

SEYCHELLES FISHING AUTHORITY

Strategic Plan

(2022-2027)

May 2022

ACRONYMS

SFA	Seychelles Fishing Authority
UN SDGs	United Nation Sustainable Development Goals
AU	African Union
SIFA	Seychelles Industrial Fisheries Authority
FIDECO	Fisheries Development Company
SEYCFMI	Seychelles Electronics Marine Company
SERAMACO	Seychelles Radio Maritime Company
MCS	Monitoring, Control and Surveillance
FAO	Food And Agriculture Organisation's
IOTC	Indian Ocean Tuna Commission
CEO	Chief Executive Officer
DCEO	Deputy Chief Executive Officer
SME	Small And Medium-Sized Enterprise
SOE	State-Owned Enterprise.
PESTLE	Political, Economic, Social, Technological, Legal and Environmental Factors
SOP	Standard Operating Procedures
RBM	Results-Based Management
KPI	Key Performance Indicator
PME	Performance Monitoring and Evaluation

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Foreword

This Strategic Plan for 2022-2027 signals a new era of Governance for the Seychelles Fishing Authority (SFA). It is a representation of the policies and strategies of Government and the interests and viewpoints of all our stakeholders, including that of our own staff. Through the collaborative and consultative approach which involved drawing from the Manifesto of the Government, the Sector Strategy of the Ministry, and views of all our esteemed partners, the SFA strategy will be the driving tool for our organisational efficiency and unparalleled customer service delivery. With this new approach employed in the development of the Strategic document, we anticipate creating a new and galvanized SFA, centered on upholding all the main principles of Good Governance, whilst placing emphasis on our main asset, which is our human resource.

Whilst our mandate remains unchanged, we recognise that the environment in which we operate has changed drastically and continues to evolve in view of all the external dynamism. As such, the strategies, and programs to be employed for us to achieve our renewed vision and mission needs to become smarter and more objective to the realities.

In order to ensure that this Strategic Plan lives up to its expectations, a Performance Monitoring and Evaluation Framework has been comprehensively integrated in the document. The purpose of which is to provide the tool to measure key performance indicators, both at outcome and output levels. To that effect, part of the strategic exercise involved the development of smart and measurable indicators, which will cascade to all levels within the organisation.

It is worth noting that underpinning the Strategic goals, will be a set of core values that we aspire to center our organisational culture around. These values will reflect in all our programs and activities.

Lastly, in recognition of the aspirations of the various commitments in which the country has pledged itself to, including but not limited to; UN SDGs, AU's Agenda 2063, and our own National Development Strategy, SFA commits to doing its share by pursuing its Vision of "Excellence in sustainable fisheries management and sector development"

1. INTRODUCTION

1.1. A brief history of the Seychelles Fishing Authority (SFA)

The early beginning

By 1983 it was becoming clear that industrial tuna fishing was becoming a reality in Seychelles and that this development would transform the fisheries sector in the country. In September 1983, the Seychelles Industrial Fisheries Authority (SIFA) was created. This Authority was established in view to develop the fishing industry to its fullest potential. It was to take charge of all industrial fishing development and would represent the Government in all negotiations related to industrial fishing.

The Ministry of National Development was responsible for Government policies on fishing, but SIFA would be an independent organisation with autonomous legal and financial status. SIFA soon gave way to the formation of the Seychelles Fishing Authority (SFA) with the passing of the Seychelles Fishing Authority (Establishment) Act, 1984.

SFA on its formation, took over the staff of the Fisheries Division and those of the Fisheries Development Company (FIDECO). At the very beginning SFA was entrusted with a research and development role from the Fisheries Division and a commercial role from FIDECO. In the early years, SFA had a very strong commercial slant to its activities. It either took over or created the following companies:

- ❖ Seychelles Fishing Company Ltd. (looking after SEYKOR)
- ❖ Indian Ocean Marine Ltd. (Ship chandler)
- ❖ Seychelles Electronics Marine Company Ltd (SEYCMI) (Joint Venture)
- ❖ Seychelles Radio Maritime Company Ltd (SERAMACO) (Joint Venture)
- ❖ Société Thonière Seychelloise Ltd. (Joint-Venture)

Jump to the present

SFA became an autonomous parastatal organisation in January 2019 and whose Board of Directors is appointed by the President of the Republic of Seychelles. Its iconic logo with three fishes makes it is easily recognisable by many people.

The SFA is unique because it is an organisation with management, planning, and development, scientific and training functions. It has a strong regulatory function which has meant that it has always been at the center of the fisheries sector development over the years. Driven by our long-standing motto “Responsible Fishing for Sustainability,” the SFA has been through a lot of ups and downs over the years but always rebounded positively.

Nevertheless, it still holds a reputation in the region as one of the best institutions when it comes to Monitoring, Control and Surveillance (MCS) and more particularly in fisheries research and management with several archived reports and journals of science in its Documentation Centre.

SFA has also seen many changes in the fisheries sector, be it technological all the way through to policies which has made it one of the most resilient parastatal bodies still in operation today. This resilience is primarily due to the fact that it has one of the best employees around. Hard-working, determined, and loyal to the institution meant that in the face of many adversities and challenges the institution managed to keep most of its team and ensure continuous service delivery.

SFA comprises of approximately 240 staff, including its management team which consists of a pool of dedicated members with a variety of discipline from scientific, technical, managerial, and hands-on experience.

SFA works in close collaboration with its parent Ministry, the Ministry of Fisheries, and the Blue Economy, to implement the Fisheries Sector Policy and Strategy which is key to the fisheries sector’s success. Other partners include Ministry of Agriculture and Climate Change and Environment, Seychelles Coast Guard, Seychelles Ports Authority, Seychelles Maritime Safety Authority, other key Government institutions, various fishermen and boat owners’

associations, NGO's as well as overseas partners. Several stakeholder consultations are held on a regular basis regarding several development projects in the fisheries sector.

On the international scene, SFA has been very prominent in the Food and Agriculture Organisation's (FAO), Indian Ocean Tuna Commission (IOTC) and other regional and international fora to ensure that fisheries development in Seychelles remains relevant with the rest of the region and the world. Through continuous discussions and negotiations with fishing nations, the SFA has ensured the sustainable exploitation of fish and the best interest of the people of Seychelles are maintained.

1.2. Purpose of the Strategic Plan:

The purpose of this plan is to set out the destination that SFA wants to position itself in 5 years' time and the trajectory that it will take to get to that destination. The trajectory, commonly termed the "mission," will be guided by a set of strategic options which will form the framework of all programs and consequential activities that the organization will undertake in those coming years.

1.3. Developmental Process

The development process reflected a process of full transparency, inclusivity, and engagement. The mandate related strategies draw from existing Government and sector strategies, which in their own form are the results of extensive consultations and engagements having been conducted in previous exercises. However, the difference with this Strategic Plan, is that is also consisted of intensive engagement with staff of the Authority in the development of the institutional level strategy and programs.

2. ORGANISATION STRUCTURE

The Organisation is made up of 10 Departments as follows: -

2.1. Office of CEO and DCEO

Main responsibilities:

- ❖ Strategy oriented
- ❖ Link between Governance (Board and Ministry) structure of the organisation and operational functions within the organisation
- ❖ Final level within organisation safeguarding quality assurance and control
- ❖ Leadership functions
- ❖ Management functions

Support Services falling under the Secretariat of the office of the CEO and DCEO:

- ❖ Office administration
- ❖ Legal
- ❖ Security
- ❖ Public Relations
- ❖ Procurement
- ❖ Property and business development
- ❖ IT

2.2. Human Resource, Administration, and Health & Safety

The Department is responsible:

- ❖ To ensure effective utilisation of capacity building and maximum development of human resources.
- ❖ To ensure that SFA human resources development remains in alignment to the organisation strategy and the development of the industry.
- ❖ To ensure that the organisation remains competitive in the labour market/parallel with the employment regulations.

- ❖ To ensure that the necessary administrative support is provided to the operation of the organisation.

2.3. Finance Department

- ❖ Responsible for ensuring the efficient financial management and financial controls necessary to support all organizational programs and activities.

2.4. Port Facilities and Management Department

Mandated with:

- ❖ Developing modern fishing ports and quays to support future growth of the fisheries sector.
- ❖ Ensuring optimum usage of fishing ports and revenue generations for fishing port activities.
- ❖ Adopting new technologies and practices to improve port services to the fisheries sector.
- ❖ Ensure an adequate supply of ice to fishermen.

2.5. Aquaculture Department

Tasked with the following objectives:

- ❖ Promoting investment and sustainable growth in the aquaculture sector
- ❖ Maximizing the socio-economic benefits of the aquaculture sector for society
- ❖ Promoting aquaculture at the large and SME scale
- ❖ Developing appropriate aquaculture technology through research and development
- ❖ Developing the necessary industry support services for the sector
- ❖ Building the necessary human capacity for development of the sector
- ❖ Enhancing the perception of aquaculture in the country and its many benefits
- ❖ Promoting aquaculture as an important component of integrated coastal management
- ❖ Developing an aquaculture industry compatible with responsible stewardship of the marine environment and its resources

2.6. Statistics and Fisheries Economics Department

Responsible for:

- ❖ Developing and implementing a harmonised and effective integrated fisheries data management system, statistical system, and data analysis for the fishery sector and for the organisation, in collaboration with other Departments.
- ❖ Undertaking statistical and economic studies and analysis of fisheries information, fisheries economic matters, business environment, economic performance or trends, and government policies in the sector.
- ❖ Providing fisheries statistical and economic information for the formulation of fisheries management plans, fisheries development and investment plans, policy advice, and SFA's operational decision making in line with current and emerging national and international legal frameworks, standards, resolutions, recommendations, and agreements.
- ❖ Providing support to other Departments in relation to data management.

2.7. Product Development & Quality Assurance Department

The mandate of this Department is to support the existing and facilitating new fisheries sector investments, value addition, market development and encouraging diversification of the fisheries sector. A key component of the work of the Department relates to the Quality Assurance mandate. The latter incorporates the promotion, development and adoption of set standards and best practices within the industry, with the goal of promoting efficiency gains and market confidence on final landed quality.

2.8. Fisheries Resource Management and Technical Coordination Department

The mandate of this Department are as follows:

- ❖ Prepare Policy papers with regards to fisheries management.
- ❖ Developing and implementing sustainable fisheries management plans.
- ❖ Ensuring that the fisheries resources are utilized according to principles of ecologically sustainable development.
- ❖ Minimising impact on non-targeted species and by-catch.

- ❖ Ensuring that regulations, measures, and international obligations are met and adhered to by related fishing activities.
- ❖ To act as the coordinating department for all fisheries management initiatives and projects.

2.9. Monitoring, Control and Surveillance Department

The role of the MCS is to support the successful implementation of the agreed fisheries management policies, plans and strategies by ensuring compliance towards fishing conditions, management measures and fisheries legislations, both domestic and international through effective flag state, coastal state, and port state controls.

2.10. Project and EU Collaboration Department

The Department is responsible for:

- ❖ The management of the fisheries infrastructure development projects within SFA.
- ❖ The management of the Sectoral Support Programme. This includes planning and monitoring the implementation of the Programme ensuring that the funds are being used economically, efficiently, and effectively as per the approved budget.

2.11. Fisheries Research Department

The role of this Department is to develop and implement a Research Plan to guide the development and prioritisation of research projects and work programmes whilst ensuring alignment to various strategic plans, policies, and Fisheries Management needs. As such the Department is tasked with the responsibility to implement research projects and work programmes to:

- ❖ Support the implementation and development of Fisheries Management and National Plans,
- ❖ Support sustainability of fisheries resources,
- ❖ To better understand the links between the environment and fisheries resources Research,
- ❖ To promote diversification in fishing activities.

3. VISION AND MISSION

3.1. VISSION

Our Vision is:

“EXCELLENCE IN SUSTAINABLE FISHERIES MANAGEMENT AND SECTOR DEVELOPMENT”

3.2. MISSION

Our Mission is to:

“ENSURE OPTIMAL UTILISATION OF THE FISHERIES RESOURCES FOR THE BENEFIT OF THE SEYCHELLOIS PEOPLE THOUGH SUSTAINABLE MANAGEMENT, ECOSYSTEM BASED APPROACHES AND INTEGRATED SECTOR DEVELOPMENT.”

3.3. CORE VALUES

We believe in:

❖ **Transparency & Accountability**

Being open and honest about our actions and taking responsibility for our decisions.

❖ **Integrity**

Doing right thing and demonstrating ethical behaviour in any situation

❖ **Reliability & Consistency in Service delivery**

Providing a service that is dependable and maintaining our quality of service over time.

❖ **Stewardship & Inclusivity**

Taking initiatives to make things better for our organization while welcoming and respecting the dignity of all.

❖ **Positivity**

Applying a positive mental attitude to the work we do and aiming for excellence.

4. FOUNDATIONAL ANALYSIS

4.1. SWOT ANALYSIS

A SWOT analysis was used for the strategic analysis of the Authority's internal and external environment and below is a summary of the analysis.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ❖ Experienced and knowledgeable upper management ❖ Reasonably healthy financially ❖ International reputation and recognition ❖ Strong networks ❖ Financial and administrative autonomy ❖ Modern public administration doctrines ❖ Young 100% Seychellois workforce 	<ul style="list-style-type: none"> ❖ Aging infrastructure ❖ Internal communication gaps ❖ Knowledge focused mostly at upper management ❖ Staff retention challenges ❖ Inefficiencies of some internal process and procedures ❖ Lack of internal procedures/policies ❖ Project planning limitations ❖ Inappropriate resource utilization ❖ Performance monitoring limitations ❖ Lack of strategic directions ❖ Motivation ❖ Team spirit ❖ Fragmented organization culture ❖ Staff recognition
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ❖ Right resourced to become the leading SOE ❖ New revenue streams ❖ Access to external resources ❖ Respect from stakeholders ❖ Availability of technologies to tap into ❖ Ability to attract qualified staff 	<ul style="list-style-type: none"> ❖ Brain drains ❖ External policies/obligations ❖ High risk revenue streams ❖ Recurrent upper management changes ❖ Data security

4.2. PESTLE ANALYSIS

The below Pestle analysis was undertaken to enable the organisation to identify the factors that could support or impede the implementation of the strategic plan.

PESTLE ANALYSIS MATRIX	
POLITICAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> ❖ Manifesto of Government in power ❖ Influence of political lobbies ❖ Impact of international politics 	<ul style="list-style-type: none"> ❖ Impact on strategic direction and potential to dilute core mandate.
ECONOMICAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> ❖ Ease and cost of doing business ❖ Vulnerability to external economic shocks ❖ Over-reliance on donor funds ❖ Access to finance 	<ul style="list-style-type: none"> ❖ Impacts on budget and ability to deliver on operation and capex.
SOCIAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> ❖ Public perceptions ❖ Social interferences ❖ Impact of social ills ❖ Availability and quality of human capital ❖ Health emergencies 	<ul style="list-style-type: none"> ❖ Impedes rationale decision making process. Affect operations. Constrains resource allocation.
TECHNOLOGICAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> ❖ Rapid advancement in ICT 	<ul style="list-style-type: none"> ❖ Both a pro and a con, depending on how the organisation positions itself.
LEGAL FACTORS	IMPLICATIONS
<ul style="list-style-type: none"> ❖ International and domestic legal and standards obligations ❖ Legalities impinging access to markets 	<ul style="list-style-type: none"> ❖ Strategies and programs need to be developed within the context of the legal parameters established under various commitments.
ENVIRONMENT	IMPLICATIONS
<ul style="list-style-type: none"> ❖ SDG obligations ❖ Climate change impact 	<ul style="list-style-type: none"> ❖ Reflects constraints that are not fully under organisation's control, hence need to be carefully scrutinised.

5. STRATEGIC AND POLICY FRAMEWORK

Key strategic choices and priorities for the five (5) years.

STRATEGY 1: ACHIEVING EXCELLENCE IN SUSTAINABLE FISHERIES MANAGEMENT, IN ACCORDANCE WITH INTERNATIONAL STANDARDS AND OBLIGATIONS

Programs

- 1) Effective management plans and harvest strategies.
- 2) Targeted development and execution of research and stock assessment plans.
- 3) Collaborated data management, analysis and reporting related to fisheries management.
- 4) Institutionalise stakeholders' engagement in fisheries management.
- 5) Effective Monitoring, Control and Surveillance.

STRATEGY 2: OPTIMISE THE ECONOMIC AND SOCIAL BENEFITS OF THE FISHERIES SECTOR

Programs

- 1) Continuous maintenance and development of fisheries sector related infrastructure.
- 2) Promoting awareness of relevant sector standards and best practices.
- 3) Continuous research of fish product and value chain development and innovation.
- 4) Improve on support services provided to the fisheries industry.
- 5) Promote and support the economic viability of the artisanal fishing sector so as to safeguard food security.
- 6) Strengthen the capacity to collect and analyse socio-economic data for all fisheries.
- 7) Support initiatives to make undervalued species more accessible and valorised within local and international markets.
- 8) Promote best practices of fish mobilisation techniques to increase market value.

- 9) -Support and stimulate growth through access to financial schemes/Increasing levels of financial scheme awareness.
- 10) Empower and facilitate actors in the sector.
- 11) -Optimise revenue from marine resources.
- 12) Implement an effective human resources capacity development programme for the needs of the sector.

STRATEGY 3: TRANSITIONING FROM RESEARCH-BASED AQUACULTURE TO COMMERCIALISATION OF AQUACULTURE

Programs

- 1) Engagement in next phase aquaculture infrastructure to allow for commercial activities.
- 2) Knowledge transfer generated from the research to encourage commercial activities.
- 3) Explore the possibility of making Seychelles a centre of excellence for aquaculture collaborative research.
- 4) Explore and facilitate funding for sector needs and access to financing for actors in the sector.
- 5) Implement an effective human resources capacity development programme for the needs of the sector.
- 6) Explore innovative and inclusive ways to promote and educate the public on aquaculture.

STRATEGY 4: CONTRIBUTIONS TOWARDS EFFECTIVE SECTOR GOVERNANCE

Programs

- 1) Strengthen the legal framework to ensure that the legislation meets the requirements for effective control of fisheries and aquaculture value chains.
- 2) Pursue activities that promotes compliance to the legislation.
- 3) Ensure that social and economic factors are included in sector governance.
- 4) Increasing resources directed towards empowerment of enforcement officers.

STRATEGY 5: FINANCIAL SUSTAINABILITY PLAN

Programs

- 1) Develop and implement the business development and financial sustainability plan.
- 2) Pursuance of integrated financial governance.
- 3) Continuous review, rationalisation, and expansion of existing and potential revenue stream.

STRATEGY 6: INSTITUTIONAL STRENGTHENING AND CORPORATE GOVERNANCE

Programs

- 1) Develop, institutionalise and implementation of appropriate organisational level policies and Standard Operating Procedures (SOPs) designed to enhance productivity and good governance.
- 2) Implementation of a result-based management framework.
- 3) Improve public relations and build a strong organisational image through the development of a Service Delivery Charter.
- 4) Improve infrastructure and assets to provide for a safe and conducive working environment for staff.
- 5) Build core competencies across the organisation required for execution of organisational mandates through integrated approaches.
- 6) Strengthen internal and external communication and distribution of information.
- 7) Promote professional and social cohesion within the organisation.

6. PME FRAMEWORK

Performance Monitoring and Evaluation is a continuous management function to assess if progress is made in achieving expected results, to spot bottlenecks in implementation and to highlight whether there are any unintended effects (positive or negative) from a Strategic Plan, programme, or project (“project/plan”) and its activities.

The processes of planning, monitoring and evaluation make up the Result-Based Management (RBM) approach, which is intended to aid decision-making towards explicit goals. Planning will help our organisation to focus on results that matter, while M&E will facilitate the learning our from past successes and challenges and those encountered during implementation.

The successful implementation of this Strategic Plan requires the unequivocal support and contribution of the entire staff and management of SFA. Consequently, oversight and communication will become indispensable. The establishment, monitoring, and evaluation of key performance indicators at outcome and output level will thus become imperative to this entire process. **A mid-term review will be undertaken in 2024 and final review at the end of implementation.** In order to manage the implementation of the plan in a clear and efficient manner the following key modalities is hereby adopted:

- i. Annual consolidated Departmental work plans and KPI setting which will consists of respective activities by Departments relating to all programs.
- ii. Departmental work plans shall form the 5-year results matrix, which will be updated annually based on internal assessment of progress towards producing the outputs listed in the strategic plan. This will be cascaded to provide the basis for operationalising and aligning activities with resource allocation.
- iii. Quarterly and annual reports at Management levels will ensure continual assessment, learning and corrective actions for improvement.
- iv. A framework for M & E has been developed to guide tracking progress of implementation.

7. CHANGE MANAGEMENT

This document recognises the importance that change management will play in supporting the successful implementation of the Strategic Plan. As such, it strongly calls for the adoption and implementation of a change management strategy/plan to accompany the eventual rolling out of this strategic plan.

The change management strategy should ensure that much of the task is delegated to the Departments and top leadership is mainly concerned in coordinating between the Departments. It must be made sure that the Departments understand the importance of change through their effective, timely and regular communication. Departmental heads should be made to realise the importance of establishing a sense of urgency and enthusiasm about the change.

APPENDIX 1 – PME Matrix									
	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027	
STRATEGY 1: ACHIEVING EXCELLENCE IN SUSTAINABLE FISHERIES MANAGEMENT, IN ACCORDANCE WITH INTERNATIONAL STANDARDS AND OBLIGATIONS									
Outcome indicator: To become the number one Authority in the Region in Fisheries Management.									
Program 1: Effective management plans and harvest strategies.									
<i>Program Output indicator</i>	Number of plans and strategies developed and implemented.	1 management plan	3 management plans/3 NPOA	2	2	1	-	1	
		<i>Mahe Plateau</i>	<i>Lobster</i>						
			<i>Sea cucumber</i>						
			<i>Spanner crab</i>						
			<i>NPOA Shark</i>						
			<i>NPOA Turtle</i>						
			<i>NPOA seabird</i>						
			<i>Exploratory Fisheries (as and when required)</i>						
Program 2: Targeted development and execution of research and stock assessment plans.									
<i>Program Output indicator</i>	Number of stock assessment carried out	2	5	2	1	-	1	1	
		<i>Demersal</i>	<i>Mud crab</i>						
		<i>Sea cucumber</i>	<i>Spanner crab</i>						
			<i>Lobster</i>						

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
			<i>Sea cucumber</i>					
			<i>Demersal</i>					
Program 3: Collaborated data management, analysis and reporting related to fisheries management.								
<i>Program Output indicator</i>	Number of integrated data management system	4	8	3	3	1	1	
		SIH (Coastal)	FIMS	X				
		Observe (Longline)	Vessel Registry (MCS)	X				
		Themis (MCS)	eMARIS (IOTC)		X			
		FishLog (Vessels)	Research DMS				X	
			ERS (Longline)		X			
			Observe (Purse seine)		X			
			Economic DMS			X		
	EMS (MCS)				X			
Program 4: Institutionalise stakeholders' engagement in fisheries management.								
<i>Program Output indicator</i>	Number of engagement frameworks developed	2	5	1	1	1	1	1
		<i>Implementation Committee for the Co-Management Plan (ICCP)</i>	<i>Sport Fishery</i>					
			<i>Sea Cucumber</i>					
		<i>Management Advisory Committee for sea cucumber (MAC)</i>	<i>Shark Fishery</i>					
			<i>Octopus</i>					
	<i>Spanner crab</i>							
Program 5: Effective Monitoring, Control and Surveillance.								
		2	4 Processes for Integrated Risk Management	1	1	1	1	1
			<i>Monitoring Processes + Surveillance</i>	X				

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027	
<i>Program Output indicator</i>	Number of MCS Processes Enhanced	<i>Port state measures only</i>	<i>Enforcement Processes</i>		X				
		<i>Vessel flagging and foreign vessel licensing only</i>	<i>License Processes</i>			X			
			<i>RM Processes Review and Update</i>					X	X
		2	6 Enhanced Maritime Domain Awareness (VMS, ERS)	2	3	-	1		
			<i>Completed AIS / Sat Imagery Integration</i>	X					
		<i>40 units = 13% coverage</i>	<i>Completed SVTU Deployment</i>	X					
		<i>11 covered 85 Seychelles flagged vessels</i>	<i>100% EMS on Industrial Fleet</i>			X			
			<i>Pilot ERS on SI Fleet</i>			X			
			<i>Sports Fishing Vessel Tracking Trials</i>			X			
			<i>Pilot EMS SI</i>						X
		1	3 Access to Asset - (SFA Coastal Asset (1), SCG Surface Assets (1), Long Range Drone (1))	1	1	-	1		
		<i>1 [feasibility/evaluation study to consider the purchasing of such assets]</i>	<i>Current + SFA Mid Range Surface Asset (1) (SWIOFISH3)</i>	X					X
			<i>Drones (Long Range)</i>			X			
		2	20 Continued Capacity building (2 per year)	4	4	4	4	4	4
		<i>2 integrated Training</i>	<i>Integrated Trainings</i>	3	3	3	3	3	3
			<i>Specialized trainings for Staffs/ year</i>	1	1	1	1	1	1
		0	1 Financial Sustainability Plan for MCS (0)	1					
		0	5 SOP Developed and Implemented for MCS	2	1	1	1	1	1
			<i>Monitoring Processes</i>	X					
			<i>Enforcement Processes</i>			X			
	<i>License Processes</i>					X			

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
			All SOP Review and Updates				X	X
			NPOA IUU	X				
STRATEGY 2: OPTIMISE THE ECONOMIC AND SOCIAL BENEFITS OF THE FISHERIES SECTOR								
Outcome Indicator: Increase in Fisheries sector percentage to GDP								
Program 1: Continuous maintenance and development of fisheries sector related infrastructure.								
<i>Program Output indicator</i>	The number of completed infrastructure (FOA: Project)	As per existing SFA listed property/assets	13 projects	4	3	3	1	2
			Anse Aux Pins	X				
			Glacis	X				
			Belombre Canteen and Chiller Room	X				
			Use of renewable energy					X
			Grand Anse (P) Jetty			X		
			Container Yard		X			
			English River		X			
			Anse La Mouche		X			
			Steel Building		X			
			Belombre Retaining Wall			X		
			La Digue Mooring and Landing Facility			X		
			Boat Repair					X
Net Repair infrastructure						X		
Program 2: Promoting awareness of relevant sector standards and best practices.								
<i>Program Output indicator</i>	Number of awareness program		19	1	1	2	2	3
Program 3: Continuous research of fish product and value chain development and innovation.								
<i>Program Output indicator</i>	Initiatives explored or completed to identify new fish products and/or technologies identified.	1	5	1	1	1	1	1
Program 4: Improve on support services provided to the fisheries industry.								

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
<i>Program Output indicator</i>	Customer satisfaction Scores	0 (Baseline survey to be initiated this year)	90%			60%		90%

Program 5: Promote and support the economic viability of the artisanal fishing sector so as to safeguard food security.

<i>Program Output indicator</i>	% of Catch absorbed by local market	N/A	Year on Year positive increase	(Establish Baseline)	Positive	Positive	Positive	Positive
	Increase in profitability	N/A	year on year positive profit	(Establish Baseline)	Positive	Positive	Positive	Positive

Program 6: Strengthen the capacity to collect and analyse socio-economic data for all fisheries.

<i>Program Output indicator</i>	The number of socio economic assessment report	3	8	3	2	1	1	1
		<i>Employment</i>	<i>Trap & Line Fishery</i>					
		<i>Sea Cucumber</i>	<i>Tuna Fishery</i>					
		<i>Semi Industrial Longline Fishery</i>	<i>Lobster Fishery</i>					
			<i>Employment</i>					
			<i>Sea Cucumber</i>					
		<i>Semi Industrial Longline Fishery</i>						

Program 7: Support initiatives to make undervalued species more accessible and valorised within local and international markets.

<i>Program Output indicator</i>	Number of species promoted	0	8	1	1	2	2	2
			<i>Trigger fish (Bours, Abalistes stellaris)</i>	X				
			<i>Dolphin fish (Dorad, Coryphaena hippurus)</i>		X			
			<i>Goat fish (Rouze, Mullidae)</i>			X		
			<i>Crimson jobfish (Kalkal, Pristipomoides filamentosus)</i>				X	
			<i>Indian Mackerel (Makro, Rastrelliger spp)</i>					X
			<i>Longfin yellowtail (Saumon, Seriola rivoliana)</i>					
			<i>Deep water prawns</i>					
		<i>Deep-water red snapper (Etelis, Etelis carbunculus)</i>						

Program 8: Promote best practices of fish mobilisation techniques to increase market value.

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
<i>Program Output indicator</i>	% Achievement of training plan of fish mobilization techniques	complete the plan in 2022	100%	10%	20%	20%	20%	30%
Program 9: Support and stimulate growth through access to financial schemes/Increasing levels of financial scheme awareness								
<i>Program Output indicator</i>	% Utilization and absorption of financial schemes		Comprehensive assessment and review of financial schemes	X				
		0	Awareness program with association	X	X	X	X	X
		Total amount disbursed to date by end of December 2022	Fisheries Development Fund (percentage increase in year on year loan amount disbursed)	2%	2%	2%	2%	2%
Program 10: Empower and facilitate actors in the sector								
<i>Program Output indicator</i>	Number of gap analyses across fisheries value chains	Requirements catered under financial schemes and educational programmes provided by the Government, (PDF, PHVA)	Capital requirements by subsector (e.g., Artisanal fishing, Semi-industrial fishing, Small-scale Processing)	1	1	1	1	1
			Labour & skills requirements by subsector	1	1	1	1	1
	Number of targeted trainings organised	0	Business management	1	1	1	1	1
			Fishery-specific trainings on technical and allocative efficiency	1		1		1
Program 11: Optimise Revenue stream from marine resources								
<i>Program Output indicator</i>	Periodical review of access agreements		EU- SFPA	X			X	
			SYC Purse seine		X		X	
			SYC Longline		X		X	
Programme 12: Implement an effective human resources capacity development programme for the needs of the sector.								
<i>Program Output indicator</i>	% Attainment of the Human Capital Development Plan (HDCP)		80%	10%	10%	20%	20%	20%

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
STRATEGY 3: TRANSITIONING FROM RESEARCH-BASED AQUACULTURE TO Commercialisation OF AQUACULTURE								
Outcome Indicator: Aquaculture statistics featured in National accounts								
Program 1: Engagement in next phase aquaculture infrastructure to allow for commercial activities.								
<i>Program Output indicator</i>	The number of species taken up through commercial producers from BAQF activities	0	5	1	1	1	1	1
			<i>Mangrove snapper</i>	X				
			<i>Snubnose pompano</i>		X			
			<i>Emperor red snapper</i>			X		
			<i>Amberjack</i>				X	
			<i>Grouper</i>					X
	The number of species taken up through commercial producers from SURF activities	0	5	1	1	1	1	1
			<i>Sea urchin</i>	X				
			<i>Ulva</i>		X			
			<i>Sea Cucumber</i>			X		
			<i>Caulerpa</i>				X	
<i>Mud crab</i>							X	
Program 2: Knowledge transfer generated from the research to encourage commercial activities.								
			10	1	3	2	2	2
			<i>Economic feasibility model: Sea cucumber</i>	X				
			<i>Economic feasibility model: finfish hatchery & grow-out</i>		X			
			<i>Economic feasibility model: echinoid hatchery</i>		X			
			<i>Economic feasibility model: Sea cucumber ranching, land-based sea urchin farming, and pearl oyster longline farming.</i>		X			

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027	
<i>Program Output indicator</i>	Number of research/extension document produced for commercial operations	3	<i>Export Readiness Guidelines: Based on technical, biological, operational approach for producing the selected candidate species to supply export markets</i>			X			
			<i>Develop appropriate larval rearing protocols for Emperor snapper using copepods (Acartia sp.)</i>			X			
			<i>Develop appropriate larval rearing protocols for Camouflage Grouper using copepods (Acartia sp.)</i>					X	
			<i>Developing guidelines for optimal sea based Caulerpa production technologies (raft, sock nets)</i>					X	
			<i>Optimising cage culture protocols and test copper alloy nets (maintenance of high DO)</i>						X
			<i>Sea cucumber restorative protocol based on hatchery techniques</i>						X
Program 3: Explore the possibility of making Seychelles a centre of excellence for aquaculture collaborative research									
<i>Program Output indicator</i>	Number of collaborative research programme using existing infrastructure	2	7	2	2	1	1	1	
			<i>Snubnose pompano larval and juvenile rearing</i>	X					
			<i>Mangrove snapper larval and juvenile rearing</i>	X					
			<i>Effect of temperature and dissolved oxygen on egg survival / hatching rate of Camouflage grouper, Emperor snapper, Mangrove snapper and Pompano</i>		X				
			<i>Sea cucumber spawning, larval rearing, growth</i>		X				
			<i>Urchin gonad development using formulated feeds from South Africa and Australia with and without Ulva</i>			X			
			<i>Developing and testing a feed management strategy for wild caught juvenile finfish species (focus on amberjack)</i>					X	
			<i>Sea cucumber ranching and pearl farming (substrate bioremediation)</i>						X
Program 4: Explore and facilitate funding for sector needs and access to financing for actors in the sector.									
<i>Program Output indicator</i>	% utilization and absorption of financial schemes	N/A	10% increase year on year	10%	10%	10%	10%	10%	

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
Program 5: Implement an effective human resources capacity development programme for the needs of the sector.								
<i>Program Output indicator</i>	% Attainment of the Human Capital Development Plan (HDCP)	0	80%	10%	10%	20%	20%	20%
	Number of people trained in aquaculture related courses	20	250	25	50	50	50	75
Program 6: Explore innovative and inclusive ways to promote and educate the public on aquaculture.								
<i>Program Output indicator</i>	Number of innovative promotional campaign in implementation	0	5	1	1	1	1	1
<i>Program Output indicator</i>	Number of awareness campaign in implementation	1	10	2	2	2	2	2
STRATEGY 4: CONTRIBUTIONS TOWARDS EFFECTIVE SECTOR GOVERNANCE								
Outcome Indicato: Awareness on SFA laws and regulations leading to a culture of voluntary compliance.								
Program 1: Strengthen the legal framework to ensure that the legislation meets the requirements for effective control of fisheries and aquaculture value chains.								
<i>Program Output indicator</i>	Milestone achievement of ongoing legislative review	1st draft stage in consultation	100%	-	100	-	-	-
			Submission to cabinet	X				
			Submission to AG for bill gazettement	X				
			Approval by National Assembly		X			
Program 2: Pursue activities that promotes compliance to the legislation.								
<i>Program Output</i>	Number of programmes carried out	4	13	3	5	1	1	3
			Mahe plateau Trap and Line fishery management plan	X	X			
			RFMOs and RFBs resolutions (IOTC, SIOFA, etc)	X	X	X	X	X
			Sport fisheries	X				
			Octopus Fishery			X		
			Spanner Crab		X			

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027	
<i>indicator</i>	promoting compliance to legislation		Sea Cucumber		X				
			Semi-industrial tuna and tuna like species					X	
			Lobster		X				
			Deep water shrimp					X	
			Net Fishery				X	X	
			Joint Management Area		X	X	X	X	X
			Exploratory Fisheries (as and when required)						
Program 3: Ensure that social and economic governance are factored in sector development.									
<i>Program Output indicator</i>	Socio- economic impact assessment carried out on any new sector development initiatives	Currently unstructured	100% per year	100%	100%	100%	100%	100%	
Program 4: Increasing resources directed towards empowerment of enforcement officers.									
<i>Program Output indicator</i>	Year on Year increase in funds allocated to enforcement	funds in 2022 from budget	10% increase year on year subject to Labour Utilisation Audit	10%	10%	10%	10%	10%	
STRATEGY 5: FINANCIAL SUSTAINABILITY PLAN									
Outcome Indicator: More balanced financial position on self financing and donor funding									
Program 1: Develop and implement the business development and financial sustainability plan.									
<i>Program Output indicator</i>	Financial Statement (To be revised)	Current status for year 2022	Year on Year positive increase	Positive	Positive	Positive	Positive	Positive	
			% Increase of Gross profit	2%	2%	2%	2%	2%	
			Net Profit	2%	2%	2%	2%	2%	
			Current Ratio	>1	>1	>1	>1	>1	
			Acid Test Ratio	2	2	2	2	2	
			Return on capital Employed	5%	5%	5%	5%	5%	
	Business Plan	0	Return on Investments		100%				
Program 2: Pursuance of integrated financial governance.									

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
<i>Program Output indicator</i>	Number of new financial management system		5	1	2	1	1	1
			<i>Procedures manual</i>	X	X			
			<i>Point of Sale system</i>		X			
			<i>Automated Report</i>			X		
Program 3: Continuous review, rationalisation and expansion of existing and potential revenue streams.								
<i>Program Output indicator</i>	Growth in Revenue		25%	5%	5%	5%	5%	5%
	Number of new revenue streams implemented		11	1	3	3	2	2
		<i>Aquaculture license</i>				X	X	X
		<i>Rental of SFA facilities</i>				X		
		<i>Lease agreement (Land and Infrastructure)</i>		X	X			
		<i>Review of licenses fees</i>				X		
		<i>Berthing Fees</i>				X		
		<i>Processing Fees</i>		X	X			
<i>Research partnership income</i>								
Program 4: Better management of SFA properties								
<i>Program Output indicator</i>	Business & Property Management plans		<i>Outlining development plans in structurally defined timelines</i>	X	X			
			<i>Legal acquisition of proposed parcels selected for development</i>	X	X	X	X	
			<i>Redefined Lease Agreements for all tenants (Short & Long Term)</i>	X	X	X		
			<i>Strategic maintenance plans for all Properties under management</i>	X	X	X		
			<i>Vetted, like minded partners to subcontract all property upkeep (Bazars)</i>	X	X			

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
			<i>Development & adaptability of communication framework and dedicated SOP's</i>	X	X	X	X	
			<i>Enforcement of guided by legally defined agreements, further action thereafter for non compliance</i>	X	X	X		
			<i>PMS (Property Management System) roll out for full control and data based management of forecasting.</i>		X	X	X	X
STRATEGY 6: INSTITUTIONAL STRENGTHENING AND CORPORATE GOVERNANCE								
Outcome Indicator: SFA to be the leading performing SOE in Seychelles								
Program 1: Develop, institutionalise and implementation of appropriate organisational level policies and Standard Operating Procedures (SOPs) designed to enhance productivity and good governance.								
<i>Program Output indicator</i>	Milestones	Gap analysis (2022)	<i>All Policies and SOP's identified in the GAP analysis has been developed, implemented and reviewed</i>					
			<i>Develop the Policies and SOPs</i>	X				
			<i>Implementation of Policies and SOPs</i>		X	X	X	
			<i>Review the Policies and SOPs</i>	X	X	X	X	X
Program 2: Implementation of a result-based management framework.								
<i>Program Output indicator</i>	Milestones	0	<i>Needs Assessment & Framework</i>	X				
			<i>Implementation</i>		X	X	X	
			<i>Review</i>			X	X	X
Program 3: Improve public relations and build a strong organisational image through the development of a Service Delivery Charter.								
<i>Program Output indicator</i>	Milestones	0	<i>Develop, Launch and Review a service delivery charter</i>					
			<i>Develop a Service delivery charter</i>	X	X			
			<i>Launching</i>		X			
			<i>Review</i>			X	X	X
Program 4: Improve infrastructure and assets to provide for a safe and conducive working environment for staff.								
			100% Execution of Assets and Infrastructure plan					

	Indicator Definition	Baseline	5 year Target	2023	2024	2025	2026	2027
<i>Program Output indicator</i>	Milestones		<i>Asset Register Review</i>	X	X	X	X	X
			<i>Asset and Infrastructure plan developed</i>	X				
			<i>Progressive implementation</i>	20%	20%	20%	20%	20%
Program 5: Build core competencies across the organisation required for execution of organisational mandates through integrated approaches.								
<i>Program Output indicator</i>	Milestones		<i>100% Execution of Capacity development plan</i>					
			<i>Gap analysis capacity needs assessment</i>	X				
			<i>Develop Capacity development plan</i>	X				
			<i>Execute plan</i>	X				
			<i>Review</i>		X	X	X	X
Program 6: Strengthen internal and external communication and distribution of information.								
<i>Program Output indicator</i>	Milestones		<i>Communication Audit</i>	X				
			<i>Development of communication framework</i>	X				
			<i>Implementation of Communication framework</i>	X	X			
			<i>Review</i>		X	X	X	X
Program 7: Promote professional and social cohesion within the organisation.								
<i>Program Output indicator</i>	Number of social activities		25	5	5	5	5	5
	AGM		5	1	1	1	1	1
	Staff inclusivity in relevant corporate Events		100%	100%	100%	100%	100%	100%
	Team building Activity		1 per department per year	1	1	1	1	1
	Corporate responsibility events		5	1	1	1	1	1
	Participation in national events		5	1	1	1	1	1