

## 6.15 Seychelles Parks and Gardens Authority (SPGA)

### 6.15.1 Strategic Overview

#### 6.15.1.1 *Mandate*

The Seychelles Parks Authority, (SPGA)’s mandate includes:

- a) promote the participation of Government, the public and businesses in conservation work;
- b) protect and manage effectively the ecosystems and biodiversity in designated Protected Areas which fall under the jurisdiction of the Authority;
- c) implement national conservation policies and obligations under multilateral agreements;
- d) implement forestry practices and management;
- e) protect habitats and ecosystems from anthropogenic threats such as forest fire, pollution and coral destruction
- f) undertake specialist services such as plant identification and offer specialist consultancy services;
- g) facilitate and conduct research related to biodiversity and protected areas;
- h) deliver services of a high standard for the users of the gardens and parks;
- i) engage in commercial activities related to the functions of the Authority;
- j) provide tourism and recreational activities;
- k) provide gardening and landscaping services, guided tours and similar services;
- l) promote education and awareness activities.

#### 6.15.1.2 *Vision*

“The parks and gardens in Seychelles are secure and thriving, sustained by adequate finances and a network of relevant stakeholders.”

#### 6.15.1.3 *Mission*

Our mission statement serves as the point of departure for our Strategic Plan, articulating our aspirations to “Ensure that the protected areas and gardens are managed for the benefit of all”.

#### 6.15.1.4 *Strategic Priorities for 2024-2026*

The Seychelles Parks and Gardens Authority, (SPGA), formerly the Seychelles National Parks Authority and National Botanical Gardens Foundation is a body corporate which intends to achieve its mission by concentrating on:

##### **I. Targeted and Strategic Conservation**

**“Building on strong conservation action to preserve and protect the country’s parks and gardens entrusted to SPGA.”**

By 2026, conservation should finance itself for the duration of the Strategic Plan and beyond. This will be achieved by the successful implementation and monitoring of the numerous Management Plans, through synergies between the various departments coupled with the effective adoption of the ideal Public-Private-Partnership model(s).

##### **II. Resourcefulness**

**“Leveraging existing SPGA resources to produce different and better results.”**

By 2026, SPGA’s resources should enable it to generate enough income to cover costs and finally become a profitable entity.

### III. Financial Autonomy

“Strengthening SPGA’s financial autonomy by deepening and diversifying our revenue sources.”

By 2026, SPGA should be a profitable entity through income diversification and able to pay dividends to the government.

### IV. Financial Soundness

“Maximizing income while minimizing costs.”

By 2026 SPGA should be free of wastage, leakages and maximize income on all available resources.

#### 6.15.1.5 Key Challenges

- 1) Lack of quality staff in Finance, Research and Park Management in order to allow SPGA to fully achieve its objectives.
- 2) Establishing SPGA into the ideal commercial entity given its recent financial autonomy
- 3) New demands in diversification of tourism activities and experience offerings
- 4) Training and re-training of existing staff in order to meet the the organization’s goals, expectations and standards.
- 5) Setting up a monitoring and evaluation framework as well as legal support for the organisational needs.

#### 6.15.2 Outlook of Financial Strategy

##### 6.15.2.1 Projected Statement of Comprehensive Income of the SPGA

SCR (‘000)

Description	Actual Figures			Provisional	Forecast		
	2020	2021	2022	2023	2024	2025	2026
Total Filming And Photo shooting Fees	40	-	-	55	58	58	58
Total Hotel Contribution	895	-	-	1,280	1,680	1,680	1,680
Total Cinnamon Trade	1	-	-	15	36	36	36
Total Products	3,243	-	-	3,628	3,262	3,262	3,262
Total Mooring	586	-	-	317	480	504	529
Total Garden	10,615	-	-	10,493	12,623	13,254	13,916
Total Trails and Reserves	1,905	-	-	2,091	4,147	4,354	4,572
Total Marine Parks	21,479	-	-	19,624	24,816	26,057	27,360
Total Rental/ Hire of facilities	1,490	-	-	576	1,556	2,147	2,204
Total Others	1,014	-	-	394	135	183	185
<b>Total Revenue</b>	<b>41,268</b>	<b>-</b>	<b>-</b>	<b>38,472</b>	<b>48,791</b>	<b>51,533</b>	<b>53,801</b>
Office Expenses	4,192	-	-	3,723	4,424	4,266	4,479
Transport cost	2,973	-	-	1,697	3,346	3,461	3,834
Maintenance and Repair Cost	2,030	-	-	1,300	3,203	2,357	2,475
Other Use of goods and Services	2,555	-	-	3,051	5,160	4,868	5,111
Salary	29,148	-	-	28,644	31,899	34,102	33,595
<b>Total Expenditure</b>	<b>40,898</b>	<b>-</b>	<b>-</b>	<b>38,416</b>	<b>48,032</b>	<b>49,054</b>	<b>49,495</b>
		-	-				
<b>Total Gross profit</b>	<b>370</b>	<b>-</b>	<b>-</b>	<b>56</b>	<b>760</b>	<b>2,480</b>	<b>4,307</b>
Retained Earnings	5,556	-	-	-	-	-	-
Donation: Bio-Diversity	1	-	-	-	-	-	-
Donation: Botanical Garden	33	-	-	-	-	-	-
Grant from Ministry of finance	7,300	-	-	-	-	-	-
<b>Total Other income</b>	<b>12,890</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Profit from other income</b>	<b>13,261</b>	<b>-</b>	<b>-</b>	<b>56</b>	<b>760</b>	<b>2,480</b>	<b>4,307</b>

**6.15.2.2 Projected Cash Flow Statement of Seychelles Parks and Gardens Authority**  
**SCR ('000)**

Description	Actual Figures			Provisional	Forecast		
	2020	2021	2022	2023	2024	2025	2026
<b>OPENING BALANCE</b>	-	-	7,793	18,305	18,853	19,853	21,353
<b>Cash flows from operating activities</b>	-	-					
Receivables	-	-	41,270	38,472	48,791	51,533	53,801
Payables	-	-	(11,087)	(8,593)	(12,930)	(12,595)	(13,424)
salaries	-	-	(27,973)	(28,644)	(31,899)	(34,102)	(33,595)
Exchange gain or Loss	-	-	26	30	32	33	35
<b>Net cash flow from operating Activities</b>	-	-	<b>2,235</b>	<b>1,265</b>	<b>3,994</b>	<b>4,870</b>	<b>6,816</b>
Additional Cash Received	-	-					
Retained Earnings from Nbgf	-	-	5,556	-	-	-	-
Ministry OF Finance Grant	-	-	7,300	-	-	-	-
Donations	-	-	34	-	-	-	-
Cash flow from other income	-	-	12,890	-	-	-	-
Total received from Operating Activities	-	-	15,125	1,265	3,994	4,870	6,816
<b>Cash flow from Investing Activities</b>	-	-					
Purchased of fixed assets	-	-	(1,306)		(3,203)	2,357	2,475
Minor projects	-	-			(500)	100	800
<b>Net cash flows from investing activities</b>	-	-	<b>(1,306)</b>		<b>(3,703)</b>	<b>(2,457)</b>	<b>(3,275)</b>
<b>Total from investing activities</b>	-	-					
<b>Net cash flow from activities</b>	-	-	<b>13,819</b>	<b>1,265</b>	<b>292</b>	<b>2,413</b>	<b>3,542</b>
Net increase (Decrease in cash)	-	-	10,513				
Cash at the beginning of the year	-	-	7,793	18,305	18,853	19,853	21,353
<b>Cash at the end of the year</b>	-	-	<b>18,305</b>	<b>18,853</b>	<b>19,853</b>	<b>21,353</b>	<b>23,153</b>

**6.15.2.3 Projected Capital Investment Plan of the Seychelles Parks and Gardens Authority**

**SCR ('000)**

Project Name	Project Purpose and Description	Expected Outcome of the Project	Total Estimated Project Cost	Source of Finds	Year of Project Commenced	Expected Completion Date	Actual Figures			Provisional	Forecast		
							2020	2021	2022	2023	2024	2025	2026
Major Capital Investments													
Tortoise Nursery	Details Not Provided		300	SPGA A/C	2024	2024	Details Not Provided						
Vehicles			1,200	SPGA A/C	2024	2024							
Souvenir Boutique (Botanical Garden)			1,000	SPGA A/C	2024	2024							
Reception and Commercial Facility - Curieuse		Details Not Provided											
Trails & Associated Developments (Ticket Booth & Solar Panels )			300	SPGA A/C	2024	2024							
New Boats and Engines			1,425	UNDP GEF/ R2R	2024	2024							
Major Renovation of Doctor’s House -Curieuse			2,000	Curieuse Grant	2023	2024							

### 6.15.3 Projected TAX, Divided, Debt Payments, Subventions, Grants and Contingencies

**6.15.3.1 Tax Implications by the Operations of Seychelles Postal Services**  
Details not provided in the MTFS of SPGA.

**6.15.3.2 Tax Implications by the Operations of Seychelles Postal Services**  
Details not provided in the MTFS of SPGA.

### 6.15.3.3 Debt Payments Forecasts by the Seychelles Parks and Gardens Authority

SCR ('000)

Lending Organization	Description	Purpose of Borrowings	Total Debt Amount (Capital)	Total Borrowings and Debt Servicing						
				Actual Figures			Provisional	Forecast		
				2020	2021	2022	2023	2024	2025	2026
Repayment to Government	Cleaner's Corporative	-	-	-	2,000	2,000	1,600	-	-	-
	Interest for the Year	-	-	-	-	-	-	-	-	-
	Repayment of Capital	-	-	-	-	-	-	-	-	-
	Balance carried forward	-	-	-	-	-	-	-	-	-

### 6.15.3.4 Anticipated Subventions and Grants by the Seychelles Parks and Gardens Authority

SCR ('000)

Nature of Funding	Funding Agency	Purpose	Total Agreed Amount (Forex)	Total Receipts of Subventions and Grants						
				Actual Figures			Provisional	Forecast		
				2020	2021	2022	2023	2024	2025	2026
Grants	UNDP GEF Projects	-	-	-	-	-	-	\$136		-
	Adaptation Fund Project	-	\$424	\$102	\$80	\$83	\$81	\$77	-	-
	Ridge to Reef Project	-	\$288	\$48	\$108	\$44	\$46	\$30	\$13	-
	SEYCAAT	-	-	-	-	-	R468	R1,530	-	-

### 6.15.3.5 Assumptions used for the Financial Projections of Seychelles Parks and Gardens Authority

These assumptions are related to visitor trends, site performance, and overall strategic considerations:

- Visitor Trends and Seasonal Variation
- Impact of COVID-19
- New Sites and Potential Growth
- Comparison with National Trends
- Capacity for Growth
- Increasing Percentage Share of National Visitors
- Comparative Site Performance
- Historical Data
- Strategic Planning
- Operational Efficiency

## 6.15.4 KPIs, Risk Management Strategy and Reporting Obligations

### 6.15.4.1 Key Performance Indicators of the Seychelles Parks and Gardens Authority

Title of Key Performance Indicators	Description	Achievements of KPIs						
		Actual Figures			Provisional	Forecast		
		2020	2021	2022	2023	2024	2025	2026
Targeted Revenue Lines		-	-	41,271,408.56	38,472,404.69	48.791.299.80	51,533,241.39	53.801.185.96
New Business Developments	Souvenir Boutique	-	-		Curieuse and Fond B'offay Boutiques	-	-	-
	Opening of New Trails	-	-	Morne Seychellois and Trois Freres Nature Trail	Glacis Noire and Anse Major Nature Trail	Morne Blanc Nature Trail	-	-
	Sales Outlets for Soft Drinks	-	-	-	Copolia, Sans soucis & Glacis Noire Nature Trail Outlets	Morne Blanc Nature Trail	-	-
	Cafeteria	-	Botanical Garden Cafeteria	-	Biodiversity Centre Cafeteria	Curieuse Island Cafeteria	-	-
Number of tourist visiting Seychelles	-	-	182,849	332,068	400,000	420,000	441,000	463,050
Tourists visiting our Parks	-	21,604	48,877	152,814	169,232	188,179	197,588	207,468
Staff Capacity Building	Marine Operations-WIocompas Certification	-	-	1 staff certified	2 staffs certified	2 staffs certified	2 staffs certified	-
	Certification from TGMI	-	-	1 staff	2 staffs	1 staff	-	-

### 6.15.4.2 Risks and Resilience Plan of the Seychelles Parks and Gardens Authority

Risk Category	Potential Risks Identified	Risk Mitigation Strategies
Strategic Risks	Lack of human resources to implement the Strategic Plan	Allocate funds and resources to effectively train staff
	Change in government/ management might affect the implementation of the Strategic Plan	Set up robust internal structure for smooth functioning and continuity
Financial Risks	External shocks,(e.g. global health pandemic, wars,low tourism arrivals etc) might deplete and the company might sustain for 6 months	Build up the reserve & Invest in long term deposit
	95% revenue depends on tourism	Explore alternative sustainable financial mechanisms such as a Trust Fund
	Credit Facility for applying of loans	Explore soft loans application
Operational Risks	Inflation	
	Rigid entry fees(SPGA's fees are regulated under the law)	Diversification and introduction of new commercial activities
Compliance and Regulatory Risks	Introduction of new Government policies and laws that might impose pressure on cash flow	Adaptation to new policies and laws (explore new opportunities)
Environmental and Social Risks	Climate Change	Adaptation and mitigation measures

### 1.1.1.1 *List of External Reporting's by the Seychelles Parks and Gardens Authority*

Name/Title of the Report	Recipients of the Report	Description of the purpose, content and inclusion of the report	Frequency and Timing of the Report
Quarterly financial Statements	PEMC		Quarterly
Financial statements	Board of Directors	Details of all the Financial Implications of the Entity	Monthly
Quarterly Report	SPGA Chairperson and Minister's Office	All SPGA Activities Detailed	Quarterly
Annual Report	PEMC, Board Chairperson, Minister's Office and Public	All SPGA Activities	Annually
Periodic scientific report	Board Chairperson and Minister's Office	Research and Monitoring Activities	Periodic

## 6.15.5 Stakeholder Engagement

### 6.15.5.1 *Statement by CEO*

The SPGA Strategic Plan 2022-2026, is the guiding document, spearheading the entity's direction and targets for the 5 years ahead. Through its implementation, the Authority's approach to its Public Enterprise status see to it that it is set to reach its ultimate potential and undertake best practices when managing the protected areas. We recognize our role and expertise in conserving and protecting the Parks and Gardens of Seychelles and thus, we are guided in our strategic aims by our well-defined mandates, firmly supported by our vision and mission statements and further reinforced by the core values of the organization.

Underpinning our conservation goals are 4 core priority strategies: (1) Targeted & Strategic Conservation (2) Resourcefulness (3) Financial Autonomy and (4) Financial Soundness, all of which are focused on taking the Authority to soaring heights. It is with great conviction, that we aspire to accomplish our goals and further have these translated into incredible achievements. Our efforts are strongly grounded in growing the passion for sustainable management and protection of the protected areas and designated gardens of Seychelles. We remain firm in our belief that we are providing added experiences for visitors and locals alike. With SPGA's unwavering commitment to sustainability in all of its facets and its clear vision, the Authority has embarked on a journey to solidify its position within the business and conservation market. We will strive to maintain our competitive edge at all times and deliver unparalleled value to all our clients.

**CEO**

Allen Cedras

#### **6.15.5.2      *Foreword by Chairperson***

The Seychelles Parks and Gardens Authority (SPGA) has been adamant in its regulatory obligations and corporate responsibility in order to deliver on its functions and mandates. Based on the current financial statements, position and indications, I anticipate that the organization is financially well rooted to being financially sustainable in the medium and long-term. Only through continued strategic planning and budgeting can the SPGA remain well on track and operational. I am confident that the vision and mission of the SPGA will shine through the actions and upcoming ventures throughout the coming years and that we continue to make positive and steady strides towards becoming a reputable and leading conservation body.

Following the adverse economic impacts of the COVID19 pandemic and the uncertainty in visitor arrivals, SPGA has adhered to its Business and Strategic Plans, focusing on adaptation to the changing business landscape, whilst safeguarding stakeholders, employees, visitors and sites.

We are prepared to reach new horizons and further note that this will involve targeted investments in key areas, strategic partnerships and relentless pursuit of excellence. We will leverage our existing strengths to diversify our offerings and create new revenue streams. Our aim is to increase our influence and make a lasting impact in the environment in which we operate. We recognize the importance of responsible business practices and will therefore intend to foster a culture of collaboration, transparency and accountability.

**Board of Directors Chairperson**  
**Lucas D’offay**

#### **6.15.5.3      *Statement by the Responsible Minister***

As a Ministry we have formulated and put into place policies, strategies and action plans for the conservation and sustainable use and management of resources by all Agencies under the portfolio. I am assured that my Ministry and its affiliated institutions, such as SPGA will take all possible measures to guide and regulate all developments and projects in conformity with conservation principles, as well as strategic financial sustainability so as to ensure that the Authority aligns itself with national priorities, through visionary planning and effective management controls. I am firmly assured that the SPGA will prioritize strengthening current services and aim to improve the overall service experience of clients.

Let us be reminded that to further reinforce and strengthen the SPGA’s financial soundness, we must bring forth a holistic and strategic approach to the management of the Authority, which shall undoubtedly underpin its success. With focus shed on efficient and effective management of the protected areas entrusted to the Authority, the strategic priorities remain inextricably linked to the vision and mission of SPGA. Through the SPGA Strategic Plan, the Authority is provided with a comprehensive framework for operational planning and implementation. The latter shall be achieved through monitoring, evaluation and learning plans that will have clear, actionable items and key performance indicators. The development and adoption of the MTFS provides the opportunity for SPGA to formulate strategies and re-orient services, with a greater focus on providing improved and strategic services, all amidst its conservation and management mandate.

**Minister for Climate Change and Environment**