style-type: none"> Are regulations in place? Have the regulations led to a change in practice by stakeholders? 	<ul style="list-style-type: none"> 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
	the fisheries and aquaculture sector by 2028..	service delivery				
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.	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • How effective is the Authority in carrying out its mandate? • What is the public perception of the Authority's service? 	<ul style="list-style-type: none"> • Document reviews • Process reviews • Audit reports 	Corporate Services Internal Audit
Increase Licensing Compliance	To increase the compliance rate with licensing requirements to 90% for fish farmers and fishers by 2027	<ul style="list-style-type: none"> • Increased number of licensed fishers/farmers • Reduced illegal fishing activities • Improved data accuracy in licensing registries 	Annually (2025–2028)	<p>Has compliance improved compared to baseline?</p> <p>Are awareness campaigns effectively reaching stakeholders?</p> <p>Are enforcement mechanisms reducing non-compliance?</p>	<ul style="list-style-type: none"> • Licensing registry audits • Stakeholder surveys • Compliance violation reports 	Licensing and Registration Unit

Major Activity	Objectives	Expected Outcome(s)	Evaluation Type (Frequency) and Completion Date	Evaluation Questions	Evaluation Method(s)	Division/Unit Responsible for Evaluation
Build Capacity in Fishing Communities	Build capacity among select fishing communities to ensure sustainable yield for three target fisheries by 2029	<ul style="list-style-type: none"> • Adoption of sustainable fishing practices • Increased fish yields in target fisheries • Strengthened community participation in co-management 	Biannually (2025–2029)	<ul style="list-style-type: none"> • Are communities applying training content? • Are fish yields meeting sustainability benchmarks? • Is co-management improving resource stewardship? 	<ul style="list-style-type: none"> • Field assessments • Fishery yield data analysis • Stakeholder interviews 	Training Officer & Fisheries Biologist
Develop Underutilized Fisheries	Develop underutilized fisheries and diversify aquaculture production by 2028	<ul style="list-style-type: none"> • New fisheries operationalized (e.g., seaweed, mariculture) • Increased diversity of aquaculture products • Enhanced market access for new products 	Annually (2025–2029)	<ul style="list-style-type: none"> • Are underutilized fisheries meeting production targets? • Has aquaculture diversification reduced reliance on overfished species? • Are new products competitively priced in markets? 	<ul style="list-style-type: none"> • Production volume reports • Market price analyses • Case studies of pilot projects 	Fisheries Development Officer

Major Activity	Objectives	Expected Outcome(s)	Evaluation Type (Frequency) and Completion Date	Evaluation Questions	Evaluation Method(s)	Division/Unit Responsible for Evaluation
Facilitate Business Ecosystems	Facilitate the development of the business ecosystem to support livelihoods in fisheries and aquaculture by 2028	<ul style="list-style-type: none"> • Improved market linkages for small-scale fishers/farmers • Increased income from diversified products • Growth of ancillary businesses (e.g., processing, equipment) 	Quarterly (2025–2029)	<ul style="list-style-type: none"> • Are cooperatives effectively aggregating and selling products? • Has household income increased for participants? • Are new businesses entering the value chain? 	<ul style="list-style-type: none"> • Income surveys • Business registration data • Focus groups with entrepreneurs 	Business Development Officer
Ensure Legal Compliance	Establish governance and compliance frameworks, ensuring full adherence to PBMA and FAA Acts and international standards by 2026	<ul style="list-style-type: none"> • Reduced violations of PBMA/FAA Acts • Alignment of policies with international standards (e.g., FAO) • Increased transparency in enforcement 	Annually (2025–2027)	<ul style="list-style-type: none"> • Are compliance frameworks operational and enforced? • Has corruption in enforcement decreased? • Are audit results publicly accessible? 	<ul style="list-style-type: none"> • Compliance audit reports • Violation incident logs • Transparency index scoring 	Compliance Officer

Major Activity	Objectives	Expected Outcome(s)	Evaluation Type (Frequency) and Completion Date	Evaluation Questions	Evaluation Method(s)	Division/Unit Responsible for Evaluation
Enhance Transparency & Accountability	Enhance transparency and accountability across all operations by 2026	<ul style="list-style-type: none"> • Publicly available compliance and stock data • Functional grievance redress mechanisms • High stakeholder trust in governance 	Biannually (2025–2027)	<ul style="list-style-type: none"> • Are operational reports accessible to the public? • Are grievances resolved within agreed timelines? • Do stakeholders perceive improvements in accountability? 	<ul style="list-style-type: none"> • Public satisfaction surveys • Report accessibility audits • Grievance resolution logs 	Transparency Committee
Training Programs	Organize and train 1,200 fishers, fish farmers, and staff in modern fishing/aquaculture technologies by 2028	<ul style="list-style-type: none"> • Increased adoption of modern techniques • Higher productivity among trainees • Reduced post-harvest losses 	Annually (2025–2029)	<ul style="list-style-type: none"> • Are trainees applying learned skills? • Has technology adoption improved yields? • Are training materials contextually relevant? 	<ul style="list-style-type: none"> • Pre- and post-training assessments • Field observation checklists • Productivity metrics 	Training Coordinator

ANNEX F: PROCUREMENT PLAN
FOR GOODS (MATERIALS, EQUIPMENT AND SUPPLIES)

Ref. No. Obj-S1-S2	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
	1. Goods								
25-1-1	Drugs	To be determined	✓	100	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-1	Food and Drink - Catering Services	To be determined	✓	500	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-2	Other Food and Drink	To be determined	✓	250	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-14	Staff welfare	To be determined	✓	1,557	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-07	Bank and Other Financial Institution Charges	To be determined	✓	500	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4

Ref. No. Obj-S1-S2	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-3-3	Toiletries, cleaning materials and products	To be determined	✓	400	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-7-1	Subscriptions to Magazines, Newspapers, Periodicals etc.	To be determined	✓	160	N	Sole Source	Q1-Q4	Q1-Q4	Q1-Q4
25-7-2	Texts and Reference Books	To be determined	✓	100	N	Sole Source	Q1-Q4	Q1-Q4	Q1-Q4
25-8-1	Paper	To be determined	✓	150	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-2	File Jacket/Folder	To be determined	✓	50	N	RFQ	Q1	Q1	Q1
25-8-3	Diary	To be determined	✓	50	N	RFQ	Q1	Q1	Q1
25-8-4	Hard Cover Book	To be determined	✓	20	N	RFQ	Q1	Q1	Q1
25-8-5	Pens, Pencils and other writing implements	To be determined	✓	195	N	RFQ	Q1	Q1	Q1

Ref. No. Obj-S1-S2	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-8-99	Other Stationery and Office Supplies	To be determined	✓	646	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-10-03	Delivery of Goods and Services	To be determined	✓	100	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-13-1	Electrical materials, fittings and repairs	To be determined	✓	300	N	RFQ	Q2	Q2	Q2
25-18 -1	Fuel for Motor Vehicle	To be determined	✓	1,000	N	Limited Tendering /RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-18 -3	Fuel, Oil and Lubricants (Motor Cycles)	To be determined	✓	36	N	Limited Tendering /RFQ	Q1-Q4	Q1-Q4	Q1-Q4
32-5-1	Furniture	To be determined	✓	750	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
32-6-1	Personal Computers (Desk top Computers)	To be determined	✓	700	N	RFQ-Limited Tender	Q1, Q3-Q4	Q1, Q3-Q4	Q1
32-6-2	Laptops & Tablets	To be determined	✓	750	N	RFQ-Limited Tender	Q1, Q3-Q4	Q1, Q3-Q4	Q1

Ref. No. Obj-S1-S2	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
32-6-4	Network Cables, Switches and Router	To be determined	✓	300	N	Limited Tender	Q1	Q1-Q4	Q1
	2. Works								
25-13-3	Repairs to Government Offices/ Buildings and other facilities	To be determined	✓	1,000	N	RFQ	Q2-Q4	Q2-Q4	Q2
	3. Non-consulting services								
23-01-03	Commercial Building	To be determined	✓	35,232	N	RFQ	Q2-Q4	Q2-Q4	Q4
23-99-1	Rental of Sanitary Disposable Units	To be determined	✓	150	N	RFQ	Q2-Q4	Q2-Q4	Q1
25-2-7	Bank and Other Financial Institution Charges	To be determined	✓	500	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-5-1	Guard Services	To be determined	✓	6,000	N	Restricted bidding	Q1-Q4	Q1-Q4	Q1-Q4

Ref. No. Obj-S1-S2	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-6-1	Janitorial Services	To be determined	✓	1,200	N	Restricted bidding	Q1-Q4	Q1-Q4	Q1-Q4
25-6-3	Waste Disposal Services (Solid & Liquid Waste)	To be determined	✓	300	N	Sole source	Q1-Q4	Q1-Q4	Q1-Q4
25-11-1	Local Advertising	To be determined	✓	200	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-11-3	Local Promotion	To be determined	✓	500	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-12-3	Motor Vehicle Insurance	To be determined	✓	500	N	RFQ	Q1	Q1	Q1
25-13-6	Repairs and Services to Air Conditioning Unit	To be determined	✓	300	N	RFQ	Q1-Q4	Q1-Q4	Q1
25-13-9	Plumbing	To be determined	✓	100	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-15-1	Motor Vehicle Licences	To be determined	✓	40	N	RFQ	Q1	Q1	Q1

Ref. No. Obj-S1-S2	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-15-5	Fitness Certificate Fee	To be determined	✓	48	N	RFQ	Q1	Q1	Q1
25-16-1	Board Members Fees	To be determined	✓	600	N	RFQ	Q1	Q1	Q1
25-16-99	Other Fees and Remuneration	To be determined	✓	400	N	RFQ	Q1	Q1	Q1
25-20-1	Repair and Services to Vehicles (Service Garage)	To be determined	✓	1,000	N	Sole-source or RFQ	Q1, Q3	Q1-Q3	Q1, Q3
25-21-4	Computer Software Renewal License	To be determined	✓	534	N	Limited Tendering/RFQ	Q2	Q2	Q2
32-7-1	Computer Software	To be determined	✓	2,500	N	RFQ	Q1	Q1	Q1

Aquaculture Division

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
	1. Goods								
25-1-1	Drugs	To be determined	✓	40	N	Limited Tendering	Q1-Q4	Q1-Q4	Q1-Q4
25-2-1	Food and Drinks-Catering services	To be determined	✓	240	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-2	Other Food and Drink	To be determined	✓	120	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-3	Cooking Fuel (Propane Gas, Coal, Kerosene etc).	To be determined	✓	16	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-4	Ironmongery, Crockery, Utensils & General Stores	To be determined	✓	20	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-14	Staff welfare	To be determined	✓	160	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-15	Surveying of Lands	To be determined	✓	200	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-3-3	Toiletries, cleaning materials and products	To be determined	✓	240	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-6-2	Pest Control Service	To be determined	✓	120	N	Sole Source	Q1-Q4	Q1-Q4	Q1-Q4

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-7-1	Subscriptions to Magazines, Newspapers, Periodicals etc.	To be determined	✓	48	N	Sole Source	Q1-Q4	Q1-Q4	Q1-Q4
25--7-2	Text and Reference Books	To be determined	✓	70	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-1	Paper	To be determined	✓	200	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-2	File Jacket	To be determined	✓	100	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-3	Diary	To be determined	✓	25	N	RFQ	Q1	Q1	Q1
25-8-4	Hard Cover book	To be determined	✓	10	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-5	Pens, Pencils and other writing implements	To be determined	✓	10	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-6	Envelopes	To be determined	✓	20	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-99	Other stationery and office supplies	To be determined	✓	420	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-13-6	Repair and Services to Air Conditioning Unit	To be determined	✓	200	N	RFQ	Q2	Q2	Q2
25-13-9	Plumbing	To be determined	✓	150	N	RFQ	Q2	Q2	Q2

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-14-5	Registration, Tuition, Exam and other Fees	To be determined	✓	313	N	RFQ	Q2	Q2	Q2
25-14-8	Food & Drink for Training & Workshop	To be determined	✓	700	N	RFQ	Q2	Q2	Q2
25-13-1	Electrical materials, fittings and repairs	To be determined	✓	100	N	RFQ	Q2	Q2	Q2
25-18-1	Fuel for Motor Vehicles	To be determined	✓	1,220	N	Limited Tendering /RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-18-2	Oil and Lubricant (Motor Vehicles)	To be determined	✓	180	N	Limited Tendering /RFQ	Q1,Q3	Q1,Q3	Q1,Q3
25-18-4	Fuel, Oil and Lubricant	To be determined	✓	120	N	RFQ/Limited Tendering	Q1,Q3	Q1,Q3	Q1,Q3
25-18-7	Fuel Oil and Lubricants (Lawn Mower and other small engines)	To be determined	✓	220	N	RFQ/Limited Tendering	Q1-Q2	Q1-Q2	Q1-Q2
25-19-4	Tyres and Tubes (Motor Vehicles and Motorcycles)	To be determined	✓	200	N	RFQ/Limited Tendering	Q1-Q2	Q1-Q2	Q1-Q2
32-3-4	Air Condition Unit	To be determined	✓	240	N	RFQ	Q1	Q1	Q1

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
32-3-10	Scientific Equipment	To be determined	✓	500	N	RFQ/Limited Tendering	Q1,Q3	Q1,Q3	Q1,Q3
32-5-1	Furniture	To be determined	✓	1,000	N	RFQ	Q1	Q1	Q1
32-6-1	Personal Computers (desktops)	To be determined	✓	1,000	N	RFQ-Limited Tender	Q1	Q1	Q1
32-3-1	Photo Copier	To be determined	✓	1,500	N	RFQ-Limited Tender	Q1	Q1	Q1
32-3-2	Shredder	To be determined	✓	355	N	RFQ-Limited Tender	Q1	Q1	Q1
32-7-1	Computer Software	To be determined	✓	300	N	RFQ-Limited Tender	Q1	Q1	Q1
32-6-2	Laptops and Tablets	To be determined	✓	4,000	N	RFQ-Limited Tender	Q1	Q1	Q1
	2. Works								
25-13-3	Repairs to Government Offices/Buildings and other facilities	To be determined	✓	5,169	N	RFQ	Q1-Q3	Q1-Q3	Q1-Q3
	3. Non-consulting services								

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-6-3	Waste Disposal Services	To be determined	✓	360	N	Sole sorce	Q1,Q3	Q1,Q3	Q1,Q3
25-11-1	Local Advertising	To be determined	✓	10	N	Sole-soure	Q1-Q4	Q1-Q4	Q1-Q4
25-12-3	Motor Vehicle Insurance	To be determined	✓	200	N	Sole-soure	Q1	Q1	Q1
25-15-5	Fitness Certificate Fee	To be determined	✓	14	N	RFQ	Q1	Q1	Q1
25-15-99	Other Licences& Fees	To be determined	✓	15	N	RFQ	Q1	Q1	Q1
25-20-1	Repairs and Service to Vehicles (Services Garage)	To be determined	✓	400	N	Sole-source or RFQ	Q1-Q2	Q1-Q2	Q1-Q2
25-21-2	Repairs and Maintenance of Computer Hardware	To be determined	✓	10	N	RFQ/Limited Tendering	Q1,Q3	Q1,Q3	Q1,Q3
	4. Consulting Services								
25-4-2	Local Consultancy Services	To be determined	✓	20,940	N	Limited Tendering/RFQ	Q2	Q2	Q2

Capture Fisheries Division

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
	1. Goods								
25-1-2	Medical Supplies	To be determined	✓	200	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-2	Other Food and drink	To be determined	✓	1,000	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-2-3	Cooking Fuel (Propane Gas, Coal, Kerosene etc).	To be determined	✓	50	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-3-3	Toiletries, Cleaning materials and products	To be determined	✓	500	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-7-1	Subscriptions to Magazines, Newspapers, Periodicals etc.	To be determined	✓	30	N	Sole Source	Q1-Q4	Q1-Q4	Q1-Q4
25--7-2	Text and Reference Books	To be determined	✓	120	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25--7-99	Other Publications	To be determined	✓	40	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-1	Paper	To be determined	✓	150	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-8-2	File Jacket/Folder	To be determined	✓	300	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-3	Diary	To be determined	✓	34	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-4	Hard Cover Book	To be determined	✓	60	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-5	Pens, Pencils and other writing implements	To be determined	✓	10	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-6	Envelopes	To be determined	✓	50	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-99	Other Stationery and office Supplies	To be determined	✓	750	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-14-08	Food & Drink for Training & Workshop	To be determined	✓	500	N	Limited Tendering /RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-14-99	Other Training Expenses	To be determined	✓	8	N	Limited Tendering /RFQ	Q1-Q4	Q1-Q4	Q1-Q4

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	
25-18-1	Fuel for Motor Vehicles	To be determined	✓	3,200	N	Limited Tendering /RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-18-2	Oil and Lubricants (Motor Vehicles)	To be determined	✓	60	N	Limited Tendering /RFQ	Q1-Q2	Q1-Q2	Q1-Q2
25-18-4	Fuel, Oil and Lubricant (boats)	To be determined	✓	4,000	N	RFQ-Limited Tender	Q1-Q4	Q1-Q4	Q1-Q4
25-18-7	Fuel Oil and Lubricants (Lawn Mower and other small engines)	To be determined	✓	50	N	RFQ-Limited Tender	Q 2-Q3	Q 2-Q3	Q 2-Q3
25-19-1	Motor Vehicle and Spare parts (Service Garage)	To be determined	✓	300	N	RFQ-Limited Tender	Q 2-Q3	Q 2-Q3	Q 2-Q3
25-19-2	Motor Vehicle and Spare parts (other Garage)	To be determined	✓	360	N	RFQ-Limited Tender	Q 2-Q3	Q 2-Q3	Q 2-Q3
25-19-4	Tyres and Tubes (Motor Vehicles and Motorcycles)	To be determined	✓	20	N	RFQ/Limited Tendering	Q1-Q2	Q1-Q2	Q1-Q2
25-19-7	Lawn Mower and other small engines spares	To be determined	✓	20	N	RFQ-Limited Tender	Q 2-Q3	Q 2-Q3	Q 2-Q3
25-21-5	Computer Parts, Supplies and Cabling	To be determined	✓	200	N	RFQ-Limited Tender	Q 2-Q3	Q 2-Q3	Q 2-Q3

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	
25-22-2	Agriculture and Gardening supplies	To be determined	✓	30	N	RFQ	Q 2-Q3	Q 2-Q3	Q 2-Q3
25-25-4	Purchase for Equipment for \$50,000 and below	To be determined	✓	100	N	RFQ	Q 2-Q3	Q 2-Q3	Q 2-Q3
32-2-3	Generator	To be determined	✓	1,500	N	RFQ-Limited Tender	Q1-Q4	Q1-Q4	Q1-Q4
32-3-7	Audio-visual Equipment	To be determined	✓	2,600	N	RFQ-Limited Tender	Q1-Q4	Q1-Q4	Q1-Q4
32-6-2	Other Technical Equipment & Instruments	To be determined	✓	1,600	N	RFQ-Limited Tender	Q1-Q4	Q1-Q4	Q1-Q4
	2. Works								
	3. Non-consulting services								
23-3 -3	Rental of boat	To be determined	✓	10,000	N	Restricted Bidding	Q1	Q1	Q1
23-3 -3	Rental of Plants	To be determined	✓	120	N	Restricted Bidding	Q1	Q1	Q1
25-2-8	Conference Expenses	To be determined	✓	500	N	RFQ	Q 1 -Q2	Q 1 -Q2	Q 1 -Q2

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification	Proc. Method [1]	Estimated dates		Start
			GOJ	Total	Y / N		Publication	Award	
25-5-1	Guard Services	To be determined	✓	700	N	Restricted bidding	Q1-Q4	Q1-Q4	Q1-Q4
25-11-1	Local Advertising	To be determined	✓	500	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-11-3	Local Promotions	To be determined	✓	500	N	RFQ	Q 1 -Q2	Q 1 -Q2	Q 1 -Q2
25-12-3	Motor Vehicle Insurance	To be determined	✓	900	N	RFQ	Q1	Q1	Q1
25-13-7	Locksmith services, parts and supplies	to be determined	✓	200	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-14-6	Seminars and Workshops	To be determined	✓	800	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-15-1	Motor Vehicle Licences	To be determined	✓	60	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-15-5	Fitness Certificate Fee	To be determined	✓	30	N	RFQ	Q1	Q1	Q1
25-15-99	Other Licences& Fees	To be determined	✓	10	N	RFQ	Q1	Q1	Q1

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification	Proc. Method [1]	Estimated dates		
			GOJ	Total	Y / N		Publication	Award	Start
25-20-1	Repairs and Services to Vehicle (Services Garage)	To be determined	✓	1,000	N	RFQ-Limited Tender	Q1-Q4	Q1-Q4	Q1-Q4
25-21-4	Computer software renewal license	To be determined	✓	600	N	Limited Tendering/RFQ	Q2	Q2	Q2
	4. Consulting Services								
25-4-2	Local Consultancy Services	To be determined	✓	62,820	N	Sole source	Q2	Q2	Q2

Regulatory Compliance

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
	1. Goods								
25-1-2	Medical Supplies	To be determined	✓	150	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-3-4	Clothing (including Uniforms)	To be determined	✓	800	N	RFQ	Q1-Q2	Q1-Q2	Q1-Q2
25-7-2	Other Publications	To be determined	✓	300	N	RFQ	Q1-Q2	Q1-Q2	Q1-Q2
25-8-1	Paper	To be determined	✓	20	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-2	File Jacket/Folder	To be determined	✓	200	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-3	Diary	To be determined	✓	100	N	RFQ	Q1	Q1	Q1
25-8-4	Hard Cover Book	To be determined	✓	100	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-5	Pens, Pencils and other writing implements	To be determined	✓	75	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-8-99	Other Stationery and Office Supplies	To be determined	✓	1000	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-14-8	Food & Drink for Training & Workshop	To be determined	✓	500	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-18-4	Fuel,Oil and Lubricants (Boats)	To be determined	✓	3555	N	Limited Tendering - RFQ	Q1-Q4	Q1-Q4	Q1-Q4
25-25-4	Purchase of Equipment for \$50,000 and below	To be determined	✓	400	N	RFQ	Q1-Q2	Q1-Q2	Q1-Q2
32-6-99	Personal Computers(Desk tops)	To be determined	✓	1500	N	Limited Tendering - RFQ	Q1-Q2	Q1-Q2	Q1-Q2
32-6-99	Other Computer Devices	To be determined	✓	3000	N	Limited Tendering - RFQ	Q1-Q2	Q1-Q2	Q1-Q2
32-5-1	Furniture	To be determined		800	N	RFQ	Q1-Q3	Q1-Q3	Q1-Q3
32-3-99	Other Technical Equipment & Instruments	To be determined	✓	500	N	RFQ-Limited Tender	Q1-Q2	Q1-Q2	Q1-Q2
32-6-2	Laptops and Tablets	To be determined	✓	2000	N	RFQ-Limited Tender	Q1-Q2	Q1-Q2	Q1-Q2
	3. Non-consulting services								
25-11-1	Local Advertising	To be determined	✓	700	N	DC	Q1-Q3	Q1-Q3	Q1-Q3
25-14-5	Registration, Tuition, Exam and other Fees	To be determined	✓	300	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4

Ref. No.	Description	Quantity	Estimated Budget & Funding Source		Prequalification Y / N	Proc. Method [1]	Estimated dates		
			GOJ	Total			Publication	Award	Start
25-14-6	Seminars and Workshop	To be determined	✓	800	N	RFQ	Q1-Q4	Q1-Q4	Q1-Q4
32-7-1	Computer Software	To be determined	✓	3,300	N	RFQ	Q1	Q1	Q1

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 2027			
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: 20,000 by 2027
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: <ol style="list-style-type: none"> 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 the compliance rate with licensing requirements to 90% for fishers, fish farmers and individuals who engage in fishing 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: <ol style="list-style-type: none"> 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: Establish 5 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: 5 by 2028
<p>Target Rationale: The existence of this number of plans means that focussed attention has been given to the:</p> <ol style="list-style-type: none"> 1. management of existing fisheries, 2. development of new and underutilised fisheries in accordance with sustainability criteria, and 3. responsible development of aquaculture. <p>This will result in new and sustainable blue economic growth for the betterment of the country.</p>	<p>Initiatives/Projects/Activities:</p> <ol style="list-style-type: none"> 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: <ol style="list-style-type: none"> 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: Obtain ISO:9001 certification and integrate advanced operational processes that enhance service delivery, resource management and stakeholder satisfaction by 2026.			
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: <ol style="list-style-type: none"> 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: Upgrade and modernize all fisheries and aquaculture-related infrastructure, including research and development centres and sub-offices, to support optimal functioning 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:	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: <ol style="list-style-type: none"> 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: Strengthen the legislative framework by providing policy guidance for six 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:	Target: 6
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: <ol style="list-style-type: none"> 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: Introduce climate smart technologies and alternative livelihoods in fisheries by implementing 3 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: <ol style="list-style-type: none"> 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: Organize and train 1200 fishers, existing and prospective fish farmers, and staff, in modern fishing and aquaculture production and technologies 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: 350
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: <ol style="list-style-type: none"> 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\$40B through product diversification and increased export, by 2027.			
Output/Outcome: Fisheries contribution to GDP is \$40 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: \$32B	Target: \$40B
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: <ol style="list-style-type: none"> 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:	Target: 5
Target Rationale:	Initiatives/Projects/Activities: <ol style="list-style-type: none"> 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).