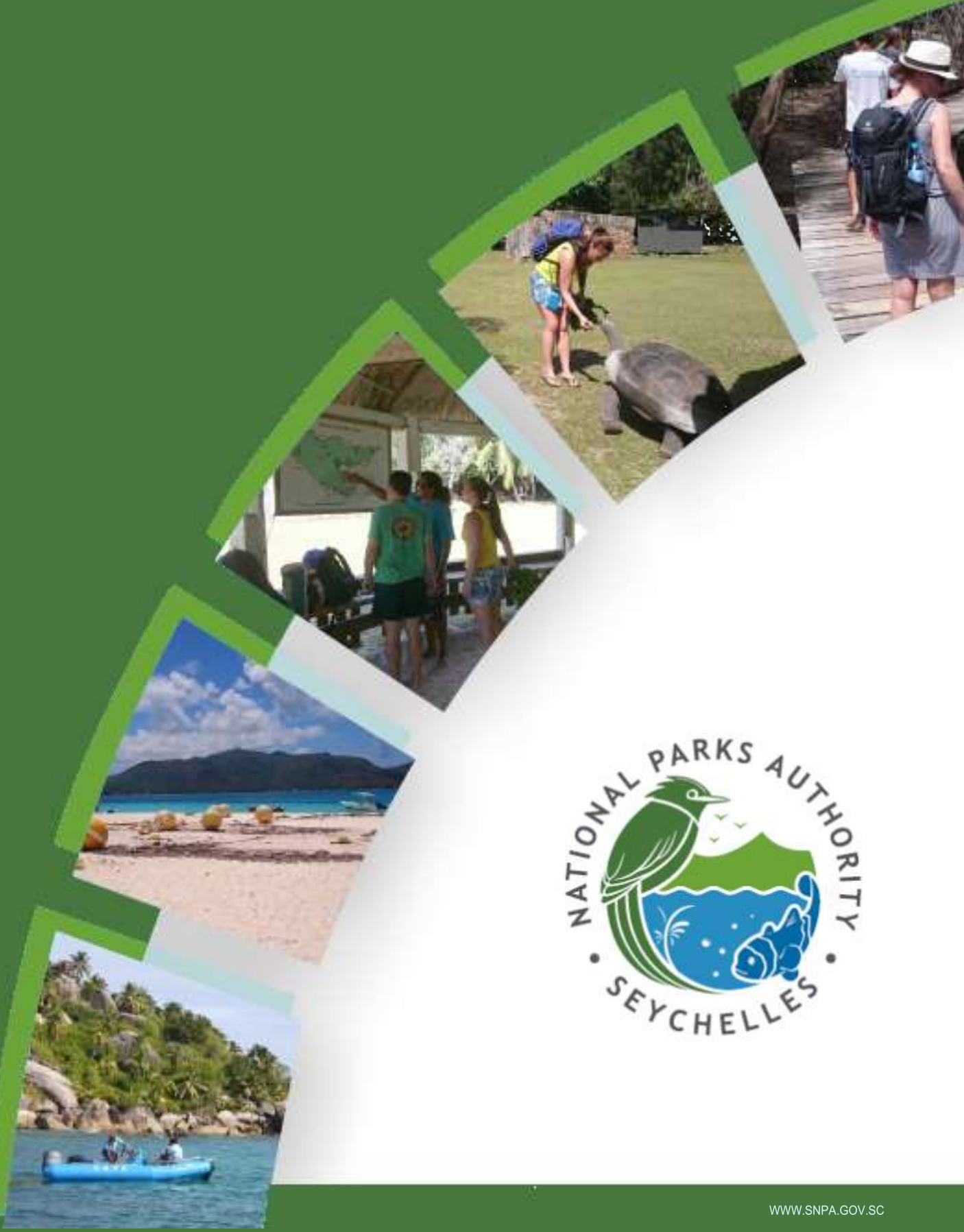


Strategic Plan 2017-2021





Foreword



The Seychelles National Parks Authority (SNPA) is proud to present to all partners its new strategic plan that would define the work of the organization over the coming five years. This plan updates and replaces the current SNPA Strategic Plan 2012-2017. The plan contains the organizational vision, background to some of the strategic directions envisaged, and also details of key actions that the SNPA would have to take to enhance delivery of its work and improve its standing. It has been put together through detailed consultations within and outside the organization and takes into account recent government communications on protected areas.

SNPA is the guardian of the largest part of the protected areas estate of the country, and for the past eight years since its establishment has operated as a revenue generating entity doing parks management, research and forestry on state land. It is a main supplier of forest supplies to the local market and its assets include terrestrial and marine parks that are important for tourism and recreation in the country. Its operations spans the most of the inner islands of Seychelles, where it is engaged in active management of protected areas and is also acting as support to other government entities and non-governmental organisations (NGOs).

SNPA's role as a parks management body is set to increase further with recent government decisions to expand protection of country's natural environment with particular focus on expansion of marine protected areas, and also bring in new rules governing the setting up and operation of protected areas. Whilst details of the relationships that would exist between protected areas management bodies and government within this comprehensive protected areas system for Seychelles remain to be detailed, it is expected that SNPA, being the officially designated parks management body will be integrally involved in these developments. Such attention would inevitably carry with it significant impacts on the organization, with demands on financial resource, skilled personnel and management expected to rise greatly.

Against this backdrop of current obligations and future outlook, SNPA proposes a strategic plan that is aimed at reinforcing its capacity, addressing its resource issues and also enhancing its capacity to leverage more support from partners and stakeholders. Throughout, the plan focuses on creating an organization that has a strong base, which should provide it with sufficient capacity to accommodate those future demands, and also prepare it for financial autonomy if that should eventually become an option. Enhanced engagement with partners and stakeholders remain a cornerstone of SNPA's operations, in recognition of the fact that the organization, despite its strengths, would not be able to effectively manage protected areas without strong commitment from its stakeholder.

As emphasized in our vision, the ultimate goal is to have protected areas that serve their purpose into the future. It is our conviction that the steps being taken through this plan shall lay the foundation for the organizational capacity to address those national obligations. Staying on track with the targets, influencing others in protected areas management and environmental protection, and leading on national benchmarks shall be the commitment of SNPA towards this overall vision for the country.

Flavien Joubert
Chief Executive Officer
Seychelles National Parks Authority



Acknowledgement

SNPA gratefully acknowledges the contributions from all of its staff to help guide SNPA's strategic approach for the next five years, as well as support for the preparation and publication of this strategic plan by the GOS-UNDP-GEF Protected Areas Finance Project.

Map: Seychelles Marine Spatial Planning.

Photos: Dr Anna Spenceley.
Bettina Grieser-Johns.
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UNDP-GEF Adaptation Fund Ecosystem-based Adaptation to Climate Change Project in Seychelles.

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2. Organisational Overview

2.1 Mandate

The Seychelles National Parks Authority (SNPA) was established in 2009 and has the mandate to¹:

- Protect and manage effectively the ecosystems and biodiversity in designated Protected Areas (PA) which fall under the jurisdiction of the SNPA;
- Implement national conservation policies and obligations under multilateral agreements;
- Provide tourism and recreational activities for our visitors;
- Facilitate and conduct research related to biodiversity and protected areas;
- Promote education and awareness activities;
- Implement sustainable forestry practices; and,
- Protect habitats and ecosystems from anthropogenic threats such as forest fire, pollution and coral destruction.

2.1 Organisational evolution

2001	Seychelles Centre for Marine Research and Technology (SCMRT) - Marine Parks Authority (MPA) was established as a financially autonomous entity and was responsible for the management of marine national parks.
2008-2012	SCMRT-MPA Strategic Plan developed outlining initiatives to developing business and financial abilities of the organization to achieve financial sustainability.
2009	SCMRT-MPA transferred to SNPA and reformed as a budget-dependent Authority within the Ministry of Environment, Energy and Climate Change (MEECC).
2009-2010	Department of Environment's Forestry Section and National Parks Unit (terrestrial and forests sections) were gradually integrated into SNPA.
2012-2017	First SNPA Strategic Plan.

¹National Parks Authority's Order (2009) referenced in the SNPA Strategic Plan (2012-2017)

This second SNPA Strategic Plan (2017-2021) acts as an overarching guide for the organization, and has been informed by the following processes and outputs:

- A site-level consultation process with SNPA staff, its management and board.
- A national level [Sustainable Financing Plan for Protected Areas in Seychelles](#) (2017-2020), which provides a financial overview of SNPA and proposes a financing model for the Authority.
- An [external evaluation of tourism development within protected areas](#) managed by the Seychelles National Park Authority (2016), which assessed the tourism products and infrastructure of SNPA National Parks as well as the entrance fee collection and reporting system.

Furthermore, there are a number of on-going processes and outputs which will influence the future development of the organization, namely:

- The development of comprehensive [Management Plans](#) for each SNPA site. This process is expected to be completed by 2019.
- A [Scientific Strategy](#) for the organization, which will be completed by early 2018.
- The [Marine Spatial Planning \(MSP\)](#) process address the large scale management of the expanded PA system as a whole. SNPA will contribute to this process which is on-going until 2020.

Within this context, the Strategic Plan (2017-2021) aims to provide a focused and realistic direction of the organization over the next five years without replicating the results of the above outputs. The Plan aims to be clearly communicable to SNPA stakeholders, and form the basis for annual reporting and advocating for adjustments in the organization. Finally, the Plan aims to be flexible, subject to discussions with its stakeholders and should be regularly revised and updated.

This Strategic Plan represents a higher-level plan for the management of SNPA as an organization.



2.3 Mission

To **effectively protect and manage** designated marine and terrestrial protected areas including forested areas for **future generations** with the intention to use them for conservation, recreation, research and educational purposes.

2.4 Vision

“Ensuring that the Seychelles Protected Areas are managed for the benefit of all”

“**Asire ki bann landwar proteze Sesel l gany zere pou benefisie nou tou**”

2.5 Commitments

- To **protect**, as a first priority the PAs diverse ecosystems and ensure that they remain healthy.
- To **promote** responsible tourism practices that meet the expectation of our visitors.
- To **create** the appropriate spaces for people to connect with nature.
- To **demonstrate** the benefits of protected areas to the country’s economy, and its people.
- To **inspire** conservationists and other actors through passion, devotion and knowledge.



2.6 SNPA's Site Coverage

The Seychelles National Park Authority (SNPA) is a parastatal organization primarily responsible for managing 8 national parks in the Inner Islands, which currently represent 11% of the PA estate.

The authority manages some of the most visited sites in Seychelles (i.e. Curieuse, Cocos Island, St. Anne Marine Park) (see summary of sites below). Some areas of the terrestrial national park of Morne Seychellois (e.g. Mare aux Cochons, Copolia, la Mission, Anse Major), parts of the terrestrial Praslin National Park (Glacis Noire), and La Digue Veuve Reserve are also well visited by a large but unquantified numbers of non-paying visitors.

Table 1: Summary of SNPA-managed National Parks²

Designation Type IUCN Category	Official Name	Terrestrial Area (ha)	Marine Area (ha)	Total Area (ha)
Special Reserve Cat. Ib	La Digue Special Veuve Reserve	7.88	0	7.88
National Park Cat. II	Morne Seychellois National Park	3129.47	0	3129.47
	Praslin National Park	325.37	0	325.37
Protected Area IUCN Cat. II	Iles Cocos, Ile La Fouche, Ilot Platte	0	85.55	85.55
Marine National Park Cat. II	Curieuse	0	1340.74	1340.74
	Baie Ternay	0	87.09	87.09
	Port Launay	0	163.29	163.29
	St. Anne	0	965.41	965.41
	Sub-total SNPA managed PAs			6104.80

²Klaus (2015)

Box 1: SNPA's contribution to Seychelles Protected Area strategic objectives

The Seychelles PA network currently consists of 38 PAs officially gazetted as totaling 55,769 hectares (ha). These include National Parks, Special Reserves, Marine National Parks, World Heritage Sites, Ramsar sites and Shell Reserves. In terms of terrestrial PA coverage, Seychelles has one of the highest ratios in the world, with 47% of its total land reserved for PAs (i.e. 20,900 ha). In 2000, the President of the Republic of Seychelles made a commitment to declare 50% of Seychelles' terrestrial area under biodiversity conservation by 2020, exceeding the CBD Aichi target (Strategic goal C, target 11), which states that by 2020 at least 17% of terrestrial and inland water and 10% of coastal and marine areas are effectively conserved³. An additional eight sites in the outer islands and three sites in the inner islands are being supported to develop management plans with a view to possible gazetting at a later date. This would expand the PA system to 149,045 ha, almost tripling the gazetted area (Presidential Memo of 2011).

In 2013, the government announced its intention to proclaim 30% of the Exclusive Economic Zone (EEZ), a further 40,000,000 ha (400,000 km²), to be protected of which up to 50% will be managed as 'high biodiversity zones'⁴. A marine spatial planning (MSP) exercise of the EEZ started in 2014 and is continuing. This will be an important process in determining future areas for protection.

However, an assessment of the PA system highlighted a severe lack of representation in the existing terrestrial and marine protected area estate in Seychelles⁵. Only two out of the 55 habitats mapped qualified as being 'Well protected' (>90%), both of which are terrestrial, one marine habitat qualifies as being 'Moderately protected' (50-90%), and ten habitats both terrestrial and marine were considered to be 'Poorly protected' (5-49%), which means that there are 42 habitats that are currently 'Not protected' (<5%)⁶.

³GOS (2013) Protected Area Policy.

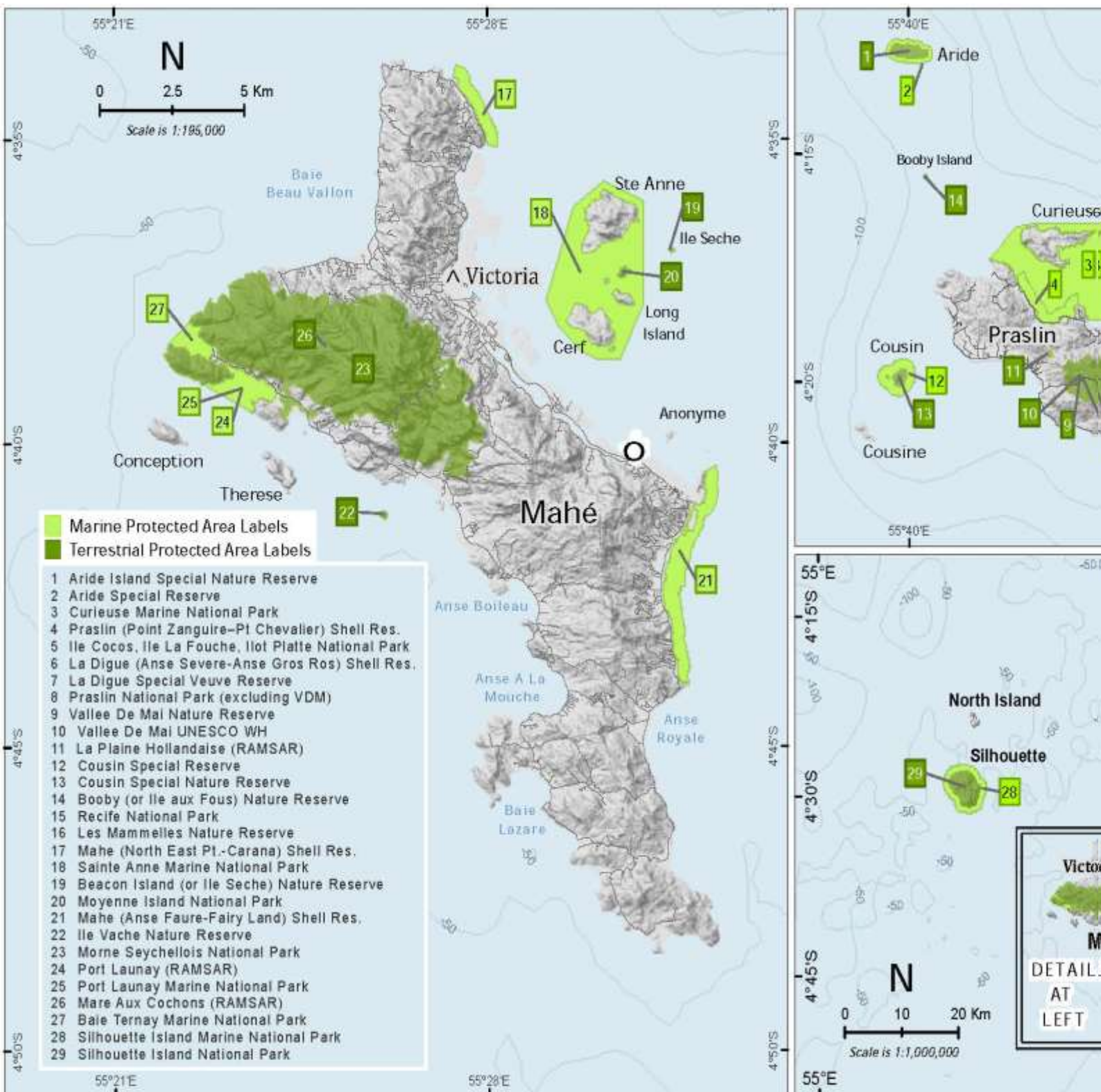
⁴GOS-UNDP-GEF (2014) PA Finance Project Document.

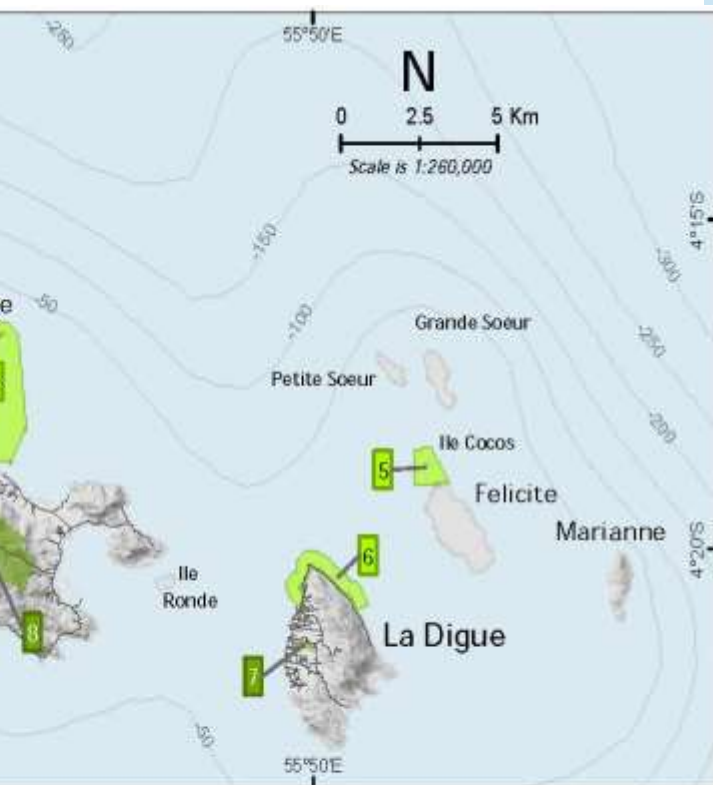
⁵Klaus (2015:35)

⁶Klaus (2015 :71)

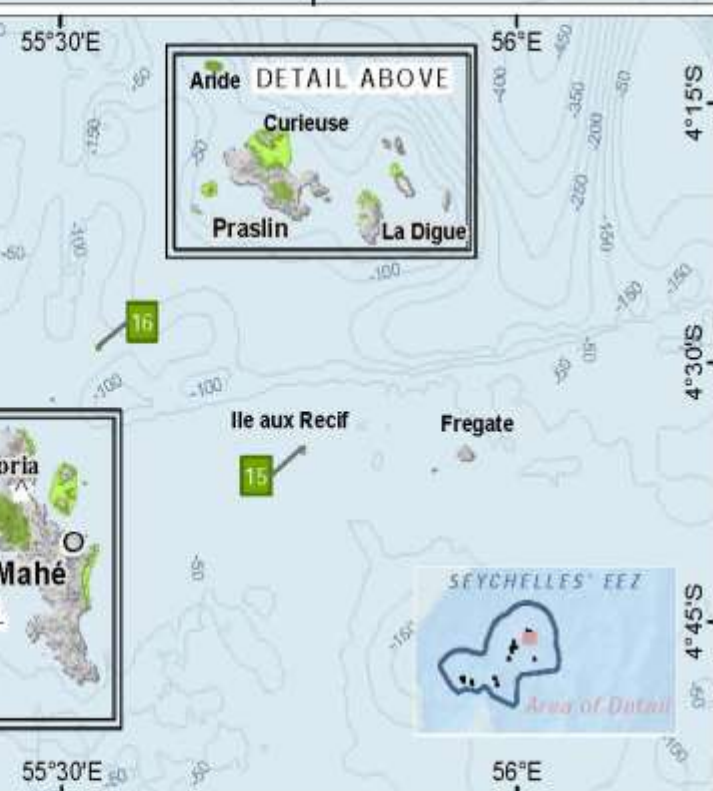


Figure 1: Seychelles Inner Island Protected Areas





At the beach of Baie Ternay National Park



Up-close with nature on Curieuse Marine Park



Hiking at the Mare Aux Cochons Trail

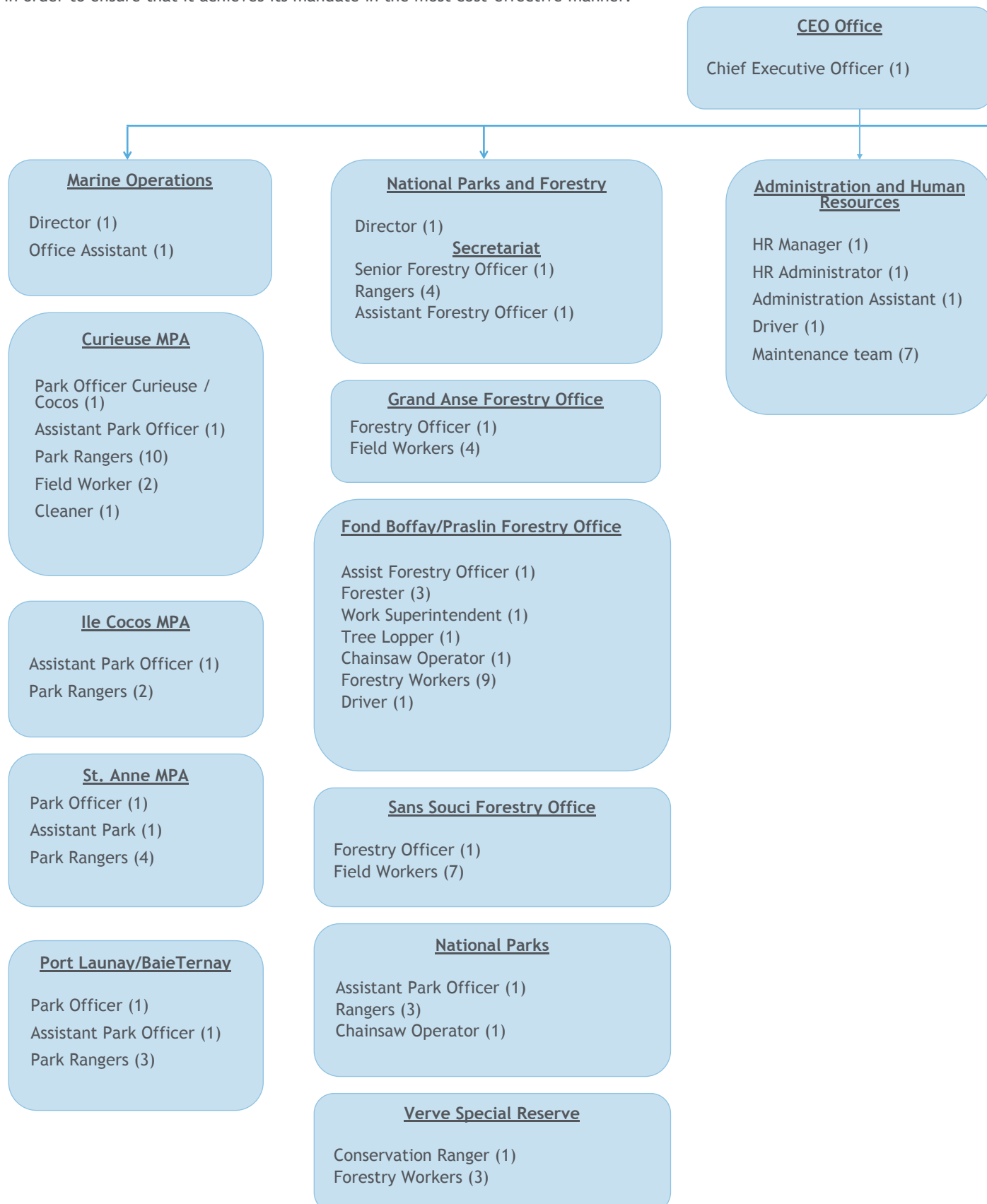
Protected Areas
of the Inner Islands

DRAFT 24 Jan 2017



3. SNPA Organisational Structure

SNPA's current operational organizational structure is outlined below. SNPA will aim to undergo an organizational and performance review in order to ensure that it achieves its mandate in the most cost-effective manner.



Research

Terrestrial and Marine Units

Research Manager (1)
Senior Research Officer (1)
Research Officers (3)
Research Assistants (2)

Finance

Financial Controller (1)
Financial Supervisor (1)
Financial Technicians (3)

SNPA provisionally proposes the creation of a Marketing and Sales Unit. The objectives of this Unit would be to:

- Effectively collect revenue, ensuring that financial reporting is conducted regularly and communicated in the most appropriate methods to all stakeholders (ie. Government, private sector, donors, citizens).
- Develop and maintain relationships with private sector partners, addressing their queries and publicizing the results of partnerships; and,
- Training and mentoring SNPA staff on visitor management and stakeholder engagement.
- Identify and implement new innovative revenue streams to meet its financing needs.





3.1 Functions

The existing function of SNPA departments are outlined below, which will be reviewed together with individual work functions to ensure that PAs are effectively managed.

Management, Administration, Human Resources and Finance

- Coordinate and execute SNPA strategies
- Human resource management
- Management of SNPA assets and premises
- Management of partnerships
- Reporting to Government and SNPA Board
- Coordination of the performance management system
- Application of rules and regulations
- Apply Government decisions and respond to Government requests
- Interaction with Ministries and stakeholders

Marine Park Operations

- Management of marine parks and implementation of management plans
- Enforcement and patrolling
- Visitor information and assistance
- Installation and maintenance of marine park infrastructure
- Collection of marine park fees
- Assistance of research work
- Support to educational awareness programmes

Forestry and National Parks

- Maintenance and allocation of timber plantations
- Diagnosis and treatment of tree pests and diseases
- Management of the plant nursery
- Invasive plant eradication and restoration of endemic species
- Firebreak management
- Maintenance of existing trails and national park infrastructure
- Implement management plans
- Assistance to research work
- Support to educational awareness programmes
- Visitor information and assistance

Research

- Develop and implement natural and social science research proposals.
- Develop and support scientific monitoring programmes.
- Facilitate and strengthen conservation partnerships and projects.
- Capacity building in research programmes.
- Database management and report writing.
- Support education, outreach and awareness conservation programme
- Provide advice on national policies and strategies in biodiversity and protected area management.



4. Financial Outlook 2017-2021

“The Seychelles Protected Areas Policy (2013) highlights under Commitment 12 that the Government of Seychelles is “committed to support new initiatives to find sustainable financing for the PAs system”.

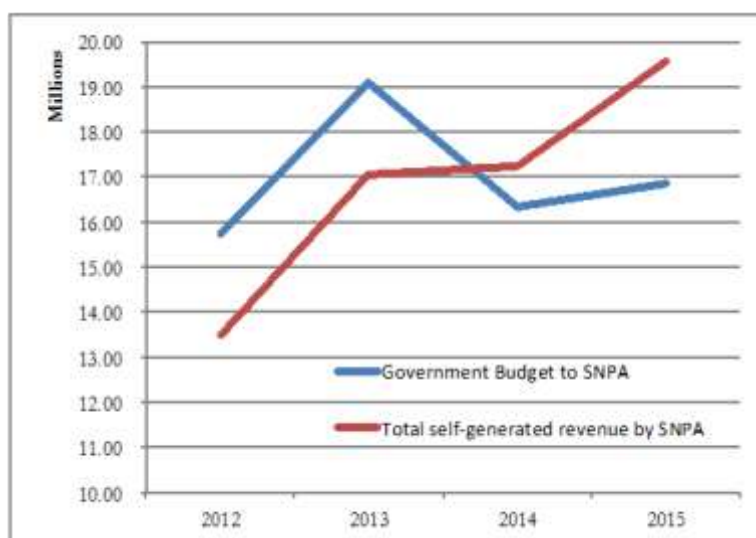
SNPA’s financial outlook aims to achieve financial sustainability by 2021. The explicit purpose of SNPA’s financial sustainability is that it can finance the levels of conservation required to improve levels of biodiversity, as well as provide attractive and appropriate sites that can contribute to the tourism industry and livelihoods in Seychelles. The following outlines a SNPA strategy for how SNPA aims to achieve this goal and contribute to its conservation outcomes.

4.1 SNPA’s current return on investment

Since 2014 the Authority’s self-generated revenue collection has begun to exceed its budget allocation. It is anticipated that this trend has continued in 2017 (see Figure 2). SNPA’s budget allocation was steadily reduced by an average of 4% from SCR 17.8 million in 2010 to SCR 16.4 million in 2014 (not accounting for inflation), at which point it increased by 6% annually until 2016. However, it is anticipated that SNPA’s budget will increase by an average of 1% annually in the future until 2019, according to central budget allocations.

Figure 2: SNPA Revenue Generation versus Budget Allocation (SCR millions)

In 2015, SNPA received a budget of SCR 16.8 million and in return generated nearly SCR 20 million from site-based revenue streams (a **16% return on Investment – ROI**⁷). Similarly, in 2016, SNPA received SCR 18 million and generated SCR 20 million (11% ROI). In 2016, SCR 17.5 million was generated from entrance fees and hotel contributions and mooring fees accounted for SCR 800,000. Visitor numbers to Seychelles continue to increase by 10% per year with approximately 40% visiting an SNPA site during their visit⁷. Therefore, Government investments can be regarded as secure over the time of this plan, on the condition that SNPA continues to invest in its infrastructure and strengthens its fee collection systems.



⁷Ryance (2016) Visitor willingness to pay for entrance to Seychelles Protected Areas. GOS-UNDP-GEF: Victoria.



4.2 Financial gap analysis

The 2016 government budget for SNPA was SCR 18.06million⁸ and the 2017 budget is SCR 20.49 million. However, a detailed analysis of SNPA's financial needs using the UNDP Financial Scorecard methodology¹⁰ estimated that SNPA's basic financial needs are approximately double its current budget allocations¹¹.

SNPA Budget	Current Expenditure	Basic Financial Needs	Optimal Financial Needs
2015 Prices	SCR 15.9 million	SCR 37.7 million	SCR 56.6 million

At present, SNPA is largely dependent on finance from a GOS-UNDP-GEF project to pay for much needed revitalization of capital investments. However, this project will conclude in 2020. SNPA needs to be prepared for this and use this transition period to ensure it is fully self-financing by 2021.

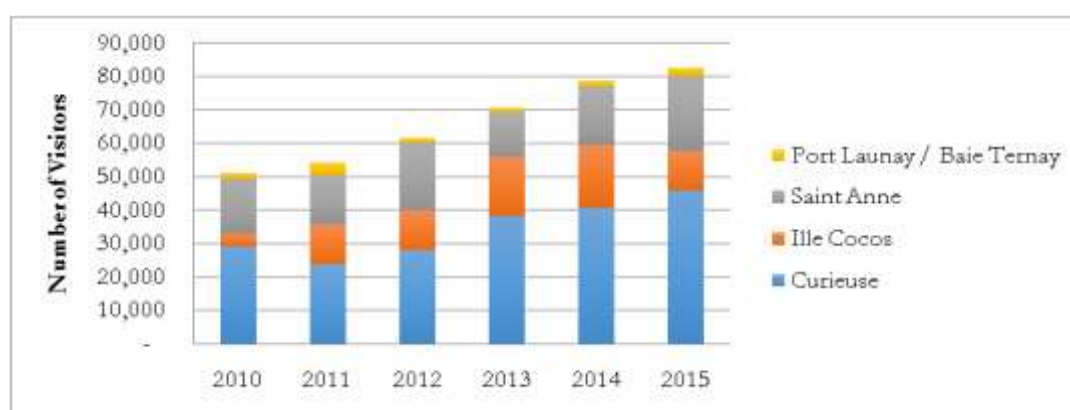
4.3 Financing potential of SNPA by 2021

SNPA can deliver significantly higher financial performance with the right level of investment and support to achieve its vision. SNPA has already begun investigating options to boost its revenue generation under three areas: (i) revision of entrance fees; (ii) contributions from hotels bordering National Parks; and (iii) establishing strategic partnerships with the private sector, which are outlined in the Public Private Partnership Policy (GOS, 2015). The financing potential of these are addressed below:

Entrance fees: SNPA charges entrance fees for access to marine national parks for non-residents, which has not changed for a decade. A recent GOS-UNDP-GEF Protected Area Finance Project study provides strong evidence that tourists would be willing to pay an increased entrance fee to visit marine protected areas¹² and the introduction of an entrance fee to terrestrial parks. Such an amendment of the entrance fees for marine protected areas itself would generate an extra **SCR 8.4 million annually** if visitor numbers remain the same.

Visitation of SNPA sites continues to increase by 10% each year, totaling 87,433 in 2016¹³ (see Figure 3). However, this represents a significant under estimate, as the numbers of visitors are not captured at all marine PAs and terrestrial PAs. SNPA aims to address this gap to design a new fee collection and processing system to ensure accurate collection and reporting of fees.

Figure 3: SNPA Paying Visitors between 2010 and 2016¹⁴



⁸Today Newspaper, Friday 2nd December 2016, page 7.

⁹Appropriation Bill 2017.

¹⁰UNDP (2007) Financial Sustainability Scorecard for National Systems of Protected Areas. UNDP: New York.

¹¹Rylance and Barois (2016) National-level Sustainable Financing Plan for Protected Areas in Seychelles. GOS-UNDP-GEF: Victoria.

¹²77% of tourists surveyed (n=252) considered the SNPA entrance fees to either be 'very cheap', 'cheap' or 'affordable'

¹³Note that this is the total number of visits, not necessarily the visitors, as tourists may visit more than one PA.

¹⁴Source: SNPA (2016)



Furthermore, a current assessment of SNPA tourism products and services has prioritised areas of investment, to which financial support has been committed from the GOS-UNDP-GEF PA Finance project. This would further strengthen the site-based revenue generated by increasing numbers of visitors and set the foundations for introducing an entrance fee for selected terrestrial National Parks. SNPA will also investigate the piloting of a multi-access pass with selected tourism operators.

SNPA proposes that specific capital investments in tourism infrastructure are developed in 2018, before the gradual amendments of entrance fees over a limited period, starting in 2019. The introduction of a more effective, fee-collection and reporting system will significantly the efficiency for both staff and visitors.

Hotel contributions: Currently, guests staying within hotel resorts within or bordering National Parks do not pay entrance fees. Some hotels make payments in lieu of entrance fees, which has been referred to as a ‘hotel contribution’.

In 2016, hotel contributions equaled SCR 378,000. This equates to the equivalent of 1,894 entrance tickets. The nine largest hotels within this category have approximately 1,200. Therefore, this issue should be addressed within the period of this Plan. SNPA acknowledges that it is important to fairly apply entrance fee collection to visitors staying within or bordering the National Parks. It will work closely with the Ministry of Tourism and affected tourism establishments to agree a formula.

Partnerships with the private sector: SNPA currently has eight partnerships with the private sector. This has provided an opportunity for SNPA to identify and implement activities that strengthen relationships with its private partners, as well as improve its cost-effectiveness. However, in the past SNPA has been relatively passive in its approach. SNPA now intends proactively to develop and grow these partnerships, standardizing and formalizing the agreements, identifying areas of mutual benefit and publicising the joint results. The introduction of a Marketing and Sales Unit under the organisational structure will address this issue.

The achievement of this strategic financial vision requires:

- An effective fee collection and reporting system, which reduces the time commitment of staff and removes situations of misreporting or non-payment. This is currently being addressed by SNPA;
- A Marketing and Sales Unit to be established to manage the implementation of this vision;
- Active support from the MEECC to drive this vision and enable SNPA to retain and re-invest revenue generated above the Government’s allocation in order to improve its conservation activities; and,
- A clear and effective reporting strategy to ensure that SNPA is able to communicate how revenue is generated and reinvested back into the PAs.

¹⁵Assuming a guest stays 7 nights and taking an average of the publicized bed rates of the nine largest hotels either within or bordering National Parks.

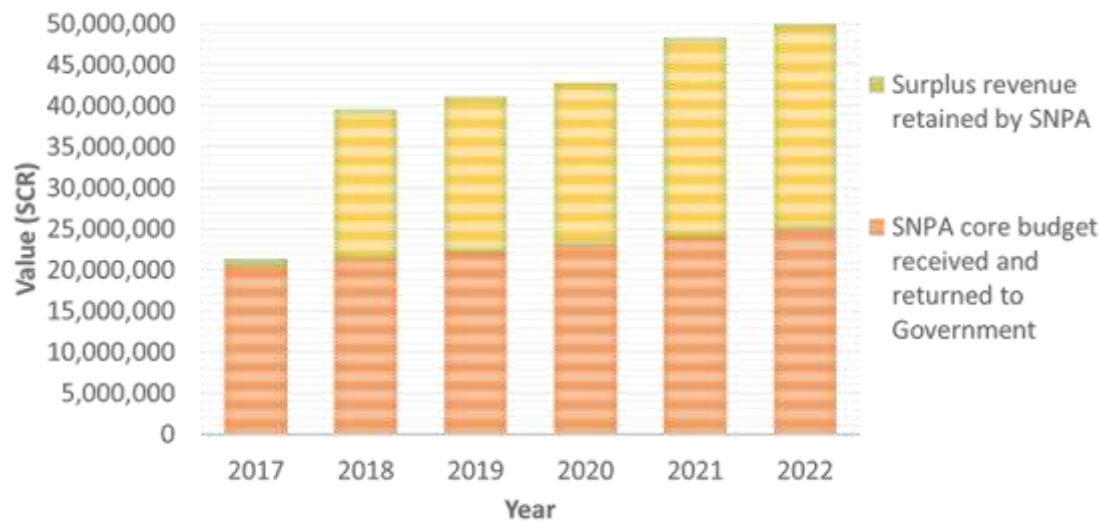
¹⁶See Annex for a detailed list of partnerships.



4.4 SNPA’s Proposed Financial Model

In order to achieve the financing targets outlined above, SNPA proposes to retain all revenue in excess of their budget received. SNPA would be able to **demonstrate how collected revenue directly contributes to the conservation outcomes**. Therefore, SNPA would receive an annual budget to finance its operational costs and collect site-based revenue into a separate account, overseen by the SNPA Board. At the end of each year, SNPA would reimburse the government to the value of the received budget. The surplus would remain in the Fund to supplement capital expenditure and additional conservation activities. SNPA will aim to develop a clear and transparent decision-making process for how retained revenues are spent, according to the needs outlined in site-level management plans and international best practice. It will provide annual reports on spending from collected revenue, which will be made available online. [Figure 4](#) outlines the projections of the expected annual surpluses.

Figure 4: SNPA revenue retention model





SNPA has developed a provisional investment plan, which outlines the development and maintenance of capital infrastructure, as well as opportunities for outsourced and contracted services to local businesses. A summary of the investments is outlined in [Table 2](#). SNPA will report, on a bi-annual basis, to the SNPA Board on the achievements of the investment plan. Details on specific projects related to each PA will be outlined in site-level management plans.

Table 2: Summarised Capital Investment Plan (2017-2022)

National Park	2017	2018	2019	2020	2021	2022
Morne Seychellois	-	2,014, 500	254, 000	226, 000	193, 500	191, 500
Praslin	-	1, 581, 000	256, 000	178, 000	178, 000	178, 000
Curieuse	525, 000	2, 325, 000	960,000	1, 395, 000	810,000	810, 000
St. Anne	-	1, 320, 000	370,000	270, 000	295, 000	270, 000
Ile Coco	-	560, 000	170,000	170, 000	170, 000	170, 000
Port Launay/Baie Ternay	-	1, 525, 000	1, 080, 000	430, 000	280, 000	280, 000
La Digue	175,000	405, 000	125, 000	125, 000	125, 000	125, 000
Silhouette	-	495, 000	250,000	250, 000	250, 000	250, 000
Head Office	-	600, 000	60, 000	60, 000	60, 000	60, 000
Total Capital Expenditure (SCR)	700,000	10, 825,500	3,104,000	3,104,000	2, 361, 500	2, 334, 500



5. Risk Analysis

The achievement of the goals, objectives and strategies outlined in the plan will contribute to a substantial change in how SNPA-managed PAs operate, as well as impacting significantly on the attainment of conservation targets of the country. However, SNPA has identified corporate risks that would influence the development of this plan and decision-making throughout the annual cycle. These risks, if not addressed, could prevent SNPA from achieving its strategic objectives and expected results at the program activity level. The following is a summary of the four key corporate risks and their mitigation measures:

Key Corporate Risk: SNPA Financing Model

The financial needs of SNPA, to reinvest in its tourism attractions and conservation management, are significantly greater than its budget allocation. All revenue collected by SNPA (which has exceeded budget allocations in 2014, 2015 and 2016) is remitted to the national consolidated fund. The current financing model does not sufficiently reward SNPA's additional investment in revenue generation and collection, and reduces the incentives and motivation of staff. Aging infrastructure and insufficient levels of recapitalization and maintenance could result in lower levels of visitation, as well as potentially compromise public safety, hindering SNPA's ability to deliver on its mandate and creating reputational damage. Furthermore, as there is not a direct link between revenue collected and conservation funded, some tourism operators consider the entrance fees as a tax.

SNPA believes that there is a strong case for enabling the organisation to retain at least a proportion of its revenue to re-invest in conservation and tourism product development. This would further increase the quality and quantity of SNPA's conservation management activities. One option proposed, in the short term, is to allow SNPA to retain its surplus revenue (once it has returned its annual budgeted amount to the consolidated fund). This option has been presented and supported by the MEECC, Ministry Finance, Trade and Economic Planning, and the Ministry of Tourism, Civil Aviation, Ports and Marine. Over a period, SNPA will be able to invest more in the PAs and request lower budget support. Eventually, SNPA would no longer be reliant on budget support. Financial projections for how SNPA could achieve this target are outlined in the Seychelles Protected Areas Financial Plan (2017-2020).

Key Corporate Risk: Human Resources

Attracting and retaining young staff members who view conservation as a profession rather than a transitional job remains a challenge to Seychelles (and Small Island Developing States generally). This is partly as a result of the financial package offered by SNPA (constricted by its current budgets) but also a perception that conservation is a less attractive career option than other private sector occupations. The former issue is being addressed above and SNPA will work with its conservation partners and government to address the latter.

SNPA is committed to strengthening its business and revenue performance (existing and new diversified streams), asset management, as well as establishing and managing partnerships and projects. As a result, a Marketing and Sales Unit should be established, as is common amongst protected area agencies, to achieve these functions. This Unit could be financed from retained revenue, thereby requiring no additional government budget investments. The additional support will also enable the CEO's office to focus on strategic level management in order to deliver against SNPA's long term vision.

As SNPA aims to demonstrate how conservation can contribute to economic development options

for communities, opportunities for outsourcing activities to private businesses will be identified. This will aim to improve cost-efficiency whilst ensuring that biodiversity is not negatively affected.

Key Corporate Risk: Clarifying SNPA's legal and functioning mandate

At present, SNPA is a conservation management authority with the mandate to management specific protected areas. However, where the precise functions of SNPA end and the responsibilities of the Ministry of Environment, Energy and Climate Change (MEECC) would benefit from further clarification, to ensure that the operational roles and responsibilities of each organization is clear to all staff and stakeholders. The new Nature Reserves and Conservancy Act will provide this clarification when enacted, but also greater discussion and clarification is required between MEECC and SNPA.

A linked issue related to the delivery performance of SNPA is legal clarification on the development options (i.e. trails, fee charging, concessions) permitted within the terrestrial National Parks. These are ambiguous as portions of land within protected areas are not owned by SNPA or MEECC but rather by the Ministry of Land and Housing and by private households. Clarifying what development options are possible within these areas would significantly assist SNPA. SNPA will aim to develop management plans for each of the protected areas in 2017, which will specifically address this issue

Key Corporate Risk: Environmental Protection

Unsustainable use of natural resources and poaching with protected areas continue to hinder conservation efforts. Whilst SNPA aims to provide spaces for all citizens and tourists to visit, this has placed a significant cost implication on SNPA enforcement efforts. Theft of coco-de-mer, poaching of turtles and illegal fishing with marine protected areas potentially damages the reputation of Seychelles protected areas, as well as the country as a pristine tourism destination. SNPA has increased its patrol efforts, staff have received enforcement training and the Environmental Protection Act (2016) has developed sufficient financial penalties. However, prosecution rates remain extremely low and protected areas are not rewarded for effective enforcement as collected environmental fines do not return to the site where the violation occurred. Addressing these two issues would both increase motivation of staff to dedicate efforts to protection and add as a sufficient deterrent to perpetrators.

As further mitigation measures SNPA commits to rolling out its education awareness campaign with schools, and to use children to communicate the message within households. SNPA will hold regular stakeholder meetings with protected areas, establishing a network of partners involved in anti-poaching efforts. SNPA will also work with other conservation organisations to learn and share information on poaching incidences and experiences of effective anti-poaching techniques.





6. Strategic Goals and Objectives

Protected areas contribute effectively to the lives of stakeholders	<ul style="list-style-type: none"> • Site level consultation forums are established to address issues with all users. • Protected areas become key tourism attractions through an improved visitor experience (infrastructure, products and customer service) resulting in increased visitation numbers, creating more employment opportunities and greater income generation for local businesses. • Partnerships are established with private businesses bordering protected areas to implement activities that demonstrate mutual benefit.
Effective implementation of all protected areas management plans	<ul style="list-style-type: none"> • Management plans are developed and implemented for all protected areas. • Managers and field rangers receive training to support the implementation of management plans. • A monitoring program is established for regular reporting on the status of protected areas.
Integrated science and information needs for protected area management	<ul style="list-style-type: none"> • A conservation research strategy is developed and aligned with the priorities of individual management plans. • Partnerships are established with research institutions that specifically address science and information needs
Build sustainable resource base to support the work of the Authority	<ul style="list-style-type: none"> • The financing model is amended to enable the retention of revenue generated by the organization. • Entrance fee systems show improved effectiveness and reduce the number of SNPA staff involved in fee collection. • SNPA establishes a business unit aimed at ensuring revenue optimization, establishment of partnerships with the private sector and diversification of economic opportunities. • SNPA effectively responds to external funding opportunities, such as SeyCCAT.



Enhance the management capacity of the Authority to enable effective delivery of its functions

- Reporting and feedback loops are strengthened throughout the organization to ensure that site level issues are appropriately addressed and management decisions communicated.
- A comprehensive human resource strategy is developed and implemented, focusing on improved incentives, staff recruitment, career development and training.
- Work programs are implemented that offer efficiency gains through outsourcing of non-conservation actions to local businesses.

All users appreciate and become advocates of protected area management

- Education awareness programmes are expanded to reach 1,000 residents
- Education awareness notice boards are provided for tourists at each protected area.
- National awareness campaigns are implemented for three priority conservation species, in collaboration with other conservation organizations.



7. Performance Targets

Goal: Protected areas contribute effectively to the lives of stakeholders

Performance Indicator and Target	Baseline (2017)
<ul style="list-style-type: none"> At least 60% of participants of established consultative forums agree that the forums have improved communication between user and Protected Area managers. 	To be determined
<ul style="list-style-type: none"> At least 80% of tourists consider their experience within the Protected Area as either “good”, “very good” or “excellent”. 	To be determined
<ul style="list-style-type: none"> At least 8 additional partnerships have been established with private businesses and have signed Memorandums of Understanding. 	8

Goal: Effective implementation of all protected areas management plans

Performance Indicator and Target	Baseline (2017)
<ul style="list-style-type: none"> All 8 PAs have current management plans. 	0
<ul style="list-style-type: none"> At least 50% of staff receive training annually. 	To be determined
<ul style="list-style-type: none"> Monitoring plans are available and completed on an annual basis for all PAs. 	0

Goal: Integrated science and information needs for protected area management

Performance Indicator and Target	Baseline (2017)
<ul style="list-style-type: none"> At least 80% of staff agree that the conservation research strategy and activities implemented under the strategy meet the priorities of their PA. 	To be determined
<ul style="list-style-type: none"> At least three research partnerships are established through formal Memorandums of Understanding. 	1 (GVI)

Goal: Build sustainable resource base to support the work of the Authority

Performance Indicator and Target	Baseline (2017)
<ul style="list-style-type: none"> SNPA increases its annual site-level revenue generation by at least 25%. 	To be determined
<ul style="list-style-type: none"> Visitor entrance numbers increase by 20% overall in all PAs in line with financial projections. 	To be determined
<ul style="list-style-type: none"> SNPA successfully receives at least five external funding grants and funds received are invested into management plan priorities. 	0
<ul style="list-style-type: none"> SNPA is formally allowed to retain at least 50% of all of its self-generated revenue on an annual basis. 	0%



Goal: Enhance the management capacity of the Authority to enable effective delivery of its functions

Performance Indicator and Target	Baseline (2017)
<ul style="list-style-type: none"> At least 80% of SNPA staff confirms that monthly reporting system is considered “effective” to assisting their daily operations. 	To be determined
<ul style="list-style-type: none"> A human resource strategy is developed and available to all staff. 	To be determined
<ul style="list-style-type: none"> Outsourced functions have generated a positive return on investment to SNPA. 	To be determined

Goal: All users appreciate and become advocates of protected area management

Performance Indicator and Target	Baseline (2017)
<ul style="list-style-type: none"> At least 75% of participants in education awareness programmes confirm that the event has strengthen their interest to conserve nature. 	To be determined
<ul style="list-style-type: none"> At least 25% of foreign visitors report that the opportunity to visit the protected natural environment was a main reason for visiting Seychelles. 	To be determined
<ul style="list-style-type: none"> At least 75% of national visitors/interviewees report satisfaction with the management of their natural heritage. 	To be determined



Annex: Existing partnerships with SNPA

Partner	Partnership activities/benefits	Revenue to SNPA?	Partnership agreement signed?*
Morne Seychelois National Park			
Takamaka Bay, Apex Hotel Supplies, and Archipelago wines	Sponsored signage at the start of the trail, and have agreed to finance toilet facilities at Anse Major beach. The overall design and layout for the toilet were not available during the assessment for review.	No	TBC
Praslin National Park			
None		n/a	n/a
La Digue Veuve Special Reserve			
None		n/a	n/a
Baie Ternay			
Global Vision International (GVI)	GVI brings voluntourists to a camp in Baie Ternay, who contribute to biological research in the park. GVI pay a rental fee to stay at the camp. GVI provide free training to SNPA in diving, coral monitoring, and first aid. Copies of all the research data is sent to SNPA twice a year, and an annual scientific report is provided. GVI also promote the sites and activities on social media.	Yes - accom. rental	Yes - MoU
Port Launay			
Ephelia Resort	When the Ephelia was constructed, there was an agreement that the hotel would construct public toilets and a public barbeque area at the current beach-parking location. However, the construction was initiated about 8 years ago without local public consultation, and resulted in vandalism. At that point the Ephelia ceased development. More recently, the Ephelia has agreed to collaborate with SNPA on demarcation buoys for swimming and boating areas in the bay, and also to install information boards and notices relating to the park.	No	TBC



Partner	Partnership activities/benefits	Revenue to SNPA?	Partnership agreement signed?*
Curieuse			
Global Vision International (GVI)	GVI brings voluntourists to a camp on Anse Jose, who contribute to biological research in the park. GVI pay a rental fee to stay at the camp. GVI provide free training to SNPA in diving, coral monitoring, and first aid. Copies of all the research data is sent to SNPA twice a year, and an annual scientific report is provided. GVI also promote the sites and activities on social media.	Yes - accom. rental	Yes - MoU
Earthwatch	This voluntourism company runs an annual expedition to look at the coral reefs. They pay SNPA for expedition support, and send around 25-30 people each year in 2 groups. However, the data collected is not always accessible to SNPA.	Yes - as service provider	Yes - MoU
Whitetip Divers	Sometimes SNPA waives their fees in return for filling dive cylinders.	No	No
Le Domaine de la Reserve	Sponsoring the development of new toilets on the island	No	No
Ile Cocos			
None		n/a	n/a
Ste Anne			
Beachcomber resort	A volunteer program is funded by the resort in coordination with the Island Biodiversity Centre of the University of Seychelles, and a student who undertakes turtle monitoring and tagging on the beaches of St Anne Island.	No	TBC
Moyenne Foundation	Moyenne foundation is the trust that administers the island which is also a designated terrestrial park Signed 28 June 2013 - validity unlimited Includes sharing of facilities including office and dormitories on the island and joint activities.	No	Yes

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