### Country: Seychelles

### **COUNTRY PROGRAMME PERFORMANCE SUMMARY**

### Reporting period: 2012-2016

### **EXECUTIVE SUMMARY**

UNDP is one of two UN agencies with presence in Seychelles with seventeen others being non-resident. The UNDP office remains one of the major partners with government and continues to be viewed as a trusted partner by both state and non-state actors. Seychelles is a Net Contributing Country (NCC) since 1997 and formally requested to be a DaO self-starter since 2013. To that effect, in October, 2014, a coordination post under the RCO has been established with the incumbent sitting in the Ministry of Foreign Affairs. The guiding framework for UNDPs action on the ground continues to be the Country Programme Document (CPD) 2012-2016. UNDP country office in Mauritius is also responsible for Seychelles where the RC/RR is shared by both offices. The UNDP office in Seychelles has worked in supporting the country in three main areas; (i) **Poverty reduction and Millennium Development; (ii) Democratic Governance and (iii) Environment and sustainable development.**

In the **Poverty reduction and Millennium Development Goal**, UNDPs focus was on strengthening the capacity of the National Bureau of Statistics and Social Welfare Agency to use of statistical techniques and methodologies to design, conduct, analyse and produce reliable disaggregated data for poverty monitoring to ensure better targeting of the poor. **Key achievements** have been the strengthening of the capacity of the National Statistics Bureau (NBS) and the Agency for Social Protection (ASP) to produce and monitor poverty trends in Seychelles. This resulted in establishment of a national poverty monitoring system, the first poverty line in Seychelles and provided some information of the profile of the poor, to allow for better targeting of social welfare programmes. Despite achievements recorded under this pillar, **challenges** of defining poverty within Seychelles context and understanding why it is on the rise, A nationally accepted definition of poverty and vulnerability, capturing all the dimensions, in the Seychelles context, is required to understand the dichotomy of high levels of poverty in a high income SIDS, to allow decision makers to design and implement well targeted and effective poverty alleviation programmes.

**Under the Democratic governance**, the programme, funded by EUs 10th EDF contributed to the development of a national human rights action plan to support and enhance the capacity of the newly established National Human Rights Commission to implement this plan. The programme also focused on developing the capacities of policy-making bodies, the criminal justice system, and security and law enforcement organizations to respect and adhere to human rights practices and principles in their work**. Key achievements**, have been the development of a gender sensitive Prison Service Strategic Plan and a Prison and Rehabilitation Management Plan. This has resulted in strengthening the juvenile justice and human rights education within prisons. Capacity for state party reporting has also been strengthened, witnessed by the country depositing report on the International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), Convention on Elimination of Racial Discrimination (CERD) and Convention on the Protection of all Migrant Workers and Members of their families (CMW) to name a few. While progress was made especially in the area of human rights awareness and education, **challenges** which hindered progress included, weak capacity and poor institutional coordination within governance institutions which delayed implementation of some key interventions, leading to inadequate enforcement or provision for appropriate responses. The delayed approval of the National Human Rights Plan by the cabinet of Ministers since 2013 has stalled the roll-out of other activities aimed at strengthening the promotion and protection of human rights in the country.

**In the Environment and sustainable development**, which has been the largest portfolio of the country programme, UNDP supported the development of local capacities in environmental management to promote sustainable economic development. This pillar also focused on improving environmental data collection to facilitate decision-making, as well as reporting under the various environmental conventions the country is signatory to.

Focus was also on supporting the implementation of the 2012-2020 Seychelles Sustainable Development Strategy; mainly aimed at building capacity to develop climate-change adaptation strategies, develop alternative energy sources, advance integrated water resources management, increase the terrestrial areas under protection, promote sustainable land management, and control invasive species.

**Key achievements** have been the Protected Area (PA) Policy in 2014 which increased the terrestrial and marine protection area by over 50% (Marine protected area coverage from 29,836 in 2016 to >37,500 ha in 2013 and terrestrial increased from 24,978 ha to > 26,000 ha). The National Biodiversity Strategy and Action Plan 2015-2020 was also approved by the government in July 2015 , providing the framework for Seychelles to meet its obligations under the Convention of Biological Diversity and achievements of the 20 Aichi targets. A number of environmental legislation and regulations were amended and drafted which strengthening institutional capacity and legal frameworks to improve biodiversity conservation, promote renewable energy and sustainable land management. A number of Plans and Policies were also developed such as the, Anse Royale Coastal Management in 2015, Biodiversity Strategy and Action Plan 2015-2020 approved by the government in July 2015, The National Energy Master Plan and Energy Resource Assessment and the National Energy Policy, Regulations for Animal Biosecurity Policy was approved in 2015 to name a few. Most importantly support was also extended to the development and formulation of the 3rd generation Environmental Management Plan known as the Seychelles Sustainable Development Strategy, which has been the guiding document for national plans. **Challenges** which have influenced delivery of results included, changes in project management and delays in the recruitment of the Project Implementation Team with some projects which has resulted in significant delays. Baseline assessment and community group could not be established for the remaining sites. Delayed approval of key legislation which had a direct impact on several project outputs and indicators, e.g. approving the Fisheries Act translated into delays in the implementation of the co-management plan and its subsequent replication on Mahe Island.

### **II: Country Programme Performance Summary**

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| **Country information** |  |
| **Country name: Seychelles** |
| **Current country programme period: 2012-2016** |
| **Outcomes: SYC \_14** | **Total Expenditure****2012 to March 2016** | **Key Indicators of outcome** | **Progress made against key indicators** |
| **1. Capacities of the Social Welfare Agency and the National Statistics Bureau strengthened to promote the establishment and regular monitoring of a national poverty line leading to better targeting of social welfare programme in Seychelles.**  |  $88000 | * *By 2014, reliable disaggregated data are available from the poverty monitoring system for welfare assessments.*
 | * *First national poverty line based on consumption data established at 17.5 % of household in 2012 and updated in 2015 at 39.3% based on consumer price index (CPI)[[1]](#footnote-1). Data broken down in different categories such as education level, regions, occupation, gender, household size etc.*
* *Living Conditions Survey used by the Agency for Social Protection for profiling of the poor for better targeting of social welfare programmes*.
* *Categories of welfare benefits have increased to 10 from a baseline of 5 in 2008***.**
* *2013 Multi***-***dimensional study on poverty produced in Seychelles.*
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| **UNDP Contribution:**UNDP’s contribution identified in the CP was to strengthen the capacity of the National Bureau of Statistics and Social Welfare agency to the use of statistical techniques and methodologies to design, conduct and analyse data to assess the poverty line which would lead to better targeting of the poor.**CP Outputs:** The CP identified the following major output to support the government in achieving this outcome; a) Social Welfare Agency and the National Statistics Bureau use statistical techniques for poverty assessment and b) conducting of a least one National Survey on Poverty and social welfare.**Progress and Achievements:**Over the programme cycle capacity of National Bureau of Statistics (NBS) and Agency for Social Protection (ASP) staff has been strengthened to establish poverty monitoring systems, develop new methods for data gathering and disaggregation of poverty data. In 2012 the NBS with technical assistance from UNDP conducted a Living Conditions Survey, which assisted the Bureau to establish the first poverty line based on consumption data at 17% and also a subsequent one in 2015 at 39.3%[[2]](#footnote-2) based on consumer price index. Although the methodologies for the surveys differed both have been able to establish the poverty profiles of the poor and assisted the Agency for Social Protection in better targeting of social safety net programmes to the most vulnerable. The NBS is now able to produce reliable disaggregated poverty data in terms of educational level, regions, occupation, gender, household size etc. and government is now able to determine where pockets of poverty seat in the country following the Multidimensional Poverty survey conducted in 2013.In 2015 the NBS produced the first Statistical Bulletin on Poverty in Seychelles, presenting a deeper analysis of poverty issues in the country to support policy change and inform decision making. This was evidenced by a number of new categories of benefits established and reviewed allowing provision of welfare benefits to increase to 10 categories in 2014 from a baseline of 5 in 2008. South-South Cooperation between Mauritius and Seychelles Bureau of Statistics was facilitated by UNDP allowing sharing of knowledge which resulted in an MOU signed between the two Bureaus on joint cooperation. |
| **2. By 2016, the governance Systems, use of technologies and practices and financing mechanisms that promote environmental, energy and climate change adaptation have been mainstreamed into national development plans**. |  $12,9900,000 | * *Area of terrestrial and marine ecosystems under improved management or heightened conservation status increased by 50 per cent by end of 2016.*
 | * *Marine and terrestrial area under protection increased over 50% to > 4,133,800ha from baseline of 29,836 hectares in 2006, while terrestrial increased to > 137,445,500 ha from a baseline of 24,978 ha in 2006 by Mid-2015.*
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| **UNDP Contribution:**UNDP contribution identified in the CP was focused on increasing its support to the Department of Environment and the Programme Coordination Unit through engagement in policy dialogue for strengthening partnerships and resource mobilization in particular for Adaptation. **CP Outputs:** The indicative outputs were a) Models demonstrating cost effectiveness of NGO and Government partnership in protected area planning and b) increase and management of protected areas by hectares i.e. Marine and Terrestrial. **Progress and Achievements:** In 2015 over 50% of marine and terrestrial area under protection increased from a baseline in 2006 of 29,836 hectares (ha) of marine to > 4,133,800ha and for terrestrial from 24,978ha to 137,445,500. The CPD target has been surpassed. This achievement can be attributed to the shift of protected areas from purely being government driven but also inclusion of environmental Non-governmental organization. In 2014, the Protected Area (PA) Policy was launched creating a framework for new Protected Area designation and expansion allowing for better Marine Spatial Planning (MSP) for the Exclusive Economic Zones (EEZ). Through GEF financing, UNDP has supported the government to draft and review a number of environmental legislations and regulations aimed at strengthening institutional capacity and legal frameworks to improve biodiversity conservation, promote renewable energy and sustainable land management. Notably, the Nature Conservancy Act, the Fisheries Act (aimed at strengthening the legal basis for co-management of the Fisheries Plan), revision of the 1994 Environmental Protection Act and Biodiversity Bill to promote land use plans (specifically in 25 districts on Mahe), Disaster Management Act, Review of the Energy Act of 2012 to allow for installation of grid connected PV systems and drafting of Physical Planning Bill with accompanying regulations in 2012 to provide appropriate regulatory and legal framework for increased conservation. Regulations for Animal Biosecurity Policy was approved in 2015, with the Animal and Plant Biosecurity only reviewed by the Attorney General’s Office. The approval of the Policy has seen strengthened border inspection and clearance at the airport increase significantly. A number of Plans were also developed of significance were the Anse Royale Coastal Management in 2015, this plan provides comprehensive guidelines for adoption of an integrated approach to coastal management. In 2014 seven new joint conservation management contracts for ecological sensitive areas were signed between NGOs and private tourism operators and National Parks Authority, thus further strengthening coastal management in Seychelles. Biodiversity Strategy and Action Plan 2015-2020 was also approved by the government in July 2015 , providing the framework for Seychelles to meet its obligations under the Convention of Biological Diversity and achievements of the 20 Aichi targets. The National Energy Master Plan and Energy Resource Assessment and the National Energy Policy were completed.The National Energy Master Plan and Energy Resource Assessment and the National Energy Policy were completed and the Education and Awareness campaigns promoting the benefits of RETs conducted. As a result there has been an increased uptake for both the domestic and SME rebate schemes for RETs in 2015, less than 10 in 2014 to over 40 in 2015. The completion of the 3rd generations Environmental Management Plan referred to as the Seychelles Sustainable Development Strategy (SSDS) together with its framework have been handed over to government to for implementation. Under renewable energy financial rebate schemes for both domestic and commercial sectors was launched in 2015 which complemented government programme and allowed adoption of PV technology and reduction of GHG emissions. This has strengthened government and private sector partnerships to engage in renewable energy technologies. Other achievement under this outcome have been the completion of Inventories of key Biodiversity Area (KBAs) and Vegetation maps providing new GIS information on land use planning, the drafting of the first State of Environment Report to meet obligation for state party reporting under the Rio Conventions in 2014. This has allowed the country to have a centralized information system with a set of robust environmental indicators the government will use to prepare future reports under the various conventions and Protocols it is signatory to. Water resources assessment for 3 areas (Baie Lazare, Anse Royale and N.E. Point) and scientific assessment of the biodiversity in the marshes of Anse Royale and North East Point were undertaken in 2015. As a result, community groups have been established only at Baie Lazare and N.E. Point for watershed management of these important areas. |
| **3. Policy making bodies, the criminal justice system, security and law enforcement organizations respect and adhere to human.** |  $571,000 | * *Improved effectiveness of the National Human Rights Commission for monitoring and evaluating the implementation of the National Human Rights Action Plan*
 | * *Module on Human Rights incorporated in Seychelles Police Academy.*
* *Prison Service Strategic Plan developed*
* *2012 National Human Rights Action Plan developed*
* *2012 UPR Report for Seychelles*
* *5 state party report prepared and deposited by Seychelles.*
* *13 Civil Society Organization beneficiaries of small grants programme*
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| **UNDP Contribution:** UNDP’s contribution identified in the CP was on advocacy for human rights, gender mainstreaming and state reporting.**CP Outputs**The CP output was on production of a status report on human rights implementation in Seychelles.**Progress and achievements**Through technical assistance from UNDP mainstreaming of human rights education in justice and law enforcement institutions has been achieved, notably within the Seychelles Policy Academy, where a module on human rights is now party of the curriculum for all new recruits and the prison department to effectively apply the law whilst upholding human rights of citizens. This also culminated in the development of the first Strategic Plan for the Prison Service in 2012. The first National Human Rights Action Plan has been developed in supporting the work of the Human Rights Commission whose mandate also includes human rights education. This has created greater awareness of human rights amongst the citizenry and strengthened UNDP’s advocacy role in the promotion and protection of human rights working with both duty bearers and rights holders. Working with the Attorney General’s Office capacity to align domestic legislation with international treaty obligation was strengthened to facilitate domestication of international provisions into national law, to facilitate speedy adjudication and reduce human rights abuses especially in prisons. State party reporting has also been strengthened within government and civil society. Through UNDP technical support the first UPR report for Seychelles and shadow report was produced. Seychelles has also submitted reports for International Covenant on Civil and Political Rights (ICCPR), International Covenant on Economic, Social and Cultural Rights (ICESCR), Convention on Elimination of Racial Discrimination (CERD), Convention on the Protection of all Migrant Workers and Members of their families (CMW) and Convention Against Torture and other Cruel, inhuman or degrading treatment or punishment (CAT), thus adhering to its reporting obligations under conventions it has ratified. This was seen as significant achievement by the country as some of the conventions and treaties is has acceded remain not implemented. UNDP with partnership with the European Union resulted in 13 Civil Society Organizations (CSO) benefiting from small grants programme. This strengthened the capacity of non-state actors on the promotion of good governance practices ensuring adoption of human rights approaches.  |
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| **Summary of evaluation findings:**For the period under review mid-term evaluation of CPD and 9 project evaluations were conducted under GEF. Project evaluation recommendations have been subsumed under the Environment and Sustainable development pillar.1. **Mid-Term Evaluation of the Country Programme Document (CPD)** was focused on three pillars; **Poverty reduction and Millennium Development Goal**

**Democratic governance and the Environment and sustainable development****Overall Recommendations:** * Seychelles graduated from Upper Middle income to a High Income, developed country in July 2015. Being a SIDS due cognizance of Seychelles small population and land size(455 q km), its isolation, extreme imports dependency, piracy and vagaries of nature deserves due attention in the next CPD. Seychelles relatively high skills population provides an opportunity for UNDP to push for a transformational approach to the islands development.
* The three pillars of the CDP are found to be relevant to the priorities of the country and its commendable political, socio-economic transformation as it emerges from a major macroeconomic reform programme.
* Resource mobilization remains a challenge for UNDP. There is room for further coordination of interventions with other UN and multilateral agencies such as UNODC, WHO, and EU.
* The promotion of the Blue Economy concept is one relatively new element that will feature in any future development strategy. The on-going work to formulate a spatial development plan for the Republics EEZ and the Master plan for the Aqua and Mari-culture are indications of the preparatory phases and related projects that will follow. In the Programme formulation process for the new CPD 2017-2020 (the basic framework of which was discussed at the validation workshop) this element would be critical to be included as one of the core elements of the new programme.
* Notwithstanding its NCC status, Seychelles because of its vulnerabilities still deserves some external assistance, for some activities like humanitarian work or climate change whose agenda as underlined by the MDGs/SDGs a global one. Thus UNDP must re-examine its resource mobilization strategy, undertake a mapping of donor issues, interests, concerns and priorities both in the Seychelles and in donor capitals, widen its outreach and improve on its development results. Given that donor constituencies are looking for evidence of good demonstrable results, UNDP has to build a good track record in key thematic areas; and continue to be an obvious partner of Government in programme delivery especially in the environment area.
* There is very limited collaboration between the few UN agencies working in or on Seychelles. In future there is scope for closer and more coordinated approaches for more effective results and realizing the “Delivery as One” principle. UNDP should use the SDG agenda to strengthen inter agency collaboration including the non-resident agencies in support of the Governments Medium- Term Development Strategy.

**Poverty reduction and Millennium Development Goal Pillar: Recommendations*** It became increasingly clear that ‘poverty’ in the Republic has a woman’s face – meaning that there are a significant number of single mothers who are bordering the poverty threshold needing assistance to maintain the household and provide for the children.
* The support to the National Bureau of Statistics has been very important in producing reliable, accurate and credible data of international standards and information for development planning; and to better inform and support policies and strategies to mitigate the increasing social effects of poverty. The sophisticated planning on environmental projects and the upcoming blue economy demands a lot of detailed data. Partly because of enhanced NBS work, while in the past there were many data gaps in global and regional reports including UNDP’s flagship, the global Human Development Report, there are still gaps in such reports especially pertaining to social indicators and disaggregated sect oral data.

**Democratic governance Pillar: Recommendations*** The present structural set-up with the NHRC attached to the Ombudsman’s office is not working. The decision to delink the two is a welcome development. It is worth examining whether the mandate of both could be widened to avoid duplication of functions of both offices.
* Role clarification between actors in the justice system was seen as critical, in particular the AG’s office, the Police, Prisons, CEPS, to ensure that project implementation is accelerated. This could be done through the GoS leadership and technical back-stopping from the UNDP.
* UNDP to follow-up on its critical initial intervention under this pillar to ensure the programme results are achieved.

**Environment and sustainable development Pillar: Recommendations*** The projects are relevant and flow from the SSDS. They are selected through a process of interactions between relevant Government establishments, the GEF/UNDP, and other stakeholders. Multi-sectoral Steering Committee of the SSDS should meet at more regular intervals to ensure guidance and ownership. Given its broad composition it could also help to sharpen the mainstreaming of cross-cutting issues, especially gender, an aspect that is at a low ebb in the environmental interventions.
* The government is very committed to the development of the ‘Blue Economy’. Understanding its dynamics and key stakeholders and assisting elaborate on the various dimensions of the blue economy concept and its components such as fisheries would enhance prospects for future collaboration and cooperation. For example UNDP (working with IFAD which is already working on small-scale fishing; and possibly FAO) could take advantage of the Mai Plateau Assessment to facilitate stakeholder meetings for sustainable fishermen activities. This is particularly given the planned debt swap deal which will affect fisheries especially small scale local fishing households, which have not been brought into the loop.
* Sustainable Development with the Environment sector at the forefront remains a core strategy in the Republic’s developmental strategy. The cross-cutting nature of the environmental concerns allows others sectors to come on board (Agriculture, Fisheries, Land Use, Finance, Utilities –water & energy; etc). This allows UNDP a broad scope for interaction with the country’s Government and to push the development agenda in areas where they are strong and have a track record such addressing cross-cutting issues – (environment, gender, HIV&AIDS, capacity building, etc) and working with the civil society, local communities and grassroots organizations. Already UNDP has worked with NGOs in small environmental projects. The demand for environmental social impact analysis (ESIA) is up, signifying the need for analysis of non-environmental aspects in GEF projects.
* Building on the Nairobi Convention for coastal and marine economy Seychelles has demonstrated that oceanic resources can be exploited in a sustainable and socially inclusive manner. Seychelles is leading in the world on a number of fronts: (i) the blue economy particularly in the Western Indian Ocean; and (ii) marine special planning. Although it is not a leading it has a lot of opportunities to play a useful role in the design of blue bonds and carbon and forest bonds. Using GEF resources and working with UNEP, Seychelles could be one of the first countries to apply the globally agreed methodology to calculate blue carbons.
* The CPD/ GEF projects have produced draft or finalized strategic plans, policies and legislation especially on the environment. One weakness has been instances where attempts are made to draft policies before acceptable strategic plans are developed.

**Specific Projects Recommendations** **Final Evaluation of Mainstreaming Biodiversity Project*** Mainstreaming objectives were not clearly articulated: The project design included the key sectors posing threats to biodiversity in the Seychelles: infrastructure development, tourism, and fisheries. But, the mainstreaming objectives of the project were not clearly articulated. Mainstreaming should have focused on the key conservation areas, the design should have included development of incentives and regulations specifically for those areas and piloting of implementation of some of the management measures.
* Inter-sectoral linkages for facilitating implementation of biodiversity mainstreaming plans were not worked out: The stakeholder involvement plan included a long list of agencies and organizations, but the inter-sectoral linkages required to facilitate implementation of biodiversity mainstreaming were not worked out.
* Late delivery of certain activities diminishes the likelihood that the results will be sustained: Certain project activities were delivered late in the implementation timeframe, including completion of the fisheries management plan for the Mahé Plateau, the monitoring control and surveillance protocol for the Praslin Fisheries Co-Management plan and Mahé Plateau plan, the biodiversity policy, and some of demonstration activities were started in the second half of last year, 2014. This late delivery diminishes the likelihood that results will be sustained, as there was limited time for consultation, monitoring, and evaluation, and for distilling lessons learned from these activities and outputs.
* Inter-sectoral linkages need to be worked out for biodiversity mainstreaming initiatives: Biodiversity mainstreaming requires collaboration of administrative, strategic, and regulatory functions among relevant sectoral stakeholders. For example, mainstreaming biodiversity conservation in the fisheries sector should include a clear role by the environmental protection authority; in this case it might the Seychelles National Park Authority (SNPA), which is under the Ministry of Environment, which is the focal agency for biodiversity in the country.
* Sustainability structures should be built into project design, including co-financing allocation: Experience within the GEF portfolio shows that considerable time is required, possibly decades, for realizing verifiable impact of biodiversity mainstreaming. Sufficient resources for monitoring and evaluation should to be factored into mainstreaming projects. For example, it would be sensible to advocate for some of the co-financing streams to flow after the GEF funding timeframe, in order to support required post-project monitoring and evaluation

 **Midterm Review (MTR) Report UNDP-GEF PIMS 4331: Grid-Connected Rooftop Photovoltaic Systems in the Seychelles*** The project is ahead of schedule in reaching its installed capacity, energy generation and GHG emissions reduction targets. Project management has been highly effective in engaging stakeholders around these targets
* It is necessary to establish a system that removes current delays and bottle-necks in installation, whether by increasing resources at PUC and SEC, or by changing installation procedures to require reduced PUC and SEC resources.
* Project management has been highly effective in bringing together national stakeholders, such as the Public Utilities Corporation, the Seychelles Energy Commission, and the Development Bank of the Seychelles to support the deployment of PV. Without such effective inclusion of stakeholders it is likely the adoption of PV would have been delayed many years or not achieved.

**Terminal Evaluation - Strengthening Seychelles' Protected Area System through NGO Management Modalities Project** * Implementation under the protected area project, despite a problematic start-up and implementation hiccups in the first two years, the project has exceeded delivery on 10 targets, fully delivered on 7 and delivered over 80%. Using threat reduction as a measure of impacts, the project significantly reduced threats to biodiversity in Seychelles by; i. Direct protection via increasing PA estate by 5,677.1 hectares: of which 294.1 is Terrestrial PA. This is significant for Seychelles which has a total land surface of only 459 sq km (or 45,900 ha), of which 45.5% was already gazetted by 2010. The approval of the new PA policy has far reaching impacts on strengthening the PA management into the future. The new policy forms the framework for more effective planning and management of PAs, and guides the expansion of the current PA system with the introduction of new categories of protected area in accordance with international criteria and international obligations. The real impact of the PA Policy is that it reinforces the commitment of Seychelles to manage 50% of its land area and up to 30% of its marine area as protected areas (including sustainable use zones). The PA Policy, additionally addresses co-management of PAs, a concept which is novel in the Seychelles, and strengthens the potential for private partnerships in PA management. Allowing private sector investments in PA is cost effective for a SIDS, which suffers HR and financial difficulties.
* Replication is necessary for sustaining project impacts: however, for it to happen, projects need to actively link with other on-going processes, something that is often difficult when project teams are isolated and are too focused on tight deadlines. The presence of the PCU made a big difference in this project. They were able to link the project to other important GEF and national programs;
* Seychelles is a Small Island Developing State and will always have Human Resources issues manifested in high staff turnover in many organizations. The planning stage should be used to formulate mitigation strategies to handle the inevitable human resources issues during implementation.
* Mainstreaming lessons from other projects is a cost effective measure because it avoids duplication and waste. The choice of Implementing Partner with the necessary linkages to other conservation programmes, and the unique position of the PCU for GOS-UNDP-GEF projects in Seychelles played a key role in the excellent level of mainstreaming lessons demonstrated by this project.
* Formulate an exit strategy that explains how the legislation approval will be followed up and coordinated with the outputs of this project, to ensure sustainability of the impacts.
* Factor in knowledge management and sharing as an activity with a budget for similar projects. This will yield significant replicability and catalytic gains.

 **Final Evaluation of Sustainable Land Management Project in Seychelles*** Government of Seychelles (GoS) should adopt the various reviews / updates of laws and policies undertaken within the project in the near future and prioritize better mainstreaming of SLM throughout key national agencies.
* The project has trained SNPA trainers in fire-fighting. It is furthermore recommended that these staff is enabled to impart their knowledge widely to reduce the problems of forest fires which plague the granitic islands. DRDM staff also needs such training.
* It is also recommended that MLUH should use the land use maps prepared by the project to protect biodiversity and adopt landscape approaches in wider land management, rather than using the maps as tools in land administration / development planning.
* It would be advisable for future GEF funded and other projects in Seychelles and other small / remote countries to carefully consider the expertise available among national consultants during the design phase, to ensure they do not require expertise which is unlikely to be available during project implementation or to ensure that there are clear arrangements to enable for example civil servants to undertake such work in parallel to their existing work.
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III. Country Programme Resources (2012-

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| **Focus Area** | **Programme Expenditure ($) 2012-2016/2017** | **% of Total** |
|  | Regular (TRAC) | Other | Total |  |
| Poverty Reduction and MDGs | 88,000 |  | 88,000 | 0.64% |
| Environmental Sustainability  |  | 12.99(M) | 12.99(M) | 95.17% |
| Democratic Governance  |  | 571,000 | 571,000 | 4.18% |
| Total | 88,000 | 13.56 (M) | 13.64 (M) | 100% |
| **Data sources:** 1. Country Programme Document (CPD) 2012- 2016
2. Results Oriented Annual Reports (2012 – 2015)
3. Mid-Term Evaluation of the CPD
4. Final Evaluation of Mainstreaming Biodiversity Project
5. Midterm Review (MTR) Report UNDP-GEF PIMS 4331: Grid-Connected Rooftop Photovoltaic Systems in the Seychelles
6. Terminal Evaluation - Strengthening Seychelles' Protected Area System through NGO Management Modalities Project
7. Final Evaluation of Sustainable Land Management Project in Seychelles
8. Various GEF Evaluation conducted for the programme cycle
9. 2015 Seychelles Poverty Bulletin
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1. The methodology and surveys differ for 2006/07 and 2013, the indicators reported for 2013 and 2006/07 are not comparable. [↑](#footnote-ref-1)
2. 2015 Poverty Bulletin for Seychelles. [↑](#footnote-ref-2)