



# Strategic Plan 2025-2030











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# Abbreviations

AF	Adaptation Fund
BGF	Blue Grant Fund
CEO	Chief Executive Officer
CSO	Civil society Organisation
CTF	Conservation Trust Fund
EISA	Environment and Social Impact Assessment
EEZ	Exclusive Economic Zone
ETF	Environment Trust Fund
EU	European Union
GCF	Green Climate Fund
GFCR	Global Fund for Coral Reef
GDP	Gross Domestic Product
GoS	Government of Seychelles
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development
MACCE	Ministry of Agriculture, Climate Change and Environment
MFNPT	Ministry of Finance, National Planning and Trade
NbS	Nature-based Solution
NDC	Nationally Determined Contribution
NGO	Non-governmental organisation
PDCS	Program Development and Coordination Section
PUC	Public Utilities Corporation
SeyCCAT	Seychelles Conservation and Climate Adaptation Trust
SIDS	Small Island Developing State
SMPS	Seychelles Marine Spatial Plan
SWIOFish3	Third South West Indian Ocean Fisheries Governance and Shared Growth Project
TNC	The Nature Conservancy
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNFCCC	United Nations Framework Convention on Climate Change



1.0

# Message from the CEO



## Marie-May Jérémie

Chief Executive Officer, Seychelles  
Conservation and Climate Adaptation  
Trust (SeyCCAT)

### *As we unveil the Seychelles Conservation and Climate Adaptation Trust (SeyCCAT) Strategic Plan 2025-2030*

I am reminded of the power of small beginnings and bold dreams. What started as a novel idea—using debt-for-nature swaps to fund marine conservation—has grown into a vibrant movement led by Seychellois voices, ideas, and action. This document is more than a roadmap—it is a reaffirmation of our commitment to the people of Seychelles, to our oceans and islands, and to the global movement for climate resilience and sustainable development.

Over the past decade, SeyCCAT has evolved from a bold idea into a trusted institution, pioneering innovative finance mechanisms and empowering local actors to lead transformative changes. We have funded over 90 projects, supported dozens of Seychellois individuals and organisations, and helped shape the national conversation around marine conservation, climate adaptation, and the blue economy. Our journey has not been without challenges, but each obstacle has strengthened our resolve and sharpened our vision.

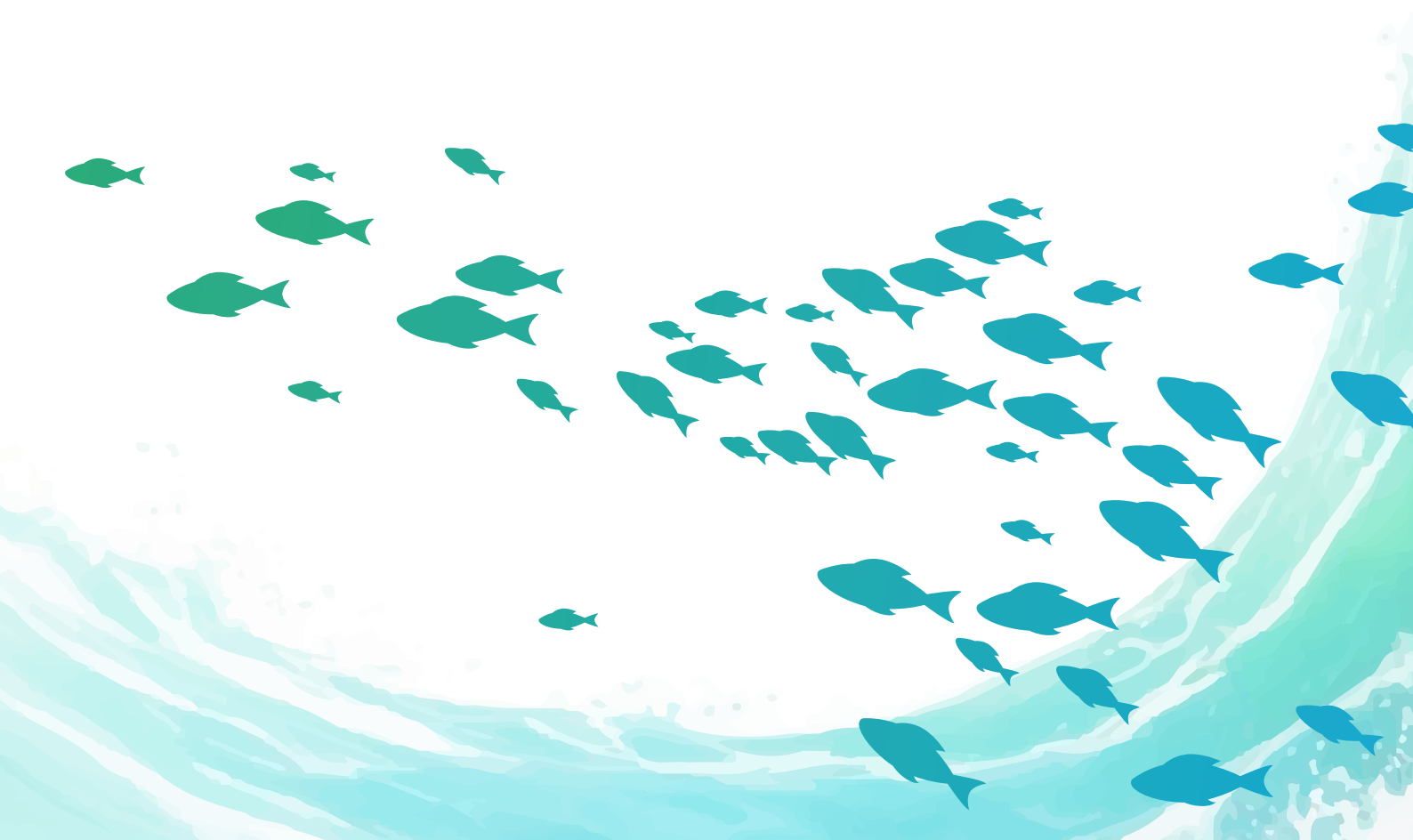
This Strategic Plan marks a pivotal moment. It reflects the lessons we have learned, the partnerships we have built, and the aspirations we hold for the future. It sets ambitious goals: to grow our revolving fund, to deepen our impact across all our stakeholder groups, and to become the primary trust fund for environmental financing in Seychelles. It also acknowledges the urgent need to secure long-term financial sustainability, strengthen our institutional capacity, and play a leading role in implementing the Seychelles Marine Spatial Plan.

We are entering a new era—one that demands bold thinking, inclusive collaboration, and relentless innovation. Looking ahead, we are setting ambitious goals, not just because we want to grow, but because we must. The ocean is changing. Our climate is changing. And our role as a trust must evolve to meet the moment. SeyCCAT will continue to be a catalyst for change, creating space for ideas to flourish, for communities to thrive, and for nature to heal. We will continue to invest in people and partnerships, champion transparency and excellence, and remain steadfast in our values.

To our Board, our team, our partners, and every Seychellois who shares our vision: thank you. This plan belongs to all of us. Together, we will steward our legacy and ensure that future generations inherit not just a beautiful Seychelles, but a resilient and prosperous one.

***Let's keep creating space for change. Together.***







## 2.0

# Introduction & Background

## 2.1

## Origins of SeyCCAT

Seychelles Conservation and Climate Adaptation Trust (SeyCCAT) is a Conservation Trust Fund (CTF), an innovative finance mechanism established in 2015 as an independent public-private trust. It is governed by the Seychelles Conservation and Climate Adaptation Trust Act (2015), amended in October 2022.

SeyCCAT was created through the world's first multilateral debt conversion deal for ocean conservation and climate adaptation (US\$ 21.6m), which committed Seychelles to a time-bound marine conservation policy commitment through a national marine spatial planning process (MSP). SeyCCAT manages the proceeds from this transaction. Under this agreement, Seychelles committed to protecting 30% of its exclusive economic zone (EEZ). From its revolving fund (expected to cease receiving deposits in 2035), it issues grants up to a total amount of US\$ 237,891.40 annually for domestic coastal and marine conservation and climate adaptation initiatives. Those illegible for receiving grants from SeyCCAT are locally registered NGOs, businesses, parastatal organisations, government departments or agencies, and Seychellois citizens.

SeyCCAT has managed more than US\$25 million to date. It deposits US\$150,000, or 35% of the debt swap funds annually, into the blue endowment fund to provide long-term funding upon capitalisation by 2036. At that point, the endowment Fund is expected to hold US\$6.6 M, which will finance SeyCCAT's activities after the proceeds of the debt swap have been exhausted.

## 2.2

## Linkages between SeyCCAT & the National Development Agenda

SeyCCAT, as an organisation that provides financial support to locally registered NGOs or CSOs, public and private organisations, citizens of Seychelles or any other person or classification of person that the Board may determine (through notice in the official gazette), cannot operate in a void. To have a tangible impact on the conservation agenda and climate adaptation programs in Seychelles, it must align its strategic objectives with the key national environment, in particular conservation, blue economy and climate change policies and strategies. It must establish its position within the national landscape of environmental protection and research, community engagement, creating new opportunities within the blue economy sectors and avoiding duplication of efforts by other local actors.

The most important of these documents are the Seychelles National Biodiversity Strategy and Action Plan 2015-2020 (NBSAP), the Seychelles Blue Economy: Strategic Policy Framework and Roadmap Charting the Future (2018-2030), the Seychelles Climate Change Policy 2021, Seychelles' Updated Nationally Determined Contribution (NDC) 2021, The National Development Strategy 2024-2030, the Seychelles Marine Spatial Plan (SMSP), Policy (2020) and Seychelles Marine Spatial Plan 2025. All these key documents have been developed to assist Seychelles in meeting its national goals and international commitments under the United Nations Convention on Biological Diversity and the United Nations Framework Convention on Climate Change.

In addition, its strategic objectives must be aligned with Seychelles' sustainable development plan and those of key blue economy sectors. Of vital importance to this approach are the Seychelles National Development Strategy 2024-2030, the Seychelles Fisheries Sector Policy and Strategy 2019, the Seychelles Tourism Master Plan, Part II, Destination 2023 and the Seychelles Coastal Management Plan 2019-2024, amongst others.



SeyCCAT has the unique opportunity to use its resources to finance impactful projects that will contribute to the implementation of Seychelles' sustainable development goals and, thereby, the country's sustainable development.

### 2.3

## Strategic Planning Process

SeyCCAT's Strategic Plan 2025-2030 was developed using the services of a consultant, who conducted a literature review of key documents, including the SeyCCAT Business Plan, SeyCCAT Strategic Plan Twenty 22, SeyCCAT Strategic Retreat Report, 2022, SeyCCAT Mid-Term Review -Final Report, August 2021, and SeyCCAT Complex Monitoring Evaluation and Learning System. It involved the engagement of several resource persons in leadership positions within and governing SeyCCAT. The draft of the Strategic Plan went through several iterations through internal and external consultations before being validated, finalised, and adopted by the SeyCCAT Board of Directors in October 2025.



## 3.0

# Strategic Direction

## 3.1

## Overview

SeyCCAT has been clearly defined and inscribed in law since its creation in 2015. Although the SeyCCAT Act was revised in 2022, its core functions have not changed. There has been clarification of mandates and extension to include climate change mitigation, specific reference to blue economy as well as broadening the scope of the trust to more than marine conservation allowing SeyCCAT to cover island wide actions inclusive of marine, coastal and terrestrial support. SeyCCAT's vision, mission, core values, and strategic objectives form the organisation's foundation. Together, they provide the necessary clarity of direction and guidance to its board of directors and secretariat. In the same context, they were used to develop this strategic plan's key components.

In November 2025, SeyCCAT will mark its tenth anniversary, reflecting its development and maturity as a trust fund. Over the past decade, SeyCCAT has had the opportunity to consolidate its operations, adapt, and expand. Despite this growth, the organisation continues to encounter notable internal and external challenges. The process of preparing this strategic plan has provided SeyCCAT with a valuable occasion to critically assess its current position and chart a clear strategic direction for the future, considering evolving circumstances and the environmental context in Seychelles.

## 3.2

## The Objects & Functions of SeyCCAT

## 3.2.1

### The Objects of SeyCCAT

The objects of SeyCCAT are to:

- A. Develop and administer the Revolving and Endowment Funds.
- B. Explore, develop or administer any fund or source of funding, including but not limited to bonds, endowments, grants, investments, loans, guarantees or securities for the benefit of conservation, climate adaptation and mitigation or sustainable blue economy development.
- C. Administer the assets of the Trust, intended to provide a sustainable flow of funds which supplements existing and future funds from any sources to enable the Trust to support the long-term management and expansion of the Seychelles system of protected areas and other activities which contribute substantially to the conservation, protection and maintenance of biodiversity and the adaptation to the climate change as identified through consultations with stakeholders.
- D. Perform exclusively for charitable, educational and scientific purposes for the benefit of the public.

## 3.2.2

### The Functions of SeyCCAT

The functions of SeyCCAT are to:

- A. Accept donations, which may be subject to conditions imposed by donors and
- B. Make loans, grants, borrow subject to the approval of the Minister or invest money—
- C. To achieve the objectives of the Trust; and
- D. Which, in the opinion of the Board, is reasonably expected not to impair the ability of the Trust to achieve its objectives.

3.3



### SeyCCAT's Vision Statement

SeyCCAT envisions for Seychelles' oceans and islands to be stewarded by the people of Seychelles, generating sustainable benefits for future generations to share.

3.4



### SeyCCAT's Mission Statement

Effectively grow and distribute financing to support marine conservation, climate change adaptation, and the blue economy in Seychelles.

3.5

### Features & Values

SeyCCAT's features and values were developed through a consultative process when it was being set up as a trust fund. They clearly spell out what SeyCCAT represents as an organisation and what it stands for. Although there have been some minor changes over the years, in principle, they remain the same. They are given prominence on its webpage and in SeyCCAT's Strategic Plan: Twenty 22. Below is a quote of both its features and values.

SeyCCAT, as a trust fund, is more than a project financier. It is not just what we do that is important to us; it is how we do it that matters, too. We understand that our ambitious vision can only be delivered through the people and organisations that we invest in and that our success depends on theirs.

We will create space for innovation, ensuring that new ideas evolve while forging creative collaborations to enhance both individual and collective impact. We aim to empower the local and regional leaders of tomorrow and share the knowledge gained by us and our partners.



## We believe that by demonstrating our commitment to:

- **Ideating and incubating;**
- **People and Partnerships;**
- **Empowering and investing; and,**
- **Learning and sharing**

.... that together we will succeed in securing our vision for:

Seychelles' oceans and islands to be stewarded by the people of Seychelles, generating sustainable benefits for future generations to share.

## Our Values:

Provide ourselves and our partners with a strong set of guiding principles.

We believe that our abidance by these values presents us with the best possible chance of success:



### Trust

We treat our stakeholders with equal rights, respect their different viewpoints, and deliver on our commitments.



### Partnership

We encourage partnerships to blend knowledge and expertise, to create shared-value solutions, towards boosting the social, economic and environmental returns from our investments.



### Excellence

We strive to achieve the highest standards and learn quickly from our failures while working with and advancing best practices



### Transparency

We are open and clear about our ideas and actions, focusing on evidence-based decision-making and welcoming external inputs and dialogue to help us achieve measurable results.



### Innovation

We appraise existing methods and models, advocate for continuous learning, and champion new ways of working.

## 3.6

## SeyCCAT's Blue Grant Fund Strategic Objectives

SeyCCAT's Blue Grant Fund Strategic Objectives were recently reviewed through a consultative and participatory process while preparing the Blue Grants Award Strategy 2024-2026. The strategy provides the necessary guidance to the SeyCCAT team in allocating and distributing funds to the local stakeholders involved in coastal and marine conservation, climate adaptation and blue economy. Out of the five BGF strategic objectives, three were amended, and these are objectives 1, 2, and 4. This was done to better align them with SeyCCAT's vision and mission statement. The recently adopted BGF strategic objectives now read as follows:



### Strategic Objective 1

Support new and existing marine and coastal protected areas, including, as appropriate, all aspects of consumptive and non-consumptive sustainable use of marine resources.



### Strategic Objective 2

Empower the fisheries sector and management agencies with robust science and know-how to improve governance, sustainability, value and market options as appropriate.



### Strategic Objective 3

Promote the rehabilitation of marine and coastal habitats and ecosystems that have been degraded by local and global impacts.



### Strategic Objective 4

Support best practices and/or innovative approaches that reduce risk and build resilience to climate change.



### Strategic Objective 5

Trial and nurture business models to secure the sustainable development of Seychelles Blue Economy.

In addition to the new Blue Grant Fund Strategic Objectives, several cross-cutting themes were identified and agreed upon: Research and Development, Management and Implementation, Policy and Advocacy, Education, Training and Outreach, and Marine Pollution.



3.7

## SeyCCAT's BGF Cross-cutting Themes

The Seychelles Conservation and Climate Adaptation Trust (SeyCCAT) have five cross-cutting themes for its Blue Grants Fund. These themes are:



### Research & Development

Conduct scientific research to improve fisheries.



### Management & Implementation

Improve governance and practices for co-management.



### Policy & Advocacy

Promote sustainable use zones and marine protected areas.



### Education, Training, & Outreach

Increase awareness of marine issues through social media and traditional channels.



### Marine Pollution

Promote efforts to combat marine pollution.



## 4.0

# Situation Analysis

## 4.1

## Governance & Management Structure

SeyCCAT is governed by the Board of Directors, supported by a Finance Committee and a Grants Committee, and the CEO and Executive team are responsible for its management. The SeyCCAT Act 2015 stipulates the appointment of the members of the SeyCCAT Board, their powers, and the length of the appointment. They can be assisted by appointed observers, who, because of their qualifications, knowledge, and experience, may participate in the Board's meetings without a vote. The Grants Committee consists of members with operational and technical programming skills and additional invited technical experts, and the Finance Committee consists of Directors and financial experts appointed by the Board of Directors to serve in an adjunct advisory role related to SeyCCAT's financial and investment management.

As per the SeyCCAT Act 2015, revised 2022, the CEO is appointed by the Board and is responsible for managing SeyCCAT as an independent organisation. Currently, there are 10 persons in post assisting the SeyCCAT CEO. The Finance and Human Resources Manager is responsible for the financial management of SeyCCAT's administration and assets. The MSP Project Manager is under a secondment arrangement with TNC and is responsible for the Seychelles Marine Spatial Planning (SMSP) initiative. SeyCCAT also has a Coastal Wetlands and Climate Change Project Manager. The other staff members consist of a Blue Grants Coordinator, a Monitoring and Evaluation Officer, a Projects Coordinator, a Grants and Fundraising Coordinator, an Accounts & Administrative Officer, and a part time Finance Advisor.

## 4.2

## SeyCCAT Strategic Plan 2018-2022

When Seychelles was planning the debt-for-nature swap with the Paris Club, it became clear that it needed to establish an independent financial entity that could perform the following functions: a) receive funds from various sources to buy back the Paris Club loans, b) use the funds to pay back the Paris Club creditors, c) receive repayment from the government of Seychelles to service the new loans, d) capitalizes the endowment fund, and e) serve as a grant-making entity. The Government of Seychelles was at the time promoting the blue economy as a new and innovative sustainable development approach focused primarily on developing the marine economic sectors whilst protecting the marine environment and biodiversity. Therefore, it was important to the GoS for SeyCCAT to become a financial vehicle to finance coastal and marine conservation, provide financial support to enhance the livelihood of those dependent on marine resources and support climate adaptation. This provided the basis for the drafting of the SeyCCAT Strategic Plan, 2018-2022.

The first SeyCCAT Strategic Plan was issued in February 2018, covering 2018 to 2022. This was three years after the creation of SeyCCAT. During the same year, SeyCCAT issued its first grants, and the Seychelles Government issued the world's first sovereign blue bond. SeyCCAT benefitted from the issuing of the blue bonds in terms of US\$ 3 million in additional assets. The Strategic Plan 2018-2022 aimed to provide strategic direction to the SeyCCAT Board and management team in terms of setting priorities in allocating resources to achieve SeyCCAT goals. The implementation of the Strategic Plan 22 was extended to 2024 to allow for transitions in management but also to help complete key actions that were underway.

During the implementation of the Strategic Plan 2018-2022, SeyCCAT prioritised the following:

1. The development and finalisation of the Seychelles Marine Spatial Plan (SMSP),
2. Empowering the fisheries sector with robust science, good governance and sustainability initiatives,
3. The support to projects of high relevance to the blue economy sectors,
4. Capacity building for grantees who lack the capacity to develop and manage projects



## Key Achievements of SeyCCAT in the Strategic Plan 2018-2022 period are:

1

Revision of SeyCCAT's (Amendment) Act (2022) due to several challenges faced by the SeyCCAT management team

2

Expansion and consolidation of the trust from a management team of two to a team of ten to implement additional grants raised

3

Mobilisation of new and additional project-grant funding for the financing of a greater number of project activities

4

Provision of significant support to the development of the Seychelles Marine Spatial Plan, thereby contributing to achieving the milestones of the MSP, which are written in the loan agreement

5

Establishment and development of partnerships and collaborations with government agencies and key partners and raise awareness about SeyCCAT

6

Provision of capacity-building support to many grantees, which led to many projects being successfully implemented

### 4.3

## Current Situation Analysis

From its humble beginning in 2015, today, SeyCCAT has grown to become a highly respected and relatively successful organisation. Its model for managing proceeds from the debt for nature swap initiatives has been adopted by several countries. Since its creation, SeyCCAT has encountered several challenges that necessitated organisational and operational changes. In 2018, SeyCCAT produced the SeyCCAT Strategic Plan: Twenty-22 and conducted a mid-term and final review of its implementation.

During the same period, SeyCCAT has undertaken various strategic work packages, including amendments to its Establishment Act, the development of a Business Plan, and a review of the Blue Grant Award Strategy (2024). The SeyCCAT Strategic Retreat of 2022 was a fundamental step in envisioning a new road map for SeyCCAT. The SeyCCAT board directors, its management team, BGF grants, and Finance committees, observers, key partners and stakeholders attended the retreat. The strategic retreat produced several recommendations, some of which strongly reiterated the need for SeyCCAT to focus on its core financing role to effectively grow its assets and redistribute funds to support its five categories of clients.

Today, SeyCCAT has become established within Seychelles as a proactive, transparent, and robust trust fund with well-established and publicly accessible procedures and processes. SeyCCAT has empowered many local individuals and organisations working in the blue economy, conservation, and climate adaptation fields. The organisation is highly respected by stakeholders and partners in the conservation and climate change sectors for its professionalism in delivering the Blue Grant Fund and the standards it has set in doing so.

SeyCCAT reached its primary organisational goal of disbursing US\$750,000 per annum in 2020, during the BGF 3 cycle, when \$815,900 was disbursed through twenty BGF projects. However, this could not be sustained, and SeyCCAT had only US\$342,917.56 for BGF 4. Regarding assets, SeyCCAT was capitalised primarily from the debt proceeds of the nature and climate adaptation swap in 2015 and the Blue Bond initiative of 2018.

Since 2018, up to 2024 when SeyCCAT issued its first grant, it has funded over 80 projects and supported individuals and local organisations, providing a total of US\$ 4.68 million in grants. In April 2024, SeyCCAT launched its eighth cycle of the Blue Grants Fund (BGF8). Some stakeholders allege that not all five stakeholder groups—locally registered NGOs, businesses, parastatal organisations, government departments or agencies, and Seychellois citizens—have equally benefitted from the grant money. Some adjustments may be needed to ensure that all five stakeholder groups benefit from the funds.

SeyCCAT has developed institutional partnerships with the Seychelles Government, United Nations Development Programme, SWIOFish3, Pew Charitable Trusts, The Nature Conservancy, Blue Nature Alliance, Oceans 5, Waitt Foundation Nekton, and Trois Freres, Critical Ecosystem Partnership Fund and others in support of the delivery of its strategic objectives. These organisations have provided significant technical and financial support to SeyCCAT. SeyCCAT has established itself as the key local financial mechanism for marine and coastal, environmental and climate change-related projects in Seychelles, and it is now well known in the country.

Year	Cycle	Number of projects	Value SCR	Value \$	NGO	Individual	Government	Business	Parastatal	Male	Female
2018	BGF 1	6	3,868,490.00	286,554.81	4	2				4	2
2019	BGF 2	7	4,953,438.30	366,921.36	4	2		1		4	3
2020	BGF 3	20	11,014,656.23	815,900.46	8	8	4			7	13
2021	BGF 4	10	4,629,387.00	342,917.56	1	8		1		5	6
2022	BGF 5	10	7,791,525.00	577,150.00	3	4		2	1	3	6
2023	BGF 6	13	11,767,646.92	871,677.55	4	5	2	1	1	9	4
2024	BGF 7	21	19,169,078.79	1,419,931.76	9	7	1	3		13	8
		<b>87</b>	<b>63,194,222.24</b>	<b>4,681,053.50</b>	<b>33</b>	<b>36</b>	<b>6</b>	<b>8</b>	<b>2</b>	<b>45</b>	<b>42</b>

Table 1: Value of funding disbursed under the Blue Grants Fund

Resource mobilisation remains the biggest challenge facing SeyCCAT. It needs to effectively replenish the funds it issues as grants and grow its assets if it is to meet its objectives. The US\$ 3 million SeyCCAT received from the proceeds of the Blue Bond has been fully disbursed, and at the moment, no major financial contribution has been earmarked for SeyCCAT. Most of the innovative financing options explored by SeyCCAT had, e.g. tax or voluntary contributions from tourists and payment for ecosystem services, have either been implemented directly by the government for revenue generation or not received the necessary support for implementation. Therefore, SeyCCAT must continue to explore other financing options to sustain its activities.

Furthermore, because Seychelles has a high-income status, it does not qualify for Official Development Assistance (ODA). Therefore, SeyCCAT cannot access funds from many bilateral funds offering grants for environmental purposes, e.g. Blue Planet Fund, French Facility for Global Environment (FFEM), Norwegian Agency for Development Cooperation (NORAD), and Swedish International Development Agency (SIDA). A few SeyCCAT foreign partners have discussed other potential innovative financial solutions with the Department of Finance. Such engagements present new opportunities to finance SeyCCAT.

As an alternative, SeyCCAT has made progress in addressing its funding needs by successfully pursuing project-based grant funding, which has enabled recent institutional growth. However, many activities are delayed and underspent due to the multiple dependencies with government-related key decisions, such as the SMSP implementation governance mechanism. One project not affected by these government-related procedures and decisions is the Global Fund for Coral Reefs, which will grant about US\$3 million to SeyCCAT for marine conservation and sustainability until 2029.

## 4.4 SWOT Analysis

### 3.2.1 Internal Factors

Factors	Strength	Weaknesses
<b>Governance &amp; Administrative Structures</b>	<ul style="list-style-type: none"> <li>• An excellent understanding of the local environment in which it operates and the needs of the people it serves.</li> <li>• Strong Brand, which is recognised locally and internationally as a highly successful and credible institution.</li> <li>• Able, tested and committed to governance and management.</li> <li>• Strong local and foreign partnerships network.</li> <li>• Strong adherence to ethical values.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient visibility of SeyCCAT's impacts.</li> <li>• Communication programs need further strengthening.</li> <li>• SeyCCAT not being positioned at all the high-level table during discussions with donors.</li> <li>• Limited engagement from key ministries.</li> </ul>
<b>Internal Management Processes</b>	<ul style="list-style-type: none"> <li>• Robust guidelines, procedures and operational manuals in place.</li> <li>• Clear accountability mechanisms and strategic use of limited resources.</li> <li>• A robust application process for the Blue Grant Fund.</li> <li>• Minimal bureaucracy and red tapes.</li> </ul>	<ul style="list-style-type: none"> <li>• Only two groups of the five stakeholder groups are perceived to be benefiting from grants.</li> <li>• Insufficiently utilising in-house capacity to spell out the successes of SeyCCAT or its impacts.</li> </ul>
<b>Resources &amp; Capabilities</b>	<ul style="list-style-type: none"> <li>• Team's positive work ethic and willingness to work with partners and support clients.</li> <li>• A strong team of professionals with multi-disciplinary expertise.</li> <li>• Sustained financing from the debt swap and partners.</li> <li>• Counterpart funding from GoS and partners.</li> <li>• Co-financing from grantees.</li> <li>• Excellent track record of achievements.</li> </ul>	<ul style="list-style-type: none"> <li>• Major financing gap for institutional sustainability and MSP implementation.</li> <li>• Limited capacity within SeyCCAT to attract new and additional financial resources.</li> <li>• Inadequate staffing levels to execute the huge mandate due to limited finance.</li> <li>• High operation costs compared to low income to cover operations.</li> <li>• Partially dependent on government.</li> </ul>

Table 2: Summary of Strengths and Weaknesses



## 3.2.1

## External Factors

Factors	Opportunity	Threats
<b>Political</b>	<ul style="list-style-type: none"> <li>GoS continued support for environment and climate change initiatives.</li> <li>GoS continued commitment to Debt for Nature Swap and SMSP.</li> <li>Political support for the implementation of the SMSP exists.</li> <li>Renewed interest in Climate Finance by GoS.</li> </ul>	<ul style="list-style-type: none"> <li>2025 is an election year in Seychelles (both Presidential and parliament). Potential change in Government and their national priorities.</li> <li>Global Geo- Political dynamics can potentially reduce the funds available for grants and philanthropic partnerships.</li> </ul>
<b>Economic</b>	<ul style="list-style-type: none"> <li>GFCR funds targeting the private sector, so far, a marginalised group.</li> <li>Increased opportunities through innovative financing mechanisms, such as the GFCR.</li> <li>Blue carbon trading potential.</li> <li>Increased participation of the private sector in the environment.</li> <li>Growing interest in the blue economy.</li> <li>Increased co-financing contributions from grantees.</li> </ul>	<ul style="list-style-type: none"> <li>Diversion of potential funds for environmental protection to other sectors.</li> <li>OECD restrictions on high GDP block Seychelles' ability to access grants from developed countries.</li> <li>High competition with other organisations for limited financial resources from foreign donors.</li> <li>The blue economy concept is nationally insufficiently advanced for the sector to flourish.</li> <li>Poverty may lead to environmental degradation.</li> </ul>
<b>Social</b>	<ul style="list-style-type: none"> <li>Increased participation of youth and women in environmental and nature-based activities.</li> <li>Increased co-financing contributions from grantees.</li> </ul>	<ul style="list-style-type: none"> <li>Continued destruction of the natural environment through anthropogenic activities.</li> </ul>
<b>Environmental</b>	<ul style="list-style-type: none"> <li>Foreign donor interest in Seychelles' conservation and climate change activities.</li> <li>Kunming-Montreal Global Biodiversity Framework provides a new opportunity to mobilise funds.</li> </ul>	<ul style="list-style-type: none"> <li>Increased climate-induced disasters.</li> <li>Increased loss in biodiversity.</li> <li>Insufficient enforcement of environment laws (e.g., Environment and social Impact Assessment).</li> </ul>

Table 3: Summary of Opportunities and Threats



# SeyCCAT Strategic Plan

## 2025-2030







## 5.0

# Strategic Direction

## 5.1

## Overview

This chapter identifies and develops the strategic issues and priorities after the necessary information has been collected and analysed from the SeyCCAT partners, and the strategic documents produced by SeyCCAT. Establishing the strategic issues and priorities is key step in the development of the strategic plan. Below are the strategic issues and priorities, together with the long-term goals that align with the organisation's Vision and Mission.

## 5.2

## Strategic Issues

The following strategic issues have been identified:

**A fragmented environmental financing landscape and large funding gap for environmental programs and institutional sustainability**

SeyCCAT should reassess its operations based on its position within the national environmental financing landscape. Several actors are involved in fund mobilisation, project management, and fund distribution. The key ones are the Program Development and Coordination Section (PDCS) within the Department of Environment, the National Planning Department and the Environment Trust Fund. Although the National Planning Department is not yet directly involved in project management and fund distribution, they are both involved in identifying and mobilising funds for climate change mitigation and adaptation. The Program Development and Coordination Section is primarily involved in fund mobilisation, management and distribution from multilateral funds. They have previously and continue to manage funds provided by the Global Environment Facility (GEF), the Adaptation Fund and the European Union for environmental projects. The PDCS emerged from a semi-autonomous unit called the GoS/UNDP/GEF Project Coordination Unit or PCU. It was set up primarily to manage projects funded by the Global Environment Facility, Green Climate Fund, Adaptation Fund and other multilateral organisations. As such, it was very successful in implementing such projects because it was independent of government procedures. However, most projects are encountering major delays with the PDCS, which is now part of MACCE and is subject to GoS procurement procedures. Using SeyCCAT for managing this type of projects can be an alternative for improved management efficiency. SeyCCAT can provide this service to Government in mutualistic and strategic manner.

There is also the Environmental Trust Fund (ETF), which, in the past, provided financing to environmental NGOs, particularly the Eco Clubs based in public schools. It primarily supports small environment projects and activities. For years, it has been used as an alternative financing mechanism by the government of Seychelles. It can still be the preferred trust fund for non-governmental organisations involved in community environmental activities and or awareness programs. Should that be the case, then SeyCCAT should refocus its grant distribution activities towards larger grants. ETF could also make available the funds earmarked for distribution to environmental non-governmental organisations to SeyCCAT using SeyCCAT grant distribution modalities. This is especially desired considering that ETF does not have dedicated manpower and the necessary administrative framework to distribute and manage the grants.

An estimated ETF contribution of US\$ 150,000 available annually to SeyCCAT, of which 15% should be for administrative purposes will liberate funds from the SeyCCAT asset each year, which could be directed towards strengthening funds mobilisation-related activities. SeyCCAT will pursue this as part of its efforts to diversify its domestic partnerships and supports. SeyCCAT could then utilise its assets to finance larger projects, which could have major impacts. In other words, fewer impactful large projects will lower the amount of effort and resources required to manage. SeyCCAT needs to assess its position within the national landscape and clarify its focus, but this will require some support from the Seychelles Government. These should be in the form of financial support, including regular contributions from the Environment Trust Fund and the Environment levy. GoS should also consider appointing SeyCCAT as the main body to manage donor funding from bilateral and multilateral organisations.

Initially, the target for the Seychelles Paris Club debt swap was US\$80 million, which would have provided Seychelles with a minimum of US\$ 2 million annually for distribution. However, in the end, only US\$ 21.6 million was agreed upon, providing for only US\$ 237,891.40 per year. At the time, it was clear to everyone that the funds were insufficient for Seychelles' challenges and that additional funds would have to be found. The proceeds from the Blue Bonds provided additional support for a few years, but now that source of funds has been exhausted. The leadership of SeyCCAT cannot be comfortable with the current financial situation, and they need to set ambitious targets, develop strategies and build external partnerships to achieve these. According to the optimal scenario in the SeyCCAT Business Plan, SeyCCAT will need about US\$ 1,000,000 per annum to deliver effectively on its mandate.

### Increasing and evolving national challenges

SeyCCAT was created to contribute to tackling coastal and marine conservation, climate adaptation, and blue economy challenges and to support the implementation of the Seychelles Marine Spatial Planning initiative. Both biodiversity conservation and climate change are major global challenges which have become Seychelles' top environmental priorities. Threats such as habitat destruction and fragmentation, the spread of invasive species, unsustainable harvesting, and use of natural resources threaten the rich local biodiversity. Pollution from land-based activities is increasing and impacting the coastal and marine environment. Similarly, the negative impact of climate change is on the increase throughout the country.

To date, SeyCCAT has interpreted its geographical scope of work to that of the coastal and marine environment. However, the islands of Seychelles are relatively small in size; for example, Mahe is only 6 km wide, and all environmentally unfriendly activities on land will directly impact the coastal marine environment. It, therefore, makes sense to adopt a ridge-to-reef approach in Seychelles because everywhere on all the islands is coastal, and whatever happens on land will almost immediately affect the marine environment.

Secondly, there is still a lack of capacity among the five categories of stakeholders SeyCCAT supports. Every year, several projects submitted are rejected because they are poorly written or developed and not necessarily because the ideas behind them are not of interest. Others require strong support from the SeyCCAT team during the implementation phase; otherwise, they cannot implement their project according to the required standards. These challenges pose a threat to the overall impact SeyCCAT has in contributing towards tackling some of the significant challenges the country faces and in promoting innovation.

### Gaps in expertise and capacity at governance and operations

The current system of appointing board members according to their positions within certain organisations may need to be reviewed. Currently, there are clear signs of insufficient engagement and a lack of relevant competencies among the board members. Board members should be appointed according to their skills, expertise, and experience, as well as their interest in SeyCCAT's work. Appointing competent, experienced, and committed board members will greatly enhance SeyCCAT's governance. This approach is already being applied for the appointments of the Grants and Finance Committee members.

The current organisational structure of SeyCCAT is skewed towards assets management, fund distribution, and project monitoring, evaluation and reporting. In 2024, SeyCCAT had 10 full-time staff members, one of whom worked on fund mobilisation. However, the functions of SeyCCAT in the SeyCCAT Act, 2015, revised in 2022, clearly state that SeyCCAT should (i) mobilise funds and (ii) distribute funds through the issuance of grants. If SeyCCAT is to implement both functions effectively, it must ensure adequate staff is allocated to both of these specific functions. Secondly, SeyCCAT is a financial institution, and at the moment, it does not have sufficient staff with financial qualifications and expertise. Thirdly, it is in the process of exploring the creation of another publicly available fund distribution mechanism, the Blue Challenge Fund, as part of its financial solutions to be capitalised through the GFCR programme. The Blue Challenge Fund will be used to fund national environmental innovative solutions and support sustainable business models.

However, this does not mean SeyCCAT should recruit the same number of staff for fund mobilisation, for fund distribution and management; rather, it must have an adequate number of trained and experienced staff to deliver on its functions and goals. Above all, it should aim to have a lean but effective team of well-trained staff with the capacity to meet its targets.

### Limited funding to implement the Seychelles Marine Spatial Planning

SeyCCAT and the Seychelles Marine Spatial Plan (SMSP) are two key outputs of the Seychelles Debt for Nature Swap 2015. To date, SeyCCAT has contributed significantly to the development of the Seychelles MSP. As the country transitions towards implementation of its marine spatial plan, it is expected that SeyCCAT will continue to contribute to its implementation. The governance and management of SeyCCAT, in consultation with the Seychelles Government, will have to define the role that SeyCCAT can play in the implementation of the Seychelles Marine Spatial Plan and in relation to the responsibilities of other organisations like the Seychelles Ocean Authority and in doing so, determine its financial contributions towards the SMSP. Special consideration should be given to the newly created marine protected areas and their management without losing sight of the long-existing ones. It will be the opportunity for Seychelles to establish a proper network of protected areas with proper management and not paper parks.

#### 5.3

### Strategic Goals

By 2030 SeyCCAT will:



#### Strategic Goal 1

Revision of SeyCCAT's (Amendment) Act (2022) due to several challenges faced by the SeyCCAT management team.



#### Strategic Goal 2

Ensure that SeyCCAT is financially sustainable to support environmental, climate and Blue Economy programmes for the long-term.



#### Strategic Goal 3

Reorganise and strengthen SeyCCAT's capacity to deliver as Seychelles' primary conservation trust fund.



#### Strategic Goal 4

Promote and contribute towards the implementation of the Seychelles Marine Spatial Plan.



#### Strategic Goal 5

Secure an annual minimum contribution from the Government of Seychelles to SeyCCAT.

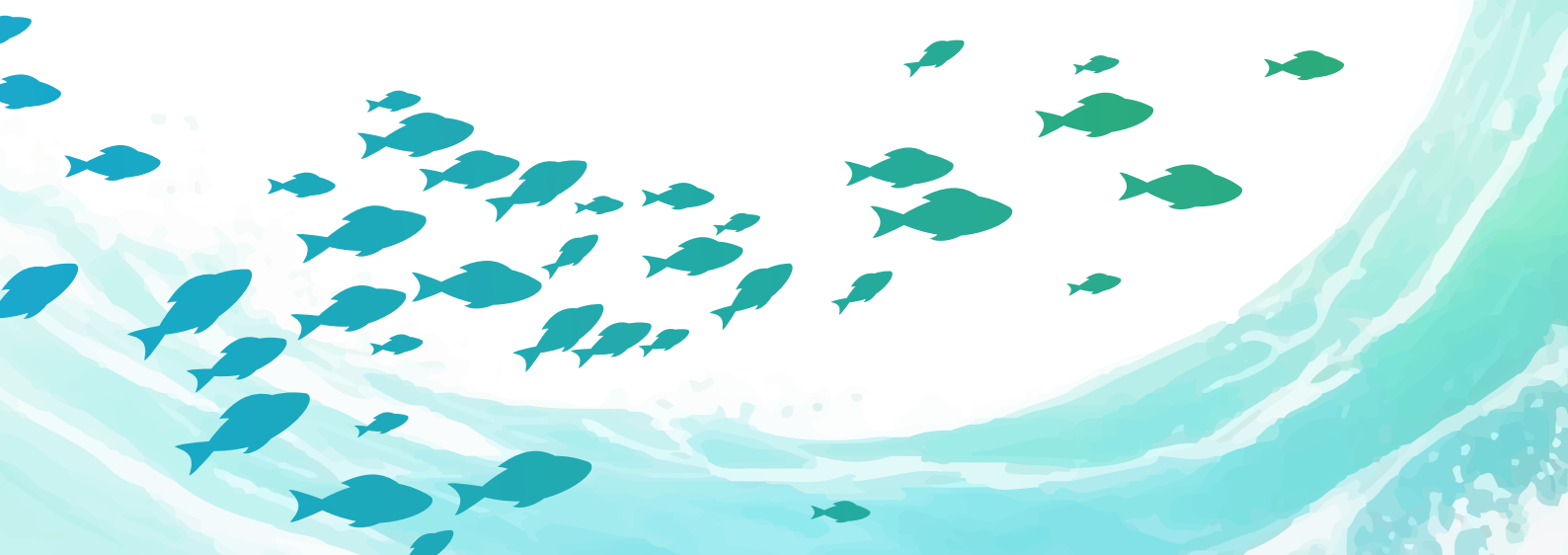


## 5.3.1

## Strategic Goals &amp; objectives for the next 5 years, 2030

Strategic Issues	Strategic goals	Objectives/Outcomes
A fragmented environmental financing landscape and large funding gap for environmental programs.	<b>Strategic Goal 1:</b> Increase SeyCCAT annual amount available for grants.	New and additional financing from various sources are leveraged and significantly grow the SeyCCAT annual grant amount.
		Through targeted and effective communication, SeyCCAT visibility is increased among the donor community at the local, regional, and international levels.
		SeyCCAT's relevance in funding research in the Seychelles is highlighted to access funds from donors focused on science to support the implementation of the Seychelles Ocean Research Agenda (SORA).
Increasing and evolving national environmental challenges	<b>Strategic Goal 2:</b> Ensure that SeyCCAT is financially sustainable to support environmental, climate and blue economy programmes for the long-term.	SeyCCAT Endowment is increased to ensure institutional financial sustainability.
		SeyCCAT's operations are supported through adequate funders' contributions.
		SeyCCAT is an accredited entity of the Green Climate Fund (GCF).
Gaps in expertise and capacity at governance and operations levels	<b>Strategic Goal 3:</b> Reorganise and strengthen SeyCCAT's capacity to deliver as Seychelles' primary conservation trust fund.	SeyCCAT's operational resources are directed to the two key functions of resources mobilization and grantmaking.
		SeyCCAT's capacity, procedures and processes are improved for efficient management of resources and delivery of services.
		Skilled and talented professionals are attracted, integrated, and retained.
Lack of capacity to implement the Seychelles Marine Spatial Planning	<b>Strategic Goal 4:</b> Promote and contribute to the implementation of the Seychelles Marine Spatial Plan.	Financial support to local stakeholders involved in implementing the SMSP is secured through SeyCCAT.
		A network of Marine Protected Areas (MPAs) is effectively managed with support from SeyCCAT.
Inadequate financial support from the government of Seychelles to SeyCCAT	<b>Strategic Goal 5:</b> Secure an annual minimum contribution from the Government of Seychelles to SeyCCAT.	Annual contributions to SeyCCAT by public entities managing different financial mechanisms are agreed.
		SeyCCAT is endorsed by the Government of Seychelles to execute multilateral funding.

Table 5: Strategic goals, objectives/ outcomes, outputs and key performance indicators/ targets



## Strategic Goal 1: Increase SeyCCAT annual amount available for grants.

Objectives/Outcomes	Outputs	Key Performance Indicators/targets
New and additional financing from various sources is leveraged and significantly grow the SeyCCAT annual grant amount.	Adequate and dedicated resources to fundraising activities allocated.  A robust and sustainable fundraising plan that includes targets is developed.	5% increase of resources (staff time /budget) in support of fundraising activities annually.  20% achievement of the fundraising target annually to sustain the annual grant amount at US\$ 1 million.
Through targeted and effective communication, SeyCCAT's visibility is increased among the donor community at the local, regional, and international levels.	Developed targeted information packages for potential donors, focusing on the need to implement the SMSP.  Annual reports and fact sheets highlighting the achievements of SeyCCAT each year and future needs related to SMSP implementation are published and disseminated widely.	Four new prospects among impact investors and philanthropists are established annually.  A communication function is established and maintained to implement awareness programs.
SeyCCAT's relevance in funding research in the Seychelles is highlighted to access funds from donors focused on science to support the implementation of the Seychelles Ocean Research Agenda (SORA).	The past support provided for research projects is systematically documented and impact is assessed.  Specific materials are developed to leverage funding for implementation of the SORA with new donors.	A database of SeyCCAT supported research is updated annually.  At least 1 new prospect focussed on research funding is established and cultivated through to 2030.

## Strategic Goal 2: Ensure that SeyCCAT is financially sustainable to support environmental, climate and blue economy programmes for the long-term.

Objectives/Outcomes	Outputs	Key Performance Indicators/targets
SeyCCAT Endowment is increased to ensure institutional financial sustainability.	Ensure optimal performance from the Asset manager.  New capital for the endowment is identified and mobilised as part of the implementation of the fundraising plan.	Endowment earnings are within the annual range established in the investment policy.  Endowment capital achieves 10million USD by 2030.
SeyCCAT's operations are supported through adequate funders' contributions.	All agreements are negotiated to include adequate management fees.  Capacity enhancement program for the SeyCCAT's grantees is established to promote increased absorptive capacity.  Set up the Blue Challenge/Enterprise Fund and capitalise it to support BE sustainable business models and contribute to SeyCCAT's operations.	All contracts are negotiated with the aim of achieving an ideal 15% management fee.  At least 60% of overall project implementation and spending is achieved annually.  Blue Challenge Fund is capitalised and launched with the target amount established in the feasibility study.
SeyCCAT is an accredited entity of the Green Climate Fund (GCF).	SeyCCAT's completed application is submitted.  A collaboration with the GCF NDA is established for Seychelles to access the readiness support for the development of the project pipeline.	SeyCCAT's application is approved by 2027.  A readiness support application is submitted by the NDA by Q4 2026 with SeyCCAT support.

### Strategic Goal 3: Reorganise and strengthen SeyCCAT's capacity to deliver as Seychelles' primary conservation trust fund.

Objectives/Outcomes	Outputs	Key Performance Indicators/targets
SeyCCAT's operational resources are directed to the two key functions of resources mobilization and grantmaking.	<p>Review all job descriptions to ensure both key functions of resource mobilization and grantmaking are adequately reflected.</p> <p>Identify capacity gaps of the current staff and establish professional development objectives for each staff member as part of their annual objectives.</p>	<p>All job descriptions include support to resource mobilization and grantmaking by end of 2026.</p> <p>At least one professional development activity per staff member is supported by SeyCCAT annually.</p>
SeyCCAT's capacity, procedures and processes are improved for efficient management of resources and delivery of services.	<p>Improvement actions on organizational capacity are identified and prioritized through SeyCCAT self-assessment of the Practice Standards for CTFs.</p> <p>Performance review processes are established for grantees and staff.</p> <p>SeyCCAT potential services to government are organized and presented to the different public entities that may need support to deliver on national targets related to SeyCCAT's mission.</p>	<p>At least one priority improvement action implemented and SeyCCAT self-assessment of the Practice Standards for CTFs annually.</p> <p>Performance is reviewed annually for grantees and staff according to pre-established objectives.</p> <p>SeyCCAT establishes MoU and/or service agreement with one public partner annually.</p>
Skilled and talented professionals are attracted, integrated, and retained.	<p>Members of the SeyCCAT Board and advisory committees are selected or appointed based on their commitment and a competencies matrix, ensuring they can support SeyCCAT in its key functions.</p> <p>Skilled professionals with the adequate qualifications and experience are recruited and maintained.</p> <p>Exchange actions with other conservation trust funds are promoted in different areas to foster a culture of continuous development within SeyCCAT.</p>	<p>A board competencies matrix is fulfilled by at least 70% of the required competencies in an annual review.</p> <p>SeyCCAT retains over 80% of its staff members.</p> <p>At least one exchange with another CTF is promoted for continue development annually.</p>

### Strategic Goal 4: Promote and contribute to the implementation of the Seychelles Marine Spatial Plan.

Objectives/Outcomes	Outputs	Key Performance Indicators/targets
Financial support to local stakeholders involved in implementing the SMSP is secured through SeyCCAT.	The role of SeyCCAT in implementing the SMSP is highlighted and funds raised are earmarked for the SMSP implementation.	At least 25% of SeyCCAT's managed funding go towards supporting the implementation of the SMSP annually.
A network of Marine Protected Areas (MPAs) is effectively managed with support from SeyCCAT	<p>Funding to support the effective management of an MPA network is mobilized through SeyCCAT.</p> <p>Regular MPA management effectiveness assessments are adopted to track progress.</p> <p>Technical assistance from partners, through pro bono and in-kind contributions, is secured by SeyCCAT to support the MPAs network.</p>	<p>At least 50% of SeyCCAT's funding directed towards the implementation of the SMSP are allocated to actions that support the MPAs network.</p> <p>All MPAs supported by SeyCCAT have baselines on effective management defined.</p> <p>At least one new technical assistance agreement is established.</p>



## Strategic Goal 5: Secure an annual minimum contribution from the Government of Seychelles to SeyCCAT.

Objectives/Outcomes	Outputs	Key Performance Indicators/targets
Annual contributions to SeyCCAT by public entities managing different financial mechanisms are agreed.	<p>An agreement is established with the MACCE for SeyCCAT to receive and manage a portion of the Environment Trust Fund (ETF).</p> <p>An agreement is established with the Ministry of Finance and the Seychelles Revenue Commission (SRC) for SeyCCAT to receive and manage a portion of the tourism levy.</p>	<p>A minimum of US\$ 150,000 is directed from the ETF to SeyCCAT for grants with a 15% management fee.</p> <p>A minimum of US\$ 150,000 from the tourism levy is directed by Ministry of Finance and SRC to SeyCCAT as unrestricted funding.</p>
SeyCCAT is endorsed by the Government of Seychelles to execute multilateral funding.	A formal collaboration with the Programme Development and Coordination Section of MACCE (PDCS) is established to direct multilateral funding for SeyCCAT execution.	A portion of the GEF-8 STAR allocation is executed by SeyCCAT.



## 6.0

# Implementation of the Strategic Plan

The SeyCCAT Strategic Plan 2025-2030 is a comprehensive document outlining the overall strategic direction for SeyCCAT for the next five years. The Strategic Plan has five strategic goals derived from an in-depth analysis of the strategic issues SeyCCAT currently face and the subsequently identified strategic priorities needing attention. It also outlines the interventions SeyCCAT requires to strengthen and improve its operation further.

Implementing the Strategic Plan 2025-2030 will need political support from the Seychelles Government. The most relevant government ministries and agencies that should support the implementation of the plan are the Ministry of Agriculture, Climate Change and Environment, the Ministry of Blue Economy and Fisheries, the Ministry of Finance, National Planning and Trade, the Seychelles Parks and Gardens Authority and the Seychelles Fisheries Authority.

## 6.1

## Governance

The successful implementation of the Strategic Plan 2025-2030 will need strong leadership and commitment from the SeyCCAT's Board of Directors. There must be ownership and unity in purpose, as well as a clear review mechanism to assess its performance to ensure its success.

Another crucial change necessitating the board's attention is the restructuring of SeyCCAT to ensure its organisation chart and secretariat staff membership reflect its two key functions, namely asset growth and distribution.

In addition, the board of directors should contribute to ensuring collective accountability for monitoring, evaluating, and reporting on implementing the interventions and for taking corrective actions when necessary.

## 6.2

## Assets and Structure

The SeyCCAT secretariat is responsible for implementing the Strategic Plan 2025-2030. It must take ownership in its implementation by incorporating the various interventions in the annual budget and work plan. They must build into the work plan a periodic reporting schedule on actions taken to implement it. Above all, they are accountable for ensuring the interventions are implemented effectively, efficiently and transparently.

The plan advocates for a holistic approach that emphasises the interdependence and complementarities of the various interventions identified under the various objectives and goals. Therefore, SeyCCAT's leadership must consider this as a guiding principle during implementation. However, some key interventions require early implementation, and these will be critical in facilitating the implementation of others.

Strengthening SeyCCAT's human resource capacity for effective and efficient service delivery is crucial in achieving goal three. Although the ability to increase the number of financial resources will determine SeyCCAT's ability to recruit and retain skilled staff to make relevant improvements, it should be considered a top priority. The creation and strengthening of the fund mobilisation unit with professionals with a financial background is critical to the long-term development and success of the organisation. It must also have dedicated staff members who can initiate, develop, and maintain strong partnerships and collaborations with donors and valuable partners with similar interests. The recruitment and retention of a local counterpart in the event the recruitment needs to be foreign needs to be resourced, too.

### 6.3

## Financing

Financing is central to the plan's implementation. The first source of financing should be SeyCCAT's annual budget. The allocation of funds from the annual budget should be aligned with the plan's strategic goals and objectives. The plan's implementation should form part and parcel of the annual budgetary planning process. Through it, financing resources can be allocated to the interventions required to meet the plan's outcomes.

The second source should be from donors and partners. Considering that Seychelles does not qualify for Official Development Assistance (ODA), it will not be easy for SeyCCAT to access funds from bilateral sources. However, there are philanthropic organisations within the Organisation for Economic Co-operation and Development (OECD) donor countries that do provide financial support to independent trust funds like SeyCCAT. SeyCCAT should also leverage financial support from its historical and new partners and seek in-kind contributions through collaborative initiatives.

Thirdly, although SeyCCAT should retain its independence, it should solicit financial support from the Seychelles Government because by financially supporting environmental and blue economy initiatives, it is assisting the Seychelles Government in achieving its national goals and international commitments.

With SeyCCAT's 10-year fundraising campaign also coinciding with the finalisation of the SMSP, SeyCCAT could attract new partners, new programmes and potentially new financial mechanisms. These will have to be appropriately aligned with the Strategic Goals identified for successful implementation of the Strategic Plan 2030.

### 6.4

## Review of the Strategic Plan 2025-2030

A review mechanism for measuring performance, tracking progress, and assessing the strategic plan's relevance is necessary. The review process will need to be regular and must assess performance in line with the plan's strategic objectives and outcomes. The indicators should provide factual evidence of whether the objectives have been met or not. The review process will be used to inform strategy and budget formulation. It will help identify shortcomings, significant challenges, and opportunities for improvement.

SeyCCAT will conduct a yearly review of progress, coordinated by the monitoring and evaluation officer. Each unit head is responsible for preparing a report that provides factual evidence of achievements related to strategic objectives. The monitoring and evaluation officer will compile and verify this information and create an annual progress report. This final report will be distributed to the board and to members of both committees. Progress review meetings will take place at management levels and with the board prior to the budget planning process.

A mid-term review will take place in November 2027 as part of the overall assessment. This independent, participatory process should involve input from SeyCCAT's partners and stakeholders. The review will highlight shortcomings, challenges, and offer recommendations for adjustments to strategy, budget, staffing, and operations.

The mid-term review should ensure that adaptive measures are taken, e.g., by identifying immediate interventions for action and informing decision-making on proposals for budget and management processes for the second half of the plan's lifespan.

In the final year, 2030, a final review should determine whether the strategic plan's goals and objectives have been achieved. As in the case of the mid-term review, it should be a participatory and consultative process led by an outside consultant with the involvement of SeyCCAT's partners and stakeholders.



## 7.0

# Monitoring, Evaluation & Report

As a modern organisation, SeyCCAT has developed a Monitoring and Evaluation Learning System (MEL) to guide all its monitoring and evaluation procedures and processes. It covers not only the necessary internal monitoring and evaluation activities but also those of grantees who have benefitted from SeyCCAT grants. This provides for a comprehensive and holistic approach to data collection and analysis. SeyCCAT's MEL system is centred on its Theory of Change (TOC), a planning tool that is increasingly used by non-government organisations.

SeyCCAT has a monitoring and evaluation officer who can coordinate the monitoring, evaluation, and reporting process. The CEO and key staffing could be responsible for tracking and monitoring the implementation of specific interventions through their respective work plans. Their role in data and other relevant information collection and analysis is particularly important. Ideally, these data on the outcome indicators should be collected and analysed annually.

Monitoring, Evaluation, and Reporting will be undertaken at different levels to support the effective implementation of the strategic plan. The aim is to use data and evidence as the basis for evidence-based decision-making to maintain the strategic plan's focus and direction, provide information for addressing constraints and problems, and realign the strategy when necessary.



## 8.0

# Risks Assessment & Management

The table below outlines the potential risks.

Risk	Risk Rating VH = Very High / H = High M = Moderate / L = Low	Proposed risk mitigation measures	Risk after mitigation
<b>Ownership:</b> The state actors may not adequately own the strategic plan, which may negatively impact implementation.	H	SeyCCAT to strengthen collaboration with key partners, including state partners, i.e. MACCE and MFNPT.	M
<b>Ownership:</b> The state actors may not adequately own the strategic plan, which may negatively impact implementation.	H	SeyCCAT to strengthen collaboration with key partners, including state partners, i.e. MACCE and MFNPT.	L
<b>Financial sustainability:</b> SeyCCAT may have difficulty in mobilising adequate finances to improve its operation and substantially grow its assets.	H	The strategic plan makes several recommendations to help SeyCCAT overcome this issue. In particular the development of a fundraising plan. Its strategic partners can also assist in this endeavour.	M
<b>Inadequate support from partners:</b> Some key partners may shift their interest elsewhere and lose interest in SeyCCAT.	H	SeyCCAT to strengthen partnerships and foster collaborative joint initiatives with like-minded partners. It has a strong track record on this.	L
<b>Overall risk assessment</b>	H		M

Table 6: Risks and Proposed Measures in the Strategic Plan 2025-2030



9.0

# Annex 1

No.	Name of interviewee	Organisation
1.	Ms Marie May Jeremie	CEO SeyCCAT
2.	Mrs Vania Roberts	Finance and HR Manager
3.	Mrs Thembie Manjengwa	Monitoring and Evaluation officer
4.	Ms Helena Sims	TNC MSP Project Manager
5.	Alain De Comarmond	TNC MSP Project Manager Ex. Fundraising and Partnership Manager
6.	Minister Flavien Joubert	Minister of MACCE SeyCCAT Chair
7.	Dr Nirmal Shah	CEO Nature Seychelles SeyCCAT Board Observer
8.	Dr Frauke Fleischer-Dogley	CEO Seychelles Island Foundation - SeyCCAT Board Observer
9.	Ms Camila Monteiro	TNC and SeyCCAT Vice-chair
10.	Mr Oliver Bastienne	SeyCCAT Board member and Chair of Finance Committee
11.	All SeyCCAT Team members (team review)	

Table 7: List of Interviewees



# Key References

- SeyCCAT Business Plan
- SeyCCAT Strategic Plan, Twenty 22
- SeyCCAT Strategic Retreat Report, 2022
- SeyCCAT Mid-Term Review-Final Report, August 2021
- Blue Grant Awards Strategy 2024-2026
- SeyCCAT Complex Monitoring Evaluation and Learning System



Photo credit: Torsten Dickmann



**SeyCCAT**

SEYCHELLES CONSERVATION  
AND CLIMATE ADAPTATION  
TRUST