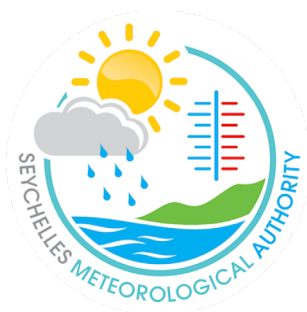




# Strategic Plan

for the period 2025 - 2029

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**SEYCHELLES  
METEOROLOGICAL  
AUTHORITY**

# Foreword

On behalf of the Seychelles Meteorological Authority (SMA) Board, I am pleased to present our Strategic Plan for the period 2025-2029. This plan outlines the path forward for the SMA to continue enhancing and strengthening its capabilities to meet and exceed the needs of the Seychelles government, our citizens, and the wider Southwest Indian Ocean region.

The Strategic Plan aligns with the 5-Year National Development Strategy (NDS) 2024-2028, a key component of the Seychelles Vision 2033. It also supports Seychelles' commitment to the Sustainable Development Goals (SDGs).

The previous SMA Strategic Plan (2019-2023) marked a significant period of transformation, including the successful transition from the Seychelles National Meteorological Service (SNMS) to the SMA through the Meteorological Act 2015. In addition, much activity were undertaken and implemented to obtain the ISO 9001 certification for aviation weather services. This is required by the International Civil Aviation Organisation (ICAO) and the World Meteorological Organisation (WMO) to ensure there is a positive impact for significant safety as well as economic benefits for the industry.

Building on this strong foundation, the current Strategic Plan aims to ensure the SMA remains a valuable asset to our society and government. We will continue to provide essential services and guidance to various socio-economic sectors, enabling informed decision-making and effective responses to weather and climate-related challenges.

The SMA Board fully endorses this Strategic Plan and supports the SMA and its CEO in achieving the outlined deliverables. By fulfilling our mission and mandate, we will continue to provide high-quality meteorological and climate services that safeguard life and property.



**Mr. Gerard Hoareau**  
**Chairperson of the Borad of SMA**

# Message from the Chief Executive Officer

Strategic planning is widely recognized as a cornerstone of organizational success. However, many organizations face challenges in effectively implementing and maintaining their strategic plans.

At the Seychelles Meteorological Authority (SMA), we have leveraged strategic planning to significantly enhance our organizational performance. Our previous Strategic Plan (2019-2023) was instrumental in transforming the SMA from a small ministerial section into an independent, ISO-certified organization capable of cost recovery. While these achievements are significant, the evolving landscape of meteorology necessitates a broader scope of services and innovative approaches.



The rising occurrence and severity of natural disasters, extreme weather, and intricate climate issues in Seychelles have led to an increasing demand for climate services. Widespread and escalating societal anxieties caused by these climate changes have prompted the country to place greater emphasis on improving climate services in key sectors. Water management has become particularly crucial, given Seychelles' dependence on rainfall as its main water source. Additionally, the tourism industry, vital to the nation's economy, and the marine sector where climate services can offer significant financial opportunities while enhancing resilience, are also key areas of focus.

In response to these challenges, our revised Strategic Plan for 2025-2029 establishes ambitious goals aimed at enhancing Seychelles' meteorological capabilities. This includes advocating for improved regulations, increased delegated authority, and the pursuit of public-private partnerships to ensure the sustainability and effectiveness of Seychelles' climate services. Ultimately, the plan will focus on prioritizing climate change adaptation and mitigation, addressing hydro-meteorological extreme events, and developing multi-hazard, impact-based early warning systems (MH-IBF-EWS).

I extend my sincere gratitude to Minister Flavien Joubert, the SMA Board, our dedicated staff, and all stakeholders for their invaluable contributions to the development of this strategic plan. Their leadership, support, and dedication have been instrumental in shaping the future of the SMA. We also acknowledge the support of the Climate Risk and Early Warnings System initiative for the Southwest Indian Ocean region (CREWS SWIO).

As CEO of the SMA, I am confident that this strategic plan will position our organization to effectively address future challenges and opportunities, supporting the sustainable development of Seychelles and the broader region.

**Vincent Amelie**

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# List of Acronyms and Abbreviations

NMHS	National Meteorological and Hydrological Services
CNES	Centre National D'Études 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
SDG	United Nations Sustainable Development Goals
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

# EXECUTIVE SUMMARY

This strategic plan outlines SMA's path to enhancing its provision of timely and accurate weather, climate, and flood-related information and services. The goal is to safeguard lives, protect property, conserve the environment, and support economic growth in Seychelles.

## Addressing Evolving Needs

The plan addresses the increasing challenges posed by climate change and extreme weather events. It incorporates rapid advancements in science and technology to ensure that SMA's services remain relevant and effective.

## Strategic Goals

To achieve its mission, SMA will focus on the following key goals:

- ❖ *deliver Impactful Early Warning Services:* Provide timely and accurate multi-hazard impact-based forecasts and early warnings to enhance community resilience
- ❖ *Support Sustainable Development:* Deliver reliable weather, climate, and flood information to support economic growth, environmental sustainability, and societal well-being.
- ❖ *Leverage Innovation:* Utilize advanced technologies and innovative approaches to enhance the use of SMA's services within Seychelles and the wider Southwest Indian Ocean region.
- ❖ *Foster Collaboration:* Strengthen partnerships to maximize the benefits of regional and global cooperation.
- ❖ *Build Institutional Capacity:* Enhance SMA's institutional and infrastructure capacity to maintain its leadership role in meteorology.

## Implementation and Adaptation

The strategic plan is underpinned by a detailed operating plan that outlines specific activities and performance indicators. This plan will be dynamically updated to reflect evolving needs and technological advancements.

## Key Initiatives

SMA is actively involved in several key initiatives to advance its mission, including:

- ❖ The 5-year National Development Strategy plans (NDS 2024 – 2028), as part of the Vision 2033 (commenced 2019), and the Republic of Seychelles commitment to the United Nations and the African Unions Sustainable Development Goals and Agenda 2063.
  - ❖ the “*Early Warning for All*” (EW4All) groundbreaking initiative by the United Nations Secretary-General to ensure that everyone on Earth is protected from hazardous weather water and climate events through life-saving multi-hazard early warning systems, anticipatory action and resilience efforts.
- the regional “*Hydromet project*” 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.
- ❖ the regional “*Early Warning System for floods*” project, which will support the development of improved flood forecasts, especially for flash floods, and the issuance of effective flood warnings that will help save lives and properties and mitigate the impacts of disasters.
  - ❖ the “*SOFF initiative*” which was designed 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 “*CREWS initiative*” aiming at supporting regional cooperation to strengthen seamless operational forecasting and multi-hazard early warning systems at national level in the Southwest Indian Ocean (SWIO).

This strategic plan has been financed primarily by the Government of Seychelles through national budgetary allocations. Additionally, a significant portion of funding has come from revenue generated from aviation weather services. Several development partners have also committed additional financial resources for the current period.

# 1.0 Introduction

## 1.1 The Seychelles Meteorological Authority (SMA): Navigating a Changing Climate

Providing accurate, timely, and actionable weather and climate services is at the heart of our mission at the Seychelles Meteorological Authority (SMA). Every day, we work tirelessly to empower individuals, businesses, and government to make informed decisions that safeguard lives and property.

As our planet warms, the challenges we face in delivering these essential services grow. To adapt and thrive in this changing climate, we must adopt a strategic approach that prioritizes innovation and collaboration. It will be necessary to move beyond conventional approaches and adopt strategic planning that lays out the organization's growth goals and how to get there. Our Strategic Plan 2025-2029 is all about finding solutions that would attempt to adapt and manage the effects of changing weather and climate, including sea level rise.

It:

- outlines the steps we will take to strengthen our capabilities and expand our impact and
- shares the numerous activities we will undertake and explore to grow and enhance the capacity of SMA and our partnerships to meet this increasing demand.

### A Commitment to Early Warning Systems

As the national authority for warning on weather and climate phenomena and tsunami in Seychelles, the SMA plays a vital role in the achievement of the UN Early Warnings for All (EW4All) initiative. This global groundbreaking initiative, launched in 2022 by the United Nations Secretary-General, António Guterres is one which focusses efforts to ensure that everyone on Earth is protected from hazardous weather, water, or climate events through life-saving early warning systems by the end of 2027. We are investing in cutting-edge technologies and capacity-building programs to enhance our early warning systems and ensure the safety of our communities.

### Key Focus Areas for the Future

To achieve our mission of providing quality meteorological services and supporting national development and meet our international obligations, we will strengthen the SMA by concentrating on the following key areas:

- ❖ delivery of Multi Hazard-Impact-Based -Early Warning forecast and Services (MH-IBF-EWS),
- ❖ provision of services to support the Republic of Seychelles,
- ❖ leverage on science & technology and;
- ❖ engage in productive Partnership Working,
- ❖ create an enabling environment for supporting and sustaining SMA's continuous institutional growth.

By focusing on these areas, we will continue to be a trusted source of weather and climate information, helping Seychelles build a more resilient future.







## About Us

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 aligned to style used within the Seychelles National Development Strategy.

### Seychelles Meteorological Authority – History & Background

Seychelles Meteorological Authority (SMA) is the national weather service of the Republic of Seychelles. It was established in 1972 by 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 at Pointe Larue to provide aviation weather services.

The Seychelles Meteorological Authority (SMA) superseded the Seychelles National Meteorological Services (SNMS) following the President of the Republic's assent to the Meteorological Act of 2015. The SMA's primary purpose and mandate, as outlined in the Government of Seychelles' organizational structure and the World Meteorological Organization (WMO) 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 WMO member countries), is to serve as the sole authoritative source for information on severe weather and extreme climate events in Seychelles.



The Authority of the SMA is vested in a Board comprising 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 who is an ex-officio member.



The Board has a Chairperson and a Vice Chairperson as appointed by the President. They each hold three years tenures. The make-up of the board facilitates the cross sectoral consultations in the formulation of national frameworks for weather and climate services.

The Seychelles Meteorological Authority (SMA) falls under the purview of the Ministry for Agriculture, Climate Change, and Environment (MACCE). While MACCE with its three departments is responsible for developing policy and regulatory frameworks, authorities and agencies such as the SMA are tasked with implementing these policies.

## The Board of the SMA



Mr. Gerard Hoareau  
**Chairman**



Mr. Lambert Woodcock  
**Vice Chairman**



Mr. Vincent Amelie  
**Member**



Mr. Justin Prosper  
**Member**



Ms. Ruth Pool  
**Member**



Mr. Ronny Alcindor  
**Member**



Mr. David Labrosse  
**Member**



Mr. Wills Agricole  
**Member**

## 1.2 Key Achievements

The past four years has been marked by some major achievements, most notably:

- ❖ ISO certification for Aviation services achieved in 2022.

- ❖ A 10-year localization plan, initiated in 2021, has been developed and implemented to attract, train, and retain key professionals, particularly within the forecasting field. This plan aims to establish clear educational and career pathways for Seychellois. Moving forward, a more comprehensive HR plan will be developed to address the needs of both current and emerging professional roles, aligning with the SMA's objective of strengthening human capacity, expertise, and skills.

The success of these initiatives hinges on the willingness of qualified Seychellois to seize the opportunities presented.

- ❖ Aviation cost recovery mechanism, aligned with ISO requirements is currently being implemented through the Seychelles Civil Aviation Authority (SCAA). As the Seychelles Meteorological Authority



Act does not explicitly authorise the collection of revenue for meteorological services, an amendment to the Act is being initiated to enable the SMA to directly implement finance recovery procedures, not only for aviation but also for marine and other non-regulatory services.

- ❖ Performance Management: The SMA has implemented a robust, reward-based Performance Management System since 2001, which has been instrumental in tracking and evaluating employee performance.

- ❖ Enhanced Observation Network: The non-aviation observation network has been strengthened with the installation of several new automatic weather stations.

- ❖ Increased Regional and Global Recognition: The SMA has gained significant regional and global recognition for its effective partnerships and contributions to regional projects, such as the Hydromet project, CREWS initiative, and SOFF partnerships.



- ❖ Optimized Staffing and Operations: The SMA has optimized its staffing levels to meet operational needs, with one dedicated forecaster for aviation and one for public responsibilities respectively. Previously operations were supported by one forecaster and an observer. Furthermore, the automation and digitalization of operations have reduced the need for human intervention, leading to increased efficiency.

- ❖ Successful Staff Redeployment: The SMA has successfully redeployed staff to align with technological advancements.

- ❖ Enhanced Government and Public Recognition: The Seychelles Government and National Assembly have increasingly recognized the SMA's expertise and reliability in fulfilling national and international obligations. Public trust in the SMA has also grown due to improvements in forecast accuracy and timeliness.

- ❖ Resilient Operations During COVID-19: The SMA maintained its operations and continued to deliver effective services throughout the COVID-19 pandemic.



## Key Lessons Learned and Future Considerations

The development and implementation of the previous strategic plan has provided valuable insights that have been integrated into the current planning phase:

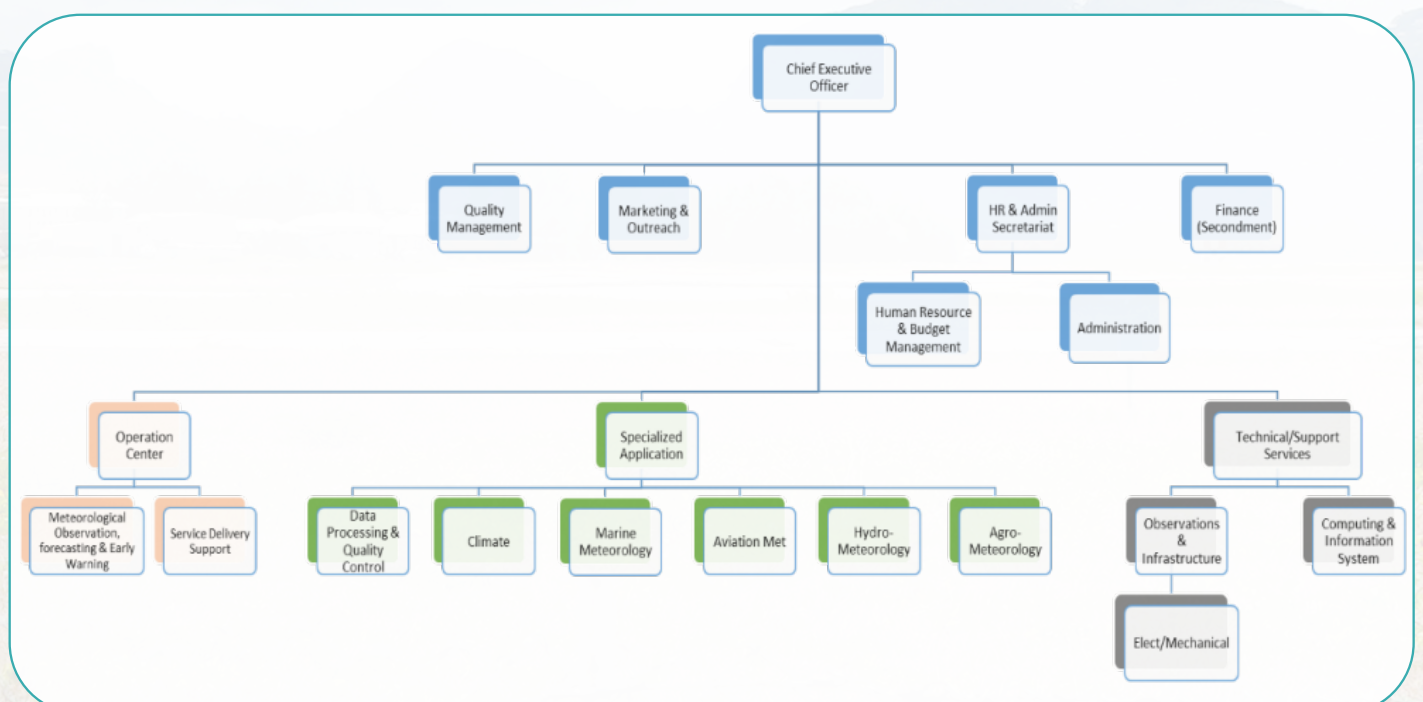
- ❖ **Enhanced Team Involvement:** More SMA team members have been actively engaged in the strategic planning process. This increased involvement has fostered a stronger connection to deliverables and improved alignment of staff objectives.
  - ❖ **Expanded Stakeholder Engagement:** A broader range of stakeholders were consulted during the planning process. Ongoing discussions and feedback will be essential to maintain and strengthen these relationships.
  - ❖ **Strengthened External Linkages:** Recognizing the increased involvement in some significant development projects, the plan has incorporated stronger linkages to external initiatives.
- To ensure the continued success of the strategic plan and facilitate seamless transition to the next phase, it is imperative to retain the key personnel involved in the current planning process. Their ongoing contribution will be vital for real-time updates, forward planning, and maintaining strategic momentum.



### 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, the HR plan will look at the development and recruitment of the evolving professions, skills and competencies required as 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 1. SMA Organogram



## I.4 Strategic Planning Process and Alignment

The strategic planning process was led by the Chief Executive Officer (CEO), with the support of the Minister of Agriculture, Climate Change, and Environment (MACCE), the SMA Board, the SMA team, and WMO Strategic Planning Consultants as part of the CREWS-SWIO project. Through a comprehensive consultative process and robust stakeholder engagement, essential environmental information, both internal and external to the organization, was gathered and incorporated into the strategic direction. This collaborative effort culminated in the development of SMA's goals, objectives, and activities.

### Building on the Past and Embracing the Future

This strategic plan builds upon the key goals and priorities of the previous plan while introducing innovative activities and approaches to enhance the SMA's capacity and reputation. Importantly, the timeframe of this plan aligns with the second phase of the five-year National Development Strategy (2025-2029), contributing to the realisation of Vision 2033. To ensure consistency, the plan employs similar terminology, monitoring and evaluation methods, and risk management approaches as the national strategy.

### A Rigorous Planning Approach

The Logical Framework Approach (LFA) was employed to structure the plan, ensuring that all SMA activities directly contribute to the achievement of its overarching goals. Clear linkages between goals, objectives, and activities are established to prioritise efforts and focus on key deliverables.

### Enhancing Performance Management and Reporting

To further strengthen performance management and reporting, the plan emphasises the importance of robust key performance indicator (KPI) tracking and alignment with team and individual objectives. This approach will facilitate seamless integration with the national results-based management system and the performance management system scheduled for implementation in 2026.

## I.5 Alignment with Key Initiatives

### SMA's Role in National and Global Initiatives

The SMA is actively engaged in a range of national and international activities, projects, and initiatives that align with its vision and goals. These endeavors support the fulfillment of the SMA's mandate and contribute to the economic growth of Seychelles.

#### National Alignment

The current strategic plan is closely aligned with the second phase of the Seychelles' National Development Strategy (NDS) 2024-2028, which is part of the broader Vision 2033. The NDS identifies key challenges and prioritizes the following areas:

- ❖ Modern Public Service
- ❖ Transformative Economic Agenda
- ❖ A Healthy Nation Promotion of Law and Order
- ❖ A Modern Education System in line with Future Needs
- ❖ Environmental Sustainability and Climate Change Resilience

The SMA will directly contribute to the NDS, particularly in achieving Outcome 6.3: "Enhanced national disaster risk reduction, preparedness, and recovery capacity." This will be accomplished through the establishment and delivery of multi-hazard impact-based forecasts and the installation of weather stations.

#### Global Alignment

Seychelles is committed to the United Nations Sustainable Development Goals (SDGs) and the African Union's Agenda 2063. The SMA's activities contribute to these global initiatives. For instance, the introduction of the Flood Forecast Guidance System supports SDG 6 (Clean Water and Sanitation), the development of marine meteorology contributes to SDG 14 (Life Below Water), and enhancements to climate services contribute to SDG 13 (Climate Action).



Figure 2. UN SDG

SUSTAINABLE DEVELOPMENT GOALS



Aligning with the Blue Economy and Major Development Projects

In addition, the Government of Seychelles has adopted a Blue Economy approach, recognising the significant potential of its marine resources. While tourism remains the primary economic pillar, fisheries is the second, and there is a growing emphasis on integrated ocean-based sustainable development.

The SMA’s strategic plan will identify opportunities to contribute to this vision, including through the development of a business plan and the initiation of relevant research activities to enhance weather and climate services.

A major development project, the “Hydromet” project, valued at USD 71 million, aims to strengthen the resilience and adaptive capacity of regional and national communities to climate change in the southwest Indian Ocean. The SMA will play a pivotal role in this project, serving as the national focal point and chair. This commitment is reflected in the strategic plan’s objectives and associated activities. To ensure long-term sustainability, the Government of Seychelles pledges its support for the project’s five-year implementation and the subsequent 15-year maintenance and operation phase.

Figure 3. The key partners of the Hydromet Project.

The Hydromet Project



COMMISSION DE L'OCEAN INDIEN

Agreed to combine financial resources to support the implementation of a project, namely

*“Building Regional Resilience through Strengthened Meteorological, Hydrological and Climate Services in the Indian Ocean Commission Member Countries: Comoros, Madagascar, Mauritius and Seychelles”*

Key Global Initiatives and Synergies

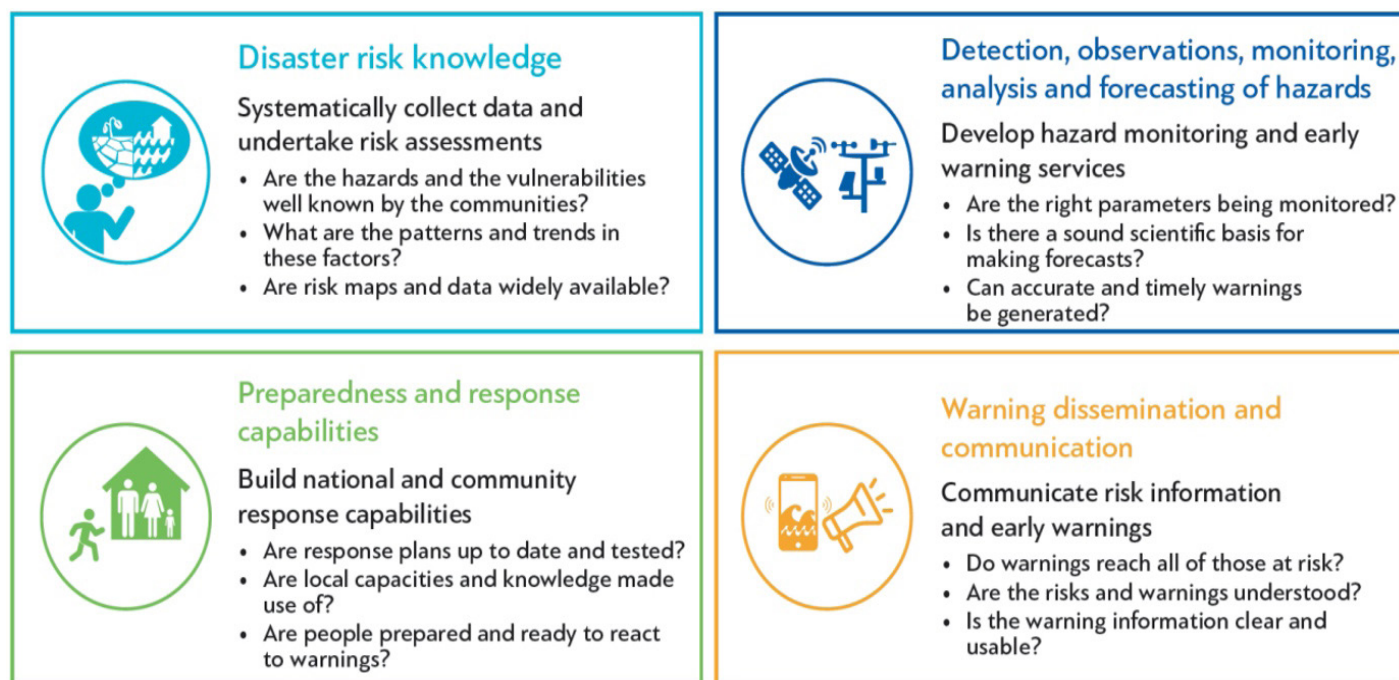
Another significant development project is the Systematic Observations Financing Facility (SOFF), a UN Multi-Partner Trust Fund established in 2021 by the World Meteorological Organization (WMO), the United Nations Environment Programme (UNEP), and the United Nations Development Programme (UNDP). SOFF aims to provide essential weather and climate observations as a global public good. Seychelles is one of the targeted countries for readiness support, which involves identifying and addressing gaps in the Global Basic Observing Network (GBON). By supplying crucial observation data, the SMA will contribute to the WMO Integrated Global Observing System (WIGOS), ultimately improving the quality of weather forecasts and enhancing global safety and well-being.

Additionally, the UN’s Early Warnings for All (EW4All) initiative is a global effort to ensure that everyone on Earth is protected from hazardous weather, water, or climate events by 2027. This initiative aligns with the Paris Agreement, the Sendai Framework for Disaster Risk Reduction (especially Target G; access and availability of MHEWS), and the 2030 Agenda for Sustainable Development. The EW4All initiative, co-led by the WMO and the United Nations Office for Disaster Risk Reduction (UNDRR), with support from the International Telecommunications Union (ITU) and the International Federation of Red Cross and Red Crescent Societies (IFRC), is highly synergistic with the SMA’s current and future activities and development projects.



To enhance the nation's resilience to hydrometeorological hazards, particularly floods, the SMA is undertaking the development and implementation of an Early Warning System for Floods project, including the Flood Forecasting Guidance System (FFGS). This initiative aims to strengthen the country's capacity to issue timely and accurate flood warnings.

**Figure 4. The 4 Pillars of EW4All:**



In parallel, the SMA is actively involved in the CREWS initiative, which focuses on regional cooperation to strengthen operational forecasting and multi-hazard early warning systems in the Southwest Indian Ocean (SWIO) region. The primary objective of CREWS is to enhance the adaptive capacity and climate resilience of communities and economic sectors in the region. This involves improving regional cooperation frameworks for forecasting climate and weather events, including tropical cyclones, storm surges, severe weather, flooding, and climate extremes, as well as supporting dissemination, emergency planning, and response capacities in each country.

❖ The SMA is an active member of the World Meteorological Organisation (WMO) Regional Association I, with the CEO serving as the Permanent Representative. Through this membership, the SMA collaborates closely with regional specialised centers, including:

- ❖ Regional Specialized Meteorological Centre (RSMC) La Réunion (Météo-France) as the 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 Center Pretoria (RWC)
- ❖ Regional Training Centre Pretoria (trainings to be discussed with Member States)

Furthermore, the SMA maintains strong relationships with other national meteorological and hydrological services, such as the UK Met Office, and scientific institutions like CNES (Centre National d'Études Spatiales) and the Regional Integrated Multi-Hazard Early Warning System for Africa and Asia (RIMES). Expanding these partnerships is a key goal of the SMA's strategic plan.



## Environmental Analysis and Stakeholder Engagement

To inform the development of this strategic plan, the SWOT and PESTLE analyses from the previous plan and the Multi-Hazard Early Warning Services (MHEWS) diagnostic report for Seychelles were reviewed and updated to reflect the current and future operating environment of the SMA.

A comprehensive stakeholder engagement process was undertaken, involving one-on-one meetings, joint sessions, and interviews. The feedback gathered from these interactions was analysed to ensure that stakeholder needs and opportunities were appropriately incorporated into the strategic plan.

The resulting SMA objectives and activities represent a balanced approach that addresses both strategic priorities and stakeholder requests. While some requests may fall outside the current scope or funding limitations of the SMA, further discussions with stakeholders and relevant ministries will be necessary to refine these proposals and explore potential funding options or feasibility assessments.

## 1.6.1 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>❖ Good reputation and understanding of SMA role and strengths within the Ministry and National Assembly, with associated high levels of political support,</li> <li>❖ Strong leadership and drive from SMA CEO</li> <li>❖ Strong and supportive working with the SMA Board</li> <li>❖ Effective and timely issue and delivery of routine forecasts and early warning services</li> <li>❖ Increasing demand from users and stakeholders seeking services, especially marine and climate related/strong desire and drive to increase services and impact.</li> <li>❖ Well trained and reliable pool of volunteer observers which aids the DRR activities.</li> <li>❖ Constructive and beneficial relations with development funders, intergovernmental organizations, and regional partners</li> <li>❖ Increasing understanding and appreciation from Seychellois of the relevance of climate change and the critical role that SMA has</li> <li>❖ Good alignment of SMA strategic Goals and Objectives with WMO and key initiatives</li> </ul>	<ul style="list-style-type: none"> <li>❖ Lack of locally recruited institutional human capacity.</li> <li>❖ Some roles need support to widen skills.</li> <li>❖ The organization's remuneration package is not competitive compared to similar professional roles within the Seychelles.</li> <li>❖ Weak alignment between staff objectives, the Strategic Plan's Goals and Objectives, and Key Performance Indicators (KPIs) including where engagement in external projects benefits the strategy with associated inconsistent performance management and staff development processes/career paths.</li> <li>❖ The current SMA Headquarters is not fit for purpose and suffers from outdated facilities and a lack of space.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>❖ SMA support to government and increasing visibility aids the acknowledgement and strengthening of SMA as the authoritative voice.</li> <li>❖ Increasing Seychelles Government and global focus on Climate</li> <li>❖ Change and associated impacts can lead to strengthening capacity for SMA in term of budget increases to aid new products and services.</li> <li>❖ Opportunity for new seasonal, probabilistic and customization and site-specific forecasts</li> <li>❖ Potential to use newer technology/social media as user and marketing tools.</li> <li>❖ Continued strengthening of relationships and partnerships can continue to strengthen cooperation for capacity development. E.g. links with SAWS, WMO, ICAO, VCP</li> <li>❖ General - New sources of funding, commercial services, and direct project funding.</li> <li>❖ Successful leadership of Hydromet project to strengthen reputation and future development activities.</li> <li>❖ Successful implementation of enhanced observations network, via the likes of SOFF could expand responsibility and leadership of observations/data collection.</li> </ul>	<ul style="list-style-type: none"> <li>❖ Failure to adapt and remain relevant could lead to a loss of trust from the government and other stakeholders. This could jeopardize sustainable funding for maintaining and strengthening institutional capacity and infrastructure to meet development goals.</li> <li>❖ The emergence of alternative information sources, particularly global internet providers, poses a significant competitive threat.</li> <li>❖ The acquisition of unofficial data by third-party service providers could undermine the SMA's role as a reliable source of information.</li> <li>❖ Assuming responsibility for information not originating from the SMA could damage the organization's reputation and authoritative voice.</li> <li>❖ Import duties on purchased or donated equipment can impose significant financial burdens on the SMA.</li> </ul>

### 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.
- ❖ Sustainability of funding from government post Hydromet project 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.

### Economic Factors

- ❖ Blue Economy approach – whilst Tourism is and has been the most important economic sector and the 1<sup>st</sup> Economic Pillar of Seychelles, Fisheries is the 2<sup>nd</sup> 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 to sustainability of funding is required.
  - ❖ Consideration of targeting new funding/revenue streams is beneficial.
- Any future COVID style or major weather/climate scenario and impact which affects airline activity and thus cost recovery.
- ❖ Costs related to the siting and operationalising of the new HQ building to be clarified as previous costs and decisions have been superseded.
  - ❖ The developing cost recovery and commercial product revenue, data policy and plan are to be determined so exact impact 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.
- ❖ 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 formalise services requirements
- ❖ 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.
- ❖ Whilst 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.



## Key Themes and Strategic Priorities

The environmental scan and stakeholder engagement process identified several key themes that have shaped the strategic plan's goals and objectives. These themes include:

- ❖ *Climate Change and Early Warning Systems:* There is a growing need to address the impacts of climate change and strengthen early warning systems. The Hydromet project will play a crucial role in enhancing the SMA's capacity and the country's resilience.
- ❖ *Data and Observations:* Increased observational data is essential for accurate forecasting and decision-making. The SOFF initiative will contribute to filling gaps in the Global Basic Observing Network (GBON). Additionally, the SMA can support other national partners in site selection, equipment procurement, and data sharing.
- ❖ *Sustainable Financing:* Securing sustainable funding is critical, especially considering changes in Seychelles' income status. The SMA will explore new revenue streams, including cost recovery mechanisms and public-private partnerships, to supplement government funding.
- ❖ *Research and Development:* To address specific research needs in areas like agriculture and climate science, the SMA will initiate relevant research activities and studies.
- ❖ *Human Capital Development:* Building and retaining a skilled workforce is essential. The SMA will implement an HR plan to attract and retain talent.

By addressing these key themes, the SMA aims to strengthen its capacity, enhance its services, and contribute to the sustainable development of Seychelles.

## 2.0 VISION, MISSION AND 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 is to be a dynamic and innovative meteorological service that contributes to sustainable development in Seychelles. We aspire to be recognized for the quality and impact of our services, which benefit society. The "Dynamic and innovative" statements show 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.



### Mission

Our Mission is to strive for quality in all aspects of our work. We are committed to use our skills and knowledge towards delivering effective and reliable meteorological services that meet the diverse needs of our users and customers. Our services contribute to safety of life and property, national development, and international obligations. Emphasis is placed not only on services for safety of life and property, but also on national development which covers a wide range of public goods, commercial and research services.

"International obligations" highlights the fact that we work in partnership with many other countries, specialised centres, and partners, nationally, regionally, and globally.

<b>Quality</b> We are committed to delivering exceptional value and ensuring customer satisfaction.	<b>Professional Development</b> We are dedicated to fostering a culture of continuous learning and development among our employees. By empowering our workforce with new skills and knowledge, we aim to enhance operational efficiency, deliver timely, user-tailored services, and ultimately improve both professional and personal lives.
<b>Teamwork and Drive</b> We are united by common goals, and we promote open, honest, and supportive communication while showing concern and support for each other.	<b>Motivation</b> We encourage our employees to excel in their work, delivering high-quality products and services to our users and partners.
<b>Professionalism &amp; Integrity</b> We strive to embody the values of trust, honesty, courage, consistency, and responsibility in all our interactions.	<b>Innovation</b> We foster a creative and innovative work environment, rewarding new ideas that drive efficiency and sustainability in our products and services to our users and partners locally, nationally, regionally, and internationally
	<b>Partnership</b> We view our clients as partners, building strong relationships based on trust, respect, and effective collaboration.

### 3.0 STRATEGIC OBJECTIVE AND GOALS

The SMA is dedicated to making a positive impact on Seychelles' societal and economic development. To achieve this, the strategic plan focuses on delivering high-quality, reliable, and effective weather, climate, and flood-related information. This will be accomplished through leveraging advancements in science and technology, fostering strong partnerships, and prioritizing data-driven decision-making. The SMA is committed to strengthening and modernising its infrastructure and tools to ensure the continuous improvement of its services. Additionally, creating a supportive environment for institutional growth is crucial to achieving the strategic goals and objectives.

#### Impacts:

- 1) Everyone in the Republic of Seychelles is protected from hazardous weather, climate and flood events
- 2) Sustainable environment, economic growth and societal wellbeing in the Republic of Seychelles underpinned by weather and climate information

**Outcome:** SMA continues to deliver as the authoritative lead for weather, climate and flood related information in the Republic of Seychelles

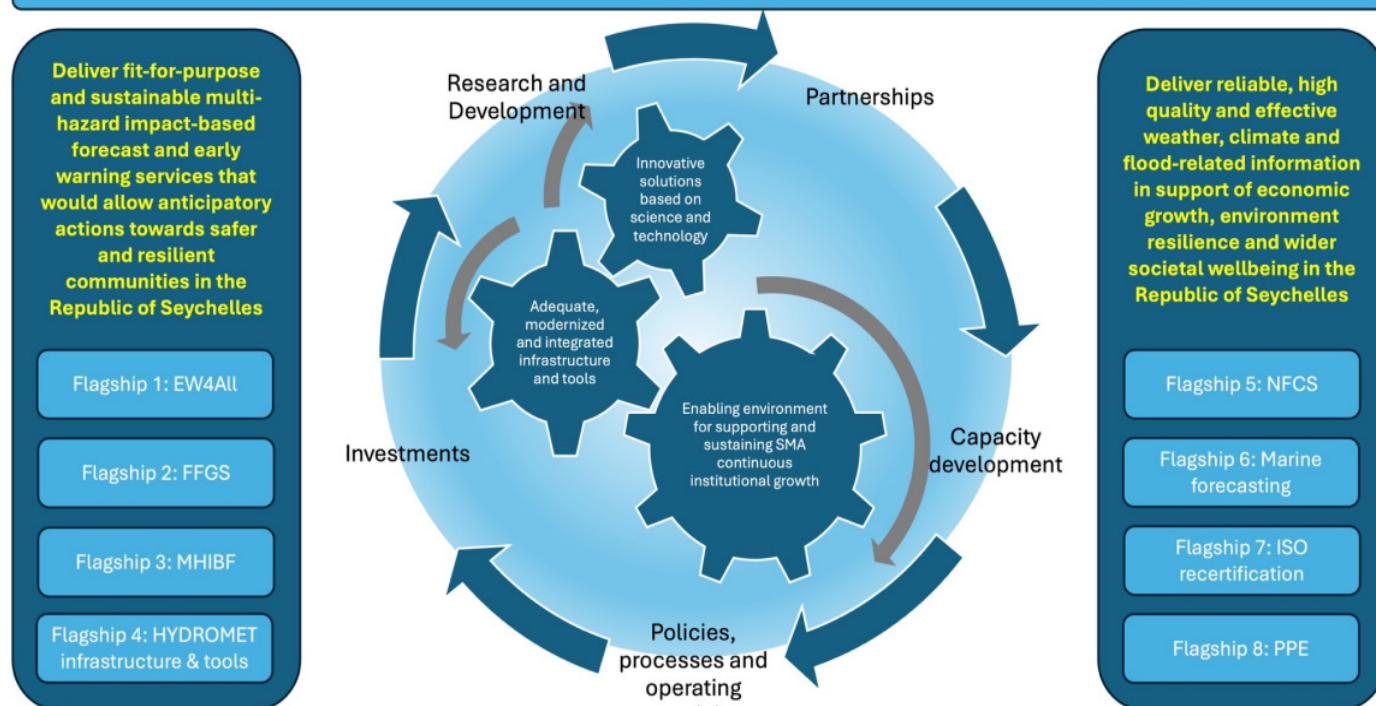


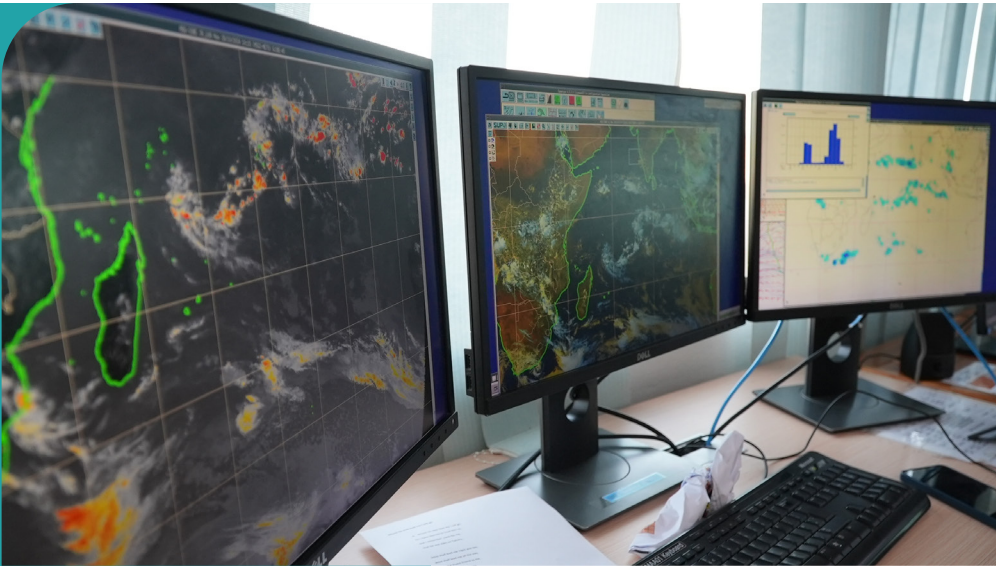


Figure 6. The Strategic Goals and Objectives of SMA

<b>Goal 1.</b> Deliver fit for purpose and sustainable multi-hazard impact-based forecast and early warning services as the authoritative voice for weather, climate and flood related information that would allow anticipatory actions towards safer and resilient communities in the Republic of Seychelles	<b>Objective 1.1</b> Enhance provision and effectiveness of MH-IBF-EWS <b>Objective 1.2</b> Improve accuracy and leadtime of forecasts and warnings
<b>Goal 2.</b> Deliver reliable, high quality and effective weather, climate and flood-related information in support of economic growth, environment resilience and wider societal wellbeing in the Republic of Seychelles	<b>Objective 2.1</b> Develop new and improve existing weather, climate services and flood related information to support socio-economic sectors and the Government of Seychelles in the delivery of the National Development Strategy 2024 - 2028 (NDS) and other relevant policy decisions <b>Objective 2.2</b> Improve data exchange mechanisms and agreements in support of Seychelles climate action <b>Objective 2.3</b> Develop new products and services based on an improved understanding of weather and climate drivers
<b>Goal 3.</b> Leverage science and technological developments to implement innovative approaches and solutions for enhanced use of SMA weather and climate services within Seychelles and wider SWIO region	<b>Objective 3.1</b> Enhance scientific and technological capability to meet the increasing requirements for high-quality weather & climate information services <b>Objective 3.2</b> Optimize the use of traditional and emerging hydrometeorological data for improved weather, climate and flood monitoring and forecasting
<b>Goal 4.</b> Build and sustain partnerships to fully exploit data and products, tools, expertise and mechanisms to address the rapidly growing and changing demands of society	<b>Objective 4.1</b> Optimize the use of regional and global data and products, tools and expertise in weather and climate to meet current and future needs of SMA users <b>Objective 4.2</b> Develop national partnerships and public-private engagement mechanisms to promote cooperation between stakeholders in advancing weather and climate intelligence
<b>Goal 5.</b> Create an enabling environment for supporting and sustaining SMA continuous institutional growth	<b>Objective 5.1</b> Strengthen the regulatory framework, policies, processes and business model within SMA to improve its operations and service delivery <b>Objective 5.2</b> Strengthen human capacity, expertise and skills of the SMA <b>Objective 5.3</b> Increase outreach activities to assist with public and decision-making knowledge and preparedness for extreme weather and climate events <b>Objective 5.4</b> Develop and implement specific and targeted outreach programs and strategies for attracting qualified individuals to the meteorological career

Figure 5. Theory of Change

There are numerous activities and sub-activities that are required to be achieved to deliver against these Objectives. These are contained within the “live” SMA Operating Plan which will be linked to the activities within the SMA teams’ Results Based Management System. 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 up, monitoring, and evaluation of SMA team objectives.



## 4.0 Risk Assessment

In this context, risk assessment is the process of identifying, evaluating, and mitigating specific risks that could hinder SMA's ability to achieve the objectives and goals outlined in this Strategic Plan. Figure 7 presents the key identified risks and their corresponding mitigation strategies. Figure 8 provides a detailed analysis of the likelihood and potential impact of each risk.

**Figure 7. Key Risks and associated mitigation strategies.**

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 Stngthen 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 contingently 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 Risks and 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 primary sources of funding for this Strategic Plan are the Government of Seychelles through budgetary allocations and revenue generated from aviation weather services. Additionally, development partner collaborations have secured additional funding for the current period. To further enhance financial sustainability, the SMA will explore public-private partnerships and expanded cost-recovery mechanisms.

### Budget Profile

The table below outlines the budget profile for the period 2025-2029, aligned with the five strategic goals. In 2024, the direct budget allocation from the Seychelles government was approximately 17 million SCR, divided between wages and salaries (approximately 9 million SCR) and goods and services (approximately 8 million SCR).

**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	Deliver fit for purpose and sustainable multi-hazard impact-based forecast and early warning services that would allow anticipatory actions towards safer and resilient communities in the Republic of Seychelles	7	8	8	8	12	225
GOAL 2	Deliver reliable, high quality and effective weather, climate and flood-related information in support of economic growth, environment resilience and wider societal wellbeing in the Republic of Seychelles	2	5	5	5	5	
GOAL 3	Leverage science and technological developments to implement innovative approaches and solutions for enhanced use of SMA weather and climate services within Seychelles and wider SWIO region	2	3	4	4	4	
GOAL 4	Build and sustain the partnerships to fully exploit regional and global collaborative working	2	2	2.5	2.5	2.5	
GOAL 5	Strengthen and Enhance the Institutional and Infrastructure Capacity to ensure SMA continues to deliver as the authoritative lead for meteorology (or weather, climate and flood related information) in the Seychelles	6	8	9	9	11	
<b>TOTAL</b>		19	26	28.5	28.5	34.5	

From 2025 onward, the funding for the SMA will increase due to several factors:

a) *Reinvestment of Aviation Weather Service Revenue*: Approximately 11 million SCR per annum will be reinvested to support the strategic goals.

b) *Hydromet Project Funding*: The Seychelles government has committed funds to ensure the sustainability of the Hydromet project, with a portion allocated to the SMA.

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.

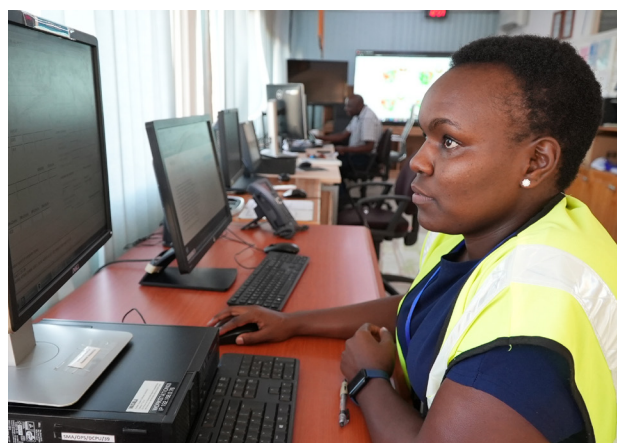
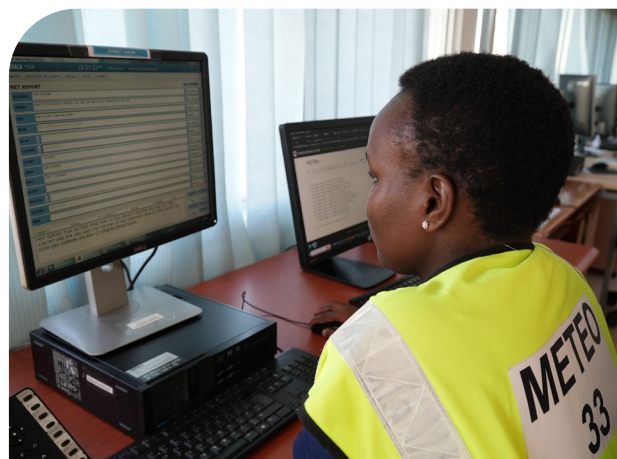
In terms of the Hydromet project funding, the funding is in two parts:

- the National component and
- the regional component.

*National Component*: Approximately 225 million SCR (15.5 million USD) is allocated to the national component of the Hydromet project, benefiting various stakeholders in Seychelles, including the SMA.

*Regional Component*: Approximately 118 million SCR (9 million USD) is allocated to the regional component of the Hydromet project, which will indirectly contribute to the achievement of SMA's goals.

It is to be noted that the specific allocation of funds from the Hydromet project to SMA's goals is still being determined. However, it is expected that the project will significantly enhance the SMA's capacity and capabilities.







## 6.0 Monitoring and Evaluation

A comprehensive Monitoring and Evaluation (M&E) framework will be implemented to track progress towards the strategic objectives and activities outlined in the Operating Plan. This framework aligns with the Seychelles National Plan and the government-wide Results-Based Management (RBM) system.

The detailed version of the M+E and the Operating Plan are held separate to this document.

### Monitoring

Progress against specific objectives and activities will be monitored by Heads of Departments, with oversight from the CEO. Key performance indicators (KPIs) and targets will be established and tracked.

### Evaluation

Regular evaluation will be conducted through monthly meetings between Heads of Departments and the CEO. These meetings will review progress against targets, identify any challenges and discuss necessary remedial actions.

### Reporting

Monthly progress reports will be submitted to the SMA Board and the relevant government departments as required.





## 2.0 Key References

African Union Agenda 2063: <https://au.int/en/agenda2063/overview>

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<https://crews-initiative.org/project/supporting-regional-cooperation-strengthen-seamless-operational-forecasting-and-multi/>

Early Warning for All (EW4All): <https://www.un.org/en/climatechange/early-warnings-for-all>

Early Warning Systems for Floods in the SWIO region:

<https://wmo.int/activities/projects/project-portfolio/early-warning-systems-floods-ews-f>

Flash Flood Guidance System (FFGS): <https://wmo.int/projects/ffgs>

Global Basic Observing Network (GBON): <https://wmo.int/activities/global-basic-observing-network-gbon>

Guidelines on the Role, Operation and Management of National Meteorological and Hydrological Services:

<https://library.wmo.int/records/item/55823-guidelines-on-the-role-operation-and-management-of-national-meteorological-and-hydrological-services>

Hydromet: <https://www.greenclimate.fund/project/fp161>

Seychelles 5-year National Development Strategy (NDS) 2024 – 2028:

<http://www.finance.gov.sc/uploads/files/Seychelles-National-Development-Strategy-2024-2028.pdf>

SMA Strategic plan 2019-2023

SMA Meteorological Art 2015

Systematic Observing Financing Facility (SOFF): <https://un-soff.org/>

United Nations Paris Agreement: <https://unfccc.int/process-and-meetings/the-paris-agreement>

United Nations Sendai Framework for Disaster Risk Reduction:

<https://www.undrr.org/implementing-sendai-framework/what-sendai-framework>

United National Sustainable Development Goals (SDG): <https://sdgs.un.org/goals>

WMO Basic Documents No. I (Convention and Regulations):

<https://library.wmo.int/records/item/48992-basic-documents-no-i-convention-general-regulations-staff-regulations-financial-regulations-and-agreements>

WMO Integrated Global Observing System (WIGOS): <https://wmo.int/activities/wmo-integrated-global-observing-system-wigos>

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WMO Strategic Plan 2024-2027: <https://library.wmo.int/records/item/68578-wmo-strategic-plan-2024-2027>

WMO Operating Plan 2024-2027:

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