Strategic Plan

2020
FOREWORD

Having been given the privilege of leading the Department of Foreign Affairs, I am cognisant of the importance of a robust and highly functional Foreign Service, serving the best interests of the people of the Republic of Seychelles through the establishment of both a pragmatic and proactive form of diplomacy.

Despite the fact that Seychelles may be considered as one of the smallest units within the international system; a Small Island Developing State (SIDS), we believe that challenging such preconceived notions of the status quo are essential for sustainable development, and a more secure and viable world to be achieved, congruently shaping the international discourse and helping create the framework for bridging the gaps.

Seychelles’ foreign policy is hinged on the premise that this generation should view themselves as the guarantors of the next; as such empowerment through education is critical to achieving the targets set by the SDG’s. The idea of community-based participation on a global level will shape development and the conservation agenda in this respect.

The Department of Foreign Affairs will remain committed to develop our oceanic resources sustainably by advocating their protection while also assisting to mobilize resources for the sustainable implementation of the Blue Economy (BE) pathway. The BE remains the vehicle to transform Small Island Developing States into large ocean nations and elevate SIDS from the status of ‘bystander’ to veritable global player. The BE will spur the global economy in the future and Seychelles will embrace the positive aspects associated with globalisation in the pursuit of this endeavour.

Seychelles will further deepen its national and international partnerships in order to curb the adverse impacts of the existential threats to the Republic of Seychelles such as; a changing climate, transnational crimes - namely, narco trafficking, terrorism and maritime piracy - to ensure peace and stability at home and further afield.

The cornerstone of Seychelles’ foreign policy will remain rooted in the concept of friend to all enemy to none, whilst protecting the nation’s interests and core constitutional values through bilateral and multilateral engagements.

In addition, Seychelles will remain resolute in its ambitions to lend its voice to regional and global development, security, and human rights for all through the efforts of multilateral institutions, and structured bilateral and multilateral mechanisms. This will strengthen Seychelles’ foreign interests and add weight to a rules-based world order underpinning the premise that might is not right.

In view of the central tenets of President Danny Faure’s domestic policy doctrine, notably that of good governance, accountability and transparency the Department of Foreign Affairs will look to remodel its operations structure. This remodelling as expressed by the strategic plan will ensure the continued viability of Seychelles Foreign Service firmly positioning it as the institution which can have a direct impact on the lives of the Seychellois people.

By the Vice President and the Minister for Foreign Affairs
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Part A: Strategic Overview

1. Vision
The vision of the Department of Foreign Affairs is to have a visible presence and positive impact on the international arena and to position itself as a leading public service organization, with innovative and efficient administrative practices.

2. Mission
The mission of the Department of Foreign Affairs is to safeguard the national interests of the Republic of Seychelles through proactive and pragmatic diplomacy that plug into the national development goals of the country.

3. Values
The values of the Department of Foreign Affairs are as follows:

- Loyalty: unwavering commitment to Seychelles and its citizens;
- Integrity: behaving in an ethical and professional manner;
- Teamwork: working collaboratively within the Department and with all local and foreign partners;
- Innovativeness: pro-actively responding to new challenges;
- Supporting High Performance: investing in continuous professional development of our staff; and
- Building Relations: fostering goodwill with our partners, regionally and beyond.

4. Legislative and Other Mandates

4.1. Constitutional Mandates
The Foreign Policy of Seychelles may be said to derive first and foremost from the Constitution of Seychelles.
In the Preamble to the Constitution of the Third Republic, the People of Seychelles:

- are conscious that they “can serve as an example for a harmonious multi-racial society”;
- express the desire “to build a just, fraternal and human society in a spirit of friendship and co-operation with all peoples of the world”;
- conscious of their colonial past before becoming independent, declare their “unswaying commitment” to:
  - “maintain Seychelles as an independent State both politically and economically;
  - safeguard its sovereignty and territorial integrity;
  - uphold the rule of law based on the recognition of the fundamental human rights and freedoms enshrined in this Constitution and on respect for the equality and dignity of human beings;
  - develop a democratic system which will ensure the creation of an adequate and progressive social order guaranteeing food, clothing, shelter, education, health and a steadily rising standard of living for all Seychellois;
  - participate actively in the sustainable economic and social development of our society;
  - exercise our individual rights and freedoms with due regard to the rights and freedoms of others and the common interest; and
  - help preserve a safe, healthy and functioning environment for ourselves and for posterity;”

Article 48 of the Constitution requires that Seychelles is consistent with international obligations that it ratifies. “48. This Chapter (i.e. chapter 1, The Republic) shall be interpreted in such a way so as not to be inconsistent with
any international obligations of Seychelles relating to human rights and freedoms and a court shall, when interpreting the provision of this Chapter, take judicial notice of -

a) the international instruments containing these obligations;
b) the reports and expression of views of bodies administering or enforcing these instruments;
c) the reports, decisions or opinions of international and regional institutions administering or enforcing Conventions on human rights and freedoms; and
d) the Constitutions of other democratic States or nations and decisions of the courts of the States or nations in respect of their Constitutions."

Article 64 of the Constitution empowers the President to conduct the foreign policy of Seychelles:

“64. (1) The President may, with the approval of a majority of members of the National Assembly, appoint a person as Ambassador, High Commissioner or any other principal representative of Seychelles to represent Seychelles abroad.

2) The President may receive envoys accredited to Seychelles.

3) The President may execute or cause to be executed treaties, agreements or conventions in the name of the Republic.

4) A treaty, agreement or convention in respect of international relations which is to be or is executed by or under the authority of the President shall not bind the Republic unless it is ratified by-

a. an Act; or
b. a resolution passed by the votes of a majority of the members of the National Assembly.

5) Clause (4) shall not apply where a written law confers upon the President the authority to execute or authorize the execution of any treaty, agreement or convention."

Article 70 of the Constitution empowers the President to execute his foreign policy mandate through a Minister.

“70. (1) a Minister has such title, portfolio and responsibility as may be determined from time to time by the President and a Minister may be assigned the responsibility of more than one Ministry at any time.

(2) Nothing in this article operates to prevent the conferring of functions on a Minister by or under an Act.

(3) Ministers shall perform their functions under clause (1) under the direction of the President.”

Article 71 of the Constitution requires the Minister to be individually accountable to the President for the administration of the foreign policy mandate. The Minister shall also be responsible for foreign policy decisions or policy decisions adopted by Cabinet having a bearing on foreign policy.

“71. The Vice President and the Ministers shall be individually accountable to the President for the admiration of their Ministries and departments assigned to them and shall collectively be responsible for a decision of Cabinet.”

The Minister of Foreign Affairs is thus entrusted with the formulation, promotion and execution of Seychelles’ foreign
policy. The Minister assumes overall responsibility, under the control of the President, for all aspects of Seychelles’ international relations. In practice, the Minister consults the Cabinet and individual Cabinet ministers on aspects of importance, as well as on cross-cutting issues that have a bearing on the programmes of other ministries and departments.

The National Assembly exercises parliamentary oversight over the formulation and conduct of Seychelles’ foreign policy as vested in the National Assembly’s International Affairs Committee.

4.2 Legislative mandates

The Privileges and Immunities (Diplomatic, Consular and International Organizations) Act, 1980: The Act provides for the immunities and privileges of diplomatic missions and consular posts and their members, of special envoys and certain representatives of the United Nations and its specialized agencies, and other international organizations and of certain other persons. Provision is also made for immunities and privileges pertaining to international conferences and meetings.

We have at Annex 1 a whole list of laws that have a bearing on our foreign policy mandate. The majority of the laws of Seychelles are influenced, respond to, reflect, and implement, international commitments and principles to which the country adheres to by way of becoming party to treaties, following international customs, respecting decisions of international courts and tribunals, and UN resolutions, among others.

4.3 Policy mandates

The last time Cabinet approved a Seychelles Foreign Policy Paper was in 1995. Since, there have been many changes.
The foreign policy guideline currently being used is the “Foreign Policy Statement of Seychelles: 2014 and beyond” which will undergo revision in the period. Thereafter, it will be submitted to The President and Cabinet for approval. The new policy will also establish more effective measures and mechanisms to coordinate the conduct of foreign affairs and the implementation of Seychelles’ foreign policy to make it more responsive to our domestic priorities.

4.4 Relevant court rulings

Work is underway to collate the relevant judgments handed down by the Supreme Court and the Court of Appeal in cases affecting our foreign policy mandate. These will then inform our foreign policy decisions and orientations.

4.5 Planned Policy Mandates

Amongst the proposals to be put forward will be a Seychelles Foreign Affairs Forum (SFAF), which will provide a consultative platform for engagement of non-state actors in Seychelles’ foreign affairs. This will be in line with our organizational reform to provide a greater public policy dimension in our practice.

Coupled with the SFAF is the already established “National Oversight and Strategic Committee for the Implementation of Seychelles’ Global and Regional Commitments” (NOSCIS) to coordinate the implementation of SDGs and other international commitments taken by Seychelles. The NOSCIS is chaired by the Minister of Finance, Economic Planning and Trade and co-Chaired by Foreign Affairs. The Secretariat is run by the Department of Economic Planning.

A new policy initiative is to ensure that Foreign Service recruits have to undergo training on Seychelles Diplomacy in a new partnership that the Department is establishing with UNISEY’s new Centre for Peace Studies and Diplomacy.
The Department intends to enhance its operational capacity in eight areas in the medium term:

- The first of these relates to reinforcing Foreign Service diplomats in overseas missions with particular focus on New York, Addis, Brussels, Pretoria and Geneva. This would obviously require more expenditure but the benefits are estimated to far outweigh the costs. To support this push, our organizational structure will be adapted to provide competencies in multilateralism in order to provide greater quality support to our multilateral diplomacy and to our missions. So, too, shall we beef up our Human Rights capability within the Department.

- The second area is in relation to development cooperation. The old DRI will be revived and adapted to strengthen our capacity to channel resources available globally. Personnel with the right skills will be tasked to churn out results from the programmes to meet our domestic priorities. The Division will have a Section to coordinate nationally-approved projects with a foreign policy mandate as well as to monitor the project cycle of projects until their complete realization. It will maintain a data base of projects and external assistance.

- The third area is in redefining the scope of work of our foreign missions in order to better focus our small network of missions instead of scattering the limited resources. Hence, our Heads of Missions will be accredited to a smaller number of countries, whilst our network of consuls will be better utilized. At the same time, we shall complete our network of diplomatic missions worldwide.

- The fourth area is based on the recognition that the Department conducts its affairs and operations in a global
environment, with circumstances and conditions which are often vastly different and diverse from the policy context within Seychelles that governs the Public Service. Hence, the Department will be tabling proposals to cater for the unique work environment in which it operates, and which allows the Department to fulfil its administrative and management responsibilities within the framework of public service legislation, whilst allowing for the necessary flexibility to address the challenges posed by it operating at a global level. A Foreign Service Act will be proposed for Cabinet approval.

- The fifth area is the smart use of IT for optimum performance. Whilst the digital archiving system will be accelerated, the IT system will become more robust, internet access will become faster and more reliable, and a back-up policy will be assured through the management of the IT system under the centralized administration of the Department of ICT. We shall also strengthen our communications capabilities (more resources, more instantaneous news, more networking) to include the use of social media, in addition to the traditional means of communication, so that a real conversation can take place between our diplomats both at the capital and between and amongst our missions and the capital.

- The sixth area is in making optimum use of our specialists, alongside our diplomats, in the Department. At the same time, the practice of “desk officers” will shift to policy and research in order to make greater and better use of our officers. Our diplomats will be afforded more opportunity to practice diplomacy and to implement the country’s foreign policy by being more exposed to foreign affairs. The practice of short term attachments in our overseas missions will be revived in order to offer greater support
to our foreign missions and as an opportunity to broaden the horizon and deepen the experience of our diplomats.

- The seventh area lies in the instantaneous distribution of incoming information. This is already instantaneous with all officials from Directors General and above to Minister receiving the subject of information at the same time. This will quicken the work flow by closing the hierarchy in communication and shortening the time it takes for an incoming subject of information to reach the person who will ultimately work on the subject of the information. This is will be successful to the extent that the DG is empowered to take responsibility for his/her area of action and to elevate advice and recommendations to the Executive Head and Minister for a decision.

- The eighth area is to enhance the quality and frequency of reporting from missions and consulates and to ensure that internal reports are instantaneously made available to our missions abroad and to heads and managers at Headquarters. Internal reports from the ground across our network when received in real time at all posts will increase the quality, relevance, usefulness and pro-reactiveness of our diplomacy. It will ensure that there is a real conversation and sharing of information that it is taking place, thus contributing to the enhancement of our diplomacy. The Minister will thus be informed on time and the Minister will be responsible to submit the relevant reports to the President and/or Cabinet for information or a decision on recommendations.

5. Situational Analysis

DFA is committed to nation building and to contributing to the national goal of elevating the standard of living of our people. It will do so particularly through implementing the National Development Strategy (NDS). The NDS 2015-2019 provides an
overarching framework for development in Seychelles for five years. The main goal of the NDS is to transform Seychelles in a sustainable blue economy in line with the target of Seychelles Strategy 2017 to double the country’s GDP between 2007 and 2017 and its strategic orientations:

- Repositioning the Government’s role as facilitator in support to the private sector and civil society initiatives;
- Enhancing human resource capacities to develop a Seychellois workforce that is adaptive, results-oriented, and fully prepared for the challenges ahead;
- Fostering participation and contribution of all Seychellois working together and enjoying the benefits of development process;
- Enforcing highest environmental standards for the benefit of the population and future generations;
- Promoting efficient and transparent governance;
- Deepening national and international partnerships.

Set against the backdrop of the successful macroeconomic reforms of 2008-2013, the NDS’s focus on diversifying the economy from primarily tourism with the further development of the Blue Economy (including fisheries, marine resources exploitation, renewable energy, investment opportunities) compels our Foreign Policy to integrate the BE as one of its cornerstones. Further, the NDS’ strategic orientations of “enhancing the highest environmental standards for the benefit of the population and future generations”, “promoting efficient and transparent governance” and “deepening national and international partnerships” will define our Foreign Policy and Strategic Plan (SP). The vision we aspire to is one where we give a voice to the people of Seychelles and elevate our nation to a height where we are respected and viewed on par with other members - great or small - of the international system. Seychelles, therefore, guided by its national interests, actively
promotes in the international arena the principles of the rule of law, good governance, international cooperation, reciprocity, the highest environmental standards, climate change, securitization of the Indian Ocean, global peace and security and the Blue Economy.

The President is mandated by the Constitution to conduct the Foreign Policy of Seychelles. The Minister with responsibility for Foreign Affairs is tasked by the President to formulate, promote and execute Seychelles’ foreign policy.

The Minister assumes overall responsibility for all aspects of Seychelles’ foreign policy in consultation with the President. The Department is the principal adviser on foreign policy and lead coordinator and manager of Seychelles’ foreign affairs. DFA coordinates the international relations activities of the entire government primarily through the Council of Ministers.

5.1 Performance environment

Seychelles’ foreign policy is not only an extension or an expression of our domestic dynamics, but it is also conducted in line with the ever changing international landscape.

Seychelles must shape its domestic and foreign policies to respond and adapt to global trends that are influencing the international system and, therefore, impacting on its quest for national interest.

The most distinctive factor affecting international relations today is globalization and its interplay with international systems. The two impact on each other reciprocally.

In this era, no event, process or important action remains circumscribed within the geographic area in which it emerged. Similarly, events, processes and actions of the
global level have an impact, either deliberately or involuntarily, on all the local levels.

Thanks to the application of technological and scientific progress, instantaneousness communication and rapid transportation at low costs have created the compression of time and space that form the basis of the globalization process in different areas like in the economy, politics and culture.

In the economy, we have seen the integration of financial markets and industrial production, on a world-wide scale, of small and large companies.

In politics, the compression of time and space has produced the interdependence of national legislations and policies and has deeply changed the decision-making process of the states. As a consequence, we have seen especially the transference of competences from the traditional national institutions like parliaments to new national institutions (e.g. public authorities) which are able to respond more quickly to the changes produced by international interdependence. The compression of time and space has induced also the transference of governmental competences and power from the national level to the supranational level. The European Union is a typical example whist the Brexit phenomenon is but a manifestation of the conflict that would tend to occur because of the trade-off with sovereignty. Globalization has also brought a “democratization effect” (e.g. the Arab Spring) which require states to embrace human rights, the rule of law and good governance.

In culture, we see the compression of time and space spreading ideas instantaneously and determining inclusions (like immigration) that have inevitable consequences on the interpretation of the world and the ways of dealing with individual and collective life.
The problems generated are not isolated to an area. They are global problems that need solutions at the global level, necessitating institutions and capacities of global government.

Another distinctive factor characterizing the environment of international relations is the role of State and Non-State Actors in Global Politics.

The pre-eminence of states as systems of political regulation of social life as we used to know it is being redefined. Every country is permeable to the flows of information, communication and transport. All countries are, therefore, interdependent and more increasingly than in the past. In general, however, increasingly, the internal political affairs of a county are influenced or conditioned by what happens in the political systems of other states. The same happens to the cultural, economic and social domestic systems. The world market economy has put an end to the fragmentation of the national markets and has cancelled the possibility of economic policies autonomously carried out by national governments.

Rules made by international organizations, agreements negotiated in the course of worldwide conferences, and legislations of certain countries especially effective in regulating specific aspects (environment, health, etc.) become standards to which governments tend to adjust or seek to emulate whenever they are looking for domestic legislative and administrative solutions. This situation has modified the perception of the state and of international relations by showing the potential for strong reorganization and adaptability of those actions and relations established by new actors responsible for models of life adopted by the people.
We are going through a period of time in which the division of the world into different states, and the creation and building of states proceed hand in hand with the growth of opposite processes. We cannot but recognize the state as a political organization able to satisfy collective and individual human needs, but we cannot treat it as we have been used to because the state is deeply changing its nature.

In addition, there exists today a wider system, the global political system which includes all political systems (including the international system), the states, their systems and a plurality of non-state actors interdependent among themselves and with different abilities to influence the use and distribution of the resources, goods and values of the world.

The actions and relations of multinational corporations, associations, organizations and networks, based in various countries or no country in particular and which are apart and independent from national governments, are added to the actions and relations of the two fundamental systems of politics, i.e. the states and the international system. The actions and relations among non-state actors interfere, deliberately or involuntarily, both with the domestic politics of the states formed by the domestic institutions and political actors, and the international politics formed by national governments and intergovernmental institutions (international organizations and regimes).

However, the involvement of the state and non-state actors is essential in the formulation of political strategies to give solution to the problems of the global system. If the instruments of the governments are not sufficient, non-state actors do not have enough resources or authority to face the global problems in a resolute manner and start a sustainable development process.
It is important to take cognizance of the forces at play in defining the agenda of the global system.

The international problems of the global system go beyond the territorial and political security of the countries and also beyond the rules of the economic competition in the world market. In the global system, the states and other individual and collective, social and institutional actors face new problems like those of respect for human rights, self-determination, democracy and protection of minority groups; the problems of migrations for economic reasons, and displacement of masses for ethnic and political reasons; the problems of the conservation of the biosphere, protection of the environment and exploitation of the national resources and global commons (space, atmosphere, and oceans); the problems of health emergencies produced by epidemics and threatening diseases like HIV, Ebola and the Zika virus; the problems of international organized crime and illicit trafficking (money laundering, drug trafficking, clandestine arms trade and sales, piracy and new forms of slavery like human trafficking). All these problems are causes of disorder and uncertainty in the world system. Each of them, whatever the geographical locality of the areas most affected, produces effects that are not easily contained by the borders of the states. Each of them goes easily beyond the boundaries of a state and produces effects within other countries, attacks the social order, has influence on the economic plans, and requires political decisions.

The probability of successful policy and legislative answers to these problems is minimal or almost non-existent if governments do not coordinate their strategies. Because of the interdependence and interconnection that globalization produces on domestic policies, any government is able to exercise its functions (provide public security, economic
growth, health protection, social security, etc.) only through co-operation and co-ordination with other governments. In order to be effective in facing the internal effects of the global problems, government strategies need to be coordinated among themselves and give place also to international public policies. But, in order for this to be possible, global problems need to be part of the agenda of the global political system.

The system agenda is characterized by system actors that have different preferences to address global problems which produces confrontations among the system actors that make the formulation of political solutions of the problems difficult and the effect is that this can also keep alive the problem for a long period of time.

Take for example the inclusion of sustainable development problems in the agenda of the global political system. The chances of solution of the problems increases, but the convergence of favourable conditions is required.

The inclusion in the political agenda of the global system depends upon factors of a political, social and material nature. Factors of first order are the support/opposition of the governments of the countries that have important organizational roles; the support/opposition of the governments that control resources directly important for the problem in question; the support/opposition of groups of countries that are strong and cohesive. Factors of the second order are economic processes, like the growth and contraction of the economic cycles, and cultural processes, like the phases of expansion and contraction of civilizations and cultures. Material factors are technological innovations and discoveries. The way in which all these factors come together during a period of time has great importance for the politicization of a problem and for its priority in the agenda. It is possible also that one problem may be taken
over by others because the problems of a system are in competition among themselves for the resources available for their solution.

The role and importance of the mass media should not be overlooked. They reproduce the formulation of the problems made by the actors of the system and the clash of the political interests that are involved in those problems. However, the mass media are not impartial actors. They contribute to create the agenda of the system by offering their own vision of the problems and also trying to influence the actors that negotiate the solution of the problems.

Politics is a continuous conflict about the definition and the order of priority of the problems of a system because there are not enough resources to solve all the problems. Therefore, the order of importance of the problems on the agenda reveals important aspects of a political system such as the power of each actor, the relations of conflict and solidarity among the system actors, the preferences of the different actors that have control of the resources needed to achieve the solution of the problems under analysis.

The politicization of the problem of the protection of the biosphere and the conflict over its inclusion on the agenda of the global system is a good case in point. Some governments are against the regulation of noxious industrial by-products. They would prefer governments to regulate these processes by means of specific international agreements by selecting in each case the measures to be taken according to their general economic and specific industrial interests. This is the traditional form of solution of the problem; like all such agreements negotiated among governments, it bears the risk that the weaker or the less aware governments accept unfavourable rules for the protection of the environment within their borders. Because of the nature of the problem - i.e. the unitary
nature of the biosphere - this risk translates itself into the lack of control of damage that will not remain circumscribed within the borders of a state but will affect the rest of the system. As a result of this risk, there has arisen the demand to regulate environmental problems with public policies; in other words, to include environmental problems on the agenda of the system and create institutions for making coherent regulations and monitoring the development of the problems. The need for this has been promoted by transnational actors like ecological and environmental groups that gather together both ordinary people and experts who feel militant about the issues. However, once on the agenda, the problem of environmental protection takes on specific characteristics because of the structural cleavages of the system. Whatever the level of awareness of ecological problems in the North and the South, and whatever the determination of Southern and Northern governments to fight pollution and environmental destruction, the rules and regimes of world environment policy largely depend upon the solidarity and political alignments on the North-South divide.

Small states, like large states, are pushing their agenda in the global political system by using the international systems to develop consensus over international problems affecting them the most. Building alliances across countries with like-minded states, non-state actors operating transnationally, and with intergovernmental institutions becomes vital.

*Seychelles is implementing its diplomacy towards achieving its national interests within this very complex and dynamic environment.* In this interconnected global village, the success of Seychelles’ foreign policy is also the *pre-requisite* for achieving Seychelles’ domestic priorities. The reverse is also true. Without the successful conduct of domestic policy, success will be limited in the delivery of our Foreign Policy.
5.2 Organizational environment

Seychelles operates in a very complex and dynamic environment that impacts on its foreign policy operations. Seychelles maintains diplomatic relations with countries and organizations through 12 missions and 102 consulates abroad, and through the accreditation of 12 countries and organizations resident in Seychelles. Our diplomatic and consular missions implement Seychelles’ foreign policy to enhance its international profile, and serve as strategic mechanisms for the achievement of national interests. DFA’s mandate will be implemented through a new organizational structure, to enable the department to be in a position to achieve its strategic objectives. A diplomatic academy will also be introduced for the induction of staff and newly appointed ambassadors.

5.3 Description of the Strategic Planning Process

The SP 2020 derives itself from the NDS 2015-2019 and is based on the new Programme Performance Based Budgeting framework. Inputs were gathered from all our missions and from the various sections and divisions of the Department.

6. Strategic outcome-oriented goals of the institution

The strategic outcome-oriented goal of the department is informed by the NDS 2015-2019.

The strategic outcome is to contribute to addressing Seychelles’ domestic challenges with a specific focus on the priorities identified for this mandate period. It is also to contribute to the creation of a safer region and a global environment, guided by the values in Seychelles’ Constitution and in line with Presidential declarations and the new President’s road map to reduce poverty to under 10 % by 2020.

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<th>Strategic Outcome-</th>
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22
Part B: PROGRAMME


The Strategic Plan for the Department of Foreign Affairs for the period 2016-2020 is based on the NDS 2015-2019.

The NDS is an overarching framework for development derived from the Government’s medium term vision as clearly expressed by President James Michel in his Manifesto “En Nouvo Sesel” (2011):

“A Seychellois people united in achieving common goals and proud of its diversity of culture and origins;

A Seychellois people at peace with itself and the outside world and living in harmony as part of the global community;
A Seychellois people living in stable and secure communities, based on mutual respect and respect for the rule of law and order;

A Seychellois people enjoying continued economic prosperity and social well-being, underpinned by a mix of private and public enterprise;

A Seychellois people who work together as one people, as one community, as one nation.”

Based on the Sustainable Development Framework, the NDS consists of 4 Key Results Areas, namely Governance, Economic Development, Social Development and Environment & Energy.

Amongst the six strategic orientations of the NDS is the one directly related to the core mandate of DFA, namely: “Deepening national and international partnerships”.

The NDS further sets out a Foreign Policy and International Governance programmatic area under Key Results Area 1 on Governance, with an indicative budget allocation over the period to 2019 as follows:

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For the period 2017 - 2019, the above indicative budget allocation has been re-presented to reflect the new Medium-Term Expenditure Strategy as follows:
The Governance Key Results Area in the NDS “deals with how the political system and the public sector performs, in particular in terms of political stability, rule of law, government effectiveness, macroeconomic balances and debt sustainability, control of corruption, promotion and protection of human rights, foreign policy and home affairs.” (P. 8)

The NDS goes on to state at Page 10: “Seychelles has also been participating proactively on the international scene to ensure that the global governance structures reflect the challenges and priorities of small island developing states. This an integral component of Seychelles’ foreign policy aimed at building partnerships with all countries to further the development of the country and the prosperity of the people of Seychelles.”

The NDS states that the Foreign Policy and International Governance KPI (see Page 51 of the NDS) implies programmes, projects and actions in the following:

a) **Meeting Foreign Policy Objectives:**
   (i) improving service delivery of Foreign Service staff;
   (ii) enhancing Seychelles’ presence overseas;
   (iii) ensure Seychelles leadership on key issues in the regional and international arena; (iv) develop and strengthen an Active Economic Diplomacy strategy; and
   (iv) share Seychelles’ experience/best practices more widely.

b) **Contributing to international governance goals:**
   (i) reviewing Seychelles’ treaty reporting commitments;
(ii) ensure that Seychelles meets its commitments to human rights bodies;
(iii) facilitating benchmarking of Seychelles’ governance objectives; and
(iv) facilitating cooperation with international organizations/partner countries in the fight against drug trafficking, human trafficking, terrorism and money-laundering.

An area detailing the role for Foreign Affairs is in the High Level Performance Measurement Framework in the KRA 1 on Governance, which presents a goal and a set of strategic objectives per KRA. Further, for each goal and strategic objective, a reduced number of Key Performance Indicators (KPIs) are specified along with their baseline value and target values for appropriate years. (See Pages 41 and 42.)

Below is Table 6: Performance Measurement Framework for KRA1: Governance which provides data for the programmatic area on Foreign Policy and International Governance. (See page 42 of the NDS.)
DFA plans to play an instrumental role in the process of elaborating the successor NDS beyond 2020 and expects to see more relevant KPI used.

8. Programme Performance Based Budgeting

The Department will as of 2019 begin to progressively implement the new Programme Performance Based Budgeting (PPBB) under the direction of the Department of Finance and Trade and the guidance of the World Bank. Work on the Department’s PPBB began in the middle of 2016 and a programme structure has been approved. Migration of budget 2016 into the new programme structure was subsequently done. Challenges were encountered with the approved programme structure. Full implementation of
the PPBB is now programmed to take place in 2019, to allow for training and launching of the Strategic Plan in early 2018.

The below programme structure is what the Department seeks to progressively implement over the next three years up to the Strategic Plan’s target year of 2020 with the baseline of 2016/2017.

<table>
<thead>
<tr>
<th>Programme</th>
<th>Sub-Programme</th>
<th>Programme and Sub-Programme objectives</th>
<th>Accountable programme Manager</th>
</tr>
</thead>
<tbody>
<tr>
<td>Governance, Management and Administration</td>
<td>SP 1: Executive Head's Secretariat Services</td>
<td>• Provides oversight of the policies and activities of the entire Department as well as the Overseas Missions; and</td>
<td>SS</td>
</tr>
<tr>
<td></td>
<td>SP 2: Central Administration</td>
<td>• Provides financial and human resource management support</td>
<td>DG</td>
</tr>
<tr>
<td>International Relations</td>
<td></td>
<td>The purpose of this programme is to implement our foreign policy goals in the following areas; policy, protocol and ceremonies, international law and human rights, consular affairs and visas.</td>
<td>DG</td>
</tr>
<tr>
<td>International Development Co-operation</td>
<td></td>
<td>The purpose of this programme is to develop various development partnerships/assistance with the international community in line with our domestic interests and within the broader context of our various commitments regionally and internationally.</td>
<td>DG</td>
</tr>
</tbody>
</table>

For each programme we have developed strategic objectives and objective statements (performance indicators) followed by a baseline figure and a target figure for the year 2020 in accordance with the following format. The methodology will eventually provide the justification, resource consideration (showing expenditure spread annually), and the risk management.
9. Planned Strategic priority considerations

9.1 The National Development Strategy 2020-2025

The Department will ensure that it makes a more substantial input into the process of elaborating the next NDS, NDS 2020-2025. Our International Cooperation and Regional Integration Division will be tasked with leading the Department’s role in this respect.

9.2 Sustainable Development Goals and Agenda 2030

The National Oversight and Strategic Committee for the Implementation of Seychelles Global and Regional
Commitments, comprising of State and Non-State Actors, constituted in 2017 is the apex body for the coordination, monitoring and evaluation of the implementation of the SDGs in Seychelles. As these will be integrated into the country’s planning process we have an understanding with the Ministry of Finance, Trade and Economic Planning to work hand in hand using the same national coordinating structure.

9.3 Climate Change and the Blue Economy

These are two subjects that will continue to be at the core of our Foreign Policy mandate. Seychelles will continue to show leadership on the subjects. Clear strategic focus will be given with specific targets elaborated in close collaboration with the relevant government departments having sectorial responsibility for the subjects as we soldier in their interest internationally.

9.4 International Financing for Development and the Vulnerability and Resilience Index

We seek to play a leading role in SIDS institutions and in alliance with other like-minded countries and international agents to redefine development strategies for vulnerable countries like SIDS and to get the Vulnerability and Resilience Index adopted by our development partners and incorporated in their international development programmes.

9.6 A more focused role in Brussels, the heart of the EU and the HQ of the ACP
As with New York and Addis, our Embassy in Brussels will be strengthened to play a more economic development cooperation and projects-oriented role.

9.7 Carving out a Foreign Policy based on public policy

We seek to establish a public policy organ within our structure with the function of enhancing the public’s understanding and awareness of Seychelles’ Foreign Policy and in order to seek support from both the public and specialized agencies in the country and abroad on the definition and execution of Seychelles’ Foreign Policy. The proposed establishment of the Seychelles Foreign Affairs Forum incorporating both State and non-State Actors will have that in mind.

9.8 A regional player in maritime security and a respected IMO member state

Seychelles has already gathered a reputation as a regional leader in counter-piracy as was recognized by international partners when in 2015 they bestowed to Seychelles the chairmanship of the International Contact Group on Piracy off the Coast of Somalia (CGPCS), a role further extended by an additional year until the end of 2017.

Seychelles will set out to extend its regional leadership role to cover all transnational crimes at sea based on a new maritime security framework. Under the MASE programme funded by the EU, Seychelles has been tasked to run the Regional Centre for Operational Coordination.

Concurrent to the establishment of the Regional Centre for Operational Coordination is the Seychelles-based Regional Fusion Law Enforcement Centre for Safety and Security at Sea (REFLECS3), which in 2013 took over from the Regional Anti-Piracy Prosecutions and Intelligence Coordination
Centre (RAPPIC), which played an integral role in anti-piracy and countering drug trafficking in the Indian Ocean Region.

This regional leadership role in the Indian Ocean and East Africa puts Seychelles as a serious and credible player in regional and global peace and security matters.

The Department will continue to be active on the High Level Committee on Maritime Security and will build an even closer rapport with Home Affairs and the Department of Defence for better coordination of projects and activities.

Whilst it is the portfolio responsibility of the Department of Ports and Civil Aviation to ensure that Seychelles complies with the international maritime obligations of Seychelles, particularly with the International Maritime Organization (IMO), the Department of Foreign Affairs will ensure proper representation of Seychelles’ national interests, as required under each IMO instrument. Hence, the creation of a Maritime Affairs Section within the Department with the required competencies.

### 9.9 Reinforcing our diplomatic strength at Headquarters, in target posts and completing our network of missions and consulates overseas.

The Department will seek to establish in the short term additional diplomatic staff in New York, Addis, Geneva, and Brussels. These are four key multilateral posts that will reflect our new strategy to strengthen our diplomatic capabilities in multilateralism. We shall also seek to complete our network of full diplomatic missions and honorary consulates across the world, to include Havana in the short term. In the medium term, we shall maintain proper representation in the region in line with our foreign policy priority of developing closer ties with our neighbours.
We also seek to the establishment of consulates in target countries across the globe in line with our foreign policy and national priorities. Similarly, we seek to strengthen our operational capabilities at Headquarters in order to provide timely, efficient and quality support both, internally, in our country (to the Minister) and, externally, to our missions (Ambassadors) and international partners. This will better position us for the exigencies of our planned memberships on the AU PSC (2019-2020).

At the same time, we shall measure the performance and value-addition of all our overseas missions in order to review their relevance in the new international and domestic context.

**9.10 Implementing the new organogram, schemes of service and tools for higher quality operations.**

The Department is launching a comprehensive reform for 2018, with some elements of this already in the works. The new organogram (Annex 1) is planned for implementation, once approved, in Q1 2018.

Improved schemes of service for diplomatic cadre, economists, legal officers and Foreign Service officials (Seychellois diplomats in post overseas) are being reviewed. The aim is to attract, develop and retain a competent, localized, professional workforce to ensure effective service delivery in the short, medium and long term in line with a coordinated human resources development and succession plan for DFA.

ICT is being used to improve the work flow and upload information on to secure servers for ease of access. Meanwhile, ICT will also be used to improve real-time
exchange of information for better dialogue and more effective outcomes in our foreign policy.

Already, first sight information is available instantaneously to the ranks between Minister’s office and the offices of Directors General/Directors. So, too, are regular reports from overseas posts which once received at Headquarters are instantly disseminated to all diplomatic missions. All Senior Official should eventually have instant access to incoming general correspondence. Our communications unit will increasingly use social media in our public policy practice.

Much as we depend on emails for the receipt of “first sight information”, we need to use more personable tools like the phone, a quick visit to the officer next door, WhatsApp, text messaging, etc. in order to be more effective and action-oriented. Nonetheless, for formal approval purposes by the Minister, the physical file within Headquarters will still be maintained and archived.

Our work culture should prioritize skills, flexibility, networks and real world outcomes, rather than competencies, hierarchy, process and rigidity. Better value, respect and appreciation should be given to our staff so that they feel wanted, part of a team, feel empowered and enthusiastic about going to work. Our officers should be considered “policy officers” focusing on foreign policy and networks rather than “desk time”.

Given the amount of speeches that are done on a weekly basis, all going through the DGs and the Executive Head before they reach the Minister, all staff will be trained in speech-writing in order to improve their proficiency and to cut down on editing time.
Given the size of our workforce at Missions, attention should be given to continuity, profile, knowledge and experience of the workforce which may vary depending on the post and the availability of expertise.

All these reforms are done with a view to meeting ministerial priorities more quickly. As civil servants we must be aware that we act on behalf of the Government and that the head of the Government’s foreign policy is the Minister, under the political direction of the President. Similarly, Ambassadors and the President’s envoys need to be supported promptly.

9.11 An active Human Rights Unit committed to proper coordination of Seychelles’ international obligations in respect of the rule of law and human rights. Strengthening Geneva.

A new Human Rights Unit has already been approved and will be set up in Q2 2018. It will be tasked with the responsibility for the coordination of Seychelles’ international obligations with respect to the rule of law and human rights. It will be instrumental in assisting the AGs Office to strengthen our Human Rights Institutions to making them effective and Paris-Principled.

In line with this, our mission in Geneva will be strengthened and will be called upon to put Seychelles’ interests forward with more dynamism in the UN system in Geneva.

9.12 An International Cooperation Section for research, sourcing, management and coordination of the country’s assistance from international development partners.

We will establish a new International Cooperation Section with a view to be active in research, planning and the application of project-funding worldwide, to meet our
domestic priorities; overseeing projects funded by
development partners, auditing and reporting periodically.
It will be the repository for the data base on international
assistance. It will assist the Department to conduct regular
sectorial meetings with other Ministries, Departments and
Agencies to review progress and challenges in the execution
of the national projects, as well as exchanging ideas on new
opportunities for development cooperation MDA will
generally be accountable to our Department for their
international cooperation initiatives, programmes and
projects.

9.13 A “Diplomatic Academy”.

In Q3 2016 we reached an agreement with UNISEY to work
together under their newly established UNISEY Centre for
Peace Studies and Diplomacy. The Department will have a
member on the Steering Committee of the Centre who will
also act as a focal point of the University. The Centre had in
Q3 2016 agreed to design tailor-made courses to suit the
Department’s needs. Amongst others, an induction course
will be designed for all new diplomats. New diplomatic staff
being placed abroad in any of our missions for the first time
may also benefit from a course to better prepare them for
the post. Eventually, we shall look to UNISEY to provide the
diplomatic cadre that we require in the Department. The
Department will also position the UNISEY Centre as a
mediation specialist for peace building and conflict
resolution.

9.14 PPBB

We seek to properly and fully implement the Programme
Performance Based Budgeting and to use it to leverage a
more effective Strategic Plan to result in more beneficial
outcomes for Seychelles. This requires a stronger monitoring and evaluation function. Directors General and Heads of Missions are already empowered to take responsibility for the affairs of their Divisions and Missions under the administrative direction of the Principal Secretary. More value will in the process be placed on accountability and transparency. In this regard, a Policy, Planning Research and Monitoring & Evaluation Unit in the Office of the Executive Head will be established. Similarly, in order to strengthen compliance to policy and governance in the functioning of the Department, an Internal Auditor is to be appointed in the Office of the Executive Head.

9.15 New Annex to the Headquarters building

A new Annex has been in the planning for several years. Work has reached a stage where only financial approval is awaited. An 18-month period is required from start to finish. Thus, should the works begin in 2019, the building and renovations at the main building will be completed by the end of Year 2020.

Part C: Annexures

Annex 1: Organogram of the Department of Foreign Affairs

Annex 2: Code of Conduct for Diplomats

Annex 3: Plan of the New DFA Annex
ANNEX 1
ORGANOGRAM OF THE DEPARTMENT OF FOREIGN AFFAIRS
ANNEX 2

CODE OF CONDUCT OF DIPLOMAT
CODE OF CONDUCT
Seychelles Diplomatic Service
v.1 – 16Jun2017

Introduction

Employees of the Department of Foreign Affairs (DFA) have always to be mindful of the unique role of the Department as the mirror of Seychelles to the world. They should display high standards of integrity, loyalty, professionalism, reliability, honesty and objectivity and ensure that their conduct, in their professional and private lives, is at all times beyond reproach.

This Code of Conduct is not exhaustive. It sets out the high standards of professional and ethical conduct expected of the employees of the Department of Foreign Affairs. It also applies to temporary staff and trainees.

1.0 Interaction at the work place

Employees should comply with the rules and regulations governing the public service and the DFA. They should act professionally and ensure that work colleagues (co-workers or subordinates) are treated with respect.

2.0 Personal Relationships

Employees must ensure that their personal relationships, at or outside work, do not interfere in their work or impair their efficiency and effectiveness or adversely affect the image or good order of the DFA.

3.0 Dress Code

Local staff are guided in their dress code and general appearance by the Department of Public Administration (DPA) Circular on Dress Code/Public Image of June 2006.

Overseas based staff should abide by accepted international norms and local custom in their host country. When in doubt, they should enquire.

4.0 Implementing Policies, Decisions and Instructions
Employees should not seek nor carry out any instructions from any foreign government, company, entity other than the DFA. They should comply with all legitimate instructions from the DFA in the performance of their duties and should not allow their personal views to impede, influence or contravene their execution.

5.0 Political Engagement

Employees’ political engagement is outlined in the PSO 121.

It is important to reiterate that employees of DFA (as indeed the other sectors of the public service) should serve the Government of the day, whatever its political persuasion, to the best of their ability. This should be done in a way which maintains political impartiality regardless of the employee’s personal political belief.

An employee should not act in a way that is determined or interpreted to be by party political considerations. They should not allow their personal political views to determine their actions or influence their judgement.

Overseas based staff should under no circumstances interfere in the host country’s internal affairs by participating in political activities or expressing a view on the policies.

6.0 Civil Suits

Employees must immediately notify the Principal Secretary of Foreign Affairs (PSFA), through the Head of Mission if posted in a Seychelles overseas mission, of any involvement in a civil suit, either as a complainant or respondent.

7.0 Financial Interests

Employees should ensure that their personal and financial interests and those of their immediate families do not conflict with their duties.

7.0 Acceptance of Gifts and Foreign Decorations

Employees should neither seek nor accept gifts from entities and individuals if they can be construed as consideration for a favour or special service. Christmas and other “courtesy” gifts may be accepted, provided their value is within acceptable limit. Monetary gifts should not be accepted.
Employees should not accept nor wear foreign decorations without the written approval of the Foreign Secretary.

Employees must inform the PSFA on becoming aware that they are being considered for the award of a foreign decoration.

8.0 Social Media

Employees should ensure that they use social media responsibly and use their best judgement in posting material on these platforms. They should ensure that they do not post anything that could tarnish their reputation and compromise DFA and its image.

9.0 Interaction with the media

Employees should not make any declarations to the media, even “off-the-record”, without the written approval of PSFA.

Similarly, all public address, speech, remarks or statement must be consistent with Seychelles Government policies and must be cleared in writing by PSFA.

10.0 Immunities and Privileges

Overseas based diplomatic staff should note that the immunities and privileges accorded to them in the host country under the Vienna Convention are granted for the Republic of Seychelles and not their personal benefit. They should therefore scrupulously respect the laws and regulations of the host country as well as its traditions and customs. They should show due respect to the authorities and citizens of the host country. They should not engage in any personal business activities in the host country.

11.0 Management of Government Property and Resources

Employees should ensure that public funds are used responsibly and for no other purpose except that laid down by DFA and the Ministry of Finance.

Entertainment expenses should only be incurred when necessary for Seychelles’ interest (and after prior approval of DFA) taking into account the custom and circumstances in the host country. The employee should ensure that the entertainment should not go beyond what is appropriate and that cost remains reasonable.
Employees should ensure that Government property, documents and assets are not wilfully neglected, wasted or damaged.

12.0 Confidentiality

Employees should observe strict confidentiality with regard to confidential matters that they obtain knowledge of in the course of their duties. They should ensure that confidential information is securely protected against unauthorized access.
ANNEX 3

PLAN OF THE NEW DFA ANNEX
1. Do not scale drawing
2. All dimensions to be verified on site prior to commencement of any works. Architect's and Engineering drawings and specifications.
3. This drawing is to be read in conjunction with all relevant
4. This drawing is not a Structural Engineering drawing. All dimensions of the structure to be confirmed by
5. The Setting out of the works on site is the responsibility of
6. The Contractor. Any inspection which the Architect makes,
NOTES

1. Do not scale drawing.
2. All identical symbols are shown at their final scale.
3. All material and做法 are based on the Approved Schedule of Finishes, Materials and Specifications.
4. This marine grade timber:
   - 38x45x1800mm
   - 45x45x1800mm
   - 57x57x1800mm

FIRE FIGHTING:

All final location of any fire fighting equipment to be determined and approved by CHIEF FIRE OFFICER before building operation. Ceiling and wall lining surfaces to be decorated with 3 coats of intumescent paint to achieve class one surface spread of flames designation (as per Building Regulations). Armoury

125mm thick concrete slab with A142 steel mesh at the top with 25mm min. concrete cover, laid on min. 500 gauge "Visqueen"... s/c blinding on consolidated hard-core D.P.M. to be taken up the side of external walls and lapped with the wall D.P.C.

All reinforced concrete slabs, beams, column, staircases and foundations to structural engineers drawing.

STRUCTURE

GROUND FLOOR SLAB

WALLS ABOVE DPC

All external and internal walls to be Concrete Blocks as indicated with 15mm external render and 12.5mm internal plaster. D.P.C. to be "Hyload" pitch polymer or similar provided to all external walls and placed min. 150mm above finished external ground level. Blocks to be of min. strength 3.5 N/mm² and 7.0 N/mm² for load bearing wall.

All glazing to comply with BS952:Pt 1:1995, BS6262:1982, and BS6206

GLAZING

2. All dimensions to be verified on site prior the commencement of any works. Architect's and Engineering drawings and specifications.

3. This drawing is to be read in conjunction with all relevant drawings and specifications.

4. This drawing is not a Structural Engineering drawing.

5. Dimensions of openings refer to finished surfaces

6. The Setting out of the works on site is the responsibility of the Contractor. Any inspection which the Architect makes, including taking dimensions as the Architect deems appropriate, does not relieve the Contractor of their responsibilities in any way.

7. All final location of any fire fighting equipment to be determined and approved by CHIEF FIRE OFFICER before building operation. Ceiling and wall lining surfaces to be decorated with 3 coats of intumescent paint to achieve class one surface spread of flames designation (as per Building Regulations). Armoury

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All reinforced concrete slabs, beams, column, staircases and foundations to structural engineers drawing.

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GROUND FLOOR SLAB

WALLS ABOVE DPC

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All reinforced concrete slabs, beams, column, staircases and foundations to structural engineers drawing.
NOTES

1. Do not scale drawing

2. Dimensions of openings refer to finished surfaces

3. All dimensions to be verified on site prior the commencement of any works.

4. This drawing is to be read in conjunction with all relevant architect's and engineering drawings and specifications.

5. Dimensions of the structure to be confirmed by Structural Engineer.

6. The Setting out of the works on site is the responsibility of the Contractor. Any inspection which the Architect makes, including taking dimensions as the Architect deems appropriate, does not relieve the Contractor of their responsibilities in any way.

7. All dimensions are to be read to the nearest 3/32" or 0.1mm for levels above +5.00 and to the nearest 3/32" or 0.1mm for levels below +5.00.

STRUCTURE

GROUND FLOOR SLAB

WALLS ABOVE DPC

1. All external and internal walls to be concrete blocks as indicated with 15mm external render and 12.5mm internal plaster. DPC to be "Hyload" pitch polymer or similar provided to all external walls and placed min. 150mm above finished external ground level. Blocks to be of min. strength 3.5 N/mm² and 7.0 N/mm² for load bearing wall.

2. All glazing to comply with BS952: Pt 1: 1995, BS6262: 1982, and BS6206.

GLAZING

3. All dimensions of the structure to be confirmed by Structural Engineer.

4. This drawing is not a Structural Engineering drawing.

5. Do not scale drawing

FIRE FIGHTING:

All final location of any fire fighting equipment to be determined and approved by CHIEF FIRE OFFICER before building operation. Ceiling and wall lining surfaces to be decorated with 3 coats of intumescent paint to achieve class 1 surface spread of flames designation (as per Building Regulations).

TERMITES:

Ground within perimeter of external walls and for a distance of 1500mm outside those walls to be sterilized against passage of termites. Except where termite resistant timber is used, all structural timber to be sufficiently impregnated with an approved chemical for protection against termites as per Manufacturer's specifications.

ARMOURY

125mm thick concrete slab with A142 steel mesh at the top with 25mm min. concrete cover, laid on min. 500 gauge "Visqueen"...s/blinding on consolidated hard-core D.P.M. to be taken up the side of external walls and lapped with the wall D.P.C.

All reinforced concrete slabs, beams, columns, staircases and foundations to structural engineers drawing.

S-01 Building Section 1:50

05/12/2013

FOR SUBMISSION

500 S-01 Building Section

500

Absolute Architecture

Government of Seychelles

5. Dimensions of openings refer to finished surfaces

+1.825

+4,800

+14,800

+3,225

+6.550

0,900

+8.30

+11.80

+8.30

+14,800

+4.80

+11.80

+18.890

12,975

4,090

+4.60

1,000

0,200

RWDP to match existing

1,20mts high cast iron ballustrade to match existing

skylight

way in storage pum room

entrance corridor
corridor
corridor

ramp
corridor

storage
way in
entrance corridor
pum room

entrance corridor

ramp

storage
way in
entrance corridor
pum room
NOTES

1. Do not scale drawing

2. All dimensions to be verified on site prior to commencement of any works. Architect's and Engineering drawings and specifications.

3. All dimensions of the structure to be confirmed by Structural Engineer.

4. This drawing is to be read in conjunction with all relevant Architect's and Engineering drawings and specifications. Any discrepancies to be reported to Architect immediately and prior to executing any action on queried items.

5. This drawing is not a Structural Engineering drawing.

6. The Setting out of the works on site is the responsibility of the Contractor. Any inspection which the Architect makes, including taking dimensions as the Architect deems appropriate, does not relieve the Contractor of their responsibilities in any way.

7. Dimensions of openings refer to finished surfaces

STRUCTURE

1. All reinforced concrete slabs, beams, column, staircases and foundations to structural engineers drawing.

2. All external and internal walls to be Concrete Blocks as indicated with 15mm external render and 12.5mm internal plaster. D.P.C. to be "Hyload" pitch polymer or similar provided to all external walls and placed min. 150mm above finished external ground level. Blocks to be of min. strength 3.5 N/mm² for load bearing wall.

3. All glazing to comply with BS952:Pt 1: 1995, BS6262: 1982, and BS6206

GLAZING

2. All dimensions to be verified on site prior the commencement of any works.

3. This drawing is to be read in conjunction with all relevant Architect's and Engineering drawings and specifications.

4. All dimensions of the structure to be confirmed by Structural Engineer.

5. This drawing is not a Structural Engineering drawing.

6. The Setting out of the works on site is the responsibility of the Contractor. Any inspection which the Architect makes, including taking dimensions as the Architect deems appropriate, does not relieve the Contractor of their responsibilities in any way.

FIRE FIGHTING:

All final location of any fire fighting equipment to be determined and approved by CHIEF FIRE OFFICER before building operation. Ceiling and wall lining surfaces to be decorated with 3 coats of intumescent paint to achieve class one surface spread of flames designation (as per Building Regulations)
NOTES:

1. Do not scale drawing.
2. Any discrepancies to be reported to Architect immediately and prior to executing any action on queried items.
3. This drawing is not a Structural Engineering drawing.
4. This drawing is to be read in conjunction with all relevant Architect's and Engineering drawings and specifications.
5. Dimensions of openings refer to finished surfaces.
6. Dimensions of the structure to be confirmed by Structural Engineer.
7. The Setting out of the works on site is the responsibility of the Contractor. Any inspection which the Architect makes, including taking dimensions as the Architect deems appropriate, does not relieve the Contractor of their responsibilities in any way.
8. All dimensions to be verified on site prior commencement of any works. Architect's and Engineering drawings and specifications.

STRUCTURE:

1. Ground floor slab
2. Walls above DPC
3. All external and internal walls to be Concrete Blocks as indicated with 15mm external render and 12.5mm internal plaster. D.P.C. to be "Hyload" pitch polymer or similar provided to all external walls and placed min. 150mm above finished external ground level. Blocks to be of min. strength 3.5 N/mm² and 7.0 N/mm² for load bearing wall.
4. All glazing to comply with BS952:Pt 1: 1995, BS6262: 1982, and BS6206

TERMITES:

Ground within perimeter of external walls and for a distance of 1500mm outside those walls to be sterilized against passage of termites. Except where termite resistant timber is used, all structural timber to be sufficiently impregnated with an approved chemical for protection against termites as per Manufacturer's specifications.

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ARMOURY:

125mm thick concrete slab with A142 steel mesh at the top with 25mm min. concrete cover, laid on min. 500 gauge "Visqueen" s/c blinding on consolidated hard-core D.P.M. to be taken up the side of external walls and lapped with the wall D.P.C.

All reinforced concrete slabs, beams, column, staircases and foundations to structural engineers drawing.

GLAZING:

All dimensions of the structure to be confirmed by Structural Engineer.

1. Do not scale drawing.