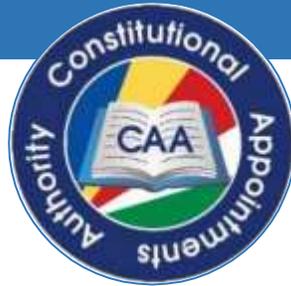


**CONSTITUTIONAL APPOINTMENTS AUTHORITY**



# STRATEGIC PLAN



# 2025-2029

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## 1. INTRODUCTION

### 1.1 Foreword

The Constitutional Appointments Authority (CAA) plays a crucial role in ensuring that qualified, capable individuals are appointed to key positions that drive the effective functioning of government. As the CAA adapts to the changing landscape of public service and governance, it is committed to continuous improvement in its operations. This strategic plan outlines the goals and initiatives that will help the CAA fulfill its mission with greater efficiency, transparency, and accountability for the period 2025-2029.

In today's fast-paced world, where technology is transforming how we work and increasing public expectations for good governance, the CAA recognises the importance of embracing innovative solutions. This plan focuses on enhancing internal processes, strengthening public outreach, and ensuring that the organisation's Rules and Procedures are clear, consistent, and aligned with legal standards.

At its core, this strategic plan reflects the CAA's commitment to upholding public trust, safeguarding transparency, and maintaining the highest standards of professionalism. By addressing current challenges and seizing new opportunities, the CAA is poised to make a lasting impact on the governance system and contribute to a more effective, fair, and responsive democracy.

In devising its strategies, the CAA is guided by the priorities of the National Development Plan.

### 1.2 Background

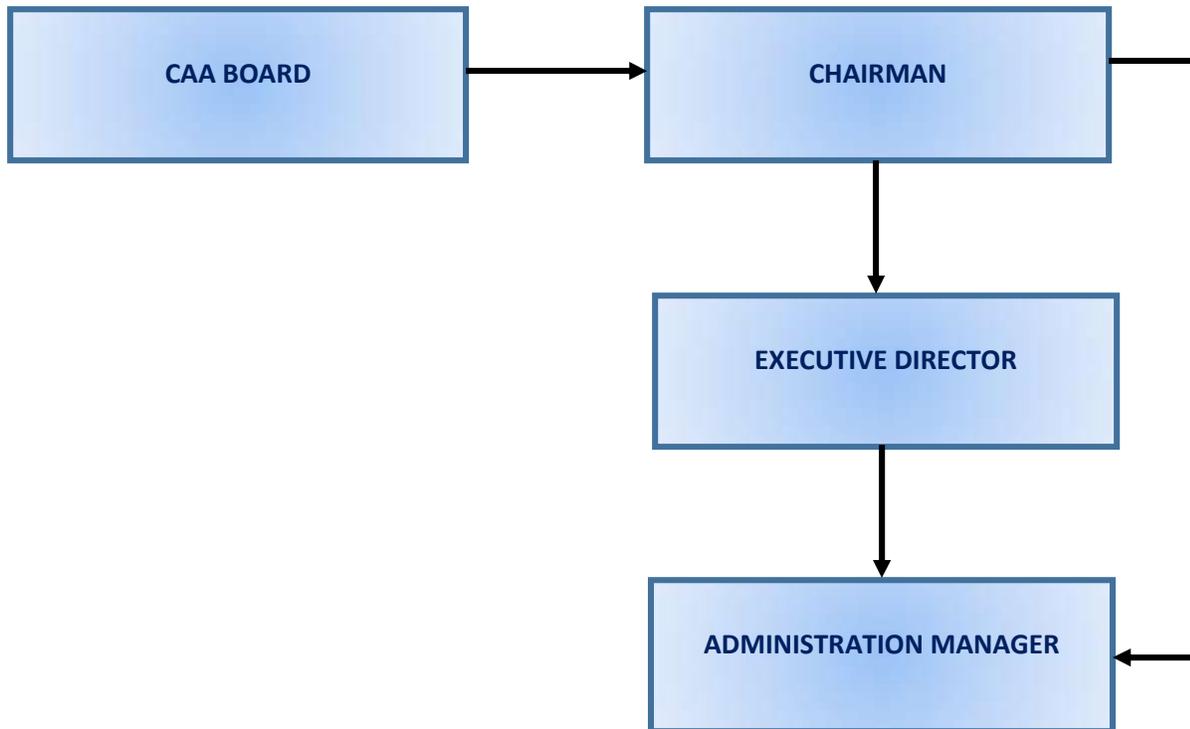
The Constitutional Appointments Authority (CAA) is an independent constitutional body established under Article 139 and 140 of the Constitution. It was established in 1993, when Seychelles adopted a new Constitution. It initially composed of three members, and was increased to five following a constitutional amendment in 2017. The President and the Leader of the main opposition party each appoint two members, and the four members by agreement appoint the fifth member who also becomes the Chairperson of the Authority.

September 2025 will be the 32nd year, since the first Members of the Constitutional Appointments Authority were appointed. While the CAA has operated quite smoothly over the years, it underwent a strategic transformation in 2018/2019, which included a comprehensive restructuring of the organisation's secretariat and operations procedures, as well as the establishment of its inaugural (first-ever) set of rules and procedures. These changes were essential to ensure that all recommendations are made with fairness, transparency, and in accordance with the appropriate procedures.

Alongside the Members, the secretariat provides vital administrative support to the CAA, ensuring the smooth functioning of its operations. It is responsible for coordinating meetings, managing documentation, facilitating communication between stakeholders, and assisting in the implementation of decisions and policies. The secretariat plays a crucial role in maintaining the

efficiency, transparency, and effectiveness of the CAA's work, enabling it to carry out its mandate in a timely and organised manner.

### CAA ORGANISATION STRUCTURE



## 2.CONSTITUTIONAL MANDATE

The CAA's mandate is to consider and propose to the President of the Republic of Seychelles the appointment of senior judicial officers, other constitutional appointees and other senior appointments as prescribed in the Constitution or by an Act. The CAA has established its own Rules and Procedures for recruitment and selection until appointment.

It also has the responsibility to consider and analyse complaints, and where serious, refer the matter to a Tribunal for investigation to determine a case of misbehaviour that may warrant removal from office.

## 3.VISION, MISSION AND CORE VALUES

### 3.1 Vision Statement

A CAA committed to diligently fulfil its role as outlined in Articles 139 and 140 of the Constitution, with unwavering impartiality and transparency.

### 3.2 Mission Statement

To uphold the integrity and independence of the constitutional appointment process by ensuring transparency, fairness, and accountability in all recommendations, while contributing to the strengthening of democratic governance and the rule of law.

### 3.3 Core Values



## 4. SITUATIONAL ANALYSIS

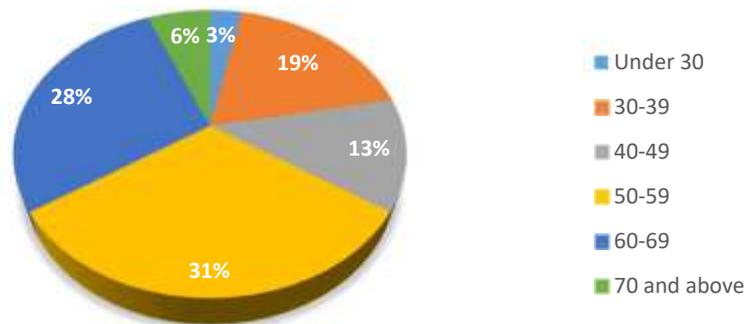
The Constitutional Appointment Authority (CAA) operates within a dynamic and complex environment, influenced by both internal and external factors that impact on its ability in delivering on its mandate and ensuring continuous improvement. This situational analysis provides an overview of the internal and external environment in which the CAA functions, highlighting key challenges and opportunities that shape its operations.

### 4.1 External Environment

#### 4.1.1 Demographic Challenge

The Constitutional Appointment Authority faces significant challenges in attracting qualified candidates for constitutional positions due to demographic factors. The qualified working-age population, which is relatively small in Seychelles, is principally engaged in full-time employment, leaving little time or flexibility to serve on Boards, as many employers are reluctant to release employees to attend Board meetings. This is particularly evident in Government ministries. Another challenge is that those that do apply are frequently underqualified or lack the necessary experience.

Percentage of Appointments by Age for the Period 2022-2024



#### 4.1.2 Retirees and the Lack of Incentives

Meanwhile, retirees, who would be an ideal source of candidates given their wealth of experience, often choose not to apply despite having the time. They are deterred by the current compensation offered for these positions or some just want to peacefully enjoy their retirement. Thus, the CAA often receives very few applications for key positions.

#### 4.1.3 Lack of Awareness

Additionally, there is a lack of awareness of the positions being advertised as some of the potential candidates are not seeing the advertisements in the selected channels of communication or in the conventional outlets such as the local dailies. Or simply just a lack of interest to check out for any upcoming vacancies. As a result, even if the positions are widely advertised and the application process being well-structured, the lack of awareness or motivation to check for possible vacancies also contributes to the low number of applicants.

#### **4.1.4 Remuneration**

The remunerations offered have proven to be a significant deterrent for all demographic categories as illustrated in point 4.1.1 above. The allowance does not match the level of responsibility and expertise. Both age groups are put off applying for these positions. This is more evident for high-profile constitutional positions, where local high calibre professionals are not attracted to apply and the CAA is left with no choice but get foreigners to fill up these key positions.

### **4.2 Internal Environment**

#### **4.2.1 Technology Integration**

While the CAA has basic systems in place and is well structured to handle a range of responsibilities, the organisation has yet to fully integrate modern technology to streamline operations. There is an opportunity to enhance internal operations further through the use of technology. Streamlining processes can reduce manual administrative tasks, improve data accuracy and consistency, reduce paper wastage, as well as speed up processes.

#### **4.2.2 Capacity for Outreach and Engagement**

The CAA's current outreach efforts are limited, with room for improvement in terms of reaching a wider, diverse and well-targeted audience. The Authority must invest in more targeted outreach strategies that make use of digital platforms, media channels, and community engagement to promote constitutional and other appointments. Without this improvement, the Authority may continue to struggle with attracting qualified candidates from both the working-age population and retirees.

#### **4.2.3 Regulatory and Operational Framework**

Another internal challenge is the need for a more regulated approach to the CAA's Rules and Procedures. Currently the CAA is looking to codify and formalise the CAA's operational procedures in collaboration with the Attorney General's Office. By clearly defining and documenting these procedures, the CAA can ensure greater consistency, transparency, and accountability in its decision-making processes, both internally and externally.

To summarise, the external factors mentioned above create a gap between the demand for qualified candidates and the available pool, leaving the CAA with limited choice when making proposals or recommendation for appointments to the President of the Republic. Internally, the CAA has the capacity to improve its operational efficiency through better technology integration, outreach efforts, and codification of its Rules and Procedures. Addressing these internal and external factors will be crucial for the CAA to fulfill its mandate more effectively and ensure that all positions are filled with qualified and capable individuals, ultimately contributing to better governance and public trust.

# 5. CAA SWOT ANALYSIS

## STRENGTHS



- Regulates its own proceedings
- Financial and administrative independence
- Experienced Board Members
- Experienced and qualified staff
- Familiar with all rules and regulations set by the Ministry of Finance, Trade, and Planning
- Has established and implemented its own Rules and Regulations, including procedures for handling complaints
- Transparent and impartial in recommending candidates for positions

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## WEAKNESSES



- Rules and Procedure not under an Act – not legally binding
- Lack of flexibility from established procedure
- Limited external exposure opportunities for staff.

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## OPPORTUNITIES



- Improve processes: Use of technology to work effectively and efficiently
- Public Engagements: Opportunity to participate in/organise outreach activities and collaborate with other organisations to enhance awareness of CAA and its advertised positions.
- Leverage international best practices through educational/research visits of international organisations to enhance and refine processes

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## THREATS



- Potential political interference
- Public Distrust: Failure to make decisions that align with public approval could undermine the authority’s credibility and result in a loss of public trust

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## 6. STRATEGIC GOALS FOR 2025-2029

### Goal 1: Enhance and optimise appointment procedures to attract high-quality talent for judicial officers, constitutional appointees, and other senior positions as prescribed in the Constitution or by an Act

**Approach:** Optimise appointment procedures by reviewing current processes with the help of a HR consultant. Collaborate with relevant institutions to compile duties descriptions for positions advertised by the CAA, with the goal of enhancing the effectiveness of future advertisements. Implement best practices by conducting research/ exchange visits to neighbouring countries. Expand recruitment channels to other medias. Refine the evaluation criteria to ensure transparency and fairness and attract top talent. Also regularly monitoring and adjusting the processes for continued effectiveness.

Outcome	Outcome Indicator	Target
-Broader talent pool to shortlist and interview from.	-Percentage increase in the number of qualified applicants per position compared to previous recruitment cycles.	-100%
-Improved quality of candidates recommended for appointment.	-Percentage of appointed candidates who meet the defined qualifications and performance expectations appointed by the President	-100%

### Goal 2: Revising and Enactment of CAA's Rules and Procedures for Consistency and Transparency

**Approach:** Reviewing the existing CAA Rules and Procedures. Work in close collaboration with the Attorney General's Office for an ordinary law concerning CAA and /or enabling provisions under the Constitution for enactment of the CAA's rules and procedures, in particular the Complaints and Removal Rules of constitutional appointees.

This will enhance accountability, provide clear guidelines for staff and external stakeholders, and future CAA Members. It will foster greater trust in the CAA's operations, ensuring that all decisions are rooted in legal soundness and best practices.

Outcome	Outcome Indicator	Target
-A revised and streamlined Complaints and Removal Rules for constitutional appointees.	-Publication of the revised Complaints and Removal Rules.	-Third Quarter 2025

-A legally binding set of Rules and Regulations which is easily accessible to everyone. A standardised document setting out the CAA’s rules, procedures, and policies, ensuring transparency, consistency, and compliance within a legal framework.	-Organisational procedures codified and legally approved.  -Date of official release or publication of the codified Rules and Procedures.	-First Quarter 2026  -First Quarter 2026
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### Goal 3: Enhance Public Awareness and Outreach

**Approach:** Develop and implement a communication strategy that leverages digital platforms, social media, and conventional media channels to increase awareness about the CAA, and upcoming vacant positions, in order to attract a wider, more diverse pool of applicants. This includes public engagements such as appearing on the platform of Bonzour Sesel, engagements with UniSey Law students, collaborations with other institutions aimed at reaching both the working-age population and retirees.

Outcome	Outcome Indicator	Target
-Enhanced public understanding of the CAA and its functions.	-Percentage increase in visits to the CAA website.	-50% quarterly
-Greater visibility and engagement with the positions advertised by the CAA.	-Increase positive media mentions or social media sentiments by 2027  -Percentage increase in the number of applications received.	- 20%  -100%

### Goal 4: Digitise and Streamline Office Processes to Boost Efficiency, Maximise Cost Savings, And Promote Sustainability by Reducing Paper Waste

**Approach:** Implement a digital platform to streamline internal office processes and document management. This will reduce manual administrative tasks, improve data accuracy and consistency, as well as processes. Implement digital solutions to reduce paper wastage and improve cost efficiency within the CAA by transitioning to a paperless system to distribute minutes of meeting, agendas, applications for positions and other relevant documents to the Members.

Outcome	Outcome Indicator	Target
-Successful implementation and deployment of a digital technology system.	-Digital technology acquired and implemented.	-July 2025
-Enhanced internal communication and real-time update of documentations providing a more efficient and user-friendly experience for staff.	-Staff who have completed training and actively using the system in their daily tasks.	-December 2025
-Members provided with tablets and fully using them for all meetings without requiring printed copies of documents.	-Tablets purchased, assigned to the CAA Members and training provided.	-February 2025
-Reduction in paper usage and associated costs, resulting in a measurable decrease in operational expenses.	-Percentage decrease in paper used annually.	-75%
	-Percentage decrease in the number of toners bought annually.	-75%
	-No hard copies of documents provided to Members for all types of meetings.	-December 2025

## Goal 5: Foster Continuous Staff Training and Development for Enhanced Organisational Performance

**Approach:** Implement an ongoing training and professional development plan for CAA staff to ensure they remain equipped with the latest skills, knowledge, and tools necessary to perform their roles effectively.

Outcome	Outcome Indicator	Target
Enhanced staff competency and performance, leading to improved operational efficiency, higher quality decision-making, and increased responsiveness to evolving organisational needs.	-Number of professional development activities attended by staff.	-2/3 per staff annually
	-Percentage improvement in operational efficiency measured through staff annual performance review.	-100%

## **7.CONCLUSION**

When engaging in exercises such as the preparation of a Strategic Plan, the focus is not on selecting easily achievable targets, but rather on conducting an honest and thorough assessment of the impact of our endeavours. The objective is to fulfill our mandate to its fullest potential, ensuring the delivery of excellent service to both our internal and external stakeholders. It involves identifying strategies to reduce costs while simultaneously enhancing efficiency, transparency, and accountability within our operations. Ultimately, aligning the organisation with and contributing meaningfully to the overarching priorities of the Government, as outlined in the National Development Plan 2025-2027. By focusing on these critical areas, we position ourselves to make a substantial, long-term impact on national development goals.

