

Implementation of SFA Strategic Plan 2018 – 2020

Performance Measurement System

Goals	Strategies	Priority actions	Targets	Key Performance Indicators (KPIs)	Action by
<p>Effective governance arrangements</p> <p>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</p>	<p>1.1 Strengthen organizational planning and strategic management to improve service delivery.</p>	- Update and modernize the Seychelles Fishing Authority (Establishment) Act.	- Seychelles Fishing Authority (Establishment) Act. Updated and gazette by December 2018.	- Availability of revised SFA Establishment Act by target date.	- Chief Executive Officer - Senior Legal Officer
		- Set up and operationalize a unit for project management.	- Operational unit set up and functioning by June 2019.	- New unit appearing on SFA organogram with at least 2 dedicated staff.	- Chief Executive Officer
		- Develop a business plan for SFA that includes a business development and change management unit.	- Business plan developed for SFA and approved by Board of Directors by December 2018.	- Availability of Business plan by target date and plan to set up and operationalize the Change Management Unit.	- Chief Executive Officer
		- Implement new organization structure for improved service delivery.	- New organization structure implemented by June 2019.	- New organizational structure implemented by target date.	- Chief Executive Officer - Director Human Resources and Administration
		- Develop and implement a succession plan.	- Succession Plan prepared and under implementation by December 2019.	- Succession Plan developed, approved and under implementation by target date.	- Director Human Resources and Administration
		- Introduce Key Performance Indicators (KPIs) for all sections, programmes and staff.	- All sections, programmes and staff having and assessed against approved Key Performance Indicators by December 2019.	- Percentage of sections, staff and programmes with clearly listed KPIs available by target date.	- Director Human Resources and Administration - Deputy Chief Executive Officer
		- Prepare and implement a 3-year annual rolling/action plan for all sections.	- Annual rolling plan for all sections prepared, implemented and first evaluated by August 2019.	- Percentage of sections with approved 3-year annual rolling plan under implement. - Percentage of activities identified for implementation in 2019 implemented.	- Deputy Chief Executive Officer
		- Design and introduce a simple more quantitative reporting systems.	- Templates for new quantitative reporting	- Availability and popularity of use by sections of	- Deputy Chief Executive Officer

			system available and in use by November 2019.	approved reporting template by target date.	
1.2 Enhance the organization financial, administrative and risk management capability.	- Prepare and execute a plan for administrative and financial autonomy.	- Plan for implementation of administrative and financial autonomy approved and under execution by September 2018.	- Plan approved and under execution by target date.	- Chief Executive Officer	
	- Establish and operationalize a performance evaluation unit.	- Performance Evaluation Unit set up and operational by June 2019.	- New unit appearing on SFA organogram with at least 2 dedicated staff.	- Director Human Resources and Administration	
	- Strengthen internal control, performance audit and risk management capacity across the whole organization.	- Risk Management Plan and Programme drafted and under implementation by June 2019.	- Number of activities in Risk Management Plan under implementation by June 2019.	- Director Human Resources and Administration	
	- Establish clear standards for service delivery.	- Standards for service delivery prepared and approved by SFA by June 2019.	- Approved standards for service delivery available by June 2019.	- Chief Executive Officer - Director Human Resources and Administration	
	- Establish procedures for oversight by and reporting to the Board of Directors.	- Consultancy for preparation of documentation detailing procedures for Oversight completed by December 2018.	- Documentation of procedures for oversight being used by Board of Directors by target date.	- Chief Executive Officer	
	- Establish procedures for reporting to the Ministry of Fisheries and Agriculture and other oversight agencies.	- Consultancy for preparation of documentation detailing procedures for Reporting completed by February 2019.	- Documentation of procedures for reporting to the Ministry of Fisheries and Agriculture and other oversight agencies submitted and in use by target date.	- Chief Executive Officer	
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.	- Fisheries Act under review by December 2018.	- First draft of revised Fisheries Act available by December 2018.	- Senior Legal Officer	
	- Revise and update the Fisheries Regulations (1991) in line with the new the Fisheries Act.	- Contract for consultancy for review of Fisheries Regulations signed by September 2018.	- First draft of revised Fisheries Regulations available by December 2018.	- Senior Legal Officer - Manager Monitoring, Control and Surveillance	
1.4 Improve compliance to fisheries regulations.	- Strengthen the Compliance unit's human capacity (linked to Goal 2)	- At least 2 new staff employed in Compliance Unit by June 2019.	- Percentage of new staff employed in relation to target by target date.	- Manager Monitoring, Control and Surveillance	

		- Develop and implement new surveillance strategy and plan.	- New Surveillance Plan and Strategy developed and approved by June 2019.	- Plan available and approved by target date.	- Manager Monitoring, Control and Surveillance
		- Strengthen partnership with other enforcement agencies (local and regional) for exchange of surveillance information, joint sea/air patrols, decision making and capacity building.	- Formal agreements for cooperation signed with at least 2 local law enforcement agencies by December 2019.	- Percentage of formal agreements signed in relation to target.	- Manager Monitoring, Control and Surveillance
		- Develop and implement a public participation plan including incentives to report fisheries-related crimes.	- Public participation plan prepared and approved by June 2019.	- Plan available and approved by target date.	- Manager Monitoring, Control and Surveillance
		- Increase VMS coverage to cover all fishing vessels inclusive of those involved in the sports fishery.	- 75% of all fishing vessels concerned equipped with VMS by December 2020.	- Percentage of fishing vessels equipped with functional VMS system in relation to target by December 2020.	- Manager Monitoring, Control and Surveillance
<p>Institutional strengthening of SFA</p> <p>Improve institutional infrastructure, build core competencies and strengthen the internal procedures of SFA to build and inspire human capacity for better service delivery.</p>	2.1 Improve infrastructure to provide for conducive working environment for staff.	- Improve existing and build new offices, scientific and support facilities.	- Master plan for improvement of office and scientific support facilities submitted and approved by June 2019.	- Master Plan approved and under implementation by June 2019.	- Chief Executive Officer - Manager Projects
		- Improve existing and acquire new fisheries research and enforcement vessels.	- Plan for improving existing research and enforcement vessels completed and approved by June 2019. - Modalities for acquiring new research and enforcement vessels completed by June 2019.	- Plan for improving existing research and enforcement vessels approved by target date. - Modalities for acquiring new research and enforcement vessels agreed and finalized by target date.	- Manager Research - Manager Monitoring, Control and Surveillance
		- Replace and expand the existing fleet of vehicles to improve service delivery.	- 1 new vehicle in 2018 and at least 2 new vehicles purchased per year in 2019 and 2020.	- Percentage of vehicles purchased in relation to target for the year 2018, 2019 and 2020.	- Director Human Resources and Administration
	2.2 Build core competencies across the organization required for execution of organizational mandates.	- Undertake detailed capacity needs assessment.	- Contract for detailed capacity needs assessment signed by December 2018 and assignment completed by April 2019.	- Capacity needs assessment report completed and available by target date.	- Director Human Resources and Administration
		- Set-up and implement a targeted capacity building	- Plan for targeted capacity building programme prepared, approved and	- Availability of approved plan by target date.	- Director Human Resources and Administration

		programme to improve service delivery.	communicated to all staff by June 2019.		
		- Establish strategic partnerships with local and international scientific research, fisheries enforcement and other institutions.	- At least 6 new research and fisheries enforcement initiatives being implemented jointly by SFA and international strategic partners by December 2020.	- Number of new research and fisheries enforcement initiatives being implemented jointly by SFA and international strategic partners in relation to target by target date.	- Deputy Chief Executive Officer - Manager Research, Control and Surveillance
		- Introduce new employee scheme of service.	- New employee scheme of service finalized and under implementation by December 2019.	- New employee scheme of service under implementation by target date.	- Director Human Resources and Administration
	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.	- ICT needs assessment undertaken by manager responsible for by June 2019.	- Completion of ICT needs assessment by target date.	- Director Information Technology
		- Improve existing and acquire new ICT infrastructure.	- New ICT infrastructure identified and procurement plan finalized by September 2019.	- New ICT infrastructure in place and functioning by June 2020.	- Director Information Technology
		- Introduce online administrative, finance, procurement, verification and business continuity systems.	- All systems softwares purchased, installed and in use by June 2019.	- Percentage of required system softwares which have been installed and are in use against target.	- Director Information Technology - Manager Procurement
		- Maintain an updated online searchable database of publications in SFA's documentation center.	- Database of publication in SFA's Documentation Centre available for use on at least 90% of the days from 2019. - All new publications received updated in the database within 3 months of receipt by June 2019.	- Number of days per year that online database is available for use against target. - Percentage of publications received which have been updated in the database by target date.	- Director Information Technology - Documentation Officer
	2.4 Build a strong organization image and improve public awareness.	- Develop and implement a Communication and public relations strategy.	- Communication and public relations strategy completed and under implementation by June 2019. - At least 75% of communication and public relation activities planned for each year implemented.	- Number of activities in Communication and public relation strategy implemented per year against target. - Percentage of communication and public relation activities	- Chief Executive Officer - Communications Officer

				implemented for each year against target.	
		- Recruit personnel and acquire equipment, materials and infrastructure.	- At least one qualified staff recruited to coordinate implementation of Communication and public relations strategy by June 2019. - All identified required materials and infrastructure for implementation of annual work plan as part of the Communication and public relations strategy purchased.	- Qualified staff recruited by target date. - Percentage of identified materials and infrastructure purchased annually.	- Director Human Resources and Administration
		- Build linkages with ICT platforms.	- At least three ICT related tools for communication and public relations in use by June 2020.	- Number of ICT related tools for communication and public relations against target in use by target date.	- Communications Officer - Director Information Technology
Ensure the sustainability of fisheries resources	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	- All new fisheries resource management initiatives have activities addressing eco-system based and co-management approaches by December 2019.	- Percentage of new fisheries resource management initiatives having successfully integrated eco-system based and co-management approaches.	- Manager Fisheries Management
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.		- Formulate management plans, which includes biological, economic and social aspects, for all local commercial fisheries.	- At least one Management plan produced per year for commercial fisheries as of 2019.	- Local commercial fisheries having approved management plans in relation to target.	- Manager Fisheries Management
		- Institutionalize stakeholders' engagement in fisheries resource management.	- New SFA Policy on stakeholders' engagement in fisheries resource management prepared and approved by December 2019.	- Approved SFA Policy on stakeholder's engagement in fisheries resource management available by target date.	- Chief Executive Officer - Manager Fisheries Management
		- Introduce measures to mitigate impacts to by-catch in the tuna fisheries	- At least one new measure introduced to mitigate impacts to by-catch in the tuna fisheries introduced by December 2019.	- Number of measures introduced by December 2019 in relation to target.	- Manager Fisheries Management
		- Introduce harvest strategies for vulnerable commercially targeted species.	- At least two harvest strategies for vulnerable commercially targeted	- Number of harvest strategies introduced by December 2020 in relation to target.	- Manager Fisheries Management

			species introduced by December 2020.		
		- Undertake annual review of performance of all management measures in place.	- Annual review of performance of all management measures in place undertaken for the year 2018 and 2019 by December 2020. - Review of performance of implemented	- Number of annual reviews undertaken by target date.	- Manager Fisheries Management
		- Undertake an economic assessment of on-going fisheries activities.	- Technical report on economic assessment of on-going fisheries activities completed by December 2019.	- Availability of technical report by target date.	- Chief Economist
	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.	- Infrastructure development plan prepared and approved by SFA by June 2019.	- Infrastructure development plan under implementation by June 2019.	- Chief Executive Officer - Manager Projects
		- Prioritize infrastructure development that promotes development of new fisheries, aquaculture, local processing and value addition.	- Priority list of infrastructure developments targeting the development of new fisheries, local processing and value addition prepared and available in infrastructure development plan by June 2019.	- Prioritized list of infrastructure developments targeting the development of new fisheries, local processing and value addition available in infrastructure development plan by target date.	- Manager Projects - Manager Post Harvest Development - Manager Aquaculture
		- Develop research and development facilities to support sustainable and economically viable aquaculture developments.	- Research and development facilities supporting sustainable and economically viable mariculture developments identified and budget assigned by December 2019.	- Number of development facilities supporting sustainable and economically viable mariculture developments for which budgets have been assigned by target date.	- Manager Aquaculture
		- Facilitate and support the construction of regional fisheries and aquaculture facilities.	- Regional fisheries and aquaculture facilities requiring construction identified and slotted for construction by June 2019.	- List of regional fisheries and aquaculture facilities requiring construction identified and slotted for construction available by June 2019.	- Manager Aquaculture

	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.	- Research plan prepared and budget assigned by December 2018.	- Availability of approved research plan by January 2019.	- Manager Research
		- Develop and implement stock assessment plan for each fishery.	- Stock assessment Plan for at least 3 artisanal fisheries under implementation by December 2020.	- Number of stock assessment plans for artisanal fisheries under implementation by December 2020 in relation to target.	- Manager Fisheries Management
		- Strengthen quality control and breadth of fisheries monitoring and extend fisheries monitoring to include sports fishery.	- Proposal to strengthen quality control and for increasing the breath of fisheries monitoring prepared by December 2019.	- Approved proposal for to strengthen quality control and for increasing the breath of fisheries monitoring available by target date.	- Manager Fisheries Management
		- Support the development of community-based data collection programmes.	- At least one community-based data collection programme supported by SFA by December 2020.	- Number of community-based data collection programme under implemented by December 2020 in relation to target.	- Chief Statistician
		- Agree on priorities and prepare action plans for collaboration with international research partners.	- Research priorities for collaboration with international partners agreed and approved by SFA by December 2018. - Annual plan of work for implementation with international partners prepared and implemented by March of each year from 2019.	- Availability f list of research priorities by target date. - Approved annual collaborative research work plan available by March of each year starting from 2019.	- Manager Research
Optimize the economic and social benefits of fisheries	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.	- Strategy to facilitate improvement of onshore facilities in Port Victoria completed by December 2019.	- Approved strategy completed by target date.	- Chief Executive Officer - Business Development Officer
		- Facilitate development of infrastructures to cater for the needs of industrial and semi-industrial long liners.	- List and possible locations of infrastructures required to cater for the needs of industrial and semi-industrial long liners identified and available at SFA by March 2019.	- List and possible locations of infrastructures available by target date.	- Manager Projects
Ensure that the fisheries sector continues to play a key role in the economic development of the					

country and the socio-economic well-being of the Seychellois nation.		- Facilitate the development of services supporting the fishing industry.	- List of services supporting the fishing industry that SFA could facilitate prepared and strategy prepared to facilitate them by August 2019.	- List of services and strategy to facilitate development of these services available by target date.	- Manager Infrastructure and Properties
		- Identify and facilitate the development of new services for fishing industry in partnership with stakeholders.	- Short consultancy to identify required services awarded by November 2018. - Stakeholders' workshop to discuss results organized by March 2019.	- Technical report resulting from contract implementation available by target date.	- Manager Infrastructure and Properties - Business Development Officer
4.2 Increase the national economic gains from fisheries.		- Promote economic viability within the artisanal fisheries.	- Strategic document on road map to increase economic viability within the artisanal fisheries prepared by August 2019.	- Strategic document to increase economic viability within the artisanal fisheries approved by target date.	- Manager Fisheries Management - Manager Infrastructure and Properties - Chief Economist
		- Analyze alternatives for increasing resource rent in the tuna fishery.	- Technical report prepared on options for increasing resource rent in the tuna fishery prepared and approved by December 2019.	- Approved report available by target date.	- Deputy Chief Executive Officer - Manager Fisheries Management
		- Strengthen the capacity to collect and analyze socio-economic data for all fisheries.	- New strategy and programme to strengthen SFA's capacity to collect and analyze socio-economic data for all fisheries prepared and approved by December 2018.	- Approved strategy and programme to strengthen SFA's capacity to collect and analyze socio-economic data for all fisheries available by December 2018.	- Chief Economist
		- Develop a plan to improve benefits from the value chain for local fisheries products.	- Plan prepared in consultation with stakeholders by October 2019.	- Availability of approved plan by target date.	- Chief Economist
4.3 Support and facilitate the development of new fisheries, aquaculture, value addition, and marketing and encourage diversification.		- Identify necessary facilities required for value addition activities.	- List of facilities required for value addition activities compiled by SFA manager responsible for value addition issues by December 2018.	- Availability of approved list of identified facilities available by target date.	- Manager Post Harvest Development
		- Support the private sector in the development of new	- At least three value added products developed in collaboration with the	- Number of value added products developed in relation to target.	- Manager Post Harvest Development

	value added products according to market needs.	private sector by December 2020.		
	- Promote development of seafood certification schemes for high-end markets.	- At least one seafood certification scheme supported by SFA by December 2020.	- Number of seafood certification scheme supported by SFA between 2018 and 2020 in relation to target.	- Manager Post Harvest Development
	- Support the development of the aquaculture sector.	- SFA's plan to support the development of the aquaculture sector finalized and approved by June 2019.	- Plan development of the aquaculture sector finalized and approved by target date.	- Manager Aquaculture
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.	- Prepare guidelines on sound management and operational practices for management of fishermen associations by September 2019.	- Guidelines available and approved by SFA by target date.	- Manager Fisheries Management - Fisheries Liaison Officer
	- Introduce compulsory registration of all full time and part time fishermen.	- Gazette new legislation under the Fisheries Act requiring the compulsory registration of all full-time and part-time fishermen by September 2019.	- New legislation gazette by September 2019 and 95% of all active fishermen registered by December 2019.	- Senior Legal Officer - Manager Fisheries Management
	- Harmonize the processes for issuing of licenses to include health, safety and security aspects for boats and fishers.	- Agreement in place with the Seychelles Maritime Safety Administration on safety measures to include in regulations for annual renewal of fishing boat licenses by June 2019.	- Agreement in place by target date.	- Manager Fisheries Management - Manager Monitoring Control and Surveillance
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.	- Awareness plan on the nutritional benefits of fish consumption prepared by January 2019 and fully implemented by December 2020.	- Percentage of activities in awareness plan fully implemented by target date.	- Manager Post Harvest Development - Communications Officer
	- 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.	- At least two 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 supported by SFA by December 2020.	- Number of initiatives supported by SFA in relation to target.	- Manager Post Harvest Development - Manager Fisheries Management

		- Organize post-harvest handling training for fishermen and people working in fish processing plants.	- At least two post-harvest handling training organized per year between 2018 and 2020.	- Number of post-harvest handling training organized per year between 2018 and 2020 in relation to target.	- Manager Post Harvest Development
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