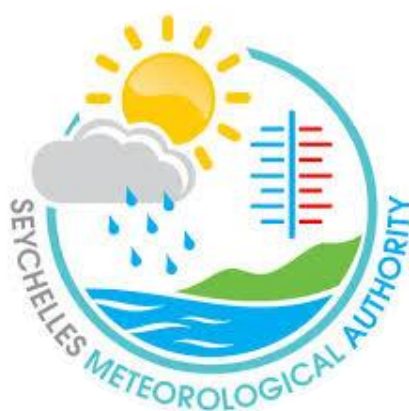


Seychelles Meteorological Authority

Strategic Plan for the period 2024 to 2028



Forward



*Mr. Gerard Hoareau
Chairman of the Board*

On behalf of the Board of the Seychelles Meteorological Authority (SMA) I am delighted to present the strategic plan for the period of operation 2024 to 2028.

The details contained herein share the pathway that SMA will travel to continue to enhance and strengthen the Authority to meet and exceed the needs of the Seychelles government, our citizens, and the wider Southwest Indian Ocean region. It aligns with the 5-year National Development Strategy (NDS) 2024 – 2028, the second of three 5-year periods to achieve the Seychelles Vision 2033.

The previous SMA strategic plan for the period 2019 – 2023 saw a significant period of change, including the successful transition from the Seychelles National Meteorological Service (SNMS) to becoming the SMA via the Meteorological Act 2015. In addition, much activity was undertaken and implemented to obtain the ISO 9001 accreditation for Aviation weather services: the achievement of which is recommended by the International Civil Aviation Organization (ICAO) and the World Meteorological Organization (WMO) to ensure there is a positive impact for significant safety and economic benefits for the industry.

This strategic plan is based on the strong foundations and successes from the previous strategic planning activities and deliverables and will ensure continuity to build on what has already been achieved. It will ensure that SMA remains an asset for government and society today, tomorrow and into the future and will enable SMA to deliver its mission and mandate to provide quality meteorological and climate services to safeguard life and property.

Looking ahead: the period of this strategic plan brings another phase of managing and implementing large scale change, with several increasingly vital and urgent weather and climate related needs in our local and global environment. This requires us, through the period of this plan, to enhance and strengthen the institutional operating and financial strategy and cross-sectoral working, nationally and internationally. This is especially important in consideration of the impacts of climate change and the urgent need for improved Early Warnings Services, with the UN *"Early Warnings for All" (EW4All) initiative seeking to "ensure everyone on Earth is protected from hazardous weather, water, or climate events through life-saving early warning systems by the end of 2027"*.

SMA are well placed to lead and manage this change and associated benefits. Another key initiative: The *"Hydromet Project": "Building Regional Resilience through Strengthened Meteorological, Hydrological and Climate Services in the Indian Ocean Commission Member Countries"* was launched in late 2023 and sees SMA, as designated by the Seychelles Government, as the lead National Implementing Partner ("NIP"). As such, they are responsible for participating in the design and implementation of the national and partly regional activities, in coordination with other Southwest Indian Ocean countries. These activities are key strand of activity for the coming few years and are reflected throughout this strategic plan.

It is a challenging but exciting time for the meteorological world and the SMA Board fully endorses this strategic plan and the support to the SMA and CEO in the achievement of the deliverables.

To be signed here by Chairman of Board

Executive Summary



Mr. Vincent Amelie
CEO

This strategic plan provides a pathway for SMA to continue to fulfil and enhance its mandate, as outlined in the Metrological Act 2015, for the provision of timely weather and climate information and services for the safety of life, protection of property and conservation of natural environment for the period 2024 – 2028.

Significant activity is planned for the period of this plan, with modernising, strengthening, and sustainability of our enhanced cross-sector operations a key focus. Fuller details of how we will achieve the above can be seen throughout this plan and within our operational plan.

Figure 1. The five Goals of SMA are:

Goal 1. To Enhance Multi-Hazard, Impact Based Forecasts, Early Warnings Services (MH-IBF-EWS) to deliver sustainable services for safety of life and property within the Republic of Seychelles
Goal 2. Strengthen and Enhance the Institutional and Infrastructure Capacity
Goal 3. Effective Climate Services
Goal 4. Investigate and Increase different forms of cost recovery mechanisms
Goal 5. Increase Visibility, Outreach and Partnership activities

Our strategic plan ensures that everything we do is logically connected to the achievement of our overarching Vision and Goals, ensuring that we operate effectively and efficiently and with clear focus. The strategic plan helps us address the needs of the changing environment in relation to weather and climate services and ensures we have the associated institutional, national, and regional activities planned to meet these needs. Importantly, it looks to future to ensure sustainability and enhancement of the vital and evolving services required, especially in relation to cross-sectoral Multi Hazard – Impact Based – Early Warnings (MH-IBF-EWS)

At the time of drafting this plan, several key developments projects and deliverables are already in train or about to be implemented. These form some major elements of the workstreams over the coming years for SMA, all of which, with their synergies, strengthen and compliment SMA key activities, expertise, and mandate. The “Hydromet project” and the “SOFF initiative” are two of note, with the former aiming to strengthen the resilience and adaptive capacity of regional and national communities to the impacts of climate change in the island states of the southwest Indian Ocean and the latter, to fulfil gaps in the WMO Global Basic Observing System (GBON), to “have a direct positive impact on the quality of weather forecasts, thus helping improve the safety and well-being of citizens throughout the world”

The period of the last plan covered the phase in which SMA established itself as a stand-alone government department following the agreement of the Met Act 2015. Whilst this Act has helped SMA deliver and grow as an Authority, further small adjustments are now required to enable other areas of delegated authority and

growth. This is primarily to improve existing regulatory capacities and improve the ease of doing business for SMA with increased delegated authority which can enhance the effectiveness of SMA. These adjustments will be investigated and undertaken via some small refinements to responsibilities of the Regulations linked to the Act.

In addition to changes to the Regulation, further exploration of Public Private Partnerships (PPE) and wider cost recovery and sharing mechanisms will be investigated to supplement existing funding sources, this especially important in terms of the high-income status of the Republic of Seychelles potentially now limiting access to certain areas of aid funding.

There has been wide consultation with stakeholders for the development of this plan and whilst a solid set of Goals and Objectives are now agreed, there will be adjustments over the period of the plan as the capacity development needs grow and evolve in what is a dynamically changing landscape.

As CEO of SMA, I am certain that the work undertaken for this strategic plan has considered the current and future environment and I believe the activities will ensure that SMA successfully moves to the next level in our institutional development.

To be signed by Mr Vincent Amelie, CEO Seychelles Meteorological Authority

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Acronyms

NMHS	National Meteorological and Hydrological Services
CNES	Centre National D'Etudes Spatiales
CREWS-SWIO	Climate Risk and Early Warning Systems – Southwest Indian Ocean
EW4All	Early Warnings for All
EWS	Early Warnings Systems
GBON	Global Basic Observing Network
ICAO	International Civil Aviation Authority
IOC	Indian Ocean Commission
IFRC	The International Federation of Red Cross and Red Crescent Societies
ITU	International Telecommunication Union
LFA	Logical Framework Analysis
MACCE	Ministry of Agriculture, Climate Change and Environment
MHEWS	Multi Hazard Early Warning Services
MH-IBF-EWS	Multi Hazard – Impact based Forecast – Early Warning Systems
NDS	(Seychelles) National Development Strategy
NIP	National Implementing Partner
NOAA	National Oceanic and Atmospheric Administration
PBB	Programme Performance Based Budgeting
PPE	Public-Private Engagement
PESTLE	Political, Economic, Sociological, Technological, Legal and Environmental (Analysis)
RA	Regional Associations
RBM	Result Based Management
RIMES	The Regional Integrated Multi-Hazard Early Warning System for Africa and Asia
SMA	Seychelles Meteorological Authority
SNMS	Seychelles National Meteorological Service
SOFF	Systematic Observing Financing Framework
SWOT	Strengths, Weaknesses, Opportunities, Threats
UNDRR	United Nations Office for Disaster Risk Reduction
WB	World Bank
WMO	World Meteorological Organization

1. Introduction

The following section gives a brief overview of the SMA and the key achievements from the last strategic planning period as well as outlining the strategic planning activities undertaken to develop this strategic plan. A separate and “live” Operational plan and Monitoring and Evaluation plan are stand-alone tools to help manage and deliver the details resulting from this strategic plan – where possible, these are in keeping with the style used within the Seychelles National Development Strategy.

1.1 Seychelles Meteorological Authority – History & Background

Seychelles Meteorological Authority (SMA) is the Republic of Seychelles national weather service. It was established in 1972 by the British sailors as Seychelles National Meteorological Services (SNMS) to provide weather services to the Mariners at Port Victoria. However, with the establishment of the Seychelles International Airport, the service was relocated to the airport location at Porte Larue to provide aviation weather services.

Through the adoption of the Meteorological Act 2015, the SNMS evolved to be the Authority SMA – Seychelles Meteorological Authority. The main purpose and mandate of the authority is anchored on executive orders of the structure and organization of the Government of Seychelles and the World Meteorological Organization convention which recognizes that National Meteorological and Hydrological Services (NMHS) to be the single and authoritative voices and sources on matters of severe weather and extreme climate events in WMOs member countries.

The Authority is administered by a Board consisting of a representative from each of the following:

- The Ministry responsible for climate change
- The Ministry responsible for Finance
- The Seychelles Civil Aviation Authority
- The Seychelles Ports Authority
- The Town and Country Planning Authority

As well as

- One expert having qualifications and experience in the matters of meteorology.
- One person as the President may deem fit.
- The CEO ex-officio.

The Board has a Chairperson and Vice Chairperson as appointed by the President and each serve terms of 3 years. The make-up of the board aids the cross sector integrated working for nation frameworks for weather and climate services.

The owning Ministry of SMA is The Ministry for Agriculture, Climate Change and Environment (MACCE). The Ministry has three departments who are responsible for the development of policy and regulatory frameworks whilst the Authorities and Agencies, like SMA have the responsibility to put these policies into practice.

1.1.1 Seychelles Meteorological Authority – Board Members

The members of the SMA Board at time of publishing are as follows:



Mr Gerard Hoareau
Chairperson



Mr Lambert Woodcock
Vice Chairperson



Mr Vincent Amelie
Member (ex-officio)



Mr Justin Prosper
Member



Ms Rooth Pool
Member



Mr David Labrosse
Member



Mr Ronny Alcindor
Member



Mr Wills Agricole
Member

1.2 Key Achievements

There have been several achievements in the past 4 or 5 years, most notably.

- ISO certification for Aviation services achieved in 2022.
- A 10-year localisation plan to attract, train and retain key professions has been developed and now being implemented as of 2021. This plan has been primarily related to the forecasting profession and the need to have education and career pathways for Seychellois. Going forward, as per Objective number 2.3: "To Strengthen human capacity, expertise, and skills of the SMA", a fuller HR plan for new and evolving professional needs will be developed.
- The aviation cost recovery mechanism, as per ISO requirements was developed and is now being implemented, with adjustment in terms of a Regulation being activated to ensure that SMA can formally implement the finance recover procedure directly.
- Successful transition in the change of legal stats from SNMS to SMA.
- Initial reward-based performance management system implemented.
- Strengthening of the non-aviation observations network (which is well established) has been commenced, with several new automatic weather stations installed.
- Increased regional and global recognition for effective partnership working and delivery with for example the key role SMA has with the Hydromet initiative, CREWS and SOFF partnerships etc.
- Modernisation of the operations environment is now achieved in terms of staffing needs because of new technology and service needs, with the operations now supporting two forecasters dedicated to aviation and public responsibilities respectively, compared with one and an observer previously.
- Successful re-deployment of staff linked to the above
- Increasing recognition from the Seychelles Government and the National Assembly of the knowledge and reliability of SMA to perform as the Authority as well as on the international stage.
- In tandem, there has been increased public recognition and trust from the citizens of Seychelles with increased forecast accuracy and timeliness of advice.
- Managed service delivery and operations during the COVID pandemic.

Some key lessons learned from the development and implementation of the last strategic plan have been adopted and incorporated withing this planning phase as noted below:

- There has been increased involvement of the SMA team into the strategic planning process to enable more connection to the deliverables, to ensure staff objectives alignment is better achieved and managed.
- Wider stakeholder engagement was conducted and follow up discussions are expected on an ongoing basis.
- A stronger linkage to external initiatives has been adopted, partly due to the increased nature of involvement in some significant development projects.

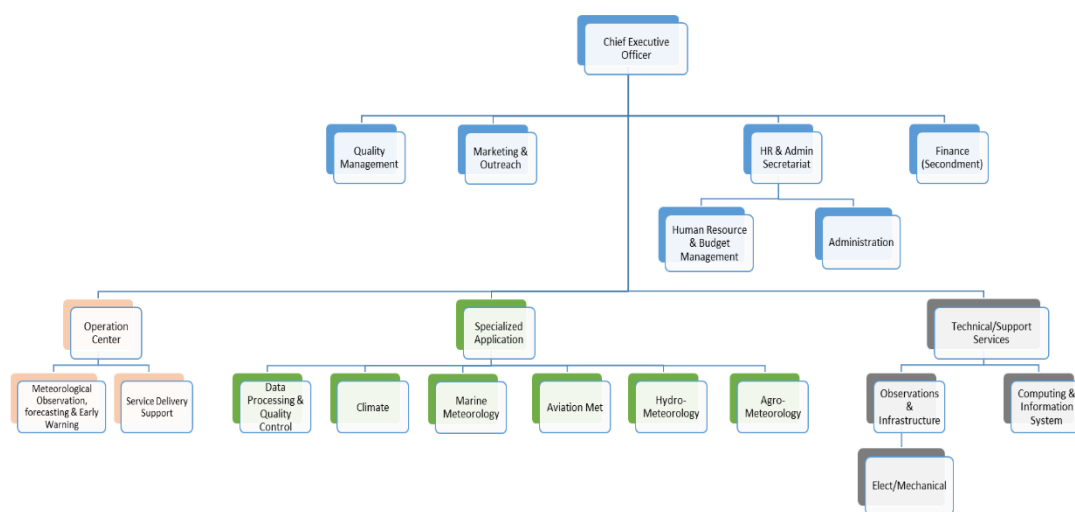
During the period of this strategic plan and looking ahead to the next phase, it will be key to maintain the key personal involved in this planning phase active in the overarching strategic planning processes to assist in real-time updates and forward planning.

1.3 Organisational Structure

At the time of publication of this plan, the organogram is as shown in Figure 2, and recruitment to this organisational structure is ongoing. Moving forward, under Goal 2, Objective 2.3 “To Strengthen human capacity, expertise, and skills of the SMA”, the HR plan will look at the development and recruitment of the evolving professions, skills and competencies required and well as the strategies needed to recruit and retain staff.

Realignment of the organisational structure in line with these outcomes of the HR planning work is therefore envisaged during this planning period.

Figure 2. SMA Organogram



1.4. Strategic Planning Methodology

The Strategic planning process was initiated in January 2023 and led by the Chief Executive Officer (CEO), supported by the Minister of Agriculture, Climate Change and Environment (MACCE), the SMA Board, the SMA team and by WMO Strategic Planning Consultants as part of the CREWS-SWIO activity.

This strategic plan builds on relevant key goals and priorities of the previous plan, whilst looking to new and enhanced activities and approaches to strengthen the capacity and reputation of the SMA.

Importantly, the period of this plan mirrors the second of the three, 5-year National Development Strategy plans (2024 – 2028), as part of the Vision 2033. Where possible, we have employed the same use of terminology, as well as methods for Monitoring and Evaluation and key Risk monitoring.

A similar method of planning as that employed for the previous strategic plan had been used, i.e. The Logical Framework Approach (LFA). This approach ensures that

all the activities undertaken by SMA are directly in aid of, or in support of the achievement of the overarching goals of the Authority as outlined on page 4. Clear links and connections should be easily identified to ensure that focus and priority is given to the work required to achieve the SMA Goals and ensure the SMA team achieve their objectives and development needs.

For this plan, a strengthened and more streamlined link to KPI achievement and monitoring, as well as improved mapping to team and individual objectives is to be developed. This will help prepare the way SMA is reporting to be able to dovetail easily into the national results-based management system and the performance management system due for implementation in 2026.

The summary below shows the key activities undertaken to draft this strategy: -

- January to September 2023 – initial engagement with SMA and WMO regarding the suggested support and approach to the drafting of the plan took place and this resulted in: Firstly, a mission to develop ideas further, especially undertaking extensive stakeholder engagement. Secondly, numerous on-line engagements with SMA and WMO helped gather the environmental information, internal and external to the organisation to ensure that this key information was suitably incorporated in the strategic direction with SMA Goals, Objectives and Activities agreed accordingly.
- September to November 2023 – an in-depth period of further in person consultation with SMA and WMO took place, which involved reframing and refining of Goals and associated objectives. Specific activities to achieve these were identified, with details on how these will be monitored and evaluated agreed. In addition, a dynamic operating plan methodology was also developed. Where possible, linkages in style, terminology and processes will mirror those of the Seychelles NDS – this is especially important to make sure compatibility with the government performance management systems noted earlier. Finally, budget allocations were drafted, to show in a broad sense the alignment to each of the five SMA Goals.
- December 2023 – February 2024 – Finalisation and approval of the SMA Board.
- February 2024 onwards – Implementation of Operational plan and associated reporting metrics and processes
- 23 March 2024 – Launch of strategic plan aligned to World Meteorological Day

1.5 Alignment with Key Initiatives

There are several activities, projects, and initiatives, both nationally and globally that SMA is actively involved in, and these are where applicable, reflected in the strategic plan, thus supporting the Vision and Goals of SMA to fulfil and enhance our mandate.

Nationally, the period of this plan mirrors the second of the three, 5-year National Development Strategy plans (NDS 2024 – 2028), as part of the Vision 2033 (commenced 2019). The NDS highlights some of the most critical challenges facing Seychelles today, as shown below, and activities directly and indirectly linked to these can be seen throughout the SMA Strategic plan.

- The need to improve service delivery in both public and private spheres so it's more efficient, better targeted, and more relevant to the increasing needs of our people.
- Embracing science, technology, and innovation as a cross-sectoral means to achieve multiple objectives and outcomes including better delivery of services for our citizens.
- Mitigating and adapting to the threats caused by climate change.
- Focus on results delivery and robust KPI monitoring (PPBB - Programme Performance Based Budgeting)

In addition, The Government of Seychelles has embraced the Blue Economy approach – whilst Tourism is and has been the most important economic sector and the 1st Economic Pillar of Seychelles, Fisheries is the 2nd Economic Pillar and there is increased focus here for an integrated approach to ocean based sustainable development. The SMA strategic plan will look to identify possible areas of development here via numerous strategic objectives, including the development of SMA business plan and the seeking to establish relevant research activities and studies to support enhanced weather and climate services.

Looking more broadly at development projects, one major project, noted by the SMA Board, is the “Hydromet” project which is a 71 million USD project: the objective being to strengthen the resilience and adaptive capacity of regional and national communities to the impacts of climate change in the island states of the southwest Indian Ocean. Many of the activities, including the leadership as national focal point and chair of this project, can be seen in our Objectives and throughout our associated activities. In terms of sustainability, the Government of Seychelles will support this project throughout its 5-year implementation as well as committing to maintaining and operating the services developed by it over the longer term 15-year period.

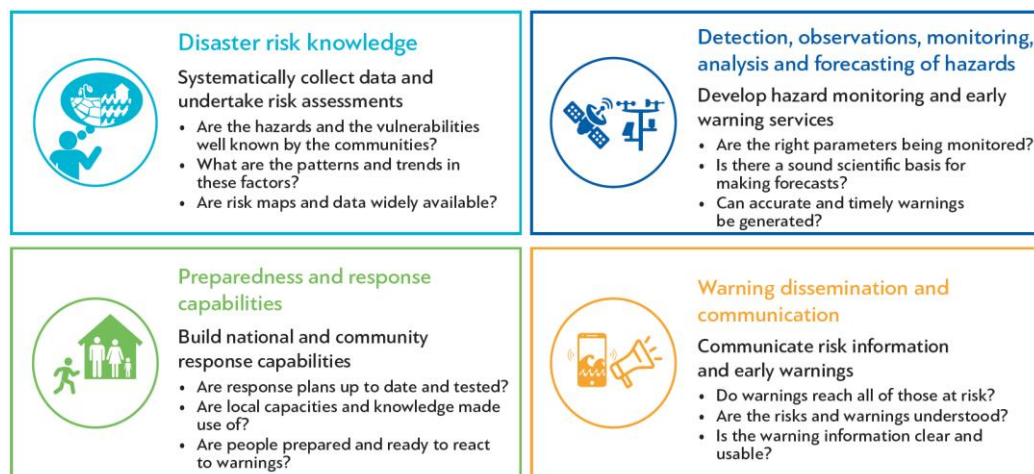
Figure 3. The key partners of the Hydromet Project.



Another key development project is SOFF: “*The Systematic Observations Financing Facility*” which is a United Nations Multi-Partner Trust Fund (UNMPTF) created in 2021 by the World Meteorological Organization, the United Nations Environment Programme, and the United Nations Development Programme for the provision of a global public good: basic weather and climate observations. Seychelles is one the targeted countries for readiness support which aims to identify and fill any gaps in the GBON (Global Basic Observing Network) – supply of key observation data to fulfil the GBON is a key need of the WMO Integrated Global Observing System (WIGOS), fulfilment of which “will have a direct positive impact on the quality of weather forecasts, thus helping improve the safety and well-being of citizens throughout the world”

In addition, there is the key initiative of the UN: “*Early Warnings for All*” (EW4All), which is the effort “to ensure everyone on Earth is protected from hazardous weather, water, or climate events through life-saving early warning systems by the end of 2027”. This initiative is part of the UN “Acceleration Agenda” which aligns with the Paris Agreement, Supports the Sendai Framework for DRR, especially Target G; access and availability of MHEWS and Contributes to the 2030 Agenda and Sustainable Development Goals. The EW4All is co-led by WMO (World Meteorological Organisation), UNDRR (United Nations Office for Disaster Risk Reduction), with support from ITU (International Telecommunications Union) and IFRC (International Federation of Red Cross and Red Crescent Societies). Whilst Seychelles is not included as one of the initial 30 at risk countries eligible for the “stepped up coordination” around this initiative, there may be scope for future direct involvement, but it should be stressed, that current SMA activities and development projects and fully synergetic with the aims of ensuring coordinated early warnings for all.

Figure 4. The 4 Pillars of EW4All:



(Ref <https://wmo.int/content/overview-of-early-warnings-all-executive-action-plan-2023-2027>)

Furthermore to the above noted initiatives, there are numerous interconnections within the WMO networks and regional global centres that are key to the operations of NMHS. i.e. Seychelles is a Member of WMO Regional Association I, with the SMA CEO nominated as the Permanent Representative for WMO on Meteorological matters, liaising closely with the designated Hydrological adviser. The Regional Association, alongside development projects, aims to foster and to develop regional cooperation and capacities within existing institutions, networks, and committees in

line with their mandates: and as such, SMA works closely with the following regional specialised centres: -

- Regional Specialized Meteorological Centre (RSMC) La Réunion (Météo-France) as Tropical Cyclone Centre for the Southwest Indian Ocean and the Tropical Cyclone Committee (RAI TCC).
- RSMC Pretoria (SAWS) for the Severe Weather Forecasting Programme (SWFP).
- Regional WIGOS* Centre Pretoria (RWC).
- Regional Training Centre Pretoria (trainings to be discussed with Member States).

SMA also has close links with numerous other institutions. E.g. other NMHS including the likes of the UK Met Office for training and other matters. In addition, SMA has close ties with other scientific institutions, with for example: CNES (Centre National D'Etudes Spatiales and The Regional Integrated Multi-Hazard Early Warning System for Africa and Asia (RIMES)

1.6 Environmental Scan

The **SWOT** and **PESTLE** from the previous Strategic Plan and MHEWS (Multi Hazard Early Warning Services) diagnostic report for Seychelles were reviewed and updated to encapsulate the newer aspects of the environment and how it affects SMA for the foreseeable future. These can be seen on the following pages.

During the planning phase, especially early in the period, numerous one to one and joint Stakeholder engagement meetings and interviews were undertaken, with feedback analysed to ensure that their needs and potential opportunities are captured appropriately within this strategic plan.

The resulting SMA Objectives and Activities reflect a balance of strategic outputs and requests of stakeholders. Some stakeholder requests may not necessarily fall into the existing remit or funding areas of SMA, so some further investigation with these stakeholders and or associated Ministries is expected for further refinement of these, which could result in changes to funding streams to realise these or for any re-assessment of their feasibility.

1.6.1 SWOT Analysis

INTERNAL Strengths	INTERNAL Weaknesses
<ul style="list-style-type: none"> ● Good reputation and understanding of SMA role and strengths within the Ministry and National Assembly, with associated high levels of political support, ● Strong leadership and drive from SMA CEO ● Strong and supportive working with the SMA Board ● Effective and timely issue and delivery of routine forecasts and early warning services ● Increasing demand from users and stakeholders seeking services, especially marine and climate related/strong desire and drive to increase services and impact. ● Well trained and reliable pool of volunteer observers which aids the DRR activities. ● Constructive and beneficial relations with development funders, intergovernmental organizations, and regional partners ● Increasing understanding and appreciation from Seychellois of the relevance of climate change and the critical role that SMA has ● Good alignment of SMA strategic Goals and Objectives with WMO and key initiatives 	<ul style="list-style-type: none"> ● Lack of locally recruited institutional human capacity. ● Some roles need support to widen skills. ● Low remunerational package versus similar professional roles in the Seychelles ● Shortcomings/lack of appreciation of the need for a joined up, one team approach to corporate messaging and how this can benefit SMA. ● Weak link between staff objectives and the Strategic Plan Goals and Objectives and KPI, including where engagement in external projects benefits the strategy with associated inconsistent performance management and staff development processes/career paths. ● Outdated building and lack of space in the current SMA Headquarters
EXTERNAL OPPORTUNITIES	EXTERNAL Threats
<ul style="list-style-type: none"> ● SMA support to government and increasing visibility aids the acknowledgement and strengthening of SMA as the authoritative voice. ● Increasing Seychelles Government and global focus on Climate Change and associated impacts can lead to strengthening capacity for SMA in term of budget increases to aid new products and services. ● Opportunity for new seasonal, probabilistic and customization and site-specific forecasts ● Potential to use newer technology/social media as user and marketing tools. ● Continued strengthening of relationships and partnerships can continue to strengthen cooperation for capacity development. E.g. links with SAWS, WMO, ICAO, VCP ● General - New sources of funding, commercial services, and direct project funding. ● Successful leadership of Hydromet project to strengthen reputation and future development activities. ● Successful implementation of enhanced observations network, via the likes of SOFF could expand responsibility and leadership of observations/data collection. 	<ul style="list-style-type: none"> ● If SMA doesn't step up/stay relevant there is a risk to authoritative voice and thus <ul style="list-style-type: none"> ○ Loss of trust of government and other stakeholders ○ Sustainable funding to maintain and strengthen institutional operating and infrastructure capacity to meet development work deliverables. ● Competition; other sources of information, especially global internet providers ● Unofficial data acquisition by Third-Party Service Providers ● Damage to reputation and authoritative voice from any assumed responsibility for information not originating from SMA (more risk than threat?) ● Requirement and financial impact of paying import duty on purchased or donated equipment (the latter should become exempt from this duty soon)

1.6.2 PESTLE Analysis

Political

- Currently, some core needs of SMA require approval via the Public Services Bureau, e.g. recruitment. Further work is expected to improve existing regulatory capacities and improve the ease of doing business for SMA with increased delegated authority which can help to enhance effectiveness of SMA in this regard.
- Continued requirement to ensure that the Aviation Cost Recovery process and the use/dispersal of funds by SMA, as agreed and implemented during the previous strategic plan period is maintained, ensuring reinvestment by SMA for key organisational activities and not used as a budget reduction vehicle.
- Sustainability of funding from government post Hydromet project is needed to ensure that the resulting increased/enhanced operations can be maintained or enhanced to ensure delivery of essential joined up cross -sectoral EWS going forward. Commercial service revenues may be able to compliment this when deemed sustainable revenue streams.

Economic Factors

- Blue Economy approach – whilst Tourism is and has been the most important economic sector and the 1st Economic Pillar of Seychelles, Fisheries is the 2nd Economic Pillar and increased focus is placed here for an integrated approach to ocean based sustainable development, bringing together economy, environment, and society, consistent with the Sustainable Development
- With major development projects, the recent cost recovery mechanism for aviation introduced and the increased budget to deliver the increased organisational capacity needed to scale up for the Hydromet project, close attention is needed to ensure that no reductions from these committed areas of funding jeopardises the ability of SMA to honour their service delivery obligations and aspirations.
- Consideration of targeting new funding/revenue streams needed if shift in designation from LDC to SIDS has impact on accessibility to certain funds.
- Any future COVID style or major weather/climate scenario and impact which affects airline activity and thus cost recovery monies is a risk, with aviation the key revenue generator for the operations of SMA.
- Costs related to the siting and operationalising of the new HQ building to be clarified as previous costs and decisions have been superseded.
- Uncertainty related to the exact nature of the charges from SCAA for the airport office will need to be negotiated and agreed.
- The developing cost recovery and commercial product revenue, data policy and plan are uncertain at this stage so exact impact to be monitored and factored into strategic plan as required.

Social

- Climate Change education becoming more important as awareness of Climate Change impacts is increasing and leading to an increased need for reliable information and SMA are seen as the authoritative voice in this regard?
- Potential to target information, especially for commercial services.
- Recognition, attitudes, and trust in information is growing, amongst the Seychelles population.
- Pursuance by Government via the “Unified Women Parliamentarians’ Caucus working to ensure equality for all, especially women, children and the vulnerable.

Technological

- Increasing social media awareness/interactions will require continual monitoring and plans for using this for reach, engagement, new product uptake and benefits realisation.
- Increasing services and cross-sectoral /more integrated EWS/DRR engagement to deliver these requires reliable technology with sufficient capacity and increased bandwidth.
- Increasing need for gathering, storing and manipulation for data from different sources and the emergence of more cloud-based technologies versus physical on-site infrastructure may change how and where SMA operates in this previously on-site/non-digital domain.
- Research and Development in ICT is seen as a priority in Seychelles government.

Legal

- The legal status of SMA is well established via the Meteorology Act 2015, as is the agreement of cost recovery for aviation, but updates are needed via a new Regulation to enable SMA to make the charges for aviation cost recovery as well as other future commercial services.
- Need for a data policy and charging schedule to be defined and agreed.
- Need for appropriate legal instruments to be in place to enable coordination of MHEWS/Hyrdomet/EWS.

Environmental

- Disaster preparedness and response are becoming more important.
- Whist Tourism is a key pillar of the economy, there is a growing need around ensuring a good balance and understanding of eco-tourism/responsible travel and sustainable development.

1.7 Conclusions from Environmental Scan

Several important themes were identified from the environmental scan process and discussions. Some key elements are shared below, and the resulting Goals and Objectives are shaped around the successful fulfilment of these. In a little more detail.

- The increasing focus and pressing needs to address the changing climate and the urgent requirement to build necessary capacity to enhance early warnings for all are a clear theme highlighted from many parts of the environmental scan. The benefits of strengthening multi cross-sectoral working and enhancing and improving connections there, is a strong theme, with for example, the “*Hydromet*” project implementation key to helping here and augmenting the capacity within SMA and the Republic of Seychelles in this regard.
- Increased observations or observational data are also clearly shown as a need through the stakeholder engagement discussions, and thus the timely impact of SOFF to fulfil GBON is welcomed, but opportunities also exist for SMA to support other national partners in the expert siting and choice of suitable equipment for their operations, as well as how to best share data amongst stakeholders.

- Whilst development projects are a big focus for the next few years, the ability to attract and sustain funds going forward emerges as a clear need, especially as Seychelles income status now means that it may no longer be able to secure certain development aid. It is therefore important that via investigating new forms of cost recovery and sound business planning, SMA is not only able to fill any gaps in development funding, but to supplement some government funding. The desire and ability of SMA to seek other ways to complement existing funds and enhance these is also a strong element with the drive to new business models and public private partnerships (PPE)
- Increased requests and needs on specific research areas was a clear signal also and as such an objective to establish relevant research activities and studies to support enhanced weather and climate services to improve the understanding of the climate sensitive sectors and what drivers affect climate in Republic of Seychelles has been included.
- For some specific market sectors, increased needs and areas for collaboration were identified, for example, in the agriculture area, there is an increasing need with both seasonal and research elements, but wider than this, the expertise and capacity for SMA to increased focus on specific research areas was clear and as such is a key Objective.
- HR The range of professions and skills that are needed to succeed in achieving this strategic plan cannot be underestimated. Building on the existing localisation plan will be key to ensure that attraction and retention of staff is managed well. An HR plan is a key deliverable of this strategic plan to assist in this regard.

2.0 Vision, Mission & Values

Vision: To be the recognized national meteorological authority delivering dynamic and innovative services to support sustainable development.

Mission: To strive to provide quality meteorological services to safeguard life and property; to support national development and meet our international obligations.

Our **Vision** statement reflects the expectations and aspirations in the Meteorology Act 2015. Recognition is not just about the legal position; it is about the esteem in which the organisation is held through the services it delivers and the way it delivers those services to its customers and users. The “Dynamic and innovative” phrase shows the drive and determination to improve and expand the range and penetration of services while the “Sustainable development” phrase covers a very wide range, including services for safety of life and property, social, economic, and commercial benefits, education and climate change and climate risk preparedness.

In our **Mission** statement: “To strive” is about working smarter, to use our skills and knowledge to deliver effective and reliable services which meet the needs of our users and customers whilst increasing the range of the services we deliver and the number of new users. “Quality” refers not just to the vital scientific expertise but also the value, effectiveness and usability of the services and the trust users put in the services, to deliver the benefits expected by the users and customers. There is an

emphasis on services for safety of life and property, but also on national development which covers a wide range of public good, commercial and research services.

The phrase “International obligations” highlights that we work in partnership with many other countries, specialised centres, and partners, nationally, regionally, and globally.

<p>Quality:</p> <p>SMA takes pride in providing high value products and services to ensure customer satisfaction.</p>
<p>Teamwork and Drive:</p> <p>The entire SMA team is committed to common goals laid out in this plan based on open and honest communication while showing concern and support for each other.</p>
<p>Professionalism & Integrity:</p> <p>SMA behaves in a manner that demonstrates trust, honesty, courage, consistency, and responsibility.</p>
<p>Professional Development:</p> <p>SMA encourages and promotes a culture of learning among employees that will directly translate into new abilities that can be applied on the job for the improvement of operational efficiency, timely user-tailored services and potentially extend into the improvement of their personal lives.</p>
<p>Motivation:</p> <p>At SMA we persuade employees to give their best effort to the developments and dissemination of products and services to our users and partners.</p>
<p>Innovation:</p> <p>We foster a work environment where creative thinking is encouraged and rewarded in order to create opportunities for process improvement and more cost-effective sustainable products and services, providing value to our users and partners locally, nationally, regionally, and internationally.</p>
<p>Partnership:</p> <p>SMA relates to our clients as partners. We develop strong relationships based on mutual trust and respect as well as effective collaboration every step of the way.</p>

3.0 Strategic Goals, Objectives & Activities

Figure 5. The Strategic Goals and associated Objectives of SMA

<p>Goal 1. To Enhance Multi-Hazard, Impact Based Forecasts, Early Warnings Services (MH-IBF-EWS) to deliver sustainable services for safety of life and property within the Republic of Seychelles</p>	<p>Objective 1.1 To Deliver and Implement effective Early Warnings for All. Objective 1.2 To Enhance operational delivery of existing services in tandem with the implementation of key capacity development projects.</p>
<p>Goal 2. Strengthen and Enhance the Institutional and Infrastructure Capacity</p>	<p>Objective 2.1 To Strengthen the Met Act 2015/Regulation Objective 2.2 To Develop the observation strategy. Objective 2.3 To Strengthen human capacity, expertise, and skills of the SMA. Objective 2.4 To Enhance Performance Management System and ensure compatibility with Seychelles Government Results Based Management System Objective 2.5 To Design and Operationalize the new SMA Main HQ office and to enhance the current site at Seychelles Airport for aviation specific services. Objective 2.6 To enhance technological capability to meet the increasing requirements for accessible high-quality weather & climate information services. Objective 2.7 To Maintain ISO certification for Aviation services and Investigate achievement of ISO recognition for the full operation of the SMA</p>
<p>Goal 3. Effective Climate Services</p>	<p>Objective 3.1 To Develop and implement climate services as per WMO Checklist for Climate Services Implementation Objective 3.2 To Enhance data exchange in keeping with stakeholder responsibilities, remits, and relevant government and WMO policies. Objective 3.3 To Establish relevant research activities and studies to support enhanced weather and climate services</p>
<p>Goal 4. Investigate and Increase different forms of cost recovery mechanisms</p>	<p>Objective 4.1 To Develop a costed model for the full operations/service delivery activities of SMA. Objective 4.2 To Design and Implement SMA Business Development Plan</p>
<p>Goal 5. Increase Visibility, Outreach and Partnership activities</p>	<p>Objective 5.1 To Enhance SMA Communications and Outreach Objective 5.2 To Develop and Enhance relationships and engagement with key strategic partners and stakeholders. Objective 5.3 To Support the Government of Seychelles in delivery of the National Development Strategy (NDS) and other relevant policy decisions.</p>

There are numerous activities and sub-activities that are required to be achieved to deliver against these Objectives. These are contained within the interactive and “live” SMA Operating Plan.

For each Goal and associated Objective, there is also a description of what success will look like and what activities are required each year to achieve this success. This will assist in the setting, monitoring, and evaluation of SMA team objectives. Monitoring and Evaluation Indicators are also shown on the Operating Plan – these mirroring the details on the dedicated “live” Monitoring and Evaluation document, an extract of which is shown on page 27.

Figure 6. The SMA Operating Plan (extract)

Goal 2	Strengthen and Enhance the Institutional and Infrastructure Capacity				
Objectives 2.7	To Maintain ISO certification for Aviation weather services and Investigate achievement of ISO recognition for the full operation of				
Expected Result	ISO for Aviation weather services maintained and full organisational accreditation achieved				
Activity 2.7.1	Maintenance and re-certification of ISO 9001 QMS for Aviation services as per agreed dates				
	M&E Baseline: ISO 9001 2015 Certification		M&E Indicator: ISO 9001 certification		
	M&E Implementation Target		2024 Maintain	2025 Re - certification achieved	2026 Maintain
			2027 Maintain	2028 Maintain	
Sub-Activities to achieve Activity 2.7.1					
2024					
1.Competency assessment conducted for AMP by SAWS, Surveillance Audit					
2.Callibration and maintenance, Implement any Recommendations from the Surveillance Audit					
3.Conduct readiness audit with and external partner					
4.Finalise any recommendations if any, from readiness audit					
2025					
1.Re-certification audit by BSI					
2. Train internal competency assessors to be able SMA to conduct competency assessment for AMP					
3. BaU maintenance and/or implementing corrective actions from re-certification audit					
2026 tbc					
2027 tbc					
2028 tbc					

4.0 Risk Assessment

Figure 7. The following shows the key Risks that have been identified, along with the mitigation strategies for each.

Risk	Likelihood of occurrence	Potential Impact	Mitigations Strategies	Responsibility
Political	Possible	Low	1. Regular liaison with owning Ministry to showcase relevance and benefits of SMA activities for safety of life and property of Republic of Seychelles and share evidence based scenarios for any major change in policy and potential adverse impacts	CEO SMA SMA Board and Chair of Board
Operational	Unlikely	Medium	1. Ensure Operational Planning has clear deadlines for maintaining accreditation 2. Set clear objectives and timescales for any remedial actions 3. Ensure in house back up responsible officers for maintenance and remedial actions in place	CEO SMA Quality Manager SMA
Human Resource	Possible	Medium-High	1. Implement the HR plan as per objective 2.3 To Strengthen human capacity, expertise and skills of the SMA	CEO SMA
Legal	Unlikely	Medium	1. Ensure timely update of the Met Act Regulation to ensure mechanisms in place in 2024 2. Consider contingency plans for cost recovery if any delays to 1. above and knock on effects to implementation of the SMA strategic plan objectives that may be impacted	CEO SMA
Financial	Possible	Medium	1. Undertake close monitoring of implementation of Hydromet project deliverables and associated EW4All activities projecting any variances in costs for sustainability versus anticipated budget 2. Close and regular liaison with relevant Ministries on implementation and sustainability costs with contingencies agreed for any adverse variance in 1. above	CEO SMA

1. POLITICAL	If there are changes in government policy that may lead to changes in the Met ACT, then THERE IS A RISK THAT there could be a reduction in ability to deliver all aspects of the SMA strategic plan with the OUTCOME that the institutional capacity strengthening would slow down.
2 OPERATIONAL	If we don't maintain ISO 9001 2015 for aviation weather services, THERE IS A RISK THAT we cannot deliver aviation weather services and the OUTCOME is we could lose our mandate to be the national authority for metrological services for international air navigation and matters therewith or thereto
3. HUMAN RESOURCE	If we are unable to recruit and retain suitably qualified and competent staff, THERE IS A RISK THAT we cannot meet the standards and expectations of our customers and THE OUTCOME is that we could lose customers and revenue and funding.
4. LEGAL	If we don't adapt the Met Act Regulation to enable direct cost recovery, THERE IS A RISK THAT we are unable to collect the associated revenue and the OUTCOME is that it would prevent SMA to support the development projects already committed to.
5. FINANCIAL	If there is insufficient funding for the sustainability of the operationalising of EW4ALL THERE IS A RISK THAT we fail to deliver services and the OUTCOME is that economic loss for the Seychelles is adversely affected.

Figure 8. The Likelihood of occurrence of the above-mentioned Risks as well as the Potential Impact

Extreme						1. POLITICAL Risk 2. OPERATIONAL Risk 3. HUMAN RESOURCE Risk 4. LEGAL Risk 5. FINANCIAL Risk
High		2	3			
Medium		4	5			
Low			1			
Negligible						
Potential Impact ↑						
Likelihood of occurrence →	Remote	Unlikely	Possible	Likely	Probable	
% Ranges	0-10%	>10-25%	>25-50%	>50-90%	>90-100%	

Colour	Ratings	Description
	Low risk area	Minor risks and low consequences that may be managed by routine procedures
	Medium risk area	Medium risk that are likely to arise or have serious consequences requiring attention
	Medium-high risk area	Major risks that are likely to arise or have serious consequences requiring urgent attention or investigation
	High risk area	Extreme risk that are likely to arise and have potentially serious consequences requiring urgent attention

5.0 Financing the Strategic Plan

The financing for this strategic plan is primarily achieved from the Government of Seychelles through budgetary vote and exchequer releases as well as cost recovery from aviation weather services. In addition, for the current period of this plan, additional funding has already been sourced through several Development Partner collaborations as noted in the Executive summary. During the period of this plan, further exploration of Public Private Partnerships and wider cost recovery and sharing mechanisms will be investigated to supplement existing funding sources.

The budget profile is shown in the table below and is broadly mapped against each of our 5 Goals for the period 2024 to 2028. During 2023, the direct budget funding from Seychelles government was approximately 17 million SCR (approximately 9 million SCR for Wages and Salary and 8 million SCR for Use of Goods and Services). As noted, the financing and investment over this strategic plan period will be enhanced to enable the institutional and country level strengthening detailed previously. Details of financing and sources are shown below the table.

From 2024 onwards, the financing to deliver against SMA goals will increase due to several factors and from different sources. Two key sources are from (a) the re-investment of cost recovery monies from aviation weather services, approximately 11 million SCR per annum, as well as the (b) inclusion of monies committed by the Seychelles government to support the Hydromet project sustainability.

- (a) is profiled indicatively for the period across relevant goals.
- (b) is committed from 2028, when the Hydromet project completes. For the purposes of the budget profile, some small indicative monies from this commitment have been shown in the budget profile in 2028, denoted by the *. It should be noted that sustainability of some staff and widening operations may be required to run in parallel with the implementation of the Hydromet project, especially the latter stages, and as such allocation of monies may be required to be injected to the budget earlier than 2028.

In terms of the Hydromet project funding, the funding is in two parts: i. the National component and ii. The Regional component.

- The National component of funding: approximately 225 million SCR (15.5 million USD) total is shown in the right-hand side of the table. It should be noted, this figure is for all Hydromet stakeholders in the Republic of Seychelles, so at this early stage of the project implementation it is not possible to show specific amounts mapped to specific SMA goals.

The Regional component of funding: approximately 118 million SCR (9 million USD) is not included in the figures since it is not clear how this will be apportioned at this stage, but again will assist with the achievement of some of the overarching SMA Goals.

Figure 9. Financing profile

		2024	2025	2026	2027	2028	2024 to 2027
		SMA direct budget (SCR Millions)	SMA direct budget (SCR Millions)	SMA direct budget (SCR Millions)	SMA direct budget (SCR Millions)	SMA direct budget (SCR Millions)	*Development funding e.g. Hydromet project (SCR Millions)
GOAL 1	Goal 1. To Enhance Multi-Hazard, Impact Based Forecasts, Early Warnings Services (MH-IBF-EWS) to deliver sustainable services for safety of life and property within the Republic of Seychelles	7	8	9	9	12 *	225
GOAL 2	Strengthen and Enhance the Institutional and Infrastructure Capacity	6	8	9	9	12 *	
GOAL 3	Effective Climate Services	3	4	4	4	6 *	
GOAL 4	Investigate and Increase different forms of cost recovery mechanisms	1.5	2	2.5	2.5	2.5	
GOAL 5	Increase Visibility, Outreach and Partnership activities	1.5	3	3	3	3	
TOTAL		19	26	28.5	28.5	34.5	

6.0 Monitoring & Evaluation

As noted previously, an interactive “live” Operating plan will show more specific details related to the activities required to meet our objectives. In terms of Monitoring and Evaluation (M&E) of our progress against the activities and Objectives, a snapshot of the M+E document to be used is shown in Figure10.

As noted, the format is in keeping with the format and style of the Seychelles National Development Plan and of course, this approach will inherently assist in adapting to the government wide RBM (Results Based Management system) to be implemented during this strategic plan phase.

The fuller version of the M+E as well as the Operating plan are held separate to this document.

Monitoring

The monitoring of progress against our Objectives will take numerous forms, but in summary, Heads of departments will track progress against specific activities assigned to them, either individually or as a collective, with overarching monitoring by CEO. The specific indicators and targets are shown on the excel sheet.

Evaluation

Evaluation will take place during individual meetings between the Heads and CEO, which normally occur monthly. In addition, full team meeting of Heads will review and discuss remedial actions if progress versus targets is not on track.

Reporting

There will be monthly reporting as required to the SMA Board and onwards to the government of Seychelles as specified by the owning department.

Figure 10. Monitoring & Evaluation (extract)

Strategies (Objectives)	Strategic Interventions (Activities)	Outcome (Expected Result)	Indicators	Baseline 2023	Implementation target					Data Source	Lead	Partners	Financing
					2024	2025	2026	2027	2028				
2.7 To Maintain ISO certification for Aviation weather services and Investigate achievement of ISO recognition for the full operation of the SMA	2.7.1 Maintenance and re-certification of ISO 9001 QMS for Aviation services as per agreed dates	ISO for Aviation services maintained and full organisational accreditation achieved	ISO 9001 certification	ISO 9001 2015 Certified	Maintain	Re-certification achieved	Maintain	Maintain	Maintain		Quality Manager	All SMA Heads & External Auditor	SMA
	2.7.2 Investigate organisational wide ISO certification		ISO feasibility conducted as per ToR	No current figure	ToR drafted	50% ToR achieved	100% ToR completed	100% ToR completed	100% ToR completed		Quality Manager	All SMA Heads & External Auditor	SMA
3.1 To Develop and implement climate services as per WMO Checklist for Climate Services Implementation	3.1.1 Implement and populate a CDMS compliant with WMO Guidelines pub. 1131.	Fully compliant with WMO guidelines	Progress achieved versus WMO checklist as a percentage	No current figure	10%	25%	55%	80%	95%		Climate section	All SMA Heads & Hydromet partners	SMA & Hydromet & SOFF and others tbc
	3.1.2 Enhance the reliability of delivery of seasonal forecasts, climate risk analysis and climate change scenarios for specific market sectors and users		Delivery >95% on time and in full	No current figure	>80%	>95%	>95%	>95%	>95%		Climate section	-	SMA
3.2 To Enhance data exchange in keeping with stakeholder responsibilities, remits and relevant government and WMO policies	3.2.1 Evaluate current stakeholder data access and sharing remits, real-time and historical (two way SMA - Stakeholder) and agree steps to fill gaps in exchange/remits	Enhanced exchange of data resulting in improved products and services											
	3.2.2 Aspire to be the lead agency to host the data store												
3.3 To Establish relevant research activities and studies to support enhanced weather and climate services	3.3.1 Identify and engage with relevant stakeholders to establish relevant topics of research and studies to support provision of reliable weather and climate services and thus Strengthen climate information services and early warning systems	Improved understanding of the climate sensitive sectors and what drivers affect climate in Republic of Seychelles											
	3.3.2 Investigate joint project with SCAA on the effects of the southeast monsoon on runway operations												
4.1 To Develop a costed model for the full operations/service delivery activities of SMA	4.1.1 Horizon scanning and planning of future needs and costs to enable the sustainable operationalising and funding of services aligned to the four essentials pillars of Multi-Hazard Early Warning Systems (MHEWS)	No funding gaps materialise to jeopardise sustainable MHBF-EWS and where possible, additional cost recovery options supplement existing sources of funding	Costed model developed as per ToR	No current figure	ToR drafted by end Q1 Cost model designed and approved by Q4	-	-	-	-		CEO SMA	SAWS	CREWS

7.0 Key References

- Seychelles 5-year National Development Strategy (NDS) 2024 – 2028 Reference <http://www.finance.gov.sc/national-development-strategy-2019-2023>
- EW4ALL Reference: <https://www.un.org/en/climatechange/early-warnings-for-all>
- Hydromet Reference: <https://www.greenclimate.fund/project/fp161>
- WMO Integrated Strategic Planning Handbook (WMO-No. 1180) Reference <https://library.wmo.int/records/item/55353-wmo-integrated-strategic-planning-handbook>
- SOFF Reference <https://wmo.int/activities/systematic-observations-financing-facility-soff>
SMA Strategic plan 2019-2023