



STRATEGIC PLAN
2020-2023

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I- CONTEXT AND VISION

ACMAD was established to act as a continental reference centre in meteorology and to promote its applications for development of Africa. It's role has become essential for implementation of Sustainable Development Goals (SDGs), the Paris Agreement and the Sendai Framework for Disaster Risk Reduction in Africa therefore **contributing to the African strategy on meteorology and the Agenda 2063 of the African Union on "the Africa we want"**. The need for enhanced and urgent climate action and governance on water, food and energy security has been recognized at the highest global, continental and regional political levels.

More than half of African National Meteorological and Hydrological Services (NMHSs) operate at or below the World Meteorological Organization (WMO) basic level. Therefore, Africa lacks adequate modern and functional meteorological observation infrastructure and capacity to collect, process, exchange data, interpret, tailor products, communicate and apply information, knowledge and understanding. The WMO Strategic Plan for 2019-2023 put special emphasis on reducing developing countries capacity gaps through improving access to regional and global monitoring and prediction systems enabling the use of products and services, developing competencies and partnerships for infrastructure, data, information and knowledge sharing.

The seven aspirations of Agenda 2063 can only be actualized if specialized Centres including ACMAD play their expected roles.

Currently a couple of NMHSs are operationally providing advanced services. However, Dozens of African country NMHSs are unable to develop, update and/or implement policies, strategies on meteorology and therefore lack capacity to access funding for development of advanced services. In tens of countries where funding is available, provision of meteorological services remain far short of what is needed in critical and emerging development sectors.

International climate finance available for Africa is increasing, yet the continent has insufficient capacity to effectively access it. ACMAD has been sustained by a few member states contributions. In addition since UNECA considered the mature state of ACMAD, there is a need to improve governance and management systems to adequately handle its continental mandate. The previous ACMAD strategy (2010-2015) made some significant contributions but there is need to develop a new strategy (2019-2022) to address the current realities.

Advances in science and technology with earth system approach to modeling, probabilistic approach to forecasting, high speed internet, high performance and cloud computing, quick communication through social media are opportunity for better services leading to effective planning for development. Big data, open source systems, artificial intelligence to quickly extract useful information from large multimodel ensemble datasets are additional emerging technologies offering opportunities for better meteorological services. ACMAD needs improvements on management of available knowledge through intermediation, internalization, externalization, cognition and quality measurement transforming WMO Global Centres data and products to meet the needs of NMHSs and regional users across the continent.



Against this backdrop, our **vision by 2030** is to see a continental operational centre of excellence supporting all African countries to be **more resilient to extreme events with increased ability to adapt to climate change impacts**.

II- MISSION

ACMAD mission sharpened by the decision 2 (XXXI) of UNECA Conference of Ministers in 1996 is to act as the weather and climate watch institution and the Centre of excellence for meteorological applications and services for sustainable development for Africa. The centre will provide evidence based participatory decision support systems for climate action and governance in Africa.

III- GUIDING PRINCIPLES

The principles guiding the strategy include **relevance to development of Africa, stakeholders driven, advanced science and technology driven, good governance, partnership and cooperation** with special emphasis on implementation of WMO programmes in Africa, **subsidiarity and complementarity** with NMHSs, Regional Centers and other development actors.

IV- CORE VALUES

ACMAD is committed to accountability and stewardship, partnership,, inclusiveness and diversity and knowledge management.

Accountability and stewardship

ACMAD is committed to provide care and responsibility for NMHSs and users as well as high accountability for service delivery.

Partnership

ACMAD believes in co-production and co-sharing of products and services with partners.

Inclusiveness and diversity

The face and aspiration of Africa and his diversity are at the core of governance and management of ACMAD. The rich Africa's heritage with women and youth are at the heart of all activities (e.g training, recruitment, workshops and conferences) of ACMAD.

Knowledge management

Informed and evidenced based decision making processes are fundamental pillars of all the operations of ACMAD.

V- PRIORITIES



From the vision and mission above, the strategy articulates goals and strategic objectives addressing the weaknesses and tapping into opportunities mentioned above through partnerships. The strategy will focus on the following key priorities:

- strengthening resilience to disasters in Africa in the context of the Sendai Framework;
- supporting adaptation and mitigation to climate change in line with UNFCCC especially for water, food and energy security;
- enhancing applications and value of meteorological services for climate action and governance to address agenda 2063 (Table).

Table : ACMAD's strategic objectives and relevance to AU agenda 2063

AU Agenda 2063 Aspirations	AU Agenda 2063/Goals	AU Agenda 2063/ Priority areas	Relevant ACMAD's Strategic Objectives
1) A Prosperous Africa, based on inclusive Growth and Sustainable Development	(1) A High Standard of Living, Quality of Life and Well Being for All Citizens (3) Healthy and well nourished citizens (4) Transformed economies (5) Modern Agriculture for increased production	* Poverty, Inequality and Hunger * Social security and protection * Modern and Livable habitats and basic quality of life * Sustainable and inclusive growth * Economic diversification and resilience * Agricultural productivity and production	2.1 Support warnings and advisories for preparation and response to disasters 2.2 Services in support of mitigation and adaptation to climate change 2.3 Support for new and emerging services 3.2 Enhance research for value addition
	(2) Well Educated Citizens and Skills revolution underpinned by Science, Technology and Innovation	* Education and Science Technology Innovation skills driven revolution	1.1 Identify and address the gaps and weaknesses in Africa to provide services 1.2 Support NMHSs and Users with technology, competencies and capabilities for competitive service delivery 3.1 Enable quality basic system infrastructure 3.2 Enhance research for value addition

	(7) Environmentally sustainable climate and resilient economies and communities	*Sustainable natural resource management, biodiversity conservation, genetic resources and ecosystem/water security, climate resilience and natural disasters preparedness and prevention	2.1 Support warnings and advisories for preparation and response to disasters and for regulatory requirements 2.2 Services in support of mitigation and adaptation to climate change 2.3 Support for new and emerging services
2) An Integrated Continent Politically united and based on the ideals of Pan Africanism and the vision of African Renaissance	8) United Africa (Federal or Confederate)	Framework and Institutions for a United Africa	4.1 Strengthen the governance and partnerships 4.2 Improve management of ACMAD
3) An Africa of Good Governance, Democracy, Respect for Human Rights, Justice and the Rule of Law	(12) Capable institutions and transformative leadership in place	*Institutions and Leadership *Participatory Development and Local Governance	4.1 Strengthen the governance and partnerships 4.2 Improve management of the organization
4) A Peaceful and Secure Africa	(13) Peace Security and Stability is preserved	*Maintenance and Preservation of Peace and Security	2.3 Support for new and emerging services to address potential climate related insecurity
5) Africa with a Strong Cultural Identity Common Heritage, Values and Ethics	16) African Cultural Renaissance is preeminent	*Values and Ideals of Pan Africanism *Cultural Values and African Renaissance *Cultural Heritage, Creative Arts	4.1 Strengthen the governance and partnerships 4.2 Improve management of the organization

<p>6) An Africa Whose Development is people driven, relying on the potential offered by African People, especially its Women and Youth</p>	<p>(17) Full Gender Equality in All Spheres of Life (18) Engaged and Empowered Youth and Children</p>	<p>*Women and Girls Empowerment *Violence & Discrimination against Women and Girls *Youth, and caring for Children * Youth Empowerment and Children</p>	<p>4.1 Strengthen the governance and partnerships 4.2 Improve management of the organization 1.2 Support NMHSs and Users with technology, competencies and capabilities for competitive service delivery</p>
<p>7) An Africa as A Strong and Influential Global Player and Partner</p>	<p>(19) Africa as a major partner in global affairs and peaceful co-existence</p>	<p>*Africa's place in global affairs. * Partnership</p>	<p>4.1 Strengthen the governance and partnerships 2.1 Support warnings and advisories for preparation and response to disasters and for regulatory requirements 2.2 Services in support of mitigation and adaptation to climate change 2.3 Support for new and emerging services</p>

VI- OUTCOMES AND STRATEGIC OBJECTIVES

The following four outcomes have been identified:

- Scientific support provided to NMHSs for competitive service delivery
- Improved quality of warning, advisories services at regional and national levels
- Data exchange and Research on African weather and climate strengthened
- improved governance and management of ACMAD

Outcome 1: Scientific support provided to NMHSs for competitive service delivery

Investments in technology transfer and knowledge management between Global, regional and National Services, development of training materials, guides and tailored operational procedures, organization of workshops, forums, seminars and conferences are considered.

Objective 1.1 Identify and implement core infrastructure for improved service delivery

In the framework of enhancement of NMHSs capabilities, to reducing devastating consequences of hazards it is timely given the fact that many African NMHSs operate at basic level and require capacity development. Establishment of favorable legal environment coupled with NMHSs strategic planning and capacity assessment are critical for enhanced services. WMO Global Centres, RTCs and RCCs or RSMCs offer effective partnerships for capacity building of NMHSs. In some instances, services available are not used because of inabilities in the user community to understand services provided. Users training, workshops or forums are essential and will be organized by ACMAD and partners.

Focus areas of intervention

- Development of legal and regulatory environment for NMHSs and Regional Centres for optimal operations
- Improvement of NMHSs in WMO classification
- NMHSs capacity assessment and strategic planning processes

Objective 1.2 Support NMHSs and Users with technology, competencies and capabilities for competitive service delivery

Methods and tools are available in Global and Regional Centers but not sufficiently transferred to NMHS. Strategic skills to exploit and integrate available competencies to achieve optimal outcome is a problem in some NMHSs and Regional Centres which have human resources. Moreover, increased sophistication of user demands, advances in science and technology imply continuous skill and infrastructure enhancements.

Focus areas of intervention

- Development of curricula and training materials
- Capacity building for NMHSs and Regional Centres
- Twinning exercises with Global, Regional Centres and NMHSs
- Capacity building for Users

Outcome 2: Improved quality of warning, advisories services at regional and national levels

Objective 2.1 Support warnings and advisories for preparation and response to disasters and for regulatory requirements

Warning is becoming a necessity with increase in intensity, severity and frequency of extremes. Socio-economic and political cost of disasters are well recognized. Yet, Africa lacks a system for effective delivery and use of warnings. ACMAD is a WMO Regional Climate Centre with capabilities to provide services for Disaster Risk Reduction. This achievement will be sustained and demonstrations carried out to provide Specialized Meteorological products at continental level for Severe Weather supporting RSMCs, providing RSMC products in regions of Africa where RSMCs are not available and guiding NMHSs in Africa on advanced Severe Weather forecasting and Multi-hazards warnings. To facilitate data exchange, ACMAD will work with WMO and partners to become a Data Collection and Production Centre contributing to exchange data and deliver services in Africa using best practices and standard protocols.

Focus areas of intervention

- Development of more effective Regional and national Early Warning and advisory Systems for DRR and Humanitarian actors
- support NMHSs to contribute to Global Multi-hazards Alert System
- Enhancement of reporting protocols by NMHSs

Objective 2.2 Services in support of mitigation and adaptation to climate change

The Global Framework for Climate Services to be implemented by ACMAD at continental level is an opportunity to consider to expand regional products portfolio and support NMHSs. Most African countries have limitations to provide climate information needed for adaptation planning and implementation, preparation of national communication and nationally determined contribution to the Paris agreement.

Focus areas of intervention

- Annual state of climate reporting
- Strengthening participation in GFCS and UNFCCC processes
- Strengthening NMHSs to better contribute to Climate change monitoring, attribution, mitigation and adaptation initiatives at country levels

Objective 2.3 support for new and emerging services

Apart from the Aviation and to a lesser extend the agriculture and water sectors, the value of meteorological services in many other sectors of the African economy is not well known by the users. Even in the Aviation, and agriculture or water sectors, new demands are emerging and challenging. Innovative methods will be considered by ACMAD to accelerate valuation of meteorological services leading to sustainable business models on provision of meteorological services. With urbanization and

migration, megacities are emerging in Africa with more demand for clean air, access to energy and water challenged by heat waves, urban floods and other extremes. ACMAD will collaborate with partners to develop and deliver services to support sustainable cities.

Focus areas of intervention

- Provision of services adapted to user needs for sustainability of cities in Africa
- Application of modern technologies (i.e. web, high performance and cloud computing, social media, mobile communication systems) to generate and deliver better services through partnerships
- Upgrade services for water, food and energy security, transport, agriculture, health and disaster management

Outcome 3: Data exchange and Research on African weather and climate strengthened

The observing network in Africa is sub-optimal but technology advances provides new options to increase observations across the continent. ACMAD will support the rehabilitation of current in situ observing network, development of automatic in situ observing networks, rescue and digitization of old records of observations in Africa, the use of satellite and other space based observing systems, experimentation of Aircraft observations with the AMDAR programme. Data management and processing to provide tailored products for Africa will be enhanced. Research to support climate policy discussions, assess predictability and improve predictions/warnings and develop forecast based financing over Africa.

Objective 3.1 Enable quality basic system infrastructure

Technological advances offer opportunities to improve observations and data exchanges in Africa, However, access to observations in Africa is limited due to telecommunication, internet bandwidth constraints and lack of staff operating observing stations and data rescue including digitization resources. ACMAD will develop capacity to become a WMO Data Collection and Production Centre connected to Global Data Centres and exchanging better products and data with NNMHSs. ACMAD will also develop internet, advanced data management systems and web capabilities for NMHSs.

Focus areas of intervention

- Implementation of improved observing networks
- Promotion and integration of additional and third party observing systems
- Support data rescue, observation processing and management
- Support presence of NMHSs on web and other modern media

Objective 3.2 Enhance research for value addition

Contributions from Africa to IPCC and other support to climate negotiations are limited. Performance of operational forecasting and climate projection systems over Africa is not well assessed and documented leading to sub optimal use of available tools and products. Existing research findings useful for operations are not optimally included in updates of training materials, guides, manuals, operational procedures of NMHSs.

ACMAD will assess research findings, undertake predictability studies, transfer relevant research results into operational practices, identify and share with the scientific community the research needs or requirements of the operational community across Africa

Focus areas of intervention

- Promotion of culture for continuous professional development along the meteorological value chain through Meteorological societies
- Enhancement of predictability research in Africa
- Climate related socio-economic impacts research

Outcome 4: improved Governance and Management of ACMAD

ACMAD was created by UNECA and WMO and started operations in 1992. Since the rationalization of institutions by UNECA, identification of a new tutelage for the Centre has been a challenge. Moreover, alignment of the management system to standards of international public sector organisations is to be addressed. Decision #3 of the AMCOMET Bureau during its session in September 2017 in Addis Ababa (Ethiopia) acknowledges with appreciation the willingness of UNECA to be part of ACMAD's future governance. ACMAD will pursue efforts with AMCOMET, AUC and UNECA to identify a tutelage body and improve its management system. ACMAD will develop partnerships with development cooperation agencies at global and continental levels through a resource mobilization mechanism.

Objective 4.1 Strengthen the governance and partnerships

UNECA organize the Conferences of African finance, planning and Economic Development Ministers which is the structure which established ACMAD. The African Ministers in charge of Meteorology Conference has initiated discussions for a tutelage to ACMAD. Effective partnership and advocacy with relevant Ministerial level bodies will be explored to prepare a consensus leading to decisions at the relevant levels at AU and UNECA on the optimal governance structure to ensure that ACMAD more effectively provide continental meteorological services and spearhead applications for sustainable development in Africa. ACMAD will continue developing and expanding partnerships and alliances required. The requirements of investments along the meteorological value chain are huge. Public, Private sector and Civil society as well as academia provide a mix of stakeholders providing opportunities for partnerships to share the costs and give hope for sustainability.

Focus areas of intervention

- Establishment of regulatory requirements
- Performance of strategic stakeholder analysis
- Establishment of inclusive and diversified collaboration mechanisms
- Implementation of decisions, resolutions and recommendations of ACMAD Board, AMCOMET, UNECA, AU and related organs and collaborating partners

Objective 4.2 Improve management of the organization

ACMAD has experienced high staff turnover, difficulties to attract and motivate skill labor and lack of regular revisions needed on its staff and financial regulations to respect international public sector organizations standards. ACMAD will develop collaboration with UNECA to revise its staff and financial regulations taking into account the evolutions on inflation and other relevant socio-economic indicators. Technical assistance from WMO will continue to be essential for planning and implementation of scientific and technical programmes supporting quality management systems for NMHSs

Focus areas of intervention

- Standardization of resources (staff, finance, infrastructure) management systems
- strengthening partnerships and communication
- Development of a resource mobilization strategy
- Establishment of quality management system with ISO 9001-2015 standards
- Preparation and use of policy and procedure manuals
- Planning, monitoring, control and reporting on Resources mobilization and utilization

VI- TARGET GROUPS

The main target groups include NMHSs, national officials and regional centres, RECs, AUC, UNECA, NEPAD, regional offices of UN and international organizations, civil society and charity organizations like farmers federations, public and private sector institutions and media.

ACMAD will work with NMHSs, Regional Centres and other national public officials to co-produce information and services, undertake training, transfer of tools and methods in support of regulations, policies and actions.

ACMAD will provide weather, climate and related environmental services innovations in support of AUC, NEPAD and other UN bodies agenda in Africa.

ACMAD will engage the private sector (i.e infrastructure design, building and operations, insurance industries, manufacturing, processing and services industries,) in the continent to support entrepreneurship, economy growth and job creation at the interface of climate, environment and development with emphasis on water, food, energy and health security.

ACMAD will provide climate information to civil society (i.e PACJA) and charity organizations for climate governance and advocacy for improved quality of life. ACMAD will work closely with the media to co-generate and communicate information on weather, climate and environment.

VII- FINAL BENEFICIARIES

African population with special emphasis on those with weak resilience and adaptive capacity to high impact weather, climate and environmental events. ACMAD will support the African citizen with clear and comprehensive comparative analysis and regional scale products to meet households needs for food, water, energy, health and leisure.

VIII- IMPLEMENTATION OF THE STRATEGIC PLAN

The strategy will be implemented with main focus on advocacy and mobilization of countries, sub-regions, partners and resources during the first year, implementation of priorities from the first to the fourth year and assessment of progress towards meeting strategic outcomes during the fourth year.

A midterm evaluation after two years of implementation will be made to advice and guide the second half of the implementation period. Complementarity and subsidiarity will be essential after assessment of countries and sub-regional capacities. Dialogue days, platforms and forums will be organized with users to better define and co-generate services based on identified needs.

IX- RESOURCE AND PARTNERSHIPS MOBILIZATION

It will be centered but not limited to countries contributions and partners support (ClimDev special fund, global climate finance, EU/EDF, USAID and other cooperation for development agencies...), public private partnerships. Countries will be supported to adapt NMHSs strategies and programmes to countries development strategy papers, Nationally Determined Contributions (NDCs) to the Paris Agreement and regional/countries adaptation plans to mobilize public and private financing. Technical, scientific and financial cooperation with partners will be enhanced to exchange experiences and best practices on the priorities mentioned above.

X- MONITORING THE STRATEGIC PLAN

Implementation of the strategic objectives will be monitored using indicators in the table below

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
1.1 Identify and address the gaps and weaknesses in Africa to provide services	<p>NMHSs and Regional Centres supported to develop legal and regulatory environment for optimal operations</p> <p>countries with NMHSs supported to upgrade to higher categories in the WMO categorization scale.</p> <p>NMHSs capacity assessment reports and strategic plans available</p>	<p>1.1.1 Number of frameworks</p> <p>1.1.2 Number of NMHSs upgraded</p> <p>1.1.3 Number of countries supported</p>	<p>Supportive political environment</p> <p>Conducive governance of NMHSs</p> <p>Adequate capacity by NMHSs</p>
1.2 Support NMHSs and Users with technology,	curricula and training materials	1.2.1 Number curricula and training	Adequate capacity by

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
competencies and capabilities for competitive service delivery	<p>development supported</p> <p>NMHSs and Regional Centres staff trained</p> <p>countries with NMHSs supported to be involved in twinning exercises involving Global Centres, ACMAD , RCCs, RSMCs</p> <p>User organizations trained</p>	<p>materials</p> <p>1.2.2 Number of trained staff</p> <p>1.2.3 Number of twinning exercises</p> <p>1.2.4 Number of User organization</p>	<p>NMHSs</p> <p>Adequate capacity by NMHSs</p> <p>Adequate capacity by NMHSs</p> <p>Adequate capacity by NMHSs</p>
2.1 Support warnings and advisories for preparation and response to disasters and for regulatory requirements	NMHSs helped in planning and implementation of Disaster management strategies and contingency plans	2..1.1 Number of NMHSs	Cooperation from Disaster Risk Management sector

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
	<p>NMHSs facilitated publishing warnings ,</p> <p>NMHSs supported to provide advisories and reports including high impact weather and climate events and related socio-economic impacts</p> <p>countries with NMHSs providing services to humanitarian communities</p> <p>regional humanitarian and disaster management structures using Regional centres products and services</p> <p>RSMCs for severe in Africa</p>	<p>2.1.1 Number of countries or regions with warnings</p> <p>2.1.1 Number of countries or regions with advisories and reports</p> <p>2..1.2 Number of countries</p> <p>2.13 Number of regional bodies</p> <p>2.1.4: Number of RSMCs for Severe weather</p>	<p>Cooperation from Humanitarian sector</p> <p>Supportive regional humanitarian and DRM institutional frameworks</p> <p>Supportive governance by NMHSs</p>

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
2.2 Services in support of mitigation and adaptation to climate change	<p>countries with regular annual state of climate reports published</p> <p>WMO designated RCCs in Africa involved in UNFCCC processes</p> <p>NMHSs supported for active Climate Service Information System of the GFCS</p> <p>countries with NMHSs capacitated to participate to UNFCCC COPs and active in NAPs and NDCs development and implementation</p> <p>Regional projects providing</p>	<p>2.2.1 Number of countries</p> <p>2.2.2 Number of RCCs</p> <p>2.2.3 Number of NMHSs</p> <p>2.2.4 Number of NMHSs helped to attend COPs</p> <p>Number NMHSs helped to support NAPs</p>	<p>Supportive Governance of NMHSs</p> <p>Supportive Governance at regional level</p>

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
	climate services for adaptation and resilience	and NDCs 2.2.5 Number and value of projects	Supportive collaboration with Implementing entities
2.3 Support for new and emerging services	NMHSs supported to be active on social media with products and services	2.3.1 Number of MHNSs active on social media	Conducive social media infrastructure
	NMHSs and regional centres supported to provide new services available	2.3.2 Number of new products and services	Innovative NMHSs and Regional Centres
3.1 Enable quality basic system infrastructure	Countries NMHSs with observing stations rehabilitation plans	3.1.1 Number of NMHSs supported	Supportive governance environment

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
	<p>Advanced observing and data collection systems used</p> <p>data collection and management supported</p> <p>data rescue supported</p>	<p>3.1.2 Number of NMHSs and regional centres supported with automatic stations, reception stations for polar orbiting satellites and Third generation of geostationary meteorological satellites</p> <p>3.1.3 Number of operational data management systems and WIS capability supported</p> <p>3.1.4 Number of NMHSs supported for data rescue</p>	<p>Supportive governance environment</p> <p>Supportive governance environment</p> <p>Supportive governance environment</p>
3.2 Enhance research for value addition	Operational research projects and consortium research and development	3.2.1 Number and value of projects and consortia	Cooperation among consortium members

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
	<p>projects and consortia involving ACMAD</p> <p>research and development projects and consortia involving ACMAD</p> <p>NMHSs and Regional Centres verifying and assessing performance of global outputs and their products over their country or regions</p> <p>UNECA, AUC and other international bodies reports on the economic status of Africa including socio economic impacts of weather and climate events</p>	<p>3.2.2 Number and value of projects and consortia</p> <p>3.2.3 Number of NHSs and Regional Centers supported</p> <p>3.2.4 Number of reports</p>	<p>Supportive collaboration and partnerships</p>

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
4.1 Strengthen the governance and partnerships	Compliance with the regulatory requirements	4.1.1 All regulatory requirements by ACMAD Board, AMCOMET, SACOM UNECA and AU relevant organs recommendations, decisions or resolutions implemented	Capacity at ACMAD for implementation
	Designed Frameworks and implementation action points	4.1.2 number of frameworks	Supportive cooperation from AUC and UNECA
	NMHSs collaboration with private sector and academia established and/or implemented	4.1.3 number of arrangements for collaboration	Supportive cooperation environment
	MoUs or collaboration arrangements signed or implemented	4.1.4 Number of MoUs or collaboration arrangements	Supportive cooperation among stakeholders

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
	projects with partners and collaborators	4.1.5 Number and value of projects	
4.2. Improve management of the organization Ensure that the strategy	Policy and procedure manuals used	4.2.1 Policy and procedures available	Sufficient resources for implementation
	Plan for improved resources utilization	4.2.2 Annual plan	
	Resources utilization monitored and controlled	4.2.3 Performance contracts with staff 4.2. 4 Upgrades in financial and human resources management systems 4.2.5 Report on human resources strategy review 4.2.5 Report on operational status of infrastructure 4.2.6 Number and quality of Applications submitted and staff recruited 4.2.7 Technical and financial Audits 4.2.8 Continental policy impact audits	Supportive governance mechanism



Institution Africaine parrainée par la CEA et l'OMM

African Institution under the aegis of UNECA and WMO

Strategic objective	Objectively Verifiable indicators	Means of verification	Assumptions (Risks)
	Resources planned (staff, funds, infrastructure) mobilization	4.2.9 Number of staff to be recruited 4.2.10 Amount of funds to be mobilized 4.2.11 Type and Value of infrastructure to be constructed	