Seychelles' Second Open Government

National Action Plan 2024-2025

Foreword

It is with great enthusiasm and a sense of purpose that we introduce the second Action Plan for the Open Government Partnership (OGP) in Seychelles. This comprehensive roadmap embodies our commitment to transparency, accountability, and citizens' engagement in driving positive change within our nation. As we embark on this journey, we reflect on the principles of the OGP, which emphasize open and inclusive governance, fostering a more accountable and responsive government, and ultimately, improving the lives of our citizens.

Seychelles, a nation blessed with breathtaking natural beauty and cultural richness, has always strived to be a beacon of hope and progress in the Indian Ocean. However, no nation can afford to rest on its laurels, and we recognize the need for continuous improvement in governance and public service delivery. This Action Plan outlines our strategic priorities for the next two years, all of which are aimed at enhancing the well-being and prosperity of our people.

The first pillar of our plan focuses on the continuation of the implementation of the Fisheries Transparency Initiatives. As a country heavily reliant on fisheries, sustainable management and transparency in this sector are paramount. Through this initiative, we are committed to ensuring the responsible and equitable management of our marine resources, promoting economic development, and safeguarding our unique marine ecosystems.

Our commitment to the welfare of our citizens is further exemplified by the development of a wellness and wellbeing policy for public officers. A happy and healthy workforce is the backbone of any nation's success, and this policy underscores our dedication to the physical and mental well-being of our public officers, whose tireless efforts contribute to the growth and development of Seychelles.

To reinforce our commitment to integrity and good governance, we are taking a significant step forward by forming an integrity coalition. This coalition will unite government agencies, civil society organizations, and private sector partners in a collaborative effort to combat corruption and promote transparency in all aspects of our society. Together, we will work tirelessly to uphold the highest ethical standards in governance and public life.

In the digital age, embracing technology is essential for progress. Our Action Plan includes a focus on Digital Transformation and Connecting People. We aim to harness the power of digital technology to enhance government services, improve communication with citizens, and drive innovation across sectors. By leveraging digital tools, we hope to create a more connected, informed, and engaged Seychellois society. To this end, we need to focus on building up the necessary IT-centric skills among our citizens and our workforce, while also fostering Seychelles' nascent IT industry.

Finally, recognizing the importance of a healthy and productive nation, we have incorporated initiatives aimed at managing alcohol consumption. Striking a balance between individual freedom and societal well-being, we will promote responsible drinking practices and support programs that address alcohol-related health and social issues. Our goal is to create an environment where individuals can thrive, free from the harmful effects of excessive alcohol consumption.

As we embark on this journey together, we extend our gratitude to the Seychellois people, civil society organizations, and our international partners for their unwavering support and commitment to the principles of the Open Government Partnership. Together, we can build a brighter and more prosperous future for Seychelles, one that reflects the aspirations and dreams of our citizens.

In the spirit of open government, transparency, and collaboration, we invite all stakeholders to join us on this transformative journey. With your active participation and our shared vision, we are confident that Seychelles will continue to shine as a model of good governance and progress in the Indian Ocean region.

The Hon. Ahmed Afif Vice President of the Republic of Seychelles

1. Introduction

Seychelles, a picturesque archipelago in the heart of the Indian Ocean, is a nation renowned for its stunning natural beauty, vibrant culture, and commitment to democratic governance. As we present the Second National Action Plan for the Open Government Partnership (OGP), we reflect on our journey towards open and inclusive governance, underpinned by the principles of transparency, accountability, and citizen participation.

Seychelles' civil society sector which was formalized in 2008 under the Liaison Unit for Non-Governmental Organisations of Seychelles (LUNGOS) and was transformed in 2014 as the Civil Engagement Platform Seychelles (CEPS) represents a mosaic of organizations, each dedicated to a diverse range of issues, from human rights and environmental conservation to education and healthcare. These organizations, often working diligently on the frontlines of societal challenges, are instrumental in holding government accountable, fostering dialogue, and ensuring that the voices of citizens are heard and respected.

The Second National OGP Action Plan for Seychelles reflects the collaborative spirit of our government and civil society. It is a testament to our collective commitment to building a more transparent, responsive, and accountable government that places the well-being of our people at the forefront of its agenda. As we embark on this journey, we invite our citizens, civil society organizations, and international partners to join hands with us in shaping the future of Seychelles.

This action plan outlines our strategic priorities, focusing on key areas such as fisheries transparency, public officers' well-being, integrity coalition formation, digital transformation, and responsible alcohol consumption. Through these initiatives, we seek to not only uphold the principles of the OGP but also address the pressing needs and aspirations of our citizens.

In addition to our commitment to the principles of the Open Government Partnership (OGP), Seychelles has set a strong foundation for our development through a well-defined National Development Strategy 2024-2028. This strategy provides a comprehensive roadmap for sustainable economic growth and social progress, aligning our goals with global best practices and the United Nations Sustainable Development Goals.

Seychelles has consistently demonstrated commendable economic performance over the years, thanks to prudent fiscal management and diversified economic sectors. Our nation's economy, characterized by tourism, fisheries, and a growing services sector, has shown resilience in the face of global challenges. As we move forward, we remain dedicated to fostering an environment that encourages innovation, entrepreneurship, and job creation, all of which are crucial components of our economic vision.

In terms of transparency and accountability, Seychelles continues to make strides on the global stage. Our commitment to fighting corruption and promoting good governance is evident in our participation in international transparency assessments. In the latest Transparency International's Perception of Corruption Index, Seychelles has demonstrated its commitment to maintaining high ethical standards in governance. We acknowledge the importance of this recognition while understanding that there is always room for improvement.

The Second National OGP Action Plan for Seychelles is a testament to our determination to further enhance transparency, accountability, and citizen participation, aligning our efforts with both our National Development Strategy and our commitment to global standards of governance. It is our belief that by embracing open government principles, fostering collaboration between government and civil society, and addressing the critical issues outlined in this action plan, we will continue to make progress toward a more prosperous, inclusive, and equitable Seychelles.

2. Open Government Partnership (OGP) Initiative

The Open Government Partnership (OGP) is a global initiative that emerged in 2011 with the aim of promoting transparency, accountability, and citizen engagement in government activities. It was launched on the sidelines of the United Nations General Assembly and quickly gained momentum as countries recognized the importance of open and inclusive governance in addressing pressing global challenges.

The OGP was founded on the fundamental idea that governments should be more transparent, responsive, and accountable to their citizens. Its inception was driven by the realization that open government practices can lead to improved service delivery, reduced corruption, increased trust between citizens and governments, and the empowerment of people to participate in the decision-making processes that affect their lives.

Key principles of the OGP include:

Transparency: Governments commit to providing accessible and comprehensive information about their activities, budgets, and policies. This transparency helps citizens better understand government actions and hold officials accountable.

Accountability: OGP encourages governments to establish mechanisms for tracking and reporting on their commitments, ensuring that they follow through on their promises to the public.

Citizen Participation: It emphasizes the importance of involving citizens in the decision-making process, seeking their input on policies and programs, and enabling them to hold their governments accountable.

Technology and Innovation: The OGP encourages the use of technology and innovative approaches to make government more open and accessible, such as through open data initiatives and digital platforms.

Anti-Corruption: Addressing corruption is a central focus of the OGP, with participating countries committing to taking concrete steps to combat corruption, improve procurement processes, and enhance financial transparency.

Since its inception, the OGP has grown to include a diverse group of member countries from all regions of the world. Each participating country develops its National Action Plan, outlining specific commitments and reforms aimed at advancing open government principles within their national context. Civil society plays a crucial role in holding governments accountable for these commitments and actively participates in the development and implementation of action plans. Seychelles joined the OGP in 2018 and submitted its first National Action Plan in 2019.

The OGP has become a platform for countries to share best practices, learn from one another, and collaborate on addressing global challenges related to governance and transparency. It continues to evolve, adapt, and expand its reach, making strides towards more open and accountable governments around the world.

Today, the Open Government Partnership remains a vital force in promoting democratic governance, citizen engagement, and the principles of openness on a global scale. It stands as a testament to the belief that governments, in partnership with civil society, can work together to create a brighter, more accountable future for all.

3. Efforts to date

Seychelles, like many countries around the world, has recognized the importance of Results-Based Management (RBM) approach in improving the effectiveness and efficiency of its public sector programs and projects. The Results-Based Management (RBM) is a management approach that focuses on achieving desired outcomes and impacts rather than merely monitoring activities and outputs. It places an emphasis on accountability, transparency, and evidence-based decision-making.

Implementation of RBM in Seychelles

Since the approval of the Results Based Management (RBM) policy in 2013 with the aim of improving the effectiveness and accountability of the public sector, much effort have been placed in sensitization and training of public officers to institutionalise the RBM.

The integrated RBM system is made up of four key components that provide the necessary framework for planning, implementing, monitoring and reporting on organisational performance, and linking organisational performance to personnel performance. The components are:

- Strategic Planning
- Programme Performance Based Budgeting (PPBB)
- Performance Monitoring and Evaluation (PM&E)
- Performance Management System (PMS)

The RBM Policy reinvigorated strategic planning, and in 2017 and the formulation of a national 15-year vision – Vision 2033.

The National Development Strategy (NDS) 2024-2028 approved in December 2023, by the cabinet of Ministers is the penultimate strategy that will serve as an extended roadmap to guide us towards the achievement of Vision 2033.

The NDS 2024-2028 identifies six key priority areas:

(i) A Modern Public Service

Although the country has made notable progress as observed in international rankings, standing out amongst the top performers in the Mo Ibrahim Index of African Governance for 2022, there is much that is still needed to ensure the principles of good governance, accountability, and transparency are upheld. The need to modernize systems, structures, and frameworks, harmonise efforts, and strengthen the adoption of results-oriented approaches remains critical ingredients in the pursuit of a more responsive and efficient public service. As such, this priority area seeks to uplift the public sector to the required standards fit to meet the needs of the public.

(ii) The Transformative Economic Agenda

The high dependence on tourism and imports renders the country more vulnerable in the face of external shocks. As such, this necessitates a paradigm shift that supports sustainable economic diversification and transformation required to build increased resilience. Attaining the right balance between environmental protection and economic development remains a fundamental consideration in resource allocation as the two elements share a symbiotic relationship, even more so in the case of Seychelles. This priority area seeks to enhance economic diversification and implement sustainable economic activities by facilitating processes and creating a more conducive environment in which investment, innovation, and entrepreneurial skills can flourish.

(iii) A Healthy Nation

While Seychelles is amongst the top African countries performing well on the United Nation's Human Development Index (HDI), the country suffers from increasing emergence of infections, mental health problems, and cases of non-communicable diseases. The latter can be considered a component of a key structural challenge and is caused primarily by common modifiable risks which include tobacco, harmful use of alcohol, unhealthy diet, and insufficient physical activity and raised cholesterol. This priority area seeks to shift the focus from palliative to preventive measures in order to lower key risk factors, promote quality healthcare services across different levels, and encourage individuals to take responsibility for their health and well-being. Additionally, it focuses on ensuring the health sector is fully resourced in order to meet the health needs of the public.

(iv) Promotion of Law and Order

Increased factors such as high youth unemployment, and rising cases of drug and alcohol abuse have primarily caused disruptions in law and order over the years, and should conditions persist structural challenges will worsen, raising the risks of future social instability. This priority area aims to tackle emerging crimes, key of which being cyber and financial crimes, and strengthen rehabilitation programs in order to promote safe and peaceful communities by reducing delinquencies and factors linked to this priority area.

(v) A Modern Education System in line with Future Needs

Human resource capacity is a critical determinant of economic growth, with the education system providing a key avenue in not only building vocational and academic capacity but also in building civics for the general betterment of society. Skills mismatch, relatively high reliance on foreign workers, high youth unemployment, and issues related to the informality sector continue to pose a challenge within the labour market. As such, this priority area seeks to address key constraints within the education sector so as to allow it to support and accommodate for the current and future needs of the labour market.

(vi) Environmental Sustainability and Climate Change Resilience

As a SIDS, Seychelles faces significant challenges to its sustainable development such as limited availability of land, a narrow resource base, and severe vulnerability to the impacts of climate change. This priority area seeks to promote sustainable practices that will help support the low-carbon transition, preserve the ecological beauty of the islands, and build resilience against climate change. This also entails the strengthening of existing systems to encourage coordination between relevant institutions in responding to national disasters and managing risk factors that can potentially aggravate climate-related crises.

The Commitments chosen for this second National Action Plan are aligned with the priorities of Government in the NDS 2024-2028.

4. Developing this Plan

On 28th September 2022, the Cabinet of Ministers renewed its commitment to the open government partnership agenda and approved for the Cabinet Office to become the OGP Secretariat. The Vice President became the Ministerial lead for OGP.

The Multi-Stakeholder Committee was formed in August 2023 including members from civil society and government.

The Vice President, Mr Ahmed Afif, attended that OGP Summit in Tallin in September 2023 and re-affirmed Seychelles commitment to the OGP.

Between 23rd and 27th October 2023, a delegation from the OGP and IRM visited Seychelles on a sensitization visit and to start the co-creation process. During the sessions citizens who participated in the workshops identified areas in which they would like to see more open government, accountability or citizens' engagement.

This was followed by a series of discussions with government entities to assess their appetite to take on board the proposed commitments. The Multistakeholder Committee worked together to fine-tune the commitments for presentation to the Cabinet of Ministers.

On 13th December 2023, the Cabinet of Ministers were presented with 7 proposed Commitments and they chose 5 of them to be part of the action plan for 2024-2025.

The Second National Action Plan has been finalized based on Cabinet's approval.

5. Commitments

The National Action Plan consists of 5 commitments as below.

Themes	Commitment number	Title
Transparency	1	Continuation of Implementation of the Fisheries Transparency Initiative (FiTi)
Transparency, anti-corruption	2	Integrity, good governance, and human rights
Technology and Innovation, Participation	3	Digital Transformation and Connecting People
Accountability, participation	4	Employee Wellness and Empowerment Policy
Participation, accountability	5	Managing alcohol consumption for a healthy and productive nation

The commitments are in line with the NDS 2024-2028.

Transparency

Commitment 1: Implementation of the Fisheries Transparency Initiative (FiTI)

	Commitment		
Continued Implementation of the Fisheries Transparency Initiative			
	January 2024 -December 2025		
	Continuation of previous Commitment		
Lead implementing agency Blue Economy Department, Ministry of Fisheries and the Blue Economy			
	Commitment description		
What is the public problem that the commitment will address?	The commitment seeks to address the problem of limited stakeholder participation in the marine fisheries sector of Seychelles. It affects fishing communities, civil society organizations, and processing industries. The issue leads to feelings of exclusion, mistrust, and ignorance among these stakeholders – despite a significant increase in the public availability of government information to due to implementation of the FiTI Standard. They are most affected when critical decisions on fisheries management are made, perpetuating mistrust and hampering effective, sustainable management. The problem has historical roots and has impacted those affected for many years, with the duration varying based on specific contexts and the extent of reforms implemented to address the challenges. It is therefore recognized that the impact of enhancing transparency in fisheries through the FiTI does not lie in the act of publishing information alone. It relies on how this information is used and on the willingness of decision makers to listen to the ideas and concerns of stakeholders on how marine fisheries should be managed. Causes of the Problem \rightarrow Historical Context: marine fisheries is a common resource, and its management was primarily delegated to national authorities. Hence, decision-making was often centralized within government agencies or international bodies. Local fishing communities, civil society organizations,		

	 and processing industries, who are most directly reliant on the sector, were often left out of the decision-making process. This exclusion created a sense of powerlessness among these communities, leading to frustration and apathy. → Limited Involvement of Processing Industries: Processing industries, which are integral to adding value to fish products and contributing to the economic development of Seychelles, were seldom engaged in discussions about fisheries management. This lack of participation hindered efforts to maximize the economic potential of the sector. → Mistrust and Lack of Transparency: The lack of involvement of these stakeholders fueled mistrust between local communities, the government, and international organizations involved in fisheries management. This mistrust hindered cooperation and compliance with regulations. The lack of public accessible and trusted data further increased opportunities for ignorance or deliberate misinformation. → Ignorance of Sector's Importance: A lack of information regarding the socio-economic importance of fisheries (in particular compared to Seychelles' tourism sector) contributed to a general ignorance about the sector's importance, both economically and in terms of food security. Many people in Seychelles may not fully appreciate the critical role the fishing industry plays in their daily lives. → Lack of capacity: The ability of non-governmental actors to engage in participatory processes in often hindered by a lack of organisation of such actors, e.g. the absence of legitimate associations representing fishing communities. → Willage' nature of small island states like Seychelles: The willingness of non-governmental actors to use information to hold their government accountable is undermined when every official is related to or well-acquainted with everyone on the island.
What is the commitment?	To become compliant Seychelles must take the following corrective actions: Seychelles' commitment to achieving compliance with the Fisheries Transparency Initiative (FiTI) entails the revitalization and strengthening of the National Multi-Stakeholder Group (NMSG). This includes ensuring transparent and fair procedures for nominating and rotating NMSG members. Additionally, the establishment of a dedicated FiTI National Secretariat will be supported, with the allocation of sufficient time for its staff. Seychelles will further formalize inclusive strategies aimed at making FiTI information contribute effectively to sustainable policy-making, oversight, and accountability. The commitment extends to active engagement with stakeholders and the exploration of partnerships with relevant institutions. Lastly, institutional arrangements for ensuring that the country remains FiTI compliant will be

	determined.
How will the commitment contribute to solve the public problem?	In addressing the problem of limited stakeholder participation and enhancing transparency in its marine fisheries sector, Seychelles has taken significant steps. The country's commitment to improving the credibility of information in the fisheries sector involves active involvement from various stakeholders, including the government, industry, and civil society.
	In 2019, Seychelles established a National Multi-Stakeholder Group (NMSG) with the primary objective of ensuring the full implementation of the Fisheries Transparency Initiative (FiTI) in the country. This collective effort is aimed at strengthening transparency, participation, and accountability in fisheries governance, ultimately contributing to a more sustainable management of its marine fisheries. Importantly, the FiTI initiative is recognized as complementary to Seychelles' broader agenda of advancing a sustainable Blue Economy.
	Seychelles' NMSG's ambition goes beyond just improving local fisheries governance. It seeks to hold decision-makers accountable and sets an example for other countries worldwide. By demonstrating its commitment to transparency and stakeholder participation, Seychelles encourages other nations to take similar steps. This ripple effect establishes a global standard of transparency in fisheries, creating a level playing field for countries in the management of this critical sector.
	As part of its commitment to the FiTI, Seychelles has published three annual reports to date. These reports have significantly contributed to making more information available to the public. They have also played a vital role in making several fisheries agreements public, shedding light on the terms and conditions governing Seychelles' engagement in the global fisheries trade. This proactive approach not only enhances transparency at the national level but also sets an example for other SIDS and nations worldwide, demonstrating the power of information-sharing and cooperation in promoting sustainable fisheries management.
	1. Online fisheries transparency . The basis for informed stakeholder engagement is the provision of relevant, trusted and understandable information. Seychelles will therefore continue implementing the FiTI Standard. This will not only include publishing annual FiTI Reports, but will also emphasis improving the online availability of government information (e.g. as part of its new Fisheries Information Management System).
	2. Enhanced Stakeholder Participation: The key element of the solution is to actively involve fishing communities, civil society organizations, and processing industries in decision-making processes related to fisheries management. This will ensure their voices are heard, local knowledge is valued, and their concerns are addressed. This may also relate to co-management strategies to share

responsibility and decision-making power between government authorities, industry representatives, and local communities.
3. Institutionalization of transparency : The long-term resilience of good governance initiatives like the Fisheries Transparency Initiative (FiTI) rely on solid institutional arrangements to ensure compliance with the FiTI's requirement, but also continuation beyond political changes or economic fluctuations. Such arrangement may include administrative and operational support for the country's National MSG, policy changes, resource provision, personnel assignments (e.g. Information Officer), etc.
How it differs from previous efforts:
This solution differs from previous efforts because it emphasizes cooperation among all stakeholders and the provision of opportunities for collaboration of non-governmental stakeholders in national decision-making process regarding Seychelles' fisheries sector. Historically, these groups were often marginalized in decision-making processes. The involvement of FiTI and the commitment to publish annual reports signify a stronger commitment to transparency and information sharing.
In what way will the solution solve the problem:
The solution will address the problem by fostering trust, encouraging local knowledge and expertise, increasing transparency, and ensuring that all stakeholders play a role in shaping fisheries policies and regulations. It will create a more balanced and participatory approach to fisheries management.
Will it solve the problem in its entirety or partially:
The solution will partially solve the problem. While it greatly improves transparency, participation, and accountability in fisheries management, it may not entirely eliminate all challenges, especially those linked to external factors like climate change and illegal fishing. Nevertheless, it represents a significant step toward a more sustainable and inclusive fisheries sector in Seychelles.
What portion of the problem will it solve, if not the whole problem:
The solution will address the portions of the problem related to stakeholder participation, transparency, and local involvement in decision-making processes. It will also contribute to the economic and social well-being of fishing communities, civil society organizations, and processing industries. However, it may not address broader issues such as climate change's impact on fish stocks, which require global efforts and strategies beyond the national or regional level.

Issue: Information Accessibility and Relevance
Despite efforts to increase transparency and publish reports in the fisheries sector, there remains a significant challenge in making this information accessible, comprehensible, and directly relevant to the specific needs of fishers. This issue arises for several reasons:
1. **Complexity of Information:** Fisheries-related data and reports can be complex, technical, and filled with jargon, making them difficult for local fishers, who may not have formal education in fisheries management, to fully understand.
2. **Information Overload:** In some cases, there may be an abundance of data and reports, leading to information overload. Fishers may struggle to sift through vast amounts of data to find the specific information that pertains to their daily activities.
3. **Relevance to Local Needs:** Even when information is accessible, it may not always align with the immediate concerns and needs of local fishers, who often prioritize issues like weather conditions, equipment maintenance, and local fishing regulations.
4. Meeting fatigue: Stakeholders with a strong interest in improving the long-term sustainability of the sector may still not be willing to engage with initiative's such as the FiTI (e.g. Seychelles FiTI NMSG) or decision-making processes due to a general 'meeting fatigue' or even apathy regarding long-term strategies.
Proposed Solution: Tailored Information Delivery
To address the challenge of information accessibility and relevance to fishers, the solution should include the following measures:
1. **Simplified Communication:** Translate technical and complex information into simple, understandable terms. Use visual aids, infographics, and local languages to convey important messages. This has already been started with the new Fisheries Information Management System, provided by the Seychelles Fishing Authority, and will be further enhanced.
2. **Interactive Workshops:** Conduct workshops and training sessions to educate fishers about how to access, interpret, and utilize the available information effectively as well as opportunities for engaging in public decision-making processes.

Why is this commitment relevant to OGP values?	Seychelles' commitment to the Fisheries Transparency Initiative (FiTI) promotes transparency in the fisheries sector and aims to improve citizens' access to information and data. Key elements include strengthening the National Multi-Stakeholder Group, establishing a dedicated FiTI National Secretariat, and ensuring that FiTI information contributes to policy-making and accountability. To enhance transparency, Seychelles can make data more user-friendly, localize information for
	fishers' needs, educate the public, implement open data initiatives, and establish feedback mechanisms. These measures work together to increase transparency, accessibility, and relevance of fisheries-related data for the benefit of Seychelles' citizens and the sustainable management of its fisheries.
	Seychelles' commitment to the Fisheries Transparency Initiative (FiTI) contributes to the accountability in the fisheries sector by encouraging national decision makers to listen to the ideas and concerns of stakeholders on how marine fisheries should be managed, and to ensure that other stakeholders with the country's accountability eco-system, such as media and civil society watchdogs, have access to relevant and trusted data.
	Seychelles' commitment to the Fisheries Transparency Initiative (FiTI) aims to improve citizen participation in fisheries management by ensuring fair selection of stakeholders in the National Multi-Stakeholder Group, and formalizing strategies for informed and inclusive policy-making.
Additional information	**Results We Want to Achieve:**
	1. Publication of Seychelles' annual FiTI Report for calendar years 2022, 2023 and 2024 – approved by Seychelles' FiTI NMSG
	2. Significant improvement of online available information to establish clear 'phasing out' approach of annual FiTI Reports
	3. Recommendations by Seychelles' FiTI NMSG on how to further improve involvement of non- governmental stakeholders in public decision-making processes
	4. Capacity-building of public authorities (i.e. Ministry of Fisheries and Blue Economy, Seychelles Fishing Authority) to address recommendations to include participation5. Institutionalization of transparency and participation in Seychelles' marine fisheries sector
	Outputs We Would Like to Produce:

	Changes in Knowledge, Skills,	and Capacities V	We Want to Achieve:
	ē	· •	ly fishers, media and parliamentarians, should , its management, and the implications of their
	develop the skills required to analyze how stakeholder participation in fish decision-making and collaboration p consensus), who are the stakeholder	e existing civic en- peries is incorpora procedures work (s that get invited s of organised fish	s and civil society organizations should gagement mechanisms in fisheries (if any), ted in national laws and policies, how e.g. by invitation only, decisions by (only fisheries-related or also wider), what are heries associations) and how to formulate
	basics of public participation and usi	ing civic tech for	should have the capacity to understand the policy making in order to engage a broader value of participation, core principles, and
	Changes in Behavior, Systems,	and Practices W	Ve Want to Create:
	Behavioral Change: We aim to their needs, and advocating for susta		s actively engaging in discussions, expressing ractices.
		in fisheries manag	ould lead to systemic changes that ensure gement, with co-management approaches and
	Practices for Sustainable Fisheries: Ultimately, the desired outcome is the adoption of practices that lead to sustainable fisheries management, benefiting both the environment and the livelihoods of local communities. This involves implementing policies and regulations that align with the long-term health of the fisheries sector.		
Milestone	status	Start Date:	End Date:
 Enhancement of online availa information: A) Publication of Seychelles 20. 	ability and accessibility of fisheries 22 FiTI Report	January 2024	April 2024

	B) Publication of Seychelles 2C) Publication of Seychelles 2	*	May 2024 January 2025	December 2024 December 2025		
2.	2. Interactive workshops regarding participation in marine fisheries: Online and in-person workshops with FiTI NMSG to analyse existing status quo of participatory mechanisms and to identify recommendation and opportunities for enhancement			May 2024		
3.	 Institutionalization of transparency and participation in Seychelles fisheries sector: Operational strategy to ensure long-term resilience of the FiTI implementation in Seychelles. 			December 2025		
		Budget				
		SCR 50,000 per y	Jear			
	Contact information					
Le	ead implementing agency	Blue Economy Department (FITI S	ecretariat)			
Р	Persons responsible from Mr. Philippe Michaud					
Title, Department Consultant for Fisheries Ministry of Fisheries and Blue Econom		ie Economy				
	Email and Phone	Philippe.michaud@gov.sc	Philippe.michaud@gov.sc			
	- Ministry of Fisheries and Blue Eco		nomy.			

Other Actors Involved	Government Ministries, Department/Agency	-Seychelles Fishing Authority -BERI -Seychelles Fishing Authority. -Ministry of Education. -Maritime School. -UNISEY -ESA -DISTI
	CSOs, private sector, multilaterals, working groups	 Civil Society Platforms (CEPS): Sustainability for Seychelles Seychelles, Sports Fishing Club Transparency Initiatives (Seychelles 1 Member and a Youth Grouping Industry: Fishermen Associations and fish processors associations -FiTI International Secretariat

Transparency and Anti-corruption

Commitment 2: Strengthening public participation in the budget process

	Commitment	
Integrity, good governance, and human rights		
	January 2024- December 2025	
	New commitment	
Lead implementing agency/actor	Seychelles Human Rights Commission	
Commitment description		
What is the public problem that the commitment will address?	The commitment aims to address problems of limited evidence-practice based analysis and recommendations from the perspective of independent State institutions, lack of robust contemporary mechanisms for wider good governance collaboration, and insufficient capacities. Background Seychelles became independent on the 29th of June 1976. At the time of independence Seychelles adopted a new constitution (Constitution of the 1st Republic) which structured Seychelles as a democratic Republic with a form of a semi-presidential system. The Constitution of the 1st Republic also included justiciable human rights, however the types of human rights were limited in civil and political rights only. On the 5th of June 1977 a coup d'état occurred which subsequently lead to the suspension of parts of the Constitution of the 1st Republic and the adoption of a new constitution (Constitution of the 23rd of March 1979. The Constitution of the 2nd Republic structured Seychelles as a one party socialist Republic with a form of a socialist-presidential system. The Constitution of the 2nd Republic did not include any justiciable human rights.	

Current Context	
On the 18th of June 1993, Seychelles adopted the current constitution (the Constitution) whic	h
structures Seychelles as a democratic Republic with a presidential system, which is based o	n
democracy, the rule of law and human rights. The Constitution enshrines 25 justiciable human right	ts
which must be interpreted consistently with the international human rights obligations of Seychelle	s.
These rights include civil, political, economic, social, cultural, environmental and group right	s.
Moreover, Seychelles has ratified all 9 core international human rights treaties and many of th	ne
regional human rights treaties, including the African Charter on Human and Peoples' Rights and th	ne
African Charter on the Rights and Welfare of the Child. Therefore, the Constitution provides the	ne
people of Seychelles with a comprehensive human rights system. Thus, democracy, the rule of la	w
and human rights is the foundation of the constitutional structure and systems of governance i	n

Further, the Constitution also establishes various independent State institutions necessary to maintain the integrity of the constitutional structure and systems of governance, which include the Constitutional Appointment Authority, Electoral Commission, Ombudsman, Public Service Advisory Board and the Auditor General. Over the past 30 years, as the constitutional structure and systems of Seychelles developed, the State has established more independent State institutions in various areas to address specific matters, which are also related to the integrity of the constitutional structure and systems of governance. Some of these independent State institutions include the Anti-Corruption Commission, Information Commission, Media Commission and the Human Rights Commission.

Specific Problem Statement

Seychelles.

Given the transition from the Constitution of the 2nd Republic, the current Constitution required and continues to require a comprehensive review of its structure and systems of governance, and where necessary, the structure and systems need to be brought line with the foundations of the Constitution, being democracy, the rule of law and human rights. Given also the increase of independent State institutions, the progression of the constitutional system of governance, the continual need to maintain the integrity of the constitutional structure and systems of governance and the need to have a comprehensive review of the constitutional structure and systems of governance; a comprehensive mechanism does not exist to address the above matters at the national level.

What is the commitment?	The proposed integrity coalition will act as a think tank to debate issues, pool ideas and resources and produce recommendations to knowledgeably inform vetted and broadly supported policy making. Diverse stakeholder views will be represented and given balanced attention based on agreed critical priorities. The coalition will support each other to embed accountability and transparency through an open government partnership and human rights-based approach lens to achieve wider community improvement.	
	The expected results will be strengthened independent State institution coordination, broadened public-civic collaboration mechanisms and effective initiatives introduced on the constitutional structure and systems.	
	This commitment proposes an integrated and collaborative approach to advancing good governance reforms through the formation of an integrity coalition made of multiple key independent State institutions that will collectively engage with a diverse group of community stakeholders.	
How will the commitment contribute to solve the public problem?	A platform, such as an integrity coalition, could assist in addressing the problem by:	
	1) Strengthening independent State institutions by facilitating coordination between them to enhance their ability to perform their specific mandates in the most effective and efficient manner possible;	
	2) Providing a gateway between independent State institutions and civil society to promote effective, efficient and meaningful engagement that can lead to independent State institutions and civil society being more informed and greater participation in the system of governance;	
	3) Providing a gateway between independent State institutions and the Government to promote meaningful engagement that can lead to more effective and efficient maintenance of the integrity of the constitutional structure and systems and a comprehensive review of the constitutional structure and systems.	

Why is this commitment relevant to OGP values?	 Historically, solutions have tended to be conventional with informal civic discourse or pressure, sometimes in an organized manner though largely informal, and on external drivers such as global trends, treaties, conventions, and multi-lateral consultations for progressive change. There has been an observed over-reliance on political, legislative and judicial arms to drive the agenda for good governance, Constitutional structures and systems change. Given that several independent State institutions have come into existence recently, some in the role of quasi-judicial bodies, and with diverse expertise, there is a scope to engage further and contribute ideas through a formal collective platform. The strength of the coalition is that it consists of independent State institutions on the direct front line and as a result, has the potential to offer balanced or alternative options, credible evidence, and influence to visibly expand greater good governance initiatives. Through increased dialogue and collaboration will improve understanding, knowledge and enable transparency. Increased evidence based research will support transparent monitoring and evaluation systems and promote accountability. This coalition by definition involves bringing together various public-civil stakeholders in an inclusive and participatory approach.
Additional information	Outcome 1 By 2026, a national integrity coalition is contributing initiatives that strengthen Constitutional structures and systems and supporting the delivery of effective good governance policies and reforms that will benefit citizens lives. Outcome 2 By 2026, OGP is a term that is increasingly used in national conversations and public-civil sectors start to engage under the umbrella of OGP as one of the constructive ways to bring about change.

Milestone Acti	Milestone Activity with a verifiable deliverable		Start Date:	End Date:
	A national integrity coalition is formed and starts planning joint objectives. Output 1 a: Quarterly consultative meetings organized between stakeholders.		February 2024	December 2024
Output 1b: A g	guidance paper is drafted or	n proposed ways of working and objectives.		
		eves at least one priority programme. Constitutional good governance related topic.	January 2025	December 2025
	lesktop review exercise is ca ice related topic.	rried out and paper produced on a Constitutional		
inform policy r Output 3a: A Chairs, Nation	A national integrity coalition has advocated evidence-practice based recommendations to inform policy making. Output 3a: A dialogue is organized between the national integrity coalition, OGP Co- Chairs, National Assembly and the Cabinet of Ministers to present recommendations and plan for next action		November 2025	2026
		Budget		
	SCR100,000			
	Contact Information			
	Name of responsible person from Mr George Roberts			
Title, Department Legal Director, Seychelles Human Rights Commission				
Email and Phone legaldirector@seychelleshumanrights.com				
Other Actors Involved	torsGovernment, Ministries, Departments•Anti-Corruption Commission of Seychelles (ACCS) •Auditor General's Office•Agencies•Constitutional Appointments Authority (CAA)•Electoral Commission•Information Commission (InfoCom)•Media Commission•Ombudsman's Office			

		 Public Service Appeal Board (PSAB) Seychelles Human Rights Commission (SHRC) Department of Information, Communication and Technology (DICT) Department of Planning Ministry of Local Government and Community Affairs Seychelles Cabinet of Ministers Seychelles National Assembly
n	CSOs, private sector, nultilaterals, working groups	 Bi and multi-lateral bodies such as the World Bank, UK, EU and UN. ARID Association of Media Practitioners (AMPS) and news channels Citizens Engagement Platform (CEPS) and Affiliated Associations Fisheries Transparency Initiative (FiTI) Transparency Initiative Seychelles (TIS)

Technology and Innovation, Participation

Commitment 3: Digital Transformation and Connecting People

Commitment		
Digital Transformation and Connecting People		
January 2024 - December 2025		
New commitment		
Lead implementing agency/actor Digital Economy Steering Committee, chaired by the Minister of Finance, National Planning and Trade		
Commitment description		

What is the public problem that the commitment will address?	There is a general long-term shortage of trained and qualified personnel in both the public and private sectors. The list of required personnel includes software architects and developers, system administrators, hardware and networking technicians, 1st level support (service desk) personnel and IT consultants, to name just a few. Expertise in cybersecurity and AI are also required. This shortage has resulted in an ongoing, decade-long inability for the public and private sectors to implement, support and maintain (sustain) digital projects such as for the E-Portal, Open Data or for Cybersecurity. We are even unable to properly begin or efficiently continue any digitalisation process or maintain daily digital operations. Currently the local IT industry is purported to be producing substandard work, leading to a certain degree of mistrust in its abilities. As a result, most IT projects are outsourced to overseas firms. In doing so, one however neglects the fact that software systems "live", i.e. they need to be continuously maintained, updated and supported, for which local personnel is lacking. Also, communication issues with overseas IT service providers have resulted in multiple IT projects failing. Unfortunately, there is at the moment little incentive for young people to enter an IT sector, due to the lack of said sector properly existing. Low government salaries, including for university graduates, leave the public sector devoid of qualified IT staff. This commitment builds on existing efforts and updates the necessary steps to complete reforms. Seychelles OGP 2019-2021 commitments on public participation in budget processes, implementation of access to information and FiTI were progressed and continue to take root. The commitment to create an e-engagement portal to increase citizen responsiveness has not begun and is an important foundational commitment to add to. This type of commitment broadly supports all layers of engagement from online education, mass outreach, access to all types of information in fi
What is the commitment?	The commitment is a review of existing relevant government IT policies, followed by either their improvement or the introduction of a policy which actively fosters a suitable environment to establish and grow local IT knowhow, both in the public and private sectors, through

education and legislative facilitation. The growth of a local IT industry that can support digital projects in the public and private sectors would be key.
This would require the following:
• Increasing the general level of IT literacy among the populace through public education measures. This also ensures that no one, such as the elderly, is "left behind" in terms of future public digital engagement processes. This can include mobile trainings and the establishment of small computer rooms / makerspaces in district centers. This measure also includes the engagement with the citizens to encourage their participation in the below programs.
• Educational programs that foster an interest in IT at the primary and secondary levels of education. Primary schools can provide a first contact with digital technology as well as fundamental skills, which can be deepened at the secondary level.
• The introduction of suitable tertiary IT education programs, such as UniSey bachelor and master programs.
• The introduction of suitable short-term IT educational programs, offering bootcamps and courses for professional certifications and qualifications. This can also include on-the-job training programs in the public and private sectors.
• Enabling the Seychelles Qualifications Authority (SQA) to accept and process professional certifications and qualifications, such as the Cisco Certified Network Professional and Microsoft Certified Professional qualifications.
• Government incentives to support the local Industry, such as reduced taxation on IT equipment.
• Proper tender procedures for public sector IT projects and their enforcement, including long-term outsourcing.
These measures will empower our citizens to participate in terms of human resources for digitalisation, thus creating the foundation of knowledge that is necessary for the implementation of public sector digital projects.

How will the commitment contribute to solve the public problem?	 The fulfillment of current and future requirements in trained IT personnel. Different IT professions require different levels and durations of training; thus a phased approach is recommended. This is quantifiable in the form of X personnel of profession Y, qualified locally or externally, and verified by the SQA, by the year Z. A fostering of local IT businesses, to ensure a healthy and IT competitive sector.
	•Increase in financing avenues for digital projects. Bi- and multi-lateral fundraising efforts to advance an upgraded public portal/interface, repository and staffing.
	•The support of government IT projects and operations by (local) IT service providers where possible.
Why is this commitment relevant to OGP values?	In our modern times, the information and data that are necessary for transparency to exist are accessible through information technology (IT). This however requires significant public sector IT infrastructures with the necessary hardware and software, both of which need to be implemented, maintained, updated and supported. These tasks require a qualified workforce that is currently not available. This commitment seeks to help establish said workforce, thus enabling digital projects for information and data access.
	With the required IT workforce and a suitable IT infrastructure in place, public agencies will have the necessary foundation on which to build the digital tools that foster accountability, monitoring and evaluation.
	Private citizens have made progress with access to standard hardware such as smart phones, computers, TVs and have reliable privately sourced internet providers. Informal engagement currently takes place mostly through Meta's Facebook social media service. To catch up and deliver professional services an updated GoS-civil online interface system (an extrended E-Portal) would be beneficial as a potential go-to repository of information. Increasing the level of IT literacy in the populace will further enhance this.
Additional information	A Digital Economy Steering Committee was been established in 2021. It has pushed for an action plan, featuring a curriculum review, from the Ministry of Education, which however still needs to be oprimised.
	Establishment of the required education programs: 2 years

	Concrete results of said programs: 4 to 5 years		
	NB.: Building up know-how is a long-term affair education. Establishing a healthy IT sector is als be best here, scaled according to the training req	o measured in yea	rs. A phased approach would
	E.g. Computer technician: 1 to 2 years after sec	ondary education	
	Computer Programmer without degree (through	o coding bootcamp	ps): 1 year
	Bachelor of Computer Science: 3 years		
	The Ministry of Education has also recently sent teachers to a training under the Commonwealth impart their newly gained knowledge and skills t	of Learning. This	group will then be able to
	The DICT is aware of the issue. They notify pul organisations as they are made public by the Mir that the participation in such trainings is low.		
	However, much of the IT infrastructure in our e youngsters are unable to properly use it to gain e equipment is available staff have, in some cases, of expertise.	experience and int	erest. Where high-quality
Milestone Activity v	with a verifiable deliverable	Start Date:	End Date:
Catalogue of IT personnel requirements i	in the public sector and in the private sector	January 2024	June 2024
Review of current government policies, p current policies and programs in secondar education	practices, incentives for the digital industry; and y and tertiary education, as well as public	July 2024	September 2024
Drafting and review of a suitable policy / policy changes, based on the findings of the previous milestones; Creation of a public education campaign to increase IT literacy and engagement with the citizens to encourage further participation in IT education.		January 2025	June 2025

Enabling the SQA to process professional certifications and qualifications; January 2025 June 2025 Interest generation by developing suitable programs for primary and secondary education.				
Capacity building by developing suitable programs for tertiary education. Capacity building by developing suitable short-term educational programs, offering bootcamps and courses for professional certifications and qualifications. Programs that train IT professionals on-the-job and in accredited academies.		June 2025	December 2025	
		Budget		•
		SCR1,500,000 for data gathering and policy ma	king	
		Contact Information		
	Name of responsible person from implementing agency Mrs Elizabeth Agathine			
Title, Department Principal Secretary National Planning, Ministry of Finance, National Planning and Trade		nal Planning and Trade		
En	Email and Phone elizabeth@finance.gov.sc			
Other Actors Government Digital Economy Steering Committee, Involved Ministries, departments DICT, and agencies Employment Department SQA, DSTI Ministry of Education, TGMI National Assembly, UniSey				
	CSOs, private sector, multilaterals, working groups			

Transparency, Accountability, Participation

Commitment 4: Employee Wellness and Empowerment Policy

Commitment		
Employee Wellness and Empowerment Policy		
	January 2024- December 2025	
	New commitment	
Lead implementing agency/actor	Public Service Bureau	
	Commitment description	
What is the public problem that the commitment will address?	Efficient public service inspires trust in Government and promotes citizens engagement and support of Government priorities. In order to provide service of excellence to the public, the public officers need to have the necessary know-how, support, infrastructure and resources. It is felt that the wellness and wellbeing of public officers is paramount in ensuring that they deliver effective service to citizens. In the absence of policy that guides employee wellness and empowerment in the public service a lot of components of employee overall wellbeing may be left to chance, which the aftermath may impact service delivery.	
	 Contributing factors to the problem are multifactorial and not limited to the following: Lack of resources and capacity (human, financial and infrastructure) Unplanned activities taking precedence over strategic management and planning culminating in staff being overwhelmed with heavy workload. Poor organisational culture and behaviour Traditional leadership (transactional) 	

	 No flexible work arrangement policies and enabling structures and frameworks Weak human resource practices This Commitment seeks to develop a comprehensive policy committed to creating an enabling environment that promotes physical and mental health wellbeing, professional growth and overall job satisfaction for the public officers.
What is the commitment?	To develop a comprehensive policy where the Government pledges its commitment to work in partnership with the service users (both internal/external) to improve service delivery by creating an enabling environment that promotes physical and mental health wellbeing, professional growth and overall job satisfaction.
How will the commitment contribute to solve the public problem?	By introducing sound policies and regulations that will support and strengthen staff wellness and wellbeing, public officers have a support structure in the workplace that enables them to resolve conflicts, manage stress to prevent burn out. Public officers are happier, resilient and more engaged in their workplace. They will have the skills and resources to deliver their job effectively. A roadmap towards professionalization of the HR role supported by policies and frameworks, HRMS, capacity building and new incentive schemes will enable HR practitioners, to work in partnership with the leadership team to create the environment which is supportive of employees' wellbeing and empowerment. These will improve public service that citizens receive.
Why is this commitment relevant to OGP values?	Clear policies and regulations on how the public service staff are to be supported and cared for will ensure transparency. Leaders and HR will be accountable for staff welfare and wellbeing. Empowered employees will develop personal accountability for their performance which will culminate into better service delivery for citizens. Partnership between the public service and CEPs to engage with citizens about their responsibilities towards better service delivery.
Additional information	What has been done so far to solve the problem?

		 Capacity building for HR practitioner modern HR management. Introduction to performance management. Updating the legal framework to support 	nent system	
Milestone Act	tivity with a verifiable del	iverable	Start Date:	End Date:
Draft work plan for development of the Employee Wellness and Empowerment Policy.			January 2024	March 2024
Draft policy of Employee Wellness and Empowerment and validated with partners and Submission of Policy Document to Cabinet for approval.			April 2024	December 2024
Implementation of Policy and Monitoring of Policy implementation			January 2025	onwards
Budget				
SCR300,000				
Contact Information				
Name of responsible person from implementing agency		Mrs Doris Esther		
Title, Department		Director, Public Service Bureau		
Email and Phone		dwester@dpa.gov.sc		
Other Actors Involved	Government Ministries, departments and agencies	Ministries, departments and agencies, Finance D Public Service College Seychelles Business Studies Academy Unisey National Bureau of Statistics DICT	Dept, Employmer	nt Dept., Family Dept.

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Participation, accountability

Commitment 5: Managing alcohol consumption for a healthy and productive

Commitment Template				
Managing alcohol consumption for a healthy and productive				
	January 2024 - December 2025			
	New commitment			
Lead implementing agency/actor	Department of Trade			
	Commitment description			
What is the public problem that the commitment will address?	Alcohol abuse and misuse is believed to be having a significant impact on society. Government spends a considerable budget to deal with issues related to Alcohol abuse and mis-use while approximately 70% of admissions in the hospital is due to substance abuse, not alcohol specifically given the prevalence of the drug problem in Seychelles. Workers' productivity is also impacted as people are frequently absent from work after having consumed alcohol over the weekend. Although not confirmed by research, the prevalence of social problems and a culture of drinking are contributing factors to the problem of alcohol abuse and mis-use. This Commitment will bring together all stakeholders including the Alcohol Industry Trade Body, citizens and Government to have a balanced approach policy making around alcohol which is data driven. Although not confirmed by research, the prevalence of social problems and a culture of drinking are contributing factors to the problem.			
What is the commitment?	This Commitment will bring together all stakeholders including the Alcohol Industry Trade Body, citizens and Government to have a balanced approach policy making around alcohol which is data driven.			
How will the commitment contribute to solve the public problem?	Some measures have been introduced so far such as policy and regulatory decisions such as the time for sales of alcohol, ban on marketing of alcohol, prohibition of drinking in by the road side are some steps taken but the prevalence of drinking is still recognisable.			

	This commitment is proposing an independent structure credible information on the situation is proposed. The successful implementation of the Commitmee the alcohol consumption situation in Seychelles. The alcohol consumption situation is credited to citizens having responsible drinking. This relationship between Government and the alcohol	nt will lead to collec This will lead to intr will contribute to a	ction of sound data that provide a clear picture of coduction of sound policies and laws that should healthy nation. It will also allow for a better	
Why is this commitment relevant to OGP values?	This commitment will bring clarity on the extent of the problem related to alcohol consumption in Seychelles which will lead to transparency in the policies set on alcohol production, consumption, advertising. Citizens will develop personal accountability for their drinking. Alcohol producers will be accountable for the quality of their produce. The Working Group responsible for coordinating the independent study will be the base through which engagement with citizens about alcohol consumption will take place.			
Additional information				
Milestone Activity with a verifiable deliverable		Start Date:	End Date:	
	working group with the relevant stakeholders and erms of Reference for the Independent Alcohol	January 2024	April 2024	
2. Commissioning of	the Independent Alcohol Study.	April 2024	September 2024	
3. Submit recommendations of the study to Cabinet of Ministers for consideration		September 2024	October 2024	
4. Plan for Implement	4. Plan for Implementation of approved recommendations		ongoing	
	Budget	· · ·		
	SCR 1,000,000,	/year		
Contact Information				

Name of responsible person from implementing agency		Mr. Francis Lebon
Title, Department		Principal Secretary for Trade
		f.lebon@finance.gov.sc
Other Actors Involved	State actors involved	Trade Department
	private sector, working groups	Alcohol producers, working group

ANNEX 1:

Members of the Seychelles Multi-stakeholder Committee responsible for putting together the action plan

- 1. Vice President Ahmed Afif Chairperson
- 2. Mr Chrystold Chetty Chairperson Transparency Initiative Seychelles (Co Chair)
- 3. Mrs Frauke Dogley CEO Seychelles Island Foundation
- 4. Mr Philippe Michaud Chairperson Fisheries Transparency Initiative
- 5. Mr Alvin Laurence CEO Citizens Engagement Platform Seychelles
- 6. Mrs Nisha Chengo- Youth Representative
- 7. Mrs Shirin Laporte DG National Planning
- 8. Mrs Doris Esther Director Public Service Commission
- 9. Mr Kevine Perinne PS Local Government
- 10. Mrs Thereza Dogley CEO Information Commission
- 11. Mr Hendricks Andre DG DICT
- 12. Ms Margaret Moumou POC Seychelles
- 13. Ms Florry Payet DG Cabinet Affairs
- 14 Mrs Tania Isaac Clerk of the National Assembly