



Seychelles Planning Authority

Annual Report 2025



Prepared by: Angela Servina

CEO Planning Authority

<h1>Table of Contents</h1>	
Chairperson & Chief Executive Officer's Message	3-4
Vision, Mission, Functions & Core Values	5
1.0. - History	6
1.1. -Organigram of the Planning Authority	7
1.2. - Structure	8
1.3. -The Board Members	9 - 11
1.4. -Senior Management Team	11
1.5. - Human Resources Matters	11 - 13
2.0. - The Planning Authority Board and Committees	14 - 15
2.1. - Planning Authority Board and Committee Meetings and Visits	16 - 17
3.0. - Application Process	18
3.1. - Decision Status of Planning Applications	19
3.2. - What does 'DC', 'CERT', 'Minor Works', 'CPS' Applications refers to	20
3.3. - Planning Application - Statistical Performance	20 - 21
3.4. – Summary of applications' status as at 31 st December 2025	22
3.5. - Appeal Statistics 2025	23
3.6. - Comparisons of Applications statistics over the last years	24
3.7. - Earthworks Applications	25
4.0. – The Units of the Planning Authority	26
4.1. - The Planning Authority Secretariat	26 - 27
4.2. - The Development & Policy Planning Unit	28 - 29
4.3. - The Quality Assurance & Building Control	30 - 33
5.0. - Inner Island Site Visits	34
6.0. - Other Activities	35
6.1. – Meeting with Agents	35
6.3. – World Town Planning Day 2025	36
6.4. – Strategic Board & Management Meeting	37
6.5. – Team Bonding Activity	38
7.0. - Financial Reports 2025	39 - 43
8.0. - Achievements	44
9.0. - Challenges and Constraints	44
10.0. - Strategic Priorities & Targets - 2026 -2028	45
11.0. - Social Activities in Photos	46 - 49
12.0. - Acknowledgement	50



Chairperson's Message

The year 2025 has been one of change as much as it has been one of continuity for the Seychelles Planning Authority. With the appointment of a new Board in May 2025 for a 3 year mandate, we take, in all perspective, the work carried out by the previous Boards while understanding the need to keep improving to keep with a continuously evolving world. Along with changes, we also continue to ensure that we maintain parallels with our local heritage and culture, which form the basis of our identity.

The Board continues to be guided by the vision that all physical development taking place in Seychelles is sustainable and aligned to land use and development plans while remaining compliant to the Physical Planning Act 2021. We continue to exercise our role in this endeavour while upholding our values of fairness, honesty, flexibility, professionalism and reliability.

To ensure that our role as an Authority remains relevant, the Board is presently reviewing many of its laws and regulations, some of which are outdated, with the objective of modernising our development standards while also harmonising with legislation that governs many of our partner entities.

Even though we continue to face internal and external challenges including limited resources, we have still managed to improve our efficiency and output highlighted by the number of applications processed in 2025. While the staff of the Planning Authority continue to work in a high-pressure environment with high expectations from our clients, their hard work, under the leadership of the CEO and Deputy CEO, has allowed the Planning Authority to continue making strides towards a better future.

Finally, I would like to conclude with the assurance that the Board and Staff of the Planning Authority remain dedicated in our mission to build a better future through more sustainable development. The members of the Board, all competent professionals in their respective fields, represent the major sectors of the economy and are driven by a genuine desire to have a positive impact on development in Seychelles. I would also like to thank all our partners who have supported us and we look forward to building stronger bonds and achieving greater success in 2026.





Ms. Angela Servina
Chief Executive
Officer
Planning Authority

Chief Executive Officer's Message

The year 2025, was another one of focused work for the Authority. It was a record year for planning submission when considering that we recorded the highest number of applications submitted in a single year, over the past 5 years. Inevitably, this kept us busy as we juggled from one site and one meeting to another.

The year 2025 also saw the appointment of the new Planning Authority Board and its Appeal Board. As both Boards slowly found their way in their new roles, the Secretariat team was there to guide and support them.

As will be demonstrated by this report, despite the challenges encountered, the Authority remained performant and was able to effectively deliver on its mandate throughout 2025.

The challenges ahead, largely due to the country's remaining buildable topography will require an Authority equipped with forward-thinking to ensure that as we navigate the issue, we also explore technologies and new initiatives to strike the balance between environmental protection and sustained physical growth. The reason as to why a pro-active, sharp and equipped Authority, will be required as we move forward. Therefore, we count on our leaders to provide the necessary support in attaining the required.

Lastly, I wish to express my sincere thanks and appreciation to the Board, Committees and all the human resources of the Authority for persisting, to deliver, beyond expectations, irrespective of the circumstances.

May the team spirit continues to prosper!

A handwritten signature in blue ink, appearing to read 'Angela Servina'. The signature is fluid and cursive, with a horizontal line underneath the name.

Vision

To ensure all development of land, taking place in Seychelles, are sustainable, aligned to the Land use and development plans and compliant to the Physical Planning Act 2021 and other guidelines of the Planning Authority.

Mission

To regulate the development of land in Seychelles with the aim of ensuring orderly and sustainable use of the country's limited land-based resources, while safeguarding the built and natural environment for the country's future generations

The following **Core Values** are guiding principles;

Fairness: we strive to uphold that all decision-making processes are fair, transparent and just; and that all applications are given due considerations

Honesty and integrity: we promote honesty and integrity among all employees so that our stakeholders, partners and clients can trust our services and decision-making process

Flexibility: we aspire to be flexible, tolerant and patient so that we can serve our clients better

Reliable: we strive to be reliable and provide timely services to enhance trust

Teamwork: we work together to foster good team spirit and togetherness; towards common goals to provide timely service to enhance trust

Professionalism: we pursue the highest level of professionalism by being committed to produce

quality services and uphold our professional ethics

Responsibility: we motivate employees to be responsible and accountable in their work to improve productivity

Confidentiality: we endeavor to be confidential

Communication: we communicate effectively to guarantee proper dissemination of information, internally and externally

Apolitical: We are apolitical and just, in our decision-making. We continually strive to ensure that all decisions taken by the Authority are fair, transparent and without political motives.

Functions:

- a) Produce Land Use and Development plans for Seychelles.
- b) Consider development applications, submitted in the territories of Seychelles.
- c) Monitor approved development and constructions in the territories of Seychelles and enforce on illegal development.

1.0 History

The Planning Authority is a government entity that has guided the modern physical development landscape of Seychelles as far back as the 1960's.

The importance of such an Authority cannot be understated, given the crucial role it plays in ensuring quality and durable physical development planning, for the benefit of the population.

Since 15th April 2022, the Planning Authority has been functioning as a semi-independent body, which administratively functions independently of the Lands & Housing Departments.

The Authority's primary role is to develop plans that effectively guide physical development in the country, view and accordingly consider development applications, and monitor and enforce on illegal development in the country. In its advisory role, the Authority assesses and makes recommendations to the Seychelles Licensing Authority, the licensing of architects, draughtsman, engineers and construction builders in the country.

The Authority's operation can be broken down as follow;

- The decision-making bodies which consist of the Planning Authority Board and the Technical sub-committees and referral agencies; and
- The Planning Authority Secretariat.

The Planning Authority Secretariat consists of three main units which are as follows:

- Planning Services Bureau/Planning Authority Secretariat;
- Quality Assurance Section; and
- Development and Policy Planning Unit.

The Sections are supported by the Administration and Accounts section and overall governance is derived from the CEO Secretariat.

1.1 Organigram of the Planning Authority

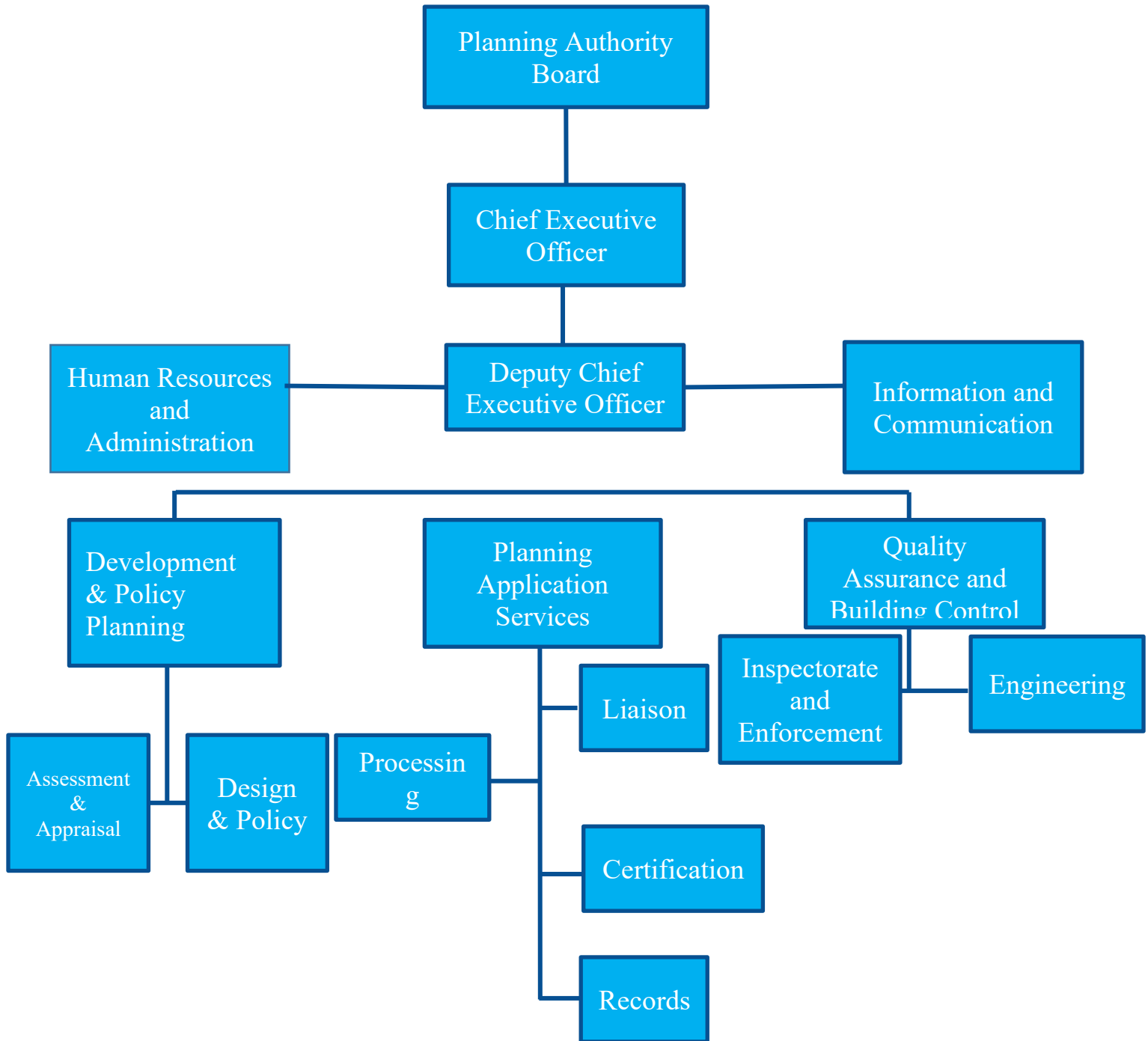
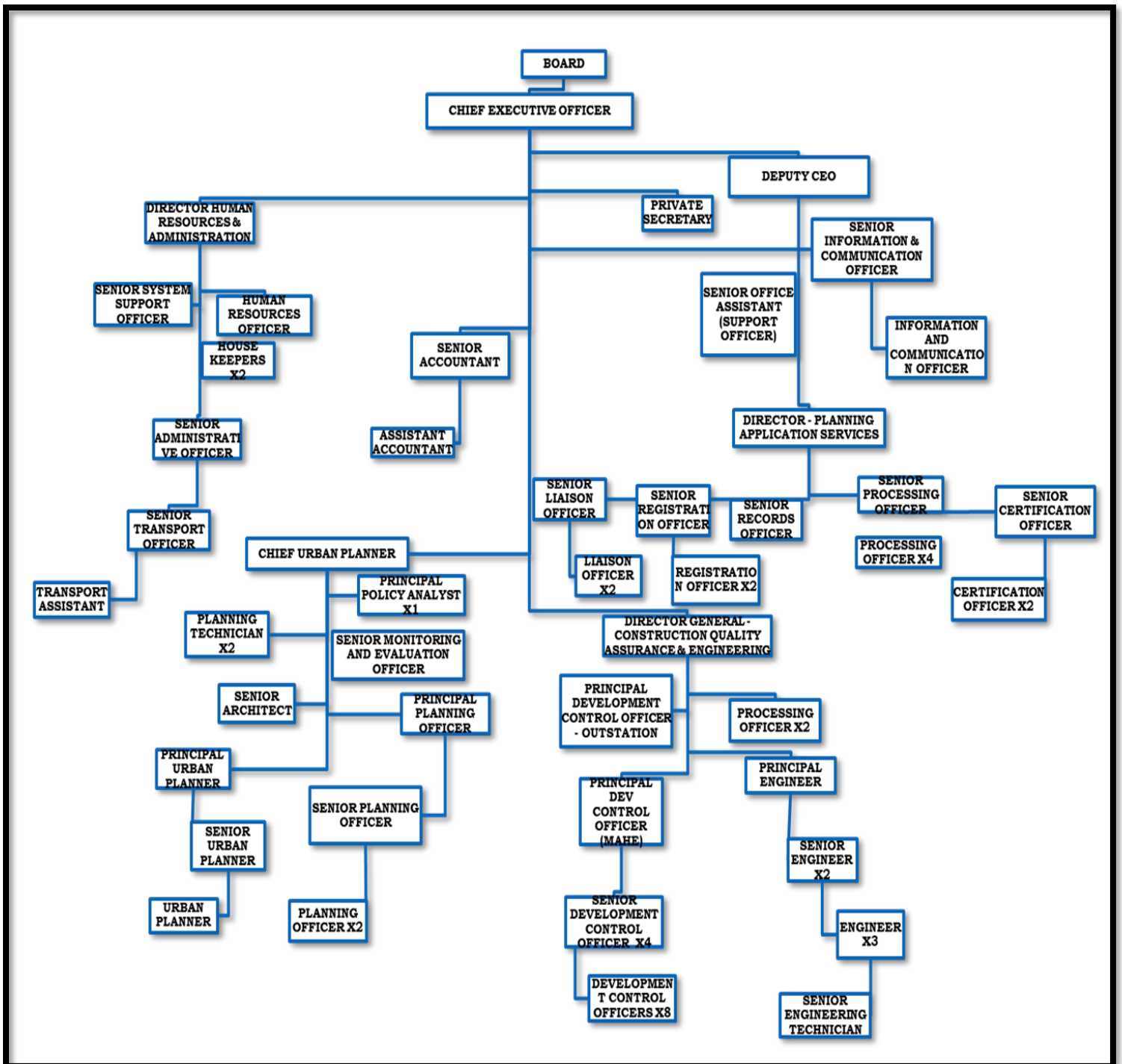


Figure 1 - PA Organigram

1.2 Structure of the Planning Authority



1.3 The Board Members

Mr. Dilip Shah

Mr. Shah is an engineer by profession and holds a Bachelor's degree in Engineering since 1978. He has worked in both the private sector and in Government, where he has overseen many major projects in the country, in his capacity as an engineer. With his vast experience in the engineering field, based on the several major national projects on which he has worked, during his long career, he brings to the Board important insights on engineering aspects of development. As the Chairperson, he champions fairness in decision-making but also puts strong emphasis on respecting Regulations. Mr. Shah is also a member of the Public Utilities Company Board and the Tender Board respectively. Mr. Shah was appointed as Chairperson of the Planning Authority in May 2025.

Ms. Angela Servina-Ex-Officio Member

Ms. Servina joined the Planning Authority in 2010 as a Land Use planning officer. During her time in the Authority, she has held several senior positions in the Land Use Planning Unit and has been part of the management team of the Planning Authority since 2013. She was appointed as CEO of the Authority in February 2021. She has extensive knowledge of the functions and operations of the Planning Authority and her forte is in the Land Use Planning field. She holds a Bachelor Degree Cum Laude in Geography with specialization in Environmental Management studies.

Mr. Patrick Lablache

One of the longest serving members of the Planning Board, who is also the Vice-Chairman of the Planning Authority, is Mr. Patrick Lablache. He has been a Board member for over 35 years, representing the Ministry/Department responsible for Lands & Housing. Mr. Lablache has held several senior positions in the Ministry responsible for Lands Management over the course of his career. He holds a BSC in Lands Management and an MSc in Urban Land Appraisal and has been member & Chairperson of various Boards in the country, including that of the Island Development Company for many years.

Mr. Kenny Constance

Mr. Kenny Constance is a registered Architect and the Founder and Director of KC-Architecture. He holds a Bachelor's Degree in Architecture and a Master's Degree in Architecture and Urban Planning from South China University of Technology, People's Republic of China. Since establishing his practice, Mr. Constance has led the design, coordination, and implementation of a diverse portfolio of residential, commercial, tourism, and mixed-use developments throughout Seychelles. His professional work has required continuous engagement with the national planning and regulatory framework, including regular liaison with the Planning Authority and other relevant statutory bodies. He possesses extensive experience in development control procedures, regulatory compliance, and the preparation of planning submissions, technical documentation, and supporting reports. Mr. Constance was appointed as a Board member in May 2025.

Mr. Lenny Gabriel

Mr. Gabriel sits on the Board as a private member. He holds vast experience in the investment, business, I.T, education, finance and aviation fields. Mr. Gabriel holds a Bachelor of Business with double Majors in Information Systems and e-commerce and a Master Degree in Applied Economics (Business & Science) With his background centred in business, he brings to the Board an insight in decision-making from a private business point of view, which is important when striking a balance between legislation and real-life issues faced by businesses.

Ms. Indira Gamatis

Ms. Gamatis who is the Director of the Biodiversity Conservation section, sits on the Board as the representative of the Ministry of Environment. She holds a Bachelor of Environmental Science. Ms. Gamatis has experience in the conservation field, in respect of the endemic Paradise Flycatcher translocation to other Islands. Her work within the Ministry of Environment involves the mobilization of resources locally and internationally for biodiversity conservation. She was appointed as a Board member in May 2025. With her knowledge and experience, she advises the Board in making informed decisions on matters relating to environment and threatened species to ensure that growth occurs in a sustainable manner.

Mrs. Sinha Levkovic

Mrs. Levkovic is a member with over 40 years' experience in the tourism field, where she has worked for most of this time, with the Ministry of Tourism, in various Senior positions. Her career has been in public relations & marketing, tourism product planning, development & diversification, standards development and monitoring, hotel grading, risk management & policy development. Mrs. Levkovic holds a master's degree in Tourism studies and has been a member of various Committees representing the Ministry of Tourism throughout her long career. Mrs. Levkovic was first appointed as a member of the Planning board in 2014. She was re-elected on two other occasions and was appointed again in May 2025.

Mr. Patrick Andre

Mr. Andre represents the Department of Transport on the Board and has vast experience in the transport field. He holds a HND in Civil engineering and various accolades in the transport field. His first appointment on the Board was in 2014, and he has been representing the Ministry of Transport since. Mr. Andre provides important guidance to the Board on planification to ensure that development are implemented sustainably to the benefit of safe traffic management and roads that do not compromise the population in the future.

Dr. Jude Gedeon

Doctor Gedeon; the Public Health Commissioner, first became a Board member of the Planning Authority in 2014. He was re-appointed as a member in May 2025. He holds a Bachelor in Medicine and Surgery and a Master in family medicine. He has held various senior positions within the Ministry of Health over the course of his career and has been both member and Chairperson of various Boards. With vast experience in the health field, Dr. Gedeon is the Board's advisor on important health-related aspects of development.

1.4 Senior Management Team 2024

Ms. Angela Servina	Chief Executive Officer
Ms. Maria Madeleine	Deputy Chief Executive Officer
Mr. Terry Biscornet	Planning Authority Consultant
Ms. Magali Jumaille	Director Human Resources & Administration
Mr. Kevin Sophola	Director General Development Control
Mrs. Tania Barbier	Accountant
Ms. Julie Low	Chief Urban Planner
Mr. Ardy Philoe	Principal Development Control Officer
Mr. Sayeed Abdelhaq-Salih	Principal Development Control Officer
Mr. Govin Pillay	Senior Engineer
Ms. Lindy Hoareau	Director Planning Services Bureau
Mrs. Lindy Zoe	Senior Processing Officer

1.5 Human Resources Matters

As has been the case, for several years, in 2025, the Seychelles Planning Authority remained one of the few government organizations in Seychelles that boasted a workforce that is 100% Seychellois.

The Authority employed 57 staff; with most staff aged below 40 years. Hence, a young workforce.

The below depicts number of staff per unit;

Department	No of Staffs
CEO Secretariat	5
Human Resources	1
Administration	5
IT	1
Information & Communication	2
Development and Policy	10
Planning Application Services	12
Quality Assurance & Building Control	19
Account	2
	57

Figure 2 - PA Staff per Unit

The Planning Authority recognizes the vital role of its staff in the delivery of their duties to uphold the Planning Act. It is necessary that staff can deliver their duties in a comfortable working environment and with all necessary support and encouragement. The Planning Authority Management fosters an approach of empowering its staff in the delivery of their duties. The Management also adopts an open-door policy, allowing staff to express and discuss on matters of importance or concerns, in finding solutions. At the same time, the Authority has high expectations of its staff to be responsible, mature and thorough in the execution of their duties.

Internal and external training programs were adopted, with the aim of equipping staff to deliver at a higher level. In 2025, several of our staff benefitted with training opportunities, ranging from local short courses to overseas workshops and training courses.

The below staff movement details, are relevant for the year 2025;

- ❖ 7 staff left the Authority to pursue careers outside PA or to pursue further studies
- ❖ No staff termination
- ❖ 8 new staff joined the Authority.
- ❖ 2 staff were promoted.



Figure 3 – Staff in the law training 2025



Figure 4 – Group photo of PA staff early 2025



Figure 5 – Group photo of some PA staff, Committee & Board members, Law Training, August 2025

2.0 Organigram showing interaction between Planning Boards and Committees

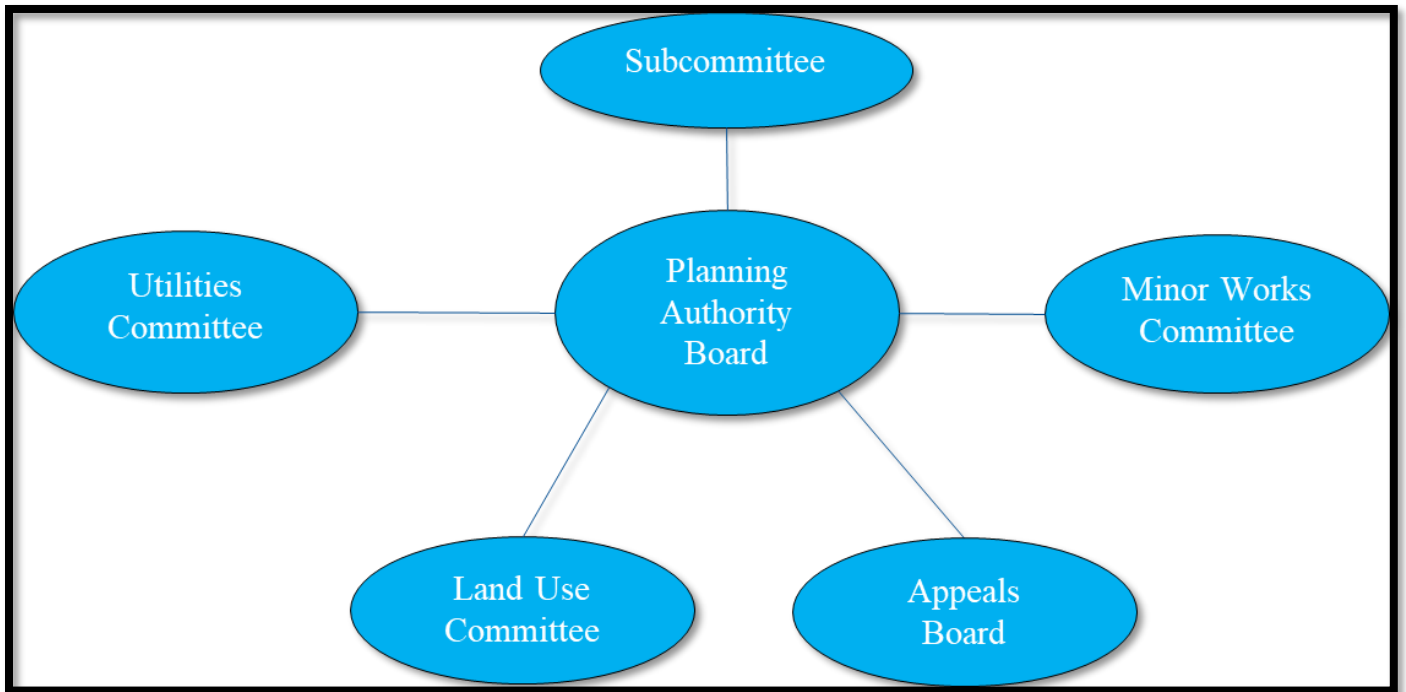


Figure 6 - Planning Authority Board & Committees set-up

The Planning Authority Boards & Committees

The Board consists of 9 members representing the private sector, and other key Government Ministries and Agencies, namely, Environment, Public Health, Department of Land Transport, the Department of Lands & Housing and a co-opted member under the law, representing the Ministry of Environment. The CEO Planning Authority is by law, an ex-officio member of the Board and the Board's secretary is Mrs. Lindy Zoe; the Senior Processing Officer of the Authority. The current Board was appointed in May 2025 on a three-year mandate.



The Board's Mandate is to review and establish construction development and land use related policies and guidelines for approval, as well as resolve planning applications submitted to the Authority. Members are also required to conduct site visits and consider other related matters pertaining the construction industry. On a larger scale, the Board also has oversight over budget and administrative matters of the Authority.

One of the Board's mandates is to create committees that assist in the consideration of planning applications and planning related cases, for ease of speeding up the planning process. There are a total of 4 committees that have been set up by the Board, for this purpose.

The **Sub-Committee and the Utilities Committee** chaired by Mr. Terry Biscornet, the **Minor Works Committee**, chaired by Mr. Delroy Bistolet and the **Land Use Planning Committee**, chaired by Mr. Bernard Belle, consist of technical representatives from pertinent referral agencies. These Committees are mandated to visit development sites, assess feasibility of development proposals and make recommendations on different types of planning applications to the Planning Authority Board as well as provide land use input, pertaining the production of land use and development plans.

Upon registration of planning applications, both the developer and the agent are informed, digitally that the Authority will be considering the applications within a set time frame. Applications are considered at the different committee meetings during the week. The Subcommittee and Utilities Committee consider major development applications and applications for utility services development, respectively, within 14 working days after submission of these plans, whilst the Minor Works Committee on the other hand, considers minor residential development within seven working days, or less, after submission date.

Recommendations made by the Committees are compiled and circulated, as reports, to the Planning Authority Board, every week, for consideration. The Board either endorses the recommendations or can make alternative decisions. The final decisions are communicated to developers and agents by, email, post and telephone, the week following the meeting. The process is a repeated one each week. Hence, the technical Planning Authority Secretariat is a busy well-oiled, factory machine, working away meticulously, to ensure timely communications to the referral agencies and clients and consideration of cases by the Committees and Board, week after week, after week.

The Planning Authority **Appeals Board** was appointed by the President of the Republic in May 2025, in line with the Physical Planning Act 2021. The Board is mandated under the Physical Planning Act 2021, to consider cases of appeal brought forth by developers, who feel aggrieved by decisions of refusal or those who wish to contest a condition imposed by the Planning Authority or enforcement notice served by the Planning Authority. The Board is chaired by Mr. Bryan Changty-Seng. The other two members are Mr. Wills Agricole, who represents the Department of Environment and Mr. Richard Didon who comes from the Private sector. The Board's secretary is Mrs. Shamira Bouchereau, who is a staff of the Planning Authority. This appointment is in line with the Appeals Regulations.

2.1 Planning Authority Boards' and Committees' Meetings and Visits in 2025

The table illustrates meetings held and cases considered by the Planning Authority Boards and its Committees in the year 2025.

	Year 2025		
	No. of Meetings	Cases (New + Substitutes & supplementary)	Site Visits & Meetings with agents
Planning Authority Board	46	2630 Cases	32
Subcommittee	95	4283 Cases	47
Minor Works Committee	49	905 Cases	115
Utilities Committee	32	146 Cases	3
Land Use Planning Committee	33	363 Cases	9
Appeals Board	19	44 Cases	20

Figure 7 – Work of the Boards and Committees in 2025



Figure 8 - Some of our Boards & Committees at work

3.0 The Planning Application Process

Based on the type of development proposal, applications are circulated to referral agencies for assessment and inputs based on their respective area of expertise. Not all types of applications are circulated to the same referral agency. For instance, an application for a retaining wall is circulated to the Engineering section for assessment but not to the Public Health Authority. However, referral agencies, such as; the Department of Environment, Development & Policy Planning Unit and Ministry of Local Government receive all planning applications that are submitted, for statutory, monitoring or community awareness purposes. The diagram below is an illustration of the process for considering an application.

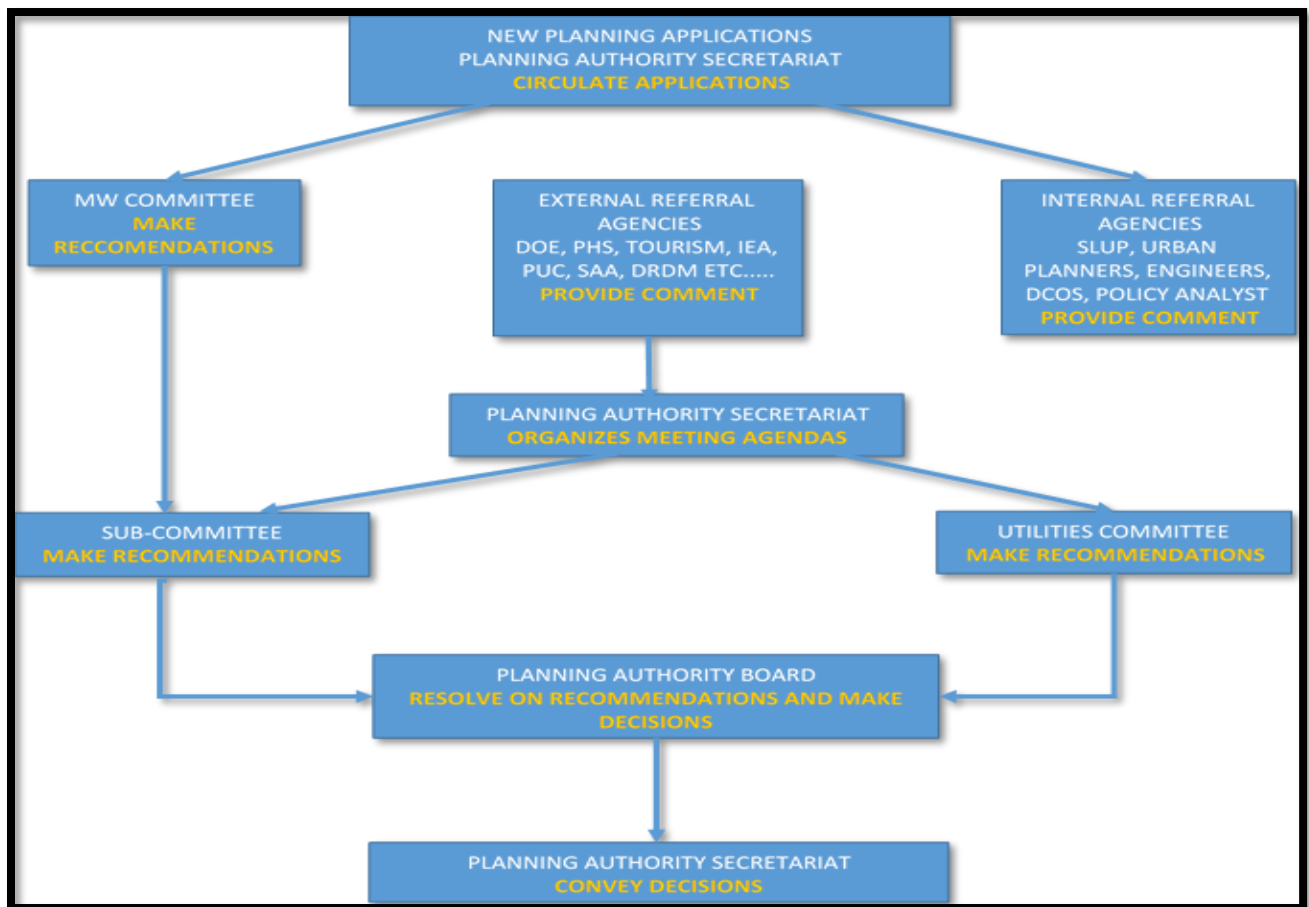


Figure 9 - The Planning Application Process

3.1 Decision Status of Planning Applications

The different type of decisions taken by Committees and the Planning Authority Board varies and are as follows;

Approved; considered as a final decision, whereby permission to initiate implementation of development is released formally with conditions.

Refused; considered as a final decision with rationale for refusal, against which appeal can be made to the Planning Authority's Appeal Board.

Approved in principle; not a final decision. This decision is taken, when the proposal is first considered and is generally found to be acceptable. However, comments from the referral agencies have not yet been received. The approval in principle can change, once the necessary comments are received. It is also a decision issued, when the development proposals are generally acceptable but there needs to be minor revision(s) made to the drawings, in the form of a resubmission from the Agent.

Deferred; not a final decision. Status given to applications when feedback from the referral agencies are awaited.

Withdrawn; not a final decision and is done upon request from agents or developers when applications are superseded by the submission of another development proposal, requested by the owner/developer.

Applications are also withdrawn automatically, upon expiry of the 6 weeks' timeframe, after agents fail to provide resubmissions/amendments/additional information requested by the Planning Authority. Once withdrawn, applications can be re-instated, provided that a re-instatement fee is paid.

Resubmission; The term 'Resubmission' is used when agents are requested to submit revision to address certain issues, which then, substitutes drawings, that were submitted originally.

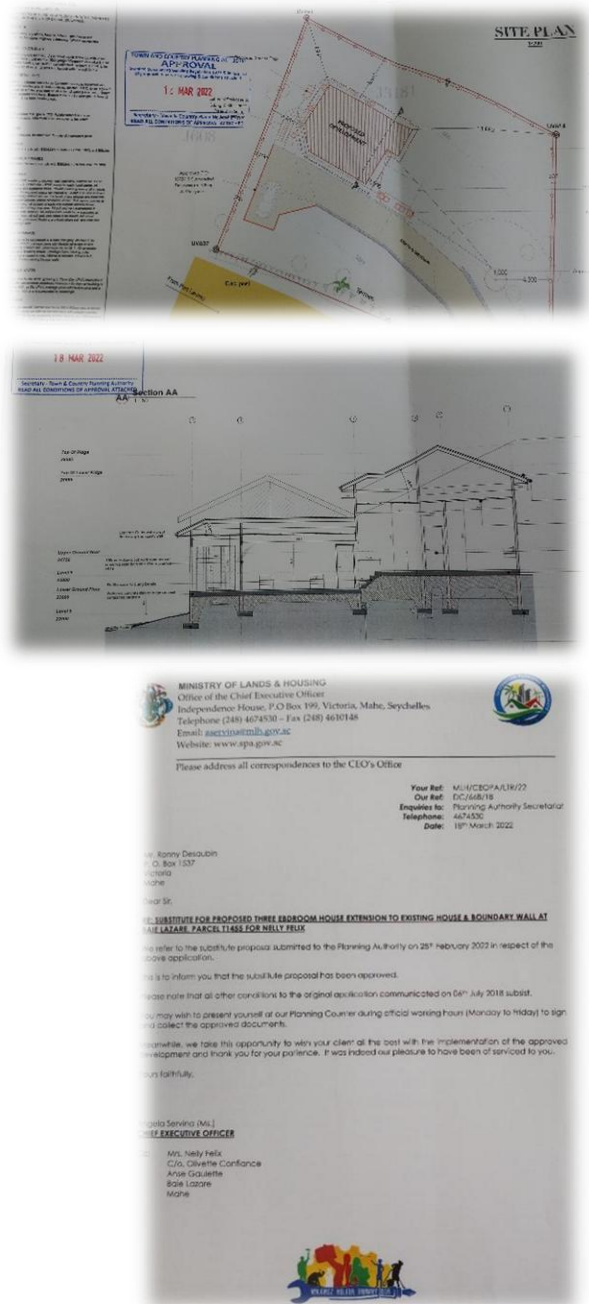


Figure 10 - Sample of planning application documents

3.2 What does 'DC', 'CERT', 'Minor Works', 'CPS' applications refer to?

These are the four different categories under which planning applications when submitted are registered under. These depend on the type, scope and size of development. This section of the report defines the types of development for those four categories of applications.

Development Control- (DC) These are applications submitted for all types of commercial, industrial, tourism, agricultural development proposals. This reference is also used for all new residential buildings of more than 150m² or extensions to existing residential development of more than 40m², including retaining and boundary walls above 1.5m high and subdivision of plots of land, into 4 plots or more.

Certificate of development- (CERT) These applications consist of solely, new residential house proposals that are below 150m².

Minor Works- (MW) These applications consist of solely ancillary facilities attached to existing residential developments, fences, gates and walls that are below 1.5m high, non-habitable temporary buildings and extension to existing residential developments below 40m².

Certificate of Permitted Subdivision- (CPS) These consist of subdivision applications up to 3 residential plots. The plots may be a combination of residential plots and plots for designated access. It also consists of subdivisions of land simply to address existing residential/access encroachments, in which case there is no limit to the number of plots.

3.3 Planning Applications Statistical Performance 2025

The number of new submissions received in 2025 was 2427. This figure, represents an increase of 58 applications in contrast to that received in the year 2024.

The below graphs provide statistical details of new applications processed within 2025.

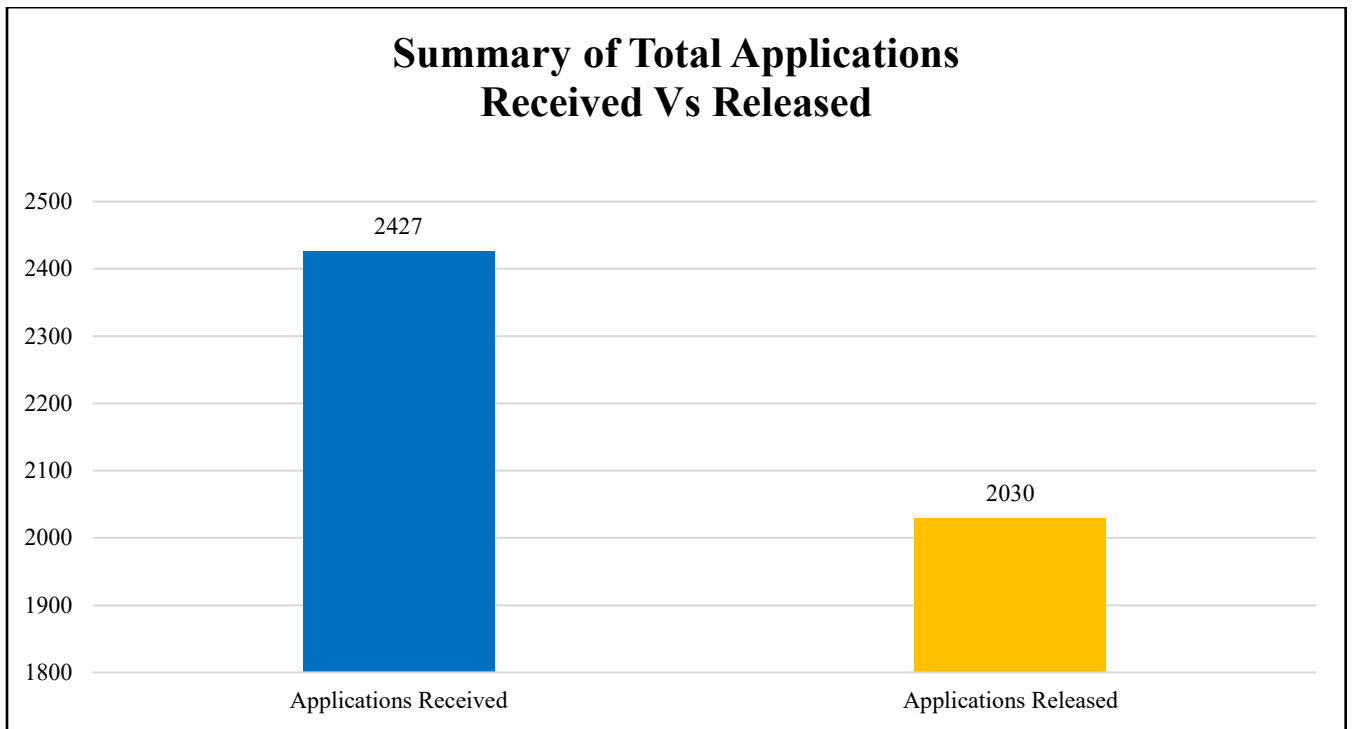


Figure 11 - New Applications received and released in 2025

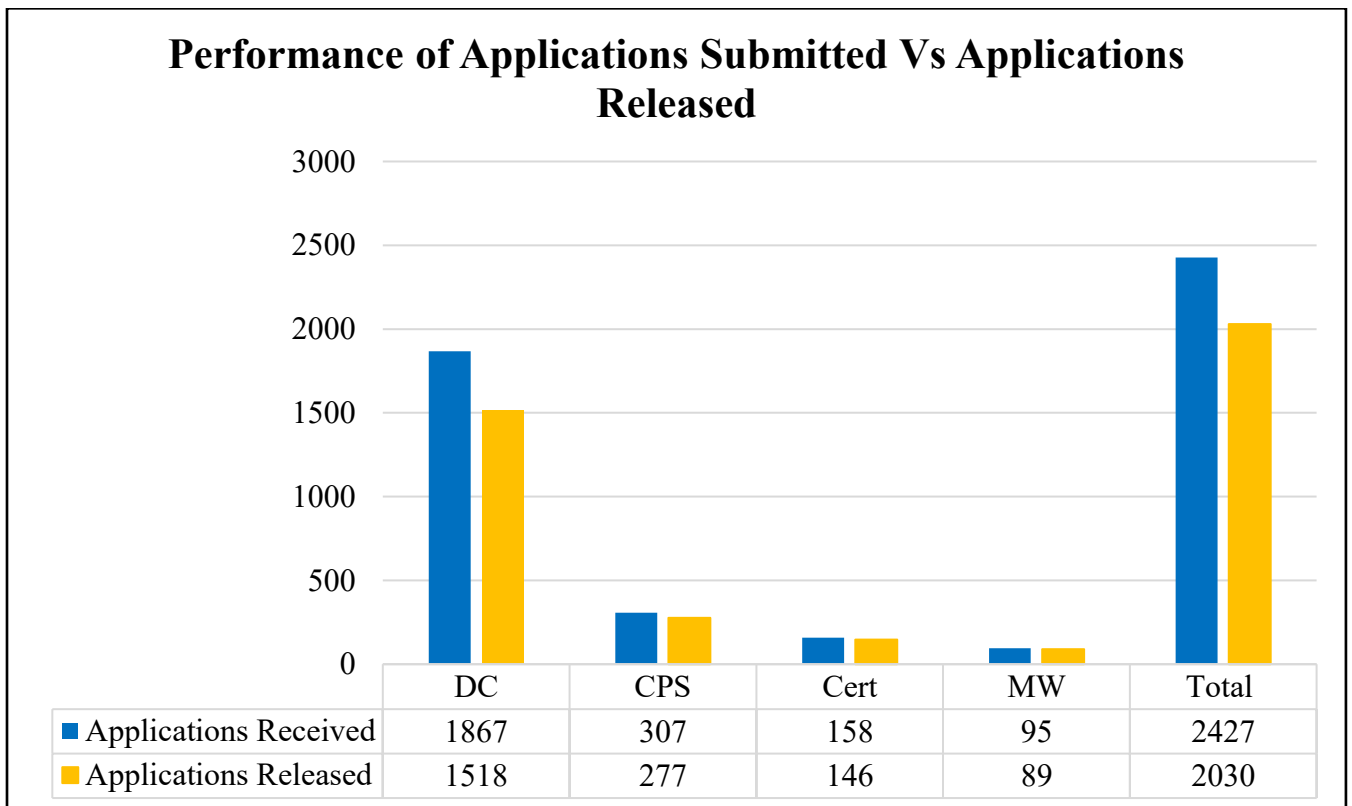


Figure 12 - Breakdown of applications received and released in 2025, per category

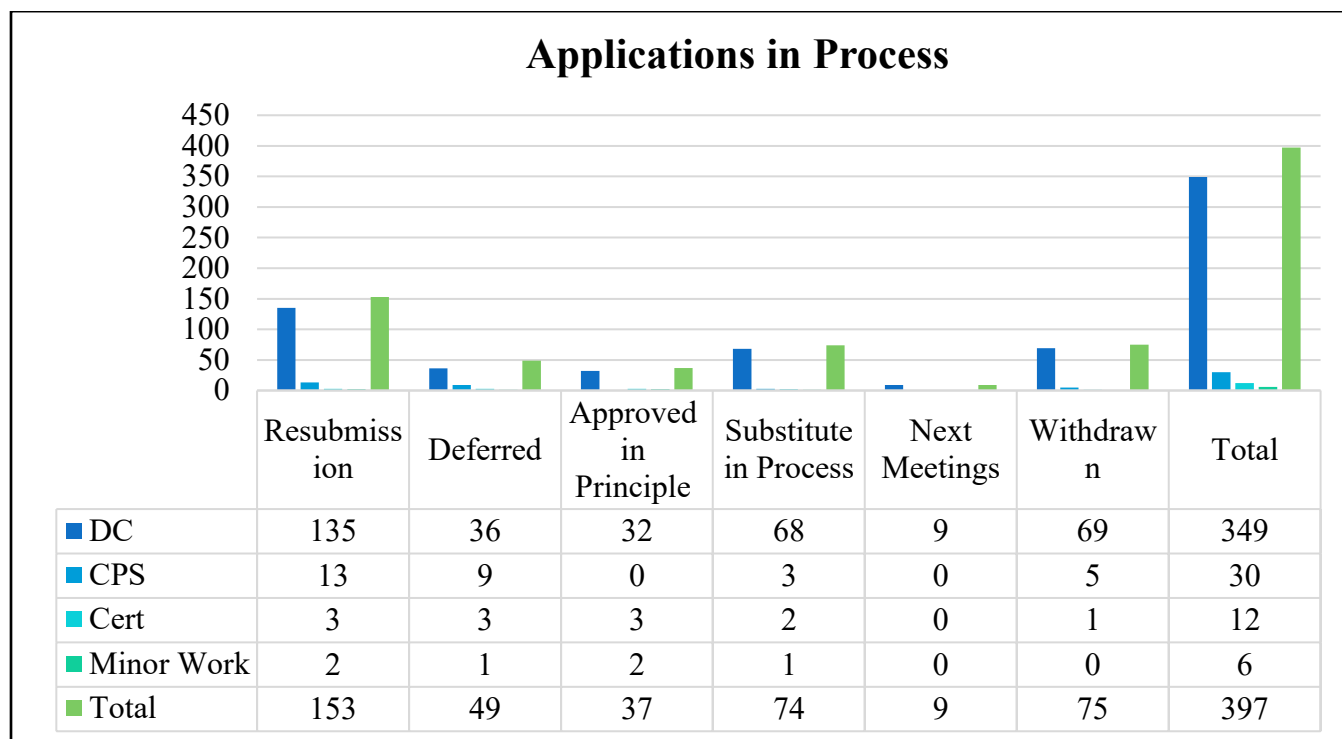


Figure 13 - Applications still in process as at 31st December 2025

3.4 Summary of applications' status as at 31st December 2025

- Total applications received – total application released from January to December 2025; 2427 - 2030 =397 applications in process.
- 1970 applications had been Approved, representing a total of 81%
- 60 had been refused, representing a total of 3%
- 397 applications were still in process, representing a total of 16%

The applications in process as at 31st December 2025

- 181 applications were pending with agent/applicant for necessary amendment of plans.
- 75 applications had been withdrawn
- 141 applications were pending a final decision/ still in process

3.5 Appeals Statistics 2025

The Planning Authority’s Appeals Board considered a total of 44 cases in the year 2025. The below table provides a breakdown of this figure as at 31st December 2025.

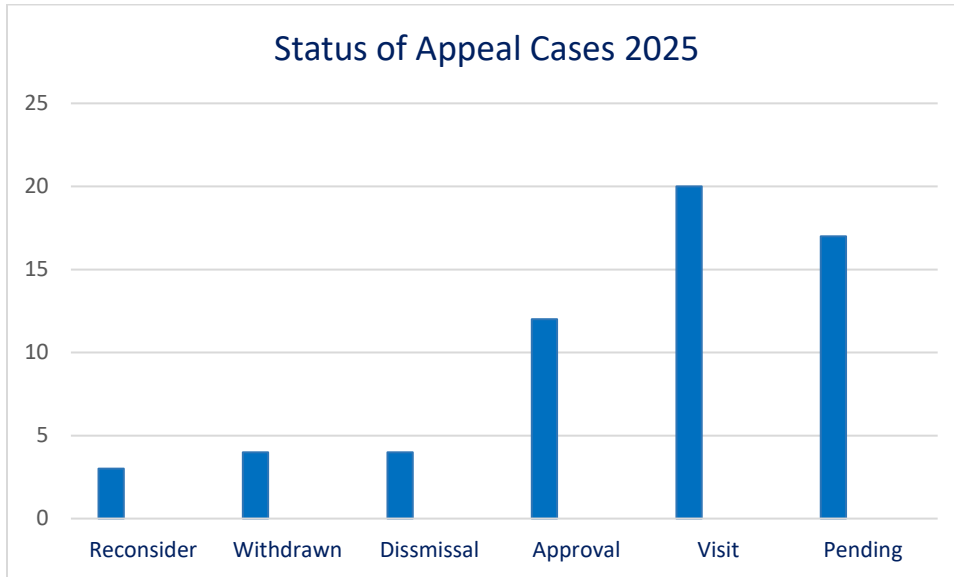


Figure 14 – Breakdown of Appeals cases 2025

3.6 Comparisons of Application Statistics over the last 5 years

The below charts that follow illustrate comparisons between applications received and processed in the last 4 years, by the Planning Authority.

As can be noted, the trend is that the DC applications remain dominant, in terms of type of applications submitted.

Also apparent is that the figure for applications refused by the Authority has remained considerably low. This can be attributed to the continuous work done with developers/agents in advising on best options for development, in line with the land use classifications and site topographical and geographical conditions.

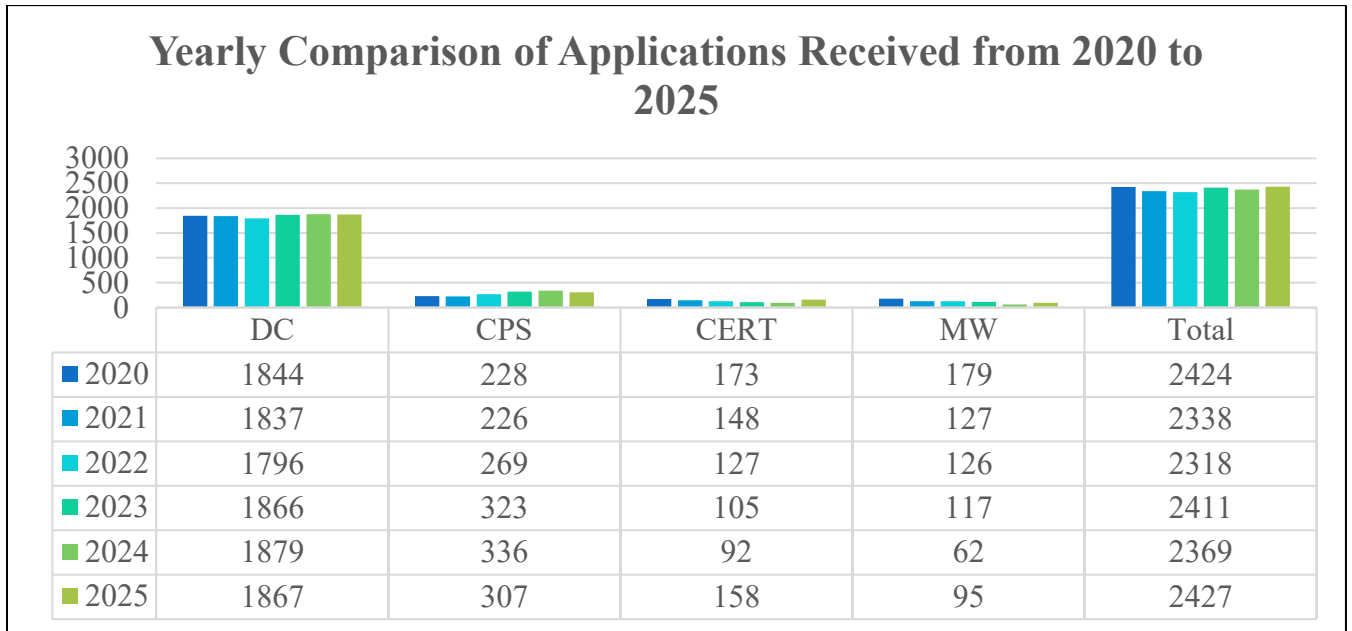


Figure 15 - Yearly comparison of Planning Applications received from 2020 to 2025

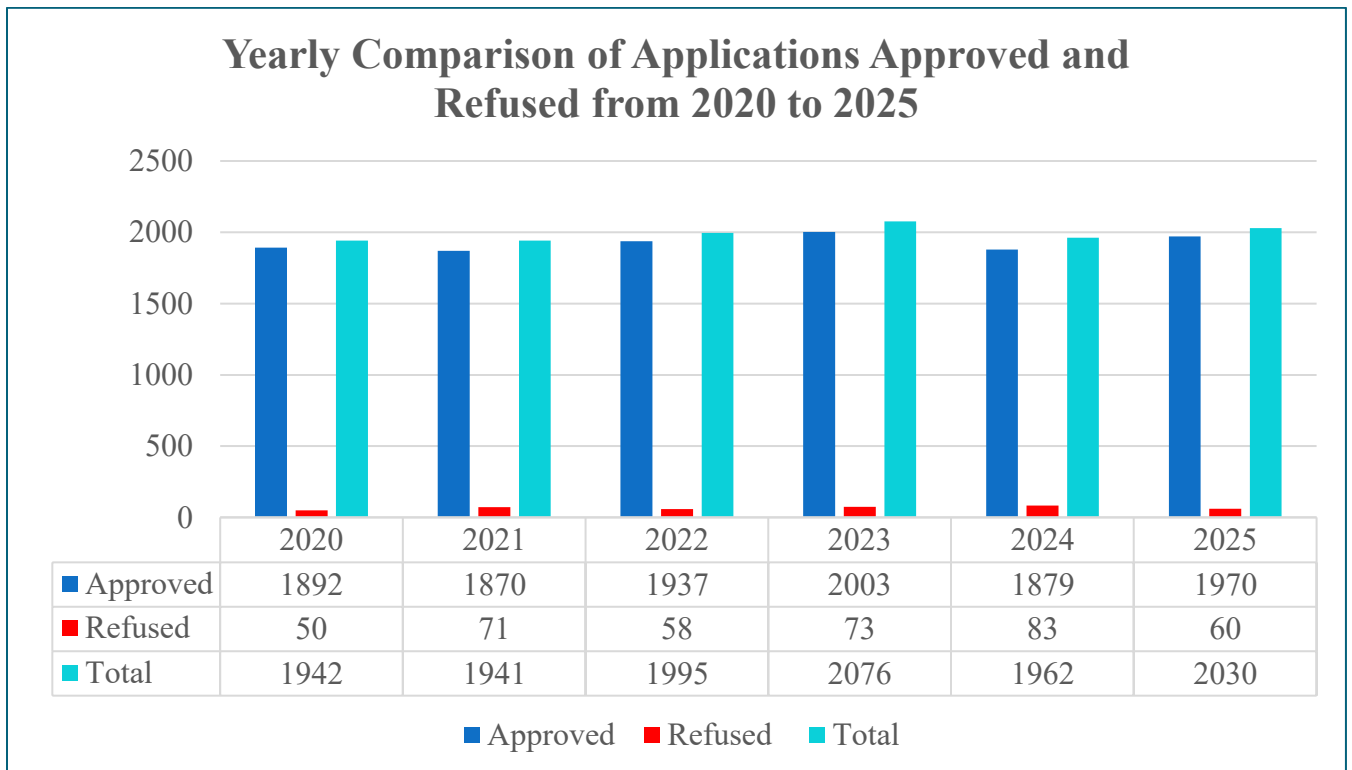


Figure 16- Yearly comparison of Planning Applications released from 2020 to 2025

3.7 Earthworks Applications

When physical development applications are approved, as a condition, developers/builders are requested to submit a dully-filled form, which serves as an application, to seek permission prior to undertaking earthworks on the construction site. Sites that are subject to such requests, are visited by Development Control Officers for an assessment of the works in question and eventual decision. To reduce the number of illegal or uncontrolled earth cuttings, applications for earthworks are accepted only when there are substantial earth works on agricultural land and for sites with approved construction development.

The benefit of such permission is to control and ensure that earth-work activities are done in a safe and secure manner without causing adverse effects to the surrounding environment and amenities. The following graph is an illustration of the number of earthworks requests received and considered over the past five years.

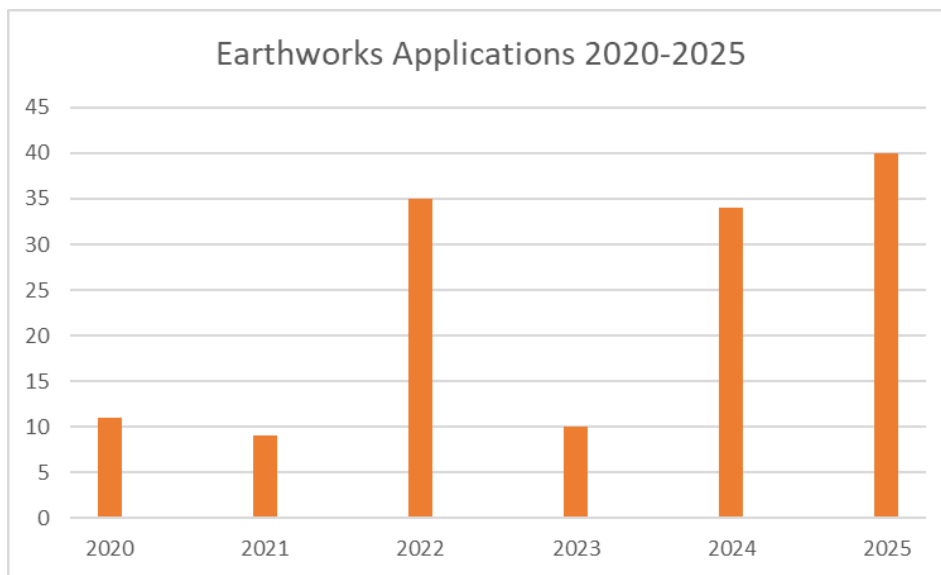


Figure 17 - Earthworks Applications Requests 2020 to 2025

4.0 The Units of the Planning Authority

For effectively delivery of its daily functions, the Planning Authority, relies on its three main units. This part of the report provides an overview of their responsibilities, functions and overall performance during the year 2025.

4.1 The Planning Authority Secretariat

- ❖ Receives and registers submissions, including planning applications from developers/ Agents (Architects, land Surveyors, Draughtsman and Contractors.
- ❖ Processes these submissions until a final decision is communicated to the client/agent.
- ❖ Liaises and follows up systematically with internal, external referral agencies and agents for timely receipt of comments, processing of planning applications and other submissions.
- ❖ Processes substitutes and supplementary resubmissions to planning applications in process, as well as those already approved.
- ❖ Processes renewal of previously approved and expired planning approvals.
- ❖ Prepares and releases final approval or refusal documents to agents.
- ❖ Prepares agendas for Committees' & Boards' meetings.
- ❖ Organizes Committees' and Boards' visits.



Figure 18– Some Planning Authority Secretariat staff

In 2025, the unit continued to deliver consistently. Based on Board and Committee resolutions, the unit was able to provide a decision to clients and agents within 4 weeks for **90%** of cases registered. This was an improvement over the year 2024, whereby 84% of cases were released within 4 weeks.

The Planning Authority Services Bureau ensures that all decisions taken by the Board during the weekly meeting are communicated to clients, the following week. Hence, no delay in the provision of feedback.

Statistics specifically related to the unit's mandate are relevant from 3.3-3.7 above.



Figure 19 – The Counter Staff

4.2 The Development & Policy Planning Unit

- ❖ Is mandated to prepare and produce land use and development plans for the territories of Seychelles.
- ❖ Works on strategic policies and guidelines that relate to construction, designs and uses of land. These are then submitted to the Planning Authority Board for review and approval.
- ❖ This unit plays a vital role in assessing planning applications based on land use classifications.



- ❖ Computes plot coverage limit for development proposals.

- ❖ Reviews and updates information related to development plans and land use plans

- ❖ Receives and provides pre-planning advice pertaining feasibility of developments in relation to the land use classification and allocated plot coverage limits.

- ❖ Conducts stakeholders' consultations related to projects that can potentially have major social impacts nationally or on the community within which, such development proposals are located. Some examples of such proposals are churches, air fields etc...

- ❖ Provides land use advice to developers.





Relevant statistics for work done in 2025, based on the unit's mandate are listed in the table below;

Tasks	Figures
Pre-Planning requests	130
SIB projects	20
SIB Evaluation Tender Committee	8
Livestock assessment request	32
Environmental Impact Assessment scoping	8
Trade Import Permit scoping	31
Reviewed land use plans	3
Development Plans worked on	3
Lands Cases	88
Land Use reclassification cases	18
Religious Consultations	3
Meetings with other MDAs & stakeholders	9
Draughtsmen/architect license requests	13
Consultation for special/national projects	6
Policies /Guideline reviewed	4

Figure 21 – Work of the Development & Policy Planning Unit in 2025

4.3 The Quality Assurance and Building Control unit

This unit consists of two sub-Units including Development Control Officers qualified as Construction Technicians and qualified Engineers. The unit;

- ❖ Assesses planning applications in reference to the Building Regulations.
- ❖ Conducts monitoring of approved developments under construction, from commencement up to completion, to ensure compliance to approved plans.



Figure 22-Staff of the DC unit 2025

- ❖ Provides assistance to referral partners such as FTC, SLA, Ministry of Local Government, Ministry of Environment etc...



Figure 23 –The Quality Assurance & Building Control unit on site inspection.

- amenities of the site to be developed and make recommendations to the Planning Board.
- ❖ Investigates construction related complaints and enforces illegal development
- ❖ Initiate enforcement action against developers and building contractors through formally serving 'Stop Notices' or 'Enforcement Notices', to instruct compliance.

- ❖ Assesses renewal requests upon expiration of planning permission for development proposals. This is to ensure that the site situation has not changed since the last approval was granted.

- ❖ Conducts joint visits with pertinent referral agencies for issuance of Occupancy Certificate for completed development.

- ❖ Assesses earthworks requests to identify potential risks that may impact on the neighboring properties or the existing

- ❖ The qualified Civil and Structural Engineers check, request revisions and approve structural details of development proposals.
- ❖ Monitor construction and stability of structural elements within construction proposals and during site implementation.
- ❖ Provides the Planning Board with reports and recommendations on structural cases.
- ❖ Conducts interviews for new contractors' licenses and upgrades of licenses and makes recommendations to the Seychelles Licensing Authority.

In 2025, the Development Control sub-unit comprising its Director General, its two Principal DCOs and 10 Development Control Officers monitored **1226** active construction sites in the country. In addition, they attended to **134** construction related complaints.

The below table, details the unit's work in the year 2025;

Notices	Figures
Commencement Notices	783
Completion Notices	198
Occupancy Certificates Issued	199
Stop Notices	108
Enforcement Notices	19

Figure 24 – Details of work done by the DC Unit in 2025

The Engineering Unit which is made up of 3 Engineers, a Senior Engineering Technician and an Engineering Technician attended to the structural tasks.

Tasks	Figures
Appraisals of structural applications	789
Appraisals of architectural applications	791
Reinforcement Notices submitted and checked	271



Figure 25-PA engineer on site inspection

The Engineering Unit is also responsible to oversee the gazetting process of reclamation applications that have been approved, in line with the Land Reclamation Act.

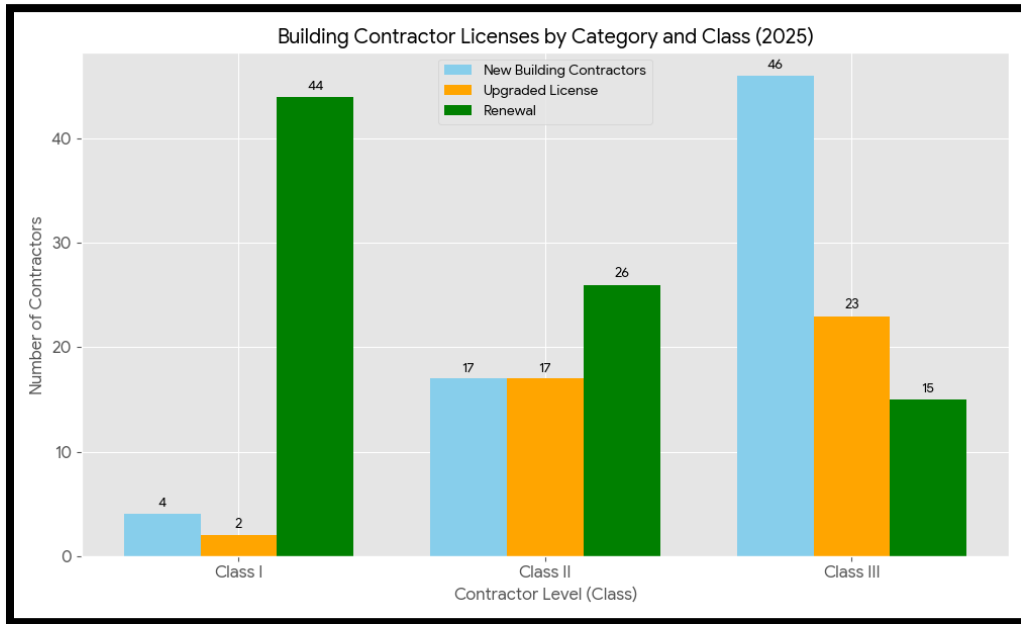
The below details the work for 2025:

Total Land Reclamation Gazette Letter and Completion Certificate	
Completion Certificate	7
Gazette Notice Section 2	6
Gazette Notice Section 6	1

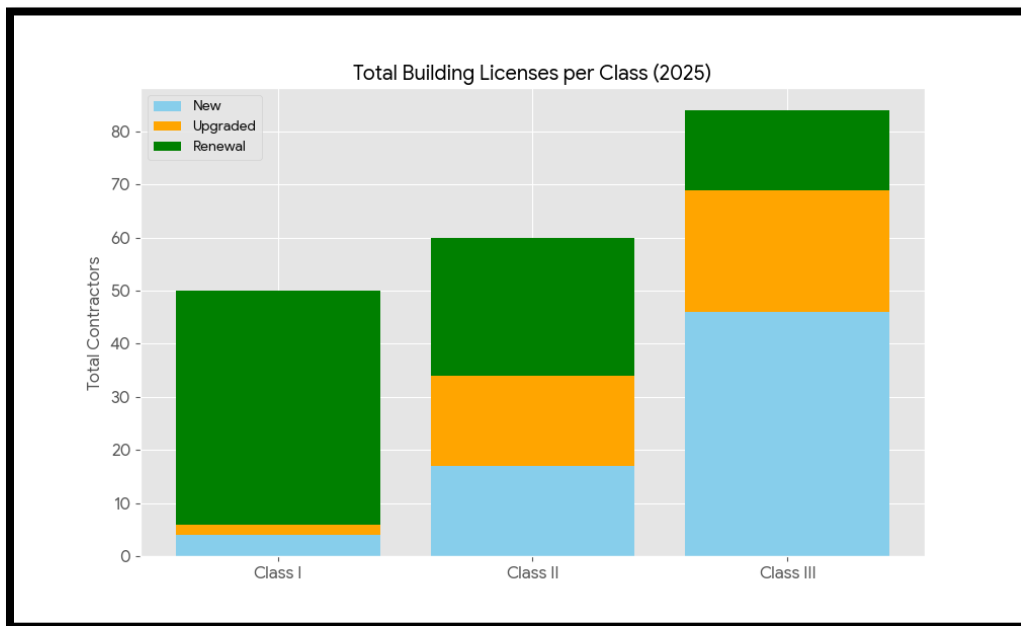
Figures 26– Details of work done by the Engineering Unit in 2025

The below, details data on applications received from the Seychelles Licensing Authority, on building contractors' licenses request in 2025;

Class Level	New Building Contractors 2025	Building Contractor License Upgrading	Renewal
Class I	4	2	44
Class II	17	17	26
Class III	46	23	15
Total	67	42	85



Figures 27 - Categories of licenses on which favorable recommendations were issued in 2025



5.0 Inner Islands’ site visits

The Board, CEO, Deputy CEO, Technical Units and certain Committees undertook site visits to the Inner Islands in 2025 for the purpose of delivering on the Planning Authority’s mandate. This is detailed in the below table.

	Number of Trips
Development & Policy Planning Unit	22
Development Control & Engineering Unit	10
Minor Works Committee	4
Land Use Committee	1
PA Board	1
Sub-Committee	2
CEO & Deputy CEO PA	4

Figure 28 - Number of trips to the Inner Islands in 2025



Photos 29-Board visit on La-Digue Island, November 2025

6.0 Other Activities

6.1 Meeting with Agents

In the second half of the year, the Authority organized a meeting with agents, jointly with the Interim Professional Council and the DICT. The aim of the meeting was to brief them on new measures relating to signing up to the 'Mon Service' Platform, onto which the Planning Authority Information System has moved and to sensitize them on the need to register with the Professional Council, once launched. The agents were also reminded of their roles, to ensure necessary due diligence are done prior to submission of plans so that these are processed swiftly when submitted.



Figures:30- Photos of meetings with agents

6.2 World Town Planning Day

In November 2025, the Authority once again commemorated the World Town Planning Day, which falls on November 8th. The activities included a public speaking competition to sensitize the youth on the importance of greening the public spaces in our town, a tree planting activity within the grounds of the Independence House and the main formal activity centered around the now traditional Wall of Fame ceremony, whereby, past staff and Board members, who have contributed positively, to the Authority over many years, were honored. Within the same ceremony, long serving staff were compensated and the staff and Board members were given blessings by Father Alcindor. The day ended with a staff appreciation lunch.



Figure 31 - Picture overview of Town Planning Day Activities 2025

6.3 Strategic Board & Management Meeting

The Authority had a meeting in early February 2025, whereby its Board members and Management team met to go over the statistics and performance of the Authority during the year 2024. It was the chance for each Head of units to present successes, discuss challenges and strategize for the year ahead. The meeting held on Silhouette Island was attended by Chief Secretary; Ms. Shella Mohideen, representing the head of Government. The participants described the meeting as an important step in stopping to take stock of the Authority's position in better chartering for future path. The trip was also a chance for the Board to assess and apprise itself of the Island where upcoming tourism development is planned.



Figure 32 – Photos from the Strategic Board & Management Meeting

6.4 Team Bonding Activity

The Authority had its annual team bonding activity, in the form of a Sports Day on 1st August 2025. The staff were divided into 3 teams: Structural, Land Use & Enforcement. The teams battled it out in team sports, held at the Anse-Royale Sports Complex. At the end of the day the Land Use team came out victorious with most points, followed by Enforcement and Structural teams. The Structural team also won the best supporter's trophy. An activity demonstrating team spirit and camaraderie amongst the staff.



Figure 33 – Photos from the team bonding activity

7.0 Financial Reports 2025

Receipts Outturn



Figure 34 – PA Accountant at work

Table 1 Receipts outturn

SR'000s	2024	2025			Variance	
	Audited Outturn	Budget	Revised Budget	Preliminary Outturn	Revised Budget to Outturn (SR 000)	Revised Budget to Outturn (%)
Receipts transferred to Consolidated Fu	16,466	9,369	14,000	14,770	770	5.5%
Planning Fees	16,466	9,369	14,000	14,770	770	5.5%
Total	16,466	9,369	14,000	14,770	770	5.5%

Since 2024, the Authority has initiated the implementation of the new Planning Fees Regulations. These Regulations were introduced after 25 years without any significant review of planning fees. In 2025, the fees Regulations were again reviewed based on observations and assessments of trends over the one year, that the Regulations had been in operation.

The new Regulations provide for additional categories of fees that were not previously collected under the old framework. These include fees for structural submissions and other categories of development that were previously exempted from payment at the submission stage.

Furthermore, when comparing the number of applications submitted in 2024 over that of 2025, there is a slight increase in the overall number of new submissions. A review of the types of submissions shows an increase in commercial development applications, submitted.

It should also be noted that the Authority has been able to generate revenue from illegal developments by charging a retrospective fee, which is typically ten times the original fee.

As a result, the total revenue collected reflects the adjustments introduced under the revised planning fees schedule. In 2025, the Authority collected **Sr14.8m** in revenue from Planning fees and sale of construction site books.

Consolidated Expenditure Outturn

Table 2 Consolidated expenditure outturn

SR'000s	2024	2025			Variance	
	Audited Outturn	Budget	Revised Budget	Preliminary Outturn	Revised Budget to Outturn (SR 000)	Revised Budget to Outturn (%)
Programmes						
P1:Governance, Management & Adminis	9,723	9,120	10,575	10,779	-204	-1.9%
P2:Land Use Policy and Planning	2,974	3,618	3,472	3,297	174	5.0%
P3:Development Control	7,775	9,707	8,711	8,440	271	3.1%
Total	20,472	22,445	22,758	22,516	242	1.1%
Economic Classification						
CURRENT EXPENDITURE	20,472	22,445	22,758	22,516	242	1.1%
Compensation of Employees	13,766	16,493	15,686	15,477	208	1.3%
Wages and Salaries in Cash	13,766	16,493	15,686	15,477	208	1.3%
Wages and Salaries in Kind	-	-	-	-	-	0.0%
Use of Goods and Services	6,706	5,952	7,072	7,039	34	0.5%
Office Expenses	2,007	1,848	1,889	1,894	-5	-0.3%
Transportation and Travel cost	507	657	611	656	-45	-7.3%
Maintenance and Repairs	692	348	479	488	-9	-1.8%
Materials and Supplies	31	-	16	18	-2	-9.5%
Other Uses of Goods and Services	2,369	2,451	3,354	3,144	210	6.3%
Minor Capital Outlays	1,100	647	723	840	-117	-16.1%
CAPITAL EXPENDITURE	-	-	-	-	-	0.0%
Non-financial Assets	-	-	-	-	-	0.0%
<i>Building and Infrastructure</i>	-	-	-	-	-	0.0%
<i>Machinery and Equipment</i>	-	-	-	-	-	0.0%
<i>Other Fixed Assets</i>	-	-	-	-	-	0.0%
<i>Non-produced Assets</i>	-	-	-	-	-	0.0%
Total	20,472	22,445	22,758	22,516	242	1.1%

In 2025, the Authority faced several budgetary challenges due to several unexpected and unplanned issues. One of the main challenges related to vehicle maintenance, as the ageing fleet continued to experience mechanical problems, which impeded the Authority's operations. However, the Authority has gradually begun replacing these vehicles, and in 2025 it was able to procure one additional vehicle, using funds available within the budget.

By mid-year, with the approval of the Ministry of Finance, the Authority was able to vire funds from the Wages budget to the Goods and Services vote to cover the Authority's daily operational expenses.

The savings identified under Wages were mainly due to the resignation of staff from certain posts. This resulted in delays in recruitment while suitable candidates for the vacant positions were being sought.

As a result, several virements were made across budget codes throughout the year to enable the Authority to achieve its objectives. These included allocations for printer maintenance, overseas travel, staff training, consumables, Board member allowances (Appeals Board), and asset replacement.

During the mid-year budget review, the Authority also received funding for a project related to archive and file cleaning and relocation. Since the latter months of 2024, it was assessed that the attic floor of the Independence House, used as an archive by the Planning Authority had become unsafe for staff to work in, as many files had been infected by mould and fungus and the wooden shelves were aggressively being eaten by wood-worms. This resulted in the initiation of an intensive exercise, involving the clearing, sorting, and relocation of documents, as well as the handling and disposal of bulky infected materials from the attic space. As of December 2025, approximately 85% of the project had been completed.

The Authority was able to send at least 5 staff on overseas training sessions and workshops and most of its staff benefitted from a local legal training on its laws. Other staff also benefitted with other short-term local courses at the Guy Morel Institute, whilst 3 staff were enrolled on long-term local courses at the Seychelles Business Studies Academy. Whilst on the same line, 2 internal promotions were effected, benefiting long-serving staff.

The Board considered an all-time high of 2630 cases over its 46 meetings in 2025. This is in addition to the 5697 cases for both new and substitute applications considered by the Authority's various committees, which the Board endorsed in 2025.

Performance Information:

The tables below set out the performance of the programmes against the performance measures and targets set for 2025.

Table 3 Performance measures for Programme 2

Programme:	P2:Land Use Policy and Planning				
Outcome:	Improved land use efficiency				
Outcome indicator	2024	2025			Explanation of Difference between Targets and Outturn
	Outturn	Target	Revised Target	Outturn	
1. % of planning and pre-planning and other assessments completed	97%	100%	100%	100%	On track
Contributing indicators	2024	2025			Explanation of Difference between Targets and Outturn
	Outturn	Target	Revised Target	Outturn	
P2:Land Use Policy and Planning					
1.% of land use plans which have completed review and consultation	90%	100%	90%	85%	Change in workplan based on delay of data from the Ministry (Lands MLH Section) for the review of Praslin & La Digue LUP. Therefore review of Praslin & La Digue LUP have stalled at the moment until availability of required data. Belombre LUP was put on hold pending Masterplan of the Seychelles Ports Authority
2.% of current policies and design projects completed	80%	100%	100%	90%	The Special La Digue Development Policy required additional research for the inclusion of a foreshore development into the policy. Hoarding policy was also pending finalization.

Table 4 Performance measures for Programme 3

Programme:	P3:Development Control				
Outcome:					
Outcome indicator	2024	2025			Explanation of Difference between Targets and Outturn
	Outturn	Target	Revised Target	Outturn	
1. % of total number of approved constructions visited for compliance	84%	100%	95%	100%	All projects that submitted their commencement notice in 2025 were monitored 100%. Open files carried over from previous years were also being monitored.
2. % of new applications released	83%	91%	90%	90%	The referral agencies improved on their feedback delivery time during 2025, as a result, this allowed the Authority to resolve on cases within a 4 weeks' time frame.
Contributing indicators	2024	2025			Explanation of Difference between Targets and Outturn
	Outturn	Target	Revised Target	Outturn	
SP1:Assessment, Monitoring and Enforcement					
1.% of total control notices visited	85%	100%	100%	86%	Both commencement and completion notices achieved 100%. However, out of 271 reinforcement notices received, only 85 were attended to. This was largely due to a shortage of engineers during that period, compounded by resignations which caused delays in securing replacements. As the replacements are fresh graduates, additional time was required for training. Moving forward, improvement is expected once they have completed their training within the probation period, provided there are no further resignations from the department.
2.% of non-compliance cases dealt with successfully	83%	100%	100%	100%	A total of 21 enforcement notices were issued, and dealt with. 12 out of this number have either appealed on the decisions or have requested for extension of time, to organize themselves for compliance.
SP2:Planning Submission Processing					
1. % of final decisions conveyed to applicants within 4 weeks	83%	91%	90%	90%	The referral agencies were able to pick up on delayed cases, and provide us with feedback promptly, as a result, we were able to convey a higher number of decisions within the 4 weeks' timeframe.

8.0 Achievements of the year 2025

- 2 staff promoted.
- Reviewed the schemes of service for Planning Authority Services Bureau
- Finalized the scheme text for the Anse-Aux-Pins Land use Plan
- Received Cabinet approval for the Grand-Anse Mahe Land use plan
- Developed online site visit application, to support the e-planning system
- Developed online transport application, to facilitate everyday vehicle management
- Finalized drafting of a contractors' Council Bill
- Review of the La-Digue Development guidelines, hoarding policy, tourism inclusive accommodation zone and the creole architecture guidelines
- Completed 85% work to sort and relocate the Planning Authority archive

9.0 Challenges and Constraints encountered in 2025

- Data gathering activities by the Referral Agencies for the benefit of the Land use process is still taking a long time. Some Ministries/Agencies do not have readily available data and/or policies to determine the way forward
- Limited adequate human resources in some units of the Authority continues to be a challenge to effective delivery of services and production of important work, related to the mandate
- Some staff remuneration packages remain low
- Procedures through PSB, experience long delays, to the discouragement of staff and the movement of cases within the HR unit
- ICT/Internet interruptions and delays persisted in 2024; this negatively affects the online processes and everyday functions of the Authority
- An ageing vehicle fleet has continued to be a problem for the Authority. A huge chunk of the budget went towards vehicle maintenance in 2025 and additional funds had to be vired to cover additional garage costs. The issue affects our mobility which in turn, negatively affects the effective delivery of our mandate

10.0 Strategic Priorities & Targets- 2026-2028

- To complete the review and make available to the public, all 26 District land use plans in terms of assessment and consultations
- Continue with the implementation of the Victoria Spatial Development Plan, especially the Traffic Management Plan for Inner and Greater Victoria.
- Produce development plans for specific urban sites or sites of special interest
- See through the finalization of a Contractor's Council Bill
- Continue to do needful to improve on service delivery so as to improve the country's ranking in EODB.
- Finalize the sorting and relocation of the old Planning Authority archive.
- Continue with public education on the mandate of the Authority by persisting with our digitalized media campaign; updated website, YouTube, Instagram and Facebook pages, where information will continue to be disseminated.
- Continue with the enhancement of quality control in construction through capacity building of Development Control Officers, Engineers, Urban Planner, Planning Officers and Architects.
- Continue to work with the Professional Training Centers, the schools and the ANHRD to entice students in key required professional fields, such as Urban Planning, Land Use Planning, Engineering and Architecture.
- Work with the Ministry of Finance for necessary funding for new posts, to build up capacity in the various key areas that are currently a challenge for efficient service delivery.
- Continue to work with the Ministry of Finance, to secure necessary funding for replacement of ageing vehicle fleet.
- Closer collaborations with our stakeholders to improve on our service delivery in all aspects and also support the important work of our referral partners.
- Continue with the review of the various schemes of service, to fill in human resources gaps and re-enforce where necessary.
- Continue to update and manage a reliable succession plan for the Authority, to ensure continued manpower in various key positions
- Work on and implement attractive human resources policies to entice existing staff and encourage new ones, with the right attitude to join the team.
- Identify possibility for a plan for financial and administrative autonomy for the Authority.

11.0 Social Activities of 2025, in photos









Figure35 - Social Activities in photos, 2025

12.0 Acknowledgement

We express our most sincere thanks to all our referral partners, including all agents and building contractors, for the collaborations, support and smooth working relationship in the year 2025.

We pledge to continue working with you all, to ensure the prolonged sustainable physical development of our beautiful Seychelles.

Lastly, our most sincere appreciation to all our Board & committee members and staff, for the hard work and dedication throughout the year 2025, for moving the Authority forward. Together, we can attain the unattainable!