LANDSCAPE AND WASTE MANAGEMENT AGENCY



Three Year Strategic Plan

August 2023 – September 2026

July 2024

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August 2023 – September 2026

JULY 2024

Prepared for the

Landscape and Waste Management Agency (LWMA).

The Strategic Plan is a major milestone for the LWMA addressing recuring issues, emerging concepts, national strategies, and global commitments.

The Strategic Plan was written by the Chief Executive Officer, Shane Emilie, with pro bono service from Promel Consulting.

For any queries, please send an email to **lwmainfo@gov.sc**

To learn more about the Agency, please visit our website: **www.lwma.gov.sc or scan the QR code below.**

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Special gratitude goes to the Strategic Planning Committee for their fruitful contributions throughout the planning process, especially the SWOT analysis. Special thanks also goes to other LWMA staff who took part in the online survey and contributed to the final review of the strategic plan. Special mention also goes to the LWMA Board of Directors who also reviewed and provided valuable inputs into the strategic plan, especially the vision and mission statements, core values and detailed action plans.

Responsibility for the information and views expressed in this report lies entirely with the LWMA.

Glossary of **Terms**

Term/Acronym	Expanded meaning / Definition
CEO	Chief Executive Officer – The highest-ranking executive in LWMA, responsible for overall strategic leadership, operational oversight, and institutional representation
Circular Economy	A system aimed at eliminating waste through the continual use of resources, emphasizing reuse, repair, recycling, and regeneration.
Community Ambassador	A trained local volunteer promoting waste management awareness and encouraging behavioural change at the community level.
Compliance Monitoring	Ongoing process of verifying that activities conform to laws, contracts, and operational procedures.
Contingency Plan	Pre-arranged strategy for dealing with emergencies or unexpected events to minimize operational disruption.
DCEO	Deputy Chief Executive Officer – The second-highest executive position in LWMA, supporting the CEO in strategic leadership and operational oversight.
EPR	Extended Producer Responsibility – A policy approach making producers responsible for the environmental impacts of their products throughout their life cycle.
Enforcement Notice	A formal notice issued by authorities requiring corrective action for non-compliance with waste management regulations.
Functional Review	A systematic review of organizational structures, systems, and staffing to improve operational efficiency and service delivery.
Green Spaces	Publicly accessible open areas with grass, trees, or gardens developed for recreation,beautification, and ecological benefits.
Hazardous Waste	Waste posing significant or potential threats to public health or the environment (e.g. chemicals, batteries, medical waste).
Illegal Dumping	The act of discarding waste in unauthorized areas, often punishable under environmental laws.
KPI	Key Performance Indicator – A quantifiable measure used to evaluate the performance of activities and achievement of outcomes.

Landfill Gas	Gases, primarily methane and carbon dioxide, generated from organic waste decomposition in landfills, often captured to reduce emissions.
Leachate	Contaminated liquid that drains from a landfill, potentially polluting water and soil if not treated properly.
LWMA	Landscape and Waste Management Agency – The national agency or body corporate responsible for waste management, landscape services, and environmental cleanliness in Seychelles.
MACCE	Ministry of Agriculture, Climate Change and Environment – The parent ministry overseeing LWMA, responsible for environmental protection, climate resilience, and related policies.
MoU	Memorandum of Understanding – A formal but non-legally binding agreement outlining cooperation between parties (e.g. LWMA and a partner organization).
Nursery (Plant Nursery	A facility for cultivating plants and seedlings for landscaping, greeing, and public space enhancement.
Outsourcing Contracts	Contracts entered into with third-party service providers for activities like cleaning, landscaping, or waste collection under set standards.
PMS	Performance Management System - A framework for setting goals, monitoring performance, providing feedback, and assessing staff contributions to organizational objectives.
PPBB	Programme Performance-Based Budget – A budgeting framework that links resource allocation to performance indicators and results.
PPM	Project Portfolio Management - A centralized approach to managing and aligning all projects to strategic goals and ensuring optimal use of resources.
PSIP	Public Sector Investment Programme – A government framework that allocates capital resources for infrastructure and development projects.
PUC	Public Utilities Corporation – The state utility provider for electricity, water, and sewerage, often collaborating with LWMA on landfill and leachate management.
SLA	Service Level Agreement - A contractual document defining the scope, quality, and timing of services provided by contractors or partners.
Smart Waste Bin	A waste bin fitted with smart technology (e.g. sensors, GPS) to monitor fill levels and collection efficiency, and deter misuse or theft.
SOP	Standard Operating Procedure – A documented process that outlines specific steps for performing tasks to ensure consistency and quality.
Waste Segregation	The act of sorting waste into different streams (e.g. organic, recyclable, hazardous) to improve processing, recycling, or disposal.
Well-being Programme	A suite of internal initiatives designed to enhance employee mental, physical, and emotional health, as well as workplace satisfaction.
Zero Landfilling	A goal to reduce or eliminate the use of landfills by maximizing resource recovery and promoting sustainable waste management practices.
MoU	Memorandum of Understanding – A formal but non-legally binding agreement outlining cooperation between parties (e.g. LWMA and a partner organization).

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Foreword by
Chairman of LWMA



As Chairman of the Landscape and Waste Management Agency, I am proud to present our strategic plan for the next three years. This document is a testament to our commitment to creating a cleaner, safer, and more sustainable Seychelles. Our plan is rooted in thorough stakeholder engagement and reflects our dedicated team and partners' collective vision, mission, and core values.

Our strategic priorities encompass many initiatives, from promoting integrated waste management practices and developing sustainable green spaces to enhancing our operational efficiency and community engagement. We have developed a robust performance measurement and evaluation framework, using a detailed table format to clearly outline our outcomes, outputs, key performance indicators, and targets. This approach ensures we can track progress, make informed decisions, and continuously improve our services.

It is essential to recognise that the cleanliness and beauty of Seychelles are a shared responsibility. From government agencies and businesses to individual citizens, we each play a crucial role in maintaining our environment. By working together, we can ensure that our islands remain pristine and vibrant for future generations.

I am confident that through our team's diligent efforts and our stakeholders' support, we will achieve the ambitious goals outlined in this plan. Together, we will foster a healthier environment and a brighter future for all residents of Seychelles.

Thank you for your continued support and dedication.

Sincerely,

Radley Weber

Foreword by
CEO of LWMA



It is with great pleasure that I present the LWMA's strategic plan for the next three years. This plan reflects our unwavering commitment to enhancing the environmental well-being of Seychelles and is the result of extensive collaboration and consultation with our stakeholders. Our strategic priorities are designed to address the pressing challenges we face while also seizing opportunities to improve our operations and service delivery.

The importance of effective landscape and waste management cannot be overstated. Our beautiful islands, renowned for their natural beauty, require diligent care and innovative solutions to maintain their charm and support our tourism-driven economy. The strategic priorities outlined in this plan are pivotal in guiding our efforts to create a cleaner, safer, and more sustainable environment for all.

Over the past months, we have engaged with various stakeholders, including local communities, government agencies, private sector partners to gather insights and feedback. Their input has been invaluable in shaping this strategic plan. By aligning our goals with the expectations, needs, and desires of our stakeholders, we are confident that this plan will lead to meaningful and impactful outcomes.

The LWMA is poised for transformative growth, and this strategic plan serves as our roadmap. It is a testament to our dedication to continuous improvement and innovation in landscape and waste management. As we embark on this journey, we remain committed to transparency, accountability, and excellence in all our endeavours. We also acknowledge that the successful implementation of this strategic plan requires a collective effort. Therefore, we are committed to fostering collaboration and partnerships with all stakeholders. On this note, we call upon potential collaborators and funders to reach out to us should they wish to support us in one way or another in achieving the strategic priorities outlined in this document.

I extend my heartfelt gratitude to everyone who contributed to the development of this strategic plan. Your support and commitment are crucial as we move forward. Together, we will ensure that Seychelles remains a beacon of environmental sustainability and a pristine paradise for future generations.

Sincerely,

Shane Emilie.
MEd., Sustainability. MBA. MGPM.

Executive **Summary**

The LWMA has developed a comprehensive strategic plan to guide its operations over the next three years. This plan is designed to enhance the agency's capacity, improve service delivery, promote environmental sustainability, and ensure operational excellence. Rooted in extensive stakeholder engagement, the strategic plan aligns with LWMA's mission to create a cleaner, safer, and more sustainable Seychelles. Below are the key components and priorities of the strategic plan:

Integrated Waste Management Practices: The objective is to promote a circular economy by reducing waste, encouraging recycling, and minimising environmental impact. Key initiatives include implementing advanced waste management technologies, enhancing waste segregation, and increasing community awareness and participation in recycling programmes.

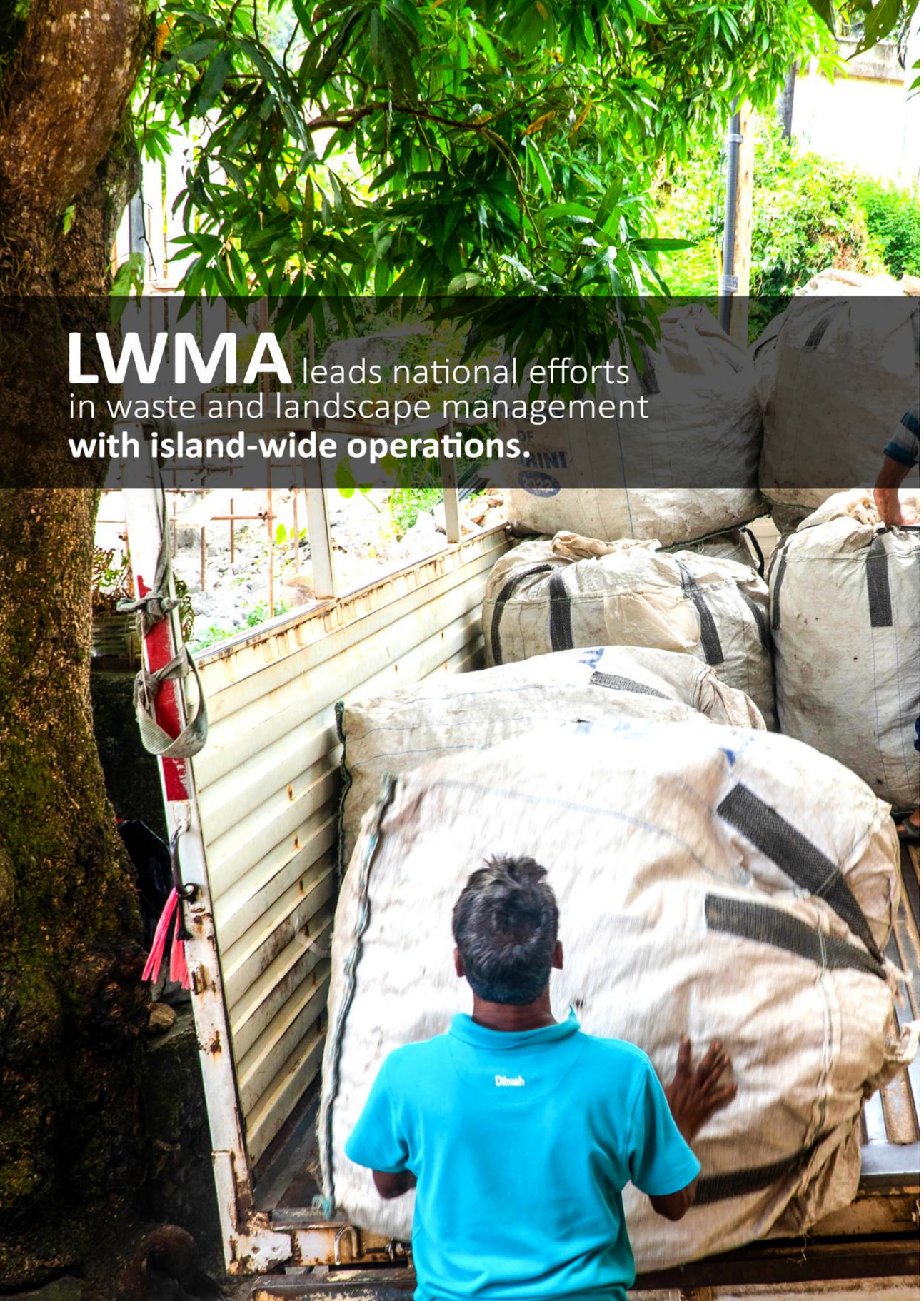
Sustainable Green Spaces: This priority focuses on developing and maintaining green spaces to enhance urban livability, biodiversity, and community well-being. Initiatives involve creating and enhancing public parks, gardens, and recreational areas, ensuring they are well-maintained and equipped with amenities.

Optimisation of Outsourcing Contracts: The goal here is to ensure efficient and cost-effective service delivery through well-managed outsourcing contracts. Actions include establishing clear service level agreements, monitoring contractor performance, and ensuring accountability and high standards in service delivery.

Capacity Enhancement: Strengthening the agency's capacity to adapt to changing landscapes and waste management needs is crucial. This involves investing in human resources, information and communication technology (ICT), and infrastructure, as well as providing training programmes to enhance staff skills and knowledge.

Operational Excellence: Achieving high levels of efficiency and effectiveness in all operations is essential. Key initiatives include optimising resource utilisation, streamlining processes, and implementing robust monitoring and evaluation systems to ensure continuous improvement.

The successful implementation of this strategic plan will contribute to the overall economic stability and ecological sustainability of Seychelles, particularly by supporting the tourism industry that relies heavily on the country's natural beauty. By focusing on efficient waste disposal practices and the beautification of strategic locations, LWMA will help sustain the environmental and economic health of the nation.



Introduction

The LWMA is proud to present its strategic plan for the upcoming three years. This plan outlines our vision, mission, and strategic priority areas aimed at enhancing the environmental sustainability and quality of life in Seychelles. Guided by our core values and driven by our commitment to excellence, the strategic plan sets a clear roadmap for addressing current and future challenges in waste management and landscaping.

The successful implementation of the strategic plan will be beneficial to the country as a whole in terms of economic stability, as the main pillar of our economy remains the tourism industry. This industry is largely dependent on Seychelles' natural beauty, both terrestrial and marine, which needs to be sustained through efficient waste disposal practices and beautification of strategic locations on our main islands.

In order to achieve this, LWMA must enhance its capacity and partner with various groups in society to tackle emerging issues head-on before they negatively impact our natural environment. A special effort has been made to ensure that the planning process engages various levels of management within LWMA, as well as key stakeholders involved with the Agency. By leveraging innovative solutions, fostering community engagement, and enhancing operational efficiency, we aspire to create a cleaner, greener, and more vibrant environment for all residents and visitors. This document serves as a comprehensive guide for our actions, reflecting our dedication to sustainable development, environmental protection, and economic growth.

Seychelles, like many small island developing states, faces significant challenges with waste management. Each year, we generate around 90,000 tons of solid waste, putting pressure on our beautiful landscapes. Our main landfills on Mahé, Praslin, and La Digue are nearing full capacity, with only a few years left before they can no longer hold more waste. This situation calls for urgent action to change how we handle waste. The growing fisheries and tourism sectors bring economic benefits but also contribute to an expected 50% increase in waste by 2035. This growing waste problem is unsustainable, prompting the need for an integrated solid waste management system that considers environmental, social, and financial factors.

Amid sustained efforts to beautify and maintain key urban areas like Perseverance 1 & 2, Victoria, Ile Du Port, Sport Complex, Bois de Rose, Highway, and Roche Tortue, and parts of Praslin island, the public continue to misuse the public spaces. Vandalism to amenities and theft have constantly interfered with our efforts to green and provide user-friendly facilities for residents and visitors alike. Amid the recurring issues, the Agency remain focused on restoring the landscaped areas.

Organisational **Overview**

History of the Organisation

The roots of the LWMA trace back to significant shifts in the management of water resources, sanitation, and waste in Seychelles. Prior to 1995, the Public Utilities Corporation (PUC) held responsibility for these domains. However, with a series of governmental reorganisations and privatisation endeavours, solid waste management underwent a transformative journey.

In 1995, solid waste management was detached from PUC and entrusted to the newly formed Solid Waste & Cleaning Agency (SWAC). The service of municipal waste collection, treatment, and disposal was subsequently privatised in 1997, with STAR Seychelles undertaking these responsibilities under the oversight of SWAC. This era saw the implementation of policies outlined in the Solid Waste Master Plan (2003-2010).

The turning point arrived in 2009 when LWMA emerged, operating under the then Ministry of Environment and Energy (MEE) amidst another governmental restructuring. Though LWMA took the lead in waste management, it collaborated closely with various stakeholders:

Community-based groups: Engaged in solid waste management through clean-up activities and subcontracting waste collection.

Government Agencies: The Department of Environment oversaw water resources, sanitation, and waste management, with participation from other ministries on special occasions.

Non-Governmental Organisations (NGOs): Notably, Sustainability for Seychelles (S4S) played a key role in environmental initiatives.

Private Sector: Significant growth was observed in the private sector's involvement in solid waste management, while water and sanitation remained primarily under public entities.

Other Groups: Educational institutions and organisations focused on water conservation, pollution prevention, and recycling, recognising the importance of fostering awareness in schools and workplaces.

During the early 21st century, policy drivers further shaped the waste management landscape through the following documents:

- Environmental Management Plan of Seychelles (2000-2010): A comprehensive national plan addressing water, sanitation, and waste through multi-stakeholder consultation.

- Seychelles Sustainable Development Strategy (2012-2020): A national development strategy focused on various thematic areas including water, sanitation and waste management. The document was not fully implemented and was later replaced by the current National Development Strategy in line with the Sustainable Development Goals.

- Solid Waste MasterPlan (2003-2010): Formulated strategies for solid waste management, addressing emerging trends and country-specific issues.

The waste disposal process at that time involved collecting municipal waste from communal bin sites, compacting it in specialised trucks, and transferring it to controlled landfills on various islands. Notably, Providence on Mahé receiving a significant portion, with STAR Seychelles operating it since 1999 to date. The landfills on Praslin and La Digue came under LWMA's management after the dissolution of the Praslin Development Fund in 2012.

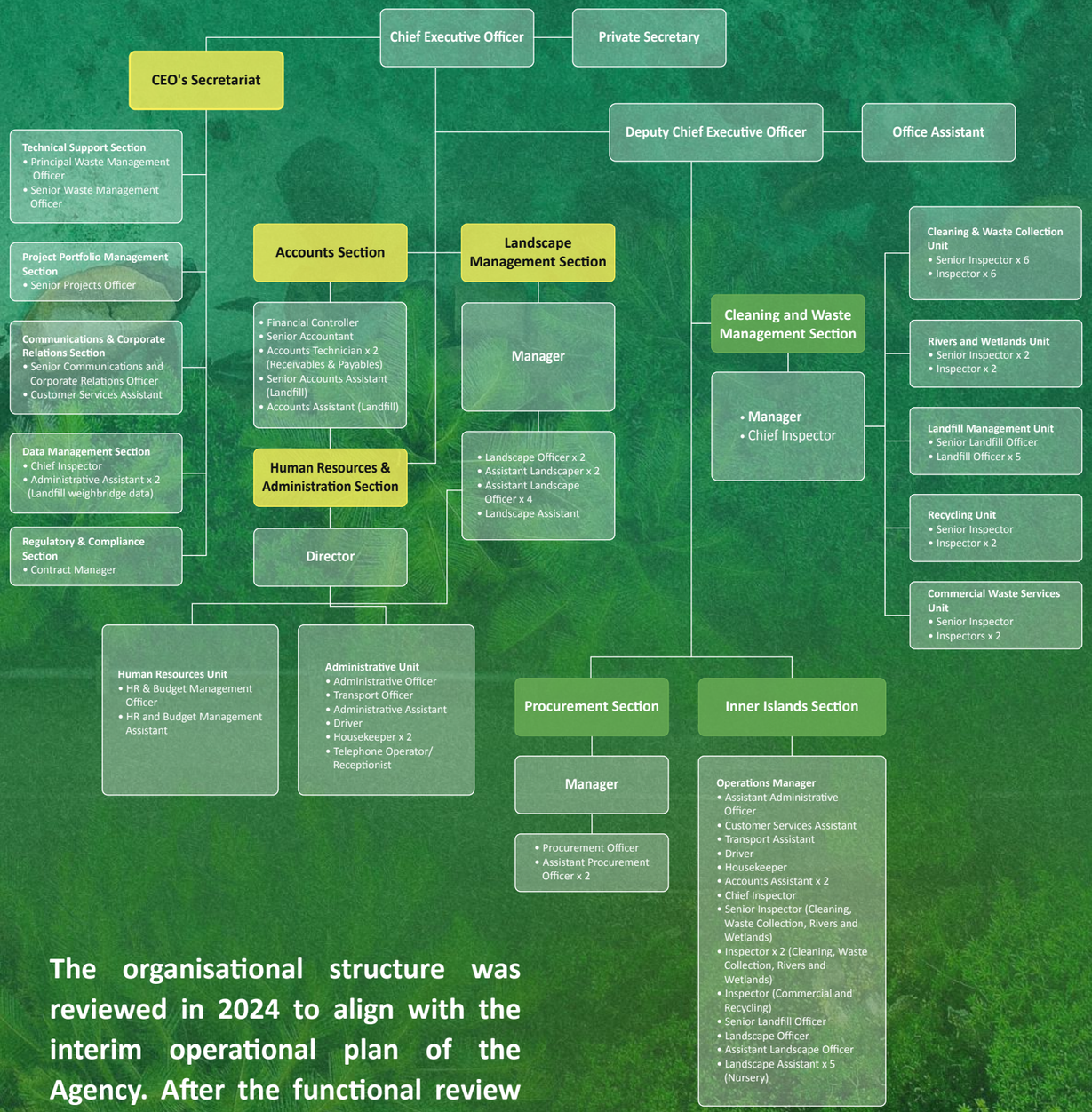
In 2014, a new landfill on Mahé was engineered for methane extraction and electricity production. However, challenges arose, including structural issues and the absence of a proper framework for leachate plant management. As LWMA continues to evolve, these historical milestones underscore its commitment to sustainable waste management and environmental stewardship guided by new policy drivers, for example:

- Solid Waste Master Plan for Seychelles (2020-2035): Prepared under a project financed by European Commission, the masterplan provides direction of waste management in Seychelles for the next 15 years in line with the waste management policy of 2018-2023.



Organisational **Structure**

Landscape And Waste Management Agency



The organisational structure was reviewed in 2024 to align with the interim operational plan of the Agency. After the functional review scheduled sometime in 2024, it will be revised once more.

Key Programmes **and Services**

Established in 2009 as a corporate body, the Landscape and Waste Management Agency is integral to the environmental well-being of Seychelles. Guided by the Environment Protection (Landscape and Waste Management Agency) Regulations of 2009 and overseen by a Board appointed by the Minister of Agriculture, Climate Change, and Environment, the Agency fulfills a broad mandate:

Quality Assurance:

Monitor cleaning and landscaping contractors to ensure adherence to quality and standards stipulated in government contracts.

Drain Maintenance:

Responsible for cleaning and maintaining all drains.

Advisory Role:

Serve as an advisor to the Government of Seychelles on landscape and waste management matters.

Landscape Enhancement:

Maintain and enhance urban centers, roads, highway corridors, public parks, and other public spaces.

Planning and Coordination:

Plan, coordinate, and oversee the development and management of public landscaping throughout Seychelles.

Waste Management:

Manage waste, including monitoring and controlling waste disposal sites.

Technical Instructions:

Issue technical instructions for waste disposal at designated sites.

Site Designation:

Designate and approve sites for placing receptacles or public waste bins.

Waste Disposal Instructions:

Provide guidelines for proper waste disposal in receptacles or public waste bins.

Fee Collection:

Charge fees for waste collection, disposal, and treatment.

Contractual Engagements:

Enter into contracts for waste collection, disposal, cleaning of waste bins, beaches, public roads, and related services.

Data Maintenance:

Maintain statistical data on the nature, quantity, and volume of waste generated, as well as sites for waste processing and disposal.

Regulatory Oversight:

Ensure waste collection responsibilities are executed by designated companies or individuals and oversee waste disposal.

Policy Advisory:

Advise the Minister on the preparation of waste management plans and relevant legislation.

The Agency manages five major programmes and their corresponding portfolios of projects

01 **Cleaning Programme**

02 **Waste Collection Programme**

03 **Recycling Programme**

04 **Landscaping Programme**

05 **Landfill Management**

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To learn more about these programmes, please scan the QR code or visit our website: www.lwma.gov.sc





Outlook of solid **waste management challenges**

Solid waste management in Seychelles faces a multitude of challenges that hinder effective and sustainable practices. These are compounded by the country's unique demographic, economic characteristics, and lifestyle choices. One of the primary issues is the escalating volume of municipal waste (also known as household waste or domestic waste), including problematic streams such as used batteries, waste tyres, and electronic waste, coupled with insufficient intervention measures to address these specific waste types. This increase in waste poses a critical environmental and logistical challenge, demanding urgent action to prevent further strain on existing waste management systems. Based on data analysed in 2022 (see Figure 1 below), 30% of the 81,000 tons of waste disposed of at the Providence Landfill is made up of household waste and approximately 51% is from commercial waste.

Simplified composition of the waste received at the Providence landfill - 2022

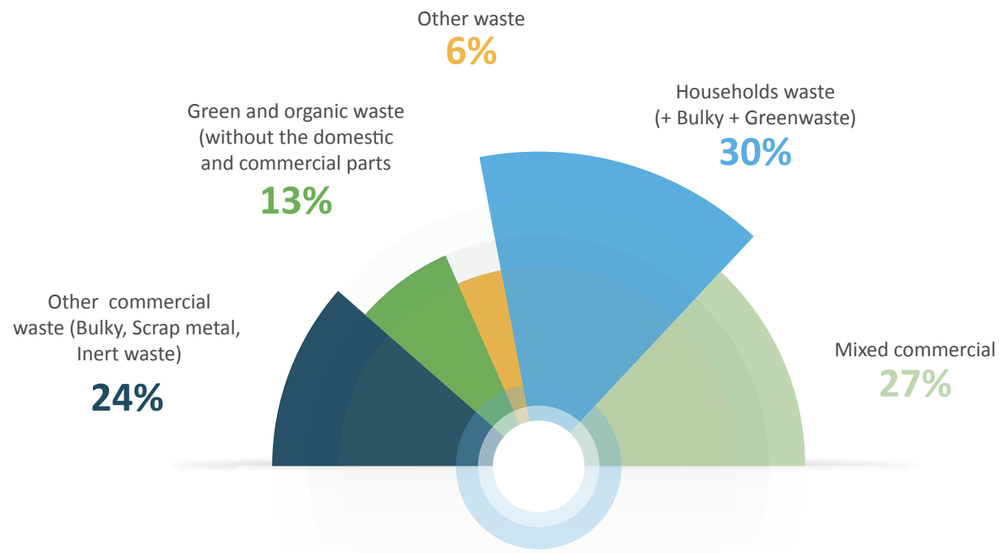


Figure 1 - Simplified composition of waste received at Providence Landfill in 2022.

Historically, there has been a lack of urgency among policymakers regarding waste management issues. However, the imminent full capacity of landfills has brought about a sense of urgency to address the situation. Despite the availability of numerous policy documents, master plans, and technical assessments, the major obstacle lies in the gap between policy formulation and effective implementation on the ground. Existing policies often fail to accurately reflect the current waste management landscape, impeding progress towards sustainable waste practices.

Legal and regulatory uncertainties further complicate waste management efforts in Seychelles. The uncertain legal status of existing waste management policies diminishes adherence levels, contributing to inadequate enforcement and compliance. Environmental legislation lacks the specificity and scope needed to effectively control and regulate waste management activities. Additionally, there is a glaring absence of comprehensive waste framework legislation and implementing regulations, including technical standards for waste management.

Effective enforcement and compliance mechanisms are crucial for successful waste management. However, there are significant shortcomings in this area, with inadequate promotion, monitoring, and enforcement of waste management regulations. Penalties for littering and fly-tipping are insufficient to deter such behaviours effectively. Furthermore, there is a predominant role of the government in waste management, with limited engagement of other stakeholders, leading to a lack of diverse perspectives and innovative solutions.

Institutional challenges also contribute to the complexities of waste management in Seychelles. Unclear delineation of responsibilities among governmental organisations leads to inefficiencies and overlaps in waste management operations. Long-standing contractual arrangements with single waste management operators have stifled competition and innovation in service provision over the past two decades. The limited capacity of LWMA, exacerbates the existing waste crisis, highlighting the urgent need for enhanced human resources and updated expertise.

The importation of low-quality products with short lifespans has emerged as a significant challenge, leading to stockpiles of broken refrigerators and other Waste Electric and Electronic Equipment (WEEE). Despite this, a limited number of companies handle the bulk of these imports, which enter the country primarily through one main entry point—the harbour. This centralised import process presents an opportunity for enhanced control and regulation of imported goods to mitigate waste accumulation.

Seychelles has limited capital available to support solid waste management (SWM) projects, particularly in stimulating recycling initiatives or advanced waste treatment technologies. The relatively low volume of total waste generated poses a challenge, as it does not provide sufficient quantities to support technically feasible treatment systems at economically viable scales. Consequently, landfilling remains a seemingly cheaper option for waste treatment, but this approach raises long-term sustainability concerns.

At present, the three landfills on Mahe, Praslin, and La Digue are operating at a deficit. The revenue collected from landfill fees, as prescribed in the waste regulations, is too low for each category of waste. This situation is alarming and must be addressed based on recommendations from recent studies and analyses (World Bank, 2023 & Z Consulting, 2024). Over the past two years (2022-2023), the Agency has collected no more than SCR 17 million in revenue from landfill fees, compared to government-funded expenditures totaling SCR 52.6 million.

Landfill fees are collected upon entry at all landfills and apply to several categories of waste, excluding household waste. According to the World Bank, the global average tipping fee is US$36 per ton. In contrast, large developed/high-income countries like the UK charge US$98 per ton, the USA charges US$58.47 per ton, and Germany charges US$120 per ton. For a high-income small island nation such as Barbados, the charge is US$25 per ton. In Seychelles, the fee is SCR 75 for the initial ton of commercial solid waste, with an additional charge of SCR 100 per extra ton, translating to approximately US$7.6 per ton.

According to the IMF (2019), low tipping fees in waste management can lead to insufficient funding for essential services, hindering infrastructure development and innovation. Inadequate resource recovery and inefficient waste management practices can pose public health risks. Conversely, excessively high tipping fees may incentivise unlawful disposal as individuals and businesses seek to avoid the financial burden of legal waste disposal. Therefore, setting tipping fees that reflect the true cost of waste management is crucial for encouraging sustainable practices and ensuring the long-term effectiveness of waste management systems and landfill operations. An evaluation of the waste proportion from industrial/commercial activities is recommended to ensure that the tipping fee is appropriate.

Figure 2 below provides a comparison of revenue forecasts should the Government approve the revision of landfill fees in parallel with the development of circular economy concepts. As the waste arriving at the landfill decreases, so will the revenue. The brown columns represent revenues without the implementation of a circular economy in Seychelles, while the yellow columns show revenues with the circular economy in place. The pink columns forecast revenues after applying new tipping fees.



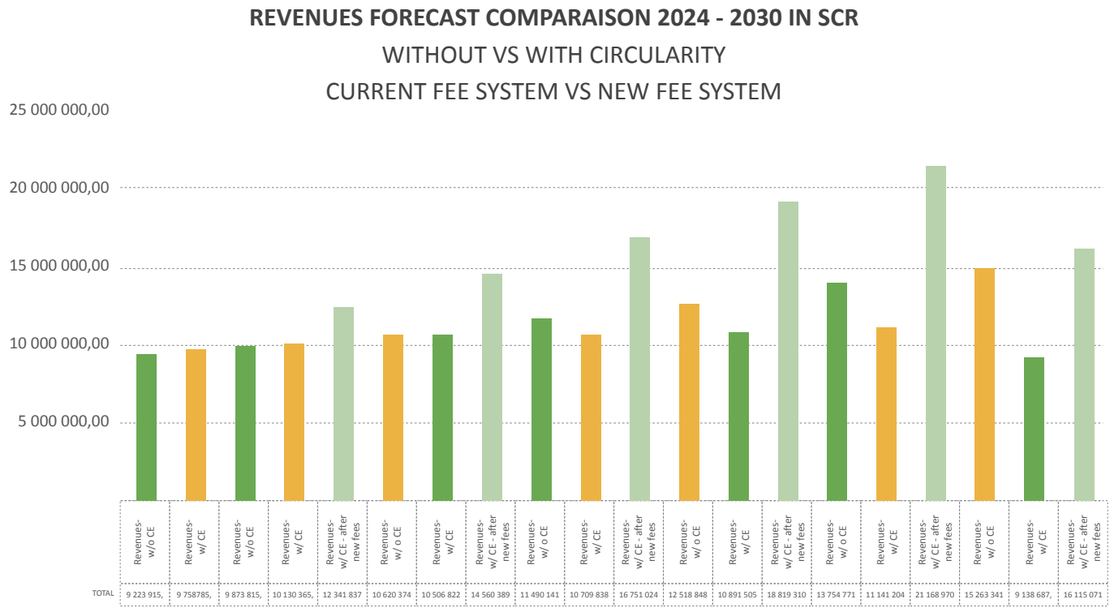


Figure 2 - Revenue forecast for landfill fees with or without circulariy

To move towards sustainable waste management and prevent the LWMA budget from falling into deficit, making it unable to cover the fixed day-to-day costs of waste management, such as collection and landfill operations, the tipping fees must be increased.

Seychelles' large tourist sector, driven by its pristine beaches and biodiversity, represents a vital economic pillar, contributing an estimated 50% to the country's GDP. While tourism exacerbates waste management challenges due to the waste generated by visitors, it also presents an identifiable and influential stakeholder group that can be targeted for behaviour change initiatives. The economic dependence on the country's natural beauty provides a compelling incentive to enhance the waste management system to preserve the environment and sustain tourism.

Accurate data on municipal waste production is crucial for informed decision-making in waste management strategies. Currently, Seychelles faces significant limitations in obtaining reliable and comprehensive waste data, with existing information being sporadic, unreliable, and sometimes contradictory. This data deficiency presents a substantial obstacle for planners seeking to understand the scale of the waste management problem and implement effective solutions.

Overall, these challenges underscore the necessity of a comprehensive strategic plan to revitalise solid waste management practices in Seychelles. Addressing these issues requires a multi-faceted approach, encompassing policy reforms, legal clarity, strengthened inspection, enhanced stakeholder engagement, and capacity building within LWMA and other government entities. A concerted effort is essential to overcome these obstacles and achieve sustainable waste management practices that align with environmental, social, and economic objectives in Seychelles as outlined in the National Development Strategy (2024-2028), other domestic plans, and international strategies.

Future Directions: **Staff Insights on Anticipated Shifts**

In developing our strategic plan, we conducted a comprehensive survey with our staff to gather their perspectives on the profound shifts anticipated in our functions, service delivery, internal dynamism, innovation, and community needs. The following summary captures the key themes and expectations identified by our team:

Functions

- **Expansion to Environmental Protection:** Focus on broader environmental protection measures, including recycling and composting.
- **Integrated Approaches:** Leverage technology for seamless collaboration across departments to improve efficiency.
- **Sustainable Practices:** Emphasise sustainable practices to meet community needs and environmental goals.

Service Delivery

- **Use of Technology:** Increased adoption of smart technologies, such as automated weighbridges, e-invoicing, and client interaction interfaces, to enhance service efficiency.
- **Regional Drop-off Stations:** Develop regional "decheterie" or drop-off stations for bulky waste and recyclables, including commercial waste with an annual fee.
- **Scheduled Waste Collection:** Establish clear, scheduled waste collection services and educational teams with more tools for public awareness.
- **Clear Standards and Guidelines:** Establish clear service standards and guidelines to ensure high-quality, timely service delivery that meets community expectations.



Internal Dynamism

- **Collaboration and Teamwork:** Foster better internal communication and teamwork through shared working platforms and flexible working hours.
- **Professional Development:** Invest in training, skill development, and technical capacity to improve performance and service quality.
- **Agile Operations:** Shift towards more agile and adaptable operational frameworks to enhance internal dynamism.

Innovation

- **Embracing New Technologies:** Invest in innovative technologies for waste management, such as IoT, AI, and landfill monitoring systems.
- **Creative Solutions:** Encourage a culture of experimentation and creative problem-solving to address environmental challenges.
- **Recycling and Waste Reduction:** Fortify the recycling section, implement EPR systems, and explore waste-to-energy projects to decrease final waste disposal.

Community Needs

- **Educational Programmes:** Increase educational and awareness programmes in schools and communities to promote good waste practices and environmental stewardship.
- **Community Engagement:** Enhance engagement with the community through regular outreach, feedback mechanisms, and transparent communication.
- **Public Facilities:** Develop more public-friendly green spaces, sitting facilities, and play areas to improve urban living environments.
- **Responsive Services:** Ensure services are responsive to community needs, with a focus on inclusivity and sustainability.

The staff responses underscore the importance of sustainability, technological advancement, internal collaboration, innovation, and community engagement. By integrating these elements into our strategic plan, LWMA aims to enhance its functions, improve service delivery, foster internal dynamism, drive innovation, and better meet the evolving needs of the community.

Vision, Mission, **and Values**

The vision, mission, and core values of our organisation have been thoughtfully revised and enhanced based on comprehensive feedback obtained from a survey administered to all staff. This collaborative approach ensures that our foundational principles align with the collective insights and aspirations of our team, fostering a unified and forward-thinking organisational culture.

Vision Statement

Residents and visitors of Mahe, Praslin, La Digue, and other islands enjoy public-friendly gardens and green spaces that enhance the quality of life, safeguard the environment, and stimulate economic activity, all supported by an integrated waste management system.

Mission Statement

To develop vibrant green spaces on Mahe, Praslin, La Digue, and other islands, and to support these areas with a waste management system that enhances community well-being and preserves natural resources.

Core Values

Our Core Values are the foundational principles that guide every action we take as a team and as employees of the Agency. These values embody the essential elements that drive positive outcomes and organisational success. We are dedicated to achieving excellence by fostering a servant-leadership culture committed to the following core principles:

Staff Empowerment and Appreciation	We value our staff as our greatest resource, believing in their empowerment, appreciation, and the creation of opportunities for their growth and development.
Passion for Excellence	We undertake our work with passion, striving for service excellence through discipline, diligence, efficiency, and a hands-on approach.
Compassion and Fairness	We treat everyone with compassion, respect, dignity, and fairness, ensuring justice and non-discrimination in all our actions.
Integrity and Transparency	We uphold integrity, transparency, and accountability in managing LWMA, fostering an environment of honesty, fairness, humility, and respect.
Collaborative Spirit	We are committed to collaboration, working with others to achieve common goals and supporting organizations irrespective of their resource constraints.
Innovative Opportunities	We encourage innovation and the creation of opportunities for growth, fostering an environment where initiative is valued.



Strategic Priorities
and Goals

This Section outlines the five strategic priorities and corresponding goals of the Agency. Each strategic priority is aligned with the national priority area of the Seychelles National Development Strategy (2024-2028), the United Nations Sustainable Development Goals (SDGs) and the Solid Waste Master Plan (2020-2035), and Nationally Determined Contributions (2021).

Strategic Priority Area 1

Promoting Integrated Waste Management Practices



Promote integrated waste management practices by encouraging households and businesses to adopt a circular economy approach, emphasising waste reduction, reuse, recycling, and community-level segregation for resource recovery.

- **Objective 1.1:** Enhance residents' awareness of waste management practices to improve waste segregation and reduce contamination of recyclables.

Outcome	Output
Increased awareness and understanding of waste management practices among residents, resulting in improved waste segregation and reduced contamination of recyclables.	Waste education programme developed with proposed activities and timelines focusing on waste prevention, recycling, hazardous waste management, and environmentally friendly practices.
	Waste education programme implemented in schools and communities, with scheduled sessions conducted by trained educators.

	Interactive sessions conducted to educate students and adults on waste segregation, recycling practices, and sustainable waste management techniques.
	Accessible educational materials developed, such as brochures, pamphlets, posters, and online resources, providing residents with information on effective waste management practices.
	Established community ambassadors and organise community competitions to promote public space cleanliness.
	Utilized social media, community events to promote waste reduction, reuse, and recycling behaviors.
	Campaigned and achieved for a ban on landfilling certain waste streams due to economic value or associated risks.
	Stakeholder engagement agreements established to improve waste education, community engagement, and enforcement programmes.

- **Objective 1.2:** Upgrade waste disposal facilities and implement advanced technologies to streamline waste management, boost recycling rates, and rffhgminimise environmental impact.

Outcome	Output
Enhanced operational efficiency and technological integration in waste management processes.	Comprehensive assessment report detailing the current state of waste disposal facilities, identifying areas for improvement and recommending necessary upgrades.
	Detailed project plan developed for implementing waste segregation projects in specific neighborhoods, including timelines, budget allocation, and resource requirements.
	Established convenient locations or free delivery points for the safe disposal of hazardous household waste.
	Functions of the Recycling Unit reviewed and aligned with emerging concepts such as circular economy and EPR principles, incorporating changes in processes, materials, and stakeholder engagement strategies.
	Senior position to lead the effective functioning of the Recycling Unit created and filled by a qualified and competent professional.
	Practical waste segregation projects initiated and implemented in selected neighbourhoods, serving as pilot initiatives to test and demonstrate effective segregation techniques and practices.



	Replaced and optimized waste bin sizes to increase efficiency and holding capacity.
	Installed smart waste bins and GPS tracking systems.
	Deployed counting machines for recyclables.
	Completed feasibility assessments for waste-to-energy projects.
	Build and commissioned waste treatment technology supported by a waste treatment facility.
	Increased organic waste diversion by 10% within one year.

- **Objective 1.3:** Enhance public space cleanliness through community-led clean-up initiatives and improved monitoring, fostering pride and better hygiene.

Outcome	Output
Cleaner public spaces through organized clean-up initiatives, enhanced monitoring, and community involvement, resulting in improved aesthetics, hygiene, and community pride.	Regular clean-up events organized and executed in collaboration with communities and organizations, resulting in cleaner public spaces and increased community involvement in waste management efforts.
	Inspection programme strengthened through the integration of technology, including the implementation of digital inspection tools, real-time monitoring systems, and data analytics capabilities.

	Public cleaning initiatives established, including regular maintenance schedules, designated cleaning zones, and waste collection points, leading to improved cleanliness in public spaces.
	Programme established to recognize and celebrate exemplary cleaning contractors and districts for their contributions to maintaining clean and hygienic environments.
	Strengthen biodiversity conservation in cleaning programmes to avoid minimal disruptions to fragile habitats such as rivers and wetlands.

- **Objective 1.4:** Improve safety, efficiency, and environmental responsibility in landfill management.

Outcome	Output
Enhanced landfill operations through the establishment of a technical committee, development of SOPs, and implementation of best practices, resulting in safer, more efficient, and environmentally responsible landfill management.	Technical committee comprising experts in waste management and environmental science established to provide guidance and recommendations on landfill operations.
	Comprehensive mapping of existing landfills completed, identifying their locations, capacities, and environmental impact factors.
	Improved legal documents and SOPs developed for consistent and regulated landfill management, ensuring compliance with environmental, safety, and public health standards.

	Comprehensive Fire Mitigation Plan tailored for landfills implemented, including preventive measures, training programmes, and firefighting protocols to reduce the risk of landfill fires.
	Potential partners identified to improve and finance landfill infrastructure and management, fostering collaboration and resource mobilization for sustainable landfill operations.
	Improved landfill infrastructure, including bird management, leachate treatment, landfill gas extraction, and cover systems.
	Enhanced landfill management through international best practices, safety signage, and technology integration.
	Comprehensive evaluation of leachate systems completed to enhance structural, chemical, and mechanical elements.

- **Objective 1.5:** Advocate for strengthening of regulatory framework and improved compliance related to waste management.

Outcome	Output
Strengthened regulatory framework and improved compliance in waste management practices.	Developed proposals to enhance existing regulations, including penalties for non-compliance.
	Contributed to the development and implementation of strategies to ensure compliance with waste management regulations and standards.
	Conducted feasibility study and established a registration system for waste management activities.
	Contributed to the drafting of new waste management legislation.
	Advocated for mandatory waste management plans from businesses and institutions.

- **Objective 1.6:** Promote sustainable waste practices by advocating the implementation of Extended Producer Responsibility (EPR).

Outcome	Output
Reduced public waste management costs and increased producer responsibility.	Advocated for EPR to ensure manufacturers and distributors take responsibility for their products' lifecycle.
	Encourage EPR to reduce material use, promote reusable products, and integrate waste materials back into the economy.
	Supported household waste collection fees to encourage waste minimization.





Strategic Priority Area 2

Establishing Sustainable Green Spaces and Gardens



Establish economically sustainable and family-friendly green spaces and gardens on state land and in urban areas to foster a sense of shared ownership and respect for public facilities.

- **Objective 2.1:** Enhance community well-being, biodiversity, and urban aesthetics through expanded and well-maintained green spaces, promoting recreational opportunities and environmental sustainability.

Outcome	Output
Expanded and well-maintained green spaces, promoting community well-being, biodiversity, and environmental sustainability, with increased recreational opportunities and improved urban aesthetics.	Detailed report documenting the assessment of state land for green space potential, including land suitability analysis, environmental considerations, and recommendations for potential green space development.
	Collaborative plan developed with urban planners for the sustainable development of green spaces, incorporating urban design principles, environmental sustainability, and community engagement.
	Developed and implemented Standard Operating Procedures (SOPs) to guide landscaping and gardening activities, ensuring consistency and quality in project execution.

	Plan developed to integrate recycling initiatives into landscaping efforts within green spaces, including the incorporation of recycled materials, composting systems, and education programmes on recycling practices.
	Plan developed to explore revenue-generating opportunities within green space projects, such as the implementation of fee-based services, sponsorships, and partnerships with local businesses or organizations.
	Assigned a specialized landscaper to oversee and manage all landscaping projects within the section, ensuring high-quality design and execution.
	Communicated clear expectations and future plans to all stakeholders to ensure alignment and collaboration towards successful project completion concerning landscape management.

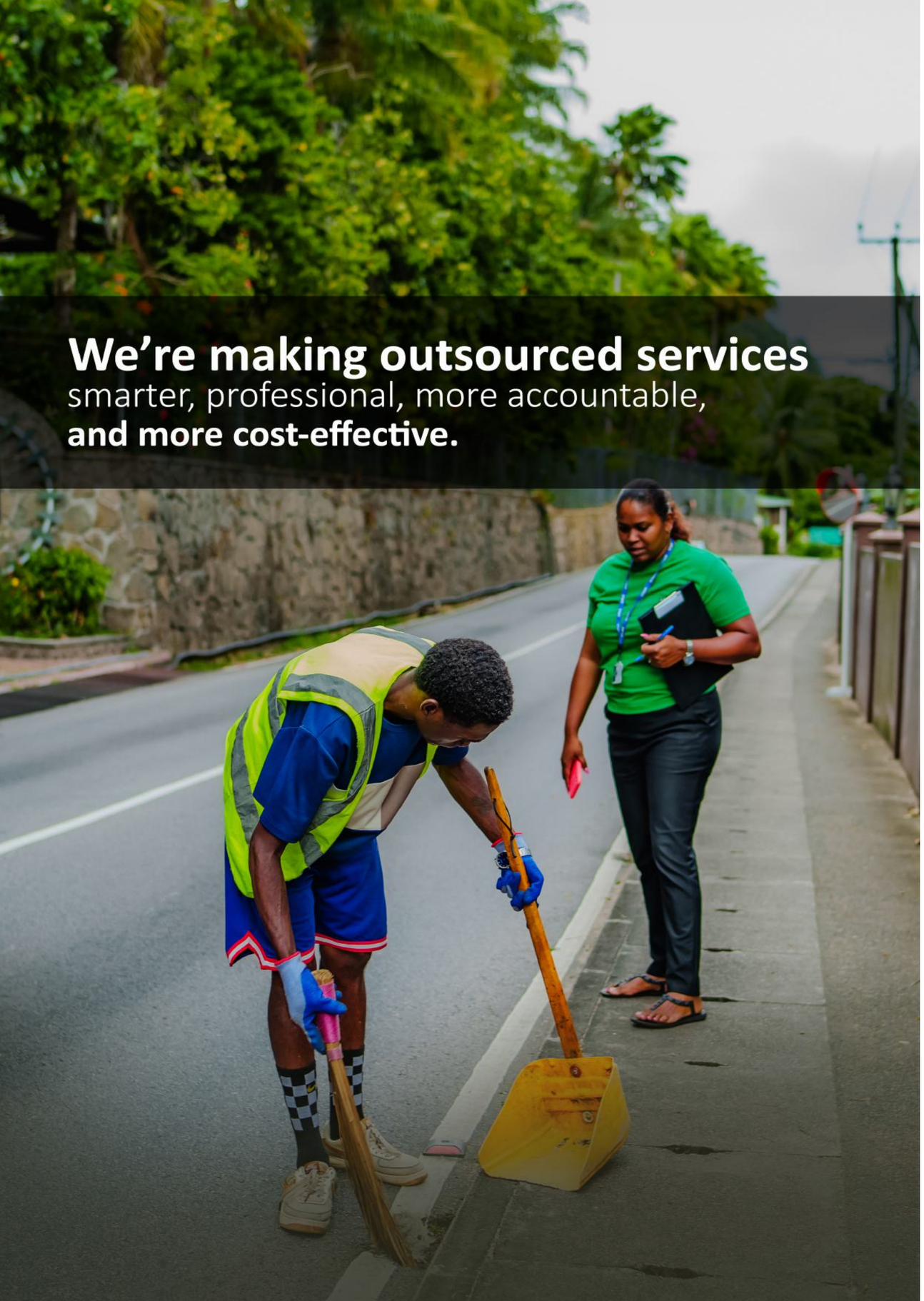
- **Objective 2.2:** Increase community participation in landscaping projects and raise environmental awareness in public spaces annually.

Outcome	Output
Enhanced community engagement and environmental awareness through creative and inclusive landscaping projects.	Collaborated with civic groups, volunteers, and labour resources to remove invasive species and promote native and endemic plants in landscaped areas for agricultural, tourism, and nature protection benefits.

	Integrated sculptures made from recycled materials into landscaping projects to promote environmental awareness and creativity in public spaces.
	Improved water features in Greater Victoria as a public attraction and habitat for species.
	Incorporated playgrounds and recreational spaces within landscaped areas to promote healthy lifestyles and enhance community engagement.

- **Objective 2.3:** Enhance the resilience and sustainability of landscaped areas through diversified plant offerings and climate-adaptive designs.

Outcome	Output
Sustainable and resilient landscaped areas with increased financial support through nursery revenue.	Planned and designed landscaped areas to be resilient to changing climate conditions, ensuring long-term viability and sustainability of green spaces.
	Increase revenue generation from the nursery by expanding the diversity of plants and the number of offerings to attract more customers and support sustainability.
	Implemented work-based experience programmes for students in horticulture to provide practical learning opportunities and support talent development.
	Conducted comprehensive consultations with partners and stakeholders to gather expectations and feedback for landscaping works in public spaces.



Strategic Priority Area 3

Optimising Outsourcing Service Contracts

NDS 6 — ENVIRONMENTAL SUSTAINABILITY & CLIMATE CHANGE RESILIENCE

9 — INDUSTRY, INNOVATION AND INFRASTRUCTURE

Optimise outsourcing service contracts for cleaning, landscaping, and waste management services to ensure value for money, reduce inefficiencies, and improve performance from service providers.

- **Objective 3.1:** Enhance outsourcing contract efficiency to improve service delivery, achieve cost savings, and optimise resource usage.

Outcome	Output
Improved efficiency and accountability in outsourcing contracts, leading to enhanced service delivery, cost savings, and improved utilization of resources.	Comprehensive analysis report completed documenting the assessment of cleaning lots, including an evaluation of current conditions, workload distribution, and scope of work requirements.
	Evaluation report completed documenting the performance of existing outsourcing contracts, including key performance indicators (KPIs), service quality assessments, and compliance with contract terms.
	Introduced a demerit point system within outsourcing contracts to incentivize accountability and performance improvement among contractors, with clear criteria and consequences for violations.

	Strengthened contractual specifications based on lessons learned and stakeholder feedback, including detailed requirements, service level agreements (SLAs), and performance metrics to ensure clarity and alignment with organizational objectives.
	Plan developed to optimize budget allocation for outsourcing contracts based on the analysis of cleaning lots and scope of work, ensuring efficient resource utilization and alignment with organizational priorities.
	Established a digital platform for contract management.
	Engaged stakeholders in the contract development process to ensure transparency and accountability, and implemented robust evaluation criteria for service provider selection.



Strategic Priority Area 4

Investing in LWMA Capacity Enhancement



Enhance the capacity of LWMA through investments in human resources, information and communication technology (ICT), infrastructure, innovation, and specialised training to improve overall work efficiency and performance.

- **Objective 4.1:** Improve HR management through talent programmes, skills assessments, and career development, ensuring a skilled and motivated workforce.

Outcome	Output
Strengthened human resource management practices, including comprehensive talent management programmes, regular skills assessments, and career development initiatives, resulting in a skilled and motivated workforce	Comprehensive framework developed for the talent management programme, including policies, procedures, and guidelines for talent identification, development, and retention.
	Plan developed to encourage regular skills assessments among employees, including the establishment of assessment criteria, evaluation methods, and feedback mechanisms.
	Provision of access to training platforms or programmes for employees to acquire new skills and knowledge, including partnerships with external training providers or online learning platforms.
	Effective implementation of the Performance Management System (PMS), including the establishment of performance goals, regular feedback mechanisms, and performance review processes.

- **Objective 4.2:** Optimise recruitment procedures through targeted campaigns and proactive talent acquisition strategies, ensuring timely hiring of qualified professionals to address organisational requirements.

Outcome	Output
Streamlined recruitment processes, targeted recruitment campaigns, and proactive talent acquisition strategies, resulting in the timely and effective recruitment of qualified professionals to meet organizational needs.	Proactive recruitment strategy developed, including proactive sourcing methods, talent pipelines, and recruitment channels to attract qualified candidates.
	Targeted recruitment campaigns launched to address specific skill gaps identified through workforce planning, including tailored messaging, job advertisements, and outreach efforts.
	Analysis report documenting specific skill gaps identified through workforce planning, including key areas of need, competency requirements, and prioritized skill development areas.

- **Objective 4.3:** Improve staff well-being and workplace satisfaction through well-being programmes, infrastructure upgrades, and feedback mechanisms, aiming for increased morale, productivity, and retention.

Outcome	Output
Enhanced staff well-being and workplace environment through the implementation of well-being programmes, infrastructure improvements, and regular feedback mechanisms, resulting in increased morale, productivity, and retention.	Implementation of wellness programmes designed to promote staff well-being, including initiatives such as mental health support, stress management workshops, and physical fitness activities.
	Establishment of regular check-ins between managers and employees to monitor well-being, address concerns, and provide support where needed.
	Comprehensive assessment report documenting the current state of workplace conditions, including physical environment, safety measures, and ergonomic considerations.
	Implementation of improvement measures based on assessment findings, including infrastructure upgrades, safety enhancements, and ergonomic adjustments to create a more conducive and supportive work environment.

- **Objective 4.4:** Enhance the skills and competencies of the workforce through targeted training and development programmes annually.

Outcome	Output
Highly skilled and competent workforce capable of effectively managing waste, green space, and work-related processes.	Provided training programmes for cleaning and waste management staff to enhance skills in waste handling, landfill management, equipment operation, safety protocols, and procurement.
	Provided training programmes for HR and administrative staff to enhance procurement, budget planning, MBE, fixed asset management, and IT skills.
	Training programmes and capacity building initiatives conducted to equip staff involved in procurement with the necessary skills and knowledge to effectively execute procurement plans and adhere to best practices.
	Provided training programmes for landscaping staff in horticulture, landscaping, and design through local and international agreements to enhance expertise in green space management.

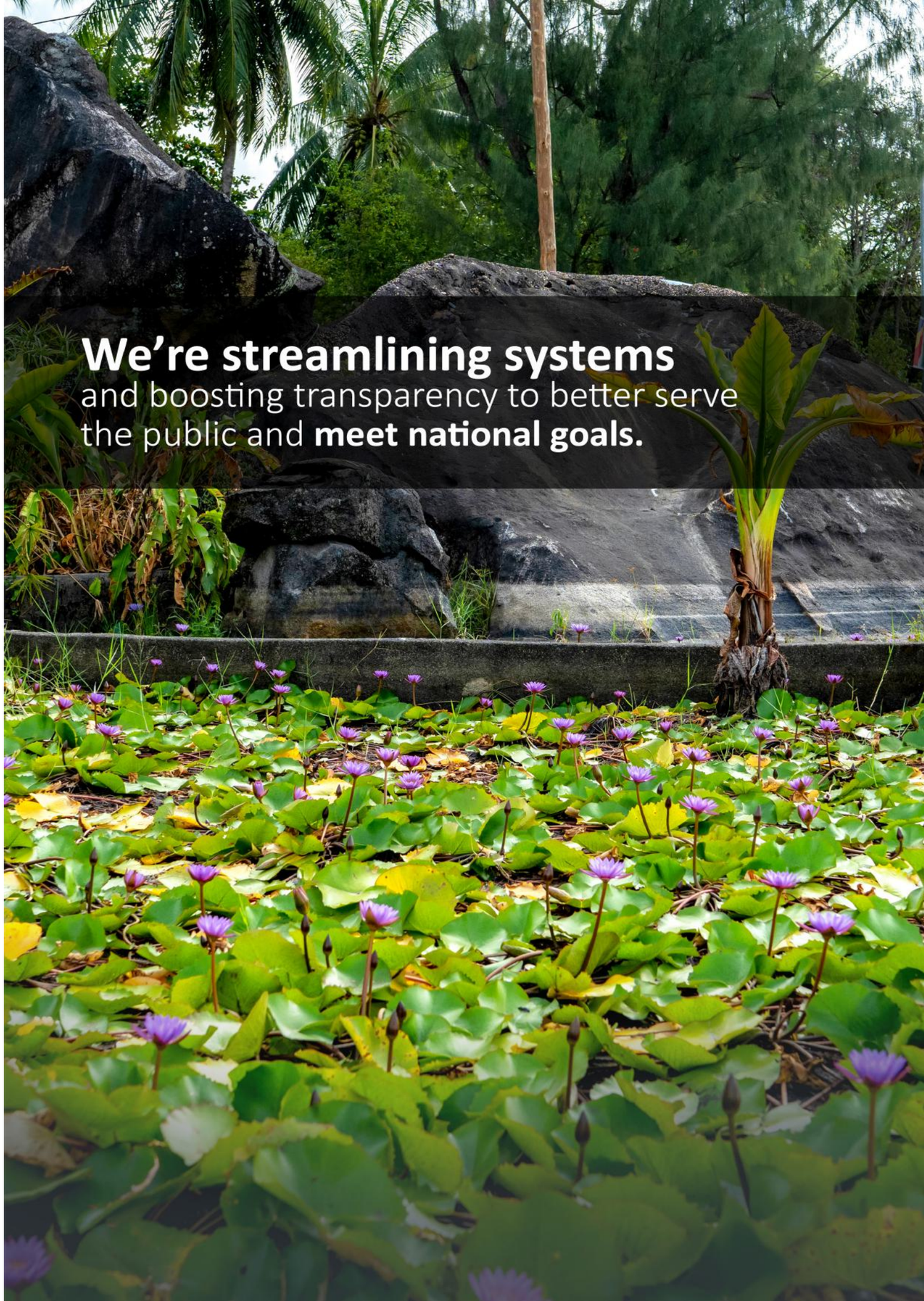
- **Objective 4.5:** Enhance the skills and competencies of the contractors through targeted training and development programmes annually.

Outcome	Output
Highly skilled and competent contractor capable of effectively managing waste and green space.	Developed and implemented training initiatives to enhance skills in cleaning, waste handling, equipment operation, and safety protocols.

	Developed and implemented training initiatives to enhance skills in landscaping, equipment operation, and safety protocols

- **Objective 4.6:** Establish partnerships and implement exposure programmes to foster collaboration and best practices.

Outcome	Output
Enhanced collaboration and adoption of best practices in waste management and financial processes.	Strengthened partnerships with local and international organizations, stakeholders, and service providers to foster collaboration and share best practices.
	Implemented exposure programmes for staff to participate in budget preparation processes.



Strategic Priority Area 5

Achieving Operational Excellence



Enhance operational excellence across all functions of the Agency to optimise resource utilisation, streamline processes, and improve overall efficiency and effectiveness in waste management and landscaping operations.

- **Objective 5.1:** Revamp the organisational structure to align with current needs and priorities, fostering agility, innovation, and effective decision-making.

Outcome	Output
Modernized organizational structure aligned with current needs and priorities, facilitating agility, innovation, and effective decision-making.	Establish an organizational structure to enhance operational efficiency and address persistent issues prior to comprehensive functional review.
	Updated organizational structure developed to enhance efficiency, including revised reporting lines, departmental restructuring, and clarification of roles and responsibilities.

- **Objective 5.2:** Enhance communication channels and transparency by developing user-friendly communication platforms, providing regular updates, and actively engaging with stakeholders, aiming to increase trust, collaboration, and accountability.

Outcome	Output
Improved communication channels and transparency through the development of user-friendly communication platforms, regular updates, and engagement with stakeholders, resulting in increased trust, collaboration, and accountability.	A user-friendly website created by a professional web designer, featuring intuitive navigation, clear layout, and responsive design for optimal usability across devices.
	Interactive features integrated into the website, such as feedback forms, search functionality, interactive maps, and multimedia content to enhance user engagement and experience.
	Procedures established to ensure regular updates to the website, including content refreshes, news announcements, and event listings, to keep the website current and relevant to users.

- **Objective 5.3:** Establish a dedicated Project Portfolio Management (PPM) Section with standardised methodologies and tools to enhance project oversight, resource allocation, and strategic alignment.

Outcome	Output
Establishment of a dedicated PPM Section with standardized methodologies and tools, leading to improved project oversight, resource allocation, and strategic alignment.	Creation of a dedicated Project Portfolio Management (PPM) Section within the organization, comprising qualified professionals with expertise in project management and portfolio oversight.
	Development of a standardized PPM methodology tailored to the organization's needs and objectives, including standardized processes, templates, and tools for project selection, prioritization, and monitoring.

	Plan developed and implemented for the adoption of the standardized PPM methodology across the organization, including training sessions, rollout strategies, and change management initiatives.

- **Objective 5.4:** Improve procurement processes and adherence to timelines, alongside enhanced financial management, to optimise resource utilisation and increase cost-effectiveness.

Outcome	Output
Streamlined procurement processes, adherence to timelines, and improved financial management, resulting in optimized resource utilization and cost-effectiveness.	Streamlined procurement processes developed and implemented, including clear guidelines, standardized procedures, and efficient workflows to ensure consistency and transparency in procurement activities.
	Monitoring and evaluation mechanisms put in place to track the implementation of procurement plans, including regular progress reviews, performance assessments, and corrective actions to address any deviations or challenges encountered.
Enhanced service delivery and value for money through effective monitoring and supplier management.	Established a monitoring and evaluation framework to track performance, conduct regular reviews, and assess compliance of service providers to ensure value for money and continuous improvement in service delivery.
	Developed and maintained a register of suppliers/service providers for various goods and services.
	Established agreements with potential service providers/suppliers for goods and services guided by relevant regulations/procurement methods.

- **Objective 5.5:** Improve service delivery through effective monitoring and supplier management practices.

Outcome	Output
Developed and implemented a streamlined budget planning process, enhanced monitoring mechanisms, and provided training on effective budget management to minimize unspent funds and ensure efficient resource utilization.	Developed and implemented a streamlined budget planning process
	Enhanced monitoring mechanisms on effective budget management to minimize unspent funds and ensure efficient resource utilization.

- **Objective 5.6:** Implement streamlined budget planning, enhance monitoring, and provide budget management training to reduce unspent funds and improve resource utilisation.

Outcome	Output
Improved financial stability and cash flow management with a significant reduction in outstanding debts.	Implemented a structured method for debt collection and revenue management to minimize outstanding debts and improve cash flow.
	Developed SOPs to guide managers on relevant financial matters such as payments, budget management for specific programmes, revenue management, and defined criteria to waive fees.

- **Objective 5.7:** Enhance the administrative procedures within the Agency to comply with domestic policies on fixed asset management, transport maintenance and management, including resource allocation.

Outcome	Output
Streamlined administrative and operational processes leading to improved efficiency and resource allocation.	Separated administration from HR matters by creating a dedicated section to focus on logistics and administrative tasks, including regular updating of the fixed asset register, loose tools register, and transport maintenance and management.
	Developed and implemented SOPs and templates to guide administrative processes.
	Implemented effective work prioritization strategies to optimize task management and resource allocation

- **Objective 5.8:** Increase staff satisfaction and retention rates through the implementation of improved HR policies and support structures.

Outcome	Output
Enhanced staff satisfaction and retention through improved HR policies and support structures.	Review the scheme of service for all technical and support staff within the Agency to include important elements such as risk allowance (also known as location allowance).

The LWMA staff highlighted several key reasons why the identified strategic priorities outlined above are important for the agency. Herewith are the summarised points:

1. Guidance and Direction:

- Strategic priorities help keep the agency on the right track, ensuring that it moves in the right direction.
- They provide a roadmap for future actions and decisions, guiding the agency towards its goals and objectives.
- They serve as a guideline to achieve long-term goals and maintain alignment with the agency's mandate.

2. Enhancement of Agency Capacity:

- Priorities are crucial for enhancing the agency's capacity to perform its duties effectively.
- They help in optimising workflow, productivity, and resource utilisation.
- They support the development of the agency into a bigger, more resilient organisation.

3. Improved Service Delivery:

- By focusing on key priorities, the agency can improve the quality and efficiency of its services.
- Priorities ensure that services are standardised, prompt, and satisfactory to the public.
- They help in providing a cleaner and safer environment for Seychelles, improving overall public health.

4. Environmental and Community Impact:

- Strategic priorities promote integrated waste management, encouraging waste reduction and recycling.
- They support the creation of green spaces, enhancing urban livability and biodiversity.
- They help reduce the total amount of waste produced and ensure proper waste management, which is crucial for environmental sustainability.

5. Adaptation and Innovation:

- Priorities facilitate the adaptation to changes and improvements in daily operations.
- They encourage innovation in waste management and landscape practices.
- Investing in human resources, ICT, and infrastructure is essential for fostering innovation and adapting to new challenges.

6. Operational Excellence:

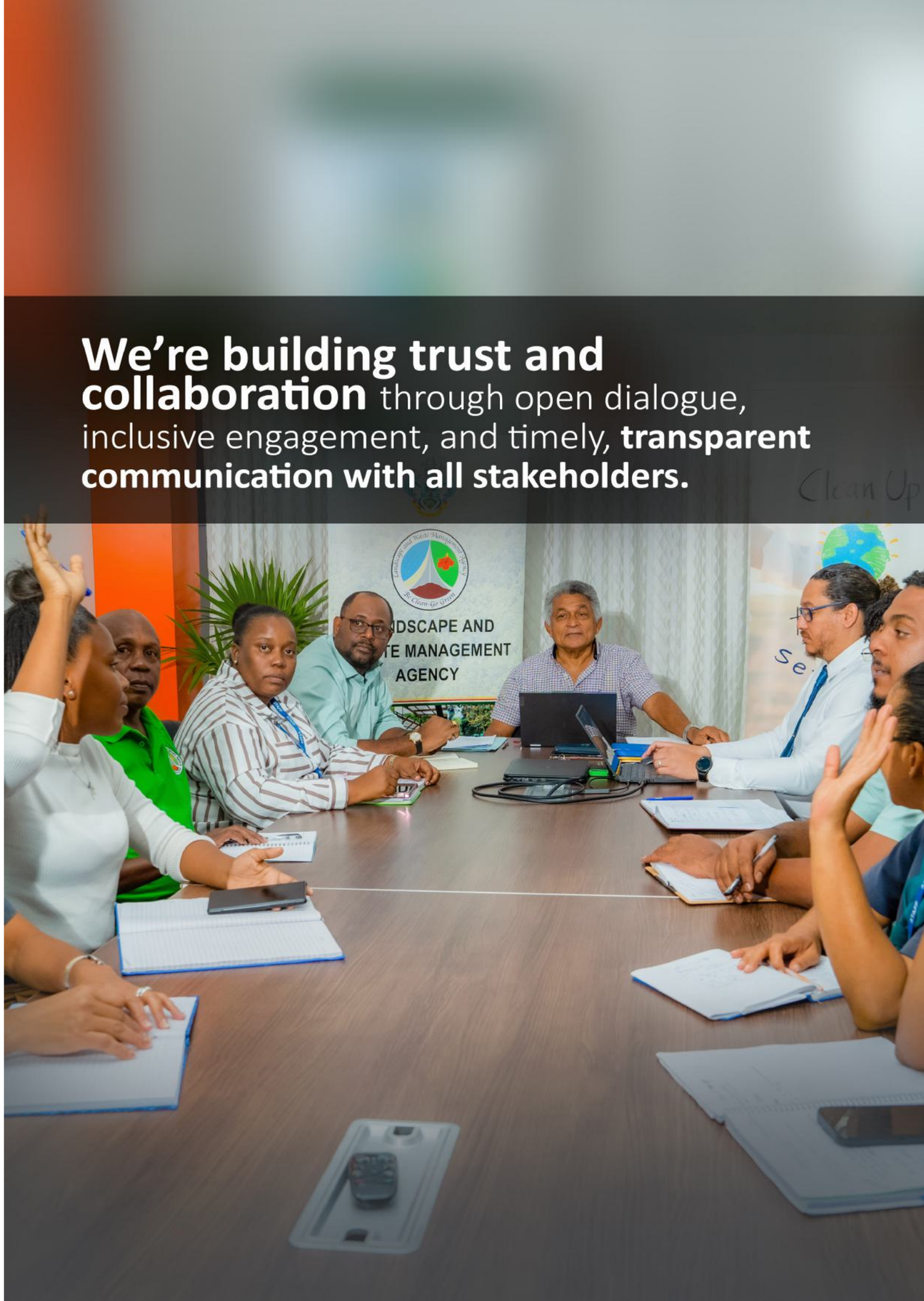
- Emphasising operational excellence ensures the efficient use of resources and streamlined processes.
- Optimising outsourcing service contracts ensures the agency gets the best value for its investments and holds service providers to high standards.

7. Staff and Stakeholder Engagement:

- Priorities help in engaging staff and stakeholders, making them feel involved in the agency's goals.
- They provide clear targets and expectations, reducing stress and improving job satisfaction.
- They ensure that the agency remains responsive to stakeholder needs and concerns on a national level.

8. Long-Term Planning and Monitoring:

- Strategic priorities facilitate long-term action planning and better monitoring.
- They help in making informed decisions about the order of tasks and the allocation of resources.
- They provide a framework for measuring progress and making necessary adjustments to achieve desired outcomes.



Stakeholder Engagement **and Communication**

Effective stakeholder engagement and communication are vital to the success of the LWMA's strategic plan. By actively involving our stakeholders and maintaining transparent communication, we can foster collaboration, build trust, and ensure the successful implementation of our initiatives.

Stakeholder Identification and Analysis

We recognise the importance of identifying and understanding our stakeholders. Our stakeholders include:

- **Government Agencies:** Ministries and regulatory bodies responsible for environmental policies and funding.
- **Local Communities:** Residents, community groups, and local businesses impacted by our operations.
- **Private Sector Partners:** Contractors, service providers, and businesses involved in waste management and landscaping services.
- **Non-Governmental Organisations (NGOs):** Environmental advocacy groups and organisations focused on sustainability.
- **Tourism Sector:** Hotels, resorts, and tourism operators dependent on the natural beauty and cleanliness of the environment.
- **Educational Institutions:** Schools, universities, and research institutions collaborating on educational and research initiatives.
- **Media:** Journalists and media outlets that report on our activities and progress.

END Framework

The END Framework was used to understand and meet the Expectations, Needs, and Desires of our partners and beneficiaries through a survey. Below is a summary of the survey findings.

Expectations

Through our survey, we identified several key expectations from our stakeholders, ranked by the percentage of respondents:

1. Timely and Efficient Waste Collection and Disposal Services (64.3%):
- Stakeholders expect waste collection and disposal services to be conducted promptly and efficiently to ensure cleanliness and public health.

2. Well-Maintained and Aesthetically Pleasing Public Spaces (55.4%):
- Maintaining public spaces to be visually appealing and in good condition is a high priority for stakeholders.

3. Transparent and Accountable Governance of Waste Management Operations (53.6%):
- Stakeholders demand clear and accountable governance in all aspects of waste management to build trust and ensure effective management.

4. Green and Well-Maintained Public Places with Amenities (53.6%):
- There is a strong expectation for green spaces that are not only well-maintained but also equipped with amenities for public use and enjoyment.

5. Expert Advice and Guidance on Landscape and Waste Management Matters (50%):
- Providing expert advice and guidance on best practices for landscape and waste management is essential to meet stakeholder expectations.

Needs

Through our survey, we identified several key needs from our stakeholders, ranked by the percentage of respondents:

1. Clear Communication and Information (60.7%):
- Stakeholders need clear and consistent communication regarding landscape and waste management policies and procedures to ensure transparency and understanding.

2. Regular Maintenance and Enhancement of Public Landscapes (58.9%):
- There is a strong need for regular maintenance and enhancement of public landscapes to ensure cleanliness and beauty.

3. Reliable and Effective Drainage Maintenance (58.9%):
- Effective maintenance of drainage systems to prevent flooding and waterlogging is a critical need.

4. Accessible and Convenient Waste Disposal Facilities (57.1%):

- Stakeholders require accessible and convenient waste disposal facilities for residents and businesses to manage waste effectively.

5. Collaboration with Community Stakeholders (28%):

- There is a need for greater collaboration with community stakeholders to address specific landscape and waste management challenges.

Desires

Through our survey, we identified several key desires from our stakeholders, ranked by the percentage of respondents:

1. Continuous Improvement and Adaptation (71.4%):

- Stakeholders desire ongoing improvements and adaptations to our landscape and waste management practices to meet evolving needs and ensure long-term sustainability.

2. Beautification Projects (53.6%):

- There is a strong desire for beautification projects that enhance the overall quality of life and tourism appeal, making public spaces more attractive and enjoyable.

3. Opportunities for Community Involvement (53.6%):

- Stakeholders want more opportunities for community involvement and participation in landscape and waste management initiatives, fostering a sense of ownership and responsibility.

4. Sustainable Landscape Management (50%):

- Implementing sustainable landscape management practices that minimise environmental impact is a key desire among stakeholders.

5. Innovative Solutions for Landscape Enhancement (48.2%):

- There is a desire for innovative solutions aimed at landscape enhancement, biodiversity conservation, and ecosystem restoration to promote environmental sustainability.

What Do We Need to Stop Doing

Through our survey, we identified several key actions that stakeholders believe LWMA should stop doing, ranked by the percentage of respondents:

1. Cease Inefficient Waste Collection Practices (53.6%):

- Stop waste collection practices that result in delays and inconsistent service delivery, which hinder the fulfillment of expectations for timely waste management solutions.

2. Put an End to Insufficient Communication and Transparency (46.4%):

- Improve communication and transparency regarding waste management policies and procedures to ensure stakeholders understand expectations and processes.

3. Discontinue Reliance on Outdated Waste Disposal Methods (37.5%):

- Move away from outdated waste disposal methods that pose environmental risks and do not align with sustainable waste management practices desired by stakeholders.

4. Stop Overlooking Community Input and Engagement (30.4%):

- Ensure community input and engagement are integral parts of decision-making processes related to waste and landscape management to meet the desires of partners and beneficiaries for active involvement.

5. Halt Neglect of Landscape Maintenance Efforts (25%):

- Address neglect in landscape maintenance, including inadequate drainage cleaning and landscaping activities, to create aesthetically pleasing public spaces that meet stakeholder desires for beautiful environments.

What Do We Need to Start Doing

Through our survey, we identified several key actions that stakeholders believe LWMA should start doing, ranked by the percentage of respondents:

1. Launch Awareness Campaigns and Educational Initiatives (69.6%):

- Inform partners and beneficiaries about waste reduction strategies, landscape conservation efforts, and the importance of sustainable practices to address their desires for increased environmental awareness and action.

2. Begin Conducting Regular Surveys or Feedback Sessions (57.1%):

- Conduct regular surveys or feedback sessions with partners and beneficiaries to better understand their expectations, needs, and desires, allowing for more targeted and effective service delivery.

3. Start Implementing Innovative Waste Management Technologies (53.6%):

- Implement innovative waste management technologies and practices to enhance efficiency and sustainability, aligning with the desires of partners and beneficiaries for environmentally friendly solutions.

4. Commence Comprehensive Training Programmes for Staff (48.2%):

- Enhance staff skills and knowledge in waste and landscape management to improve the fulfillment of expectations and needs for high-quality service delivery.

5. Initiate Community Engagement Programmes (44.6%):

- Involve partners and beneficiaries in the planning and decision-making processes related to waste and landscape management, ensuring their desires for active participation are met.

What Do We Need to Improve at Doing to Better Meet Their END

Through our survey, we identified several key areas that stakeholders believe LWMA should improve upon, ranked by the percentage of respondents:

1. Invest in Upgrading Infrastructure and Facilities (57.1%):

- Upgrade infrastructure and facilities for waste collection, disposal, and landscape maintenance to enhance service quality and reliability, aligning with the desires of partners and beneficiaries.

2.Improve Coordination and Collaboration with Stakeholders (53.6%):

- Enhance coordination and collaboration with local communities, government agencies, and private sector partners to better understand and address the diverse desires of stakeholders for integrated and holistic solutions.

3. Enhance Communication Channels and Responsiveness (51.8%):

- Improve communication channels and responsiveness to effectively address the expectations and needs of partners and beneficiaries, ensuring timely and transparent information dissemination regarding waste and landscape management activities.

4. Strengthen Monitoring and Evaluation Mechanisms (50%):

- Strengthen monitoring and evaluation mechanisms to assess the impact of waste and landscape management initiatives on partners and beneficiaries, identifying areas for improvement and ensuring that desires for measurable outcomes are met.

5. Advocate for Policy Review and Revision (48.2%):

- Advocate for the review and revision of policies and regulations related to waste and landscape management to better reflect the desires and priorities of partners and beneficiaries, ensuring that governance frameworks are responsive to evolving needs and expectations.

Integrating the END Framework

By incorporating the END framework into our stakeholder engagement and communication strategy, LWMA can better align its efforts with the expectations, needs, and desires of our partners and beneficiaries. Here's how we plan to address these insights:

Engagement Strategies

To effectively engage our stakeholders, LWMA must employ a variety of strategies:

1. Regular Consultations:

- **Community Meetings:** Organise regular meetings with local communities to discuss upcoming projects,address concerns, and gather feedback.
- **Stakeholder Forums:** Hold forums with government agencies, private sector partners, NGOs, and other key stakeholders to facilitate dialogue and collaboration.

2. Partnership Development:

- **Collaborative Projects:** Develop joint initiatives with stakeholders to leverage expertise, resources, and networks for mutual benefit.
- **Memoranda of Understanding (MoUs):** Establish formal agreements with key partners to outline roles, responsibilities, and shared objectives.

3. Transparent Communication:

- **Public Reports:** Publish regular reports on our activities, progress, and impact to keep stakeholders informed and accountable.
- **Digital Platforms:** Utilise our website and social media channels to share updates, success stories, and opportunities for engagement.

4. Educational and Outreach Programmes:

- **Workshops and Seminars:** Conduct educational workshops and seminars to raise awareness about waste management practices and environmental sustainability.
- **School Programmes:** Partner with educational institutions to integrate waste management and environmental education into school curricula.

5. Feedback Mechanisms:

- **Surveys and Feedback Forms:** Distribute surveys and feedback forms to gather input from stakeholders on our projects and services.
- **Hotlines and Helpdesks:** Establish dedicated communication channels for stakeholders to raise concerns, ask questions, and receive timely responses.



Collaboration and Partnership

Effective collaboration and partnership are essential for the LWMA to achieve its strategic goals. By working closely with various stakeholders, LWMA can leverage collective expertise, resources, and networks to enhance service delivery and address recurring challenges more effectively. Key strategies include:

Collaborative Projects

- **Community Engagement Programmes:** Partner with local communities for initiatives like clean-up drives, tree planting, and recycling campaigns to foster ownership and responsibility.
- **Research and Development:** Collaborate with academic and environmental organisations on innovative waste management and sustainable landscape practices.
- **Public-Private Partnerships:** Form partnerships with private companies for projects like recycling facilities, sharing investment and technical expertise.
- **Educational Initiatives:** Work with schools to develop education for sustainable development programmes, including workshops and seminars on waste management and landscape management.
- **Health and Safety Campaigns:** Partner with health organisations to promote the health benefits of effective waste management.

Formal Agreements

- **Memorandums of Understanding (MOUs):** Define the scope of collaboration, roles, and responsibilities with government agencies and non-profits.
- **Service Level Agreements (SLAs):** Establish performance standards and quality benchmarks with contractors and service providers.
- **Partnership Agreements:** Formalise commitments to shared objectives and resource sharing with key stakeholders.
- **Data Sharing Agreements:** Facilitate the exchange of information with research institutions and environmental organisations to enhance decision-making and project outcomes.

“Towards a cleaner, greener,
and more resilient Seychelles—together.”

LANDSCAPE AND WASTE MANAGEMENT AGENCY, JULY 2024

“A cleaner Seychelles starts with you”

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