FAIR TRADING COMMISSION

STRATEGIC PLAN 2026-2028

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Strategic Overview

The Strategic Plan 2026–2028 of the Fair Trading Commission (FTC) of Seychelles charts a focused path toward reinforcing consumer protection and promoting fair competition, aligning with the nation's broader development goals. Building upon the gains and lessons of the preceding plan (2022–2024), the new strategy reflects FTC's commitment to becoming a more effective, responsive, and trusted public institution.

Anchored on four strategic pillars **- Public Engagement, Compliance & Enforcement, Institutional Efficiency, and Strategic Collaboration -** the plan presents twelve strategic objectives that guide FTC's mission to safeguard consumer rights and uphold competitive practices. Each objective is supported by targeted, measurable activities designed to maximize impact and accountability.

The FTC's strategic direction is closely aligned with Seychelles' National Development Strategy priorities: *A Modern Public Service, Promotion of Law and Order, and A Transformative Economic Agenda*. The Commission aims to enhance transparency, digital efficiency, and stakeholder trust, while also fostering meaningful partnerships at the national, regional, and international levels.

A detailed situational analysis and a performance review of the previous strategic cycle revealed both achievements and areas for growth. Notably, FTC accomplished 82% of its prior objectives, with significant progress in legal enforcement, consumer outreach, and institutional strengthening. However, key insights highlight the need for improved alignment of performance indicators and greater operational resilience.

Through this plan, the FTC commits to:

- Expanding **compliance and enforcement** of the Fair Trading Act, 2022.
- Modernizing internal systems to boost **institutional efficiency**.
- Deepening **public engagement** for more understanding of consumer rights and fair competition.
- Enhancing **strategic collaborations** for technical capacity and regulatory coherence.

With this roadmap, the FTC positions itself as a dynamic and forward-looking institution, empowering consumers, enabling fair markets, and contributing to Seychelles' socio-economic resilience.

VISION

A trusted guardian of fair markets, fostering a resilient and sustainable economy.

MISSION

Safeguarding consumer rights and promoting competitive markets, through robust enforcement, impactful stakeholder engagements and institutional excellence.

CORE VALUES

1. **Collaboration** - We adopt a participatory approach by building strong partnerships and aligning our efforts to strengthen our institutional impact.
2. **Integrity** - We uphold integrity through operating in a manner that is ethical, honest and incorruptible.
3. **Transparency** – We are accountable for our processes, decisions and outcomes, through open and accessible communication.
4. **Impartiality** - We uphold the Rule of law, ensuring that our decisions are credible and not unduly influenced.
5. **Consistency** – We endeavor to deliver reliable and dependable service, reinforcing trust and our commitment to excellence.
6. **Innovation** – We strive to create meaningful change by embracing forward thinking ideas and adapting swiftly to emerging trends.
7. **Passion** – We are dedicated and take pride in what we do.
8. **Boldness** – We approach challenges and obstacles with courage, confidence and determination.
9. **Resilience** – We shall accept new challenges, adapt to changes and aim for timely recovery from setbacks.
10. **Sustainability** – We promote responsible practices that support long-term social and economic benefits.

02

Organizational Structure

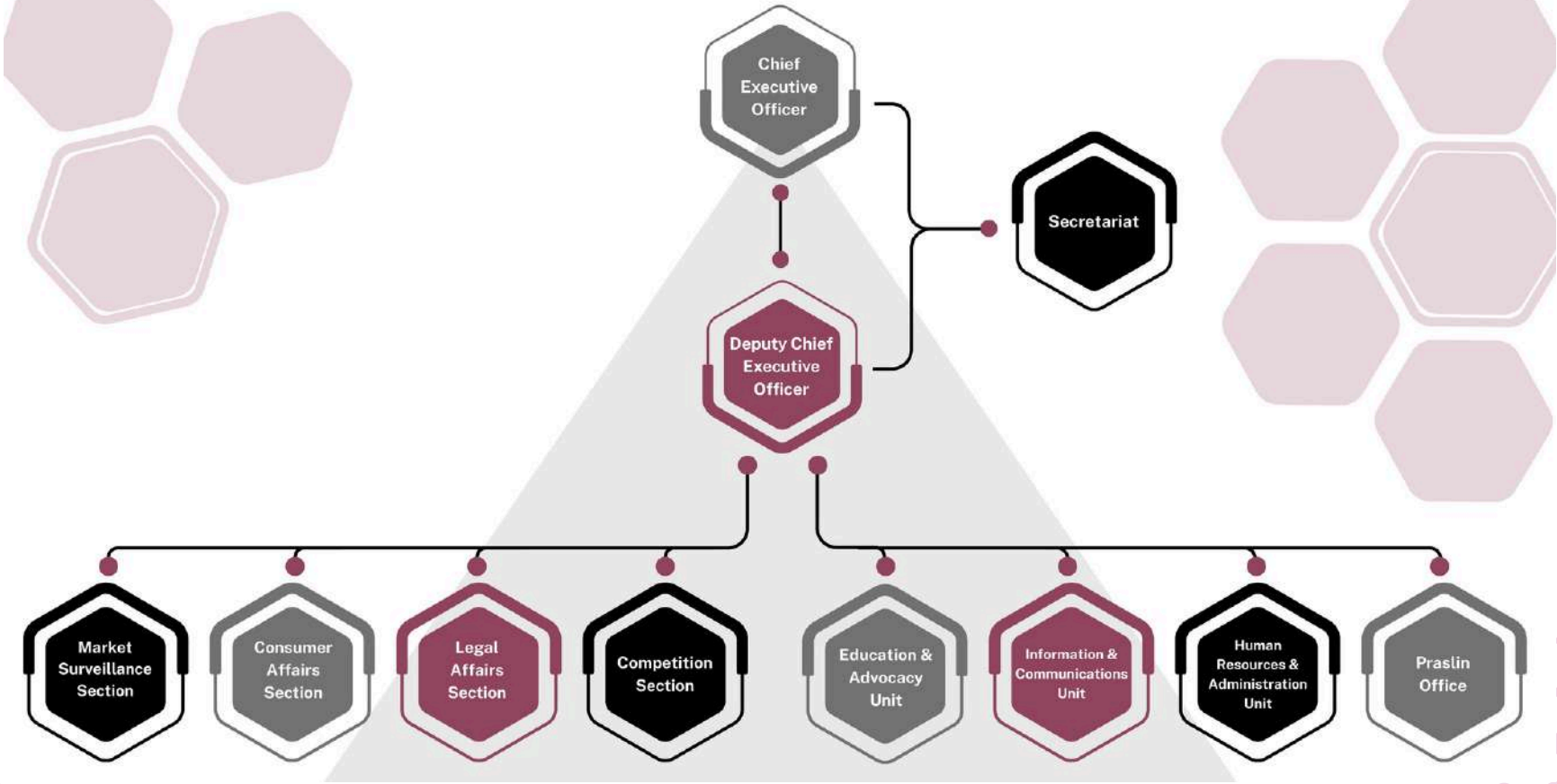
The Fair Trading Commission operates under a streamlined governance structure designed to ensure accountability, strategic oversight and effective service delivery. The FTC does not have a Board of Directors as part of its established governance structure. The institution is led by the Chief Executive Officer (CEO), who provides strategic leadership and represents the Commission at national governance levels. The CEO is supported by the Secretariat and oversees all support services, including Human Resources & Administration, Systems Support, Accounts, Information & Communications, and Education & Advocacy.

Operational management of the organisation is delegated to the Deputy Chief Executive Officer (DCEO). The DCEO is responsible for the Commission's regulatory operations and oversees the enforcement mandate. The regulatory and service delivery arms of the Commission include the Market Surveillance Section, Consumer Affairs Section and Competition Section, which collectively ensures compliance with the Fair Trading Act, 2022. Each of the sections are supported by designated Heads, with the highest level of technical hierarchy being the Principal Officer. However, some sections are currently led by Senior Officers in the absence of appointed Principal Officers.

Furthermore, the Praslin Office extends the Commission's services to the islands and enhances accessibility for consumers, businesses and other government bodies.

The Legal Affairs Section operates as a floating support function across all programmes and sections. It provides legal advice and guidance, supports enforcement actions, and represents the Commission in proceedings before the Fair Trading Tribunal and the Supreme Court.

This structure enables the Commission to deliver on its mandate through integrated governance, clear lines of accountability, and a coordinated approach to enforcement, education, and stakeholder engagement.



Organizational Structure

Performance Programmes

The Commission's work is delivered through three performance programmes, under which budget allocations are structured:

Programme 1

Governance, Legal and Administration

The purpose of this programme is to provide the institutional leadership, governance and support required for the effective delivery of the Commission's statutory mandate. It encompasses executive management, strategic planning, human resource management, finance, procurement, information technology, administrative services, education and advocacy, information and communications, and organisational development to ensure efficient, accountable and public service delivery. The programme also includes the Legal Affairs Section, which provides legal and policy advice, supports investigations, prosecutes matters before the Fair Trading Tribunal, represents the Commission in appeals before the Supreme Court, and contributes to the review and development of legislation and regulations to strengthen consumer protection and competition enforcement.

Programme 2

Promotion and Advancement of Consumer Welfare

The purpose of this programme is to protect and advance consumer rights through the effective enforcement of the Fair Trading Act, 2022. It encompasses the investigation and resolution of consumer complaints, the provision of appropriate remedies to consumers and the promotion of compliance through business advocacy and alternative dispute resolution where appropriate. The programme also supports the operations of the Praslin Office, ensuring the effective delivery of consumer protection, competition, market surveillance and education services on Praslin and La Digue.

Programme 3

Competition and Market Surveillance

The purpose of this programme is to promote and maintain fair and effective competition while protecting consumers through market surveillance and enforcement of the Fair Trading Act, 2022. It encompasses investigations into anti-competitive conduct, merger assessments, market enquiries, market surveillance, inspections and enforcement activities to detect, prevent and remedy prohibited conduct. The programme also supports business compliance through advocacy, stakeholder engagement and guidance to promote a competitive and fair marketplace.

Performance Review

03

Strategic Plan 2022-2024

The table below shows that 82% of the Strategic Plan 2022-2024 was achieved. A total of 28 objectives out of 33 was achieved. Objectives relating to FTC's core mandate were achieved; Consumer and Competition assessment and enforcement; and Strategic Awareness and Collaboration. Objectives not achieved were mostly in relation to Institutional strengthening and included; Policies and frameworks not completed; Performance Measures not fully aligned with strategic plan and operational costs were not reduced as anticipated.

Strategic Pillars	Number of objectives achieved	Number of objectives not achieved
Deliver effective assessment and enforcement of competition cases.	3	0
Deliver effective assessment and enforcement of consumer cases	6	0
Protect due process of law and deliver effective Prosecution on consumer and competition cases before the Tribunal and Supreme Court.	3	1
Visibility, Advocacy and Strategic Collaboration	7	0
Institutional Strengthening	9	5
TOTAL	**28**	**6**
PERCENTAGE	**82%**	**18%**

Annex 1 Provides a breakdown of the performance review for the Strategic Plan.

Situational Analysis

PESTEL

04

The FTC operates within a generally stable political and legal environment, with strong Government commitment to governance and institutional reform. However, reliance on State funding and evolving policy priorities may affect operational independence and resource availability. Economic conditions, including market concentration and consumer purchasing power, shape enforcement demand and business behaviour. Social awareness and literacy levels influence complaint uptake and compliance culture, while rapid technological change presents both risks and opportunities for regulation and service delivery. Environmental and international policy commitments increasingly intersect with competition oversight, requiring greater institutional adaptability.

Political	• **Government Policies and Strategic Priorities:** The organization is highly dependent on national policy direction, which may shift with changes in Government leadership or ministerial focus. • **Budget Dependency and Operational Autonomy:** Reliance on public sector funding may limit enforcement capacity and particularly during periods of fiscal tightening or reprioritization of State resources**.** • **Government commitment to governance and law enforcement:** Continued Government support for institutional reforms and enforcement mechanisms provides FTC with an enabling environment to fulfill its mandate. • **Political Influence on Governance:** Leadership appointments and priority-setting if subjected to political considerations, can potentially affect decision-making and enforcement consistency. • **Policy alignment with national strategies**: The FTC's work contributes to key national priorities such as the Promotion of Law and Order and A Modern Public Service. • **Regional and Trade Policy Commitments:** Obligations under trade and regional cooperation frameworks influence domestic competition enforcement, requiring alignment with broader economic and integration objectives.

Situational Analysis

PESTEL

Economic	• **Small and open economy:** Seychelles' reliance on tourism and imports makes the market vulnerable to external shocks, requiring FTC to be agile in addressing unfair conducts and restrictive business practices. • **Rising cost of living and inflation:** Economic pressures can increase consumer vulnerability and complaints, necessitating efficient consumer protection. • **Market structure challenges:** High market concentration and presence of dominant players requiring effective competition enforcement. • **Limited Funding & Resource Constraints:** Restricts the organization's ability to operate effectively across its core functions. • **Economic Growth Patterns:** Economic downturns may trigger anti-competitive conduct, while growth may encourage innovation and fair competition. • **Government Economic Interventions:** Price controls, subsidies, or state interventions in sectors if not aligned with competition principles may distort competition.
Social	• **Growing consumer awareness:** There is increasing public interest in consumer rights, but knowledge gaps remains, especially the vulnerable populations. • **Consumer Behaviour and Cultural Norms:** Cultural attitudes and reliance on informal dispute resolution channels affect the likelihood of consumers reporting unfair practices or seeking institutional assistance. Moreover, high trust in personal networks leads consumers to engage informally with suppliers, making them more vulnerable to misconduct. • **Population diversity and language:** Seychelles' multilingual context requires FTC to tailor advocacy and outreach in English, Creole, and other accessible formats to ensure inclusiveness for all demographic groups.

Situational Analysis

PESTEL

Social	• **Trust in institutions**: There is a general mistrust in Public Institutions making it essential to improve FTC's visibility, responsiveness and consistency in enforcement to sustain public trust and strengthen its regulatory presence. • **Media Influence and Public Perception:** Media coverage can shape public confidence in the FTC's credibility and enforcement effectiveness, and at times may generate external pressure on investigations or outcomes. • **Literacy and Public Awareness Levels:** Variations in literacy and understanding of the Act limit awareness of market conduct issues and weaken voluntary compliance by both consumers and businesses.
Techno-logical	• **Digital transformation opportunities:** Technology offers tools to enhance market monitoring, case management, stakeholder engagement and the overall efficiency in service delivery. • **Cybersecurity and Data Protection:** As the FTC digitizes operations, safeguarding confidential information and ensuring data integrity become critical institutional priorities. • **Emergence of Digital markets:** E-commerce, online platforms and digital advertising introduce new risks of unfair practices that require adapted enforcement and regulatory approaches. • **Rapid Technological Change:** The speed of innovation, including AI and automation, means markets evolve faster than traditional regulation, increasing the need for technical capacity and modern investigative tools. • **Connectivity Limitations:** Inconsistent internet access may hinder digital access.

Situational Analysis

PESTEL

Environ-mental	• **Climate-related disruptions:** Seychelles' vulnerability to climate change affects market stability and supply chains, indirectly influencing enforcement priorities and business behavior. • **Sustainability and green consumerism:** Growing emphasis on sustainable practices presents opportunities for FTC to incorporate environmental considerations into advocacy and enforcement (e.g., greenwashing). • **Regulatory Interaction with Environmental Standards:** Environmental regulations and sustainability requirements may interact with competition rules, sometimes creating barriers to market entry, compliance burdens for smaller firms and greater oversight. • **Budgetary Impact of Climate Priorities:** National resource reallocation toward climate resilience may limit funding available for market regulation and enforcement.
Legal	• **New legal framework:** The FTA 2022 gives FTC broader enforcement powers, but its effectiveness depends on ongoing capacity building, institutional strengthening, collaboration with regulatory stakeholders and public awareness. • **Legislative Gaps and Future Reform Needs:** Emerging market practices, especially in digital and regional trade environments, may require further legal updates to ensure continued relevance and clarity of enforcement. • **Inter-agency coordination:** Enforcement effectiveness relies on collaboration with other domestic regulators and international bodies, particularly for multi-jurisdictional or sector-specific issues or obligations. • **Judicial processes and capacity:** The efficiency of the Tribunal and courts in handling cases influences deterrence and impacts the timeliness of enforcement outcomes. • **Regulatory Balance:** A balance must be maintained between protecting consumers and avoiding over-regulation that could stifle innovation or business growth.

Situational Analysis

SWOT

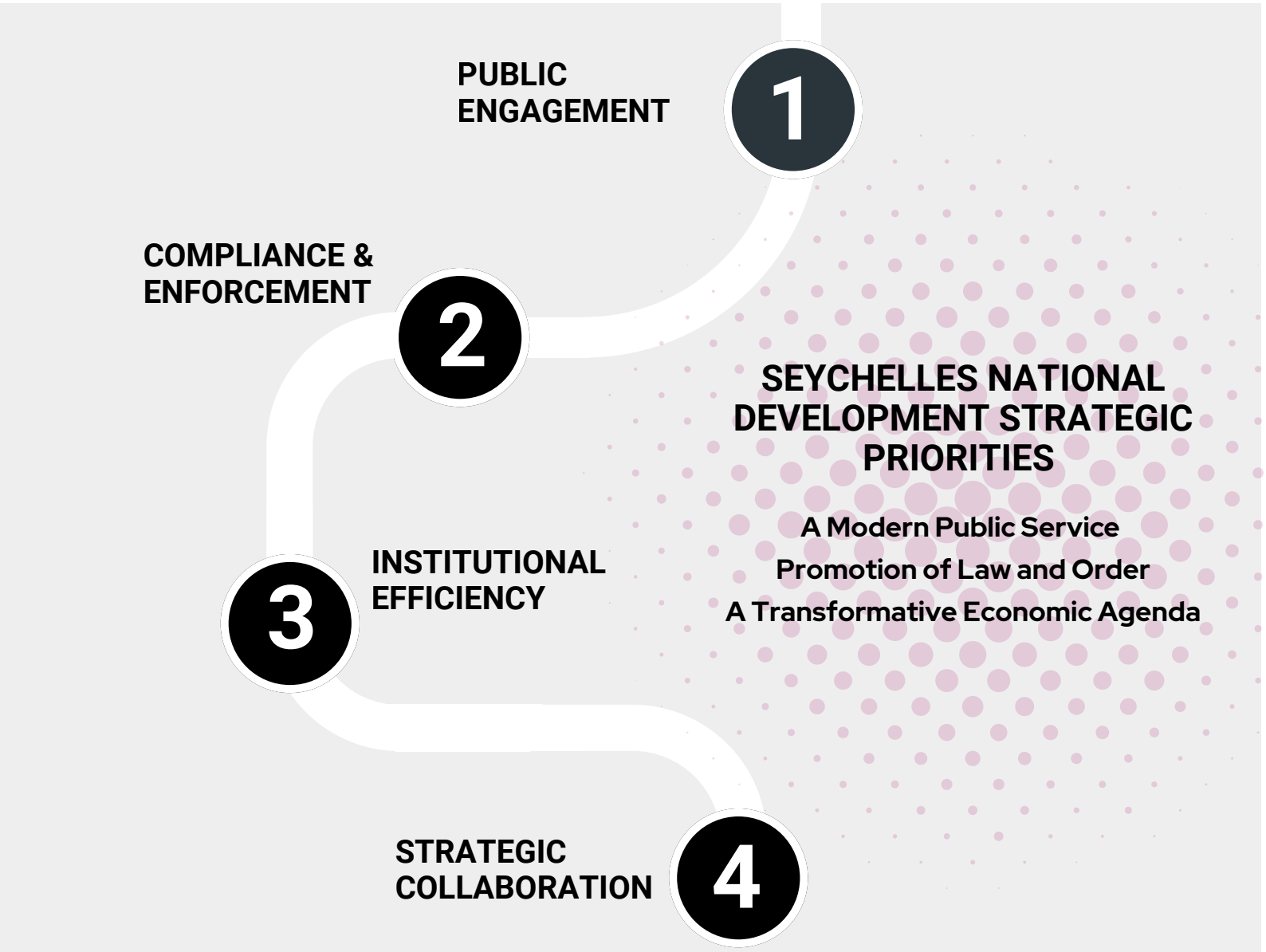
Strengths	Weaknesses
• Skilled and academically qualified workforce • Young and dynamic staff profile, supported by long-serving officers ensuring continuity • Strong enforcement powers and cross-sectoral oversight • Accessibility and open-door policy that encourages public engagement • Impartiality and credibility in investigation processes • Collaborative regional support (COMESA, SADC, ACF, ICPEN etc.) • Adequate operational resources • Established stakeholder networks • Existing strategic collaborations	• Low staff engagement and staffretention challenges • Restricted office space limits operational expansion • Limited access to information from key Government stakeholders slows investigations and affects efficiency • Human resource limitations to cover all economic sectors • Lack of fully digitalized systems and case management tools • Public Trust still low • High cybersecurity risk rating
Opportunities	**Threats**
• Strengthening partnerships with regulators and key stakeholders (Domestic, Regional and International) to enhance capacity • Digital transformation and adoption of case management systems • Enhancing and modernizing the legal framework • Expanding public-facing services and outreach • Increased public awareness of consumer and competition rights • Recruitment of specialised technical expertise	• Reduced budget allocation and fiscal constraints • Shifts in regulatory or policy environment • Negative public perception or defamation risks • Cybersecurity and data protection threats • Rapidly evolving markets outpacing enforcement capacity • Limitations to Access to information • Overlapping mandates with other bodies • Competitive labour market

Strategic Plan 2026-2028

Strategic Pillars

Pursuant to it's vision and mandate, FTC's Strategic Plan for the period 2026-2028 is anchored on four strategic pillars. They include **Public Engagement, Compliance and Enforcement, Institutional Efficiency and Strategic Collaboration.** FTC'S strategic pillars contribute to three of Seychelles' National Development Strategic Priorities; **A modern Public Service, Promotion of Law and Order and A Transformative Economic Agenda.**

Each of the pillars are supported by *three objectives that define the key outcomes* that FTC aims to achieve within that period. To operationalize these objectives, targeted activities have been developed. These activities are specific and measurable actions that will drive the implementation of each objective, ensuring that the strategic pillars are effectively realized.



Strategic Objectives

PUBLIC ENGAGEMENT

Strengthen public access to information to promote informed consumer decision-making, improve service delivery and build public trust in the institution.

PUBLIC ENGAGEMENT 1

OBJECTIVE 1

Connect with the public to provide knowledge, guidance and tools

Engage with the Public to learn about key challenges and engagement opportunities.

OBJECTIVE 2

OBJECTIVE 3

Improve public-facing services and materials

Strategic Objectives

COMPLIANCE & ENFORCEMENT

Promote responsible business conduct and a culture of compliance through effective enforcement, voluntary compliance and accountability, to deter unlawful practices and strengthen trust and confidence in the market.

OBJECTIVE 1

Advocate for compliance to the FTA, 2022 amongst businesses

COMPLIANCE & ENFORCEMENT

2

Monitor the market to identify violations of the FTA, 2022

OBJECTIVE 2

OBJECTIVE 3

Enforce the FTA, 2022

Strategic Objectives

INSTITUTIONAL EFFICIENCY

Strengthen institutional efficiency and organizational capacity through improved internal processes, human capital development, workforce optimization, digital transformation and effective performance management.

OBJECTIVE 1

Strengthen organizational capacity and optimize resource allocation and staff productivity.

OBJECTIVE 2

Advance digital transformation and operational efficiency

3

INSTITUTIONAL EFFICIENCY

OBJECTIVE 3

Strengthen governance, accountability, and institutional oversight.

Strategic Objectives

STRATEGIC COLLABORATION

Strengthen national, regional, and international strategic partnerships to enhance enforcement, policy coherence, knowledge exchange and institutional capacity.

OBJECTIVE 1

Strengthen inter-governmental coordination.

OBJECTIVE 2

Expand technical and institutional capacity through regional and international cooperation

OBJECTIVE 3

Enhance stakeholder engagement

STRATEGIC COLLABORATION **4**

Activities & Performance measures

To achieve the strategic objectives, FTC has developed a structured set of activities and performance measures. This will enable FTC to translate the objectives into actionable and measurable activities. The performance measures are both qualitative and quantitative, facilitating evidence-based decision making and performance reviews.

STRATEGIC PILLAR 1: PUBLIC ENGAGEMENT

Strategic Objective 1: Connect with the public to provide knowledge, guidance and tools

Key Activities	Performance Measures	Key Outcomes
Develop and disseminate tailored consumer and competition education toolkits.	• Number of toolkits produced • Reach of toolkits disseminated	• Increased public knowledge • Enhanced consumer protection and fair competition awareness • Improved access to FTC resources
Conduct outreach programmes, including educational games, inter-school competitions, and public quizzes via radio, newspapers, and other media.	• Number of outreach activities • Reach of public education campaigns	
Promote FTC's public access channels, including telephone lines and inquiry services.	• Number of promotions • Resolution rates • Number of inquiries received through official channels • Social media engagement rates (%)	
Develop and publish online educational content, including talks and topic-specific presentations.	• Number of online resources developed • Online resources published (%)	

Activities & Performance measures

STRATEGIC PILLAR 1: PUBLIC ENGAGEMENT

Strategic Objective 2: Engage with the Public about key challenges and encourage active participation in FTC programmes and initiatives.

Key Activities	Performance Measures	Key Outcomes
Conduct consumer surveys and focus group discussions to gather insights on market issues.	• Number of surveys/focus groups conducted • Volume and categories of consumer feedback received	• Public will have a better understanding of FTCs role • Better understanding of consumer needs • Enhanced public trust and engagement
Monitor social media and digital platforms to identify emerging consumer and competition concerns.	Quarterly complaint trends report	
Strengthen and promote feedback channels, including website forms, service feedback surveys, and suggestion boxes.	Customer satisfaction scores	

STRATEGIC PILLAR 1: PUBLIC ENGAGEMENT

Strategic Objective 3: Improve public-facing services and materials

Key Activities	Performance Measures	Key Outcomes
Enhance complaint filing processes	Average complaint processing time	• Enhanced user experience • Faster service delivery • Improved accessibility
Develop mobile applications for FTC services	Mobile app developed	

Activities & Performance measures

Key Activities	Performance Measures	Key Outcomes
Create and promote tools for vulnerable consumers; Translate important/useful information in creole, educate young consumers	Number of tools developed	• Improved inclusivity • FTC information accessible to all age groups • Foster transparency and trust
Customer Service trainings	Training conducted Customer Service improvements	

STRATEGIC PILLAR 2: COMPLIANCE AND ENFORCEMENT

Strategic Objective 1: Advocate for compliance to the FTA, 2022 amongst businesses

Key Activities	Performance Measures	Key Outcomes
Develop and implement the business compliance program	Business compliance program developed and implemented	• Increased business understanding of obligations under the Fair Trading Act, 2022. • Improved voluntary compliance across key sectors. • Strengthened engagement and collaboration with the business community.
Host business compliance workshops	• Number of compliance workshops • Number of businesses engaged	
Develop sector specific compliance guides for businesses	Number of guides developed and published	
Conduct surveys to measure impact of business advocacy in targeted sectors.	• Level of awareness (%)	

Activities & Performance measures

STRATEGIC PILLAR 2: COMPLIANCE AND ENFORCEMENT

Strategic Objective 2: Monitor the market to identify violations of the FTA, 2022

Key Activities	Performance Measures	Key Outcomes
Conduct market studies and inquiries.	Number of market studies/inquiries conducted	• Early detection of market violations • Enhanced deterrent effect
Promote protection programs (tip-off, informants, whistleblower, leniency)	• Number of awareness programs conducted • Number of reports received	
Conduct routine inspections	• Number of inspections conducted • Compliance rate of inspected businesses • Number of enforcement actions arising from inspections • Reduction in repeat offenders • Turnaround time for follow-up actions	

Activities & Performance measures

STRATEGIC PILLAR 2: COMPLIANCE AND ENFORCEMENT

Strategic Objective 3: Strengthen enforcement of the FTA, 2022

Key Activities	Performance Measures	Key Outcomes
Investigate complaints	• Number of investigations initiated • Number of investigations completed • Enforcement action success rates • Average completion time	• Enhanced market and consumer confidence • Timely and fair resolution of complaints and disputes • Effective deterrence and reduction in anti-competitive and unfair conduct • Improved business compliance with laws and enforcement orders • Transparent and accountable enforcement actions
Conduct formal enforcement proceedings	• Number of cases filed • Percentage of cases won • Number of cases closed	
Monitor compliance with enforcement actions (MS)	• Penalty collection time • Percentage of Compliance	
Review the FTA, 2022, update and develop regulations.	• Review completed as scheduled • Number of Regulations updated/developed and submitted	

Activities & Performance measures

STRATEGIC PILLAR 3: INSTITUTIONAL EFFICIENCY

Strategic Objective 1: Strengthen organizational capacity and optimize resource allocation and staff productivity.

Key Activities	Performance Measures	Key Outcomes
Strengthen perfromance management	• Performance management aligned to FTC's strategic objectives • Percentage of identified underperformin g/high-performing staff • Reduction in recurrent issues • Percentage of assessments completed within timeline	• Improved human resource capacity • Improved operational efficiency • Enhanced staff capabilities
Address critical workforce capacity gaps	• Percentage of identified critical capacity gaps addressed; • Number of positions realigned or newly established based on institutional needs	
Strengthen workforce capability and development	• Staff training plan developed and implemented • Percentage of staff completing their approved CPD	

Activities & Performance measures

STRATEGIC PILLAR 3: INSTITUTIONAL EFFICIENCY

Strategic Objective 1: Strengthen organizational capacity and optimize resource allocation and staff productivity.

Key Activities	Performance Measures	Key Outcomes
Align budget and resources with programme priorities	• Percentage of budget aligned to approved programme priorities; • Budget utilisation rate • Percentage of virements attributable to unplanned operational requirements	• Improved operational efficiency

STRATEGIC PILLAR 3: INSTITUTIONAL EFFICIENCY

Strategic Objective 2: Advance digital transformation and operational efficiency

Key Activities	Performance Measures	Key Outcomes
Deploy an integrated case management platform	• System deployed and operational within timeline • Percentage of staff trained on system use	• Improved staff performance • Improved operational efficiency • Enhanced staff capabilities
Deploy an internal booking platform	• System deployed and operational within timeline • Percentage of staff trained on system use	

Activities & Performance measures

STRATEGIC PILLAR 3: INSTITUTIONAL EFFICIENCY

Strategic Objective 2: Advance digital transformation and operational efficiency

Key Activities	Performance Measures	Key Outcomes
Digitise forms and processes	• Percentage reduction in manual/paper based processes	• Improved staff performance • Improved operational efficiency
Maintain and upgrade digital infrastructure on a scheduled basis	• FTC systems successfully migrated • Number of system issues resolved within set timeframes	

STRATEGIC PILLAR 3: INSTITUTIONAL EFFICIENCY

Strategic Objective 3: Strengthen governance, accountability, and institutional oversight

Key Activities	Performance Measures	Key Outcomes
Strengthen internal audit and financial compliance	• Percentage of annual internal audit plan completed • Percentage of audit recommendations implemented within agreed timeframe • Timeliness of Financial Reporting	• Enhanced organisational accountability

Activities & Performance measures

STRATEGIC PILLAR 3: INSTITUTIONAL EFFICIENCY

Strategic Objective 3: Strengthen governance, accountability, and institutional oversight

Key Activities	Performance Measures	Key Outcomes
Enhance reporting systems	• Reporting accuracy rate • Timeliness of submissions (internal and external)	• Enhanced organisational accountability • Improved risk management • Strengthened public trust • Increased transparency in organisational processes and decisions • Improved organisational performance and service delivery through informed oversight
Establish risk management protocols	• Risk management protocols established and maintained • Frequency of risk assessments conducted	

Activities & Performance measures

STRATEGIC PILLAR 4: STRATEGIC COLLABORATION

Strategic Objective 1: Strengthen inter-governmental coordination to support consistent regulatory enforcement and policy alignment.

Key Activities	Performance Measures	Key Outcomes
Establish formal coordination MoUs and regulatory coordination committees with relevant domestic agencies	Number of coordination agreements signed	• Reduced regulatory overlap and duplication of effort • Enhanced enforcement effectiveness • Improved policy coherence • Strengthened institutional relationships and information-sharing
Reinforce joint enforcement and investigation protocols	Number of joint actions undertaken	
Support coordinated information exchange and sharing	Number of contributions made	

STRATEGIC PILLAR 4: STRATEGIC COLLABORATION

Strategic Objective 2: Expand technical and institutional capacity through regional and international cooperation

Key Activities	Performance Measures	Key Outcomes
Participate in regional competition and consumer initiatives	Number of participations	Enhanced professional and technical competencies across key functions
Establish MOU's with regional and international partners for technical assistance partnerships, capacity building programs.	Number of partnerships established	

Activities & Performance measures

Key Activities	Performance Measures	Key Outcomes
Adoption of best practice initiatives	Number of recommendations from international engagements incorporated into FTC policies and procedures	Strengthened organisational capacity, governance, and operational efficiency Elevated international reputation and strengthened cooperation with global partners
Contribute to knowledge sharing platforms	Knowledge sharing platform usage and contributions	

STRATEGIC PILLAR 4: STRATEGIC COLLABORATION

Strategic Objective 3: Enhance stakeholder engagement

Key Activities	Performance Measures	Key Outcomes
Organise stakeholder forums and conferences	• Number of stakeholder events held • Number of participants engaged • Percentage of action items implemented	• Enhanced transparency and acceptance of regulatory actions • Reduced resistance to implementation and improved cooperation • Increased understanding of consumer and competition principles
Strengthen media engagement	• Number of media engagements • Number of media contributions made	

Monitoring & Evaluation

The successful implementation of this Strategic Plan depends on a robust monitoring and evaluation framework that enables the Fair Trading Commission to measure progress, identify implementation challenges and make timely management decisions. The framework promotes accountability, supports evidence-based decision-making and facilitates continuous organisational improvement.

Implementation of the Strategic Plan will be guided by an Annual Strategic Action Plan, which translates the strategic objectives into measurable initiatives, performance indicators, annual targets, responsible sections, implementation timelines and resource requirements. Each section will prepare detailed quarterly operational plans to support the implementation of the Annual Strategic Action Plan.

Progress will be monitored through the Commission's Performance Management System (PMS), which aligns individual staff objectives with the Strategic Plan and Annual Strategic Action Plan, supported by monthly progress updates, quarterly management reviews and formal mid-year and end-of-year performance assessments. Performance information will be collected and consolidated by the responsible sections to assess progress against established performance indicators and inform management decisions.

Monitoring will focus on:

- achievement of strategic objectives;
- implementation of planned activities;
- performance against annual targets and key performance indicators;
- efficient utilisation of financial and human resources;
- identification and management of implementation risks; and
- implementation of corrective actions where necessary.

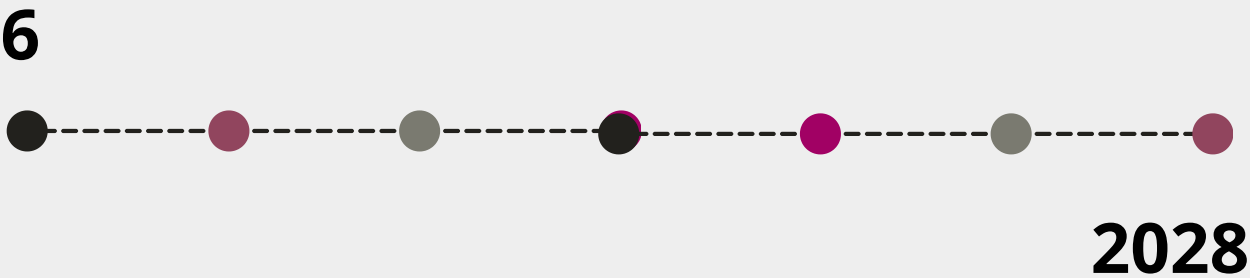
Monitoring & Evaluation

Implementation progress will be reviewed quarterly by Management and supported by ongoing budget monitoring, including budget utilisation and variance analysis, to ensure that financial resources remain aligned with strategic priorities. The Strategic Plan will also guide the Commission's Medium-Term Expenditure Strategy (MTES) and annual budget submissions.

Progress in implementing the Strategic Plan will be reflected in the Commission's statutory and corporate reporting, including the Semester Report submitted to the Minister responsible for Fair Trading Commission for transmission to Cabinet and the Annual Report.

The Strategic Plan will remain a living document. Where changes in the operating environment, legislation, Government priorities or institutional needs occur, the Commission may revise annual implementation activities and targets while maintaining alignment with its strategic objectives and national development priorities.

A comprehensive evaluation will be undertaken at the end of the 2026–2028 planning period to assess the extent to which the strategic objectives have been achieved, evaluate the effectiveness of implementation, identify lessons learned and inform the development of the Commission's next Strategic Plan.



Annex 1

Performance report for the Strategic Plan 2022-2024

Strategic Pillars	Strategic Objectives	Outcome Indicators	Outcomes
1. Deliver effective assessment and enforcement of competition cases.	a. The Commission seeks to effectively use the law to regulate Abuse of Dominance, anti-competitive agreements and mergers in Seychelles	Number of cases investigated % of cases concluded	55 cases 94.5%
	b. Review and align competition instruments (guidelines, procedures forms, templates) with market realities, evolving trends and changing economic and legal environment	Operational forms and guidelines adopted.	4 adopted 1 Competition Guide 1 Market Inquiry guideline (OECD) adopted 1 Immunity policy guideline from COMESA 1 procedure review Revised SOP with new templates for use in investigation

	c. Enhance market monitoring and surveillance from a competition perspective in key sectors.	No of market surveillance and monitoring conducted No of follow up actions from monitoring & market surveillance	1 Market Inquiry Not achieved (Inquiry not completed at end of 2024)
2. Deliver effective assessment and enforcement of consumer cases To increase deterrence on unfair and misleading market practices.	a. Investigate and conclude complaints on relevant consumer cases.	No of cases investigated % Of cases concluded	2022 - 187 cases 2023 - 207 cases 2024 – 172 cases 60%
	b. Collaborate with sector regulators on consumer protection	No of cases collaborated on	Joint taskforce inspections (SRC, SLA, SBS, PHA, NBA, FTC), twice a year USALAMA Operation (Seychelles Police, SLA, SRC, PHA, FTC), once a year Tripartite Committee (SLA, SPA, FTC), Quarterly

			Seychelles Bureau of Standards for Standard Tests.
	c. Conduct product compliance checks.	No of compliance visits conducted % of compliance	86 compliance visits 72% compliance rate
To enhance transparency, accountability and predictability of consumer matters	a. Review and develop consumer guidelines based on market conditions.	No of guidelines reviewed and developed	11 Guidelines 1 Construction Guide 1Consumer Guide (English and Creole Versions) 9 Advisory Notes to businesses
	b. Develop toolkits and templates on consumer protection.	No. of toolkits and templates developed	1 Toolkit Revised SOP with new templates for use in investigation
	c. Enhance market monitoring and surveillance from a consumer perspective in key sectors.	No of market surveillance and monitoring conducted No of follow up actions from monitoring & market surveillance	537 inspections 100 investigations into unfair conducts 16 Referrals to Tribunal 8 cases to Commercial Crime Unit

			376 Fixed Penalty Notices served
3. Protect due process of law and deliver effective Prosecution on consumer and competition cases before the Tribunal and Supreme Court.	a. Develop and implement the appropriate procedural rules.	No of rules developed and implemented	None was required
	b. Provide continuous and clear guidance on the application of the Law	No. of legal advice provided	88
	c. Ensure that the decisions of the Commission take into account all relevant facts	No of cases filed	121
	d. Ensure a high-level representation of cases before the Tribunal and Supreme Court.	% Success rate before the Tribunal and Supreme Court.	95% success rate
4. Visibility, Advocacy and Strategic Collaboration	a. To create a post for an advocacy and education officer	Yes or No	Yes Creation of Education and Advocacy unit
	b. To organize outreach and awareness to empower consumers and businesses.	No of activities organized	Achieved 15 activities Outreach, Presentations, Fairs, Sensitization campaigns
	c. Establish suitable Advocacy and Communication Instruments for key stakeholders	Promotional and branded materials produced and disseminated	Achieved Creation of Instagram Page, branded collaterals produced and disseminated.

	d. To strengthen media relations	Increase of the Commission's positive coverage in the media.	Creation of Public Relations Officer and Information and Communications unit.
	e. Promote creation, build capacity and collaborate with consumer/ competition protection bodies.	No of meetings & deliberations.	24 collaborations Meetings, workshops, internships.
	f. Establish partnerships with national and international agencies, and COMESA Institutions to enhance visibility and compliance.	MoUs	2 MoUs 1 with Botswana and 1 pending signature with Turkey 8 new contracts with a range of technicians for technical expertise.
	g. Publication of the decisions of the Commission	No of decisions published	35 rulings published (Undertakings and judgement by consent not published)
5. Institutional Strengthening	a. Development and implementation of an ICT Policy	Operationalize Plan	Not achieved
	b. Development and implementation of a Business Continuity Management Framework	Operationalize Plan	Not achieved

	c. Redesign, and regularly update of the website	Hits on the website	Website revamped in 2023
	d. Undertake regular internal and external audits	A positive MGT letter	Positive letter in 2024 Negative letter in 2023 for Audit Period 20-22 Regular monitoring as of 2023
	e. Annual review of strategic plan	Performance monitoring and evaluation yearly	Not achieved Reporting KPI's were not in line with the Outcome indicators in the Strategic Plan 2022-2024. Requires re-alignment in new Strategic plan.
	f. Annual review of performance management outcomes by Dept.	Performance Appraisal of Staff members conducted timely	Achieved Conducted quarterly, mid and end of year
	g. Review job descriptions	No of job descriptions reviewed	Achieved 7 reviewed
	h. Optimize use of resources	% reduction of operational costs	Not achieved Operational costs have increased due to increase in cost of goods and services.

	i. Develop and implement training needs assessment for staff	No of Staff members trained in line with training needs assessment	2 staff 1 Undergraduate in Construction 1 Post Graduate in Economics for Competition law.

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