

Foreign Affairs Department
Ministry of Foreign Affairs and Tourism

Strategic Plan 2021-2025

Theme: Harnessing opportunities through diplomatic relations

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FOREWORD

This strategic plan builds on the previous one's accomplishments and takes into account the current challenges caused by the COVID-19 pandemic. As a result, the plan has a COVID-19 focus and highlights the most important things that our ministry must do to realign our priorities as part of the government's recovery and response.

The Ministry of Foreign Affairs and Tourism—Foreign Affairs Department remains committed to defending and advancing the country's national interests and values in this uncertain and complex environment. We must continue to enhance our bilateral connections and engage with regional and international organizations that can promote and advance our common interests to mitigate the impacts of COVID-19 while also supporting Seychelles' recovery and the people's well-being.

Our strategic objectives in this plan form the basis for annual planning and resource allocation as we consider how we can best use resources to maximise progress towards the better performance and efficiency sought by this department. The actions listed in the plan are not exhaustive, but they are a starting point to help us contribute to the Ministry's overall strategic development amidst the COVID-19 pandemic.

I am pleased to present the Foreign Affairs Department's Strategic Plan 2021-2025. The Strategic Priority Areas outlined will ensure we are prepared for the many challenges and opportunities over the next five years. This plan is our compass that will help us build on our foundation to continue to perform and provide the services that meet the needs of our country, clients, partners, and stakeholders. I look forward to your ongoing support for the successful implementation of this plan.

Minister for Foreign Affairs and Tourism.

Acknowledgments

The Foreign Affairs Department's five-year Strategic Plan was developed through a consultative and participatory process. We thank the employees at the Seychelles Diplomatic Missions and the team at the Headquarters for their contributions to the development of this Strategic Plan.

Acronyms and Abbreviations

AU	African Union
COMESA	Common Market of Eastern and Southern Africa
COVID-19	Corona Virus
EU	European Union
FAD	Foreign Affairs Department
FAO	Food and Agricultural Organisation
IMF	International Monetary Fund
IOC	Indian Ocean Commission
IORA	Indian Ocean Rim Association
MDAs	Ministries, Departments and Agencies
MoU	Memorandum of Understanding
NDP	National Development Plan
OASIS	Organisation of African Small Island States
OAU	Organisation of African Union
PPRU	Policy, Planning and Research Unit
PS	Principal Secretary
SADC	Southern African Development Countries
SIDS	Small Island Developing States
SP21	Strategic Plan 2021-2025
UNDP	United Nation Development Programme
UNESCO	United Nation Education Scientific Organisation
USD	United States Dollars
WHO	World Health Organisation
WMO	World Maritime Organisation
WTO	World Trade Organisation

Executive Summary

This Strategic Plan 2021–2025 builds on the previous plan, 2016–2020. The new plan identifies novel strategies to take Foreign Affairs Department (FAD) to greater heights in the next five years. The Plan, composed of four parts, outlines the framework within which FAD will implement its vision, functions, and priority areas in line with the Seychelles Foreign Policy in the 'new normal' environment of the COVID-19 pandemic. The plan has been developed in-house.

Part 1 of the Plan gives the background, a brief history of Seychelles FAD, our operating environment, the rationale for the revised Strategic Plan 2021 to 2025, the strategic objectives, the methodology, and the theme: Harnessing opportunities from diplomatic relations to guide the five-year journey. This introductory section provides the context for the plan.

Part 2 provides an overview of FAD, its vision, mission, core values, the roles and responsibilities of FAD through the mandate, functions, Seychelles Foreign Policy, national plans, and the linkage between FAD and MDAs. The recently revised organizational structure states the remit of the Secretariat and the five divisions, namely, Bilateral Affairs, Multilateral Affairs, Regional Affairs, Protocol, Consular Affairs, and Diaspora, and the Human Resources, Budget Management, and Administration. A SWOT analysis was conducted to indicate the strengths, weaknesses, opportunities, and threats being faced by FAD. Such an overview sets the framework for the identification of the strategic priority areas.

Part 3 describes the medium-term strategic direction to execute FAD's mandate, through four priority areas, aligned with the Seychelles Foreign Policy and national plans, focusing on:

- i. Harnessing opportunities from international relations;
- ii. Enhancing international collaboration and diplomatic relations;
- iii. Consolidating Seychelles' leadership role in niche areas; and
- iv. Building staff capacity and providing vital resources to effectively discharge the mission.

The synergy will focus on these priority areas during the plan period. FAD will network with the Ministries, Departments, and Agencies (MDAs) and Non-State Actors whilst maintaining traction to implement identified initiatives. Public diplomacy and soft power will also be enhanced during the plan period. Achievement of the priority areas will be the target and unity of purpose for the staff from 2021 to 2025.

Part 4 describes the monitoring, evaluation, and reporting mechanisms that will be used to ensure that the set priorities are met, that the focus areas are adjusted as needed based on the evaluation of environmental factors, and that progress reports are submitted to show the results.

Part 5 concludes with the timeframe for the review of the plan.

Part 1: Introduction

1.1 Background and Brief History of FAD

Seychelles established its Foreign Affairs Ministry after gaining independence from the United Kingdom in 1976. Previously, the British Government had represented Seychelles' interests abroad. The establishment of the Foreign Affairs Ministry was accompanied by the gradual establishment of diplomatic missions in only a few key jurisdictions: London, Paris, and Brussels, as well as a permanent mission to the United Nations in New York. The late 1990s were a time of continued expansion for Seychelles' Ministry of Foreign Affairs. By 2020, Seychelles had new missions in Beijing, Pretoria, Addis Ababa, New Delhi, Colombo, Abu Dhabi, Havana, and a permanent mission to the UN and other international organizations in Geneva. However, in 2020, Seychelles had to reorganize its diplomatic missions due to financial challenges caused by the COVID-19 pandemic, which resulted in the closure of missions in Havana, and Colombo.

Historically, it was common for the President of the Republic to serve as Foreign Ministers themselves, especially if they had an interest in the field. Four of the five Presidents and the Vice-President (Sir James Mancham, Mr. Albert Rene, Mr. James Michel, Mr. Danny Faure, and the Vice President Vincent Meriton) held the portfolio of Foreign Affairs. There have been nine ministers who have led the Ministry or Department of Foreign Affairs under various names. The current Ministry of Foreign Affairs and Tourism is headed by Minister Sylvestre Radegonde with effect from November 2020.

Initially, the Ministry of Foreign Affairs was housed in the National House. In 1992, the Ministry moved to its permanent location in the Maison Quéau de Quinssy, Mont Fleuri, Victoria. Maison Quéau de Quinssy, a notable example of traditional Seychellois architecture named after the last Commandant Militaire and Agent Civil of the French colony of Seychelles, whom the British appointed "Juge de paix" upon the territory's cession in 1814. Circumstances required de Quinssy to negotiate in the best interests of the inhabitants with the British naval forces to whom the colony had capitulated on two occasions (1794 and 1804). He may thus be considered the first diplomat of the islands.

For the most part, the Seychelles has followed a policy of *non-alignment* in international affairs. It also supports an initiative to create a "Zone of Peace" in the Indian Ocean. Seychelles has relied heavily on its friendly relationship with all countries in the world. Since gaining independence in 1976, the Seychelles has experienced impressive economic growth, achieving the highest per capita income in Africa. Seychelles' main economic activities are tourism and fishing, with tourism contributing to over 60 percent of GDP in 2019. The new administration has merged the portfolios of tourism and foreign affairs to create a '**Ministry of Foreign Affairs and Tourism**'. The combined ministry will help with attracting foreign direct investment and foreign aid, as well as increasing visitor numbers to the Seychelles.

1.2 Our Operating Environment

Seychelles is a small country in terms of population (97,953), land area (460 Km²), GDP (1.12 billion USD in 2020) (<https://tradingeconomics.com/seychelles/gdp>), and diplomatic service personnel (100 staff). With such a small population, the Seychelles finds it difficult to maintain a large and diverse diplomatic staff. Because of the country's small diplomatic force, it finds it difficult to participate in many negotiations and gather information on a wide range of foreign policy issues.

The government maintains a foreign policy of neutrality and believes in the concept of common security. The geostrategic position of the Seychelles is a diplomatic instrument that the government has employed throughout its history. Seychelles has long served as a port of call for worldwide blue water navies (Bueger and Wivel, 2018). It has taken advantage of its geostrategic location to garner major international support and investment. During the anti-piracy campaign, for example, Seychelles engaged in numerous diplomatic engagements with key international powers, allowing the deployment of naval forces to patrol piracy-infested waters and defend convoys in the area. The port of Victoria became a major base for the maintenance and recreation of crews, generating new economic revenue.

Because Seychelles is remote from major trade centers, transporting goods from and to major markets is an expensive exercise that affects its economic diplomacy and adds to its vulnerabilities. Because of these economic difficulties, the Seychelles has to depend on foreign assistance from larger states at times.

To date, the COVID-19 pandemic has disrupted and added layers of complexity to Seychelles' operating environment by exacerbating existing vulnerabilities, such as over-reliance on tourism, high fiscal deficits and public debts, and significant constraints in mobilizing both public and private finance. Tourist arrivals, which are an important source of foreign exchange, jobs, and income, have decreased significantly in the last year. Tourist arrivals may decline even further depending on the speed of containment and the duration of travel restrictions and border closures.

As public spending increases, the FAD, in collaboration with the other MDAs, plays a critical role in securing quick and effective assistance from the international community, allowing Seychelles to respond to the health emergency and mitigate its economic consequences. The international community has already provided Seychelles with development assistance and aid. COVID-19, on the other hand, emphasizes the global availability of development resources; as a result, finding a targeted and smart deployment of international cooperation is more important than ever.

1.3 Rationale for the Strategic Plan 2021-2025 (SP21)

FAD's strategic intentions for 2021–2025 have been informed by a review of its Strategic Plan 2016–2020 and the foreign policy. The growing demand for FAD's services necessitates a reaffirmation of our mission and answers to the following basic questions:

1. What is FAD's role in this new normal environment?

2. What objectives should FAD prioritize to make the best use of its skills and resources within a COVID-19 pandemic?
3. What kind of organizational structure will best enable FAD to fulfill its mission?

Deliberations on the above questions have enabled FAD to re-focus its efforts on areas where COVID-19 will require the department to deliver different priorities in different ways as part of the all-of-government recovery and response.

This SP21 describes the Department's primary objectives and strategies for pursuing the strategic focus areas over the next five years as the framework within which FAD will fulfill its activities. The SP21 will assist the Department in improving its performance and service delivery, encouraging strategic thinking, laying the groundwork for resource mobilization, and achieving the Seychelles Foreign Policy's goals.

This Strategic Plan builds on the successes and challenges encountered during the Strategic Plan's implementation from 2016 to 2020, and it is aligned with relevant policies, programs, and projects in the National Development Strategy (NDS) 2019–2023, the Seychelles Vision 2033, and the Seychelles Foreign Policy 2021.

1.4 Strategic Objectives

In order to deliver on our mission and vision, FAD will focus its activities around five strategic objectives:

1. To protect Seychelles' sovereignty and promote its interests;
2. To adapt our bilateral, multilateral, and regional relationships and engagement to the context of COVID-19 as short-term measures and focus on post COVID-19 relief and economic recovery as mid-to-long term strategies;
3. To recalibrate our services in response to the COVID-19 pandemic and operate within the scope of the new realities post COVID-19;
4. To put in place measures to ensure an efficient Human Resources Administration so as to enable efficient performance of the department.

1.5 Methodology

To achieve the best results, the strategic planning process followed a set of steps that align with national plans and policies. This Strategic Plan was developed through a consultative and participatory process involving the FAD staff at headquarters and the Seychelles Diplomatic Missions abroad, as well as a Senior Management Committee. Views were sought on the emerging Seychelles' diplomatic environment, achievements, current challenges, weaknesses, opportunities, and lessons learned during the previous strategic plan's implementation.

Reference was made to several key policy documents, such as the Constitution of Seychelles, the draft Seychelles Foreign Policy 2021, the NDS 2019-2023, and Seychelles Vision 2033.

1.6 SP21 Theme

The Strategic Plan's theme is "Harnessing Opportunities through Diplomatic Relations." The theme emphasizes Seychelles' intention to capitalize on potential opportunities for the benefit of the country, to strengthen collaboration with its international partners, and to work in solidarity with them. It aims to strengthen bilateral, multilateral, and regional relations for mutual benefit, as well as to remain visible and express itself through virtual conferences and platforms until the COVID-19 pandemic is eradicated.

2: Overview of FAD

2.1 Vision, Mission and Core values

Vision: An influential partner with increased visibility in the national and international arena and a global leader in issues relating to small island developing states.

Mission: Project, promote, and safeguard the national interests of Seychelles through an innovative and proactive diplomacy that contributes to the effective implementation of Foreign Policy 2021 while upholding the fundamental principles of the UN Charter.

Core Values: FAD will be guided by its core values of patriotism, loyalty, team spirit, professionalism, ethics, and integrity in pursuing its vision based on the Public Service Order principles. The core values of the Ministry of Foreign Affairs and Tourism can be summarised as follows:

1. **Loyalty:** an unwavering commitment to Seychelles and its citizens;
2. **Integrity:** behaving in an ethically and professionally manner;
3. **Team spirit:** working collaboratively within the department and with all local and foreign partners;
4. **Innovativeness:** pro-actively responding to challenges;
5. **High Performance:** investing in the continuous professional development of our staff;
6. **Building Relations:** fostering goodwill with our partners;
7. **Equity and fairness:** promoting justice, impartiality, and diversity in all of our dealings; and
8. **Resilience:** undeterred by challenges, creative and responsive to change;

2.2 Role and Responsibilities of FAD

2.2.1 Mandate

FAD is responsible for implementing the country's foreign policy, which includes advancing and defending the country's interests in bilateral and multilateral forums, as well as mobilizing international aid and assistance, among other things. The Department is, therefore, the gatekeeper for Seychelles' national interests by providing a link with members of the international community and vice versa.

2.2.2 Functions

FAD is a public-sector entity entrusted with the following responsibilities:

1. Provide oversight of the Seychelles Foreign Service through Foreign Policy, conduct foreign affairs and coordinate the country's international relations with the world;
2. Represent Seychelles in foreign countries through diplomatic missions and honorary consuls.
3. Advance the country's interests in bilateral, multilateral, and regional forums for positive impact and the well-being of the nation's citizens;

4. Seek active bilateral, multilateral, and international assistance to support national development programs;
5. Protect and defend the state's and government's interests in foreign countries and international forums;
6. Find foreign scholarships, foreign direct investments, and trade opportunities.
7. Encourage international cooperation in areas such as peace, security, stability, and prosperity;
8. Give legal advice to the government on matters related to international law and human rights.
9. Act as custodian or registry of international legal instruments and treaties (including bilateral) to which Seychelles is party.
10. In accordance with national law, to negotiate, interpret, sign, submit to Government for approval, and assist with the implementation and interpretation of international legal instruments and treaties;
11. Act as the Republic's national focal point in regional organizations, agreements, and conventions in which Seychelles is a member;
12. Undertake regular updates of the National Order of Precedence, recommend official and diplomatic passports as per policy, provide protocol and consular services; and
13. Develop a fully-fledged Diaspora Unit for the engagement with the Seychellois diaspora.

2.2.3 FAD Budget 2022-2024

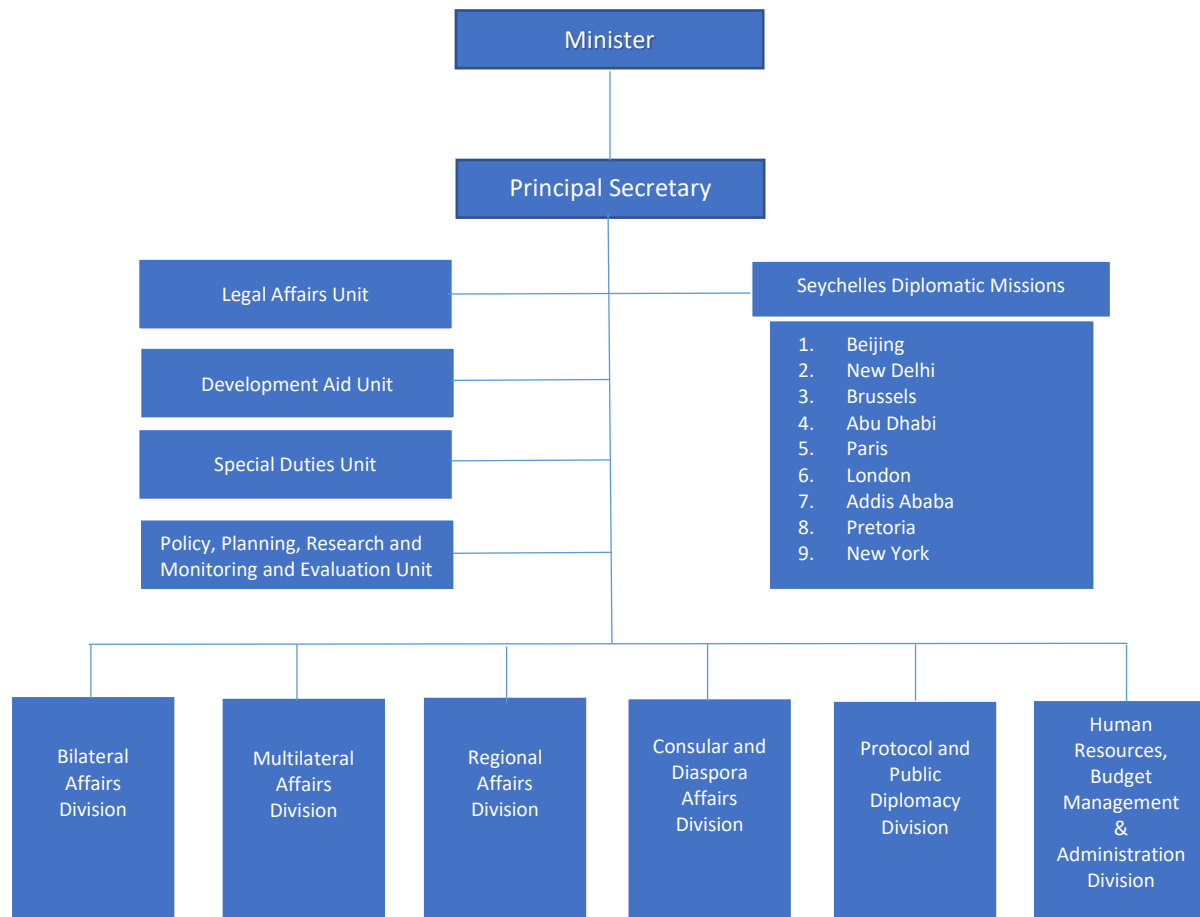
For the period 2021–2023, the following budget allocation in Table 2 indicates the available financial resources for the current and medium-term expenses. Since 2019, FAD has been progressively implementing the Programme Performance Based Budgeting (PPBB) under the guidance of the Department of Finance and the World Bank.

Table 2: FAD Budget 2022-2024

2022 BUDGET OVERVIEW						
			2022		2023	2024
SR '000s	Total 2022	Compensation of Employees	Use Of Goods & Services	Capital	Forecast	Forecast
	(SCR)	(SCR)	(SCR)	(SCR)	(SCR)	(SCR)
P1: Governance, Management and Administration	20,284	9,014	7,643	3,627	16,831	16,976
P2: International Relations	63,864	28,250	37,614	-	63,997	63,989
P3: Protocol, Consular and Diaspora Affairs	10,463	7,308	3,155	-	10,600	10,570
TOTAL	94,512	42,572	48,413	3,627	91,428	91,535

2.3 FAD’s Organisation Structure

The new structure, effective from March 2021, indicates the detailed functions of the Ministry. The new structure is part of the ongoing reforms in the public sector and is in line with the re-organisation of government ministries, departments and agencies.



The creation of the Regional Affairs Division re-assigns the responsibilities of the four technical divisions into specific clusters of dossiers. It also provides for exploring the potential of the Seychellois diaspora’s potential contributions.

2.4 Location of Seychelles Diplomatic Missions Abroad

Currently, the Seychelles has ten diplomatic missions in the following jurisdictions: London, New York, Addis Ababa, Paris, Brussels, New Delhi, Beijing, Abu Dhabi, Geneva and Pretoria. Our commitment to international diplomacy remains essential to the management of transnational threats, particularly COVID-19. Our diplomatic missions have been key players in the management of this transnational threat. For example, they contributed to domestic epidemic control and fulfilled their duties to the country by protecting our people’s well-being abroad and locally.

2.5 Strengths, Weaknesses, Opportunities, and Threats Analysis

FAD has identified its strengths, weaknesses, opportunities, and threats that impact on its operations. The strengths will be reinforced, the weaknesses and threats will be overcome, and opportunities will be pursued. The following presents a summary of the SWOT analysis of the Ministry.

2.5.1 Organisational Strengths for re-enforcement:

- i. Build on the expertise of a young, educated workforce;
- ii. Improved schemes of service providing better terms and conditions of service;
- iii. Satisfactory financial management and audit report for 2019/2020;
- iv. Own Maison Queau de Quinssy for office space ;
- v. Well established diplomatic relations with 200 countries;
- vi. Reputable country in the international arena needing heightening; and
- vii. Strategic and active diplomatic representation and consular presence in the various regions of the world support the work of the DFA.

2.5.2 Weaknesses to overcome:

- i. FAD's work is impacted by the continuous reduction of its annual budget.
- ii. To save money, the Seychelles Diplomatic Missions were reduced from 12 to 10.
- iii. Adoption of virtual meetings rather than on-site overseas meetings impacts visibility and international relations and limits networking;
- iv. A hiring freeze results in fewer employees, which has an impact on service delivery quality.
- v. Adapting to flexible work methods, working from home, and strict COVID 19 health measures affect productivity;
- vi. Lack of office space and vital resources for efficient service.
- vii. Inadequate benefits are derived from the network of missions and consulates;
- viii. Weak administrative support services;
- ix. A lack of a strong communication strategy; and
- x. Limited international assistance due to Seychelles' high income status necessitates proactive and innovative diplomacy.

2.5.3 Opportunities for improvement:

- i. Unlock the potential and source new opportunities in diplomacy, including hosting more high- level international events;
- ii. Raise visibility and expand network in strategic jurisdictions;
- iii. Use information and communication technology wisely; and
- iv. Improve service delivery and adopt relevant approaches to multidisciplinary nature of foreign service operating in a complex environment.

2.5.4 Threats to consider:

- I. COVID-19 pandemic;
- II. MDAs weak coordination with FAD;
- III. Cyber-crime;
- IV. Impact of financial global crisis;

- V. Geo-politics;
- VI. Volatile international environment;
- VII. A high reliance on external support, grants, and aid;
- VIII. Attrition of experienced staff and knowledgeable employees and inability to replace them with similar employees.

Part 3: FAD’s Strategic Direction

This section outlines the medium-term strategic direction to execute FAD’s mandate, through **four** priority areas, aligned with the Seychelles Foreign Policy and national plans, focusing on:

- i. Harnessing opportunities from international relations;
- ii. Enhancing international partnership and diplomatic relations;
- iii. Consolidating Seychelles leadership role in niche areas; and
- iv. Building staff capacity and providing vital resources for effective service delivery.

During the planning period, the synergy will concentrate on these priority areas. FAD will collaborate with Ministries, Departments, and Agencies (MDAs, and Non-State Actors while maintaining momentum to carry out identified initiatives. During the plan period, public diplomacy and soft power will also be strengthened. The achievement of the priority areas will be the staff’s target and unity of purpose from 2021 to 2025.

3.1 Strategic Priorities 2021-2025

To enhance its operational capacity and achieve its strategic objectives, FAD will pursue the following priority activities: An overview of each strategic priority is set out below, showing the activities that will take place to ensure FAD achieves the strategic priority and the performance indicators that add value to the assessment of progress against the results.

PRIORITY 1: Harness opportunities through international relations	
KEY ACTIONS	<ol style="list-style-type: none"> i. Establish productive networks for Seychelles' benefit; ii. Promote and negotiate trade with regional countries through bilateral relations; iii. Access to technical and financial assistance from bilateral, multilateral, and regional cooperation; iv. Seize opportunities for regional cooperation and regional integration from regional cooperating partners, which align with our development priorities; v. Influence international platforms' agendas to advance the country's interests.
PERFORMANCE INDICATORS	<ol style="list-style-type: none"> i. Bilateral MoUs/agreements under the purview of MFAT concluded; ii. Assistance provided through short-term courses; iii. Grants and concessionary loans Seychelles receives; iv. Project monitoring through the submission of reports and project management updates; v. Trade and business promotional activities in Seychelles or abroad; vi. Continuous review of membership in international organisations; vii. Business linkages/meetings between Seychelles and foreign investors; viii. Active participation in international conferences/summits/meetings to present and defend Seychelles' national interests.

PRIORITY 2		Strengthen international partnership and diplomatic relations
KEY ACTIONS	<ul style="list-style-type: none"> i. Build alliances and strengthen, bilateral, multilateral and regional relations for the benefit of the country; ii. Continuous safeguard of Seychelles’ interests globally through soft power and proactive diplomacy for recovery from the COVID-19 pandemic; iii. Strengthen Seychelles representation in locations of strategic importance to Seychelles; iv. Promote Seychelles as a safe, secure international financial investment, and tourism destination; v. Engagement of the diaspora to harness their knowledge, skills, and investment potential. vi. To assist distressed Seychellois abroad. 	
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> i. Appointment of Honorary Consuls in locations of strategic importance to Seychelles; ii. Appointment and posting of new Seychelles’ ambassadors abroad; iii. Accreditation of foreign envoys to Seychelles; iv. Seychelles Outreach and Public Diplomacy Program; v. Press releases/statements updated on the MFAT website; vi. Press conferences on Seychelles Foreign Policy issues; vii. Establishment of the diaspora unit and strategy implementation. viii. List of consular assistance provided to distressed Seychellois abroad. 	

PRIORITY 3 Consolidate Seychelles leadership role in niche areas	
KEY ACTIONS	<ul style="list-style-type: none"> i. Champion the cause for Seychelles as a SID; ii. Consolidate Seychelles' leadership roles in the environment and climate change; iii. Reinforcement of maritime safety and security; iv. Play a leading role in matters of human rights, international law and procedures; v. Continuous advocacy, mainstreaming, and integration of the blue economy into current multilateral and international development frameworks for a sustainable, integrated ocean-based economy.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> i. Active participation in international conferences/meetings/summits to defend and protect the interests of Seychelles; ii. Attendance at all relevant meetings (climate change, blue economy, maritime and security) at all levels (Senior Officials Meeting, Ministerial, and Summits); iii. Human rights reports submitted to the United Nations.

PRIORITY 4 Build staff capacity and provide vital resources for effective service delivery	
KEY ACTIONS	<ul style="list-style-type: none"> i. Staff training and development and building FAD's diplomatic capacity for efficient service delivery; ii. Promote Seychelles as a top destination for major international diplomatic conferences and meetings; iii. Better utilisation of Information and Communication Technology for digital archiving and instantaneous access to briefs and other documents.
PERFORMANCE INDICATORS	<ul style="list-style-type: none"> i. Assessment of training requirements ii. Development of a comprehensive training plan and succession; iii. Assessment of training requirements; iv. Building capacity; v. Alignment of the individual performance with the department's strategy; vi. Conferences/seminars organized and held; vii. Availability of services: network, email, portal; viii. Digitalisation; ix. Availability of ICT equipment and technical support that meet the needs of the department.

Part 4: Monitoring, Evaluation and Reporting

This Strategic Plan has provided a roadmap of the strategic priorities that FAD will pursue. It establishes goals for the Department to project, promote, and enhance Seychelles Foreign Policy over the course of the plan period. It serves as the foundation for the FAD's annual budget. The plan states the objectives, strategies, and activities to be undertaken in the Division's Implementation Plan to track progress and achievements.

The Management Team will monitor and evaluate the achievement of the stated priorities through monthly and quarterly progress reports submitted by each Head of Division. Monitoring will be carried out by assessing the success or limitations of the key performance indicators outlined in the divisional implementation plan.

A mid-term evaluation of SP21's performance against set objectives and priority areas will be conducted by the Policy, Planning, and Research Section by the end of 2023 to guide the way forward for the remaining plan period.

Part 5: Review of SP21

This Strategic Plan is a road map that will be followed until 2025. A strategic plan is a powerful leadership tool for aligning resources and engaging stakeholders. It establishes the goals for FAD to project, promote, and enhance Seychelles foreign policy over the plan period. It will be reviewed in the second half of 2024 for the next five-year plan.