Strengthening Institutional Frameworks: Seychelles Experience

21 August 2018
RESULTS-BASED MANAGEMENT IN SEYCHELLES
RBM in Context - Seychelles Reform Journey

2008
Initiation of Reforms

2009
1st Generation Reform
Established the role of the State - focusing on core functions

2012 – 2015
National Planning
- Seychelles Sustainable Dev Strategy (2012-2020)
- SNDS (2015-2019)

2013
2nd Generation Reform
- PPBB Phased roll-out

2017 and beyond
- PM&E Phased roll-out
- National and Sector Planning
- PMS – 2018
- RBM performance dashboards - 2019

New SNDS 2019-2023
RBM Driving Performance Reforms

- Strengthening service-delivery and public sector performance
- Focusing on planning, results, performance and decision-making

- Vision, National Development Strategy influenced by sector strategic plans and core national priorities;
- **Foundation** for all RBM pillars and public service-delivery.

- Individual performance targeting at individual/unit/organization, and aligned with sector and national priorities.
- Focus level mainly on inputs/outputs.
- Consequences for individual.

- Link between strategic priorities and budget priorities;
- Performance focus to reflect core priorities.

- Unifying pillar for all RBM pillars
  - Institutional performance.
  - Performance focus on delivery of policies/programs/projects from input to outcomes/impact.
  - Consequences for policy-making.

- National Development Strategy
  - SP
  - PPBB
  - PMS
  - PM&E

- Performance Framework
  - Enabling Environment and Open Government
  - ICT
Strategic Planning

- Diagnostic international practices
- Methodology & Template Design
- Workshops
- Balance between top-down & bottom up approach: tailor made sector support
- Visioning
- Review of strategic plans
- NDS design

Progress

Opportunities
PPBB – Programme Performance Based Budgeting

Progress

2013
PPBB Infrastructure & Capacity Development

2015 & 2016
Pilot in 2 & 3 MDAs/sector support

2017
Presentational PPBB to all MDAs and capacity building

2018
9 MDAs full roll out/sector support

Opportunities

2019
Full roll out ALL MDAs

Integrating reforms with other RBM pillars

Capacity Development
Performance Monitoring and Evaluation (PM&E)

**Progress**
- Diagnostics
  - PM&E policy
- Use of PM&E tools

**2017**
- 2 pilot sectors trained

**Opportunities**
- 2018-2020 new pilots/sector support
- Use of PM&E template

**2018-2020**
- PM&E HowTo Guide
- Capacity building and change management
- National & sector databases/Dashboard for PM&E

**Evaluations**
Performance Management System (PMS)

Opportunities

- **Diagnostic** DPA, HR and CEO Forum, and sectors
- **Policy Development**
- **Capacity Strengthening** DPA, Sectors, HR and CEO Forum
- **Roll out** to sectors
Enabler: Using ICT as a Driver for Change

- eRBM – electronic RBM tool
- Integrated system, starting with dashboard that allows to create, record, track, compare, and share performance information

Opportunities

1. Diagnostic
2. Capacity Strengthening
3. Dashboard development
4. Roll out to sectors
Institutionalising RBM - Committees

National RBM Steering Committee: Oversees implementation of the RBM policy framework across government – monthly meetings

- Secretary of State MFTIEP (Chair)
- Chief Secretary DPA (Vice-Chair)
- PS Economic Planning
- PS Finance
- DPA Public Sector Specialist
- Reps: PM&E, PMS, PPBB, DICT, NBS, SBS
- Economic Advisor to the President
- Executive Secretary

MDAs Internal RBM Committee: Ensures integrated and coordinated approach to RBM implementation within the MDA – monthly meetings

- Principal Secretary 1 (Chair)
- Principal Secretary 2 (Vice-Chair)
- Committee's Secretary
- RBM Coordinator
- Policy & Planning Officer (s)
- PPBB Officer
- PM&E Officer (s)
- HR Officer
- CEOs (Agencies)
RESTRUCTURING INSTITUTIONS TO ENHANCE COORDINATION
PARTNERSHIP FOR INFORMATION SHARING

The National Information Sharing and Coordination Centre (NISCC)
NISCC – The Centre of Maritime Security Operations

The NISCC will act as a first point of contact and as the Centre of maritime security operations for key national stakeholders.

Membership: Representatives from the following partner agencies of GoS: Seychelles Peoples Defence Force (SPDF), Seychelles Police Force (SPF), Seychelles Civil Aviation Authority (SCAA), Seychelles Fisheries Authority (SFA), Seychelles Maritime Safety Administration (SMSA), Department of Risk and Disaster Management (DRDM), Seychelles Port Authority (SPA) and any agency appointed by the Governing Council.

Roles & Functions: The Centre shall act as a nodal agency for information sharing and coordination of a broad spectrum of aviation and maritime safety and security activities inclusive of Search and Rescue (SAR) in the air, land and maritime space of Seychelles and other areas according to UNCLOSIII and other relevant international conventions and instruments.; and work with similar foreign, national, regional and international frameworks in the relevant field to deal with existing and emerging challenges.

Scope of Coordination: The scope of coordination shall extend to the whole of Seychelles land, air and maritime space including its Exclusive Economic Zone, Search and Rescue Region (SRR), extended continental shelf and shall extend to high seas in accordance with UNCLOS III. Such coordination shall cover the following inter-alia. The Rules and Regulations made by the Governing Council from time to time shall apply and the Centre shall abide by the Laws of Seychelles.
Consolidating Structures for Greater Collaboration in Seychelles
Configuration of a Ministry of Home Affairs

Designated Minister

Private Office of the Minister

Financial Intelligence Unit

Home Affairs Coordination & Management
- Policy, Planning, Research & M&E.
- Coordination & Risk Assessment.

Corporate Services
- Administration.
- Systems Support.

The Departments, Division, Units and statutory bodies under the portfolio of the Ministry of Home Affairs

Secretary of State
Home/Internal Security
- Police Department
- Prison Department
- Local Government Department
- Fire & Rescue Services
- Disaster Management Bureau
- Bureau for the Prevention of Drug Abuse & Rehabilitation.
- Agency for the Prevention of Drug Abuse & Rehabilitation.
- Office for Film Control

Secretary of State
Border Control
- Immigration & Civil Status Department
- Public Health Bureau
- Bio Security Bureau
- Bureau of Customs
- Seychelles Postal Service
- Human Rights Commission
- Trafficking in Persons Bureau

Secretary of State
Maritime Security
- Seychelles Maritime Safety Administration
- Seychelles Ports Authority
- Coast Guard
- National Information Sharing and Coordination Centre (NICSS).
- Regional Maritime Coordination & Operations Centre (RMCOC).
- REFLECS3

Corporate Services
- Administration.
- Systems Support.

Financial Intelligence Unit

Private Office of the Minister
WAY FORWARD
Lessons Learned and Way Forward

- Enhancing coordination among institutions – creation of super ministry englobing key institutions.

- Good design of strategic plans with fiscal realism and evidence-based diagnosis informing the SNDS/sector plans.

- Priorization - careful selection of core programs and projects addressing the most important binding constraints with clear focus on few measurable results.

- Strengthen public sector performance – achieving better outcomes on key government priorities with fewer resources.

- PM&E system for the SNDS and strategic planning is key, but not limited to results framework - M&E of policies, programs and projects; strategic evaluations.

- Focus on utilization of information - change and risk management.
Thank You!