

MARKETING & COMMUNICATIONS PLAN 2019-2024



FOREWORD

“Collaboration is a key part of the success of any organization, executed through a clearly defined vision and mission and based on transparency and constant communication.”

Dinesh Paliwal

The Seychelles National Parks’ Authority’ Strategic Plan sets the path for several key actions required to move the Seychelles National Parks Authority (SNPA) significantly ahead. The Plan has been instrumental in assisting the SNPA in reaching a financial autonomy status as of January 2019. Financial autonomy brings us exciting challenges and opportunities given that the SNPA now finds itself standing on its own two feet and figuring out how best to serve its mandate while sustaining itself financially.

We are very pleased to now launch SNPA’s new Marketing and Communications Plan. This provides us with an entirely new platform to communicate to our partners, Seychelles’ citizens and the rest of the world in an effective and productive manner. SNPA remains true to the opening quote from Dinesh Paliwal and we recognize the value of our stakeholders and partners. This Plan, which logically builds from the Strategic Plan, details how we communicate with our visitors, our residents, our partners and potential financial sponsors so that what we offer, what we do and what we need (and why we need it) is clear and understood. A sound marketing and communications plan, supported by effective execution, is vital to the SNPA story we plan on writing in the foreseeable years.

Our mission which is ‘*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,*’ remains the same. However, how we go about it and how we secure revenue to carry out our activities, as well as recruit and maintain an efficient and motivated workforce, is receiving a complete overhaul, and this plan is a direct outcome of that.

My team and I are ready to support this plan and its execution. We believe that it will do justice to raising the profile of the SNPA and increasing the awareness of the monumental responsibility we have in ensuring that the environment of Seychelles is protected for generations to come.

*Selby Remy | Chief Executive Officer
Seychelles National Parks Authority*

ACKNOWLEDGEMENT

SNPA gratefully acknowledges the contributions from all of its staff to help guide SNPA’s Marketing & Communications Plan for the next five years as well as the support of its partners from the tourism industry, including operators who gave their time and shared their suggestions and ideas in focus groups and workshops.

This plan has been financed and supported by the GOS-UNDP-GEF Protected Areas Finance Project.

Authors: **Dr Andrew Rylance** - Finance and Economics Advisor, GOS-UNDP-GEF Protected Areas Finance Project | **Marie-France Watson** (Vizier Communications)

Photos: **Seychelles National Parks Authority** | **Seychelles Tourism Board**

Graphic Design: **Marie-France Watson** (Vizier Communications)

EXECUTIVE SUMMARY

In January 2019, the SNPA became a financially-autonomous organisation with the ability to reinvest revenue that it generates into upgrading and maintaining the parks' infrastructures as well as improve the quality and consistency of its conservation management activities. The SNPA Strategic Plan outlines how the organisation intends to implement its new vision over the next five years.

The aim of the SNPA Marketing and Communication Plan is to effectively communicate the implementation of the SNPA Strategic Plan, providing information to international tourists, residents, local operators, the government and its wider stakeholder base. The plan is intended to provide SNPA with guidance on how specific types of information should be targeted to each stakeholder group, using the most effective communication method.

This is intended as an outward-facing tool, to support SNPA to engage with its stakeholder base. The plan does outline the protocol for how SNPA staff should collaborate to generate communication information for public consumption. However, it does not directly address internal communication and reporting, which is a human resources component and should be addressed appropriately in a human resources plan.

The market research as well as surveys, focus groups and workshops have informed the development of the four following objectives, to enable SNPA to effectively:

- **Market its tourism products and services** directly to visitors and tourism operators that currently or potentially utilize the sites;
- **Communicate its conservation activities** externally to its wider stakeholders in Seychelles, including the private sector, government departments and schools;
- **Attract external financial support** to the SNPA-managed sites; and,
- **Determine the best use of its resources** to achieve its specific marketing and communication objectives based on the requirements of its stakeholders

The plan contains results of the market research involves online surveys, focus groups and workshops with SNPA staff, national stakeholders from the public and private sector as well as residents. A marketing and communication matrix has been developed, alongside a detailed description of each communication method and implementation and monitoring plan.

Finally, the plan should implemented alongside the SNPA Strategic Plan and should be reviewed together.



TABLE OF CONTENTS

Introduction and Objectives of the Plan	5
Methodology section	6
Literature Review	6
Focus Groups	6
Online surveys	6
Stakeholder Workshop	7
Limitations to the Plan	7
Market Overview	8
Visitation in SNPA National Parks	10
Results of Market Research	11
SNPA Marketing and Communication Strengths and Weaknesses	17
Marketing and Communication Strategy	18
Human and Financial Resources	27
Implementation Plan	30

TABLES & FIGURES

Table 1: Summary of SNPA-managed National Parks	5
Table 2: Schedule and Participation in Focus Groups	6
Table 3: Selected focus groups comments on communication methods	14
Table 4: Marketing and Communication Matrix	18
Table 5: Indicative Implementation Budget	28
Figure 1: Visitor Arrivals to Seychelles (2011-2017)	8
Figure 2: Seasonality of Visitation to Seychelles (2011-2017)	8
Figure 3: Visitor Arrivals by Leading Markets (2016/2017)	9
Figure 4: Activities Participated in by Country of Residence: Q4 2017	9
Figure 5: Visitation by non-residents to SNPA National Parks	10
Figure 6: Frequency of information channels used by visitors	11
Figure 7: Sources of information to influence visitor decisions	12
Figure 8: Type of information required for visitors	12
Figure 9: Type of information required for national operators	13
Figure 10: Channels of communicating with national operators	13
Figure 11: Age of Resident Respondents	15
Figure 12: Frequency of visitation to National Parks	15
Figure 13: Reasons to visit the National Parks	16
Figure 14: Desirability of types of information to receive about the National Parks	16
Figure 15: Most preferred communication methods	17

1. INTRODUCTION & OBJECTIVES OF THE PLAN

The Seychelles Protected Areas (PA) system is expanding from 557 km² in 2016 to 400,000km² in 2020. The Seychelles National Park Authority (SNPA) is a parastatal organization primarily responsible for managing seven National Parks and one Special Reserve in the Inner Islands, outlined below.

Table 1: Summary of SNPA-managed National Parks

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	152	1176	1328
	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				6092.10

The authority manages most number of protected areas by a single organisation and some of the most visited sites (i.e. Curieuse, Cocos Island, Ste. Anne Marine Park) in Seychelles, which received 79,923 paying visitors in 2018. Some areas of the terrestrial National Park of Morne Seychellois (e.g. Mare aux Cochons, Copolia, la Mission, Anse Major) are also well visited by a large but unquantified numbers of non-paying visitors.

In January 2019 the SNPA will become a financially-autonomous organisation with the ability to reinvest revenue that it generates into upgrading and maintaining the parks' infrastructures as well as improve the quality and consistency of its conservation management activities. The SNPA Strategic Plan outlines how the organisation intends to implement its new vision over the next five years. It has already, with financial and technical support from the GOS-UNDP-GEF Protected Area Finance project, begun to amend its governing legislation to account for its new mandate, upgrade trail signage and information, build visitor centres at key tourism marine National Parks, as well as introduce an online payment system to improve the efficiency and effectiveness of its entrance and mooring fee collection. A number of partnerships with the private sector and government departments have also been formed.

The aim of the marketing and communication plan is to effectively communicate the implementation of the SNPA Strategic Plan, providing information to international tourists, residents, local operators, the government and its wider stakeholder base. The plan is intended to provide SNPA with guidance on how specific types of information should be targeted to each stakeholder group, using the most effective communication method.

This is intended as an outward-facing tool, to support SNPA to engage with its stakeholder base. The plan does outline the protocol for how SNPA staff should collaborate to generate communication information for public consumption. However, it does not directly address internal communication and reporting, which is a human resources component and should be addressed appropriately in a human resources plan.

2. METHODOLOGY SECTION

This plan was developed using four main approaches: 1) Literature review, 2) Online surveys, 3) Focus groups, and 4) Workshops.

Literature Review

A series of documents were identified during the inception phase that were provided by representatives of SNPA and the GOS-UNDP-GEF Programme Coordination Unit, including but not limited to:

- SNPA Strategic Plan (2017-2021);
- Seychelles Protected Area Finance Plan (2016);
- Seychelles National Bureau of Statistics: Visitor Arrival Statistics;
- Seychelles National Bureau of Statistics: Visitor Expenditure Surveys;
- Previous SNPA marketing and communication materials; and,
- International examples of marketing and communication strategies but national PA Authorities.

Focus Groups

Four focus groups were conducted over the course of two months with different stakeholders groups. Focus groups were organised with boat operators operating from both Mahé and Praslin. The operators were contacted by phone calls, emails and texts from the database provided by STB. The table below outlines the schedule, stakeholder groups and participation. A full list of participants is provided in Annex 1.

Table 2: Schedule and Participation in Focus Groups

Focus Group Details	Date	Venue	No. of Participants
SNPA Sections	18 th September	PCU Meeting Room, Le Chantier mall	12
Boat Operators Mahé	15 th October	Marine Charter, Victoria	10
Boat Operators Praslin	16 th October	Curieuse Island, Praslin	9
Key Tourism Partners	22 nd October	PCU Meeting Room, Le Chantier mall	13
		Total	44

Online surveys

In order to further subsidise the focus group meetings a series of online surveys were developed for three key stakeholder groups: Residents, National Operators and International Operators.

Residents: Surveys were advertised through the SNPA Facebook page, using paid Facebook advertising. As a result of this approach the survey reached the following:

- Post Engagements: 680 (number of clicks/likes/comments)
- Reach: 17,704 (number of different people the ad was shown to)
- Impressions: 84,965 (total number of times the ad was shown)

National and International Operators: Online surveys, developed using Survey Monkey, were sent to all domestic and international operators registered with the Seychelles Tourism Board (STB). STB disseminated the surveys on behalf of SNPA, reaching 260 national as well as international tourism operators via 14 of their overseas offices. Resident surveys were also

emailed directly to human resources sections of the following organisations:

- Hunt Deltel
- PUC
- SACOS
- Barclays Bank
- MCB
- Mason's Travel
- Creole Travel Services
- Development Bank of Seychelles
- Intelvision
- Cable & Wireless
- Airtel

Furthermore, links to all three surveys were strategically placed on the home page of the SNPA website. Surveys opened on 8th October and closed on 5th November 2018.

Stakeholder Workshop

A validation workshop was conducted on Wednesday 5th December 2018. All participants of focus groups were invited to attend the workshop, receiving a save the date invitation two weeks before and a formal invitation one week before. Unfortunately, only two private sector operators confirmed their participation in addition to 13 SNPA staff. Therefore, beyond the validation workshop, the draft report was shared with focus group members and given two weeks to provide comments.

Limitations to the Plan

The report is predominantly limited by two factors:

- The involvement of the private sector in providing inputs into the plan. Three focus groups were organised, which received a good participation. However, short surveys (10 minute completion period) were emailed to all tourism businesses registered with STB and only 15 responses were received. Aside from emails there were also texts (61) sent and phone calls (78) made. All focus groups participants were invited to the validation workshop, but only one was available.
- Resident surveys were implemented digitally through social media, due to budget and time constraints. The plan acknowledges an inherent bias in responses that those with a pre-existing interest in nature would most likely respond. However, given SNPA's limited social media presence, it demonstrated a cost-effective method of interacting with residents.

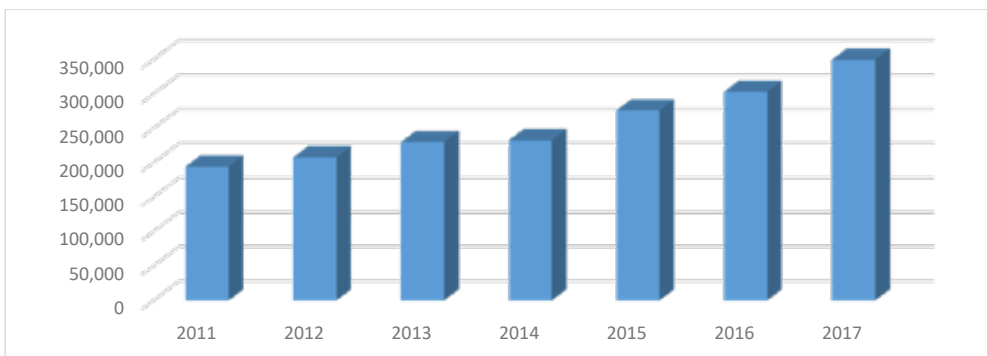


3 MARKET OVERVIEW

The National Parks are predominantly used by international tourists, residents, tourism operators and timber businesses. Currently, the main form of collecting visitor information by SNPA is counting ticket sales. As residents are not required to pay entrance fees, little information on visitation by residents is known.

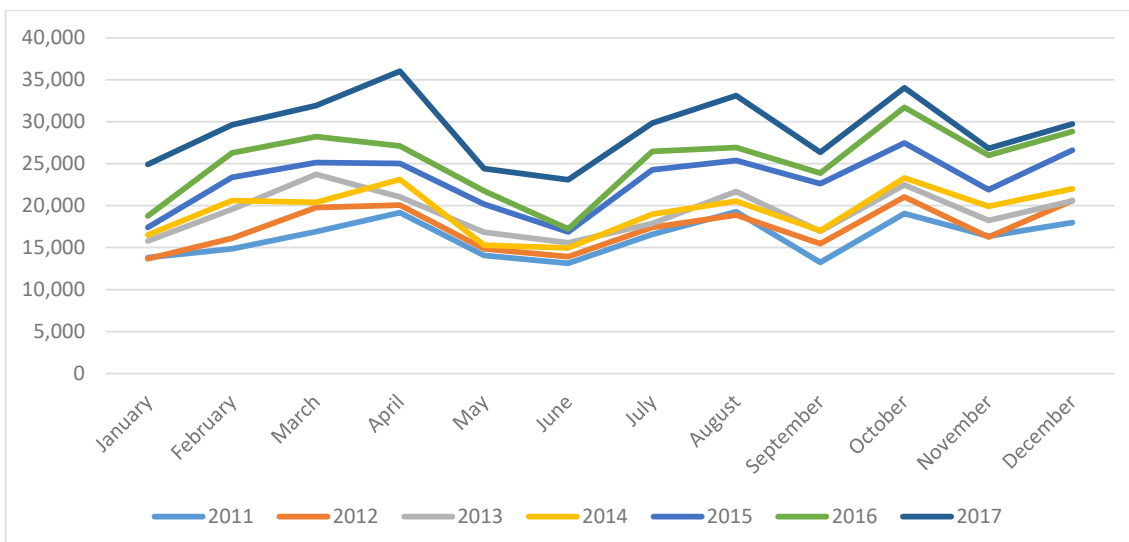
However, the Seychelles National Bureau of Statistics conducts quarterly visitors surveys, which highlight that from 2011 onwards, visitation has gradually increased annually (see Figure 1).

Figure 1: Visitor Arrivals to Seychelles (2011-2017)



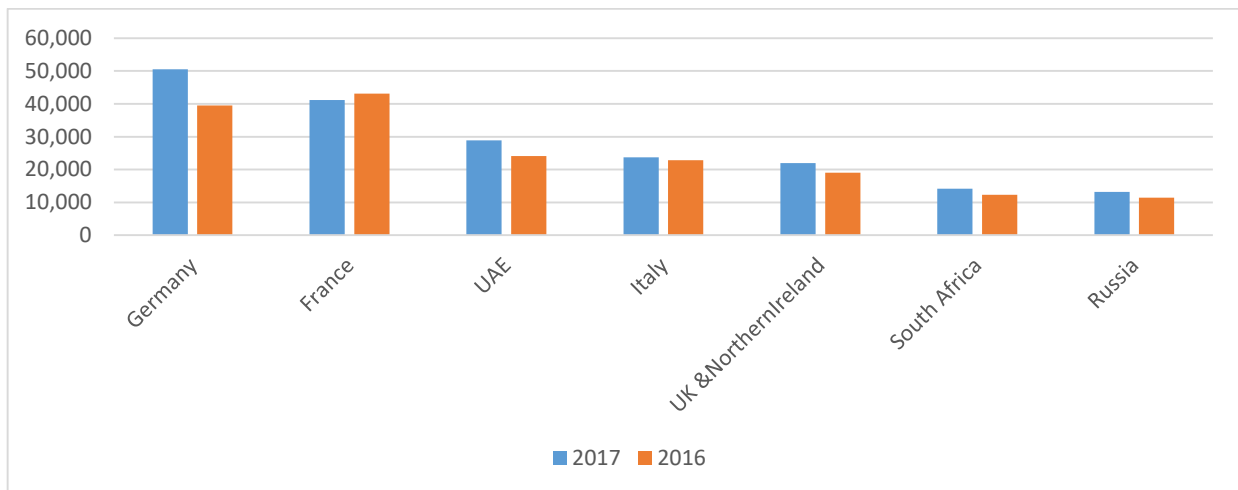
Furthermore, visitation to Seychelles is seasonal), with annual peaks in April, August, October and December (see Figure 2). This can assist SNPA to effectively plan its conservation activities for periods of lower visitation and increase communication and tourism marketing before the peak periods commence.

Figure 2: Seasonality of Visitation to Seychelles (2011-2017)



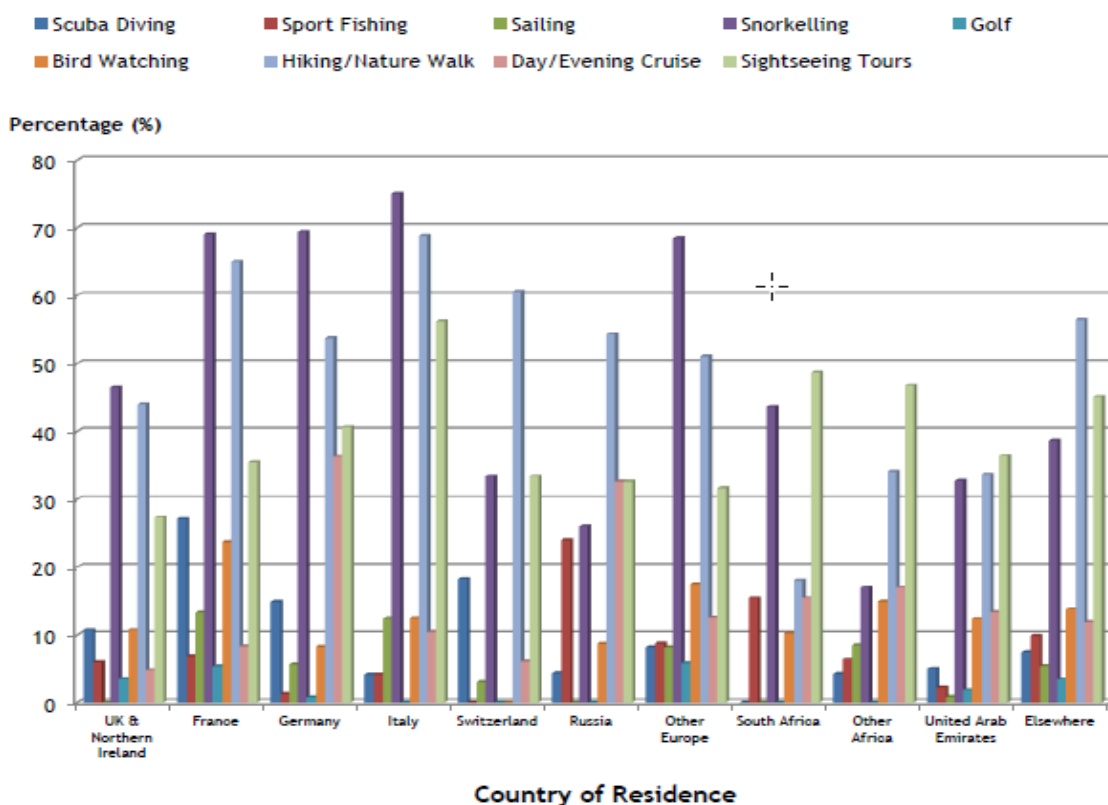
The average length of stay was 9 nights in 2017 and the leading arrival markets were Germany, France, UAE and Italy (see Figure 3). This information could guide SNPA on the language required to be used in promotional material.

Figure 3: Visitor Arrivals by Leading Markets (2016/2017)



Finally, based on Figure 4 below, the most popular activities that international tourists participate in are snorkelling, hiking and sailing; all of which are possible activities that can be conducted within SNPA terrestrial and marine National Parks, either directly by tourists or through tourism operators.

Figure 4: Activities Participated in by Country of Residence: Q4 2017

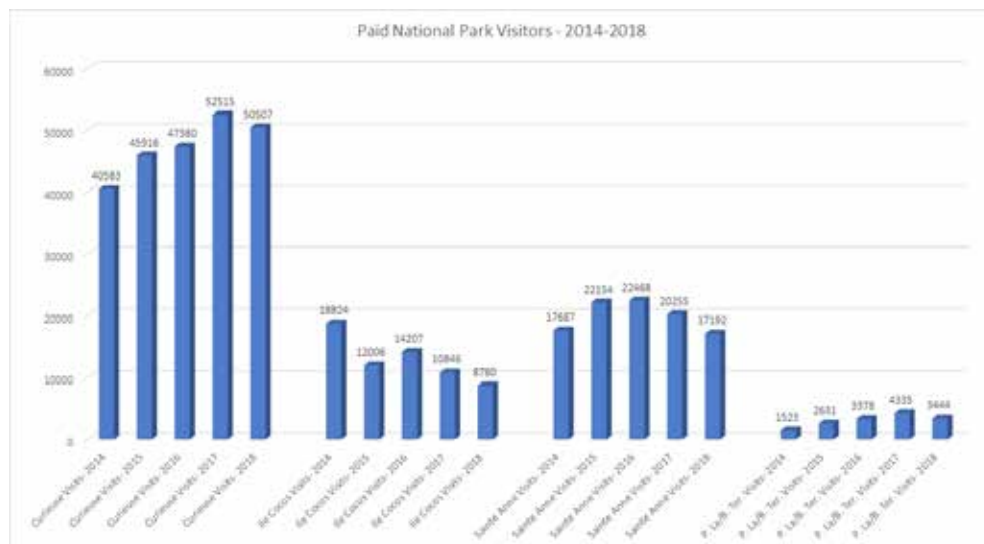


Visitation in SNPA National Parks

Figure 5 highlights the visitation of non-residents to specific SNPA National Parks. This clearly demonstrates that visitation to marine parks is consistently growing. However, as this is based only on tickets sold, there are significant informational gaps resulting in an underestimation of visitation, namely:

- Visitation to terrestrial National Parks are not counted as no entrance fees apply;
- Residents are not included as they are not required to pay entrance fees;
- As there is no permanent ranger base at either Saint Anne Marine Park or Ile Cocos Marine Park, it is not guaranteed that rangers will always be present to issue tickets;
- Entrance and mooring fees are only currently applied to yachts entering Port Launay and Baie Ternay Marine Parks. Entrance fees from international visitors accessing the marine parks from the road are not collected, representing a significant underestimation in the number of visitors to both sites; and,
- Regular and consistent visitor counting at all sites would assist in resolving this issue.

Figure 5: Visitation by non-residents to SNPA National Parks



SNPA should use this regular stream of market information to help inform and adjust its marketing and communication strategies on a regular basis, being aware of market changes. Specifically, it is recommended that SNPA:

- Conducts quarterly marketing meetings to review the latest surveys released by the Seychelles National Bureau of Statistics (NBS) to identify information that adds value to their ongoing and/or new initiatives;
- Compare the national surveys with their own on-site visitor satisfaction surveys to identify differences and whether specific marketing campaigns should be developed to target nationalities that are visiting Seychelles but not the National Parks; and,
- Work together with the NBS to recommend changes to the visitor surveys which might benefit SNPA, such as disaggregating marine parks from Morne Seychellois.
- Conduct independent surveys to estimate the number of Seychellois visiting/using the marine parks, or investigate options to embed critical questions within existing national surveys.

Results of Market Research

The market research is divided into two groups: national operators and residents.

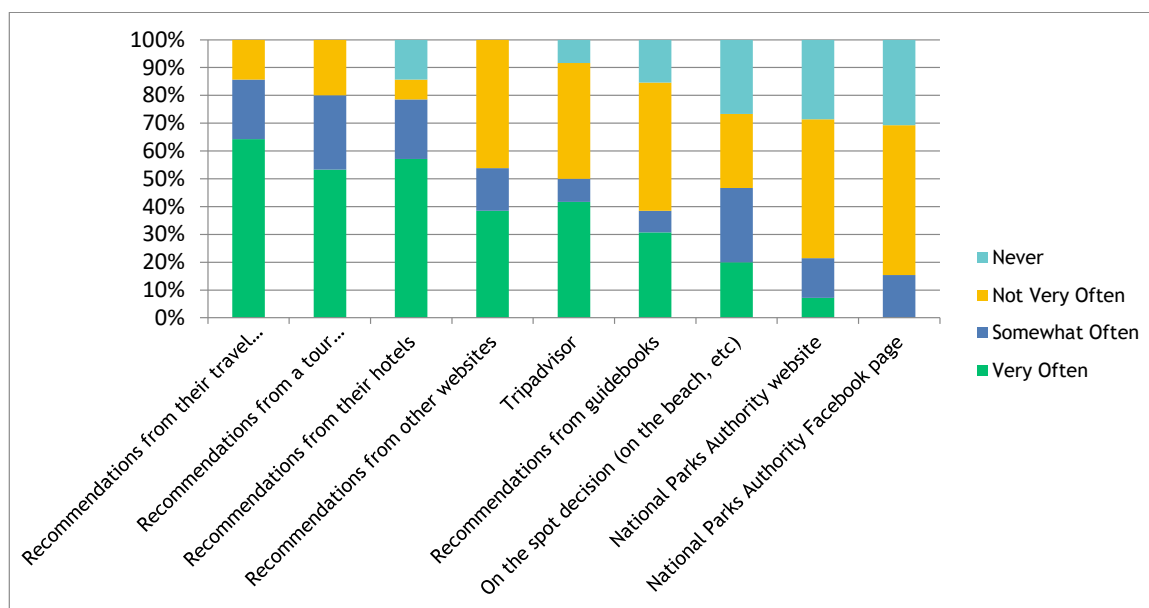
National Operators

Surveys were sent out by the Seychelles Tourism Board to all 260 national operators registered in the Ministry of Tourism database. This figure included, as per the database classification, 203 hirecraft, 14 watersports, 20 dive centres and 23 tour operators. In addition, during focus group meetings, operators were reminded of the on-line survey and were asked to participate. Aside from emails there were also texts (61) sent and phone calls (78) made. The consultants also used their business contacts to reach out to some operators.

Therefore, as a result of the low response rate it is clearly important for SNPA to increase the amount of marketing information developed about the National Parks in order to encourage national operators to provide their input. Of the 15 respondents to the survey, 73% were boat operators and 66% offered snorkel trips inside the National Parks.

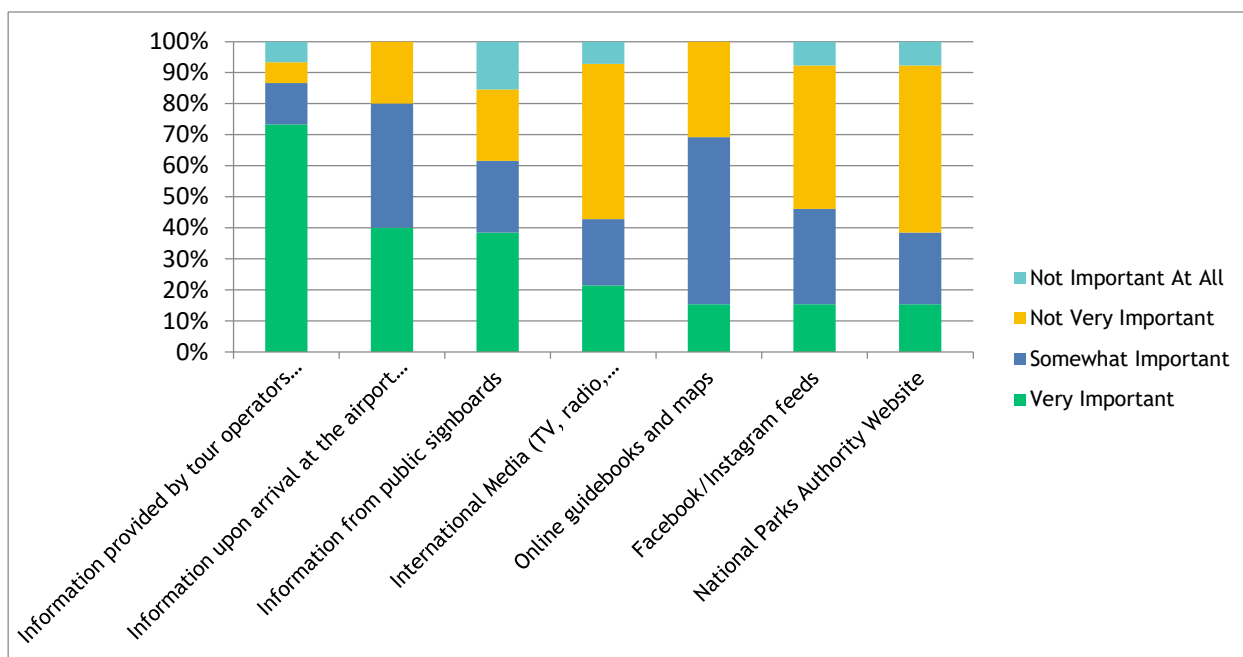
National operators responded that international tourists decide which National Parks to visit from their travel agents, hotels and tour guides. They also use TripAdvisor and recommendations from other travel websites (see Figure 6). However, operators did not think that the SNPA website and facebook channels were effective communication channels.

Figure 6: Frequency of information channels used by visitors



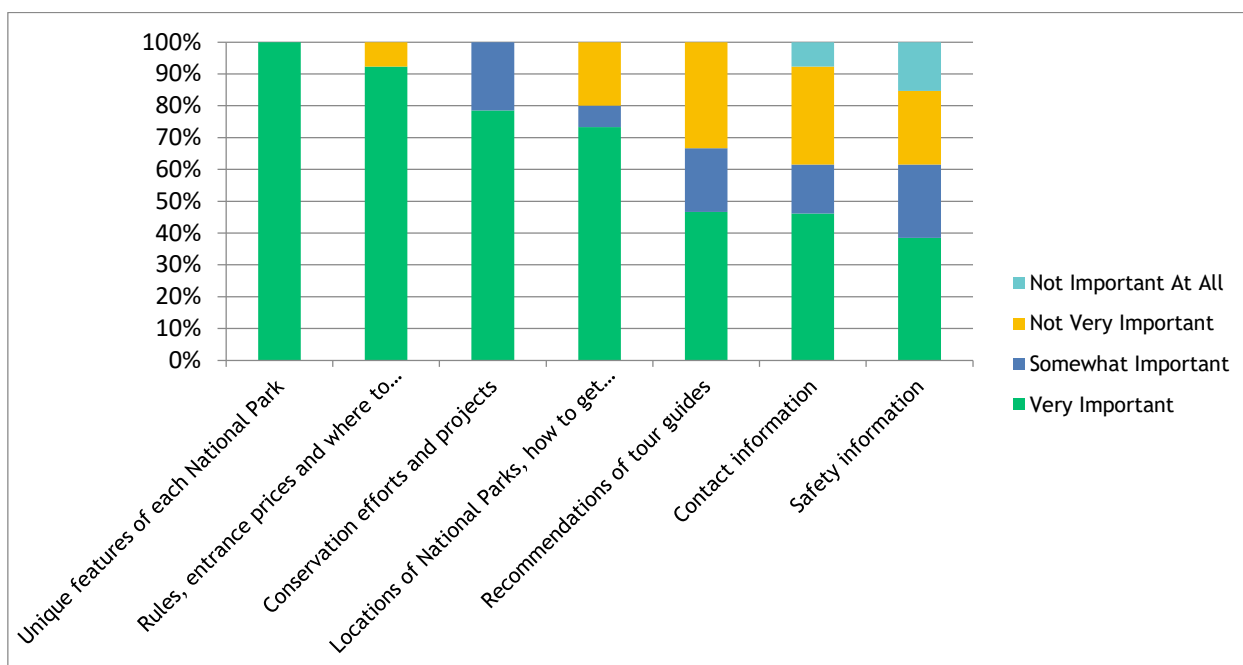
Generally, operators believed that it was very important to provide tour operators with accurate information, place clear and attractive information at the arrivals areas at the airport as well as public signboards (see Figure 7).

Figure 7: Sources of information to influence visitor decisions to visit National Parks



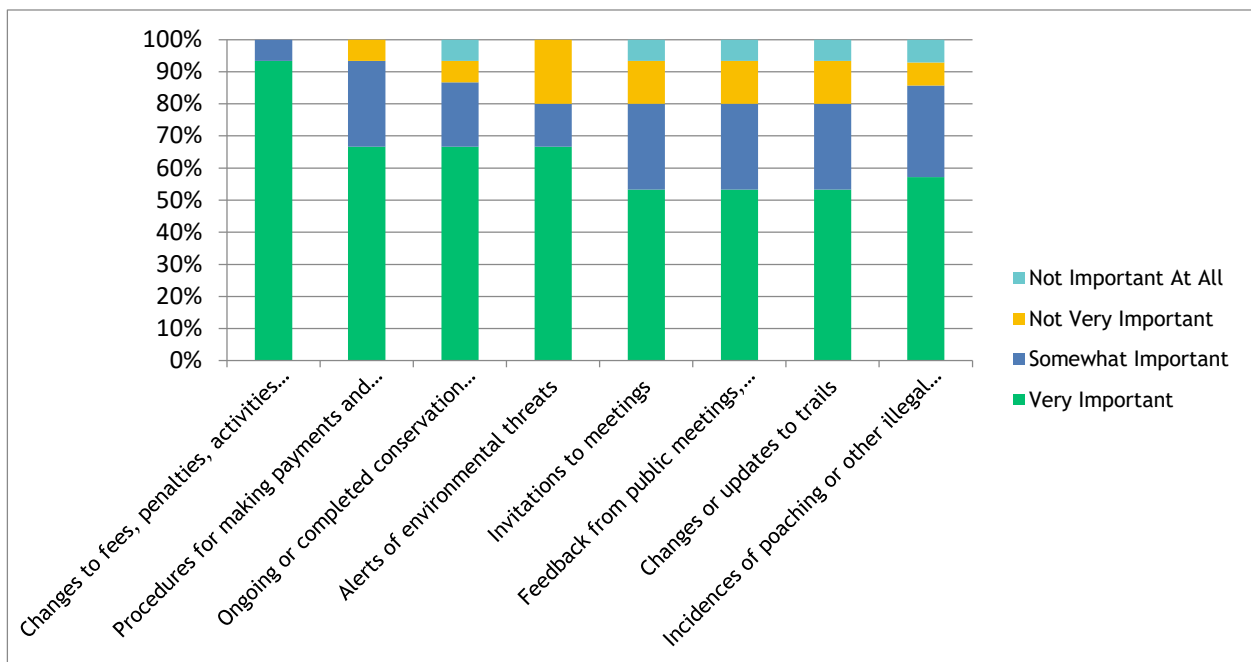
National operators believe that providing information for visitors is very important as well as information on the current conservation projects (see Figure 8). Interestingly, providing safety information was not so strongly proposed, which has been a common issue highlighted by the Cross-Sectoral Tourism Committee.

Figure 8: Type of information required for visitors



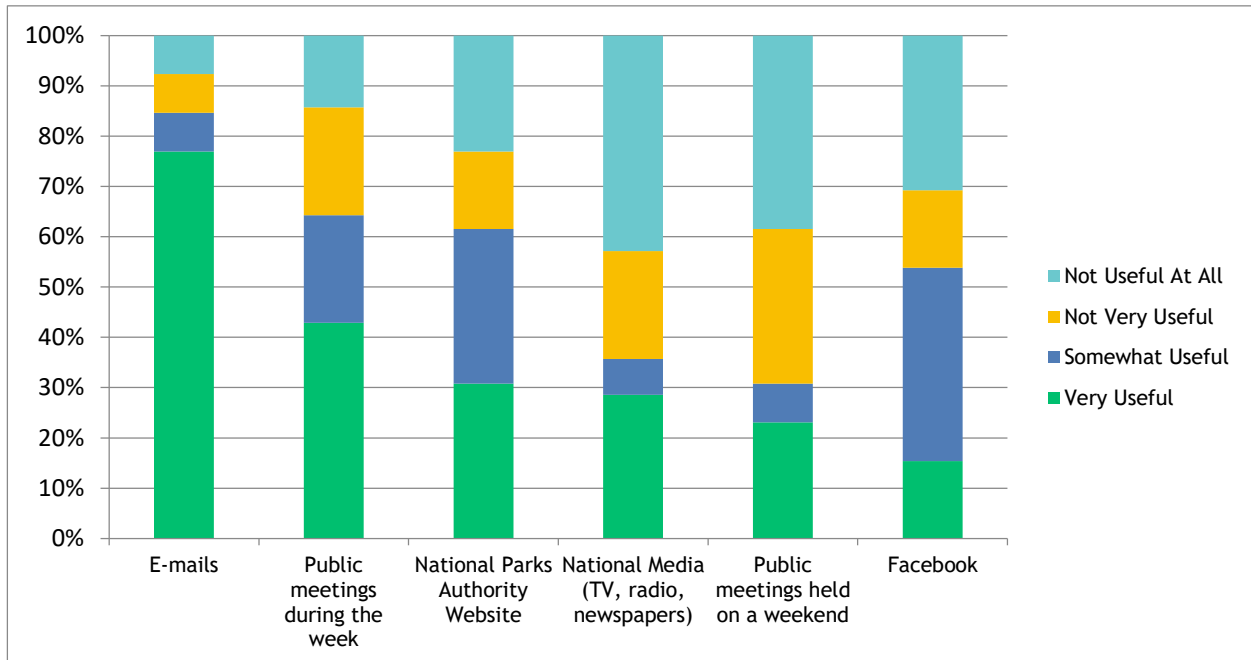
The type of information that operators would like to receive include information on entrance fees, penalties and payment procedures as well as conservation information (see Figure 9). Generally, operators wanted to receive more information on a consistent basis that helps add value to the tours they offer within the National Parks.

Figure 9: Type of information required for national operators



Finally, national operators would prefer to be contacted through emails (see Figure 10). The least preferred options were weekend meetings and social media.

Figure 10: Channels of communicating with national operators



Three focus group meetings with 32 operators and national stakeholders were conducted to elaborate on the findings from the 15 completed online survey, totalling 47 respondents. A summary of the most important type and implementation of specific communication methods for tourists, operators and media partners are outlined on the next page.

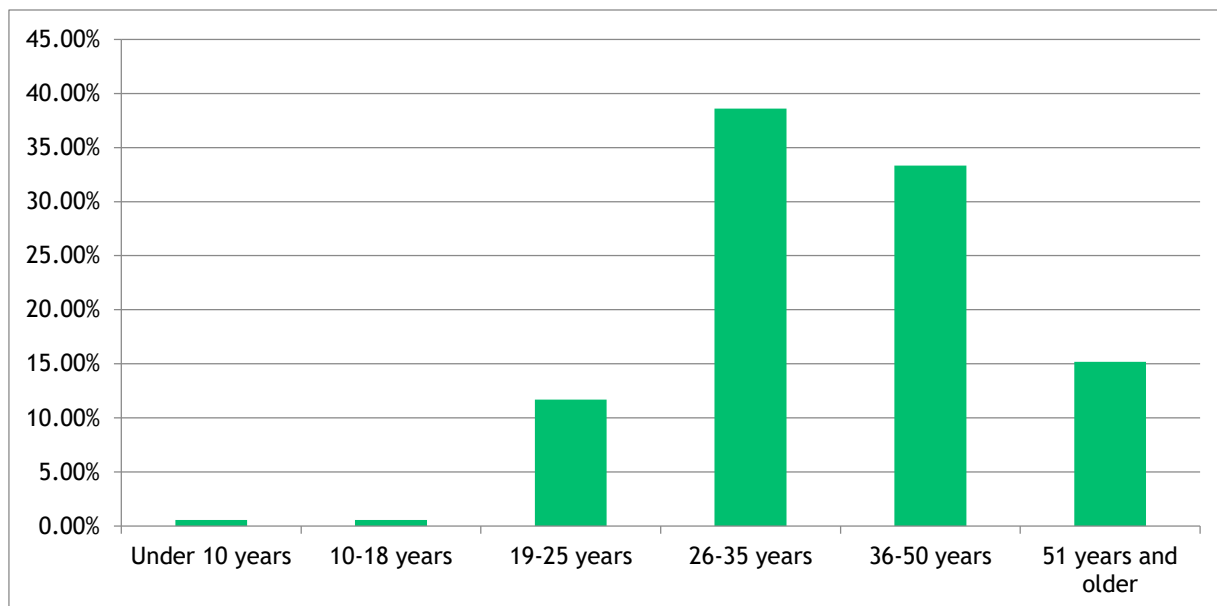
Table 3: : Selected focus groups comments on communication methods

Stakeholder Groups	Communication Method	Details
Tourists	Website	The website should provide all the park options along with their rules and regulations.
	Social Media	An updated and active Facebook page keeps the visitors who follow the page updated with events in the parks and conservation efforts which are on-going. It is important for someone visiting the page for the first time to get a sense of what the parks offer. The Facebook page should provide the visitor with a direct link to the website
	Brochures	Updated, reader-friendly and informative brochures should be available for tourists in key places to provide them with information on the various sites and what they should expect.
	Signage	Proper, clear, vibrant signage is important on all sites. They can be used to: -pass on information on the rules and regulations (do's and don'ts) -display information pertaining to the sites (fish species/ historical background) -provide additional information on conservation projects -promote other SNPA sites
	Audio Recordings for Trails	Given that visitors often explore trails on their own or with taxi drivers who are not qualified tour guides, audio guides which they can download can help them obtain information on the trails' history, flora and fauna.
	Seychelles Travel Guide App	SNPA products and services should be listed on the app which would offer visitors the option of a wider range of activities.
	Promotional video productions televised interface	Promotional SNPA videos can be produced and disseminated to stakeholders who have facilities to showcase them to guests (hotel rooms/ reception areas/ waiting areas/ ferries, etc)
	Set up TripAdvisor accounts for each site	TripAdvisor accounts will: - Give information about the sites - Improve visitor experience by learning tips from others - Provide SNPA with information of what visitors love and what needs to improve.
National Operators	Meetings	Bi-annual meetings have been suggested to keep operators in the know of what is going on in the parks and with SNPA
	Briefings	Regular briefings by park managers keep the communication channel open between operators and the SNPA. Aside from updates which need to be relayed, regular briefings can bring to light any issues which need to be addressed or explained.
	SNPA Newsletter	An updated operator database will provide the option of sending the SNPA newsletter to the operators. Given that the newsletter will cover news and project updates, it will give the operators updates and necessary information which they can pass on to their clients. SNPA can also use existing conduits such as the SHTA newsletter.
Media	Regular Feature Articles	Running series of articles in the newspapers which can be modified if necessary for the website. These articles can either address news items (poaching cases) or just general information.

Residents

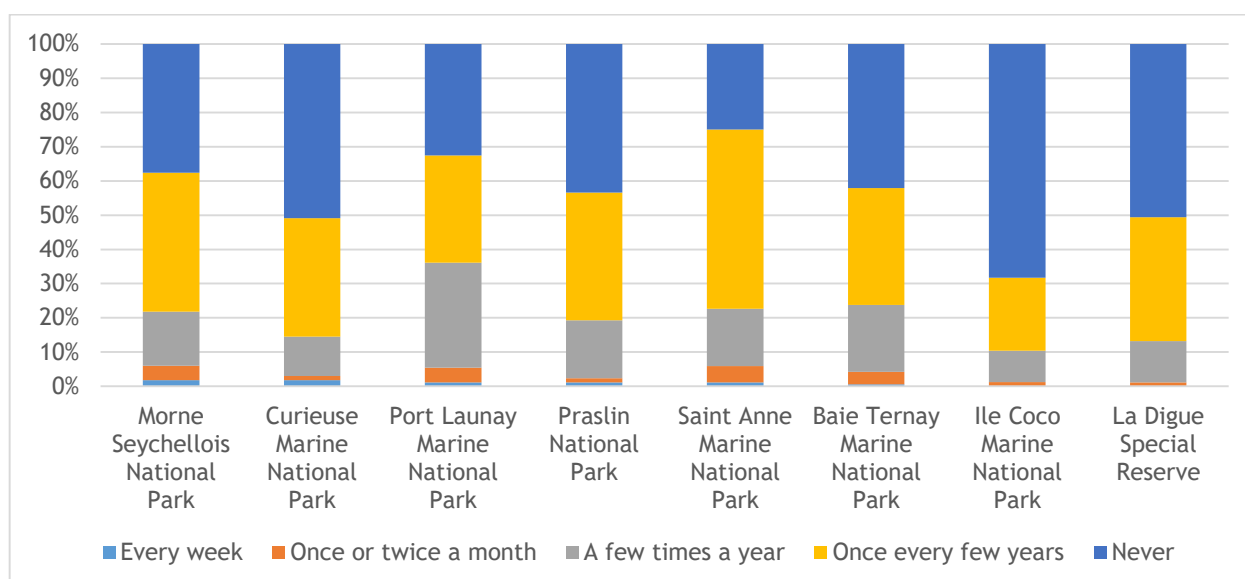
The online resident survey was answered by 172 respondents, 90% of which were based on Mahé. The methodology section outlines how the survey was marketed. Of the 172 respondents, the majority were aged between 26-35 years (38%) and 36-50 years (33%) (see Figure 11). This is a good basic for SNPA to continue and increase the participation of residents to inform SNPA policy and activities.

Figure 11: Age of Resident Respondents



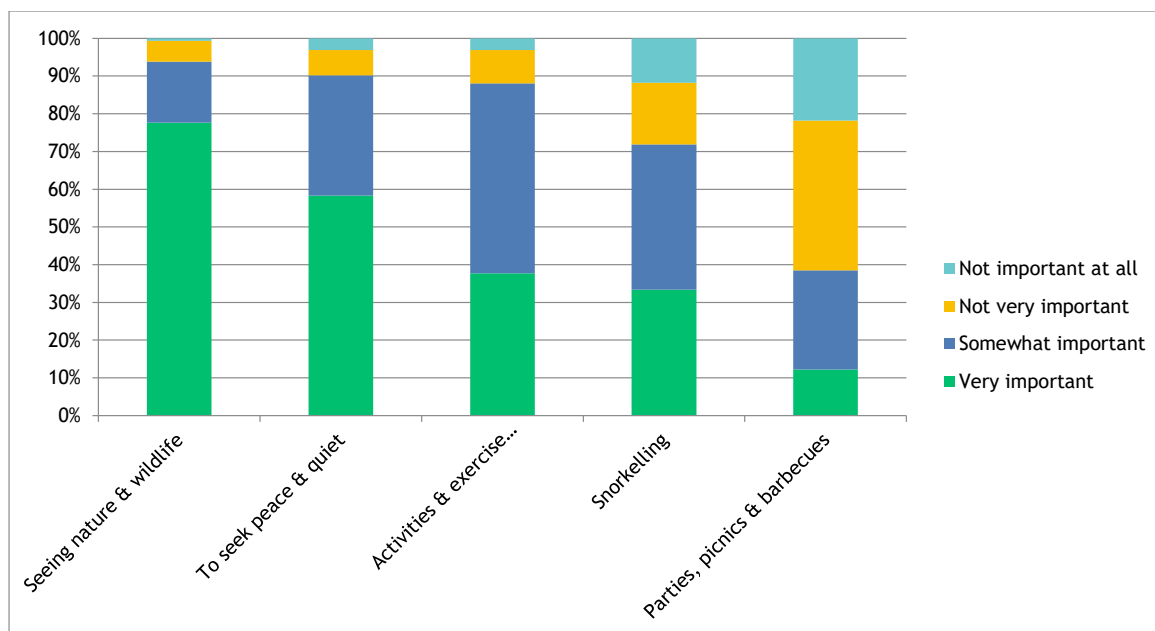
However the frequency of visitation of those that did respond, do not visit the National Parks often (see Figure 12). Ste Anne, Port Launay, Baie Ternay and Morne Seychellois are most frequently visited, presumably due to their logistical convenience for respondents based on Mahé. Therefore, there is obviously a need for SNPA to develop campaigns to attract more residents to National Parks.

Figure 12: Frequency of visitation to National Parks



Interestingly, residents who do visit the National Parks do so with the aim to enjoy nature, seek quiet as well as conduct sporting activities such as exercise or snorkelling. Importantly, relatively few respondents believe that barbeques and parties were an important reason to visit. This should therefore have impacts on decisions on prioritising investment efforts and managing potentially conflicting activities.

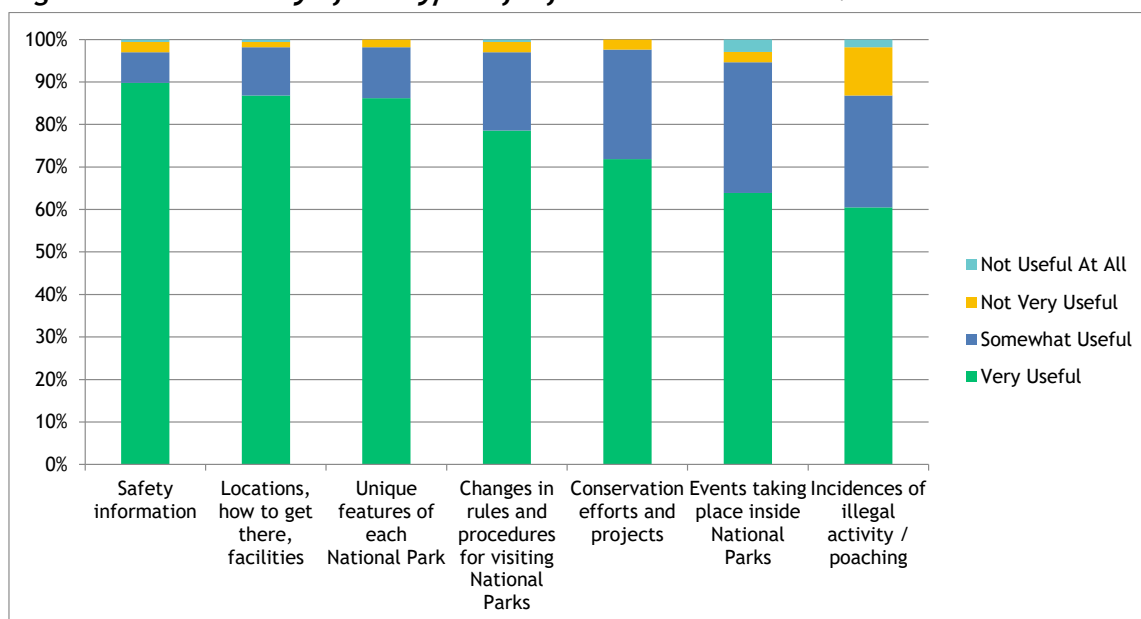
Figure 13: Reasons to visit the National Parks



A selection of additional comments from respondents included that they visit to relax, spend time with younger family members, or that it is linked to their work in the tourism industry.

Figure 14 outlines the demand for different types of information about the National Parks. Generally, more information generated by the National Parks is considered very useful. It clearly demonstrates a need to produce more information on a consistent basis, not just on the topic of conservation but also providing practical information on the facilities, rules, safety information and future events taking place in the National Parks.

Figure 14: Desirability of the types of information about the National Parks

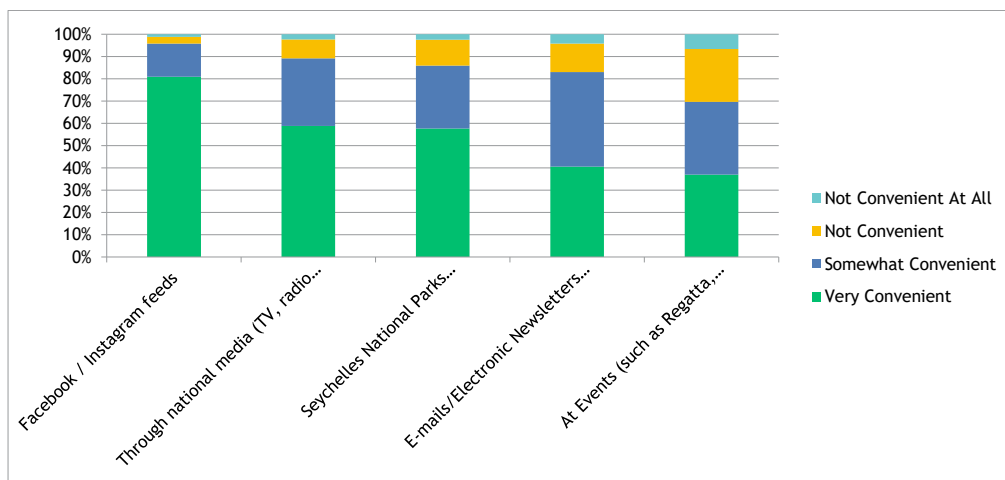


A selection of additional types of information which respondents believed would be useful included:

- Information on moorings and how they should be used, speed limits for vessels and danger areas;
- History of the sites and specific cultural importance; and,
- How residents can be involved in volunteer opportunities or contribute to the National Parks. This may include supporting activities with school children or marshalling at sporting events held in the National Parks.

Social media, national media and the SNPA website are the most preferred methods of communication (Figure 15). Facebook is the most effective social media platform in Seychelles at present, which is confirmed by respondents. It also highlights the importance of maintaining the SNPA website as an effective communication tool with residents.

Figure 15: Most preferred communication methods



4. SNPA MARKETING & COMMUNICATION STRENGTHS AND WEAKNESSES

During a facilitated workshop with SNPA staff, several communication strengths and weaknesses were highlighted.

STRENGTHS

- Strong existing partnerships with active partners, such as Global Vision International and the National Museum.
- A very good relationship with the TV Station 'Telesesel' was also noted as so far, it has given better coverage (both in terms of quantity and quality).
- On the marketing side, sites like Curieuse were described as great products which the visitors love. Decent infrastructure on Curieuse was also mentioned as a plus to the visitor's experience.-

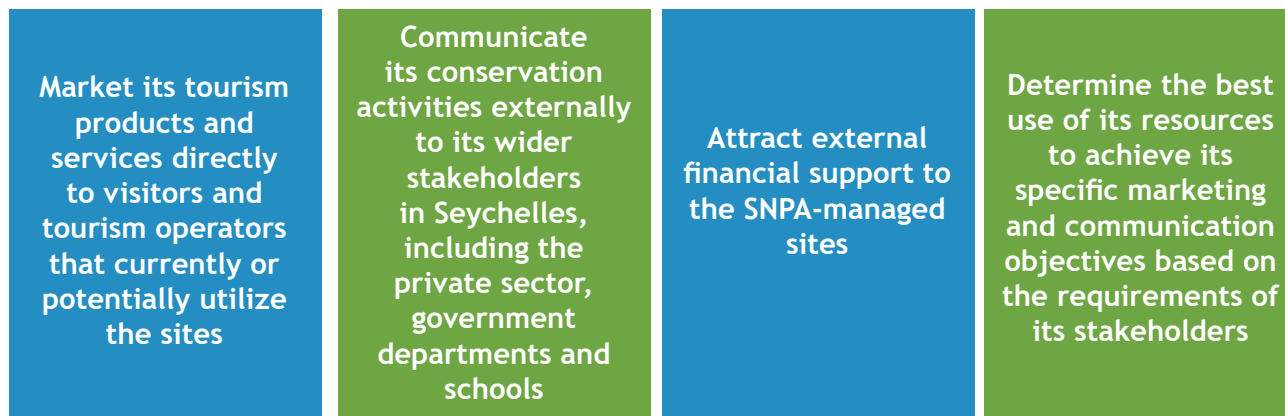
WEAKNESSES

- Lack of quality and frequency of Facebook posts, as well as lack of access to Facebook and YouTube channels for staff and technical experience with social media platforms are some factors which restrict the SNPA from improving on its marketing and communication deliverables.
- Ineffective communication with regards to protocol with outside parties such as film crews who use the park for commercial purposes; lack of awareness on behalf of some operators as to why SNPA needs to collect revenue to sustain the parks.
- General national lack of awareness as to why certain behaviours such as poaching affects the ecosystems of the parks and diminishes the value of the products SNPA offers.

5. MARKETING & COMMUNICATION STRATEGY

The market research as well as survey, focus groups and workshops have informed the development of the four following objectives.

The objectives of the plan are to enable SNPA to effectively:



In order to achieve these objectives - the plan highlights which communication methods are most effective to reach each stakeholder group. The aim is to be strategic and specific, avoiding developing communication material with the hope to reach everyone. The research has clearly highlighted that different stakeholder groups prefer different channels.

The following section provides a summary matrix as a quick reference guide for SNPA staff before any communication material is developed. It also elaborates how each communication method should be applied to the applicable stakeholder groups.

Before any marketing and communication materials are developed the following questions should be clearly answered. A one-page protocol is provided in Annex 2.

1. Which stakeholder group are you trying to reach?
2. What do they need to know?
3. What message are you trying to communicate (in one sentence)?
4. Why is this information important to the stakeholder, and what will they do differently after this communication?
5. What impact will this have on SNPA and how does it align with the objectives in its strategic plan?
6. How much will it cost to implement?

This is to ensure that (1) the SNPA staff has clearly thought through the communication; and, (2) the communication is focused to achieve its objectives.

Finally, all developed materials should be proofread and approval by the SNPA communication staff member who is responsible for the quality control and final publication of all material. Any publication errors are therefore their responsibility. In the short term, the SNPA Technical Advisory Committee could be used to help ensure that the information produced is clear and accurate.

Based on the results of the market research, focus groups and workshops the following summary matrix (next page) has been developed.

Table 4: Marketing and Communication Matrix

Communication Channels	Printed channels					Online platforms						Media platforms			Face-to-face communication				Telephone communication			
Methods	Leaflets (including maps)	Posters	Information / Signboards	Information briefings	Newsletter	Website	Video	Email mailing lists	Facebook	TripAdvisor	Instagram feeds	National newspapers	International Press	National Radio / TV	Public meetings	School visits	Presentations at conferences / workshops	Events	SMS Alert			
National Stakeholders																						
Local residents		X	X		X	X	X		X		X	X		X				X				
Teachers & School children		X				X	X		X			X				X	X	X				
Government departments				X	X	X		X				X					X					
Local tourism operators	X	X			X	X		X							X							X
Hotels	X	X			X	X	X	X														
National Media				X		X											X					X
Local conservation organisations				X	X	X		X	X			X										
Tour guides / Taxi drivers	X		X			X	X	X							X							X
International Stakeholders																						
International tourism agents	X					X	X						X									
International tourists	X		X		X	X			X	X	X		X									
International media				X		X							X									
International scientific and conservational organisations					X	X		X					X				X					
International donor organisations				X	X	X		X					X				X					
Corporate donors or foundations					X	X	X	X					X				X					

It is important to understand that methods with the highest number of checks does not necessarily mean the most important or the widest stakeholder reach. For example, whilst the number of corporate donors or scientific partners may be less than 10, the number of international tourists is over 300,000 and is expected to continue on the same trajectory in line with economic growth forecasts. This is an important consideration, as the impact of reaching that stakeholder group should also influence the financial and human resources invested in the activity. Impartially evaluating this, while detaching personal interests or biases, is an important managerial function.

The section beloww elaborates how each communication method could be applied to the applicable stakeholder groups.

Leaflets

Stakeholder	Implementation of the communication method
Local tourism operators; Hotels; Yacht charter; Tour guides and taxi drivers	These should be simple, clear, two-sided leaflets for each National Park as well as each trail, following the same structure and applying the brand guidelines. Each leaflet should provide information: Unique features of the site (compared to other sites), interesting ecological information and what to see, ongoing conservation efforts, rules and procedures, payment and penalty details. Contact details for emergencies should be provided. A separate leaflet outlining the online and POS payment system should also be developed. In addition to the above, leaflets should be developed for each leisure yacht (and laminated) outlining the entry and departure times, MPA boundaries, available moorings and mooring procedure, rules and procedures for vessels. All leaflets should replicate the information available on the SNPA website, to avoid confusion and duplication of effort. Digital leaflets are considered under the 'website' heading.
International tourism agents	A summary leaflet which provides an overview of the portfolio of National Parks, unique features and the differences between the sites, information on entrance fees as well as pointing towards the SNPA website for further information.

The leaflets could be developed as electronic documents and disseminated through the following channels:

- Emailed to hotels, yachts and tourism operators, who are then able to print and give to their guests. A limited run could be printed and distributed for hotel foyers and yachts.
 - Stored on the SNPA website under a download section for hotels and tourism operators to download additional copies.
 - Encourage hotels to also keep soft copies on their website for their guests, thereby reducing the amount of paper being printed.
 - Keep a limited number of printed leaflets for guests at tourism offices and at sites.
- Where possible SNPA, hotels and tourism operators should point tourists to their website rather than printing.



Posters

Stakeholder	Implementation of the communication method
Teachers and school children	Important conservation aspects and processes could be developed into colourful and interesting posters which can be distributed into schools, through the Wildlife Clubs or Department of Education. It is important to note that a vast body of international experiences exists on this topic and should be fully researched. The effective use of infographics to convey complex messages should be embraced.

Information Board / Signboards

Stakeholder	Implementation of the communication method
Local Residents; International Tourists	<p>An information board should be available at the main entrance areas for each marine National Park and the start of each trail. Work has already begun on the trails and should continue, using the same format. Information boards can be placed at the main embarkation points for tours to marine National Parks as well as at the airport. At each National Park the information board should always include the following:</p> <ul style="list-style-type: none"> • A map of the park, clearly showing its boundaries; • Unique features and interesting activities; • Rules and permitted activities; • Payment information and penalties; and, • Special information about the park (i.e. key fish/plant species, times of ranger talks)

Information briefings

Stakeholder	Implementation of the communication method
Government departments	SNPA could develop short one-page briefing papers with a specific target audience in mind. All briefing papers should be related to a specific policy issue being discussed, where the paper can inform a decision. Therefore, policy briefs could be developed for the MEECC Minister or PSE in advance of Cabinet meetings, providing options and outlining the implications of these options. Additional briefs could also be prepared for Minister and PS of Tourism, Agriculture and Fisheries. The CEO should be responsible for the approval and dissemination of these policy briefs.
National media	In advance of SNPA workshops, public meetings or events, SNPA should prepare a media briefing which should be circulated to the national media (Newspapers, TV and radio stations) at least three days in advance outlining the purpose of the event, why it is important, who is involved and what are the next steps. Contact details of the SNPA communication staff member should always be included. Current, clear and relevant stock photos should be provided in advance.
International media	Major SNPA milestones or activities which have global appeal could be communicated to the international press. The SNPA communication staff member should develop and maintain a list of international journalists, who report on environmental issues. It is important to distinguish what is a local issue and what is an internationally-applicable issue.



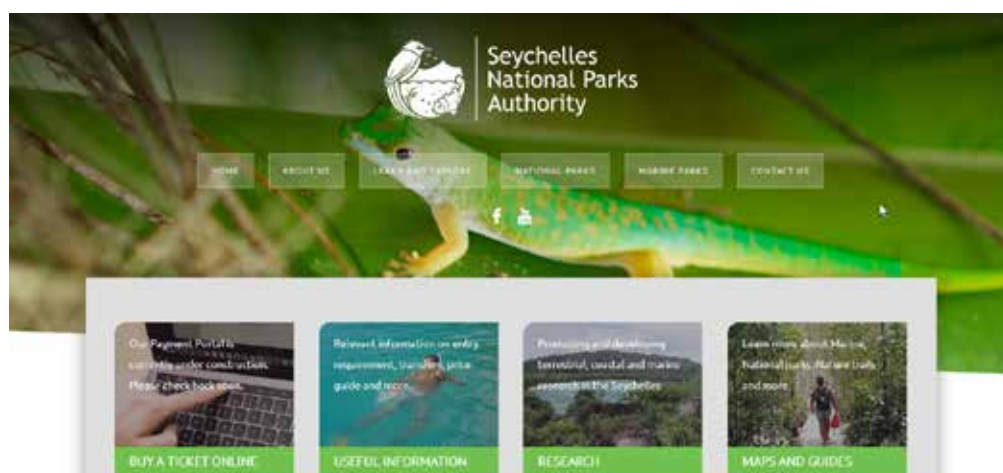
Images: A poster example (top) and the Glacis Trois Frères Nature Trail Signboard



Newsletter

Stakeholder	Implementation of the communication method
Government departments; Hotels; Local conservation organisations	The newsletter can be used to explain changes and progress. Try to avoid repeating stories especially if there is nothing new to report. The aim is to maximise the number of reads, so less is more. Newsletters can provide a summary paragraph and picture to entice the reader to click the link, which goes to the SNPA website for more information. It is useful to use a specialist newsletter software, rather than Microsoft word. Use proper software, such as Mail Chimp or Email Octopus which would enable SNPA to use the analytics functions to track readership and which stories are read from 'click-throughs'. This is a helpful feedback tool to decide the types of stories that are popular.
International tourists	International tourists that buy tickets online could be given the option, if they request, to subscribe to the SNPA newsletter. In this instance the articles will have a different emphasis to the above and therefore should be tailored accordingly. The purpose of this is to encourage previous tourists to maintain their connection to the site, and where appropriate, donate directly to SNPA.

Website



Stakeholder	Implementation of the communication method
Hotels; International Tourists	The website should at the least provide: Pages for each PA, following the same format as each other and according to the guideline. The PA information should reflect the information provided on leaflets, as outlined above. It should also provide the option for tourists to download the leaflets as well. This can be promoted as part of SNPA's actions to reduce their environmental footprint. Where possible infographics should be applied in order to communicate messages clearly and quickly.
Local Residents; Government departments; Local tourism operators; National media; Local conservation organisations; Tour guides;	In addition to the above, updates of conservation issues, news, events and incidences can be developed and primarily posted on the website. Then shorter versions of the information can be cross-shared on social media platforms, guiding readers to the SNPA website for further information where a full explanation is provided. The communication officer should ensure that there is consistency of messaging, and that the nature of content is appropriate to the specific target audience. One SNPA staff member should be responsible for updating and managing the website. Maintaining a constant flow of information is extremely important rather than allowing the site to become dormant for a period.

Videos

Stakeholder	Implementation of the communication method
Local Residents; Teachers and school children; Hotels; National media; Local conservation organisations; International tourism agents	Short, high-quality videos of the unique features of each PA are extremely useful to publicise the beauty of the PAs. Short 3-minute videos can be used on multiple platforms -SNPA website, YouTube, Facebook as well as in hotels and on the Cat Cocos. It is important to develop these in collaboration with STB as well as hotels to ensure that they are of appropriate quality and contain the correct information. Developing aerial based videos, using drones, is currently popular.

Email mailing lists

Stakeholder	Implementation of the communication method
Government departments; Local tourism operators; Hotels; Local conservation organisations; Tour guides/taxi drivers, residents in the Marine Parks	<p>The SNPA website could host a space that asks stakeholders to add their email address if they would like to receive notifications on specific issues. This will then enable SNPA to develop different mailing lists depending on the issue, such as:</p> <ul style="list-style-type: none"> • Updates to rules, regulations and procedures; • Updates on conservation activities, incidences of illegal activities; and • Updates to communicate with tourists <p>Messages for each email list would then be disseminated on an issue-specific basis. SNPA should ensure that it does not send bulk emails to recipients that have not requested this communication. Therefore, communication material should consistently point stakeholders to the email mailing list for them to register their interest.</p> <p>Mailing list software should also be applied so SNPA can check whether these are being opened and read.</p>

Facebook

Stakeholder	Implementation of the communication method
Local Residents; Teachers and school children; Local conservation organisations; International tourists	<p>Facebook was highlighted as the most important medium for communicating with residents, and therefore should become a strategic pillar of SNPA's communication strategy. It should be managed by a single SNPA officer, who understands social media, its analytics and is actively engaged with social media. There should be a constant flow of information, cross-posting, linking users to the SNPA website for further information.</p> <p>A social media protocol for how rangers collect and submit information to the SNPA officer is important to ensure that messaging is clear, consistent and does not create conflict.</p>

National newspapers

Stakeholder	Implementation of the communication method
Local Residents; Teachers and school children; Government departments; Local conservation organisations.	<p>SNPA has already started to increase the number of articles in the Nation and Today newspapers. This should continue. Articles need to be planned in advance. Therefore, developing a six-month plan of types of articles is important. It also allows for a proper review process and avoids rushed articles resulting in mistakes. Newspaper articles can also be replicated on the SNPA website.</p> <p>Maintaining strong relationships with both newspapers will be critical for the SNPA communication officer.</p>

Tripadvisor

Stakeholder	Implementation of the communication method
International tourists	At present, there are some Tripadvisor sites that were not established by SNPA. In the first instance, SNPA should contact Tripadvisor to ensure that all sites for SNPA-managed PAs are set-up by themselves. Once this is completed, this should be actively managed (in exactly the same way a hotel uses Tripadvisor). SNPA should collect review data and provide regular updates to the CEO and each respective ranger in charge of each PA. Negative reviews should be responded to. If the review relates to an operator, it should be communicated that this review is not a reflection of the site (notifying that Tripadvisor should remove the review) and inform the operator of the comments. In the interim, SNPA can inform the negative reviewer that they are addressing the concern with the Ministry of Tourism, as an example.

Instagram feeds

Stakeholder	Implementation of the communication method
Local residents; International tourists	SNPA currently does not have an Instagram feed. This method should be maintained in the same way as Facebook and encourage residents and tourists to engage and contribute. This could be developed in partnership with STB, with regular photo competitions held.

International press

Stakeholder	Implementation of the communication method
International tourism agents; International tourists; international media.	Topics from SNPA PAs that have global significance can be published in the international media. This is extremely competitive and requires good connections with international media houses. Partnering with STB in this instance would be important. Timing articles with key dates would be useful (such as linked to a global UN conference). Developing press kits, with articles, interviews and high quality photos are necessary to increase the chances of publication.

National radio / TV

Stakeholder	Implementation of the communication method
Local residents	Radio is increasingly becoming an important medium to reach residents. Time allocations are short, so presentations should be focused on what SNPA is trying to convey. Notification of an event, changes in procedure or fees would be a good opportunity. Given the high costs of air time, SNPA should aim at developing a partnership with broadcasting companies to produce documentaries which will appeal to their audiences. Such documentaries would have to focus on the human stories which people would be more eager to watch. One such example was the Raft Race for Charity where SBC filmed a few teams making their rafts and aired it in their 'Tremolo' programme. SNPA would incur no monetary costs for this but would have to accommodate film crews etc.

Public meetings

Stakeholder	Implementation of the communication method
Local tourism operators; Tour guides/Taxi drivers	<p>The stakeholder groups preferred meetings to take place during the week, rather than the weekends. The SNPA communication person should be present at each meeting along with the respective SNPA ranger responsible for the relevant PA that is being discussed. For more strategic issues, the CEO should be invited.</p> <p>Minutes of the meeting should be disseminated to those with email addresses and actions taken against the meeting decisions should be communicated back. Without this feedback loop, participation at the next meeting will dwindle.</p>

School visits

Stakeholder	Implementation of the communication method
Teachers and school children	<p>SNPA communication staff should visit schools but also encourage school visits to PAs. Whilst the communication officer should organise and lead the event, using SNPA rangers is also recommended. Training can be provided to rangers on how to engage with school children.</p> <p>It is important to consider that many conservation organisations are offering school programmes. It is important to coordinate efforts through the Department of Education to avoid duplication of effort, but also decide where SNPA adds value over other organisations.</p>

Presentations at conferences / workshops

Stakeholder	Implementation of the communication method
Government departments; National media	<p>Involvement at national workshops and conferences is useful if the staff member attending contributes. Offering to present at workshops is an important contribution.</p> <p>If SNPA staff attend, it should be clearly agreed why they are attending, how they will contribute and how they will communicate the results of the workshop with other SNPA staff. SNPA staff should be prepared in advance to prepare a position on the relevant topics as to inform the discussion.</p>

SMS Alert

Stakeholder	Implementation of the communication method
Local tourism operators; Tour guides/Taxi drivers	<p>In cases of immediate issues wherein the usual communication channels do not apply, an SMS can be sent. This may include if a PA is closed for a particular reason and there is important and immediate safety information that needs to be conveyed. This should be seen as a back-up emergency response mechanism rather than a replacement for other communication tools mentioned above.</p>

Events

Stakeholder	Implementation of the communication method
Civil Society, Schools, Tourism Partners, Sporting Bodies	<p>Events have the potential to increase awareness of the parks on a national scale. Hosting an event in a specific park and promoting its unique features as part of promoting the event itself not only provides the general public with information but also increases its appreciation of what the park offers.</p> <p>SPNA could also maximise its exposure by participating in events organised by relevant partners.</p>

6. HUMAN & FINANCIAL RESOURCES

SNPA Communication Officers (2 staff positions):

- This should be a full-time position for an energetic staff member who has a good understanding of social media and engagement.
- This staff member is the direct contact point for all information leaving SNPA into the public domain. They take responsibility for the quality and consistency of the information being communicated. This therefore requires constant communication with the SNPA rangers to ensure that the flow of material and type of information being provided is suitable depending on the target audience.
- The officer is responsible for managing and updating the social media accounts, websites, newsletters, mailing and SMS lists on a regular basis.
- The officer should coordinate and/or prepare presentations and talking points for the CEO in advance of public workshops or media briefings. The officer will require at least two weeks' notice in order to supply satisfactory material.
- The officer should maintain relationships with media channels both nationally and with STB to exploit international media opportunities.

SNPA CEO:

- Approve quarterly plans for marketing and communication materials for the SNPA responsible staff member to pursue.
- Develop a conflict resolution training that SNPA rangers should follow in the event of complaints from visitors or tourism operators.

SNPA Rangers:

- As the first point of contact with visitors, all rangers should receive customer service and conflict resolution trainings.
- Annual customer service review training provided to check ranger uptake with upgrading skills. This can also be an opportunity to highlight customer services issues occurring in the sites, which they are comfortable/trained to address.
- Rangers are responsible for suggesting topics for communication, providing bullet points of information and appropriate photos to share (according to the agreed protocol). This should form part of their employment responsibilities with a percentage time allocated to this.



Furthermore, an indicative budget has been developed below outlining the capital costs (assuming a three-year life span), of the allocation of staff time and annual recurrent costs. All figures are in Seychelles rupees.

Table 5: Indicative Implementation Budget

Communication Channels	Printed channels					Online platforms						Media platforms			Face-to-face communication			Telephone communication
Methods	Leaflets (including maps)	Posters	Information / Signboards	Information briefings	Newsletter	Website	Video	Email mailing lists	Facebook	TripAdvisor	Instagram feeds	National newspapers	International Press	National Radio / TV	Public meetings	School visits	Presentations at conferences / workshops	SMS Alert
Capital Costs																		
Laptop x 2	40,000																	
Printer x 1	15,000																	
Smartphone x 2	20,000																	
Recurrent Costs																		
Human Resource																		
Staff Member 1 (% time allocation)	10%	5%	5%	10%	10%							10%	5%	5%	20%	20%		
Staff Member 2 (% time allocation)						20%	10%	10%	20%	20%	5%						10%	5%
Consultancy Services: Design and Publication Services	10,000	10,000					90,000											
Financial Resources																		
Printing costs	10,000	10,000	20,000	1,500	1,500													
Website maintenance						6,500												
Internet & mobile data									2,000	500	500							
Advertising costs									2,600	2,600	2,600	1,500		12,500				

7. IMPLEMENTATION PLAN

An implementation plan is outlined below. Once the strategy is adopted, the implementation plan should be broken down into annual work plans, which would also act as the main monitoring tool with outcome indicators outlined.

Activity & Communication Tool	Target Groups	Expected Outcome/Results	Key Specific Tasks	Distribution	Frequency	Costs
Produce updated leaflets and brochures for the different parks and trails	Tourists International Tourism Agents	Updated and correct information is passed on which improves the overall visitor's experience		-On-line (establish support and partnership with STB/ tourism establishments) -Limited printed copies in strategic places in partnership with STB.	Annual update	-Photographer -Printing House (+ lamination) -Graphic Designer
	Local Tourism Partners (Operators/ Hotels/ Tour guides and Taxi drivers)	Well informed and equipped operators and partners. They are usually in a position to disseminate information instantly.	-Development of clear, accurate and user-friendly content -Outsourcing images (possibly hiring a photographer) -Hiring of a Graphics Designer	In partnership with STB and the Seychelles Licensing Authority (and/or the Taxi Association) and Tour Guides Association to reach the target groups. A database of contact details of everyone is essential here to be able to alert them as to what is happening and when the briefings/collection of leaflets will take place		
Produce Information Boards	Tourists	Boards will serve two purposes: 1. Reminder of the marine park/trail options which SNPA offers. 2. Information regulations/ conservation projects/ possible sightings/ historical background)	-Hiring of a Graphics Designer -Development of clear, accurate and user-friendly content -Outsourcing images (possibly hiring a photographer) -Identifying a company to produce the boards	1.Points of embarkation for marine excursions 2.Entrance of trails and in strategic locations within the trail 3.In key strategic places (Botanical Gardens/ Victoria)	As required	-Graphic Designer -Photographer -Printing House -Board production
	Residents	Residents are informed on regulations/ conservation projects/ possible sightings/ historical background)	-Hiring of a Graphics Designer -Development of clear, accurate and user-friendly content	Entrance of trails and in strategic locations within the trail		

Activity & Communication Tool	Target Groups	Expected Outcome/Results	Key Specific Tasks	Distribution	Frequency	Costs
		Interest is triggered in knowing more about marine life/ flora/fauna of the islands	<ul style="list-style-type: none"> -Outsourcing images (possibly hiring a photographer) -Identifying a company to produce the boards 			
Newsletters	Tourists	Sustain a link between the tourists who have visited the parks with the parks.	<ul style="list-style-type: none"> -Maintain and update a database of tourists who subscribe to the newsletter -Engage operators to help identify tourists who might want to write something on their experience in the newsletter. -Secure a team who will contribute to the newsletter (SNPA divisions) --Secure a team who will contribute to the newsletter (SNPA divisions) -Maintain and update a database of operators 	Link on SNPA FACEBOOK Page/ website Link on STB Website/ FACEBOOK Page Email list Hard copies for internal SNPA purposes (waiting area)	Bi-Annual	Printing House
	Local Tourism Operators	Better informed operators given that the newsletter will incorporate conservation project updates and SNPA news (which operators may have missed in other mediums)		Link on SNPA FACEBOOK Page/ website Link on STB Website/ FACEBOOK Page Email list		
	Government bodies, NGOs, Research Partners	A generally better national understanding of what SNPA does and its mandate. Potentially triggering ideas or policies which could support SNPAs mandate.				
	Tourists	-Emphasises the sense of professionalism and gives the tourist confidence in the product				
	Local Residents	-Increased knowledge of the different parks and trails				

Activity & Communication Tool	Target Groups	Expected Outcome/Results	Key Specific Tasks	Distribution	Frequency	Costs
Updated Website	Local Tourism Partners (Operators/Hotels)	-Kept in-the-know with regards to any changes or updates with the parks and trails	Develop interesting and regular content for the website	-Create partnerships with key tourism partners to have the SNPA website link on their respective sites	Minimum of 2 articles a month	
	Local Media	Additional source of information to support press releases and other sources of news/information, upcoming events		-Link the website up to all FACEBOOK and Instagram posts		
Production of posters	School Children	Increase awareness in school children on: -conservation practices -protecting our heritage -how the parks and trails link to our daily lives	-Research into content for posters -Hiring of a Graphics Designer			
	Residents	Develop an interest in the general public to participate in what the parks and the trails offer. Create a connection between the residents and the parks as part of their heritage	-A focus group with a selection of kids to present poster options and see which ones are more impactful prior to mass printing -Research into content for posters -Hiring of a Graphics Designer	-In schools -Sport establishments -Bus Stops -Shops -Medical establishments	Annual update	-Graphic Designer -Printing House -Focus group logistics (venue/ refreshments)
Media Kits	International Partners Conference, seminars and International events/meetings	Reaching targeted interest groups which could lead to exchanges in expertise, international exposure and funding	Develop: 1General Press Kits outlining what SNPA is about 2Specific Press kits as and when a major event/milestone occurs Identify international events and partners to distribute the media kits to	On-Line: which can be emailed to interested parties Printed: which STB at Trade Fairs can distribute to its media partners/ local partners can take to international conferences	As required	Printing House
PR Workshops	Local Media	Better informed journalists on the role of	-Prepare engaging presentations -Workshops logistics		Annual	Workshop logistics

Activity & Communication Tool	Target Groups	Expected Outcome/Results	Key Specific Tasks	Distribution	Frequency	Costs
		SNPA and raising the interest for more coverage.	-Identify key media houses and partners to participate			(venue / refreshments)
Press Releases	Local Media	Easy access to immediate information as and when an event occurs. Increased coverage of SNPA activities Increased public awareness on SNPA activities	Press releases are drafted and sent as and when there is a necessity for them. The key for each PR is to be precise and clearly stating what the angle for the paper/TV/Radio is. Drafting press releases will be part of an internal SNPA training by the consultants.	Updated database of all media houses and a focal point in each one.	As required	
Video Productions	Local Residents School Children Tourists/Hotels	Create emotional connections with the end-user through carefully selected messages/images/music and voice-overs. Reach tourists and residents in places where they would otherwise be idle - immigration waiting queue/hypermarket queue/ traffic jams/hotel rooms	-Develop story boards for each target group -Identify and select producing firms -liaise with all possible outlets to see who would screen the videos	Hotel rooms Supermarkets Liberty House Screen Arrival Lounge at the airport Cat Cocos Domestic Airport Lounges Television Youtube Website Facebook page Schools	As required	Outsourcing to production houses
Email lists (possible to merge with newsletter contacts)	Government departments Local tourism operators Hotels Local conservation bodies Tour guides/Taxi Drivers	Easier and faster connections with partners which in turn enables them to respond immediately	-Article in newspapers that SNPA is undertaking the activity and inviting stakeholders to send in their details -Identify and select human resources over a specific period to update the databases -Collaborate with strategic partners for gathering information (STB/ SLA)		Updated annually	

Activity & Communication Tool	Target Groups	Expected Outcome/Results	Key Specific Tasks	Distribution	Frequency	Costs
Facebook	Local residents Teachers	Have SNPA news and updates be part of people's everyday information consumption given the popularity and usage of Facebook.	Train SNPA staff to engage in the exercise and produce posts which will be of interest to followers Collaborate with partners to share posts which are of significance to SNPA mandate	Interlinked with SNPA Instagram page	Minimum two posts per week	
	Tourists	Regular FACEBOOK updates gives visitors updated information on SNPA and its products				
	Local conservation bodies	Ease of sharing information given that different bodies are often engaged in similar projects. E.G Turtle conservation info and news from SNPA can be shared on MCSS page and vice-versa.				
TripAdvisor		Create more realistic expectations given the information is experienced/perception based	Create TripAdvisor accounts for each site/ and trail. Respond in a timely manner to comments		As required	
	International Tourists	Fill information gaps (e.g. tips) which might not necessarily be included in the general information on the website etc. This also in turn creates a better visitor experience				
Instagram	Local Residents International Tourists	Showcase the beauty of the parks and trails through good quality images. Instagram hashtags can direct users searching for images of Seychelles right to SNPA products. By continuously seeing enticing images, local residents are reminded of	Build up the image library by outsourcing photos or hiring a photographer Collaborate with STB in identifying popular instagrammers and inviting them to Seychelles to take photos and post, which SNPA can share	Interlinked with SNPA facebook page	Minimum 2 posts a week	Photographer Complimentary excursions for instagrammers

Activity & Communication Tool	Target Groups	Expected Outcome/Results	Key Specific Tasks	Distribution	Frequency	Costs
		the beauty of the parks and trails and are further encouraged to explore them				
Articles in national newspapers	Local residents Teachers & School children Government Departments Local conservation organisations	Increase national awareness on the role of SNPA and updates on its activities.	Well-crafted press releases which will invite newspapers to build up stories Feature articles from SNPA submitted to newspapers	All local newspapers and publications	At least two articles a month in local newspapers	
International Press	International tourism agents International tourists International media International scientific and conservation organisations International donor organisations Corporate donors or foundations	Increase international awareness on: -what Seychelles has to offer international visitors. -conservation projects which will attract conservation groups and scientists to collaborate and possible funding	Identify and invite international press to come and cover SNPA activities - e.g Coral Reef Restoration Collaborate with local partners to explore how collectively we can attract media groups to Seychelles Build a database and connect to potential journalists and publications and websites who might be keen to receive SNPA updates (media kits can be used here as well)	Emails and Skype calls	As required	Assist with logistics of media visits
National Radio	Local residents	Increase national engagement by inviting residents to participate in fun ways in call ins and radio games	Work with radio stations and develop ideas and strategies for engaging the public		Monthly	Radio Advertising rates
Public Meetings		Increase engagement from the stakeholders who would use the platforms to exchange ideas. Improve understanding of the role of SNPA and its				
	Local Tourism Operators Tour Guides/Taxi Drivers		Organise meetings and invite participants Prepare presentations	Mahe Praslin La Digue	Bi-Annual	Meetings logistics (venue / refreshments)

Activity & Communication Tool	Target Groups	Expected Outcome/Results	Key Specific Tasks	Distribution	Frequency	Costs
		activities by addressing queries and concerns directly to participants				
School Visits	Teachers and students	Well informed youth who are kept in-the-know of what the parks and trails offer and the importance of maintaining them	Collaborate with the Ministry of Education to develop an outreach programme in schools	Mahé Praslin La Digue	Annual	Logistic Costs
Direct SMS	Tourism Operators Local media Taxi Drivers/ Tour Operators	Reducing risks of information/emails being overlooked by informing target audience of updates for them to check, in case of emergencies	Part of the building database exercise		Annual Update	
Events	Local Residents	Increased awareness of the parks - their locations, their features and what work SNPA is doing.	Engage partners to collaborate with SNPA to organise and promote events.	Mahé Praslin La Digue	Based on Calendar of Events	Advertising costs Logistic costs Photographers





Annex 1

List of stakeholders involved in focus groups

Stakeholders	Date	Venue	Participants
SNPA Sections	18 th September	PCU Meeting Room, Le Chantier mall	Nathalie Dufrene Cliff Emile Nathachia Pierre Remie Asman Terence Athanase Eric Sophola Paul Lavigne Maggie Dugasse Josianna Rose Sheriffa Dufrene Isabelle Ravina Estephen Germain
Boat Operators Mahé	15 th October	Marine Charter, Victoria	Benjamin Ernesta Michol Esparon Joan Esparon Christopher Pillay Edwin Adrienne Sviona Enkina Ralph Skronski Sylvain Caburet Alastair Maiden Jone Joubert
Boat Operators Praslin	16 th October	Curieuse Island, Praslin	Richard Larue Serge Robert Adrian Uzice David Socrate Sabinne Pillay Raphael (Baracuda Charters) Robert Lesperance Jude (Holiday Charters)
Key Tourism Partners	22 nd October	PCU Meeting Room, Le Chantier mall	Daniella Payet (SSTF) Isabelle Ravinia Nathachia Pierre Maria Azemia (STB) Rebecca Thomas (DMC) Bernadette Payet (DMC) Philomena Hollanda (Min. of Tourism) Martin Kennedy (SHTA) Glynn Burrridge (STB) Markus Ultsch-Unrath (Constance Ephelia) Damien Labiche (MECCE) Maggie Dugasse (SNPA)

Annex 2

MARKETING & COMMUNICATIONS ACTIVITY APPROVAL WORKSHEET



Seychelles
National Parks
Authority

NAME	
POSITION	
SECTION	
PROPOSED ACTIVITY	(Use a one sentence summary to describe the activity in brief)
TARGET AUDIENCE	(Include age range and specific demographic information of the stakeholder group to which this activity will communicate)
KEY INFO	(What information should the target group receive?)
EXPECTED OUTCOME	(What will change as a result of the activity? For example, will there be a new action or behaviour following the success of the activity, such as more xx% more tourists using the online payment system, or a reduction of litter inside the national parks?)
BUDGET INFO	(Break down the costs of the activity here)
APPROVAL SECTION HEAD	
APPROVAL MKT'ING & COMMS	
APPROVAL FINANCE	
APPROVAL CEO	

Seychelles National Parks Authority
Head Office: Unit 5C - 8C, Second Floor | Orion Mall | Victoria, Mahé, Seychelles
P.O. Box 1240 | Tel: (248) 422 5114 | generic.email@snpa.gov.sc



Seychelles National Parks Authority

Head Office: Unit 5C - 8C, Second Floor | Orion Mall | Victoria
Mahé, Seychelles

P.O. Box 1240 | Tel: (248) 422 5114
info@snpa.gov.sc | www.snpa.gov.sc