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Foreword



The Seychelles Sustainable Development Strategy (SSDS) 2012-2020 is a new national instrument to ensure that we meet the needs of present and future generations. It sets the plan for the implementation of priorities for government, the private sector and the public at large. The ultimate objective is to improve sustainable development management in Seychelles. In line with Agenda 21, we had to transform the previous Environmental Management Plans (EMPS 1990-2000 and EMPS 2000-2010) into a national strategy for development. The result is a path to lead us to a better national economy, including deriving more from our tourism, fisheries, fresh water supply, agriculture, and recreational activities.

As the leader of a small island state, I have always striven to lead by example to show that sustainable development is achievable. We have always subscribed to the worldwide need to cater for the increasing complexity of ongoing and emerging environmental concerns. Threats such as climate change and the loss of biodiversity now require improved monitoring and evaluation.

The importance of sustainable development is enshrined in the Constitution of Seychelles. It commits the people of Seychelles to “participate actively in the sustainable economic and social development of our society”. Sustainable development represents a unique challenge, especially in Seychelles where land is scarce and natural resources almost non-existent. It requires taking wise decisions to achieve a delicate balance between the finite carrying capacity of small-island ecosystems and economic growth.

The National Strategies and Action Plans elaborated in the document will provide donors and technical agencies with a framework to implement the programs and projects. Partnership arrangements with all sectors of society are a fundamental practice I fully embrace. The New Seychelles promotes participation by all. It is an essential element of successful development. I make a special appeal to all stakeholders, including aid donors, to embrace the objectives of this development strategy.

The successful realisation of national strategies for sustainable development in Seychelles is a long-term undertaking. I have every confidence that those responsible for the implementation of these policies will ensure that the success will be of lasting benefit to our nation.

Sustainable development is not an option or policy choice, but a necessity for our economic health and social well-being. What we do today should not compromise the aspirations of future generations.

A handwritten signature in black ink, which appears to read 'Alix Michel'.

James Alix Michel
President of the Republic of Seychelles

Preface



At a time when the world is experiencing economic crisis and the threats of catastrophic climate change and sea level rise loom over our planet threatening to submerge most of the small islands and low lying countries, it is imperative for the most vulnerable nations to plan their future development diligently. This need is further amplified by the urgency for the major polluting nations to commit to concrete decisions and actions to stir the world towards a more sustainable future. Failure to achieve significant commitment for carbon emissions reduction in the near future may set back economies of many developing countries several decades, through the impacts of catastrophic climate change.

Seychelles has always been hailed across the world as one of the countries which has successfully preserved its fragile and unique environment, as well as for the preservation of its Creole culture and identity. Similarly, our nation has recently made headlines by

rapidly overcoming one of its worst economic difficulties in its history. Such country achievements can only be reached and sustained through strong and visionary leadership at the highest level of government, coupled with the commitment and engagement of its people. It is these very virtues that are vital for us to confront a future full of socio-economic uncertainties and major global challenges. Of key importance is the need for our national economy to migrate from the current environment degrading and inefficient brown economy to a more resource efficient, low carbon and less polluting green one.

The key tool that will guide us on this pathway is no other than our Sustainable Development Strategy, which has the objective of elaborating a new development vision for the Seychelles. It will be the backbone of a new beginning, which will shift our country from its dependence on conventional fossil fuel to one that will embrace renewable energy sources and cleaner production systems, as well as build on the knowledge and experience gained from the implementation of two Environmental Management Plans for Seychelles, whilst emphasizing development and social agendas.

Through this Strategy, a platform will be created to enable the institutionalisation of the green growth philosophy into our development framework where the private sector, non-government organisations, community-based organisations and individuals will be encouraged to fully participate in this socio-economic revolution.

In areas of critical importance requiring major investments, the Government will have to enter into partnerships with the private sector to upscale financing of such large projects. Of special importance will be the necessity to provide incentives, clear policies and legal frameworks, access to incentives such as concessionary loans and build capacity across the country at the institutional and infrastructure level to support and sustain this need. In other words we will have to build upon our development capacities in an effort to boost resilience against new and emerging challenges, so as not to compromise the very birthright of the next generations while meeting our own requirements.

As a nation, we must build on our strengths and achievements, especially within key areas such as environment protection, education, health, sustainable tourism and fisheries, while addressing the gaps, including new and emerging ones. Above all, we must continue investing in our youth and in, research and innovation. In everything we do, our human capital must remain at the centre of our future development.

A handwritten signature in black ink, appearing to read 'Joel Morgan'.

Joel Morgan
Minister responsible for Home Affairs, Environment, Transport & Energy

A Message from LUNGOS

Sustainable development is not a new issue for Seychelles. The 1990-1994 National Development Plan and the Environmental Management Plan of Seychelles (EMPS) 1990-2000 together constituted what the state called “a single and integrated national strategy for achieving sustainable development by the end of the decade and century.” However, in the National Report to the Rio Conference on Environment and Development in 1992, it was clear that the strategy was driven solely by the state, as the only partners mentioned were “Interministerial Cooperation and Partnership” and “International Partnerships.”

In 1999, by the time the EMPS 2000-2010 was being drafted, civil society organizations had already been involved in environmental issues, including that of sustainable development. Indeed, the national coordinator of the new EMPS development process was from civil society and, was later elected as the Chair of LUNGOS.

Despite major achievements by NGOs however, in particular in biodiversity conservation, the National Report to the World Summit on Sustainable Development in 2002 pointed out that “NGOs in Seychelles are in fact still pioneers breaking new ground and finding and establishing their rightful place and role in society.... NGOs operate in a context where Government itself has taken a leadership role on a number of issues and where there is limited funding from a very small private sector.”

NGOs have now become indispensable partners in sustainable development. The National Assessment of the Barbados Programme of Action + 10 Review emphasized that “Increased attention should be given to enable NGOs to participate fully in socio-economic development...It is vital for government to delegate activities as much as is feasible to civil society....In order to implement this novel partnership NGOs and civil society as a whole must be involved in decision making in a participatory and democratic way.”

How can this be achieved? The United Nations Common Country Assessment for Seychelles 2006-2008, for example, makes mention of a rights-based approach enshrined in the Seychelles Constitution “The public duty enshrined in Article 40 (e) has not been projected into the public domain and remains largely unknown and unarticulated. Article 40(e) of the Constitution says “It is a fundamental duty of every Seychellois to protect, preserve and improve the environment. “This provides a strong legal basis for civil society to intervene, so as to play a vital role in the implementation of sustainable development projects, both independently and as joint partners with the state.

To date LUNGOS counts 75 NGOs as members. Many are undertaking vital grass roots work whilst others are implementing key national projects. The age of the NGO is now upon us. With the implementation of the Seychelles Sustainable Development Strategy, LUNGOS is eager to see that the appropriate conditions are met, including the availability of funding, so that civil society can continue to be key players in sustainable development.



Bernard Elizabeth
LUNGOS Chairman

1 Introduction

1.1 Environment Management Plan of Seychelles

Seychelles embarked on its first environment management plan in 1989, with the support of UNDP, UNEP and the World Bank. The Environment Management Plan of Seychelles (EMPS) 1990-2000, raised pledges of over 40 million USD, and after a decade of implementation was a successful programme. Key highlights were the expansion of the Department of Environment; training of environment professionals; enactment of a modern Environment Protection Act; introduction of Environmental Impact Assessment; implementation of national effluent quality standards; the elimination of the turtle shell industry and construction of the Greater Victoria sewerage system.

The success of the EMPS 1990-2000, prompted Government to embark on the preparation of a second generation action plan; the EMPS 2000-2010. With the support of the World Bank, the EMPS 2000-2010 was prepared through a national multi-stakeholder consultation process and national expert input. The EMPS 2000-2010 was also further closely aligned to environment and sustainability principles emerging following the UNCED Rio Summit held in 1992. EMPS 2000-2010 therefore also incorporated major global environmental issues such as climate change and biodiversity loss. Although the EMPS 2000-2010 was successfully implemented, efforts at improved monitoring and evaluation of the benefits were limited. In 2009, a review of the EMPS 2000-2010 revealed that 85% of the EMPS 2000-2010 action plan was effectively implemented despite serious economic difficulties experienced during this period. Some objectives were not attained in relation to capacity and the report made suggestions to improve the institutional mechanism for effective steering of the EMPS.

1.2 Seychelles commitment to sustainable Development

Small Island Developing States (SIDS) forms a distinctive group which shares many characteristics and whose vulnerability and special situation has been recognized by the international community. The sustainability of SIDS, in particular, drew the attention of the international community in 1989 when the United Nations General Assembly (UNGA) adopted a resolution (GA 44/206) on SIDS, which later became enshrined in Agenda 21, Chapter 17G (1992). This was further recognized by the 1994 Barbados Programme of Action for Small Island States (BPOA) and the 2005 Mauritius International Meeting of the Small island States. However, despite a global consensus on sustainable development, its translation into practice has not been so straightforward. Efforts by the United Nations have been driven mainly by global summits every 10 years, three global environmental conventions (the CBD, the UNFCCC and the UNCCD) and one major global financing mechanism, the Global Environment Facility (GEF).

Seychelles, being a Small Island Developing State, has played a leadership and active role in this process. It was one of the initial signatories to the three Rio global environmental conventions and has been instrumental in driving sustainable development at the national and international level. Indeed, the development of the EMPS 1990-2000 and EMPS 2000-2010 are hinged on the premise that Seychelles wishes to be a global leader in sustainable development. This national drive, endorsed by the Head of State at various international meetings, in particular the United Nation General Assembly, is testimony to this commitment. The Constitution of the

Republic of Seychelles (1993) makes reference in the preamble on the need to ‘...participate in the sustainable economic and social development of our society.’ Furthermore, Section 38 (Right to safe environment), Part (b) of the Constitution also states the intention ‘...to ensure a sustainable socio-economic development of Seychelles by a judicious use and management of the resources of Seychelles.’

The President of Seychelles James Michel, in a statement to the UNGA in 2008, stressed that ‘Despite our small size, we shall continue to lead. And we shall lead by example. By our example, we have shown and will continue to show to all that sustainable development is achievable in our present generation.’

1.3 The Seychelles Sustainable Development Strategy (SSDS) 2012-2020

The overall objective of the EMPS 1990-2000 and EMPS 2000-2010, was to promote, coordinate and integrate sustainable development in Seychelles. In line with the Agenda 21 (in particular Chapter 17), and outcomes of the BPOA, the need to transform the EMPS into a strategy for national sustainable development is of importance and merit. This is particularly crucial as many of the issues tackled in the previous two EMPS’s are closely linked to development and social issues. There is also the need to cater for the increasing complexity of ongoing and emerging environmental concerns and threats. The institutional dimension of the EMPS also needs to shift from being seen as exclusively an environmental matter to become a national matter of prime importance for the future prosperity and security of the Seychelles people.

The rationale for shifting from an environment plan to a Sustainable Development Strategy is derived from extensive multi-stakeholder consultations associated with the review of the EMPS 2000-2010, and consultations in preparation for this new plan (See Annex 1). A survey undertaken during the review of the EMPS 2000-2010, found that 3 out of 5 people agreed that the EMPS is about sustainable development rather than only environmental management. The same review concluded that the EMPS is ‘still the reference strategic document for sustainable development programmes in Seychelles.’ Furthermore, stakeholders recommended that sustainable development principles form a core part of the new strategic plan, which should be reflected in the vision and overall objective of the new strategy and plan.

In the EMPS 2000-2010 Review national experts were of the view that a sustainable approach was required to tackle many of the issues, in particular: population growth; agriculture; land use; coastal management; fisheries; and addressing climate change adaptation and mitigation. It was highlighted that efforts were necessary to further link biodiversity conservation and development which would entail a close implementation of the sectoral development plan within a coherent sustainable strategy framework. The role of education and its links to sustainable development was also emphasized. Therefore, there was wide consensus that the next generation of the EMPS should be reviewed and emphasized to develop into the Seychelles Sustainable Development Strategy. This entails an improved national institutional framework, with enhanced inter-ministerial influence, effectiveness and wider stakeholder buy-in and participation. Those recommendations have been incorporated in the SSDS.

2 Background to the SSDS 2012-2020

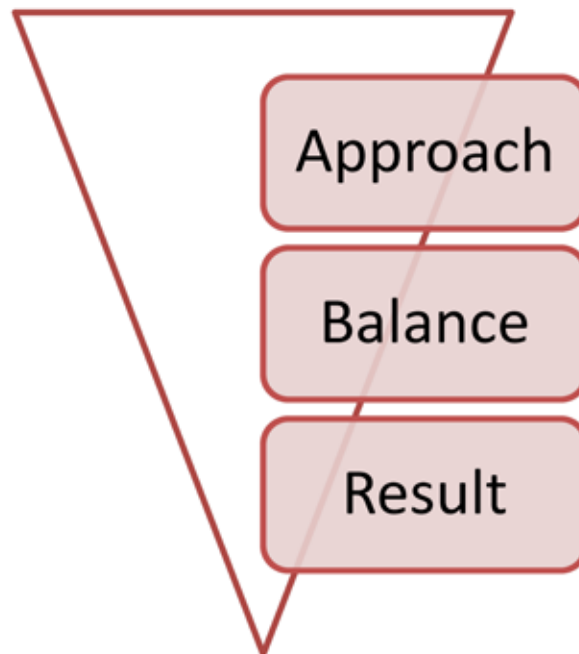
The Seychelles Sustainable Development Strategy (SSDS) 2012-2020 is an approved national instrument which incorporates national priorities for sustainable development and lays out a roadmap for the implementation of those priorities. Both the priority setting and development of the roadmap is a result of consultations with various stakeholders and groups, including community groups. The drafting of the SSDS 2012-2020 has been supported with the financial assistance of the Regional Programme for the Sustainable Management of Coastal Zones in the Indian Ocean Countries (ReCoMaP) and the UNDP-GEF Capacity Development for Improved National and International Environmental Management in Seychelles (CB2) Project. The entire project is being supported administratively by the Department of Environment and the Joint Seychelles-UNDP-GEF Project Coordination Unit.

The drafting of the SSDS 2012-2020 was undertaken by a team of Seychellois experts, with input from thirteen thematic teams (See Annex 2). These teams consulted a wide range of stakeholders to identify constraints and gaps, identify national priorities and then developed an action strategy to address those priorities. In addition the various thematic stakeholder consultations, two national multi-stakeholder consultation workshops were organized to specifically determine (i) the approach to stakeholder analysis, (ii) guidance on engaging stakeholders, (iii) key cross-cutting themes and issues, (iv) integrated approaches and systems thinking, and (v) the identification of various institutional models for the implementation of the SSDS 2012-2020.

3 The Seychelles 2020 Sustainable Development Vision

Vision

To contribute to the realisation 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.



The vision for the SSDS 2012-2020 emanates from a series of exchanges between national stakeholders. It reflects the vision of the country to become a knowledge-based society and to manage its natural resources in a sustainable manner.

The **approach** is based upon knowledge development and creation – a critical, strategic resource for sustainable development. Innovation transcends all levels and elements of sustainable development. It is not only about technology, but includes thinking, practice, solutions and removal of barriers. The vision reflects the determination of a nation to embrace modernity with a penchant on maintaining a high quality of life based upon a green economy, low pollution and a rich biodiversity environment. Achieving **balance** or the triple bottom line is fundamental to maximizing the effectiveness of policies.

The vision comes with the recognition that Seychelles cannot exist without its natural and unique environment, and champions the preservation of the environment as an asset for today’s and tomorrow’s generation.

4 Seychelles Sustainable Development Outlook 2020

The 2020 Sustainable Development Outlook is a compilation of observations from experts involved in the preparation of the SDDS 2012-2020. The outlook provides a qualitative perspective on key drivers of environmental change in the coming decade. Deficiencies such as unavailability of trend data and lack of a defined national assessment process of indicators, limits the merit of this outlook. The document does however still provide important insights into key challenges. The outlook also provides critical areas in which policies and actions will be needed to address principal sustainable development challenges. It also demonstrates that the effective tackling of present-day and emerging development challenges is feasible and can be addressed by measures outlined in this plan. The impact of climate change on the potential level of implementation of these sustainability objectives is also explored.

The Seychelles economy is very sensitive to external economic perturbations. The economic growth for 2010 was 6.2 %, despite a global economic downturn, largely as a result of high FDI inflows especially in the tourism industry. The challenge to government and the private sector is to ensure there is sustainable growth in the goods and services sector so as to maximize job creation and social development as well as minimise the negative impact of industrial development, resources consumption and associated degradation on the environment.

The Seychelles population increases at a birth rate of 18.1 per 1000 persons per year and the pressures of human development on the fragile and limited resource-base of the country is expected to increase significantly by 2020. Accelerated growth in tourism arrivals will also contribute to increased pressure on local resources such as land, beachfront property, water, food and energy. However, significant investment in tourism can yield benefits for the management, rehabilitation and restoration of these natural resources. This will indeed be a determining factor for long-term sustainability of the tourism industry in Seychelles, since the same tourism is highly dependent upon the quality of the natural environment. Global economic turmoil may affect the performance of these local activities, especially if there is a reduction in tourism receipts.

Seychelles has met all its MDGs with more than 95% of the population having access to drinking water and electricity, but it is evident that existing infrastructure will not be adequate to meet present trends until 2020. Food security will remain an issue in view of the country's dependence on imported food, and increased pressure to further convert existing agricultural land. There is an increasing trend towards consumption that creates ever larger ecological footprints, including increasing generation of wastes in the midst of weak efforts for energy, water and other forms of resource conservation. Progress in changing people's behaviour may be achieved, provided there is adequate policy and institutional reforms coupled with increased education, sensitisation and awareness at all levels. Water and energy demands are expected to increase by 2020. Whilst infrastructure investments in utilities can be prohibitively costly, integrated approaches such as using waste-to-energy technologies are likely to become more common. The risk of outbreaks of certain infectious diseases, for example dengue and chikungunya, are expected to increase, in spite of efforts to prevent entry through border control and reduction of local prevalence. Of concern is also the emergence of global pandemics and other globally infectious diseases.

Coastal development and urban sprawl are expected to increase as the country aims to further develop the reclaimed zones and densify certain rural areas of the main islands. Mahé has already one of the densest coastal populations, especially along the east part of the island. Further expansion of industries, tourism and fisheries will augment further pressure on coastal resources. Conflicts will more likely arise if the highlighted institutional weaknesses and adequate consultations

on development projects are not addressed. Sea level rise, extreme storm surges and other impacts associated with climate change will affect existing coastal infrastructure, beaches and other coastal environments.

Seychelles' unique and diverse biodiversity is under threat primarily from intense tourism development pressure, environmental degradation and pollution. Impacts of climate change are likely to become more evident in the next ten years. The sustainable management of protected areas, both terrestrial and coastal/marine, will remain a challenge in view of stakeholder expectations and problems of access to resources involved. It is however expected that the area of protected areas will increase. Fishery pressure is expected to increase as well as demand for forestry products. Endemic and rare species will continue to be threatened by natural and human related hazards such as environmental degradation from development, the spread of alien invasive species, land use change and effects of climate change in the next decade.

The Seychelles is economically dependent upon its fishery resources with measures in place to ensure sustainability. However, with an EEZ of 1.44 million km², maritime security and enforcement of illegal and unreported fisheries will remain a major challenge. The uncertainties with respect to the impact of climate change on fisheries will attract a good deal of scientific attention. Coastal fisheries will continue to be threatened from overfishing and other impacts on fish habitats. The fisheries industry is expected to expand and other fish species may be commercially exploited.

The outlook shows that the cost of doing nothing would be very high on the fragile national ecosystems and ultimately on the society of Seychelles.

Seychelles Sustainable Development Outlook

Macro-indicators	Positive Trend	Welcome Trends	Warning Trends
Economic Development	<ul style="list-style-type: none"> Increased inclusion of environmental issues in financing development 	<ul style="list-style-type: none"> Macro-economic reform programme Sustainable debt levels 	<ul style="list-style-type: none"> Reduced investment in environment/ resource management & rehabilitation
Social well-being	<ul style="list-style-type: none"> Low population growth Good education & employment possibilities 	<ul style="list-style-type: none"> Land use plans Improved solid waste management Focus on national food security 	<ul style="list-style-type: none"> Increased urbanisation Over-consumption Disease epidemics
Institutions/Education	<ul style="list-style-type: none"> Reforms to increase involvement of NGOs and private sector 	<ul style="list-style-type: none"> Improved policy coherence and networking 	<ul style="list-style-type: none"> Poor enforcement of existing laws
Pollution	<ul style="list-style-type: none"> Investments in water/waste treatment technologies 	<ul style="list-style-type: none"> Maintain environment quality standards 	<ul style="list-style-type: none"> Pollution for highly urbanized areas Lack of monitoring
Utilities (energy, water, waste)	<ul style="list-style-type: none"> Continuous expansion of water & sanitation network 	<ul style="list-style-type: none"> Recycling of some types of wastes Water harvesting initiatives Pricing which encourages conservation 	<ul style="list-style-type: none"> Increase in waste output Lack of water during dry season Increased in electricity consumption Increase in vehicles
Biodiversity	<ul style="list-style-type: none"> Reducing risk of threatened endangered species Private sector involvement Protected area increased Conservation of key species 	<ul style="list-style-type: none"> Improved management and financial sustainability of protected areas Mainstreaming biodiversity Restoration of key degraded habitats Education for conservation and bio-safety 	<ul style="list-style-type: none"> Degradation of coral reefs Threat of invasive species Loss of critical habitats Encroachment by development
Climate Change	<ul style="list-style-type: none"> Institutional and policy reforms focused on adaptation Investments in Renewable Energy 	<ul style="list-style-type: none"> Reduction of GHG emissions Energy, water & resources conservation 	<ul style="list-style-type: none"> Coastal damage, coral bleaching, extreme droughts, forest fires

5 Addressing the Challenges of Sustainable Development

The wide acceptance of sustainable development as a guiding principle for the future of humanity, its well-being and surrounding environment has gathered enormous pace at the international level, especially after the recent global economic crisis and hikes in the price of oil. Indeed the adoption of Agenda 21 in 1992, and subsequent adoption of the Programme for the Further Implementation of Agenda 21 in 2002, has stimulated the global community, as well as national governments and institutions to address current environmental, social and economic problems within a framework of sustainable development. The next section will elaborate the number of elements or principles necessary for the integration of sustainable development in all forms of planning and in addressing current national challenges.

In the preparation of this SSDS a number of key challenges were highlighted by stakeholders:

The challenges of implementing sustainable development are varied and complex, but 'no action' is not an option for consideration by Seychelles. Seychelles' unique position as a small island state implies that it is particularly vulnerable on all fronts. With an economy based primarily upon tourism and fisheries, which are in turn linked to global perturbations, Seychelles remains highly vulnerable to external economic upturns and downturns. Similarly, the Seychelles has a very fragile natural environment, meaning that any environmental stress arising from over-exploitation or global phenomena, such as climate change, is immediately translated into impacts on livelihood and ecosystem health. The Seychelles has a very advanced social development network (for education, health, welfare and housing), but this could be seriously undermined by poor economic performance and environment degradation. Linking sustainable development with economic policies in the form of incentives or disincentives has been shown to be an effective approach in the implementation of sustainable development. There is also the need to especially address the growing lacuna of financing for sustainable development.

The overall vision of achieving sustainable development should be re-enforced at the national level in terms of political commitment and ensure that clear linkages are identified for better inter-thematic action. The SSDS 2012-2020 has been endorsed by the Cabinet of Ministers (Government of Seychelles) and each action plan (in Volume 2) features a section on interlinkages and elaborates an implementation framework for sustainable development. In addition, each thematic chapter has a section on cross-sectoral issues which highlight potential linkages across thematic sectors. In fact, the SSDS should not be seen as an 'environment' document but one that seeks to mainstream environmental and sustainability issues into all the thematic sectors, policies and other institutional frameworks of the country. All stakeholders and institutions should feel part of the SSDS in such a way that they are ready to take ownership of it. A change in approach to development at all levels is an essential prerequisite to the success of the SSDS 2012-2020. The SSDS provides strategic direction and guides other national development plans. It should be seen as a guidance document on the overall national sustainable development vision and be a reference point (in terms of sustainable development) for ongoing and future development plans of Seychelles, whether it be in infrastructure development, technology transfer or market expansion, such as in tourism.

The SSDS 2012-2020 should also acknowledge and respond to the limited human capacity in Seychelles for implementation. In the action plan (Volume 2) 'Policy, Institutional and Regulatory' thematic sector a number of strategies to ensure effective implementation given resource and capacity constraints are proposed. In particular, synergies and linkages will need to be clearly identified to

Addressing the Challenges of Sustainable Development

reduce duplication of effort and activities, and encourage partnerships and collaboration to achieve joint goals.

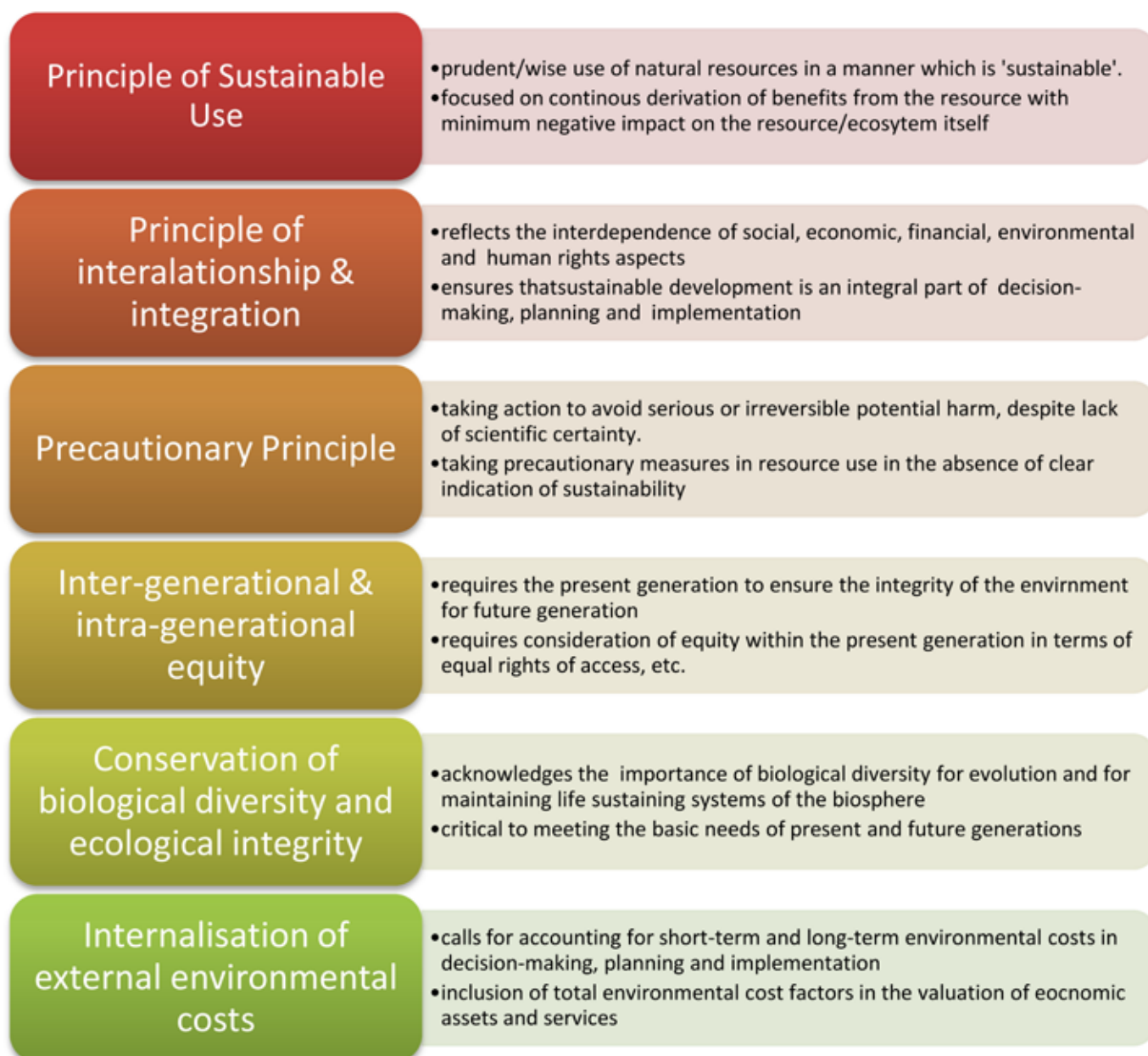
The SSDS supports the role and involvement of NGO's, CBO's and other organizations, including efforts to build capacity in those institutions. Indeed, Chapter 6 of Agenda 21 specified that countries should set priorities for action based on cooperative planning by various levels of government, nongovernmental organisations and local communities.

The effective establishment of systems of governance is primordial to the implementation of sustainable development. In the context of Seychelles this should primarily focus on transparent and responsible action by all parties, effective and non-discriminatory enforcement of policies and regulations, efficient delivery of services and adequate platforms for public expression of views and participation in decision-making. The SSDS should also adopt an organizational approach to capacity building, implying that capacity building should become more institutionalized rather than limited within projects and initiatives. This approach will provide long-term sustainability and support for the implementation of sustainable development in Seychelles.

Indeed these challenges have been reflected in the action plan (Volume 2) and seen as major issues to be resolved to ensure effective and efficient implementation of the SSDS.

6 Principles of Sustainable Development

Sustainable development is governed by a set of principles developed through several decades of global discourse and research. It is not the objective of this section to discuss all these principles, but rather highlight those that are relevant to the implementation of the SSDS 2012-2020. Detailed and specific principles of sustainable development are presented in each of the thematic chapters. Judging from the vision and objectives of first two environment management plans (EMPS), it is evident that the Seychelles wishes to pursue an ecologically-driven approach to sustainable development. Recognising the fragility of the Seychelles environment and its relative vulnerability, this approach to sustainability is widely accepted by the Seychelles community and stakeholders and impregnated in ongoing government policy and action. Ecologically sustainable development is especially important for Seychelles in view of its high dependence on tourism and fisheries as main sources of economic prosperity.



6.1 Emerging Issues: Rio+20 (United Nations Conference on Sustainable Development)

The publication of the SDSS 2012-2020 dovetails into the preparatory process for Rio+20. It is therefore expected that issues agreed upon by contributors to this global process on sustainable development will not be adequately represented in the present version of the SDSS 2012-2020. However, a few key issues likely to dominate the Rio+20 negotiations include: the concept of the green economy; the clustering and binding implementation modalities of MEA's; the role of international environmental arbitration – such as an international environment court, and other recommendations to reform or create a UN environment organization. The concept of the green economy is of specific significance to the SSDS.

6.1.1 The Green Economy

The Green Economy has taken many forms of definitions:

UNEP – ‘one that results in improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. In its simplest expression, a green economy can be thought of as one which is low carbon, resource efficient and socially inclusive.’¹

WRI – ‘as an alternative vision for growth and development; one that can generate growth and improvements in people’s lives in ways consistent with sustainable development. A Green Economy promotes a triple bottom line: sustaining and advancing economic, environmental and social well-being.’²

In practical terms these concepts will need to be linked to both national, regional and global economic policies and regimes. It has implications for trade, alleviation of poverty, management of the world’s resources as it is simply not a ‘greening of the brown economy’ but an alternative path. However, the use of the word green economy has created concerns among SIDS, and other developing countries, during various regional Rio+20 preparatory meetings³. Some of the concerns include whether use of the term could potentially be used to justify the imposition of trade conditionalities on the basis of environmental standards as well as protectionist measures to insulate countries’ own green industries. Whichever the outcome of Rio+20, it is recommended that the Seychelles continues with the green economy approach (as per the definitions above), as a pathway towards sustainable development and thus an important underpin to the SSDS.

¹<http://www.unep.org/greeneconomy/AboutGEI/WhatisGEI/tabid/29784/Default.aspx> (accessed 15th Oct 2011)

²<http://www.wri.org/stories/2011/04/qa-what-green-economy> (accessed 15th Oct 2011)

³<http://ictsd.org/i/news/biores/117254/> (accessed 15th Oct 2011)

7 Assessment of Progress in Sustainability Development

The criteria adopted for sustainable development emanates from the work undertaken by a group of experts on the assessment of progress towards sustainable development⁴. The study suggests ten aspects which can be used to assess progress from the beginning of the SSDS to its completion. Indeed, the tools to measure such a complex developmental process are still in their infancy. However, there is much innovation and lessons to be learned if a dynamic and learning process is adopted. The table below presents a set of 'diagnostic' questions for proposed evaluation of this SSDS.

Criteria	Key questions
Guiding Vision & Goals	Are the goals set-out in Volume 2 contributing to the overall vision of the SSDS? Can these be measured in quantitative terms?
Holistic Perspective	Has a systems approach consisting of the social, ecological, and economic sub-systems been considered in the implementation of each of the thematic sector of the SSDS? Has consideration been given to the inter-relationships, linkages and potential synergies among the thematic sectors?
Essential Elements	Has consideration of existing and future trends in ecological and resource conditions been further researched and discussed in the implementation of the various thematic sectors? Has an in-depth evaluation of existing policies, institutions and stakeholders been undertaken and recommendations addressed in subsequent projects?
Adequate Scope	Has a long enough time horizon been given to capture both human and ecosystem time scales in the project implementation? Has issues outside the immediate locale been considered?
Practical Focus	Is there a prioritisation of action and a plan which explicitly links vision and goals to verifiable indicators?
Openness	Is the entire planning and implementation process accessible to all stakeholders?
Effective Communication	Is it designed to be understandable by all stakeholders and appropriate for adoption at all levels? Is there a communication plan/strategy developed and implemented?
Broad Participation	Has it obtained broad representation from all levels of society? Does it ensure the participation of decision-makers and other stakeholders?
Ongoing Assessment	Are there plans to develop capacity for ongoing assessment of progress and trends?
Institutional Capacity	Have appropriate governance mechanisms been discussed and agreed upon by stakeholders? Have responsibilities been clearly assigned and ongoing support identified?

⁴Hardi, P & Zdan T. 1997 Assessing sustainable development. IISD, Canada.

8 Mainstreaming Sustainable Development in Seychelles

Mainstreaming sustainable development involves the informed inclusion of sustainability concerns into national development policy and plans. Mainstreaming involves better and more coherent national policies. More efficient planning fosters technological innovation and seeks novel ways to improve productivity, resilience and the adaptive nature of human systems. Such mainstreaming depends upon a change in mindset, in approach, with more stakeholders working together towards the vision and seeing how linkages may be achieved to bring about the desired outcome with the best possible benefits to society and the environment.

The SSDS seeks to promote the mainstreaming of sustainable development. Such willingness has been demonstrated between various government authorities and departments, as well as the role played by non-government organizations. This may take the form of 'upstream' changes such as influencing policy, a decision or a new development plan, or 'downstream' changes such as change in consultative approaches, behaviour and mindset. Mainstreaming is considered a critical component in the implementation of this SSDS.

Whilst there is no standard approach to mainstreaming⁵, some practical steps are recommended following the adoption of this SSDS:

1. Convene a multi-stakeholder group to steer the mainstreaming process
2. Map institutional roles and responsibilities for each of the goals outlined in Volume 2
3. Identify associated institutional, governance and capacity – and changes required
4. Identify entry points for environmental mainstreaming in key decision-making processes
5. Establish or use existing forums and mechanisms for debate and consensus
6. Install criteria/indicators and accountability mechanisms to ensure monitoring and continuous improvement in environment-development integration

⁵Dalal-Clayton B. & Bass S. (2009) The Challenges of environmental mainstreaming. IIED, London, UK.

9 Critical Success Factors

9.1 Introduction

One of the findings of the EMPS 2001-2010 Review process was that for some sector objectives, the performance indicators was inadequate to successfully measure progress made. The SSDS provide in addition to improved indicators, Critical success factors (CSFs) to effectively measure the success of the SSDS. These CSFs are important areas of activity that should receive constant and adequate attention from the institutional authority mandated to implement this plan. CSFs are built upon the goals and objectives of SSDS and were elaborated through an iterative process organized as part of the stakeholder consultation process in the preparation of this plan.

The critical success factors are:

1. **Political support**– the government has an important role to play and it is vital that all ministries and departments see the plan as part of the national strategy for development, rather than just an ‘environment’ document. The SSDS should be used as a primer for national development and international financing for its implementation
2. **Ownership by stakeholders** – maintaining a long-term relationship and commitment with the plan is an important part of fostering ownership. Benefits derived should be shared in an equitable manner and transparent systems should be established to enable active participation by all stakeholders. Stakeholders should, in the same spirit, recognise their responsibility to engage in the process.
3. **Effective implementation framework** – an institutional framework which enables the goals and objectives to be implemented effectively is an important component of this plan. It is discussed in detail in the next section.
4. **Capacity** – is critical to the implementation and the success of the outcome of SSDS. It is important to develop and retain trained human resources able to implement programmes to a high level of competences.
5. **Integration into national planning process** – This is critical, especially when the country is developing its own development plan for 2020. Efforts and measures to integrate sustainable development principles into those projects is paramount at the onset of the planning process.
6. **Periodical Audits** – previous EMPS could not be evaluated in terms of their true worth and effectiveness due to lack of an effective system of review. A specific monitoring and evaluation function will need to be established.

10 Overview of the Policy and Institutional Setting

10.1 At the National Level

There is an extensive legislative and policy framework which covers all sectors is in place at the national level for environmental management in the Seychelles. These include provisions in the Constitution of the Republic, a large collection of laws and regulations, as well as specific institutional frameworks to implement those policies and laws. Within each thematic chapter key policies specific to that sector are listed. However, a specific undertaking to evaluate the present policy and institutional setting led to several important conclusions useful for the successful implementation of the SSDS. As part of this evaluation a SWOT (Strength-Weakness-Opportunity-Threat) analysis was conducted with stakeholders and is summarized in the matrix below and addressed in the thematic chapter on 'Policy, Institutional and Regulatory' in Volume 2 of the SDSS.

Strengths	Weaknesses
<p>Signed/ratified the majority of international conventions related to sustainable development</p> <p>Wide range of environment legislation/policies in place.</p> <p>Key strategies – biodiversity, climate change, capacity building, land-based sources of pollution have been developed.</p>	<p>Insufficient knowledge/ awareness of stakeholders.</p> <p>Insufficient capacity to implement policies and regulations.</p> <p>Poor research and monitoring framework.</p> <p>Some legislation are outdated and not coherent.</p> <p>Enforcement of legislation is weak.</p>
Opportunities	Threats
<p>To incorporate sustainability issues into national development strategies and plans.</p> <p>Use of indicators to monitor progress and identify gaps.</p> <p>Create better synergies among legislation and policies.</p> <p>Better integration of issues across sectors.</p> <p>Institutional reform to implement SSDS.</p>	<p>Lack of political support for proposed enhancement of policy, legal and institutional framework.</p> <p>Poor buy-in from stakeholders in driving the necessary institutional reforms.</p> <p>Lack of financial support to implement required institutional reforms.</p>

10.2 At EMPS Implementation Level

The EMPS 2001-2010 institutional framework focused on a coordinating secretariat nested within the Ministry responsible for the Environment. Guidance for the operation of this secretariat emanated from a broad-based Steering Committee under the joint chairmanship of the Principal Secretary responsible for Environment and the Foreign Affairs counterpart. The Steering committee comprised of representatives of government, the civil society and the private sector. The EMPS 2001-2010 was supported by a unit created within the Ministry responsible for Environment. Although the structure was implemented as recommended, the Review of the EMPS 2001-2010 raised a number of issues:

- The **EMPS Steering Committee** was too cumbersome for steering and not balanced in terms of representativeness. Participation waned and discussions were dominated by a few members. As to its function, it was recognised as being more an information exchange platform rather than performing its steering role. Participation was also driven by availability of funds for project implementation and willingness of partners to report on progress in implementation. Despite efforts it was concluded that the committee as structured could not effectively implement and monitor the EMPS 2001-2010.

- The **Coordinating Unit** was weak in terms of capacity and ability to impart any influence on partners. The Review concluded that the unit failed to implement 60% of its mandate as stipulated in its terms of reference; reasons being lack of appropriate human capacity, lack of dedicated budget to implement activities, lack of cooperation with partners, and poor guidance from the EMPS Steering Committee. Without a proper framework, the unit was also inefficient in establishing monitoring and evaluation systems for the management plan.
- Institutionally, the **implementation of the EMPS** remained a sectoral or organizational matter, with little input or coordination from either the Steering Committee or the Coordinating Unit. Some projects endorsed or funded by government, and being implemented by both Government and NGOs, did not have the oversight of the institutional structure. Such deficiencies resulted in lost opportunities for synergy, linkages and measurement of performance. Although the EMPS 2001-2010 was implemented with a measurable success, the institutional coordination and oversight remains a challenge.

11 Institutional Framework for SSDS 2012-2020

Based upon the recommendations from (i) the Review of the EMPS 2001-2010, (ii) the various stakeholder workshops, (iii) the potential outcome of Rio+20 on institutional frameworks for sustainable development and (iv) Cabinet decision it is proposed that a Secretariat under the Ministry responsible for Environment is established to implement the SSDS.

The SSDS-Secretariat (SSDS-Sec), as it shall be called, will be responsible for the implementation and coordination of the SSDS and will report to the Minister responsible for Environment. For practical purposes the establishment of the Secretariat shall be undertaken in phases, as it will involve a review of the existing UNDP-GEF Project Coordination Unit and the EMPS Coordinating Unit, both of which are currently under the responsibility of the Department of Environment.

The SSDS-Sec shall be:

1. to act as coordinator of the SSDS 2012-2020
2. to monitor and evaluate progress in the implementation of the SSDS 2012-2020
3. to provide independent policy advice to the government on sustainable development and other relevant issues
4. to drive the building of capacity, awareness and management to achieve the sustainable development vision of the Seychelles

The SSDS-Sec shall have a three tier-level of governance to ensure adequate and effective participation and also make provisions for the out-sourcing of capacity to implement the SSDS 2012-2020.

11.1 The Scope and Mandate of the SSDS-Sec in relation to Project Approval, Endorsement and Financing

The SSDS-Sec shall coordinate, in relation to the SSDS, and where appropriate, the implementation of (i) government financed projects, (ii) projects with significant government involvement and (iii) those requiring counterpart government funding.

Projects by organizations outside of government shall not require prior approval or endorsement of the Secretariat for implementation, unless sources of funds include government and agencies in which government have commitments or substantive interests in. In some cases government endorsement may be required, for example the Global Environment Facility (GEF). Projects with research objectives will still be subjected to other requirements, such as permits for export of samples.

Other organizations not dependent upon government funding, endorsement or counterpart financing shall have the option of working with or without the oversight and support of the SSDS-Sec.

In cases where endorsement is required from multiple government agencies, the SSDS-Sec shall act as a one-stop shop for these endorsements and approvals.

The Secretariat shall be financed through a core government budget and a percentage of project funds being implemented through the SSDS. The use of a percentage of the funds will apply to (i) all government financed projects, and (ii) projects requiring counterpart government funding. This arrangement shall also be subject to the approval of the funding agency.

11.2 The Strategic-policy Level

At the strategic and policy level, a Council chaired by the Minister responsible for Environment shall be established. It shall provide direction and oversight of the work of the National Coordinator and the Secretariat. It will also act as a facilitator for project approval and implementation. The Council shall have broad and balanced representation from government, private sector, non-governmental organizations, academic institutions and community representatives. The Council shall have no more than 13 members, as follows: the chairman, the National Coordinator, five representatives of government (from the Ministries of Finance, Foreign Affairs, Environment, Social Affairs and Culture), five representatives of the civil society (Environment NGO, Social NGO, Private Sector, LUNGOS, Community NGO), plus academia and the Chair of the Seychelles Sustainable Development Inter-sectoral Steering Committee (SSDSC).

The council shall adopt its own Rules of Procedure. It shall be able to draw on the expertise necessary to perform its functions. Attendance of the Council meetings shall be open to other stakeholders not represented and they shall act as observers. The Council reserves the right of admission of observers.

The term of service shall be for two years, renewable. The Council shall meet no less than 4 times a year.

The Council will act as per the mandate given to the SSDS-Sec with respect to approval, endorsement and financing of projects.

11.3 The Governance Level

The second-tier shall consist of two bodies:

1. The National Coordinator for Sustainable Development shall have usual administrative and executive oversight responsibilities. The National Coordinator shall be an ex-officio member of the Council. The National Coordinator will have executive powers with respect to the proper functioning of operational level of the SSDS-Sec in matters of human resources management, outsourcing and financial management. The National Coordinator shall submit an annual report of activities to the Council and the SSDSC. The National Coordinator may consult the SSDS-Sec on stakeholder coordination and technical matters. Partners who are not satisfied with the performance of the National Coordinator may submit an appropriate report for consideration by the Council, which shall act as final arbitrator in any such dispute.
2. The work of the Secretariat shall be guided and monitored by the **Seychelles Sustainable Development Inter-sectoral Steering Committee** (SSDSC) which shall meet not less than four times a year to review the work and progress of the Secretariat. This forum shall encompass ALL stakeholders involved or interested in the implementation of the SSDS. The SSDSC shall remain informed of all the proceedings of the Council through a periodic bulletin/communication and shall have the power to convene an emergency forum provided the appropriate amount of consensus is achieved. The work of the Council shall be subject to independent audits commissioned every two years and shall report to SSDSC, which will in turn make recommendations to the Council. The SSDSC will have powers to establish task forces and working committees to undertake specific tasks and assignments. The SSDSC shall be chaired by an elected representative from the non-governmental sector and a vice-chair nominated by government. The Chair of the SSDSC shall be a member

of the Council.

11.4 The Operational Level

The third Tier shall comprise of the operational aspects of the Secretariat namely:

- The **Project Management Unit** which shall be responsible for all project implementation matters and coordination of implementation of projects within the mandate of the SSDS. Organisations operating outside the framework but requiring the support of the Project Management Unit shall do so in the form of a MoU signed by the National Coordinator and endorsed by the Council.
- The **Fund Mobilisation Unit** shall be responsible for fund mobilisation, including support for project development and grant writing. It shall also be responsible for marketing the SSDS and ensuring stakeholders are aware of its role. It shall also be the international liaison office with donors.
- The **Knowledge Base Unit** shall be responsible for ensuring there is knowledge development and capture in the implementation of the SSDS. It shall maintain information systems to support the work of the Secretariat as well as develop a knowledge base accessible to all stakeholders. It shall be a repository of project reports and relevant outputs. It shall not be a repository of primary data unless specifically mandated by the specific project implementers. It shall not have the power to mandatorily acquire data or information unless it is done through an appropriate information/data sharing agreement.
- The **Monitoring and Evaluation Unit** shall be responsible for ensuring transparency and appropriate implementation of the SSDS. It shall generate yearly monitoring and evaluation reports and shall be responsible for the development and maintenance of a quality system in the Secretariat.

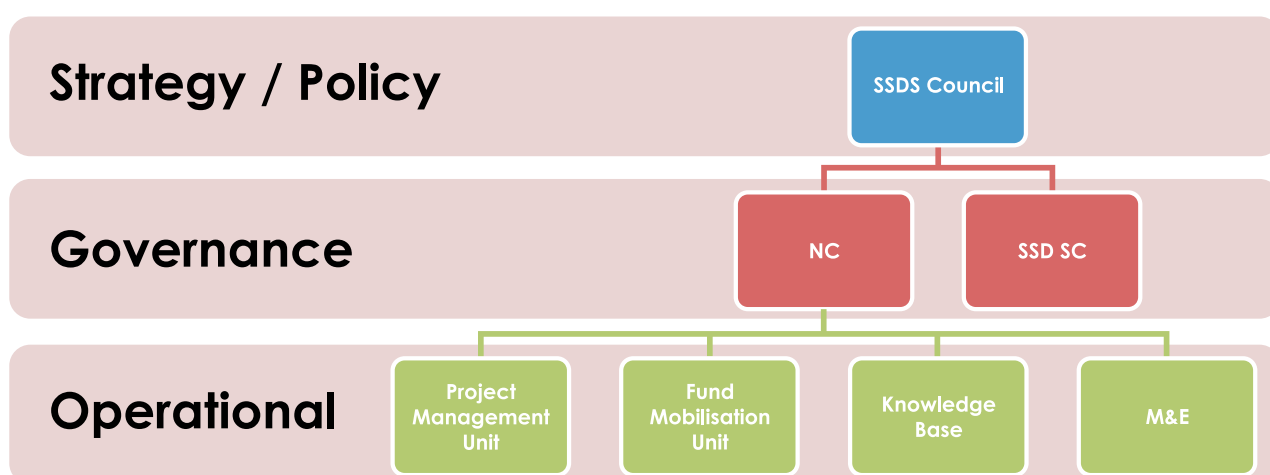
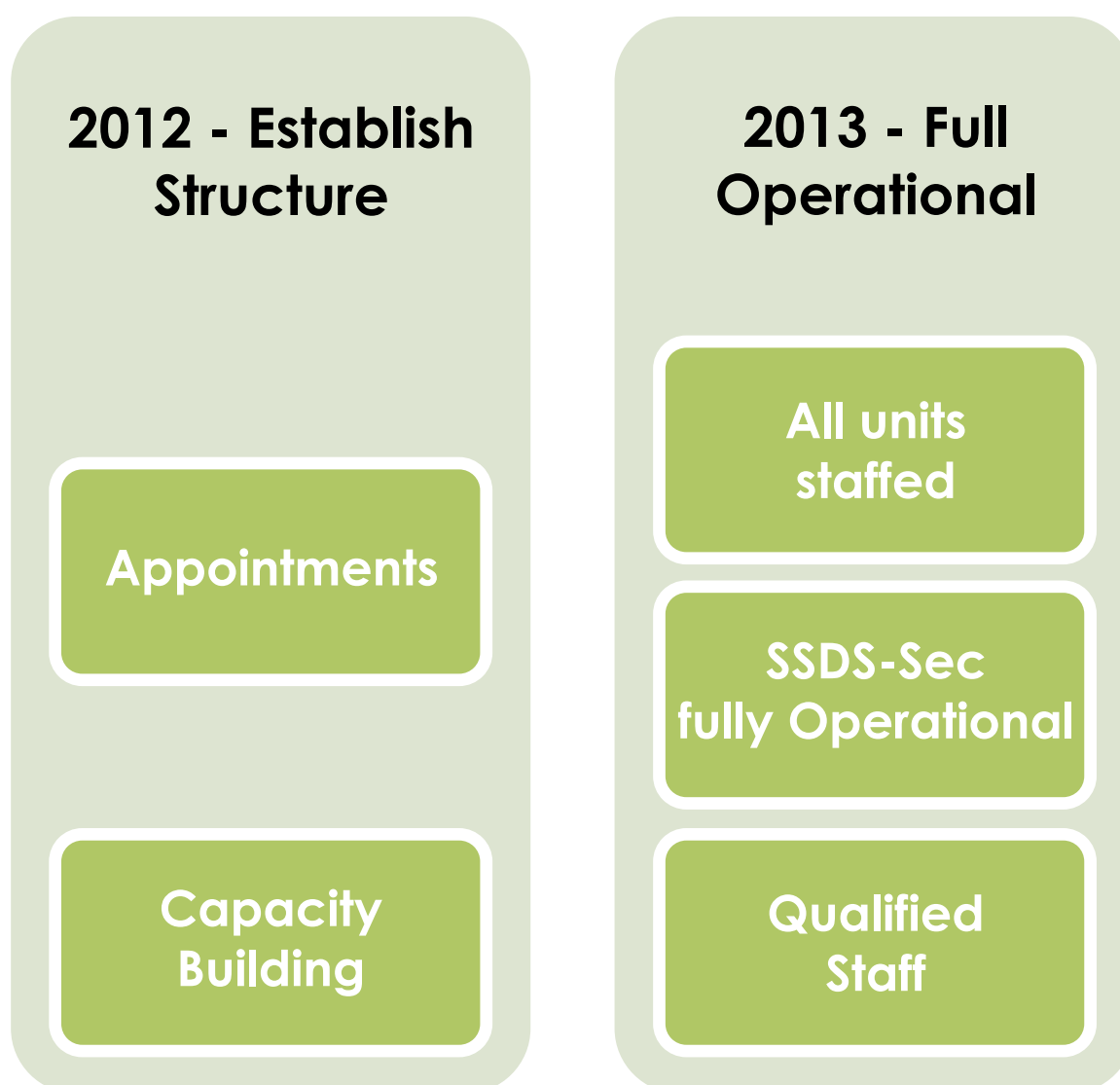


Figure: Structure of the SSDS-Sec

11.5 Establishment of the SSDS-Sec

The SSDS-Sec shall be established in phases as proposed below. An interim committee shall be established under the office of the Principal Secretary of Environment until the existing structures shall fulfill the role of the SSDS-Sec. It is envisaged that the SSDS-Sec will be fully operational by the end of 2013.

The powers of the Secretariat shall be limited to the mandate described in the preceding sections. It shall not have the power to interfere in the implementation of projects in other independent organizations unless given a specific mandate to do so. Its powers shall be limited to the coordination and implementation of the SSDS. Although this will be two years into the implementation of the SSDS, a planned and phased approach is highly recommended to enable the right capacity to be recruited and developed.



12 Stakeholder Involvement Strategy

12.1 The Rationale and Process

Stakeholder involvement is central to the implementation of a sustainable development strategy as it creates the appropriate platform for stakeholders to voice their views and concerns, and takes part in decision-making and participates. There is sufficient empirical evidence to show that appropriate consultations and stakeholder involvement have led to better designed, more effective and conflict-minimal action plans. Overall stakeholder identification and involvement needs careful planning and execution to ensure that the Government (national or local) is on board, and other stakeholders feel that their involvement is recognized. Stakeholders can also damage the prospects for successful outcomes if there are strong opposing political forces at work, conflicts among stakeholders themselves, or stakeholders feel there are other priorities.

Principle 10 of the Rio Declaration on Environment and Development emphasizes the importance and relevance of stakeholder consultation in projects that affect the environment and the community at large. Indeed many countries have this principle explicitly embedded in national policies and legislation, in particular, environment impact assessment legislation.

The stakeholder identification process was initiated at the outset of the preparation of the SSDS. Stakeholders were identified at thematic sector levels and prioritized in order of relevance to the thematic area. The stakeholder involvement strategy involves the continuation of the Inter-sectoral steering committee – a platform which brings together stakeholders involved in the implementation and coordination of the SSDS. The strategic focus shall be on (i) ensuring effective governance of the SSDS, (ii) adequate coordination of initiatives, and (iii) access to information.



12.2 The Seychelles Sustainable Development Inter-sectoral Steering Committee

The Seychelles Sustainable Development Inter-Sectoral Steering Committee (SSDSC) shall be established as a vehicle for wider consultations and exchange of information and views on sustainable development and implementation of the plan. The SSDSC shall be open to all stakeholders, irrespective of whether they are a project implementer, an organizational

representative or an independent expert. The SSDSC shall also include representation from national committees, umbrella NGO, regional/international organizations represented in Seychelles, as well as private bodies or associations. The SSDSC shall be given a budget and access to facilities under the responsibility of the division in order to implement its work programme.

Its role and proposed implementation mechanism is summarized in the table below.

Role	Implementation Mechanism
Engage and manage stakeholders at all levels.	Establish a clearing house for sharing of information and exchange. Recruit a full-time 'Stakeholder Involvement Coordinator.'
Act as a platform for dialogue and cooperation in the implementation of the SSDS.	Maintain an online discussion forum and social network platform. Organize an annual conference and other meetings to discuss and analyse specific aspects.
Advise main project on issues of stakeholder consultation and issues.	Provide input via discussion boards and other forums.
Discuss and provide recommendations on resolving potential conflicts and any resulting tradeoffs.	Organize independent hearings, discussion sessions where views can be aired and recommendations framed.
Ensure that project components being implemented have had the benefit of adequate stakeholder consultation and involvement.	Access to project database and related documents.
Ensure implementation of the stakeholder involvement plan.	National SSDS Secretariat through the Stakeholder involvement Coordinator.

13 Resource Mobilisation Strategy

Part of the overall SSDS is the need to essentially define an appropriate resource mobilization strategy which takes into consideration the specific conditions of Seychelles and the global economic and financial environment. Seychelles, with a growing economy, despite challenges and vulnerability, has the potential to mobilize in-country resources for sustainable development. Indeed many companies have come forward to make donations for environment projects. Government contributes annually through a budget allocation. Despite these efforts, there is scope for more formal arrangements. Internationally, the major donors for initiatives aimed at sustainable development are the Global Environment Facility and the European Union. A number of bilateral country donors also offer support to Seychelles. The table below presents the Seychelles resource mobilization strategy, which will be subject to appropriate revisions over the lifetime of the SSDS. It is important to note that resource mobilization needs to be coupled with effective systems of financial management as well as an adequate human capacity to deliver.

13.1 Lessons Learnt from Analyzing Current and Past Resource Mobilization

There are significant opportunities, but also the uncertain nature of resource mobilization for sustainable development, if the financing goal is to be realised. Resource mobilization in the previous EMPS was reviewed and lessons learnt are summarised here.

The EMPS 2000-2010 had a budget forecast of 173 USD million, with over 43% sourced as the government budget contribution. Without a revision of forecast or updates on how much was actually raised, it was difficult to evaluate resource mobilisation effectiveness. The Report on the Review of the EMPS 2000-2010 does not present a comprehensive review of the extent of resource mobilisation, although it does state that (i) lack of finance was a barrier to implementation in certain sectors; (ii) need to further involve the department of finance, and the (iii) need for proper documentation and accountability.

Furthermore, in order to take advantage of opportunities which lie outside traditional funding cycles and programmes, a continuous resource mobilisation strategy focused on a number of key targets – the private sector, individual donors, foundations and trusts, is more appropriate. However, such a strategy needs to go hand-in-hand with concerted marketing efforts and an economic climate that promotes contributions through tax incentives and other initiatives.

13.2 The Resource Mobilisation Strategy

	Vision
Resource mobilization is a strategic issue.	Innovative-driven resource mobilisation strategy that supports the implementation of the SSDS.
Effective resource mobilization underpins implementation of the SSDS.	A fully resourced SSDS that meets the overall vision of the SSDS.
Resource mobilization requires a appropriate institutional support.	Establish a Resource Mobilisation Service (RMS) in the SSDS Secretariat with responsibility for fund raising, brand building, information and training.
Need for a detailed resource mobilization strategy and plan.	Develop and implement a resource mobilization framework after stakeholder and donor consultations.

Strategic options	Implementation Mechanism	Expected Result
Raising financing through regional and global projects & mechanisms.	Substantive representation of Seychelles in those organizations.	Large projects that implement key themes or components.
'Plug-in' to opportunistic sources of financing, such as grants & competitive bids.	Syndicated service on grant opportunities and training in project/grant submissions.	Financing of small to medium-sized project/research components.
Specific core Government budget for implementing sustainable development.	Through government procurement services.	Ongoing support for long-term projects and retention of human capacity.
Tax Rebates and other financial incentives.	Revised tax structure which allows donors to enjoy tax benefits.	Enhanced financing for long-term projects. Implement actions which are not financed by other donors.
Environment Trust Funds & other national trust funds.	Project-based with a strong counterpart contribution component.	Implement actions which are not financed by other donors.
Formalise and strengthen local sources of financing.	Develop and integrate cause-based, corporate social responsibility programmes.	Implement actions which can bring about changes and also project visibility.
Overseas Development Aid	Multilateral and bilateral negotiations combined with calls for proposals.	Large projects as budget support and for civil society

13.3 Estimated Financial Resource Needs to Implement The SSDS

An estimation of the resource implications for the SSDS is provided here. The figures are based upon estimates and do not take into consideration inflation, nor changes in economic growth which may impact on government revenue, and global economic trends over the 2012-2020 period. It is envisaged as suggested in the strategy that the resource forecasts are revised every two years to take into consideration these factors and also other considerations.

Programmes	Estimated Resources Needed	
	SCR Million	USD million
Social and Human Development	50.5	4.2
Land Use, Coastal Zones and Urbanisation	294.3	24.5
Biodiversity and Forestry	275	22.9
Agriculture and Food Security	161	13.4
Fisheries and Marine Resources	1374	114.5
Water, Sanitation and Waste Management	2154	179.5
Tourism and Aesthetics	13	1.083
Economics of Sustainability	25.8	2.1
Sustainable Consumption and Production	407.5	33.9
Energy and Transport	1154	95.7
Climate Change	2486	207,2
Education for Sustainability	45.4	3.7
Policy, Institutional & Regulatory	13.3	1.1
Operationalisation of the SSDS	8	0.7
TOTAL	8463	704

Approx total per year = 75.8 million US Dollars or 10 % of the Seychelles GDP or 860 USD per Capita.

14 Knowledge Management

14.1 Introduction

Sustainable development is often seen as an end result rather than a process of learning. Agenda 21 makes several key references to sharing and management of knowledge for sustainable development.

Chapter 3 – Combating Poverty 3.7 (c)	Promoting or establishing grass-roots mechanisms to allow for the sharing of experience and knowledge between communities.
Chapter 5 Demographic Dynamics & sustainability 5.1 (a)	Developing and disseminating knowledge concerning the links between demographic trends and factors and sustainable development.
Chapter 35 Science for sustainable development 36.6(b)	Environmental and developmental policy formulation, building upon the best scientific knowledge and assessments, and taking into account the need to enhance international cooperation and the relative uncertainties of the various processes and options involved.
Chapter 40 Information for Decision-making 40.11	Countries, with the cooperation of international organizations, should establish supporting mechanisms to provide local communities and resource users with the information and know-how they need to manage their environment and resources sustainably, applying traditional and indigenous knowledge and approaches when appropriate. This is particularly relevant for rural and urban populations and indigenous women's and youth groups.

The need for mechanisms to manage knowledge is critical to sustainable development in Seychelles. Indeed, the goal of knowledge management (KM) is one that can be achieved in practice, such as improvements in capabilities through knowledge resources such as skills, experience and technologies. The management of knowledge is vital in supporting decision and policy-making as well as innovation in sustainability. To enable a shift in mindset and interest in sustainability

14.2 Factors Driving Knowledge Management

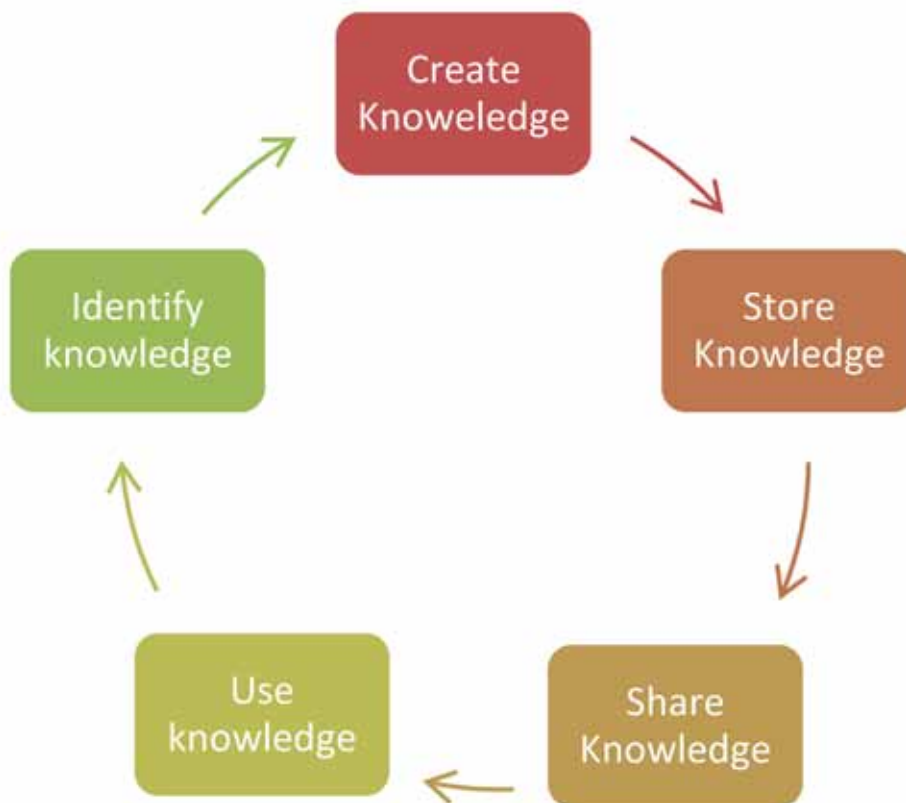
Knowledge management for sustainability is driven by the following factors, which are deemed important in the context of Seychelles.

Forces driving Knowledge Management:

- Knowledge is becoming central to environmental, economic and social decision-making in Seychelles;
- Seychelles, having a small human resource capacity, would benefit from improved management of knowledge;

- The complexity in managing the Seychelles environment and development requires a knowledge management system;
- Integrating new science & technology into sustainable development requires specific considerations in Seychelles;
- Maximizing impact and return on investments implemented from the SSDS;
- Take full advantage of the Information Technology development in Seychelles
- Institutional effectiveness through better communication and a move towards open integrated and more effective networks.

By creating KM programmes, each of these pillars can be implemented across the SSDS.



The KM Cycle

Relevance of Knowledge Management to SSDS

Pillar	Context in SSDS	KM Programmes
Leadership	Use of knowledge in Decision-making	<ul style="list-style-type: none"> • Establish information protocol for better decision-making. • Develop collaborative platform for involving stakeholders in decision-making. • Implement feedback system which measures and documents effectiveness of decisions taken.
Organisation	Knowledge drives organizational change and effectiveness	<ul style="list-style-type: none"> • Identify critical knowledge gaps, opportunities, and risks. • Develop model and processes for collection, sharing and use of information. • Institutional strengthening and capacity building for knowledge management. • Maximise human resources through more effective use of knowledge systems.
Technology	Development of knowledge centres and use of better information collection technologies	<ul style="list-style-type: none"> • Investment in appropriate infrastructure for knowledge collection and access. • Capacity building programme of KM platforms and centres. • Develop links with international KM centres. • Support University infrastructure to consolidate availability of scientific knowledge.
Learning	Change in mindset and introduce approaches to adaptive learning	<ul style="list-style-type: none"> • Encourage access to better information and case studies for influencing change. • Promote the benefits of collaboration and sharing of information. • Training programme to encourage adaptive learning at all levels.

ANNEXES

Annex 1: Stakeholder Consultations

Workshop	Date	Objective	Main target group
Inception Workshop	5 th August 2010	Discuss the methodology and approach	General stakeholders and thematic consultants
Thematic Workshop	9-19 th August 2010	Scope, trends and policy analysis of each thematic sector	Thematic consultants
Multi-thematic Workshop I	2 nd September 2010	Discuss linkages, inter-relationship among thematic sectors	Thematic consultants
Stakeholder Workshop	16 th September 2010	Presentation of initial structure and content of the SSDS	All stakeholders
Awareness Workshop	23 rd September 2010	Create awareness among government and community leaders	Chief Executives, members of the national assembly, community leaders workshop
Multi-thematic Workshop II	21 st October 2010	To present initial drafts of the Thematic sectors	Thematic consultants
Photo Workshop	6 th May 2011	To select photos for the SSD	Thematic consultants
Validation Workshop	3 rd August 2011	To adopt the SSDS	All stakeholders

Thematic Sector Workshops

Date and Time	Thematic Sectors
From 9 th to 19 th August 2010	Biodiversity, Agriculture, Fisheries, Tourism, Economics of Sustainability, Energy and Transport, Climate Change, Policy, Institutional and Regulatory.
12 th August 2010	Education for Sustainability workshop
13 th August 2010	Water, Sanitation and Waste Management
17 th August 2010	Social and Human Development
18 th August 2010	Land Use , Coastal Zone and Urbanisation
19 th August 2010	Sustainable Consumption and Production

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Annex 5 Abbreviations

BPOA	Barbados Programme of Action for Small Island States
CB2	Capacity Building Development project for Improved National and International Environmental Management in Seychelles
CBD	Convention on Biological Diversity
CBO	Community Based Organisation
CEO	Chief Executive Officer
CFS	Critical Success Factors
DG	Director General
EEZ	Exclusive Economic Zone
EMPS	Environment Management Plan
EU	European Union
FDI	Foreign Direct Investment
GDP	Gross Domestic Product
GEF	Global Environment Facility
IISD	International Institute for Sustainable Development
IOC	Indian Ocean Commission
IT	Information Technology
KM	Knowledge Management
LUNGOS	Liaison Unit for Non-Governmental Organisations in Seychelles
MDG	Millennium Development Goals
MEA	Multilateral Environmental Agreements
MOU	Memorandum Of Understanding
NGO	Non-government Organization
ReCoMaP	Regional Coastal Management Programme of the Indian Ocean
RMS	Resource Mobilisation Service
SCR	Seychelles Rupees
SIDS	Small Island Developing States
SSDD	Seychelles Sustainable Development Division
SSDS	Seychelles Sustainable Development Strategy
SSDSC	Seychelles Sustainable Development inter-sectoral Steering Committee
SWOT	Strength Weakness Opportunity Threat
UK	United Kingdom
UNCCD	United Nations Conventions to Combat Desertification
UNCED	United Nations Conference on Environment & Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNGA	United Nations General Assembly
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollars
WRI	World Resources Institute