

# Seychelles Parks and Gardens Authority Strategic Plan

## 2022-2026



Seychelles  
Parks and Gardens  
Authority

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# FOREWORD

*by Mr Allen Cedras - Chief Executive Officer*

As a new era dawns over the Seychelles Parks and Gardens Authority (SPGA), we are delighted to present our strategic plan 2022-2026. The plan represents our chosen approach to enabling SPGA reach its ultimate potential and undertake best practices when managing protected marine, terrestrial areas and gardens of the Seychelles.

We recognize our role and expertise in conserving and protecting the pristine Parks and Gardens of Seychelles, hence, the plan has been developed with essential involvement and support from management and key stakeholders. We are guided in our strategic aims by our well-defined mandates, firmly supported by our vision and mission statements and is further reinforced by the core values of the organization.

Underpinning our conservation goals are 4 core strategies:

1. Targeted & Strategic Conservation
2. Resourcefulness
3. Financial Autonomy
4. Financial soundness

Our strategic plan serves as a paramount addition to existing documentation, cementing the foundation which will allow us to materialize our vision and mission throughout 2022-2026 and beyond. It is with great conviction, that we aspire to accomplish our goals and further have these translated into incredible achievements for the SPGA.





Photo Courtesy of Allen Cedras





# INTRODUCTION

*Seychelles Parks and Gardens Authority (SPGA) is privileged to be entrusted with conserving some of the country's most prestigious parks and gardens.*

From the Curieuse Marine National Park to the famous Botanical Garden, SPGA is attempting state of the art sea and land conservation approaches which are data-driven and financially sustainable.

We are mindful of the numerous challenges and threats that such a diversity poses, nonetheless,

we are confident in our staff, resources and key stakeholders in helping us to realise our mission which is to ensure that the protected areas and gardens are managed for the benefit of all.







Photo Courtesy of Allen Cedras

# OVERVIEW

*The Seychelles Parks and Gardens Authority's (SPGA's) 2022-2026 strategic plan articulates a common purpose and direction for this new authority.*

Grounded in the conviction that our parks and gardens' sustainable conservation mission is urgent and important, the plan provides a framework for setting goals and allocating resources across SPGA. It includes the following elements.

- **Mission Statement:** The purpose/aspiration of SPGA
- **Values Statement:** Who we are and how we operate
- **Vision:** What success looks like over the long term
- **Conservation Approach:** How we get results - our model for impact
- **Value Proposition:** Why donors should support us
- **5-year Unifying Conservation Goal:** Our common objectives, expressed in terms of outcomes, not activities
- **5-year Conservation Benchmarks:** Measurable targets that contributed directly to our unifying conservation goal
- **Priority Strategies:** How we will focus our work organisation-wide to meet our benchmarks

This strategic plan is a hybrid of business strategies as the primordial objectives are to ensure that SPGA grows through the adoption of new products / services / features strategy; finding new markets strategy; production / service differentiation strategy; price discriminatory strategy and strategic merger of SNPA and NBGF.



# GOALS

*By aligning SPGA's numerous strengths within this integrated framework, we are certain that we can make a lasting difference for parks and gardens and become a leading authority in the conservation space.*

If we speak with one voice, leverage existing resources, adopt financially sustainable conservation approaches and strengthen our financial autonomy through revenue maximisation coupled with cost minimisation strategies we will be a highly effective and independent authority.

The COVID-19 pandemic has presented some new albeit interesting challenges and is forcing us to do things differently and rethink the dependency on the tourism sector. Our inability to revamp our business model will undoubtedly lead to adverse impacts on the success of the business and its future. The adoption of the hybrid business strategies is expected to produce unique and desired outcomes.



Photo Courtesy of SPGA





Photo Courtesy of Eric Billion

## MISSION STATEMENT

*The Seychelles Parks and Gardens Authority, (SPGA), formerly, Seychelles National Parks Authority and National Botanical Gardens Foundation is a body corporate under the National Parks Authority order to replace the Marine Parks Authority.*

Our mandate includes:

- (a) promote the participation of Government, the public and businesses in conservation work;
- (b) protect and manage effectively the ecosystems and biodiversity in designated Protected Areas which fall under the jurisdiction of the Authority;
- (c) implement national conservation policies and obligations under multilateral agreements;
- (d) implement forestry practices and management;
- (e) protect habitats and ecosystems from anthropogenic threats such as forest fire, pollution and coral destruction;
- (f) undertake specialist services such as plant identification and offer specialist consultancy services;
- (g) facilitate and conduct research related to biodiversity and protected areas;
- (h) deliver services of a high standard for the users of the gardens and parks;
- (i) engage in commercial activities related to the functions of the Authority;
- (j) provide tourism and recreational activities;
- (k) provide gardening and landscaping services, guided tours and similar services;
- (l) promote education and awareness activities.

Our mission statement serves as the point of departure for our strategic plan, articulating our aspirations to ensure that the protected areas and gardens are managed for the benefit of all.





Photo Courtesy of Demien Mougai









## VALUES STATEMENT

*SPGA believes in the inherent value of parks and gardens for the beauty, sustainability and attractiveness of our country. We firmly believe that conservation must be done in a financially responsible and sustainable manner to ensure that we achieve our ultimate objectives. This will be done by re-aligning existing support functions and establish targeted plans combined with effective monitoring, data tracking and data-driven decision making is adopted to ensure that the desired results are attained.*

We strive to:

- Always act on data-driven decisions in our conversation approach.
- Balance idealism with pragmatism, focusing on creating solutions rather than just identifying problems.
- Be fair, honest, open-minded, collaborative and respectful in all our internal and external engagements.
- Regardless of political affiliation, collaborate with others who share our commitment to parks and gardens conservation and challenge those who violate or seek to weaken our country's environmental laws. This is made possible by the powers granted to our authority in the relevant laws.
- Measure our performance by the achievement of lasting solutions consistent with our mission, long-term goals and priorities.
- Value and respect the critical contributions of our key stakeholders.

- Use our resources wisely, thinking big and maximising the impact and effectiveness of our work.
- Value innovation, being willing to take calculated risks to promote our conservation plan.
- Routinely assess both our successes and our failures, learning from those experiences and adapting our strategies and tactics to generate desired outcomes.

Our employees are our greatest asset; we care about their welfare and professional growth.

This values statement sets the tone for who we are and how we operate. It emphasizes our commitment to do things differently.

The business approaches have been explicitly articulated in our business plan which will guide our conservation operations and ensure that we become and remain financial independent and sustainable.



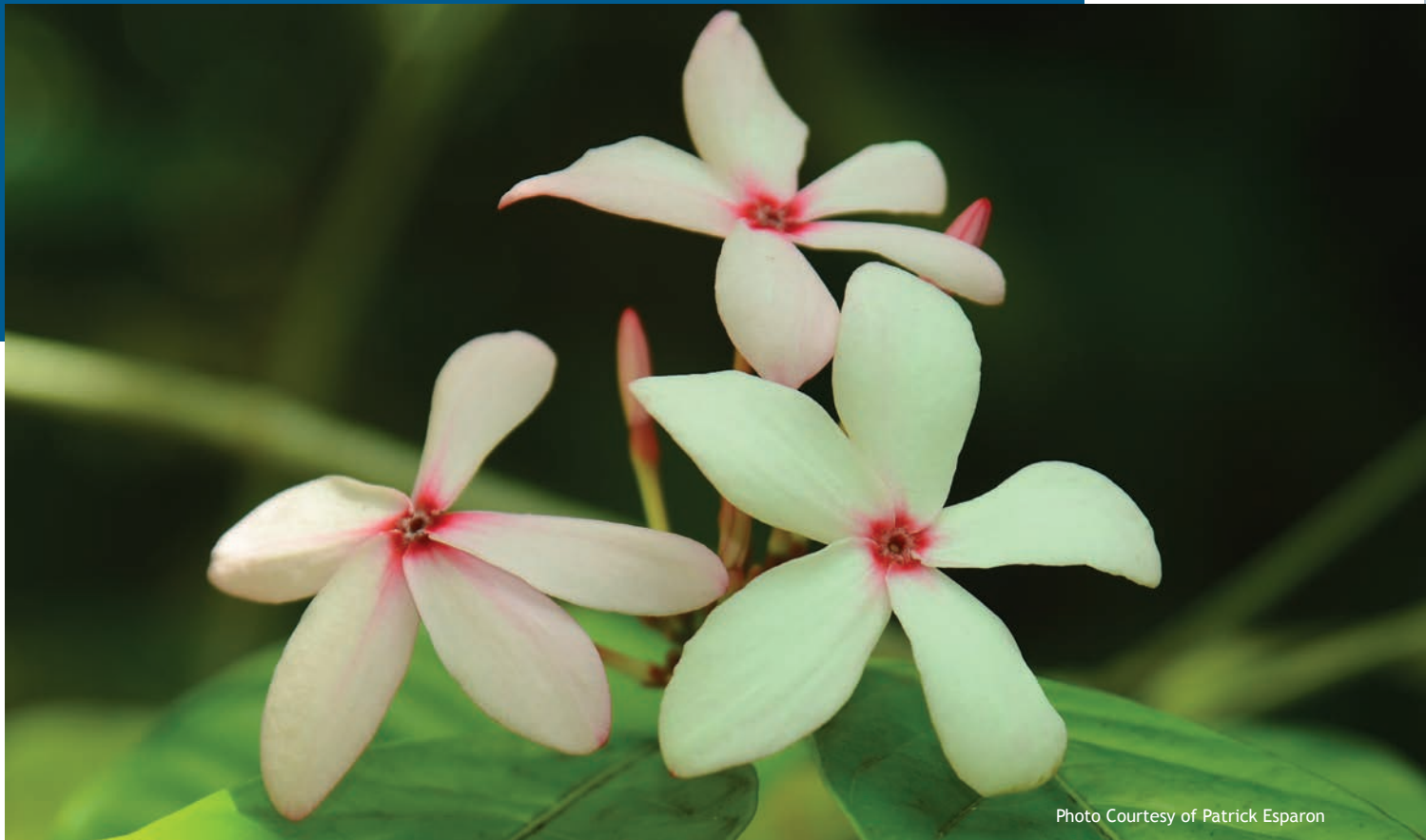


Photo Courtesy of Patrick Esparon

## VISION STATEMENT

*SPGA's vision is that "The parks and gardens in Seychelles are secure and thriving, sustained by adequate finances and a network of relevant stakeholders."*

SPGA is operating now while preparing for the future...therefore, the SPGA vision is NOT framed within a narrow conservation silo but rather built within a more inclusive and positive narrative within nature, society and economy combined to design, develop and deliver complementary and sustainable conservation.

We aim at leveraging our internal strengths by maximising the value per employee through the use of skills, know-how and available resources.

We have plans to adopt technology for more innovative and effective conservation.

We aim at focussing on diversification of existing sources through market deepening and introduction

of new sources. We seek to leverage PPPs to achieve the organisation's goal of financially sustainable conservation.

We plan to leverage the expertise, skills and influence of our key stakeholders to strengthen our business model while attaining our sustainable conservation goals.

We seek to establish and amplify competitive advantage by leveraging external success factors.









Photo Courtesy of SPGA

## CONSERVATION APPROACH

*The parks and gardens in Seychelles are secure and thriving, sustained by adequate finances and a network of relevant stakeholders.*

To help realise our vision, reiterated above, SPGA will adopt a combination of effective strategies of Prevent, Protect and Restore to successfully manage the parks and gardens entrusted to us.

The existing Management Plans explicitly articulate our conservation approaches for parks such as Curieuse, Ste Anne, Baie Ternay/Port Launay, and new Management Plans will be adopted for new sites such as Silhouette and future site which are yet to be entrusted to SPGA.

Our staff will be trained and mentored to ensure clear understanding and effective implementation of the numerous Management Plans. Furthermore, the key personnel will break down their respective Management Plans into Actionable Goals with targets and implementation deadlines to ensure that the Plans are effectively implemented, tracked and successful.







Photo Courtesy of SPGA

## VALUE PROPOSITION

Our value proposition answers the question, “Why SPGA?” Why should a potential donor or partner invest in SPGA or policymaker take our advice? What do we deliver that distinguishes us from other environmental/conservation organisations?

SPGA’s main emphasis is on “financially sustainable conservation” and doing things differently. We can no longer afford to make empty promises which are not backed up by concrete and effective actions. To that effect, SPGA aims at taking the lead in the adoption and implementation of effective and financial sustainable conservation approaches that is data driven.



Photo Courtesy of Patrick Esparon



# 5-YEAR UNIFYING CONSERVATION GOAL

“By 2026, 70 percent of our parks and gardens will be secure from a conservation perspective and financially sustainable.”

This ambitious but achievable goal sets forth what SPGA intends to accomplish for parks and gardens conservation over the next 5 years. It is a definition of success predicated on the core of what we do: Ensure that the protected areas and gardens are managed for the benefit of all.

This will be made possible by the effective and efficient adoption of our Management Plans.





# 5-YEAR CONSERVATION BENCHMARKS

Our 5-Year benchmarks build on areas of core strength and entail the effective and efficient adoption of our Management Plans as follows:

1. Curieuse Marine National Park Plan of Management (2018-2022)
2. Management Plan for the La Digue Veuve Special Reserve (2021-2025)
3. Praslin National Park Management Plan (2021-2025)
4. Port Launay and Bay Ternay Marine National Park Plan of Management (2019-2023)
5. Management Plan for the Sainte Anne Marine National Park (2021-2025)
6. Research and Conservation Plan (2018-2022)

The Gardens and Forestry section will also develop and implement Management Plans. At this juncture, SPGA will ensure that it applies product differentiation strategies to leverage its competitive advantage.

Moreover, senior staff will take the lead and set the tone for their respective sections. SPGA will be a results-oriented authority and this will be captured in the Performance Management System combined with continuous monitoring and tracking through an elaborate feedback mechanism.



Photo Courtesy of Demien Mougat





Photo Courtesy of Eric Billon

## PRIORITY STRATEGIES FOR SUCCESS

SPGA intends to achieve its 5-year benchmarks and unifying conservation goal by concentrating of four (4) core strategies:

### 1. Targeted and Strategic Conservation

“Building on strong conservation action to preserve and protect the country’s parks and gardens entrusted to SPGA.”

By 2026, conservation should finance itself for the duration of this Plan and beyond. This will be achieved by the successful implementation and monitoring of the numerous Management Plans through synergies between the various departments coupled with the effective adoption of the ideal Public-Private-Partnership model(s).

### 2. Resourcefulness

“Leveraging existing SPGA resources to produce different and better results.”

By 2026, SPGA’s resources should enable it to generate enough income to cover costs and finally become a profitable entity.

### 3. Financial Autonomy

“Strengthening SPGA’s financial autonomy by deepening and diversifying our revenue sources.”

By 2026, SPGA should be a profitable entity through income diversification and able to pay dividends to the government.

### 4. Financial Soundness

“Maximising income while minimising costs.”

By 2026, SPGA should be free of wastage, leakages and maximise income on all available resources.

All of these strategies combined will ensure that SPGA is not only an effective voice in parks and gardens conservation, but a dominant one in developing and implementing long-term solutions and delivering measurable results.





Photo Courtesy of Aisha Radegonde



# 5-YEAR BENCHMARKS

## PRIORITY STRATEGIES

Building on strong conservation action to preserve and protect the country's parks and gardens entrusted to SPGA.

### CURIEUSE

Implement current Management Plan coupled with an updating of the Plan.

The Performance Measurement System in the Plan is well articulated and should be followed and tracked to ensure successful implementation.

The Management Plan could be further broken down into Action Plans for implementation.

### VEUVE SPECIAL RESERVE

Implement current Management Plan.

The Performance Measurement System in the Plan is well articulated and should be followed and tracked to ensure successful implementation.

The Management Plan could be further broken down into Action Plans for implementation.

### PRASLIN NATIONAL PARK

Implement current Management Plan.

The Performance Measurement System in the Plan is well articulated and should be followed and tracked to ensure successful implementation.

The Management Plan could be further broken down into Action Plans for implementation.

### PORT LAUNAY AND BAIE TERNAY NATIONAL PARK

Implement current Management Plan.

### SAINTE ANNE MARINE NATIONAL PARK

Implement current Management Plan.

### GARDENS / FORESTRY / TRAILS

Develop and immediately implement Management Plans. This should be done in conjunction with specialised training in Management Plans understanding and implementation.

The HR and Administration Sections are expected to provide the ideal support functionalities which are conducive to the success of SPGA.



# 5-YEAR BENCHMARKS

## PRIORITY STRATEGIES

Leveraging existing SPGA resources to produce different and better results.

### CURIEUSE

Maximise current revenue streams.

Detailed proposals are included in the Business Plan, notably how to leverage the current tourism market, albeit high volatility.

Detailed and efficient data collection and analysis is a must.

### VEUVE SPECIAL RESERVE

Maximise current revenue streams.

The need to rethink the implementation approach to activate the success of this site which has great potential.

### PRASLIN NATIONAL PARK

Maximise current revenue streams.

Specific targets must be devised to enable this site to be success-fully managed.

### PORT LAUNAY AND BAIE TERNAY NATIONAL PARK

Maximise current revenue streams.

Specific targets must be devised to enable this site to be successfully managed.

### SAINTE ANNE MARINE NATIONAL PARK

Maximise current revenue streams.

Specific targets must be devised to enable this site to be successfully managed.

### GARDENS / FORESTRY / TRAILS

Maximise current revenue streams and secure alternative streams.

More emphasis needs to be placed on gardens and forestry to ensure that they are self-sufficient.

Key Stakeholders and Strategic Partners are expected to largely contribute towards the conservation and financial success of SPGA.



# 5-YEAR BENCHMARKS

## PRIORITY STRATEGIES

Strengthening SPGA's financial autonomy by deepening and diversifying our revenue sources.

### CURIEUSE

Consider PPP Model.

Maximise existing revenue streams through the introduction of new products/services or adding new features to existing products/services.

Adopt new revenue streams. (Details are available in the Business Plan).

### VEUVE SPECIAL RESERVE

Consider PPP Model.

Maximise existing revenue streams.

Adopt new revenue streams. (Details are available in the Business Plan).

### PRASLIN NATIONAL PARK

Consider PPP Model.

Maximise existing revenue streams.

Adopt new revenue streams. (Details are available in the Business Plan).

### PORT LAUNAY AND BAIE TERNAY NATIONAL PARK

Consider PPP Model.

Maximise existing revenue streams.

Adopt new revenue streams. (Details are available in the Business Plan).

### SAINTE ANNE MARINE NATIONAL PARK

Consider PPP Model.

Maximise existing revenue streams.

Adopt new revenue streams. (Details are available in the Business Plan).

### GARDENS / FORESTRY / TRAILS

Consider PPP Model.

Maximise existing revenue streams. SPGA could start by finding new market(s) for the products/services.

Adopt new revenue streams. (Details are available in the Business Plan).

The in-house Research Section is expected to provide meaningful strategic research to set the tone for SPGA's financially sustainable conservation.



# 5-YEAR BENCHMARKS

## PRIORITY STRATEGIES

Maximising income while minimising costs.

### CURIEUSE

Identify and eliminate leakages.

Identify and eliminate wastage.

Simultaneously maximising income.

### VEUVE SPECIAL RESERVE

Identify and eliminate leakages.

Identify and eliminate wastage.

Simultaneously maximising income.

Set definite targets which will ensure that this Site is self-sufficient and profitable.

### PRASLIN NATIONAL PARK

Identify and eliminate leakages.

Identify and eliminate wastage.

Simultaneously maximising income.

### PORT LAUNAY AND BAIE TERNAY NATIONAL PARK

Identify and eliminate leakages mostly as a result of adequate securing facilities to capture all customers.

Identify and eliminate wastage.

Simultaneously maximising income.

### SAINTE ANNE MARINE NATIONAL PARK

Identify and eliminate leakages.

Identify and eliminate wastage.

Simultaneously maximising income.

### GARDENS / FORESTRY / TRAILS

Identify and eliminate leakages.

Identify and eliminate wastage.

Simultaneously maximising income.

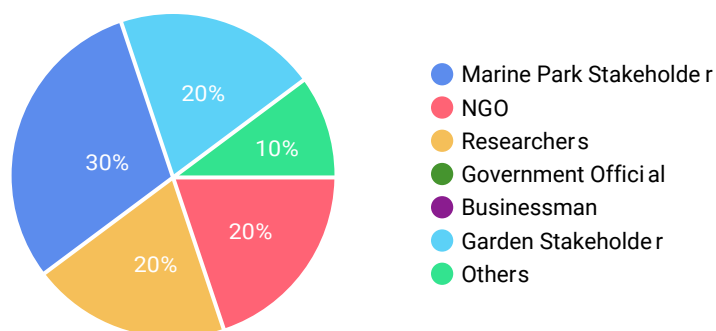
Reverse the loss-making areas to avoid minimising SPGA's overall profitability.



# STAKEHOLDER SURVEY SUMMARY

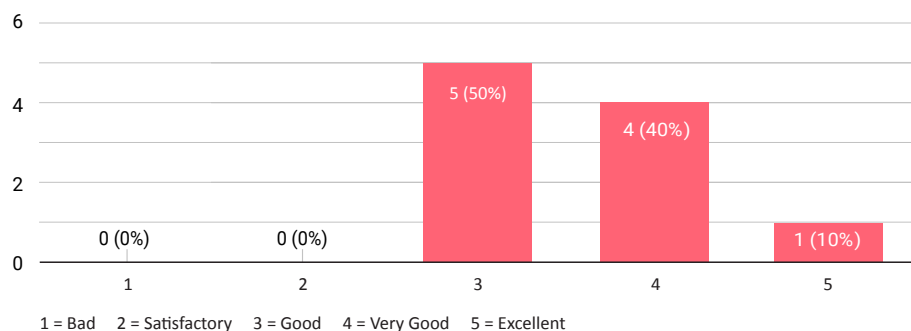
Stakeholder:

10 responses



In general, how do you find the works, products and services of the SPGA?

10 responses



SPGA's mission is "Ensuring that the protected areas and gardens are managed for the benefit of all". Please rate how satisfied or dissatisfied you are in the way they have delivered on their mission.

10 responses

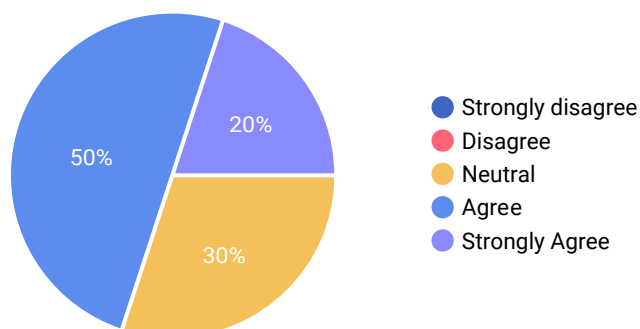


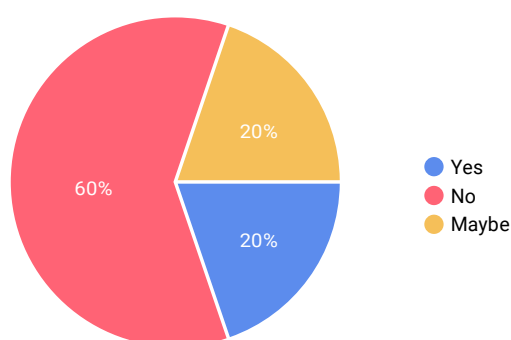




Photo Courtesy of Eric Billion

## Are you aware or familiar with SPGA's marketing and advertising approach?

10 responses



## Any valuable contributions?

5 responses

*"The strategic plan should have a focus on building capacity, internal processes and financial sustainability to produced the desire outcomes. I am happy to review the plan when it is ready to see how well these have been captured".*

*"Protection and conservation of all our natural and historical resources including those managed by SPGA should not only be the responsibility of SPGA but a national effort and by working with all stakeholders no matter which sector they are from be it at organisational level or as an individual everyone should be included in the protection and conservation process. Sometimes a person which one would least expect to have a fresh and creative initiative can come up with one so be inclusive rather than exclusive".*

*"The thing is I know that the SNPA/SPGA developed a marketing strategy but I do not believe it is effectively implemented. I would like to see the organisation develop it's merchandising. That I believe could be a good source of revenue for the organisation".*

*"Please contact me to make available resources developed under the Protected Areas Finance Project if required".*

*"Multiple access passes for parks / combo passes etc... pre-bookings and refund process".*

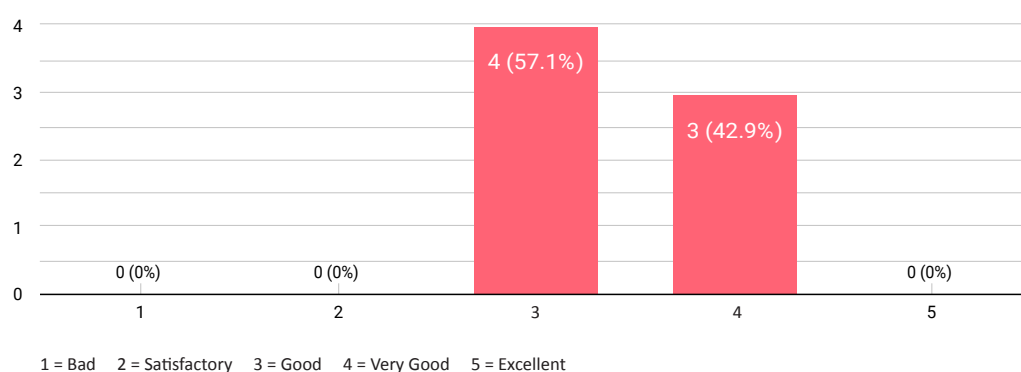




## MANAGEMENT SURVEY SUMMARY

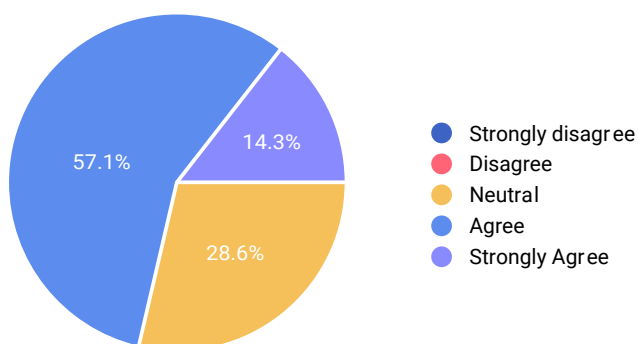
In general, how do you find the works, products and services of the SPGA?

7 responses

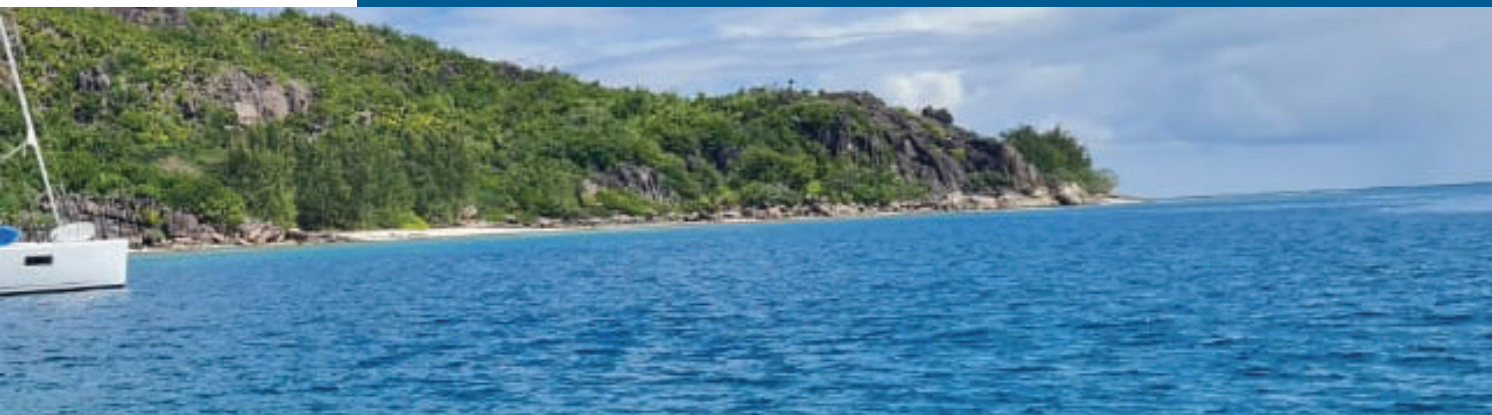


SPGA's mission is "Ensuring that the protected areas and gardens are managed for the benefit of all". Please rate how satisfied or dissatisfied you are in the way they have delivered on their mission.

7 responses

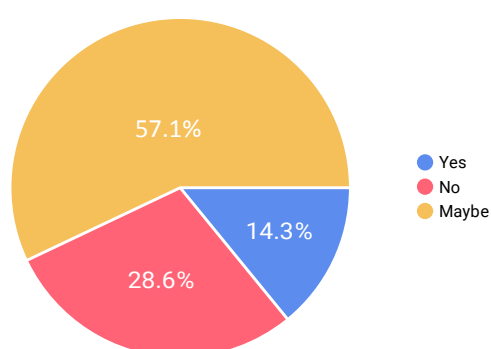






### Are you aware or familiar with SPGA's marketing and advertising approach?

7 responses



### Any valuable contributions?

5 responses

*"I would like to add that SPGA has potential to develop more in many areas that will bring us many benefits and benefits for all".*

*"SPGA has the ability to perform well as a commercial organization subject to making good use of all it's resources".*

*"With liberty to make its own decisions and with the right leadership, SPGA can become financially sustainable and achieve its objectives".*

*"Look at other options to effectively capture more revenue for the betterment of SPGA".*

*"SNPA has developed a marketing strategy but I do not believe it is being implemented or implemented well enough. I would like to have SNPA/SPGA branded merchandise yesterday, but it is taking some time. I think our merchandising will also make us more visible".*













Seychelles  
Parks and Gardens  
Authority

For further information please contact:

**Seychelles Parks and Gardens Authority**  
**Address:** PO. Box 1240, Laurier Avenue, Victoria  
**Tel:** (240) 4 225114  
**Website:** [www.spga.gov.sc](http://www.spga.gov.sc)



Seychelles National Parks Authority



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