



## **STRATEGIC PLAN 2018-2022**

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## **FOREWORD**

The Strategic Plan offers the Seychelles Heritage Foundation (SHF) a concrete and practical plan to realise its objectives and seek to reposition SHF by identifying its key strategic priorities. It serves also as a mechanism to successfully improve the private, public and civic participation in the development of the cultural and heritage background of our country and in enabling a shared responsibility towards successful and sustainable management programmes of our Cultural Heritage. The strategic plan maps out the vision of the Seychelles Heritage Foundation and recognises the actions to implement to accomplish the specific objectives in a sustainable manner.

Too often well-intentioned heritage preservation or promotion projects have been but short-lived as a result of inadequate long-term planning and sustainable growth deficiencies. It is critical for the SHF to think long-term and to think projects and programmes that are sustainable. The 2018 - 2022 Strategic Plan places emphasis on the development of Seychelles heritage landscape and the preservation and conservation of our heritage assets through a series of projects and programmes that have the capacity to expand and that can be adequately administered and supported by the entity and other relevant partners. This strategic plan builds complementary, healthy and mutually beneficial relationship with all key stakeholders of the heritage sector as this is the most effective manner of ensuring the protection and preservation of our heritage resources at all levels. Furthermore, the strategy takes into consideration the recent audit findings that exposed weaknesses in our systems and controls. It therefore foregrounds the building of organisation capacity and establishment of proper governance systems as one of the focal points to immediately turn the situation around. Equally important is the prioritization of key programs in the face of SHF's extensive mandate for greater impact.

Planning on the long-term growth of our heritage industry and preservation programmes also calls for commitment and responsibility on the part of every member of the SHF working family. We should all be able to clearly see our role and that of our section or unit in 2018-2022 Strategic Plan and act decisively and effectively. The Plan has been formulated from the contributions of the sections, units and other relevant institutions. In order to realise these goal the commitment of all staff in all areas of work are paramount for the successful outcome

We are convinced that our current and future partners, the government, the public and private sectors will join us in the challenging task of realising the set objectives of the 2018-2022 Strategic Plan

Benjamine Rose

**Chief Executive Officer**

## **BACKGROUND**

The Seychelles Heritage Foundation was set up following the enactment of the Seychelles Heritage Foundation Act on 21<sup>st</sup> December 2006. It is a body corporate and its main objectives are as follows:

- (a) To identify, conserve and promote the Cultural Heritage of Seychelles.
- (b) To encourage broader public participation in activities designed to promote the Cultural Heritage of Seychelles.
- (c) To generate the resources necessary for achievement of heritage projects and programmes.
- (d) To manage certain heritage sites having regard to their value to Cultural Tourism.
- (e) To endeavour to win international support for activities designed to promote the heritage of Seychelles.
- (f) To promote research into and education on various aspects of the National Heritage.
- (g) To advise the government on matters relating to the Cultural Heritage of Seychelles.

The Foundation is governed by a nine (9) member board nominated for a period of three (3) years by the President of the Republic.

Published under the first schedule of the Seychelles Heritage Act, the under-listed properties were placed under the management portfolio of the Seychelles Heritage Foundation:

- (I) Ex-Plantation House, La Plaine, Au Cap
- (II) Creole Village, Val des Près, Au Cap
- (III) Mission Ruins, Mission, Sans Souci
- (IV) Bel Ombre Treasure Site

## **VISION**

Conserving, administering and putting to the best use the Cultural Heritage assets of Seychelles.

## **MISSION STATEMENT**

The SHF seeks to show leadership in the regeneration of the cultural heritage assets of Seychelles through partnerships with individuals and organizations in preserving and promoting the cultural heritage resources of Seychelles in a sustainable manner.

## **IMPORTANCE OF HERITAGE**

Heritage is the full range of our inherited traditions, monuments, objects and culture .Heritage is expressed through places – buildings, landscapes, public parks and gardens, infrastructure, monuments, public art and more. Heritage is also represented in objects, artefacts, archives, photographs, maps, drawings and other items. Some of these items are in public collections; others are privately held. Heritage includes our traditions, events and celebrations, people’s memories, artists’ expressions, monuments and memorials. Heritage is dynamic - what is valued constantly changes as society, culture and memories change.

Other aspects of heritage are reflected in culture, traditions, events, stories and memories. This strategy is interested in how these can be shared in order to build public understanding and appreciation of our heritage. The places, objects and stories give our lives meaning and purpose, as individuals and as communities. They create a strong and enduring sense of community identity.

## **STRATEGIC FRAMEWORK**

It is important that the appropriate organizational structure is in place for the SHF to be successful in implementing its Strategic Plan 2018-2022. The organizational structure is the Strategic Framework which will provide the implementation and accounting stages for the objectives laid out in this Strategic Plan.

### **Board of Directors**

The board's primary responsibility is have oversight of the entity, while ensuring that Seychelles Heritage Foundation, remains viable and effective in the present and for the future. The board is also involve in formulating vital strategies and policies, evaluation of performance, advising, guiding and directing the Chief Executive Officer in strategic management, formulation and implementation.

### **Administration, Human Resources and Finance**

- Manage the Human Resources and other support services
- Ensure that other unit of the Seychelles Heritage Foundation receives adequate and prompt support required to run their units.
- Ensure discipline is maintained in the organization.
- Deal with personnel issues and other relevant matters.
- Provide training opportunities for all staff.
- Manage the transport facilities.
- Manage all financial matters pertaining to the Seychelles Heritage Foundation.
- Ensure that financial procedures are in place and practiced throughout the SHF as part of our normal practice.
- Ensure that all units accept responsibility and act prudently with allocated resources.
- Manage the operating costs.
- Coordinate and monitor expenditures.
- Institute appropriate control in an effort to reduce costs and increase income.

## **Research and Project Management**

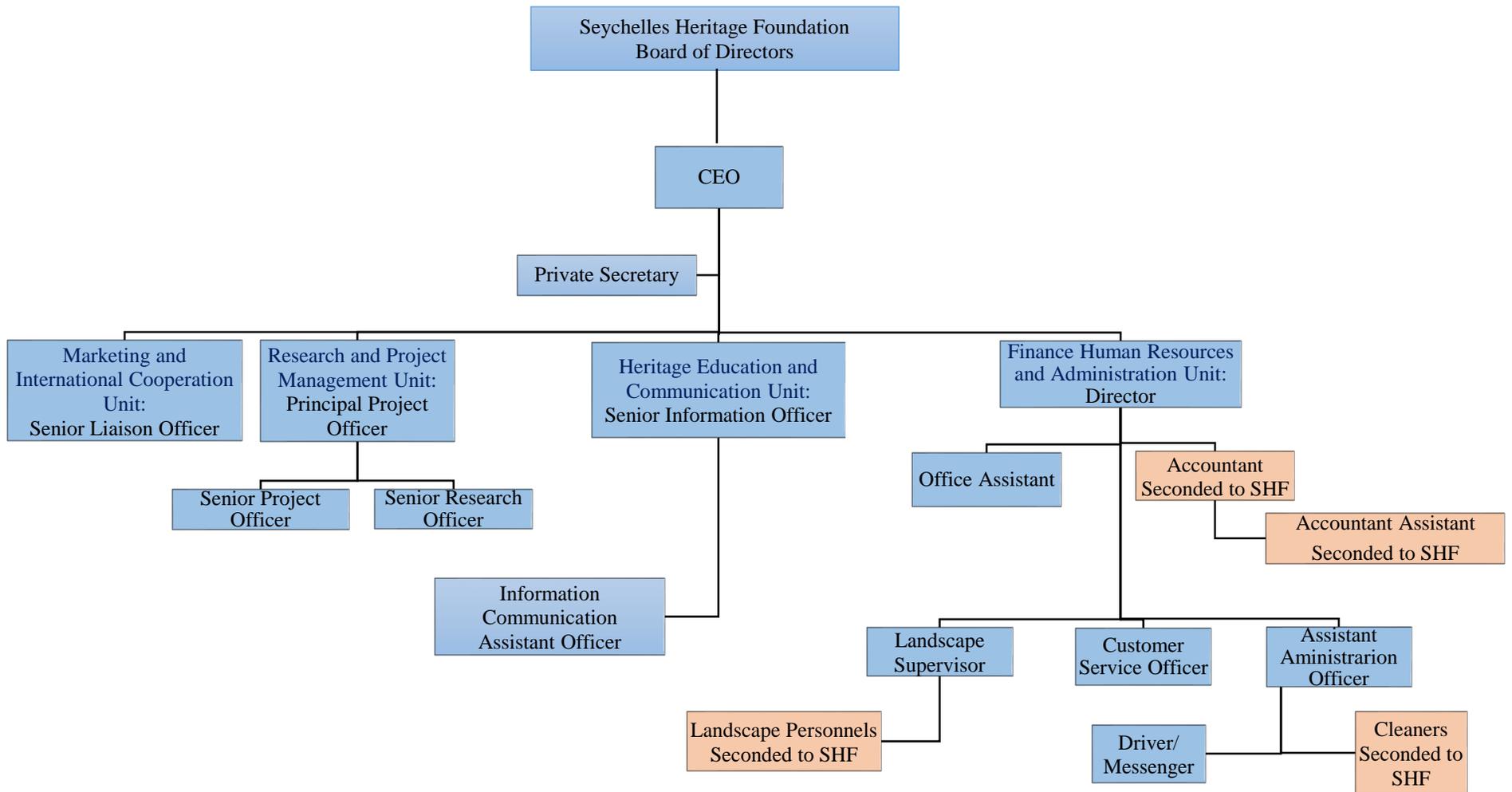
- Develop and design projects for the Seychelles Heritage Foundation
- Meet and discuss projects with potential stakeholders
- Promote the projects of the SHF in view of raising funds
- Formulate development projects of creative and innovative nature.
- Research on historical sites with historical value and marketable potentials

## **Heritage Education and Communication**

- Ensure that programmes of animation are designed and are in operation at all SHF sites.
- Ensure that there are various activities that are organized to showcase Seychelles' cultural heritage.
- Create awareness in the general public and visitors on the principal aspects of Seychelles' cultural heritage.
- Involve young people in programmes designed to promote and develop Seychelles' cultural heritage.

## **Marketing and International Cooperation**

- Ensure the promotion and marketing of the heritage sites
- Develop and implement effective marketing initiatives and tools
- Liaise with other international relevant entities to foster better collaborations.



**SWOT ANALYSIS**

FACTORS	STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
Political	<ul style="list-style-type: none"> <li>• Support from government as part of its strategy to create authorities that focus on development.</li> <li>• Support such as subventions and office spaces.</li> <li>• Leadership commitment.</li> <li>• Supporting legislations.</li> <li>• Able to control leases through legal provisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Need for additional technical workforce.</li> <li>• Lack of special cadre in cultural development field.</li> <li>• Lack of trained manpower.</li> <li>• Limited promotion of cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Stable environment.</li> <li>• Dynamic international relations;</li> <li>• Good political, environmental and cultural image internationally.</li> <li>• Strength participation of the Ministry of Foreign Affairs in Heritage.</li> <li>• Ratification of Cultural Conventions such as with UNESCO.</li> <li>• International growing appreciation of cultural heritage contribution to development.</li> </ul>	<ul style="list-style-type: none"> <li>• Vandalism / Thefts.</li> <li>• External competitive cultural environment.</li> <li>• Regional political rivalry.</li> <li>• Climate change.</li> <li>• Poor control and monitoring of legislations controlling Heritage assets properties.</li> </ul>

<p>Economic</p>	<ul style="list-style-type: none"> <li>• High Tourism arrival and the opening up of Seychelles.</li> <li>• Potential to acquire new heritage sites.</li> <li>• Possibility to explore heritage sites on other islands.</li> <li>• Good geographical location of the different sites.</li> <li>• Motivated, though limited workforce with high level of organizational skills.</li> <li>• Good internal and external communication.</li> <li>• Management able to meet deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient allocation of fund through national budget.</li> <li>• Lack of financial resources.</li> <li>• Some sites are scattered around the island.</li> <li>• Economically low income activities.</li> <li>• Insufficient investment in training and development.</li> <li>• Limited -qualified staff.</li> <li>• Limited publications.</li> <li>• Lack of marketing agents.</li> <li>• High administrative cost because offices are scattered.</li> <li>• Lack of specialized training in heritage.</li> </ul>	<ul style="list-style-type: none"> <li>• Encouraging investment climate.</li> <li>• Emerging economic private sector.</li> <li>• Stable investment and funding opportunities.</li> <li>• Potential for international financial and training support.</li> <li>• Potential to partner with local and international agencies.</li> <li>• Culture as a contributor to sustainable development.</li> <li>• Extension opportunities at existing sites.</li> <li>• Potential to lease out sites and properties in a regulated manner.</li> <li>• SHF becoming one of the driving force in cultural tourism development</li> <li>• Trainable staff.</li> <li>• Potential to offer other cultural related services.</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of living.</li> <li>• Competitive regional economies.</li> <li>• Illicit trafficking of cultural properties.</li> <li>• Unstable work economy.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Potential for heritage to become a contributor to the National economy</li> </ul>		<ul style="list-style-type: none"> <li>• High expectation of our clientele.</li> </ul>	
Social	<ul style="list-style-type: none"> <li>• Social cohesion.</li> <li>• Education of the population.</li> <li>• Sites as a means to educate the population.</li> <li>• Rich and diverse cultural heritage.</li> <li>• Raised cultural awareness of specific groups.</li> <li>• More or less successful melting pot.</li> <li>• High literacy rate.</li> </ul>	<ul style="list-style-type: none"> <li>• Insufficient cultural education in schools.</li> <li>• Insufficient cultural information in the media.</li> <li>• Insufficient comprehension of the concept of heritage.</li> <li>• Influenced by outside concepts of culture.</li> <li>• Management instability over the years resulted in lack of motivation.</li> <li>• Too much empire building amongst agencies.</li> <li>• Poor development in individual and collective heritage conservation.</li> <li>• Low cultural awareness by different groups.</li> </ul>	<ul style="list-style-type: none"> <li>• Tri-lingual population.</li> <li>• Good education platform.</li> <li>• Cultural heritage assets yet to be explored.</li> <li>• Partnership for increased cultural education throughout school's curriculum.</li> <li>• Knowledgeable society.</li> <li>• Good accessibility to sites.</li> </ul>	<ul style="list-style-type: none"> <li>• Substance abuse.</li> <li>• Drug trafficking.</li> <li>• HIV-Aids.</li> <li>• Theft and vandalism.</li> <li>• Influence of mass international culture.</li> <li>• Diseases affecting quality of life (diabetes, cancer, cardio-vascular etc...)</li> <li>• Change of lifestyle by young generation and a poor belief in traditions.</li> <li>• Negative attitude toward work.</li> </ul>

Technology	<ol style="list-style-type: none"> <li>1. Donations and assistance sometimes available.</li> <li>2. Access to new and improved working methods such as presentation &amp; database building.</li> <li>3. Advance E-services locally and internationally.</li> </ol>	<ol style="list-style-type: none"> <li>1. Insufficient Information Technology (IT).</li> <li>2. Insufficient IT training</li> <li>3. Insufficient IT maintenance.</li> <li>4. Insufficient IT work-force.</li> <li>5. Insufficient production technologies.</li> <li>6. Need for IT centre.</li> </ol>	<ol style="list-style-type: none"> <li>1. Fairly upmarket technologies affordable.</li> <li>2. Interlinked with the rest of the world.</li> </ol>	<ol style="list-style-type: none"> <li>1. Slow internet access.</li> <li>2. Unreliable power sources.</li> <li>3. Exploitation of cultural resources.</li> </ol>
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## THE STRATEGIC GOALS

1. Offer the opportunity for training and capacity building, including the resource capacity of Seychelles Heritage Foundation secretariat to meet the stated goals and objectives of the Foundation.
2. Establish responsible work practices as well as a sense of corporate responsibility.
3. Build upon present and create new areas of collaboration, cooperation and exchange amongst local and international partners.
4. Manage and implement effective and sustainable heritage project practices, monitoring and evaluation procedures in cultural heritage.
5. Develop effective promotion and marketing strategies for the heritage sites, including other tangible and intangible assets and implement innovative, quality, consistent and sustainable programmes and activities.
6. Develop strong linkage between economic opportunities and heritage conservation
7. Educate and sensitize our young generation on our cultural heritage and develop positive values in face of a multi-cultural heritage society
8. Engage community interest and awareness through events and activities which promote the positive cultural heritage value of Seychelles
9. Protect and value all heritage places and put into place sound heritage management policies to support decision making concerning heritage preservation and conservation.

10. Expand development on existing sites and identify new generations of heritage sites for development on Mahe, Praslin and La Digue..

## STRATEGIC OBJECTIVES

### Ref: Strategy 1

**Offer the opportunity for training and capacity building, including the resource capacity of Seychelles Heritage Foundation secretariat to meet the stated goals and objectives of the Foundation.**

### Objectives

- 1.1 Build new office facilities and make it welcoming to visitors and staff.
- 1.2 Continue to build a Heritage Foundation reference for all projects, programmes and activities undertaken by SHF.
- 1.3 Maintain proper transport system
- 1.4 Build and operate a website.
- 1.5 Continue to attract qualified staff for the SHF and maintain a proper internship programme.
- 1.6 Review an overall training needs assessment plan on training opportunities available locally, regionally and internationally.
- 1.7 Ensure provision of at least one long term training and a minimum of 3 short courses training per section per year.
- 1.8 Ensure that Managers receive international exposure at least once every two years.
- 1.9 Have in place a proper planning and issuing system for purchasing of good and services

## **Ref: Strategy 2**

**Establish responsible work practices as well as a sense of corporate responsibility**

### **Objectives**

- 2.1 Revise the employee handbook
- 2.2 Continue to organize induction training.
- 2.3 Make available all standard work ethics documents such as PSO and employment act to all staff
- 2.4 Maintain periodical staff meetings.
- 2.5 Build team work, team spirit and develop the concept of corporate affiliation through social activities and incentives including greater participation in national campaigns. Increase networking within community or school based groupings.

## **Ref: Strategy 3**

**Build upon present and create new areas of collaboration, cooperation and exchange amongst local and international partners.**

### **Objectives**

- 3.1 Continue to strengthen collaboration with existing stakeholders.
- 3.2 Continue to identify new organizations which SHF can affiliate with for the benefit of heritage.
- 3.3 Explore possible collaboration and exchange programme through bilateral and multilateral cooperation.

- 3.4 Capitalize on overseas trips to explore new avenues for cooperation year round.
- 3.5 Subscribe to reputable heritage publications year round.
- 3.6 Implement an incentive scheme to encourage protection of private heritage sites.

#### **Ref: Strategy 4**

**Manage and implement effective and sustainable heritage project practices, monitoring and evaluation procedures in cultural heritage.**

#### **Objectives**

- 4.1 Ensure each and every project of the SHF is designed, evaluated and submitted for proper approval.
- 4.2 Continue to ensure each and every work is assigned through a signed contract.
- 4.3 Continue building a data-bank of projects for different target groups of potential sponsors.
- 4.4 Continue to establish pre-contract standard format to provide tender procedures, quotations, work supervisory forms and payment recommended forms.
- 4.5 Ensure proper procurement system.
- 4.6 Ensure that another relevant ministries are contacted and informed about projects that requires their interventions.
- 4.7 Ensure proper follow up on project during implementation stages.

4.8 Ensure that procurement procedures established by Ministry of Finance are followed correctly.

4.9 Ensure proper liaison between Project Unit and Accounts Unit to facilitate payment.

**Ref: Strategy 5**

**Develop effective promotion and marketing strategies for the heritage sites, including other tangible and intangible assets and implement innovative, quality, consistent and sustainable programmes and activities**

**Objectives**

5.1 Continue to intensively market the Heritage sites through yearly publications.

5.2 Publicize at least one research work per year covering different aspects of our heritage.

5.3 Make use of relevant public events and activities to advertise the SHF year round.

5.4 Develop and implement a calendar of animation activities for each site to help towards the promotion and marketing of the different sites.

5.5 Continue to establish heritage clubs in schools.

5.6 Have an active website equip with the latest social media access such as twitter, Facebook and Instagram , google map.etc

**Ref: Strategy 6**

**Develop strong linkage between economic opportunities and heritage conservation**

**Objectives**

6.1 Promote and develop heritage sites with revenue generating opportunities

- 6.2 Establish pay entrance fees to certain heritage sites.
- 6.3 Create added value facilities to heritage sites.
- 6.4 Develop the cultural tourism concept to all SHF heritage sites.
- 6.5 Advertise and market SHF heritage sites.

### **Ref: Strategy 7**

**Educate and sensitize our young generation on our cultural heritage and develop positive values in face of a multi-cultural heritage society**

### **Objectives**

- 7.1 Continue to establish heritage clubs in schools and Heritage Trusts in the community.
- 7.2 Organize yearly Awards and competition in heritage fields for different age groups and making better use of public media for visibility
- 7.3 Promote and sell heritage publications at relevant public events.
- 7.4 Periodically produce articles and programmes for newspapers and television and radio.
- 7.5 Establish Heritage Clubs at community level.
- 7.6 Future development of manual on heritage for coordinators and children.

### **Ref: Strategy 8**

**Engage community interest and awareness through events and activities which promote the positive cultural heritage value of Seychelles**

#### **Objectives**

- 8.1 Work closely with districts and communities to develop heritage and cultural programmes and events.
- 8.2 Give visibility to heritage sites and assets at district level through publications and other publicity tools.

### **Ref: Strategy 9**

**Protect and value all heritage places and put into place sound heritage management policies to support decision making concerning heritage preservation and conservation.**

- 9.1 Develop policies and guidelines for heritage sites access.
- 9.2 Develop heritage management plans for all Heritage sites mentioned in SHF act.
- 9.3 Develop monitoring and evaluation procedures for development on heritage sites.
- 9.4 Establish a new owners “**Heritage Information Pack**” to make available for people owing a heritage place that is listed.

### **Ref: Strategy 10**

**Expand development on existing sites and identify new generations of heritage sites for development on Mahe, Praslin and La Digue..**

#### **Objectives**

- 10.1 Maximize utilization of space within existing sites.

- 10.2 Continue to revitalize existing heritage properties and industries.
- 10.3 Continue to identify new sites of heritage value on Mahe and other islands.
- 10.4 Continue to establish the presence of SHF on other islands.
- 10.5 Continue to submit projects to potential sponsors on sites development.
- 10.6 Development of heritage routes in partnership with local businesses and Community Trusts.

## STRATEGIC ACTIONS

### **Ref: Strategic goal 1:**

**Offer the opportunity for training and capacity building, including the resource capacity of Seychelles Heritage Foundation secretariat to meet the stated goals and objectives of the Foundation.**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Construct new office facilities	CEO/Principal Project Officer	End Dec 2020
Equip the office with a documentation Centre	Office assistant	December 2019
Build a reference facility for all projects, programmes and activities.	Office assistant	By December 2019
Continue to attract qualified staff for the SHF and maintain a proper internship programme.	Administration and Support Services Manager	Ongoing 2018- 2022

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Review overall training needs Assessment Plan	Administration and Support Services Manager	Nov each Year
Compile a data base on local and international training opportunities	Assistant Administration officer	By Dec 2018

Implement local Training	Director Administration HR and Finance	Every quarter
International Exposure	CEO / Director Administration HR and Finance	Ongoing 2018-2022

**Ref: Strategic goal 2:**

**Establish responsible work practices as a well as a sense of corporate responsibility**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Revise the Employee Handbook	Director Administration HR and Finance	Dec 2018
Establish Performance Management Operational Structure and Systems.	CEO/Director Administration HR and Finance	June 2021
Organize quarterly general staff meeting.	Director Administration HR and Finance	Ongoing 2018-2022
Make available all employment and other work related documents e.g. PSO	Assistant Administration Officer	Dec 2018
Organise social committee and activities at SHF Level	Assistant Administration Officer/ Office Assistant	Ongoing 2018-2022

**Ref: Strategy Goal 3**

**Build upon present and create new areas of collaboration, cooperation and exchange amongst local and international partners.**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Develop new incentives and collaborations to increase partner interest	CEO	Ongoing 2018-2022
Identify new local and international partners	CEO	Ongoing 2018-2022
Secure at least 5 bilateral and multilateral cooperation programmes of relevance to SHF	CEO / Project Manager	From 2018 to 2022
Capitalize on overseas visits for new cooperation avenues	CEO / Managers	Ongoing 2018-2022
Subscribe to beneficial heritage publications	CEO	Ongoing 2018-2022
Create an incentive scheme to encourage protection of heritage sites.	CEO/ Project Manager	Ongoing 2018-2022

**Ref: Strategic Goal 4**

**Manage and implement effective and sustainable heritage project practices, monitoring and evaluation procedures in cultural heritage.**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Ensure that projects are designed, and submitted for approval to the CEO and if required by the Board.	Project Manager / CEO	2018-2022

Continue to ensure each and every work is assigned through a signed contract.	Principal Project Officer / Procurement Committee	2013-2018
Ensure building a data-bank of projects for potential sponsors and donor agencies	Principal Project Officer / Senior project Officer	By June 2019
Continue to establish pre-contract procedures to provide for tendering quotations, work supervisory forms and payment recommendation forms.	Principal Project Officer / Accountant / Procurement Committee	Ongoing 2018-2022
Ensure that procurement procedures establish by finance are followed correctly.	Project Manager / Accountant / Procurement Committee	Ongoing 2018-2022
Ensure relevant Ministries and institutions are contacted for any relevant projects	Principal Project Officer/ Senior Project Officer	Ongoing 2018-2022
Ensure that project are followed through until completion	Principal Project Officer/ Senior Project Officer	Ongoing 2018-2022

**Ref: Strategy Goal 5**

**Develop effective promotion and marketing strategies for the heritage sites, including other tangible and intangible assets and implement innovative, quality, consistent and sustainable programmes and activities**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Continue to market heritage sites through yearly publications.	CEO /Principal Project Officer /Senior Project/Research Officer	Ongoing 2018-2022
Publicise other research work covering different aspects of our heritage.	CEO/ Principal Project officer	Ongoing 2018-2022
Using public events to promote the work of the SHF	CEO/ all Managers	Ongoing 2018-2022
Develop a calendar of "Heritage" activities for each year.	CEO /All Managers	Ongoing 2018-2022
Continue to establish Heritage Clubs in schools.	Education and communication officer	Ongoing 2018-2022
Launch new website of SHF	CEO/ Customer Service Officer	September 2018
Launch the Branding of Domaine de Val des Pres	CEO/ Principal Project officer	Dec 2018
Introduce information leaflet for all heritage sites	Principal Project officer/ Senior Project /Research Officer	Jan 2020

**Ref: Strategy Goal 6**

**Develop strong linkage between economic opportunities and heritage conservation**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Work in collaboration with partners to push for public private partnership	CEO/ Principal Project Officer	Ongoing 2018-2022

projects that is heritage related		
Introduce entrance fee	CEO/ Principal Project Officer/Accountant	End 2019
Initiate new collect revenue policy	CEO/ Principal Project Officer/Accountant	2018
Advertise SHF potential areas of investment	CEO/ Managers	Ongoing 2018-2022
Initiate relevant value added activities on heritage sites	CEO/ Managers	Ongoing 2018-2022
Continue adoption heritage projects	CEO/ Principal Project Officer	Ongoing 2018-2022

**Ref: Strategy 7**

**Educate and sensitize our young generation on our cultural heritage and develop positive values in face of a multi-cultural heritage society**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Continue to launch schools heritage clubs	Education and communication officer/ Assistant communication Officer	2018-2022
Launch SHF Website with special page and online competitions for youths	Education and communication officer/ Assistant communication Officer	2018-2022
Organise yearly awards and competitions for different age groups for the youth	Education and communication officer/ Assistant communication Officer	Ongoing 2018-2022

Continue to promote heritage publications at relevant public events	Education and communication officer/ Assistant communication Officer	Ongoing 2018-2022
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**Ref: Strategy 8**

**Engage community interest and awareness through events and activities which promote the positive cultural heritage value of Seychelles**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Periodically produce articles for newspaper, TV/radio programmes	Education and communication officer/ Assistant communication Officer	Ongoing 2018-2022
Establish Heritage Clubs at community level	Education and communication officer/ Assistant communication Officer	Ongoing 2018-2022
Further develop manual on Heritage for coordinators and children	Education and communication officer/ Assistant communication Officer	Ongoing 2018-2022
Organise family day activity at least every quarter	Education and communication officer/ Assistant communication Officer	Ongoing 2018-2022

**Ref: Strategy 9**

**Protect and value all heritage places and put into place sound heritage management policies to support decision making concerning heritage preservation and conservation.**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Write policies and guidelines for access to heritage sites.	CEO/Principal officer Project	Dec 2019
Work on management Plan for all Heritage sites.	Principal officer/Senior Officer Project Project	June 2020
Work on a monitoring and evaluation procedures for heritage restoration and conservation works.	Principal officer/Seniors Officer Project Project	June 2021
Design and produce “Heritage Information pack”.	Principal officer/Seniors /Research Officer Project Project	June 2019
Carry out impact assessment study on heritage sites.	Principal officer/Seniors /Research Officer Project Project	Ongoing 2018-2022

**Ref: Strategy Goal 10**

**Expand development on existing sites and identify new generations of heritage sites for development on Mahe, Praslin and La Digue.**

<b>Activities</b>	<b>Implementer</b>	<b>Deadline</b>
Continue to maximize utilization of space at existing properties	Principal Project Officer	Ongoing 2018 - 2022
Continue to revitalize existing sites heritage value on other islands.	Principal Project Officer	Ongoing 2018 - 2022
Continue to identify new sites of heritage value on Mahe and other islands	CEO / Principal Project Officer	Ongoing 2018 - 2022
Continue to establish a presence for SHF on other islands.	CEO	Ongoing 2018 - 2022
Finalise leases for a number of properties.	Principal Project Officer / Accountant	December 2018
Complete privatization exercise of services of 2 <sup>nd</sup> phase of Domaine de Val des Près.	CEO/Principal Project Officer	Ongoing 2018 - 2022
Push submits “Venn’s Town” to UNESCO for inclusion on World Heritage Site list.	CEO / Principal Project Officer	Ongoing 2018 - 2022
Development of heritage routes in partnership with local businesses and community Trust.	CEO/ Principal Project Officer	Ongoing 2018 - 2022

## CONCLUSION

Preserving in cultural heritage of Seychelles through sustainable projects and programmes and promoting the contribution of our heritage industry to development form the cornerstone of the SHF 2018-2022 Strategic Plan. The Plan sets goals and targets that are complementary and that require leadership, corporate responsibility and a sense of common purpose. There are challenges that must be overcome and clear objectives that must be attained. It is important for all stakeholders to work together for the common good of promoting Seychelles cultural and heritage industry.

The SHF management is thankful to all staff and all stakeholders who have helped in the preparation of the Strategic Plan as well as to partners who have provided much needed assistance in its formulation.