African Development Bank Group

Validation Note of the Completion Report of the Seychelles Country Strategy Paper (CSP 2021-2025)

Concept Note

September 2025

Independent Development Evaluation
African Development Bank

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Abbreviations

AfDB: African Development Bank

CSP: Country Strategy Paper

CSP-CR: Completion Report for Country Strategy Paper

ESW: Economic Sector Work

FAPA: Fund for African Private Sector Assistance

GDP: Gross Domestic Product

GEF: Global Environment Facility

GNI: Gross National Income

HDI: Human Development Index

IDEV: Independent Development Evaluation

IMF: International Monetary Fund

IOP: Indicative Operational Program

MIC: Middle-Income Country

RISP: Regional Integration Strategy Paper

SDGs: Sustainable Development Goals

SMEs: Small and Medium Enterprises

TCAF-MIR: Technical Assistance Fund for Middle-Income Countries

UA: Unit of Account (reference currency used by AfDB)

I. Introduction and validation context

The Independent Development Evaluation (IDEV) function of the African Development Bank Group (AfDB or "the Bank") has committed to the Bank's Board of Directors to conduct independent validations of Country Strategy Paper (CSP) Completion Reports at the end of each cycle and to provide timely evaluative information to guide the design and implementation of future CSPs. The selection of reports to be validated is based on six key criteria: (i) timeliness, (ii) demand and stakeholder interest, (iii) availability of evidence, (iv) alignment with the 2024–2033 Ten-Year Strategy priorities, (v) potential for influence, and (vi) significance.

As part of its 2025 work program, IDEV will undertake validations of CSP Completion Reports for three countries: Chad (CSP 2015–2020, extended until 2025), Seychelles (CSP 2021–2025), and Comoros (2021–2025).

This concept note focuses on the validation of the CSP Completion Report (2021–2025) for Seychelles. The validation will primarily assess the quality of the CSP's design and implementation, as well as its contribution to national and/or regional development outcomes. It will also examine the aspects of the Bank's 2021–2025 strategy in Seychelles that worked well, those that did not, and why.

This validation exercise will rely on a document review complemented by interviews with relevant stakeholders and will use international standard evaluation criteria[1] to independently assess the results, conclusions, lessons learned, and recommendations from the CSP Completion Report (self-evaluation process). The validation exercise will follow the guidelines of the 2023 IDEV Evaluation Manual, particularly the chapters related to the validation of CSPs and RISPs. Lessons and suggestions, or areas for improvement, will be drawn and proposed to better guide the implementation of the Bank's future strategies and programs in Seychelles.

Furthermore, the validation will focus on the various processes related to CSP implementation, including their compliance with the Bank's norms and guidelines. It will also provide an assessment of the quality of the CSP Completion Report, ensuring that the results and conclusions are objective, credible, and evidence based.

Finally, this document presents a comprehensive approach for conducting the independent validation of the CSP-Seychelles Completion Report (2021–2025), based on a brief analysis of the following elements: (i) the country's political, economic, and social context, including its specific major challenges; (ii) the objectives of the national development program; (iii) the Bank's strategies, assistance program, and portfolio status in Seychelles; (iv) the results framework; and (v) the validation framework, including its purpose and objectives, scope, limitations, evaluation questions, methodology, management and quality assurance processes, expected deliverables, and an indicative timeline.

[1] Evaluation criteria aligned with international standards will be applied where relevant, considering the format of the Bank's current Country Strategy Paper (CSP) completion report.

II. Country Context – Seychelles

General context[2]

The Seychelles, an archipelago of 115 islands in the Indian Ocean, had fewer than 100,000 inhabitants in 2019, with a gross national income (GNI) per capita of USD 16,400. In 2015, it became the only high-income African country, thanks to sustained growth supported by sound macroeconomic management. Despite this achievement, at the time of preparing the 2021–2025 CSP, Seychelles faced several structural challenges. Its economy remained poorly diversified and heavily dependent on natural resources and services sector, dominated by tourism, which accounted for nearly 25% of GDP in 2019. Services represented 83.9% of nominal GDP, while agriculture and industry remained marginal, contributing only 2.8% and 13.3% of GDP respectively, and exposing the country to high vulnerability to external shocks, especially climatic and health related.

Between 2010 and 2019, the economic structure remained largely unchanged, marked by very low average annual growth in agriculture (0.1%) and industry (0.3%), contrasting with stronger growth in services (4.5%). Inflation remained between 1.8% and 3.7% from 2017 to 2019, before rising to nearly 5% in 2020 due to the pandemic of COVID-19. The multidimensional poverty index remained very low (0.04 in 2019). The country boasts one of the highest Human Development Index (HDI)[3] scores in Africa and had achieved four Sustainable Development Goals (SDGs) at the midterm of the Country Strategy Paper (CSP), putting it on track to reach the remaining thirteen SDGs. In terms of governance[4], the country achieved a score of 75.3 out of 100 in 2023, ranking first among 54 African countries. Its score is higher than the African average (49.3) and above the East African regional average (46.8) in 2023.

Before the entry into force of the 2021–2025 CSP, Seychelles' economy was severely impacted by the COVID-19 pandemic, with GDP contracting by 7.7% in 2020, mainly due to the collapse of tourism, a key growth driver. CSP implementation began in a context of gradual recovery, starting in 2021 thanks to the return of international tourism and initial efforts toward economic diversification. GDP growth rebounded during the post-pandemic period, peaking at 7.9% in 2022 but slowing to only 2.5% in 2023 and 3.2% in 2024[5]. Seychelles has the highest per capita GDP in Africa, amounting to USD 16.7 billion in 2023, with an economy heavily reliant on tourism and fishing.

Despite ongoing vulnerabilities and challenges in transparency and institutional strengthening, Seychelles' political context remains stable, supported by strong democratic institutions and a tradition of peaceful power transitions.

[2] Source: *Country Strategic Paper (CSP) 2021-2025 and National Development Plan 2019–2023*.
[3] The Human Development Index (HDI) is 0.802, ranking Seychelles 67th out of 193 countries, highlighting its holistic approach to development aimed at fostering an equitable society. Source: 2023/2024 Edition of the UNDP Human Development Report – Human Development Reports.
[4] Source: Seychelles | Ibrahim Index of African Governance (IIAG) Data Portal | Mo Ibrahim Foundation
[5] https://www.worldbank.org/en/country/seychelles/overview; AfDB Country Focus Report 2024

Country major challenges

According to the Completion Report of the Country Strategy Paper (2021-2025), Seychelles faces several economic, social, and environmental challenges:

- **Economic vulnerability and dependence on external markets:** Seychelles' economy remains exposed to external shocks due to slow transformation and heavy reliance on a limited number of foreign markets, mainly in Europe.
- **Youth unemployment and skills mismatch:** The country faces a high youth unemployment rate, which was 11.6% in 2019[6] and 12.2% in 2024[7], exacerbated by a gap between available qualifications and labor market needs.
- **Vulnerability to climate change and geographical constraints**: As an island state, Seychelles is particularly exposed to the effects of climate change, such as rising sea levels and degradation of marine ecosystems, and its geographic remoteness increases the costs of trade and imports.
- **Infrastructure bottlenecks:** Persistent gaps in energy, sanitation, and waste management systems limit sustainable development prospects and hinder economic attractiveness.
- **Limited access to finance and pressure on public finances:** Difficulties in accessing credit constrain the growth of SMEs, while public debt, worsened by the COVID-19 crisis, reduces the government's investment capacity.

According to the IMF[8], environmental pressures limit the potential for tourism expansion, and vulnerability to external shocks requires maintaining strict fiscal discipline. To ensure continued economic growth and resilience, essential investments in infrastructure will be needed, along with further development of human capital, more efficient public services, and the deepening and inclusion of the financial sector. Concerted efforts are also needed to strengthen the social safety net and address critical social issues that hinder productivity and economic development. Some of these areas fall within the framework of the Extended Credit Facility and the Resilience and Sustainability Trust reform program, currently supported by the IMF, but others will require new policy commitments.

Furthermore, the 2024 Country Focus Report highlights that fiscal policy must remain prudent, focusing on expenditure rationalization and strengthening domestic resource mobilization, while ensuring debt sustainability. This should be complemented by actions focused on (i) economic diversification and the acceleration of structural transformation and resilience, including the continued pursuit of innovative climate change financing; and (ii) private sector development by encouraging development partners to support improvements in the business climate in Seychelles.

The Country Diagnostic Note (Promoting Economic Transformation and Resilience through Green Growth and Diversification – June 2025) highlights several factors that hinder economic growth and diversification in Seychelles, including vulnerability to external shocks, climate change, the small size of the economy (both in terms of population and land area), and the country's remoteness in the Indian Ocean. External economic shocks and climate change have

[6] Country Strategy Paper 2021–2025 (p. 11)

[7] Seychelles Ministry of Employment and Social Affairs Database, 2nd quarter 2024

[8] Source: "Seychelles' Path to Macroeconomic Stability and Resilience." By Hany Abdel-Latif, Pedro Maciel, Henry Quach, and Todd Schneider – July 1, 2025.

a direct impact on tourism and fisheries revenues, which are vital to Seychelles' economic activity. The small population results in a limited domestic market, while the limited land area constrains agricultural development. Additionally, the country's remoteness leads to high transport costs for imports and exports, contributing to Seychelles being classified as a high-cost country, compounded by heavy reliance on electricity generated from imported fossil fuels.

It is noteworthy that the World Bank Group finalized its new strategy in June 2024, with key initiatives aimed at improving productivity, creating jobs with a focus on both young men and women, streamlining business activities, enhancing access to finance for small enterprises, and promoting innovation in the tourism sector. The new partnership framework incorporates climate action into the country's development strategy and seeks to strengthen climate resilience through sustainable waste management, adoption of renewable energy, and effective disaster planning. It also emphasizes the importance of prudent fiscal management and strategic planning to prepare Seychelles for economic uncertainties and the long-term impacts of climate change.

Similarly, in June 2025, the International Monetary Fund (IMF) Executive Board completed the fourth review of Seychelles' economic performance under the Extended Credit Facility (ECF) and the Resilience and Sustainability Facility (RSF). Completion of the reviews allows for a disbursement of approximately USD 13.7 million aimed at strengthening macroeconomic stability, supporting growth, and reinforcing fiscal and monetary policy frameworks, while also supporting efforts to enhance climate resilience, leverage synergies with other public financing sources, and catalyse climate-related investment financing.

The other donors and their key areas of intervention are summarized in the table below:

No.	Donor	Main Areas of Intervention
1	International Fund for Agricultural Development (IFAD)	Agriculture, artisanal fishing, food security, rural entrepreneurship, climate resilience
2	Caritas Seychelles	Humanitarian aid, support for vulnerable families, programs for youth and the elderly
3	UK NGOs (via NGO Explorer)	Education, environment, marine conservation, organizational development
4	Open Government Partnership (OGP)	Open governance, citizen participation, constitutional reform, transparency in fisheries

Source: Reconstructed by the Evaluation Team, IDEV, August 2025.

III. National Development Programme [9]

Seychelles' national development vision (Vision 2033 and the National Development Plan 2019–2023) is to transform the archipelago into a resilient, responsible, and prosperous nation, made up of healthy, educated, and empowered citizens, living in harmony with nature and engaged with the world. The Seychelles National Development Strategy (2019–2023) focuses on six priority areas aimed at shaping the country's socio-economic landscape, namely:

- **Pillar 1: Good governance:** was identifies as an essential driver for achieving Vision 2033, due to its central role in the proper functioning of institutions at all levels. It is based on consensus, transparency, accountability, effectiveness, fairness, inclusiveness, and respect for the rule of law.

[9] Source: Seychelles National Development Strategy: Vision 2033 and national development plan 2019-2023

- **Pillar 2: People at the centre of development:** The need to strengthen human capital is a key priority for the development agenda. To meet these challenges, Seychelles plans to invest in the skills and knowledge that enable people to innovate, be productive and contribute to national development, even in the face of obstacles**.**
- **Pillar 3: Social cohesion** is a fundamental foundation for addressing Seychelles' socioeconomic challenges.
- **Pillar 4: Innovative economy:** Science, technology and innovation are key drivers of economic development and improved quality of life. Increased use of ICT and scientific advances strengthens competitiveness, creates jobs and supports progress. Seychelles is committed to taking full advantage of these tools to meet its national priorities and become more open to the wider world.
- **Pillar 5: Economic transformation** aims to strengthen financial institutions, governance and resilience, while promoting sustainable prosperity. It involves the creation of productive jobs to stimulate growth and develop the national workforce**.**
- **Pillar 6: Environmental sustainability & resilience**: Seychelles is committed to protecting its natural environment while innovating to improve quality of life. It is essential to pursue conservation efforts and promote a transition to more sustainable energy and food systems to strengthen national resilience.

IV. Bank Strategy and Program[10]

According to the CSP Mid-Term Review (2021–2025), the Bank's support to Seychelles through the 2021–2025 CSP focused on a single priority area, closely aligned with national development priorities (Pillars 1, 4, 5, and 6 of the Seychelles National Development Strategy 2019–2023) as well as with the Bank's strategies and operations (Ten-Year Strategy 2013–2022 and High 5s), which is: **"Fostering resilience to promote economic and environmental sustainability."** This priority area aims primarily to help Seychelles achieve economic transformation that will boost value addition in key economic sectors and promote economic, environmental, and climate resilience. The main expected outcomes (see details in the theory of change in Annex 3) are as follows: (i) stabilization of electricity transmission from inner Praslin to La Digue Island; (ii) sanitation and solid waste management, including strengthening frameworks and regulations for hazardous waste management; (iii) support for policy and institutional reforms to improve the regulatory and administrative business environment for private and financial sector development; and (iv) strengthening climate change adaptation systems and practices through collaboration with the Global Environment Facility (GEF).

Seychelles is a high-income country classified as a borrower from the AfDB's sovereign and non-sovereign windows, with an average credit limit of UA 61 million (UA 60 million in 2021, UA 61 million in 2022, and UA 62 million in 2023). The average is limited to three years, while the CSP spans five years. The ceiling has recently increased, reaching 65.8 million SDRs in 2024 and 2025. The CSP has so far been financed through resources from the AfDB's non-concessional sovereign window and trust funds. Trust funds such as the Middle-Income Countries Technical Assistance Fund (MIC-TAF) and the Fund for African Private Sector Assistance (FAPA) have been deployed to strengthen the technical and analytical capacities of

[10] Country Strategy Paper 2021 – 2025 Midterm review combined with the Country Portfolio Performance Review (CPPR) 2023

key institutions within the CSP's priority area. During the CSP period (2021–2025), the country allocation ceiling has not been utilized due to the government's strict fiscal and debt policies[11].

Post-COVID fiscal consolidation efforts have kept the budget deficit at an average of 2.1% of GDP for the period 2021–2024, while the current account deficit averaged 8.1% over the same period, largely due to high import costs for food and fossil fuels. Inflation remained relatively stable, with an average of 2.9% during this period. A joint debt sustainability analysis by the IMF and the World Bank conducted in June 2024 confirmed that Seychelles' debt remains sustainable, with only a moderate risk of distress. The country's debt is expected to decline from 61.5% of GDP in 2024 to 54% by 2026, aligning with the government's fiscal strategy to maintain a downward debt trajectory toward a target of less than 50% of GDP by 2030.

The Indicative Operational Program (IOP) 2021–2025 outlined in the initial CSP amounted to UA 51.5 million, of which UA 48 million was allocated for loan (Project Loans and Policy Reform Support) accounted for the balance of 3.5 million SDRs, which was allocated to non-loan operations (Technical Assistance and Capacity Building). Of the 51.5 million SDRs, 30 million SDRs (58.3% of the total POI amount), corresponding to all planned investment (loan) operations, were not implemented. Similarly, part of the non-loan operations, estimated at 2 million SDRs (57.1% of the total amount planned for non-loan operations), was not carried out (see Annex 8A).

As of August 2023, the Bank's ongoing portfolio in Seychelles comprised ten (10) operations, all in the public sector, totaling UA 60.62 million[12]. Portfolio operations were financed through AfDB loans of UA 57.8 million (95.3% of the total portfolio), Middle-Income Country grants of UA 1.85 million (3% of the total portfolio), a FAPA grant of UA 0.6 million (0.9%), and a GEF grant of UA 0.3 million (0.6%). The portfolio was dominated by the multi-sector (governance) sector at 70.9%, followed by water and sanitation (27.9%), energy (0.34%), social sector (0.23%), and green growth/climate change (0.63%)[13].

By September 2025, the Bank's ongoing operations in Seychelles included Eight (8) sovereign operations totalling UA 47.6 million. Annex 1 presents the detailed active portfolio by sector, approved amount, implementation status, source of financing, disbursement rate, age, and expected completion date during the CSP 2021–2025.

According to the portfolio review, none of the projects were co-financed. The CSP Completion Report (2021–2025) indicates that the 2021–2025 Indicative Operational Program (IOP) was not revised. It notes (i) a low achievement of expected results (see Annexes 7 and 8B), primarily due to slow project adoption and the cancellation of certain planned projects, particularly in the energy, water, and sanitation sectors; and (ii) an overall improvement in the performance of the active portfolio, despite challenges mainly related to low quality at entry, limited implementation capacity of executing agencies, delays in procurement of goods and services, and weak fiduciary management. Furthermore, it highlights that the thirteen planned non-loan

[11] Completion report of the Country Strategy Paper 2021–2025 2021-2025, Page viii
[12] Country Strategic Paper 2021–2025: Completion Report and 2025 Country Portfolio Performance Review (CPPR)
[13] Country Strategy Paper 2021–2025 Mid-Term Review (MTR) Combined with the 2023 Country Portfolio Performance Review (CPPR), Page 14.

operations were implemented, which helped improve the quality of country dialogue and program execution. Annex 8C provides details on the types and themes of the planned outputs.

Additionally, the overall fiduciary risk level is assessed as moderate, with a positive trend. Indeed, the 2024 Country Fiduciary Risk Assessment (CFRA) was conducted in accordance with the Bank's User Guide (April 2014) and found that the national public financial management system is considered sufficiently robust to ensure appropriate use of the Bank's financial resources, as well as adequate accounting and accountability for funded projects and programs.

V. Validation of the CSP Completion Report: Objectives, Scope, and Key Questions

The objectives of the validation of the CSP Completion Report (CSP-CR) are learning and accountability, with the aim of supporting the Bank's efforts to improve the quality and operational effectiveness of CSPs, as well as the quality of the CSP Completion Reports themselves. The validation will consist of an independent and credible assessment of the CSP-CR's findings regarding: (i) the achievement of results, (ii) performance over the 2021–2025 period, and (iii) the quality of the Completion Report. Similarly, it will review the relevance of lessons learned and identify additional ones, as well as provide suggestions to improve the design and implementation of future CSPs and the quality of future completion reports.

Limitations: The validation will be conducted primarily based on a review of available documents and will not include a field mission. Interviews will be held with key stakeholders available both at the Bank and in the country to complement the documentary review and enhance its credibility (See the indicative interview guides in Annexes 9, 10, 11, 12, and 13.).

The validation questions will consider the current format of the CSP completion report in use at the Bank and will be primarily structured around the standard international evaluation criteria of relevance, coherence, effectiveness, efficiency, and sustainability, which will be applied where appropriate (see Validation Matrix in Annex 6).

- **Relevance:** The extent to which the CSP and its pillars (including any revisions) were aligned with the country's development priorities and the needs of beneficiaries, as well as with the Bank's operational priorities. This also includes the extent to which the CSP design (including its quality) and operations considered the specific context of Seychelles especially in situations of multiple shocks (e.g., COVID-19, Ukraine war).

  Issues of selectivity in choosing interventions and "responsiveness" to the evolving country context will also be examined[14].
- **Coherence**: The extent to which the CSP interventions are coherent and foster synergies with other Bank interventions and the country's institutional capacity (internal coherence), as well as with the strategies and interventions of other development partners (external coherence).

[14] Responsiveness is defined as the ability to adapt to the specific needs and demands of the country.

- **Effectiveness**: The extent to which the expected results (outputs and outcomes) set at the time of CSP approval were achieved by the end of the cycle; what worked, what did not, and why. The analysis will also explore the enabling and hindering factors for CSP implementation.
- **Efficiency**: The extent to which the CSP was implemented using available resources and within the planned implementation timelines.
- **Sustainability**: The extent to which the results of the interventions are sustainable and likely to be maintained beyond the CSP period. This assesses the extent to which sustainability issues were considered during the design of the CSP, including the related factors.

Lessons will be drawn from the validation exercise to inform the preparation of the next CSP and the Bank's future strategies in Seychelles.

VI. Proposed methodological approach

The validation exercise will be based on the theory of change (see Annex 3) underpinning the Bank's interventions in Seychelles. It will assess the validity of the assumptions behind the interventions and examine how these were expected to contribute to the intended outcomes. The analysis will also review how evidence was collected to test the logical framework assumptions and the extent to which the interventions did or did not contribute to the achievement of expected results.

An assessment of performance and results achieved will be carried out based on the following dimensions:

- **Achievement of development results**: Effectiveness will be evaluated based on the extent to which the development outcomes under the single priority pillar (outlined in above section IV, See the results matrix in Annex 7.) based on the expected results as indicated in the CSP Results Framework. In addition, the relevance, coherence, efficiency, and sustainability of CSP implementation will be assessed.
- **Performance of the Bank and the country**: On one hand, the validation will examine the quality of the design and implementation of the CSP, including the Bank's operations monitoring and evaluation system. It will assess the quality and performance of the portfolio, as well as its mid-term and completion improvement plans. On the other hand, the validation will evaluate the country's performance in managing operations and coordinating aid.
- **Quality of the CSP (2021–2025) Completion Report**: The validation will examine the extent to which the CSP Completion Report complies with the Bank's guidelines regarding format, the quality of information, and the evidence provided on the achievement of results and development impacts. Annex 5 presents the analytical framework for assessing the quality of the CSP Completion Report.

Methodology for Data Collection and Analysis

As part of the document review process, digital technologies or artificial intelligence may be used to code and classify documents, including the extraction of relevant information organized according to the evaluation questions.

The validation will be primarily desk-review and will consist of examining relevant key documents, including: the CSP, the Mid-Term Review (MTR), the Country Portfolio Performance Review (CPPR), the 2025 Country Diagnostic Note, the CSP Completion Report; particularly annexes on fragility and resilience, risk management, the country's national development plans, relations with donors including the IMF[15], project implementation reports with particular attention to disbursement ratios, supervision and progress reports, and others. In addition, the validation will examine the extent to which lessons learned from the previous CSP were incorporated into the design and implementation of the current CSP.

The desk reviews will be complemented by consultations/interviews with key stakeholders, including members of the country team; particularly country economists, country program officers, and sector experts who play an important role in the design and implementation of interventions in Seychelles—as well as the Strategy and Operational Policies Department, which plays a central role in defining the Bank's strategic vision and in developing the policies, strategies, guidelines, and operational analytical frameworks that guide the Bank's interventions. The interviews will also include, to the extent possible, certain key stakeholders in the country, notably those who have worked on the Bank's projects and programs in Seychelles, some government representatives, technical and financial partners (see interview guides and questionnaires in Annexes 10, 11, 12, 13, 14, and 15).

Based on the available evidence, the validation will provide an independent assessment of the CSP Completion Report.

The validation will not provide recommendations but will instead draw lessons and suggestions for improvement to support learning. Similarly, it will not assign scores to individual evaluation criteria (relevance, coherence, effectiveness, efficiency, and sustainability) but will provide a qualitative assessment including the validation of the portfolio performance rating.

VII. Validation Team, Validation Process, Quality Assurance, and Timeline

Validation Team

The validation will be led by Ms. Mabarakissa DIOMANDE, Principal Evaluation Officer, IDEV.1. She will be responsible for data collection, document review, conducting interviews, and drafting the validation report. She will be assisted by Ms. Adeline UWONKUNDA, Evaluation Officer, IDEV.1. Ms. Jacqueline NYAGAHIMA, Principal Knowledge Management Officer, IDEV.3, will oversee knowledge management in collaboration with Mr. Parfait KOUASSI, Evaluation Knowledge Management Assistant, IDEV.3. Communications will be handled by (to be determined). Mr. Madhusoodhanan (Madhu) MAMPUZHASSERIL, Head of Division, IDEV.2, will supervise the entire validation process, under the overall guidance of the Evaluator General, Ms. Karen ROT-MÜNSTERMANN.

Validation Process

Step 1 will involve collecting relevant documents: (i) those related to the CSP, such as the CSP itself, Mid-Term Review (MTR), Country Portfolio Performance Review (CPPR), and Back-to-Office Reports (BTOR); and (ii) project-specific documents where applicable including

[15] See CSP Completion Report Annex 16: Relations with the IMF.

evaluation reports, BTORs, Annual Supervision Reports (ASR), Environmental and Social Management (ESM) reports, Implementation Progress Reports (IPR), Additionality and Development Outcomes Assessment Framework documents (ADOA), National Country Strategy documents (SCN), Review Notes from project completion reports (PCR) and Expanded Supervision and Evaluation Reports (RSE), legal agreements, and preparation reviews. Relevant databases for various analyses will also be compiled.

Step 2 will consist of a review of the documentation, which will be complemented by consultations with various key stakeholders as outlined in the methodological approach above (Section VI).

Step 3, the final step, will be the drafting of the validation report. This report will not require a management response. The validation report will be shared for information with the Board of Directors through the Committee on Operations and Development Effectiveness (CODE).

Quality Assurance

The quality of the validation will be ensured through IDEV's four-level review process: (1) internal peer review conducted by Abdulkareem LAWAL, Quality and Methods Consultant, and Latefa Cone CAMARA, Senior Evaluation Officer; (2) external peer review carried out by Mr. Hédi Mohamed MANAÏ, Senior advisor and consultant in evaluation and results-based management; (3) sharing of the draft report with the country team for review and comments; and (4) review by IDEV management. The final validation report will be signed by the Evaluator General prior to submission to the Committee on Operations and Development Effectiveness (CODE).

The validation quality assurance process will not include a dedicated reference group, as this role will be fulfilled by the country team.

Indicative Validation Timeline

Steps	***Dates***
Draft and Final Concept Note	June/July/August 2025
Data collection and preliminary consultations	June/July/August 2025
Document review and interviews	August/September 2025
Draft validation report sent to peer reviewers for comments	September 2025
Draft validation report sent to IDEV management for comments	November 2025
Draft validation report sent to country team for comments	November/December 2025
Final validation report sent to IDEV management	December 2025
Final validation report shared with the Board of Directors for Information	December 2025 (one month after the presentation of the CSP Completion Report to CODE, scheduled in the BRAG on 3rd November)

Annex 1: Bank's Active Portfolio during the CSP Period 2021–2025 as of September 2025

Project	Date Approved	UA million	Loan / Grant	Disbursement rate (%)	Implementation Status	Age	Completion Date

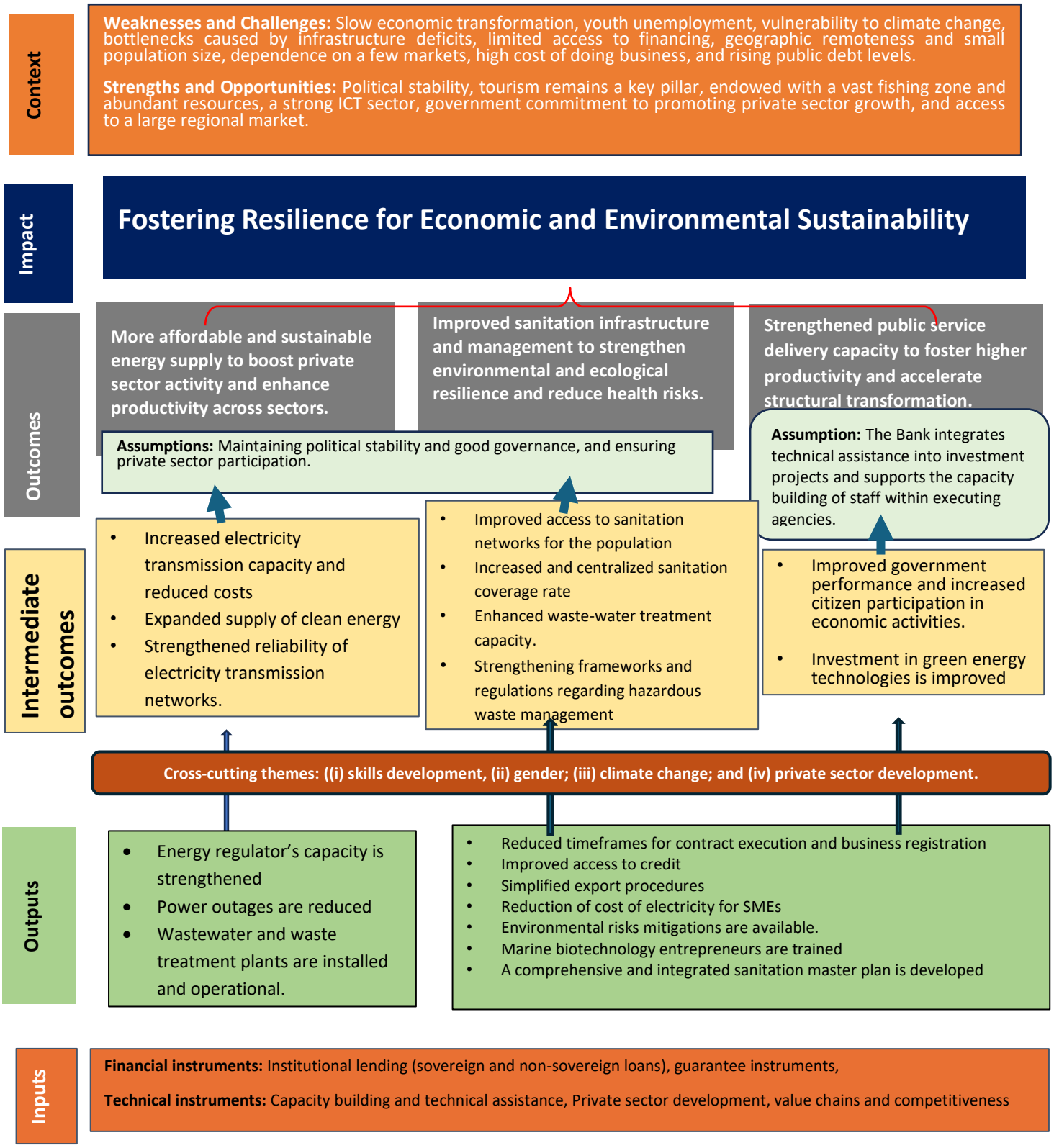
LIGHT UP AND POWER									
1.	Study for the Development of Integrated Resource Plan (IRP)	22-Dec-2021	0.2	Grant	77	On-going	3.3	31-7-2025
IMPROVE THE QUALITY OF LIVES OF THE PEOPLE OF AFRICA									
2.	Partial Based Policy Credit Guarantee Programme	02-Dec-2009	7.5	Loan	0.0	On-going	15.2	31-12-2030
3.	**Economic Resilience and Green Recovery Support Programme**	27-Sept-2024	19.1	Loan	100.0	Comp	0.7	31-12-2025
4.	Institutional Support Project for Statistical and Public Expenditure	13-Dec-2024	0.38	Grant	0.0	On-going	0.4	26-10-2026
5.	Capacity Building TVET and Entrepreneurship	29-Mar-2023	0.1	Grant	14.7	On-going	2.0	30-10-2026
6.	Economic Resilience and Green Recovery Support Programme II	18-July-2025	20	Loan	100.0	On-going	0.3	31-12-2026
INTEGRATE AFRICA									
7.	Dynamics of the Tourism Sector and its Benefits to the economy	30-Dec-2023	0.20	Grant	0.0	On-going	1.4	31-10-2025
8.	Development of Strategic Plan for Seychelles Ports Authority	24-Sept-2024	0.12	Grant	0.0	On-going	0.7	31-12-2025
Total Amount			**47.6**					

Annex 2: Performance of the portfolio implementation in terms of timing

N°	Projects	Approval date (A)	Signature date (B)	Time elapsed between A&B (Month)	Entry into force (C)	Time elapsed between B&C (Month)	Date of First Disbursement(D)	Time elapsed between C&D (Month)	Date of Last Disbursement (E)	Time elapsed between D&E (Month)
LIGHT UP AND POWER										
1	A Study for Development of An Integrated Resource Plan (IRP) For the Seychelles Power Sector	12/22/2021	04/02/22	1.5	04/02/22	0.0	04/02/22	0.0	31/07/25	42.4
IMPROVE THE QUALITY OF LIVES OF THE PEOPLE OF AFRICA										
2	Policy Based Partial Credit Guarantee	12/2/2009	2/11/2010	2.4	06/12/23	168.2			31/12/20	

	(PBPCG) programme									
3	Economic resilience and green recovery support programme (ERGRSP)	9/27/2024	10/30/2024	1.1	18/11/24	0.6	18/11/24	0.0	31/12/25	13.6
4	Institutional support project for statistics & public expenditure management (ISP-SPEM)	12/13/2024	2/27/2025	2.5	27/02/25	0.0	27/02/25	0.0	30/06/27	28.4
5	Capacity Building for TVET and Entrepreneurship	3/29/2023	3/29/2023	0.0					31/10/26	
6	Economic Resilience and Green Recovery Support Programme II	7/18/2025							31/12/26	
INTEGRATE AFRICA										
7	Dynamics of the Tourism Sector and the Benefits It Brings to the Economy	12/30/2023	3/18/2024	2.6	18/03/24	0.0			31/10/25	
8	Developmnt of Strategic Plan for Seychelles Ports Authority	9/24/2024								

Annexe 3: Theory of change



Main limitations: High public debt exacerbated by COVID-19, economic vulnerability to external shocks, natural disasters, and limited institutional capacity hampering the implementation of reforms.

Mitigation measures: Fiscal adjustment, support for economic reforms, resilience building, disaster risk management, climate change projects and institutional capacity building.

Annex 4: Validation Report Format

<table>
<tr><td colspan="4">BASIC DATA OF THE CSP</td></tr>
<tr><td colspan="4">a. Basic Information of the CSP</td></tr>
<tr><td colspan="4">Strategic Priorities:</td></tr>
<tr><td>Pillar 1:</td><td colspan="3"></td></tr>
<tr><td>Pillar 2:</td><td colspan="3">Priority Intervention Sectors:</td></tr>
<tr><td>Country:</td><td colspan="3">Environmental Categorization of Projects: 32nd out of 180 countries</td></tr>
<tr><td>Stages of the CSP Preparation Process (consultation, validation, and portfolio review</td><td colspan="3">Relevance of Priorities and Strategic Pillars at Mid-Term:
Relevance of Priorities and Strategic Pillars at the End of the CSP:</td></tr>
<tr><td>Mid-term review :
Date:
Team:</td><td colspan="2">CSP Achievements:
Date:
Team:</td><td>Projects and Interventions at the End of the Cycle (If any changes occurred during the cycle, please indicate them)
Ongoing Projects:
Completed Projects:
Discontinued Projects:</td></tr>
<tr><td colspan="4">b. Resource Allocations</td></tr>
<tr><td>Funding Source / Instrument (UA)</td><td>Approved amount (UA):</td><td>Disbursed Amount (UA) :</td><td>Disbursement Percentage (%):</td></tr>
<tr><td>Total Loans:</td><td></td><td></td><td></td></tr>
<tr><td>Grants:</td><td></td><td></td><td></td></tr>
<tr><td>Technical Assistance:</td><td></td><td></td><td></td></tr>
<tr><td>Knowledge products:
Total Number, Priority Areas:</td><td></td><td></td><td></td></tr>
<tr><td>Others (e.g. Co-financiers):
Total number of priority domains:</td><td></td><td></td><td></td></tr>
<tr><td>TOTAL :</td><td></td><td></td><td></td></tr>
<tr><td colspan="4">Co-financiers and other external partners:</td></tr>
</table>

c. Responsible Bank Staff			
Function	**At Approval**	**At Mid-Term**	**At Completion**
Regional Director:			
Country Manager :			
Country Economist :			
Country Programme Officer :			
d. Report Data:			
Validation Completion Date:			
Validation Manager :		**External Peer Reviewer:**	

I. PURPOSE, OBEJECTIVE AND CONTEXT OF THE VALIDATION

PURPOSE AND OBJECTIVE OF THE VALIDATION

Objective, scope, limitations (constraints and challenges)

CONTEXT OF SEYCHELLES DURING CSP IMPLEMENTATION

This section will provide a summary of the economic, social, political, and security situation in Seychelles during the implementation of the CSP. It will highlight the country's main characteristics as well as the key challenges it faces. The section will also discuss the main pillars of the country's development program aimed at addressing these challenges.

STRATEGIC ORIENTATION OF THE CSP 2021-2025

This section covers the review of the main orientations of the CSP, as well as the selected pillars. It will also provide a brief overview of the Bank's current portfolio in Seychelles. It will examine how the CSP design took into account the country's specific context and guided the selection of operations.

The extent to which the program (lending and non-lending) has supported objectives in key areas identified as critical to achieving strategic goals in a sustainable manner (taking into account selectivity, and alignment with the country's specific needs).

Other activities determining strategic direction

Describe how cross-cutting themes affecting performance or aligned with development impact were well integrated into the results framework with relevant indicators, and to what extent they were measured during the mid-term review and at completion.

II. VALIDATION OF CSP RESULTS AT COMPLETION BASED ON EVALUATION CRITERIA

RELEVANCE

Relevance of the Bank's strategic orientation in relation to the country's development objectives, as well as to the Bank's operational priorities. The evaluation of relevance will cover the ex-ante phase, mid-term, and completion of CSP implementation. The validation will include an assessment of relevance. It will also examine how cross-cutting issues were integrated into the CSP's design.

The validation will further assess the relevance of the design, including the adequacy of risk assessment, the quality of the CSP results framework, and the causal effects between resources, activities, outputs, and immediate, intermediate, and final outcomes.

Finally, it will examine the extent to which the CSP conducted the necessary consultations in selecting the pillars and how well it considered the country's development needs and constraints.

COHERENCE

Coherence and synergies with other Bank interventions or strategies (internal coherence) and adaptation of the programme to the country's institutional (or absorptive) capacities and the Bank's response.

Coherence and synergies with the interventions of other development partners and alignment with national development strategies: Adaptation of the cooperation and coordination framework of technical and financial partners, and the consultation and coordination mechanisms (such as existing thematic or sectoral groups).

EFFECTIVENESS

***Achievement of Objectives at Completion*:**

An assessment of the results chain and the extent to which outcome indicators at completion were achieved. The validation will review the results reported in the completion review, in order to confirm or reject them. It will also examine the extent to which the expected outcomes at mid-term and at completion were achieved as planned, and what factors facilitated or hindered effective CSP implementation, including the persistence of these factors throughout the remaining implementation period. The validation will consider both lending and non-lending activity results.

EFFICIENCY

Timeliness

The validation will examine the extent to which the implementation of the CSP interventions and activities was timely. It will evaluate portfolio operations by comparing planned (IOP) versus actual preparation and implementation timelines, starting from the date of the first disbursement. It will also examine how well the preparation and approval of pipeline operations adhered to the set deadlines, including optimal use of the Bank's resources.

Implementation Progress

An overview of portfolio performance at mid-term and completion, covering both lending and non-lending activities.

SUSTAINABILITY

Under this criterion, the validation will examine the extent to which benefits of the CSP and projects are likely to be sustainable and continue to yield results beyond the program's duration. It will also examine how the issues of sustainability were integrated into the CSP and related interventions during their design, including ownership, sustainability of partnerships, consideration of cross-sectoral aspects, resilience factors, exogenous factors, etc..

CROSS-CUTTING ISSUES / REGIONAL INTEGRATION

The validation will examine the extent to which key cross-cutting issues relevant to the country have been taken into account in the design and implementation of the Bank's interventions in Seychelles.
OVERALL PERFORMANCE: This section will examine the overall performance of the CSP, both from the country's and the Bank's perspective.

BANK AND COUNTRY PERFORMANCE

Bank Performance
Performance of the Bank's Portfolio: The validation will assess the quality of the design and implementation of the CSP. It will review aspects such as the monitoring and supervision of operations approved under the current CSP.

Quality of the Bank's Portfolio and Relevance of the Portfolio Improvement Plan

The validation will also provide an assessment of the quality and performance of the Bank's portfolio, as well as the relevance of the portfolio improvement plan (if applicable developed during the mid-term review).

a. Review of portfolio performance: (Loans and investments, analytical activities, consulting)

b. Management of program implementation: Assess the performance of the bank throughout the program cycle (design, implementation) by focusing on evidence from monitoring documents (BTORs, supervision reports, IPRs, etc.).

c. Design, implementation, and use of M&E (evaluators' assessment): Provide an assessment of the planned design, implementation, and use of the M&E system. Design: To what extent was the project's M&E system explicit, adequate, and realistic to generate and analyse relevant data; Implementation: To what extent were relevant data collected to form the basis of baseline and monitoring indicators.

Bank Presence: The validation will examine the extent to which the Bank's physical presence in Seychelles or in the East Africa Regional Office has been a positive factor in the effective implementation of the CSP.

Country Performance (Commitments, Ownership, Leadership in Coordination):
Based on the available information, the validation will assess the country's performance with respect to its commitments, its ownership of the program, and its leadership in aid coordination.

ASSESSMENT OF THE QUALITY OF THE COMPLETION REPORT

Quality of the Completion Review: The validation will assess the extent to which the completion review met the Bank's requirements and guidelines, and the degree to which the information reported is based on credible evidence.

III. Conclusions and Key Lessons Learned

Provide a qualitative assessment of the portfolio's overall performance (relevance, effectiveness, efficiency and sustainability). Differences in judgement with the CSP completion report and the reasons should be mentioned.

Provide a brief description of any points of agreement and disagreement with the lessons learned from the CSP completion report. This will take into account the analysis of program performance in relation to each component of the evaluation (Relevance, Effectiveness, Coherence, Efficiency and Sustainability). Additional and/or reformulated lessons that are relevant.

The validation will distinguish lessons learned according to two categories: i) Strategic lessons (for CSP completion and preparation of the next CSP), and ii) Operational lessons (results management, portfolio management, CPIP).

Follow-up actions by IDEV:

Identify the issues, lessons, and areas for improvement to be considered in the upcoming CSP; sectoral/thematic reviews, including for the regional integration of East Africa.

Manager IDEV 2 **Evaluation General**

Annexe 5: Quality assessment sheet – CSP Completion Report

Criteria	Note (1-4)	Justifications/Comments
QUALITY OF THE COMPLETION REPORT		
1. Degree and quality of completeness of evidence and analysis of the Mid-Term Review and Completion Report to support section ratings/judgements.		
2. Degree of Objectivity of the Assessments in the Completion Report and the Mid-term Review (if applicable)		
3. Degree of internal consistency of the assessments in the completion report and the Mid-Term Review; accuracy; consistency (across different sections) between the narrative and the ratings/judgments; consistency between the overall assessment and the ratings/judgments of the different components.		
4. Degree of Identification and Assessment of Key Factors (internal and external) and Unexpected Effects (positive and negative) that Affected the Design and Implementation of the CSP at Mid-term and Completion.		
5. Adequacy of treatment of safeguards, fiduciary issues, alignment and harmonization, cross-sectoral aspects, cross-cutting issues (Fragility and Resilience factors).		
6. Degree of robustness of evidence generation and analysis processes (including results and performance indicators) in support of completion report assessment		
7. Overall adequacy of accessibility of evidence (based on the Mid-Term Review and Completion report of the CSP) including appendices and other data provided.		
8. To what extent the Lessons Learned (and Recommendations) are Clear and Based on the Evaluation of the Mid-Term Review and Completion Report (evidence and analysis).		
9. Degree of Clarity and Overall Completeness of the Completion Report.		
Others (Specify)		
NOTE ON THE QUALITY OF THE CSP COMPLETION REPORT		
Compliance of the completion report with operational guidelines (Operations Manual, operational guides, etc.)		
1. Mid-Term Review delivery time (On time = 4; Late = 1)		
2. Completion report delivery time (On time = 4; Late = 1)		
3. Degree of involvement of borrower, co-financiers and regional and country offices in preparation of the Completion report and Mid Term Review***		
4. Other aspect (Please specify)		
Note on the compliance of the Completion Report (or Mid Term Review)		
*** Rated High/exemplary (4), or substantial/significant (3), or moderate (2), or negligible (1)		

Priority for future evaluation work: assessment of CSP and country program performance, impact evaluations, country/sector reviews or studies:

CONTACT PERSONS / INTERVIEWEES
BIBLIOGRAPHY AND SOURCES OF INFORMATION

Annexe 6: Validation Matrix

This matrix will be used to validate the assessments of the outputs and outcomes of the Bank's strategy and intervention program as contained in the CSP Completion Report (CSP-CR) for each dimension (design, implementation, and completion of the CSP) and in terms of: Relevance, Coherence, Effectiveness, Efficiency, and Sustainability. The underlying reasons for the assessment of these outputs and outcomes will also be validated, and any disagreement with them must be justified.

Validation Questions	Objectively Verifiable Indicator	CSP	Mid-Term	Completion	Validation	Evidence/Justification
RELEVANCE AND COHERENCE						
1. To what extent did the CSP-CR conclude that the design of the CSP and the assistance program was relevant to the country's needs and strategic framework, and compliant with the Bank's strategies?						
2. To what extent did the CSP-CR address operational, cross-cutting or thematic aspects of the CSP and assistance program that were not covered across the interventions (including gender, climate change, youth employment, natural disasters)? Were there interventions not envisaged in the CSP (indicative program vs. actual)? Which ones and why?						
3. To what extent did the CSP-CR conclude that the Bank was selective by focusing on a single pillar comprising certain sectors/themes aligned with its comparative advantages, consistent with the Bank's High 5 operational priorities and Ten-Year Strategy pillars?						
4. To what extent did the CSP-CR examine the synergies and interconnections between the strategy and other Bank interventions (internal coherence) (appropriate combination of modalities/instruments such as project loans vs. program loans, policy reforms/budget support, sector interventions, technical assistance, sufficient baseline diagnostics via economic, thematic, and sector studies – EES) and/or capacity building?						
5. To what extent did the CSP-CR examine complementarity, harmonization, cooperation, and coordination with other donors, and assess the Bank's added value while avoiding duplication of efforts (external coherence)?						
EFFECTIVENESS						

6. To what extent did the CSP-CR examine the achievement of development results (outputs, intermediate outcomes)? What evidence did it provide to demonstrate the level of achievement of objectives, final results, and SDGs? Refer to the results matrix and Theory of Change, including assumptions and risks.						
SUSTAINABILITY						
7. To what extent did the CSP-CR conclude that the CSP achievements are continuing and/or likely to be sustained post-completion, including cross-cutting aspects, engagement, partnerships, and policy dialogue?						
EFFICIENCY						
8. To what extent did the CSP-CR conclude that the CSP effectively converted inputs into economic and social benefits (optimal use of resources)?						
9. To what extent did the CSP-CR conclude that the AfDB acted as a development partner in the design, implementation, and results-oriented management of the CSP?						
10. How did the country authorities perform as a key development partner in the design, implementation, and management of the CSP to achieve expected results (level of ownership, engagement of beneficiaries/stakeholders, private sector, civil society)?						
KEY SUCCESS/FAILURE FACTORS AND LESSONS LEARNED						
11. To what extent was the CSP-CR able to identify the key factors that facilitated or hindered the achievement of the CSP results?						
12. To what extent was the CSP-CR able to draw relevant lessons from the experience?						
13. What additional lessons has the independent validation been able to draw from the experience?						

Annex 7: Results Framework – Seychelles CSP 2021–2025 Results Matrix

PRIORITY AREA: PROMOTING RESILIENCE FOR ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY							
Results / Country Development indicators							
Indicator	**Baseline (2020)**	**Target (2025)**	**Midterm Status (2023)**	**Status at Completion (May 2025)**	**Validation**	**Gap**	**Means of verification/signification**
Energy Infrastructure							
Share of renewable energy (% of renewable energy produced locally)	5.6	10	6.0	6.0			
Power losses in La Digue transmission (%)	6.7	5.5	6.7	8.5			
Transport Infrastructure							
Water Supply and Sanitation Infrastructure							
Wastewater treated to tertiary level (% of total wastewater)	15	35	20	35			

Municipal solid waste per capita (kg/person/day)	2.4	1.5	2.0	2.0			
Cross-cutting Themes							
Access to credit for the private sector (% of GDP)	34.5	60	32.41	32.41			
Youth unemployment rate (%)	11.6	5	10.7	10.7			

Bank Interventions and Resources (Planned/Actual/Validation)					
Areas of Intervention or Generic Instruments	**Objectif (2025) Millions UA**	**Status at Mid-term (mars 2023)**	**Progress at Completion May 2025**	**Validation**	**Justification**
Investissements:	**48**	**60.6**	**79**		
…of which Sovereign Operations	48	57.1	79		
Capacity Building & Technical Assistance:	1.5	1.5	0.9		
Knowledge management:	2	2	0.02		
Sub-Total	**51.5**	**60.6**	**79.92**		
Policy Reform Support / Budget Support					
Grant :					
Total					

Annex 8: Indicative Operational Program and Achievements

A- Indicative Loan/Non-Loan Program 2021–2025

Project Title	Sector	Amount (in million SDRs)	Implementation Status
1. Investments (Loans)			
1.1 Enterprise loan for the construction of the third 22 kV submarine line (8 km) between Praslin and La Digue	Energy	10	Not implemented
1.2 Solid Waste Management Project (construction of a third controlled landfill site and a centralized hazardous waste management facility)	Sanitation	3	Not implemented
1.3 East Coast Sanitation Project (Pointe La Rue)	Sanitation	15	Not implemented
Sub-total		28	
2. Policy Reform Program			

DPF on policy reforms to promote private sector development (including in the green energy sector)	Multisector	20	Implemented
Sub-total		20	
3. Studies and Capacity Building (TA)			
3.1 Energy Sector TA – Identification of short- and medium-term electricity generation options	Energy	1.5	Implemented
3.2 Capacity building for solid waste management, including procedures and recycling systems and development of an extended producer responsibility framework.	Sanitation	2	Not implemented
Sub-total		3.5	
Total		51.5	

B – Bank Interventions and Resources (Planned/Actual/Validation)

Intervention Areas or Instruments	**Objective (2025) Million SDRs**	**Status at Mid-Term (March 2023)**	**Implementation Status at Completion (May 2025)**	**Validation**	**Justification**
Investments (Project Loans)	**28**	**-0**	**0**		
& Policy Reform Support / Budget Support	**20**	**57.1**	**79**		
Capacity Building and Technical Assistance: Knowledge and Learning Management	1.5 2	1.5 2	0.9 0.02		
	3.5	**3.5**	**0.92**		
Total	**51.5**	**60.6**	**79.92**		

C – Economic and Sector Studies, Technical Assistance, and Policy Dialogue

The thirteen planned non-loan operations were carried out, which contributed to improving the quality of dialogue in the country and the execution of programs. All planned outputs were implemented, namely: (i) Assessment of the impact of COVID-19 on productive sectors (2021); (ii) Technical assistance on public debt management reforms in Seychelles (2022); (iii) Guidance notes on private sector competitiveness in Seychelles (2022); (iv) Five country notes on the Seychelles Economic Outlook (2021–2025); (v) Four country reports (2022–2025); and (vi) 2025 Country Diagnostic Report.

(Source: CSP Completion Report 2021–2025, p. 14)

Annex 9: Bank's Engagement in the Country Performance Matrix

It measures a wide range of results that should be regularly monitored during the CSP period. This includes not only the operational results delivered by approved projects, but also other key elements of the CSP, such as cross-cutting issues, financial leverage, harmonization, portfolio performance, and more.

Performance areas	**Monitoring Indicators**	**Baseline* (2020)**	**Target (2025)**	**Actual (2025)**	**Achieved/On Track/Not achieved**	**Validation**	**Means of Evidence / Justification**
Operational results: Outcomes (including carried over projects from CSP 2016-2020	UNIQUE PRIORITY AREA: FOSTERING RESILIENCE FOR ECONOMIC AND ENVIRONMENTAL SUSTAINABILIT						
Energy (Energy Projects' IPRs/PCRs/ CSP Completion Report (CSP-CR))	Reduce costly power outages in La Digue (%) from its level in 2019 Reduce GHG emissions (ktCO2e) from its level in 2019	8.5 583	4.0 460	8.5 583	Not achieved Not achieved		
Water and sanitation (Mahé Sustainable Water Augmentation Project (MSWAP) & Sanitation and Solid Waste Projects' /IPRs/PCRs/CSP-CR)	Increase in water storage capacity (millions of m3) from level in 2019 Increase in water production capacity (m3/day) Additional People with access to improved water services (number) Reduction in number of days with water restriction (number) Population covered by improved sewerage network (number) Sanitation coverage rate (% Resident Population Connected to Sewer System / Total Resident Population) Increase in wastewater treatment capacity (reduction in untreated) waste water being discharged into the marine environment) (m3/day) Municipal solid waste reduced or recycled (tons per year) Additional number of people with access to improved sanitary landfill	824 24,750 0 90 15,000 19 12,300 80,000 13,500	1.430 29,150 77,000 50 35,870 22 8,650 40,000 77,000	1,479.95 24,750 77,000 9 15,000 19 12,300 80,000 13,500	Achieved Not achieved Achieved Achieved Not Achieved Not Achieved Not Achieved Not Achieved Not Achieved		
Private Sector Development	Enforcing contracts (days)	915	800	915			

(PBO IPRs/PCRs/ CSP-CR Seychelles National Budget Statement to Parliament (Annual)	Starting a business (days) – 2020 > 2023 (GERSP) Credit registry coverage (% of adults) – (adjusted target) Exports documentary compliance (hours) Exports border compliance (hours)	32 76.6 44 82	5 80 10 25	15 80 22 50	Not Achieved On track Achieved Not achieved On track		
Skills Development and Job Creation (Support to Blue Economy MSMEs PCR/CSP-CR./IPR/CSP-CR Energy and Sanitation Projects' IPRs/PCRs/CSP-CR)	Creation of MSMEs in marine biotechnology (number ***of incubates passed through BTI***, at least 50% women owned) Strengthened staff capacity of PUC and the Seychelles Energy Commission (number, at least 50% being women)	0 0	20 12	15 6	On track On track		
Operational results: **Outputs** (Including some carried over projects from CSP 2016-2020	UNIQUE PRIORITY AREA: FOSTERING RESILIENCE FOR ECONOMIC AND ENVIRONMENTAL SUSTAINABILITY						
Energy (PBO CR , Energy Projects' IPRs/PCRs/CSP-CR)	Construction La Digue 3rd undersea 22kV transmission line (km)	0	8	0	Not Achieved		
Water and Sanitation (MSWAP/Sanitation and Solid Waste Projects' IPRs/PCRs/CSP-CR)	Constructed freshwater reservoir (number) Constructed waste treatment plant (number) Constructed centralize hazardous waste facility (number) Constructed third sanitary landfill (number) Extended Producer Responsibility Framework approved by Cabinet (Yes/No)	0 0 0 N	1 1 1 Yes	1 0 0 N	Achieved Not Achieved Not Achieved Not Achieved Not Achieved		

Private Sector Development (PBO on policy reforms to boost private sector development, including in green energy and sanitation sectors. IPR/PCR/CSP-CR/Seychelles National Budget Statement to Parliament (Annual))	Reforms to improve business regulatory and administrative environment implemented including in smart and green/renewable energy sources (number)	0	5	3	On track		
Skills Development in blue Economy (Support to Blue Economy MSMEs PCR/CSP-CR)	Training of entrepreneurs on business development in marine biotechnology sector conducted (number, at least 50% women) Marine biotechnology sector strategy developed (number) Youth trained in entrepreneurship in marine biotechnology sector (number, of whom 50% are women) – Adjusted target	0 0 0	30 1 20	10 0 5	Not Achieved Not Achieved On track		
Institutional/Skills Development and Job Creation (Assessment report from the GEF Grant (Climate Information Services)/IPR/CSP-CR)	Reinforced systems and practices at national weather and climate change agency approved (No/Yes) Youth seconded to Bank projects to acquire skills (number, at least 50% women)	No 0	Yes 6	No 0	Not Achieved Not Achieved		
Knowledge Generation (Publication of Study on the Energy Sector power generation)	Study to identify of short to medium term electricity generation options completed and disseminated	No	Yes	No	Not achieved		
Other Cross-Cutting Issues							

Jobs created	Jobs created through Bank projects (number, direct, indirect, induced, at least 50% women)16 (Adjusted target)	0	150	216	Achieved		
Climate Change and Green Growth	Climate-proof projects (% of lending operations) Climate finance allocation (% Bank Portfolio) – Adjusted target	50 0	60 2	55 1	On track On track		
Governance	Implement fiscal consolidation measures to maintain annual primary fiscal surpluses post COVID-19 crisis (fiscal surplus, % of GDP)	-13.8	+2	1.7	On track		
Gender	Women equipped with entrepreneurship skills through Bank projects (number)	0	80	0	Not Achieved		
Financial Leveraging	Amount of co-financing (UA million) Green Climate Funds (UA million) PPP transactions (number)	0 0 0	10 0.75 2	0 0.37 0	Not Achieved On track Not Achieved		
Portfolio Performance	Projects flagged for implementation challenges Overall portfolio performance rating (1 to 4) (Not applicable anymore) Timely PCRs posting (average % of projects) Time from approval to signature (months) Time from approval to first disbursement (months) – revised target is 15 months	0 3.1 0 6.5 9	1 3.3 100 1 15	1 3.1 100 1.7 14.8	Achieved - Achieved On track Achieved		
Sustainability and Capacity Building	Allocation by PUC for infrastructure maintenance (US$ million) - Adjusted	4.5	4.5	4.5	Achieved		
Knowledge Work/Policy advise	ESW produced (number) Policy Dialogue Notes prepared (number)	0 0	1 4	13 2	Achieved On track		
Development Harmonization	Consultations per year with Development Partners (number) Joint donor missions per year (number)	4 0	6 2	5 0	On track Not Achieved		
Additional results not contained in the original CSP but delivered by GERSP							

Climate Change and Green Growth	1st/54 in the Ibrahim Index of African Governance for sustainable environment, surpassing the program's target (GERSP)	1		1	Achieved		
Governance	Seychelles achieved fiscal sustainability (GERSP) – fiscal deficit to GDP Improved tax revenue mobilization through (GERSP) – revenue to GDP Approval and implementation of Public Enterprises Act (2023) (GERSP) Excise Tax Bill (2022) improved transparency and financial management. (GERSP) Automated System for Customs Data (ASYCUDA) was fully rolled out to enhance trade efficiency and customs revenue collection (GERSP)	65.8 29.7 0 0 1	61.5 31.1 1 1 1	61.5 31.1 1 1 1	Achieved Achieved Achieved Achieved Achieved		

Annex 10: Semi-Structured Interview Guide with the Country Economist

Date :		**Time :**	
Introduction: • Remind the objectives of the CSP Completion Report validation and the purpose of conducting interviews. • Note that the meeting may last less than one hour. • Indicate that the questions focus on the findings of the CSP Completion Report regarding relevance, coherence, effectiveness, efficiency, and sustainability of the results of the 2021–2025 CSP operations, as well as strategic orientations for the 2026–2030 period. • Ask whether the interviewee has reviewed the 2021–2025 CSP Completion Report.			
Interview Areas	Key Questions		Responses
CSP Pillar	**Unique Pillar:** Fostering Resilience for Economic and Environmental Sustainability **Cross-cutting Themes:** Skills Development, Climate Change, Private Sector Development		
Country challenges, constraints, opportunities, and prospects?	Recall the country's strengths, weaknesses, and challenges (SWOT analysis, para. 32, Section 2.7 of the CSP Completion Report, p. 11).		
	What are the country's main future challenges in the current new geopolitical context (regional, global, and continental)?		
	What are the country's opportunities for structural transformation of the economy and for mitigating its structural vulnerabilities?		
	Do you think the Bank's new strategic directions (*1) Promoting sustainable and climate-smart infrastructure; (2) Strengthening economic governance and workforce productivity to boost competitiveness and industrial development*) are the most promising for achieving greater structural transformation of the country's economy? What are the main constraints, risks, and challenges		
Relevance	To what extent did the Bank take into account its comparative advantages when selecting interventions under the CSP? The elements of comparative advantage include: the Bank's prior intervention experience, its knowledge of the country and other island states, its institutional mandate, guidance, and capacities.		

	To what extent are the pillar and program aligned with the country's national development plans and economic outlook for 2021–2025?	
	What is the degree of alignment between the country's strategic objectives and those of the CSP 2021–2025? What are the convergences or divergences within the single pillar? Please explain.	
	How would you assess the formulation process of the Indicative Operational Program? What was your contribution to defining the country-level strategic objectives and their implementation?	
	To what extent were fragility factors (dependence on two sectors, reliance on the European market, economic vulnerability, natural conditions, climate change, youth unemployment, low private sector development) and resilience factors evaluated and taken into account in the CSP design?	
	To what extent did the approved projects in the country address cross-cutting themes (gender, youth employment, climate change, decarbonization, green energy, renewable energy, etc.)?	
	What changes occurred after CSP approval in the country's political, social, economic, or governance context that affected the relevance of the CSP 2021–2025?	
	What changes occurred after CSP approval within the Bank's internal operational context (availability of resources, operational strategies, or directives) that have affected or are likely to affect the relevance of the CSP 2021–2025?	
	To what extent did the programmed operations help remove obstacles, constraints, and challenges to the country's economic and social development (including capacity building and governance)?	
Internal and external coherence	To what extent are the programmed projects consistent with other Bank interventions in the country?	
	To what extent are the programmed projects in the country consistent with interventions by other development partners? If so, were you involved in any coordination missions with these development partners? Which ones? What were the outcomes in terms of coordination and mobilization of co-financing or internal and external trust fund resources?	
Effectiveness	To what extent have the targeted outputs (products) been delivered or are likely to be delivered? Recall the Theory of Change (ToC).	
	To what extent have the intermediate and final outcomes been achieved or are likely to be achieved?	
	Have any unplanned results or unexpected effects been observed? If so, which ones?	
	To what extent has the Bank organized itself effectively to implement the CSP, in terms of its capacity to manage operations (sovereign, non-sovereign, and PPPs, technical assistance, and others), political dialogue, partnerships with other development partners and the private sector, as well as human resources, financial resources (including ongoing co-financing), and related aspects?	
	What were the main implementation obstacles and the key success factors from the perspective of the country's economic and social development and structural transformation, as well as its growth potential and development opportunities?	
	What changes occurred after approval in the country's context (political, social, economic, and governance) that affected the effectiveness of CSP implementation?	
	What changes occurred after the approval of the 2021–2025 CSP in the Bank's internal operational context (institutional framework, availability of resources, strategies, or operational directives) that affected the effectiveness of CSP implementation?	

	To what extent did the risks anticipated at CSP approval materialize and impact the Bank's program implementation performance at mid-term and at CSP completion?	
Efficiency	To what extent are the approved projects efficient in terms of cost, timelines, cost-effectiveness, and economic and financial viability?	
Sustainability	To what extent have sustainability mechanisms or arrangements (technical/technological, economic, and financial) been established, maintained, or are likely to continue beyond the completion of the Bank's interventions?	
	To what extent have the Bank's environmental and social management standards been adhered to during the implementation of projects and programs?	
	What are the risk factors that could affect the outcomes of the Bank's operations in terms of sustainability, ownership, governance, and exogenous factors?	
Lessons learned	What have we learned about what works and what does not in terms of economic and social development, structural transformation, and the country's economic and environmental resilience? In other words, what factors have facilitated or hindered the effective implementation of the Bank's strategy and program?	
	Do you have bibliographic references that support your statements?	
Recommendations	Do you have any additional recommendations beyond those contained in the CSP Completion Report, both in terms of the Bank's assistance strategy and operational implementation?	

Annexe 11: Semi-Structured interview guide with the Country Portfolio Officer (CPO)

Date :		**Time :**	
Introduction: • Reminder of the objectives of the CSP Completion Report validation and the purpose of conducting interviews. • Note that the meeting may last less than one hour. • Indicate that the questions focus on the findings of the CSP Completion Report regarding relevance, coherence, effectiveness, efficiency, and sustainability of the results of the 2021–2025 CSP operations, as well as strategic orientations for the 2026–2030 period. • Ask whether the interviewee has reviewed the 2021–2025 CSP Completion Report.			
Interview Areas	Key Questions		Responses
CSP Pilar	**Unique Pillar:** Fostering Resilience for Economic and Environmental Sustainability **Cross-cutting Themes:** Skills Development, Climate Change, Private Sector Development		
Country Portfolio Status	Have there been any recent updates to the Bank's intervention program in the country? At what stage are these operations (concept note, feasibility studies, evaluation report, etc.)?		
	Which interventions have undergone supervision or mid-term review missions? How many missions per project were conducted during the 2021–2025 period?		
	What is the composition of the supervision and mid-term review missions (presence of coordinators, project officers, cross-cutting aspects, etc.)?		

Preparation and Implementation of Operations	Have you been involved in a recent review of the country portfolio performance? What are remaining/ pending issues?	
	What is your assessment of the process for formulating and implementing projects and programs?	
	How would you evaluate the capacity of the executing agencies for effective implementation of regional integration projects (multi-country projects and national projects with a regional dimension)?	
	Have the executing agencies received capacity-building support in technical and financial project management, procurement clinics, and the use of the Bank's electronic project management systems such as RASME (Remote Appraisal, Supervision, Monitoring, and Evaluation) and the M&E system launched during the 2021–2025 period?	
	To what extent has the Bank organized itself to effectively implement the 2021–2025 CSP, in terms of its capacity to manage operations (sovereign, non-sovereign, PPPs, technical assistance, and others), political dialogue, partnerships with other development partners and the private sector, as well as human and financial resources (including continued co-financing), organizational structure, and staff incentives?	
Bank Positioning	Have the Bank's projects and programs taken into account the Bank's positioning and comparative advantages? How?	
Internal and External Coherence	To what extent are the Bank's projects and programs coherent and synergistic with other Bank interventions in the country?	
	To what extent are the Bank's projects and programs in the country coherent with interventions of other development partners in the region? If so, were you involved in any coordination missions with the DPs? Which ones? What were the outcomes in terms of coordination, cooperation, and complementarity?	
	To what extent has the Bank mobilized co-financing? Internal and external trust fund resources? Which ones and in what amounts? Were they realized?	
Fragility, gender, youth employment, climate change	To what extent have the multi-country and nationally implemented projects with a regional dimension planned in the country taken into account cross-cutting themes? If so, what has been their level of involvement in the implementation of the Bank's projects and programs?	
Effectiveness	To what extent have the targeted outputs (products) been delivered or are likely to be delivered?	
	To what extent have the effects (intermediate and final outcomes) been achieved or are likely to be achieved?	
	What have been the major implementation obstacles and success factors?	
	Have any unexpected results and effects been observed?	
	What changes have occurred since approval in the regional context (political, social, economic, and governance) that are likely to affect the effectiveness of CSP implementation?	

	What changes have occurred since the approval of the CSP in the Bank's internal operational context (institutional framework, availability of resources, strategies, or operational guidelines) that are likely to affect the effectiveness of CSP implementation?	
	To what extent have the risks anticipated at CSP approval materialized and impacted execution performance at mid-term and at completion?	
Efficiency	To what extent are regional integration projects efficient in terms of costs, timelines, cost-effectiveness, and economic and financial viability?	
	What is the disbursement rate for ongoing regional and multi-country operations? Are there any cost overruns or delays in implementation? What are the causes of these delays and cost overruns?	
Sustainability	To what extent have sustainability mechanisms/devices (technical/technological, economic, and financial) been established, maintained, or are likely to continue beyond the Bank's interventions?	
	To what extent have the Bank's environmental and social management standards been respected during project and program implementation?	
	What risk factors could affect the results of the Bank's interventions in terms of sustainability, ownership, governance, exogenous factors, etc.?	
Lessons learned	What have you learned about what works and what does not work operationally regarding the Bank's interventions (including capacity-building)?	
	Do you have any relevant documents to support your observations?	
Recommendations	What other changes would you recommend for the future formulation of: ((a) the pillars or the strategy; (b) the Indicative Operational Program; (c)) the performance indicators and/or their targets; or (d) any other aspect of the 2026–2030 CSP, including project and program preparation and implementation?	

Annex 12: Semi-structured Interview Guide with Country Authorities (Public Administration or Government Agency)

Date :		**Time :**	
Implementing Agency, Ministry Department			
Introduction : • Reminder of the objectives of the CSP Completion Report validation and the purpose of conducting interviews. • Note that the meeting may last less than one hour. • Indicate that the questions focus on the findings of the CSP Completion Report regarding relevance, coherence, effectiveness, efficiency, and sustainability of the results of the 2021–2025 CSP operations, as well as strategic orientations for the 2026–2030 period.			

• Ask whether the interviewee has reviewed the 2021–2025 CSP Completion Report.		
Interview Areas	Key Questions	Responses
CSP Pillar	**Unique Pillar:** Fostering Resilience for Economic and Environmental Sustainability **Cross-cutting Themes:** Skills Development, Climate Change, Private Sector Development	
Challenges and Opportunities in the Economic and Social Situation of Seychelles	What is the country context, its **strengths, challenges, and prospects?**	
Relevance	To what extent do the pillar and programmed operations in the strategy help address the country's challenges and constraints and achieve the expected results in terms of economic development?	
	To what extent has the strategy positioned the Bank to contribute to improving the country's development outcomes (structural transformation, energy, sanitation, skills development, climate change, private sector development)?	
	To what extent do the priority area (pillar) and the programmed interventions under the CSP meet your expectations and concerns (i.e., development objectives and plans)?	
	To what extent were fragility and resilience considered in the design of the strategy?	
Internal and external Coherence	To what extent are the Bank-financed interventions consistent with each other, complementary, and coordinated (synergies)? (Internal coherence)	
	To what extent do the government agencies involved in development projects in the country collaborate in synergy with the Bank's services?	
	To what extent do the Bank-financed interventions overlap or compete with your initiatives and those of other technical and financial partners in the country?	
Effectiveness	To what extent has the implementation of the CSP contributed to improving the country's economic and social situation?	
	What was the contribution of your Ministry / Executing Agency to the implementation of the 2021–2025 CSP?	
	What were the main obstacles to implementation and the key success factors of the Bank's strategy?	
	Were any unexpected or unplanned results and effects observed? If so, which ones?	
	What support has the Bank provided to facilitate the implementation of your interventions, in terms of capacity	

	to support operations (sovereign, non-sovereign, and PPP, TA, and others), policy dialogue, and partnerships with other development partners and the private sector?	
Efficiency	To what extent are the projects and programs financed by the Bank efficient in terms of costs, timelines, cost-effectiveness, and economic and financial viability?	
Sustainability	Are the development results and impacts of the CSP sustainable or likely to be sustained?	
	To what extent have mechanisms or arrangements for sustainability (technical/technological, economic, and financial) beyond the completion of operations been established, maintained, or are likely to be sustained?	
	To what extent have the Bank's environmental and social management standards been respected during the implementation of the projects and programs?	
Lessons learned	What factors have facilitated or hindered the effective implementation of the Bank's strategy and operations?	
Recommendations	What strategic directions would you recommend to the Bank's services for the future?	
	What operational recommendations would you make?	

Annex 13: Semi-Structured Interview Guide with Technical and Financial Partners (TFPs)

Date :		**Time :**	
Organisation (PTF) :			
Interviewee (Name, Title, Position):			

Introduction:

- Recall the objectives of the CSP Completion Report Validation and the reasons for conducting interviews.
- Mention that the meeting may last less than an hour.
- Indicate that the questions relate to the findings of the Bank's Country Strategy Paper (CSP) Completion Report.
- Ask whether the interviewee has reviewed the Bank's strategy for Seychelles for the 2021–2025 period.

Interview Areas	**Key Questions**	**Responses**
CSP Pillars	**Single Pillar:** Promote resilience for economic and environmental sustainability. **Cross-cutting Themes:** Skills development, climate change, private sector development.	
Challenges, constraints, opportunities, and prospects of the country?	What is the country's main current and future challenges in the new geopolitical context (regional, continental, and global)?	
	What are the country's opportunities for structural economic transformation and mitigation of its structural vulnerabilities?	
	Have you contributed to the preparation of the country's strategic orientations (Vision 2033 and	

	National Development Plans 2019–2023, 2024–2028) and other sectoral strategies? If yes, can you provide the reference?	
Relevance	Do you think the Bank considered its comparative advantages when selecting interventions under its Country Strategy?	
	Do you think the Bank relied on its track record in priority sectors (energy, water & sanitation, reform support), its knowledge of the country and other island countries, its orientations and institutional capacities, and, more generally, its catalytic mandate to support development?	
	Do you think the Bank adequately considered fragility factors (dependence on two sectors, European market, economic vulnerability, natural conditions, climate change, youth unemployment, limited private sector development) and resilience factors?	
Coherence	Do you think the projects programmed in the country are coherent with your organization's interventions and those of other technical and financial partners? If yes, were you involved in any coordination missions with the Bank? Which ones? What were the results in terms of coordination, mobilization of co-financing or trust fund resources, and partnerships?	
	What is your view of the Bank's role in mobilizing financial or knowledge resources in the country?	
Lessons Learned	What lessons can you draw to improve future collaboration and partnership with the Bank or harmonization of intervention strategies in the country?	

Annexe 14: Specific questions to the ministry of finance, national planning and trade (MFNPT)

The Independent Development Evaluation (IDEV) function of the African Development Bank Group (AfDB or "the Bank") has committed itself to the Bank's Board of Directors to conduct independent validations of end-of-cycle Country Strategy Paper (CSP) and provide timely evaluative information to guide the design and implementation of forthcoming CSPs. The selection of self-evaluation reports to be validated by IDEV is based on six key criteria which are: (i) timeliness, (ii) stakeholders' demand and interest, (iii) availability of evidence, (iv) alignment with the 2024-2033 Ten-Year Strategy and Bank's priorities, (v) potential for influencing future CSPs' design and operational preparation processes and (vi) significance.

As part of its 2025 work program, IDEV is undertaking independent validations of CSP completion reports for 3 countries: Chad (CSP 2015-2020), Seychelles (CSP 2021-2025) and Comoros (2021-2025).

The objectives of this exercise are learning and accountability to support the Bank's efforts to improve the quality of CSPs and their operational effectiveness, as well as the quality of CSP Completion Reports. Validation consists of an independent and credible assessment of the CSP-Completion Report's conclusions on: (i) the achievement of results and (ii) performance over the period 2021-2025 as well as (iii) the quality of the completion report. Similarly, it will examine the relevance of lessons learned and identify others to improve the design and implementation of future CSPs as well as the quality of future completion reports.

We are submitting to you the following evaluative questions to have your opinion on the quality of the design, preparation and implementation of the Bank's Country Strategy and Program during the 2021-2025 period, as well as on the Seychelles recent economic and social development, actual challenges, opportunities, prospects and the way forward:

1. How has the social and economic reforms' agenda evolved in the Seychelles from 2021 to date?
2. What are the key strengths, challenges, opportunities and prospects of the economy in Seychelles? Could you please share with us any recent economic memorandum?
3. How the MFNPT coordinates the implementation of the other components of the program which included institutional support (Statistical and public expenditure), capacity building (TVET), studies (Integrated Resource Management-IRP, Tourism Sector, Strategic Plan for Seychelles Ports Authority), investment projects such as the Mahé water augmentation project, Green energy SMEs, etc.….?
4. What is the MFNPT role in overseeing/assisting the Executing agencies in the implementation of the different projects/programs promoted by donors in the Seychelles? Does the MFNPT have a Central Management Unit or a Delivery Unit or a Monitoring and Evaluation Unit of Public Investment Projects?
5. How do you assess the relevance and coherence of the 2021-2025 Country Strategy of the AfDB, and to what extent the strategy and the program are aligned to the 2019-2023 NDS and the 2024-2028 NDS?
6. To what extent have the objectives of the AfDB Country Strategy and Program taken into consideration the strengths, challenges, opportunities as Small Island Developing States (SIDS), as well as your prospects for the Resilience, Economic and Social development and Reform agenda of Seychelles?
7. How would you assess the collaboration with the Bank over the past 5 years (2021-2025), in particular:
    a. During the consultations and preparation of the Country Strategy and program and its unique Pillar: Fostering resilience for economic and environmental sustainability and its Cross-cutting themes**:** skills development, climate change, private sector development?
    b. During the implementation of the AfDB Country Strategy and Program (CSP):
        i) What have been the major bottlenecks during the implementation of the Country Strategy and Program? And what were the causes of the shift during the implementation of the strategy and the program towards the global budget support programs engaged with the Bank and others (IMF, WB)?
        ii) How do you assess the AfDB CSP achievements, what are the identified gaps and measures taken to improve and move forward in implementing the AfDB CSP mainly in consolidating economic and social recovery?
        iii) What are the actual risks on the sustainability of the achieved development outcomes, if any?
        iv) Has the Bank been helpful and diligently assisted the MFNPT in: (a) solving implementation issues? (b) accompanying the Ministry in coordinating the economic and social reform agenda for enhanced achievements? (c) advising the Ministry on any issues related to governance and economic management, public finance and fiscal consolidation, economic resilience and green recovery?
        v) How do you assess the coordination work between the AfDB, the WB and IMF as well as with other donors (UNDP, UNSDG, and others)?

8. Are there any remaining gaps, challenges, and opportunities that were not sufficiently covered by the AfDB Country Strategy and actual support program?
9. What has the MFNPT learned from this experience, in particular what has worked and what has not worked well during the implementation of the AfDB's interventions included in the 2021-2025 CSP: institutional support projects (statistical and public expenditure), capacity building for TVET and entrepreneurship, study on the Integrated Resource Plan (IRP), etc..?
10. Any other lessons or areas of improvement for future Bank's interventions in supporting the social and economic resilience, green economy, energy and water sectors, infrastructure connectivity including ports, aviation, ICT, private sector development and business climate, PPP, youth and gender employment, climate change, digitalization and financial sector modernization, regional trade?

Annexe 15: Specific questions on the tourism sector in the Seychelles

The Independent Development Evaluation (IDEV) function of the African Development Bank Group (AfDB or "the Bank") has committed itself to the Bank's Board of Directors to conduct independent validations of end-of-cycle Country Strategy Paper (CSP) and provide timely evaluative information to guide the design and implementation of forthcoming CSPs. The selection of self-evaluation reports to be validated by IDEV is based on six key criteria which are: (i) timeliness, (ii) stakeholders' demand and interest, (iii) availability of evidence, (iv) alignment with the 2024-2033 Ten-Year Strategy and Bank's priorities, (v) potential for influencing future CSPs' design and operational preparation processes and (vi) significance.

As part of its 2025 work program, IDEV is undertaking validations of CSP completion reports for 3 countries: Chad (CSP 2015-2020), Seychelles (CSP 2021-2025) and Comoros (2021-2025).

The objectives of this exercise are learning and accountability to support the Bank's efforts to improve the quality of CSPs and their operational effectiveness. Validation consists of an independent and credible assessment of the CSP-CR's conclusions on: (i) the achievement of results and (ii) performance over the period 2021-2025 as well as (iii) the quality of the completion report. Similarly, it will examine the relevance of lessons learned and identify others to improve the design and implementation of future CSPs as well as the quality of future completion reports.

We are submitting to you the following evaluative questions to have your opinion on the quality of the design, preparation and implementation of the Study related to the **"Dynamics of the Tourism Sector and its Benefits to the Economy"** as well as other issues, challenges, opportunities and the way forward for the development of the Tourism Sector in the Seychelles:

1. How has the Tourism Sector evolved in the Seychelles from 2021 to date?
2. What are the key strengths, challenges, opportunities and future prospects of the Tourism sector in Seychelles?
3. How do you assess the relevance of the above-mentioned study financed by the Bank, and its alignment with the NDS 2019-2023 and its continued aligned with the 2024-2028 NDS?
4. To what extent have the objectives of the study taken into consideration your expectations and your vision for the development of the Tourism Sector in the Seychelles?
5. How would you assess the collaboration between the Tourism Department and the Bank over the past 5 years (2021-2025), in particular:
    i. During the needs assessment and preparation of the Concept Note for the Study?
    ii. During the preparation and implementation of the study?
    iii. What have been the major bottlenecks, pitfalls and challenges during implementation of the study?
    iv. Has the Bank been helpful and assisted the Tourism Department in solving implementation issues or accompanying the Department in the final selection of the consulting firms, in the

contracting phase and in the implementation of the study (diagnostic or stocktaking exercise, research work, etc..)?

v. What are the identified gaps and what measures have been taken to move forward and implement the study?

6. Are there remaining gaps, challenges, and opportunities that were not covered by the study?
7. What have you learned from this experience, in particular what has worked and what has not worked well during the implementation of the study, as well as from other Bank's interventions included in the 2021-2025 Bank's strategy such as the governance programs, institutional support projects (statistical and public expenditure), capacity building for TVET and entrepreneurship, study on the Integrated Resource Plan (IRP)?
8. Any other lessons or areas of improvement for future interventions in the Tourism Sector in the Seychelles?

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