



**UNDP Project Document**

Government of Seychelles

Implementing Agency: Ministry of Home Affairs, Environment and Transport - Department of Environment

United Nations Development Programme

UNDP GEF PIMS 4190

GEF Project ID 3925

**Strengthening Seychelles’ protected area system through NGO management modalities**

**Brief description**

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| --- |
| Seychelles has a system of 21 formal protected areas covering a total area of 54,813ha, of which 24,978ha (~5.5% of the total landmass) is terrestrial and 29,836ha (<0.001% of the EEZ) is marine. The marine and terrestrial protected areas (and other conservation areas) are under the administration of a number of different government institutions, parastatals and NGOs, including the: Ministry of Land Use and Housing (MLUH); Seychelles National Park Authority (SNPA); Seychelles Fishing Authority (SFA); Seychelles Islands Foundation (SIF); Island Conservation Society (ICS) and Nature Seychelles (NS). With limited resources, and geographical isolation from global centers of excellence, it is imperative that these diverse government and non-government partners in Seychelles work more closely together in partnerships to augment their individual capacities, knowledge and skills in the planning and management of a more representative system of protected areas.  This project has the objective of creating an enabling environment for optimizing the synergies between current government conservation efforts, and those of non-government partners (private sector, NGOs and resource users). At a local level, it will support the development of models that demonstrate the cost-effectiveness of involving NGOs in the planning and management of protected areas.  At the **systemic level** (i.e. ‘creating the enabling’ conditions) the project will define spatial targets and priorities for the expansion of the protected area system (Output 1.1), improve the policy, legislative and governance framework for collaborative management between state and non-state partners in the management of this representative system of protected areas (Output 1.2 and Output 1.3) and support the establishment of an information management system to improve decision-making in the PA system.  At the **institutional and individual level** (i.e. ‘strengthening the capacity’) the project will improve NGO capacities in (i) assessing the environmental, social and economic feasibility of designating privately owned islands, and adjacent marine habitats, as formal PAs (Ouput 2.4); (ii) undertaking cost-benefit analyses of options for administering larger protected areas that may incorporate both marine and terrestrial habitats (Outputs 2.3, 2.4 and 2.5); (iii) consulting, cooperating and collaborating with other state and non-state partners (including SNPA, other NGOs, private sector and natural resource user groups) in PA/conservation area establishment and management processes (Outputs 2.2, 2.3, 2.4 and 2.5); (iv) evaluating the efficacy of different approaches to marine and terrestrial ecosystem restoration (Outputs 2.1 and 2.4) and (v) testing a range of co-management models for protected/conservation areas under different ownership, management and financing arrangements (Outputs 2.2, 2.4 and 2.5). The project will also invest resources in improving the capacities of the relevant government institutions (Output 1.4) – *inter alia* SFA, SNPA and the DOE – to: (i) constructively support the establishment processes for newly designated PAs; (ii) implement its oversight role for the entire protected area system; (iii) participate in negotiating and implementing co-management agreements with NGOs, resource users and the private sector; and (iv) maintain consultative forums involving all state and non-state partners. |

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**ACRONYMS**

|  |  |
| --- | --- |
| ABP | Annual Budget Plan |
| AG | Attorney General |
| APR | Annual Project Review/ Annual Progress Report |
| AWP | Annual Work Plan |
| CBD | Convention on Biological Diversity |
| CCA | Common Country Assessment |
| CCF | Country Cooperation Framework (UNDP) |
| CITES | Convention on International Trade in Endangered Species of Wild Fauna and Flora |
| CO | (UNDP) Country Office |
| MLUH | Ministry of Land Use and Housing |
| DOE | Department of Environment |
| DOF | Department of Finance |
| EEZ | Exclusive Economic Zone |
| EMPS | Environment Management Plan of Seychelles |
| EPA | Environmental Protection Act (1994) |
| ERC | Evaluation Resource Centre |
| FBOA | Fishing Boat Owners Association |
| GCRMN | Global Coral Reef Monitoring Network |
| GDP | Gross Domestic Product |
| GEF | Global Environment Facility |
| GIF | Green Islands Foundation |
| GISP | Global Invasive Species Programme |
| HDI | Human Development Index |
| IAS | Invasive Alien Species |
| IBA | Important Bird Area |
| ICRAN | International Coral Reef Action Network |
| ICS | Island Conservation Society |
| IDC | Island Development Company |
| IMF | International Monetary Fund |
| IMPASP | Integrated Marine Protected Area Systems Plan |
| IPA | Important Plant Area |
| IPC | International Programme Coordinator |
| IUCN | International Union for the Conservation of Nature |
| KBA | Key Biodiversity Areas |
| LME | Large Marine Ecosystem |
| MCSS | Marine Conservation Society of Seychelles |
| MDG | Millennium Development Goals |
| MEPE | Ministry of Economic Planning and Employment |
| METT | Management Effectiveness Tracking Tool |
| MF | Ministry of Finance |
| MFA | Ministry of Foreign Affairs |
| MHAET | Ministry of Home Affairs, Environment and Transport |
| MND | Ministry of National Development |
| MNP | Marine National Park |
| MPA | Marine Protected Area |
| NBSAP | National Biodiversity Strategy and Action Plan |
| NC | National Coordinator |
| NCCC | National Climate Change Committee |
| NGO | Non-Governmental Organization |
| NIC | National Inter-ministerial Committee |
| NIM | National Implementation |
| MOU | Memorandum of Understanding |
| NPD | National Project Director |
| NPTS | Nature Protection Trust of Seychelles |
| NS | Nature Seychelles |
| PA | Protected Area |
| PAS | (National) Protected Area System |
| PAT | Plan d’Aménagement du Territoire (Land Use Plan) |
| PCA | Plant Conservation Action Group |
| PCU | Programme Coordination Unit |
| PIR | Project Implementation Review |
| PM | Project Manager |
| PFA | Praslin Fishermen’s Association |
| PoWPA | (CBD) Programme of Work on Protected Area |
| PPR | Project Progress Report |
| PSC | Project Steering Committee |
| PTO | Project Technical Officer |
| RCU | (UNDP) Regional Coordinating Unit |
| RTA | (UNDP) Regional Technical Adviser |
| SBAA | Standard Basic Assistance Agreement |
| SCCI | Seychelles Chamber of Commerce and Industries |
| SCMRT | Seychelles Centre for Marine Research and Technology |
| SEYMEMP | Seychelles Marine Ecosystem Management Project |
| SFA | Seychelles Fishing Authority |
| SHTA | Seychelles Hospitality and Tourism Association |
| SIDS | Small Island Developing States |
| SIF | Seychelles Islands Foundation |
| SNPA | Seychelles National Parks Authority |
| SNEC | Seychelles National Environment Commission |
| SO | Strategic Objective |
| SP | Strategic Programme |
| SR | Seychelles Rupee |
| SWIOFP | South West Indian Ocean Fisheries Project (GEF-UNDP) |
| TB&WP | Total Budget and Work Plan |
| TCPA | Town and Country Planning Act |
| TPC | Threshold of Potential Concern |
| TPR | Tripartite Review (UNDP) |
| UNDP | United Nations Development Programme |
| UNESCO | United Nations Education, Science and Culture Organization |
| WHS | World Heritage Site |
| WIOLab | Western Indian Ocean Land based activities (GEF-UNEP Project) |
| WIOMSA | Western Indian Ocean Marine Science Association |
| WWF | World Wildlife Fund for Nature |

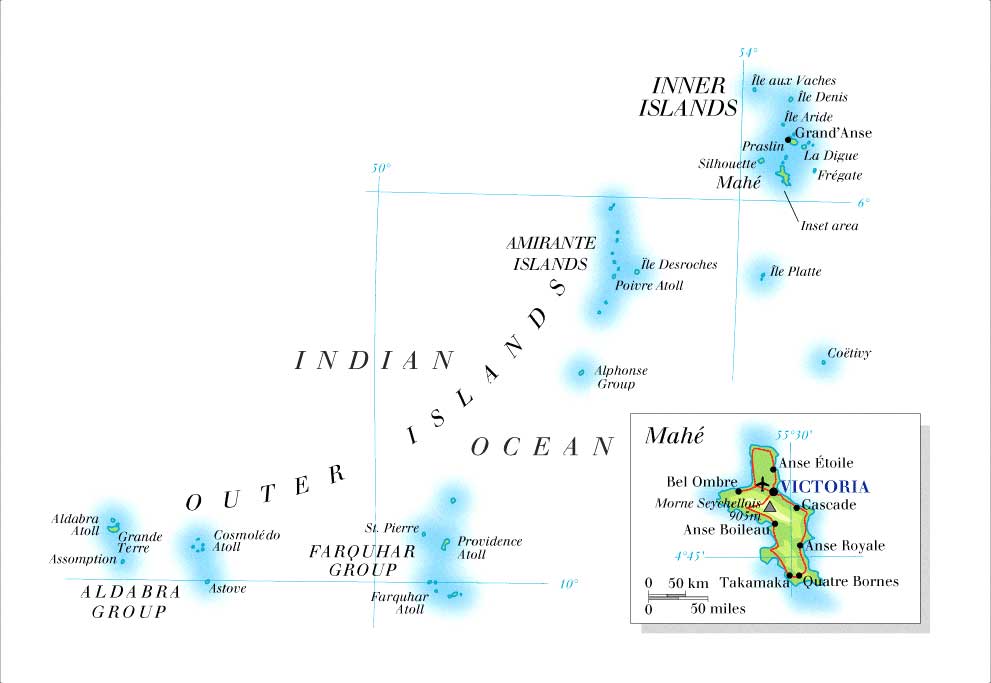
# PART I: SITUATION ANALYSIS

### **1.1. Context and global significance: environmental, policy and institutional**

#### Environmental context

1. The Republic of Seychelles lies between c.04°S to 10°S and 46°E to 54°E in the western Indian Ocean, east of Africa and north to north-west of Madagascar. It has a total landmass of 455 km² spread across an Exclusive Economic Zone (EEZ) of around 1,374,000 km². There are 115 islands listed in the Constitution of SeychellesP0F[[1]](#footnote-2)P which divide into two groups, the mostly granitic islandsP1F[[2]](#footnote-3)P (the ‘inner islands’), centred around Mahé and Praslin, and the outer coralline islands (the ‘outer islands’), lying west and south-west of the granitic group (see Figure 1). The inner islands comprise a slightly larger landmass than the outer islands, but occupy a much smaller area of ocean.

**Figure 1: Map of the inner and outer islands of the the Republic of Seychelles**



1. The Ugranitic inner islandsU of Seychelles are characterized by rugged central ranges of hills with many steep, smooth, bare rock inselbergs known as “glacis”. The hills of the granitic islands are surrounded by a narrow, flat, sandy and often marshy coastal strip of land. The main terrestrial habitats of the granitic islands are; a) beach and dune vegetation; b) lowland and coastal forests up to 200-300m; c) intermediate forests from 200 to 500m altitude; d) granite inselbergs and “glacis”; and e) mountain mist forests over 400-500mP2F[[3]](#footnote-4)P. The Ucoralline outer islandsU have developed from the slow accretion of coral living in shallow waters. The coralline islands are small, flat and geologically much younger than the granitic islands. On the coralline islands, the higher parts are characterised by a mixed scrub vegetation. Where sea water commonly penetrates the limestone, the Pemphis thicket type is commonly found. The Umarine habitatsU between the islands include 1,690 kmP2 Pof reefPPhabitats that may be broken down into three types: a) fringing reef; b) atolls; and c) platform reefs. Offshore environments include submarine plateaux.
2. A summary of the key characteristics of the different habitats in Seychelles is provided below (adapted from the National Biodiversity Strategy and Action Plan, 1997):

|  |  |
| --- | --- |
| Habitat | **Key Characteristics** |
| Beach and Dune Vegetation | • Severely modified by early settlers  • Endemic spp. not dominant, except *Pandanus*  • Some of the Outer Islands still retain some original beach vegetation  • Important for bird habitats/turtle nesting |
| Coastal and lowland forests (up to 300m) | • Moderate levels of endemism  • Modified by settlers for coconut plantations  • Fragmentation is high  • Important bird habitats, including for migratory birds  • Important feature of coral islands |
| Intermediate Forest (200 to 500m altitude) | • Rich in endemic species  • High canopy forest, c. 30-40m  • Relatively large fragments remain  • Drier areas dominated by endemic palm trees |
| Mountain mist forests (over 500m altitude) | • Rich in endemics, although less rich than the intermediate forest  • Support rare and endemic amphibians and other organisms |
| Glacis and Inselbergs | • Solitary monolithic granitic outcrop habitats that are difficult to access  • High levels of endemism  • Provide habitat for the extremely rare genus *Medusagynae*  • Highly symbiotic relationships may exist in these habitats;  • Important bird, endemic bat habitats  • Habitats not directly modified by man |
| Rivers and streams | • Many indigenous and endemic invertebrates  • Highest diversity found between 100 – 400m in the transition zone from upper to middle course |
| Wetlands | • Mangroves, marshes and freshwater wetlands  • Support several endemic species, both plants and animals  • Important bird habitats, fish nursery |
| Rocky shores | • Limited vegetation: coconut, Casuarina, and the endemic *Pandanus balfourii*  • Molluscs, crabs, rockhoppers, barnacles, algae  • Underwater: Foliose and encrusting corals |
| Fringing reef systems | • Occur around the granitic islands  • Associated with a complex of communities including sea grasses and algae  • Those reefs found on a granitic base have the highest rates of recovery from the 1998 bleaching event |
| Atoll reef systems | • Typical reef systems of the Outer Islands  • Atolls may be very low islands or raised up well above sea level. They typically have a central lagoon connected to the sea.  • Slow, linear rates of recovery from the 1998 bleaching event |
| Platform reefs | • Found around the Amirantes Group of islands  • Migratory routes for pelagic fish |
| Open ocean | • Nutrient poor (with the exception of upwelling areas around the Mahé plateau)  • Mainly highly migratory pelagic species such as tuna and tuna-like species |

1. Some 7,200 species of animal, plant and fungi have been recorded from the Seychelles islands, including several famous species such as the Aldabra giant tortoise (*Dipsochelys dussumieri*) and the coco-de-mer palm (*Lodoicea maldivica*). Due to their age, geography and isolation, the Seychelles supports a variety of endemic taxa. Endemism is comparatively high at between 50-88% for different animal groups in general and approximately 45% for plants. A large proportion of genera are endemic and there is one endemic family of tree, represented by the critically endangered jellyfish tree (*Medusagyne oppositifoli*) and an ancient endemic family of frogs (Sooglossidae).
2. The following summarises some of the key features of the Uterrestrial and freshwater Ubiodiversity of Seychelles (see Keuffer & Vos, 2004 and Shah et al., 1997):

|  |  |
| --- | --- |
| ***Group*** | **Biodiversity significance** |
| *Flora* | Many of the unique plants of the Seychelles have small populations and restricted distributions. Of the some 250 indigenous floral species in Seychelles, as many as 54 taxa or almost 21 percent of the flora are now considered threatened. Over 80 endemic species of flowering plants, 10 endemic species of ferns and 62 endemic species of bryophytes occur on the granitic islands. Over 80 flowering plants, 10 ferns and 62 bryophytes are endemic. The coralline islands have 15 known floral endemic species. |
| *Mammals* | Two endemic mammal species - the critically endangered Seychelles sheath-tailed bat (*Coleura seychellensis*) and the Seychelles Fruit Bat (*Pteropus seychellensis)* - have been recorded from Seychelles. |
| *Birds* | Thirty endemic taxa of birds occur, including 8 that are classified as globally threatened and two species, the Seychelles Scops-owl (*Otus insularis* CR) and the Seychelles paradise-flycatcher (*Terpsiphone corvine* CR), which are confined to one or two specific islands. |
| *Amphibians* | The archipelago has the highest ratio of amphibian endemics of any island group in the world |
| *Snakes* | Two species of snakes, about 22 endemic species and subspecies of geckos and skinks, and one chameleon are endemic to the islands |
| *Terrapins and tortoises* | At least three endemic species of terrapins have been described from Seychelles. Aldabra has the largest surviving wild population of giant tortoises in the world (around 100,000), and the last remaining wild populations of giant tortoises in the Indian Ocean. |
| *Aquatic species* | The river and wetland ecosystems of the granitic islands support a number of endemic aquatic species including the endemic crab genus *Seychellum*, certain species of mayflies and caddisflies, and the snail *Paludomus ajanensis.* |
| *Fish* | Endemic fishes found in the freshwater habitats are *Pachypanchax playfairii* and *Parioglossus multiradiatus,* recently discovered in 2005. |
| *Molluscs* | The terrestrial molluscs of Seychelles show high endemism on some granitic islands and on Aldabra. |
| *Invertebrates* | Some 7% of the invertebrate species can be considered threatened, and of these some 50% are critically endangered. The biota includes the world’s largest millipede. Many species are single island endemics. |

1. Seychelles is also a globally important storehouse of Umarine biodiversityU, with particularly high levels of faunal diversity and endemism in key ecosystems. The following summarizes the key attributes of the country’s coastal/ marine habitats and species:

|  |  |
| --- | --- |
| ***Habitats/ species*** | **Biodiversity significance** |
| *Mangroves* | Extensive mangrove habitats are found in the lagoons of Aldabra, Cosmoledo and Astove Island groups, where they provide important nesting, nursery and resting habitats for a variety of seabird species, as well as nursery grounds for fish. |
| *Seagrass* | Extensive seagrass beds harbor 13 of the 50 globally described seagrass speciesP3F[[4]](#footnote-5)P |
| *Sponges* | An estimated 18% of sponges known to occur in the Seychelles are regional endemics. |
| *Corals* | Coral reefs are abundant and have high levels of faunal endemism, with over 370 species predicted to be found (UNEP-WCMC), as well as 67% of the genera level and 88% of the family level diversity of hard corals in the region. |
| *Molluscs* | Recent offshore sampling identified 55 bivalve species of molluscs, of which 26 were new to the Seychelles and 10 were new to science. |
| *Fish* | Close to 1000 fish species have been recorded from Seychelles, some 400 of which are associated with reef ecosystems. Examples of endemics are the Seychelles clown fish (*Amphiprion fuscocaudatus*), and two new species of sharks (*Squalus lalannei* and *Centrophorus seychellorum*) that have recently been described. The whale shark (*Rhincodon typus)* is a regular migrant to Seychelles waters. |
| *Turtles and Cetaceans* | Seychelles’ waters support 4 species of sea turtle of which the Endangered Green turtle *Chelonia mydas* and Critically Endangered hawksbill turtle *Eretmochelys imbricata* are known to nest here . There are over 26 species of Cetaceans (7 dolphin species and 19 whale species) with the Vulnerable sperm whale *Physeter macrocephalus* being common along shelf edges. |
| *Seabirds* | An important feature of Seychelles is its vast numbers of breeding seabirds, both in the granitic and outer islands. Some colonies host more than one million birds and are among the largest in the Indian Ocean and the world (e.g. *Frigate* spp.). Although Seychelles is not situated along any important migratory route, many migratory species (especially waders) occur regularly. |

1. The Seychelles forms part of a recognized global Biodiversity Hotspot, *Madagascar and the Indian Ocean Islands Region*P4F[[5]](#footnote-6)P. The position of Seychelles in the central southwest Indian Ocean also ensures that these islands act as stepping stones for marine dispersal between the western Indian Ocean and the eastern Indian Ocean/western Pacific, with the range enhanced by the monsoonal system.

#### Protected area system

1. Seychelles has a system of 21 formal protected areas covering a total area of 54,813 ha, of which 24,978 ha (~5.5% of the total landmass) is terrestrial and 29,836 ha (<0.0001% of the EEZ) marine. The Aldabra Special Reserve currently represents some 80% of the total extent of the Protected Area System (PAS).
2. There are six categories of formal protected areas in Seychelles:

* *Strict Natural Reserve* - areas where all human activity is forbidden. There are however currently no Strict Natural Reserves in Seychelles.
* *Special Reserves*  - areas where human activities are limited to nature conservation and ecotourism. There are four Special Reserves in Seychelles: Aride Island, Cousin IslandP5F[[6]](#footnote-7)P, Aldabra Atoll and La Veuve Reserve on La Digue, the first three of which include marine areas.
* *Terrestrial National Parks* - established to conserve representative samples of the indigenous flora and fauna, the water resources and the landscapes of Seychelles. Tourism is encouraged, and other sustainable natural resource uses (e.g. agriculture, forestry) may be allowed under controlled conditions. Large-scale development and construction are not permitted. There are two wholly Terrestrial National Parks in Seychelles, Morne Seychellois National Park and Praslin National Park (which includes the Vallée de Mai Nature Reserve). These are the largest protected areas of land in the granitic islands.
* *Marine National Parks* - established to protect marine life. Fishing is generally banned in these areas, while diving and yachting are strictly controlled. There are six Marine National Parks in Seychelles, many of which include a terrestrial component: Sainte Anne; Baie Ternay; Curieuse; Port Launay; Silhouette; and Ile Cocos.
* *Nature Reserves* - declared to protect breeding seabirds under the The Wild Birds Protection Regulations (1966). Seven Nature Reserves, five in the granitic island (Ile Sèche, Ile aux Vaches Marines, Ile aux Fous, Les Mamelles and Vallée de Mai) and two in the Amirantes (Boudeuse, Etoile) have been designated.
* *Protected Areas* - designated as restricted access areas. There is currently one ‘protected area’ in SeychellesP6F[[7]](#footnote-8)P, African Banks and its surrounding reefs.

| **National Designation** | **Legislative framework** | **Site Name** | **Ownership** | **Mgmt. authority** | **Total Terr. Area (ha)** | **Total Marine Area (ha)** | **Total Area (ha)** |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Special Reserve | *National Parks and Nature Conservancy Act (1969)* | Aldabra | Govt. (leased) | SIF | 20,800 | 23,100 | 43,900 |
| Aride Island | NGO | ICS | 70 | 0 | 70 |
| La Digue Veuve | Govt. | SNPA | 8 | 0 | 8 |
| Cousin Island | NGO | NS | 27 | 1,200 | 1,226 |
| Marine National Park | *National Parks and Nature Conservancy Act (1969)* | Baie Ternaie | Govt. | SNPA | 0 | 80 | 80 |
| Curieuse | Govt. | SNPA | 294 | 1,176 | 1,470 |
| Ile Cocos | Govt. | SNPA | 0 | 1 | 1 |
| Port Launay | Govt. | SNPA | 0 | 158 | 158 |
| Silhouette | Govt. | SNPA | 0 | 3,045 | 3,045 |
| St. Anne | Govt. | SNPA | 380 | 1,073 | 1,453 |
| National Park | *National Parks and Nature Conservancy Act (1969)* | Morne Seychellois | Govt. | SNPA | 3,045 | 0 | 3,045 |
| Praslin (excluding Vallée de Mai NR) | Govt. | SNPA | 310 | 0 | 310 |
| Moyenne | Private | Moyenne Island Foundation | 9 | 0 | 9 |
| Nature Reserve | *Wild Birds Protection (Nature Reserves) Regulations (1961, amended 2001)* | Vallée de Mai | Govt. (leased) | SIF | 20 | 0 | 20 |
| 6 sites: Ile Sèche, Ile aux Vaches Marines, Ile aux Fous, Les Mamelles, Boudeuse and Etoile | Govt. | DOE/SNPA | 15 | 0 | 15 |
| Protected Area | *Protected Area Ordinance (1967)* | African Banks (and surrounding reefs) | Govt. | MND (MLUH) | 0 | 3 | 3 |
| **Total** | | | | | **24,978** | **29,836** | **54,813** |

1. Two of these sites – Aldabra Atoll and Vallée de Mai – have also been designated as natural World Heritage Sites, while all of the Seychelles EEZ forms part of the Indian Ocean Whale Sanctuary (formed in 1979). Three wetland areas – Port Launay coastal wetland, Aldabra Atoll and Mare Aux Cochons high altitude wetland – have been listed as Ramsar sites.
2. In addition to Seychelles’ officially recognized PAs and international conservation areas, a number of other sites are managed as *de facto* ‘wildlife sanctuaries’ and/or nature-based tourism destinations, including several privately owned/managed islands in the Inner and Outer islands (e.g. Bird Island, Denis Island, Cousine Island, North Island, D’Arros Island) and government-owned islets in the Outer islands (e.g. islets of the Farquhar atollP7F[[8]](#footnote-9)P). A number of private islands - frequently in partnership with local NGOs - have carried out extensive conservation programs in the past decade, including: turtle conservation; marine research; eradication of invasive species (particularly rats and cats, as well as goat eradication), and reintroductions of endemic species (5 of the 8 endangered bird species in the country). Conducted on a small scale and carefully controlled, nature-based tourism and natural resource harvesting (e.g. collection of bird eggs) on these islands is proving a valuable asset to conservation as well as acting as a practical deterrent to poachers and uncontrolled visitors. unequivocal

#### Socio-economic context:

1. The Seychelles has been inhabited since 1770. It was colonised succesively by both the French and the British, obtaining independence from Britain in 1976. The population originates primarily from French settlers, African plantation workers, British sailors, and traders from India, China and the Middle East. The population is currently estimated at 85,000 inhabitants. The bulk of the population, economic activities and other forms of development are concentrated mostly on the narrow coastal plains of the three main granitic islands of Mahé, Praslin, and La Digue. Mahé in particular has about 90% of the total population, with some 40% located on the east coast in a belt of 7 km by 1 km to the south of the capital, Victoria.

1. The Seychelles has managed its economy in a pragmatic way since independence, evolving its development strategies to address emerging problems. Since 1984, the Seychelles has progressively attempted to develop a more diversified economic base and pursue policies to facilitate export growth, import substitution, employment generation and greater self-reliance. In the early 1990s, the Seychelles adopted a more market-oriented approach as the Government embarked on a privatization programme. This strategy has brought about significant changes in the development status of the country and has transformed the country from a simple agricultural economy (based on cinnamon and copra crops) to a dual economy heavily dependent on tourism and fishing (mainly tuna exports). This dependency on tourism and fishing however, in conjunction with the normal economic disadvantages of, and threats to, small island states (i.e. absence of economies of scale, small market size, limited human resource capacity, high dependency on imports, high export concentration, high transportation costs, etc.), renders its economy very vulnerable to exogenous shocks in the global environment.
2. Since the beginning of the 1990s, Official Development Assistance flows have fallen by over 90% and this has placed an additional financial burden on the Government’s budget. Increasingly, the Government has had to borrow at commercial rates to finance development. This has led to a slowdown of the economy resulting from a shortage of foreign exchange. Strong recessionary conditions continued to persist in the economy in recent years. Salient economic statistics are summarized as follows:

|  |  |
| --- | --- |
| ***Economic indicator*** | **Indicator value (2008)** |
| *GDP* | US834 million |
| *GDP Per Capita* | US$10,111 |
| *Annual real growth rate* | 7.3% |
| *Current account balance (% of GDP)* | -32.054% |
| *Inflation rate (average consumer price change)* | 37% |
| *External debt ratio* | 32.6% of GDP |

1. In 2008, the country’s debts represented about 175% of its GDP (Agricole, 2009). In mid-2008, the global oil and food price spikes pushed Seychelles over the financial brink on which it had teetered for many years, due to unsustainable macroeconomic policies (EC, 2009). Due to a history of non-repayment of loans and over-extension, coupled with these global crises, Seychelles was obliged to turn to the IMF for assistance in restructuring the economy. The implementation of the IMF reform programme began on November 1PstP, 2008 with the introduction of a floating exchange rate for the Seychelles rupee. This resulted in overnight devaluation of over 100%, and had the immediate effect of wiping out the black market in foreign exchange. Inflation went up to over 60%, but by the end of 2009, the value of the rupee had settled down to a more stable market rate and inflation was at 10%.
2. According to a report by the IMF at the end of 2009, Seychelles’ macro-economic reform measures being implemented by the government, under the guidance of the International Monetary Fund (IMF), were having the desired effect of helping Seychelles achieve economic stabilization. Plans for the coming two years include putting in place structural reforms to remove barriers to growth and improving the efficiency and performance of the public sector. The IMF is also working with Seychelles to address the issue of external debt which continues to remain unsustainable. Overall it appears that Seychelles economy is responding positively to the reforms (CBS, 2008; EC, 2009; IMF, 2009, 2010). Now the biggest threat would seem to be dynamics in the world economy which could severely impact the tourism industry in particular (Campling et al., 2009).
3. A generous welfare system has allowed Seychelles to achieve impressive progress, as shown by the country’s socio-economic indicators. With a Human Development Index (HDI) of 0.845 in 2007, Seychelles ranks highest among the African countries. In terms of GDP per capita, it ranks second in Africa (after Equatorial Guinea) with a level of around US $ 10,111 in 2008.  Other key indicators such as life expectancy (73.1), adult literacy rate (96%), unemployment level (1.9%), population growth rate (0.5%) and gender equality compare favourably with those of developed countries. Most MDGs, including education and maternal health, have already been met, and it is expected that the remaining ones will be achieved by 2015.

#### Institutional context

1. The roles and responsibilities of the key public institutions responsible for protected area planning and administration in Seychelles are briefly described below.
2. The *Cabinet of Ministers* is the highest level decision-making body in Seychelles. The Cabinet of Ministers address national issues related to inter-sectoral planning, coordination and execution.
3. The *Department of Environment* (DOE), under the *Ministry for Home Affairs ,Environment, and Transport* (MHAET), has the primary responsibility for environmental management and sustainable development processes. The DOE consists of four Divisions, each headed by a Director General: (i) Climate and Environmental Services; (ii) Wildlife Enforcements and Permits; (iii) Public Education and Community Outreach; and (iv) Disaster Risk Management. The MHAET is also the parent ministry to several institutions, including the Seychelles National Park Authority (SNPA).
4. The *Seychelles National Park Authority* (SNPA)is a newly-formed parastatalP8F[[9]](#footnote-10)P responsible for the management of all marine and state-owned terrestrial national parks, and the La Digue Veuve Special Reserve. The Minister is responsible for appointing the SNPA Board and the Chief Executive Officer. The SNPA currently has a staff complement of around fifty - twenty of which work in terrestrial national parks on trail maintenance, patrolling, fire fighting, IAS control, vegetation management and research, and thirty of which work in MPAs on preventing illegal fishing, collecting fees, monitoring (beaches, turtles, removal of fish traps, lines, nets), installing mooring buoys and research. The SNPA currently receives limited funds from government, and is expected to operate as a financially independent entity by the end of 2010, with revenues derived primarily from park entrance fees and related commercial activities.
5. The *Ministry of Investment , Natural Resources and Industries* is the parent ministry of the parastatal, *Seychelles Fishing Authority* (SFA). The SFA is responsible for promoting, organising and developing fishing, fishing industries and fishing resources in the Seychelles. Its board of directors is appointed by the President of Seychelles. SFA is nominally responsible for the management of all Shell Reserves and Fishery Reserves (areas set aside for conservation of specific species), as well as enforcement of the Fisheries Act (1987) which designates certain species as protected (e.g. marine mammals, the Triton Shell - *Charonia tritonis*) throughout the Seychelles territorial waters.
6. The *Seychelles Islands Foundation* (SIF) was formed as a parastatal in 1979 by Presidential Decree. SIF has the mandate to manage both of Seychelles’ World Heritage sites, Aldabra Special Reserve and the Vallée de Mai Nature Reserve. The Chairman and Trustees of SIF are all appointed by the body’s Patron - the President of the Republic of Seychelles.
7. The Ministry of Land Use and Housing (MLUH) is the designated management authority for the African Banks and surrounding reefs in terms of the Protected Areas ActP9F[[10]](#footnote-11)P.
8. Established in 1980 as a state-owned company, the *Island Development Company* (IDC) 16Tis responsible for the management of twelve outer island groups (Platte, Desroches, Marie-Louise, Remire, Desnoeuf, Alphonse, Providence, Farquhar, Cosmoledo, Astove and Assumption) and two inner islands (Silhouette and Coetivy). Its mandate is to provide and manage the facilities and infrastructure of these islands in order to facilitate their ongoing sustainable development. The company has, in turn, partnered with the Island Conservation Society (ICS - see below) to act as its primary advisor and consultant on issues relating to environmental and conservation issues.
9. Seychelles has a very vibrant environmental NGO community that has been very successful and innovative in pursuing a range of conservation goals. A brief description of the roles and responsibilities and activities of the main NGO’s involved in conservation and protected area management is presented below.
10. IDC (see above) uses the *Island Conservation Society* (ICS) as their main implementing partner for conservation issues on the Outer Islands (see above). Formed in 2000, ICS has a special interest in biodiversity conservation on the Outer Islands. It has assumed management responsibility for the Aride Island Special Reserve in terms of a lease agreement with the Royal Society for Nature Conservation (RSNC)P10F[[11]](#footnote-12)P. Its expertise includes: species conservation; vegetation rehabilitation; eradication of invasive species (rats, cats); endangered species recovery programs; and marine surveys.
11. Formed in 1998, *Nature Seychelles* (NS) is the national affiliate of Birdlife International and is the largest environmental NGO in Seychelles. Nature Seychelles has assumed responsiblity for the management of Cousin Island Special Reserve in terms of a management agreement with Birdlife InternationalP11F[[12]](#footnote-13)P. Its expertise includes: species conservation; eradication of invasive species (rats, cats); endangered species recovery programs; species monitoring; and environmental education and awareness.
12. Established in 2006, the *Green Islands Foundation* (GIF) is involved in implementing a number of funded projects relating to coastal management, community empowerment and fisheries around Mahé, Praslin and La Digue. They PA operations experience in the conservation management of Denis Island. This experience includes: rodent eradication and prevention; habitat rehabilitation; rare species introduction and management; and ecosystem assessment. GIF has recently partnered with the privately owned North Island to provide support to conservation activities on the island.
13. Established in 1997, the *Marine Conservation Society of Seychelles* (MCSS) focuses much of its work around the island of Mahé, but generally covers the entire extent of the EEZ. Its expertise lies in: sea turtle monitoring and conservation; cetacean and whale shark monitoring; marine environmental and oceanographic monitoring; monitoring of beach erosion; and environmental mooring installation and maintenance to minimise damage to coral reefs.
14. Established in 1992, the *Nature Protection Trust of Seychelles* (NPTS) focuses much of its *in situ* conservation work on the ecosystems, plants and animals of Silhouette Island. It has Seychelles-wide terrestrial expertise in: rare, threatened and endemic species conservation (including plants, bats, tortoises, terrapins, birds, amphibians and invertebrates); conservation assessments; and scientific communications.
15. Established in 2002, the *Plant Conservation Action Group* (PCA) focus its work on terrestrail plant conservation and vegetation rehabilitation. Its expertise includes: vegetation and plant species assessment and monitoring; management of invasive plant species; education and awareness; and support to the development of national policy and research agendas.
16. A number of organisations represent the interests of the private sector in related issues. These include the *Fishing Boat Owners Association* (FBOA), the *Praslin Fishermen’s Association* (PFA), the *Seychelles Hospitality and Tourism Association* (SHTA) and the *Seychelles Chamber of Commerce and Industries* (SCCI).

#### Policy and legal context

1. There is a strong policy framework for environmental management in the Seychelles. Environmental concerns are firmly entrenched in the Seychelles’ *Constitution* (1993), where article 38 declares that “The State recognises the right of every person to live in and enjoy a clean, healthy and ecologically balanced environment and with a view to ensuring the effective realisation of this right the State undertakes… to ensure a sustainable socio-economic development of Seychelles by a judicious use and management of the resources of Seychelles”.
2. The second *Environment Management Plan of Seychelles* (EMPS, 2000-2010) provides the overarching policy framework for sustainable development. The EMPS covers ten thematic areas, of which four are of particular relevance to the PAS: (i) Biodiversity, Forestry and Agriculture; (ii) Fisheries and Marine Resources; (iii) Environmental Economics, Mainstreaming and Sustainable Financing; and (iv) Regulatory, Policy and Institutional Mechanisms. The EMPS also covers cross cutting themes such as: education, awareness and advocacy; partnerships, public consultation and civil society participation; training and capacity building; management; science, research and technology; monitoring and assessment; and vulnerability and global climate change. Within each thematic area, the EMPS describes and prioritises various support programmes. In the context of protected areas, these include: terrestrial national parks under the Biodiversity Forestry and Agriculture thematic area; marine protected areas under the Fisheries and Marine Resources thematic area; coastal zones and protected areas development funding programme under the Environmental Economics, Mainstreaming and Sustainable Financing thematic area; and environmental legislation review and enactment / environmental policy and institutional development under the Regulatory, Policy and Institutional Mechanisms thematic area. The Ministry for Home Affairs, Environment and Transport (MHAET) is the coordinating agency for the EMPS, while implementation is overseen by the EMPS steering committee. The MHAET is currently in the process of developing the third phase of the EMPS for the period 2011-2020.
3. A number of other national strategies, plans and policies relate more specifically to biodiversity conservation. The *National Biodiversity Strategy and Action Plan* (NBSAP, 1998), although now somewhat outdated, identifies the country’s vision for biodiversity conservation, and its objectives. The NBSAP has two policy objectives (3.1 and 3.2) relating specifically to PAs: (i) ‘Consolidating the existing system of PAs, improve knowledge of appropriate classification, configuration and design, and develop, where necessary, legislation, guidelines, systems plans and management plans’; and (ii) ‘Ensuring wider participation in planning and management of PAs, with opportunities for the involvement of NGOs, district-based organisations and the private sector as well as international organisations’. Priority areas for action in the NBSAP include: ‘development of a systems plan for the protected area network’; ‘preparation of management plans for all PAs that integrate within the systems plan’; ‘development of zoning as a management tool’; and ‘establishing a lead body for coordination of all PA management, planning, project implementation and monitoring’. The *National Strategy for Plant* *Conservation, 2005-2010* establishes 5 strategic objectives and 14 targets, of which sub-target 4b (*in situ* conservation) envisages ‘viable representation of 95% of threatened flowering plant taxa within protected areas’. The *Seychelles Wetland Conservation and Management Policy* (2005) has the objective of the protection and conservation of all wetlands. It defines 5 policy goals targets and a number of targets and activities for each policy goal. In Annex 1a of the policy ten ‘class A’ wetlands are proposed for designation as ‘wetland reserves’ in terms of the National Park and Nature Conservancy Act.
4. The only official national policy specific to protected areas in Seychelles is the now outdated government white paper, *Conservation Policy in the Seychelles* (1971). The policy accompanied the development of the then *Seychelles Tourism Policy* (1969) and the coming into force of the 1969 National Parks and Nature Conservancy Ordinance (later known as the National Parks and Nature Conservancy Act). The policy addresses *inter alia*: the role of the National Parks and Nature Conservancy CommissionP12F[[13]](#footnote-14)P; a program of, and procedures for, designation of new PAs; management planning requirements for PAs; and management arrangements for PAs.
5. The *Seychelles 2017 Strategy* has the vision of doubling the GDP of Seychelles by 2017 through focused fisheries and tourism expansion programmes, the development of the financial services industry and the resultant growth of other economic sectors. To maintain environmental excellence and international ecological standards in achieving this vision, the strategy envisages, *inter alia* the reform of national environmental legislation to conform with international standards and improvement in the management of natural resources. The *Vision 21: Tourism development in Seychelles* 2001-2010 also encourages protection of natural resources to underpin tourism development.
6. Protected areas are regulated under different pieces of legislation, notably the National Parks and Nature Conservancy Act (1969, as amended), the Wild Animals and Birds Protection Act (1961), the Wild Birds Protection (Nature Reserves) Regulations (1966) and the Protected Areas Ordinance (1967). Other Acts supporting the implementation of PA legislation, particularly in respect of development controls and species protection (marine turtles, certain sea bird species, whale sharks and marine mammals), include: The Wild Animals (Whale Shark) Protection Regulations (2003), the Environmental Protection Act (1994); the Forest Reserves Act (1955, as amended); and the Fisheries Act (1987).
7. The *National Parks and Nature Conservancy Act* (and associated regulations) is the primary protected area legislation in the Seychelles. The Act regulates the establishment, management, use and development of four categories of protected areas – Strict Nature Reserve, Special Reserve, National Park and Areas of Outstanding Natural Beauty. It also provides for the establishment and functioning of the Seychelles National Environment Commission (SNEC)P13F[[14]](#footnote-15)P. The *Wild Animals and Birds Protection Act* (and associated regulations) enables the protection of a number of keystone species in Seychelles, in particular all native bird species, turtles, whale sharks and Giant Tortoises. It also provides for the establishment and management of Nature Reserves (under its 1996 regulations) for the purpose of protecting land and sea bird species. Although the *Protected Areas Act* (1967) is used primarily for reasons of national and internal security (i.e. to to exclude persons/public access from certain areas), it has however also been utilised to designate a ‘protected area’ for environmental reasons (S.I. 41 and 42 of 1987).
8. The *Environment Protection Act* provides for the protection, preservation and improvement of the environment and for the control of hazards to human beings, other living creatures, plants and property. The Department of Environment administers the Act, and co-ordinates the activities of other agencies concerned with the protection of the environment. Although the *Forestry Reserves Act* sets out provisions for the designation of ‘forest reserves’, this category of protected area has to date never been utilised. The *Fisheries Act* promotes the development of a sustainable and responsible fisheries sector. It provides for restrictions on the harvesting of specific sensitive species and regulates for controls on marine habitat damage. The act also currently designates four Shell Reserves and three Fishery Reserves where licenses are required to undertake the various fishing activities allowed in such zones.

### **1.2 Threats and root-causes**

Physical development

1. Historical records indicate that much of the islands were originally covered by dense forests, supporting large populations of birds and reptiles. The physical development of the islands has contributed to the incremental loss and fragmentation of these terrestrial habitats over more than 200 years of human habitation. Coastal vegetation (up to 100 m above sea level) has been heavily altered by human settlement activities, and much of it was converted to coconut plantations in the 1800s and early 1900s. The lowland forests, originally covering most of the granitic islands up to about 200 m, were almost completely cleared for timber, fuel and the production of cinnamonP14F[[15]](#footnote-16)P. The intermediate-altitude forests, ranging from 200 to 500m, once the richest in terms of endemic taxa, have now been extensively altered (except for the glacis areas).
2. The remaining land area suitable for development is limited. A significant proportion of the lower elevations of the main granitic islands of Mahé, Praslin and la Digue is now urbanised. The pressure for further residential development is strongest on the lower part of the mountains (up to around 200m high along the main roads crossing the main islands of Mahé and Praslin) and the coastal areas. The scarcity of land suitable for development has also prompted the reclamation of some nearly 600 hectares of sea in the vicinity of Victoria and the east coast of Mahé. These reclamations have now interrupted what was one of the largest continuous stretches of fringing reef (27 km) along the east coast of Mahé.

UTourism development

1. While the actual impacts of tourism development are largely unquantified, it is the cumulative impact of this rapidly growing sector that is considered to pose threats to biodiversity. Impacts from tourism can be grouped under two categories: the impacts associated with the construction or physical development of new infrastructure, and impacts associated with ongoing tourism operations. The impacts from the construction phase are largely the same as those described on physical development. Tourism facilities are more strongly concentrated along the environmentally sensitive coastline and on the smaller islands than other forms of physical development. Significant tourism developments already exist, and/or are planned, in many of the terrestrial and marine National Parks, including Baie Ternay, Port Launay, Silhouette, St Anne and Morne Seychellois. Many islands lack natural harbors and tourism development on the islands sometimes involves the construction of landing facilities. Tourism operations also generate sewage and nutrient pollution. Marine ecosystems found in bays and shallow coastal waters protected by reefs are especially susceptible to nutrient pollution. Environmental stresses such as those caused by nutrient pollution or sedimentation are especially critical for the young coral that has started to recover following the major bleaching event of 1998 (see below). Physical damage to coral reefs from tourism operations may be incurred as a result of damage from boat anchors and trampling by tourists at low tide.

UInvasive alien species

1. Seychelles is typical of remote islands in the susceptibility of its terrestrial biodiversity to invasive alien species (IAS). Alien plant species now comprise 57 percent of the total terrestrial flora of the Seychelles, and this percentage is likely to increase with time. IAS out-compete and replace indigenous fauna and flora through predation, elimination of natural regeneration, introduction of diseases and smothering by creepers. Animal IAS like rats, feral cats and other predators can be devastating to the seabird colonies on small islands, reducing levels of recruitment. Introduced livestock may inhibit regeneration of native forest; and introduced cats, dogs, common mynah (*Acridotheres tristis)* and tenrecs prey upon native species, particularly birds, lizards, caecilians and invertebrates. Seychelles has been successful in eradicating plant and animal IAS from some small islands (e.g. Aride, Bird, Cousin, Cousine, Denis, North and Frégate Islands).

Vulnerability of small populations

1. Aside from land clearance and introduced species, the other main biodiversity conservation concern in the Seychelles is the vulnerability of small populations with restricted ranges. Although many native species have probably always had small populations, the majority of them were spread over several islands. Following human settlement, one species after another has been reduced to one or two relict populations. The endemic land birds all occupy a mere fraction of their historic range. Small populations in single locations are especially vulnerable to stochastic events and have a high probability of extinction. Translocation efforts have helped mitigate the risks inherent in having spatially restricted populations, but these are very costly and are not without their own risks.

UPoaching and overfishing

1. In the marine environment, poaching (even within established PAs, especially the 6 Marine National Parks around the granitic islands) is an important problem for species such as turtles and sea cucumbers, while sharks, large groupers and other fish have been greatly diminished by overfishing in the artisanal fishing grounds. Demersal and reef resources targeted by line and trap fisheries are locally over-exploited, especially around the granitic islands. Some of the most prized and vulnerable species have disappeared from parts of their natural range or have become extremely rare. Several species of groupers concentrate in large aggregation sites when spawning, making them vulnerable to open access fishing. All known grouper spawning aggregations sites on the inner islands have collapsed and these species are becoming increasingly rare in these waters. Rabbitfish spawning aggregations remain unprotected and under increasing pressure. Shark populations around the granitic island have been decimated over the last century (Nevill, 2005 & 2006). Octopus and lobster are also under pressure from overfishing. Incidental mortality is a significant problem, due to by-catch (turtles and dolphins) and mortality from boat collisions (Seychelles has the world’s highest level of scarring of whale sharks from boat collisions). Oil spills represent a significant potential threat, particularly for Aldabra, which is close to a major shipping channel for oil tankers (and can only exclude ships from coming within 1 km).

UEnvironmental variation associated with climate change

1. The biodiversity of Seychelles is especially vulnerable to environmental variation associated with global warming and ocean acidification – both traced to the increase in atmospheric COR2R. During the first half of 1998, the coral reefs of the inner granitic islands of the Seychelles were affected by the worst mass coral bleaching event in the Indo-Pacific region to date, caused by a mass of warm water spreading over the entire Indian Ocean. Coral mortality due to bleaching was on average 85-90%. (SEYMEMP, Final Report), although the Outer Islands were less affectedP15F[[16]](#footnote-17)P. Since the bleaching event, hard corals on granitic reefs (reefs with a granitic geological base) have shown a slow - but accelerating - geometric recovery, while carbonate reefs have been characterised by a much slower rate of recovery. The reefs were again impacted in 2002, 2003 and 2010 by other smaller scale bleaching events. Current trends suggest that raised sea water temperature events will reoccur increasingly frequently in the future and coral bleaching will undoubtedly be repeated. Traditional areas of good coral cover may not necessarily reoccur as the factors effecting localised water temperature now become the critical determinants along with factors of larval settlement/recruitment and occurrence of temperature resistant coral types. The impacts of climate change on terrestrial and marine ecosystems have yet to be adequately assessed in Seychelles. Recent studies have included generic scenarios of sea-level rise, increased events of coral bleaching (see above) and changes in rainfall patterns, but the impacts of this on biodiversity are not yet sufficiently specific enough to guide decision-making on mitigation measures.

### **Long-term vision and barriers to achieving it**

1. The Ulong-term solutionU sought is the development of functional, working partnerships between the government and environmental NGOs (and other partners) in the establishment and effective management of a more representative system of protected areas in Seychelles. This ideal solution requires: (i) a common national vision for protected areas, and their administration under different ownership and management regimes; (ii) a national policy, legislative and regulatory framework that facilitates and enables cooperation and collaboration between the government and other partners in the establishment, planning and management of PAs; (iii) adequate capacity in public PA institutions, NGOs and other prospective partners to develop and maintain collaborative partnership agreements; (iv) robust institutional mechanisms to enable coordination and knowledge and resource sharing across and between partners; (v) collaboratively developed and agreed integrated management and business plans for PAs under NGO (or other partner) management; (vi) delegated management authority to NGOs (or other partners) for implementation of PA management and business plans; (vii) financial and human resources, skills and knowledge in NGOs (or other partners) to implement PA management and business plans; and (viii) capacity of NGOs and public PA institutions to collaboratively monitor implementation, review efficacy of approach, and update PA management and business plans.
2. Two barriers are currently impeding government efforts to expand, and better integrate, non-government involvement in the administration of a national system of PAs. These are:

UBarrier 1: Inadequate policy, legislative, regulatory and institutional frameworks inhibit the establishment and management of PAs under different non-government management arrangements

1. The current assemblage of modern PAs in Seychelles has come about in a largely progressive, and occasionally reactive, manner over the last 44 yearsP16F[[17]](#footnote-18)P. There are currently no spatial targets or priorities defined for the establishment of a more ecologically representative system of marine and terrestrial protected areas in Seychelles. Habitats with poor representation in the current PA system include marshes, mangroves, intertidal sand flats (in the granitic islands), coastal plains, soft-bottom continental shelf, hard bottom continental shelf, continental slope, submarine plateau/bank, abyssal plain, algal beds, sea grass and patch reefs. Although the GEF Seychelles Marine Ecosystem Management programme (SEYMEMP) advocated the need to undertake a comprehensive conservation assessment of the marine and coastal ecosystems in Seychelles, and detailed the processes for its development, the dearth of quantitative and qualitative information (particularly in relation to the status of outer island marine ecosystems and non-coral ecosystems in the inner granitic islands) has proved a significant constraint. While a recent scientific assessment of the terrestrial key biodiversity areas (KBAs) has preliminarily identified 48 terrestrial sites of conservation importanceP17F[[18]](#footnote-19)P (Gerlach, 2008), the results of this assessment have not however been formally integrated into any national protected area expansion strategies. There is also no analysis of how the current PA system design could, or should, mitigate against environmental variation caused by the effects of climate change.
2. There is no overarching, comprehensive national policyor strategic plan guiding the ongoing establishment, management planning and operational management of a **system** of protected areas in Seychelles, with the result that there is still a somewhat disjointed, institutional-bound approach to the administration of the different PAs in the Seychelles. Policy areas requiring specific attention include *inter alia* the need to: (a) rationalize the nomenclature for the different protected area categories, and align them with international best practice; (b) identify the management options, and implementation arrangements, for the different categories of protected areas; (c) normalize the approach to, and templates for, the adaptive management planning approach in the different categories of PAs; (d) standardize the guidelines and procedures for the mitigation of the threats of IAS, poaching, piracy, illegal fishing, unsustainable tourism activities, etc. in the different categories of protected areas; (f) identify the appropriate financing mechanisms and funding sources to be used to increase, diversify and stabilize the financial flows to protected areas under different management regimes (state-public entity-NGO-private); (h) define the inter-institutional coordination and collaboration mechanisms for the PAS; and (i) develop mechanisms for more effectively mainstreaming the different categories of protected areas into other productive sectors of the economy (e.g. artisanal fishing, tourism).
3. Much of the enabling *legislation and associated regulations* for protected areas is fragmented and outdated (now some 40 years old since initial proclamation). Subsequent amendments to these acts and regulations have been largely piecemeal, and have not adequately tracked recent international best practices in PA planning and management. The legislative and regulatory framework has been slow to provide appropriate responses to new threats to biodiversity in Seychelles, such as the need to introduce temporary protection of critical biodiversity areas (such as spawning or feeding aggregations). It has also been slow to respond to biodiversity conservation opportunities, such as the prospects for encouraging and providing incentives for the incorporation of privately owned land into the protected area system under different types of conservation stewardship arrangements. In some instances there are still inconsistencies and conflicts across different pieces of legislation and regulations. The different protected area categories are also spread across a number of different enabling acts and regulations, including the: National Parks and Nature Conservancy Act; Wild Animals and Birds Protection Act; Wild Birds Protection (Nature Reserves) Regulations; Forestry Reserves Act and Protected Areas Ordinance. This has had a significant negative effect on enforcement, where enforcement is dependent on regulations that no longer make sense, and is limited by lack of detailed regulations and unclear mandates. Two protected area categories – forestry reserves (in terms of the Forestry Reserves Act) and strict nature reserves (in terms of the National Parks and Nature Conservancy Act) - have not yet been used in Seychelles and appear to be largely redundant. Similarly the PA category, ‘Protected Area’ (designated in terms of the Protected Areas Ordinance) is effectively a ‘paper park’, as the administration of the act falls outside the competence of the MHAET and no active conservation management occurs in these sites. Because of the fragmented nature of the legislation, there is still no regulatory alignment of the different protected area categories to IUCN classification criteria. The PA classification of a number of the existing protected areas is also not appropriately aligned with their biodiversity significance and/or management objectives. There is an expressed need to review and update the categorization, and criteria for designation, of the different PAs in Seychelles. Although there have been many calls over the years for the development and adoption of a more consolidated and updated framework ‘biodiversity act’ and for the updating and rationalization of the existing PA legislation, the political impetus to facilitate this has been lacking to date.
4. A further complicating factor in the administration and management of PAs, under a variety of management regimes, is the absence of a single overarching institution responsible for the overall coordination and performance monitoring of PA institutions. With five government, parastatal and NGO organizations (SNPA, MLUH, ICS, SIF and NS) formally responsible for PA management, there are considerable inconsistencies, duplication and ambiguities in their approaches to PA planning and management. There is also limited operational collaboration in the implementation of PA management and enforcement functions.
5. In the absence of: (i) a national policy for protected areas; (ii) an institutional framework for cooperation between responsible PA organizations; and (iii) a direct responsible government agency, the effort to achieve the national biodiversity conservation objectives still lacks cohesion.

Barrier 2: Limited capacities of, and cooperation and collaboration between, government institutions and non-government partners constrains the expansion and effective management of PAs

1. At present, the great majority of formal protected areas in Seychelles are still owned, and exclusively managed, by the government with little or no participation from other stakeholders in their planning and management. The government does not yet have adequate technical or financial resources to effectively manage all these protected areas. This situation is highly unlikely to change in the foreseeable future, given the country’s major economic constraints. There are considerable opportunities for strengthening the synergies between current government conservation efforts, and those of non-government partners (private sector, NGO’s, resource users), to address some of these capacity and resource constraints. Over the past two decades, models of conservation management by non-government entities (NGOs, private island owners) have been developed and implemented in the inner and outer islands of Seychelles, often on privately owned islands and the adjacent marine areas. For example, biodiversity inventories and monitoring programmes have been developed, species conservation and reintroduction programmes have been successfully implemented, native habitats have been partially restored, and access and natural resource use controls have been more efficiently administered. Environmental NGOs, in particular, have developed strong conservation management skills and expertise especially in respect of invasive alien species (IAS) control, species conservation and habitat restoration. To date however, most of these activities have taken place outside of officially recognized protected areas, and there has been limited cooperation and collaboration in protected area planning or management and in the sharing of knowledge, resources and skills between the Government and non-government stakeholders. While there are excellent opportunities to rationalize management responsibilities for protected areas to achieve economies of scale and avoid unnecessary duplication of efforts and scarce resources (equipment, infrastructure, specialist skills), these have yet to be optimally developed by the prospective partners.
2. There are also a number of challenges to the sustainability of conservation efforts by non-government entities, including *inter alia*: (i) a lack of official government recognition of the contribution of private biodiversity conservation efforts in meeting national biodiversity conservation and protected area objectives and targets; (ii) no collectively agreed approach to the designation of privately owned islands as formal protected or conservation areas; (iii) limited flexibility in the current protected area classification scheme for privately owned islands; and (iv) no formal mechanisms to delegate management authority (e.g. enforcement and compliance) to NGOs or private sector. Collectively, this is creating an increasing uncertainty about the long-term sustainability of non-government stakeholder investments in PA/conservation efforts.
3. As a consequence of the poor cooperation and collaboration between government and non-government entities, the planning and opearational management of the PAS is still sub-optimal. This is manifest in the following problems: (i) weak ecosystem-wide baseline, research and monitoring data - in particular in the marine environmentP18F[[19]](#footnote-20)P – is constraining national conservation priority setting and coordinated implementation; (ii) habitat and species management is still frequently carried out in Seychelles on an *ad-hoc* basis, and often at a localized scale; (iii) overall enforcement and compliance monitoring systems are still very weak, with little capacity to prevent or punish activities such as poaching, illegal fishing practices, illegal landings, etc.; and (iv) there are still high PA operating costs, and poor cross-subsidization between PAs, because of the competition for funding and continued focus of institutions at the individual protected area level and not at the systems level.
4. Immediate opportunities to expand the PA system, and incorporate critical habitats (e.g. nesting areas for turtles) through the designation of NGO managed privately owned islands as formal PAs have not yet been optimally realised by the government. This is due, in part, to: (i) the absence of a strategic, prioritised approach to PA expansion; (ii) limited skills, expertise and commitment in public PA institutions to facilitate the negotiation and PA establishment processes required to incorporate private landowners, leaseholders and NGOs into the formal PAS; (iii) an inability to find a compromise between the needs of resource users (e.g. artisanal fishermen), local communities (e.g. recreational access to the privately owned islands beach areas) and the needs for exclusivity for paying guests in hotels/villas on privately owned islands; (iv) limited options for relevant PA categories for privately owned islands; (v) a lack of clarity on the legal establishment procedures required to proclaim privately owned islands as formal PAs; (vi) an absence of incentives to encourage privately owned islands to designate them as protected areas; (vii) poor working relationships between the potential government and non-government partners; and (viii) a lack of successful test cases to provide lessons for replication.

### **Stakeholder analysis**

1. During the project preparation stage, a stakeholder analysis was undertaken in order to identify key stakeholders and assess their roles and responsibilities in the context of the proposed project. The table below describes the major categories of stakeholders identified, the individual stakeholder institutions/organisations within each of these categories, and a brief summary of their specific roles and responsibilities in supporting or facilitating the implementation of project activities.

| **Stakeholders** | **Role and Responsibilities** |
| --- | --- |
| **High level bodies** | |
| National Assembly | The National assembly approves new legislation |
| Cabinet of Minister | The cabinet of ministers is the final level approval for legislative decisions before going to the National Assembly |
| EMPS Steering Committee | Multi-stakeholder body which oversees implementation of The Environmental Management Plan (EMPS). |
| National Climate Change Committee (NCCC) | Multi-stakeholder body which provide an overall coordination of the development and implementation of national climate change programmes |
| **Ministries and Departments** | |
| Ministry of Home Affairs, Environment and Transport (MHAET), Department of Environment (DOE) | The DOE is the primary government institution responsible for environmental management and biodiversity conservation. |
| Ministry of Foreign Affairs (MFA) | MFA is responsible for official international relations. |
| Ministry of Finance (MF) | Portfolio for national laws and regulations on taxes, and final arbiter of government annual budget. |
| Attorney General (AG) | Revises and drafts new legislation. |
| **Parastatals** | |
| Seychelles Fishing Authority (SFA) | Authority responsible for management of renewable marine resources |
| Seychelles National Park Authority (SNPA) | Authority responsible for the management of National Parks. Promotion and facilitation of marine and terrestrial research. |
| Island Development Corporation (IDC) | Manages outer islands and Silhouette. |
| Seychelles Islands Foundation (SIF) | Manages two World Heritage Sites in Seychelles; Aldabra Atoll and Vallée de Mai. |
| Seychelles Coastguard | Patrols and monitors marine-based activities in the EEZ. |
| **Environmental NGOs** | |
| Green Islands Foundation (GIF) | Sustainable management of island ecosystems (including coastal management, fisheries management and capacity building). Manages conservation programme on Denis Island. |
| Island Conservation Society (ICS) | Biodiversity conservation and research in outer islands. Rehabilitation of Island Ecosystem. Public education on biodiversity and conservation issues. Manages Aride Island Special Reserve. |
| Marine Conservation Society of Seychelles (MCSS) | Research, conservation and management of Seychelles’ marine ecosystems with a strong emphasis on turtle, cetacean and whale shark monitoring and data collection programme. |
| Nature Protection Trust of Seychelles (NPTS) | Species conservation projects, conservation management on Silhouette island, biodiversity assessments. Publishes educational magazines on nature issues |
| Nature Seychelles (NS) | National partner for Birdlife International. Biodiversity conservation and research. Public education on conservation and biodiversity issues. Manages Cousin Island Special Reserve. |
| Plant Conservation Action Group (PCA) | Plant species conservation (with emphasis on endemic plants), IAS management and vegetation rehabilitation. |
| Wildlife Clubs | Youth and children’s environmental education along with broader public education and awareness. |
| **Private landowners** | |
| North Island Company Ltd | Owns and manages North Island. |
| Denis Island Development, Pty Ltd | Owns Denis Island. |
| **Business Associations** | |
| Destination Management Companies (Mason’s Travel, Creole Travel Services) | Organize visits to protected areas for visitors. |
| Fisherman’s Associations | Represent interests of fishermen on Praslin and Mahé. |
| Glass bottomed-boat operators and Dive Operators | Businesses promoting discovery of the underwater world. |
| Yacht charter operators | Sunsail, Moorings, Dream Yachts, VPM, Silhouette Cruises etc. charter yachts visiting marine protected areas. |
| Nature Tour Guides | Business and individuals promoting nature tours. |
| **Hotels in targeted project areas** | |
| Denis Island | Privately owned luxury resort with conservation activities operating as a Private Island Reserve (in collaboration with GIF). |
| North Island | Privately owned luxury resort with conservation activities operating as a Private Island Reserve. |

1. The Department of Environment (DOE), under the institutional umbrella of the Ministry of Home Affairs, Environment and Transport (MHAET), will be the main public institution directly responsible for overall project implementation. The DOE, in close collaboration with the Seychelles National Parks Authority (SNPA), will also be responsible for overseeing the implementation of a sub-set of the project activities in project component 1. The DOE will, in turn, enter into a Memorandum of Understanding (MOU) with a number of public entities and NGOs – Seychelles Islands Foundation (SIF), Nature Seychelles (NS), Marine Conservation Society of Seychelles (MCSS) and Green Islands Foundation (GIF) – to implement the *in situ* activities proposed under project component 2.

### **Baseline analysis**

1. Under the **‘business-as-usual’ scenario**, a range of activities relating to legislation, research, monitoring and the establishment of new, and planning and management of existing, protected areas would be undertaken during the next 4 years, regardless of the interventions planned under the project. These activities are briefly described in the text below.
2. *Legislative reform* – an initiative is currently underway to assist and work with the Attorney General’s Office of the Seychelles and other partners over the next two years in the review, adaptation, amendment and/or creation of new environmental, conservation and land use planning legislation - and associated regulations. This initiative, with a budget estimate of ~US$ 92,000 will be financed from a number of complementary UNDP-GEF full-sized and medium-sized projects, including: ‘*Mainstreaming Biodiversity Conservation objectives in production activities in the Seychelles terrestrial and coastal environments’*; ‘*Mainstreaming prevention and control of introduction and spread of Invasive Alien Species’*; ‘*Capacity Development for Sustainable Land Management in Seychelles’*; and ‘*Capacity Development for improved national and international environmental management in Seychelles’*. It is unlikely however that, in the baseline situation, sufficient resources would be available to reform the protected area legislation under this initiative.
3. *Conservation of state-administered protected areas* - the Seychelles National Park Authority (SNPA) - a parastatal responsible for the “protection and management” of the marine and terrestrial national parks - was established in 2009 by Environment Protection Order to operate as a financially independent entity with revenues derived wholly from park entrance fees and related commercial activities. SNPA is currently in the process of taking over the marine national park functions of the previous public entity, Seychelles Center for Marine Research and Technology / Marine Park Authority, and the terrestrial national park functions from the Forestry Department. Staff, infrastructure, equipment and legal mandates are still under transfer to the new parastatal. It is envisaged that the requisite institutional reform and rationalisation process within SNPA will continue over the course of the project implementation phase. Due to the change management processes, the motivation of staff will remain low for the next 1-2 years, and the levels of staff turnover of highly qualified staff may continue unabated. SNPA will continue to receive limited/no subsidy from Government, and its annual budget of US$ 1,400,000 will be primarily used to finance the capital, operational and maintenance costs of the National Parks. While attempts to improve this income stream over the next four years will be initiated by SNPA, the staffing capacity constraints will limit the scale and scope of these activities, and income may remain largely static in the short to medium-term. Research and monitoring programmes within national parks will continue to be implemented by SNPA scientific staff, in collaboration with international volunteer institutions. Methodologies and approaches to the rehabilitation of fire-degraded landscapes will be piloted in state-managed national parks (US$ 25,000), as an integral part of the UNDP-GEF medium-sized Sustainable Land Management project.
4. *Conservation of privately owned or leased land (inner islands)* – the Cousin Special Reserve will continue to be managed by Nature Seychelles (NS) with an annual operational budget of US$ 65,830/annum. NS will maintain its research and monitoring programme on endemic birds (i.e. Seychelles warbler, Seychelles Magpie Robin, Seychelles Fody) and coral reef recovery monitoring programme on Cousin SR. The private owners of the Denis Island and North Island will commit ~US$60,000/annum and ~US $50,000/annum respectively to the ongoing rehabilitation and management of key rare and threatened species and important marine and terrestrial habitats on and around the islands. The ongoing health of reintroduced endemic and endangered bird, terrapin and tortoise species will be monitored on Denis Island and North Island, while North Island will increase the scale of its vegetation rehabilitation programme.
5. *Conservation of privately owned or leased land (outer islands)* - the Aldabra Special Reserve will remain funded and administered by the Seychelles Islands Foundation (SIF), with an operational budget of US$ 745,454/annum. Funding for Aldabra SR will continue to be cross-subsidised from income generated in the SIF-managed Vallée de Mai Nature Reserve (and WHS) on Praslin Island. The Cambridge Coastal Research Unit will, in collaboration with SIF and the government GIS department, complete the remote sensing mapping of the terrestrial and lagoon areas of the Aldabra Atoll (~US$75,000). SIF will complete its feral goat eradication programme on Aldabra SR within the next 2 years. The owners of D’Arros-St Joseph Atoll will commit ~€1.7m/year to conservation management, and seek to reintroduce Seychelles Warbler and maintain a programme of vegetation rehabilitation. The D’Arros Research Center will continue to establish ecological baselines and initiate research projects on corals, reef fish, deep sea benthos, seabird and turtles. Monitoring activities will be implemented on the atoll of Farquhar by the Island Conservation Society (ICS) on an *ad hoc basi*s with an estimated annual budget of US$ 38,500/annum.
6. *Expansion of the protected area system* – the Department of Environment will complete the consultative and proclamation processes required to enable the establishment of protected areas on Silhouette IslandP19F[[20]](#footnote-21)P, Recife Island and Fregate Island. Proposals for the proposed extension of La Veuve Reserve on La Digue (including the acquisition of marshland and native forest), and the enlargement of both Morne Seychellois and Praslin National Parks will be implemented on an *ad hoc* basis. A number of islands with high terrestrial biodiversity - such as Curieuse, Fregate, Felicite and Marianne - will remain formally unprotected. The limited range of PA categories, and the limited skills for succesfully negotiating and integrating the interests of different resource user groups, means that proclamation processes for protected areas in areas of high biodiversity may sometimes be long, drawn out processes, with limited guarantee of success.
7. *Fisheries and marine protected areas* - the Seychelles Fisheries Authority (SFA), in collaboration with its regional partners, will maintain a research and monitoring programme on spatial fishing behaviors and fish spawning aggregation to guide the optimum design of Marine Protected Areas (estimated annual budget of US$100,000) in Seychelles. SFA will also undertake research on the behavioral ecology and spatial distribution of sharks in the Seychelles in order to guide future conservation measures (US$80,000). The UNDP-GEF project ‘*Mainstreaming Biodiversity Management into Production Sector Activities*’ will test and develop co-management systems for artisanal (handline and trap) fisheries around the islands of Praslin and Mahé to guide the implementation of a participatory, rights-based management approach to achieve biodiversity conservation objectives (US$ 1,001,500). GIF have initiated a project with artisinal shark fishers to build their capacity to meet the requirements of the National Plan of Action for the Conservation and Managememt of Sharks (2007).
8. *Biodiversity data management* - The UNDP-GEF ‘*Mainstreaming Biodiversity Management into Production Sector Activities’* will: synthesize the existing terrestrial and marine biodiversity data in Seychelles; analyze and prioritize knowledge gaps in these data; develop a biodiversity meta-database; and possibly initiate collection of key inventories of select biodiversity data. (US$ 57,500). The UNDP-GEF *Capacity development for improved national and international environmental management in Seychelles* (CB2) will contract a consulting firm to ‘design and install a fully functional environmental database for the Department of Environment, and provide a manual and basic training on the database use to a selected number of staff’ (US$50,000)*.*

# PART II: STRATEGY

### **Project Rationale and Conformity to GEF Policies and Strategic Objectives**

UProject rationale

1. With limited resources, and geographic isolation from global centers of excellence in protected area planning and management, it is imperative that the diverse government and non-government partners in Seychelles work more closely together in partnerships to augment their individual capacities, knowledge and skills. Currently there is a unique opportunity to strengthen such a partnership approach in the Seychelles. This opportunity is manifest in: (i) two decades of scientific and technical expertise (e.g. marine and terrestrial research and monitoring, ecological restoration, control of invasive species, management of remote islands, species management) developed by local environmental NGOs; (ii) a willingness of private landowners to participate in the proclamation of privately owned islands with high biodiversity significance as formal protected areas, in collaboration with government and environmental NGOs; (iii) an acknowledgement by government that its available financial, staff, equipment and infrastructural resources are wholly inadequate to either expand the protected area system to achieve national representivity targets, or to manage any additional protected areas incorporated into the PA system; and (iv) an increasing national recognition of the need to more effectively integrate protected areas with the productive sectors of the economy - notably in the tourism and fisheries (both commercial and artisinal) sectors - through public-private-NGO-community partnerships and co-management arrangements.

UConformity to GEF policies and strategic objectives:

1. The project is aligned with GEF’s Strategic Objective (SO) 1 of the Biodiversity focal area, ‘Catalyzing Sustainability of Protected Areas Systems’. The project is consistent with Strategic Programmes (SP) 2 and 3 of SO 1; ‘Increasing Representation of Effectively Managed Marine Protected Areas in Protected Area Systems’ and ‘Strengthening Terrestrial Protected Area Networks’.
2. The contribution of the project to the expected outcomes of SP 2 include: (i) designing a more representative system of marine protected areas that builds resilience against environmental variations associated with global climate change; (ii) facilitating the establishment of new or expanded marine protected areas and conservation zones that will more effectively safeguard habitats associated with fish spawning aggegrations (e.g. rabbitfish, whale shark, groupers) and coral reef ecosystems; (iii) strengthening the operational capacity of NGOs, artisinal fishermen and the private sector to establish and manage marine protected areas and marine conservation zones in a collaborative partnership with the SNPA and SFA; and (iv) improving the policy, legislative and institutional framework for collaborative management between state and non-state partners in MPA management.
3. The contribution of the project to the expected outcomes of SP 3 include: (i) designing a representative, adequate and comprehensive system of terrestrial protected areas; (ii) facilitating the establishment of new protected areas on privately-owned and state-owned islands under different co-management arrangements and using a range of different sustainable financing strategies; (iii) testing the feasibility of establishing and enforcing seasonal conservation areas for nesting turtle habitats; (iv) strengthening the operational capacity of NGOs, parastatals and the private sector to establish and manage terrestrial protected areas; and (v) improving the policy, legislative and institutional framework for collaborative management between state and non-state partners in terrestrial PA management.
4. The project will contribute to the achievement of GEF’s outcome indicators under the strategic programming areas as follows:

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| --- | --- | --- | --- |
| **GEF-4 BD Strategic programmes** | **Expected impact** | **GEF-4 BD Indicators** | **Project contribution to indicators** |
| SP-2: Increasing Representation of Effectively Managed Marine Protected Areas in Protected Area Systems | Increased coverage of marine ecosystems globally and in national PA systems | Number and extent (coverage) of national marine PAs compared to 2006 global baseline for GEF-eligible countries | Marine protected area coverage increased from a baseline of 29,836 ha (2006 baseline) to >37,500 ha by end of project |
| SP-3: Strengthening Terrestrial Protected Area Networks | Improved ecosystem coverage of under-represented terrestrial ecosystems areas as part of national protected area system  Improved management of terrestrial protected areas | Terrestrial ecosystem coverage in national protected area systems  Protected area management effectiveness as measured by individual protected area scorecards | Terrestrial protected area system coverage increased from 24,978 ha (5.5% of the terrestrial surface area of Seychelles) to ~26,000ha (5.7%)  METT scores for Cousin Island Special Reserve, Aldabra Special Reserve, North Island and Denis Island will improve from a baseline of 78%; 66%; 51%; and 74%20F[[21]](#footnote-22) to 80%; 66%; 60% and 78% respectively |

### **2.2 Country Ownership: Country Eligibility and Country Drivenness**

1. This project is consistent with, and builds on, a number of key national policies and strategies that frame the government’s approach to, and priorities for, biodiversity conservation and the establishment and management of protected areas in Seychelles.
2. Project activities will make a significant contribution to the overall mission of the *Seychelles 2017 Strategy* by ‘... generating the maximum level of local participation ...’ in the environment sector of the strategy. It will contribute directly to the key objectives for the environmental sector through the review and reform of protected area legislation, and associated regulations, to ensure its conformance with international best practice.
3. The project conforms with the management priority areas of the second *Environment Management Plan of Seychelles* (EMPS, 2000-2010). It will action a number of support programmes identified under Goal 1 (Increasing *in situ* conservation) of the thematic area ‘Biodiversity, Forestry and Agriculture’. The project will improve capacities for planning and operational collboration between state and non-state stakeholders in the establishment and management of protected areas as envisaged in the support programme area ‘biodiversity capacity-building and networking programme’. It will do this by: facilitating the establishment of the consultative/advisory stakeholder body for protected areas; developing incentives for community and private sector contribution to and participation in protected area establishment and management; and developing mechanisms to enable partnership-building and dispute resolution/mediation in protected area issues.
4. The project outcomes, outputs and activities are very closely aligned with policy objectives 3.1 and 3.2 of the *National Biodiversity Strategy and Action Plan* (NBSAP, 1998). Under these policy objectives, the project will seek to: (i) support the design of a more representative terrestrial and marine protected area system; (ii) guide the preparation of policy directions that would enable a more participative approach in the establishment and administration of the protected area system by state, NGOs, community-based organisations, natural resource users and private sector partners; (iii) improve the legislative and regulatory framework, and the institutional capacities, to facilitate the implementation of these policy directions; and (iv) assist in the establishment and management of protected areas under different NGO and private sector management regimes.
5. The project will contribute to meeting sub-target 4b of the *The National Strategy for Plant Conservation, 2005-2010* by ensuring that viable populations of threatened flowering plant taxa are adequately represented in the national protected area system. It will also, through the reform and updating of protected area legislation, secure the formal protection of a representative sample of ‘class A’ wetland habitats, as envisaged by the *Seychelles Wetland Conservation and Management Policy* (2005).

### **Design principles and strategic considerations**

1. The project is focused on creating the enabling conditions for, and strengthening the capacity of, NGOs and other partners to: (i) participate in the planning and development of a national system of protected areas; (ii) facilitate the establishment of new, or expansion of existing, protected areas; (iii) manage individual protected areas; and (iv) enter into partnerships to collaboratively administer individual protected areas/conservation areas.
2. At the **systemic level** (i.e. ‘creating the enabling’ conditions) the project will specifically seek to define spatial targets and priorities for the expansion of the protected area system and improve the policy, legislative and governance framework for collaborative management between state and non-state partners in the management of this representative system of protected areas.
3. At the **institutional and individual level** (i.e. ‘strengthening the capacity’) the project will specifically seek to improve NGO capacities in (i) assessing the environmental, social and economic feasibility of designating privately owned islands, and adjacent marine habitats, as formal PAs; (ii) undertaking cost-benefit analyses of options for administering larger protected areas that may incorporate both marine and terrestrial habitats; (iii) consulting, cooperating and collaborating with other state and non-state partners (including SNPA, other NGOs, private sector and natural resource user groups) in PA/conservation area establishment and management processes; and (v) testing a range of co-management models for protected/conservation areas under different ownership, management and financing arrangements. The project will also invest resources in improving the capacities of the relevant government institutions – *inter alia* SFA, SNPA and the DOE – to: (i) constructively support the establishment processes for newly designated PAs; (ii) implement its oversight role for the entire protected area system; (iii) participate in negotiating and implementing co-management agreements with NGOs, resource users and the private sector; and (iv) maintain consultative forums involving all state and non-state partners.
4. While the project will target all the marine and terrestrial biodiversity priority areas in Seychelles at the systemic level, the institutional and individual level interventions will however be focused at specific pre-selected granitic and coralline island sites - and their surrounding marine environments - in both the Inner and Outer islands. A brief overview of each of the proposed target sites for project support is described below.

|  |  |
| --- | --- |
| **INNER ISLANDS** | |
| **COUSIN ISLAND SPECIAL RESERVE**  Cousin Island is a small granitic island, some 27ha in extent and located approximately 2km from Praslin Island. The island is privately owned (Birdlife International) and managed as a Special Reserve by Nature Seychelles. The Special Reserve designation also includes the surrounding marine water up to 400m offshore in all directions around the island (~1200ha).  Previously a coconut plantation, the native island woodland (characterised by *Pisonia grandis*, *Morinda citrifolia* and *Ochrosia oppositifolia*) has been actively restored and the island is kept free of mammalian predators. The island is internationally important for its large numbers of breeding seabirds, particularly the lesser noddy and the wedge-tailed and Audobon's shearwaters. It hosts a number of endemic land birds, including the Seychelles warbler, Seychelles fody, Seychelles sunbird, Seychelles blue pigeon and the Seychelles magpie-robin. It is also an important breeding site for Hawksbill turtles (30-100 nesting turtles/annum). The island has one of the highest lizard densities/ha in the world, with four resident endemic skinks (Seychelles skink, Wright’s skink, bronze gecko and burrowing skink).  Although the reefs of Cousin Island had a very high coral cover and the highest fish biomass of any marine reserve in the granitic islands of Seychelles, the bleaching event of 1998 has dramatically reduced coral cover and the marine habitat needs urgent restoration.  Cousin Island attracts some 10,000 visitors/year and also caters to local and educational groups. | **NORTH ISLAND**  North Island is a granitic island, some 201 ha in extent and located 5.8km north of Silhouette Island, and 27 km north west of Mahé Island. The island is about 2.5 km long by 1 km wide and the highest point of the island reaches over 200m. The island is privately owned (North Island Company Ltd) and has been developed as a private resort with 7 exclusive individual villas, along with the associated infrastructure, facilities and services.  The flatland areas of the island were previously exploited commercially for crop plantation (coconuts, fruits and spices). Conservation initiatives on the island include: the eradication of domestic feral animals and black rats; clearing of invasive plants and re-introduction of native woodland species (e.g. takamaka, badamier and coco-de-mer palm) over 37.4 ha of woodland, scrub and glacis to date; and re-introducions of selected animal species, including giant tortoise, Seychelles white-eye and black mud terrpains.  There are extensive coral reefs around the island, with at least one site (‘sprat city’) having a very high density reef structure, and diversity and extent of coral growth.  North Island has partnered with the Green Island Foundation in the implementation of this project. |
| **DENIS ISLAND**  Denis Island is a flat, coralline island, some 143 ha in extent, located on the northern-most margin of the Seychelles Bank. The Island is privately owned (Denis Island Development (Pty) Ltd) and has been developed as a private resort with 23 exclusive individual cottages, along with the associated infrastructure, facilities and services.  Previously used as a coconut plantation and for the extensive mining of guano, at least 65 ha of the island are now under active conservation management with the native woodland being restored to its original natural state by the landowner, in collaboration with the Green Island Foundation (GIF). In addition to the woodland restoration, the owners along with various partners - and through a formalised partnership with GIF - have also implemented a rat eradication programme on, and translocated population of endemic birds (incl. Seychelles fody, Seychelles warbler, magpie robin and paradise flycatcher) to, the island. The reef flats around the island provide good nursery grounds for turtles and various shark species, while the large coastal areas host green and hawksbill turtle nesting grounds. | |
| **OUTER ISLANDS** | |
| **ALDABRA ATOLL**  Aldabra Atoll is a prime example of a raised coral atoll and is the second largest atoll in the world. It is located approximately 1,066 km south west of the main island of Mahé and 420 km north-west of Madagascar. It is 34 km long, 14.5 km wide and on average 8m above sea level. The lagoon is 14,200 ha, much of which is exposed at low tide. The Aldabra Atoll includes a ring of four larger islands: Grand Terre, Malabar, Polymnie, and Picard, and a few smaller islands.  The atoll is state-owned and the 43,900ha (20,800ha terrestrial and 23,100 marine including the outer reef) Special Reserve and World Heritage Site is under the management of the Seychelles Islands Foundation (SIF).  The atoll is a refuge for many endangered and unique species. Amongst these are the Aldabra giant tortoise (*Geochelone* [*Aldabrachelys*] *gigantea)* of which there are about 100,000; one of the largest congregations of nesting green turtles *(Chelonia mydas)* in the Indian Ocean; the world’s second largest breeding population of greater and lesser frigate birds *(Fregata minor* and *F. ariel)*; the last flightless bird species in the Indian Ocean - the white-throated rail *(Dryolimnas cuvieri aldabranus)*; and many endemic taxa of plants and animals. | |

Alternative scenario

1. Under the **alternative scenario** promoted by the project, the enabling policy, legislative and regulatory framework for the protected area system in Seychelles will adequately provide for the designation, establishment, expansion and management of a system of marine and terrestrial protected areas under different ownership patterns and management regimes. The ongoing development of the marine and terrestrial protected area estate will be guided by a nationally adopted spatial planning framework that strategically directs the establishment of a more representative, comprehensive, adequate and resilient system of protected areas. A single overarching institution will be responsible for the overall planning and coordination of the PA system. The management of individual protected areas will be directed by approved management plans that adopt a national standard for PA management planning. The staffing complement, capacity, resources and skills base of the delegated management authority for PAs will be sufficient, and will be effectively deployed, to implement these management plans. Options for improving the financing of protected areas will be continuously explored, developed, tested and replicated wherever feasible. Visitor and tourist facilities and services will be established across the PA system, and mechanisms for retention of, and cross-subsidization from, income streams generated from these facilities and services will be developed wherever possible. The illegal activities in, and threats to, protected areas and other categories of conservation areas will be monitored and controlled by the responsible PA and conservation authorities. Applied research and monitoring activities will be directed toward improving the planning of, and operational decision-making in, protected areas and any other cateories of conservation areas.
2. The protected area system will be expanded, in part, through the designation of privately owned islandsP21F[[22]](#footnote-23)P as formal protected areas. The expansion of these privately-owned PAs into the adjacent marine areas will be considered where existing use and access rights can be satisfactorily accomodated under an equitable management regime. Comprehensive stakeholder participation will guide and direct PA establishment processes for privately owned islands, and their adjacent marine zones. Private landowners may enter into operational management agreements with the state, communities and/or NGOs to assist in the administration of privately owned PAs. The DOE and SNPA will have the capacity to facilitate and direct formal proclamation processes for the privately owned islands and their adjacent marine areas, and conclude cooperation agreements with private landowners for their ongoing management. They may develop and administer a suite of incentives to encourage the designation of privately owned islands with high biodiversity, as formal protected areas. They will provide delegated management authority for the implementation of an approved management plan within the new privately owned PA. Private landowners will establish a sustainable financing mechanism to fund the recurrent operational costs associated with the implementation of the management plan for each privately owned PA.
3. The efficacy of alternative approaches to the conservation of marine mobility corridors, aggregation zones and temporal critical habitats by NGOs (in collaboration with state PA agencies) will be tested and integrated (wherever considered feasible) into the policy directions, legislation and regulations for marine protected and conservation areas in Seychelles. Incentives to secure the biological integrity of newly established conservation areas will be developed to offset the real and perceived loss of resource use and access rights. Awareness of the nature and location of these conservation areas, and the rationale for their establishment, will be effectively communicated. Liberal management regimes will be developed for these conservation areas to accommodate sustainable levels of access and resource use. Resource users - notably commercial and aritisinal fishermen and nature-based tourism operators - will increasingly recognise the inherent value of these new conservation approaches, and actively support them. Enforcement and compliance capabilities will be developed in NGOs and the relevant public institutions to maintain the conservation value of these areas.
4. NGOs and other partners will have the capacity (staff, equipment and infrastructure) to effectively plan and administer different categories of marine and terrestrial protected areas under their jurisdiction. Partnership agreements will be in place to direct the functional relationships between NGOs and the state, private landowners, private sector and natural resource users in the establishment and operational management of co-managed protected areas. Mechanisms to improve revenue generation and reduce operating costs will be continuously developed by NGOs, while local trusts may be established and capitalised as a means of securing more long-term revenue streams. Small island protected areas under NGO management will have in place a number of scheduled activities to control, and mitigate the impacts of, invasive plants and animals. Structured restoration and species reintroduction programmes will also be ongoing on these islands. NGOs will support the active restoration of the biological functioning of coral reefs within marine protected areas, based on tested procedures and protocols for the establishment and maintenance of coral nurseries, and subsequent transplantation to denuded coral areas. NGOs will have the mandated authority for, and capabilities to, enforce compliance with protected area legislation and regulations in NGO-managed PAs and marine conservation areas. Baseline, monitoring and research data will be developed and maintained by NGOs to guide decision-making, and determine the thresholds of potential concern for keystone species in protected areas under their management.
5. The Government will acknowledge and actively support the increasing role of the private sector and NGOs in protected area management. It will develop the staffing capacity to establish and maintain collaborative PA working forums with a range of stakeholders. It will take leadership responsibility for ensuring improved coordination across the different institutions, landowners and organisations responsible for protected area management in order to avoid unnecessary duplication of efforts and optimise the use of scarce resources. It will create platforms for different stakeholders to share PA knowledge and information. The public PA institutions will work in close collaboration with other protected area partners to improve the overall enforcement and compliance capabilities across the entire protected and conservation area system. The skills and expertise of DOE and SNPA staff will be significantly improved in the areas of cooperative governance of protected area systems.

UGlobal environmental benefits

1. The increment of the project in terms of **global environmental benefits** is represented by (i) adding 1,022 ha of terrestrial landscapes under protection and 7,664 ha of marine areas under protection; (ii) maintaining and increasing management effectiveness at the PA level (from a METT baseline for Cousin Special Reserve, Aldabra Special Reserve, North Island and Denis Island of 78%, 62%, 51% and 74% to a METT target of scoring 80%, 66%, 60% and 78% respectively); (iii) improving the overall PA institutional capacity (from a baseline of an average score of 35% in the Capacity Development Indicator Scorecard to >40%); and (iv) increasing the financial sustainability of the PA system (from a financial sustainability baseline score of 16% to 21%).
2. In the Ulong-termU (by 2016 and beyond) threats such as: the spread of invasive alien species; poaching; illegal fishing; unsustainable tourism activities; habitat fragmentation; and uncontrolled wildfires will be contained at the level of the entire expanded terrestrial and marine PA sytem of the country, an area covering >63,500 ha.
3. The project is assisting the country in the implementation of the CBD Programme of Work on Protected Areas (PoWPA). Project activities will support the country’s efforts in contributing to achieving the global targets for the following goals: Goal 1.1 (national system of protected areas); Goal 1.4 (effective management of PAs using participatory and science-based planning processes); Goal 3.3 (development, validation, and transfer of appropriate technologies and innovative approaches for the effective management of protected areas); Goal 4.1 (standards, criteria, and best practices for planning, selecting, establishing, managing and governance of national systems of protected areas are developed and adopted); and Goal 4.4 (Scientific knowledge relevant to protected areas is further developed as a contribution to their establishment, effectiveness, and management).
4. The GEF financing for the project totals US$ 2,100,000. Total co-financing for the project total US$3,289,783 broken down into: a) US$840,000 for Component 1; b) US$1,799,783 for Component 2; and d) US$650,000 for project management. Co-financing is provided by the Government of Seychelles (DOE and SNPA), Nature Seychelles, Marine Conservation Society of Seychelles, Green Islands Foundation, Seychelles Islands Foundation and two private landowners (Denis Island Pty Ltd and North Island Company Ltd).

UCoordination with other initiatives

1. The Government of Seychelles (GOS) - with the support of UNDP, and funding from the Global Environment Facility (GEF) - is implementing a portfolio of environmental conservation and natural resource management projects in the Seychelles. This portfolio of projects includes: (i) *Mainstreaming biodiversity conservation objectives in production activities in the Seychelles terrestrial and coastal environments*; (ii) *Mainstreaming prevention and control of introduction and spread of invasive alien species*; (iii) *Capacity development for sustainable land management in Seychelles*; and (iv) *Capacity development for improved national and international environmental management in Seychelles* (CB2). This project has been specifically designed to complement and build on these current projects, as part of an integrated approach to environmental management in Seychelles. To ensure optimal synergies across the projects, a Programme Coordination Unit (PCU) has been established to coordinate the overall implementation of these projects (see [30TUPart IV, Management ArrangementsU30T](#_PART_IV:_) for a description of the structure and functioning of the PCU). This project will be subsumed under the coordinating umbrella of the PCU. The Project Manager (PM) of this project will then work closely with the Project Managers of each of the other projects, under the oversight of an International Programme Coordinator (IPC), National Coordinator (NC) and administrative support services.
2. An example of how the joint coordination (and use of shared resources across the individual projects) of individual project activities can deliver a result greater than the sum of the individual projects, is the legislative and regulatory reform proposed in Output 1.3 of this project. The activities under this output have been specifically developed to integrate directly into a collective legal reform initiative in Seychelles being coordinated by the PCU (with funding and technical support from each of the individual projects in the portfolio) – the ‘Revision and Creation of Legal Acts and Regulations pertaining to Environmental Protection, Land Use Planning and Resources Management in Seychelles’.
3. The project will coordinate with the following institutions and projects in the implementation of specific site-based activities: (i) the Cambridge Coastal Research Unit (CCU) and the GIS Unit of DOE in the habitat mapping of the offshore areas of the Aldabra Atoll; (ii) the Marine Science for Management (MASMA) programme (*Managing spawning aggregations in the Western Indian Ocean*) - specifically the local project on reef fish mobility (profiling of transient spawning aggregations of rabbit fish proximate to Cousin Island) - in supporting the design and functioning of an MPA around Cousin Island; (iii) the Plant Conservation Action group in the implementation of IAS control and native revegetation programmes on North Island; (iv) the regional seabird satellite tracking initiatives (e.g. ECOMAR/La Reunion University – Pew Institute Ocean Science & IFB-funded project) in supporting the the identification of marine IBAs; (v) the Plant Conservation Action group in the identification of key terrestrial biodiversity areas for PA expansion; (vi) University of Dar Es Salaam (Institute of Marine Science), through the *Coral Reef Restoration and Remediation Network for the Western Indian Ocean* (R2NWIO), in the implementation of the coral restoration activities around Cousin Island; and (vii) the ‘Noah’s Ark’ project on North Island in the faunal restoration and rehabilitation activities.
4. The project will complement and share information with three regional GEF-funded projects on marine conservation - the *Agulhas-Somali Current Large Marine Ecosystem* project, the *Southwest Indian Ocean Fisheries Project* (SWIOFP) and the *Addressing Land-based Activities in the Western Indian Ocean* (WIOLAB) project. It will also liaise closely with two other projects focused on coastal-zone management in the Indian Ocean - the EU-funded *COI ReCoMaP programme* and the *Mangroves For the Future* initiative
5. This project has been designed to build on the results of completed biodiversity projects in Seychelles, including the World Bank-GEF MSP, *Seychelles Marine Ecosystem Project (SEYMEMP)* completed inMarch 2004, and the World Bank-GEF MSP *Improving Management of NGO and Privately Owned Nature Reserves and High Biodiversity Islands in Seychelles*P22F[[23]](#footnote-24)P completed in December 2007.

### **Project Objective, Outcomes and Outputs/Activities**

1. The project’s **development goal** is to ‘*Facilitate working partnerships between diverse government and non-government partners in the planning and management of the protected area system in Seychelles*’. The project has the **objective** to ‘*Demonstrate effective models for protected area management by non-governmental organisations in the Seychelles, and enable their inclusion into a strengthened protected area system*’.
2. The project has two **components** – along with their associated outcomes, outputs and activities - which will contribute towards achieving the project objective. These are: UComponent 1U *Strengthened management framework for protected areas in Seychelles*; and UComponent 2U *Expanded and strengthened management of protected areas in Seychelles*.

**Component 1: Strengthened management framework for protected areas in Seychelles**

A Project Technical Officer (PTO) will be contracted to coordinate the implementation of this component. The PTO will provide direct support to the DOE and SNPA in meeting their responsibilities for Outputs 1.1 – 1.4 and will be physically located in the SNPA offices.

**Output 1.1**: *National priorities for the expansion of marine and terrestrial protected areas are defined*

Work under this output will support the DOE in setting national targets for the expansion of the marine23F[[24]](#footnote-25) and terrestrial24F[[25]](#footnote-26) protected area system. These targets will be action targets to indicate how much of each ecosystem, habitat and/or species populations needs to be included in protected areas, and will help to focus protected area expansion in Seychelles on the least protected ecosystems, habitats and species. Wherever possible, biodiversity thresholds25F[[26]](#footnote-27) will be used as the basis for setting protected area targets, so that protected area targets have an underlying science-based ecological logic.

Having set protected area targets, the next step under this output will be to help determine which geographic areas in Seychelles are the highest priorities for protected area expansion to meet those targets. Two key factors - *importance* and *urgency* – will be used to identify the priority areas for protected area expansion. An area will be considered important for the expansion of the protected area network if it contributes to meeting biodiversity thresholds for maintaining ecological processes, species richness or climate change resilience. Urgency, the second factor used to identify priority areas for protected area expansion, will be determined by the extent to which spatial options for meeting protected area targets still exist, which is often linked to the degree of competing land or resource uses in an area. The most important areas for protected area expansion will then be mapped, and the most cost-effective mechanisms for their designation identified.

The activities under this output are divided into two parts. In the first, seabirds will be used as proxy tools to assess marine ecosystem health. Seabird distribution and abundance for the Seychelles EEZ (and adjacent areas) will be collated and analyzed to identify at-sea hotspots of activity for seabirds and the habitats they utilize. Part one of this output will include the following set of activities:

1. Reviewing the list of existing terrestrial Important Bird Areas (IBAs) in Seychelles to identify the IBAs that host breeding seabird populations.
2. Undertaking a literature review to update the seabird population information for IBAs, including information on sites that were previously identified as ‘potential’ IBAs and sites that historically would have had IBA selection thresholds for their numbers of breeding seabirds (but may no longer have, due to human disturbance).
3. Compiling existing at-sea datasets for seabirds (e.g. data from boat-based surveys and from electronic tracking studies).
4. Producing foraging fact sheets for a selection of key seabird species, based on a data review that collates information on foraging ranges, feeding locations and other key variables that could determine at-sea distribution of seabirds.
5. Using high resolution planning tools (e.g. MARXAN) to apply the seaward extension approach to both current and prospective IBAs - following BirdLife’s standardized approach based on foraging ranges and other species specific variables such as bathymetry, marine habitats and key prey species - and map the proposed marine extensions to these IBAs.
6. Incorporating data on the marine extensions of IBAs into the protected area gap analysis (part 2 of this output).

In the second part of the output, marine and terrestrial protected area targets will be determined and priority areas mapped. A systematic biodiversity conservation planning approach will be applied in the spatial analysis using several underlying key data layers, including the marine extensions of IBAs prepared in part one above. Part two of this output will then include the following set of activities:

1. Collating information on, and mapping, the current extent of the marine and terrestrial protected areas.
2. Collating information on, and mapping, key marine and terrestrial climate (e.g. rainfall, temperature) and landscape (e.g. topography, bathymetry) features.
3. Collating information on, and mapping, the different coastal, marine, terrestrial and freshwater habitats.
4. Consolidating and mapping the species distributions for globally threatened species, restricted range species with small global ranges, congregating species and habitat-restricted species (wherever practicable).
5. Collating information on, and mapping, species movement corridors and spatial surrogates of ecological and evolutionary processes.
6. Collating spatial information on biodiversity priority areas defined in other reports/plans (e.g. KBAs in Gerlach, 2008; Important Bird Areas (IBAs) and Important Plant Areas (IPAs)).
7. Defining and mapping the current, and projected, degree of landscape and seascape transformation (including: agriculture; IAS; public infrastructure; urban areas; other physical developments and coral degradation).
8. Developing and mapping climate change scenarios (e.g. sea temperature, sea level, rainfall).
9. Determining ‘biodiversity thresholds’ for key ecological processes, habitats and species.
10. Defining targets and mapping priority areas for protected area expansion on the basis of an analysis of species, habitats and ecological processes26F[[27]](#footnote-28).
11. Identifying cost-effective options for, and approaches to, expanding the protected area system in those priority areas (e.g. stewardship contract agreement).
12. Facilitating stakeholder workshops to critically review, and agree on, the priority areas identified for protected area expansion, and the strategies to establish formal PAs in these areas.

The DOE will oversee the implementation of this output. Part 1 will be implemented by Nature Seychelles (NS), through a MOU with DOE (see [Part IV Management Arrangements](#_PART_IV:_)). Part 2 will be implemented by the DOE, in close collaboration with the SNPA and SFA.

DOE (supported by the PTO) will contract a conservation planning consortium - comprising national and international specialists in protected area planning, GIS data design and management, conservation biology and conservation planning - to collate and map the key data layers, undertake the biodiversity conservation planning assessment and map priority areas for protected area expansion. The contracted consortium will actively involve a wide range of stakeholders (including public institutions, parastatals, NGOs, private sector, research institutions and individual specialists) in the collation and/or mapping of ‘feature’ data, the development of biodiversity thresholds and the final mapping of priority areas for protected area expansion. The consortium will ensure that biodiversity conservation planning approaches (e.g. Seychelles Integrated Marine Protected Area System Plan, IMPASP) and the identification of biodiversity priority areas (e.g. terrestrial ‘Key Biodiversity Areas’ analysis, Gerlach 2008) that have already been developed are effectively integrated into, and aligned with, this output. The DOE will, through the PTO, guide and support the consortium in facilitating the institutional and specialist consultative processes. The map of priority areas for protected area expansion will be integrated into the updated national policy directions for the PA system in Seychelles (see Output 1.2 below).

**Output 1.2***: National policy directions are updated and modernized to direct a partnership approach to the expansion, planning and management of the PA system*

Work under this output will assist the DOE, SFA and SNPA in updating and modernizing the current enabling policy framework for protected areas - the *Conservation Policy in the Seychelles* (1971). The updated policy will seek to promote a partnership approach (public-private-NGO) in the establishment and effective management of a more comprehensive, adequate and representative protected area system for Seychelles.

The activities required to prepare this policy will include *inter alia*:

1. Convening a PA policy technical working group - comprising senior representatives of at least the DOE, SNPA, SFA, MLUH, SIF and representatives of private landowners and NGO’s responsible for the management of formal PAs - to oversee the development of the national policy on protected areas.
2. Briefly summarizing global reviews (particularly for small islands) of best practice in protected area establishment, planning and management.
3. Preparing a brief overview the current status of the protected area system in Seychelles, and partnerships in its planning and management.
4. Updating the vision, guiding principles and values for protected areas in Seychelles.
5. Modernising the approach to the application of the different IUCN protected area categories in the classification of PAs in Seychelles. This may include revising the current PA categories, and rationalising the PA status quo of existing PAs (if deemed necessary). It may also include drafting a minimum set of criteria and management objectives for the different categories of protected areas (including international conservation designations such as World Heritage Site and Ramsar site) in Seychelles.
6. Developing a standardized approach to the establishment of protected areas on both private and state land. This may include formulating guidelines on: (a) the technical requirements (e.g. biodiversity or heritage significance) to justify designation as a specific category of protected area; (b) the procedural steps, and technical information (e.g. survey maps), required to designate each category of protected area; (c) the minimum level of stakeholder involvement needed to underpin the protected area motivation; (d) the types of incentives available to encourage private landowners to proclaim land as a protected area (e.g. tax exemptions/concessions/deductions/credits, limited development rights, enforcement and compliance support); (e) the nature of formal management agreements required with government to enable designation of private land as a protected area; and (f) any minimum requirements for the demarcation of protected area boundaries.
7. Preparing technical guidelines for the planning and management of different categories of protected areas by a range of state, NGO and private sector partners. This may include defining the strategic approach to, and minimum technical requirements for: (a) preparing management plans; (b) responding to common biological management issues such as fire, coral bleaching events, invasive alien species control, habitat rehabilitation/restoration and faunal management; (c) applied research and monitoring; enforcement and compliance; (d) tourism/recreational facilities and services; (e) natural resource use; (f) stakeholder engagement; and (g) co-operative governance.
8. Identifying the institutional roles and responsibilities of public institutions in protected area planning, management and monitoring.
9. Identifying the role of the private and NGO sector in protected area planning and management, and the mechanisms for their involvement.
10. Outlining the sustainable financing options for the different categories of protected areas, under different management regimes.
11. Describing the mechanisms for cooperative governance to ensure coordination, cooperation and collaboration between PA partner organisations across the PAS;
12. Identifying the reporting requirements of each agency/institution/organisation.
13. Consolidating the information collated above, and the map of priority areas for PA expansion, into an updated ‘National Policy Directions for Protected Areas in the Seychelles’.

The PTO will, in collaboration with the DOE and SNPA, provide logistical and administrative support in the establishment and functioning of the protected area policy working group. The technical preparatory work for the national policy will be implemented by a conservation planning and management service provider27F[[28]](#footnote-29), under the guidance of the DOE. A participative process will be undertaken by the consultants in the iterative drafting of the national policy, including hosting focal issue-based workshops with: public institutions; parastatals; private landowners; private rights holders; research institutions; other NGOs; and/or individual specialists. The service provider will also be required to develop and implement a mentoring programme for key counterpart staff in the DOE and SNPA during the iterative development of the national policy. The final draft of the national policy for protected areas will be submitted by DOE to the Minister of Environment, Natural Resources and Transport for formal adoption.

**Output 1.3**: *New protected area legislation is drafted and adopted to effect the national policy directions*

This output will form an integral part of the wider legal reform project – the ‘Revision and Creation of Legal Acts and Regulations pertaining to Environmental Protection, Land Use Planning and Resources Management in Seychelles’- recently initiated by the Government of Seychelles (GOS), with support from UNDP, in June 2010. The overall objective of this legal reform project is to assist and work with the Attorney General’s Office of the Seychelles, and other partners, in the review, adaptation, amendment and creation of five “Framework” Acts supportive of environmental protection, land use planning, and resource management: Town and Country Planning Act; Bio-security Act; Environmental Protection Act; and ‘Protected Areas’ Act. These five “Framework” Acts will seek to consolidate, update, and in most cases replace, the many existing laws and their associated regulations that currently cover environmental and natural resources in the Seychelles.

Work under this output will be focused on supporting the drafting of a framework Act for protected areas, under the umbrella of the legal reform project28F[[29]](#footnote-30). The following conservation legislation, and associated regulations, that may be rationalized under this new Act for protected areas would include the: National Parks and Nature Conservancy Act (NPNCA); Wild Animals and Birds Protection Act; Wild Birds Protection (Nature Reserve) regulations; Forestry Reserves Act; Fisheries Act; Protected Areas Act; and regulations for individual Protected Areas.

The activities required to facilitate the drafting of a rationalized framework act for protected areas will include *inter alia*:

1. Assessing the weaknesses in the current legislative and regulatory framework, and reviewing current progress in addressing these deficiencies.
2. Making explicit recommendations for legislative and regulatory reform to ensure that the policy directions developed in Output 1.2 (see above) are adequately addressed in the enabling legislation, including: criteria for the different categories of protected areas, and their management objectives; establishment procedures for the different categories, ownership patterns and management regimes of protected areas; incentives, and compensatory mechanisms, that could support the establishment and management of the different categories of protected areas under private ownership; institutional roles and responsibilities for the planning and management of the different categories of protected areas; financing mechanisms for different categories of protected areas; compliance and enforcement regimes for the different categories of protected areas; and cooperative governance mechanisms for the system of protected areas.
3. Making recommendations on how to address the alignment of the protected area legislation with the provisions of other potentially overlapping/conflicting legislation such as land use planning (e.g. Town and Country Planning Act, 1972) and business facilitation (e.g. Tourism (Incentives) Act, 2003) acts.
4. Drafting the text of a new, consolidated act for protected areas.
5. Facilitating government and broad stakeholder reviews of the draft legislation for protected areas, as required.
6. Supporting the drafting of key regulations to support implementation of the new legislation for protected areas;
7. Advising the Attorney General’s Office on the final versions of the act, and any associated regulations.
8. Supporting the process of official endorsement of the draft act by the responsible Minister, the Cabinet, the President and the National Assembly.
9. Implementing training programmes for protected area staff in the implementation implications of the act.
10. Implementing public awareness-raising activities on the nature and implications of the act.

A protected area steering committee - comprising at least senior representatives from the Attorney General’s (AG) Office, DOE, SNPA, DNR and SFA - will be constituted (under the ambit of the legal reform project) to provide strategic oversight and support to the development of the Act for protected areas. A small protected area technical working group will be established to guide the technical drafting and approval process for the Act. This working group will include representation from legal experts; the AG’s office; relevant agencies (e.g. DOE, MND, SNPA, etc.); and contracted consultants

A team of three local legal consultants will be contracted over a period of 2 years, supported by the short-term appointment of an international legal expert, to craft the text of the five framework acts, including the Act for protected areas. The terms of reference (and work plan) for this work is appended in [Annexure I](#_Annex_II:_Terms), *Terms of reference for key project positions*. The work of the consultants will require ongoing and extensive collaboration with the Attorney General’s Office, and the Ministries and Departments with responsibilities for Environment and Planning. The consultants will be required to ensure close collaboration with the policy development processes being undertaken in Output 1.2. The Attorney General’s office will: take the draft legal text prepared by the consultants and put it into required language / content for official Acts; and manage the process to ensure that draft bills are approved as formal Acts by the National Assembly.

**Output 1.4:** *The capacity of public PA institutions to establish and administer partnerships is strengthened*

Work under this output is focused on building the capacity of public protected area institutions to engage and build consensus among all protected area stakeholders (including the private sector, NGOs, resource users, other public institutions and funders). This will include improving the capacity of the PA institutions to: (a) raise awareness of opportunities for government, civil society and the private sector to work together; (b) establish and maintain cooperative governance structures for the protected area systems, and individual protected areas; (c) develop operational partnerships with NGO’s, private landowners, the private sector and a range of resource users; (d) formalize and maintain co-management arrangements with protected area partners; (e) administer working relationships with different donor and funding agencies; and (f) manage different stakeholder engagement processes, including the mediation of a range of divergent interests.

The activities required to develop the capacities of PA institutions to engage and build consensus among all protected area stakeholders, will include *inter alia*:

1. Constituting and hosting a co-operative governance structure - with representation of all key stakeholder groups - to coordinate and guide the development and implementation of protected area programmes and initiatives in Seychelles.
2. Negotiating and concluding formal management agreements (or MOUs or similar) with different stakeholder groups to more clearly define the roles of responsibilities of each partner to the agreement in the planning and management of both new, and existing (as needed), protected areas.
3. Implementing a programme of professional staff training and skills development (including short course and in-service training in: stakeholder communications and liaison; conflict-resolution; negotiation techniques; donor administration; legislative requirements for contracts and resource use agreements; tourism concessioning; governance of protected areas; stewardship approaches; and stakeholder consultation processes) of responsible PA staff.
4. Developing specialist expertise in DOE and SNPA to administer the cooperative governance of protected areas and maintain stakeholder relationships.
5. Supporting donor management processes, including: targeting potential funders for projects, preparing detailed project proposals, liaising with different with different funders, and building working partnerships with funding agencies/ institutions.
6. Implementing technical and professional extension support services to NGOs, resource users and private landowners.
7. Facilitating focused study visits and short-term staff exchanges for key management staff.
8. Developing the lobbying capacity, tools and information to more effectively represent the interests and needs of the protected area system and its users, in decision-making affecting the environmental and socio-economic integrity of protected areas.
9. Developing a national monitoring and evaluation system to measure: (a) the management effectiveness of individual marine and terrestrial protected areas and the overall system of protected areas; and (ii) the overall ecological integrity of key ecosystems, habitats and species (using key measurable indicators).

The PTO will oversee and coordinate the implementation of all activities under this output. The SNPA/DOE will facilitate the appointment of a staff member to fulfill an ongoing stakeholder liaison and cooperative governance function in the institution/s. A training service provider will be contracted to organize all the training and skills development activities for the designated DOE and SNPA staff29F[[30]](#footnote-31). A performance management expert will also be contracted to develop a comprehensive M&E system for the protected area system. A legal service provider will be retained on contract to provide ongoing legal support in the drafting of management agreements, MOUs or any other type of legal agreement that may be required to underpin the governance of protected areas.

**Output 1.5:** *A consolidated electronic information management system is developed for protected areas*

Work under this output will support the establishment of an electronic ‘Seychelles Protected Area Information Management System’ (SPAIMS) to improve the decision-making capabilities of the different partner organizations and institutions responsible for PAs in Seychelles.

The activities required to develop the SPAIMS under this output will include *inter alia*:

1. Identifying the critical data requirements (e.g. land ownership and tenure/ protected area boundaries and zonation/ habitat types, species distributions and ecosystem processes within PAs/ IAS distribution and cover/ fire records/ financial data/ PA infrastructure/ visitor user data/ etc.) for protected area system planning and management.
2. Sourcing the critical datasets in electronic (shape files, spreadsheets, documents, images, etc.) or hard copy (maps, reports, tables, etc.) formats – this may, in some instances, require the development of data-sharing agreements with data suppliers – where available.
3. Designing and developing a simple information management system to facilitate the storage, retrieval and analysis of protected area data and information.
4. Determining the optimal host institution to maintain the SPAIMS.
5. Establishing data access and data maintenance protocols for the SPAIMS.
6. Determining electronic data standards (including metadata) for the SPAIMS.
7. Validating and formatting current datasets (sourced in activity ii above) to ensure compliance with the data standards for the SPAIMS.
8. Supporting the acquisition of the infrastructure, hardware and software to host and serve the SPAIMS.
9. Developing simple web-based user interfaces as decision-support tools (strategic-tactical-operational) for protected area managers.
10. Supporting the installation of the networking infrastructure required for PA managers to remotely access the SPAIMS.
11. Implementing technical training for selected PA staff on data handling, data management, data maintenance, metadata, GIS, GPS technologies and web-based applications development.
12. Aligning and integrating the SPAIMS with the current environmental database initiative under the UNDP-GEF project *Capacity development for improved national and international environmental management in Seychelles* (CB2)30F[[31]](#footnote-32).

The Project Manager (PM) will, with the support of the UNDP Project Coordination Unit (PCU), take direct responsibility for coordinating the implementation of the activities under this output. Data collection, interpretation and processing will be undertaken by a contracted local information management systems service provider, in collaboration with the Green Island Foundation (GIF) who will provide technical support to the collation of protected area data. The information management systems service provider and GIF will be required to consult extensively with the GIS and Data Management Unit of the DOE and the national consulting agency contracted to design, install and maintain the environmental database under the CB2 project.

**Component 2: Expanded and strengthened management of protected areas in Seychelles**

**Output 2.1**: *The efficacy of active coral reef restoration techniques are tested in Cousin Island Special Reserve*

Bleaching-induced coral mortality has emerged as a major threat to coral reefs, and their related communities, in Seychelles (see [Part I, Section 1.2](#_1.2_Threats_and) – *Environmental variation associated with climate change*). In the central granitic islands group, the 1998 bleaching event decreased the coral cover from 27% on average to less than 3%, leaving no depth refuge from coral mortality. Shortly thereafter, a fast algal colonization was observed, along with a gradual transformation of the impacted reefs into rubble and algal-dominated communities, accompanied by a collapse in the structural complexity. During the following decade, natural recovery has been extremely slow in the inner granitic islands. It still remains very low (7.5% in 2005, with less than 1% of the benthos composed of fast-growing, habitat-forming branching species).

One of the impacted granitic island reefs is Cousin Island's reef, the selected demonstration site for this output (see [Part II, Section 2.3](#_Design_principles_and) for a profile of Cousin Island). Prior to the 1998 bleaching, the reefs around Cousin Island were structurally complex, dominated by live branching and massive corals with a fish community of high diversity and biomass. Following the mass coral mortality, Cousin's reefs underwent major changes, and by 2005 the reefs complexity has been greatly reduced and mean coral cover was lower than 1% and macroalgae dominated the local community.

Work under this output will test the efficacy of the introduction of (coral) ‘reef gardening’ methodology (see e.g. Rinkevich, 2006 and Shafir *et al.*, 2006) in two sheltered sites around Cousin Island. Reef gardening - an active reef restoration approach - consists of two phases. The first phase focuses on producing a pool of farmed colonies, reared in underwater nurseries to plantable size, which is then followed by the second phase in which these colonies are transplanted onto degraded reefs. This methodology could allow the implementation of large-scale coral restoration interventions in Seychelles. This output will seek to develop effective active reef restoration protocols - tailored specifically to local reef conditions - that address local acute site-specific threats to bleaching-affected coral reefs.

The activities required to test the coral gardening concept around Cousin Island will include *inter alia*:

1. Selecting two sheltered sites (clear water, <15m depth, away from massive reef structure, close enough for easy access and away from sedimentation sources) around Cousin Island to act as coral nursery habitats.
2. Constructing a mid-water floating frame and rope nursery in the coral nurseries.
3. Sourcing coral material from different branching and encrusting species, mainly from Cousin Island reef31F[[32]](#footnote-33).
4. Generating coral stock from the fragmentation of collected coral material to produce about 20,000 (10,000 per coral nursery) ‘nubbins’ (coral fragments a few mm in size, comprising 1-10 polyps each) at a time (it is envisaged that about 35,000 - 40,000 corals will be farmed over the course of the project).
5. Attaching nubbins onto the floating frames or rope nurseries (several rearing support materials will be tested, including pegs, plastic hoses, wall plugs and ropes).
6. Monitoring (e.g. data on survival rate/species, levels of detachment from rearing supports, bleaching rates, extent of predation, etc.) and maintaining (e.g. cleaning of fouling organisms, repair of nursery, removal of coral predators, etc.) farmed coral fragments until they are ready for transplantation;
7. Selecting sites for the transplanting of nursery-reared coral colonies (as well as control sites) on carbonate reefs around Cousin Island.
8. Testing and evaluating different transport (e.g. boat transfer of individual material, transfer of entire frame or rope nursery, etc.) and attachment methodologies (e.g. drilling, cementing, nailing) to determine the most cost-effective means of transplantation.
9. Monitoring attachment rates, mortality rates, growth rates and coral morphologies of transplanted corals.
10. Assessing the long-term changes in the composition of the benthic substrate and the species richness and abundance of fish of transplant sites (as compared with the pre-selected control sites).
11. Based on lessons learnt and best practice in the Seychelles context, developing protocols for: (a) nursery construction; (b) coral farming; (c) nursery maintenance and monitoring; (d) coral transplantation; and (e) long-term monitoring.

The activities under this output will be implemented directly by Nature Seychelles (NS), through a MOU with DOE. NS will maintain a collaborative working relationship with international counterpart institutions and expertise throughout the course of the output design, planning and implementation stages32F[[33]](#footnote-34) to ensure knowledge transfer and sharing. NS will also facilitate the ongoing sharing of information on coral reef mariculture and transplantation approaches and technologies with local reef practitioners, national conservation authorities and relevant government institutions.

**Output 2.2**: *An approach to the formal protection of critical habitats of whale sharks and turtles is tested*

Work under this output will test an innovative approach – the establishment of ‘temporal’ protected areas (TPA)33F[[34]](#footnote-35) in critical habitats - to secure the ongoing protection of highly mobile marine vertebrates34F[[35]](#footnote-36). The concept of TPAs is that they are transient conservation areas targeting the critical habitats of these marine vertebrates. These habitats are often affected by seasonal, environmental and physical cues and may be temporary in time, extent and geographic location. The output will focus the testing of this conservation approach in two marine vertebrate groups – turtles and whale sharks – which are known to have critical temporary habitats (turtles = nesting/ foraging areas; whale sharks = zooplankton blooms) close to shore.

A broad baseline of turtle and whale shark distribution, abundance and the habitats they use will first be developed to establish baseline indicators of their conservation status.

*Seychelles hosts the world’s fifth largest population of hawksbill turtle (IUCN: Critically Endangered), and significant populations of the green turtle (Endangered). Turtle mortality from illegal poaching is mainly focused on nesting beaches, where the turtles are concentrated and vulnerable. Turtles are particularly vulnerable to habitat change on their nesting sites - through construction on, or erosion of, nesting beaches – and to disturbance by people, causing them to sometimes abandon nesting, and even leave the area altogether.*

*Seychelles is also one of ten areas globally that have significant seasonal aggregations of whale sharks (Vulnerable). Incidental mortality of whale sharks from boat collisions - Seychelles has the world’s highest level of scarring of whale sharks from boat collisions – and behavioural disturbance from uncontrolled tour operations is a significant problem, notably in the coastal waters around Praslin and Mahe where boat access by tourism operators and fishermen is relatively easy.*

Two temporal protected areas will then be planned, established and managed (for at least one season) - one for turtles and one for whale sharks. The turtle TPA will be established in the south of Mahé on one of the beaches where turtle nesting activities are currently being actively monitored (see the location of these beaches in Map 1, [Annex VI](#_Annex_VII:_Project_1)). This TPA will be active only over the turtle nesting season, September to March. Based on whale shark aerial survey data, the whale shark TPA will be established to the north-west, or south, of Mahé (see areas A&B respectively in Map 1, [Annex VI](#_Annex_VII:_Project_1)). These areas are characterised by: water depths ranging from 10-50m; seasonal development of phytoplankton and zooplankton blooms (that encourage the formation of whale shark aggregations); and are affected by boat-based recreational, tourism and fishing activities. This TPA will be linked to the main season for whale shark aggregations, the period between August and November.

The activities under this output will include *inter alia*:

1. Evaluating, and preparing maps, of turtle (green turtle and hawksbill turtle) and whale shark species-habitat distribution and abundance.
2. Analysing and mapping the threats to, and impacts on, turtles and whale sharks.
3. Prioritising critical whale shark and turtle habitats requiring protection and management.
4. Selecting two priority habitats (one for turtles and one for whale sharks) to test the feasibility of designating and managing temporal protected areas in these sites.
5. Preparing species-habitat management plans for the selected sites.
6. Defining the use zoning of each selected site.
7. Developing an annual work program for each site;
8. Identifying the resource requirements to implement the annual work program (equipment, staffing, materials, vehicles, etc.).
9. Negotiating, and concluding co-management agreements (e.g. Memorandum of Understanding) between institutional partners (e.g. MCSS, SNPA, SFA) that clearly define, amongst others, the: (a) roles and responsibilities of each partner in the operational management and enforcement of the TPA (linked to the annual work program); (b) financing of the TPA activities, and concurrent allocation of any income raised; (c) mechanisms for cooperative governance; and (d) performance monitoring.
10. Assessing legal options for the formal designation of the proposed TPAs as temporal conservation areas;
11. Communicating to, and consulting with, affected stakeholders and local communities about the intent to designate, and the proposed regulations for, the temporal protected areas.
12. Based on the most appropriate legal mechanism for ensuring the conservation security of proposed TPAs, facilitating their annual proclamation/gazetting.
13. Preparing annual notices/regulations for the TPAs that describe, amongst others: the means of demarcating the boundaries; the use zoning for the season; and any seasonal restrictions on access and use.
14. Appointing staff/volunteers, sourcing/acquiring equipment and materials and securing access to vehicles (and boats) to enable the implementation of the annual work program for the TPAs and the enforcement of the TPA regulations.
15. Implementing specialist training of TPA staff/volunteers (biology of whale sharks and turtles, monitoring and data collection techniques, enforcement methodologies, communication and awareness approaches, etc.).
16. Maintaining key monitoring data (as per annual work plan) and coordinating an annual performance review of the efficacy of the TPA approach.
17. Making recommendations for the replication of the TPA approach in other priority whale shark and turtle habitats (and for other large marine vertebrates), if the approach is feasible and cost-effective.

The activities under this output will be implemented directly by the Marine Conservation Society of Seychelles (MCSS), through a MOU with DOE. MCSS will collaborate closely with the affected public institutions (notably DOE, MLUH, SNPA and SFA) in the implementation of this output35F[[36]](#footnote-37). MCSS will coordinate the negotiation of a Memorandum of Understanding (MOU) between MCSS and any operational partner organisation (e.g. SFA, SNPA) to ensure that the roles and responsibilities of each of the partners are clearly defined.

**Output 2.3**: *The offshore boundary of the Aldabra Special Reserve is expanded, and its management strengthened*

The Aldabra Special Reserve (see [Part II, Section 2.3](#_Design_principles_and) for a profile of Aldabra) - one of the only relatively undisturbed island systems of any size anywhere in the world - is managed by the Seychelles Islands Foundation (SIF). It has a rotating staff of up to 12 people (including a manager, scientists, a skipper, a mechanic, rangers and 1-3 international volunteers) administering the Aldabra Research Station. To a large extent, the focus of management on Aldabra is on protecting and maintaining the marine and terrestrial biodiversity and ecosystem functions of the atoll, conducting research and monitoring, providing protection from human interference and other threats, and if possible restoring natural ecosystem functioning by removing alien species. Ecotourism is strictly controlled, with less than 1000 visitors/annum.

Work under this output is focused on addressing a number of the key threats to the biodiversity integrity of Aldabra, and the institutional sustainability of SIF, namely: (a) risk of oil spill from oil tankers in transit to northern Madagascar; (b) ongoing impacts of invasive species (e.g. rats, cats, goats)36F[[37]](#footnote-38); (c) illegal poaching of fish, marine invertebrates, sharks and turtles; and (d) high operating costs and a heavy dependence on financing for recurrent expenditure costs from the visitor entrance fees to Vallée de Mai on Praslin Island (also managed by SIF)37F[[38]](#footnote-39).

The following integrated strategic responses to these threats will be targeted under this output: (a) expansion of the marine component of Aldabra Special Reserve; (b) improvement of the surveillance, enforcement and compliance capacities of the island management; (c) development of a sustainable financing strategy for Aldabra; and (d) development of thresholds of potential concern as benchmarks in the management of Aldabra’s marine and terrestrial ecosystems.

Work under this output will include *inter alia*:

Expansion of the marine component of Aldabra Special Reserve

1. Using satellite remote sensing techniques, mapping the marine areas immediately offshore of the outer atoll38F[[39]](#footnote-40) - this includes the entire fringing reef of the atoll.
2. Identifying options for the extension of the 1km offshore marine boundary of Aldabra SR.
3. Consulting affected stakeholders on the range of options for the marine expansion, and concluding a preferred boundary and zoning option for the marine area of Aldabra Special Reserve.
4. Surveying the boundaries of the area proposed for formal proclamation and preparing diagrams to accompany the proclamation notice.
5. Preparing regulations (including updating the penalties for offenders) to accompany the proclamation notice.
6. Facilitating the formal designation of the marine expansion area.
7. Ensuring the demarcation of the outer boundaries of the expanded area on marine navigational charts and marine GPS navigation systems.

Improvement of the surveillance, enforcement and compliance capacities of the island management

1. Evaluating the VSat networking and VHF radio communication needs for the reserve (including the expanded marine area), including environmentally-friendly power options.
2. Determining the optimal technical specifications for communications infrastructure and equipment.
3. Procuring, installing and testing networking and communications infrastructure (e.g. antenna, solar panels, etc.).
4. Procuring, setting up and testing networking and communications equipment (e.g. VSat indoor and outdoor units, radio base station, repeaters, hand-held radios, etc.).

Development of a sustainable financing strategy for Aldabra Special Reserve:

1. Qualifying and quantifying the projected financial needs for the effective implementation of the reserve management plan.
2. Based on the current human resource, capital and operational budget for the reserve, determining the ‘financial gap’ between the current financial scenario and the desired scenario.
3. Evaluating and selecting financing mechanisms that could contribute to closing this financial gap.
4. Identifying opportunities for cost-saving (e.g. introduction of more efficient technologies) measures as a means of closing the financial gap.
5. Using a ‘market-based approach’, preparing a medium-term (three to five years) ‘Financial (or Business) Plan’ for the reserve. The Financial Plan would include: (a) a detailed financial analysis that identifies realistic funding needs and gaps for the reserve; (b) a pre-selection and analysis of viable financial mechanisms for the reserve (and an understanding of the legislative and regulatory framework for their implementation); and (c) a formulation of the Financial Plan to guide the implementation of a sustainable financing strategy for the reserve.

Development of thresholds of potential concern as benchmarks in the management of Aldabra’s marine and terrestrial ecosystems

1. Establishing the ‘desired state’ of Aldabra’s marine and terrestrial ecosystems (i.e. linked to the goals and objectives of the reserve management plan).
2. Identifying measurable indicators which adequately reflect the health of each ecosystem.
3. Determining the upper and lower levels of accepted variation of these indicators.
4. Identifying the critical thresholds - at which dramatic ecosystem changes are likely to occur - for these indicators.
5. Establishing, and implementing, a monitoring programme for these indicators.
6. Developing protocols to guide the management responses to potential breaches of these thresholds

The activities under this output will be implemented directly by the Seychelles Islands Foundation (SIF), through a MOU with DOE. The Management Committee of SIF will oversee the implementation of activities under this output. The *in situ* implementation of activities will be undertaken directly by the Aldabra Reserve Manager and Research Officer. The Fund-Raising sub-committee and the Finance and Accounts sub-committee of the SIF Board of Trustees will provide technical support and guidance to the preparation of the sustainable financing strategy for Aldabra, while the Scientific Sub-Committee will provide support and technical guidance to the expansion of the marine component and the development of thresholds of potential concern.

The DOE will facilitate the proclamation process for the marine extension of Aldabra Special Reserve, with legal support from the legal consultants contracted under Output 1.3.

**Output 2.4**: *The privately owned islands of North and Denis are established and managed as formal protected areas, under different governance regimes*

The private owners of Denis (Denis Island Development, Pty Ltd) and North Islands (North Island Company Ltd) in the inner archipelago (see [Part II, Section 2.3](#_Design_principles_and) for profiles of Denis and North Islands) have, with the support of local NGOs (GIF in the case of Denis and NS, ICS and PCA for North), spent considerable effort and resources in restoring the native biodiversity of these islands. Rats have been eliminated, and rat control protocols have been implemented to ensure that this rat-free status is maintained on each of the islands. A programme for the removal of non-native plants (e.g. Coconut) and the concurrent restoration of native woodlands is already underway on the islands. A number of rare bird (e.g. Seychelles Magpie Robin, Seychelles Fody, Seychelles white-eye, Seychelles warbler and Seychelles flycatcher), terrapin and plant species have been reintroduced to the islands. Access to the islands is currently strictly regulated, while poaching and illegal fishing activities in the adjacent marine areas are reported to the responsible public institutions. Funding for conservation activities on the islands are financed from the income generated from nature-based tourism developments.

Work under this output will support the process of proclamation of these two islands and, if feasible, their adjacent marine habitats as formal protected areas. It will then develop the capacity (through the: preparation of integrated management plans; development of human resources, staff skills and staff expertise; access to knowledge; active management interventions; and procurement of appropriate equipment and technologies) of the private landowners and supporting NGOs to manage these privately owned protected areas as an integral part of the protected area system in Seychelles39F[[40]](#footnote-41).

The activities under this output may be summarized as follows:

| **Strategy/ approach** | **Denis Island** | **North Island** |
| --- | --- | --- |
| *1. Identify the proposed area for proclamation* | Defining and mapping the extent of the area proposed for formal designation as a PA, including marine buffer areas | |
| *2. Profile the proposed area for proclamation* | Collating information on the biodiversity and heritage features of the area proposed for proclamation. This may include the need to undertake rapid assessments, including (but is not limited to):   * An assessment of the conservation status of the reef flats and lagoon areas * An assessment of the status and conservation value of sea bird populations * Status and biodiversity conservation potential of inland water habitats | Collating information on the biodiversity and heritage features of the area proposed for proclamation. This will include the need to undertake rapid assessments, including (but is not limited to):   * An assessment of the status and conservation value of sea bird populations * An assessment of the biodiversity of the marine reefs adjacent to the island |
| *3. Identify the legal requirements for proclamation* | For each island:  Identifying the preferred category of protected area designation, and the legal requirements/processes for proclamation | |
| *4. Develop proposals for the zonation and governance of the proposed PA* | For each island:  Reviewing the current, and recommending an updated, use zonation of the area proposed for designation as a PA  Defining the mechanisms for the cooperative governance of the proposed PA  Identifying the roles and responsibilities of each partner (i.e. landowner - NGO’/s - public institution/s) in the governance of the area proposed as a PA | |
| *5. Consult affected stakeholders* | For each island:  Developing and implementing an equitable communication and consultation process that:   * Informs affected stakeholders of the intent to, rationale for, proclaim(ing) a formal protected area; * Informs stakeholders of categorisation, zonation and governance proposals for the protected area; * Develops a consensus approach to delineation of PA boundaries, zonation and governance/management arrangements * Identifies issues of concern; * Facilitates negotiated solutions to addressing each of the issues of concern; and * Formalises the areas of consensus | |
| *6. Prepare survey diagrams of area proposed for proclamation* | For each island:  As required by the legislation, surveying the boundaries of the area proposed for formal proclamation and preparing property diagrams to accompany the proclamation notice. | |
| *7. Prepare a ‘feasibility assessment report’ for the proclamation* | For each island:  Drafting and submitting a ‘feasibility assessment report’ to DOE that responds to the legal and process requirements for proclamation of a new PA.  Facilitating the formal proclamation process. | |
| *8. Update the existing management plans for each PA* | Updating the Denis Island Environmental Management Plan (EMP) to incorporate:   * A medium-term (five-year) work program (outputs, activities, indicators, timelines and budgets) * Subsidiary plans – e.g. financial sustainability plan, sustainable technologies programme, ecosystem rehabilitation programme, etc. | Updating the North Island Environmental Management Plan (EMP) to incorporate:   * A medium-term (five-year) work program (outputs, activities, indicators, timelines and budgets) * Subsidiary plans – e.g. financial sustainability plan, vegetation rehabilitation programme, faunal reintroduction plan, sustainable technologies program, etc. |
| *9. Implement critical management interventions to address immediate threats to biodiversity* | (i) Revising and implementing the rodent prevention controls  (ii) Implementing the ecosystem rehabilitation plan for the ‘restoration zone’ of the protected area – incorporating development of a native terrestrial invertebrate index to enable adaptive management of vegetation management regimes  (iii) Implementing coastline stabilization and rehabilitation measures aimed at preserving coastal vegetation and important turtle nesting habitats | (i) Removing the common mynah from North Island (including live trapping, purchase of pellets, employment of control staff)  (ii) Testing the cost-effectiveness of different methodologies and approaches to the vegetation restoration programme (including alien plant species control, seedling nurseries, plant propagation, buying of plant stock, outgrowing, in situ planting, natural regeneration, specialist technical support, etc.)  (iii) Improving the rat-proofing infrastructure and rodent prevention protocols for the island  (iv) Upgrading the marine surveillance capacities (i.e. including the technology, staff, equipment, communications and protocols)  (v) Monitoring the effectiveness of endemic bird re-introduction programmes (e.g. Seychelles white-eye) |

The activities under this output will be coordinated by the Green Islands Foundation (GIF), through a MOU with DOE. The *in situ* implementation of activities may be undertaken by either GIF, by the private landowners or by other NGOs in terms of a Memorandum of Understanding concluded between GIF and each private landowner.

The DOE will facilitate the proclamation process for each of the islands and their surrounding marine area, with legal support from the legal consultants contracted under Output 1.3.

GIF will coordinate the negotiation of a Memorandum of Understanding (MOU) and/or co-management agreement between the private landowner and any operational public institution (e.g. SFA, SNPA) to ensure that the roles and responsibilities of each of the partners in the management and enforcement of the marine component of any private protected area are clearly defined.

**Output 2.5**: *The design and functioning of Cousin Island Special Reserve is improved to meet both conservation and fisheries management objectives*

Covering an area of only 1.2 km2, the size and design of the marine protected area (MPA) of Cousin Island Special Reserve is currently considered sub-optimal (see [Part II, Section 2.3](#_Design_principles_and) for a profile of Cousin Island) in terms of meeting the conservation and fisheries management objectives of an MPA in Seychelles. The integrity and functioning of the coral reef ecosystems surrounding Cousin Island are increasingly threatened by a number of direct and indirect anthropogenic stressors, several of which result from, or are exacerbated by, the small size and design of the MPA. These include: (a) vulnerability of mobile reef fishes (notably the herbivorous rabbitfish *Siganus sutor,* the primary target species of trap fishery) to fishing pressures; (b) poor recovery of coral reefs in the wake of coral bleaching events; and (c) a high dependency of fish and coral larvae from external sources for their local persistence.

The activities under this output that will contribute to improving the design and functioning of an MPA around Cousin Island include *inter alia* the following:

1. Integrating the Cousin MPA into the existing fisheries governance initiatives in the Praslin region40F[[41]](#footnote-42).
2. Improving the knowledge base on the home ranges and spawning sites of key functional fish groups, notably herbivores and coralivores (e.g. *Scarus ghobban* and *S, rubroviolaceus*) relevant to the recovery and resilience of coral reefs at Cousin. This will include habitat mapping using geo-referenced sonar images and the collection of mobility data (mobility envelopes, migration routes, spawning sites and home range kernel distribution).
3. Determining the optimal size and configuration of a marine conservation area around Cousin Island that would more effectively conserve resident spawning fish groups and improve the protection of highly mobile species (i.e. transient aggregation spawners).
4. Assessing spatial options for the use zoning of a marine conservation area around Cousin Island, including: enlarging the no-take area; designating areas with temporary or permanent restrictions on certain recreational and tourism activities; and/or designating areas with temporary or permanent restrictions on certain types of fishing and fishing practises.
5. Facilitating (if considered feasible) the proclamation of an expanded MPA for the Cousin Island Special Reserve.
6. Facilitating the formal designation of, and regulations for, different use zones within an extended marine conservation area around Cousin Island.

The activities under this output will be implemented directly by the Nature Seychelles (NS), through a MOU with DOE. NS will collaborate closely with the affected public institutions (notably DOE, SNPA and SFA) in the implementation of this output41F[[42]](#footnote-43). NS will conclude a Memorandum of Understanding (MOU) between NS and SFA to ensure that the roles and responsibilities of each partner in the implementation of complementary activities under this output are clearly defined. All activities under this output will be underpinned by an extensive public participation and consultation process with recreational and marine resources user groups. Liaison with the artisanal (handline and trap) fisheries will be facilitated through local fishermen associations.

The DOE will facilitate the proclamation process for the marine extension of Cousin Special Reserve and the formal designation of use zones in the marine conservation area/s, with legal support from the legal consultants contracted under Output 1.3.

### **Financial modality**

1. The project activities are focused on: improving the planning, policy and legislative framework for the protected area system; strengthening the capacity of the different institutions and organisations involved in the management of protected areas; facilitating NGO-private sector-government partnership approaches in the establishment and management of protected areas; and piloting new categories of protected areas to conserve mobile species. The project objective will thus be achieved primarily through the provision of technical assistance. No loan or revolving fund mechanisms are considered appropriate, and therefore grant-type funding is considered adequate to enable successful delivery of project outcomes.

### **Indicators, Risks and Assumptions**

1. The project indicators are detailed in the [30TUStrategic Results FrameworkU30T](#_PART_III:_PROJECT) which is attached in Part III of this Project Document. Project risks and risk mitigation measures are described in the table below.

| **Risk** | 0BRating | **Mitigation Measures** |
| --- | --- | --- |
| Ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users undermine partnership approaches and implementation of cooperative governance arrangements | **Moderate** | The project will facilitate the consultative development of a legislative and policy framework that emphasizes the critical role of partnerships between all government institutions and between governments and civil society, in ensuring the success of the system of protected areas in Seychelles. At a national level, the project will then establish a cooperative governance structure, with representation of all partners, to coordinate and guide the development and implementation of PA programmes and initiatives in the Seychelles. At the output level, it will also support the establishment of local working groups to ensure cooperative governance between partners in the implementation of project activities. The project will seek to strengthen the staffing capacity of DOE/SNPA to develop and maintain partnerships with civil society and the private sector in protected area administration. It will develop the skills of, and introduce different approaches to, DOE/SNPA staff to mediate divergent stakeholder interests and to constructively resolve conflicts. Finally the project will help to document and formalise partnership agreements that more explicitly define the roles and responsibilities of partners in the planning and management of specific PAs. |
| Protracted legislative reform, regulatory amendments and PA proclamation processes delay the expansion of existing, and establishment of new, protected areas | **Moderate** | The project will facilitate the establishment and functioning of a legal reform steering committee and a legal technical working group for protected areas - under the ambit of the Legal Reform Project – to guide and direct the PA legal reform processes. Legislative amendments that would enable, and provide incentives for, the formal designation of privately owned or managed land as PAs will be prioritised. Key stakeholder institutions, including the AGs office, will be co-opted onto the working group to ensure cooperative problem-solving in the iterative drafting of the necessary legislative and regulatory amendments. The project will specifically contract an international, and counterpart national, specialist in environmental law to provide technical and specialist legal advisory support to the working group. The project will also support capacity development in the DOE to lead the legislative reform proposals through the formal approval process requirements. The proclamation of targeted PAs for expansion will be programmed for years 2-4 of the project to provide sufficient time for the enabling legal reform processes to be completed.  The Project Technical Officer contracted to support the implementation of Component 1 will provide technical support to the DOE and SNPA in facilitating the formal proclamation processes of privately owned islands, extensions to marine protected areas, marine buffere areas and temporal protected areas. |
| Marine and terrestrial ecosystems are not sufficiently resilient, and their biological and physical integrity is incrementally compromised by the effects of global and regional climate change | **Moderate** | The design of a more representative, comprehensive and adequate system of protected areas under the project will seek to integrate the protected area system into the country’s evolving climate change adaptation strategy, particularly in terms of its important role as a buffer to the economically important fisheries and tourism industries. The spatial priorities for expansion of the protected area system will be directed, in part, at increasing the resilience of the PA system to the impacts of climate change. It will do this by: (i) protecting ecosystems with high biodiversity and those that maintain critical structural components (i.e. functional groups, keystone species, climatic refugia, and multiple microhabitats within a biome); (ii) reducing the number of simultaneous non-climate stressors in protected area (e.g. establishing more “no-take zones” in order to reduce fishing pressure and associated habitat destruction in MPAs); and (iii) introducing a more responsive and flexible adaptive approach to the design and management of the protected area system .  The project will test the efficacy of establishing mobile, temporal protected areas - that can be moved in response to seasonal, environmental and physical cues of the targeted species being conserved – as an adaptation strategy to the effects of climate change. |
| Increasing incidents of piracy limits implementation of at-sea project activities | **Low (Inner Islands)**  **Moderate (Outer Islands)** | During project design, the selection of demonstration sites and the spatial focus of project activities, have specifically avoided areas most affected by piracy, notably the shipping zones in the outer islands.  It is estimated that Seychelles currently spends about €2.3m/annum on anti-piracy patrols and surveillance by the Seychellois coast guard to secure its 1.3 million km2 ocean territory. This is supplemented by considerable technical and financial support from the international community, including the UK, US, India, UAE and the EU amongst others. |

### **Cost Effectiveness**

1. The project will seek to achieve a catalytic investment in improving the management effectiveness of the national system of protected areas in Seychelles, through the promotion of partnership and cost-sharing approaches. Costs incurred in project implementation will focus only on those additional actions required to provide key incremental assistance to the government, private landowners and NGOs in undertaking strategically critical interventions to improve the representivity, governance, planning and operations of protected areas under NGO management. To accomplish this, the project will seek to complement and build upon the extensive baseline activities already underway in the NGO sector , and the existing capacities of government institutions, private landowners and NGOs. Wherever possible, the project will use the competencies and logistical skills within the mandated government institutions and parastatals (DOE, SF, SNPA, SIF), NGOs (NS, GIF, MCSS) and private landowners (Denis Island Development, Pty Ltd, Wilderness Safari Trust) to implement project activities. Where applicable, project resources will also be deployed to strengthen and expand existing PA initiatives and programmes (e.g. improving current rodent prevention controls on Denis and North Islands, completing the habitat mapping of the Aldabra Atoll, strengthening legal and regulatory reform processes in the environmental sector) to avoid duplication of effort. Increased co-financing commitments will continue to be targeted by the project during the implementation phase (e.g. ring-fencing of a % of income from luxury hotel developments on private islands for conservation purposes).
2. The project is considered cost-effective for the following primary reasons:
3. It is envisaged that project funding for expanding the protected area system under a range of different co-management arrangements (private sector-NGO-state agencies) and improving the collaboration between civil society and state protected area institutions in protected area management, should result in a reduction in the total costs of managing all protected areas in Seychelles from an average of >US$50/ha per annum to <US$40/ha per annum.
4. Project support to improving the capacity of public protected area institutions is expected to improve their cost-effectiveness by: (a) increasing the active participation of the private sector and NGOs in PA planning and management (b) improving the individual skills of key management staff; (c) strengthening the technologies and tools for enforcement and compliance; (d) reducing conflicts with resource user groups; (e) rationalizing the designation and extent of different categories of protected areas; and (f) improving the quality of information used to support decision-making.
5. Project funding for improving the capacity of selected NGOs is expected to improve their cost-effectiveness by: (a) testing the efficacy of different methodologies and approaches to terrestrial faunal and vegetation rehabilitation and restoration; (b) assessing the feasibility of active restoration of coral reef ecosystems; (c) improving invasive species management protocols; (d) rationalizing the boundaries of NGO-managed protected areas; (e) improving the quality of information used to support decision-making; and (f) facilitating the formalization and administration of conservation partnership agreements with landowners, government institutions and local resource user groups.
6. A modest expenditure in financial sustainability planning (Aldabra Atoll, Denis Island and North Island) and in developing the capacity to advocate for an increased capital investment in protected areas by donors and government (DOE and SNPA) will contribute to stabilizing the financial flows to protected areas. As a result of project investments, it is anticipated that by the end of the project donor funding will increase from a baseline of <US$100,000 to >US$200,000 while the government funding allocation will increase from ~US$20,000/annum to >US$50,000 per annum. Similarly, by the end of project all privately owned protected areas will be financially self-sustainable, primarily subsidized by income from nature-based tourism and recreational facilities and services.
7. Alternative approaches could include financing large-scale investment in PA expansion, infrastructure development and procurement of equipment, through loans from multilateral development agencies such as the African Development Bank or World Bank. That scenario would presumably also achieve a similarly lasting effect in terms of the integrity of the protected area system, but with much larger initial investment required and with the additional burden on the Government, NGOs and/or private landowners to repay loans during the uneasy times of the global financial crisis. The per-dollar value of achievements of the loan-based scenarios would therefore considerably exceed those of the proposed project.

### **Sustainability**

1. U*Institutional sustainability*U will be supported by the project through improving the capacity of the different protected area institutions and organisations to coordinate their efforts towards achieving a more cohesive and functional system of protected areas in Seychelles. It will achieve this by assisting the government in designing a protected area system that meets the objectives of representativeness, comprehensiveness and adequacy and improves its resilience to the impacts of climate change (Output 1.1). The efficacy of the protected area categories in Seychelles will be reviewed, and improved as required, to ensure that they encourage the designation of privately owned land (in the national priority areas for expansion) as protected areas under different management regimes (including private sector-NGO) (Output 1.2, Output 2.2, Output 2.4 and Output 2.5). The institutional options for the planning, management, financing and monitoring of privately owned land proclaimed as a protected area will be clarified (Output 1.2 and Output 2.4). The project will also support the reform of the policy, legislative and regulatory framework to enable and guide the development of working partnerships between the public sector, NGOs and the private sector in protected area expansion, planning and management (Output 1.3). To ensure better coordination, cooperation and collaboration between protected area partners (state- NGO- private sector), the mechanisms for cooperative governance will be identified and tested (Output 1.2, Output 2.2, Output 2.4 and Output 2.5). The institutional and individual capacity of the responsible public institutions and NGOs to implement these cooperative governance arrangements will then be strengthened (Output 1.4, Output 2.2, Output 2.4 and Output 2.5) . Finally, a knowledge management system will be developed as a decision-support tool to improve institutional planning, operations and performance management of each of the PA partners (Output 1.5).
2. U*Environmental sustainability*U will be promoted by the project by facilitating the marine and terrestrial expansion of the protected area system in areas of high biodiversity priority. The project will specifically support: the seasonal inclusion of the critical habitats of whale sharks and turtles, on and around the mainland of Mahé, into the protected area system(Output 2.2); the marine extension of the Aldabra Special Reserve (Output 2.3); the designation of the privately owned islands of Denis and North, and their marine buffer zones, as protected areas (Output 2.4); and the establishment of an enlarged conservation zone around Cousin Special Reserve (Output 2.5). The project will also contribute to environmental sustainability by supporting the implementation of critical management interventions by NGOs, SIF and private landowners to address key threats to biodiversity in privately owned protected areas. The following active conservation management interventions will be promoted by the project: testing a coral restoration technique in marine sites around Cousin Island Special Reserve (Output 2.1); monitoring of, and enforcing compliance with, temporal protected area regulations in critical whale shark and turtle habitats (Output 2.2); developing and monitoring ‘thresholds of potential concern’ in Aldabra Special Reserve (Output 2.3); and implementing IAS control, vegetation restoration and coastline stabilisation measures in Denis and North Island (Output 2.4).
3. U*Financial sustainability*U will be enhanced by the project through developing the capacity of DOE and SNPA to source and administer donor funding, and to lobby for an increase in government grants for state-owned protected areas (Output 1.4). The project will identify approaches to, and mechanisms for, the direct involvement of the private sector, local communities and NGOs in revenue generation, notably though partnerships, co-management and co-operative governance arrangements (Output 2.2 and Output 2.3). Project support at the local PA level will be directed towards the development of financial sustainability plans for Aldabra Special Reserve (Output 2.3) and Denis and North Islands (Output 2.4).
4. U*Social* *sustainability*U will be enhanced by the project through the creation of part-time employment opportunities for targeted local communities in labor-intensive conservation management activities in protected areas, including: coral reef restoration (Output 2.1); implementation of an annual work plan in two temporal protected areas (Output 2.2); and implementation of IAS control, vegetation restoration work and coastline stabilisation measures on Denis and North Islands (Output 2.4). Robust stakeholder engagement plans for the respective project activities will be prepared to ensure direct stakeholder involvement in development of proposals for the establishment of new (Output 2.2 and Output 2.4), or the expansion of existing (Output 2.3 and Output 2.5) protected areas. These stakeholder engagement plans will also make strong provision for conflict management with different categories of user groups.

### **2.9 Replicability**

1. Replication will be achieved in the project through the Udirect replicationU of selected project elements and practices and methods, as well as the Uscaling up Uof knowledge and experiences.
2. The project will support the Government in updating and modernising its enabling planning, policy and, legislative framework for the protected area system, with a strong focus on the promotion of a partnership approach. This will then provide the country with a coherent systemic framework for the replication, and scaling up, of lessons learnt in the implementation of project activities.
3. The project will build the institutional and individual capacity of public protected area institutions to engage and build consensus among all protected area stakeholders. It will further support the ongoing development and maintenance of partnerships between government and NGOs, private landowners, the private sector and a range of resource users. This will then ensure that there is better institutional capacity, and more effective partnership arrangements, in place to facilitate the replication and scaling up of lessons learnt from the implementation of pilot and demonstration activities.
4. The project will support the development of a standardised approach to the establishment and management of protected areas under private ownership (Output 1.2), update the legislation to enable the implementation of these approaches (Output 1.3) and strengthen the capacity of the public PA institutions to develop and maintain partnerships with these privately owned and managed protected areas (Output 1.4). It will then pilot the establishment of protected areas on two privately owned islands – Denis and North – under this new policy, legislative and institutional regime (Output 2.4). It is envisaged that the lessons learnt from the establishment of private protected areas (and their marine buffer zones), notably the stakeholder consultation process requirements, will guide the future proclamation of additional private PAs in the priority areas designated for PA expansion (see Output 1.1).
5. The project will seek to assess the feasibility of introducing the ‘reef gardening’ methodology to Seychelles (Output 2.1). The lessons learnt from piloting the establishment of underwater coral nurseries and the subsequent transplantation of nursery-reared coral colonies onto degraded reefs will, if considered viable, guide the further expansion of active restoration measures to other slow-recovering reefs across the inner islands. The project will ensure that - based on lessons learnt in implementation - generic protocols are developed for: nursery construction; coral farming; nursery maintenance and monitoring; coral transplantation; and long-term monitoring. Knowledge transfers will be supported in the project through the ongoing sharing of information and resources with local reef practitioners, national conservation institutions and relevant government agencies.
6. The project will also test the feasibility of introducing other protected/conservation area models for Seychelles. In the first instance, the establishment and management of temporal protected areas in critcial habitats, as a means of securing the ongoing protection of highly mobile marine vertebrates will be assessed in seasonal habitats for whale sharks and turtles in and around Mahé (Output 2.2). In the second instance, the optimal design and functioning of MPAs for the effective conservation and sustainable use of key fish groups will be assessed and developed around Cousin Island Special Reserve (Output 2.5). If considered feasible, these protected/conservation area models will be duplicated for other mobile marine vertebrates (e.g. cetaceans) and in other sub-optimal MPAs.
7. Each project output will include the documentation of lessons learnt from implementation of activities under the output, and a collation of the tools and templates (and any other materials) developed during implementation. The Project Manager will ensure the collation of all the project experiences and information. This knowledge database will then be made accessible to different PA stakeholder groups in order to support better decision-making processes. Information contained in the knowledge management system will also be integrated into the protected area module of the centralised DOE environmental database.

# PART III: PROJECT RESULTS FRAMEWORK

|  |
| --- |
| **This project will contribute to achieving the following Country Programme Outcome as defined in the CPD (2007-2010):** GOAL 3 (Energy and environment for sustainable development): ‘Functional integrity of terrestrial and coastal ecosystems is secured, providing a base for sustainable development’ |
| **Country Programme Outcome Indicators:**Area of terrestrial and marine ecosystems under improved management or heightened conservation status |
| **Primary applicable Key Environment and Sustainable Development Key Result Area:** 3.5 Conservation and sustainable use of biodiversity |
| **Applicable GEF Strategic Objective and Program:** SO 1 - Catalyzing the sustainability of protected areas |
| **Applicable GEF Expected Outcomes:** SP 2 - ‘Increasing Representation of Effectively Managed Marine Protected Areas in Protected Area Systems’ and SP 3 -‘Strengthening Terrestrial Protected Area Networks’ |
| **Applicable GEF Outcome Indicators:** SP 2 - (i) Number and extent (coverage) of national marine PAs compared to 2006 global baseline for GEF-eligible countries; and SP 3 – (i) Terrestrial ecosystem coverage in national protected area systems and (ii) Protected area management effectiveness as measured by individual protected area scorecards |

|  | **Indicator** | **Baseline** | **Target/s**  **(End of Project)** | **Source of verification** | **Risks and Assumptions** |
| --- | --- | --- | --- | --- | --- |
| **Project Objective**  Demonstrate effective models for protected area management by non-governmental organizations in Seychelles, and enable their inclusion into a strengthened national protected area system | Capacity development indicator score for protected area system:  *Systemic*  *Institutional*  *Individual* | 33%  35%  35% | 42%  40%  42% | Review of Capacity Development Indicator Scorecard | **Assumptions:**   * The government, private sector and NGOs commit to constructive engagement in the development of protected area partnerships * The government allocates adequate resources (staff and budget) to fulfil its oversight function for the protected area system   **Risks:**   * Ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users * Protracted legislative reform, regulatory amendments and PA proclamation processes * Poor resilience of marine and terrestrial ecosystems to the effects of climate change * Increasing incidents of piracy |
| METT scores:  *Cousin Island Special Reserve*  *Aldabra Special Reserve*  *North Island*  *Denis Island* | 78%  62%  51%  74% | 80%  66%  60%  78% | METT applied at Mid-Term and Final Evaluation |
| Coverage (ha) of **formal** protected area system  Marine  Terrestrial | 29,836 ha  24,978 ha | >37,500ha  ~26,000ha | Protected Area Information Management System |
| Financial sustainability scorecard for national system of protected areas | 16% | 21% | Review of Financial Sustainability Scorecard |
| **Outcome 1**  Strengthened management framework for protected areas in Seychelles | **Outputs:**   * 1. National priorities for the expansion of marine and terrestrial protected areas are defined   2. National policy directions are updated and modernised to direct a partnership approach to the expansion, planning and management of the PA system   3. New protected area legislation is drafted and adopted to effect the national policy directions   4. The capacity of PA institutions to establish and administer partnerships is strengthened   5. An electronic information management system is developed for protected areas | | | | |
| Number of terrestrial Key Biodiversity Area (see Gerlach, 2008) that are identified as priority areas for PA expansion in the PA expansion plan | 0 (of 36) | >30 | National Policy Directions for Protected Areas  Protected Area Information Management System | **Assumptions:**   * The government, private sector and NGOs commit to constructive engagement in the development of protected area partnerships * There is an adequate data baseline to determine priority areas for PA expansion * Policy, legislative and regulatory reforms are supported and adopted by Government, and adequately provide for the establishment of protected areas under private ownership and cooperative management * The government allocates adequate resources (staff and budget) to fulfil its oversight function for the protected area system * Prospective data suppliers make critical data available for incorporation into the PAIMS   **Risks:**   * Ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users * Protracted legislative reform, regulatory amendments and PA proclamation processes |
| Number of IBAs designated as PAs/ number of IBAs identified as priority area for PA expansion (of a total of 20 marine and terrestrial IBAs) in the PA expansion plan | 11 IBAs designated as PAs/ 0 IBAs identified as priority areas for PA expansion | 13 IBAs designated as PAs/ 6 IBAs identified as priority areas for PA expansion | National Policy Directions for Protected Areas  Protected Area Information Management System |
| Year of formal adoption of the most recently adopted Conservation Policy | 1971 | 2012 | Annual Report of DOE |
| Partnership approach to protected area establishment and management adequately provided for in legislation | No | Yes | Independent legal review report |
| Increase in funding support to the protected area system:  State grant allocation (US$/annum)  Donor funding support (US$/annum) | US$20,000  US$100,000 | US$50,000  US$200,000 | Review of Financial Sustainability Scorecard  Annual financial reports of DOE and SNPA |
| Number of public and NGO PA staff completing specialised training and/ or skills development in:  Cooperative management  Data management | 0  0 | >15  >10 | Project training reports  Annual reports of DOE, SNPA and SFA  Annual reports of implementing partners (SIF/ NS/ MCSS & GIF) |
| Level of involvement of affected NGOs, resource users, CBOs and private landowners in decision-making in planning and management of the protected area system | <10% (TBD at project inception) | >80% | Independent cooperative governance reviews undertaken as part of preparation of the inception report, as well as the mid-term and the final evaluation reports |
| **Outcome 2**  Expanded and strengthened management of protected areas in Seychelles | **Outputs:**   * 1. The efficacy of active coral reef restoration techniques are tested in Cousin Island Special Reserve   2. An approach to the formal protection of critical habitats of whale sharks and turtles is tested   3. The offshore boundary of the Aldabra Special Reserve is expanded, and its management strengthened   4. The privately owned islands of North and Denis are established and managed as formal protected areas, under different governance regimes   5. The design and functioning of Cousin Island Special Reserve is improved to meet both conservation and fisheries management objectives | | | | |
| Number of nursery-reared coral stock produced for transplantation | 0 | >35,000 nubbins | Project reports | **Assumptions:**   * NGOs and private landowners actively involve affected stakeholders in PA establishment and expansion processes * Coral nursery sites remain unaffected by bleaching-induced coral mortality events * The government supports the testing of the feasibility of establishing temporal protected areas * Private island landowners ‘ring-fence’ a % of income from nature-based tourism enterprises for protected area management * Artisanal fisherman, tour operators and recreational users engage constructively in PA establishment and expansion processes   **Risks:**   * Ongoing conflicts and misunderstandings between public institutions, private sector partners, NGOs and resource users * Protracted legislative reform, regulatory amendments and PA proclamation processes * Poor resilience of marine and terrestrial ecosystems to the effects of climate change * Increasing incidents of piracy |
| Extent of actively restored coral reef ecosystems (ha) | 0 | >1ha | Project reports |
| Number of temporal PAs established and operational:  Whale sharks  Turtles | 0  0 | 1  1 | Protected Area Information Management System |
| Number of TPC’s being regularly monitored in Aldabra Special Reserve | 0 | >5 | Annual Review - Aldabra SR Management Plan |
| ‘Financing gap’ for Aldabra Special Reserve | ~US$300,000 (2009/10) | <US$200,000 | SIF Annual Financial Report |
| Number of formal PAs under private ownership | 3 | >5 | Protected Area Information Management System (register of protected areas) |
| Extent (ha) of Denis and North Islands with restored native habitats  Denis  North | 64ha (of 143ha)  37ha (of 201ha) | 80ha  80ha | Project reports  Annual reports of Denis Island Development Pty Ltd and the Wilderness Safari Trust |
| Proportion of the habitats of key functional fish groups around Cousin Island under a conservation management regime:  Home ranges  Spawning sites | <1% (estimate42F[[43]](#footnote-44))  <5% (estimate) | >20%  >50% | Project reports  Annual report of NS  Annual report of SFA |

## TOTAL BUDGET AND WORKPLAN

|  |  |  |  |
| --- | --- | --- | --- |
| **Award ID:** | 00060844 | **Project ID(s):** | 00076774 |
| **Award Title:** | PIMS 4190 Seychelles PA System NGO mgt modalities | | |
| **Business Unit:** | Mauritius | | |
| **Project Title:** | Strengthening Seychelles’ Protected Area System through NGO management modalities | | |
| **PIMS no.:** | 4190 | | |
| **Implementing Partner (Executing Agency)** | Ministry of Home Affairs, Environment and Transport (MHAET) - Department of Environment (DOE) | | |

| **GEF Outcome/ Atlas Activity** | **Responsible Party/ Implementing Agent** | **Fund ID** | **Donor Name** | **ATLAS Budget Code** | **Atlas Budget Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Amount Year 4 (USD)** | **TOTAL**  **(USD)** | **Budget ref.** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Component 1** Strengthened management framework for protected areas | NIM | 62000 | GEF-10003 | 71200 | International Consultants | 12,000 | 27,000 | 0 | 24,000 | **63,000** | 1 |
| NIM | 62000 | GEF-10003 | 71300 | Local Consultants | 16,000 | 22,000 | 8,000 | 18,000 | **64,000** | 2 |
| NIM | 62000 | GEF-10003 | 71400 | Contractual Services - Individuals | 16,000 | 20,000 | 20,000 | 16,000 | **72,000** | 3 |
| NIM | 62000 | GEF-10003 | 71600 | Travel | 0 | 1,500 | 0 | 1,500 | **3,000** | 4 |
| NIM | 62000 | GEF-10003 | 72100 | Contractual Services - Companies | 82,000 | 64,000 | 22,000 | 7,000 | **175,000** | 5 |
| NS | 62000 | GEF-10003 | 72100 | Contractual Services - Companies | 41,250 | 38,750 | 0 | 0 | **80,000** | 6 |
| NIM | 62000 | GEF-10003 | 72800 | Information Technology Equip. | 0 | 10,000 | 5,000 | 0 | **15,000** | 7 |
| NIM | 62000 | GEF-10003 | 74100 | Professional Services | 1,000 | 1,500 | 1,500 | 1,000 | **5,000** | 8 |
| NIM | 62000 | GEF-10003 | 74200 | Audio Visual & Print Prod Costs | 1,000 | 1,000 | 1,000 | 1,000 | **4,000** | 9 |
| NIM | 62000 | GEF-10003 | 74500 | Miscellaneous | 2,000 | 1,000 | 0 | 1,000 | **4,000** | 10 |
| **TOTAL for Component 1** | | | | | **171,250** | **186,750** | **57,500** | **69,500** | **485,000** |  |
| **Component 2** Expanded and strengthened management of protected areas | NS | 62000 | GEF-10003 | 72100 | Contractual Services - Companies | 193,500 | 141,500 | 80,000 | 0 | **415,000** | 11 |
| MCSS | 62000 | GEF-10003 | 72100 | Contractual Services - Companies | 149,548 | 83,468 | 103,467 | 103,517 | **440,000** | 12 |
| SIF | 62000 | GEF-10003 | 72100 | Contractual Services - Companies | 122,800 | 145,400 | 55,800 | 6,000 | **330,000** | 13 |
| GIF | 62000 | GEF-10003 | 72100 | Contractual Services - Companies | 67,500 | 77,500 | 49,000 | 26,000 | **220,000** | 14 |
| **TOTAL for Component 2** | | | | | **533,348** | **447,868** | **288,267** | **135,517** | **1,405,000** |  |
| **Project Management** | NIM | 62000 | GEF-10003 | 71400 | Contractual Services - Individuals | 43,000 | 44,000 | 45,000 | 46,000 | **178,000** | 15 |
| NIM | 62000 | GEF-10003 | 71600 | Travel | 2,000 | 2,000 | 2,500 | 2,500 | **9,000** | 16 |
| NIM | 62000 | GEF-10003 | 72800 | Information Technology Equipmt | 5,000 | 500 | 500 | 500 | **6,500** | 17 |
| NIM | 62000 | GEF-10003 | 72200 | Equipment and Furniture | 6,000 | 1,000 | 1,000 | 0 | **8,000** | 18 |
| NIM | 62000 | GEF-10003 | 73400 | Rental and maint. of other equip. | 2,500 | 2,000 | 2,000 | 2,000 | **8,500** | 19 |
| **TOTAL for Project Management** | | | | | **58,500** | **49,500** | **51,000** | **51,000** | **210,000** |  |
| **TOTAL GEF** | | | | | | **763,098** | **684,118** | **396,767** | **256,017** | **2,100,000** |  |

**Budget notes:**

|  | **Budget Notes** |
| --- | --- |
| 1 | Contractual appointment of: Protected areas legal consultant (Output 1.3 - New protected area legislation is drafted and adopted to effect the national policy directions); and Monitoring and evaluation expert (M&E) |
| 2 | Contractual appointment of: Monitoring and evaluation consultants (M&E); Auditor (M&E); Performance management expert (Output 1.4 - The capacity of PA institutions to establish and administer partnerships is strengthened). Pro rata costs of contractual appointment of legal consultants (Output 1.3 - New protected area legislation is drafted and adopted to effect the national policy directions) |
| 3 | Contractual appointment of: Project Technical Officer (coordinating implementation of component 1) for 30 months |
| 4 | Ground transportation, airport transfers, air travel for all monitoring and evaluation and review consultants |
| 5 | Contractual appointment of: Conservation planning consortium (Output 1.1); Conservation planning and management consortium (Output 1,2); Training service providers (Outputs 1.3 - New protected area legislation is drafted and adopted to effect the national policy directions and 1.4 - The capacity of PA institutions to establish and administer partnerships is strengthened); Information Management Systems service provider (Output 1.4 - The capacity of PA institutions to establish and administer partnerships is strengthened); and Green Islands Foundation (Output 1.4 - The capacity of PA institutions to establish and administer partnerships is strengthened) |
| 6 | MOU between DOE and Nature Seychelles (NS) to map the marine extensions of the terrestrial IBAs, based on seabird distribution and abundance data (i.e. part one of Output 1.1- National priorities for the expansion of marine and terrestrial protected areas are defined) |
| 7 | Pro rata costs for procurement and installation of computers, database management software licenses, GIS sofware license; communications infrastructure and routers (Output 1.4 - The capacity of PA institutions to establish and administer partnerships is strengthened) |
| 8 | Contractual appointment of legal advisor (Output 1.4 - The capacity of PA institutions to establish and administer partnerships is strengthened) |
| 9 | Production of communications and information materials (Output 1.4 - The capacity of PA institutions to establish and administer partnerships is strengthened) |
| 10 | Insurance, bank charges and other sundries for project coordinating unit. May also include loose costs for M&E workshop costs (inception workshop, MTE and FE). |
| 11 | MOU between DOE and Nature Seychelles to implement activities under Output 2.1 - The efficacy of active coral reef restoration techniques are tested in Cousin Island Special Reserve; and Output 2.5 - The design and functioning of Cousin Island Special Reserve is improved to meet both conservation and fisheries management objectives (detailed budgets and TORs of key project positions shown in Annexure VII). |
| 12 | MOU between DOE and Marine Conservation Society of Seychelles to implement activities under 2.2 - An approach to the formal protection of critical habitats of whale sharks and turtles is tested (detailed budgets and TORs of key project positions shown in Annexure VII). |
| 13 | MOU between DOE and the Seychelles Islands Foundation to implement activities under Output 2.3 - The offshore boundary of the Aldabra Special Reserve is expanded, and its management strengthened (detailed budgets and TORs of key project positions shown in Annexure VII). |
| 14 | MOU between DOE and the Green Islands Foundation to implement activities under Output 2.4 - The privately owned islands of North and Denis are established and managed as formal protected areas, under different governance regimes (detailed budgets and TORs of key project positions shown in Annexure VII). |
| 15 | Project Manager, full-time (48 months). *Pro rata* costs of IPC, NC and PCU support staff (one Accounts and Admin staff, one driver/messenger/clerk) to support project management and administration. It must be noted that, for the purposes of efficiency, UNDP-GEF Projects in different Focal Areas (i.e. Mainstreaming Biodiversity Management into Production Sector Activities; Mainstreaming Prevention and Control Measures for Invasive Alien Species into Trade, Transport and Travel across the Production Landscape; Capacity Development for Sustainable Land Management; and Capacity Development for national and International Environmental management) in Seychelles are combining resources to create a common Programme Coordination Unit (PCU), to ensure optimum coordination and effective and efficient use of resources. |
| 16 | Local, inter-Island travel for Project Management staff (Programme Coordinator, Project Manager, support staff, etc.) for project coordination, supervision, consultation, audits, learning and monitoring |
| 17 | Laptop, software licenses, portable hard drive, printer and mobile phone contract for Project Manager |
| 18 | Office equipment (chairs, desks, tables, storage cupboards, etc.) for Project Manager |
| 19 | Rental of extra transport (vehicles, including on other islands, boats, etc.) and equipment for short periods (e.g. AV equipment), for coordination and supervision purposes, consultants work, unforeseen circumstances |

# PART IV: MANAGEMENT ARRANGEMENTS

**Project Implementation arrangement**

1. The project will be implemented over a period of four years. UNDP will be responsible for the implementation of the project. The project will be nationally implemented (NIM) by the Department of Environment (DOE) in the Ministry of Home Affairs, Environment and Transport (MHAET), in line with the Standard Basic Assistance Agreement (SBAA, 1977) between the UNDP and the Government of Seychelles.
2. The UUNDPU will monitor the project’s implementation and achievement of the project outputs, and ensure the proper use of UNDP/GEF funds. The UNDP Country Office (CO) will be responsible for: (i) providing financial and audit services to the project; (ii) recruitment and contracting of project staff; (iii) overseeing financial expenditures against project budgets; (iv) appointment of independent financial auditors and evaluators; and (v) ensuring that all activities, including procurement and financial services, are carried out in strict compliance with UNDP/GEF procedures.
3. A centralised UProgramme Coordination UnitU (PCU) has been established by the UNDP and the DOE to oversee, support, administer and coordinate the implementation of all UNDP-GEF environmental projectsP43F[[44]](#footnote-45)P in Seychelles. The PCU currently comprises an International Programme Coordinator (IPC), a National Coordinator (NC) and administrative and accounts support staff.
4. Day-to-day management of the project will be undertaken by a national UProject ManagerU (PM). The PM will be located in the PCU, along with their counterpart national PMs for other thematic areas (capacity development, sustainable land management, biodiversity mainstreaming and biosecurity) in the PCU. The PCU will provide adminstrative and financial management support to the PM. The PM will report directly to the IPC and the NC. The Project Manager’s prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost. The Project Manager will liaise and work closely with all partner institutions to link the project with complementary regional and national programs and initiatives. The Project Manager will be recruited using standard UNDP recruitment procedures. The terms of reference for the PM is detailed in [30TUAnnexure IU30T](#_Annex_II:_Terms).
5. The UDOEU will have the overall responsibility for achieving the project goal and objectives, with the support of the Seychelles National Parks Authority (SNPA). DOE will designate a high level official to act as the National Project Director (NPD). The NPD will provide the strategic oversight and guidance to project implementation. The NPD will not be paid from the project funds, but will represent a Government in kind contribution to the Project. The NPD will sign and approve the project financial reports, the financial requests for advances any contracts issued under NIM and the MOU between the Government and implementing partner NGOs.
6. A Project Technical Officer (PTO) will be recruited, and funded from project funds, to manage the implementation of all project activities under the responsibilities of DOE and SNPA for component 1 of the project. The PTO will report directly to the NPD. The terms of reference for the PTO is detailed in [30TUAnnexure IU30T](#_Annex_II:_Terms).
7. DOE will enter into a Project Memorandum of Understanding (MOU) with each of the four UImplementing PartnersU – Nature Seychelles (NS) , Seychelles Islands Foundation (SIF), Marine Conservation Society of Seychelles (MCSS) and Green Islands Foundation (GIF) - to execute a number of project outputs and activities. During the PPG phase, it was agree that: (i) NS will implement part 1 of Output 1.1, Output 2.1 and Output 2.5; (ii) SIF will implement Output 2.3; (iii) MCSS will implement Output 2.2; and (iii) GIF will implement Output 2.4 and support the implementation of Output 1.5. The MOU will clarify the reporting relationships between each implementing partner and the DOE, PCU and PSC. The MOU will also clarify the financial and reporting arrangements and procedures for the project.
8. A UProject Steering CommitteeU (PSC) will be constituted to serve as the project’s coordination and decision-making body. The PSC will ensure that the project remains on course to deliver the desired outcomes of the required quality. The PSC will be chaired by the NPD (the ‘executive’P44F[[45]](#footnote-46)P). The PSC will include representation from: (i) SNPA, NS, MCSS, SIF, GIF and the PCU (‘senior supplier’P45F[[46]](#footnote-47)P); (ii) SFA, MND, MHAET, AG office; Wilderness Safaris Trust, Denis Island Development Pty Ltd. (‘senior beneficiary’P46F[[47]](#footnote-48)P) and UNDP (‘project assurance’P47F[[48]](#footnote-49)P). Representatives of other stakeholder groups may also be included in the PSC, as considered appropriate and necessary. Prospective membership of the PSC will be reviewed, and recommended for approval, during the Project Inception meeting. The PSC will meet at least twice per annum to review project progress, approve project work plans and approve major project deliverables. An ‘Executive Team’ of the PSC, comprising only DOE and the implementing partners, will be constituted to deal with more substantive project issues, and to make recommendations to the full PSC. The Executive Team of the PSC will meet at least once every two months. The final structure and functioning of the PSC will be reviewed, and recommended for approval, during the Project Inception meeting.
9. The PSC will establish a formal reporting relationship with the EMPS Steering Committee to ensure ongoing alignment of the project with national strategies, plans and programmes.
10. Each implementing partner will prepare annual work plans for the following year.The PCU will then consolidate these work plans into a single Annual Work Plan (AWP) and Annual Budget Plan (ABP) for the project. The AWP and ABP will be approved by the PSC at the beginning of each year. These plans will provide the basis for allocating resources to planned activities. Once the PSC approves the AWP this will be sent to the UNDP Country Office and the UNDP Regional Technical Advisor for Biodiversity at the GEF Regional Coordinating Unit in Pretoria (South Africa) for clearance. Once the AWP and ABP is cleared by the Regional Coordinating Unit it will be sent to the UNDP/GEF Unit in New York for final approval and release of the funding, which will be chanelled through the UNDP Country Office. The PCU will, with the inputs of each implementing partner, further produce quarterly operational reports and Annual Progress Reports (APRP48F[[49]](#footnote-50)P) for review by the PSC, or any other reports at the request of the PSC. These reports will summarize the progress made by the project versus the expected results, explain any significant variances, detail the necessary adjustments and be the main reporting mechanism for monitoring project activities. A calendar for the clearance and approval of work plans, requests for financial advances, financial reporting and technical reporting will be developed and agreed at the LPAC.
11. An overview of the project organisation structure is shown below.

**Implementing partner**

Nature Seychelles

**Implementing partner**

Marine Conservation Society of Seychelles

**Implementing partner**

Seychelles Islands Foundation

**Implementing partner**

Green Islands Foundation

**PCU**

Programme Coordinator

Administrative and financial support

**Project Steering Committee**

**Senior Beneficiary:**

SFA, MND, MHAET, AG, Wilderness Safaris Trust and Denis Island Development Pty Ltd.

**Executive:**

DOE

**Senior Supplier:**

SNPA, NS, MCSS, SIF, GIF & PCU

**Project Assurance**

UNDP

**Project Manager** Project Technical Officer

**Project Organization Structure**

**Financial and other procedures**

1. The financial arrangements and procedures for the project are governed by the UNDP rules and regulations for National Implementation Modality (NIM). Financial transactions will be based on direct requests for advances – based on the quarterly work plans and financial reports - submitted by the DOE to UNDP. The arrangements for the financial reporting, request for transfer of funds, and the advance and disbursement of funds to the implementing partners will, in turn, be detailed in the MOU between DOE and the implementing partners.
2. All procurement and financial transactions will be governed by national rules and regulations, and must be compatible with the UNDP rules and regulations as specified in the Aide Memoire signed between UNDP and Department of Environment on the modus operandi of the PCU.

**Results of capacity assessment of implementing partner/s**

1. A preliminary capacity assessment of each implementing partner (NS, MCSS, SIF and GIF) is appended in [30TUAnnexure IIIU30T](#_Annex_IV:_Capacity). A more comprehensive capacity assessment of the DOE, and each of the implementing partners, will be undertaken at project inception (this will comprise the capacity ‘baseline’ for each project partner).

**Audit Clause**

1. The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

**Use of intellectual property rights**

1. In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF.

# PART V: MONITORING FRAMEWORK AND EVALUATION

1. Project monitoring and evaluation will be conducted in accordance with established UNDP and GEF procedures and will be provided by the project team and the UNDP Country Office (UNDP-CO) with support from UNDP/GEF. The Project logframe ([30TUProject Results FrameworkU30T](#_PART_III:_PROJECT)) in Part III provides *performance* and *impact* indicators for project implementation along with their corresponding *means of verification*. These will form the basis on which the project's Monitoring and Evaluation (M&E) system will be built. The following sections outline the principle components of the Monitoring and Evaluation Plan and indicative cost estimates related to M&E activities. The project's Monitoring and Evaluation Plan will be presented and finalized at the Project's Inception Report following a collective fine-tuning of indicators, means of verification, and the full definition of project staff M&E responsibilities.
2. The project will be monitored through the following M& E activities.

**1. Project start-up:**

A Project Inception Workshop will be held Uwithin the first 2 monthsU of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and programme advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

The Inception Workshop should address a number of key issues including:

1. Assist all partners to fully understand and take ownership of the project. Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. The Terms of Reference for project staff will be discussed again as needed.
2. Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks.
3. Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled.
4. Discuss financial reporting procedures and obligations, and arrangements for annual audit.
5. Plan and schedule Project Steering Committee meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first Project Steering Committee meeting should be held within the first 12 months following the inception workshop.

An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

**2. Quarterly:**

Progress made shall be monitored on a quarterly basis in the UNDP Enhanced Results Based Management Platform. Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot. Other ATLAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

**3. Annually:**

Annual Project Review/Project Implementation Reports (APR/PIR): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

The APR/PIR includes, but is not limited to, reporting on the following:

* Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative)
* Project outputs delivered per project outcome (annual).
* Lesson learned/good practice.
* AWP and other expenditure reports
* Risk and adaptive management
* ATLAS QPR
* Portfolio level indicators (i.e. GEF focal area tracking tools).

**4. Periodic Monitoring through site visits:**

UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Steering Committee may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Steering Committee members.

**5. Mid-term of project cycle:**

The project will undergo an independent UMid-Term EvaluationU at the mid-point of project implementation (June 2103). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project’s term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC).

The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

**6. End of Project:**

An independent UFinal EvaluationU will take place three months prior to the final Project Steering Committee meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project’s results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation Office Evaluation Resource Center. The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

During the last three months, the project team will prepare the UProject Terminal ReportU. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project’s results.

**7. Learning and knowledge sharing:**

Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

1. The M& E budget is summarised in the table below.

| **Type of M&E activity** | **Responsible Parties** | **Budget US$**  ***Excluding project team staff time*** | **Time frame** |
| --- | --- | --- | --- |
| Inception Workshop and Report | * Project Manager * UNDP CO, UNDP GEF | Indicative cost: 2,000 | Within first two months of project start up |
| Measurement of Means of Verification of project results. | * UNDP GEF RTA/Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. | To be finalized in Inception Phase and Workshop. | Start, mid and end of project (during evaluation cycle) and annually when required. |
| Measurement of Means of Verification for Project Progress on *output and implementation* | * Oversight by Project Manager * Project team | To be determined as part of the Annual Work Plan's preparation. | Annually prior to ARR/PIR and to the definition of annual work plans |
| ARR/PIR | * Project manager and team * UNDP CO * UNDP RTA | None | Annually |
| Periodic status/ progress reports | * Project manager and team | None | Quarterly |
| Mid-term Evaluation | * Project manager and team * UNDP CO * UNDP RCU * External Consultants (i.e. evaluation team) | Indicative cost: 34,000 | At the mid-point of project implementation. |
| Final Evaluation | * Project manager and team, * UNDP CO * UNDP RCU * External Consultants (i.e. evaluation team) | Indicative cost : 40,000 | At least three months before the end of project implementation |
| Project Terminal Report | * Project manager and team * UNDP CO * Local consultant | 0 | At least three months before the end of the project |
| Audit | * UNDP CO * Project manager and team | Indicative cost per year: 3,000 (3 years) | Yearly |
| Visits to field sites | * UNDP CO * UNDP RCU (as appropriate) * Government representatives | For GEF supported projects, paid from IA fees and operational budget | Yearly |
| **TOTAL indicative COST**  Excluding project team staff time and UNDP staff and travel expenses | | US$ 85,000 |  |

# 

# PART VI: LEGAL CONTEXT

1. This Project Document shall be the instrument referred to as such in Article I of the Standard Basic Assistance Agreement between the Government of Seychelles and the United Nations Development Programme, signed by the parties on 18 November 1977. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP’s property in the implementing partner’s custody, rests with the implementing partner.
2. The implementing partner shall put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried. It shall also assume all risks and liabilities related to the implementing partner’s security, and the full implementation of the security plan.
3. UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement. The implementing partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via [30TUhttp://www.un.org/Docs/sc/committees/1267/ 1267 ListEng.htmU30T](http://www.un.org/Docs/sc/committees/1267/%201267%20ListEng.htm). This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.
4. The following types of revisions may be made to the project document with the signature of the UNDP Resident Representative only (provided he or she is assured that the other signatories of the project have no objections to the proposed changes):

* Revisions in, or additions of, any of the annexes of the project document (with the exception of the Standard legal text of non-SBAA countries, which may not be altered and the agreement which is a pre-condition for UNDP assistance);
* Revisions which do not involve significant changes in the immediate objectives, outputs or activities of a project, but are caused by re-arrangements of inputs agreed to or by costs increases due to inflation;
* Mandatory annual revisions, which re-phase delivery of agreed inputs or increased expert or other costs due to inflation or take into account agency expenditure flexibility; and
* Inclusion of additional annexes and attachments only as set out in the Project Document.

# PART VII: ANNEXES

## Annex I: Terms of Reference for Key Project Positions

PROJECT MANAGER

Background

The Project Manager (PM), will be regionally recruited by the UNDP CO based on an open competitive process. He/She will be responsible for the overall management of the project, including the mobilization of all project inputs, supervision over project staff, consultants and sub-contractors. The PM will report to the IPC and NC of the PCU for all of the project’s substantive and administrative issues. From the strategic point of view of the project, the PM will report on a periodic basis to the IPC and NC of the PCU. Generally, the PM will be responsible for meeting government obligations under the project, under the national implementation modality (NIM). He/She will perform a liaison role with the Government, UNDP, implementing NGOs and other stakeholders, and maintain close collaboration with any donor agencies providing co-financing.

Duties and Responsibilities

* Supervise and coordinate the production of project outputs, as per the project document;
* Mobilize all project inputs in accordance with procedures for nationally implemented projects;
* Supervise and coordinate the work of all implementing partners, consultants and sub-contractors;
* In close liaison with the implementing partners, prepare and revise project work and financial plans;
* Liaise with relevant government agencies, and all implementing partners for effective coordination of all project activities;
* Oversee and ensure timely submission of the Inception Report, Combined Project Implementation Review/Annual Project Report (PIR/APR), Technical reports, quarterly financial reports, and other reports as may be required by UNDP, GEF, DGA and other oversight agencies;
* Disseminate project reports and respond to queries from stakeholders;
* Report progress of project to the PSC, and ensure the fulfilment of PSC directives.
* Oversee the exchange and sharing of experiences and lessons learned with relevant conservation and sustainable development projects nationally and internationally;
* Ensure the timely and effective implementation of all components of the project;
* Assist relevant government agencies and implementing partners with development of essential skills through training workshops and on the job training, thereby upgrading their institutional capabilities;
* Carry out regular, announced and unannounced inspections of all sites and activities.

Qualifications

* A post-graduate university degree in Environmental Management;
* At least 10 years of experience in natural resource planning and management (preferably in the context of protected area planning and management);
* At least 5 years of project management experience;
* Working experience with the project stakeholder institutions and agencies is desired;
* Ability to effectively coordinate a multi-stakeholder project;
* Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
* Strong presentation and reporting skills;
* Strong computer skills;
* Excellent written communication skills; and
* A good working knowledge of English is a requirement.

PROJECT TECHNICAL OFFICER

Background

The Project Technical Officer will be locally recruited based on an open competitive process. The Project Technical Officer will report to the NPD, and will be located in the DOE or SNPA offices. He/She will be responsible for coordinating the overall implementation and monitoring of outputs 1.1, 1.2, 1.3, 1.4 and 1.5 on behalf of DOE and SNPA.

Duties and Responsibilities

* Prepare project work-plans for Component 1;
* Liaise with relevant government agencies, and all implementing partners for effective coordination of project activities in Component 1;
* Assist in procurement and recruitment processes for Component 1;
* Supervise and coordinate the work of all consultants and sub-contractors for Component 1;
* Provide technical backstopping to subcontractors and training activities supported by Component 1;
* Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the Component 1;
* Assist relevant protected area agencies with development of essential skills through training workshops and on the job training, thereby upgrading their institutional capabilities;
* Advise government counterparts on applicable administrative procedures and ensure their proper implementation;
* Prepare progress reports for Component 1.

Qualifications

* A relevant degree;
* At least 7 years of conservation or protected area experience;
* At least 3 years of project management experience;
* Working experience with the project national stakeholder institutions and agencies;
* Ability to administer budgets, train and work effectively with counterpart staff at all levels and with all groups involved in the project;
* Demonstrable ability to maintain effective communications with different stakeholders, and arrange stakeholder meetings and/or workshops;
* Strong written and presentation skills;
* Strong computer skills;
* A good working knowledge of English is a requirement.

**Table 1: Terms of reference for key project positions**

| ***Position Titles*** | ***$/person week*** | ***Estimated person weeks*** | ***Tasks to be performed*** |
| --- | --- | --- | --- |
| **For Project Management** | | | |
| *Local* | | | |
| *Pro rata* costs of PCU (IPC, NC, accounts and administrative staff) | 314 | 200 | Technical, financial and administrative support to project implementation |
| Project Manager (PM) | 600 | 192 | See above. |
| Project Technical Officer (PTO) | 400 | 180 | See above. |
| **For Technical Assistance** | | | |
| *Local* | | | |
| Legal Consultants (3) | 500 | 54 | See Table 2 below |
| Performance management expert | 500 | 8 | Output 1.5 – Determining the national and international monitoring, evaluation and reporting requirements for the protected area system; Identifying the information needs to meet these monitoring, evaluation and reporting requirements; Identifying the institutional roles and responsibilities for supplying, aggregating, publishing and distributing this information; Developing guidelines and templates for the collection of key information (i.e. measurement unit, data format, how often data is updated, etc.); Ensuring the integration of monitoring, evaluation and reporting information into national environmental (and protected area module) databases; Guiding the development of user interfaces (see Output 1.5) to aggregate and present the input data. |
| Monitoring and evaluation review consultant/s | 500 | 42 | The standard UNDP/GEF project evaluation TOR will be used. This will include: participating, alongside the international consultants, in the mid-term and final evaluation of the project, in order to assess the project progress, achievement of results and impacts; developing draft evaluation report and discuss it with the project team, government and UNDP; and as necessary, participating in discussions to realign the project time-table/logframe at the mid-term stage. |
| Auditor | 500 | 24 | Annual audit of project expenditure as per UNDP/GEF standard ToR. |
| *International* | | | |
| Protected areas legal adviser | 3000 | 9 | Output 1.3 In collaboration with the national Legal Consultants (see TORs in Table 2 below), undertake the following: Assess regional and international legal best practice and identify gaps in the current legislative framework for protected areas; Prepare and present recommendations for legislative reform; Assist in the drafting of specific amendments to legislation for review and adoption; Provide ongoing legal and technical support to the legal steering committee (PAs) and Technical Working Group (PAs) on international best practice |
| Evaluation expert for mid-term and final evaluation | 3000 | 12 | The standard UNDP/GEF project evaluation TOR will be used. This will include: leading the mid-term and the final evaluations; working with the local evaluation consultant in order to assess the project progress, achievement of results and impacts; developing draft evaluation report and discuss it with the project team, government and UNDP; and as necessary, participating in discussions to extract lessons for UNDP and GEF.  Specifically in connection with the two UNDP/GEF evaluations of this project, an independent cooperative governance review will be carried out as part of the the consultancies. This will be aimed at assessing the level of involvement of affected NGOs, resource users, CBOs and private landowners in decision-making in planning and management of the protected area system. This is important, given that this is a key project indicator for Outcome 1. |

**Table 2: Draft Terms of Reference for the legal consultants in the project: ‘Revision and Creation of Legal Acts and Regulations pertaining to Environmental Protection, Land Use Planning and Resources Management in Seychelles’, with specific reference to drafting the Protected Areas Act**

| **Deliverables** | **Activities** |
| --- | --- |
| 1. List of relevant legal documents and processes | Initial meetings with consultants/stakeholders to identify relevant legislation; identify any on-going or planned reviews and amendments; and identify possible members of technical working groups |
| Carry out detailed legislative review, assessing & identifying present status of relevant Acts and Regulations of the Seychelles (pertaining to environmental protection, nature conservation, spatial planning and land management, and biosecurity, as listed in Annex 2) |
| 2. Strategy / Work Plan | Meet with relevant Project Steering Committees / stakeholders to develop strategy for revision/ creation of framework Acts |
| Develop strategy for each of the four Framework Acts, and submit for approval to the relevant project steering committee(s) |
| Develop overall strategy / workplan for all work to be carried out under consultancy and present to the Programme Coordination Unit for approval, and subsequently to the EMPS Steering Committee for information sharing purposes |
| Ensure the complementarity and consistency of the new legal framework represented by the four Framework Acts |
| 3e. Protected Areas Act | Meet with Technical Working Groups to discuss amendments/new legislation |
| Draft changes/new proposals as agreed by Technical Working Groups |
| Draft initial Bill and associated Regulations & submit for review |
| Present draft bill and regulations in workshop or other public forum |
| Revise initial draft based on comments and submit revised draft |
| Draft explanatory notes to the Bills and Regulations (e.g. prepare and submit Cabinet Memorandum) |
| Advise the AG’s Office on final adaptation of the new Bill and Regulations, and support the process of official endorsement by the responsible Minister and the Cabinet and/or promulgation by the President and the National Assembly, whichever is applicable. |
| 4. Training and Awareness Raising | Training of relevant personnel who will have to implement and enforce laws and regulations |
| Public awareness raising activities on the new/revised Acts after they have been approved |
| 5. Final consolidated Report | Prepare a final report detailing the outputs of the overall process and identifying constraints, opportunities, and priority next steps |
| 6. Bi-Monthly Reports | Prepare an overall update once every two months on the progress of review of the legal Acts and Regulations |

## Annex II: Stakeholder Involvement Plan

*1. Stakeholder identification*

During the project preparation stage, a stakeholder analysis was undertaken in order to identify key stakeholders, assess their interests in the project and define their roles and responsibilities in project implementation. Table 1describes the major categories of stakeholders identified, and the level of involvement envisaged in the project.

Table 1: Key stakeholders and roles and responsibilities

| **Stakeholders** | **Role and Responsibilities** |
| --- | --- |
| Ministry of Home Affairs Environment and Transport (MHAET), Department of Environment (DOE) | MHAET will be responsible for the overall coordination of the project. DOE will be directly responsible for the implementation of component 1. DOE will subcontract NGOs to implement specific outputs of the project.  DOE will chair the Project Steering Committee (PSC) |
| Attorney General (AG) | The AG Office will be actively involved in the legislative and regulatory reform processes in the project.  The AG Office may be represented on the PSC. |
| Seychelles Fishing Authority(SFA) | SFA will provide support to the implementation of the following projects activities by NGOs: (i) management and conservation of protected large marine vertebrate (turtle and whale shark); and (ii) improve the design and functioning of the marine zone of Cousin Island Special Reserve to meet conservation and management fisheries objectives.  SFA will have representation on the PSC. |
| Seychelles National Park Authority(SNPA) | SNPA will actively participate in the legislative and regulatory reform process and incorporate work done on Marine IBA. SNPA will provide support to the implementation of following project activities by NGOs: (i) coral reef restoration on Cousin Island Special Reserve; and (ii) management and conservation of protected large marine vertebrate (turtle and whale shark).  SNPA will have representation on the PSC |
| Green Island Foundation  (GIF) | GIF is an implementing partner. GIF will support the formal protection for private islands (Denis, North) under different NGO-private sector co-management and financial regimes.  GIF will have representation on the PSC |
| Marine Conservation Society Seychelles (MCSS) | MCSS is an implementing partner. MCSS will develop and test the feasibility of conserving critical habitats of large marine vertebrates by testing the establishment of temporary and movable protected /conservation zones under different co-management arrangements.  MCSS will have representation on the PSC |
| Nature Seychelles (NS) | NS is an implementing partner. NS will: (i) provide input on the identification of marine IBAs; (ii) improve the design and the functioning of the marine zone of Cousin Island Special Reserve to meet conservation and fisheries management objectives; and (iii) develop and test coral culture and transplantation methodologies in Cousin Island Special Reserve.  NS will have representation on PSC. |
| Seychelles Island Foundation (SIF) | SIF is an implementing partner .SIF will extend the offshore boundary of Aldabra Special Reserve and implement a more effective enforcement, monitoring regime for Aldabra SR.  SIF will have representation on PSC. |
| Fisherman’s Associations | Fishermen Associations will actively participate in project stakeholder engagement processes, notably activities focused on the marine zones around Praslin, Mahé, North, Cousin Islands. |
| Private island owners (Denis and North Islands) | Private island owners will be actively involved in: (i) preparing the submissions for designating their land, and adjacent marine areas, as protected areas; and (ii) funding and implementing requisite planning and operational management activities to address threats to the biodiversity to the newly designated protected area/s. |
| UNDP Mauritius / Seychelles | UNDP will have overall responsibility for ensuring the implementation of the project activities. UNDP will provide oversight, technical, administrative and financial support to the project. |

*2. Information dissemination, consultation, and similar activities that took place during the PPG*

Throughout the project’s development, very close contact was maintained with stakeholders. All affected national government institutions and parastatals (DOE, SNPA, SIF), implementing NGOs (NS, MCSS, GIF), and affected private landowners (North and Denis Islands) were directly involved in project development. Numerous consultations occurred with all of the above stakeholders to discuss different aspects of project design. These consultations included: bilateral discussions; site visits to pilot sites; consolidated workshops and electronic communications. The preliminary project activities were presented to a range of stakeholders for initial review and discussions, and based on comments received, a final draft of the full project brief was presented to a consolidated stakeholder workshop for i*n principle* approval and endorsement.

*3. Approach to stakeholder participation*

The projects approach to stakeholder involvement and participation is premised on the principles outlined in Table 2 below.

**Table 2: Stakeholder participation principles**

| **Principle** | **Stakeholder participation will:** |
| --- | --- |
| Value Adding | be an essential means of adding value to the project |
| Inclusivity | include all relevant stakeholders |
| Accessibility and Access | be accessible and promote access to the process |
| Transparency | be based on transparency and fair access to information; main provisions of the project’s plans and results will be published in local mass-media |
| Fairness | ensure that all stakeholders are treated in a fair and unbiased way |
| Accountability | be based on a commitment to accountability by all stakeholders |
| Constructive | Seek to manage conflict and promote the public interest |
| Redressing | Seek to redress inequity and injustice |
| Capacitating | Seek to develop the capacity of all stakeholders |
| Needs Based | be based on the needs of all stakeholders |
| Flexible | be flexibly designed and implemented |
| Rational and Coordinated | be rationally planned and coordinated, and not be ad hoc |
| Excellence | be subject to ongoing reflection and improvement |

*4. Stakeholder involvement plan*

The project’s design incorporates several features to ensure ongoing and effective stakeholder participation in the project’s implementation. The mechanisms to facilitate involvement and active participation of different stakeholder in project implementation will comprise a number of different components:

1. Project inception workshop

The project will be launched by a multi-stakeholder workshop. This workshop will provide an opportunity to provide all stakeholders with the most updated information on the project, the work plan, and will establish a basis for further consultation as the project’s implementation commences.

2. Constitution of Project Steering Committee

A Project Steering Committee’s constituency will be constituted to ensure broad representation of all key interests throughout the project’s implementation. The representation, and broad terms of reference, of the PSC are further described in [Part IV](#_PART_IV:_) (Management Arrangements) of the Project Document.

3. UNDP Project Coordination Unit and Project Manager

The Project Coordination Unit will ensure that there is adequate stakeholder involvement in the project activities, and facilitate increased local ownership of the project and its results. The Project Manager will maintain an ongoing liaison with the relevant government agencies, NGO project partners, affected landowners and affected resource users NGOs.

4. Improving institutional capacities for stakeholder liaison and cooperative governance

The project will support the establishment, staffing, training and skills development of a dedicated staff member within the DOE/SNPA to: (i) raise awareness of the opportunities for partnerships between government, civil society and the private sector; (ii) establish and maintain cooperative governance structures for protected areas; (iii) facilitate the establishment and maintenance of partnerships between government, NGOs, private landowners, private sector business and/or natural resource users; and (iv) manage different stakeholder engagement processes. The project will also implement a programme of professional staff training and skills development for staff of protected area institutions, focusing on: stakeholder communication and liaison; conflict resolution; protected area governance; conservation stewardship; and stakeholder consultation.

5. Establishment of local working groups or community-partnership mechanisms

At the activity level, a number of working groups – *Protected Area System Planning* (Output 1.1), *Protected Area Policy Working Group (*Output 1.2), and *Protected Area Legal Steering Committee/ Technical Working Group* (Output 1.3) - will be established, as required, to facilitate the active participation of affected institutions, organisations and individuals in the implementation of the respective project activities. Different stakeholder groups may take the lead in each of the working groups, depending on their respective mandates.

6. Project communications

The project will develop, implement and maintain a communications strategy to ensure that all stakeholders are informed on an ongoing basis about: the project’s objectives; the projects activities; overall project progress; and the opportunities for involvement in various aspects of the project’s implementation.

7. Involvement of local stakeholders in project implementation

A number of project activities have specifically been designed to directly involve local stakeholders in the implementation of these activities. These include: *the establishment of temporal protected areas for whale sharks and turtles* (Output 2.2); *the designation of North and Denis Islands as formal protected areas* (Output 2.4); and *improving the design and functioning of Cousin Island Special Reserve* (Output 2.5).

8. Formalising cooperative governance structures

The project will actively seek to formalise cooperative governance structures for the protected area system and individual protected areas. This will include a National Protected Area cooperative governance structure (Output 1.2/1.3) and co-management committees for: two temporal protected areas (Output 2.2); North and Denis Islands (Output 2.4) and a marine conservation zone around Cousin Island (Output 2.5).

## Annex III: NGO Capacity Assessment

The following capacity assessments are appended (see separate file with Annexes):

1. Nature Seychelles
2. Marine Conservation Society of Seychelles
3. Seychelles Islands Foundation
4. Green Islands Foundation

## Annex IV: METT, Capacity Development and Financial Scorecards

### METT Scorecards for Aldabra Atoll SR, Cousin Island SR, North Island and Denis Island

|  |  |  |
| --- | --- | --- |
| UNDP_LOGO | **seal** | C:\Users\fissler\Pictures\Presentation Backgrounds\GEF new logo - SMALL_Copy.jpg |

**Strengthening Seychelles’s Protected Area System**

**Through NGO Management modalities**

**Government of Seychelles**

**Executing Agency**: **Department of Environment**

**United Nations Development Programme**

**Global Environment Facility**

UNDP GEF PIMS 4190

GEF Project ID 3925

**PA Management Effectiveness Tracking Tool – “METT”**

Section One: Project General Information

Name of reviewers completing tracking tool and completion dates

Project coverage in hectares

Overview of Protected areas that are the target of the GEF intervention

Section Two: Management Effectiveness Tracking Tool for Protected Areas:

Reporting Progress at Protected Area Sites:

Data Sheet 1 for Cousin Island Special Reserve

Data Sheet 1 for Aldabra Atoll Special Reserve

Data Sheet 1 for Denis Island

Data Sheet 1 for North Island

Protected Areas Threats: Data Sheet 2

Assessment Form

PA Management Effectiveness Tracking Tool – “METT”

*Conceived by the World Bank/WWF Alliance for Forest Conservation and Sustainable Use*

**Section One: Project General Information**

1. **Project Name: Strengthening Seychelles ‘Protected Area System through NGO Management modalities**
2. Project Type (MSP or FSP): FSP
3. Project ID (GEF): 3925
4. Project ID (IA): 4190
5. Implementing Agency: UNDP
6. Country(ies): Seychelles

**Name of reviewers completing tracking tool and completion dates**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **Name** | **Title** | **Agency** |
| **CEO Endorsement (Aug 2010**)**\*** | Herve Barrois (lead) – supported by others\*\* | UNDP Consultant | UNDP |
| **Project Mid-term** | N/A | N/A | N/A |
| **Final Evaluation/project completion** | N/A | N/A | N/A |

\*The PIF for the project was included in the June 2009 Work Programme. However, the first application of the tool is being carried out at project CEO Endorsement.

\*\*Other METT assessors:

(1) Nature Seychelles (NS): Nirmal Jivan Shah, Chief Executive, and Kerstin Henri, Director Strategic Operations

(2) Seychelles Islands Foundation (SIF): Dr Frauke Fleischer-Dogley, CEO, and Dr Nancy Bunbury, SIF Projects Coordinator

(3) Green Islands Foundation: Michelle Etienne, GIF PPG Consultant

(4) North Island Company Ltd: Linda Vanherk, Environmental manager, North Island

7. Project duration: ***Planned*** 4 years ***Actual*** N/A years

8. Lead Project Executing Agency (ies): UNDP, Department of Environment

9. GEF Strategic Program:

[ ] Sustainable Financing of Protected Area Systems at the National Level (SP 1)

[ **X** ] Increasing Representation of Effectively Managed Marine PAs in PA Systems (SP 2)

[ **X** ] Strengthening Terrestrial PA Networks (SP 3)

**Project coverage in hectares**

|  |  |  |  |
| --- | --- | --- | --- |
| **Targets and Timeframe** | **Foreseen at project start (ha)** | **Achievement at Mid-term Evaluation of Project (ha)** | **Achievement at Final Evaluation of Project (ha)** |
| **Total Extent in hectares of protected areas targeted by the project by biome type\*** | | | |
| **Terrestrial Ecosystem** | 20,826 ha | **N/A** | **N/A** |
| **Marine Ecosystem** | 24,300 ha | **N/A** | **N/A** |
| **Total** |  |  |  |

**Overview of Protected areas that are the target of the GEF intervention**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **#** | **Name of Protected Area** | **Is this a new protected area? (Y / N)** | **Area (ha)** | **Biome type** | **Global designation or priority lists [1]**  (E.g., Biosphere Reserve, World Heritage site, Ramsar site, WWF Global 200, etc.) | **Local Designation of Protected Area** (E.g, indigenous reserve, private reserve, etc.) | **IUCN Category for each Protected Area** | | | | | |
| **I** | **II** | **III** | **IV** | **V** | **VI** |
| 1 | Cousin Island Special Reserve | N | 1,226 | Terrestrial and marine |  | Special Reserve | Ia |  |  |  |  |  |
| 2 | Aldabra Atoll Special Reserve | N | 43,900 | Terrestrial and marine | World Site Heritage | Special Reserve | Ia |  |  |  |  |  |
| 3 | Denis Island | Y | 143 | Terrestrial and marine |  | Private Island Reserve |  |  |  |  |  |  |
| 4 | North Island | Y | 201 | Terrestrial and marine |  | Private Island Rerserve |  |  |  | IV |  |  |

**Reference on IUCN PA Categories**

I. Strict Nature Reserve/Wilderness Area: managed mainly for science or wilderness protection

II. National Park: managed mainly for ecosystem protection and recreation

III. Natural Monument: managed mainly for conservation of specific natural features

IV. Habitat/Species Management Area: managed mainly for conservation through management intervention

V. Protected Landscape/Seascape: managed mainly for landscape/seascape protection and recreation

VI. Managed Resource Protected Area: managed mainly for the sustainable use of natural ecosystems

**Section Two: Management Effectiveness Tracking Tool for Protected Areas:**

**METT Target Sites:**

|  |  |  |  |
| --- | --- | --- | --- |
| **Management Authority** | **Name of Protected Area** | **METT Scores** | **% METT scores(excluding issues which are not applicable)** |
| Nature Seychelles | Cousin Island Special Reserve | 76 | 78.35% (76/97\*100) |
| Seychelles Island Foundation | Aldabra Atoll Special Reserve | 60 | 61.85% (60/97\*100) |
| Green Island Foundation | Denis Island | 67 | 74.44% (67/90\*100) |
| Wilderness Safari | North Island | 43 | 51.19% (43/84\*100) |

***Reporting Progress at Protected Area Sites:***

Data Sheet 1 for Cousin Island Special Reserve

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Name, affiliation and contact details for person responsible for completing the METT (email etc.) | | | | | | | | | | | | | | | Nirmal Jivan Shah, Chief Executive, Nature Seychelles [nirmalshah@natureseychelle.org](mailto:nirmalshah@natureseychelle.org)  Kerstin Henri, Director Strategic Operations, Nature Seychelles, [projects@natureseychelles.org](mailto:projects@natureseychelles.org) | | | | | | | | | |
| Date assessment carried out | | | | | | | | | | January 2010 | | | | | | | | | | | | | | |
| Name of protected area | | | | | | | | | | **Cousin Island Special Reserve** | | | | | | | | | | | | | | |
| WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/) | | | | | | | | | | |  | | | | | | | | | | | | | |
| Designations | | | Nature Reserve, 1968  Special Reserve, 1975 | | | | | | | | | | IUCN Category  Category 1a | | | | | | | | | International (please also complete sheet overleaf )  ICRAN Demonstration Site; IBA | | |
| Country | Seychelles | | | | | | | | | | | | | | | | | | | | | | | |
| Location of protected area (province and if possible map reference) | | | | | | | | | | | | Off Praslin Island within the Seychelles inner islands | | | | | | | | | | | | |
| Date of establishment | | | | | 1968; 1975 | | | | | | | | | | | | | | | | | | | |
| Ownership details (please tick) | | | | | | | | State | | | | | | | | Private | | | | Community | | | | Other  X – UK based Charity |
| Management Authority | | | | | | | Nature Seychelles | | | | | | | | | | | | | | | | | |
| Size of protected area (ha) | | | | | | | 26ha | | | | | | | | | | | | | | | | | |
| Number of staff | | | | Permanent  8 (in the Special Reserve) | | | | | | | | | | | | | | | Temporary  3 | | | | | |
| Annual budget (US$) **–** excluding staff salary costs | | | | | | | | | | Recurrent (operational) funds  65,830 | | | | | | | | | | | Project or other supplementary funds  45,670 | | | |
| What are the main values for which the area is designated | | | | | | | | | | biodiversity | | | | | | | | | | | | | | |
| List the two primary protected area management objectives | | | | | | | | | | | | | | | | | | | | | | | | |
| Management objective 1 | | | | | | - To maintain viable populations of endemic land birds, and internationally important breeding seabird population on the island  - To maintain or establish threatened endemic plant species where appropriate so long as this does not conflict with the above target  - To maintain and enhance viable populations of the island’s endemic terrestrial vertebrates and invertebrates  - To protect and maintain the integrity of the island’s coastal and littoral habitats, especially the coral reef and its associated flora and fauna and the internationally important breeding populations of hawksbill turtles | | | | | | | | | | | | | | | | | | |
| Management objective 2 | | | | | | - To understand and mitigate for long-term and external influence on this site  - To use the island’s conservation features as a vehicle to raise and maintain education and public awareness  - To maintain a safe, effective and sustainable physical infrastructure for carrying out the reserve’s management plan  - To administer and manage the reserve in a professional manner ensuring that all Nature Seychelles standards are maintained or exceeded | | | | | | | | | | | | | | | | | | |
| No. of people involved in completing assessment | | | | | | | | | | | | | | | | |  | | | | | | | |
| Including: (tick boxes) | | PA manager X | | | | | | | PA staff  | | | | | | | | | Other PA  agency staff X | | | | | NGO X | |
| Local community  | | | | | | | Donors  | | | | | | | | | External experts  | | | | | Other  | |
| Please note if assessment was carried out in association with a particular project, on behalf of an organisation or donor. | | | | | | | | | | | | | | UDNP/GEF funded PPG: Strengthening Seychelles Protected Area System through NGP Management Modalities | | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- |
| **Information on International Designations** METT Target Site  **Cousin Island Special Reserve** | | | | | |
| **UNESCO World Heritage site (see: whc.unesco.org/en/list)** | | | | | |
| Date listed  N/A | Site name | | | Site area | Geographical  co-ordinates |
| Criteria for designation  (i.e. criteria i to x) | |  | | | |
| Statement of Outstanding Universal Value | |  | | | |
| **Ramsar site (see: www.wetlands.org/RSDB/)** | | | | | |
| Date listed | | Site name | | Site area | Geographical  number |
| Reason for Designation (see Ramsar Information Sheet) | | |  | | |
| **UNESCO Man and Biosphere Reserves (see: www.unesco.org/mab/wnbrs.shtml)** | | | | | |
| Date listed | Site name | | | Site area  Total:  Core:  Buffer:  Transition: | Geographical  co-ordinates |
| Criteria for designation | |  | | | |
| Fulfilment of three functions of MAB (conservation, development and logistic support.) | |  | | | |
| Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below | | | | | |
| Name: IBA | | Detail: Important Bird Area – site of global importance for birds - designation by BirdLife International | | | |
| Name: ICRAN Demonstration Site | | Detail: Designated a Demonstration Site for coastal and marine conservation and ecotourism by the International Coral Reef Action Network | | | |
| Name: | | Detail: | | | |
| Name: | | Detail: | | | |
| Name: | | Detail: | | | |

**Data Sheet 1 for Aldabra Atoll Special Reserve**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Name, affiliation and contact details for person responsible for completing the METT (email etc.) | | | | | | | | | | | | | | | Dr Frauke Fleischer-Dogley (SIF CEO; [ceo@sif.sc](mailto:ceo@sif.sc))  Dr Nancy Bunbury (SIF Projects Coordinator; [nancy@sif.sc](mailto:nancy@sif.sc)) | | | | | | | | | |
| Date assessment carried out | | | | | | | | | | 22/12/09 | | | | | | | | | | | | | | |
| Name of protected area | | | | | | | | | | **Aldabra Atoll** | | | | | | | | | | | | | | |
| WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/) | | | | | | | | | | | n/a (no site code for Aldabra on this site) | | | | | | | | | | | | | |
| Designations | | | Special Reserve | | | | | | | | | | IUCN Category  Ia | | | | | | | | | International: UNESCO World Heritage Site, Ramsar wetland site | | |
| Country | Republic of Seychelles | | | | | | | | | | | | | | | | | | | | | | | |
| Location of protected area (province and if possible map reference) | | | | | | | | | | | | South West Corner: 9° 29' S, 46° 13' E; North East Corner: 9° 23' S, 46° 31' E; Centre of site: 9° 24' S, 46° 20' E; Research Station: 9° 24' S, 46° 12' E | | | | | | | | | | | | |
| Date of establishment | | | | | Designated Special Reserve 21/09/1981, designated World Heritage 1982 | | | | | | | | | | | | | | | | | | | |
| Ownership details (please tick) | | | | | | | | State  ✓ | | | | | | | | Private | | | | Community | | | | Other |
| Management Authority | | | | | | | Seychelles Islands Foundation (Public Trust) | | | | | | | | | | | | | | | | | |
| Size of protected area (ha) | | | | | | | 43,900 ha | | | | | | | | | | | | | | | | | |
| Number of staff | | | | Permanent  11 | | | | | | | | | | | | | | | Temporary  2 | | | | | |
| Annual budget (US$) **–** excluding staff salary costs | | | | | | | | | | Recurrent (operational) funds  $745,454 | | | | | | | | | | | Project or other supplementary funds  ~$50,000 | | | |
| What are the main values for which the area is designated | | | | | | | | | | Aldabra is widely recognised as one of the most remarkable and least disturbed oceanic islands on Earth, an outstanding example of a raised coral atoll, a global benchmark for marine, coastal and terrestrial ecosystems in an undisturbed state and a refuge for many endangered and unique species. Aldabra has been recognised as a global biodiversity hotspot (Conservation International), and an International Endemic and Important Bird Area (BirdLife International). Aldabra is inhabited by over 400 endemic species and subspecies to the atoll. The pristine fringing reef system and coral habitat are in excellent health and their intactness and the sheer abundance of species contained within them are rarely paralleled in similar ecosystems. | | | | | | | | | | | | | | |
| List the two primary protected area management objectives of SIF for Aldabra Atoll: | | | | | | | | | | | | | | | | | | | | | | | | |
| Management objective 1 | | | | | | To ensure continued management and protection of this site of international importance | | | | | | | | | | | | | | | | | | |
| Management objective 2 | | | | | | To advance and attract scientific research at an international level, using Aldabra as a base-line example of a pristine environment and to use the results to further understanding of biodiversity and implement conservation management strategies. | | | | | | | | | | | | | | | | | | |
| No. of people involved in completing assessment | | | | | | | | | | | | | | | | |  | | | | | | | |
| Including: (tick boxes) | | PA manager 1 | | | | | | | PA staff  | | | | | | | | | Other PA  agency staff 1 | | | | | NGO  | |
| Local community  | | | | | | | Donors  | | | | | | | | | External experts  | | | | | Other  | |
| Please note if assessment was carried out in association with a particular project, on behalf of an organisation or donor. | | | | | | | | | | | | | | Assessment carried out in association with UNDP/GEF Seychelles Protected Area Project | | | | | | | | | | |

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| --- | --- | --- | --- | --- | --- |
| **Information on International Designations METT Target Site Aldabra**  **Atoll Special Reserve** | | | | | |
| **UNESCO World Heritage site (see: whc.unesco.org/en/list)** | | | | | |
| Date listed  19/11/1982 | Site name  Aldabra Atoll | | | Site area  As above | Geographical co-ordinates:  As above |
| Criteria for designation  (i.e. criteria i to x) | | (vii) Superlative natural phenomena or natural beauty; (ix) Ongoing biological and ecological processes; (x) Biological diversity and threatened species | | | |
| Statement of Outstanding Universal Value | | Aldabra Atoll (see Map Annex 1) is a prime example of a raised coral atoll which occupies a total area of 346 km2 and is arguably the largest raised coral atoll in the world. The atoll is home to the largest giant tortoise population in the world, about 10 times larger than that of the Galapagos. Due to its remoteness and inaccessibility, the atoll has remained largely untouched by humans for the majority of its existence. This makes it an extraordinary laboratory in which to study evolutionary and ecological processes. Furthermore, the richness and diversity of the ocean and landscapes result in brilliant colours and formations that give the atoll astonishing appeal and exceptional beauty (please see Annex 2 for full UNESCO OUV statement) | | | |
| **Ramsar site (see: www.wetlands.org/RSDB/)** | | | | | |
| Date listed  11/11/2009 | | Site name  Aldabra Atoll | | Site area  As above | Geographical number  n/a |
| Reason for Designation (see Ramsar Information Sheet) | | | Aldabra is considered an internationally important wetland because it:  1) contains a large representative (and rare) example of natural wetland types in the Afrotropical biogeographical region, i.e. mangroves, coral reefs, seagrass beds, lagoon channels;  2) supports vulnerable and endangered species (including turtles, bats, tortoises, dugongs, Madagascar pond-herons, and whale sharks);  3) supports populations of species important for maintaining the biodiversity of the region (high endemism with over 400 endemic species and subspecies to the atoll);  4) supports species at critical stages in their life cycles (e.g. fish, turtles, sharks);  5) regularly supports >50,000 waterbirds in total;  6) regularly supports >1% and up to 10% of the global populations of crab plover, greater frigatebird, lesser frigatebird, red-tailed tropicbird, and white-tailed tropicbird;  7) supports particularly long-lived and large-bodied fish species by providing refuge at critical life history stages allowing them to reach maximum size and acting as a spawning site for other areas in the region;  8) acts as an important migration path/spawning ground for fish, coral, sharks including whale sharks, turtles and whales;  9) regularly supports >1% of individuals in populations of several wetland-dependent species and sub-species including coconut crabs, green turtles, bats and tortoises. | | |
| **UNESCO Man and Biosphere Reserves (see: www.unesco.org/mab/wnbrs.shtml)** | | | | | |
| Date listed | Site name | | | Site area  Total:  Core:  Buffer:  Transition: | Geographical  co-ordinates |
| Criteria for designation | |  | | | |
| Fulfilment of three functions of MAB (conservation, development and logistic support.) | |  | | | |
| Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below | | | | | |
| Name: Important Bird Area (IBA) | | Detail: Aldabra Atoll is internationally listed as an endemic IBA by BirdLife International. | | | |
| Name: | | Detail: | | | |
| Name: | | Detail: | | | |

**Data Sheet 1 for Denis Island**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Name, affiliation and contact details for person responsible for completing the METT (email etc.) | | | | | | | | | | | | | | | Michelle Etienne  GIF PPG Consultant  Email: [michelle\_etienne@hotmail.com](mailto:michelle_etienne@hotmail.com); [cheekymich@gmail.com](mailto:cheekymich@gmail.com) | | | | | | | | | |
| Date assessment carried out | | | | | | | | | | 13/01/2010 | | | | | | | | | | | | | | |
| Name of protected area | | | | | | | | | | **Denis Island** | | | | | | | | | | | | | | |
| WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/) | | | | | | | | | | |  | | | | | | | | | | | | | |
| Designations | | | Private Island | | | | | | | | | | IUCN Category | | | | | | | | | International (please also complete sheet overleaf ) | | |
| Country | Seychelles | | | | | | | | | | | | | | | | | | | | | | | |
| Location of protected area (province and if possible map reference) | | | | | | | | | | | | 3° 48’S 55° 40’E | | | | | | | | | | | | |
| Date of establishment | | | | |  | | | | | | | | | | | | | | | | | | | |
| Ownership details (please tick) | | | | | | | | State | | | | | | | | Private  X | | | | Community | | | | Other |
| Management Authority | | | | | | | Green Islands Foundation | | | | | | | | | | | | | | | | | |
| Size of protected area (ha) | | | | | | | 700m perimeter from HWM around the entire island for rodent invasion (daytime fishing allowed but not at night time), (marine aspect protection) | | | | | | | | | | | | | | | | | |
| Number of staff | | | | Permanent  3 | | | | | | | | | | | | | | | Temporary  Vary, depending on numbers of volunteers arriving in a year | | | | | |
| Annual budget (US$) **–** excluding staff salary costs | | | | | | | | | | Recurrent (operational) funds  >60,000 (can vary) | | | | | | | | | | | Project or other supplementary funds | | | |
| What are the main values for which the area is designated | | | | | | | | | | Biodiversity conservation of endemic organisms (both terrestrial plants and animals and marine life) and crucial habitats for long term recruitment of the endemics, which will fulfill national environmental objectives and international commitments. | | | | | | | | | | | | | | |
| List the two primary protected area management objectives | | | | | | | | | | | | | | | | | | | | | | | | |
| Management objective 1 | | | | | | To protect threatened endangered species and rehabilitate critically important marine and terrestrial habitats required for species conservation. | | | | | | | | | | | | | | | | | | |
| Management objective 2 | | | | | | Mainstreaming sustainable development; To balance tourism, production landscape and conservation objectives and initiatives. | | | | | | | | | | | | | | | | | | |
| No. of people involved in completing assessment | | | | | | | | | | | | | | | | |  | | | | | | | |
| Including: (tick boxes) | | PA manager  | | | | | | | PA staff  | | | | | | | | | Other PA  agency staff  | | | | | NGO  | |
| Local community  | | | | | | | Donors  | | | | | | | | | External experts  | | | | | Other  | |
| Please note if assessment was carried out in association with a particular project, on behalf of an organisation or donor. | | | | | | | | | | | | | | UNDP-GEF Protected Area Project | | | | | | | | | | |

****

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| --- | --- | --- | --- | --- | --- |
| **Information on International Designations** METT Target Site  **Denis Island** | | | | | |
| **UNESCO World Heritage site (see: whc.unesco.org/en/list)** | | | | | |
| Date listed  N/A | Site name | | | Site area | Geographical  co-ordinates |
| Criteria for designation  (i.e. criteria i to x) | |  | | | |
| Statement of Outstanding Universal Value | |  | | | |
| **Ramsar site (see: www.wetlands.org/RSDB/)** | | | | | |
| Date listed | | Site name | | Site area | Geographical  number |
| Reason for Designation (see Ramsar Information Sheet) | | |  | | |
| **UNESCO Man and Biosphere Reserves (see: www.unesco.org/mab/wnbrs.shtml)** | | | | | |
| Date listed | Site name | | | Site area  Total:  Core:  Buffer:  Transition: | Geographical  co-ordinates |
| Criteria for designation | |  | | | |
| Fulfilment of three functions of MAB (conservation, development and logistic support.) | |  | | | |
| Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below | | | | | |
| Name: IBA | | Detail: Important Bird Area – site of global importance for birds - designation by BirdLife International | | | |
| Name: ICRAN Demonstration Site | | Detail: Designated a Demonstration Site for coastal and marine conservation and ecotourism by the International Coral Reef Action Network | | | |
| Name: | | Detail: | | | |
| Name: | | Detail: | | | |
| Name: | | Detail: | | | |

**Data Sheet 1 for North Island**

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| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Name, affiliation and contact details for person responsible for completing the METT (email etc.) | | | | | | | | | | | | | | | Linda Vanherk  Environmental manager –North Island  Email: [lindaV@north-island..com](mailto:lindaV@north-island..com) | | | | | | | | | |
| Date assessment carried out | | | | | | | | | | January 2010 | | | | | | | | | | | | | | |
| Name of protected area | | | | | | | | | | **North Island** | | | | | | | | | | | | | | |
| WDPA site code (these codes can be found on www.unep-wcmc.org/wdpa/) | | | | | | | | | | |  | | | | | | | | | | | | | |
| Designations | | | Ecotourism venture with fully rehabilitated areas | | | | | | | | | | IUCN Category  IV | | | | | | | | | International (please also complete sheet overleaf ) | | |
| Country | Seychelles | | | | | | | | | | | | | | | | | | | | | | | |
| Location of protected area (province and if possible map reference) | | | | | | | | | | | | Latitude 4°62’ S longitude 55°45’ E | | | | | | | | | | | | |
| Date of establishment | | | | | Became private property of North Island Company, working closely in consultation with conservation partners incl. Ministries, local NGOs & overseas research institutions. | | | | | | | | | | | | | | | | | | | |
| Ownership details (please tick) | | | | | | | | State | | | | | | | | Private  5 private shareholders, | | | | Community | | | | Other |
| Management Authority | | | | | | | Wilderness Safaris, a conservation agency based in Johannesburg, South Africa, is managing shareholder | | | | | | | | | | | | | | | | | |
| Size of protected area (ha) | | | | | | | 201 | | | | | | | | | | | | | | | | | |
| Number of staff | | | | Permanent | | | | | | | | | | | | | | | Temporary | | | | | |
| Annual budget (US$) **–** excluding staff salary costs | | | | | | | | | | 60,000 USD | | | | | | | | | | | Project or other supplementary funds | | | |
| What are the main values for which the area is designated | | | | | | | | | | Rehabilitated ecosystem for endangered species support in line with national conservation programs. Research area for development of conservation guidelines usable on other granitic islands. | | | | | | | | | | | | | | |
| List the two primary protected area management objectives | | | | | | | | | | | | | | | | | | | | | | | | |
| Management objective 1 | | | | | | “Noah’s Arch project”: provide suitable habitat for endemic endangered species and thereby assist conservation of biodiversity in Seychelles. Recreate native habitat. | | | | | | | | | | | | | | | | | | |
| Management objective 2 | | | | | | Sustainable ecotourism venture | | | | | | | | | | | | | | | | | | |
| No. of people involved in completing assessment | | | | | | | | | | | | | | | | |  | | | | | | | |
| Including: (tick boxes) | | PA manager  | | | | | | | PA staff  | | | | | | | | | Other PA  agency staff  | | | | | NGO  | |
| Local community  | | | | | | | Donors  | | | | | | | | | External experts  | | | | | Other  | |
| Please note if assessment was carried out in association with a particular project, on behalf of an organisation or donor. | | | | | | | | | | | | | | North Island Company = manager = funder | | | | | | | | | | |

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Information on International Designations** METT Target Site  **North Island** | | | | | |
| **UNESCO World Heritage site (see: whc.unesco.org/en/list)** | | | | | |
| Date listed  N/A | Site name | | | Site area | Geographical  co-ordinates |
| Criteria for designation  (i.e. criteria i to x) | |  | | | |
| Statement of Outstanding Universal Value | |  | | | |
| **Ramsar site (see: www.wetlands.org/RSDB/)** | | | | | |
| Date listed | | Site name | | Site area | Geographical  number |
| Reason for Designation (see Ramsar Information Sheet) | | |  | | |
| **UNESCO Man and Biosphere Reserves (see: www.unesco.org/mab/wnbrs.shtml)** | | | | | |
| Date listed | Site name | | | Site area  Total:  Core:  Buffer:  Transition: | Geographical  co-ordinates |
| Criteria for designation | |  | | | |
| Fulfilment of three functions of MAB (conservation, development and logistic support.) | |  | | | |
| Please list other designations (i.e. ASEAN Heritage, Natura 2000) and any supporting information below | | | | | |
| Name: IBA | | Detail: Important Bird Area – site of global importance for birds - designation by BirdLife International | | | |
| Name: ICRAN Demonstration Site | | Detail: Designated a Demonstration Site for coastal and marine conservation and ecotourism by the International Coral Reef Action Network | | | |
| Name: | | Detail: | | | |
| Name: | | Detail: | | | |
| Name: | | Detail: | | | |

**Protected Areas Threats: Data Sheet 2**

|  |
| --- |
| In each applicable cell indicate whether existing threats as either **of high (H), medium (M) or low (L) significance.** Threats ranked as of high significance are those which are seriously degrading values; medium are those threats having some negative impact and those characterised as low are threats which are present but not seriously impacting values or **N/A** where the threat is not present or not applicable in the protected area (cells are not to be left blank). |

| **Threats (column below) / METT Target Sites (to the right)** | **Cousin Island Special Reserve** | **Aldabra Atoll Special Reserve** | **Denis Island** | **North Island** |
| --- | --- | --- | --- | --- |
| **1.        Residential and commercial development within a protected area** |  |  |  |  |
| Threats from human settlements or other non-agricultural land uses with a substantial footprint |  |  |  |  |
| 1.1 Housing and settlement | L | N/A | L | N/A |
| 1.2 Commercial and industrial areas | N/A | N/A | N/A | N/A |
| 1.3 Tourism and recreation infrastructure | L | L | L | **M** |
| **2. Agriculture and aquaculture within a protected area** |  |  |  |  |
| Threats from farming and grazing as a result of agricultural expansion and intensification, including silviculture, mariculture and aquaculture |  |  |  |  |
| 2.1 Annual and perennial non-timber crop cultivation | N/A | N/A | N/A | N/A |
| 2.1a Drug cultivation | N/A | N/A | N/A | N/A |
| 2.2 Wood and pulp plantations | N/A | N/A | N/A | N/A |
| 2.3 Livestock farming and grazing | N/A | N/A | L | N/A |
| 2.4 Marine and freshwater aquaculture | N/A | N/A | N/A | N/A |
| **3. Energy production and mining within a protected area** |  |  |  |  |
| Threats from production of non-biological resources |  |  |  |  |
| 3.1 Oil and gas drilling | N/A | N/A | N/A | N/A |
| 3.2 Mining and quarrying | N/A | N/A | N/A | N/A |
| 3.3 Energy generation, including from hydropower dams | N/A | N/A | N/A | N/A |
| **4. Transportation and service corridors within a protected area** |  |  |  |  |
| Threats from long narrow transport corridors and the vehicles that use them including associated wildlife mortality |  |  |  |  |
| 4.1 Roads and railroads (include road-killed animals) | N/A | N/A | N/A | N/A |
| 4.2 Utility and service lines (e.g. electricity cables, telephone lines,) | L | N/A | L | N/A |
| 4.3 Shipping lanes and canals | L | N/A | L | N/A |
| 4.4 Flight paths | L | N/A | L | N/A |
| **5. Biological resource use and harm within a protected area** |  |  |  |  |
| Threats from consumptive use of "wild" biological resources including both deliberate and unintentional harvesting effects; also persecution or control of specific species (note this includes hunting and killing of animals) |  |  |  |  |
| 5.1 Hunting, killing and collecting terrestrial animals (including killing of animals as a result of human/wildlife conflict) | L | L | N/A | N/A |
| 5.2 Gathering terrestrial plants or plant products (non-timber) | N/A | N/A | L | N/A |
| 5.3 Logging and wood harvesting | N/A | N/A | L | N/A |
| 5.4 Fishing, killing and harvesting aquatic resources | **M** | L | L | **M** |
| **6. Human intrusions and disturbance within a protected area** |  |  |  |  |
| Threats from human activities that alter, destroy or disturb habitats and species associated with non-consumptive uses of biological resources |  |  |  |  |
| 6.1 Recreational activities and tourism | L | L | L | L |
| 6.2 War, civil unrest and military exercises | N/A | L | N/A | N/A |
| 6.3 Research, education and other work-related activities in protected areas | **M** | L | L | L |
| 6.4 Activities of protected area managers (e.g. construction or vehicle use, artificial watering points and dams) | L | L | L | **M** |
| 6.5 Deliberate vandalism, destructive activities or threats to protected area staff and visitors | L | L | L | N/A |
| **7. Natural system modifications** |  |  |  |  |
| Threats from other actions that convert or degrade habitat or change the way the ecosystem functions |  |  |  |  |
| 7.1 Fire and fire suppression (including arson) | **M** | L | L | L |
| 7.2 Dams, hydrological modification and water management/use | L | N/A | L | **M** |
| 7.3a Increased fragmentation within protected area | L | N/A | L | L |
| 7.3b Isolation from other natural habitat (e.g. deforestation, dams without effective aquatic wildlife passages) | L | N/A | N/A | L |
| 7.3c Other ‘edge effects’ on park values | L | N/A | L | N/A |
| 7.3d Loss of keystone species (e.g. top predators, pollinators etc) | L | L | N/A | L |
| **8. Invasive and other problematic species and genes** |  |  |  |  |
| Threats from terrestrial and aquatic non-native and native plants, animals, pathogens/microbes or genetic materials that have or are predicted to have harmful effects on biodiversity following introduction, spread and/or increase |  |  |  |  |
| 8.1 Invasive non-native/alien plants (weeds) | **M** | **M** | L | **H** |
| 8.1a Invasive non-native/alien animals | **M** | **H** | L | **M** |
| 8.1b Pathogens (non-native or native but creating new/increased problems) | **M** | **M** | L | N/A |
| 8.2 Introduced genetic material (e.g. genetically modified organisms) | L | N/A | L | N/A |
| **9. Pollution entering or generated within protected area** |  |  |  |  |
| Threats from introduction of exotic and/or excess materials or energy from point and non-point sources |  |  |  |  |
| 9.1 Household sewage and urban waste water | L | L | L | N/A |
| 9.1a Sewage and waste water from protected area facilities (e.g. toilets, hotels etc) | **M** | L | L | L |
| 9.2 Industrial, mining and military effluents and discharges (e.g. poor water quality discharge from dams, e.g. unnatural temperatures, de-oxygenated, other pollution) | N/A | N/A | N/A | N/A |
| 9.3 Agricultural and forestry effluents (e.g. excess fertilizers or pesticides) | N/A | N/A | L | N/A |
| 9.4 Garbage and solid waste | L | L | L | L |
| 9.5 Air-borne pollutants | L | N/A | L | L |
| 9.6 Excess energy (e.g. heat pollution, lights etc) | L | N/A | L | L |
| **10. Geological events** |  |  |  |  |
| Geological events may be part of natural disturbance regimes in many ecosystems. But they can be a threat if a species or habitat is damaged and has lost its resilience and is vulnerable to disturbance. Management capacity to respond to some of these changes may be limited. |  |  |  |  |
| 10.1 Volcanoes | N/A | N/A | N/A | N/A |
| 10.2 Earthquakes/Tsunamis | **H** | L | N/A | N/A |
| 10.3 Avalanches/ Landslides | L | N/A | N/A | N/A |
| 10.4 Erosion and siltation/ deposition (e.g. shoreline or riverbed changes) | **M** | N/A | **H** | L |
| **11. Climate change and severe weather** |  |  |  |  |
| Threats from long-term climatic changes which may be linked to global warming and other severe climatic/weather events outside of the natural range of variation |  |  |  |  |
| 11.1 Habitat shifting and alteration | **H** | **H** | **M** | **M** |
| 11.2 Droughts | **M** | **H** | N/A | L |
| 11.3 Temperature extremes | **H** | **M** | M | N/A |
| 11.4 Storms and flooding | **H** | **M** | L | N/A |
| **12. Specific cultural and social threats** |  |  |  |  |
| 12.1 Loss of cultural links, traditional knowledge and/or management practices | L | N/A | N/A | N/A |
| 12.2 Natural deterioration of important cultural site values | L | N/A | N/A | N/A |
| 12.3 Destruction of cultural heritage buildings, gardens, sites etc | L | N/A | N/A | N/A |

**Assessment Form**

| **Issue** | **Criteria** | **Score** | **Cousin Island Special Reserve** | **Aldabra Atoll Special Reserve** | **Denis Island** | **North Island** | **Comment/**  **Explanation** | **Next steps** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **1. Legal status** | The protected area is not gazetted/covenanted | 0 |  |  |  |  |  |  |
| Does the protected area have legal status (or in the case of private reserves is covered by a covenant or similar)? | There is agreement that the protected area should be gazetted/covenanted but the process has not yet begun | 1 |  |  | 1 | 1 |  | **Denis**: During implementation of the full PA project |
| *Context* | The protected area is in the process of being gazetted/covenanted but the process is still incomplete (includes sites designated under international conventions, such as Ramsar, or local/traditional law such as community conserved areas, which do not yet have national legal status or covenant) | 2 |  |  |  |  |  |  |
|  | The protected area has been formally gazetted/covenanted | 3 | 3 | 3 |  |  | **Aldabra:** The existing PA has protected national and international status.  **Cousin:** Natur**e** Reserve 1968,Special Reserve 1976 | **Aldabra:** Protected Area needs to be enlarged to protect the MPA |
| **2. Protected area regulations** | There are no regulations for controlling land use and activities in the protected area | 0 |  |  |  |  |  |  |
| Are appropriate regulations in place to control land use and activities (e.g. hunting)? | Some regulations for controlling land use and activities in the protected area exist but these are major weaknesses | 1 |  |  |  | 1 |  |  |
| *Planning* | Regulations for controlling land use and activities in the protected area exist but there are some weaknesses or gaps | 2 | 2 | 2 | 2 |  | **Aldabra** regulations theoretically control land use and activities well and do provide a sound basis for management but there are some weaknesses, including the use of the water close to Aldabra as a route for oil tankers.  Current penalties outdated and not severe  enough to deter would-be offenders.  **Cousin:** Statement also applies on a national scale | **Aldabra**: Extending the protected area would offer more effective protection to Aldabra from ‘land’ use in the form of oil shipping routes.  Penalty review urgently needed. |
|  | Regulations for controlling inappropriate land use and activities in the protected area exist and provide an excellent basis for management | 3 |  |  |  |  | . |  |
| **3. Law enforcement** | The staff have no effective capacity/resources to enforce protected area legislation and regulations | 0 |  |  |  |  |  |  |
| Can staff (i.e. those with responsibility for managing the site) enforce protected area rules well enough? | There are major deficiencies in staff capacity/resources to enforce protected area legislation and regulations (e.g. lack of skills, no patrol budget, lack of institutional support) | 1 |  |  | 1 | 1 |  |  |
|  | The staff have acceptable capacity/resources to enforce protected area legislation and regulations but some deficiencies remain | 2 | 2 | 2 |  |  | **Aldabra**: The legislation framework exists and staff have the capacity and are usually able to enforce this but not always. It is not possible for SIF to adequately enforce protection of the entire atoll without more staff and a dedicated surveillance team. Marine PA boundaries are unmarked so are too ambiguous to distinguish boundary-crossing boats.  **Cousin:** Existing legislation recognising PA staff as legitimate enforcers is inadequate .Local enforcement is based on Praslin, has no boat. | **Aldabra** Extend PA ‘buffer zone’ to 30 km offshore to protect Aldabra’s vulnerable marine ecosystem from exploitation and facilitate detection of illegal activity. Ultimately a dedicated protection team and surveillance vessel may be necessary.  Improved legal framework for PA offences including penalty review.  **Cousin:** law has to be revised to include all PA staff to be able to enforce the law. Police to be better equipped |
| *Input* | The staff have excellent capacity/resources to enforce protected area legislation and regulations | 3 |  |  |  |  |  |  |
| **4. Protected area objectives** | No firm objectives have been agreed for the protected area | 0 |  |  |  |  |  |  |
| Is management undertaken according to agreed objectives? | The protected area has agreed objectives, but is not managed according to these objectives | 1 |  |  |  | 1 |  |  |
| *Planning* | The protected area has agreed objectives, but is only partially managed according to these objectives | 2 |  | 2 |  |  | **Aldabra** PA has agreed objectives and is managed accordingly where possible but limited resources and capacity mean that the objectives cannot always be met fully. | **Aldabra**:Aim to improve management by addressing gaps and determining indicators for effective management. Also aiming to reduce operation costs by improving financial and environmental sustainability. |
|  | The protected area has agreed objectives and is managed to meet these objectives | 3 | 3 |  | 3 |  | **Cousin:**The objectives are internal to the PA; National PA objectives are not known and so wider management linkages or building a network of PA becomes difficult  **Denis**: There are several land-use plans and zonations on the island to maintain sustainability | **Cousin:**implement the Seychelles PA project |
| **5. Protected area design** | Inadequacies in protected area design mean achieving the major objectives of the protected area is very difficult | 0 |  |  |  |  |  |  |
| Is the protected area the right size and shape to protect species, habitats, ecological processes and water catchments of key conservation concern? | Inadequacies in protected area design mean that achievement of major objectives is difficult but some mitigating actions are being taken (e.g. agreements with adjacent land owners for wildlife corridors or introduction of appropriate catchment management) | 1 |  |  |  |  |  |  |
| *Planning* | Protected area design is not significantly constraining achievement of objectives, but could be improved (e.g. with respect to larger scale ecological processes) | 2 | 2 | 2 |  | 2 | **Aldabra**:PA design is basically strong and an excellent base but it is not maximising Aldabra’s potential as a spawning ground for various marine taxa or protecting significant parts of deeper water which act as migratory route for large marine species such as whale sharks, turtles and whale and dolphin species.  **Cousin:** marine boundaries need to be re-examined | **Aldabra:** Extend PA buffer zone to 30 km offshore to fully protect entire spawning and juvenile area for fish, sharks and turtles. The marine PA would function more effectively to help protect larger scale ecological processes.  **Cousin:** implement fish spawning part of the Seychelles PA project |
|  | Protected area design helps achievement of objectives; it is appropriate for species and habitat conservation; and maintains ecological processes such as surface and groundwater flows at a catchment scale, natural disturbance patterns etc | 3 |  |  | 3 |  |  |  |
| **6. Protected area boundary demarcation** | The boundary of the protected area is not known by the management authority or local residents/neighbouring land users | 0 |  |  |  |  |  |  |
| Is the boundary known and demarcated? | The boundary of the protected area is known by the management authority but is not known by local residents/neighbouring land users | 1 |  |  |  |  |  |  |
| *Process* | The boundary of the protected area is known by both the management authority and local residents/neighbouring land users but is not appropriately demarcated | 2 |  | 2 | 2 |  | **Aldabra**: It is very difficult to demarcate and therefore enforce protection of marine protected areas with aquatic boundaries. A 1 km buffer zone is a difficult distance to judge from land, something offending (poaching and tourist) vessels are well aware of and can easily exploit. There is no way of proving whether vessels are inside or outside the PA zone and therefore legal enforcement of the boundary is almost impossible at distances >~400m from the coast. | **Aldabra:** Implementing a buffer zone of 30 km offshore would greatly facilitate protection and enforcement (providing penalties are reviewed). Any boat seen from land would be clearly within the PA and could be followed up accordingly. Illegal vessels would not be able to argue that they were outside the ambiguous PA zone. |
|  | The boundary of the protected area is known by the management authority and local residents/neighbouring land users and is appropriately demarcated | 3 | 3 |  |  | 3 | **Cousin**: Marine boundaries are demarcated by buoys | **Cousin:** Problem: Demarcation buoys often get lost. Very limited local capacity to install buoys, needs to be improved |
| **7. Management plan** | There is no management plan for the protected area | 0 |  |  |  |  |  |  |
| Is there a management plan and is it being implemented? | A management plan is being prepared or has been prepared but is not being implemented | 1 |  |  |  |  |  |  |
| *Planning* | A management plan exists but it is only being partially implemented because of funding constraints or other problems | 2 | 2 | 2 |  | 2 | **Aldabra:** A management plan for Aldabra exists and it has been partially implemented but it is out of date and needs fully updating and reviewing in light of changes in the last 7 years.  **Cousin**: Not finding issue-general implementation of the Plan is satisfactory but needs tremendous effort and oversight given the constraint of local labour market. Staff turnover and inadequate number of skilled and motivated staff at times  **North**: Marine = issue.  Terrestrial: difficult due to monitoring/ staff issues. In progress & well determined | **Aldabra**: Full update of management plan is proposed under GEF project which will take into account all constraints and needs.  **Cousin:** Liberalise labour market laws and market |
|  | A management plan exists and is being implemented | 3 |  |  | 3 |  |  |  |
| **Additional points:** | 7a. The planning process allows adequate opportunity for key stakeholders to influence the management plan | 1 |  | 1 | 1 |  | **Aldabra**: SIF has a Science Committee and Board of Trustees which the management plan would be circulated amongst for comments. In addition, stakeholders are easily accessible and can be consulted. |  |
| *Planning* | 7b. There is an established schedule and process for periodic review and updating of the management plan | 1 |  |  | 1 | 1 |  | **Aldabra**: Hoping to achieve this partly with this project. |
|  | 7c. The results of monitoring, research and evaluation are routinely incorporated into planning | 1 | 1 |  |  |  |  | **Aldabra:** Hoping to achieve this partly with this project. |
| **8. Regular work plan** | No regular work plan exists | 0 |  |  |  |  |  |  |
| Is there a regular work plan and is it being implemented | A regular work plan exists but few of the activities are implemented | 1 |  |  |  | 1 |  |  |
| *Planning/Outputs* | A regular work plan exists and many activities are implemented | 2 | 2 | 2 | 2 |  | **Aldabra**: There is a partial workplan, mainly addressing the research activities, which is implemented. The logistics and other operations are in the process of having a workplan drawn up and implemented as this is currently lacking.  **Cousin:** Done annually but needs tremendous effort and oversight given constraints of local labour market. Staff turnover and inadequate number of skilled and motivated staff at times | **Aldabra**: As the scientific workplan is usually implemented without problems we may be able to expand the research and monitoring programmes and achieve more still.  A longer-term regularly updated logistical workplan needs to be incorporated into the schedule and integrated, which is in process.  **Cousin**: Liberalise labour laws and market |
|  | A regular work plan exists and all activities are implemented | 3 |  |  |  |  |  |  |
| **9. Resource inventory** | There is little or no information available on the critical habitats, species and cultural values of the protected area | 0 |  |  |  |  |  |  |
| Do you have enough information to manage the area? | Information on the critical habitats, species, ecological processes and cultural values of the protected area is not sufficient to support planning and decision making | 1 |  |  |  | 1 |  |  |
| *Input* | Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient for most key areas of planning and decision making | 2 | 2 | 2 | 2 |  | **Aldabra** has a long history of research thanks to the many monitoring programmes established by the Royal Society in the 1960s and its great interest to international scientists. This means that we have sound information on many of the critical habitats, species and processes.  **Cousin:** Monitoring and information gathering limited by number of skilled and motivated staff. | **Aldabra**: Much of the information is becoming outdated and several of the monitoring programmes need to be reassessed to improve their effectiveness and use. In a site the size of Aldabra it is very difficult to keep updated information on all aspects of research needed for planning and decision making but we are aiming to improve this under this project.  **Cousin:** Employ motivated and well qualified Conservation officer |
|  | Information on the critical habitats, species, ecological processes and cultural values of the protected area is sufficient to support all areas of planning and decision making | 3 |  |  |  |  |  |  |
| **10. Protection systems** | Protection systems (patrols, permits etc) do not exist or are not effective in controlling access/resource use | 0 |  |  |  |  |  |  |
| Are systems in place to control access/resource use in the protected area? | Protection systems are only partially effective in controlling access/resource use | 1 |  |  | 1 |  |  |  |
| *Process/Outcome* | Protection systems are moderately effective in controlling access/resource use | 2 |  |  |  | 2 | **Denis**: Though it is private, is can still be accessed by the public, hence this can be problematic for protection  **North**: No control over access up to high water mark |  |
|  | Protection systems are largely or wholly effective in controlling access/ resource use | 3 | 3 | 3 |  |  | **Aldabra** is strictly protected and most people and visitors respect this, also due to its World Heritage status. As a result, the protection system (boundaries, surveillance, strict access regulations and enforcement) is highly effective. One problem is that the boundary does not cover a sufficiently large area of marine habitat to be wholly effective in protecting Aldabra’s fragile marine areas. The absence of severe penalties for illegal poaching offenses in the legal framework also provides little incentive for people not to poach protected species.  **Cousin**: Fuel used for surveillance and patrols is still taxed and therefore a heavy financial burden | **Aldabra** 1. Improve legal framework for protected areas and review penalty system for offences against protected areas and species.  2. Extend protective buffer zone to 30 km offshore around Aldabra to improve protection and enforcement. |
| **11. Research** | There is no survey or research work taking place in the protected area | 0 |  |  |  |  |  |  |
| Is there a programme of management-orientated survey and research work? | There is a small amount of survey and research work but it is not directed towards the needs of protected area management | 1 |  |  |  |  |  |  |
| *Process* | There is considerable survey and research work but it is not directed towards the needs of protected area management | 2 | 2 | 2 |  | 2 | **Aldabra:**Long-term monitoring programmes are in place and still conducted on many species but results are not always fed effectively into management decisions because there has been less emphasis on data analysis and writing up than on data collection.  Following intensive research in the 1960s and 1970s by the Royal Society, the progress has slowed down. Since their departure SIF has continued mainly monitoring programmes and less intensive research  The monitoring programme is relevant to management needs but the results are often not integrated into management because there is insufficient follow-up of datasets and the connection between research and management needs to be strengthened.  **Cousin:** Management applied research is supported and is ongoing to answer key question but is dependant on expatriate scientists and students. Funding often limited to ‘sexy’ information/research topics  **North:** Not enough staff/funds | **Aldabra**: There is a need to better integrate research results into management by:  1. Assessing and improving specific monitoring programmes which provide useful data for management purposes (e.g. landbirds, giant tortoises, turtles, dugongs, seabirds)  2. Identifying specific bioindicator factors (species or other monitoring subject) for which monitoring programmes can be designed to feed directly into management.  3. Updating management plan to include new or improved monitoring programmes.  4. Identifying new programmes of research and establish links with collaborating researchers on areas of research which need updating or new programmes of study.  5. Establishing investigations into management focused research questions which specifically target management questions.  6. Conducting (updated) surveys of key species on Aldabra, e.g. turtles, frigatebirds, giant tortoises, landbirds  **Cousin**: Increase numbers of qualified Seychellois to undertake research. Increase partnership with more universities. |
|  | There is a comprehensive, integrated programme of survey and research work, which is relevant to management needs | 3 |  |  | 3 |  |  |  |
| **12. Resource management** | Active resource management is not being undertaken | 0 |  |  |  |  |  |  |
| Is active resource management being undertaken? | Very few of the requirements for active management of critical habitats, species, ecological processes and cultural values are being implemented | 1 |  |  |  |  |  |  |
| *Process* | Many of the requirements for active management of critical habitats, species, ecological processes and, cultural values are being implemented but some key issues are not being addressed | 2 | 2 | 2 | 2 | 2 | **Aldabra:** Active management is undertaken to an extent with interventions including eradications of invasive mammals and translocations of endangered populations. Surveillance boat trips are undertaken irregularly.  **Cousin:** Needs tremendous effort and oversight because of insufficient numbers of local skilled and motivated staff | **Aldabra:** More active management is required to assess and mitigate threats from: (1) invasive species; (2) climate change; and (3) anthropogenic effects (poaching). Some small population management may be needed in the future.  **Cousin**: Liberalise labours laws and market |
|  | Requirements for active management of critical habitats, species, ecological processes and, cultural values are being substantially or fully implemented | 3 |  |  |  |  |  |  |
| **13. Staff numbers** | There are no staff | 0 |  |  |  |  |  |  |
| Are there enough people employed to manage the protected area? | Staff numbers are inadequate for critical management activities | 1 |  |  |  |  |  |  |
| *Inputs* | Staff numbers are below optimum level for critical management activities | 2 | 2 | 1 | 2 | 2 | **Aldabra**: There is a rotating staff body of 10-12 people on Aldabra, including logistics and research departments. Staff numbers are theoretically adequate for running the station but capacity is limited and efforts of the staff could be better targeted with more efficient management strategies and capacity building.  **Cousin**: Remote site, difficult work and more comfortable work available elsewhere mean that it is difficult to maintain optimum staff numbers. | **Aldabra**: Update management plan and mainstream more targeted monitoring and staff recruitment to improve management |
|  | Staff numbers are adequate for the management needs of the protected area | 3 |  |  |  |  |  |  |
| **14. Staff training** | Staff lack the skills needed for protected area management | 0 |  |  |  |  |  |  |
| Are staff adequately trained to fulfill management objectives? | Staff training and skills are low relative to the needs of the protected area | 1 |  | 1 |  | 1 | **Aldabra:** There is a high-level researcher (PhD + research experience) for the lead research job on Aldabra. Local research staff are recruited who have good experience in monitoring but lack a biological background so are usually not able to conduct meaningful research independently. Most staff lack basic training and qualifications in MPA management skills such as first aid, diving, use of technological equipment and bird-ringing and handling. Some staff lack computer skills. SIF continually aims to build and maintain capacity by supporting staff training in computing, maritime skills, diving and technological skills such as GPS use. Staff usually need a lot of supervision and extensive on the job training for data collection, and this is the only type of training is possible on the atoll and depends on the skills of the trainer.  There is also high staff turnover due to the remote location so it is difficult to keep the trained staff | **Aldabra:**1. Continue to train staff in key skills necessary for marine protected area management and improve incentives for staying on so that these trained staff are kept within the field of MPA management.  2. Engage with more experts and researchers to implement staff training workshops.  3. Focus on a capacity building programme for individuals to improve incentives for staying in MPA management and have a progress record for each member of staff.  4. Look into staff exchange programmes with other MPAs to build capacity of existing MPA staff and exchange training programmes and maximise training potential. |
| *Inputs/Process* | Staff training and skills are adequate, but could be further improved to fully achieve the objectives of management | 2 | 2 |  | 2 |  | **Cousin:** No education facilities locally to train personnel as professional PA managers, wardens, etc. Staff have to be trained on the job-limitations with this approach | **Cousin**: Introduce relevant course locally .Allow easy access to foreign staff |
|  | Staff training and skills are aligned with the management needs of the protected area | 3 |  |  |  |  |  |  |
| **15. Current budget** | There is no budget for management of the protected area | 0 |  |  |  |  |  |  |
| Is the current budget sufficient? | The available budget is inadequate for basic management needs and presents a serious constraint to the capacity to manage | 1 |  |  |  |  |  |  |
| *Inputs* | The available budget is acceptable but could be further improved to fully achieve effective management | 2 | 2 | 2 | 2 | 2 | **Aldabra:** The available budget is acceptable and sufficient to cover Aldabra’s existing logistic and research needs. Some project funding has been sourced to improve management. However, for effective management, it would be ideal if Aldabra could effectively support itself (sustainable financing) through sourcing of funds through ecotourism and projects, and secondly, more funding could be used to improve management and protection. Finally, we need to lower costs of operations on Aldabra to maximise the available budget.  **Cousin:** Cousin does not receive a budget from Government or any other entities | **Aldabra:**1. Look into sustainable financing measures involving ecotourism.  2. Lower costs of operations on Aldabra by establishment of an environmental management system and increased use of sustainable fuel.  3. Source project funding for specific projects to improve management and research  **Cousin**: Will continue to raise own funds |
|  | The available budget is sufficient and meets the full management needs of the protected area | 3 |  |  |  |  |  |  |
| **16. Security of budget** | There is no secure budget for the protected area and management is wholly reliant on outside or highly variable funding | 0 |  |  |  |  |  |  |
| Is the budget secure? | There is very little secure budget and the protected area could not function adequately without outside funding | 1 |  | 1 |  |  | **Aldabra**: Exactly as described in criteria - the budget depends largely on ecotourism revenue from another site, which itself is reasonably secure and sufficient for the primary purpose of PA operation and protection but any additional activities we wish to initiate to improve the system are outside the scope of this budget.  Piracy is currently severely affecting Aldabra’s budget. | **Aldabra:** Seek external funding to launch research and management initiatives and carry out specific activities related to improving management. Investigate ways to sustainably finance operations on Aldabra. |
| *Inputs* | There is a reasonably secure core budget for regular operation of the protected area but many innovations and initiatives are reliant on outside funding | 2 | 2 |  | 2 | 2 | **Cousin**: Cousin does not receive a budget from any entity. Funds raised dependent on tourism ,miscellaneous fees, and international donors | **Cousin:** Introduce more diverse funding mechanisms, trust fund ,etc... |
|  | There is a secure budget for the protected area and its management needs | 3 |  |  |  |  |  |  |
| **17. Management of budget** | Budget management is very poor and significantly undermines effectiveness (e.g. late release of budget in financial year) | 0 |  |  |  |  |  |  |
| Is the budget managed to meet critical management needs? | Budget management is poor and constrains effectiveness | 1 |  |  |  |  |  |  |
| *Process* | Budget management is adequate but could be improved | 2 |  | 2 |  | 2 | **Aldabra**: SIF budget management and accounting is very good. The budget is planned well ahead and usually adhered to. It is organised according to different projects and programmes and problems are rare providing we are realistic and not over-ambitious with our aims. However, the budget for Aldabra inevitably must be remotely managed from Head Office and this can cause problems with integrating the workplan around it. | **Aldabra**:More planning ahead is require and budget planning needs to be improved and incorporated into the updated management plan. |
|  | Budget management is excellent and meets management needs | 3 | 3 |  | 3 |  | **Cousin:** Received annual audit with no comments | **Cousin**: continue current financial management system |
| **18. Equipment** | There are little or no equipment and facilities for management needs | 0 |  |  |  |  |  |  |
| Is equipment sufficient for management needs? | There are some equipment and facilities but these are inadequate for most management needs | 1 |  |  |  | 1 |  |  |
| *Input* | There are equipment and facilities, but still some gaps that constrain management | 2 | 2 | 2 | 2 |  | **Aldabra**:SIF has most of the basic equipment necessary for operations, management and research and this is inventoried and well looked after. Inevitably with the distance and isolation of Aldabra, and the harsh environmental conditions, some equipment and materials are in need of periodic replacement or purchase for the station to function effectively as a research base and to enable better linkages between research and management. Furthermore, there are several measures for improving management we would like to implement but are not currently able to. New equipment and facilities for diving and mapping have recently been purchased under another project.  **Cousin**: High cost of purchase of all equipment. Electricity generation is the main area of concern, very difficult to implement green energy solutions. | **Aldabra:**1. Establish technological equipment, e.g. automatic weather station, tidal gauge, on Aldabra.  2. Implement environmental management system on Aldabra to reduce costs of operations and environmental impact - including solar panels, large fuel tanks, improved water and waste systems (in process).  3. Replace old failing computers (up to 10 years old) with newer models and appropriate software including GIS, statistical and library packages.  4. Implement better communications system (radios) to improve safety conditions particularly in the field  5. Improve laboratory facilities to enable active lab research on the atoll.  6. Improve and update library facilities to facilitate thorough research actually on the atoll.  7. Renovate remaining field camps (five field camps are currently being renovated under another project) so all areas of the atoll can be accessed and monitored.  8. Renovate and fix all boats, several of which currently have problems or require renovations.  9. Install several permanent marine buoys to enable mooring for marine monitoring.  10. Purchase tracking equipment for several species to determine ranges and migration/movement patterns, e.g. turtles, frigatebirds, tortoises, dugongs, sharks, humpback whales; for conservation management purposes and research.  11. Fix flying inflatable boat and put back into operation  12. Source and purchase quiet electrical engine and 2 kayaks to enable approach of sensitive species for monitoring, e.g. seabirds, dugongs.  **Cousin:** Government of Seychelles should waive taxes on importation of equipment for Pas. Donors to fund integrated green energy solutions for Pas; Establish knowledgeable green energy providers on the local market. |
|  | There are adequate equipment and facilities | 3 |  |  |  |  |  |  |
| **19. Maintenance of equipment** | There is little or no maintenance of equipment and facilities | 0 |  |  |  |  |  |  |
| Is equipment adequately maintained? | There is some *ad hoc* maintenance of equipment and facilities | 1 |  |  |  |  |  |  |
| *Process* | There is basic maintenance of equipment and facilities | 2 |  |  |  | 2 |  |  |
|  | Equipment and facilities are well maintained | 3 | 3 | 3 | 3 |  | **Aldabra**: The equipment and facilities on Aldabra are very well-maintained. The harsh environment on Aldabra means that most equipment tends to have a shorter lifespan but this is usually extended by good care. All equipment is inventoried and staff are responsible for broken or lost equipment, which encourages responsible behaviour.  **Cousin:** Very high costs associated with maintenance and replacement of all facilities | **Aldabra**: Continue inventory system and making staff accountable for losses. Enforce protocols concerning care of equipment and facilities.  **Cousin:** Government of Seychelles should waive taxes on equipment e.g outboard engines |
| **20. Education and awareness** | There is no education and awareness programme | 0 |  |  |  |  |  |  |
| Is there a planned education programme linked to the objectives and needs? | There is a limited and *ad hoc* education and awareness programme | 1 |  |  |  |  |  |  |
| *Process* | There is an education and awareness programme but it only partly meets needs and could be improved | 2 | 2 | 2 | 2 | 2 | **Aldabra**: SIF has developed its education and awareness activities in 2008 and 2009 and has much improved the situation. Under another project, two books for school children are being produced about Aldabra which will be covered in very popular extra-curricular activities. The annual Eco-school competition includes a trip to Aldabra as first prize for pupils from the winning schools so all schoolchildren are aware of the importance and unique status of the atoll. This should improve further with the publication and circulation of the children’s books.  **Cousin:** New employees receive on the job training based on training manuals. Limitations because of quantity and quality of staff available  **North:** Staff constraint | **Aldabra**:1. Finish two books for children (under separate project).  2. Improve website with more regular updates on SIF activities.  3. Establish education centre at second SIF site which includes sections about Aldabra.  **Cousin**: Liberalise the labour laws and market |
|  | There is an appropriate and fully implemented education and awareness programme | 3 |  |  |  |  |  |  |
| **21. Planning for land and water use** | Adjacent land and water use planning does not take into account the needs of the protected area and activities/policies are detrimental to the survival of the area | 0 |  | 0 |  |  | **Aldabra**, being close to northern Madagascar, lies very close to a major oil tanker route. Tankers can currently pass as close as 1 km to the atoll as this is the protective boundary. At this distance, a major oil spill would have devastating consequences for the vast seabird colonies, shorebird populations and endangered sea turtles on and around Aldabra, as well as severe impacts on the ecology of the whole area. This has long been a serious concern and is one of the biggest risks to Aldabra’s ecosystem. | **Aldabra:**Extend the protective buffer zone  to at least 30 km offshore so that the shipping route does not pass so close to the atoll. |
| Does land and water use planning recognise the protected area and aid the achievement of objectives? | Adjacent land and water use planning does not takes into account the long term needs of the protected area, but activities are not detrimental the area | 1 | 1 |  |  |  |  |  |
| *Planning* | Adjacent land and water use planning partially takes into account the long term needs of the protected area | 2 |  |  |  | 2 |  |  |
|  | Adjacent land and water use planning fully takes into account the long term needs of the protected area | 3 |  |  | 3 |  |  |  |
| **Additional points: Land and water planning**  21a: Land and water planning for habitat conservation | Planning and management in the catchment or landscape containing the protected area incorporates provision for adequate environmental conditions (e.g. volume, quality and timing of water flow, air pollution levels etc) to sustain relevant habitats. | 1 |  | 0 |  | 1 | **Cousin**: This would concern Praslin-Unknown  N/A |  |
| **Additional points: Land and water planning**  21b: Land and water planning for connectivity | Management of corridors linking the protected area provides for wildlife passage to key habitats outside the protected area (e.g. to allow migratory fish to travel between freshwater spawning sites and the sea, or to allow animal migration). | 1 |  | 0 |  |  | **Aldabra:**The current 1 km zone provides insufficient protection for many of the larger marine species, including some larger species of fish, sharks, turtles, and cetaceans, all of which frequent Aldabra’s waters and many of which (whale sharks, cetaceans, turtles) are migratory and frequently seen outside the current buffer zone so are a target for illegal poaching activity.  **Cousin**: No Designation and management of corridors in Seychelles | **Aldabra:**Again, extension of the buffer zone would improve protection of these larger species and particularly of this part of the migration route for some species. The proposed extension to the buffer zone would take the PA boundaries almost to the next atoll (Assumption) and aid protection of species such as turtles which may nest in several different places.  **Cousin:** Enact appropriate policy and legislation |
| **Additional points: Land and water planning**  21c: Land and water planning for ecosystem services & species conservation | "Planning adresses ecosystem-specific needs and/or the needs ofparticular species of concern at an ecosystem scale (e.g. volume, quality and timing of freshwater flow to sustain particular species, fire management to maintain savannah habitats etc.)" | 1 |  | 0 | 0 |  | **Cousin** :n/a |  |
| **22. State and commercial neighbours** | There is no contact between managers and neighbouring official or corporate land and water users | 0 |  |  |  |  | **Denis**:n/a |  |
| Is there co-operation with adjacent land and water users? | There is contact between managers and neighbouring official or corporate land and water users but little or no cooperation | 1 |  |  |  |  |  |  |
| *Process* | There is contact between managers and neighbouring official or corporate land and water users, but only some co-operation | 2 |  | 2 |  | 2 | **Aldabra**: The managers of all the Aldabra group of islands (including Assumption, Cosmoledo and Astove atolls) are in regular contact and cooperate well – which is a long-standing and essential arrangement due to the remoteness and difficulties of working on these atolls. Different management authorities, including tourism operators which also use the area, cooperate concerning transport, supplies, communications and monitoring and conservation aims. Usually this functions well but, due to staff turnover and different personalities it is not always possible to maintain. |  |
|  | There is regular contact between managers and neighbouring official or corporate land and water users, and substantial co-operation on management | 3 | 3 |  |  |  | **Cousin:** Well established working relationship with all parties on Praslin Island, facilitated by the operation of the GEF funded Island Conservation Centre | **Cousin**: continue present set up |
| **23. Indigenous people** | Indigenous and traditional peoples have no input into decisions relating to the management of the protected area | 0 |  |  |  |  | **Aldabra:**n/a – no indigenous people on Aldabra. It was not populated until the early 1900s and has had only a tiny local population since then  **Cousin,Denis and North** n/a |  |
| Do indigenous and traditional peoples resident or regularly using the protected area have input to management decisions? | Indigenous and traditional peoples have some input into discussions relating to management but no direct role in management | 1 |  |  |  |  |  |  |
| *Process* | Indigenous and traditional peoples directly contribute to some relevant decisions relating to management but their involvement could be improved | 2 |  |  |  |  |  |  |
|  | Indigenous and traditional peoples directly participate in all relevant decisions relating to management, e.g. co-management | 3 |  |  |  |  |  |  |
| **24. Local communities** | Local communities have no input into decisions relating to the management of the protected area | 0 |  |  |  |  | **Denis** :n/a |  |
| Do local communities resident or near the protected area have input to management decisions? | Local communities have some input into discussions relating to management but no direct role in management | 1 | 1 | 1 |  |  | **Aldabra**: No local communities live near the MPA (it is >1000km from the main Seychelles island of Mahé) but most SIF staff are local (only 2 of >40 staff are expatriate) so contribute to management decisions. The Board of trustees is made up of mostly local members.  **Cousin:** No local community exists within the PA,local community from nearby Praslin has good relations with the PA Management. Note: PA is a Special Reserve where the law states all activities have to be subsumed to the needs of biodiversity, thus limiting interest/input of nearby community. Also no legal set up exists for including community decisions in a privately owned island.  **North**: N/a No residents other than staff |  |
| *Process* | Local communities directly contribute to some relevant decisions relating to management but their involvement could be improved | 2 |  |  |  |  |  |  |
|  | Local communities directly participate in all relevant decisions relating to management, e.g. co-management | 3 |  |  |  |  |  |  |
| **Additional points** *Local communities/indigenous people: Impact on communities* | 24a. There is open communication and trust between local and/or indigenous people, stakeholders and protected area managers | 1 | 1 |  | 1 | 1 | **Cousin:** As evidence by low level of poaching and low numbers of incidences and problems recorded |  |
|  | 24b. Programmes to enhance community welfare, while conserving protected area resources, are being implemented | 1 | 1 |  | 1 |  | **Cousin:**Programme include LEAP and EnviroMentor | **Cousin:**Enhanced programmes through the project |
|  | 24c. Local and/or indigenous people actively support the protected area | 1 | 1 | 1 | 1 |  | **Aldabra** is widely considered as the pride (or ‘jewel) of Seychelles and it is so well-known for its natural beauty and state of preservation, that local people, almost without exception, support its PA status. Most local people never get the chance to visit due to the logistical challenges so the atoll holds an almost legendary status in the country.  **Cousin:** As evidence by low level of poaching and low numbers of incidences and problems recorded |  |
| **25. Economic benefit** | The protected area does not deliver any economic benefits to local communities | 0 |  |  |  |  | **North**:n/a |  |
| Is the protected area providing economic benefits to local communities, e.g. income, employment, payment for environmental services? | Potential economic benefits are recognised and plans to realise these are being developed | 1 |  |  |  |  |  |  |
| *Outcomes* | There is some flow of economic benefits to local communities | 2 |  | 2 | 2 |  | **Aldabra** is so remote, so little visited and so highly protected that it is not in a position to create a major flow of economic benefits to local communities. But what potential it has is realised with most jobs on the atoll being locally recruited and other locals being employed by tourist companies operating in the area. There is work on boats as crew, dive master, or tour guides. SIF also tries to use local companies where possible for facilities and equipment on the atoll. |  |
|  | There is a major flow of economic benefits to local communities from activities associated with the protected area | 3 | 3 |  |  |  | **Cousin**: All tourism activities run by local entities (bringing more than 10,000 tourists to Cousin annually). All business dealings eg. purchases, repairs, etc to local businesses | **Cousin:** continue the programme |
| **26. Monitoring and evaluation** | There is no monitoring and evaluation in the protected area | 0 |  |  |  |  |  |  |
| Are management activities monitored against performance? | There is some *ad hoc* monitoring and evaluation, but no overall strategy and/or no regular collection of results | 1 |  |  |  |  |  |  |
| *Planning/Process* | There is an agreed and implemented monitoring and evaluation system but results do not feed back into management | 2 |  | 2 |  | 2 | **Aldabra:** There have been two recent assessments evaluating SIF’s management which have highlighted the need for a systematic approach and updated management plan. | **Aldabra:** Integrate monitoring and evaluation into management and incorporate into updated management plan. |
|  | A good monitoring and evaluation system exists, is well implemented and used in adaptive management | 3 | 3 |  | 3 |  | **Cousin:**Monthly workplan reporting, daily staff meetings and quarterly meetings with CEO as well as other mechanisms(e.g staff performance appraisals) are used. Limitations because of quantity and quality of staffing | **Cousin**: Liberalise labour laws and market |
| **27. Visitor facilities** | There are no visitor facilities and services despite an identified need | 0 |  |  |  |  | **North:** n/aPrivate resort – only authorized missions allowed. Controlled |  |
| Are visitor facilities adequate? | Visitor facilities and services are inappropriate for current levels of visitation | 1 |  | 1 |  |  | **Aldabra** is visited by very few tourists, which is part of its attraction and which makes it a niche destination. Most tourists visit the atoll only for a couple of hours from a live-aboard vessel or cruise ship. The facilities on Aldabra are sufficient for this but we lack dedicated trained staff to deal with the tourists. Very few tourists stay actually on the atoll and although facilities are adequate, the separation between tourism and regular duties needs to be more clearly defined, preferably with dedicated staff dealing with such groups at least in high visitor season.  The challenge of tourism on Aldabra is also in working with extremes of numbers (sometimes hundreds of visitors in one day from cruise ships, sometimes none at all for months) so it is extremely difficult to provide adequate and cost-efficient facilities for this range. | **Aldabra**: Improve tourism service by including one member of staff with tourism experience and training, part of whose job it is to coordinate the tourist visits and activities, manage expectations, give active tours and presentations while enforcing the reserve’s rules and regulations. It should be noted that SIF is not aiming to increase tourism numbers on Aldabra since the main reason for Aldabra’s appeal and its unique status, lies in its lack of human disturbance and isolation. SIF aims to maintain this situation while better managing the visitors that do come to the atoll. |
| *Outputs* | Visitor facilities and services are adequate for current levels of visitation but could be improved | 2 |  |  | 2 |  |  |  |
|  | Visitor facilities and services are excellent for current levels of visitation | 3 | 3 |  |  |  | **Cousin:** Boat transfers, health and safety ,guiding are working very well. Reception facilities need constant and heavy maintenance | **Cousin**: Renovate visitors reception facilities .Improve toilets |
| **28. Commercial tourism operators** | There is little or no contact between managers and tourism operators using the protected area | 0 |  |  |  |  | **North** :n/a. Private island with no incoming other tour operators |  |
| Do commercial tour operators contribute to protected area management? | There is contact between managers and tourism operators but this is largely confined to administrative or regulatory matters | 1 |  |  |  |  |  |  |
| *Process* | There is limited co-operation between managers and tourism operators to enhance visitor experiences and maintain protected area values | 2 |  | 2 |  |  | **Aldabra:** This varies with the operator (score lies between 2 and 3 depending on the operator). With the majority of operators, SIF enjoys excellent relations and cooperation and these operators are clearly keen to maintain the PA values. A small number of operators are more difficult, occasionally giving us no warning of their visit (clearance has to be obtained from Mahé prior to a visit) and some occasionally fishing within the PA boundaries PA. Fortunately these incidences are very rare and they are always reported and followed up. Offending operators (sometimes individuals) are usually banned from operating in the area for a given time and this is sufficient incentive to make offences an unusual occurrence. | **Aldabra:** As above, improving the legal framework, including updating penalties for PA offences would help to maintain the PA values by all.  Extending the buffer zone would equip SIF with the key for identifying offences within the PA boundary. |
|  | There is good co-operation between managers and tourism operators to enhance visitor experiences, and maintain protected area values | 3 | 3 |  | 3 |  | **Cousin:** Mutual Beneficial business relationship. Very few ,if any complaints | **Cousin**: Continue |
| **29. Fees** | Although fees are theoretically applied, they are not collected | 0 |  |  |  |  | **Denis ,North**: n/a |  |
| If fees (i.e. entry fees or fines) are applied, do they help protected area management? | Fees are collected, but make no contribution to the protected area or its environs | 1 |  |  |  |  |  |  |
| *Inputs/Process* | Fees are collected, and make some contribution to the protected area and its environs | 2 |  |  |  |  |  |  |
|  | Fees are collected and make a substantial contribution to the protected area and its environs | 3 | 3 | 3 |  |  | **Aldabra**: Despite the limited tourism, impact fees are high (€100 per person per day for yachts) and all fees are put back into the management and conservation of the atoll. In a good year, this substantially contributes to the PA management (this is variable, however, and the major current problem is the situation with piracy in the region which has reduced Aldabra’s tourism for the entire 2009-10 season to almost zero and will severely impact on SIF’s revenue).  **Cousin:** Fees collected fund the running of the PA and other environmental projects in Seychelles undertaken by Nature Seychelles | **Cousin:** Diversify and create sustainable finance mechanisms with the project |
| **30. Condition of values** | Many important biodiversity, ecological or cultural values are being severely degraded | 0 |  |  |  | 0 |  |  |
| What is the condition of the important values of the protected area as compared to when it was first designated? | Some biodiversity, ecological or cultural values are being severely degraded | 1 |  |  |  |  |  |  |
| *Outcomes* | Some biodiversity, ecological and cultural values are being partially degraded but the most important values have not been significantly impacted | 2 |  |  |  |  |  |  |
|  | Biodiversity, ecological and cultural values are predominantly intact | 3 | 3 | 3 | 3 |  | Thanks to **Aldabra’s** designation as a UNESCO World Heritage site and its early history as a pure research station, the biodiversity and ecological values are predominantly intact but these do need continual assessment as threats from invasive species, climate change and anthropogenic factors increase or emerge.  **Cousin:** No Development-reserved for conservation, only granitic island totally rehabilitated with natural vegetation, most important nesting hawksbill,5 endemic land birds ,300,000 nesting seabirds, etc. | **Aldabra**:1. Identification and assessment of threats to biodiversity and cultural values.  2. Mitigation of these threats.  3. Continual monitoring of key indicator species to assess whether values remain intact.  **Cousin**: continue |
| **Additional Points:** | 30a. The assessment of the condition of values is based on research and/or monitoring | 1 | 1 | 1 | 1 | 0 | **Aldabra:** The presence of a research team and constant research and monitoring of several key species and factors for the last 30-40 years on Aldabra enables us to assess the condition of these values. |  |
| *Condition of values* | 30b. Specific management programmes are being implemented to address threats to biodiversity, ecological and cultural values | 1 | 1 | 0 | 1 | 0 | **Aldabra**: The management programme is largely targeted at research although we have many of the tools (datasets, research staff, equipment) to address threats more actively. |  |
|  | 30c. Activities to maintain key biodiversity, ecological and cultural values are a routine part of park management | 1 | 1 | 1 | 1 | 1 | **Aldabra:** Monitoring and research activities are routine but current activities to maintain key biodiversity include a goat eradication programme. | **Aldabra:** We would like to implement more activities to maintain key biodiversity (see above list) but need to be realistic about what we can achieve in terms of time and budget. |
| **TOTAL SCORE** | **TOTAL POSSIBLE SCORE =>** | **102** | **76**  **78.35%** | **60**  **61.85%** | **67**  **74.44%** | **43**  **51.19%** | **<= PAs' SCORES**  **There is 3 issues which are not applicable for Cousin Island and Aldabra Atoll. The total possible score is therefore 97.** |  |
|  |  |  |  |  |  |  | **The total possible score for Denis Island is 90 with 4 issues not applicable.**  **The total possible score for North is 84 with 6 issues not applicable** |  |

### Financial Sustainability Scorecard

**Part I – Overall Financial Status of the Protected Areas System**

|  |  |  |  |
| --- | --- | --- | --- |
| **Basic Protected Area System Information** | | | |
| **Describe the PA system and what it includes**:  Seychelles has a system of 21 formal protected areas covering a total area of 54,813 ha, of which 24,978 ha (~5.5% of the total landmass) is terrestrial and 29,836 ha (<0.0001% of the EEZ) marine. There are four Special Reserves, three Terrestrial National Parks ,six Marine National Parks, Seven Nature Reserves and one ‘protected area’ . Two sites – Aldabra Atoll and Vallee de Mai – have also been designated as natural World Heritage Sites. | | | |
| **Protecte Areas System** | **Number of sites** | **Total hectares** | **Comments** |
| National protected areas | 18 | 9,618 |  |
| National protected areas co-managed by NGOs | None |  |  |
| State/municipal protected areas | None |  |  |
| Others  National protected area managed by NGOs | 3 | 45,195 | 2 privately managed by NGO Nature Seychelles and Island conservation Society .One managed by the parastatal Seychelles Island Foundation |

| **Financial Analysis of the National Protected Area System** | Baseline year49F[[50]](#footnote-51)  2010  (US$)50F[[51]](#footnote-52) | Year X51F[[52]](#footnote-53)  (US$)52F[[53]](#footnote-54) | Year X+553F[[54]](#footnote-55)  (forecasting)  (US$)54F[[55]](#footnote-56) | Comments |
| --- | --- | --- | --- | --- |
| **Available Finances** |  | n/a | n/a | No financial planning has been made ahead of baseline year |
| (1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated (4) and retained within the PA system) |  |  |  |  |
| - national protected areas | 0 |  |  |  |
| - national areas co-managed by NGOs | 0 |  |  |  |
| - state/municipal protected areas | 0 |  |  |  |
| - others | 0 |  |  |  |
|  |  |  |  |  |
| (2) Total annual government budget provided for PA management (including donor funds, loans, debt-for nature swaps) | 0 |  |  |  |
| - national protected areas | 0 |  |  |  |
| - national areas co-managed by NGOs | 0 |  |  |  |
| - state/municipal protected areas | 0 |  |  |  |
| - others | 0 |  |  |  |
|  |  |  |  |  |
| (3) Total annual revenue generation from PAs, broken down by source |  |  |  |  |
| a. Tourism - total | 2,266,420 |  |  |  |
| - Tourism taxes | 0 |  |  |  |
| - Entrance fees | 2,137,616 |  |  |  |
| - Additional user fees | 128,804 |  |  |  |
| - Concessions | 0 |  |  |  |
| b. Payments for ecosystem services (PES) | 0 |  |  |  |
| c. Other (specify each type of revenue generation mechanism):Donors Fund |  |  |  |  |
| Donors Fund | 95,906 |  |  |  |
| Sales | 245,689 |  |  |  |
| Miscellaneous | 176,491 |  |  |  |
| (4) Total annual revenues by PA type55F[[56]](#footnote-57) |  |  |  |  |
| - national protected areas | 1,160,789 |  |  |  |
| - national areas co-managed by NGOs |  |  |  |  |
| - state/municipal protected areas |  |  |  |  |
| - others national protected area managed by NGOs | 1,623,719 |  |  |  |
|  |  |  |  |  |
| (5) Percentage of PA generated revenues retained in the PA system for re-investment56F[[57]](#footnote-58) | 100% |  |  |  |
|  |  |  |  |  |
| (6) Total finances available to the PA system  [government budget plus donor support etc (2)] plus [total annual revenues (4) multiplied by percentage of PA generated revenues retained in the PA system for re-investment (5)] | 2,784,507 |  |  |  |
|  |  |  |  |  |
| **Costs and Financing Needs** |  |  |  |  |
| (7) Total annual expenditure for PAs (operating and investment costs)57F[[58]](#footnote-59) | 2,785,741 |  |  |  |
| - national protected areas | 1,690,075 |  |  |  |
| - national protected areas co-managed by NGOs |  |  |  |  |
| - state/municipal protected areas |  |  |  |  |
| - others Protected Areas managed by NGOs | 1,095,666 |  |  |  |
|  |  |  |  |  |
| (8) Estimation of financing needs |  |  |  |  |
| A. Estimated financing needs for *basic* management costs and investments to be covered |  |  |  |  |
| B. Estimated financing needs for *optimal* management costs and investments to be covered |  |  |  |  |
|  |  |  |  |  |
| (9) Annual financing gap (financial needs – available finances)58F[[59]](#footnote-60) |  |  |  |  |
| A. Net actual annual surplus/deficit59F[[60]](#footnote-61) |  |  |  |  |
| B. Annual financing gap for basic expenditure scenarios |  |  |  |  |
| C. Annual financing gap for optimal expenditure scenarios |  |  |  |  |

**Part II – Assessing Elements of the Financing System**

| **Components and Elements** | **Scores** | | | | **Comments** |
| --- | --- | --- | --- | --- | --- |
| **Component 1 – Legal, regulatory and institutional frameworks** |  |  |  |  |  |
|
| *Element 1 –* Legal, policy and regulatory support for revenue generation by Pas | **None** | **Some** | **A few** | **Fully** |  |
| **0** | **1** | **2** | **3** |
| (i) Laws are in place that facilitate PA revenue mechanisms |  |  |  | 3 |  |
| (ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing | 0 |  |  |  |  |
| *Element 2 -* Legal, policy and regulatory support for revenue retention and sharing within the PA system | **No** | **Under development** | **Yes, but needs improvement** | **Yes, satisfactory** |  |
| **0** | **1** | **2** | **3** |
| (i) Laws, policies and procedures are in place for PA revenues to be retained by the PA system | 0 |  |  |  |  |
| (ii) Laws, policies and procedures are in place for PA revenues to be retained, in part, at the PA site level |  |  | 2 |  | PA revenues is retained within the mandated institution but not specifically by site |
| (iii) Laws, policies and procedures are in place for revenue sharing at the PA site level with local stakeholders | 0 |  |  |  |  |
| 60F*[[61]](#footnote-62)Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking funds or revolving funds)* | **No** | **Established** | **Established with limited capital** | **Established with adequate capital** |  |
| **0** | **1** | **2** | **3** |
| (i) A Fund have been established and capitalized to finance the PA system | 0 |  |  |  |  |
|
| (ii) Funds have been created to finance specific PAs |  |  | 2 |  |  |
|
| (iii) Funds are integrated into the national PA financing systems | 0 |  |  |  |  |
|
| *Element 4 -* Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government | **None** | **Under development** | **Yes, but needs improvement** | **Yes, Satisfactory** |  |
| **0** | **1** | **2** | **3** |
| (i) There are laws which allow and regulate delegation of PA management and associated financial management for concessions | 0 |  |  |  |  |
| (ii) There are laws which allow and regulate delegation of PA management and associated financial management for co-management | 0 |  |  |  |  |
| (ii) There are laws which allow and regulate delegation of PA management and associated financial management to local government | 0 |  |  |  |  |
| (iv) There are laws which allow private reserves |  | 1 |  |  |  |
| *Element 5 -* National PA financing strategies | **Not begun** | **In progress** | **Completed** | **Under implementation** |  |
| **0** | **1** | **2** | **5** |
| (i) Degree of formulation, adoption and implementation of a national financing strategy | 0 |  |  |  |  |
| (ii) The inclusion within the national PA financing strategy of key policies: | **No** | **Yes** |  |  |  |
| **1** | **2** |
| - Revenue generation and fee levels across PAs | 0 |  |  |  |  |
| - Criteria for allocation of PA budgets to PA sites (business plans, performance etc) | 0 |  |  |  |  |
| - Safeguards to ensure that revenue generation does not adversely affect conservation objectives of Pas | 0 |  |  |  |  |
| - Requirements for PA management plans to include financial sections or associated business plans | 0 |  |  |  |  |
| *Element 6 -* Economic valuation of protected area systems (ecosystem services, tourism based employment etc) | **None** | **Partial** | **Satisfactory** | **Full** |  |
|  | **0** | **1** | **2** | **3** |
| (i) Economic data on the contribution of protected areas to local and national development | 0 |  |  |  |  |
| (ii) PA economic values are recognized across government |  | 1 |  |  |  |
| *Element 7 -* Improved government budgeting for PA systems | **No** | **Yes** |  |  |  |
| **0** | **2** |
| (i) Policy of the Treasury towards budgeting for the PA system provides for increased medium to long term financial resources in accordance with demonstrated needs of the system. | 0 |  |  |  |  |
| (ii) Policy promotes budgeting for PAs based on financial need as determined by PA management plans. | 0 |  |  |  |  |
| (iii) There are policies that PA budgets should include funds for the livelihoods of communities living in and around the PA as part of threat reduction strategies | 0 |  |  |  |  |
| *Element 8 -* Clearly defined institutional responsibilities for PA management and financing | **None** | **Partial** | **Improving** | **Full** |  |
| **0** | **1** | **2** | **3** |
| (i) Mandates of institutions regarding PA finances are clear and agreed |  |  |  | 3 |  |
|
| *Element 9 -* Well-defined staffing requirements, profiles and incentives at site and system level | **None** | **Partial** | **Almost there** | **Full** |  |
| **0** | **1** | **2** | **3** |
| (i) There are sufficient number of positions for economists and financial planners and analysts in the PA authorities to properly manage the finances of the PA system |  | 1 |  |  | Only in PA Managed by NGO |
| (ii) Terms of Reference (TORs) for PA staff include responsibilities for revenue generation, financial management and cost-effectiveness |  | 1 |  |  | PA managers only |
| (iii) Laws and regulations motivate PA managers to promote site level financial sustainability (e.g. a portion of site generated revenues are allowed to be maintained for on-site re-investment and that such finances are additional to government budgets and not substitution) |  |  |  | 3 | 100% revenue retain by mandated in institution |
| (iv) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation and cost-effective management |  | 1 |  |  | Only in PA managed by NGO |
| (v) PA managers have the possibility to budget and plan for the long-term (eg over 5 years) |  | 2 |  |  | Difficult due to the uncertainty of the revenue |
| Total Score for Component 1 | 0 | 7 | 4 | **9** | **TOTAL SCORE 20** |
| **Component 2 – Business planning and tools for cost-effective management** |  |  |  |  |  |
|
| *Element 1 –* PA site-level business planning | **Not begun** | **Early stages** | **Near complete** | **Completed** |  |
| **0** | **1** | **2** | **3** |
| (i) PA management plans showing objectives, needs and costs are prepared across the PA system |  | 1 |  |  | Only in PA managed by NGO |
| (ii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed for pilot sites |  | 1 |  |  | Only in PA managed by NGO |
| (iii) Business plans are implemented at the pilot sites  (degree of implementation measured by achievement of objectives) |  | 1 |  |  | Only in PA managed by NGO |
| (iv) Business plans are developed for all appropriate PA sites  (business plans will not be useful for PAs with no potential to generate revenues) | 0 |  |  |  |  |
| (v) Financing gaps identified by business plans for PAs contribute to system level planning and budgeting | 0 |  |  |  |  |
| (vi) Costs of implementing business plans are monitored and contributes to cost-effective guidance and financial performance reporting |  | 1 |  |  | Only in PA Managed by NGO |
| *Element 2 -* Operational, transparent and useful accounting and auditing systems | **None** | **Partial** | **Near complete** | **Fully completed** |  |
| **0** | **1** | **2** | **3** |
| (i) Policy and regulations require comprehensive, coordinated cost accounting systems to be in place (for both input and activity based accounting) |  |  |  | 3 |  |
| (ii) There is a transparent and coordinated cost and investment accounting system operational for the PA system | 0 |  |  |  |  |
| (iii) Revenue tracking systems for each PA in place and operational |  |  |  | 3 |  |
| (iv) There is a system so that the accounting data contributes to national reporting | 0 |  |  |  |  |
| *Element 3 -* Systems for monitoring and reporting on financial management performance | **None** | **Partial** | **Near completed** | **Complete and operational** |  |
| **0** | **1** | **2** | **3** |
| (i) All PA revenues and expenditures are fully and accurately reported by government and are made transparent | 0 |  |  |  |  |
| (ii) Financial returns on investments from capital improvements measured and reported, where possible (eg track increase in visitor revenues before and after establishment of a visitor centre) | 0 |  |  |  |  |
| (iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority | 0 |  |  |  |  |
| (iv) Financial performance of PAs is evaluated and reported (linked to cost-effectiveness) | 0 |  |  |  |  |
| *Element 4 -* Methods for allocating funds across individual PA sites | **No** | **Yes** |  |  |  |
| **0** | 2 |
| (i) National PA budget is appropriately allocated to sites based on criteria agreed in national financing strategy | 0 |  |  |  |  |
| (ii) Policy and criteria for allocating funds to co-managed PAs complement site based fundraising efforts | 0 |  |  |  |  |
| *Element 5 -* Training and support networks to enable PA managers to operate more cost-effectively | **Absent** | **Partially done** | **Almost done** | **Fully** |  |
| **0** | **1** | **2** | **3** |
| (i) Guidance on cost-effective management developed and being used by PA managers | 0 |  |  |  |  |
| (ii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance | 0 |  |  |  |  |
| (iii) Monitoring and learning systems of cost-effectiveness are in place and feed into management policy and planning | 0 |  |  |  |  |
| (iv) PA site managers are trained in financial management and cost-effective management | 0 | 1 |  |  |  |
| 61F[[62]](#footnote-63)(v) PA site managers share costs of common practices with each other and with PA headquarters | 0 |  |  |  |  |
| **Total Score for Component 2** | **0** | **5** | **0** | **6** | **TOTAL SCORE 11** |
| **Component 3 – Tools for revenue generation** |  |  |  |  |  |
| *Element 1 -* Number and variety of revenue sources used across the PA system | **None** | **Partially** | **A fair amount** | **Optimal** |  |
| **0** | **1** | **2** | **3** |
| (i) An up-to-date analysis of all revenue options for the country complete and available including feasibility studies; | 0 |  |  |  |  |
| (ii) There is a diverse set of sources and mechanisms generating funds for the PA system | 0 |  |  |  |  |
| (iii) PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost) | 0 |  |  |  |  |
| *Element 2 -* Setting and establishment of user fees across the PA system | **No** | **Partially** | **Satisfactory** | **Fully** |  |
| **0** | **1** | **2** | **3** |
| (i) A system wide strategy and implementation plan for user fees is complete and adopted by government | 0 |  |  |  |  |
| (ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programs | 0 |  |  |  |  |
| 62F[[63]](#footnote-64)(iii) Tourism related infrastructure investment is proposed and is made for PA sites across the network based on revenue potential, return on investment and level of entrance fees [3] | 0 |  |  |  |  |
| (iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst still meeting PA conservation objectives |  |  | 2 |  |  |
| (v) Non tourism user fees are applied and generate additional revenue | 0 |  |  |  |  |
| *Element 3 -* Effective fee collection systems | **None** | **Partially** | **Completed** | **Operational** |  |
| **0** | **1** | **2** | **3** |
| (i) A system wide strategy and implementation plan for fee collection is complete and adopted by PA authorities (including co-managers) | 0 |  |  |  |  |
| *Element 4 -* Marketing and communication strategies for revenue generation mechanisms | **None** | **Partially** | **Satisfactory** | **Fully** |  |
| **0** | **1** | **2** | **3** |
| (i) Communication campaigns and marketing for the public about the tourism fees, new conservation taxes etc are widespread and high profile | 0 |  |  |  |  |
| 63F*[[64]](#footnote-65)Element 5 - Operational PES schemes for PAs[4]* | **None** | **Partially** | **Progressing** | **Fully** |  |
| **0** | **1** | **2** | **3** |
| (i) A system wide strategy and implementation plan for PES is complete and adopted by government | 0 |  |  |  |  |
| (ii) Pilot PES schemes at select sites developed | 0 |  |  |  |  |
| (iii) Operational performance of pilots is evaluated and reported | 0 |  |  |  |  |
| (iv) Scale up of PES across the PA system is underway | 0 |  |  |  |  |
| *Element 6 -* Operational concessions within PAs | **None** | **Partially** | **Progressing** | **Fully** |  |
| **0** | **1** | **2** | **3** |
| (i) A system wide strategy and implementation plan complete and adopted by government for concessions | 0 |  |  |  |  |
| (ii) Concession opportunities are identified at appropriate PA sites across the PA system | 0 |  |  |  |  |
| (iii) Concession opportunities are operational at pilot sites | 0 |  |  |  |  |
| (iv) Operational performance of pilots is evaluated, reported and acted upon | 0 |  |  |  |  |
| *Element 7 -* PA training programs on revenue generation mechanisms | **None** | **Limited** | **Satisfactory** | **Extensive** |  |
| **0** | **1** | **2** | **3** |
| (i) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration | 0 |  |  |  |  |
| **Total Score for Component 3** | **0** | **0** | **2** | **0** | **TOTAL SCORE 2** |

Date: 1/09/2010

**Part III – Scoring and Measuring Progress**

|  |  |
| --- | --- |
| **Total Score for PA System** | 33 |
| **Total Possible Score** | 206 |
| **Actual score as a percentage of the total possible score** | 16% |
| **Percentage scored in previous year** | n/a |

Date: 15/04/2010

### Capacity Assessment Scorecard

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Strategic Areas of Support** | **Systemic** | | | **Institutional** | | | **Individual** | | | **Average %** |
| Project Scores | Total possible score | % | Project Scores | Total possible score | % | Project Scores | Total possible score | % |
| (1) Capacity to conceptualize and develop sectoral and cross-sectoral policy and regulatory frameworks | 2 | 6 | 33% | 1 | 3 | 33% | N/A | NA | NA | 33% |
| (2) Capacity to formulate, operationalise and implement sectoral and cross-sectoral programmes and projects | 3 | 9 | 33% | 11 | 27 | 41% | 5 | 12 | 42% | 40% |
| (3) Capacity to mobilize and manage partnerships, including with the civil society and the private sector | 2 | 6 | 33% | 2 | 6 | 33% | 1 | 3 | 33% | 33% |
| (4) Technical skills related specifically to the requirements of the SPs and associated Conventions | 1 | 3 | 33% | 1 | 3 | 33% | 1 | 3 | 33% | 33% |
| (5) Capacity to monitor, evaluate and report at the sector and project levels | 2 | 6 | 33% | 2 | 6 | 33% | 1 | 3 | 33% | 33% |
| **TOTAL Score and average for %'s** | **10** | **30** | **33%** | **17** | **45** | **35%** | **8** | **21** | **35%** | **36%** |

| **Strategic Area of Support** | **Capacity Level** | **Outcome** | **Numeric Indicator Score** | **Outcome Indicator** |
| --- | --- | --- | --- | --- |
| **1. Capacity to conceptualize and formulate policies, legislations, strategies and programmes** | *Systemic* | The protected area agenda is being effectively championed / driven forward | **1** | There are some persons or institutions actively pusueing a protected area agenda but they have little effect or influence |
| There is a strong and clear legal mandate for the establishment and management of protected areas | **1** | There is a partial legal framework for protected areasbut it has many inadequacies |
| *Institutional* | There is an institution responsible for protected areas able to strategize and plan | **1** | Protected area institutions do have strategies and plans, but these are old and no longer up to date or were prepared in a totally top-down fashion |
| **2. Capacity to implement policies, legislation, strategies and programmes** | *Systemic* | There are adequate skills for protected area planning and management | **1** | Some skills exist but in largely insufficient quantities to guarantee effective planning and management |
| There are protected area systems | **1** | Protected area system is patchy both in number and geographical coverage and has many gaps in terms of representativeness |
| There is a fully transparent oversight authority for the protected areas institutions | **1** | There is some oversight, but only indirectly and in an untransparent manner |
| *Institutional* | Protected area institutions are effectively led | **1** | Protected area institutions exist but leadership is weak and provides little guidance |
| Protected areas have regularly updated, participatorially prepared, comprehensive management plans | **1** | Some protected areas have up-to-date management plans but they are typically not comprehensive and were not participatorially prepared |
| Human resources are well qualified and motivated | **1** | Human resources qualification is spotty, with some well qualified, but many only poorly and in general unmotivated |
| Management plans are implemented in a timely manner effectively achieving their objectives | **1** | Management plans are poorly implemented and their objectives are rarely met |
| Protected area institutions are able to adequately mobilize sufficient quantity of funding, human and material resources to effectively implement their mandate | **1** | Protected area institutions have some funding and are able to mobilize some human and material resources but not enough to effectively implement their mandate |
| Potected area institutions are effectively managed, efficiently deploying their human, financial and other resources to the best effect | **2** | The institution is reasonably managed, but not always in a fully effective manner and at times does not deploy its resources in the most efficient way |
| Protected area institutions are highly transparent, fully audited, and publicly accountable | **1** | Protected area institutions are not transparent but are occasionally audited without being held publicly accountable |
| There are legally designated protected area insititutions with the authority to carry out their mandate | **2** | There are one or more institutions or agencies dealing with protected areas, the responsibilities of each are fairly clearly defined, but there are still some gaps and overlaps |
| Protected areas are effectively protected | **1** | Some enforcement of regulations but largely ineffective and external threats remain active |
| *Individual* | Individuals are able to advance and develop professionally | **1** | Career tracks are weak and training possibilities are few and not managed transparently |
| Individuals are appropriately skilled for their jobs | **2** | Individuals are reasonably skilled but could further improve for optimum match with job requirement |
| Individuals are highly motivated | **1** | Motivation uneven, some are but most are not |
| There are appropriate systems of training, mentoring, and learning in place to maintain a continuous flow of new staff | **1** | Some mechanisms exist but unable to develop enough and unable to provide the full range of skills needed |
| **3. Capacity to engage and build consensus among all stakeholders** | *Systemic* | Protected areas have the political commitment they require | **1** | Some political will exists, but is not strong enough to make a difference |
| Protected areas have the public support they require | **1** | There is limited support for protected areas |
| *Institutional* | Protected area institutions are mission oriented | **1** | Institutional mission poorly defined and generally not known and internalized at all levels |
| Protected area institutions can establish the partnerships needed to achieve their objectives | **1** | Some partnerships in place but significant gaps and existing partnerships achieve little |
| *Individual* | Individuals carry appropriate values, integrity and attitudes | **1** | Some individuals have notion of appropriate attitudes and display integrity, but most don't |
| **4. Capacity to mobilize information and knowledge** | *Systemic* | Protected area institutions have the information they need to develop and monitor strategies and action plans for the management of the protected area system | **1** | Some information exists, but is of poor quality, is of limited usefulness, or is very difficult to access |
| *Institutional* | Protected area institutions have the information needed to do their work | **1** | Some information exists, but is of poor quality and of limited usefulness and difficult to access |
| *Individual* | Individuals working with protected areas work effectively together as a team | **1** | Individuals interact in limited way and sometimes in teams but this is rarely effective and functional |
| **5. Capacity to monitor, evaluate, report and learn** | *Systemic* | Protected area policy is continually reviewed and updated | **1** | Policy is only reviewed at irregular intervals |
| Society monitors the state of protected areas | **1** | There is some dialogue going on, but not in the wider public and restricted to specialized circles |
| *Institutional* | Institutions are highly adaptive, responding effectively and immediately to change | **1** | Institutions do change but only very slowly |
| Institutions have effective internal mechanisms for monitoring, evaluation, reporting and learning | **1** | There are some mechanisms for monitoring, evaluation, reporting and learning but they are limited and weak |
| *Individual* | Individuals are adaptive and continue to learn | **1** | Performance is irregularly and poorly measured and there is little use of feedback |

## Annex V: Letters of Support for Project Activities

The following letters of technical support are appended (see separate file with Annexes);

1. Seychelles National Parks Authority – Output 1.1
2. University of Dar Es Salaam, Institute of Marine Sciences – Output 2.1
3. North Island Company Ltd – Output 2.4
4. Denis Island – Output 2.4
5. Seychelles Fishing Authority – Output 2.5

## 

## Annex VI: Project Figures and Maps

**Map 1**: A. Location of turtle nesting beaches being monitored by MCSS on the South coast of Mahé (the prospective locations for a turtle TPA); B. Location of recurrent whale shark aggregation sites being monitored by MCSS aerial survey off the coast of Mahé (sites A and B are the prospective sites for the whale shark TPA).



**A.**



**B.**

## 

## Annex VII: Budgets of implementing partners pertaining to respective MOUs (NS, MCSS, SIF and GIF)

1. NS - Budget

|  |
| --- |
| Contracting Agent: DOE  Implementing Agent: NS  Fund ID: 62000 / Donor Name: gef-10003  Refer to the following notes in the TBW: 6 and 11. |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **GEF Output** | **Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Amount Year 4 (USD)** | **TOTAL** | **Budget reference** |
| **Output 1.1** Part 1: map the marine extensions of the terrestrial IBAs, based on seabird distribution and abundance data | International Consultants | 15,000 | 13,000 | 0 | 0 | **28,000** | a |
| Contractual Services - Individuals | 15,000 | 15,000 | 0 | 0 | **30,000** | b |
| Travel | 3,500 | 1,500 | 0 | 0 | **5,000** | c |
| Professional Services | 5,000 | 4,000 | 0 | 0 | **9,000** | d |
| Audio Visual & Print Prod Costs | 0 | 2,500 | 0 | 0 | **2,500** | e |
| Miscellaneous | 2,750 | 2,750 | 0 | 0 | **5,500** | f |
| **TOTAL for Output 1.1** | **41,250** | **38,750** | **0** | **0** | **80,000** |  |
| **Output 2.1** Test efficacy of active coral reef restoration techniques | International Consultants | 12,500 | 21,000 | 6,500 | 0 | **40,000** | g |
| Contractual Services - Individuals | 24,000 | 24,000 | 25,000 | 0 | **73,000** | h |
| Travel | 7,500 | 12,500 | 0 | 0 | **20,000** | i |
| Materials and Goods | 17,000 | 14,000 | 14000 | 0 | **45,000** | j |
| Audio Visual & Print Prod Costs | 1,500 | 2,500 | 2,500 | 0 | **6,500** | k |
| Miscellaneous | 11500 | 12000 | 12000 | 0 | **35,500** | l |
| **TOTAL for Output 2.1** | **74,000** | **86,000** | **60,000** | **0** | **220,000** |  |
| **Output 2.5** Improve design and functioning of Cousin Island SR | International Consultants | 0 | 9,000 | 0 | 0 | **9,000** | m |
| Contractual Services - Individuals | 10,000 | 15,000 | 10,000 | 0 | **35,000** | n |
| Travel | 4,500 | 12,000 | 2000 | 0 | **18,500** | o |
| Information Technology Equip. | 2,000 | 2,500 | 0 | 0 | **4,500** | p |
| Materials and Goods | 94,000 | 8,000 | 0 | 0 | **102,000** | q |
| Audio Visual & Print Prod Costs | 4,000 | 4,000 | 4,000 | 0 | **12,000** | r |
| Miscellaneous | 5,000 | 5,000 | 4,000 | 0 | **14,000** | s |
| **TOTAL for Output 2.5** | **119,500** | **55,500** | **20,000** | **0** | **195,000** |  |
| **TOTAL** | | **234,750** | **180,250** | **80,000** | **0** | **495,000** |  |

| **Budget ref.** | **Budget Notes** |
| --- | --- |
| a | Marine IBA expert; consultation expert |
| b | Marine IBA staff - 2 year contract |
| c | Travel costs for international and local IBA experts; travel costs for stakeholders |
| d | Stakeholder consultation and facilitation service providers; legal adviser |
| e | Travel costs for international and local IBA experts; travel costs for stakeholders |
| f | Stakeholder consultation and facilitation service providers; legal adviser |
| g | Nursery expert, nursery assistant, annual general consulting, 2 coral translocation experts, |
| h | Two permanent local staff |
| i | Five experts travel costs to Seychelles |
| j | Material for 2 coral nurseries, including: ropes, angle bars, wires, iron bars, mesh, plastic nets, buoys, plastic wall anchors, pipes, glue. Material for coral translocation. Scuba diving gear. |
| k | Publications, R&M costs for computing equipment |
| l | Maintenance of scuba diving gear, fuel, boat maintenance, local workshops, travel Mahe-Praslin |
| m | Legal advice/drafting of regulations |
| n | Targeted re-analysis of existing UVC datasets; Training in side-scan sonar/habitat mapping; Analysis and visualization of acoustic telemetry data; Local experienced fisher to support tag experiments; To facilitate 1st workshop (3.1), set-up experimental design |
| o | Flights to Seychelles for 3 overseas experts consulted by project; Contribution to R/v L’Amitie fuel costs; Mahe to Praslin trips (ferry/flights) for local and overseas experts; |
| p | Reward of US$20/tag (1,500 tags deployed with maximum recovery rate of 10% estimated) |
| q | 20 VEMCO VR2 listening stations , 1 V100 tracking device +shipping; 100 VEMCO acoustic tags, of various sizes (350/tag) + shipping; Floy t-bar anchor tags and applicators (1,500 tags, 5 applicators); 2 sets for use under the project incl. regulators, BCD, wet suits; Construction of 20 reinforced concrete mooring blocks for VR2 deployment; Fish traps for tagging experiments – modified construction |
| r | Operating expenses for office equipment; Design and printing of educational and awareness materials |
| s | Research vessel fuel; 8 meetings |

2. UMCSS – Budget

|  |
| --- |
| Contracting Agent: DOE  Implementing Agent: MCSS  Fund ID: 62000 / Donor Name: GEF-10003  Refer to the following notes in the TBW: 12 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **GEF Output** | **Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Amount Year 4 (USD)** | **TOTAL** | **Budget reference** |
| **Output 2.2** Testing an approach to the protection of critical habitats of whale sharks and turtles | Contractual Services - Individuals | 37,200 | 38,800 | 49,200 | 56400 | **181,600** | a |
| Travel | 17,520 | 12,480 | 18780 | 17,520 | **66,300** | b |
| Contractual Services - Companies | 12,100 | 12,100 | 9,800 | 9,400 | **43,400** | c |
| Equipment and Furniture | 57,848 | 2,208 | 2,207 | 2207 | **64,470** | d |
| Materials and Goods | 2,680 | 2,680 | 2,680 | 1190 | **9,230** | e |
| Information Technology Equip. | 10000 | 5000 | 12000 | 3700 | **30,700** | f |
| Audio Visual & Print Prod Costs | 8,700 | 6,700 | 5,300 | 9600 | **30,300** | g |
| Miscellaneous | 3,500 | 3,500 | 3,500 | 3,500 | **14,000** | h |
| **TOTAL for Output 2.2** | **149,548** | **83,468** | **103,467** | **103,517** | **440,000** |  |

|  |  |
| --- | --- |
| **Budget ref.** | **Budget Notes** |
| a | Project staff (1 Project Administrator; 1 researcher; year 3&4 1 field assistant; year 4- 1 ranger ) |
| b | Local travel; boat operating costs; vehicle operating costs |
| c | Boat charters; utilities; telecoms |
| d | Survey Equipment / instrumentation; vehicle cost; vehicle expenses; boat operating expenses; safety equipment |
| e | Consumables |
| f | Computers; instrumentation; hardware and IT support |
| g | Printing costs |
| h | Audit Fees |

3. USeychelles Islands Foundation

|  |
| --- |
| Contracting Agent: DOE  Implementing Agent: SIF  Fund ID: 62000 / Donor Name: GEF-10003  Refer to the following notes in the TBW: 13 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **GEF Output** | **Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Amount Year 4 (USD)** | **TOTAL** | **Budget reference** |
| **Output 2.3** Expanding offshore boundary of Aldabra SR and strengthening its management | International Consultants | 28,000 | 64,000 | 14,000 | 0 | **106,000** | a |
| Local Consultants | 2,000 | 4,000 | 0 | 0 | **6,000** | b |
| Travel | 57,800 | 72,400 | 38800 | 0 | **169,000** | c |
| Equipment and Furniture | 32,000 | 0 | 0 | 0 | **32,000** | d |
| Information Technology Equip. | 0 | 2,000 | 0 | 0 | **2,000** | e |
| Audio Visual & Print Prod Costs | 1,000 | 1,000 | 1,000 | 2000 | **5,000** | f |
| Miscellaneous | 2000 | 2000 | 2000 | 4000 | **10,000** | g |
| **TOTAL for Output 2.3** | **122,800** | **145,400** | **55,800** | **6,000** | **330,000** |  |

| **Budget ref.** | **Budget Notes** |
| --- | --- |
| a | Legal consultant; remote-sensing consultant (3 months); avian bio-indicator consultant (7 months); reptile bio-indicator consultant (7 months); and management plan consultant (2 months) |
| b | Remote-sensing consultant |
| c | Local flights (Mahé-Assumption); Int'l flights; boat fuel; daily subistence for consultants; shipment of equipment |
| d | Procurement of communications equipment and monitoring and remote sensing equipment |
| e | Management planning software |
| f | Publications, reports, information materials |
| g | Boat maintenance, administration costs |

4. UGreen Islands Foundation

|  |
| --- |
| Contracting Agent: DOE  Implementing Agent: GIF  Fund ID: 62000 / Donor Name: GEF-10003  Refer to the following notes in the TBW: 14 |

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **GEF Output** | **Description** | **Amount Year 1 (USD)** | **Amount Year 2 (USD)** | **Amount Year 3 (USD)** | **Amount Year 4 (USD)** | **TOTAL** | **Budget reference** |
| **Output 2.4** Establishing and managing North and Denis Islands as formal protected areas | International Consultants | 4,000 | 0 | 0 | 0 | **4,000** | a |
| Local Consultants | 20,000 | 16,000 | 14,000 | 5000 | **55,000** | b |
| Contractual Services - Individuals | 12,000 | 12,500 | 6,000 | 0 | **30,500** | c |
| Contractual Services - Companies | 3,000 | 3,000 | 0 | 0 | **6,000** | d |
| Equipment and Furniture | 12,000 | 11,000 | 8,000 | 6000 | **37,000** | e |
| Materials and Goods | 2,000 | 6,000 | 3,000 | 0 | **11,000** | f |
| Information Technology Equip. | 5,000 | 0 | 0 | 0 | **5,000** | g |
| Professional Services | 0 | 13,000 | 13,000 | 13,000 | **39,000** | h |
| Audio Visual & Print Prod Costs | 6,500 | 12,000 | 3,500 | 1000 | **23,000** | i |
| Miscellaneous | 3000 | 4000 | 1500 | 1000 | **9,500** | j |
| **TOTAL for Output 2.4** | **67,500** | **77,500** | **49,000** | **26,000** | **220,000** |  |

| **Budget ref.** | **Budget Notes** |
| --- | --- |
| a | Contractual appointment of rodent expert for the review and improvement of the island's rodent prevention protocol. |
| b | Contractual appointments of mapping expert, invertebrate specialist, legal expert, coastal and marine expert, environmental management expert, land-use plan expert. |
| c | Contractual appointments of field assistants for coastal and marine components. |
| d | Workshop facilitation and materials |
| e | Surveillance and field equipment + office equipment for project officer |
| f | Field services goods |
| g | IT equipment for project officer and project implementation |
| h | Project officer (36 months) |
| i | GIS mapping products |
| j | Incidentals |

## Annex VIII: Letters of co-financing commitment

The following letters of co-financing commitment are appended (see separate file with Annexes):

1. Marine Conservation Society of Seychelles (US$185,480 in cash and US$273,300 in-kind)
2. Nature Seychelles (US$160,000 in cash and US$200,000 in-kind)
3. Seychelles Islands Foundation (US$147,790 in cash and US$190,800 in-kind)
4. Green Islands Foundation (US$65,000 in-kind)
5. North Island Company Ltd (US$275,000 in-kind)
6. Denis Island Pty Ltd (US$265,413 in-kind)
7. Government – DOE and SNPA (US$1,500,000 in-kind)

Total co-financing amount mentioned in letters: US$3,262,783

## Annex IX: Memorandum of Understanding (MOU) between the Government of Seychelles and the implementing partners

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **MEMORANDUM OF UNDERSTANDING**  **BETWEEN**  The Government of Seychelles represented by the Department of Environment, *hereby reffered to as DOE*  **AND**  *NGO*  **1. Description and Scope of Work**   * 1. The purpose of this MOU is to provide a framework and facilitate cooperation between DOE and (NGO) for the implementation of the UNDP/GEF funded project: ‘Strengthening Seychelles’ Protected Area System through NGO Management modalities’.   1.2 (Brief Background ackground on the Protected Area Project)  1.3 (NGO) has the responsibility to implement activities (XXX) of the project: i.e. (title) with an allocated budget of (USD X) as described in the project document (**Annex 1).**  1.4 All activities will be carried out according to the agreed project document (Annexe 1), and in accordance with the current applicable rules, regulations, and directives of GOS.  **2.0 Areas of Cooperation**  2.1 GOS and (NGO) agree to cooperate and coordinate activities to facilitate the implementation of the project within the approved allocated time frame (See Annexe 1)  **3. Commencement and Duration**  3.1 This MOU shall commence on (Commencement Date) and terminate on (Termination Date) subject to earlier termination in accordance with the terms of this Agreement.  **4.0 Deliverables**  4.1 The deliverables are set out in the project document in Annex 1.  **5.0 Obligations of NGO**  5.1 NGO shall   * execute the Project with the highest standards of professional and ethical competency and integrity and with reasonable skill, care and diligence; * provide co-finance which shall be utilised in the execution of the Project in accordance with the Project Budget; * provide personnel time and logistical support.  1. **Payment and Reporting**   6.1 DOE shall pay (NGO) a total amount of US$ X (US dollars in words) for the implementation of activites described in the project document (**Annex 1**) over the period of this Agreement  6.2 GOS shall request UNDP/GEF to make payments to the NGOs in accordance with the agreed Project Budget and Milestones for Payment set out in the project document. Should any funds remain after finalisation of the Project, the NGO shall return all unused funds to GOS.  6.3 The funds provided under this agreement shall not be used for any purpose other than the ones specified undere this Agreement. Any expenditure over and above the funds provided under this contract shall not be reimbursed or otherwise covered by DOE.  6.4 NGO will need to submit a quarterly workplan to the Project Manager with associated budget.  6.5 DOE will advance the fund on a quarterly basis Based on quarterly workplan  6.6 At the end of the quarter, technical and financial report will need to be prepared and submitted to the Project Manager following format provided by UNDP (See Annex 2).  6.7 The replenishment of the advance can be requested when 80%of the advance has been spent for project implementation.  6.8 Payments shall be transferred to the account of the NGOs at the following bank:  Bank Name: X  Bank Address: X  Account Name: X  Account No.: X  SWIFT Code: X  6.9 NGO shall, within seven (7) calendar days, confirm each receipt of funds from DOE.  6.10 NGO shall use acceptable accounting procedures and reconcile expenses with the funds received from DOE. Any interest accrued from advance payments shall be credited to the project as income.  6.11 Prior written approval by DOE is required for any reallocation of funds among the budget lines.  6.12 Financial reports must be signed and certified by theNGO. Original supporting documents related to each financial report must be sent to PCU with copies retained and made available for review and inspection by DOE and/or DOE’s appointed representatives.  6.13 Upon completion or termination of this contract, NGO shall maintain the financial records for a period of at least five (5) years, unless otherwise agreed between the two Parties.  **7.0. Procurement of goods and services and disposal of equipment**  7.1 NGO shall use UNDP and GEF procedures for procurement of goods and services which comply with accepted international accounting and procurement practices.    7.2 If the work is to be sub-contracted to a third party, then the NGO is required to notify DOE the name of the sub-contractor and the value of work sub-contracted.  7.3 Equipment purchased with the financial resources provided by this contract and in accordance with the budget to remain the property of UNDP until the end of the project, when they will become the property of GOS or the NGOs depending for what purpose it was procured. NGO shall maintain an inventory of such equipment and shall submit the inventory with each financial report.  **8. Communication and Reporting**  8.1 All correspondence in connection with this contract shall be directed to the project Manager (PCU) as per UNDP/GEF and DOE requirements with copies sent to the following:   |  |  | | --- | --- | | Didier Dogley | Project Manager | | (Contact details | Contact details | |  |  | | Tel : |  | | Fax: |  | | Email: |  |   8.2 NGO shall promptly inform DOE of any event or circumstance which it becomes aware of that, in NGOs’s opinion, is likely to impact on the scope, cost or timing of the Project and as a result, it may affect or interfere with, or seriously hinder or impair, its ability to perform under this contract.  8.3 The Project Manager from the UNDP office, on behalf of DOE, shall also conduct monitoring of the project from time to time. The arrangements for each monitoring visit shall be communicated in advance to the NGO.  **9.0 Intellectual Property Rights and Acknowledgements**  9.1 All legal rights in all outputs that are produced under this contract in any format and media shall jointly vest in UNDP/GEF, DOE and NGO.   * 1. Use of the UNDP/GEF and DOE logos for any purpose requires prior written approval from UNDP/GEF and DOE. Neither shall use the name, logo or trademarks of the other party, or any its subsidiaries, and/or affiliates, or any abbreviation thereof, without the express prior written approval of the other Party.   9.3 DOE acknowledges that it is familiar with the ideals and objectives of NGOs and recognizes that its name and logo may not be used in a manner inconsistent with its status, reputation and neutrality.  **10.0 Indemnification**  10.1 NGO agrees to indemnify DOE against any claims which may be made against DOE, or losses DOE may incur, for any injury or damage suffered by any person, arising out of, or as a consequence of, the execution of this Agreement. Provided that DOE is not indemnified against, nor is the NGO liable for, any claim or loss caused by the gross negligence of DOE.  **11.0 Dispute Resolution /settlement of disputes**  11.1 If any dispute of whatsoever nature arises between DOE and NGO in respect of any matter arising from or connected to this Agreement, DOE and NGO shall make every effort to resolve through dialogue any disputes arising from the execution of this contract.  11.2 if the dispute cannot be settled by way of negotiation or in any other form agreed on by them within three months from the date on which one notifies the other of the existence of the dispute, shall be submitted to arbitration in accordance with the laws of the Republic of Seychelles.  **12.0 Modification**  12.1 Any notice or request required or permitted to be given or made under this MOU shall be in writing. Such notice or request shall be deemed to have been duly given or made when it shall have been delivered by hand, certified mail or fax to the party to which it is required to be given or made at the address specified below or such other address as shall be hereafter notified:  **13.0 Consultation and Exchange of Information**  13.1 DOE and NGO shall, at such intervals as deemed appropriate, convene meetings to review the progress of activities being carried out under the present MOU and to plan future activities.  13.2 Consultation and exchange of information and documents shall be without prejudice to arrangements, which may be required to safeguard the confidential and restricted character of certain information and documents. Such arrangements will survive the termination of this MOU and of any agreements signed by the parties within the scope of this collaboration.  **14.0 Termination**  14.1 DOE and NGO shall give each other ninety (90) days prior written notice of intent to suspend or terminate this contract for any reason other than default. In the event of voluntary termination prior to the expiration of this contract, DOE and NGO shall agree in writing to a plan for orderly conclusion of all activities. Any expenses not included in the agreed termination plan shall not be reimbursed or otherwise covered by DOE.  14.2 In the event that NGO defaults in carrying out any of its obligations under this contract, DOE shall send a written notice specifying the measures that must be taken to remedy the default and specifying the period within which those measures must be implemented. In the event that the default is not remedied within the specified period, DOE shall notify NGO to suspend all activities and expenditures and shall specify in writing a plan for orderly conclusion of all activities. Any expenditure incurred after the date of such notice that is not included in the termination plan shall not be reimbursed or otherwise covered by DOE. DOE reserves the right to terminate this contract immediately in the event of default.  14.3 If this contract is not completed for reasons beyond the control of NGO, DOE shall reimburse only the costs actually incurred in accordance with Annex 1, up to the date that NGO notifies DOE that it is unable to complete the contract. In such a case, final payment shall be made on the basis of deliverables actually produced as of the date of notification.  14.4 Reimbursements on termination for any reason, when added to amounts previously paid by DOE, shall not exceed the total amount of this contract.  14.5 NGO acknowledges that DOE’s liability for payment of the Project is being funded through a UNDP GEF funded and approved Project Document. If UNDP GEF’s funding to DOE is terminated for any reason, then DOE may terminate this Agreement on written notice to the NGO, which termination shall not affect DOE’s liability for payment to be made in terms of the milestones prior to the date of such notice or for a *pro rata* payment in respect of services rendered between the date of the last payment and the date of the notice.  **15.0 Miscellaneous**  15.1 This MOU and project document comprise the complete understanding of DOE and NGO in respect of the subject matter in this MOU and supersede all prior agreements relating to the same subject matter. Failure by either Party to enforce a provision of this MOU shall not constitute or waiver of that or any other provision of this MOU. The invalidity or unenforceability of any provision of this MOU shall not affect the validity or enforceability of any other provision of this MOU.  **16. Governing Law**  This MOU is subject to the laws of the Republic of Seychelles.  **17. Annexes**  All annexes form an integral part of this MOU.  The undersigned indicate their agreement to the obligations set out in this MOU and its annexes.   |  |  | | --- | --- | | For DOE | For NGO | |  |  | | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | Mr. Didier Dogley | Details | | Principal Secretary |  | | (Address) | (Contact Address) | |  |  | | Date:  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | Date  \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ |   **Annex 1**  **PROJECT DOCUMENT**  **Annex 2**  **Project Reporting Schedule** |

# SIGNATURE PAGE

[to be pasted when signed]

1. In many documents a number of 115, or “over 115” islands is quoted. This number is determined by the grouping of some proximate islands / islets (e.g. the African Banks, Cosmoledo and Farquhar atolls). [↑](#footnote-ref-2)
2. Although most of the inner islands are granitic in origin, two of the islands (Bird and Denis Islands) are coralline and 2 (Silhouette and North Islands) are volcanic in origin. [↑](#footnote-ref-3)
3. The highest point is Morne Seychellois on Mahé, at 914 m. [↑](#footnote-ref-4)
4. Globally vulnerable dugongs (*Dugong dugon*) occur in association with seagrass in the Aldabra lagoon. [↑](#footnote-ref-5)
5. The Madagascar and Indian Ocean Islands Hotspot contains 11,600 species of endemic plants, of an estimated 13,000 occurring. 183 out of the 313 species of birds, 367 out of 381 species of reptiles and 226 out of 228 species of amphibians are also endemic (Myers *et al*, 2004). [↑](#footnote-ref-6)
6. Cousin Island was also designated a nature reserve in 1968 under the Wild Animals and Birds Protection Act. [↑](#footnote-ref-7)
7. Three other small islands - Ile Cocos, Ile La Fouche and Ilot Platte – were previously designated as protected areas but have since been combined into a new marine park, Ile Coco. [↑](#footnote-ref-8)
8. The islets of the Farquhar atoll are under long-term leases to a parastatal, the Island Development Corporation (IDC). [↑](#footnote-ref-9)
9. A parastatal is a corporate body established by Government to run various (often commercial) activities in the manner of a business, with a board of directors and a managing director. The Chairman of the Board and the board members of the parastatal are nominated by Government, and the parastatal is ultimately responsible and accountable to the appropriate “parent” Ministry. [↑](#footnote-ref-10)
10. African Banks falls directly under the responsibility of the Permanent Secretary in the Ministry. In reality though, the MLUH plays no active role in the management of African Banks, which is effectively a “paper park”. [↑](#footnote-ref-11)
11. The island is under freehold title, and the deed is held by ICS (UK) [↑](#footnote-ref-12)
12. The island is under freehold title, and the deed is held by BirdLife International. [↑](#footnote-ref-13)
13. Revised and re-named as the Seychelles National Environment Commission (SNEC) in 1982. [↑](#footnote-ref-14)
14. SNEC is however not currently functional. [↑](#footnote-ref-15)
15. Cinnamon has subsequently become the most common IAS in the forests of Mahé and Praslin. [↑](#footnote-ref-16)
16. Although Cosmoledo atoll was an exception [↑](#footnote-ref-17)
17. The Conservation Policy white paper (1971) established an initial programme for the expansion of the PAS. The areas targeted for PAs were however focused on the tourism opportunities, and based on limited scientific survey information. [↑](#footnote-ref-18)
18. Of these 48 KBAs, 12 already fall within the current extent of the PA system, and 36 (covering an area of some 47km2) would ideally need to be designated as protected areas to comprehensively represent the species richness and priority habitats of Seychelles. [↑](#footnote-ref-19)
19. For example, there is very limited information on: population numbers or distribution of many marine species; on migration routes for marine vertebrates; and on critical habitat information (such as pupping, nursery & foraging areas) for marine mammals. [↑](#footnote-ref-20)
20. The formal proclamation of most of the terrestrial extent of Silhouette Island (~1,860ha) has recently (August, 2010) been announced by the government. [↑](#footnote-ref-21)
21. At project inception North and Denis Islands will not have been formally designated as protected areas [↑](#footnote-ref-22)
22. Focused on privately owned islands that are located within the country’s biodiversity priority areas [↑](#footnote-ref-23)
23. Note: while there are some similarities in the chosen theme (i.e. NGO modalities of PA management), the World Bank- implemented project was however limited to infrastructure development, threatened species management and NGO capacity building on two small inner islands. [↑](#footnote-ref-24)
24. Including coastal ecosystems [↑](#footnote-ref-25)
25. Including freshwater ecosystems [↑](#footnote-ref-26)
26. Biodiversity thresholds represent tipping points beyond which irreversible loss of ecosystem functioning, or of species, is likely to occur. [↑](#footnote-ref-27)
27. Biodiversity conservation planning methodologies and technologies (such as MARXAN or the summed irreplaceability approach) will be used to develop the optimal configuration design for the protected area system. [↑](#footnote-ref-28)
28. It may be possible that the consortium contracted in Output 1.1 may tender for this work as well. [↑](#footnote-ref-29)
29. The legal reform project has an overall project budget of US$131,000, of which this project will contribute US$50,000 for the preparation of the Act for protected areas, and associated regulations. [↑](#footnote-ref-30)
30. The DOE and SNPA will identify staff to undergo skills development and training under this output. [↑](#footnote-ref-31)
31. The CB2 project is currently in the process of contracting a consulting firm to ‘*design and install a fully functional environmental database for the Department of Environment, and provide a manual and basic training on the database use to a selected number of staff’*. [↑](#footnote-ref-32)
32. The main source material will be selected from naturally broken colonies or branches that have a low chance of survival [↑](#footnote-ref-33)
33. A review of the coral gardening concept and an assessment of international experiences in its implementation was undertaken during project preparation. Initial contacts with international experts in coral gardening were made and guided the formulation of this output. A more detailed technical report on the feasibility of this output is available on request. [↑](#footnote-ref-34)
34. TPAs may not necessarily be designated as formal protected areas – other formal conservation/protection options for TPAs will be assessed during project implementation. [↑](#footnote-ref-35)
35. Currently the MPA design and configuration in Seychelles does not effectively conserve mobile marine vertebrate species. [↑](#footnote-ref-36)
36. Letters of support from SFA and SNPA are appended in [Annexure V](#_Annex_VI:_Letters), *Letters of support for project activities*. [↑](#footnote-ref-37)
37. While an IAS control programme is under implementation, these species have not yet been totally eradicated [↑](#footnote-ref-38)
38. This is supplemented, on a smaller scale, by subscription and donation income. It is anticipated that, with the proposed extension to the marine boundary of Aldabra SR, the recurrent management expenditure costs are also likely to increase further. [↑](#footnote-ref-39)
39. Along with the recent completed mapping of the lagoon and terrestrial areas of Aldabra by the Cambridge Coastal Research Unit (CCRU) and the government GIS Units, this will complete the habitat mapping for the entire Aldabra Atoll. [↑](#footnote-ref-40)
40. A cooperation letter from the private landowners is appended in [Annexure V](#_Annex_VI:_Letters), *Letters of support for project activities*. [↑](#footnote-ref-41)
41. This includes: (i) ‘establishment of small fisheries co-management structures’ under the UNDP-GEF project, *Mainstreaming biodiversity management into production sector activities*; and (ii) ‘development of management approaches and models for the protection of vulnerable fish spawning aggregations’ under the Marine Science for Management (MASMA) programme, *Managing spawning aggregations in the Western Indian Ocean.* [↑](#footnote-ref-42)
42. A cooperation letter from SFA in the implementation of this output is appended in [Annexure VI](#_Annex_VI:_Letters), *Letters of support for project activities*. [↑](#footnote-ref-43)
43. The actual proportion of habitats will be determined at project inception. [↑](#footnote-ref-44)
44. i.e. *Mainstreaming biodiversity conservation objectives in production activities in the Seychelles terrestrial and coastal environments*; *Mainstreaming prevention and control of introduction and spread of invasive alien species*; *Capacity development for sustainable land management in Seychelles*; and *Capacity development for improved national and international environmental management in Seychelles* (CB2). [↑](#footnote-ref-45)
45. The role of the ‘executive’ is to ensure that the project is focused on achieving its outputs and that the project adopts a cost-conscious approach. [↑](#footnote-ref-46)
46. The ‘senior supplier’ is accountable for the quality of the outputs delivered by the supplier(s) [↑](#footnote-ref-47)
47. The ‘senior beneficiary’ commits user resources and monitors project outputs against agreed requirements [↑](#footnote-ref-48)
48. The ‘project assurance’ will independently verify the quality of the products’ or outputs’ [↑](#footnote-ref-49)
49. This will be combined with the PIR [↑](#footnote-ref-50)
50. The baseline year refers to the year the Scorecard was completed for the first time and remains fixed. [↑](#footnote-ref-51)
51. Average conversion rate for 2010 is 12.07 [↑](#footnote-ref-52)
52. X refers to the year the Scorecard is completed and should be inserted (eg 2008). For the first time the Scorecard is completed X will be the same as the baseline year. For subsequent years insert an additional column to present the data for each year the Scorecard is completed. [↑](#footnote-ref-53)
53. Conversion rate of 1.22 as of 9 Sept.2008 [↑](#footnote-ref-54)
54. Year X+5 refers to forecasting annual data for five years in the future from the year the Scorecard is being completed. The data should be be for one year (eg is year X is 2008 then the data should be presented for year 2013). The data would be based on long-term financial plans. If no financial planning has been done then this column can be left blank. [↑](#footnote-ref-55)
55. Insert in footnote the local currency and exchange rate to US$ and date of rate [1.22 as of 9 September 2008] [↑](#footnote-ref-56)
56. This total will be the same as for (3) but broken down by PA type instead of by revenue type [↑](#footnote-ref-57)
57. This includes funds to be shared by PAs with local stakeholders [↑](#footnote-ref-58)
58. In some countries actual expenditure differs from planned expenditure due to disbursement difficulties. In this case actual expenditure should be presented and a note on disbursement rates and planned expenditures can be made in the Comments column. [↑](#footnote-ref-59)
59. Financing needs as calculated in (8) minus available financing total in (6) [↑](#footnote-ref-60)
60. This will be more relevant to parastatals and PA agencies with autonomous budgets [↑](#footnote-ref-61)
61. [↑](#footnote-ref-62)
62. [↑](#footnote-ref-63)
63. [↑](#footnote-ref-64)
64. [↑](#footnote-ref-65)