



1. Seychelles Parks and Gardens Authority (SPGA)

1.1. Strategic Overview

1.1.1. 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.

1.1.2. Vision

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

1.1.3. 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".

1.1.4. Strategic Priorities for 2025-2027

The Seychelles Parks and Gardens Authority, (SPGA), is a corporate body that intends to achieve its mission by concentrating on the following:

1. 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).

2. 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 profitable.

3. 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 reinvest in conservation and commercial initiatives and projects related to our mandates

4. Financial Soundness

“Maximizing income while minimizing costs.”

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

1.1.5.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.

1.2. Outlook of Financial Strategy

1.2.1. Projected Statement of Comprehensive Income of the SPGA

	Provisional				Forecast	
	2022	2023	2024	2025	2026	2027
<u>INCOME</u>						
Total Filming And Photoshooting Fees	40	53	25	37	39	41
Total Beverage and Snacks Sales	-	43	60	66	69	70
Total Cinnamon Trade	1	12	-	-	-	
Total Products	3,246	4,908	3,500	5,250	5,263	5,369
Total Mooring	586	369	350	484	489	494
Total Garden	10,615	11,713	10,000	11,700	13,916	14,056
Hotel Contribution	895	1,280	490	-	-	
Total Trails and Reserves	1,904	2,288	3,500	4,550	4,572	4,618
Total Marine Parks	21,479	21,450	21,567	22,214	22,036	22,256
Total Rental / Hire of facilities	1,490	708	500	1,137	1,159	1,171
Total Others	1,258	534	125	125	113	169
<u>TOTAL INCOME</u>	<u>41,515</u>	<u>43,358</u>	<u>40,117</u>	<u>45,562</u>	<u>47,656</u>	<u>48,243</u>
<u>EXPENDITURE</u>						
Office Expenses	3,565	5,657	6,679	4,720	4,479	4,568
Maintenance Cost	2,381	1,387	1,011	848	1,060	1,166
Transportation Cost	2,597	2,096	2,723	3,687	3,834	4,026
Other Use Of goods and services	2,916	2,314	5,000	6,643	6,776	6,911
Other supplies	72	10		452		
<u>TOTAL EXPENDITURE</u>	<u>11,532</u>	<u>11,464</u>	<u>15,414</u>	<u>16,350</u>	<u>16,149</u>	<u>16,672</u>
Total salary for 2025	29,151	32,436	29,007	29,207	29,201	29,201

Total Expenditure	40,683	43,900	44,420	45,557	45,349	45,872
DEFICIT/PROFIT	832	(543)	(4,304)	5	2,307	2,371

In alignment with the Seychelles Parks and Gardens Authority's budget for the upcoming years—over 45,000,000 SCR for 2025, over SCR 47,000,000 for 2026, and SCR 48,000,000 for 2027—we are dedicated to enhancing the visitor experience in our parks. To achieve this, we are actively developing new attractions that not only enrich our offerings but also encourage repeat visits and promote positive word-of-mouth.

Each park and garden has its unique features, prompting us to engage in collaborative brainstorming sessions with our internal teams and private partners to generate innovative ideas for new attractions.

Trails and reserves contribute significantly to our overall revenue. The funds generated from these areas are strategically reinvested in maintaining the trails to the highest standards, ensuring the safety and well-being of our visitors.

Our nursery and national parks are integral to showcasing the cultural and traditional heritage of Seychelles, featuring unique medicinal plants and value-added products derived from the distinctive coco de mer nuts.

For the fiscal year 2024, we anticipate higher expenditures as we undertake the relocation of our office to facilitate our growth as an organization. A primary objective this year is to enhance our workforce by attracting skilled professionals in critical areas, enabling the Seychelles Parks and Gardens Authority to work more effectively towards achieving our strategic goals.

1.2.2. Projected Cash Flow Statement of Seychelles Parks and Gardens Authority

SCR ('000)

	Provisional			Forecast		
	2022	2023	2024	2025	2026	2027
Opening Balance	7,793	18,305	15,256	14,583	15,856	16,596
Cashflow from operating Activities						
Receivables	41,515	43,358	40,117	45,562	47,656	48,243
Payables	(12,140)	(11,464)	(15,414)	(16,350)	(16,149)	(16,672)
Salaries	(29,151)	(32,436)	(29,007)	(29,207)	(29,201)	(29,201)
Exchange gain or loss	6	66	30	32	35	37
Net Cashflows from Operating Activities	230	(477)	(4,274)	37	2,342	2,408
Cashflow from Investing Activities						
Purchase of fixed assets	(1,860)	(2,175)	(1,528)	(3,203)	(2,882)	(1,500)
Minor Projects	-	(877)	(205)	(500)	(800)	(650)
Net Cashflows from Investing activities	(1,860)	(3,052)	(1,733)	(3,703)	(3,682)	(2,150)
Net Cashflow from activities	(1,630)	(3,529)	(2,541)	(3,666)	(1,341)	258
Net Increase (Decrease in cash)	10,513	(3,050)	(673)	1,274	740	973
Cash at the beginning of the year	7,793	18,305	15,256	14,583	15,856	16,596
Cash at the end of the year	18,305	15,256	14,583	15,856	16,596	17,569

The Authority has seen a significant improvement in cash flow over the past two years, largely due to our strategic efforts to build reserves and ensure financial stability before pursuing major investments. However, we project a decline in cash flow for 2024, as several substantial investments have been initiated or completed during this timeframe. Key projects include the completion of the Anse Major ticket office, major renovations to the Grand Anse office, resurfacing of the Perseverance marine operations base, renovations of the Doctor's House on Curieuse Island, and the establishment of a greenhouse at Barbarons.

In addition to these initiatives aimed at enhancing visitor experiences, we have further investments planned for various parks and gardens. These include the development of a Thai Pavilion and the construction of a pen for the introduction of ducks and geese to the gardens. Consequently, we anticipate a gradual increase in cash flow over the next three years.

1.2.3. 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		Anticipated Risks	
							2020	2021	2022	2023	2024	2025	2026	
Major Capital Investments														
Tortoise Nursery	Details Not Provided		300,000.00	Project A/C	2026	2026	Details Not allocated to any years							
Vehicles														
Souvenir Boutique (Botanical Garden)		1,000,000.	SPGA A/C	2026	2026									
Reception and Commercial Facility - Curieuse		3,000,0000	Project A/C	2025/2026	2026									
Trails & Associated Developments (Ticket Booth & Solar Panels)		600,000	SPGA A/	2026	2026									
New Boats and Engines		1,425,000.00	UNDP GEF/ R2R	2025	2025									
Minor Renovations of Doctor’s House - Curieuse		100,000	SPGA/AC	2027										
Replacements and upkeep of Assets (PPE)														
	Details Not provided													
Total							-	-	-	-	-	-	-	-

		2023	2022
Grants			
	Coastal Ecosystem Adapt		
	SEYCAAT Blue Grant	468,200.00	-
	ETF Greenhouse Material	-	
	PAREO Madagascar	-	
	H Savy Trail Grant	-	100,000.00
	Environmental Trust Fund	-	
	Ridge TO Reef	615,684.02	1,017,703.96
	Pareo Project -Reunion	-	90,808.49
	PA Finance	-	
	Curieuse Infrastructure	-	
	Other small grants	87,113.00	147,020.00
	Veuve Reserve	-	10,000.00
	Strategic Adaptive Mgt-SAM	-	
	Darwin Initiative Project	-	
	Earthwatch expedition	-	
	Coral reef restoration Project	1,068,995.74	1,148,953.19
	Curieuse 40th Anniversary	-	
	Hunt Deltel	-	
TOTAL GRANTS		<u>2,239,992.76</u>	<u>2,514,485.64</u>

In addition to revenue generated from regular operations, the Seychelles Parks and Gardens Authority receives grants from various donors to support the implementation of diverse projects. These grants are designated for specific purposes, and expenditures are strictly Ltd in accordance with the approved budget plan. Projects may extend over a period of two to six years, with the payment modality primarily consisting of quarterly cash advances.

1.3. Projected TAX, Divided, Debt Payments, Subventions, Grants and Contingencies

1.3.1. Tax Implications by the Operations of Seychelles Postal Services

SCR (000)

Type of Tax	Provisional				Forecast		Anticipated Risks
	2022	2023	2024	2025	2026	2027	
Business Tax							
PIT	1,404,389.26	1,690,237.47	1,656,000.00	1,656,000.00	1,656,000.00	1,740,000.00	
VAT							
Etc..							
Total	1,404,389.26	1,690,237.47	1,656,000.00	1,656,000.00	1,656,000.00	1,740,000.00	

To date, tax implications have not been realized. SPGA has engaged with the Seychelles Revenue Commission (SRC) to clarify our obligations, as many of our revenue streams fall under the National Parks and Nature Conservancy Act of 1969, which has been amended at various intervals.

1.3.2. Debt Payments Forecasts by the Seychelles Parks and Gardens Authority

*SPGA doesn't anticipate any debt within the medium-term

1.3.3. Anticipated Subventions and Grants by the Seychelles Parks and Gardens Authority

SCR ('000)

Nature of Funding	Funding Agency	Purpose	Total Agreed Amount	Total Receipts of Subventions and Grants							
				(Forex)	Actual Figures			Provisional	Forecast		
					2020	2021	2022	2023	2024	2025	2026
Subventions	Government			-	-	-	-	-	-	-	
	IMF			-	-	-	-	-	-	-	
	ADB			-	-	-	-	-	-	-	
	EU, etc			-	-	-	-	-	-	-	
Grants	UNDP GEF Projects							1,931			
	Adaptation Fund Project		7,507	1,862	1,201	1,125	743	849	1,335	828	
	Ridge to Reef Project		4,097	201	770	1,012	554	501	607	Project ends	
	SEYCAAT-Centralized Multirotational bio-holistic Database		1,998	-	-	-	468	765	765	-	
	SEYCAAT-Enhancing knowledge of beach dynamics		473	-	-	-	-	-	473	-	
	Erasmus		415	-	-	-	-	-	445	-	

	Bio-Bridge		281	-	-	-	-	-	326	-
	CEPF (Critical Ecosystem Partnership Fund)		26,500	-	-	-	-	7	19	-
	RECOS - Building Resilience of Coastal Eco-system		577	-	-	-	-	-	-	631
	Absa Bank		-	-	-	-	-	200	-	-
	Seychelles Breweries Ltd		-	-	-	-	-	298	-	-
	CEPF (Critical Ecosystem Partnership Fund)		-	-	-	-	-	-	400	-
TOTAL			15,374	2,062	1,971	2,137	1,766	4,551	4,371	1,459

Grants are crucial for the Seychelles Parks and Gardens Authority as they provide essential funding for conservation and maintenance efforts. These funds support biodiversity preservation, habitat restoration, and the management of natural resources. Grants enable the authority to implement various environmental programs, enhance public awareness, and promote sustainable tourism. Additionally, they help in securing the infrastructure needed for parks and gardens, ensuring that these vital ecosystems are protected and enjoyed by both locals and tourists. Overall, grants play a significant role in facilitating the authority's mission to conserve Seychelles' unique natural heritage.

1.3.4. Assumptions used for the Financial Projections of Seychelles Parks and Gardens Authority

The Seychelles Parks and Gardens Authority (SPGA), created through a merger of the then Seychelles National Parks Authority and the National Botanical Garden Foundation in 2022 overseas the management of the Marine and Terrestrial National Parks and Gardens of Seychelles, which are well-visited by a large number of visitors.

Designation Type/IUCN Category	Official Name	Total Area (ha)
Special Reserve	Veuve Special Reserve	7.88
National Park Cat. II	Morne Seychellois National Park	3129.47
	Praslin National Park	325.37
Protected Area IUCN Cat II	Ile Cocos Marine National Park	85.55
Marine National Park Cat II	Curieuse Marine National Park	1340.74
	Baie Ternay Marine National Park	87.09
	Port Launay Marine National Park	163.29

	Ste. Anne Marine National Park	965.41
Designated Gardens	National Biodiversity Centre	Under Review at MLH (64.0, Pro.)
	National Botanical Garden	Under Review at MLH, (6.0 Pro.)
	Statehouse Garden	3.0
Total ha of SPGA managed sites:		3,048.33

Visitor Arrivals



The Seychelles Parks and Gardens Authority operates 12 payment stations, utilizing a digital cash collection system. Among these, the Botanical Garden and Curieuse Island are the most frequented and revenue-generating sites.

The Botanical Garden, recognized as a national monument, employs a distinct marketing strategy that highlights its serene environment, offering a tranquil escape near the bustling city of Victoria. Curieuse Island is renowned for its population of giant Aldabra tortoises that roam freely throughout the area.

In contrast, the least visited stations are the Veuve Reserve on La Digue Island and the Biodiversity Centre at Barbarons. The Authority is continually exploring innovative marketing strategies to attract more visitors to these lesser-known sites.



SPGA has implemented several strategic initiatives aimed at enhancing revenue efficiency and minimizing leakages:

- 1. Establishment of two dedicated units within the finance department: Revenue and Expenditure, to ensure a focused approach.**
- 2. Conducting timely spot checks to ensure compliance and optimize revenue generation.**
- 3. Continuously exploring new revenue streams to ensure sustainability through diverse financing mechanisms, including projects and public-private partnerships (PPP).**
- 4. Reducing expenses by implementing comprehensive and detailed procurement planning for each department and unit.**

1.4. KPIs, Risk Management Strategy and Reporting Obligations

1.4.1. Key Performance Indicators of the Seychelles Parks and Gardens Authority

Title of Key Performance Indicators	Description	Achievements of KPIs						
		Actual Figures			Provisional	Forecast		
		2022	2023	2024	2025	2026	2027	2028
Targeted Revenue Lines				40,116,909.00	45,557,052.95	45,349,371.32	45,872,175.92	
New Business Developments	Souvenir Boutique							
	Opening of New Payable Trails						Morne Blanc Nature Trail	
	Cafeteria						Curieuse Island Cafeteria	
Number of tourists visiting Seychelles			182,849	332,068	400,000	420,000	441,000	463,050
Tourists visiting our Parks		21604	48,877	152,814	169,232	188,179	197,588	207,468
Staff Capacity Building	Marine Operations-			1 staff certified	2 staffs certified	3 staffs certified	2 staffs certified	

	WIOCOMPAS Certification							
	Certification from TGMI			1 staff	2 staffs	1 staff		
	Adaptation Fund Capacity Building (Coral Genomics and GIS)					2 Staff - - SCR107,264.78		
	RAMSAR Wetlands International Week					3 staff		

1.4.2. 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 a 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 a long-term deposit
	95% of revenue depends on tourism	Explore alternative sustainable financial mechanisms such as a Trust Fund
	Credit Facility for applying for loans	Explore soft loan 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

Additional Insights on Risk, Mitigation, and Adaptation:

Risk Management: A comprehensive risk management framework is crucial for identifying potential risks before they materialize. Regular assessments can help prioritize risks based on their potential impact and likelihood.

Mitigation Strategies: Beyond just addressing immediate financial and operational concerns, long-term sustainability requires fostering partnerships with stakeholders, including local communities, to create a shared responsibility in managing resources.

Adaptation Techniques: Resilience plans should include adaptive management practices that allow the authority to respond flexibly to environmental changes. This includes incorporating climate forecasts into strategic planning and utilizing innovative technologies to monitor and mitigate risks related to climate change.

In summary, the Seychelles Parks and Gardens Authority must adopt a multi-faceted approach to risk management that includes proactive training, financial diversification, operational flexibility, regulatory compliance, and environmental adaptation to ensure sustainable operations and resilience in the face of various risks.

1.4.3. *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

1.5. Stakeholder Engagement

1.5.1. Statement by CEO

The SPGA Strategic Plan 2022-2026 serves as the pivotal guiding document for our organization, charting the course for our initiatives and objectives over the next five years. Through diligent implementation, the Authority is committed to leveraging its State Owned Enterprise (SOE) status to maximize its potential and adopt best practices in the stewardship of protected areas. We acknowledge our critical role and expertise in conserving the Parks and Gardens of Seychelles, and our strategic aims are firmly aligned with our articulated mandates, supported by our vision and mission statements, and reinforced by the core values that define our organization.

At the foundation of our conservation objectives are four core priority strategies: (1) Targeted & Strategic Conservation, (2) Resourcefulness, (3) Financial Autonomy, and (4) Financial Soundness. These strategies are designed to elevate the Authority to new heights of operational excellence. We are resolute in our commitment to achieving our goals, translating them into significant accomplishments that reflect our dedication to sustainable management and protection of Seychelles' protected areas and designated gardens.

We believe that our continued efforts enhance the experiences of both visitors and locals alike, fostering a deep appreciation for the natural beauty of our environment. With an unwavering commitment to sustainability across all dimensions of our operations, the Authority is on a mission to strengthen its position within the business and conservation sectors. We are dedicated to maintaining our competitive edge and delivering exceptional value to all stakeholders, ensuring that our contributions resonate far beyond our immediate goals and benefit the wider community.

Mr. Allen Cedras
Chief Executive Officer

1.5.2. Foreword by Chairperson

The Seychelles Parks and Gardens Authority (SPGA) remains steadfast in its commitment to regulatory obligations and corporate responsibility in fulfilling its mandates. Based on a thorough analysis of the current financial statements and overall position, I am optimistic that the organization is well-positioned for medium- and long-term financial sustainability. Continued strategic planning and prudent budgeting are essential for SPGA to maintain its operational effectiveness.

I am confident that the vision and mission of SPGA will be evident through our actions and initiatives in the coming years, as we strive to establish ourselves as a reputable leader in conservation. In response to the uncertainty surrounding visitor arrivals, SPGA has diligently adhered to its Business and Strategic Plans. Our focus has been on adapting to the evolving business landscape while prioritizing the stakeholders, employees, visitors, and the integrity of our sites.

As we move ahead, we're set to embark on exciting new journeys. These journeys will require targeted investments in key areas, the establishment of strategic partnerships, and an unwavering commitment to excellence. By leveraging our existing strengths, we aim to diversify our offerings and create new revenue streams, thereby enhancing our influence and making a lasting impact on the environment we serve.

We recognize the significance of responsible business practices and are committed to fostering a culture of collaboration, transparency, and accountability. Together as an Authority, we will navigate the challenges ahead and continue to make meaningful contributions to conservation and community engagement.

Mr. Lucas d'Offay
Board of Directors Chairperson

1.5.3. Statement by the Responsible Minister

As a Ministry, we have diligently formulated and implemented a range of policies, strategies, and action plans aimed at the conservation and sustainable use of our natural resources across all agencies under our aegis. I am confident that my Ministry, along with its affiliated institutions such as the Seychelles Parks and Gardens Authority (SPGA), is committed to ensuring that all developments and projects adhere strictly to conservation principles. Our approach emphasizes strategic financial sustainability, ensuring that the Authority aligns seamlessly with national priorities and international sustainable development strategies through visionary planning and robust management controls.

I firmly believe that the SPGA will prioritize the enhancement of its current services, striving to improve the overall experience for all clients. We must reinforce the financial soundness of the SPGA by adopting a holistic and strategic approach to its management, which will serve as a cornerstone for its ongoing success and reputation.

Our focus will remain on the efficient and effective management of the protected areas entrusted to the Authority. The strategic priorities we set forth are intricately linked to the vision and mission of the SPGA. Through the SPGA Strategic Plan, we provide a comprehensive framework for operational planning and implementation. This framework will be supported by robust monitoring, evaluation, and learning plans that include clear, actionable items and key performance indicators.

Moreover, the development and adoption of the Medium-Term Financial Strategy (MTFS) presents a significant opportunity for the SPGA to refine its strategies and reorient its services. This renewed focus will enhance the Authority's ability to deliver improved and strategic services while fulfilling its conservation and management mandate. Together, we will ensure that our initiatives not only protect our invaluable natural resources but also promote sustainable development for future generations.

(Mr.) Flavien Joubert

Minister of Agriculture, Climate Change and Environment