

# **Independent Reporting Mechanism**

Results Report:  
Seychelles 2023–2025

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Open  
Government  
Partnership



Independent  
Reporting  
Mechanism

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## Executive Summary

**Seychelles’ second action plan advanced transparency and stakeholder engagement in fisheries governance. It also led to the establishment of the National Integrity Coalition, which brings together independent institutions to strengthen good governance. Seychelles’ OGP multi-stakeholder forum strategically prioritized promising commitments while deprioritizing those with weaker open government relevance or limited funding.**

### Implementation

Seychelles’ second action plan delivered significant early results for Commitments 1 and 2, both of which were identified as promising in the Action Plan Review. Commitment 1 expanded public access to information and data on the fisheries sector to inform policymaking and public debate. It also strengthened stakeholder collaboration and helped Seychelles become the first country to achieve compliant status in the Fisheries Transparency Initiative (FITI).

Commitment 2 established the National Integrity Coalition (NIC), a committee for inter-governmental collaboration to align Seychelles’ institutions and laws with the constitution. Notably, this reform also brought eight independent government institutions into the OGP process,<sup>1</sup> although there remains an opportunity to further harness the NIC to advance open government.

Seychelles’ OGP National Multi-Stakeholder Committee (NMSC) chose to prioritize implementation of Commitments 1 and 2 because of their potential to deliver open government results. As a result, these commitments achieved the greatest progress.<sup>2</sup> The NMSC deprioritized Commitments 3, 4 and 5 due to their limited potential to deliver early results. Commitment 4 was subsumed under Commitment 2, as the NIC undertook the public service system as part of their initial work.

### Participation and Co-Creation

OGP is administered through the Office of the Vice President and the NMSC.<sup>3</sup> Following the 2025 elections, Vice President Pillay assumed the OGP chair position. While the Secretariat and

## At a Glance

### LEVEL OF COMPLETION

2/5

Complete or substantially complete commitments

### EARLY RESULTS

2/5

Commitments with early results

1/5

Commitments with significant results

### KEY OBSERVATIONS

- Civil society participation in Seychelles’ OGP process strengthened between the first and second action plan cycles.
- Commitments with formal spaces for multi-stakeholder collaboration achieved greater early results.
- While elections disrupted action plan implementation, civil society helped ensure continuity in the OGP process.
- Insufficient resources limited the National Multi-Stakeholder Committee’s activities and commitment implementation.

**Met the minimum requirements during implementation: No**

NMSC remained unchanged, the OGP Point of Contact was promoted to Secretary of State for Cabinet Affairs and Civil Service in December 2025.<sup>4</sup> NMSC members welcomed this development as an opportunity to sustain high-level advocacy for open government reforms.<sup>5</sup>

Cooperation between government and CSOs increased alongside nationwide awareness of OGP,<sup>6</sup> driven by media coverage on national broadcasts.<sup>7</sup> In March 2024, the NMSC expanded with two new members.<sup>8</sup> CSOs also noted that engagement extended beyond formal co-creation and implementation processes,<sup>9</sup> with invitations to participate in high-level meetings from which they had previously been excluded.<sup>10</sup>

Government and non-governmental stakeholders agreed that these platforms created an overall inclusive environment for decision-making, although some expressed uncertainty about the long-term sustainability of these mechanisms.<sup>11</sup> While the overall quality of co-creation improved during action plan co-creation and implementation, the minimum requirement under the OGP Participation and Co-Creation Standards for the NMSC to meet at least every six months during implementation was not met. Finally, commitment implementers and the NMSC emphasized that budgetary constraints posed a general challenge throughout the NAP cycle.<sup>12</sup>

## Implementation in Context

Seychelles' 2025 presidential election temporarily interrupted action plan implementation. The campaign period, first round, run-off, and transition to the new administration drew attention and resources for much of 2025.<sup>13</sup> Several CSOs stepped up by advocating for continued OGP engagement and orienting members of the new administration to the OGP process.<sup>14</sup>

Reformers working on the National Integrity Coalition and FiTI process cited limited financial and human resources as implementation constraints. However, they noted that support from the European Commission may support these reforms moving forward.<sup>15</sup>

<sup>1</sup> "The Memorandum of Understanding National Integrity Coalition Platform," Information Commission, 1 April 2024, <https://www.infocom.sc/wp-content/uploads/2024/04/MOU-National-Integrity-Coalition-Platform.pdf>.

<sup>2</sup> "IRM Action Plan Review: Seychelles 2023–2025," Open Government Partnership, 24 September 2024, [https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles\\_Action-Plan-Review\\_2023-2025\\_EN.pdf](https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles_Action-Plan-Review_2023-2025_EN.pdf).

<sup>3</sup> "Open Government Partnership Initiative," Seychelles Nation, 5 October 2023, <https://www.nation.sc/articles/19612/open-government-partnership-initiative>.

<sup>4</sup> "President Announces High-Level Appointments to Strengthen Government Delivery," State House Office of the President, 1 December 2025, <https://statehouse.gov.sc/news/6652/president-announces-high-level-appointments-to-strengthen-government-delivery>.

<sup>5</sup> Alvin Laurence (Former Chief Executive Officer of Citizens Engagement Platform Seychelles), interview by IRM researcher, 5 February 2026; George Robert (Ombudsman of Seychelles), interview by IRM researcher, 9 February 2026.

<sup>6</sup> Laurence, interview; Margaret Moumou (Seychelles OGP Point of Contact), interview by IRM researcher, 24 November 2025.

<sup>7</sup> "Press releases," Seychelles OGP, shared with IRM researcher, 9 January 2026.

<sup>8</sup> "National Multi-Stakeholder Committee, 22 March 2024," Seychelles OGP, shared with IRM researcher, 9 January 2026.

<sup>9</sup> Tessa Henderson (Chief Executive Officer of Citizens Engagement Platform Seychelles), interview by IRM researcher, 15 January 2026.

<sup>10</sup> Laurence, interview.

<sup>11</sup> Laurence, interview.

<sup>12</sup> Robert, interview.

<sup>13</sup> Moumou, interview; Roberts, interview.

<sup>14</sup> Laurence, interview.

<sup>15</sup> Robert, interview; Mumtaz Hasan (Chief Information Commissioner), interview by IRM researcher, 9 February 2026.

## Section I. Key Observations

The key observations below offer reflections from the Seychelles' second action plan cycle. These lessons aim to support Seychelles' future action plans and broader open government journey.

### **Observation 1: Civil society participation in Seychelles' OGP process strengthened between the first and second action plan cycles**

Initially, civil society had few opportunities to participate in Seychelles' first action plan (2019-2021). A change in administration contributed to an 18-month gap between the first and second action plans.<sup>1</sup> During this period, CSOs persistently lobbied the government to commit to a second action plan.<sup>2</sup> The government became more receptive following the former Vice President's participation in the 2023 OGP Global Summit in Estonia, which helped re-anchor political commitment to OGP.<sup>3</sup> Civil society members noted improved collaboration with the government during the second action plan cycle, including invitations to participate in co-creation consultations. The OGP Point of Contact (POC) credited CSOs as a driving force behind renewed OGP participation. As a next step, Seychelles could identify CSO co-implementers for commitments in the third action plan to support reforms more actively during implementation.

### **Observation 2: Commitments with formal spaces for multi-stakeholder collaboration achieved greater early results**

Commitment 1 on public participation and transparency in the fisheries sector and Commitment 2 on establishing the National Integrity Coalition achieved substantial early results with the support of well-defined institutional structures within the Fisheries Transparency Initiative (FiTI) and the National Integrity Coalition (NIC). A binding Memorandum of Understanding guided the operations and membership of each platform, outlining roles, responsibilities, and coordination mechanisms among participating entities.

The Blue Economy Department implemented Commitment 1 in partnership with the FiTI National Multi-Stakeholder Group (NMSG),<sup>4</sup> while the Office of the Ombudsman implemented Commitment 2 in collaboration with the NIC.<sup>5</sup> Cooperation with these bodies helped the commitments have clearer objectives,<sup>6</sup> pre-defined implementation steps, and an identifiable course of action in the event of operational disruptions.<sup>7</sup> Lead implementers noted that these structures enabled regular stakeholder engagement, resulting in sustained implementation.<sup>8</sup> To fully capitalize on these spaces, the government could ensure that the NMSG meets quarterly and adopts an agenda that prioritizes collaboration, problem solving, and planning, going beyond communicating implementation updates.

### **Observation 3: While elections disrupted action plan implementation, civil society helped ensure continuity in the OGP process**

Seychelles' October 2025 presidential elections significantly affected action plan implementation.<sup>9</sup> In the lead-up to the elections, institutional focus and resources were diverted and several staff in implementing agencies and ministries were simultaneously involved in election management.<sup>10</sup> The post-election transition also affected action plan implementation, as officials in key implementing agencies, such as the Ministry of Fisheries and the Blue Economy, were reassigned.<sup>11</sup> There was also a delay in securing the new administration's commitment to continue Seychelles' membership in OGP.<sup>12</sup> Changes in the OGP leadership also introduced a transitional period, during which the NMSC focused on orienting the new chair to the OGP framework.<sup>13</sup> Civil society organizations (CSOs), especially Transparency Initiative

Seychelles (TI-S) and Citizen Engagement Platform (CEPS), played an influential role in ensuring continuity during this transitional period by orienting and educating new cabinet members and the chair on the OGP framework.<sup>14</sup> Moving forward, the Office of the President could consider ways to ensure that implementation and multi-stakeholder dialogue continue during political transitions, such as by organizing informal stakeholder meetings.

#### **Observation 4: Insufficient resources limited the National Multi-Stakeholder Committee’s activities and commitment implementation**

Government and civil society representatives identified limited financial and technical resources as significant constraints on implementation. For instance, the FiTI National Multi-Stakeholder Forum noted that it was unable to conduct local activities due to limited financial resources.<sup>15</sup> A lack of resources also contributed to the removal of Commitment 3 on advancing digitalization from the OGP agenda,<sup>16</sup> limited implementation of Commitment 5 on producing recommendations to limit alcohol abuse,<sup>17</sup> and the inability of the OGP team within the President’s Office to attend the 2025 OGP Global Summit.<sup>18</sup>

The OGP POC and the National Multi-Stakeholder Committee’s (NMSC) co-chair further highlighted insufficient technical and administrative support as a key limitation affecting their ability to coordinate NMSC meetings and action plan implementation.<sup>19</sup> Without dedicated personnel, the POC currently manages all OGP and NMSC planning, coordination, and documentation responsibilities on top of her other duties in the President’s Office.<sup>20</sup> Similarly, FiTI and NIC implementers raised concerns about the absence of full-time government employees working on the ongoing reforms.<sup>21</sup> Implementers acknowledged that human resources remain a significant challenge across the private and public sectors in Seychelles.<sup>22</sup> The NMSC is currently engaged in talks with the European Commission regarding technical and financial support to the NIC, FiTI, NMSG and other civil society engagement platforms.<sup>23</sup>

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<sup>1</sup> “IRM Action Plan Review: Seychelles 2023–2025,” Open Government Partnership, 24 September 2024, [https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles\\_Action-Plan-Review\\_2023-2025\\_EN.pdf](https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles_Action-Plan-Review_2023-2025_EN.pdf); Chrystold Chetty (Transparency Initiative Seychelles & Co-Chair of Seychelles OGP Steering Committee), interview by IRM researcher, 15 March 2024.

<sup>2</sup> Margaret Moumou, (Seychelles OGP Point of Contact), interview by IRM researcher, 24 November 2025.

<sup>3</sup> Chetty, interview.

<sup>4</sup> “Terms of Reference (TOR) of the FiTI National Multi-Stakeholder Group (NMSG) in the Seychelles,” Ministry of Fisheries, Agriculture, and Blue Economy, 21 August 2024, <https://mofbe.gov.sc/wp-content/uploads/2024/09/SYC-FITI-ToR-Terms-of-Reference-2024.pdf>.

<sup>5</sup> “The Memorandum of Understanding National Integrity Coalition Platform,” Information Commission, 1 April 2024, <https://www.infocom.sc/wp-content/uploads/2024/04/MOU-National-Integrity-Coalition-Platform.pdf>.

<sup>6</sup> George Robert (Ombudsman of Seychelles), interview by IRM researcher, 9 February 2026.

<sup>7</sup> Phillippe Michaud (Consultant at the Ministry of Fisheries, Agriculture, and Blue Economy), interview by IRM researcher, 3 December 2025.

<sup>8</sup> Robert, interview.

<sup>9</sup> Alvin Laurence (Former Chief Executive Officer of Citizens Engagement Platform Seychelles), interview by IRM researcher, 5 February 2026; Moumou, interview.

<sup>10</sup> Chetty, interview

<sup>11</sup> “President Announces High-Level Appointments to Strengthen Government Delivery,” State House Office of the President, 1 December 2025, <https://statehouse.gov.sc/news/6652/president-announces-high-level-appointments-to-strengthen-government-delivery>; “Executive,” Ministry of Fisheries, Agriculture, and Blue Economy, accessed 12 January 2026, <https://mofbe.gov.sc/executive>.

<sup>12</sup> State House Seychelles, “Cabinet Business,” Facebook, 20 November 2025, <https://www.facebook.com/StateHouseSey/posts/cabinet-business-thursday-20th-november-2025president-dr-patrick-herminie-chaire/1298386585654709>.

<sup>13</sup> Laurence, interview; Chetty, interview.

<sup>14</sup> Chetty, interview; Laurence, interview.

<sup>15</sup> “Fisheries Transparency Initiative (FiTI) National Multi-Stakeholder Group (NMSG) Minutes of Meeting,” Ministry of Fisheries, Agriculture, and Blue Economy, 7 May 2025, <https://mofbe.gov.sc/wp-content/uploads/2025/12/Minutes-May-2025.pdf>.

<sup>16</sup> Laurence, interview.

<sup>17</sup> “Stakeholder update meeting on Seychelles OGP Action Plan,” shared with IRM researcher, 7 January 2026.

<sup>18</sup> Chetty, interview.

<sup>19</sup> Moumou, interview.

<sup>20</sup> Chetty, interview.

<sup>21</sup> Mumtaz Hasan, (Chief Information Commissioner), interview by IRM researcher, 9 February 2026; Michaud, interview.

<sup>22</sup> Moumou, interview; Michaud, interview.

<sup>23</sup> Moumou, interview.

## Section II. Early Results

This section analyzes commitments that achieved the strongest early results in the action plan. To assess early results, the IRM considers commitments' objective, the country context, the policy area, and the evidence of changes. The IRM early results assessment is determined by the depth of change that occurred and evidence that the change is expected to be sustained in time.

### Table 1. Commitments with Early Results

**Commitment 1:** Strengthened public participation and transparency in the fisheries sector.

**Commitment 2:** Established the National Integrity Coalition to enable independent institutions to coordinate on alignment of government institutions and laws with the constitution.

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

**Implementers:** Blue Economy Department, Ministry of Fisheries and the Blue Economy

#### Context and Objective

Commitment 1 aimed to enhance transparency and stakeholder participation in the marine sector through the Fisheries Transparency Initiative (FiTI).<sup>1</sup> The commitment sought to increase publicly accessible marine data, expand avenues for multi-stakeholder engagement in managing the sector, as well as formalize the FiTI National Multi-Stakeholder Group (NMSG) and Secretariat. Sustainable management of the Blue Economy is a national priority for Seychelles, as fisheries are a significant pillar of the country's economy, food security, social structure, and heritage.<sup>2</sup>

#### Early Results: Significant Results

This commitment achieved significant early results by increasing public access to fisheries data and information and strengthening multi-stakeholder collaboration through the FiTI National Multi-Stakeholder Group. Reformers expanded the scope and accessibility of information published through annual FiTI reports. Seychelles also launched the Fisheries Information Management System (FIMS), a public fisheries database. Greater availability of fisheries information has begun to help inform public debate on fisheries policy.

Under Milestone 1, the NMSG partnered with the Ministry of Fisheries, Agriculture, and Blue Economy (MOFBE) to publish the Seychelles FiTI reports for 2022,<sup>3</sup> 2023,<sup>4</sup> 2024,<sup>5</sup> and 2025 online.<sup>6</sup> The reports present the state of national fisheries laws and their enforcement, labor standards, fisheries tenure agreements, foreign fishing agreements, resource distribution, subsidies, development assistance, beneficial ownership, and data on large and small-scale fisheries and trade. The reports disclosed additional information that had not previously been shared with the public, including fisheries regulations, foreign companies operating in the fisheries sector, employment statistics, revenue generated, fishing concessions, licenses, and beneficial ownership data for the sea cucumber fishery and the semi-industrial tuna longline fishery.<sup>7</sup> The NMSG chair emphasized that each report incorporated new and updated fisheries data to ensure accuracy and credibility.<sup>8</sup>

Based on this progress, Seychelles became the first country worldwide to become FiTI-compliant in February 2025.<sup>9</sup> The NMSG chairperson<sup>10</sup> noted that this status was achieved through a robust partnership among government fisheries departments, civil society, and the NMSG to concurrently implement FiTI obligations.

Going beyond what was foreseen in the milestone, the NMSG published summaries of the 2022 and 2023 reports for non-experts and the public, highlighting key findings, charts, and recommendations.<sup>11</sup> The NMSG also handed over hard copies of the reports to the Seychelles National Library to increase readership among stakeholders without internet access.<sup>12</sup> By July 2025, the NMSG and SFA began deliberations on potential ways to collaborate on designing informative FiTI posters in both English and Creole,<sup>13</sup> and participated in media training with journalists on effective and accessible dissemination of FiTI reports.<sup>14</sup>

The Seychelles Fisheries Authority (SFA) released previously inaccessible marine sector information into the public domain,<sup>15</sup> such as foreign fishing access agreements, 2020 convictions and offences in the fisheries sector, studies on the economic contribution of subsectors in artisanal fisheries, and a 2018 study on employment and job opportunities in the industrial tuna fishery. While the SFA website released new data, it is unclear whether publication will be sustained going forward.

The SFA also launched the Fisheries Information Management System (FIMS), a software that manages SFA's available fisheries datasets and presents them through dashboards, graphs, and tables.<sup>16</sup> Currently, FIMS contains data on fishing licenses, the economic contribution of fisheries, fishing volumes, fishery import and export data and fisheries management data.<sup>17</sup> Although the FIMS has yet to reach its full potential in data publication,<sup>18</sup> the lead implementer noted that, as a result of FiTI and the OGP commitment, the SFA transformed its operating model from archiving marine data to adopting more transparent data-reporting practices.<sup>19</sup> By March 2025, the SFA upgraded its data systems to deliver more accurate small-scale artisanal fisheries catch data for the period of 2018–2023. This enabled them to produce updated, reliable data on small-scale fishing by local fishers. The SFA is expected to continue updating this data electronically in the foreseeable future.<sup>20</sup>

Under Milestone 2, the Department of Blue Economy and the NMSG conducted outreach programs through workshops,<sup>21</sup> seminars,<sup>22</sup> public meetings, press conferences,<sup>23</sup> and social media to raise broad awareness of FiTI.<sup>24</sup> For instance, the NMSG participated in the second and third annual Ocean Fairs, held to celebrate the United Nations World Ocean Day in June 2024 and 2025, to increase interaction with diverse stakeholders.<sup>25</sup> In August 2025, a student from the Seychelles Maritime Academy was selected as the youth representative to join the NMSG, following an awareness raising program.<sup>26</sup> Public engagement initiatives also took place on Mahé, Praslin, and La Digue, where the NMSG raised awareness of the importance of transparency, access to fisheries management data, and inclusive public participation.<sup>27</sup>

Milestone 3, which sought to formalize the FiTI Secretariat and the NMSG, was partially implemented. In August 2024, the Ministry of Fisheries and the Blue Economy updated the FiTI NMSG's Memorandum of Understanding to increase its membership from 12 to 15, adding representatives from civil society, the government, and the private sector.<sup>28</sup> According to the MOU, the NMSG is now responsible for the implementation and operations of FiTI in Seychelles. FiTI NMSG meetings were also better attended during the action plan implementation period, with greater participation by non-governmental stakeholders. Until December 2023, meetings were typically attended by 10 to 14 participants, with 3 to 6 non-governmental stakeholders attending. From January 2024 onwards, meetings were attended by 15 to 20 participants, with

6 to 9 non-governmental stakeholders attending.<sup>29</sup> Although the NMSG was partially formalized, the NMSG chair emphasized the need to further institutionalize FiTI as a formal, legal, and independent entity.<sup>30</sup> He noted that, as a non-institutionalized entity, the FiTI NMSG faces several challenges, including a lack of permanent personnel, unclear responsibilities for temporary staff working with the NMSG, budgetary constraints, and limited enforcement powers.<sup>31</sup>

Civil society organizations (CSOs) expressed optimism about the sustainability of SFA's transparent data-sharing initiatives, citing the agency's commitment to openness in the fisheries sector during implementation.<sup>32</sup> A private sector stakeholder highlighted the importance of FiTI in improving the availability and accessibility of fisheries information and on sustaining regular multi-stakeholder dialogue in the sector.<sup>33</sup> The NMSG chair noted that the FiTI reports were instrumental in highlighting existing conditions in the marine sector and informed public deliberations on fair and sustainable fisheries.<sup>34</sup> Specifically, FiTI reports were a reference point for consultations for the 2025 Fisheries and Aquaculture Act.<sup>35</sup> The act expanded SFA's responsibilities to regulate fishing activities, manage infrastructure, and enforce laws, introduced a stronger legal framework for aquaculture, created a new vessel classification system, and integrated electronic monitoring and reporting systems to combat illegal, unreported, and unregulated (IUU) fishing.<sup>36</sup> The commitment also strengthened cooperation between the government and informal small-scale fishers. The 2025 Fishers' Pension Scheme was developed through collaboration between the government and the public, following extensive consultations with stakeholders and regular awareness programs in Mahé, Praslin, and La Digue.<sup>37</sup>

Moving forward, the NMSG is currently working on the 2026 FiTI report, due by the end of 2026.<sup>38</sup> Recent work has also focused on securing sustainable funding for the FiTI Secretariat and NMSG, improving the format of fisheries information made available to the public, and strengthening monitoring and follow-up of recommendations.<sup>39</sup> Since December 2024, the institutionalization of FiTI remains under discussion between the government, the NMSG, and the international FiTI Secretariat.<sup>40</sup> As of May 2025, members of the NMSG had discussed institutionalizing FiTI by embedding it within the terms of reference of ministries or departments.<sup>41</sup>

## Looking Ahead

Seychelles is in the process of co-creating its third action plan.<sup>42</sup> According to the OGP Point of Contact, Commitment 1 is not expected to be carried forward into the next action plan.<sup>43</sup> The NMSG chair, however, noted the need for continuation, citing the importance of maintaining FiTI compliance.<sup>44</sup> He argued it was too early to separate FiTI from OGP, as online data disclosure is insufficient unless followed by measurable action, and this is where the OGP framework would be instrumental for Seychelles' marine policies.

The tenure of the NMSG chair expired with the end of the second action plan. By November 2025, it was unclear whether a succession plan was already in motion.<sup>45</sup> Outside OGP, the NMSG was expected to continue implementing the FiTI standards, as it has already advanced in co-creating the sixth FiTI report.<sup>46</sup> The chair also highlighted that the reform was likely to receive funding from the European Commission through the Sustainable Fisheries Partnership Agreement (SFPA),<sup>47</sup> indicating a likelihood that the reform will be sustained.

Moving forward, the Ministry of Fisheries and the Blue Economy could:

- **Institutionalize the NMSG and FiTI Secretariat.** This could involve embedding FiTI in relevant ministerial terms of reference and gazetting the NMSG as an official advisory body under fisheries legislation.
- **Secure sustainable funding and sufficient human resources for the NMSG and FiTI Secretariat.** This could be achieved through dedicated funding from the national budget or through international partners. For example, the European Union’s Sustainable Fisheries Partnership Agreement (SFPA) foresees €2,800,000 per year to support the national strategy for sustainable fisheries, including good ocean governance.

Meanwhile, the FiTI Secretariat and NMSG could:

- **Strengthen the accessibility of information published in FiTI reports.** This could involve translating the reports’ key takeaways into easily understandable formats such as short videos, flyers, posters, or social media posts, as well as publishing summaries of the reports in Seychellois Creole.

At the same time, the Seychelles Fisheries Authority (SFA) could:

- **Expand the Fisheries Information Management System (FIMS) into a user-friendlier public platform.** This could include embedding simple dashboards for non-experts, introducing interfaces in Seychellois Creole and producing infographics, community briefs and radio or TV explainers about available information on the portal.

In the longer term, the Ministry of Fisheries, Agriculture, and the Blue Economy could:

- **Strengthen beneficial ownership transparency in the fisheries sector.** Currently, published beneficial ownership information does not fully cover the sector, leaving implementation gaps.<sup>48</sup> This could be done by requiring the collection and publication of beneficial ownership data as a condition for vessel registration and licensing. Examples can be drawn from other countries with larger coastal areas, such as Denmark.<sup>49</sup>
- **Engage processing industries in future marine governance initiatives.** Limited involvement of processing industries could be addressed by proactively reaching out to sectoral or company representatives to build relationships and regularly inviting representatives to non-governmental stakeholder meetings on marine governance.

Finally, in the longer term, the Seychelles National Assembly could:

- **Introduce a legal obligation for marine data disclosure.** Currently, the 2025 Act on Fisheries and Aquaculture relies on stakeholders responding to government data requests rather than regular reporting.<sup>50</sup> A legal obligation could also define minimum datasets to be published annually, ensuring a consistent standard that would increase accountability in the sector.

## Commitment 2: Integrity, good governance, and human rights

**Implementers:** Office of the Ombudsman (formerly led by the Seychelles Human Rights Commission)

### Context and Objectives

Commitment 2 aimed to establish the National Integrity Coalition, a committee of independent government institutions, to strengthen coordination among themselves, with the government and with civil society to address constitutional and good governance issues. The commitment sought to address the lack of alignment between institutional practice and the 1993

Constitution, as well as citizens' limited understanding of constitutional structures.<sup>51</sup> It was strongly supported by civil society organizations (CSOs),<sup>52</sup> the government,<sup>53</sup> and independent state institutions.<sup>54</sup> Initially, the reform was led by the Seychelles Human Rights Commission but was later moved to the Office of the Ombudsman following a change in the lead implementer's position.

### **Early Results: Moderate Results**

The commitment is assessed as having moderate early results as it led to the establishment of the National Integrity Coalition (NIC) through a Memorandum of Understanding (MOU), the organization of four educational workshops on constitutional mechanisms with CSOs, the OGP Steering Committee, and the constitutional bodies themselves and a review of the independence and autonomy of all constitutional and statutory oversight institutions. However, the National Integrity Coalition (NIC) and its projects have yet to directly open government to citizens. The reform could achieve greater results in the long term if the NIC deepens CSO engagement and takes on more explicit open government projects.

Under Milestone 1, independent institutions came together to form the NIC and formalized it through a Memorandum of Understanding (MOU) in March 2024.<sup>55</sup> The institutions include the Anti-Corruption Commission of Seychelles (ACCS), the Constitutional Appointments Authority (CAA), the Electoral Commission, the Information Commission (InfoCom), the Media Commission, the Ombudsman's Office, the Public Service Appeal Board (PSAB), and the Seychelles Human Rights Commission (SHRC). The NIC developed meeting procedures in July 2024,<sup>56</sup>. The meeting procedures guide the mechanisms of engagement within the coalition and ensure that the NIC's objectives and work remain aligned with the terms of the MOU.<sup>57</sup> By November 2024, the NIC had held seven<sup>58</sup> meetings and four stakeholder workshops with CSOs and the government. CSOs also contributed to mobilizing participation in the NIC.<sup>59</sup>

Milestone 2 aimed to set and achieve one priority program, conduct a panel discussion on constitutionalism, and produce a working paper on good governance. While the milestone is still underway, notable progress has been made. Through consultative discussions, the NIC agreed to prioritize reviewing the independence and autonomy of constitutional bodies. The Ombudsman assumed responsibility for this task and is currently drafting the report, which will focus on whether there is constitutional coherence between the 1993 Constitution and the operational practices of the constitutional bodies.<sup>60</sup> The report's findings are expected to make independent institutions more transparent to public oversight and pave the way for discussing possible legal reforms and institutional arrangements necessary to realign the system. The Ombudsman expects to complete the report by February 2026 and share it with NIC members for further deliberation and engagement, as well as with other government and non-government stakeholders.<sup>61</sup>

Under Milestone 3, the NIC is conducting several policy reviews, including on the Public Service System as well as the independence and autonomy of all constitutional and statutory oversight Institutions.<sup>62</sup> Although the milestone has not yet been fully implemented, implementers intend to foster public discussions and advocate for policy reform based on the reports' recommendations. They aim to ensure that current practices align with the open government standards enshrined in the Constitution. The NIC intends to engage with the Parliament, the Executive, other state, and non-state institutions once the Ombudsman submits the report.<sup>63</sup>

Going beyond the action plan text, the NIC has started developing an educational course on constitutionalism. The Human Rights Commission developed a course outline, titled

Constitutional Mechanisms in Seychelles, covering the Constitution’s overall structure, its significance, avenues for public participation guaranteed by the Constitution, and citizens' constitutional rights and responsibilities.<sup>64</sup> By August 2024, the NIC had conducted interactive meetings with the OGP Steering Committee, Citizens Engagement Platform (CEPS),<sup>65</sup> Transparency Initiative Seychelles (TI-S),<sup>66</sup> and independent state institutions<sup>67</sup> on developing the course. As part of this process, the NIC held four educational workshops conducted in November 2024.<sup>68</sup> Although the initiative has not been fully implemented yet, CSOs who were introduced to the course expressed optimism about its potential to influence public perceptions of the government, independent state institutions, and the constitution.<sup>69</sup> They highlighted a general lack of understanding of these structures nationwide, noting that addressing this knowledge gap could create an enabling environment for trust between citizens and the state.<sup>70</sup>

During implementation, the NIC adopted Commitment 4, which aimed to enhance the welfare of civil servants by drafting, passing, and implementing an Employee Wellness and Empowerment Policy, as an additional milestone of commitment 2. By March 2024, reviewing the Public Service System was prioritized as a key focus area for the NIC.<sup>71</sup> The Ombudsman also conducted a structural evaluation of the public service system and employee wellness within the broader report on the independence and autonomy of all constitutional and statutory oversight institutions, expected to be finalized by the end of February 2026.<sup>72</sup> Although the report was not yet finalized at the time of review, the Ombudsman noted that employee wellness is addressed through an assessment of Articles 35 on the right to work and Article 24 on the right to participate in government.<sup>73</sup> The report is expected to assess whether government employees, under the current work culture, are fully exercising their rights and receiving the benefits enshrined in the Constitution.

Moving ahead, the OGP Point of Contact (POC), National Multi-Stakeholder Committee (NMSC), and the NIC expect Commitment 2 to continue into the next action plan, with support from both government and non-governmental stakeholders.<sup>74</sup> The Chief Information Commissioner noted that the NIC MOU and the goals it outlines clearly require a long-term commitment.<sup>75</sup> She also noted that the NIC still needed to improve CSO inclusion in activities, as stipulated in Article 3B of the memorandum. At the time of review, the NIC was engaged in high-level deliberations with the President’s Office and the Cabinet on developing a cost-sharing mechanism for all independent state institutions.<sup>76</sup> The NIC also plans to advocate for reform once its report on the independence and autonomy of all constitutional and statutory oversight institutions is finalized. Finally, following the four educational workshops the NIC held in November 2024, it sought financial and technical assistance from the European Commission to continue its mandate of raising awareness of constitutional mechanisms.<sup>77</sup> At the time of writing, the NIC was developing a concept note for the program.<sup>78</sup>

## Looking Ahead

Stakeholders expect this reform to continue into the next action plan. Although the third action plan was still under co-creation at the time of writing, Commitment 2 implementers have already identified CSO engagement with the NIC as a key priority.<sup>79</sup> They also expect to continue assessing the independence of constitutional bodies and to lobby the government to replace outdated legislation that is incompatible with the constitution, as well as to advance the educational course on institutional mechanisms in the next action plan.<sup>80</sup>

Moving forward, the Office of the Ombudsman could:

- **Institutionalize the NIC.** Currently, the NIC is partially formalized through a non-binding Memorandum of Understanding focusing on inter-institutional collaboration.<sup>81</sup> To strengthen its work, the Office of the Ombudsman could support the introduction of a formal mandate for the NIC, stable secretariat support and a work program with measurable outputs.
- **Introduce civil society participation in the NIC.** The NIC’s MoU foresees that its members should develop a mechanism to better inform civil society and increase its participation in governance.<sup>82</sup> However, there is no evidence that this has been implemented. The Office of the Ombudsman could invite civil society to NIC meetings and collect input on its activities or could ask CSOs of their preferred involvement in the NIC’s work. They could also involve CSOs in the development and rollout of the educational course on constitutional mechanisms.
- **Promote the NIC’s work online.** The NIC could consider creating a designated website to spotlight their work, progress achieved, and ongoing projects. If resource constraints make creating a website difficult, the NIC could establish dedicated social media pages, as the NMSC has done. Online visibility would enable the public to access updates, therefore enhancing transparency and attracting wider coalition partners.
- **Develop a resource strategy for the NIC.** To ensure that the NIC can sustainably advance its initiatives, the Office of the Ombudsman and NIC members could develop a resource strategy. The strategy could outline how the institutional and partner funding allocated to the NIC will be harmonized with planned activities. The strategy could also proactively identify potential opportunities to increase funding in the medium and long terms.

In the longer term, the Office of the Ombudsman could:

- **Ensure that the NIC produces actionable, evidence-based recommendations.** To strengthen the impact of its work, the NIC could produce reports with specific evidence-based recommendations for relevant responsible institutions with budget lines and outputs. Non-governmental stakeholders working on relevant policy areas could review draft reports and provide comments before publication.
- **Support the introduction of formal government responses to NIC recommendations.** To strengthen the informal institutionalization of the NIC, the Office of the Ombudsman could support the introduction of a requirement for responsible government departments to produce a formal response to NIC recommendations and reports.
- **Publicly track uptake of NIC-recommended reforms.** To demonstrate impact, the NIC could create a public tracker, where every policy recommendation is tracked from publication to government response. This would create a clear audit trail showing the influence of NIC reports on policymaking and could strengthen incentives for ministries to act on the NIC’s recommendations.

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## Section III. Participation and Co-Creation

**Government and civil society continued to collaboratively advance OGP through the National Multi-Stakeholder Committee. Several CSOs particularly stepped forward to advocate for OGP and orient the new government on the OGP process following the 2025 elections.**

### OGP in Seychelles

The OGP is administered through a close collaboration between the Office of the Vice President and a formal National Multi-Stakeholder Committee (NMSC).<sup>1</sup> In 2023, the NMSC jointly developed its Terms of Reference, which stipulated its mode of operation and governance structure.<sup>2</sup> The NMSC consists of nine government and five civil society members, which include the Citizen Engagement Platform Seychelles (CEPS), Transparency Initiative Seychelles (TI-S), the Public Service Bureau, the Information Commission, the Department of Information, Communications, and Technology, youth groups, the Ministry of Finance, National Planning, and Trade, the Fisheries Transparency Initiative (FiTI), and the Seychelles Islands Foundation.<sup>3</sup>

The NMSC represents diverse groups, including youth, fisheries, government, and civil society organizations (CSOs). Its members were nominated for their expertise and prior experience with the OGP before the co-creation process.<sup>4</sup> With the Vice President's consent, they were invited to join the committee.<sup>5</sup> Compared to the first action plan, there was broader consultation and more CSO involvement in OGP activities.<sup>6</sup> OGP in Seychelles does not have a standalone budget, and the responsibility for funding commitments is assigned to the lead implementer.<sup>7</sup> The OGP Point of Contact (POC) indicated the need to hire full-time personnel to support the NMSC administratively.

During implementation, then-Vice President Ahmed Afif chaired the NMSC meetings along with a CSO co-chair.<sup>8</sup> Following the October 2025 elections, he was succeeded by Vice President Sebastien Pillay.<sup>9</sup> At the time of writing, the OGP POC remained unchanged despite her promotion from Cabinet Secretary to Secretary of State, Cabinet Affairs, and Civil Service in December 2025.<sup>10</sup> Both government and non-governmental stakeholders welcomed this development, citing its potential to sustain and strengthen OGP's position in the new administration. They viewed it as an opportunity for the POC to continue advocating for OGP with the highest political authorities.<sup>11</sup>

The NMSC used its social media pages and local broadcast services to communicate with and raise awareness of OGP among the public.<sup>12</sup> This enabled greater transparency and broader dissemination of information throughout the co-creation and implementation process.

### Action Plan Co-Creation

The co-creation, drafting, and adoption of the action plan occurred over a short time frame, from October to December 2023. This time limit did not affect the inclusiveness of co-creation. Collaboration between government and non-governmental stakeholders was facilitated through public meetings, such as the October 2023 OGP Training and Sensitization, to raise awareness and orient new members on the action plan co-creation process.<sup>13</sup> The action plan's thematic areas reflect national priorities identified in the National Development Strategy (NDS), which was developed through broad public consultations.<sup>14</sup> Although the NDS served as the point of reference, the NMSC selected the thematic areas for participants to then develop commitments.<sup>15</sup>

Commitment development included diverse stakeholders from civil society, independent state institutions, government departments, and the private sector. The NMSC opened avenues for public participation by inviting government and non-governmental stakeholders interested in the co-creation process through email, press, and broadcast.<sup>16</sup> During co-creation meetings, participants were divided into working groups based on the commitment they focused on. They collaboratively developed the structure and objectives of their respective thematic areas.<sup>17</sup> This input was compiled into working drafts and later presented to the NMSC and Cabinet for approval. The government responded to the drafts through press statements that explained the outcomes and the rationale behind its decisions.<sup>18</sup> While the overall quality of the co-creation process met OGP standards, the limited time frame constrained stakeholders’ ability to fully assess the feasibility of some reforms. For example, Commitments 3 and 5 were primarily affected by resource constraints, resulting in limited implementation.<sup>19</sup>

### Participation During Implementation

The action plan was implemented through a collaborative effort involving government ministries, independent state institutions, CSOs, and the private sector. While action plan commitments were delegated to government departments, the NMSC and CSOs also played influential roles in their implementation. For instance, commitment leads were required to present their progress to the NMSC during their quarterly meetings and publish annual reports.<sup>20</sup> This allowed the NMSC members to regularly track progress, provide feedback, and contribute to the thematic areas. The POC also emphasized the NMSC’s inclusion in decision-making, noting that the NMSC agreed with the Cabinet to remove Commitments 3 and 4 from the OGP agenda.<sup>21</sup>

The role of CSOs was further strengthened during implementation. The NMSC invited other government and non-governmental members outside the OGP membership to participate in stakeholder update meetings, with input collected in the meeting minutes.<sup>22</sup> CSOs were also involved in ensuring continuity following the October 2025 change in government, with the Chairperson of TIS and the former CEO of CEPS orienting and educating the new members of Cabinet, government, and the OGP chair on the OGP methodology.<sup>23</sup> Despite the strengthened involvement of non-governmental stakeholders during implementation, the minimum requirement under the OGP Participation and Co-Creation Standards for the NMSC to meet at least every six months during implementation was not met.

Compared with the first action plan, non-governmental and governmental stakeholders consulted during the review noted a significant improvement in engagement and consultation. They also commended nationwide OGP outreach programs, which extended to smaller islands that are often left on the margins during consultations.<sup>24</sup>

### Table 2. Compliance with Minimum Requirements

The IRM uses the OGP Participation and Co-Creations Standards to assess countries’ participatory practices throughout the action plan cycle.<sup>25</sup> Countries are encouraged to aim for the full ambition of the standards and to comply with the minimum requirements under each standard.<sup>26</sup> The OGP Criteria and Standards Subcommittee determines if a country has acted according to OGP process.<sup>27</sup>

Minimum requirement	Co-creation	Implementation
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<p><b>1.1 Space for dialogue:</b> The National Multi-Stakeholder Committee (NMSC) developed terms of reference (TOR) in 2023 regulating participation, governance, and membership.<sup>28</sup> It was published on the OGP social media pages. In the TOR, members were expected to meet quarterly. During implementation, the NMSC met in January, February, March, April, May, June, October and December 2024 and February 2025.<sup>29</sup> In these meetings, they discussed implementation strategies and commitment leads presented their progress to the NMSC.<sup>30</sup> Due to a 10-month gap between the last NMSC meeting in February 2025 and the end of the action plan in December 2025 the minimum requirement was not met.</p>	Yes	No
<p><b>2.1 OGP website:</b> Information about the OGP process is shared through dedicated Facebook, Instagram, and X pages, which function as the OGP website. The MSC also hosts a Google Drive that contains updates on OGP co-creation and implementation, last updates in April 2025.<sup>31</sup> All these platforms contained the latest action plan during the implementation period.</p>	Yes	Yes
<p><b>2.2 Repository:</b> Seychelles uses Google Drive and social media platforms as repositories. These platforms were updated at least twice a year during implementation, with information regarding co-creation, avenues for participation, and implementation.</p>	Yes	Yes
<p><b>3.1 Advanced notice:</b> See the Action Plan Review.<sup>32</sup></p>	Yes	Not applicable
<p><b>3.2 Outreach:</b> See the Action Plan Review.<sup>33</sup></p>	Yes	Not applicable
<p><b>3.3 Feedback mechanism:</b> See the Action Plan Review.<sup>34</sup></p>	Yes	Not applicable
<p><b>4.1 Reasoned response:</b> See the Action Plan Review.<sup>35</sup></p>	Yes	Not applicable
<p><b>5.1 Open implementation:</b> The NMSC met during implementation in January, February, March, April, May, June, October, and December 2024 and in February 2025.<sup>36</sup> According to the POC and NMSC co-chair, the implementation results were presented to the NMSC during their meetings, and all stakeholders got the opportunity to comment.<sup>37</sup> The minimum requirement states that the MSF must hold at least two meetings per year to discuss action plan implementation and collect comments from CSOs.<sup>38</sup> While the NMSC met eight times during the first year of implementation (December 2023–December 2024), the NMSC only met once during the second year of implementation (December 2024–December 2025). Therefore, the minimum requirement is assessed as not being met.</p>	Not applicable	No

<sup>1</sup> “Open Government Partnership Initiative,” Seychelles Nation, 5 October 2023, <https://www.nation.sc/articles/19612/open-government-partnership-initiative>.

<sup>2</sup> OGP Seychelles, “Terms of Reference (TOR) for the Seychelles OGP Multi-Stakeholder Committee for Seychelles’ National Action Plan (NAP) 2023–2025,” Instagram, 5 October 2023, [https://www.instagram.com/p/CyA-RBCMmr/?igsh=M2I5NHbpdW5udmRI&img\\_index=1](https://www.instagram.com/p/CyA-RBCMmr/?igsh=M2I5NHbpdW5udmRI&img_index=1).

<sup>3</sup> OGP Seychelles, “Terms of Reference (TOR) for the Seychelles OGP Multi-Stakeholder Committee for Seychelles’ National Action Plan (NAP) 2023–2025,” Instagram.

<sup>4</sup> “Nomination Letter,” shared with IRM researcher, 9 January 2026.

<sup>5</sup> Chrystold Chetty (Transparency Initiative Seychelles & Co-Chair of Seychelles OGP Steering Committee), interview by IRM researcher, 15 March 2024.

- <sup>6</sup> Alvin Laurence (Former Chief Executive Officer of Citizens Engagement Platform Seychelles), interview by IRM researcher, 5 February 2026; Margaret Moumou (Seychelles OGP Point of Contact), interview by IRM researcher, 24 November 2025.
- <sup>7</sup> “Open Government Partnership National Multi-Stakeholder Committee, 26 January,” shared with IRM researcher, 9 January 2026; Moumou, interview; Phillippe Michaud (Consultant at the Ministry of Fisheries, Agriculture, and Blue Economy), interview by IRM researcher, 3 December 2025.
- <sup>8</sup> “Open Government Partnership National Multi-Stakeholder Committee,” shared with IRM researcher, 9 January 2026.
- <sup>9</sup> “Mr. Alix Sebastien Pillay Sworn in as Vice President of the Republic of Seychelles,” State House Office, 28 October 2025, <https://www.statehouse.gov.sc/news/6608/mr-alix-sebastien-pillay-sworn-in-as-vice-president-of-the-republic-of-seychelles>.
- <sup>10</sup> “Appointment of the Cabinet Secretary and Deputy Cabinet Secretary,” State House Office, 22 January 2025, <https://www.statehouse.gov.sc/news/6341/appointment-of-the-cabinet-secretary-and-deputy-cabinet-secretary>; “President Announces High-Level Appointments to Strengthen Government Delivery,” State House Office, 1 December 2025, <https://statehouse.gov.sc/news/6652/president-announces-high-level-appointments-to-strengthen-government-delivery>.
- <sup>11</sup> Laurence, interview; George Robert (Ombudsman of Seychelles), interview by IRM researcher, 9 February 2026.
- <sup>12</sup> See OGP Seychelles’ X channel at: <https://twitter.com/ogpsey>; OGP Seychelles’ Instagram channel at: [https://www.instagram.com/ogp\\_seychelles?igsh=aDhsMTVoZGNlbnAw](https://www.instagram.com/ogp_seychelles?igsh=aDhsMTVoZGNlbnAw); OGP Seychelles’ Facebook channel at: <https://www.facebook.com/people/OgpSeychelles/pfbid02vhmatKiRWCCzSTBKDcZ6pkyMpJyVFW9DnuL57TYHdLfNGzD9nq16qZvczCBZGA7Sl/?mibextid=LQQJ4d>; Press releases shared with IRM researcher, 9 January 2026.
- <sup>13</sup> “Seychelles Co-Creation Workshop,” shared with IRM researcher, 9 January 2026.
- <sup>14</sup> “Seychelles National Development Strategy 2019–2023,” Ministry of Finance, National Planning, and Trade, accessed 5 December 2025, <https://www.finance.gov.sc/wp-content/uploads/2025/09/National-Development-Strategy-2019-2023.pdf>.
- <sup>15</sup> Chetty, interview; “Seychelles Co-Creation Workshop,” shared with IRM researcher.
- <sup>16</sup> Moumou, interview.
- <sup>17</sup> “Day 1 Co-creation folder,” Seychelles OGP, shared with IRM researcher, 9 January 2026.
- <sup>18</sup> “Second National OGP National Action Plan 20 December 2023,” shared with IRM researcher, 9 January 2026.
- <sup>19</sup> “Open Government Partnership Seychelles Self-Assessment Report December 2024,” Seychelles OGP, shared with IRM researcher, 7 January 2026.
- <sup>20</sup> “National Integrity Coalition 2024 Year-End Report,” shared with IRM researcher, 9 January 2026.
- <sup>21</sup> Moumou, interview.
- <sup>22</sup> “Minutes from the Stakeholder Update Meeting - Open Government Partnership Action Plan,” shared with IRM researcher, 9 January 2026; “Invitations for the Stakeholder Update Meeting - Open Government Partnership Action Plan,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 22 March 2024,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 31 My 2024,” shared with IRM researcher, 9 January 2026.
- <sup>23</sup> Laurence, interview; Chetty, interview.
- <sup>24</sup> Laurence, interview; Chetty, interview.
- <sup>25</sup> “OGP Participation and Co-Creation Standards,” Open Government Partnership (OGP), 2021, <https://www.opengovpartnership.org/ogp-participation-co-creation-standards>.
- <sup>26</sup> “IRM Guidelines for the Assessment of Minimum Requirements,” OGP, 31 May 2022, [https://www.opengovpartnership.org/wp-content/uploads/2022/05/IRM-Guidelines-for-Assessment-of-Minimum-Requirements\\_20220531\\_EN.pdf](https://www.opengovpartnership.org/wp-content/uploads/2022/05/IRM-Guidelines-for-Assessment-of-Minimum-Requirements_20220531_EN.pdf).
- <sup>27</sup> On 1 August 2025, the OGP Criteria and Standards Subcommittee adopted a resolution on Temporary Suspension of the Enforcement of Time-Bound Minimum Requirements for Participation and Co-Creation, for all members currently implementing plans delivered on or after 1 January 2024. See: <https://www.opengovpartnership.org/wp-content/uploads/2025/08/Resolution-of-CS-on-the-Temporary-Suspension-of-the-Enforcement-of-Time-Bound-Minimum-Requirements-2.pdf>; for information on the OGP Procedural Review Policy, see: <https://www.opengovpartnership.org/procedural-review/#IC>.
- <sup>28</sup> Seychelles OGP, “Terms of Reference (TOR) for the Seychelles OGP Multi-Stakeholder Committee for Seychelles’ National Action Plan (NAP) 2023–2025,” X, 5 October 2023, <https://twitter.com/OGPSey/status/1709892160810524930/photo/2>.
- <sup>29</sup> “Multi-Stakeholder Committee,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 26 January,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 22 March 2024,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, April 2024,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 31 May 2024,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 28 June 2024,” shared with IRM researcher, 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 18 October 2024,” shared with IRM researcher, 9 January 2026; “Stakeholder Update Meeting Seychelles OGP Action Plan, 29 December 2024,” shared with IRM researcher, 9

January 2026; “Open Government Partnership National Multi-Stakeholder Committee, 28 February,” shared with IRM researcher, 9 January 2026.

<sup>30</sup> Chetty, interview; Moumou, interview.

<sup>31</sup> Seychelles OGP Secretariat shared a collection of documentation with IRM researcher, see:

<https://drive.google.com/drive/folders/16ypfzeiWXWbMMLsrzeNF2bwcm5oNxuDJ>.

<sup>32</sup> “IRM Action Plan Review: Seychelles 2023–2025,” Open Government Partnership, 24 September 2024,

[https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles\\_Action-Plan-Review\\_2023-2025\\_EN.pdf](https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles_Action-Plan-Review_2023-2025_EN.pdf).

<sup>33</sup> “IRM Action Plan Review: Seychelles 2023–2025,” Open Government Partnership.

<sup>34</sup> “IRM Action Plan Review: Seychelles 2023–2025,” Open Government Partnership.

<sup>35</sup> “IRM Action Plan Review: Seychelles 2023–2025,” Open Government Partnership.

<sup>36</sup> Open Government Partnership National Multi-Stakeholder Committee- 26 January,” shared with the IRM researcher on 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee,” shared with the IRM researcher on 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee- 22 March 2024,” shared with the IRM researcher on 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee- April 2024,” shared with the IRM researcher on 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee- 31 My 2024,” shared with the IRM researcher on 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee- 28 June 2024,” shared with the IRM researcher on 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee- 18 October 2024,” shared with the IRM researcher on 9 January 2026; “Stakeholder Update Meeting Seychelles OGP Action Plan- 29 December 2024,” shared with the IRM researcher on 9 January 2026; “Open Government Partnership National Multi-Stakeholder Committee-28 February,” shared with the IRM researcher on 9 January 2026.

<sup>37</sup> Moumou, interview; Chetty, interview.

<sup>38</sup> “IRM Guidelines for the Assessment of Minimum Requirements,” OGP.

## Section IV. Methodology

This report supports countries' accountability and learning through assessment of the action plan's level of completion and early results. The report provides in-depth analysis of commitments or clusters that achieved the strongest early results in the action plan. It also assesses the country's participation and co-creation practices throughout the action plan cycle.<sup>1</sup>

The IRM products provided during a national action plan cycle include:

- **Co-Creation Brief:** A concise brief that highlights lessons from previous IRM reports to support a country's OGP process, action plan design, and overall learning.
- **Action Plan Review:** A technical review of the characteristics of the action plan and the strengths and challenges the IRM identifies to inform a stronger implementation process.
- **Midterm Review:** A review for four-year action plans after a refresh at the midpoint. The review assesses new or significantly amended commitments in the refreshed action plan, compliance with OGP rules, and provides an informal update on implementation progress.
- **Results Report:** An overall implementation assessment that focuses on policy-level results and how changes happen. It also checks compliance with OGP rules and informs accountability and longer-term learning.

In Results Reports, the IRM assesses commitments using two indicators:

### Completion

The IRM assesses the level of completion for each commitment in the action plan, including commitments clustered in the Action Plan Review.<sup>2</sup> The level of completion for all commitments is assessed as one of the following:

- No Evidence Available
- Not Started
- Limited
- Substantial
- Complete

### Early Results

The IRM assesses the level of early results from implementation for each commitment or cluster. To do so, the IRM considers commitments' objective, the country context, the policy area, and the evidence of changes. The Early Results indicator is determined by the depth of change that occurred and the evidence of whether the change will be sustained in time. The early results indicator establishes three levels of results:

- **No Notable Results:** According to the evidence collected (through desk research, interviews, etc.), the implementation of the open government commitment led to little or no positive results. After assessing the activities carried forward during the period of implementation and its outcomes (if any), the IRM did not find meaningful changes towards:
  - improving practices, policies or institutions governing a policy area or within the public sector,
  - enhancing the enabling environment to build trust between citizens and the state.

- **Moderate Results:** According to the evidence collected (through desk research, interviews, etc.) the implementation of the open government commitment led to positive results. After assessing the activities carried forward during the period of implementation and its outcomes, the IRM found meaningful changes towards:
  - improving practices, policies or institutions governing a policy area or within the public sector, or
  - enhancing the enabling environment to build trust between citizens and the state.
- **Significant Results:** According to the evidence collected (through desk research, interviews, etc.) the implementation of the open government commitment led to significant positive results. After assessing the activities carried forward during the period of implementation and its outcomes, the IRM found meaningful changes towards:
  - improving practices, policies or institutions governing a policy area or within the public sector, or
  - enhancing the enabling environment to build trust between citizens and the state.

Significant positive results show clear expectations for these changes (as defined above) will be sustainable in time.

This report was prepared by the IRM in collaboration with Blessmore Nhikiti and was reviewed by Elijah Ambasa, IRM external expert. The IRM methodology, quality of IRM products, and review process is overseen by the IRM’s International Experts Panel (IEP).<sup>3</sup> This report was prepared in accordance with the IRM Procedures Manual<sup>4</sup> and guidance on artificial intelligence. For more information, refer to IRM webpage<sup>5</sup> or the glossary of IRM and OGP terms,<sup>6</sup> or contact the IRM at [irm@opengovernmentpartnership.org](mailto:irm@opengovernmentpartnership.org).

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<sup>1</sup> For definitions of OGP terms, such as co-creation and promising commitments, see “OGP Glossary,” <https://www.opengovpartnership.org/glossary/>.

<sup>2</sup> The IRM clusters commitments that share a common policy objective during the Action Plan Review process. In these instances, the IRM assesses “Potential for Results” and “Early Results” at the cluster level. The level of completion is assessed at the commitment level. For more information on how the IRM clusters commitments, see Section IV on Methodology in the Action Plan Review.

<sup>3</sup> “International Experts Panel,” Open Government Partnership, Independent Reporting Mechanism, <https://www.opengovpartnership.org/about/who-we-are/international-experts-panel/>.

<sup>4</sup> IRM Procedures Manual. Independent Reporting Mechanism. <https://www.opengovpartnership.org/wp-content/uploads/2025/06/IRM-Procedures-Manual-2025-EN.pdf>.

<sup>5</sup> “IRM Overview,” Open Government Partnership, <https://www.opengovpartnership.org/irm-guidance-overview/>.

<sup>6</sup> “OGP Glossary,” Open Government Partnership, <https://www.opengovpartnership.org/glossary/>.

## Annex I. Commitment Data<sup>1</sup>

<b>Commitment 1:</b> Continuation of Implementation of the Fisheries Transparency Initiative (FITI)	
<ul style="list-style-type: none"> <li>• <b>Verifiable:</b> Yes</li> <li>• <b>Does it have an open government lens?</b> Yes</li> <li>• <b>Potential for results:</b> Substantial</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Completion:</b> Substantial</li> <li>• <b>Early results:</b> Significant Results</li> </ul>
This commitment is assessed in Section II above.	
<b>Commitment 2: Integrity, good governance, and human rights</b>	
<ul style="list-style-type: none"> <li>• <b>Verifiable:</b> Yes</li> <li>• <b>Does it have an open government lens?</b> Yes</li> <li>• <b>Potential for results:</b> Substantial</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Completion:</b> Complete</li> <li>• <b>Early results:</b> Moderate Results</li> </ul>
This commitment is assessed in Section II above.	
<b>Commitment 3: Digital Transformation and Connecting People</b>	
<ul style="list-style-type: none"> <li>• <b>Verifiable:</b> Yes</li> <li>• <b>Does it have an open government lens?</b> No</li> <li>• <b>Potential for results:</b> Unclear</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Completion:</b> Limited</li> <li>• <b>Early results:</b> No Notable Results</li> </ul>
<p>The commitment aimed to advance digitalization through capacity-building and internal reforms in government and the education sector. Under Milestone 1, the Digital Economy Steering Committee established a technical group with government and private sector representatives to oversee commitment implementation and initiated 5 scholarships for ICT studies.<sup>2</sup> It is unclear whether Milestones 2 through 5 were implemented. During implementation, this commitment was dropped from the OGP agenda due to the IRM assessing the commitment as less ambitious and lack of resources.<sup>3</sup> Implementation continued outside of the OGP framework by the Ministry and the Department for National Planning.<sup>4</sup> A civil society stakeholder noted that this decision was largely driven by the Cabinet, although civil society was highly interested in the reform.<sup>5</sup> As the commitment had limited progress and unclear open government relevance, it is assessed as having no notable results.</p>	
<b>Commitment 4: Employee Wellness and Empowerment Policy</b>	
<ul style="list-style-type: none"> <li>• <b>Verifiable:</b> Yes</li> <li>• <b>Does it have an open government lens?</b> No</li> <li>• <b>Potential for results:</b> Unclear</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Completion:</b> Limited</li> <li>• <b>Early results:</b> No Notable Results</li> </ul>

The commitment aimed to enhance the welfare of civil servants by drafting, passing, and implementing an Employee Wellness and Empowerment Policy. While this Commitment highlighted important internal civil service reforms, these initiatives did not directly connect to the open governance principles of transparency, civic participation, or public accountability. During implementation, Commitment 4 was taken over by the National Integrity Coalition (NIC) as a milestone of Commitment 2.<sup>6</sup> By March 2024, the NIC had prioritized reviewing the Public Service System as a focus area.<sup>7</sup> The Office of the Ombudsman took over the review of the Public Service System and Employee wellness and is currently working on a report detailing the findings and recommendations, which will primarily focus on assessing Articles 35 on right to work and 24 on right to participate in government.<sup>8</sup> As the commitment only reached limited completion, it is assessed as having no notable results.

**Commitment 5: Managing Alcohol Consumption for a Healthy and Productive Nation.**

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>● <b>Verifiable:</b> Yes</li> <li>● <b>Does it have an open government lens?</b><br/>No</li> <li>● <b>Potential for results:</b> Unclear</li> </ul> | <ul style="list-style-type: none"> <li>● <b>Completion:</b> Limited</li> <li>● <b>Early results:</b> No Notable Results</li> </ul> |
|--|--|

The commitment aimed to develop a comprehensive study of alcohol consumption in Seychelles to support evidence-based strategies to reduce its negative impacts. Under milestone 1, the Department of Trade drafted the Terms of Reference and Expression of Interest for hiring a consultant.<sup>9</sup> The POC noted that implementation stalled due to a 2025 change in ownership of the survey’s major sponsor, Seychelles Breweries.<sup>10</sup> Seychelles Breweries underwent three major changes in 2025, prompting a pause in implementation while the NSC assessed whether it would continue sponsoring the survey. As the commitment only reached limited completion, it is assessed as having no notable results.

<sup>1</sup> Editorial notes:

1. For commitments that are clustered, the assessment of potential for results and early results is conducted at the cluster level, rather than the individual commitment level.
2. Commitments’ short titles may have been edited for brevity. For the complete text of commitments, please see Seychelles action plan: [https://www.opengovpartnership.org/wp-content/uploads/2024/02/Seychelles\\_Action-Plan\\_2023-2025\\_December.pdf](https://www.opengovpartnership.org/wp-content/uploads/2024/02/Seychelles_Action-Plan_2023-2025_December.pdf).
3. For more information on the assessment of the commitments’ design, see Seychelles Action Plan Review: [https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles\\_Action-Plan-Review\\_2023-2025\\_EN.pdf](https://www.opengovpartnership.org/wp-content/uploads/2024/09/Seychelles_Action-Plan-Review_2023-2025_EN.pdf).

<sup>2</sup> “Open Government Partnership Seychelles Self-Assessment Report December 2024,” Seychelles OGP, shared with IRM researcher, 7 January 2026; Seychelles OGP, “Government of Seychelles: 5 fully funded digital technology scholarships,” Instagram, 19 August 2024, <https://www.instagram.com/p/C-4YH8XuuJO/?igsh=dGo3MmJychA2d3Vq>.

<sup>3</sup> “Open Government Partnership Seychelles Self-Assessment Report December 2024,” Seychelles OGP; Margaret Moumou, (Seychelles OGP Point of Contact), interview by IRM researcher, 24 November 2025.

<sup>4</sup> Moumou, interview.

<sup>5</sup> Alvin Laurence (Former Chief Executive Officer of Citizens Engagement Platform Seychelles), interview by IRM researcher, 5 February 2026.

<sup>6</sup> Moumou, interview; “National Integrity Coalition, March 2024,” Seychelles OGP, shared with IRM researcher, 7 January 2026.

<sup>7</sup> “National Integrity Coalition, March 2024,” Seychelles OGP.

<sup>8</sup> George Robert (Ombudsman of Seychelles), interview by IRM researcher, 9 February 2026.

<sup>9</sup> “Independent Alcohol Study Minutes First Meeting,” Seychelles OGP, shared with IRM researcher, 7 January 2026; Seychelles OGP, “Expression of Interest: Procurement of Consultancy Services for an Independent Study,” Instagram, 11 December 2024, <https://www.instagram.com/p/DDbrXLDR-3d/?igsh=bW5tZnc0aW13NHBj>.

<sup>10</sup> Moumou, interview.