



PAPUA NEW GUINEA  
NATIONAL FISHERIES AUTHORITY

# CORPORATE PLAN 2021–2025

Our Strategic Response to Implementing the  
PNG Fisheries Strategic Plan 2021 - 2030







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**National Library Service of PNG Cataloguing-In-Publication Data**

Papua New Guinea National Fisheries Authority.

Our strategic capabilities strengthening plan and institutional responses towards implementing the PNG Fisheries Strategic Plan, 2021-2030. – [Port Moresby : Papua New Guinea National Fisheries Authority, 2021.]

iii, 48 p. ; cm.

Includes bibliographical references.

ISBN 978-9980-913-34-0

1. Papua New Guinea. National Fisheries Authority. 2. Papua New Guinea National Fisheries Authority – Corporate Plan.  
3. Papua New Guinea - Strategic planning. I. Title. II. PNG National Fisheries Authority. III. Papua New Guinea National Fisheries Authority Strategic Plan 2021-2030.

338.37270953 -- dc22

# FOREWORD



**HONOURABLE DR. LINO TOM, MP**  
**Minister for Fisheries and Marine Resources**

Due to its renewable nature, fisheries will continue to be an important economic sector to safeguard the future of Papua New Guineans, in terms of food security, livelihoods and income opportunities.

A sustainable fisheries sector in PNG is essential for delivering the Government's development goals and vision. The National Fisheries Authority's (NFA) responsibility is to manage this asset on behalf of society and to get the most benefits for today's citizens, but not at the expense of the future generations. This means getting the best possible economic and social benefits from fishing for the least environmental, social and economic costs, including safeguarding stocks for the future.

The fact that fisheries resources are shared between communities, regions and nations, we all have a role in making sure they are used sustainably. PNG's fisheries must be strategic and responsive on a timely basis to the changing policy, social, economic, demographic and ecological environments, embrace emerging opportunities and be able to respond effectively to emerging challenges, such as climate change.

Fisheries are not managed in isolation, rather we need to take a holistic and inclusive approach to management, ensuring the principles embraced in the Precautionary Approach and Ecosystem Approaches to Fisheries Management are adopted and adhered to.

Adhering to international market access conditions, maintaining the fight against Illegal, Unreported and Unregulated (IUU) fishing, and resilience to reduce and mitigate climate change impacts have emerged as some of the biggest challenges the NFA has ever undertaken. Therefore, strategic and vibrant partnerships are required at the regional and international levels to harness cooperative approaches in fighting IUU fishing.

These partnerships must continue to be strengthened while at the same time, the government invests to build our domestic monitoring, control and surveillance capabilities to effectively manage our fisheries waters and borders and create effective deterrence of all forms of IUU activities. These efforts must be complemented with strategic envisioning and strengthened governance within NFA and the National Fisheries Board.

The Government's medium-term goal is to bring more investment into PNG, and to maximise returns from our fisheries resources. The vision is to see all tuna caught in PNG's Exclusive Economic Zone (EEZ) landed and processed in PNG, thus promoting more processing and value-adding to our tuna resources, employing tens of thousands of Papua New Guinea citizens.

Our fisheries sector must be diversified to create a broad-based industry to promote increased ordinary PNG citizen participation in fishing, farming, value adding, marketing, and in any fisheries associated business activities along the value chain.

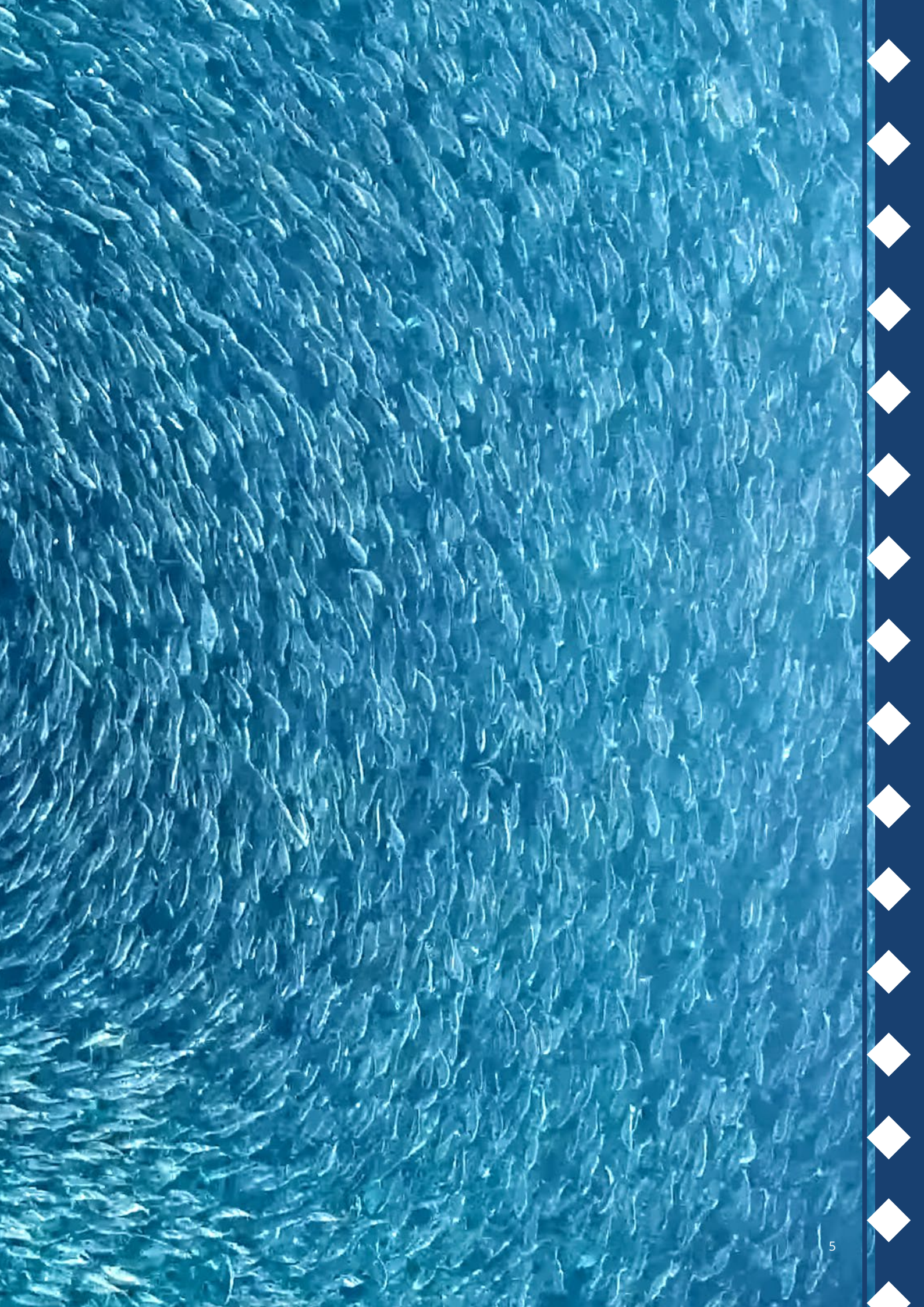
While tuna has been the main earner with regards to PNG's fisheries resources, the protection and effective management of our coastal, estuarine, and freshwater species are just as important due to the ecological, social, economic and cultural role they play in the day-to-day livelihoods of PNG's large rural population and its hidden potential to engage the larger portion of citizens in the sector. The government will develop our coastal and inland fisheries hand-in-hand with our oceanic fishery resources.

This Corporate Plan outlines the work that the NFA will do to support the Government's agenda as articulated in the PNG Fisheries Strategic Plan 2021 - 2030.

I endorse the Corporate Plan for 2021-2025.













# BOARD GOVERNANCE AND ACCOUNTABILITY



**ANGO WANGATAU**  
Chairman, National Fisheries Board

The NFA has a strategic role to play in the sustainable management of the fisheries and marine resources of our nation and the broader Pacific Islands Region. Our fisheries resources that have supported our nation for generations must be well managed so they can continue to support the welfare and livelihoods of all Papua New Guineans into the future.

We must protect our fisheries resources, and the environment they depend upon, and ensure sustainably and profitably is achieved with care, integrity, and respect. However, to do that effectively, it is imperative that NFA is continuously strengthened and adequately resourced in order to play that strategic role.

I support the call by the Minister for strengthened governance within the NFA and its Board. I can provide assurance to the Government that the Board will provide the required accountability through effective and prudent governance oversight of senior leadership's management of the Authority, and direction, in view of various risks that NFA faces so that it is allowed to continue to implement its functions and fulfill its mandate as required by the Fisheries Management Act, while at the same time been accountable to delivering the Government overarching policy goal of taking back Papua New Guinea.

When I assumed the Chair of the Board, I called for a national fisheries sector strategic plan or a roadmap to give meaning to this Corporate Plan. The Fisheries Strategic Plan is explicitly echoed throughout this Corporate Plan. This overarching, well-articulated, clearly defined and inclusive plan would be the heartbeat of our fisheries sector.

The Board will provide the required strategic support and direction for the NFA management to deliver clearly and well-articulated fisheries sector pathway going forward. This will be one of our key deliverables under the aegis of this Corporate Plan.

Every journey has a destination. This Corporate Plan is also about strengthening NFA as an institution to drive realistic policy reforms, bring clarity in government policy stance, elevating PNG citizen participation and local content, and promote investor confidence by creating conducive environment for growth in the sector so that together with our stakeholders, we will reach our destination. This means that adequately resourcing NFA to deliver on the Government's priority areas in this sector is now imperative.

On behalf of my fellow NFA Board members, I am pleased to endorse this five-year Corporate Plan: 2021-2025.



# IMPLEMENTATION



**JOHN E. KASU**

**Managing Director, National Fisheries Authority**

This five-year Corporate Plan 2021-2025 provides the NFA strategic actions to respond appropriately towards the implementation of the PNG Fisheries Strategic Plan 2021-2030. It is the document that will guide our work at every level, from the NFA Boardroom, to our day-to-day operations, and our strategic activities both within PNG and in the broader Pacific Islands Region. It is the job of the NFA Managing Director, the senior management team, and all NFA staff to implement this plan.

This plan is not just about the NFA, it is also about the broader public and citizens of whom we serve. Anyone who looks at this plan should be able to understand what we do and why, including the scope of our responsibilities, what we are trying to achieve and how we are going to get the job done. The plan flows right through the NFA, from the Managing Director's office and out into our science, compliance, management planning, licensing, training, education and corporate functions. The key priorities for each work area are outlined in this plan and the outcomes achieved are measurable.

The key objective of this plan is to align NFA as a lead institution and scale up its strategic capabilities to implement the PNG Fisheries Strategic Plan 2021-2030 through its implementation plan. The three key focus areas will be strengthening the NFA's core functions which are fisheries management through scientific research and regulatory functions and maintaining its Competent Authority status; establish and strengthen strategic planning for medium to long term roadmap of the fisheries sector; and strengthening governance by establishing operational effectiveness and tightening internal controls.

As accountability is critical, an essential part of the implementation of this plan will be the monitoring, evaluation and reporting. We need to know whether we are achieving our goals, so the NFA can report back to the National Fisheries Board and to the Government but also to allow for adaptive management approaches to be developed.

The NFA's senior management team will provide the necessary leadership and management oversight to ensure performance within all NFA Business Units and at all levels. The management will focus its efforts on achieving the following outcomes:

- Sustainable fisheries management based on good science, reliable data, and best practice;
- Support and encourage appropriate and responsible industry development;
- Effective and efficient policies and procedures that support NFA's operations;
- Effective compliance through education and enforcement;
- Effective teamwork and open dialogue with all staff and all stakeholders;
- Professional corporate support and services;
- The best and most competent people employed for the job;
- Competitive terms and conditions to attract and retain staff;
- Professional and respectful relationships with stakeholders; and
- Transparency and accountability.

For the first time, this Corporate Plan is put together internally by NFA staff through a result of a series of reviews of a number of draft versions of the plan undertaken since 2013 by consultants. Putting together this plan that is reflective of the diverse NFA management perspectives and aspirations is not easy.

However, this plan serves as NFA's corporate statement of intent that is aimed towards improving the way NFA conducts its business, and the strategic capabilities it must develop to enhance stakeholder value.







Image courtesy of Francisco Blaha.

# WHO WE ARE AND WHAT WE DO

## OUR MANDATE

The NFA is a non-commercial statutory Authority established by an Act of Parliament - the Fisheries Management Act 1998 as amended. The Authority is responsible for the management and development of the fisheries sector in accordance with the Act under the overall policy direction of the Minister for Fisheries and Marine Resources of Papua New Guinea.

The mandated functions and powers are to:

- a) Manage the fisheries within the fisheries waters in accordance with this Act and taking into account the international obligations of Papua New Guinea in relation to tuna and other highly migratory fish stocks; and
- b) Make recommendations to the Board on the granting of licenses and implement any licensing scheme in accordance with this Act; and
- c) Liaise with other agencies and persons, including regional and international organisations and consultants, whether local or foreign, on matters concerning fisheries; and
- d) Operate research facilities aimed at the assessment of fish stocks and their commercial potential for marketing; and
- e) Subject to the Food Sanitation Act 1991, the Commerce (Trade Descriptions) Act 1952, the Customs Act 1951, the Customs Tariff Act 1990, and the Exports (Control and Valuation) Act 1973, control and regulate the storing, processing and export of fish and fish products; and
- f) Appraise, develop, implement and manage projects, including trial fishing projects; and
- g) Prepare and implement appropriate public investment programmes; and
- h) Collect data relevant to aquatic resources; and
- i) Act on behalf of the Government in relation to any domestic or international agreement relating to fishing or related activities or other related matters to which the Independent State of Papua New Guinea is or may become a party; and
- j) Make recommendations on policy regarding fishing and related activities; and

- k) Establish any procedures necessary for the implementation of this Act, including tender procedures; and
- l) Implement any monitoring, control, and surveillance scheme, including cooperation, agreements or arrangements with other States or relevant international, regional or sub-regional organisations, in accordance with this Act; and
- m) Provide and promote training and capacity development for the fisheries sector in Papua New Guinea.

## GOVERNANCE

The NFA is governed by the National Fisheries Board whose functions are:

- a) Providing general control and guidance over the exercise of the functions and powers of the National Fisheries Authority; and
- b) On the recommendation of the Managing Director, make decisions on licenses in accordance with the Fisheries Management Act as amended; and
- c) To undertake such other functions, and exercise such powers as may be conferred on it by the Fisheries Management Act as amended, or any other law.

The National Fisheries Board is a sitting Board and shall perform its functions and powers accordingly.





## OUR OPERATING CONTEXT

We are mandated to manage and develop fisheries within Papua New Guinea. This includes inland fisheries, aquaculture, the coastal fisheries and all other fisheries and marine resources within PNG's exclusive economic zone. Our offices are strategically located to deliver effectively on our overarching responsibility of sustainably managing and developing our fisheries and marine resources for the highest social and economic benefits of Papua New Guineans.



## STRATEGIC CONTEXT

The NFA Corporate Plan 2021-2025 is the result of a long consultative process that has taken into consideration the past issues and future challenges. The following section provides some understanding of the emerging backdrop against which the plan has been crafted. Below is the highlight of some of the main challenges and opportunities facing NFA now and in the next few years.

### *Challenges and opportunities: What this means for NFA:*

#### **Fisheries Strategic Plan:**

Strengthening and aligning NFA capabilities towards implementing the objectives and priorities set out in the Fisheries Strategic Plan 2021-2030, to ensure the achievement of the sector strategic plan targets.

#### **Public Money Management Regularisation Act (PMMRA) 2018:**

In the face of the absence of control of finances and accounts as a result of the PMMRA, NFA must continue to carry out its key mandated functions, notably Monitoring, Control and Surveillance (MCS), fisheries research and management, which require substantial budgets to maintain operations.

#### **Optimising domestication policy:**

Under the auspices of the domestication policy, state agreements were implemented. NFA will implement the Government's directives to ensure that domestic development aspirations are promoted through a viable domestic fishing industry in PNG.

In consultation with the industry, the NFA will implement measures that promotes increased tuna landing and onshore production. In doing so, NFA will strive to establish a prerequisite structural and policy environment to achieve this result. NFA will fast-track key fisheries dedicated support infrastructure to encourage increased landing, processing and value adding and employment through the creation of a conducive industry operating environment.

#### **Rebate scheme:**

As a trial policy intervention, we will continue to evaluate the scheme in close consultation with our industry members to reach an outcome that will be important for the Government and business, while at the same time continue to review provisions of the State Agreements that aim to improve compliance from both parties.

#### **Sustainability challenges:**

The NFA needs to invest considerable resources into fisheries monitoring, control and surveillance (MCS) and fisheries resource assessments, and fisheries support infrastructure projects in order to leverage foreign investment in light of the current challenges in the cost of doing business in PNG.

#### **Statutory obligations:**

NFA is mindful of the obligations it faces under the law to deliver certain services and oversee particular functions. It recognises that its first duty is to deliver on its statutory obligations.





<b>International market access:</b>	Frequent changes to the international market access requirements and the need for NFA to up keep with the changes and maintain Competent Authority (CA) status.
<b>National Plan of Action on IUU fishing:</b>	This requires a whole of Government approach and NFA to play a lead role. The plan has a wide range of activities ranging from capacity building, development of new and ongoing improvement of systems, guidelines, action plans, policies, provision of services and large capital expenditures. A large financial investment is required by NFA and the Government in general to achieve this objective.
<b>Pacific Islands Forum Leaders' regional fisheries agenda:</b>	Increased economic returns from fisheries, and enhanced MCS capacity are 2 areas for implementation by members, under one of the priority agendas – which is fisheries. While securing such returns across the region is a challenge, it is also an opportunity for PNG to pursue mutually beneficial arrangements with other Forum members in the implementation of the region's largest revenue earner – the Parties to the Nauru Agreement (PNA) Vessel Days Scheme, and in the development of cooperative on shore development arrangements.
<b>Workforce morale and commitment:</b>	NFA is required to ensure that its workforce is consistently engaged and rewarded appropriately in order to fully deliver NFA's mandates, commitments and obligations to Papua New Guineans.
<b>Maintaining quality of service:</b>	Policy, programme and project monitoring, evaluation and learning, and improvement mechanisms for quality assurance will be implemented.
<b>Ongoing Change management in NFA:</b>	Need to develop and cultivate a conducive organisational culture that promotes NFA as a resilient and progressive organisation through strong and assertive leadership, professionalism, teamwork, coaching and mentoring, monitoring, evaluation and learning for improvement.
<b>Good governance:</b>	Need to develop and put in place internal control systems that promote transparency and accountability, responsibility, use of best practice, from the employees of NFA and build in value-for-money principles in NFA programs, projects and activities.
<b>Official corruption and disruptive behaviours:</b>	Put in place clear policy on behaviour standards of NFA staff relating to official corruption. There is need to put in place internal control, effective internal audit and corporate compliance systems; proactive and assertive handling of fraud and other cases amounting to fraud involving NFA personnel. We will strictly enforce the NFA Administrative Policies and Procedures Manual provisions pertaining to official corruption.
<b>Ability to remain focused despite distractions:</b>	Increasing external pressures on NFA is a risk as there is diversion of focus from fisheries management as our core responsibility towards a development project financing institution for projects not prioritised, planned and informed by fisheries sector plans and policies.



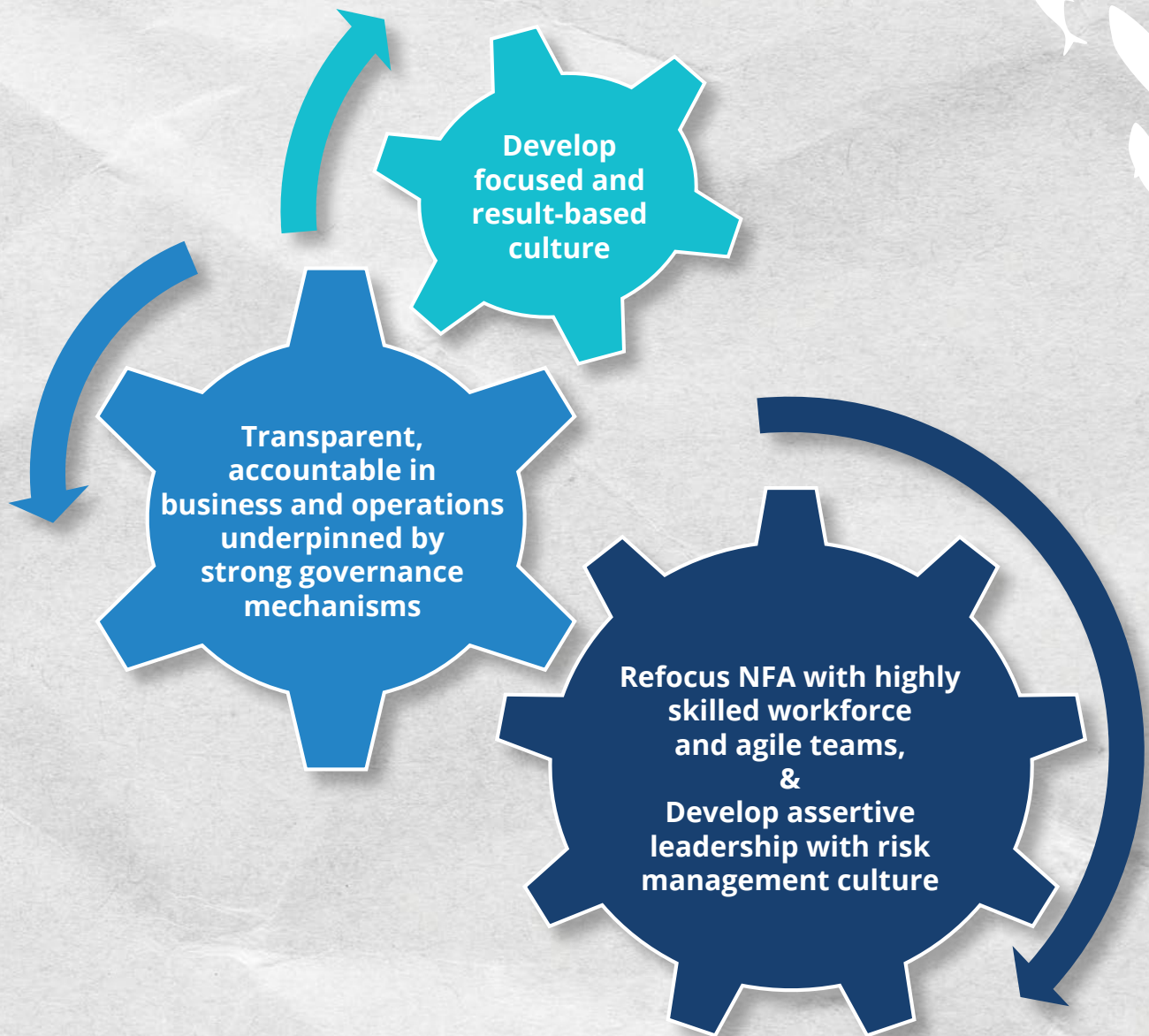
# WORKING TOWARDS 2025

## WHERE WE WANT TO BE





# HOW WE WILL GET THERE



## KEY CORPORATE STRATEGIES

### **Strong strategic planning, develop focused and result-based culture:**

- Develop and establish the culture of systematic envisioning and strategic planning led by top management.
- Incorporate a well articulated fisheries sector roadmap.
- Stakeholder engagement in sector planning.

### **Transparent and accountable in business and operations underpinned by strong governance mechanisms:**

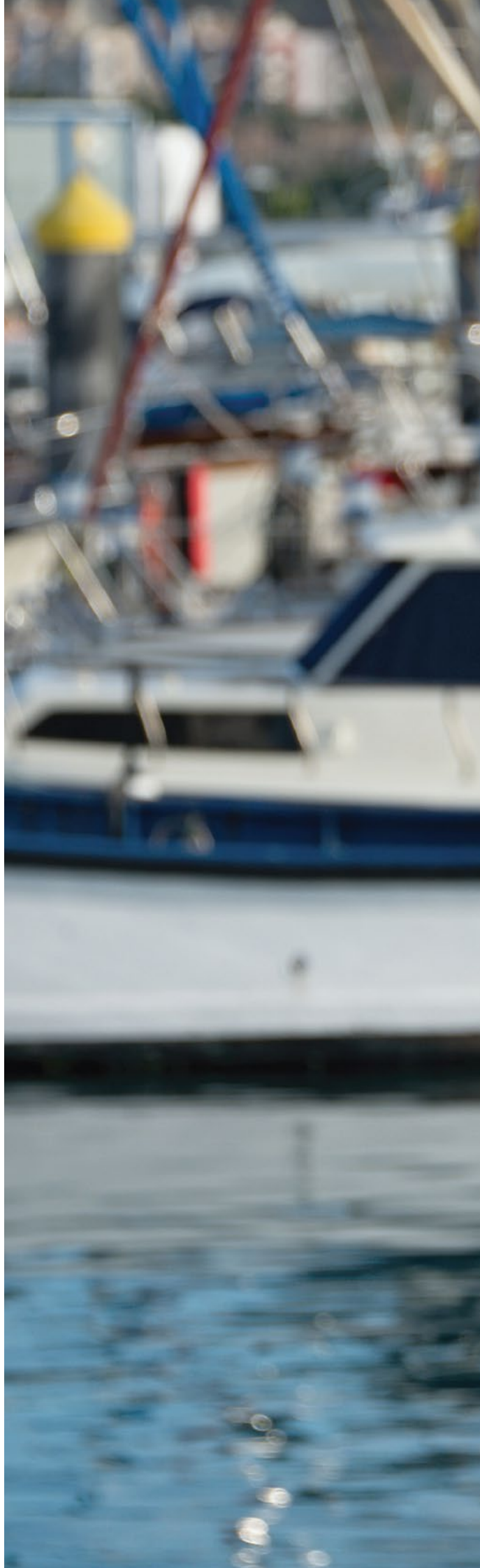
- Undertaking regular internal control systems review and strengthening.
- Assertively enforce policies, processes in place.
- Have a Monitoring and Evaluation protocol for program and project implementation.
- Assertively deal with risks head-on and on timely basis.

### **Refocus NFA with a highly skilled workforce and agile teams:**

- Regular organisational goal setting by senior management team.
- Effective systems for managing talent and getting the best out of employee potential.
- Clear staff training plans with strong links to the NFA priorities and objectives.
- Strive to create NFA culture that promotes a high standard of professionalism.

### **Develop assertive leadership with risk averse management culture:**

- Real time decision making to ensure constant workflow and staff is constantly engaged.
- Consistent application and implementation of office administrative policies.
- Clear lines of communication, horizontally and vertically throughout NFA.
- Assertive management.







# VISION, MISSION, VALUES AND GUIDING PRINCIPLES

## OUR VISION AND MISSION STATEMENTS

### Our Vision

Our people will enjoy the highest levels of direct and indirect social and economic benefits through the responsible sustainable use of our fisheries and marine resources through participation.

### Our Mission

To maximise social and economic returns through responsible sustainable management and development of our fisheries resources in Papua New Guinea.

### THE VISION

The vision of the NFA is derived from the Pacific Islands Forum Fisheries Agency members' vision, which also reflects what NFA's aspires to. The vision recognises the need to sustain the benefits enjoyed now from PNG's fisheries resources, are available for future generations.

### THE MISSION

Our mission statement is to foster wealth creation through revenue derived from commercial fishing, for livelihood sustenance and food security and for poverty alleviation.





## OUR CORE VALUES AND GUIDING PRINCIPLES

In pursuing our mission, we have adopted the below fundamental values as our core values that will be evident in all tasks that staff and stakeholders undertake on behalf of the NFA. These values are underpinned by our guiding principles that run as a golden thread through decisions we make and everything we do.

### CORE VALUES

Consistent with our client service charter, in carrying out our work NFA staff will conduct their operations in a way that conveys and represents the following::

#### *Our core values:*

#### *What this means for NFA board, management and staff:*

##### **Integrity:**

We will be honest, accountable, consistent, transparent and responsible in all our actions, decisions and behaviours.

##### **Respect:**

We will treat all of our colleagues, development partners, service providers, and stakeholders with utmost respect and provide our services on a fair and equitable basis.

##### **Accountability:**

We will accept responsibility for our actions and conduct.

##### **Transparency:**

We will openly communicate our processes and actions to all our stakeholders.

##### **Equality:**

We will respect all people equal with the same rights and status and our actions will demonstrate this.

### GUIDING PRINCIPLES

#### *Guiding principles:*

#### *What this means for NFA board, management and staff:*

##### **Excellence:**

We will provide the highest quality of services possible within our resources and continuously strive to improve the provision of services.

##### **Sustainability:**

We will take into account the social, economic and environmental needs of current and future generations when we make decisions about what we do and how we do it.

##### **Compliance:**

Obligation and compliance to the international standards including best practices and due diligence.

##### **Responsiveness:**

We will be proactive and strategic to anticipate and respond to long- term changes in the fishery sector, such as climate change, population growth and human activity impacts on coastal fishery resources, the global focus on Ocean management, etc.

##### **Professionalism:**

We will work hard to be experts and specialists in our field. We will produce consistently high quality work in a timely manner.

##### **Value-for-money and fit-for-purpose principles:**

Projects are cutting-edge development tools. We aim to as much as we can, embed value-for-money principles by ensuring the right balance between economy, efficiency, and effectiveness in the design of our projects and programs to meet our stakeholders' requirements.

##### **Teamwork:**

We will work together as a unified team within NFA. We also work together as a team with those that have stakes in fisheries both in PNG and the broader Pacific region.

##### **Commitment:**

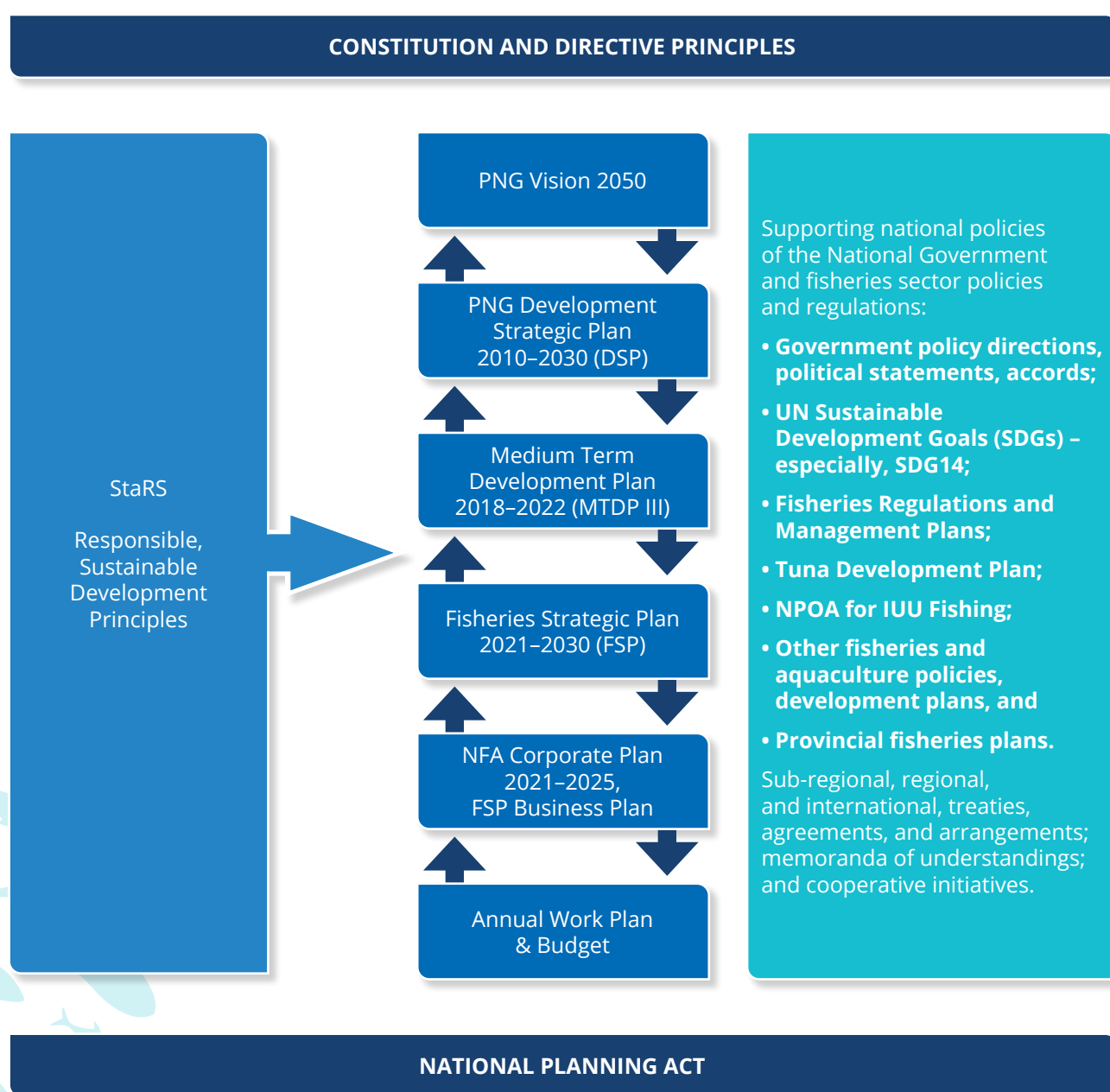
We will dedicate ourselves to our values, our work and our country. We will display commitment to our work by being punctual at all times and we do our work to the best of our abilities.

# PLAN ALIGNMENT

## ALIGNING THE PLAN TO NATIONAL PLANNING FRAMEWORK

### *Elevating the NFA Corporate Plan in the national planning structure*

This Corporate Plan is aligned to the national planning framework, which is guided by the 'Constitution' and the 'National Strategy for Responsible Sustainable Development for Papua New Guinea' (StaRS). The Constitution and Directive Principles, and the StaRS establish the long-term objectives, the development paradigm and principles, and then the operational strategy of the Government as outlined below.





## HOW WE ADD VALUE TO THE NATIONAL DEVELOPMENT ASPIRATIONS

We will lead in the implementation of the fisheries sector roadmap to contribute to the Government's key economic outcomes espoused and articulated in the PNG Fisheries Strategic Plan (FSP) 2021-2030 by aligning the FSP to implementing the priorities of the MTDP III and DSP.

## NESTING THE CORPORATE PLAN UNDER THE FISHERIES STRATEGIC PLAN PRIORITIES

### *NFA priorities for implementing the PNG Fisheries Strategic Plan key result areas*

In the policy space, the overarching theme in all of our endeavours towards delivering the Fisheries Strategic Plan (FSP) 2021-2030, is to diversify the fisheries sector into a broad-based sector, to encourage corresponding broad-based growth throughout the sector.

We will contribute to the FSP key result areas through the NFA corporate goals and strategies. These will form the basis for our annual work plans for resourcing and implementation. The goals and strategic actions are articulated in the strategic imperatives.



# FSP RESULTS AND NFA PRIORITIES

		Completion Year					Lead Units													
		2021	2022	2023	2024	2025	DIR	CS	FA	PM	AIF	FM	LDM	PSID	SPEI	MCS	ACCD	NFC		
		<div><div><div>DIR - Directorate (Office of the Managing Director)</div><div>CS - Corporate Services</div><div>FA - Finance and Accounts</div><div>PM - Project Management</div><div>AIF - Aquaculture and Inland Fisheries</div><div>FM - Fisheries Management</div></div><div><div>LDM - Licensing and Data Management</div><div>PSID - Provincial Support and Industry Development</div><div>SPEI - Strategic Planning, Economic and International Liaison</div><div>MCS - Monitoring, Control and Surveillance</div><div>ACCD - Audit, Certification and Catch Documentation</div><div>NFC - National Fisheries College</div></div></div>																		
FSP KRA 1: Develop enabling infrastructure and improve industry operating environment																				
NFA priority 1: Develop strategic fisheries infrastructure projects as dedicated fishing ports and hubs to increase throughput in the processing sector and create economies of scale																				
1.1	Fisheries infrastructure plan developed and launched	X																		
1.2	Fisheries Infrastructure fund established		X																	
1.3	Secure funds with viable partnership modalities for infrastructure development																			
1.4	Improve fisheries collateral for concessional financing		X																	
1.5	Transfer of PMIZ management to NFA	X																		
1.6	Strengthen NFA project management for effective coordination	X																		
NFA priority 2: Address operational and cost efficiencies of the fishing industry																				
2.1	Review and improve restrictive regulatory environment		X																	
2.2	Facilitate for fishing hubs to be declared as special economic zones					X														
FSP KRA 2: Optimise government revenue																				
NFA priority 3: Maximise the value of participatory rights (access) under the vessel days scheme																				
3.1	Consider VDS capitalisation options apart from maximising the value of participatory rights					X														
3.2	Maintain and strengthen support for regional and sub-regional solidarity in protecting and promoting value derived from VDS					X														
3.3	Improve competitiveness of PNG EEZ through stable policy and industry environment					X														
NFA priority 4: Mitigate factors influencing vessel days scheme revenue																				
4.1	Assessing and recommending allocation of VDS days and sales options that enhance PNG EEZ's attractiveness.		X																	
4.2	Developing appropriate incentivising scheme for vessels for long term commitments to fish in PNG					X														
4.3	Reviewing licensing regime and implementing and enforcing policies that link LLBF vessels to onshore processors					X														
4.4	Review party days trading arrangements with a view to fully utilise days allocated and unsold days	X																		
NFA priority 5: Strengthen the governing mechanisms for revenue optimisation																				
5.1	Review policies, fishery harvest strategies to avoid management that imposes unnecessary burden or inefficiency on the commercial sector.					X														
5.2	Develop a Revenue Generation Plan that will guide NFA to work towards achieving revenue target	X																		
5.3	Implementing cost recovery measures					X														
5.4	Rationalising to reducing liabilities and introducing cost cutting measures within NFA and its operations.	X																		



		Completion Year					Lead Units											
		2021	2022	2023	2024	2025	DIR	CS	FA	PM	AIF	FM	LDM	PSID	SPEI	MCS	ACCD	NFC
		<div><div><div>DIR - Directorate (Office of the Managing Director)</div><div>CS - Corporate Services</div><div>FA - Finance and Accounts</div><div>PM - Project Management</div><div>AIF - Aquaculture and Inland Fisheries</div><div>FM - Fisheries Management</div></div><div><div>LDM - Licensing and Data Management</div><div>PSID - Provincial Support and Industry Development</div><div>SPEI - Strategic Planning, Economic and International Liaison</div><div>MCS - Monitoring, Control and Surveillance</div><div>ACCD - Audit, Certification and Catch Documentation</div><div>NFC - National Fisheries College</div></div></div>																
FSP KRA 3: Increase downstream processing, value adding, employment, and export earnings																		
NFA priority 6: Protecting the existing industry and enhancing its production capacity																		
6.1	Ensure a level playing field for the existing and new investments in the fisheries sector	X																
6.2	Address the supply side capacities for tuna raw material from PNA parties					X												
6.3	Ongoing phased implementation of rebate with regular review					X												
6.4	Develop appropriate incentives under the auspices of the VDS					X												
NFA priority 7: Implement policies and programs that promote increased landing and processing throughput of shore-based plants																		
7.1	Implement mandatory landing of tuna by fishing vessels fishing in the AWs	X																
7.2	Implement mandatory landing of certain % of tuna in PNG by DWFNs vessels					X												
7.3	Leverage reduced VDS for increased landing by locally-based vessels					X												
7.4	Promote the national owned and operated cold chain facilities					X												
NFA priority 8: Implement policies and programs that promote sector's diversification as a broad-based fisheries industry and sector																		
8.1	Expand existing market share – EU, US and regional Markets					X												
8.2	Opening up aquaculture subsector for foreign investment with conditions					X												
8.3	Promote value adding businesses in all fisheries subsectors					X												
8.4	Stock assessment of potential fisheries for commercialisation					X												
8.5	Revise current policy to facilitate access to other underutilised fisheries	X																
FSP KRA 4: Expand and enhance international trade and market access for fisheries products																		
NFA priority 9: Maintain and strengthen PNG Competent Authority status																		
9.1	Review and update the NPOA on IUU fishing	X																
9.2	Restructure and amalgamation of the ACU and Catch Documentation	X																
9.3	Capacity strengthening of ACCD team			X														
9.4	Update and enhancement of systems and processes		X															
NFA priority 10: Improve trade and marketing of tradable PNG fish and fishery exports																		
10.1	Delivering appropriate Post-harvest training at the appropriate segments of the supply chain					X												
10.2	Domestic market development programmes					X												
10.3	Promote MSC and other certification schemes					X												
10.4	Innovative marketing program for PNG fish and fishery products					X												

		Completion Year					Lead Units																														
		2021	2022	2023	2024	2025	DIR	CS	FA	PM	AIF	FM	LDM	PSID	SPEI	MCS	ACCD	NFC																			
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FSP KRA 5: Support, maintain and encourage genuine foreign direct investment inflow																																					
NFA priority 11: Harmonising Government policies and regulations to build investor confidence																																					
11.1	Address conflicting Government macro-structural policies					X																															
11.2	Creating investor confidence and surety in the operating environment					X																															
11.3	Policy team created to coordinate inter-agency policy coherence and synergy		X																																		
NFA priority 12: Attracting investors through value proposition through strategic communication																																					
12.1	Review and identify relevant incentive packages for various level of businesses					X																															
12.2	Develop and implement investment awareness programmes					X																															
12.3	PNG fisheries investment guide	X																																			
12.4	Revamp and improve NFA website as a platform for investor awareness	X																																			
FSP KRA 6: Optimise Papua New Guinean participation and local content in the fisheries sector																																					
NFA priority 13: Setting a clear development plan and pathway for fisheries micro and SMEs																																					
13.1	Develop and implement the Fisheries MSME roadmap		X																																		
13.2	Review, redesign and implement specially-tailored MSME programmes – fisheries credit scheme, PDF grants		X																																		
13.3	Develop aquaculture and inland fisheries development plan/roadmap		X																																		
13.4	Review and reformulate the coastal fisheries roadmap		X																																		
NFA priority 14: Addressing regulatory and policy impediments and implementing appropriate incentive packages for PNG owned MSMEs																																					
14.1	Consult the Dept of Commerce and Industry and reviewing existing State Agreements in force to strengthen local content provisions					X																															
14.2	Consulting with relevant agencies and address conflicting Government structural policies that impede MSMEs growth in the fisheries sector.					X																															
14.3	Policy team created to coordinate inter-agency policy coherence and synergy	X																																			
14.4	Review NFA licensing regime to enhance PNG citizens’ participation in fishing businesses		X																																		
NFA priority 15: Addressing funding impediments in fisheries micro and SMEs growth																																					
15.1	Improve collateral for MSME concessional financing through NFA guarantees					X																															
15.2	Working closely with the micro finance institutions to find ways as to how to assist the micro fishing businesses		X																																		
15.3	Working closely with Centre of Excellence for Financial Inclusion (CEFI) and other financial literacy trainers to improve MSMEs credit ratings					X																															
15.4	Introduction and strengthening of the private sector partner arrangements to improve MSME collateral					X																															



		Completion Year					Lead Units											
		2021	2022	2023	2024	2025	DIR	CS	FA	PM	AIF	FM	LDM	PSID	SPEI	MCS	ACCD	NFC
FSP KRA 7: Increase and optimise food security and livelihood opportunities																		
NFA priority 16: Reviewing and re-designing the food security programmes																		
16.1	Improve the Inshore FADs and roll out to the communities				X													
16.2	Improve the Trap Net programme and roll out to the provinces				X													
16.3	Developing and introducing alternative livelihood fishery activities - smallholder fish farming and recreational fishing for rural communities				X													
16.4	Building capacity in smallscale seafood processing, preservation and storage at households and community levels				X													
NFA priority 17: Enhancing and regularising resources and funding for food security programmes in the districts																		
17.1	Prioritise food security in the provincial fisheries development plans				X													
17.2	Prioritise food security and livelihood programmes in NFA workplans	X																
17.3	Working with the Agriculture & Livestock Dept to ensure synergy of activities in implementing the National Food Security Policy				X													
17.4	Embedding food security and livelihoods considerations and role of women in the NFA MSME programmes				X													
NFA priority 18: Enhancing and strengthening the provincial fisheries role in food security programmes and extension services for LLGs																		
18.1	Build capacity of district fisheries officers for design & implementation of community-based fisheries programmes and projects				X													
18.2	Develop & implement outreach programmes for rural based fishermen and fish farmers in fishing, farming and postharvest techniques				X													
18.3	Training and capacity building for provincial fisheries officers to promoting women in fisheries programmes in their provinces				X													
18.4	Dissemination of information on food security and livelihoods to communities on small scale fisheries activities				X													
FSP KRA 8: Strengthen research, development, extension services and capacity building																		
NFA priority 19: Internal re-organisation and strengthening																		
19.1	Strengthen research capabilities within FM, AIF, NFC and SEIL	X																
19.2	Strengthen extension services capacities within FM, AIF and PSID	X																
19.3	Extension services budget built in as part of provincial MOAs		X															
19.4	Build extension services capacities of provincial fisheries administrations				X													
NFA priority 20: Designing and implementing programs, and putting in place policies, systems and processes																		
20.1	Develop and implement the Fisheries Research and Development Policy and Plan to map out and coordinate research initiatives	X																
20.2	Establish the NFA scientific research committee to coordinate and vet scientific research projects		X															
20.3	Producing extension services materials for education and awareness				X													
NFA priority 21: Building partnerships for research, extension services and capacity building																		
21.1	MOU with research partnerships and training for specific technical areas with relevant research institutions and NGOs				X													
21.2	Ongoing review and enhancement of NFA-ACIAR research programmes partnership to develop and enhance research skills				X													
21.3	MOU with SPC FAME NFA joint research projects on coastal fisheries and aquaculture		X															

		Completion Year					Lead Units													
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FSP KRA 9: Maintain and strengthen sustainable fisheries management and healthy ecosystems																				
NFA priority 22: Strengthen fisheries management systems and processes																				
22.1	Develop stock assessment tools to set reference points and levels of risks					X														
22.2	Encourage collective approaches to fisheries management			X																
22.3	Develop Harvest Strategy for PNG					X														
22.4	Strategies for managing impacts of fishing on the broader marine environment					X														
22.5	Develop, implement fishery-specific harvest strategies that avoid overfishing					X														
22.6	Use of local fishing information in decision making					X														
22.7	Co-management to promote industry accountability and compliance					X														
22.8	Set science standards to support provision of high-quality scientific advice					X														
NFA priority 23: Ongoing strengthening of MCS capabilities and capacity to continue to be responsive to the prevailing and emerging fisheries compliance challenges																				
23.1	Strengthening regulatory frameworks relating to MCS and compliance		X																	
23.2	Strengthening MCS cooperative arrangements with key partners					X														
23.3	Ongoing targeted staff capacity development					X														
23.4	Review and update the NPOA on IUU fishing					X														
NFA priority 24: MCS infrastructure, equipment and facilities																				
24.1	Develop the MCS forward base centre					X														
24.2	Renewing inshore patrol boats					X														
24.3	Enhancing the VMS hardware			X																
24.4	Improving the software systems			X																
FSP KRA 10: Build and strengthen international fisheries cooperation and engagements																				
NFA priority 25: Elevate PNG interests at sub-regional, regional and international fisheries fora through effective representation																				
25.1	Consistent high-level representation of PNG fisheries positions in key regional and international forums and processes	X																		
25.2	Ensuring a clear agenda in the meetings at the international forums (national interests) in line with best international practice	X																		
25.3	Participating in cooperative arrangements with neighbouring countries, regional and international bodies on areas of common interests	X																		
25.4	Facilitating & encouraging inclusive, consultative approach in determining and presenting PNG fisheries positions at international meetings	X																		



		Completion Year					Lead Units											
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		<b>NFC</b> - National Fisheries College																
NFA priority 26: Build strategic partnerships to promote sustainable, responsible management and optimum utilisation of fisheries resources in all areas of common interests																		
26.1	Participating in capacity building programmes with countries, regional and international fisheries bodies on areas of common interests	X																
26.2	Active participation on the regional arrangements on fisheries management – WCPFC, FFA, SPC, PNA	X																
26.3	Embed relevant Oceans Policy initiatives that promotes fisheries management in NFA workplans	X																
26.4	Joining the global oceans network, alliances and efforts	X																
NFA priority 27: Leverage regional support and technical assistance to enhance responsiveness to emerging global issues and trends																		
27.1	MOU and SLA arrangements with key regional and international partners for collaboration on technical areas		X															
27.2	Participating in capacity building programmes with neighbouring countries, regional & international bodies on areas of common interests	X																
27.3	Work arrangements for NFA and provincial fisheries staff at SPC and FFA with clear deliverables	X																
27.4	Working with key International development partners on emerging global issues requiring new skills, knowledge and technology	X																
FSP KRA 11: Encourage evidence-based policy formulation and planning approach																		
NFA priority 28: Develop mechanisms to support a systematic and structured approach to inform robust fisheries policy and planning																		
28.1	Strategic planning and economic research functions established and staffed	X																
28.2	Policy and planning guidelines and processes developed and communicated		X															
28.3	Set up of economic database and statistics and facilitate regular collection	X																
28.4	Scheduled strategic planning workshops for managers and key staff			X														
NFA priority 29: Whole of Government approach to ensure fisheries economic data and statistics, its management and visibility for national planning and accounting is secured																		
29.1	Facilitate a MOU with NSO for census and household survey data collection sharing		X															
29.2	Facilitate and build strong partnership with National Planning Dept, BPNG, Treasury Dept through regular dialogue				X													
29.3	Engage in MTDP formulations to reflect sector priorities and targets	X																
29.4	Establish economic database for regular fisheries statistics compilation for determination of fisheries contribution to the national GDP				X													
NFA priority 30: Application of relevant analysis and assessments as fundamental prerequisites to inform the planning process																		
30.1	Key socioeconomic research projects identified and commence implementation	X																
30.2	Profiling of provincial fisheries administrations and database development			X														
30.3	Economic data collection and database development			X														
30.4	Regular situational reports on the fisheries sector on economic information				X													

# NFA GOALS & STRATEGIES

## INSTITUTIONAL STRENGTHENING STRATEGIES FOR 2021–2025

In order to achieve the above deliverables and targets, the following are our goals and strategies which are focused at the institutional alignment and strengthening of strategic capabilities aimed at improving the core operations of the NFA in carrying out its core functions and responsibilities as provided for under the law, and in delivering the PNG Fisheries Strategic Plan 2021-2030.

Goal 1.0	Legislative, regulatory, policy and processes review, strengthening and alignment		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
1.1	Complete the review of the Fisheries Management Act	By 2021	Final draft Bill
1.2	Facilitate the Fisheries and Aquaculture Bill to go through the legal formalities for enactment	By 2025	New Fisheries Act
1.3	Review, update and alignment of the existing policies, fishery management plans, plan of actions	By 2021	Reviewed versions

Goal 2.0	Strengthen and expand fisheries management capacity and capabilities through applied research for providing the best scientific and economic advice		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
2.1	Strengthen the role of applied research in Fisheries Management, Aquaculture & Inland Fisheries utilising the National Fisheries College.	By 2021	Units reorganised
2.2	Establish economic research and analysis function and capabilities for economic viability assessments and socioeconomic assessments.	By 2021	Economic research reports created
2.3	Prioritise funding for scientific and economic research projects to inform fishery management plans and resource development projects.	By 2022	Economic team created
2.4	Building strategic partnerships with research institutions in research and development programs and initiatives.	By 2022	MOUs/MOAs
2.5	Implement training and capacity building programme for young fisheries scientists, economists and policy analysts.	By 2022	Programme developed by HR

Goal 3.0	Strengthen fisheries development as a core mandate to maximise net economic returns from fisheries resources for PNG community		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
3.1	Strengthen and reorganise PSID to effectively coordinate industry development, fishing access, and investment and trade facilitation.	By 2021	Restructure of PSID
3.2	Establish clear functions of trade and market between PSID, Project Management and Audit, Certification and Catch Documentation	By 2021	Clear demarcation established
3.3	Strengthen and reorganise PSID to effectively coordinate provincial support programme and MOA implementation	By 2021	Restructure of PSID



3.4	Strengthen extension services function of the relevant business units	By 2022	Visibility of extension services
3.5	Reviewing the NFA-Provinces MOU and build in a clear role of coastal fisheries data collection and extension services.	By 2021	MOA schedule created

Goal 4.0	Robust monitoring, control and surveillance for increased compliance with fisheries laws and policies and relevant international fishing obligations and standards		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
4.1	Strengthen the regulatory framework through the review and amendments of the Fisheries Management Act 1998 (as amended).	By 2021	New MCS provisions in the Bill
4.2	Develop MCS support infrastructure with a view to increasing efficiency of MCS operations in terms of cost and real time response.	By 2025	Detailed project document
4.3	Appropriate MCS technology/platform to counter the increasing and changing challenges of IUU fishing activities in PNG waters.	By 2023	Hardware and software enhanced
4.4	Training and capacity building of MCS personnel to equip them well to respond effectively to the challenges of fisheries MCS operations.	By 2023	MCS training plan
4.5	Develop MCS cooperative arrangements and capacities through building new strategic partnerships where necessary.	By 2023	MOUs/MOAs arrangements
4.6	Develop, enhance ethics and code of conduct for certified fishery officers	By 2021	Code of Conduct Manual

Goal 5.0	Maintaining NFA as a robust Competent Authority		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
5.1	Strengthen catch documentation scheme and audit and certification (ACCD) functions in NFA	By 2021	ACCD business unit set up
5.2	Review MCS policies such as IUU POA to improve and harmonise with new international, regional and national requirements.	By 2022	Updated policies and NPOAs
5.3	Strengthen the implementation of port state measures agreement.	By 2022	Incorporation of measures in NPOAs
5.4	Scale up efforts in research, testing and implementing new measures to combating IUU fishing, including using market related measures.	By 2025	New measures introduced
5.5	Ongoing upgrading of skills and resources through capacity building programs and strategic partnerships.	By 2025	Training plan
5.6	Strengthening inter-agency cooperation with relevant government agencies.	By 2021	MOA/MOU arrangements

Goal 6.0	Fostering strong and vibrant partnerships to enhance our effectiveness and efficiency.		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
6.1	Build partnership with regional and international intergovernmental organisations to harness expertise and skills development.	By 2025	Number of technical cooperation
6.2	Build strong working relationship with provinces for a more coordinated approaches in delivering projects and activities in the provinces.	By 2025	Clarity in role of provinces
6.3	Joint partnership with research institutions in carrying out our research projects alongside development of research training and capacity building programs for staff.	By 2025	Joint MOU arrangements
6.4	Taking the whole-of-government approach in addressing impediments in service delivery.	By 2025	MOUs & interagency TWGs
6.5	Taking the whole-of-government approach in addressing impediments in businesses.	By 2025	MOUs & interagency TWGs

Goal 7.0	Robust and evidence-based policy and planning for the fisheries sector and NFA		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
7.1	Establish policy and strategic planning function for effective coordination evidence-based policy formulation.	By 2021	Strategic planning unit set up
7.2	Improve corporate strategic planning, Government reporting, development planning and development partner relations coordination.	By 2022	Improved reporting
7.3	Providing systematic strategic planning services to support resource planning, annual work plans, budgetary process and performance.	By 2021	Coordinated annual plan & budget
7.4	Provide systematic strategic planning services to align fisheries sector priorities to MTDP and higher Government development plans.	By 2025	Synergy in MTDP and FSP targets
7.5	Develop and implement monitoring and evaluation system to promote learning and continuous improvement based on evidence.	By 2025	MEL framework developed



Goal 8.0	Make NFA an agile, accountable and customer-oriented organisation with strong governance system, a coherent structure, assertive leadership and resilient staff.		
Strategies for implementation in annual work plans		When to deliver	Means to verify success
8.1	Implement and enforce the new NFA Administrative Policies and Procedures Manual.	By 2021	Manual implemented, enforced
8.2	Develop and improve internal operational controls that promote best practices in the workplace.	By 2022	Manual implemented, enforced
8.3	Develop and implement performance management systems and ensure continuous systems improvement to improve accountability.	By 2022	Performance management system
8.4	Develop, implement ICT strategy to focus the information technology to the needs of NFA and capability to respond to future challenges.	By 2022	ICT strategic plan
8.5	Strengthen the internal audit and risk management oversight for strong accountability and mitigation of risks.	By 2021	Audit charter & risk mgt plan
8.6	Develop a NFA workforce strategy that is strategically aligned to and supports the NFA priorities in the Corporate Plan 2021-2025.	By 2021	NFA workforce strategy
8.7	Strengthen HR function including application of good HR practices, systems and appropriate technical expertise.	By 2021	New HR systems, staffing
8.8	Improvement of workplace facilities and general environment.	By 2022	Workplace Improvement plan
8.9	Clear roles and responsibilities across NFA and effective matching of appropriate skills to positions, and preventing overlapping roles.	By 2021	JDs update, reduce overlapping
8.10	Prioritise leadership capacity building programme for managers, and mentoring programme for emerging managers.	By 2025	Mentoring, unit succession plans
8.11	Effective communication and reporting, such as senior management meetings and staff meetings	By 2021	Regular SMC and Unit meetings
8.12	Nurturing strong organisational culture based on core values and guiding principles across NFA and breaking down silo mentalities.	By 2025	Branding initiatives eg uniforms
8.13	Implement compulsory employee induction programme for staff to fully understand government business & NFA Administration Policies	By 2021	Staff induction protocol implemented

# NFA ORGANISATIONAL STRUCTURE

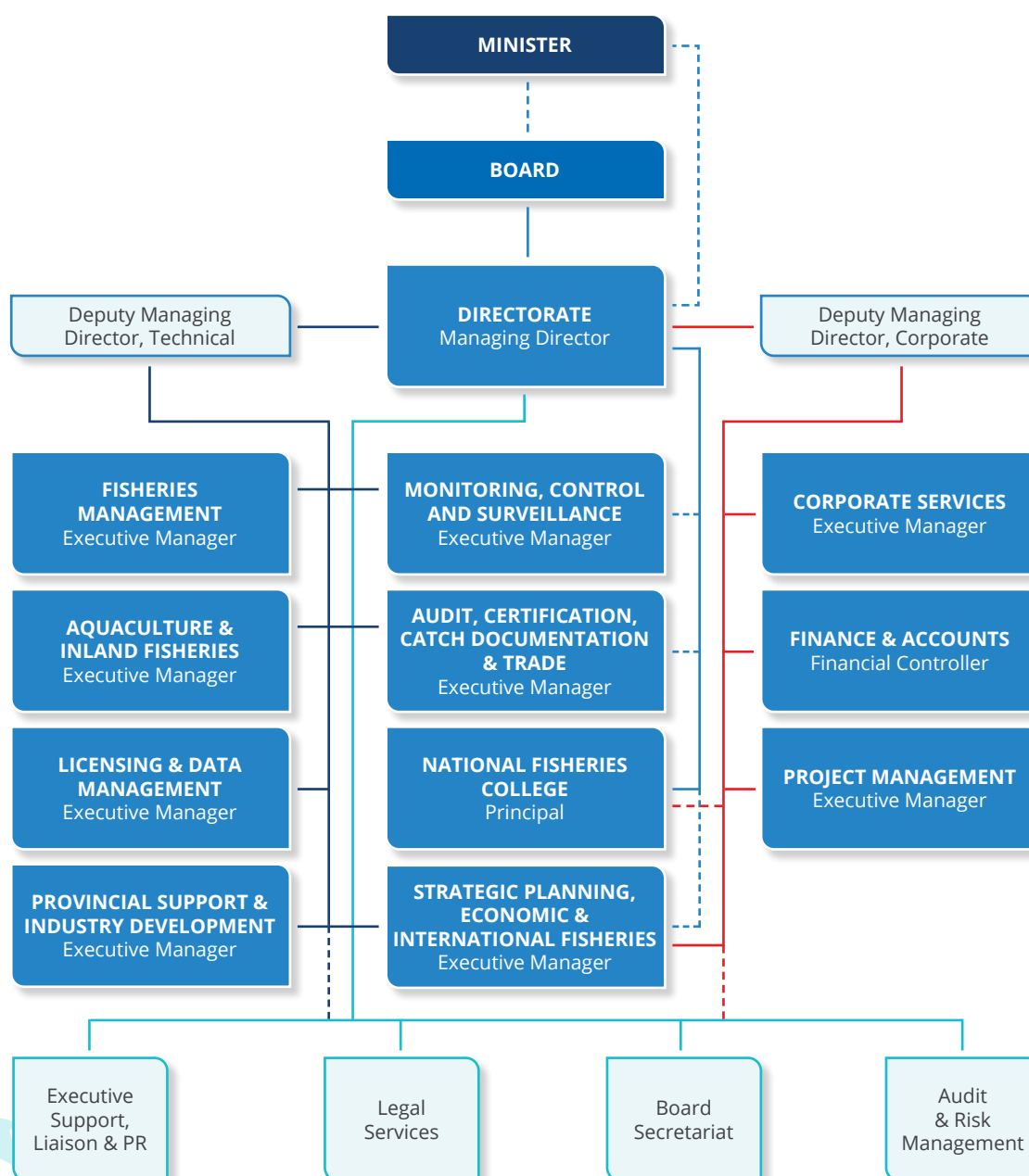
## DELIVERING OUR FUNCTIONS AND RESPONSIBILITIES UNDER THE CORPORATE PLAN

Our functions and responsibilities are delivered across eleven technical business groups, all reporting to the Directorate. Each NFA functional division is called a business group and is led by an Executive Manager who is accountable to the Office of the Managing Director. The Directorate group is the Office of the Managing Director. The Directorate comprises the Managing Director, two Deputy Managing Directors, executive support team, legal services and the Board secretariat.

## THE ORGANISATIONAL STRUCTURE

Below is the NFA organisational chart depicting the top layer structure of the directorate and business units (divisions). The structure rationalises and creates the strategic capabilities required to drive accountability and dynamic capabilities, while at the same time strengthen core functional units to enhance their competencies.

The NFA organisational structure as approved by the National Fisheries Board in 2019 was reviewed and aligned to deliver the priorities of the NFA for implementing the PNG Fisheries Strategic Plan 2021-2030 Key Result Areas.









# ENABLING CAPABILITIES TO DELIVER ON THE CORPORATE PLAN

## GOVERNANCE AND ACCOUNTABILITY

NFA is the Government agency responsible for the efficient and sustainable management of fisheries resources on behalf of the Papua New Guinean community. NFA's regulatory and management powers are governed by the Fisheries Management Act 1998 (amended). The Board provide expertise in such areas as natural resource management, legal and governance matters, and fishing industry operations. The Managing Director, while also being a Director on the Board, is responsible for assisting the Board by giving effect to its decisions. The Managing Director is NFA's Accountable Authority under the Fisheries Management Act. NFA operates within the PNG Government's outcome and performance frameworks. We publish an annual report which includes NFA's Annual Performance Statement. This provides performance results and the assessment and analysis of performance against our stated purpose. NFA Management's ongoing monitoring and quarterly reporting to the Board and the Minister clearly identifies the extent to which we are delivering on our goals and confirms actions continue to be effective.

## WORKFORCE STRATEGY

### Diagnosing and aligning our strategic capabilities for implementing the Fisheries Strategic Plan

To support the delivery of the Fisheries Strategic Plan, and our diverse regulatory functions and responsibilities, this Corporate Plan recognises the need to undertake an organisational wide diagnosis of its strategic capabilities going forward. The diagnosis will lead to actions to strengthen and foster strategic capabilities across NFA, first and foremost, fostering a high-performing workforce by focusing on both NFA resources (what we have) and its competencies (what we do well).

## WORKFORCE PLAN

### Workforce planning

NFA faces several potential impacts to its workforce over the next five years. Some of the challenges NFA faces include: Limits on financial resources; uncoordinated staff training and capacity building alongside a lack of alignment between corporate priorities and staff training as a result of insufficient corporate planning; changes to its existing workforce skills due to the application of disruptive technology; and shifting government priorities.

To address these impacts and put in place a more coordinated overall institutional build capability plan to meet the future changing operating environment, a new workforce plan will be developed incorporating flexible strategies to be adopted as part of our corporate planning. Where appropriate, contractors or consultants will be used to deliver non-core technical expertise as required. NFA will also be seeking to build stronger leaders through professional development programs, adopting succession management practices and supporting mentoring initiatives. These approaches will ensure that over the next five years NFA continues to have the right people - those with the capabilities and skills necessary for the work - available in the right numbers, in the right place and at the right time. Infrastructure Information and communications technologies are critical enabling services for NFA in, for example, providing an on-line portal for fisheries associated industry transactions, monitoring fishing industry compliance, and meeting strong stakeholder and public desire for greater information accessibility.

Our main challenges and opportunities for NFA's people are identified as:





In responding to these challenges and opportunities, we will prioritise the following:

- Managing talent both within and outside the NFA.
- Developing a culture of excellence through agreed and shared value, as well as training to address development requirements.
- Enhancing our leadership capability to drive commitment towards continuous improvement, efficiency, change and innovation, teamwork and collaboration, accountability, resilience, adaptability, learning and development.
- Developing and maintaining positive employee relations.
- Continuing the successful implementation of change management throughout the organisation, and
- Align our approaches to recruitment, development, performance and retention, so that we can ensure our workforce is well positioned for future challenges.

In response to the challenges and opportunities above, we are committed to continuing to build our workforce capability so that we provide quality services to our key stakeholders and deliver on the Government priorities. We aim to be well-positioned to anticipate and adapt to future challenges, and to be regarded as a public-sector employer that is professional, engaged, has integrity and is a rewarding place to work.

NFA will develop a Workforce Strategy that identifies our key strengths and challenges over the coming years in recognition of the fact that the workforce challenges are many and varied, largely due to rapid advances in the development and adoption of new technologies, shifting demographic profiles and new preferences for ways of working. Our strategy aims to ensure that we are able to respond to these challenges.



The NFA leaders work collegiately to drive key actions from the workforce strategy, with mutual responsibility and contribution for building and extending workforce capability.

## FINANCIAL SUSTAINABILITY

NFA is a financially autonomous entity, funded by revenues raised, and does not receive appropriations through the national budget. NFA's operations were severely affected and key mandatory programs came to a halt due to the taking over of the NFA operational accounts by the National Department of Finance. This situation not only brought NFA to its knees, but also created a situation of uncertainty and indecision which in-turn affected work planning and activity level budgeting.

NFA's financial sustainability will continue to be challenging over the next years with the NFA financial autonomy issue not yet resolved. Effectively managing this pressure to deliver cost effective services will be a challenge.

The priority for the next five years, will be the restoring and bringing back certainty in terms of financial sustainability to allow NFA to plan effectively for the medium to long term with

Confidence. Following this will be the ability to invest in the strengthening of NFA and financing the priority programs and projects emanating from the PNG Fisheries Strategic Plan 2021-2030, if the Government wants to see the fisheries sector reform as espoused in the PNG Fisheries Strategic Plan 2021-2030.

## RELATIONSHIP MANAGEMENT

The success of different management strategies relies heavily on extensive engagement to ensure that the interests of commercial, recreational and Indigenous fishers to ensure a wide range of other stakeholders are taken into account in making decisions on the management of the country's fisheries.

NFA stakeholders include:

- Licensed commercial fishing vessel owners and operators
- Fish processors
- The PNG Fishing Industry Association and other fishing industry associations
- Recreational/charter fishing representatives,
- Provincial governments
- Scientists
- Researchers
- Conservation organisations
- Indigenous communities
- Environmental NGOs
- The media (local and international) and the general public, particularly those who have an interest in how PNG's fisheries and marine resources are managed.

Over the next five years NFA will engage with our stakeholder groups through the established committees, working groups, scientific panels, liaison meetings, port visits, subscriber news and media releases, social media, advertising, via the media, and through emails, and direct mail. NFA will also continue to explore opportunities to further enhance stakeholder engagement in regional areas. NFA aims to strengthen engagement with indigenous resource owners and fishers to have a greater role in developing and managing their areas and fisheries resources.

NFA's websites will be the gateway for stakeholders to access up to date information and news about NFA's business and fisheries management arrangements and operational activity, including information on each fishery, species, appropriate gear and total allowable catches. The content on both sites is regularly reviewed to ensure the information meets both the government's accessibility requirements and stakeholder needs. The NFA will explore other social media platforms such as Facebook page to allow it to engage with a broader range of stakeholders through the use of dynamic and relevant multimedia content.

## OUR STAKEHOLDERS

Changing expectations means that we must go beyond doing things the same way and continually review and improve the way we conduct our business to deliver true value and impact to our people we serve. Optimal service delivery can only be achieved by understanding and working closely with our stakeholders to create value through synergy and achieving common objectives.

We recognise effective stakeholder engagement as vital in order to increase NFA's operational effectiveness, which will result in more effective and efficient practice and high-quality policy input. We will aim to be committed to engage and communicate honestly with our stakeholders, including, where appropriate by establishing and enhancing Fisheries Management Advisory Committees. We will engage with our stakeholders to also enhance two-way communication to gain a better understanding of both perspectives and thereby bridging the gaps in understanding needs. Following this, we seek to simplify conflict resolution through building trust and clear articulation of what we can do and what we cannot do, as stated our mandated functions.

We define stakeholder as any individual, group and organisation with vested interest in the outcome or results of what we do at NFA, which has bearing on the management and development of PNG's fisheries resources.



## OUR STRATEGIC PARTNERSHIPS

We define partners as those individuals, groups and organisations who take part in the management of fisheries and development of the sector with whom we share the same gains, losses, risks and rewards.

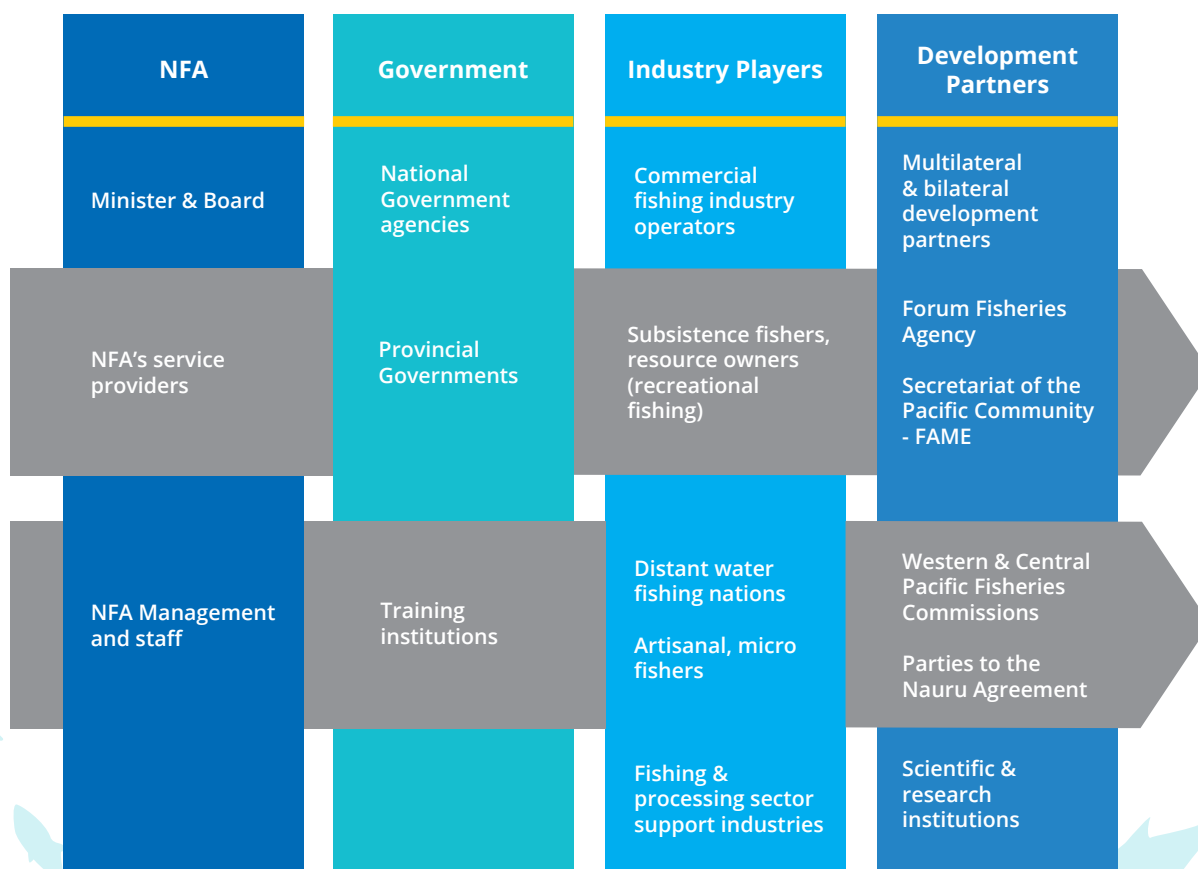
### *Our key strategic partners:*

- National Government agencies
- Provincial Governments
- Bilateral and multilateral development partners
- Regional fisheries management organisations
- Inter-Governmental Organisations
- Research institutions and universities
- Fisheries Non-Government Organisations
- Resource development companies
- Fishing Industry Association of PNG
- Distant Water Fishing Nations

### *We value our partnerships for:*

- Allows NFA access to additional resources.
- Grows our stakeholder support.
- Give NFA access to new ideas and ways of designing and delivering our programmes, projects and services.
- Help NFA reach a wider coverage of delivery of services to our stakeholders.
- Fill in the skill and capacity gaps and strengthens some areas of our service delivery through our activities, projects and programmes.

NFA recognises and embraces the need to work closely with other National Government Agencies. Many fisheries issues are cross cutting between the broad thematic areas of law enforcement, environmental protection, development and finance. NFA will cultivate productive relationships with responsible agencies in order to implement its programmes and projects coherently.



## ICT CAPABILITY

Information and communication technologies are critical enabling services for NFA as they empower and support our staff in keeping in touch with the current developments and pursuing new ideas for innovation alongside the ability to reach out to our stakeholders, partner agencies and providing basic information for the potential investors.

An overarching NFA ICT Strategy will be developed that will align ICT investments and deliverables to meet our capability and operational needs. The ICT Strategic Plan will describe how other environmental factors such as whole-of-Government, security, fit-for-purpose and cost-effective initiatives will focus our ICT services and define our major ICT priorities.

NFA's ICT strategy will support the delivering of a range of robust, secure and agile platforms and initiate a new operating environment leveraging cloud technology that supports mobility and a greater level of staff connectivity to the ICT systems, both internal and external to the organisation. These implementations are also well aligned and compatible to the regional and global ICT development trends. Over longer term, NFA will move towards leveraging technology to effectively capture core external data and integrating this into our business systems, driving efficiencies and enabling advanced data analytics, in order to provide high quality information to the National Fisheries Board, management and staff, stakeholders, and partner agencies. In turn this will improve business and policy decision making and ensure driving process automation.

## WORKPLACE ENVIRONMENT

We will strive to promote an open and honest communication protocol in order to foster a social environment and socially responsible culture. We will also strive to develop the NFA brand, improve our employee codes of conduct, and ensure consistent compliance of these codes of conduct.

## COLLABORATIVE CAPABILITY

Our collaboration with our key partners is vital as it enhances our workforce capability to deliver our mandate and responsibilities to our stakeholders.









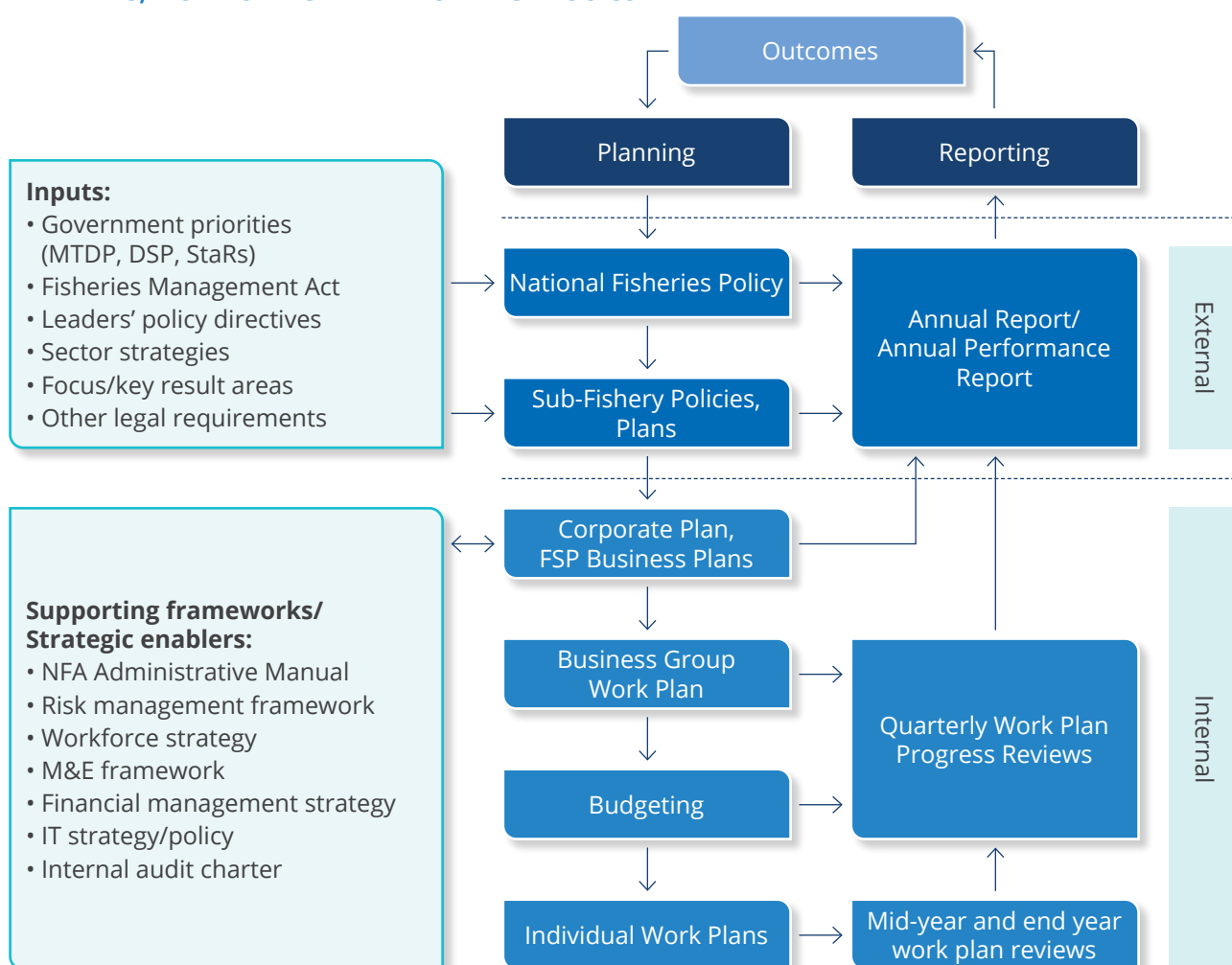
# PLANNING, MONITORING AND REPORTING

## THE ROLE OF PLANNING, MONITORING AND REPORTING

The NFA's internal and external planning and reporting activities provide information on NFA's resourcing, operations and performance, which support the achievements of its key outcomes and performance indicators. The relationship between these activities is illustrated in the diagram below. The framework allows NFA to set out what the organisation plan to do at the beginning of the year and what it had achieved by the end of the year.

## NFA PLANNING, MONITORING AND REPORTING FRAMEWORK

### PLANNING, MONITORING AND REPORTING PROCESS



### Strategic planning:

- Annual work planning for budgetary process
- Annual resource planning
- Medium term resource framework planning
- Corporate planning
- Coordination of sector policy planning and formulation
- Ensuring visibility of fisheries sector priorities in the MTDP formulation.

### Corporate performance reporting:

- Quarterly progress reports
- Mid-year reviews of work plans
- Annual reports
- Policy, programme and project evaluation
- Corporate Plan monitoring, evaluation and reporting
- Policy monitoring, evaluation and reporting
- Government reports and briefs.

## EVALUATION AND REVIEW

To achieve our purpose, we will systematically and objectively evaluate and review our activities. A monitoring and evaluation framework will be developed to embed a culture of reflective and evaluative thinking to ensure we get the best results from the policies, programs and regulatory activities we implement. We offer our employees a range of training, mentoring, information about evaluation, including developing policy, program and regulatory logics, and monitoring and evaluation strategies and plans.

## RESPONSIBILITY FOR EVALUATION, REVIEW AND REPORTING

Strategic planning and reporting team under the Strategic Planning, Economic & International Fisheries unit is responsible for the overall monitoring, review and reporting on the implementation of the Corporate Plan in accordance with the framework above, and is accountable to the Managing Director. The structure of the new Strategic Planning, Economic & International Fisheries unit will be established to take carriage of this function and ongoing strategic planning processes going forward.



Image courtesy of Francisco Blaha.





# RISK MANAGEMENT

## TONE FROM THE TOP

Our Board and senior management are the starting point for setting the core values and expectations for the risk culture of NFA, and their behaviour will be a reflection of the values being espoused. A key value that will be espoused is the expectation that staff act with integrity and promptly escalate observed non-compliance within or outside the organisation. The leadership and management of NFA promotes, monitors, and consistently assess our risk culture; considers the impact of culture on safety and soundness; and makes changes where necessary.

## CLARIFYING THE ROLES

### ROLE OF THE NATIONAL FISHERIES BOARD

Our Board provides oversight of senior leadership's management of the various risks NFA faces. Ultimately oversight of our risk management activities is one of the most important roles of the Board.

The Board's role in this regard is to ensure the NFA management design and implement a NFA risk management framework and that the framework is sound and ensures effective operations of the wider NFA objectives.

The Board is dedicated and fully committed to its role in ensuring quality, compliance and effective risk management. The key responsibility is to ensure that in all NFA business transactions relating to strategic risks, the NFA management must strike a balance between adding value while managing risks.

### ROLE OF NFA SENIOR MANAGEMENT TEAM

The Managing Director and the senior management team are responsible for designing and implementing the framework. The management will ensure that a sound risk management culture is encouraged to promote an environment of open communication and effective challenge in which decision-making processes encourage a range of views; allow for testing of current practices; stimulate a positive, critical attitude among employees; and promote an environment of open and constructive engagement.

### ROLE OF STAFF

Staff at all levels understand the core values of NFA and its approach to risk, are capable of performing their prescribed roles, and are aware that they are held accountable for their actions in relation to NFA's risk-taking behaviour. Staff acceptance of risk-related goals and related values is essential.

## RISK ASSESSMENT FUNCTION

Internal audit, risk and corporate compliance team of the Directorate is responsible for the oversight of risk and corporate compliance and communication of risks to the Managing Director and senior management team for appropriate intervention in accordance to the 'NFA Internal Audit Charter' and 'NFA Risk Management Framework'.

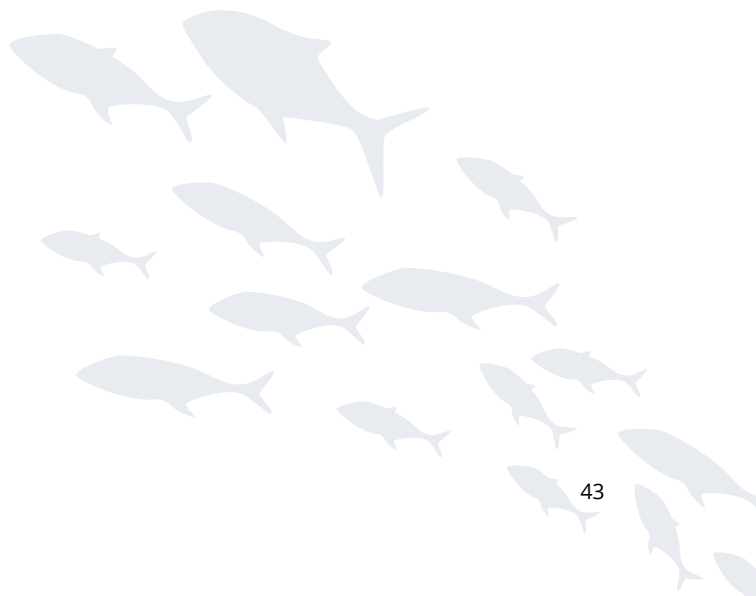
Business units communicate identified risks and associated response strategies to their leadership teams. As appropriate, issues are also escalated to the internal audit, risk and corporate compliance team. Individual risk management functions provide oversight and governance to ensure standards are met and that risks are mitigated effectively. The leaders of these functions develop strategic plans and direction for their organisation to effectively align the mitigation support to the objectives and priorities of NFA.

## NFA APPROACH TO RISK MANAGEMENT

At NFA we use Enterprise Risk Management (ERM) Framework approach in managing risks that are imminent in the Authority. We recognise risk management as essential based on the underlying principles that every entity, whether for-profit or otherwise, exists to realise value for its stakeholders.

Value is created, preserved, or eroded by management decisions in all activities, from setting strategy to day-to-day operations. We therefore recognise that ERM is essential in supporting value creation by enabling senior management to:

- Deal effectively with potential future events that create uncertainty,
- Respond in a manner that reduces the likelihood of downside outcomes and increases the upside.





In NFA and the fisheries sector-wide, we categorise risks in the following areas:

## CORPORATE RISKS

### **Immediate Risks:**

### **Our approach and actions to addressing the risks:**

#### **Financial fraud:**

We will implement robust internal audit functions and internal controls to complement our financial management systems to detect, eliminate and prevent financial fraud. We will also implement tough deterrent approaches in dealing with fraud cases.

We will continue to enhance our systems and processes such as requisition tracking system, expenditure monitoring and reporting, cheque and document security procedure, verification of claims and payments, data security of the Financial System (attaché), security of the payroll system and office, procurement and credit control procedure and ensure strict adherence to the *Public Finance Management Act* requirements.

#### **ICT systems failure:**

We will aim to implement a consistent and up to date disaster recovery management plan, inclusive of Backup management and Anti-Virus Software updates, effective security and access controls.

#### **Fire and building security breach:**

We will develop an Occupational Health and Safety (OHS) plan and training. We will also carry out monthly fire and security risk checks including emergency safety and disaster response drills.

#### **Legal cases against the NFA:**

Compulsory training and awareness of duties, roles and responsibilities for all concerned staff. All materials of sensitive nature must first have legal clearance.

#### **Non performance:**

We will introduce and implement contract-based performance management systems to ensure staff are accountable to their roles and the responsibilities they perform. An established Contract Review Committee will manage performance. A contract management policy will be developed. We will enforce disciplinary charges without fear or favour.

#### **Drug and alcohol abuse:**

We maintain a zero-tolerance policy. We will implement *NFA Administrative Policies and Procedures Guidelines* when dealing and managing such abuses.

#### **Bad publicity and negative public perception:**

Periodical public awareness on NFA business and activities for transparency purposes and improvement of relations with all key stakeholders.

#### **Political interferences:**

Political Interference Policy to protect staff and enforcement of NFA Code of Conduct through the implementation of *NFA Administrative Policies and Procedures Guidelines*.

#### **Data security:**

With our disaster recovery plan, we maintain a secure back-up electronic system with regular server upgrade.

#### **Eliminating unethical and disruptive behaviours of NFA personnel:**

NFA advocates zero tolerance on unethical behaviours. Any breach of the *Fisheries Management Act 1998* (amended) and the *Public Finance Management Act* is not tolerated under any circumstances.

Managers are responsible for all staff discipline in their business units. Managers directly responsible for the staff in question must act immediately. We will enforce NFA code of conduct without fear or favour as outlined in our *NFA Administrative Policies and Procedures Guidelines*.

#### **Confidential information:**

NFA will enforce confidentiality policy in relation sensitive and commercial in confidence decisions reached by NFA Tenders Committee, bids administration, the Board and senior management and fisheries data, to safeguard our good governance practice and integrity. We will develop tender administration guidelines to guide out actions when administering our tenders.

#### **Abused used of Management's Asset:**

In our efforts to cut costs and safeguard assets our assets from risks of loss and damage due to negligence, we will enforce the *NFA Administrative Policies and Procedures Guidelines*, in particular, provisions on the management of assets.



## FISHERIES RISKS

### *Strategic Risks:*

#### **Securing the required product volume for PNG processing plants:**

### *Our approach and actions to address and prevent the risk:*

The introduction of new Government policies on ending the subsidisation of domestic vessels under the VDS and introducing a rebate policy has been met with mixed reactions by existing domestic industry. NFA will address the potential risk of losing partners that are currently (or should be) providing raw materials to PNG canneries through the dedicated actions on industry consultation and collaboration outlined in 6 of this Plan.

#### **Tuna resource concerns:**

While all 4 of the key tuna stocks in the region are biologically sustainable, all fisheries face resource risks that need to be managed. NFA's focus on ensuring sustainability comes through our participation in regional processes (PNA, FFA and WCPFC), and will be delivered via an updated Tuna Management Plan as described in section 6 above.

#### **Inadequate onshore support facilities:**

A range of onshore infrastructure is needed to support coastal fisheries development and market access. While this has been addressed to some extent under development projects supported by ADB and the EU and by NFA projects with the private sector, there is a need to continue to support public and private sector initiatives in infrastructure development.

#### **Loss of market access:**

The continued growth of onshore tuna processing facilities will rely to some extent on continued or expanded access to key markets, notably the EU and the US. Agreements need to be made permanent so that market is assured and extended if growth is to continue. In order to ensure direct development impact in rural areas, the domestic market needs to be further developed to provide a basis for growth in rural entrepreneurship.

#### **Conducive business climate for investment:**

Major increases in fuel and freight costs have had a significant negative impact on fishing operations, particularly in the tuna longline and prawn fisheries. There is a need to develop and implement strategies to ensure PNG commercial fisheries can remain competitive and innovative. Bureaucratic ineffectiveness - the one-stop shop for potential investors has yet to fully materialise.

#### **Good governance:**

A framework for sustainable development is needed with NFA serving in a facilitating and regulating role. Clear policy and transparent procedures will need to continue to be applied. There is a need for continued national Government confidence in the current work of the Authority and this will only happen if NFA is committed to the practice of good governance.

#### **Linkages with other Government agencies:**

There is a need for enhanced linkages and coordination between relevant Government agencies responsible for the provision of services and facilities associated with sector growth. Critical areas include, freight services and working relations with investment promotion and trade related agencies for business establishment and market access.



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PAPUA NEW GUINEA  
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