



# Seychelles Fishing Authority

## Strategic Plan 2018 - 2020

### Our mandates

Promote, organize and develop fishing, fishing industries and fishing resources in Seychelles

Assist in the formulation of the national policy with respect to fishing, fishing industries and fishing resources and in the implementation of that policy

Identify the manpower training requirements of Seychelles with regard to fishing and fishing industries

Conduct negotiations, or engage in meetings, seminars or discussions, with regard to fishing or fisheries or the establishment or operation of fishing industries, whether at a national or international level, on behalf of the Republic or otherwise

### Our vision

*Excellence in sustainable fisheries management and development.*

### Our mission

*To ensure optimal utilization of the fisheries resources for the benefit of the Seychellois people through sustainable management, ecosystem-based approaches and integrated development.*

### Our values

**Integrity & professionalism:** Work with highest level of professional ethics, responsibility and respect to gain the trust of our constituents.

**Inclusiveness & team work:** Promote team work, engage our co-workers and stakeholders and valorize the diversity of our workforce and stakeholders while working towards common results.

**Adaptability:** Be proactive and flexible in our approaches and make use of best available science and technology to execute our duties in line with the social and economic priorities.

**Leadership:** Consistently leading the way by empowering and developing staff to own and drive work programs.

**Equity:** Be fair and provide equal opportunity to present and future generations.

**Stewardship:** Promote sustainable resource management and ecosystem-based approaches among all stakeholders.

### Our goals

**Goal 1: Effective governance arrangements:** Project SFA as the legal authority among various stakeholders through acceptance of responsibility for its decision and actions and reinforcing mechanisms for accountability and good governance.

**Goal 2: Institutional strengthening of SFA:** Improve institutional infrastructure, build core competencies and strengthen the internal procedures of SFA to build and inspire human capacity for better service delivery.

**Goal 3: Ensure the sustainability of fisheries resources:** Manage fisheries resources through ecosystem-based approaches and ensure that policies, legislations and infrastructure development are aligned towards achieving sustainability, taking into account climate change and global developments.

**Goal 4: Optimize the economic and social benefits of fisheries:** Ensure that the fisheries sector continues to play a key role in the sustainable development of the country and the socio-economic well-being of the Seychellois nation.

### Our strategies

#### Goal 1: Effective governance arrangement

**Strategy 1.1: Strengthen organizational planning and strategic management to improve service delivery.**

- Update and modernize the Seychelles Fishing Authority (Establishment) Act.
- Set up and operationalize a unit for project management.
- Develop a business plan for SFA that includes a business development and change management unit.
- Implement new organization structure for improved service delivery.
- Develop and implement a succession plan.
- Introduce Key Performance Indicators (KPIs) for all sections, programmes and staff.
- Prepare and implement a 3-year annual rolling plan for all sections.
- Design and introduce a simple more quantitative reporting systems.

**Strategy 1.2 Enhance the organization financial, administrative and risk management capability.**

- Prepare and execute a plan for administrative and financial autonomy.
- Establish and operationalize a performance evaluation unit.
- Strengthen internal control, performance audit and risk management capacity across the whole organization.
- Establish clear standards for service delivery.
- Establish procedures for oversight by and reporting to the Board of Directors.
- Establish procedures for reporting to the Ministry of Fisheries and Agriculture and other oversight agencies.

**Strategy 1.3: Close gaps in the legal framework and ensure that legislation meets the requirement for effective control of fisheries and aquaculture value chain.**

- Review and update the Fisheries Act (2014) taking into account new developments across the fisheries and aquaculture value chain.
- Revise and update the Fisheries Regulations (1991) in line with the new the Fisheries Act.

**Strategy 1.4: Improve compliance to fisheries regulations.**

- Strengthen the Compliance unit's human capacity
- Develop and implement new surveillance strategy and plan.
- Strengthen partnership with other enforcement agencies (local and regional) for exchange of surveillance information, joint sea/air patrols, decision making and capacity building.
- Develop and implement a public participation plan including incentives to report fisheries-related crimes.
- Increase VMS coverage to cover all fishing vessels inclusive of those involved in the sports fishery.

#### Goal 2: Institutional strengthening of SFA

**Strategy 2.1: Improve infrastructure to provide for conducive working environment for staff.**

- Improve existing and build new offices, scientific and support facilities.
- Improve existing and acquire new fisheries research and enforcement vessels.
- Replace and expand the existing fleet of vehicles to improve service delivery.

**Strategy 2.2: Build core competencies across the organization required for execution of organizational mandates.**

- Undertake detailed capacity needs assessment.
- Set-up and implement a targeted capacity building programme to improve service delivery.
- Establish strategic partnerships with local and international scientific research, fisheries enforcement and other institutions.
- Introduce new employee scheme of service.

**Strategy 2.3: Enhance the quality of services provided and facilitate the decision making process through more effective use of Information and Communication Technology.**

- Undertake detailed ICT needs assessment.
- Improve existing and acquire new ICT infrastructure.
- Introduce online administrative, finance, procurement, verification and business continuity systems.
- Maintain an updated online searchable database of publications in SFA's documentation center.

**Strategy 2.4: Build a strong organization image and improve public awareness.**

- Develop and implement a Communication and public relations strategy.
- Recruit personnel and acquire equipment, materials and infrastructure.
- Build linkages with ICT platforms.

#### Goal 3: Ensure sustainability of fisheries resources

**Strategy 3.1: Ensure that all fisheries and related industry are sustainable and economically viable through enhanced planning, performance evaluation and stakeholders' participation.**

- Integrate eco-system based and co-management approaches in all fisheries resource management initiatives.
- Formulate management plans, which includes biological, economic and social aspects, for all local commercial fisheries.
- Institutionalize stakeholders' engagement in fisheries resource management.

- Introduce measures to mitigate impacts to by-catch in the tuna fisheries.
- Introduce harvest strategies for vulnerable commercially targeted species.
- Undertake annual review of performance of all management measures in place.
- Undertake an economic assessment of on-going fisheries activities.

**Strategy 3.2: Develop fisheries and aquaculture infrastructure in line with emerging priorities while ensuring sustainability.**

- Prepare an infrastructure development plan which is in line with fisheries and aquaculture management and sector development plans.
- Prioritize infrastructure development that promotes development of new fisheries, aquaculture, local processing and value addition.
- Develop research and development facilities to support sustainable and economically viable aquaculture developments.
- Facilitate and support the construction of regional fisheries aquaculture facilities.

**Strategy 3.3: Improve understanding of fisheries, fisheries resources and the ecosystems that supports fisheries through targeted research and surveys.**

- Prepare a research plan based on fisheries management plans and priorities.
- Develop and implement stock assessment plan for each fishery.
- Strengthen quality control and breadth of fisheries monitoring and extend fisheries monitoring to include sports fishery.
- Support the development of community-based data collection programmes.
- Agree on priorities and prepare action plans for collaboration with international research partners.

#### Goal 4: Optimize the economic and social benefits of fisheries

**Strategy 4.1: Promote Port Victoria as the hub of the Indian Ocean tuna fishery.**

- Facilitate the improvement of on-shore facilities for disembarkation, storage, value addition and transshipment of tuna in Port Victoria.
- Facilitate development of infrastructures to cater for the needs of industrial and semi-industrial long liners.
- Facilitate the development of services supporting the fishing industry.
- Identify and facilitate the development of new services for fishing industry in partnership with stakeholders.

**Strategy 4.2: Increase the national economic gains from fisheries.**

- Promote economic viability within the artisanal fisheries.
- Analyze alternatives for increasing resource rent in the tuna fishery.
- Strengthen the capacity to collect and analyze socio-economic data for all fisheries.
- Develop a plan to improve benefits from the value chain for local fisheries products.

**Strategy 4.3: Support and facilitate the development of new fisheries, aquaculture, value addition, marketing and encourage diversification.**

- Identify necessary facilities required for value addition activities.
- Support the private sector in the development of new value added products according to market needs.
- Promote development of seafood certification schemes for high-end markets.
- Support the development of the aquaculture sector.

**Strategy 4.4: Formalization of the small-scale fisheries sector through appropriate policies and support to fishermen's associations, boat owners and fisher.**

- Promote the development and sound management of fishermen associations.
- Introduce compulsory registration of all full time and part time fishermen.
- Harmonize the processes for issuing of licenses to include health, safety and security aspects for boats and fishers.

**Strategy 4.5: Encourage consumption of local fish and fisheries products and ensure the freshness of produce reaching the local market**

- Raise awareness of the local population on the nutritional benefits of fish consumption.
- Support initiatives to make species such as tuna, by-catch from the tuna fishery and other under-valued fish species more accessible on the local market.
- Organize post-harvest handling training for fishermen and people working in fish processing plants.