

**Mid –Term Review of UNDP Seychelles Country
Programme, 2012-2016
FINAL REPORT**

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Mid-Term Review of the UNDP Seychelles Country Programme

FINAL REPORT

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List of Abbreviations

ADR	Assessment of Development Results
AG	Attorney General
ASP	Agency for Social Protection
AWP	Annual Work Plan
CAADP	Comprehensive Africa Agriculture Development Programme
CBD	Convention on Biological Diversity
CBS	Central Bank of Seychelles
CEPS	Citizens Engagement Platform of Seychelles
CO	(UNDP) Country Office
CPD	Country Programme Document
CSO	Civil Society Organization
DaO	Delivering as One
DPs	Development Partners
EDF	European Development Fund
EEZ	Exclusive Economic Zone
EIA	Environmental Impact Analysis
EMPS	Environment Management Plan of Seychelles
EIA	Environmental Impact Analysis
EU	European Union
GDP	Gross Domestic Product
GEF	Global Environment Facility
GoS	Government of Seychelles
HBS	Household Budget Survey
HDI/R	Human Development Index/Report
HIV&AIDS	Human Immunodeficiency Virus & Acquired Immunodeficiency Syndrome
IAS	Invasive Alien Species
ICCPR	International Covenant on Civil and Political Rights

ICESCR	International Covenant on Economic, Social and Cultural Rights
ICT	Information and Communication Technology
IOC	Indian Ocean Commission
IOTC	Indian Ocean Tuna Commission
IP	Implementing Partner
KABP	Knowledge, Attitudes, Behaviour and Practices
LUNGOS	Liaison Unit of Non-Governmental Organizations of Seychelles
MDAs	Ministries, Departments and Authorities
MDG/R	Millennium Development Goals/Report
MEECC	Ministry of Environment, Energy and Climate Change
MoFAT	Ministry of Foreign Affairs and Transport
MoFTBE	Ministry of Finance, Trade and Blue Economy
MSP/I	Maritime Spatial Plan/ Initiative
MoTC	Ministry of Tourism and Culture
MPA	Marine Protected Area
MPI	Multi-dimensional Poverty Index
MTR	Mid-Term Review
NAC	National Aids Council
NBS	National Bureau of Statistics
NBSAP	National Biodiversity Strategy and action Plan
NCC	Net Contributing Country
NCCS	National Climate Change Strategy
NGO	Non-Governmental Organization
NHRC	National Human Rights Commission
NHRAP	National Human Rights Action Plan
NSA	Non-State Actors
OHCHR	Office of the (United Nations) High Commissioner for Human Rights
PA	Protected Area

PCU	Project Coordination Unit
PPP	Public-Private Partnerships
RET	Renewable Energy Technology
RR&RC	UNDP Resident Representative and UN Resident Representative
SDGs	Sustainable Development Goals
Seyccat	Seychelles Conservation and Climate Adaptation Trust
SFA	Seychelles Fishing Authority
SGP	Small Grants Programme (of UNDP/GEF)
SIDS	Small Island Developing State
SIF	Seychelles Islands Foundation
SLM-NAP	Sustainable Land Management-National Action Plan
SNAIP	Seychelles National Agriculture Investment Plan
SR	Seychelles Rupees
SSDS	Seychelles Sustainable Development Strategy
SSTL	Seychelles Sustainable Tourism Label
STB	Seychelles Tourism Board
TA	Technical Assistance
ToR	Terms of Reference
UMIC	Upper Middle Income Country
UNAIDS	United Nations Programme on HIV/AIDS
UNDP/ CO	United Nations Development Programme / Country Office
UNFPA	United Nations Population Fund
UNFCCC	United Nations Framework Convention for Climate Change
UNODC	United Nations Office on Drugs and Crime
WHO	World Health Organization (of the UN)

MID-TERM REVIEW OF THE UNDP SEYCHELLES COUNTRY PROGRAMME, 2012-2016

EXECUTIVE SUMMARY

The Seychelles UNDP Country Programme Document (CPD) 2012-2016 which is at different stages of implementation, and which is the subject of this evaluation has three main components: (i) Environment and Sustainable Development; (ii) Democratic Governance, and (iii) Poverty Reduction and the Millennium Development Goals (MDGs).

The CPD was conceived and rolled out amidst political and economic transition from a one party to a multi-party democracy; and from a state-dominated welfare economy to a liberal, private sector-led economy. The CPD programme components were designed to further these strategic objectives and trajectory. The development of the two pillars of the economy, tourism and fisheries, are intertwined with environmental sustainability and climate change. Poverty eradication and sustainable human development, of which the MDGs are a part, is central to addressing emerging social ills (HIV&AIDS, narcotics, alcoholism, prostitution, petty crime, etc) which is key to continued peace and tranquility and a pre-condition to sustainable tourism. The protection and promotion of human rights including adherence to international standards, approval and domestication of relevant international treaties and conventions and human rights compliant law enforcement agencies such as the police and prisons are crucial for good, sustainable democratic governance. The CPD was designed to, and is investing in, these areas.

The Evaluation of the CPD mid-term was commissioned by UNDP and has used the standard evaluation criteria: relevance, effectiveness, efficiency, sustainability, strategic relevance and responsiveness to national development policies, partnerships and coordination and the promotion of UN values. The latter include fostering issues of interest to the UN such as the MDGs and the one UN, 'Delivering as One' ('DaO') approach. Both in the design and in the evaluation of this CPD, special attention was paid to the mainstreaming of the UN programming principles: human rights, gender equality, environmental sustainability, results-based management and capacity development.

The Evaluation tailored these criteria to Seychelles' specific very high human development status and its vulnerabilities. As a "Net Contributing Country" the island nation is getting neither core nor concessional funding from either the UNDP (i.e. TRAC) nor other development partners. However, the Government of Seychelles (GoS) values the UN presence, both resident (UNDP, WHO, UNODC) and non-resident agencies' contribution in upstream policy work and downstream programmatic interventions especially via technical support; or through regional programmes, which have greater openings for Seychelles-type polities.

The bulk of the CPD with about 90% of the resources is therefore GEF- financed and revolves around projects in environment and climate change. The projects are designed as such with little evidence of the applicability of the programme approach. Despite the heavy environmental interventions, the country's MDGs Status Report 2013 noted that MDG7 on "Ensuring Environmental Sustainability" was only "partially achieved." This was attributed to continued "flooding, land erosion, invasive

species and severe water shortages". This reflects both the challenges and the high environmental benchmarks in the "paradise islands" especially given the challenges of the Exclusive Economic Zone (EEZ) and the blue economy. This rationalizes UNDP's continued engagement in this area, but also on non-environmental interventions including projects that to raise the incomes of the people and their welfare including social protection. It is worth noting that save for MDG6 on HIV&AIDS Seychelles has virtually achieved all the MDGs and is set to take on the Sustainable Development Goals(SDGs), for which deliberations on Seychelles' take have been done.

In addition to environment the CPD includes the democratic governance and poverty/MDGs sub-programmes. The strengthening of the National Human Rights Commission (NHRC), a key plug of the governance programme has had mixed results. While its National Human Rights Action Plan (NHRAP) has been prepared, its execution is stalled because the Government has not yet approved it. The Evaluation noted some laxity in the NHRC to lobby and ensure the endorsement of the Action Plan but above all to measure up to expectations. While efforts are being made to increase its capacities via a Commonwealth Consultant, in the course of this Evaluation, the Government decided to separate the Offices of the Ombudsman and NHRC, which should give both entities greater avenues to live up to their mandates. This, the Evaluation recommended, should be complimented by increased human and financial capacity to jerk up the activities of both entities. The police and prisons interventions are by and large being implemented. The prisons sub-component helped Seychelles to come to grips with the challenge of bringing to trial and imprisonment the marine pirates that threatened Seychelles lifeline through disruption of tourism and shipping. However, although the TOR underlined gender mainstreaming in prisons and some work was done in this regard, the Evaluation felt that more could be done to mainstream gender and other cross-cutting issues across the board.

The Evaluation noted UNDP support for the National Bureau of Statistics (NBS), whose capacity for Household budget survey, Living conditions survey and data analysis and reporting had been strengthened. This had allowed the NBS to develop poverty lines and to digest data and information to strengthen planning and policy work. In particular the NBS work and poverty studies has helped the Agency for Social Protection to design more targeted social protection schemes. Periodic MDGs Country reports have addressed various policy issues including a detailed analysis of the SDGs and their relevance to Seychelles. The Evaluation recommended introduction of National Human Development Report (NHDRs) to steer policy debates on emerging development concerns and to rate the country's progress through the more holistic human development indices.

The CPD's environment portfolio, the bulk of the programme was essentially GEF- funded; and is managed by the Programme Coordination Unit(PCU), a government outfit stationed at, and working closely with, the UNDP Office. The Evaluation concluded that the PCU was an efficient programme management and implementation mechanism, cutting on red tape and duplication of effort, empowering project staff, and building synergies than would have been the case in a UNDP-driven implementation modality as is the case in other UNDP programme countries. UNDP's close working relations with government establishments has notwithstanding the linkage with the main Office in Mauritius ensured that there are no undue financial disbursement delays. Nevertheless its threshold of local and foreign currency that PCU can approve could be increased.

The roll out of the 'DaO' governance modality is low key, partly because with the exception of UNDP, WHO and UNODC more than a dozen UN agencies are non-resident, albeit within easy reach of the isles. The Ministry of Foreign Affairs (with UNRC back-stopping) is determined to bring the UN agencies together via their mobilization to support the new Medium-Term Development Strategy. Given limited 'aid coordination' in Seychelles, UNDP could play a useful role therein especially on areas that it has a mandate and strong track record. This may necessitate beefing up the capacity of the local UNDP office, possibly with a more suitable office and staff compliment.

1. Introduction

1.1. Rationale

Approved by the UNDP Executive Board in September 2011, the Seychelles UNDP Country Programme Document (CPD) has three programme components:

- i. Environment and Sustainable Development;**
- ii. Democratic Governance; and,**
- iii. Poverty Reduction and the Millennium Development Goals (MDGs);**

These programmes are at different stages of implementation. Since their inception annual assessments have been undertaken, in line with UNDP corporate requirements. This programme is now being evaluated mid-term using the standard evaluation criteria.

1.2. Purpose and Scope

- 1.2.1. ***Purpose and Use of the Evaluation:*** According to the Terms of Reference (see, Annex 1) the purpose of the Mid-term Review (MTR) is to: (i) *analyse and assess the UNDP Country programme, its execution and contribution to development results in Seychelles;* and (ii) *the strategic positioning of UNDP's presence, involvement and contribution to programmed development efforts.*

The evaluation report therefore records how the programme implementation has fared since 2012. It documents key results, achievements, lessons learned and actionable recommendations for strengthening UNDP programming and operational modalities, in light of, and to ensure synergies with, the country development context. It also shows what worked and what has not, and why. The MTR also provides inputs into the next CPD.

- 1.2.2. ***Target Audience:*** The primary audiences are the (i) Government of Seychelles (GoS), (ii) the UNDP, (iii) civil society, and (iv) other development partners. The findings will also be available to other interested partners and contribute to knowledge-sharing especially amongst Small Island Developing States (SIDS).

- 1.2.3. ***Scope of the Evaluation:*** The Evaluation was conducted for a period of 20 working days in-country set within a 2.5 month period. It is a systematic and objective assessment, looking back at the planning and implementation to-date, including the design, delivery and results attained. Special attention was paid to the mainstreaming of the UN programming principles:

human rights, gender equality, environmental sustainability, results-based management (RBM) and capacity development.

1.3. Methodological Approach

The Evaluation team reviewed documentation; it developed interview questions and administered them on key informants. The evaluation used the standard evaluation criteria namely: relevance, effectiveness, efficiency, sustainability and level of coordination and strength of existing partnerships amongst stakeholders and short-term impact. The Evaluation tailored these criteria to Seychelles' specific high human development status and its vulnerabilities. Furthermore, it considered the relevance, if any, of the "Delivering as One" agenda; leveraging partnerships with development partners/civil society and mainstreaming regional cooperation in the "blue economy" spearheaded by Seychelles

Through the screening of quantitative and qualitative data and information a number of core findings emerged.

1.4. Questions Guiding the Interviews

Based on refinement of what was provided by the TOR, the Evaluation Team came up with questions for each of the (sub) evaluation criteria, including the strategic relevance and positioning of the UNDP; responsiveness to identified national challenges and its capability to deliver the programme, foster partnerships and coordination and promote UN values. Table 1 shows both the evaluation criteria and the principal questions.

Table 1: EVALUATION MATRIX

Environment and Sustainable Development, Democratic Governance, Poverty Reduction and MDGs

Evaluation Criteria	Evaluation Sub-criteria	Evaluation Questions	Source of Data
Relevance	<ul style="list-style-type: none"> -Alignment to GoS/UNDP strategic plans - Contribution to development results - Adherence to UN programming principles 	<ul style="list-style-type: none"> -Are the objectives of CPD still valid and consistent with national policies? -To what extent is the CPD delivery mechanism appropriate to the Seychelles context? -To what extent have UN(DP) reforms influenced the CPD areas of focus ? 	<ul style="list-style-type: none"> GoS, CSOs & DPs -UN(DP) reports & officials -Prodocs and stakeholders
Effectiveness	<ul style="list-style-type: none"> -Progress towards achievement of targets -Extent of CPD inclusivity & citizens' empowerment 	<ul style="list-style-type: none"> -To what extent has the CPD delivered against its planned results; -Which CPD areas have the greatest/ least achievements ? Why? - -How useful has the knowledge and skills transfer proven to be so far? 	<ul style="list-style-type: none"> - Govt Ministries and IPs --SIF CEPS - Audit Reports -M& E Reports
Efficiency	<ul style="list-style-type: none"> -Cost effective resource use& value for money -Minimization of transaction costs -Accountability &transparency in resource allocation & use 	<ul style="list-style-type: none"> -Has programme execution been cost - effective? - Was financial and human resource deployed promptly & used prudently? - Are the roles and responsibilities of programme managers clear? -Are the M&E systems robust? 	<ul style="list-style-type: none"> - MTRs & Terminal Evaluations - ADRs - M&E reports
Sustainability	<ul style="list-style-type: none"> -Creation of local capacities and financial 	<ul style="list-style-type: none"> - Was expertise & financial independence mechanisms established? 	<ul style="list-style-type: none"> - Exist strategy

	<p>independence</p> <ul style="list-style-type: none"> - Addressing risks to sustainability - Testing & up-scaling of pilots -Transition from individual to institutional capacity 	<ul style="list-style-type: none"> -Will the outputs be owned and sustained by national capacities? If not why? - Are there well planned exit strategies; -What partnerships can promote long- term sustainability? - Are there robust resource mobilisation strategies? 	docs
Strategic relevance and responsiveness	<ul style="list-style-type: none"> -Strategic pitch: are outcomes set for higher impact? -Programme focus versus inclusiveness - short- versus- long-term impact -Taking account of new development context 	<ul style="list-style-type: none"> -Has UNDP leveraged national development strategies with its programmes? -Is there a balance between upstream and downstream interventions; -What are critical gaps & missed opportunities in UNDP programming? -Has UNDP anticipated and responded to changes in the national development context? 	<ul style="list-style-type: none"> -UNDP Strategic Plan -Annual UNDP CO Reports
Partnership and coordination	<ul style="list-style-type: none"> -Leveraging partnerships/complementarities with partner programmes -Mainstreaming South-South &triangulational cooperation 	<ul style="list-style-type: none"> -To what extent has UNDP leveraged partnerships with the GoS and DPs to achieve better results? -Are there actual or potential overlaps with partner programmes? -Have the CPD coordinating structures maximized benefits? 	<ul style="list-style-type: none"> - UNRC annual reports - ADRs
Promotion of UN values	<ul style="list-style-type: none"> -Support for UN programming principles (“DaO”, joint programming, etc) -Support for MDGs & SDGs 	<ul style="list-style-type: none"> - Has the CPD addressed gender equity & the needs of vulnerable groups? -To what extent has UNDP worked on the achievement of the MDGs; 	<ul style="list-style-type: none"> -MDGs Country Report - UNRC Annual Reports - global HDR

1.5. Work Plan, Timelines and Outputs

The comprehensive assessment of the programme was conducted via desk review of reports and interviews of key informants. Data collection included a conversation with the UN Resident Coordinator and UNDP Resident Representative (RC/RR) for Mauritius and Seychelles base in Port Louis through Skype and the UNDP Programme Manager in Seychelles. UNDP and the PCU were critical primary sources of information and facilitators for the rapid mapping of stakeholders and beneficiaries for interview. Information collected was cross-checked, tested and findings and recommendations presented.

A chance meeting with the President, H.E. James A Michel, discreet interactions with the Ministers of Tourism and Culture (MoTC) and of Environment, Energy and Climate Change (MEECC) highlighted their appreciation of UNDP's contribution to Seychelles' development.

Table 2 shows timelines of the evaluation including key activities. A list of key reference documents are listed in Annex 2

Table 2: TIMELINES OF CPD EVALUATION

Activities	Week1		Week2		Week3		Outputs	Comments
	1 st Half	2 nd Half	1 st Half	2 nd Half	1 st Half	2 nd Half		
Phase I	Inception Phase							
Desk Review							Docs reviewed for Inception Report (IR)	Work started on Day 1; good preparations
Design MTR methodology							IR detailed methods and tools & key informants	IR submitted to UNDP CO
Fine-tune & finalize data collection tools							Final data collection tool & interview questions	Tailored interviews of key informants
Phase II	Data Collection							
Interviews: MDAs; DPs; UN, NSAs							Analysis of data collected (from individuals & groups)	Interviews concentrated in Mahe island; no site visits
Phase III								
Analysis & preparation of preliminary results							Continuous compilation of data	Distilling findings, best practices & lessons learned
Prepared Power Point & Meeting							Power Point Presentation (PPP) at stakeholder Meeting 25 June 2015	PPP & Discussions & feedback
Preparation of Draft Report & its Presentation							Workshop on the Draft Report, 2 July 2015	PPP, Report distribution & feedback
Phase IV	Final analysis & Reporting							
Finalization of FINAL REPORT							FINAL DRAFT REPORT (incl. findings, lessons learnt & best practices)	Based on feedback received from w/shop & further analysis
Submission of Report to UNDP							Final Report Submitted to UNDP	Correct as per UNDP response & feedback

1.6. Deliverables

- 1.6.1. **Inception Report:** An Inception report was prepared and presented to UNDP CO, which offered comments and guidance for consideration in the drafting of the first iteration of the MTR as well as its presentation to the MTR Reference Group.
- 1.6.2. **First Draft Mid-Term Report:** A power point presentation of the report was presented to the MTR Reference Group at a half-day meeting on 24 June 2015. The attendees were mainly PCU managers, and the UNDP staff. Discussions provided inputs to ensure objectivity, accuracy and technical soundness of the report.
- 1.6.3. **Second Draft Report to an enlarged Validation Workshop:** The second draft MTR report taking into consideration the deliberations of the MTR Reference Group was presented to an enlarged one-day validation workshop of key stakeholders on 2 July 2015.
- 1.6.4. **Final Draft Report:** Taking into account the views, comments and feedback from the enlarged stakeholder seminar the final Report was drafted and submitted to the UNDP CO. It evaluated the programmatic content and the governance of the programme. It also provided critical information on the processes as well as insights on the next CPD.
- 1.6.5. **Limitations of the Methodology**

Several factors provided a conducive environment for the evaluation: a focused small programme portfolio concentrated on environmental sustainability , a small geographical area, easy accessibility to top notch key informants and excellent facilitation by the UNDP. However, the absence of clear baselines, Annual Work Plans (AWPs) and given time constraints, inability to undertake field visits were some of the drawbacks. The Cabinet shake-up and portfolio reorganization (February 2015) was a challenge vis-à-vis institutional memory and tracing continuity.

2. National Development Context

2.1. Political Governance

Seychelles has travelled through three Republics in 39 years, entailing three national constitutions, flags and anthems. Independence from Britain was achieved in 1976, but the new coalition government was overthrown in 1977 ushering in a one-party state system. The end of the Cold War witnessed the re-introduction of plural political dispensation in 1992 and promulgation of a more liberal new constitution following a referendum, with strong “checks and balances”. There are periodic elections and Presidential term limits (maximum 15 years). There is strong emphasis on the constitutional order, the rule of law, transparency and accountability and of late, human rights. Although Seychelles is a Small Island Developing State (SIDS) all governance institutions of a modern state such as the National Human Rights Commission (NHRC) exist.

The government has strived to strengthen decentralized governance and popular participation in decision-making especially through the civil society, now congregated under the Citizens Engagement Platform for Seychelles (CEPS). Capacitating key governance institutions, empowering the youth and addressing social ills, reducing vulnerabilities and building societal resilience to climate change are major challenges.

Seychelles has the highest number of women holding top positions in Government including a Chief Justice. The country received an award for gender parity after ranking first among 52 African countries in the 2014 Mo Ibrahim Index of African Governance. Despite strides made in gender equality and the empowerment of women and the girl child, there are significant bottlenecks with strong gender-based impacts: domestic and gender-based violence and increased single women-headed households. There is also a feeling that social and economic empowerment of women should take precedence over sharing of public sector posts.

Challenges include getting men involved in activities that advance gender equity; and the entrenchment and consolidation of democratic governance principles and practices suitable to the Seychelles context.

2.2. Macro-Economic Reforms

The main feature of the one party state was a strong state-driven, welfare economy. Given the very low development indicators, Seychelles exploited its eligibility for concessional assistance, allowing greater access to free social services. Fisheries and tourism, the twin pillars of the economy had a competitive and comparative advantage. Thus development indicators including GDP per capita rose rapidly. To sustain these gains and further develop, expensive commercial loans were mobilized, leading to unsustainable debt and shortages of foreign exchange and basic commodities, signifying a deep economic crisis.

Worse still, in the past seven years or so, piracy in the Western Indian Ocean, the global financial crisis and turbulence in the euro zone monetary area adversely impacted on the main drivers of the economy: fisheries, tourism and services. However, an IMF-supported macro-economic reform programme entailing economic liberalization, a floating exchange rate regime, removal of economic controls, 'right sizing' the public service and facilitation of the private sector turned the economy around. Going forward, tourism is anticipated to flourish due to increased air access including the good work being done by Air Seychelles now penetrating regional and global markets; and diversification into new markets; but the greatest window of opportunity is the upcoming sustainable development of the blue economy.

Seychelles' outstanding performance is illustrated by its high per capita income of over USD 9,000 and Human Development Index (HDI) of 0.756 (ranking 71 out of 186 countries) placing it among the high human development bracket (HDR 2014). Furthermore, in July 2015 the rating agency, Fitch upgraded the country's sovereign rating from 'B+' to B++; and the World Bank upgraded Seychelles from Upper Middle Income to High income country status, the first African country to do so. However while the graduation instils investor confidence, it weakens eligibility to, and results into diminished inflows of, concessional development assistance. This will mean even less eligibility of Seychelles to both core and non-core funding by UNDP and sister UN agencies.

Conscious of the country's narrow economic opportunities (tourism, fisheries, services) and vulnerabilities (narrow resource base; high import dependency, climate change; piracy) sustainable development practices is not an option but rather a *sine qua non* for survival. Thus far, the country's track record on environmental conservation is impressive. It has protected over 50% of its limited land area and boasts two UNESCO World Heritage sites.

From the threat to low-lying islands in the face of the adverse effects of climate change, such as sea-level rise, Seychelles as a SIDS continues to prioritize and engage in the promotion of more eco-friendly, sustainable development practices. On the socio-economic side the CPD is complementing Government efforts on critical issues such as having a credible poverty status and a more efficient and better targeted social welfare system.

The UNDP CDP 2012-2016 is being implemented in the midst of major political and macro-economic reforms aimed at building a strong, sustainable, inclusive economy. Nevertheless, environmental concerns and sustainable development practices are core.

2.3. Sustainable Development Strategy of Seychelles

Seychelles is in its third decade of implementing two consecutive 'Environment Management Plans (1990-2000, and 2000-2010). Currently, the 'Seychelles Sustainable Development Strategy' (SSDS) 2011-2020 is being implemented. It sets out the national priorities for sustainable development with a vision to "contribute to the realization of the nation's economic, social and cultural potential through an innovative, knowledge-led approach, being mindful of the need to conserve the integrity of the Seychelles natural environment and heritage for present and future generations".

Seychelles is Africa's smallest nation and one of the smallest sovereign states in the world. We have no natural resource endowments and no large internal market. But we are connected to nature and to the rest of the world by the sea that surrounds us. From our perspective, we are looking to our oceans to provide this game-changing strategy.

- President James A. Michel

In the absence of a national development plan (now under preparation) the SSDS has stood in, at least in the environment area. It has 14 programmes and 12 thematic areas including Biodiversity and Forestry, Fisheries and Marine Resources, Energy and Transport and Climate Change. The SSDS mainstreams the three Rio Conventions on Biodiversity, Climate Change and Desertification. The biodiversity thematic area seeks to mainstream biodiversity in other socio-economic sectors.

The completed 'Seychelles' National Biodiversity Strategy and Action Plan' (NBSAP) 2015-2020 is the instrument for implementation of the Convention on Biological Diversity. It sets out 31 prioritized projects with broad objectives and activities for later elaboration into more detailed projects for stakeholder implementation.

Seychelles' 1.37 million sq km Exclusive Economic Zone (EEZ) has transformed the small island into a "large oceanic state", roughly about the size of Nigeria, Tanzania or more than three and half times the size of Germany. Some of the 115 Seychelles islands are closer to Zanzibar or Dar-Es-Salaam than to Mahe. The EEZ is now a source of food, employment, foreign exchange, cultural heritage, social enjoyment and above all growth and development. It is the potentials of the 'Blue Economy' that Seychelles has begun to promote at a national, regional and global scale. Work is on-going to

finalize a Maritime Spatial Plan Initiative (MSPI) for which the EEZ will designate 30% as marine protected areas (MPA), with a target of 15% as 'no-take zones'. This is part of a planned innovative climate change adaptation financing mechanism that factors an ocean conservation debt-swap through the Paris Club. A total of USD30million (down from USD82million) is expected from the Europeans to fund the management of the Protected Area (PA) network, invest in sustainable development of its marine resources and build resilience to climate change. Furthermore through Nature Conservancy, a USA environment outfit Seychelles is to mobilize an USD 80 million debt swap fund to set up the Seychelles Conservation and Climate Adaptation Trust (SeyCCAT) to purchase and restructure the country's debt. To further mobilize resources the issuing of an ocean related 'Blue Bonds' which would work in a similar fashion to existing 'Green Bonds' is under consideration. UNDP is a major companion of the Seychelles in this journey and may widen avenues for enhanced GoS/UNDP/GEF cooperation and the sharing of experiences in and beyond the Seychelles.

3. THE ENVIRONMENT AND SUSTAINABLE DEVELOPMENT PILLAR

3.1. Evaluation of Environment and Sustainable Development Projects

The 'environment and sustainable development' pillar is the core CPD 2012-2016 programme. It enjoys the most reliable and assured financial resources originating mainly from the Global Environment Fund (GEF). More specifically it benefits from the GEF IV and V that allocated an envelope of US\$7.54 million for three broad areas of focus namely; (i) S\$ 4.94m for Biodiversity; (ii) US\$ 2.0m for Climate Change Mitigation, and (iii) US\$ 0.6m for Land Degradation. For the GEF projects the government provides in-kind support (office, technical support, etc).

The sub-themes of this CPD Pillar have been translated into several projects and programmes. There is as shown below substantial financial resources for environmental projects. Successive GEF projects have encouraged the participation and propagation of an increasing number of environmental conservation non-state actors such as NGOs, illustrating the progressive inclusivity of an increasing environmentally aware, alert and sensitized population.

Table 3 shows the key environmental programmes and their expected results, key activities, the achievements so far and some comments. A lot has been done and positive results registered. Where there are drawbacks they are influenced more by delays especially in legislation, and the pull of the status quo. Both the Government and the development partners especially GEF are comfortable with implementation and are continuing financial support.

Table 3: ENVIRONMENT & SUSTAINABLE DEVELOPMENT: EXPECTED PROGRAM RESULTS & ACTIVITIES

Expected Programme Results	Key Activities	Achievement	Comments
3.1 Eco-system based adaptation to climate change	<ul style="list-style-type: none"> -Spearheading ecosystem-based adaptation; and increased water retention -District pilots on coastal & watershed management 	<ul style="list-style-type: none"> -Enhanced water storage capacity -Soil erosion and coastal floods arrested -Eased the utilities' burden of pumping water - Alleviate dry season water scarcity 	-Necessitated full-fledged community engagement project
3.2 Strengthening Seychelles' Protected Area (PA) system through NGO management	<ul style="list-style-type: none"> -Facilitate GoS-NGO partnerships in planning & mgt of PA -Draft a new PA policy & pilot new mgt models -Propose new PA classification system 	<ul style="list-style-type: none"> -Policies, modalities & legal framework for PA management in place - Biodiversity hot spots and proposed PAs in the Seychelles EEZ identified. -- private islands' sustainable eco-tourism promoted 	<ul style="list-style-type: none"> -PPPs in PA management -4 NGOs with 400,000/= each - New /private PAs not established because of delayed legislation(due July 2015)
3.3 Mainstreaming Biodiversity Management into Production Sector Activities (BD project)	<ul style="list-style-type: none"> - Strengthen institutional capacities for mainstreaming biodiversity -Develop conservation management plans 	<ul style="list-style-type: none"> -Land use plans made for 23 Districts -bio-diversity concerns integrated into a revised Bio-diversity Mgt Act and Revised Fisheries Act - limited success; no GoS approval yet! -Fishery Country Management Plan prepared 	<ul style="list-style-type: none"> -Too focused on mainstreaming the status quo. - May benefit from EU funding. -Taking time for establishments to buy in.
3.4 Mainstreaming Prevention and Control of Measures for	-Prepare policy and regulatory framework for IAS eradication	-Prepared ground for training & networking	-Even with border(airport) controls & police checks, old & new invasive plant

IAS into trade, transport and travel across the production landscape (the Bio-security project)	-Improve knowledge, institutional capacities & border controls to combat IAS	-Devised emergency response plan, not implemented -Bio-Security Act approved by Cabinet and National Assembly.	and animal diseases spread. Capacity to implement the Act still outstanding
3.5 National Biodiversity Planning to support the implementation of the CBD 2011-2020 Strategic Plan	- update NBSAP -Establish Clearing House for biodiversity data -Strengthen Resource mobilization	-All three activities achieved -NBSAP approved by Cabinet. -With more external traffic& multiple entry/exit points border guard capacities are stretched and needs strengthening.	- More national consultations and reviews need to be conducted so that all interested stakeholders - especially locals - are on board and do not feel left out.
3.6 Mercury-Minamata Convention-Enabling Activity	-Policy reviews to ensure compliance and promotion of conservation efforts	-strengthen national decision-making towards ratification& build capacity for it and the future -baseline studies towards implementation of Convention	-Project just started -Will help GoS implement the Minamata Protocol
3.7 Biodiversity Financing Initiative (BIOFIN)	-address the bio-diversity finance challenge	-arranged workshops -resource mobilization to address finance gap	- Project prioritizes sustainability & resource mobilization
3.8 Promotion and up-scaling of climate-resilient, resource efficient technologies in a tropical island context	-provide TA for developing policies, regulations & standards. -Work with SMEs on concessional financing& raise awareness for RETs/ appliances	The GoS now strongly supports SMEs and promotes and democratizes renewable energy. Access to affordable financing; minimizing bureaucracy and red tape; and providing incentives is currently the order of the day.	-Project just started -addresses importation of sub-standard energy-inefficient appliances
3.9 Technology transfer for Grid-connected Rooftop Photovoltaic Systems (PV	-Develop legal framework & and policies for RETs	- increased solar panels & good renewable energy appliances	-stands in for firewood & charcoal (previously imported)

project)	<ul style="list-style-type: none"> -Promote solar PVs via advocacy, training & demonstration projects -a rebate fund established 	<ul style="list-style-type: none"> -over 100 financial rebates awarded/ processed by March 2015 -met GEF carbon saving target – out of a target of 1.3million tons, 1.1 m met by March 2015 	
3.10 Outer Island project	<ul style="list-style-type: none"> - Expand PA activities in Outer islands; develop marine special plans & draft PA legislation 	<ul style="list-style-type: none"> - Bio-diversity assessments (with consultants) -comprehensive data sets made -Key Bio-diversity Areas identified 	<ul style="list-style-type: none"> -On-going project - Example of a well articulated and executed project

The Table 4 below provides the basic information on each project under this pillar, their costs, project start and completion dates, status, project managers responsible for implementation with comments. The Table shows the huge resource coming to Seychelles thanks to GEF and its focus on the environment projects. The ASCLME project alone has a budget of USD 12.2 million, which is greater than total UNDP portfolio in other programme countries. This concentration on the environment has led some people to view UNDP in Seychelles as an “environmental agency”, underlining the need to boost non-environmental work especially in the governance and human rights area, which might attract more sympathetic attention by development partners than poverty for instance.

Table 4: UNDP ENVIRONMENT AND SUSTAINABLE DEVELOPMENT PROJECTS

Project Name	Cost	Project Start/ completion date	Project Status	Project Manager	Comments
Capacity Development for land management in Seychelles	USD500,000 GEF	2008/2013	Terminated (and closed)	Patricia Baquero	Prepared National Action Plan
Strengthening Seychelles protected area system through NGO management modalities	USD 2,100,000 GEF	-Endorsed by GEF Secretariat Dec 2010; DoE& 4NGOs signed March 2011 -End June 2015	-Terminal evaluation done; extended to July 2015	Helena Sims	Some remaining NGO activities expected to terminate in Q3 2015. PA Act presentation to Cabinet , July 2015. A closing symposium was planned.
Mainstreaming Biodiversity Management Production Sector activities	USD 3,600,000 GEF	2008/June July 2015	Terminated	Betty Seraphine	What remains is completion of BD policy and project video.
Mainstreaming Prevention and control measures for Invasive Alien species into Trade, Transport and Travel across the production landscape	USD 2m GEF	2008/November 2014	Terminated	Lindsay Chong-Seng	Closure delayed by funds outstanding to finance publication of an IAS book (expected to be printed in July 2015)
Capacity Development for Improved national and international environment management in Seychelles	USD 400,000 GEF	2009/2013	Terminated (and closed)		Preparation of State of Environment Report for Seychelles There were some issues with the project and personnel. Anse Royale

National Biodiversity planning to support implementation of the CBD 2011-2020 Strategic Plan of Seychelles NBSAP	USD 200,000	Jan 2012 Dec 2014	Terminated	Annike Faure	- NBSAP yet to be launched - rapping up end of June 2015 - 2 nd generation of GEF bio-diversity projects
Technology transfer for grid connected rooftop photovoltaic systems Theme is SSDS	USD 1,160,000 GEF	Start 2012; ten year program, 2012-2014 grace period	Ongoing	Dominic Rassool (International Technical Expert)	Rebate Schemes launched for domestic and commercial sector Capacity Building at SIT
Expansion and strengthening of the Protected Area sub-system of the Outer Islands	USD 1,940,000 GEF	Start Sept 2014 Just started	Ongoing Just started	Joanna Prosper Just started	Focusing on management of outer islands biodiversity
Promotion and up-scaling of climate-resilient, resource-efficient technologies in a tropical island context	USD 1,770,000 GEF	Start 2014 Just started	On-going Just started	Andrew Jean-Louis Just started	Resource efficiency in water and energy sectors
Strengthening national decision making towards ratification of the Minamata Convention	USD 200,000 GEF	April 2015- Dec 2015 Just started	On-going Just started	Annike Faure Just started	Preparation of Initial Assessment of mercury in Seychelles as per provisions of Minamata Convention
Global Environment facility Small Grants Programme (SGP) Seychelles	Ongoing Programme with 4 year cycle)	Started 2009	Ongoing	Lindy Bastienne	A grant mechanism for NGOs governed by NGOs by Dec.2010. Under GEF4 10 projects approved new calls for proposal for GEF 5 May 2012
Towards an ecosystem approach for sustaining the Agulhas and Somali Current large marine ecosystems (ASCLME's)	USD12.2m	5 years Multi country	Completed	David Vousden Was able to have a phase II – with the SAPHIRE PROJECT.	Large Marine Ecosystem Project involving 9 Countries. Produced Strategic Action Programme All ties signed was going towards

				Joint Management Area demonstration Project (JMADP)	implementation REGIONAL PROJECT
Ecosystem-based adaptation to climate change in Seychelles	USD 6,500,000 Adaptation Fund	Start 2014 (6 years)	On-going	Selby Remy (to end June 2015); Betty Seraphine	Ecosystem based approach to protection of water catchment and watershed and rehabilitation of water sources as a means to increase water supply during droughts.
Integrated Water Resources Management (IWRM)	510,000 (Seychelles Component)	Delayed; started July 2013; pilot ends 2015; may be extended to 2017	On-going	Sandra Folette	Marsh land rehab/solid waste management Not necessary as it should
Biodiversity Financing Initiative (Global Project)	476,000	Start Fen 2014	Ongoing	Anniké Faure Bertrand Rassool	Addressing the Financing Gaps for BD Conservation and implementation of the NBSAP (see above)
Access and Benefit Sharing (Global Project)	350,000	Start May 2015	Ongoing	Andrew Grieser Johns/Roland Alcindor	Strengthening human resources, legal frameworks and institutional capacities to implement the Nagoya Protocol

Table 5, the matrix also ranks the projects in terms of the standard evaluation criteria: 'efficiency', 'relevance', 'effectiveness', 'sustainability', and the extent to which each project is able to foster "partnerships and coordination" amongst critical stakeholders; and the degree to which they have been realized and synchronized. The rankings are from 1 to 5 where 1 is very poor, 2 is poor, 3 is satisfactory or average, 4 is above average and 5 is excellent.

Table 5: ENVIRONMENT AND SUSTAINABLE DEVELOPMENT PROJECTS & EVALUATION MATRIX

Project Name	Efficiency	Relevance	Effectiveness	Sustainability	Partnership cooperation
Capacity Development for Land Management in Seychelles	A MoU with Govt cut red tape and increased delivery (3)	-Rationalized by soil erosion and land degradation - agriculture & food marginalized in programme profile (4)	Use of experts in the locality expedited project execution (4)	Create a database of local experts for future use (4)	<i>Govt not really taking up as vigorously as expected its coordination role</i> (3)
Strengthening Seychelles protected area system through NGO management modalities	A complex project with multiple stakeholders that was efficiently executed (5)	<i>-anchored in SSDS & advances MSPI and the Blue Economy agenda</i> (5)	New private PAs not established because of delayed legislation (5)	Project results an input into the MSPI& new PAs (5)	Excellent partnership management agreements by key stakeholders (MCSS, SIF, NGOs, private sector, etc). -PA policy framework/ legislation; 4 NGOs involved (5)
Mainstreaming Biodiversity Management into Production Sector activities	Boasted by robust UNDP/GEF financial regulations& practices (3)	-promotion of inter-sect oral linkages -Environment protection Act(1994) revised, but not approved -Town &County Planning Act include bio-diversity (4)	- 23 District land use & coastal mgt plans prepared; but not endorsed -Revised Fisheries Act (4)	- fisheries & tourism co- management plans; but teething problems to launch, implement & replicate (3)	-dependent on funding based on EU Fisheries Agreement -Co-management plan, Praslin; teething problems to launch & implement

Mainstreaming Prevention and control measures for IAS into trade, transport and travel across the production landscape(bio-security project)	delays in financing IAS book publication delays project closure (4)	cross-cutting nature of environment benefits other sectors(fisheries,land use, utilities, etc) (4)	-Emergence response plan prepared but not implemented -Bio-diversity Act developed with protocols (4)	- IAS spreading; new project needed; policy, training & networks established (3)	-potential for linkages with sector financiers
Capacity Development for improved national and international environment management	(3)	(4)	(4)	(3)	(3)
National Biodiversity planning to support implementation of the CBD 2011-2020 Strategic Plan NBSAP	-Challenge of ensuring compliance (4)	-fulfils CBD obligations -Buy-in and ownership remains a challenge (4)	-CBD clearing house mechanism for stored data, with websites (4)	The new NBSAP is yet to be launched (4)	-private sector/NGO involvement in mgt of biodiversity - align with IG target-format/alignment (4)
Technology transfer for grid- connected rooftop photovoltaic systems	Energy& water efficient technology; 8,500 out of total 25,000 households benefited (4)	-Anchored in SSDS; renewed GoS emphasis on RETs (5)	-increased awareness & use of solar panels (5)	- solar roof panels connected to national grid -doubtful financial viability (5)	-GoS/GEF rebate fund disbursed by bank -SEC Resource efficiency project supported (4)
Expansion and strengthening of the	Capacity dev for PA staff (e.g. GIS work)	-President's 2011 memo on expansion to outer islands	-SIF upbeat on advocacy for	-PA legislation & MSPs (approved July 2015)	Govt, long lease and privately owned islands

Protected Area sub-system of the Outer Islands	(4)	Just started	biodiversity Just started	-innovative ways to fund PAs Just started	strive to work together -IDC mgt modality
Promotion and up-scaling of climate-resilient, resource-efficient technologies in a tropical island context	Resource efficiency in energy and water sectors	Just started	-Energy expertise limited, but capacity to deliver exists Just started	Just started	- Fosters PPPs
Strengthening national decision making towards ratification of the Mercury-Minamata Convention& building capacity for future provisions	Convention focuses on promotion of conservation Just started (4)		Just started	Review & domestication of Convention planned Just started	MoFAT/UNDP Desk on treaties active
Global Environment facility Small Grants Programme (SGP) Seychelles	Funds release & mgt by IPs as per UNDP rules enhanced efficiency (4)	Seeks to bring NGOs and small actors into the equation (5)	(5)	On-going Programme with 4 year cycle (4)	(5)
Towards an ecosystem approach for sustaining the Agulhas and Somali Current large marine ecosystems (ASCLME's)	(5)	(4)	(5)	Phase II – with the SAPHIRE PROJECT (JMADP) signed (4)	Large regional project (nine countries & 10 staff) based in Seychelles. (4)
Ecosystem-based	Executed via	-Water scarcity& floods;	-Capacity	-A planned \$ 1.5m EU	- community engagement

adaptation to climate change in Seychelles	UNDP/PCU, building on existing program; no overlaps, economies of scale	rigid Adaptation fund specificities on resource use	deficiencies retard project execution -success eases burden of Utilities pumping water -maintenance of catchment-rivers, marshes	coastal project to ensure continuity -work started to ensure sustainability	project -coordinate & share experiences with GEF in meetings
	(4)	(5)	(4)	(4)	(5)
Integrated Water Resources Management IWRM		Demonstration of a pilot on La Digue Island (Seychelles component)		-pilot to show case water-related issues (waste mgt, sanitation, tourism, economic development, etc)	International water resource mgt project; most African islands except Zanzibar
	(4)	(3)	(2)	(3)	(2)
Biodiversity Financing Initiative (Global Project)		-Related to poverty agenda -makes case for biodiversity financing	-weak capacity to implement	-unclear who picks up after UNDP	- 1 st of its kind; being implemented in 19 other countries
	(5)	(4)	(4)	(5)	(4)
Access and Benefit Sharing 2011-2020 Strategic Plan of Seychelles (Global Project)				Study to devise resource mobilisation tool planned	Legal framework for sharing of benefits(among 25 countries)
	(5)	(4)	(4)	(4)	(4)

The Evaluation Team had an extensive discussion with the PCU Programme Manager and his staff especially on the current status of PCU environmental projects' financial situation. An update status is presented in Table 6. It shows the projected expenditure according to its Annual Work Plans (AWPs), actual expenditure as of end of June 2015, percentage expenditure and comments. Tables 6 (as is the case with tables 4 and 5) shows that good financial management illustrated by available financial data. Table 6 shows a key UNDP measuring rod of success: "delivery" based on the utilization of financial resource. Of the eight projects that showed percentage expenditure delivery was high; four projects delivered above 90 per cent and one at 89%.

Table 6: PCU ENVIRONMENT PROJECTS: IMPLEMENTATION AND FINANCIAL PERFORMANCE

S/N	Project	Projected expenditure according to AWP (\$)	Actual expenditure as of end June 2015 (\$)	% expenditure	Comments
1	Mainstreaming prevention and control of measures for IAS into trade, transport and travel across the production landscape (the Biosecurity project)	2,000,000	1,989,472	99.5	Remaining payment committed to IAS book publication (planned July 2015)
2	Mainstreaming Biodiversity Management in Production sector activities	3,600,000	3,596,488	99.9	All remaining funds committed under contracts
3	Strengthening Seychelles protected area system through NGO management modalities	2,100,000 GEF	2,086,160	99.3	Some outstanding commitments, to be paid in Q3
4	Technology transfer for grid connected rooftop photovoltaic systems PV	1,079,197	989,797	89.4	Rebate schemes launched for domestic and commercial sector. Capacity building at SIT.
5	National Biodiversity planning to support implementation of the CBD 2011 – 2020 Strategic Plan (NBSAP) (Enabling Activity)	200,000	192,349	96.2	Remaining funds committed: NBSAP launch and printing
6	Expansion and strengthening of the Protected Area sub-system of the Outer Islands	450,966	304,624	67.5	

7	Promoting and up-scaling of climate-resilient, resource-efficient technologies in a tropical island context	258,494	75,972	29.4	Just started; faced delays
8	Strengthening national decision-making towards ratification of the Minamata convention – Mercury (Enabling Activity)	32,962	0	0	Start-up delayed due to issues with opening of bank account
9	Biodiversity Finance Initiative (BIOFIN) PA Finance (Global project)	500,000			Awaiting GEF approval. Start-up expected late 2015
10	Ecosystem-based adaptation to climate change in Seychelles EBA (Adaptation Fund)	384,000	172,002	44.8	

NB. Figures not verified (pending completion of financial reports for Q2 2015)

3.2. Findings and Observations and on Evaluation Matrix

3.2.1. Efficiency;

- i. The implementation strategy and execution modalities were by and large efficient and cost effective, with increased inter-project synergies. The CPD has only three, very focused programmes with limited outcomes, outputs and activities. Resources are therefore not dispersed. Some programmes continuity beyond the lifespan of CPD (i.e. being carried over to the next CPD) also minimizes project start-up costs. However, efforts are needed to reduce possible duplication and overlaps to increase cost-effectiveness. Where projects are financed by different agencies there could be room for waste via duplication. This might be the case in the special Protected Areas and Marine Special Plans projects. However, it would be worse if nearly all the projects were not pulled together under the PCU arrangement. The PCU also serves at the main data centre. A database bill on the environment is in the pipeline.
- ii. **The Project Coordinating Unit (PCU)** with different Managers focused on their respective projects is the most appropriate model of implementing and monitoring projects given the specificities and challenges of the Seychelles context. The PCU works with MEECC and other related Ministries and government departments tackling the technical complications. It deals with the project documents, AWP and monitoring and evaluation (M&E) documents. In terms of gender equality in the team of Project Managers, it was striking to see that over 75% of the project managers were women. Whilst this may not be a grave issue of concern (given that women are usually the underdog) the Organisation should take note of this gender disparity and at every given recruiting opportunity take it into account. Furthermore, the GoS is very much involved in the work of the PCU, with two PSs (Environment & Energy and Climate Change) endorsing the activities and reviewing financial reports. MoFAT is involved at the project design stage and sits

in the Local Project Approval Committee (LPAC). The leadership of the PCU is by a technically able non-citizen. Given the linkage of the office with key fora and decisions in government (the Minister is briefed each month) it could have been seen as a drawback, but it is not; in fact in some circles it is viewed quite positively. In addition to dealing with GEF projects the PCU also deals with Adaptation Fund projects. The Quarterly Financial reports are sent to government for approval. The PCU is not involved in the Poverty and Democratic governance projects, except in sitting in meetings that cover all programmes.

- iii. Since Project Management is identified as a weak element in some of the national institutions the CPD environmental interventions have benefited from the rigor, focus and thoroughness of the international standards fostered by the UNDP via the PCU. Needless to underline that the country has benefited by absorbing into public service ranks seasoned professionals nursed by the PCU.
- iv. To a large extent resources have been used prudently and as planned with programme results thus far justifying costs; with Seychelles emerging as a leader in the region on environment and sustainable development practices. It is rare to find such a large project portfolio being implemented without any financial fraud or audit queries.
- v. Overall CPD programme execution has exhibited cost-effectiveness and value-for-money. However, this does not necessarily mean positive results with the project objectives being realized. With the PCU under one roof there is cost savings associated with consolidation, and there are economies of scale realized. Processes have been rationalized; for example having one Project Coordinator and one Finance Manager for all GEF and adaptation projects is cost-effective. This meant separate key support services- administrative, communication, technical and financial advisory services were not necessary. Financial management and funds disbursement is made quarterly and via cash advances – not different from UNDP proper, altogether with a 7% commission used towards the PCU running costs. There are sometimes small differences in funds disbursement depending on projects. But in general funds are released at the beginning according to the Work Plan/AWP. Often everything is organized at PCU for and on behalf of government and other IPs. UNDP’s involvement as facilitator and/or coordinator helps to build confidence especially among outside entities given UNDP own merit as an independent agency.
- vi. The Project Coordinating Unit (PCU) could further enhance efficiency if its autonomy was enhanced in areas smoothing implementation. Payments for local procurement of up to USD 5,000.00 can be handled by PCU; however above this limit or in the case of hard currency they go via an approval process by the PSs in government (MEECC, MoFTBE), the Central Bank and the UNDP office in Mauritius. It was noted that delays are not because of the Mauritius connection; some of the delays relate to project design, especially where all IPs must have delivered to get the next disbursement. This can also have a draw-back in the sense that Projects might be in a hurry to spend (which might put the issue of efficiency behind resource use) so that they do not delay others. Once the papers are in order the PSs do not delay- and there is an alternative signatory person. The three different signatories complicate the process; usually there are no delays but sometimes there could be, where papers are misplaced or sent to the wrong desk. Furthermore the release of quarterly financial tranche from UNDP requires financial reports of past disbursements; where even a delay in one project, can delay all the projects. This

has caused unnecessary delays that lessen the credibility and efficacy of the institution in an otherwise small face to face working environment. However, the delays are smaller than in other African countries whose delivery model is dependent on UNDP staff administering projects via IPs, and lukewarm government personnel's buy-in and support.

- vii. Compared to the traditional system where UNDP as a development agency would (via its own staff) have had to go through the MoFAT) as the respective line Ministry which would liaise with the selected project implementers/consultants; master the UNDP operational modalities and liaise and interact with the beneficiaries, PCU's direct and localized approach (given that all Project Managers are Seychellois) is undoubtedly more efficient and cost effective. Its positive impact on local expert capacity development and enhanced delivery cannot be overemphasized. The PCU does not pouch staff from government or the private sector- they are usually recent graduate or post-graduate degree holders or ex-Environment staff. Once a PCU project is over the Project staff is absorbed into the MEECC or the wider environment sector. This is not the case with the UNDP –led projects where specialist in legislative drafting for instance are not retained, they just leave to do their own thing(s).
- viii. With the PCU the Government remains solely responsible for general oversight since all Project Officers are contracted by GoS. However they operate within the UNDP compounds and locus, interfacing amongst themselves, and directly with government agencies and the beneficiaries as well as other partners embracing the best international practices. A whole layer of long and cumbersome procedures and red-tape is eliminated. There are eight Project Managers each handling a Project (with one sharing a Project Manager). PCU staff salaries are not necessarily better but are quite competitive. This avoids the practice elsewhere where much higher remuneration for UN (DP) staff weakens morale and spoils the public service.
- ix. Selected project managers are singularly tasked to almost exclusively focus and implement their respective projects without distractions. Compared to an officer located in a line Ministry, or indeed UNDP (with all sorts of other activities) this is a luxury exuding efficient practices when it comes to attention to project implementation. If any evidence was needed it could be found in difficulties with delivery in the non-environment projects as detailed below.
- x. Engaging partners and beneficiary representatives at project's design stage has improved buy-in, ownership, inclusivity, transparency and accountability, sustainability and improvements in delivery of development results on the ground. One project where this was at low ebb was the Adaptation Fund project.
- xi. The "*Capacity Development for Land Management in Seychelles*" project engages local public servants to execute the project, given their knowledge of local circumstances. Following a MoU signed with the Ministry of Administration, UNDP was able to facilitate this process. Although there was limited bureaucracy and red tape in the engagement of local experts, the GoS did not vigorously participate; hence the "3" grade in both efficiency and partnership & coordination parameters.
- xii. The EU put in an additional resource of 750,000 Euros into the Invasive Alien species project under a four year contract. The project ended with 180,000 Euros undisbursed and unused. Following the donor's push an international firm brought to audit the project pocketed 100,000

Euros. Given the budget and the uncompleted work, the auditor's compensation seemed on the upper side. There is some balance remaining.

- xiii. Among the challenges going forward is to develop mechanisms for resource efficiency given changing circumstances i.e. the advent of ICTs, new financing modalities and increased financial oversight especially in banks following the 2008-2010 global financial crisis and Seychelles' macro-economic reforms.

3.2.2.Relevance

- i. All the CPD projects originated from the SSDS 2011-2020 and are therefore consistent with, and relevant to, the Seychelles as well as in sync with the areas of focus of the key partners, such as the GEF. Sometimes the GEF cycles' focus is broad which could allow all some environmental elements to fit in there. An example was GEF 5 on seeds which accommodated some environmental concerns. With the downgrading of national development planning the synchronization and building synergies with national priorities is difficult especially in the absence of a national development plan. The new round of GEF funding has generated more scrutiny and interest in what is proposed, including involvement of representatives from related sectors e.g. agriculture and forestry. This is to enhance inclusivity and alignment to the strategic focus of government. The Environment Protection Act developed under the GoS/UNDP/GEF support, is the main piece of legislation on the environment. It has modernized the law which can be mainstreamed into other sectors.
- ii. Projects such as (i) the *Strengthening of Protected Areas (PA)* network and (ii) the management of fishing grounds with extensive stakeholder participation have significantly and in the timeliest fashion dovetailed as an input of the on-going Maritime Spatial Planning Initiative (MSPI). In the case of (ii) above, successfully re-visiting the management practices, involving the fishers whose mind-set needed to change as well as enhancing their hands-on experience could be critical ingredients for careful consideration in the Marine Spatial Planning exercise of the EEZ. However, Seychelles fishermen are an experienced lot, whose knowledge and experience has even been tapped by Mauritius.
- iii. In its effort to champion and promote the 'Blue Economy Concept', both the aforementioned projects and a few others in the programmes do present themselves as highly relevant at this time. One concrete game-changer is the on-going process to protect 30% of the Seychelles EEZ with 15% no-take¹ This key policy decision is an integral part of the MSPI whose importance cannot be overstated. The Outer Island project has also helped to increase presence in strategic islands- to police and manage them. It is a complex project, which unlike the others did not just have one PCU contract; different activities were handled by the MEECC and four environmental NGOs; it was close to having five different projects, and despite this the PCU was able to deliver. As already noted the 30% is conditional on the debt swap. Stakeholders in the validation workshop felt that the targeted 30% was rather too high to be taken in one go; they advised a phased one; they also recommended a social cost-benefit analysis of the deal.

¹ The designers of the debt swap seem as if they have a same "menu" for different island countries. Belize's debt swap deal is also premised on a 30% bio-diversity protected area

- iv. The Adaptation Fund project(s) are implemented locally but they have stricter implementation modalities and “checks and balances” than GEF-funded projects. This may make it hard for local authorities to get projects re-orientated to respond to changing circumstances or to add on emerging socio-economic concerns. The Adaptation project focused on water scarcity and had a full- scale Community Engagement component. Attempts were made to address social issues in the District Plans. One feedback is that there were mistakes in the project formulation process where there was not enough consultation. However, it must be stressed that it is hard to address social issues in GEF projects unless they are at least related to one of the project outcomes.
- v. The GoS’s new emphasis on renewable energy puts the project on encouraging use of photovoltaic in its proper perspective, underlining its relevancy. In his speech on National Day, 29th June 2015, the President of the Republic announced related follow-up policies. Democratising access to, and use of, renewable energy is one of the country’s top priorities. The GoS’s aim is to go for 100 per cent renewable energy, to get the system produce as much solar energy as possible, given that unlike other countries there is neither hydro nor thermal energy options. Thus the CPD and its successor programme fits well into the national framework. Although trying to give energy to the less well to do is viewed as a ‘socialist relic”, the political will is there, although there are technical constraints. However, instead of extending rebate to the whole population, the scheme could differentiate according to social status.
- vi. Seychelles’ leading position in the region and increasing visibility as well as a credible voice on the global stage for SIDS on Sustainable Development and Climate Change issues are propped by such projects such as the GEF ones. It would seem that GEF resources can be tapped as long as GEF is alive. Furthermore, unlike in the past GEF funds can in some circumstance be used for social inclusiveness projects. Seychelles’ decision to bid for a UN Security Council seat (non-permanent) shows Seychelles’ determination to send sharp and pertinent messages on the need for climate change mitigation, sustainable socially inclusive blue economy, and green economy of which it is well on its way to implementing programmes and projects. In this regard it was a leader at the Samoa and Abu Dhabi Summits on the blue economy. Increasing Africa Union focus on the blue economy at summit level is prompted very much by Seychelles’ lead.

3.2.3. Effectiveness

- i. Except for the *‘Integrated Water Management Resources Project’*, scoring “2” i.e. “poor” in two areas, “effectiveness” and “partnership & coordination” all projects scored “3” i.e. “satisfactory” and above, for all project evaluation criteria. This is a positive indication of the role and operational efficiency of the PCU as well as smart and credible individual and collective GoS and UNDP oversight. However, neither the PCU nor UNDP can be held accountable for the slow delivery rate of this project because its implementation modality is different and falls outside the purview of the PCU. Unlike the other non-PCU projects, UNDP does not lead the process for day-to-day implementation but is rather guided by UN Office of Project Services (UNOPS) in Nairobi.
- ii. One project, the *“Strengthening Seychelles Protected Areas System through NGO Management modalities”* scored 5 (excellent) in all categories. Although this was a fairly complex project with multiple stakeholders including a parastatal, the Conservation Society, the Seychelles National

Parks Rangers, the Seychelles Islands Foundation etc for the management of the outer islands; it was very well executed and has perfectly dovetailed as a critical input into the MSPI, which is topical, on-going and has been successful in bringing new partners in the planning, implementation and management of the "Blue Economy". The capacity of NGOs has been uplifted and key laws reviewed. It is important to take note that in the PA project for example the modelling software looks at the bio-diversity aspects and may not relate to fisheries, tourism or petroleum aspects. Furthermore the modelling exercises have to pick up different scenarios vis-a-vis bio-diversity, socio-economic development, tourism and minerals as appropriate.

- iii. *The Photovoltaic (PV) project* had four components focusing on financial mechanism to allow consumers to attain more energy and water efficiency via policy, legislation and training. It has four components namely: institutional set up and framework policy including legislation to facilitate technology absorption; education and awareness raising; training and financial mechanisms. It focuses on producing electricity for domestic and commercial use including the establishment of revolving fund (contributed by GEF and GoS) for a rebate scheme to promote energy and water efficiency. It encouraged importation of energy-savings machines and appliances, e.g. fridges. Challenges include (a) the technical issue of connecting to the grid; (b) lack of capacities (personnel), (c) net metering for consumer payments. The tariffs embody a subsidy and cross-subsidy (with HEP paying more for water and sewage), a rebalancing is a challenge. A baseline study will provide data for developing proper mechanisms for resource efficiency. The plan is to remove the cross-subsidy, with the tariff adjusted every three months to take stock of fuel prices, etc which would the Utility to recouping operational costs and additional revenue to reinvest in infrastructures.
- iv. The NGO Management model allows capable and serious NGOs to partake in the programme. It has registered the highest degree of inclusivity, interest and public awareness. Following the loss of a significant portion of the corals through coral bleaching, the coral re-planting scheme spearheaded by Nature Seychelles is timely and has impressive results. The project could generate knowledge and lessons that can be replicated in sister islands whose reefs suffer similar extensive coral bleaching spells. Seychelles because of the strong NGOs presence can access resources that government may not easily access.
- v. The bio-diversity mainstreaming project centred on mainstreaming, national policy especially on land use planning all juxtaposed around fisheries and tourism. A total of 23 District land use plans were prepared through lots of consultations. However, the Ministry of Lands and Housing did not succeed in getting GoS endorsement because of too much focus on maintaining the status quo and limited land for tourism expansion. However, as a pilot the government partnered with hotels to implement bio-diversity conservation programmes.
- vi. The small grants projects are typical examples of promoting a policy of extensive stakeholder participation. It also served to sensitize and create environmentally aware communities that are mobilized to participate in protecting the rich and treasured biodiversity of the Seychelles. One very prominent example is the protection of the rare and endangered sea turtle species that has sensitized a generation or two of youths who are now the most effective advocates for turtle protection.

- vii. The effectiveness of the CPD and associated PCU's GEF implementation modality can be enhanced if the projects are progressively better designed and supervised by committed , talented and experienced managers (most are in place) with well-planned exit strategies. The latter should ensure that the work done by the PCU is owned and followed up by existing or revamped structures that are aware and anticipate the change of gear and are ready to assume full responsibility after the project ends.
- viii. The Outer island project, for which four sites were targeted, has had indirect impact- increased availability of water and capacity of communities to grow food. This might, as a stakeholder put it, get the youths out of alcohol.
- ix. One area of possible improvement to ensure local high level leadership and ownership would be to activate the existing Steering Committee of the SSDS; make it meet more often in order to stay on top of the emerging issues and ensure positive interventions.

3.2.4.Sustainability

- i. Sustainability is an important concern and critical element at the forefront of GEF project implementation. In the above matrix the BioFin project explores and is tasked to come up with different strategies for the mobilization of resources so that Biodiversity parks and hot-spots can be maintained and protected over time. In the Outer islands project, GEF is helping to promote private management of high-end holiday reserves and to market the outer islands as a nature paradise. The islands are keen to work with GoS/UNDP/GEF to get the SSTL label. In addition some of Seychelles' 115 islands are outer islands, some in remote areas (close to Mauritius, Madagascar, the Comoros and the East African islands) - with joint management of some areas in the pipeline. The government will therefore continue to get involved in providing protection, removal of invasive alien species (IAS) e.g. rats, plant and animal diseases, etc; promoting first class resorts for high income tourists, with the long term goal of extending expensive high class eco-tourism in the 1.3million sq km EEZ. Joint management of extended continental shelf with countries as far as Tanzania is envisaged. With 50% of Seychelles' land mass being a conservation area, the country has to exploit the ocean space designated to her by the UN Law of the Sea.
- ii. Capacity building especially in project design and management in general and in PCU programme management modality and in particular and UNDP operational administrative procedures in particular is an important element in the implementation of the programme. In addition, Project Managers are directly exposed to the tasks and enabled to learn the UNDP administration procedures especially those related to the project cycle.
- iii. Because of the strong synergies with the SSDS, the GoS and other stakeholders including beneficiaries clearly identified at the start of the project, do sustain the projects upon their official completion. This is largely because the "sustainability element" is progressively in-built therein and can be picked up in successor programmes. GEF 6 has picked up uncompleted projects from GEF 5 and the later from GEF 4. The institutional architecture i.e. the setting up of Overseer Committee for carrying programmes forward has been established. However, it is necessary to ensure that certain drawbacks in rules and regulations for instance are not carried

forward. Furthermore there is need to align legislation with policy and build this on a strategic framework.

- iv. The University and tertiary institutions such as the Seychelles Institute of Technology and Institute of Management (SIM) should conduct relevant courses to enhance the capacities of PCU and environmentalists. This could ensure a continuous flow of Project Managers and support staff with basic knowledge in project planning, appraisal and management. Already a small scientific group at the University was involved in developing an inventory of the forests under the Outer Island project.
- v. External partners support especially through GEF will be there for some time. Nevertheless given that the environmental interventions are essentially being pushed forward by UNDP/GEF, the issue of sustainability is still hanging, although the government is increasingly coming up with innovative and “business unusual” approaches.

3.2.5. Partnership & Coordination

- i. In its endeavour to implement the CPD the UNDP’s multiple partners are mostly locals from Government Ministries, NGOs and the private sector. UNDP/PCU has shown great capacity to work with NGOs with strong egos, strong personalities- which are able to implement e.g. management of two private islands. Furthermore through the local and foreign NGOs partnerships emerged with local communities to ensure they do not cut trees and see the EBA project as a “community project.” GEF has not had to micro-manage the NGOs because they are capable since some are run by people who worked in the state environment establishments before and are therefore familiar with donor conditionality, budget lines and financial reporting, etc.
- ii. In the Terminal Evaluation of the 2nd Bio-diversity security project, while noting that there is a little resource left, it did not recommend the creation of new institutions to deal with this challenge, but to bring all the agencies together for pests’ eradication. In other words it called for a more coordinated approach to implementation. The development of the Bio-diversity Act was delayed partly because it targeted to incorporate all elements, including all protocols and regulations.
- iii. The Bio-diversity Financing Initiative is a global project, the first of its kind being implemented in 19 countries, via UNDP (with close collaboration with PCU). The purpose is to make governments increase investments in the sustainable and equitable management, protection and restoration of bio-diversity and eco-systems. This boils down to policy and institutional analysis, costing the finance gap and resource mobilisation.
- iv. The UN ‘Delivering as one’ principle is operationally challenging in the Seychelles context because apart from UNDP’s skeleton outfit and the presence of the WHO office, the UN is barely present in the country. But given the blue economy agenda that touches on other Indian Ocean islands and coastal states enhancing “DaO” albeit via non-resident agencies based in the IOC countries would enhance value addition.

- v. There is however room for improvement in upgrading and making more efficient and effective the roles of stakeholders, such as the multilateral financial agencies e.g. the World Bank, the African Development Bank, bilateral and regional groupings, to liaison and work closer with UNDP. In addition to environment the CO is interested in large regional projects more inclined to address social issues.
- vi. Exchange of information and reporting can be further enhanced to reduce overlaps and wastage of scarce resources through duplication of efforts. One particular example is the EU –funded Adaption project which has similarities with the GEF projects but was negotiated separately with government; they share experiences with the GEF and sits on each other’s Management Committees.
- vii. The skills involved in producing very good project managers are substantial. A means to ensure that they remain in touch socially could be a very reinforced way to ensure the cross-fertilization of ideas even after the projects are complete and Project Managers have moved on.

3.3. Lessons Learnt and Recommendations.

- i. 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.
- ii. To ensure that the above remains the case the 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. Gender balance is now in favour of females, the situation may change as the country sustainably exploits the EEZ and the overall blue economy.
- iii. With very minimal supervision and staff, the UNDP CO performs a commendable and fairly impressive set of duties. The Office provides oversight, handles the finances and provides quality assurance. Its work is made easier where State entities as in the case of the Sustainable Land Management project are willing to sign MoUs with the UN body to allow it facilitate the process. However, the technical aspects are left to the PCU, which operates so closely to government that it could without much exaggeration be equated to a Department in the MEECC.
- iv. That with a bit more autonomy there would be corresponding gains in credibility and confidence between all stakeholders who liaise with the UNDP CO. This is especially in the systemic administrative procedures and processes of payments. Delays, which create associated negative perceptions of the Office, have been experienced and it is a situation that can be eliminated with some streamlining and decentralization of authority.
- v. The Project Coordinating Unit model was introduced in the wake of the macro-economic reforms and “downsizing” of the public service. It is effective and efficient. It ensures a solid networking between the MEECC and MoFAT and various stakeholders e.g. NGOs, who partner in the implementation of different projects. The PSs at MOFAT and MEECC (“parent Ministry”) are

the “political’ and “operational” focal points of the GEF/PCU programmes. About 90-100 per cent of all GEF funds go via MEECC. The Programme Coordinator debriefs the Minister(s) monthly, with the UNDP at liberty to be there or not. There is focus, capacity building and cost-effectiveness in resource use. Partly because it has a Communications Officer, the PCU and the GEF projects are quite visible.

- vi. Sustainability of most projects is assured through stakeholder and beneficiary participation from the design stage to programme implementation and strategizing of follow-up projects. This has fostered cross-fertilisation of ideas and experiences across CPD projects. There is also innovative ideas coming up such as the welcome video on Air Seychelles looking at environmental conservation and biodiversity.
- vii. 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. For example some fish species could die if not harvested; there is also the issue of “fish migration”.
- viii. 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 the 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. This is in spite of GEF strict instructions on how the money should be utilized.
- ix. A cordial and productive relationship and solid networking exists between all stakeholders and partners that grow stronger with each further interaction. Donors are interested in climate change and oceanic management and may be ready to put in more resources. Given the massive experience implementing GEF projects there is need to develop a culture of well prepared and implemented projects.
- x. There is need for reinforcements and increases in inter- and intra -programme synergies to be enhanced. A deeper effort and oversight to connect the various programmes with the execution of the SSDS should not be neglected. The principal actor for this task is the SSDS National Environment Steering Committee. We argue that this Committee be more pro-active in setting the environmental sustainability and climate change agenda. The UNDP could try to facilitate such activism.

- xi. 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.
- xii. 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.
- xiii. Given Seychelles' best practices in the environment area it is important that databases of local expertise is gathered so that it can be tapped nationally, regionally and globally, as it is already happening. One of the UNEP Directors at Headquarters in Nairobi is a former Seychelles Environment Minister.

4. DEMOCRATIC GOVERNANCE AND HUMAN RIGHTS

The UNDP's support for the Democratic Governance pillar of the CPD was mainly supported by 9th and 10th EDF funds for human rights and good governance respectively. It focused on three main areas: (i) support for the *National Human Rights Commission (NHRC)* that oversaw the preparation of the *National Human Rights Action Plan (NHRAP)*; it also supported the Ministry of Foreign Affairs and Transport (MoFAT) to (ii) *oversee the ratification and domestication of important human rights-related treaties and conventions according to the Paris Principles on Human Rights*. According to these principles National Human Rights Institutions like the NHRC are supposed to monitor violation of human rights; advise government and Parliament on specific violations especially on legislation and general compliance including with international human rights instruments and providing education and information on human rights.

Further it extended (iii) *Technical assistance to the prison and police departments to enhance their capacities* to be able to more effectively apply law whilst upholding the rights of the citizens.

4.1. Promotion and Protection of Human Rights

The NHRC has as the Protection of Human Rights Act, 2009 stipulates, the responsibility of pushing forward the human rights agenda. It is mandated to (i) inquire into human rights abuses; (ii) study the living conditions and treatment of inmates in police custody and prisons; and (iii) review proposed legislation to ensure human rights safeguards therein. Given Seychelles' SIDS status, the Ombudsman and NHRC are combined with a single Chairperson in one office.

In this case UNDP is seen as a facilitator but unlike in the case with the first pillar, the implementing agencies do not enjoy a PCU within the UNDP where the UNDP CO has very minimal oversight of project implementation.

The interviews with the Chairperson of the Commission highlighted critical resources and capacity deficiencies. Apart from the Chairperson there are only two part-time Commissioners and an Assistant Investigations Officer (who also does administrative and secretarial work). Government allocation of financial resources is consistently below their request (they get about half of their budget requests). If they had more financial resources they could employ additional staff which they need. Despite this the NHRAP 2013-2018, with 7-8 pillars including on the right to education and right to health and valuable baseline information for developing yearly action plans has been prepared, with the assistance of a consultant (Emile Short) and validated April 2013. The Cabinet is yet to endorse it. The NHRC and its Chairperson should own and activate the NHRAP as a vehicle to improve on both human rights and on their own capacity, performance, visibility and credibility.

However, resource is not the only problem. The Final Evaluation of the Governance Capacity Building Programme in Seychelles, December 2013 (by Peter Reed) has scathing criticism of the NHRC, concluding that despite the resource constraints, the Commission and its Chairperson was simply not doing enough – such as, engaging with the authorities to for example, get the NHRAP 2013-2018, officially approved, let alone get it implemented. It is taking a layback rather than a proactive approach. Some stakeholders used an uncomplimentary language to describe the NHRC: “puppet Commission”, “lame duck” and at least one interviewee said that the “HRC is dead”! This may be a bit of an exaggeration but stakeholders report deficits in the NHRC. The NHRAP with seven pillars and cross-cutting issues plus valuable baselines for developing yearly action plans was prepared through a very consultative and participatory process including a well attended validation workshop.

Partly because of the above reasons and possibly the discourse around this evaluation relating to the wide-ranging interviews and the accompanying two workshops, the Cabinet has favourably considered relooking at the above ineffective structure and delinking the NHRC from the office of the Ombudsman. The new structure is still being worked out but it is anticipated that the NHRC will be amply resourced with capable human resources dedicated and able to deliver planned and anticipated results. The separation of these two important pillars of democratic governance can also allow the Ombudsman to play its role of enhancing political accountability more fully. A Commonwealth mission (led by Karen McKenzie) that reviewed the Ombudsman/NHRC noted that the Ombudsman did not do much, and at least not in the human rights area. Currently it seems quite ineffective with emphasis being put on the NHRC. However, on a positive note this entity has worked with the Ombudsman of Namibia which is credited to be doing a good job in checking malpractices by state leaders and officials and working in a multi-cultural setting quite akin to the Seychelles.

Of particular significance in the Seychellois Human Rights domain recently (July 2015) has been the historic verdict of the Constitutional Court to declare 19 contested sections of the approved and promulgated Public Order Act POA -2013 null and void on the basis that they were all unconstitutional. The ‘right to assembly’ and ‘rights to freedom of expression’ (Articles 22 &23) were the two cornerstone areas contested since they were perceived to be the core foundations of the country’s nascent, young and emerging democracy. Of course governments interested in maintenance of law and order and/or political control in much of Africa have not easily given way on the ‘right of assembly’ and modalities for police permission to allow public meetings.

This historic action presents a clear demonstration that the three arms of the state – the Executive, the Legislative and the Judiciary are relatively independent; and in this case the definite independence of the judiciary. As echoed by the Attorney General and the lawyers of the plaintiff – this verdict shows that the system works.

Going forward with this pillar there are significant unfinished businesses with existing and on-going projects such as the approval of the complete but shelved NHRAP that should be considered a priority. It is hoped that the anticipated consultant from the Commonwealth can contribute to move this agenda forward. The critical hurdles to overcome under this pillar are the lack of enthusiasm, budget and capacity for the NHRC and partnerships with CSOs that should be the core local drivers of the process. A more energized NHRC should be able to make the case for the Seychelles at the UN Human Rights Council to improve further the country's democratic and human rights record. In this regard the Seychelles increased its interactions with the OHCHR (in Geneva). To show that it has nothing to hide in 2014 the Seychelles welcomed the visit of two UN Special Rapporteurs for human rights that looked at various issues including human trafficking and interfaced with the NHRC.

Despite the incontestable relevance of the matter at this juncture of the third Republic's nascent democracy, there is no question that the efficiency and effectiveness of this pillar be significantly enhanced. Unfortunately given the present set-up and the stumbling blocks that seem to persist, sustainability in the existing drive and process to effectively address the present and burning emerging Democracy & Human Rights will unfortunately continually be called into question.

If the established set-up (NHRC) and other critical stakeholders are not strengthened, altered or brought together to act in unison to reinvigorate the activities for a more effective approach to be considered, limited results and delivery is the most that can be expected.

Table 7 looks at the expected programme results, the associated key planned activities and the achievements to-date.

Table 7: DEMOCRATIC GOVERNANCE: EXPECTED PROGRAMME RESULTS, ACTIVITIES AND ACHIEVEMENTS

Expected Programme Results	Key Activities Undertaken	Achievements	Comments
1.1 Prison Service develops & implements a Strategic Plan with a HRs approach to prison mgt and rehabilitation, including training which meets minimum standard rules, and involves stakeholders	1.1 Development of Prison Service Strategic Plan 2012-2016	1.1 Gender-sensitive Strategic Plan launched July 2012	-prisons acquired increased importance upon imprisonment of convicted (Somali) pirates
	1.2 Development of Prison service Rehabilitation & Management Plan	1.2 Prisons Rehabilitation and Management Plan launched July 2012	-Sharp performance indicators
	1.3 Develop training curriculum for Prison officers	1.3 Prison staff capacities enhanced	- prison shortfalls rationale for launching the NHRC
		1.4 Prisons Stakeholders w/shop (August 2012)	Aimed at meeting minimum international standards in prisons management!
1.2 The Police Academy implements a diploma training curriculum including HRs principles and a HRs-based approach to policing	1.2 The course modules developed by consultants & SPA; completed August 2012	1.2 Nil implementation due to resource constraints	1.2 Ministry & SPA addressing the resource issue
2.1 State reports on Human Rights treaties & their implementation with recommendations, as validated by stakeholders (esp ICCPR & ICESCR)	2.1 Preparation of Human Rights Treaty Reports	2.1 ICCPR and ICESCR processed first	- Hard task given many global & regional (e.g. AU) treaties/instruments; selectivity for relevance and efficiency necessary. -could be extracted from national reporting systems
		2.2 HR Treaty Reporting Committee established	
		2.3 Sensitized officials on Treaties	

2.2 Support AG's Office to review national Human Rights legislation in line with endorsed international conventions and treaty obligations	2.2 Review, adapt and amend laws relating to domestic violence	2.2 Domestic Violence Bill drafted and validated August 2013; Evidence Act & Penal Code to be amended accordingly	- Capacities at the AG's office need augmenting
	-Draft Bill to amend Children Act	- Children Amendment Bill drafted - advocacy for child rights no longer viewed negatively	-NCC has increased awareness on child protection
3.1 A National Human Rights Action is developed and approved by the Government	3.1 Development of Seychelles National Action Plan for Human Rights (SNAPHR)	3.1 SNAPHR was validated at consultative workshop	- Com-Sec to assist with Plan implementation via a MoFAT-based consultant on a two-year contract
4.1 Capacity building on Good Governance, including Human Rights and Gender Mainstreaming, for NSAs and State actors	4.1 Development of training modules to capacitate state & non-state actors.	4.1 Four training modules developed; and training undertaken	- Involves duty bearers and rights holders' active participation
4.2 Establish mechanisms for greater participation of civil society in policy, decision-making and legislative processes	-Review status of GoS-CSO partnerships -Produce operational Plan -Establish M & E framework	GoS-CSOs engagement framework for policy dialogue & Strategic Plan produced - LUNGOS transformed into CEPS	Pulling together a multiplicity of CSOs strengthens their voices
4.3 NSAs and some State Actors supported to participate in Small Grants Programme activities	-the SGP calls for proposals; 13 out of 24 concept notes funded to the tune of \$ 350,000.00	-Appreciable work done & documents produced over October 2011 to March 2013	-SGP raised public awareness on, and participation in, governance issues and processes

4.2. Findings:

- The existing NHRC leaves a lot to be desired in terms of its organisational abilities to deliver on their objectives. A plethora of stumbling blocks including lack of resources and thus drive was very apparent as interviews with the Commission and other critical partners such as the MoFAT attest.
- Compared to the environment area relatively weak effectiveness of essential networking and collaboration among key and critical stakeholders was discernible.
- The NHRAP 2013-2018 with valuable baseline information for developing yearly action plans has been prepared. However, it has yet to be endorsed by the appropriate Government institutions such as the Cabinet.
- There is need for more pro-active involvement of the NHRC to own and activate the NHRAP to deliver results.
- According to the MoFAT, the Commonwealth Secretariat has promised a resource person/consultant on a two-year contract to be based at MoFAT to boost capacity and get the stale agenda to advance. The NHRC could partner with relevant NGOs to mobilize support, give visibility and broader ownership of human rights principles.
- Most probably, as a result of the above situation and the discussions around this Evaluation, Cabinet has decided to separate the NHRC from the Ombudsman's office. A vacancy for a qualified person to oversee and execute the outstanding tasks is now being processed.
- Despite a limited resource envelope (which is by proportion of what was budgeted still better than most Human Rights Commissions in Africa) it is unclear why the NHRC is not ticking. One plausible reason might be the legal background of the two Commissioners. Although it is customary to have a lawyer Chairperson the other two Commissioners should not necessarily have been lawyers unless their overall approach and standing was known. The legal profession is by nature conservative. Packing it with senior lawyers ensures that it is not pro-active. Save for the Chairperson (it is usually a constitutional requirement to have the position filled by a Judges) the other members should have been human rights activists.

4.3. Lessons Learnt and Recommendations.

- It clearly evident that the capacity, organisation and managerial skills of the NHRC to implement the sub-programme entrusted to them is severely in deficit. The assessment and findings give further credence to the PCU that is housed and facilitated by the UNDP. We find that in the latter case the direction and allocated resources for implementation is ascertained with the project manager being given his/her mandate and targets with the resources ring-fenced for the implementation of the approved project.
- 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 their plates not being full, which was the very reason why they two offices were combined in the first place.

- Given the anticipated and decisive change in implementation structure and strategy, it is recommended that all parties be well informed of the adjusted way forward in terms of structure and strategy. The coming on board of other stakeholders such as the Commonwealth must also be accompanied by an efficient and effective coordination strategy amongst the major partners.
- So far the sharing of information amongst key stakeholders leaves a lot to be desired since critical information has not been disseminated to all relevant stakeholders. The Ombudsman and Chairperson of the NHRC claim to have very limited information about the Commonwealth expert and his/her future role. However, the MoFAT assured the Evaluation team that the arrival of the expert will significantly improve the status quo with regards to this particular dossier. Of critical importance is to guarantee that the anticipated Commonwealth expert is provided with a competent Seychellois assistant; both to help with the work and under-study to ensure sustainability and continuity after the expiry of the expert's contract. It might also be useful perhaps through the good offices of the Commonwealth Secretariat for the Chairperson and Commissioners of the NHRC to spend short stints with relatively strong NHRCs that are actively addressing a plethora of human rights deficits (Namibia, South Africa, Uganda, etc) to see how they work.
- The Evaluation found out that people are not very keen on joining the police force; hence the importance of improving conditions therein. One attraction in the 9th and 10th EDF support was a tailor made certificate course and Diploma police course with in-built human rights respectively.
- It is therefore recommended that a consultative forum where all stakeholders (e.g. the AG's office, the Police, Prisons, CEPS, etc) meet to be updated and consensually reach agreement on the way forward where the roles of each stakeholder are clearly spelt-out. This meeting could be held under GoS leadership and technical back-stopping from the UNDP.
- When the time comes for the Ombudsman's office and the NHRC to operate as separate entities, the expectations for tangible results will be increased. It is therefore highly recommended that a mechanism for facilitating dialogue and communication especially between the IPs and related institutions be established.
- That the UNDP do follow-up on its critical initial intervention, on its contribution that it has brought to the agenda item i.e. intermediate results and that it ensures successful implementation.

4.4. Support for MoFAT to ratify and domesticate treaties and conventions

UNDP made efforts to provide programmatic support to MoFAT to deal with treaties and conventions and associated legislation. In particular the project supported treaty reporting on outstanding treaty reports:

- (i) the International Covenant on Civil and Political Rights (ICCPR);

- (ii) the International Covenant on Economic, Social and Cultural Rights (ICESCR);
- (iii) Convention on Elimination of Racial Discrimination (CERD);
- (iv) Convention on the Protection of Migrant Workers and their families (CMW); and,
- (v) Convention against Torture and other Cruel, Inhuman or Degrading Treatment or Punishment (CAT).

Two of the reports- the ICCPR and ICESCR --were submitted in 2012 and others in October 2013.

The CPD also provided assistance to strengthen the Attorney General's (AGs) office to review national human rights legislation to ensure compliance with international treaty obligations. The support will enhance Seychelles' ratification and compliance with its international treaty obligations, with international human rights conventions, and with global norms and standards generally; and to transform these instruments into the national laws and regulations. These efforts are supported by UNDP and to some extent other UN agencies, as per their mandates, and are placed at the top of the results chain in the CPD. This should result into expeditious delivery of justice ("justice delayed is justice denied") and reduce human rights abuses especially in prisons.

Seychelles also benefited from substantive support from both the Commonwealth Secretariat and the United Nation's Office of the High Commissioner on Human Rights (OHCHR). Stakeholders were of the view that notwithstanding the importance of dealing with all human rights issues, that there should be more selectivity in prioritizing treaties/conventions being attended to, going forward. Only those global and regional ones with a direct bearing on the Seychelles current situation should be prioritized.

Historically signing up to internationally agreed goals (IAGs) and commitments via treaties and conventions has been a catalyst for change as programmes in response to the IAGs have been rolled out to meet reporting obligations. Shortfalls have largely centred on societal and cultural norms and traditions too hard to change. Seychelles has to prioritize which treaties and conventions to struggle with. To take but one example, there are 49 AU instruments that Seychelles needs signing, ratifying and implementation. Seychelles has implemented five, 10 are in transition, and nothing is being done about the rest.

4.5. Support for Prisons

The CPD prisons sub-component fitted in quite well with government's intentions to improve prison conditions after the riots in one of them, which in fact were a catalyst to the establishment of the NHRC. Government is also keen to take a hard line against social malaise especially drug traffickers, but also try to rehabilitate them. Of the 130 drug traffickers in high security prison, 80-90 of them had been rehabilitated.

Activity 1 aimed at, and developing and implementing a gender sensitive, rights-based Strategic Plan for Prisons management and rehabilitation.

A Prisons Strategic Action Plan has been prepared and launched by the Ministry of Internal Affairs and the Seychelles Prison Service in July 2012. Another initiative that revolves on gender issues was the Domestic Violence Bill being spearheaded by the AG's office. The interviews showed a lack of clarity about which institution/stakeholder should follow-up on this. It is quite possible that the weakness might be at the systemic level where roles and responsibilities of institutions were not

clearly articulated and are to-date not crystal clear. One other weakness pinpointed by stakeholders was a feeling that

The advent of (Somali) piracy in the Western Indian Ocean posed a major threat to Seychelles, especially its fisheries, trade and tourism sectors and prospects for the blue economy. This unforeseen event forced knee-jerk reactions by the Seychelles Government and concerned partners. Seychelles took a lead to foster partnerships to build regional capacities to address threats to maritime security, bolstered its maritime armed response capabilities, reviewed and modified its judicial and legislative architecture having decided both to try and to imprison suspects found guilty of piracy in the Seychelles EEZ. This was a bold move by the small island nation where much stronger island and coastal states waived. The anti-piracy thrust also targeted related maritime criminality, i.e. trafficking in drugs, small arms and people, and above all terrorism.

Over two years, the entire criminal justice system in Seychelles was transformed to undertake international cases, from handover of pirates to investigation, prosecution, trial and incarceration all done according to international standards and jurisdiction. UNODC has also assisted to considerably improve as well as expand the capacity of the prisons in Seychelles. The Republic has conducted 17 piracy trials, convicted 138 pirates and tried 142 suspects. Seychelles has established jurisprudence in maritime crime law being at the forefront in counter piracy prosecution². This bodes well as an essential platform for the promotion of the Blue Economy concept. This timely and effective collaboration is seen as a very positive contribution in delivery of technical assistance on such a sensitive subject matter; there is great potential for collaboration between UNDP, UNODC and the Government of Seychelles.

4.6. Support for the police.

Another sub-component of the programme was support to the police service, where implementation and results delivery was at best lukewarm. Some stakeholders felt that a survey of the public perception of the police should be carried out. But the Evaluation learnt that such a public service survey was undertaken and presented, with the police failing to emerge with a good record. The survey findings can still be used in strategizing about how to jerk up the police force, which is itself law-abiding.

There was little collaboration between UNODC and the UNDP in these efforts. However, both UN Agencies are collaborating with the law and order enforcement agencies to ensure peace and tranquillity. UNODC is poised to continue assisting the Seychelles on a 'drug demand reduction strategy' that stood out as a grave and increasing concern at the validation workshop. There is scope for enhanced collaboration in the hitherto separate interventions of the two UN agencies in this small country thus upholding the 'Delivering as One' principle to enhance efficiency, effectiveness and sustainability of interventions as well as avoid duplications and risk wasting scarce resources.

UNDP has done a good job supporting and coordinating interventions in the protection and promotion of human rights. The OHCHR activities in Seychelles, for instance, are anchored in UNDP.

² The Seychelles was co-chair along with Japan and the UAE, of the Working Group on Maritime Operations of the Contact Group on Piracy off the Coast of Somalia.

But human rights issues are broad and multi-faceted; they need a more coordinated approach by all: GoS, NHRC and other stakeholders including DPs and CSOs. UNDP has been very pro-active in advocacy for human rights. UN agencies and other DPs should do the same; they should not leave it to UNDP just because it has a programme on human rights. In the past UNICEF worked with the National Council for Children (NCC) to promote the wellbeing of children through advocacy and training but they pulled out. Currently they send the NCC documents and invitation to attend regional workshops on the same.

4.7. Promotion of the Rights of Children

UNDP extended support to the National Council for Children (NCC), a statutory body which promotes children's rights; and has supported the roll out of the Convention on the Rights of Children. UNDP extended grants to NCC from the 9th and 10th EDF over 2009-2011 and 2011-2013 respectively (300,000.00 rupees in the later case) to advocate for children's rights, training (including online) and the design and printing of user-friendly materials, development of videos and mass media campaigns including TV programmes and sports on children's rights. The NCC also lobbied policy makers to move the agenda forward. The Convention on the Rights of Children was translated into the national language for easier comprehension.

A total of 14 workshops targeting children, parents and partners (Judges, District Administrators, etc) were held. All these efforts dispelled the myth (held at least in the past) that if you talk of human rights, children's rights (and the related issue of poverty) then you are anti-government. For cultural reasons people did not want to be called or to admit that they were "poor" Although it is too early to discern impact, it is clear that with sensitization the big resistance to children's rights has receded. It is now understood that children's rights are human rights. A remaining area of resistance has been abolition of corporal punishment. The NCC is now taking a compromise approach, recommending legislation embodying "reasonable punishment". The Evaluation noted that even if it is accepted on paper there is the question of the mind set; for ages there was a belief in improving children's conduct through beating (quite akin to earlier notions of female genital mutilation). With a USD 6,000.00 from the UPR Voluntary Trust Fund, the NCC was able to address juvenile justice; supported training of trainers (trained 66 trainers in six weeks by doubling the number of workshops). To improve the rights of the deaf, NCC (with Heritage Foundation support) also improved on *sine* language. Funds were disbursed in record time. Because of their good record funds from UNDP to NCC were done in record time- they spent and accounted (with receipts latter) for it later.

Table 6 shows three projects for enhancing good governance. The EDF-financed governance capacity building project sought to empower targeted state and non-state actors especially in human and especially gender rights. The assessment of the legal and regulatory environment for tackling HIV&AIDS was undertaken with UNFPA involvement. It led to improved availability of information on legal and regulatory aspects of the epidemic for advocacy for an environment conducive for effective national AIDS response. The EC-supported interventions also sought to empower non-state actors to improve and strengthen governance capacity in Seychelles society. This is especially via actions that improve human (gender) rights for sustainable development; by capacitating policy making bodies, criminal justice system and security and law enforcement organs to improve on their governance record.

Table 8 shows the status of a number of non-environmental projects: a governance institutional capacity building project funded by the EDF; an HIV&AIDS legal assessment intervention and a UPR Trust Fund for promotion of human rights in education and juvenile justice. A total of USD 96,000.00 was available from various sources. But the request to the UPR trust fund was for USD100,000.00 but they got only USD24,000.00 specifically for human rights as per the Paris principles.

Table 8: STATUS OF DEMOCRATIC GOVERNANCE PROJECTS

Project Name	Cost	Project Start/ completion	Project Status	Project Manager	Comments
10 th EDF Governance Capacity Building Programme – FED 2009/021-379	€650,000 EU funding (small grants – build capacity (13 NGOs)	April 2011- Dec 2013	Completed (Governance: -NHRAP -Prison Strategic Plan	Barbara Carolus- Andre/Fabrina Molle	Strengthened governance capacity targeting policy-making bodies, criminal justice system, security and law enforcement organs
HIV AIDS Legal Environment Assessment	USD60,000 (40,000 from GoS)	2012	Completed	Vincent Okullo (UNFPA) (depended on GoS plan implementation)	Study and advocacy fed into the roll-out of the National Strategic Plan for HIV and AIDS and STIs 2012-2016.
UPR Trust Fund(Universal Periodic Review for HRs)	USD 96,000	Start 2015 (1 year)	On-going	Gayethri Pillay (MoFAT)/ NCC NHRC	-Juvenile Justice -Strengthen NHRC -Promote Human Rights Education

4.8. UNDP Good Governance and Human Rights: going forward

UNDP has done commendable work supporting and coordinating interventions in the human rights agenda. The OHCHR activities in Seychelles for instance are anchored in UNDP. But human rights issues are broad and multi-faceted - they need a broad and a more coordinated approach involving all critical stakeholders: Government, NHRC, other national stakeholders, and the development partners.

UNDP has been very pro-active in awareness raising advocacy for democratic governance and human rights. There is fertile ground and emerging opportunities for the one UN “Delivering as One” approach in this pillar where other resident and non- resident UN agencies (especially UNDP & UNODC) and other development partners can resolve to close ranks and collectively coordinate and

partake in the drive to promote Human Rights issues through capacity building, institutional support, advocacy and relevant project implementation.

Certain civil societies, e.g. NGOs, and the media are all becoming increasingly very interested in good governance practices especially given the upcoming Presidential and National Assembly elections. The United States Report on Human Trafficking, the issues related to the Public Orders Act 2013 especially the historical verdict by Constitutional Court of the Republic to declare a number of contested provisions therein as unconstitutional, as well as emerging issues such as domestic violence, single-parent households, gender-based poverty levels, all coalesce to provide solid platforms to encourage further attention and assistance to human rights issues. These areas of concern and the associated efforts to diminish them would fare much better within a society with a transparent, democratic and good governance disposition.

Mobilizing and securing funds for the above critical fundamentals remain a considerable challenge for a country that has recently been further graduated to developed country status, particularly as it was already fairly difficult to do so as an Upper-Middle Income Country. It has been a NCC since 1997/98. Seychelles is not getting core (TRAC) resources. It gets a minor allocation under the umbrella of “differentiated presence”. In 2016 it has been allocated a meagre USD 50,000.00. More innovative and effective ways to table and push through specific measures to address vulnerabilities of a small island state whose peace, harmony and socio-economic stability remain fragile, need to be employed.

As the country prepares for the next General Elections, this pillar is one that contributes directly and indirectly to a freer, fairer and credible peaceful elections that could as in the case of the economy, demonstrate political maturity and resilience; and be another commendable example for the region and the continent as a whole.

5. Poverty Reduction and Millennium Development Goals

5.1. Poverty Survey and Study Undertaken

UNDP supported various evidence-based studies feeding into policy dialogue and policy-making. The need for a better understanding of the economy’s poverty profile was essential. It was recognized that to be useful for policy and strategic interventions the data should be as accurate as possible to enable effective measures to be conceived and implemented. The UNDP has successfully established the poverty profile of the Seychelles and in the process of doing so built capacity of the National Bureau of Statistics (NBS) to ensure follow-up and sustainability of this important process.

UNDP with money from UNDP/RBA supported the ‘Living Conditions Survey’ that was done by the NBS in conjunction with the Agency for Social Protection, which helped establish the national poverty line. It was concluded that 17% of the population is below a national poverty line of about SR 13,000.00 (approximately US\$1100) per household. To the extent that they used absolute prices of what was for example spent on food, the result could be viewed as a “basic needs poverty line”.

In 2013 UNDP was able through a bid to raise USD40, 000.00 from UNDP/RBA Economists programme, New York to support the study on Multi-dimensional Poverty indicators in Seychelles. It

met the costs of a consultant and facilitated the support and input of two UNDP CO economists (Anna Kannan, Economic Advisor and Roland Alcindor, Programme Manager). They worked together with the Consultant to the extent that the study is recognized as joint work. This Multi-dimensional poverty study and its indicators (Muller et al 2014), used both Household Budget Survey (HBS) and the Living Conditions Survey data. Both the survey and study enriched knowledge on poverty in the Seychelles context. It looked at various dimensions of poverty e.g. how many people live in a house and in a room? The Living Conditions Survey had concentrated on consumption perspectives. In the survey people were asked if they had extra income on what would they spend it on? About 40% said they would spend it on food; underlining some deficiencies in food intake. In fact the Social Affairs department had follow-up studies which developed a host of other indicators. Remnants of relative poverty came out as a major concern in the validation workshop.

The Muller et al (2014) study provided useful baselines for revised MPIs, related studies and poverty indicators. Two pertinent problematic areas were identified: access to nutritious food and adequate shelter for all. A small segment of the population was identified as having sub-standard housing, including over-crowding. While comparisons between the 2012 and 2007 poverty figures is difficult because of different methodologies they provide some estimates of the trend. In 2007 the percentage of the population below the poverty line of USD1.25 (PPP) per day was 0.3% while in 2012 the figures were 3.69% for shelter-destitute households and 4.72% for food-destitute households. The provision of low-cost housing was recommended.

During the first workshop with stakeholders the issue of participatory poverty assessments (PPAs) where a representative sample of the people (the beneficiaries themselves) could pronounce on the poverty issue and prioritize interventions for service delivery was, given a weak national planning system, seen as very helpful for policy choices. The PPAs could be a way of qualitative inputs (otherwise referred to as “the voices of the poor”) supplementing or validating the quantitative data.

The face of poverty in Seychelles is likely to be the unemployed, a female, a person with little or no education, with a higher number of children and living in fishermen and farming families.
- MDG Report, 2013

The NBS noted that the MPI study had to some extent assisted the authorities to identify and work on development policies. Those provided tools for more accurate targeting, designing and adjusting appropriate policies and mechanisms of providing social welfare, whilst reducing red-tape and long and cumbersome procedures for those who are really in need.

The Seychelles has done a 180 degree transition from a relatively closed, state-driven economy which disputed the notion of the existence of poverty in the Seychelles, and therefore rejected the first poverty study in the mid-1990s produced by the World Bank entitled '*Poverty in Paradise*' to having its own publicised poverty study totally under the supervision of the NBS in 2015 with no qualms about it being disseminated and made public. The capacity-building, knowledge sharing and acquirement of updated software has enabled the Bureau to not only come up with its poverty line and update the same but also meet requirements for standard reporting as, and when, required. Three surveys over the last decade have confirmed the existence of small pockets of poverty.

The MPI study is hosted on the UNDP website for wider dissemination. A summary of the study featured in a University of Seychelles publication for the SIDS conference in 2014, which raised the profile of the new University. The Ministry of Social Affairs, Community Development and Sports is now working on MPI indicators.

The results of these surveys and analytical studies have helped the ASP to address the issue of warranted reduction of social welfare benefits extended to Seychellois to cushion them from the hardships associated with the painful macro-economic reforms of 2008-2010. Universal subsidy for all is being phased out. The data provided through these studies is a major asset in sharpening thinking on the social protection safety nets.

Notwithstanding the improvements brought about by the World Bank methodology thanks to the UNDP initiative, the validation workshop discussed the possibility of finding something in between the two approaches for the 2018 HBS, but eventually it was agreed that the basis of the way forward be the NBS methodology.

5.2. UNDP Support for the MDGs and Post-2015 Development Agenda

The UNDP CO has provided technical and advisory support to the MoFAT in bringing out the MDG Reports and their dissemination. It has also supported the post-2015 development agenda and their ensuing SDGs. More specifically in June 2013 the Economic Advisor (based in Mauritius) supported the MoFAT in preparing the “Concept Note for Seychelles 2013 MDG Status Report and Post-2015 Development Agenda” in order to raise funds from the Poverty Thematic Trust Fund in New York. In the event USD40,000.00 was raised for the 2013 MDG Report, which has been very useful in advocacy and raising awareness of MDG dimensions and integrating them in developing planning to improve human development outcomes (more especially in the absence of NHDRs). The 2013 MDG Report informed the drafting of the Medium –Term National Development Strategy (Second Draft, August 29, 2014), which is for all intents and purposes is the national development plan, which is badly needed, and is due to be released any time. Furthermore the 2015 Budget Speech referred to the country’s MDG achievements and acknowledged support for the post-2015 Agenda focused on the SDGs. The MDGs work also facilitated the participation of the Vice President in the UN General Assembly meeting in September 2013.

UNDP supported the MoFAT fully in preparing the MDGR. Of the 47 acknowledged contributors to the MDGR seven including the RC/RR and the Economic Advisor were from the UN family including UNDP (5), WHO(1) and UNFPA(1). In line with priorities for women empowerment 22 of the contributors were women. UNDP has used the Report for awareness raising and advocacy; and supported the mainstreaming of the MDGs into national development frameworks. In this regard stakeholders felt that Seychelles’s development objectives and targets were more ambitious than the MDGs. The 2013 MDGR entitled “Assessing Seychelles Progress Towards the Millennium Development Goals” showed that the country had achieved almost all the MDGs, especially in the education, health and social development. Notable indicators included the provision of 10 years of education free (96%), high literacy rate for both sexes (97%), free basic health care, universal access to safe drinking water and good sanitation and housing. Seychelles also has low infant mortality and high life expectancy (72 years). Seychelles also has a robust social safety net to support the most vulnerable. The 2013 MDG Report identified 11 SDG goals for Seychelles including the development of an inclusive green and blue economy, strengthening regional and international support for SIDS,

enhancing the connectivity of islands and the importance of trade for SIDS. This early reflection on what is there for Seychelles in the SDGs augurs well for the implementation of the SDGs passed by the UN Heads of State Summit in New York in September 2015.

The UNDP has supported the MoFAT in streamlining and strengthening the institutional mechanisms for monitoring and addressing the unfinished business of the MDGs. The CO has also supported Seychelles' participation in the UNDP/UNECA/AU Expert Group Meetings to validate Africa region MDG Reports over 2012-2015.

The CO has also been instrumental in advocacy and awareness raising on SDGs; including a workshop for Parliamentarians on the post-2015 SDGs development agenda. However, lack of dedicated CO resources for producing MDGRs and supporting MDGs/SDGs and related activities has been a constraining factor. Likewise lack of dedicated CO funding and support staff have hindered the production of NHDRs.

Reports such as the MDGRs have assisted government in the preparation of national and sectoral plans, monitoring their implementation and in measuring up to expectations in their regional and global engagements and discourse. Work on the 2013 MDG Report and the Planned 2015 MDGR is good preparation for both the SDGs New York Summit (September 2015) and the UN Climate Change Conference in Paris COP 21 (December 2015). It sharpens thinking, providing food-for-thought in shaping Seychelles' interventions in international fora to advance its core goals and objectives. It is fair to say that in this regard the Seychelles is punching well beyond its weight. UNDP has supported senior officials in various sectors to attend regional and global meetings to both learn and boost their substantive capacity; but also given Seychelles' excellent socio-economic performance to share 'what has worked' in these forums.

While the government has struggled with all the eight MDGs it is noteworthy that the UNDP CO did not follow New York to run away with all sorts of initiatives from Headquarters. It did not for example go along with proposals pushed by Prof. Jeffrey Sachs' Millennium Project for "MDG Needs Assessment and Costing" that tried unsuccessfully to push for an all-embracing new methodological approaches budgetary approaches in programme countries.

5.3. UNDP Support for National Bureau of Statistics

A Household Budget Survey (HBS) was undertaken 2013/2014. Although UNDP did not have a full-fledged programme with the NBS, it provided the Bureau with a statistical model and software that upgraded and sharpened data analysis. UNDP also facilitated capacity building of some officials in Stata and DevInfo, the later associated with UNICEF and for which two staff members were sent for short courses in India. The capacity to use the statistical model has slackened because of high turnover of staff at the Bureau. The situation was made even more complicated as the NBS struggled with different and less performing software than the one being used by the World Bank. Adoption of the latter has rectified the situation; however capacity building and the further provision of the latest software version is being highly recommended. The latest results may also necessitate working backwards on past databases if found to be of value in order to allow for comparisons.

Following a request from MoFAT and NBS, UNDP facilitated on a cost-sharing basis with MoFAT, a statistics capacity-building mission by an MDG data expert from the Mauritius Statistical Bureau to

the NBS, November 2013. MoFAT acknowledged this support during the launch of the 2013 MDG Report. The need to support NBS to deliver credible data of international standards cannot be overemphasized.

5.4. UNDP Support for the Tourism sector

UNDP has also supported the tourism sector with the introduction of the ‘Seychelles Sustainability Tourism Label’ (STSL) initiative. The Label is awarded to a hotel operator who meets the “sustainable tourism” criteria. UNDP provided funding in 2012 which allowed the Seychelles Tourism Board (STB) to pilot the SSTL, and provided consultants to prepare documents including an Operations Manual. In 2014 UNDP funded the training of SSTL assessors on quality assurance. Already five hotels have been certified and they are working on five others. Taking the Label is voluntary but it sells the hotel by showing that it is a good one. Some stakeholders feel that the SSTL label can encourage change in the whole industry.

Pilot agreements with 11 tourist operators for the SSTL project were made, but all underperformed except two. In discussions with the Tourism sector officials it is clear that they need substantive hands-on support to promote the sustainability label and tourism as a whole. It is a new element that would require substantial research into various aspects of sustainable tourism. The latter issue was one area identified and stressed for further technical assistance from UNDP. Given the GoS’ latest decision to encourage the building of small guest houses to accommodate tourists and share the benefit accruals well beyond the narrow confines of the big hotels, UNDP should possibly assist given her track record in pro-poor policy design and interventions. Furthermore, given the Tourism and Culture Minister’s emphasis on the cultural element in tourism, UNDP possibly in conjunction with UNESCO could tackle the cultural angle entailing rallying the community to see tourism as an integral part of the national effort and a source directly or otherwise of their livelihoods.

There are a number of other UNDP-supported projects which impact on the tourism sector and this project in particular: the mainstreaming of biodiversity into other sectors including on tourism and the bio- security project (which is on UNDP website). Other projects touching on tourism is the EU-funded vulnerability profiling which has helped in the management of Disaster Risk Reduction (DRR). Given a shortage of human resource, the same staff doing the SSTL exercise are also working on a related activity- the classification of hotels. The PS (Tourism) asked if UNDP could help in the classification of large hotels of five stars -- “Our Seychelles Secrets” – not just five star destinations, but also five star welcome service, etc. UNDP helped GoS to launch the SSTL label; and is working with a Secretariat on the same in the Ministry of Tourism. It would be useful to go beyond the successes of the SSTL to extend it to from hotels , self-catering departments to other tourism operators. Already there are nine satisfactory demonstration sites of project interventions. This could be enhanced by encouraging partnerships between NGOs and tourism operators to do tourism that preserves the environment and generates money.

5.5. Support for HIV & AIDS Interventions

UNDP has supported efforts to combat HIV&AIDS by participating in coordinated national response to HIV&AIDS and other diseases. The Board and the three-person National Aids Council (NAC) which was launched in 2014 have benefited from interactions at regional level support by the UNDP and its sister UN Agencies including UNAIDS. The visit of UNAIDS Executive Director in 2013/2014 served to

highlight the challenge of HIV&AIDS -especially of testing and treatment and need for test kits. Although the prevalence rate for the general population is 0.8%, it is much higher for drug addicts (6%) and homosexuals (13%). UNDP contributed USD30, 000.00 for the preparation of the first Multi-sect oral Strategic Plan on HIV&AIDS, 2009-2015 -- with a strong emphasis on enhancing the contribution of NGOs at the local level. In 2013 UNDP supported an assessment of the legal environment pertaining to HIV&AIDS. It worked closely with the AIDS Alliance for Research in Africa which is quite active in Southern Africa. UNDP helped with the development of the Concept Note and Global Fund proposal (which did not go through).

UNDP has pushed for a linkage between HIV&AIDS and the environment; for Environmental Impact Analysis (EIA) of projects to include HIV&AIDS. The UNDP Regional Service Centre (Addis Ababa) has held a workshop for the work place to push for this agenda. There is also a UNDP Regional Project involving 18 countries to include alcohol in EIA assessments (as part of occupational health both for prevention and care). An Environmental Aids Assessment and a Situation Analysis on Alcohol are in the pipeline. The last UN Volunteer supported by UNDP and UNAIDS has left and is yet to be replaced!

Notwithstanding the alarming incidence of HIV&AIDS and hepatitis given Seychelles' small population, and the overall failure to achieve MDG6 on HIV&AIDS, the interventions in the HIV&AIDS area are producing some positive results: a recent capacity study showed that 88% of the population know about HIV&AIDS; for the past three years the incidence of hepatitis has been zero; a HIV test of prisoners (a group whose incidence is usually high) showed that the incidence has not increased. The prevention of mother –to-child transmission (PMTCT) assessment showed no baby is born with HIV&AIDS. Interviewees said that whereas in the past UNDP would link people with UNAIDS or UNFPA, nowadays it handles issues itself too. UNDP has tried to coordinate but more is needed. Informants were also of the view that since the opening of the UNDP office coordination and efficiency has gone up.

On a positive note work on HIV&AIDS has allowed UN Inter-Agency collaboration, which was also solidified with the visit of the UNAIDS Executive Director in 2013/2014 and his emphasis on inter-Agency collaboration. All the Agencies sat together during his visit.

A 2013 joint UNDP/UNFPA/WHO/UNAIDS study of legal and regulatory aspects of the epidemic is a case in point (see, Table 8). The study sought to improve availability of information and evidence on legal and regulatory aspects in the context of HIV&AIDS for purposes of advocacy and making recommendations for creating and strengthening an enabling environment that promotes an effective national AIDS response in accordance with National Strategic Plan for HIV and AIDS and sexually transmitted infections (STIs) 2012-2016.

Given the many stakeholders involved in HIV&AIDS in the country i.e. Ministries, Departments and Authorities (MDA) and the UN family (WHO, UNDP, UNICEF, UNFPA, UNODC, UNAIDS, etc) the Office of the UNRC has been helpful in building partnerships and coordination. Still more needs to be done. For example the EIA in health initiative is being handled via UNDP but WHO is not involved. As the WHO Liaison Officer Dr Cornelia Atsyor put it, “we are working in silos. These silos create inefficiencies in the system and duplication while dealing with the same people on the same issues”. She added that on HIV&AIDS, sometimes it is the NAC organizing the meeting of UN Agencies. With

a WHO annual budget USD 0.8 million (50% for administrative costs) there could be room for collaboration, in for example in undertaking a survey for sex workers (could bring in ILO as well) or when developing health-related proposals. Given capacity weaknesses in the Ministry of Health, WHO's often need inputs by lawyers or economists- which could be sourced from the UNDP family. Although UNODC initially came to address the piracy-related problems their work on drugs fits into an anti-HIV&AIDS effort. A UN Theme Group on HIV&AIDS which was emerging in the past between UNDP, WHO, UNODC and to some extent UNESCO has fizzled out.

5.6. Social Protection

There was no CPD project for social protection as such. But UNDP support to other activities had spin-over effects for other sub-sectors such as social protection. Both the Social Affairs Department and the Agency for Social Protection (ASP) benefited. UNDP Living Conditions survey and the work of the NBS enriched their work. The NBS statistical model was a good tool for ASP in assessing the transformational effect of the subsidy they give to families; notwithstanding a problem of capacity to use an associated M&E evaluation tool.

The ASP was able to conclude that while financial assistance to households may get them off the hook if they are in a deprived situation; a more holistic approach would deliver better results. The ASP has used the NBS tools to development conditionalities for cash transfers, i.e. tying cash transfer to a child going to school. Given the need to balance financial assistance and sustainability, a adjustments in the weighting system is being developed to target the most needy via relates to ones income. The ASP is working on a range of a minimum support of 500 to 2000 rupees.

The ASP seems to be dealing with two systems –the UNDP-supported NBS and an integrated system developed by the World Bank one. The two systems do not seem to talk to each other. The UNDP could help to reconcile the two systems. The welfare system has several subsidization systems including Subsidized Bus Fare for Pensioners and Students; utilities, housing, subsistence allowance for orphans and single parent households and handsome employment benefits (invalidity, maternity, injury, sickness, funeral, etc).

Notwithstanding the GoS emphasis on social protection, only about 10 per cent of the national budget is for social protection; with 56 per cent of it tied to retirement benefits.

UNDP given its global reach can assist the Agency by bringing in best practices from the rest from the world. The Social Security Agency CEO told the Evaluation team that the Agency has benefited at least indirectly from UNDP-sponsored studies which have served as a back-up tool for policy analysis and development. He noted that policy-oriented research will help to have a welfare sytem based less on discretion and more ob objective analysis. However he stressed that UNDP should be more on the ground with technical assistance and more tested lessons than academic discourse. In particular the ASP would appreciate more UNDP support to digest various studies and advice on how practically the Agency can make use of the results.

The Table 9 is a sample of the supplementary activities essentially studies for which funds were mobilized parallel to, and in support of, the CPD implementation. They relate in particular to MDGs work, (where unlike many other African countries, Seychelles lived up to the early expectation of

very periodic MDG Country progress reports (2013, 2015)); capacity development work and the activities revolving around social protection.

Table 9: STATUS OF POVERTY AND MDGS PROJECTS

Project Name	Cost	Project Start/ completion date	Project Status	Project Manager	Comments
TA to Agency for Social Protection & and NBS	USD100,000 (\$40,000 UNDP)	Nov. 2009 to Sept.2012	Completed	Christopher Muller (Consultant)	Living conditions survey & multi-dimensional poverty study
MDG report 2013	USD 40,000	June 2013/2014	Completed	MDG Steering Committee & Consultants	Funded by UNDP/RBA poverty trust fund
MDG Report 2015	USD 25,000	Start June 2014	On-going	Ben Vel (consultant)	Preparation of the MDG Status Report
MDG database capacity building	UNDP/MoFAT cost-sharing	5-7 November 2013	Completed	Mauritius MDG data expert	NBS capacity strengthened
Capacity development plan for Seychelles	USD 50,000 (UNDP/RSC)	2011-2012	Completed	UNDP/ RSC(Addis)	Fed into medium-term National Development Strategy(2014 draft)

5.7. The 1 UN / 'Delivering as One' Agenda

The 'DaO' principle in Seychelles can be substantially improved upon. Although there is limited presence of UN and other development partner structures on the island – WHO, UNODC, EU presence through British and French embassies – operations remain very introverted for each organisation. Whereas MoFAT has argued that it is the role of the UN to push for "DaO", it is committed to support to all efforts to realize the gains from a more coordinated approach to development initiatives. However unlike the 2007- 2011 experience whereby a UN Development Assistance Framework (UNDAF) existed, there is not such framework or plan to guide UN activities. This is in spite of many UN agencies eagerness to work in the Seychelles.

It is interesting to note that UNDP Seychelles has provided support to areas that are not often touched by UNDP: tourism, the police and prisons. There are substantive policy and programme issues calling for inputs from different parts of corporate and regional UNDP. This may trigger UNDP system-wide interest in supporting these areas which are traditionally not central to UNDP practice areas. However, given the Seychelles context the UNDP programme is testimony of a very close and commendable alignment with country priorities which augurs well with the consultative processes to

determine the successor programmes. One thing is clear: there is strong collaboration between the UNDP CO and Addis Ababa-based UNDP Regional Service Centre (RSC), largely because there is a GEF Regional Technical Advisor. The UNRC working with GoS has increased Seychelles' visibility. The RC/RR makes frequent working visits to the Seychelles both routine and ad hoc to attend to emerging issues needing his attention. He is well known in Government and development partner circles. Indeed UNDP has been a "gateway" for other UN agencies to come to the Seychelles.

It is fair to say that the "DaO" initiative has not taken off, partly because the UN is thin on the ground. However, as noted earlier the GoS endorsed it and MOFAT is geared at doing something about it. The thinking on the future of the UNDP and the UN in Seychelles is work-in-progress. Is it to be modelled on the Cape Verde model of an integrated UN Office, or is it to be business-as-usual? What role for the UNRC office? The UNDP office is small but given its linkage with PCU, the UNRC focal point at MoFAT and the Mauritius and RSC connection, it can be said that it's quite networked.

5.8. Findings and Observations via Evaluation Criteria for the Poverty & MDGs

Unlike the Environment & Sustainable Development pillar that had a portfolio of 16 projects, the assessment of the two pillars – 'Democratic Governance and Human rights' and 'Poverty Reduction and the MDGs' the consultants decided not to use the rankings but rather make specific and pertinent observations of their findings as well as recommendations under each of the adopted pillars using the adopted evaluation criteria.

5.9. Relevance

5.9.1. Relevance of the Democracy & Human Rights pillar

Relevance of the two selected pillars within the CPD programme 2012-2016 were assured via consultations and validations between UNDP and the stakeholders to decide on projects/programmes during the design stage. The two referred pillars emerged as priorities given the pressing issues of the time. Though politically sensitive, this pillar was taken on board given its strong relevance to the transforming state that has politically moved from a one-party state to a multi-party democracy; and economically from a centrally planned public sector dominated economy to a private sector – driven one. Good Governance, Democracy and Human Rights are fundamental principles of undermining the transformation process in such societies. They cannot be put aside.

Until lately Seychelles was perceived to have political governance deficits. For example, the main opposition boycotted the general elections of 2011. They complained that the election parameters were not fair and that the "Public Order Act" (POA) needed to be improved to mirror a fully democratic society with fairer electoral rules and regulations. Although the "Democracy and Human Rights" pillar of the UNDP programme did not directly address the above complaint and situation, it did support the transformation of the law enforcement authorities sharpening their understanding, adherence, sensitivity responsiveness to human rights. It supported the drafting of the , National Human Rights Action Plan (NHRAP) and pressed for the setting up of the National Human Rights Commission (NHRC) as well as advocating for Human Rights.

Parallel to its work, an Electoral forum was set-up and went into multiple sessions reviewing and negotiating with the stakeholders the Public Order Act that was promulgated into law in 2013. However as stated earlier, 13 articles of the latter were declared unconstitutional and void in July 2015. The Executive had a choice to either appeal or work to re-submit a revised and constitutionally compliant Public Order Act. The Government chose to repeal the POA 2013 and enact a new 'Public Gathering Act 2015' instead. A powerful message and positive image to the existing judicial system was conveyed nation-wide. The confidence of the population in a working justice system that is able to resolve issues in a resolute and impartial manner gave renewed credibility to the judiciary and confidence in the application of the letter and spirit of the 'rule of law' in the land. This bodes well for the pillar of 'Democracy and Good Governance', and for future UNDP-supported interventions in the governance area.

However, the implementation of the projects under this pillar thus far has not registered the expected satisfactory results. The project's NHRAP is complete. This is a commendable achievement. However, henceforth, project implementation stalled. Whilst the policy document has to be tabled and approved at the appropriate decision-making level such as the Cabinet this NHRAP process and the complementary ones are still outstanding.

The interviews with the Ombudsman & Chairperson of the NHRC highlighted some pertinent issues that must be addressed. They are however not issues amenable to resolution by a single stakeholder but multiple players. Deficiencies, lack of drive and initiative were also identified within the current NHRC set-up mandated to get the necessary approval for the NHRAP and get it implemented. This was not carried out – design failures and an unclear delegation of responsibilities seems to have resulted in the apparent lethargy and confusion.

Two significant positive and welcomed developments have taken place in July / August 2015.

5.9.1.1. The Cabinet has decided to separate the Office of the Ombudsman from the National Human Resources Commission (NHRC). Their combination had been premised and understood as a cost-effective way of handling both in a small island state with peace and tranquillity and limited abuse of office and violation of human rights- the cornerstone of the work of Ombudsman and Human Rights Commissions respectively. Whilst not publicly stating the reasons for this decision it is fair to conclude that they were motivated by the non-progress on the completed NHRAP that has yet to be approved as operational at the highest level.

5.9.1.2. The historic decision of the Courts to uphold the plea bargain of the mainly opposition stakeholders to declare a large section of the Public Orders Act (POA) 2013 unconstitutional. The bold, first decision of its kind, underlined the independence of, and re-invigorated confidence in, the country's justice system.

It is recommended that the UNDP stays the course to accompany the next steps towards the full implementation of the project. UNDP should ensure continuity by ensuring that a competent Seychellois is attached to the expected Commonwealth expert that MoFAT is expecting both to sharpen "local content" and to understudy the expert.

The Pillars rationale and relevance for the forthcoming CPD is positive although some elements are dependent on the choices that are made by the Executive on the Way forward. The Ombudsman/NHRC or related stakeholders relying on the opportunities offered by this CPD component could have spearheaded public discourse around the subject to reach some consensus. Despite this it is comforting to see that there are no divisions based on race, religion or related parameters in Seychelles. UNDP should strive to help with the Ombudsman/NHRC separation process and build the capacity of both especially the Ombudsman whose functions had taken a back seat in the combined office. Both Offices contribute to the same goals of advancing good democratic governance.

5.9.2. Lessons Learnt and Recommendations:

- This critical pillar is politically very sensitive and it does require a strong and resolute stakeholder with diplomatic savvy to facilitate execution of the various aspects of the pillar.
- Projects conceived under this pillar must be inclusive involving all key stakeholders whilst being clear in terms of allocation of results-oriented tasks with clear and lucid exit strategies.
- That the implementation structure (within the public service) should be well thought of and given clear guidelines and resources.
- That the Government has been monitoring and has come to the realization that the executing structure put in place for implementation of the pillar was not performing optimally notwithstanding the need for cost-effectiveness in resource use through a combined office, the Government has decided to rectify the situation by delinking the NHRC with the Ombudsman office.
- That the independent judicial system works and can make decisions that strengthen freedom and democracy in the Republic of Seychelles and that bodes well for its good governance status. That status quo should be maintained and improved upon.
- That public and general perception on the aforementioned has been boosted by recent events.
- Notwithstanding a weak NHRC, human rights are to some extent taken into account in other (sub)components, but gender and HIV&AIDS, as the 2009 ADR noted, “do not seem to be mainstreamed into other components, notably into the environmental projects” (p. Xvii).
- That the pillar is critical and relevant and should continue to find its place in the future CPD 2017 – 2020.

5.10. The Relevance of the “Poverty Reduction & MDG pillar”

The preparatory and initial years of the CPD 2012-2016 caught Seychelles in the midst of implementing tough macroeconomic reforms. The adoption of free-floating foreign exchange regime and its economic effects led to inflationary over-shootings, with the cost of living escalating sharply. This had a severe impact on purchasing powers of consumers especially the less well-to-do who were barely able to make ends meet. This had significant effects on poverty.

Baselines for a more effective and efficient welfare system were undisputable necessities as Seychelles negotiated vigorously with its creditors (IMF, World Bank, AfDB, etc) to reach a compromise on maintaining some form of welfare albeit more efficient, targeted and effective than was previously the case. Thus the validity and relevance of the ‘Poverty Reduction pillar’ within the programme of the CDP that is under scrutiny. The pillar was deemed very relevant then and is still extremely relevant, going forward as it is also seen as one that upholds the stability and peace in this period of reform and transformation that is highly required.

During the validation workshop a question was posed as to whether environment is still the most important and pressing issue of Seychelles at this juncture of its development. There was no doubt it is, but there were some participants who felt that successfully sorting out the emerging social ills were closer to their hearts at this stage. The priceless virtues of peace, stability and the harmony that reigns in this remote, isolated mixing-melting pot of a face-to-face society highly dependent on tourism could not be overstated. There was almost unanimous agreement that the UNDP should continue to pursue those relevant issues. UNDP's mandate is very much poverty eradication, of which food provision and nutrition is key. This means food production is key- and it can be found in agriculture and fisheries. Although foodstuffs can be imported the overdependence on is a worry. It increases the country's vulnerability to external shocks. Currently over 70% of food and 100% of commercial fuel are imported.

5.10.1. Lessons Learnt / Recommendation

- At this juncture of the socio-political transformation of Seychelles this pillar is very important and relevant, and should feature in successive CDPs.
- 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.
- Whilst the courts have been very strict in enforcing the mandatory obligations for estranged fathers to pay alimony to the point that some that have resisted are currently in prison, the Government have found it necessary to react with appropriate policies to help alleviate the situation especially to protect and support the innocent victims i.e. children. That the subject matter is politically sensitive and projects and programmes under this pillar should be carefully formulated with particular attention to inclusivity and the allocation of tasks for successful results with clearly articulated exit strategies.
- That the Seychelles has moved 180 degrees in accepting to embrace and make public information about the state of poverty in the country. This is in contrast to the first World Bank 'Poverty in Paradise' study in the mid 1990's that was rejected as highlighting poverty where none existed. That is a commendable sign since the effects of a major successful macro-economic reform have brought to the fore pertinent issues related to poverty in the Republic. Discussions with at the National Council for Children also indicated that the authorities were in the past less inclined to acknowledge deficiencies in the education system or that there were 'children's rights' that were being infringed.
- 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 sectoral data. In the 2014 global HDR for example, there was enough data to calculate the HDI, but a Gender Development Index (GDI) could not be calculated because of lack of disaggregated gender-related data.

- The 2013 MDG Report shows that Seychelles has done very well in seven out of the eight goals. It is MDG6 on “combating and reversing the spread of HIV and AIDs” and other opportunistic diseases (malaria, tuberculosis) that the results of the 2014 MDG Report for Seychelles showed that Seychelles has not achieved set targets. Rather than halve infections Seychelles have doubled its identified rate of HIV infection.
- The World Health Organisation (WHO) in line with its mandate of a world- wide reach is one of the few UN agencies that is fully represented in the Seychelles. Thus far 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. According to the WHO Liaison Officer her Organization is ready for inter-Agency collaboration; as they did during the visit of the UNAIDS Executive Director. However, unless there is something concrete to work on it could end up in meaningless meetings and reports on the same! Joint sourcing of resources from Thematic Funds for example could provide room for joint programming.

5.11. Efficiency & Effectiveness

Efficiency & effectiveness of implementation of projects of the Democracy & Human Rights, & the Poverty Reduction & MDG pillars.

The projects under this pillar were conducted, some to completion and others stalled. When there is no follow-up on critical issues and projects stall or grind to a stand-still, one cannot proclaim success or to be getting value-for-money. The UNDP part of the human rights project under this pillar were completed, however when it came to implementation, for a number of reasons they stalled. There was no critical follow-through on pertinent issues. To-date the NHRAP remains unapproved.

It is clear that (i) the UNDP is the bridge and UN’s most favoured institution to oversee the implementation of the Human Rights project. However it found itself unable to inspire the NHRC into action. The designated implementing agency would simply not be moved without Government’s intervention at high levels. However, it is worth asking whether the NRHC in terms of its reporting arrangements and funding is too locked up in the Executive to discharge its affairs diligently? The answer may be ‘No’, but it is worth a reflection.

Thus efficient and effective work has been done when it involved a task undertaken by the consultant where most probably UNDP had more oversight and authority. The follow-through by an under-resourced designated institution is where the problems may possibly lie.

This unsatisfactory results and impact on the ground can be identified also in the project related to the prisons. The ownership and activation of the plan remains at best doubtful. Thus, for both sub-components, this pillar leaves quite a lot to be desired.

With regards to the Poverty and MDG pillar it can be surmised that both the Poverty study and the MDG report were projects that have catalysed and brought more attentive to both subject areas, soliciting more partners and stakeholders to build on the solid and essential platform that the projects established. The poverty studies assisted and provided both the NBS and the Agency for Social Protection with critical data and tools to pursue their respective agenda. Following the macro-economic reforms and the removal of universal subsidies the establishment of the poverty line and

multidimensional poverty indicators policies for welfare reforms and better targeting of social assistance.

It can be concluded that they are also examples of projects with modest investment but with high effectiveness, impact and efficiency.

It did come to the consultants attention that: (i) as a result of this collaboration the National Bureau of Statistics is now equipped with the relevant and latest software and formula for data analysis that suits the Seychelles context; that because of the UNDP/NBS work, the collaboration of the World Bank has been assured for a long-term meeting of the country's obligations to determine and produce timely updates of our poverty line and status; (ii) that both the World Bank and the African Development Bank(AfDB) are currently in joint cooperation with the NBS to build on the established platform. This in itself tells a positive story that the foundations laid will be built upon for more effective and efficient interventions. The said software is also being used in other countries. The Evaluation learned that when the users of the software come across a problem there is usually no support. UNDP may possibly be able to address this short-term constraint. This would be helpful since despite the World Bank support for developing a poverty line, the Bank does not consider Seychelles worth of their grants.

Thus the short- to medium-term results relating, for example, to analytical work in the Poverty-Reduction and MDGs pillar are particularly positive with respect to capacity and confidence-building of the statisticians and Social Welfare personnel who now feel much better equipped to fulfil a more efficient and effective duty. The latter has for example been able through improved data analysis to streamline operations to ensure that only targeted individuals benefit from a tighter social welfare system, that the economy can sustain.

The disbursement of financial resources from UNDP to projects is relatively fast compared to other countries even with the single treasury account- which usually slows things in other countries. In the case of the NCC for example UNDP disbursed funds fast with the proviso that the Project accounts (shows the receipts) later, given NCC's track record. The training of trainers activity earlier planned for four months was done in two months because of direct funds disbursement (in tranches of USD2, 000.00) without going via the MoFAT, cutting on bureaucracy and red tape.

Going forward both pillars have promising potentials that could compete with emerging issues to find their rightful places as part of the future programme.

Policy Impact of the Poverty Study

In his 2015 Independence Day speech the President announced policy measures drawing from elements of the Poverty Study, and are being implemented: (i) A new enhanced Child care assistance: (ii) the semi-orphan benefit programme; and (iii) a general increase in weights for social welfare assistance. Earlier Government introduced a week paternity leave for fathers that acknowledge and recognize their child since the number of children born with no known father is serious concern. It is too early to monitor if the measure has had an impact on fathers recognizing their children.

5.12. Sustainability

For both the *Democracy & Human Rights* and the *Poverty Reduction & MDGs* pillars the main issues of concern seems to rest in the robustness of the project design and the implementation of the institutional architecture. The project design should have clear and well understood exit strategies as well as identification of the stakeholder/s capable of achieving desired results and carrying them forward to assure sustainability of the initial investment.

Both pillars are by design multi-stakeholder and multi-institutional preoccupations. The stakeholder mapping and engagement of the critical ones from the start is highly recommended. From inception, it is important to ensure that adequate resources will be made available for programme/project implementation; to avoid the studies and action plans ending up gathering dust on the shelves. We strongly recommend solid programme design with clear choice of UNDP-GoS programme execution instruments, and exit strategies and the stakeholders both help with implementation and to consider replication or to taking the project to the appropriate fora for the consideration for the way forward.

Financial mobilisation for a country that recently transited from Upper Middle Income to a Developed economy is not going to be easy. There are no dedicated funds for economic, social and political governance as is the case for the environmental sector via GEF. It has been suggested that the GEF window could be expanded to take on socio-economic aspects. . The challenge is: 'how to justify the incorporation of the social dimensions of the economy under GEF consideration especially for countries like Seychelles who do not qualify for core UNDP resources?' One proposal from the first workshop was for the use of internationally accepted broad and all-inclusive environment document such as the "Earth Charter." Since the "Earth Charter" is not just on environment, but multi-dimensional, it could serve as a platform from which the social dimensions of a sustainable environment can be justified and introduced to be considered in GEF framework. Discussions with UNEP showed that there is room for incorporation of strictly non-environmental aspects (which in any case do not impinge on the success of environmental interventions) in GEF interventions. In this regard Uganda worked with Jeffrey Sachs' "Earth Institute" at Columbia University, New York for the development of a Sustainable Kampala City. Given his links to UNDP there is room for collaboration here if the authorities so decide.

Supplementary studies/activities that are mobilised from funds outside the initial CDP design as much as possible fit in and complement the programme. For example funds for the poverty study came from the UNDP HQs Economists Programme. Unfortunately this is a one and off thing and its hard to sustain or have clear exist strategies. Divergent or contradictory initiatives with weak or no exit strategies bring forth their own costly and undesirable complications. This is all in appreciation that fund mobilization and securing for the two referred pillars are an uphill battle thus they are usually very welcomed. It should however be clear that extra funds mobilized for policy will only be appreciated if they complement rather than add a burden to the established and agreed programme. The UNDP CO and the Economic Advisor should strive to submit proposals for access various UNDP and other Thematic funds (e.g. UNDP Democratic Governance Thematic Fund) for studies and analytical work whose results could be tested through programmatic interventions.

5.13. Partnerships and Coordination for the two referred pillars.

Partnerships and Coordination with key stakeholders are crucial since they are the ones to realize and maximize the returns on programme investments for the medium or long-term results.

It is fair to say that the CDP roll out has benefited greatly due to established partnerships; however it is clear that for specific projects/programmes there is ample room for improvement in the selection of local institutions or partners can deliver in a timely manner and ensure sustainability. In these sub-components the CDP should have focused on clear demand-driven proposals where the local counterpart and stakeholder is immersed in the activity from the conception stage with the knowledge that it would be their responsibility to own, and run with, the project once it is launched. The PCU model is a good example of how this can be efficiently and effectively achieved.

The “Living Conditions Survey” which was done in 2011 and published in 2012 generated collaboration between the NBS and the Agency for Social Protection. The former had an interest in data production while the latter would use the data and information to improve on their work.

The Democracy and Human Rights pillar is one that is at its peak in the transformation of the country from a one-party-state system to a world standard democracy. It is evident that the democratic architecture works; the judiciary for instance has via its major decision shown that it is an independent apparatus; and that soon with the coming elections it is hoped that all political parties will participate resulting in a legislative assembly voted from the widest choice of candidates and parties. There is certainly a lot more ground work to be done and the UNDP and partners are key players to assist the Seychelles to polish its political governance system and bring about the desired democratic disposition based on a grand consensus by all stakeholders.

The Poverty Reduction and MDGs pillar have created their snow-ball effects not only to build confidence and capacity and ensure the whole world is aware of the impressive progress achieved with regards to the MDGs but also to establish the platform for other partners to take interest in what has been achieved. However, it could be argued that the harmony, stability and security that have thus far prevailed are being threatened by the increased hardships of the effects of successful macroeconomic reforms. The widening income gaps and increased desperation should be addressed with vigour based on reliable and accurate data to be effective and efficient given scarce resources. It has finally been realized that what cannot be measured cannot be tackled.

If one is attentive to the GoS recent actions despite the forthcoming elections, it is evidently clear that efforts are being placed on policies to significantly address the situation of the less fortunate and more vulnerable. It is a recognition that “Development is about people;” with the central focus on placing the Seychellois at the centre of all development efforts.

One UNDP instrument that can be piloted to advance this agenda is the National Human Development Report (NHDR). The exercise involves taking issues of great importance to the country and analysing them while still following the global HDR format of advancing the human development paradigm and calculating various human development indices, of which the most relevant for the Seychelles are the Human Development Index (HDI), the Multidimensional Poverty Index (MPI) and the Gender Development Index (GDI). Topical issues for such a NHDR could be: “The Seychelles: Challenges of Tackling the Sustainable Development Goals”, and “The Challenge of Realizing the Blue

Economy.” The preparation of a NHDR would enrich the country’s database; sharpen Statistical Bureau’s skills in calculating various indices based on social indicators (access to basic education, healthcare and water) and enhance appreciation of the human development condition. It would fill data gaps in major global reports for the Seychelles. In anticipation of work on a NHDR perhaps the UNDP CO and the Economic Unit in particular could work with, and seek support of, the UNDP/HQ’s Human Development Office to mainstream the ‘human development ‘ and ‘sustainable development’ concepts in on-going work. This upstream work could dovetail well with upcoming work on the SDGs.

Undertaking such an exercise and ensuring preparation via a consultative and participatory process would heighten the policy debate in the country, and feed into policy making. Inter-UN Agency collaboration in this and other reports would be a way of pulling the UN together. Currently there is minimal inter-agency collaboration even in the preparation of a report such as the MDG Progress Report for which all UN agencies have a stake in terms of their mandates and advocacy work. A NHDR on the Sustainable Development Goals (SDGs) would be an eye opener on the various dimensions of the post- 2015 global development framework and clear elaboration of the post-MDGs sectoral work for the Seychelles. A SDGs workshop for MPs was undertaken to increase their understanding on the same.

The Blue economy agenda and its multi-faceted dimensions provides ample opportunities for the UN to work together especially in upstream policy work. This could centre on policy dialogue around the “blue bonds” and how they could be used to fund projects in the blue economy. We note that the UNDP continues to work tirelessly with the GoS and other partners to increase Seychelles’ visibility including sharpening her engagement in regional and international fora. UNDP has been at hand to organize sideline events at major global conferences such as the SIDS environmental deliberations at the 2012 Rio + 20 Summit and the Financing for Development Conference in Addis Ababa in July 2015. This has emboldened the Government to engage and bring forth innovative ideas for the benefit of the region, the SIDS, the African continent and the world especially on oceanic-related environment and climate change issues. This has brought significant visibility to the Seychelles. Also UNDP has and will continue to invest in activities that raise awareness (festivals, National Day celebrations, etc). It has included media training on various issues sharpening the journalists’ capacity for analysis and reporting

The Evaluation Team learned from the Permanent Secretary (PS) at MoFAT of the GoS strategy to host Regional Directors/ Country Representatives of the resident and non-resident UN agencies accredited to the Seychelles to discuss how they could contribute individually or collectively to Seychelles’ development – based on each Agency’s mandate locking itself on some aspect of Government’s new Medium –Term National Development Strategy(MTDS)³. Amongst the highlights of the MTDS is the green economy, governance and rule of law and health and HIV&AIDS. This looks like a new way of looking at “DaO”. MoFAT will take a lead coordination role in this although the PS made it clear that the responsibility for nursing and promoting “DaO” is that of the UN . The PS (Foreign Affairs) is being assisted and reinforced by the UNDP-funded, UNRC Focal Point. This would be another way of fostering “DaO” or making the UN agencies’ “fit for purpose.” If the bilateral and multilateral agencies including the IFIs were brought under the loop serious coordinated dialogue with Seychelles’ external development partners could be initiated. An issue for further reflection is

³ Most of them are based in the sub-region (Mauritius, Madagascar, Kenya, Tanzania, South Africa).

whether the UNRC Focal Point at the MOFAT is fully engaged or whether this Resource could back-stop the work of the UNDP in Seychelles more directly? If MOFAT's planned coordination of NRAs does not come to fruition and given a new resource in the person of the Commonwealth Consultant, the UNRC Focal Point's hands could be less full. It is an aspect that needs monitoring and can be taken up in the next CPD.

UNDP has been active in promoting and benefiting from knowledge networks both in and outside the UN. There is extensive use of the Addis Ababa Regional Service Centre (which incidentally technically able water and environmental experts) and UNEP for technical backstopping of the CPD programme execution. Linkages to non-UN entities are limited; these could be jerked up. Given Seychelles' pro-active involvement in SIDS and African affairs there is room to fruitfully work with the regional economic communities (IOC, IOTC, SADC, COMESA). Already Seychelles has benefited from the AU/NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP) and COMESA seed money for smallholder agricultural production. Under the rubric of CAADP and with UNDP substantive inputs an Agriculture Investment Plan has been developed, but remains unimplemented due to resource constraints. Also developed is a Food and Nutrition policy which was approved in June 2013. Thus if UNDP is looking for increased interventions in agriculture and fisheries there is already plenty of food-for-thought. It could tie in with UNDP strategic objectives by up-scaling their work with NGOs.

The next UNDP Corporate Strategic Plan emphasizes poverty reduction, women and youth empowerment; while the SDGs put emphasis on climate change, inequality and youth employment. UNDP CO can use these global frameworks and the country development plan zero-in on these areas of emphasis. With much of the resources for Seychelles directed towards environment projects, there is need to mainstream poverty and sustainable livelihoods on the environment; and to see if there could be resources to address non-environmental issues such as poverty, food and nutrition.

6. Emerging National Challenges

Notwithstanding Seychelles' good performance of late underlined by its graduation into high income status (World Bank, 2015) and in achieving most of the MDGs. It faces a number of burning issues that require immediate attention some of which the Government is addressing. They include:

- 6.1. **Rising social ills:** Although the incidence of HIV & AIDS amidst the population is still relatively low, at 0.8%; its rising trend reaching a peak in prevalence rates in 2014 is a source of concern. Fuelling this problem is growing drugs use and needle sharing. Alcoholism, prostitution, petty crimes and other anti-social behaviour are also on the rise, all detrimental to the stability and social cohesion the country so heavily relies on for its tourism industry, the mainstay of the economy.
- 6.2. **Climate change, disaster preparedness and response capacity:** the issue has assumed greater importance since the tsumani experience followed by heavy rains and winds ("Felleng") which the country experienced. Prolonged droughts and bursts of heavy rains causing severe water shortages on the one hand and flooding, landslides and inundations in the recent past and potential threats of ocean-level rise are clear signs of the effects of the

changing climate. UNDP supported the emergence response programme to “Felling”; complimented by World Bank support to PDNA. UNDP also supported the preparation of the Draft Disaster Bill.

- 6.3. ***Piracy and criminal acts in the Western Indian Ocean:*** the emergence of piracy by Somali pirates threatened to deeply hurt Seychelles, especially its trade, tourism (leisure maritime entertainment) and fishing sectors. To assure some form of security and continuity in its fishing sub-sectors, the Seychelles is made logistical arrangements for the Tuna Purse Seiners to carry armed personnel on fishery expeditions whilst increasing patrols in high risk areas.

The mandatory instalments of vessel monitoring system (vms) and panic signals have significantly enhanced the Seychelles Fishing Authorities (SFA’s) monitoring capabilities. With pro-active involvement of the international community piracy has now been effectively and substantially contained. The GoS agreed to both update its legislations to allow landing of caught pirates on its shores and for the said pirates to be tried in special courts. Furthermore, with the assistance of partners prison facilities are provided for the incarceration of those found guilty of the crime of piracy. Seychellois and partners remain alert and vigilant just in case the problem reoccurs. It is also worth keeping the issue top on the agenda of (sub) regional organizations (SADC, COMESA, AU) to ensure mechanisms exist for nipping piracy in the bud in case it resurfaces.

- 6.4. ***Sustainable Management of the Blue Economy:*** Known as a biodiversity hot-spot, Seychelles has a landmass of 455 sq kms but the 1.37 million square kilometres of EEZ with more than 2000 marine species including fish, whales and dolphins. Despite the challenges and constraints, the country has managed the green economy very well. The GoS in partnership with ‘The Nature Conservancy’ (TNC) took the decision to protect 30% of its EEZ (15% being no-take areas). A ‘Marine Spatial Planning Initiative’ (MSPI) is in progress in partnership with the Commonwealth and stakeholders to address issues of existing and future uses, reflecting concerns, potential conflicts to realize the judicious and sustainable use of the blue economy.

Various spatial data layers representing existing uses, for example, the biodiversity hot-spots are being identified, classified and used to get a comprehensive picture of the uses and potentials of the vast EEZ.

The current UNDP-GEF is already contributing to the process, for example, through its completed ‘Protected Areas’ sub-project that identified and contributed the ‘biodiversity’ layer that will be used in the model of the MSPI. Subsequent layers that are being worked upon would, for example, be the petroleum; the fisheries the tourism and the shipping lanes layers. Other areas where UNDP addresses marine protection sector management also become relevant. For example ‘the UNDP/GEF Outer Islands Project; the Mahé Plateau Demersal Trap and Line Fishery Co-Management Plan in the context of artisanal fisheries are all complementary projects in the MSPI processes.

On its part the Seychelles Fishing Authority (SFA) is in its final stages of drafting a comprehensive mari-culture and aqua-culture master plan. The potentials have been found

to be very lucrative. It is however yet another initiative that will have to subject itself to the process and established restrictions and parameters of the finalized MSPI. All stakeholders existing and future users are being consulted. The aim is to reach consensus on management directions for existing and future uses as well as activities that minimize conflicts, address climate change adaptation and provide long-term protection.

- 6.5. **The promotion and protection of human rights:** work is on-going principally with the established National Human Rights Commission (NHRC) and the Ministry of Foreign Affairs on domestication of relevant components of the treaties and conventions according to the Paris principles. The focus on the police and prisons centring around people's rights is commendable. However, the disappointing pace of expectation highlights insufficient trained human resource, inadequate budgetary allocation. Delays in the endorsement of the draft NHRAP by government is one major indicator of low prioritization of the subject by GoS.
- 6.6. **Human resource development:** mis-match between requisite and available skills sustains a high demand for expatriate labour given the difficulties employers encounter to fill some vacancies in the labour market. With the national University training conducive to the creation of high value jobs could be initiated. The quality and declining education standards have rendered retention of qualified and experienced teachers in the system as a worrying concern. Given the interests and importance of the environment sector it was proposed that environmental education be positively considered as part and parcel of the school's curriculum.
- 6.7. **Food insecurity:** the Living conditions study and HBS had noted nutritional deficiencies in the diet of Seychellois. An increasing concern with the rise in fast food chains and obesity and related cardiovascular diseases that is becoming the number one killer in Seychelles points to the need for education and awareness in the emerging dietary culture and nutrition. At the Validation workshop participants underlined the challenge of ensuring access to nutritious food and a healthy living culture as important issues that require more attention.
- 6.8. **High Cost of Living:** Seychelles is one of the most expensive places to live in Africa. Continuous assessment and policies /strategies to ensure a "living wage" is highly recommended for continued political stability, peace and harmony.
- 6.9. **High Income inequality:** The World Bank ranks Seychelles as having the world's worst income inequality. The validation workshop did not think this was a burning issue. It was also observed that the local statistical office had difficulties with the premises of the formula used by the World Bank to determine Seychelles income inequality. The UNDP's project to determine the 'Poverty Line' received much attention and praise. The main gain from the project is to establish an appropriate and contextualized formula with World Bank's technical assistance for the Seychelles to determine its poverty line. Taking cognizant of the specificities of the Seychelles context.
- 6.10. **Demographic trends:** Seychelles has a tiny, aging population of about 90,000 people. Given the expansion of the economy, not least the up-coming "blue economy", the

country might have to increasingly rely on foreign labour and/or go for a higher fertility rate (now at less than 2%). With the population not projected to rise, GoS incentives for higher fertility include a 12-14 week maternity leave; five days paternity leave and 1,000 rupees to open a bank account for the child. Policies of countries such as Abu Dhabi/United Arab Emirates were debated at the validation workshop as the participants analysed their pros and cons. Both the workshop and interviewees did not think that this was a burning issue but felt it should remain on the radar screen.

7. SUMMARY AND CONCLUSIONS

- 7.1. Seychelles graduated from “Upper Middle income” to a “High Income, developed country” in July 2015. In welcoming the transition from an ordinary SIDS to a wealthy global hub the President taking due cognizance of Seychelles’ difficult geopolitical situation called for follow-up action including in particular consideration of the SIDS ‘vulnerability index’ rather than the singular consideration of the traditional GDP/per capita indices that in the case of SIDS are usually disproportionately high, and summarily disqualify them from any form of concessional development assistance. In this regard the Evaluation taking due cognizance of Seychelles’ small population and land size(455 sq km), its isolation, extreme imports dependency, piracy and vagaries of nature, not unrelated to climate change concluded that the country is worth sympathetic consideration; if not financial then technical support. This 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 isles’ development.
- 7.2. A UNDP-facilitated African regional conference of countries likely to graduate soon to assess and appreciate this issue was held in Seychelles in July 2015. Since its graduation to Upper Middle Income country status the Seychelles has been a “Net Contributing Country” for partners such as UNDP. It has not been a beneficiary of core or concessional resources. Although it could benefit from elements of “regional programmes” of the agencies such as the UNDP, but the respective resource envelope is on the decline. UNICEF pulled out of the Seychelles altogether. UNFPA for example has had a project in Seychelles since 1974. The latest was a four year programme, 2012-2015 with \$50,000 budgeted. It was later cut down to USD25, 000.00; and was further cut to only USD12, 500.00! Reducing funds in the middle of the programme affects programme delivery and sustainability.
- 7.3. Notwithstanding the identified bottlenecks that can be addressed, the CDP rests on a solid and enabling platform, with a network of stakeholders best equipped to implement it. Adequate consultations during the design stage, close collaboration with the MEECC and other Ministries has ensured an inclusive and transparent apportionment of tasks and responsibilities amongst stakeholders, and a conducive environment for optimal results delivery and its monitoring and evaluation. Exceptions might be in the non-environment democratic governance and poverty/MDGs components especially as it related to the both the NHRCs and prisons interventions.
- 7.4. In the design of CPDs, programme countries and UNDP COs are always torn between programme focus and inclusiveness. But the Seychelles Government and UNDP Office

came up with a very focused and strategic programme components; it is not spread all over the country with tiny bits of money to support all sorts of little interventions. Furthermore it was anchored in the environment area dovetailing with the challenge of the management of the ocean surrounding the isles.

- 7.5. 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. However, in the case of the GEF-funded environmental interventions, outside entities have had a strong voice in programme content. Given Government's alertness it is fair to say that it is still Seychelles in its different formations that is on the steering wheel of the CPD work including the environment and sustainable development pillar. Given that most CPD activities are either on-going or have just started, it is hard to gauge long-term results or impact.
- 7.6. The 'Environment and Sustainable Development practices', promotion of 'Democratic principles and Human Rights' as well as the identification and ascertainment of the 'poverty status' of the most economically fragile and vulnerable in society remain imperative. Devising and implementing measures to attenuate consequences to uphold a peaceful, stable and harmonious socio-economic platform upon which sustainable growth and development can proliferate are very important.
- 7.7. The PCU is an innovative and "business unusual" programme execution modality; it has cut on unnecessary red tape and long and cumbersome processes, to put more emphasis on programme delivery. The PCU's modus operandi allows substantive interactions with the various partners and stakeholders. The heavy bias towards the female gender in terms of its project managers can be improved upon. However there is a clear and distinguishable difference in what it is capable of delivering in terms of project management and implementation compared to other structures in the other two non-environment pillars.
- 7.8. UNDP's modus operandi especially under the environment pillar allows substantive interactions with the various partners and stakeholders. With the PCU under the roof of the UNDP the limitations of the present location leaves a lot to be desired. Geographically being in the centre of town close to the main bus stop is ideal but otherwise for the congested parking and limited operational space
- 7.9. It is worth noting that the UNDP office in Victoria is not a fully-fledged "UNDP CO"; if Seychelles was not a sovereign country the office would have been a sub-set per se of the Main office in Port Louis, Mauritius where the UN Resident Coordinator and UNDP Res Rep (RC/RR) is based. It has no official representative role. It should therefore not be unduly judged on its performance on a scale that goes beyond its mandate or TOR. However, the more permanent presence of the Programme Manager Mr. Roland Alcindor (UNDP CO), a former public sector employee of the Ministry of Foreign Affairs with nearly two decades of experience in the UNDP Head office in Mauritius, is a positive and welcomed game changer that has acted as a lubricant to the UNDP work in the Seychelles, minimizing things that were hitherto referred to Mauritius.

- 7.10. Improved collaboration and partnership with stakeholders inclusive of government and civil societies have been duly noted. This is the case not only for the visibility of UNDP in Victoria but also of the UNDP and GoS entities “moving together”. The RC/RR as a routine comes to the Seychelles each three months (and more if there is need) to meet government leaders and other officials. He is well known in key Government and partner institutions including the foreign missions. The RC/RR has developed a strategic, operational and personal relationship with the work in the Seychelles. The Mauritius-based Economic Advisor whose mandate also extends to the Seychelles visits the CO as, and when, required. The Evaluation benefited greatly from her written comments on work she was associated with in Seychelles. Apart from the Programme Manager who is by the way officially part of the United Nations Team in the Main Office in Mauritius, there are only two staffers in Seychelles- a Project Officer and a Programme Assistant, all on contract; they are not even Local UNDP staff as they would have been in other countries. This situation needs to be streamlined and Office capacity beefed up.
- 7.11. The pillar for the promotion of Democracy and Human Rights principles is gaining even more currency as the country heads for Presidential and General elections. Inclusion of this pillar is not only timely but essential for transforming the country. Like the Poverty pillar it is a challenge to mobilize resources but UNDP and partners soldier on. There is room for further coordination of interventions with other UN and multilateral agencies such as UNODC, WHO, and EU. On both counts the Government and People of Seychelles have never been more receptive to the promotion of those two topical and relevant pillars.
- 7.12. After emerging from major macroeconomic reforms the concerns to, for example, improve upon the national debt profile has also given a renewed determination to uphold and honour reporting commitments on the various signed and ratified conventions for which Seychelles is a party. The CDP has facilitated a number of the reporting obligations, building capacity and promoting awareness whilst elevating the visibility and credibility of Seychelles in the international community.
- 7.13. 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 Republic’s 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) the stakeholders are seriously considering its core elements.
- 7.14. The Implementation of the current CPD and the design of its successor programme is happening in a rapidly changing world, of which Seychelles is a part. We witnessed in the past five years the global financial and economic crisis, the ICTs revolution, piracy and climate change. These unanticipated developments have impacted on the CPD implementation. In some critical areas Seychelles has outperformed its peers whilst in others challenges still persist, some of which can be addressed by the UNDP in its next country programme.

7.15. 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.

8. GENERAL RECOMMENDATIONS

8.1. Seychelles' vulnerability to external shocks despite its very high human development status is a reality which rationalizes advocacy for development assistance. This would include rationalizing less stringent development cooperation terms through developing and popularizing "the vulnerability" and/or "resilience index". UNDP should continue with its advocacy work and with working and supporting government efforts on the same especially at global fora. One advocacy instrument that could be used is a National Human Development Report on a topical issues such as the challenge of the blue economy, that could allow substantive discussions on this and related issues.

8.2. Given that the twin pillars of the economy are fisheries and tourism, both of which are dependent on environmental sustainability, it is incumbent to continue with the GEF-support. This is also central to sustainable exploitative of the blue economy. UNDP should see their programme interventions as hinged on this challenge. Seychelles should be prepared to sustain the interventions that are now donor-dependent.

8.3. Given limited corporate-wide resources, UNDP Seychelles should break into new areas tapped from the UNDP Strategic Plan 2017-2024 and more importantly the SDGs. It could increase its clout in the tourism area; and be more pro-active in working in the poverty-reducing productive sectors such as agriculture and fishing, which is one of the key components of the "blue economy". This could possibly be done in partnership with the private sector with possible IFIs involvement. It should not be business as usual. Above all UNDP should position itself as a partner working with, and assisting government to, deliver its programmes. Its technical capacity should be augmented.

8.4. The procedures and consultative processes for coming up with the CDP and allocation of the Global Environment Fund (GEF) is thorough, inclusive and SSDS compliant. It is however highly recommended that the SSDS multi-sectoral Steering Committee mandated to oversee the implementation of the SSDS meet more regularly and be more pro-active to fulfil their mandate. Furthermore the release of the new government development framework, the Medium-Term Development Strategy together with the SSDS should provide an anchor for the development of UNDP-supported projects. Given the multi-sectoral nature of the portfolios it might be helpful if decision-making in government was coordinated at a slightly higher pitch- possibly the Vice Presidency.

- 8.5. The UNDP interventions in Seychelles are hinged on the environment, thanks to donor resources especially via GEF. However, corporate UNDP's main areas of concentration focuses on poverty, human development, and governance. The CPD's focus on these areas were very limited because of very limited financial resources. It is important to raise funds to be able to address non-environmental aspects – i.e. building on the current poverty and democratic governance. The SDGs could be a good entry point. It is also recommended that more efforts be put in spin-offs from the environment into poverty and governance areas. The “social dimensions” parameters which are key for increased productivity could perhaps be taken on board in the GEF environment projects as “capacity development” components. Capacity for proper management of the MPAs (to avoid uncontrolled fishing) needs jerking up. Furthermore greater efforts should be made to tap on Thematic trust funds and regional programmes that while still very limited for Seychelles-type of polities, have greater avenues for addressing non-environmental interventions. Furthermore, the Green Climate Fund which is being operational zed October 2015 (before the Paris Climate Change Summit) which will address both climate change mitigation and adaptation- with UNDP as one of seven accredited organisations—is another source of additional resources.
- 8.6. The Evaluation had concluded that although cross-cutting issues were mentioned in the CPD and other pro-docs, their mainstreaming was not upheld in programme implementation. With the exception of the prison sub-programmes were the gender element was highlighted and addressed, cross-cutting issues save for environment did not feature as much in the programme documents, much less in programme implementation. It could be taken up in on-going projects and in future programmes. In particular special seminars could be held to sharpen the capacities of PCU and other programme staff and their IPs on issue of mainstreaming in general and of cross-cutting issues in particular. One entry point would be the mainstreaming of SDGs into national development framework and ensuing programmes.
- 8.7. The PCU is a commendable model that should be maintained. It is highly recommended that specific collaboration and cooperation to upgrade the skills and practices, to improve general abilities, levels of efficiency and effectiveness in project and programme implementation be considered. Experienced PCU Project Managers and networking with regional and global centres of excellence can play a pivotal role in realizing this proposal. UNDP's strategic position in working on the GEF projects is based on GOS confidence in the organisation and the sustainability of resource flow.
- 8.8. Although the “Delivering as One” approach has no clear “fit” in the Seychelles; it is by the UN family pulling and working together that their contribution can be more significant, visible and “fit for purpose”. A MoFAT- driven effort to bring the Agencies to buy-in into and support the, Government's Medium- Term Development Strategy – and possibly around the SDGs is a new way of advancing the one UN/DaO agenda, and should be supported. It would bring the UN to work together, and provide the UNRC opportunities to push for inter-agencies cooperation, with parallel meetings with a rotating Chair amongst the Regional Directors/UNRCs.

- 8.9. The present physical location of the UNDP offices that hosts the PCU is a bit cramped although ideal in the centre of Victoria. A recommendation for a more accommodating premise is justified. It could also provide room for NRAs (and possibly NGOs working on CPD projects) to be hosted by UNDP at least temporarily and/ or short visits. It is recommended that UNDP CO be relocated to a more spacious location.
- 8.10. We recommend that capacities of the Seychelles UNDP office be beefed up, possibly with a full-fledged multi-disciplinary development specialist to support the Programme Manager/Office and jerk up future UNDP interventions especially in the blue economy and regional projects which could increasingly be the mainstay of the UNDP in Seychelles for non-environmental work, which is necessary to avoid the organisation being duped as an environmental agency. This would be supplemented by increased inputs from the UNDP Regional Service Centre(s).



**TERMS OF REFERENCE
FOR
The Mid Term Review of
UNDP SEYCHELLES COUNTRY PROGRAMME 2012-2016**

1.1. Background

The UNDP Country Programme Document (CPD) 2012-2016 was approved by the Executive Board in September 2011. It defines three outcomes, which represent the anticipated development change to be achieved after a five-year period, at the end of 2016. Seychelles did not adopt the CPAP and opted for preparation of Project Documents with Annual Work Plans derived from the CPD outcomes.

The Project Documents are the main programming and monitoring instruments, detailing outcomes, outputs, with measurable annual targets, baselines and indicators. The CPD has three programme components and three outcomes: i) Environment and Sustainable Development; ii) Democratic Governance and iii) MDGs and Poverty Reduction.

Since the inception of the Country Programme, UNDP has conducted annual assessments of results through the ROAR (Results Oriented Annual Reports) against established CPD targets. Furthermore, several of the outputs (Projects) under the CPD underwent mid-term evaluations and one output conducted a terminal evaluation in 2013 (Governance). This assessment will also highlight the other related accomplishments that were not necessarily foreseen under the CPD but were undertaken given that funding was secured and the related mini or sub-project done.

As a result of the review processes and in conjunction with national counterparts, annual targets and indicators at output level were revised and adjusted taking into account evolving national development priorities and context. December 2014 marked 3 years of implementation of the CPD- and the mid-point of the Country Programme now provides an opportunity to undertake a comprehensive review of UNDP contribution to development effectiveness.

1.2. Purpose of the Review

Consistent with UNDP policy guidance all outcomes to which UNDP is contributing through aligned activities and planned outputs must be monitored. The mid-term review is an opportunity to monitor the strategic course, relevance and effectiveness of the implementation of the country programme. It allows UNDP to engage key stakeholders to discuss achievements, lessons learned

and adjustments to make any changes to the strategic direction of the country programme, as well as the allocation of resources, ensuring it is aligned to national priorities and responsive to national demand. It will also be used as a tool to guide programmatic planning.

1.3. Objectives and Scope

1.3.1. Objectives

The objective of the mid-term review (MTR) is to assess the progress in achieving the programme results, its relevance, efficiency and effectiveness of strategies in the light of the development priorities of Seychelles. Specifically the review will assess:

1. The relevance and strategic positioning of UNDP support to Seychelles on Poverty Reduction and MDGs; Democratic Governance and Environment and Sustainable Development
2. The frameworks and strategies that UNDP has devised for its support of the three programme areas, including partnership strategies, and whether they are well conceived for achieving the planned objectives.
3. The progress made towards achieving the 3 outcomes, through specific projects and advisory services, and including contributing factors and constraints.
4. The progress to date and what can be derived in terms of lessons learned for future UNDP support and Propose areas of re-positioning and re-focusing of the CPD within the current Seychelles' development context, and in light of UNDP's new strategic plan

1.3.2. Scope

The review will be conducted between 15th April and 30th June 2015 with a view to enhancing current programmes while providing strategic direction and inputs to the next UNDP programme and UNDAF cycle schedule to start in 2015.

It will assess key results, specifically outcomes anticipated and unanticipated, positive and negative, intentional and unintentional and will cover UNDP assistance funded from both core and non-core resources. The MTR has two main components: the analysis of development results and the strategic positioning of UNDP. For each component, the MTR will present its findings and assessment according to the set criteria provided below.

2. Questions Guiding the Review

The review seeks to answer the questions (some given in the TOR), focused around the standard evaluation criteria of relevance, effectiveness, efficiency, sustainability, relevance and responsiveness, partnerships and coordination and promotion of UN values. The questions will be refined and finalized after consultation with the consultants and reference group.

The questions will be refined and finalized after consultation with the consultants and reference group.

3. Methodology and Approach

It is expected that the MTR will use an appropriate range of data collection and analysis methods to come up with findings, conclusions and recommendations. The review exercise will be consultative and participatory, entailing but not limited to a combination of desk reviews, interviews, focus groups discussions and field visits as appropriate. The consultants will elaborate on the method and

approach and reflect this in the inception report; which will subsequently be approved in consultation with key stakeholders.

3.1. **Validation Mechanism:** The team will use a variety of methods to ensure the validity of the data collected including regular exchanges with the UNDP CO and Implementing Partners, and a validation seminar with national partners **Stakeholder Participation:** The MTR will adopt an inclusive and participatory approach, involving a broad range of partners. A stakeholders mapping will identify both UNDP's direct and indirect partners.

4. Management and Conduct of the MTR

UNDP CO and UNDP in Seychelles will help the team for liaison, coordination and any other kind of support to conduct and complete the review. The UNDP Programme Manager for Seychelles will be the focal person.

The **MTR team** will be facilitated by Operation and Programme units for logistical support.

The **MTR Reference Group** consisting of representatives from Key Ministries, GoS agencies and NSAs will be set up by **UNDP** in order to ensure objectivity as well as technical soundness of the process.

5. MTR Process

The review will unfold in three phases, each of them including several steps as outlined

5.1. Design phase

1. Document and desk review (of all relevant documents);
 2. Stakeholder mapping (of stakeholders relevant to the CPD.);
 3. Analysis of the Results and Resources Framework;
 4. Finalization of the list of evaluation questions;
 5. Development of data collection and analysis strategy as well as work .
- At the end of this phase, the review team will produce an Inception report.

5.2. Synthesis phase

During this phase, the evaluation team will prepare a first draft of the MTR report, taking into account comments made by the UNDP CO at the debriefing meeting. It will be submitted to the Reference Group for comments after which the second draft report will be prepared and presented at validation seminar.

The final report will be drafted, taking into account comments made by the seminar participants.

6. MTR Evaluation Team

The team will be composed from 2 consultants- the Team Leader and the Team Specialist.

7. Qualifications and competencies for Evaluation Team

8. Duration of contract

Duration of contract is set at 20 work days over 2.5 months.

9. Scope of Price Proposal

10. Payment Schedule

11. Proposed Work plan and Indicative Timeline

It is planned that the MTR starts in mid-April 2015, and shall expire on the satisfactory completion of the services of the services described above by 30th June 2015.

The following schedule of activities is only illustrative, and a final timeline will need to be refined and presented by the Team Leader to the Reference Group:

TIMELINE	ACTIVITY
March 15 th 2015- 30 th March 2015	Recruitment (Advert on UN Jobs website)
March 26 TH 2015– April 01 st 2015	Finalization and Selection of Candidates
April 10 th 2015- April 15 th 2015	Contract Signature and Desk Review
April 20 th – May 10 th 2015	In country Mission (including Inception W/shop and presentation of findings)
May 15 th 2015- 25 th May 2015	Submission of Draft report and comments from stakeholders
May 25 th 2015- June 20 th 2015	Final Submission of Report

12. Application process

Applicants are requested to apply online <http://jobs.undp.org>. Individual consultants are invited to submit applications & below requirements.

Annex 2: LIST OF DOCUMENTS CONSULTED

UNDP 2009 Assessment of development results-Evaluation of UNDP contribution Seychelles, New York, Evaluation Office, December

UNDP 2014 Human Development Report 2014, Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience, New York

Government of Seychelles 2013, Labour Force Survey 2011/2012 Report, National Bureau of Statistics.

Government of Seychelles 2010, Population and Housing Census 2010 Report, National Bureau of Statistics

Government of Seychelles 2013, MDGs Status Report 2013: Assessing Seychelles Progress toward the MDGs, Ministry of Foreign Affairs, September 2013

Government of Seychelles/UNDP/GEF: Ensuring Environmental sustainability for Seychelles, Programme Support Unit (PCU), June 2011

Government of Seychelles, Seychelles' Blue Economy Roadmap: Defining a Pathway to Prosperity, Ministry of Finance, Trade and The Blue Economy

The Seychelles HIV, AIDS and STIs Knowledge, attitudes, Practice and Behaviour (KAPB) and Biological Surveillance Study 2012: Final Report 2013

Michel, James Alix HE (2015) "Our Blue Horizon: Opening New Development Frontiers With the Blue Economy" in, Horizon, The Journal of International Relations and Sustainable Development, Belgrade, Winter, Issue No.2, pp. 162-177

Muller C, Alcindor R., Kannan A., "Measuring Multidimensional Poverty: The Case of Seychelles", Victoria, December 2013

UNDP 2012, Country programme document for Seychelles (2012-2016), Victoria, Seychelles

UNDP, UNFPA, WHO, UNAIDS, Situation analysis of Legal and Regulatory Aspects of HIV and AIDS in Seychelles, Final Report, June 2013

UNDP 2013, Final Evaluation of the Governance Capacity Building Programme in Seychelles, Draft Report, 12 December 2013

UN HRC 2014, Report of the Special Rapporteur on the Right to Education: Mission to Seychelles

UN HRC 2014, Report of the Special Rapporteur on trafficking in persons, especially women and children: Mission to Seychelles

UNDP, The Seychelles Governance Capacity Building Programme, Victoria

UNDP (2014) "UNDP Strategic Plan, 2014-2017", UNDP, New York

UNDP(2013) "NBS Report on the MDG Technical Assistance from Mauritius, November 5-7,2013"

Annex 3: LIST OF PEOPLE INTERVIEWED

CATEGORY 1: Government of Seychelles and State organizations

Alain St. Ange,	Minister, Ministry of Tourism & Culture
Maurice Lousteau-Lalanne,	Principal Secretary (PS), Ministry of Foreign Affairs and Transport
Alain De Comarmond,	PS, Ministry of Environment, Energy & Climate Change
Ronley Fanchette,	Director, Conservation, Ministry of EE & CC
Jeanette Laure,	Director, Environment Assessment and Permits Section, MEE&CC
Phillippe Michaud,	National Project Director/ Technical Advisor, MoFAT
Justin Prosper,	Principal GIS Officer, Ministry of EE & CC
John Quilindo,	Principal Forestry Officer, Ministry of EE & CC
Helena E. Sims,	MSP Project Manager, The Nature Conservancy-Africa Program
Laura Ah Time,	Chief Executive Officer, National Bureau of Statistics
Helena De Letourdis,	Principal Statistician, National Bureau of Statistics
Maria Payet,	Senior Statistician, National Bureau of Statistics
Kirsten Arnephy,	Senior Statistician, National Bureau of Statistics
Dora Zatte,	Ombudsman & Chairperson, National Human Rights Commission
Wendy Michael	Asst Investigations Officer, NHRC
Ruby Pardiwalla,	Director, National Council for Children
Dr Jude Gedeon,	Public Health Commissioner, Ministry of Health
Dr Anne Gabriel,	CEO, National AIDS Council and Focal Point for UNFPA
Marcus Simeon	Head, Social affairs and Welfare Agency

Category 2: Civil Society

Dr. Frauke Fleischer-Dogley,	Chief Executive Officer, Seychelles Islands Foundation
Veronique Bonnelame	CEO, Citizens Engagement Platform of Seychelles
Michel Pierre	Program and Events Manager, CEPS

Category 3: United Nations, Mauritius and Seychelles

Simon Springett,	UNDP RC&RR, Mauritius & Seychelles (via SKYPE)
Roland Alcindor,	Programme Manager, UNDP Mauritius and Seychelles & Head, Seychelles Unit, Victoria
Asha Kannan	Economic Advisor, UNDP CO
Preethi Sushil Nair	Projects Officer, UNDP Seychelles
Helena Elizabeth Sims,	Project Manager, Protected Areas Project, GOS/UNDP/GEF PCU
Selby Remy,	Project Manager, Adaptation Project, GOS/UNDP/ GEF PCU
Andrew Grieser Johns	Head, PCU, GoS/UNDP/GEF
Andrew Jean-Louis,	Project Manager, Resource Efficiency, GOS/UNDP/GEF PCU
Tiago Queiroz Santos,	Technical Expert, Resource Efficiency, GOS/UNDP/GEF PCU
Joanna Prosper,	Project Manager, Outer Islands, GOS/UNDP/GEF PCU
Fabrina Molle	Programme Assistant, PCU
Dr Cornelia Atsyor,	WHO Liaison Officer-Seychelles

CATEGORY 4: EMBASSIES AND DIPLOMATIC MISSIONS

Lindsay Skoll,	British High Commissioner, Victoria
Matthew Harper,	Press, Politics and Public Affairs Officer, British High Commission, Victoria

Annex 4: BIO-DATA OF CONSULTANTS

Prof. Ngila Mwase (Tanzanian) studied at the universities of Dar-Es-Salaam, Leicester and Newcastle. He has served in various capacities in the United Nations. He has designed and evaluated UN programmes including UNDAFs and CPDs. He was a Resource person for the design of the UN Second Country Programme for Seychelles 2007-2009. He can be reached at ngila.mwase@gmail.com; and Cell: +255-658-427427.

Hon. Peter Sinon (Seychelles) studied in Seychelles and at the University of East Anglia in the UK. He is a former Cabinet Minister in key Ministries including Environment. He has been High Commissioner to South Africa and Director at the African Development Bank and worked as a civil servant before joining politics. He is now a consultant and Deputy Secretary General of the ruling party. He can be reached at psinon@partilepep.com; and Cell: +248-2-723900.