



WORLD
METEOROLOGICAL
ORGANIZATION

[Insert logo of NMHS here]

*[Place name of National Meteorological and
Hydrological Service here]*

Strategic Plan
[Place period for Strategic Plan here]

*[This is a proposed template for a National Meteorological and
Hydrological Services (NMHSs) Strategic Plan which serves as
the required standard to preparing Strategic Plans in
accordance with the WMO Monitoring and Evaluation System.
**The steps outlined in the WMO Integrated Strategic
Planning Guide should be used to draft the Strategic
Plan]***

*[All instructions are in italics and bracketed and should be deleted
from the finalised Strategic Plan before submission]*

[Insert date document was prepared]

PAGE LEFT INTENTIONALLY BLANK.

FOREWORD

*[Foreword should be aspirational and include comments by the Minister Responsible for Meteorology on the significance of the plan as it relates to the national development agenda and to what is to be achieved over the next period, pledging the support and commitment by the leadership. Message **should** be signed by the Minister Responsible for Meteorology.]*

PREFACE

*[The preface should speak directly to the readers about why this strategic plan was written and provide a broad overview of what it's about, and why it's important to the development of the National Meteorological and Hydrological Service. Consider answering the following questions: 'If I were a reader, what would I be looking for? What would make me think this document is worth reading? Message **must** be signed by the head of the NMHS.].]*

ACRONYMS AND ABBREVIATIONS

[Place all acronyms/abbreviations found throughout the strategic plan here. Replace all that do not apply.]

Acronym	Definition
BSC	Balance Scorecard
LFA	Logical Framework Analysis
M&E	Monitoring and Evaluation
NMHS	National Meteorological and Hydrological Services
NOAA	National Oceanic and Atmospheric Administration
PESTLE	Political, Economical, Socio-Cultural, Technological, Legal and Environmental
PMF	Performance Measurement Framework
RA	Regional Associations
RBM	Result Based Management
SDG	Sustainable Development Goals
SWOT	Strengths, Weaknesses, Opportunities, Threats
TC	Technical Commissions
TOC	Theory of Change
TOR	Terms of Reference
WMO	World Meteorological Organization

EXECUTIVE SUMMARY

*[Provide an executive level presentation of the more detailed Strategic Plan contents including a **brief** overview of the profile and purpose of the NMHS, a clear, cogent presentation of how the strategic plan aims to support the broader strategic goals of the organization, the benefits to be realized by adopting it, a realistic timeframe for its implementation and the associated costs.]*

TABLE OF CONTENTS

Foreword	iii
Preface	iv
Acronyms and Abbreviations.....	v
Executive Summary.....	vi
Table of Contents.....	1
1. Introduction	3
1.1. Purpose of Strategic Plan.....	3
1.2. Strategic Planning Methodology	3
2. Background	4
2.1. Organization History.....	4
2.2. Organization Structure	5
2.3. Review of Key Achievements	5
3. Environmental Scan	6
3.1. SWOT ANALYSIS: Assessment and Analysis of Organizations Strengths, Weakness, Opportunities and Threats	7
3.2. Pestle Analysis	9
3.3. Stakeholders Analysis	11
3.4. Baseline Analysis of Institutional, Human and Infrastructure Capacity	12
3.5. Emerging Issues	12
3.6. Conclusions from Environmental Scan	12
4. Organizational Vision, Mission and Core Values.....	13
4.1. Vision	13
4.2. Mission.....	14
4.3. Organizational Mandate.....	16
4.4. Core Values	17
5. Strategic Framework	18
5.1. Strategic Goals, Objectives and Strategies.....	18
5.2. Communicating the Strategic Plan	25
5.3. Financing the Strategic Plan	25

6. Monitoring and Evaluation26

6.1. Monitoring 26

6.2. Evaluation 28

6.3. Reporting 28

7. Annexes.....30

Annex 1: Strategic Planning Methodology & Schedule.....31

Annex 2: Members of the Strategic Planning Team.....32

Annex 3: List of Persons/Organizations Consulted33

Annex 4: Action Plan.....34

Annex 5: Performance Measurement Framework.....35

Annex 6: References36

1. INTRODUCTION

*(Before completing this section, please read the **WMO Integrated Strategic Planning Guide, Section 2: What is Strategic Planning?, p.3**)*

1.1. Purpose of Strategic Plan

[Describe the purpose of the Strategic Plan and the plan's development process: participants, communication and the process of institutionalisation. This section should also provide an outline of how the document is organized.]

*(See **WMO Integrated Strategic Planning Guide, Section 2.2: Rationale for Strategic Planning, p.5** and **Section 3.1: Preparatory Phase, p.13.**)*

Affirm the rationale and purpose of the process: the reason for developing a strategic plan.

- *Commitment, ownership and consultation*
- *Responsibilities for managing the process: who was involved?*

1.2. Strategic Planning Methodology

[Describe the process that the NMHS undertook to complete the Strategic Plan document. Explain how the NMHS organized itself to develop the plan, and how the planning process was conducted. Include any relevant details on the actual methodology that was used, constraints or limitations that impacted the results of the planning exercise, duration and budget of the strategic planning process. Potential to include national review cycles for updating the plan.]

To facilitate this, choose from one or more of the various strategic planning models that are best suited for your organization's needs and capacity. Define the methodology that was selected, the timing, duration and budget of the strategic planning process.

*(See **WMO Integrated Strategic Planning Guide, Section 2.3: Overview of Strategic Planning Models, p.6.**)*

2. BACKGROUND

2.1. Organization History

[Provide a brief overview of when your organization was established, for what reason, and how it is organized to carry out its mandate. Highlight any events and milestones that your organisation initiated or reacted to over the years.]

EXAMPLE: Abstract from WMO Strategic Plan 2016-2019

BUILDING ON ACHIEVEMENTS

For decades, WMO Members and their NMHSs have made remarkable progress delivering on WMO priorities. The following are recent examples over the last four years:

- a) WMO has played a key role in the establishment of the Global Framework for Climate Services, bringing operational climate services a step closer to realizing their full potential;
- b) Significant advances among the NMHSs in implementing quality management systems and personnel competency standards to further improve the efficiency and safety of international aviation;
- c) Coordination of international scientific developments in support of new and evolving environmental hazard services and associated monitoring systems, for example, for space weather, air pollution, sandstorms and duststorms, and volcanic ash;
- d) Global and regional plans have been developed for implementing WIGOS and 360 national, regional and global centres have enhanced their capabilities in support of WIS;
- e) The provision by NMHSs, and use by disaster and civil protection agencies, of severe weather forecasts and warnings has improved in many regions through the implementation of severe weather forecasting demonstration projects.

2.2. Organization Structure

[Include NMHS Organogram, which should reflect the optimal Organization Profile and Core Competencies. Organizational structure allows the expressed allocation of responsibilities for different functions and processes to different departments, unit, workgroup and individual.]

2.3. Review of Key Achievements

[Highlight the main achievements of the organization over the past strategic planning period and if not, over at least the past 3-5 years. Highlight lessons learned; if any.]

Main achievements of the organization over the past strategic planning period

- _____
- _____
- _____
- _____
- _____

Lessons learned

- _____
- _____
- _____
- _____
- _____

3. ENVIRONMENTAL SCAN

[The environmental scan is done by gathering facts and analyzing trends that give an objective picture of where the organization stands in the "world" of this business and the external and internal pressures and factors likely to affect its future and achievement of the general goals and objectives.]

*(See **WMO Integrated Strategic Planning Guide, Section 3.2.1: Conduct Environmental Scan, p.14** which features tools to analyse the internal situation and External situation of the NMHS.)*

Key Questions for External Assessment and Analysis

- What are the resources, capacities and weaknesses of external actors in helping to address vulnerability or alter these trends?
- What are the main threats to the NMHS and its work?
- What are the main opportunities that could benefit the NMHS and its work?
- Stakeholders - Who are our stakeholders?
- Which other organizations are working to provide the same services/products as we do?
- Which other organizations have an interest in and/or influence on our work?
- What are our stakeholders' priorities, interests and problems?
- How is our relationship with each stakeholder?
- External trends - What are the social, political, economic and environmental trends that may affect our work in the future? Which can we influence? Which can we not influence?

*This template proposes the use of three complementary tools, which are detailed in the Strategic Planning Guide for this section (see section **3.2.2 of the WMO Integrated Strategic Planning Guide: Tools for Assessment and Analysis Phase, p.15**):*

3.1. SWOT ANALYSIS: Assessment and Analysis of Organizations Strengths, Weakness, Opportunities and Threats

(See **Section 3.2.2.1: SWOT Analysis, p.16** and **Annex 2: Sample SWOT Analysis for NMHS, p.74** of the **WMO Integrated Strategic Planning Guide**)

[Conduct the SWOT analysis. It is a stocktaking exercise that looks at internal capacities; stakeholder needs vis-a-vis organizational responsiveness and the contextual realities in which the NHMSs operate. The information it captures should provide insights on the gaps what the NHMSs current performance and what it is intending to achieve. Note that the information is for helping to match the organisation's goals, programmes and capacities to the social and economic environment in which it operates.]

Strengths

[Identify the tangible and intangible attributes that are internal to the NHMS and for which the NHMS has control. These attributes are often the skills (capabilities) and resources that the NHMS possesses that it would be able to use as its competitive advantage if it were competing with others in this field of work.]

Weaknesses

[These are factors within the NHMSs control, which hinder the NHMS from meeting its goals. The factors listed here are suggested areas for improvement.]

Opportunities

[These are the external attractive factors that if they are capitalized up will help to close the gap between what the NMHS is doing and what it is expected to do. Identify the time frames by which these could be achieved.]

Threats

[Details here should capture the external factors that are beyond the NMHS's control; they could place the mission and operation of the organization at risk. The information should also provide an overview of contingency plans identified to address the more serious and highly probable risks if they should occur.]

Table 1: Sample Filled SWOT Template

INTERNAL	
Strengths <i>(List here anything you can think of that makes your organization amazing! What can you rely on to deliver your services?)</i>	Weaknesses <i>(What isn't quite the way it should be yet? What is missing?)</i>
<ul style="list-style-type: none"> ▪ Strong commitment from top management ▪ Knowledgeable, highly qualified and experienced professionals ▪ Well organised NMHS, operational on a 24/7 basis, covering all sub-regions ▪ Robust management information systems 	<ul style="list-style-type: none"> ▪ Poor visibility among government ministries, departments and agencies of products and services ▪ Bureaucratic procurement criteria which cause delays in hiring competent staff ▪ Lack of effective mechanisms for collaboration with the private sector and academic institutions
EXTERNAL	
Opportunities <i>(List here any potential opportunities to really push your organization forward that you have not yet taken advantage of.)</i>	Threats <i>(List here anything that might get in your way of achieving your goals – such as funding you aren't sure of yet, relationships that might break down, etc.)</i>
<ul style="list-style-type: none"> ▪ Growing awareness of the public and the decision makers of how everyday life and the sustainable development of society are affected by the weather, climate, water resources and the natural environment (heatwaves, floods etc.) ▪ Growing demand for ever broader range of environmental services ▪ Existence of the World Bank and other development agencies as a potential source of funding of meteorological and hydrological development projects ▪ The possibilities of strong partnerships and cooperation between WMO and other UN agencies delivering as one on projects and initiatives ▪ The possibility to use new and evolving technologies 	<ul style="list-style-type: none"> ▪ Failure to cope with rapidly changing environment and framework ▪ Lack of recognition of socio-economic value of NMHSs and their services ▪ Lack of government funding to support the requirements of the National Meteorological and Hydrological Infrastructure ▪ Attrition of trained staff

3.2. Pestle Analysis

[Conduct a PESTLE analysis which provides an understanding of the NMHSs external environment, political, economic, socio-cultural, technological, legal and environmental (ecological) factors (PESTLE). This multi-pronged analysis is usually conducted during a stakeholder workshop utilizing outputs from research on the six factors highlighted.]

*(See **Section 3.2.2.2: PESTLE Analysis, p.17** and **Annex 3: Sample PESTLE Analysis, p.75** of the **WMO Integrated Strategic Planning Guide** for guidance.)*

Please use the following template as a guide when collecting information for the PESTLE Analysis.

Table 2: Elements for Consideration during Pestle Analysis

PESTLE ANALYSIS	
Political Factors	Economic Factors
<ul style="list-style-type: none"> • Government stability and likely changes • Bureaucracy • Corruption level • Tax policy (rates and incentives) • Import restrictions (quality and quantity) • Competition regulation • Government involvement in trade unions and agreements • Environmental Law • Education Law • Anti-trust law • Discrimination law • Copyright, patents / Intellectual property law • Consumer protection and e-commerce • Employment law • Health and safety law • Data protection law • Laws regulating environment pollution 	<ul style="list-style-type: none"> • Growth rates • Inflation rate • Interest rates • Exchange rates • Unemployment trends • Labor costs • Stage of business cycle • Credit availability • Trade flows and patterns • Level of consumers' disposable income • Monetary policies • Fiscal policies • Price fluctuations • Stock market trends • Weather • Climate change • Natural Disasters

Socio-cultural Factors	Technological Factors
<ul style="list-style-type: none"> • Health consciousness • Education level • Poverty level • Attitudes toward security and safety • Attitudes toward product quality and customer service • Attitudes toward “green” or ecological products • Attitudes toward and support for renewable energy • Population growth rate • Housing quality • Squatting • SDGs 	<ul style="list-style-type: none"> • Basic infrastructure level • Rate of technological change • Spending on research & development • Technology incentives • Legislation regarding technology • Technology level in organization • Communication infrastructure • Access to newest technology • Internet infrastructure and penetration
Legal Factors	Environmental (ecological) Factors
<ul style="list-style-type: none"> • Anti-trust law • Discrimination law • Copyright, patents / Intellectual property law • Consumer protection and e-commerce • Employment law • Health and safety law • Data Protection 	<ul style="list-style-type: none"> • Weather • Climate change • Disaster management • Laws regulating environment pollution • Air and water pollution • Recycling • Waste management • Attitudes toward “green” or ecological products • Endangered species • Attitudes toward and support for renewable energy

3.3. Stakeholders Analysis

(See **WMO Integrated Strategic Planning Guide, Section 3.2.2.3: Stakeholder Assessment, p.18** and **Annex 4: Sample Stakeholders Analysis Matrix, p.76**)

[Insert the identified NMHS stakeholder group here. This is a broad collection of institutions (and individuals) who might have an interest in exchanging something, coming into contact with or wishing to engage with the NMHS. These stakeholders should include both competitors and collaborators. Use Table 3 below to detail the key stakeholders' interests in, expectations of and potential to contribute to the NMHS as a whole. Replace the information as necessary with specifics from your NMHS. This section could also include Stakeholder Identification and Stakeholder Engagement Plan.]

Table 3: Stakeholder Analysis Matrix

Stakeholders	Interests	Expectations	Potential
List Stakeholders (both collaborators and competitors)	Highlight what are their interests in the NMHS	Detail what they expect from their relationship with the NMHS	Enumerate the contributions that they could make to the NMHS
Other Government departments (specify)	Interested in the data produced by NMHSs on agriculture	Get access to updated information and data	Provide NMHSs with internal statistics or data
Private sector	Innovative products and services to support industry sector	Access to products and services that would support increased sector viability	Funding for innovations
Universities	Access to research produced by NMHSs	Networking on thematic issues	Exchange of research information
Civil society organizations			

3.4. Baseline Analysis of Institutional, Human and Infrastructure Capacity

[Conduct baseline analysis. Baseline data gathered here is used as a starting point for gauging progress towards the goals and objectives identified in this strategic plan and measuring the level and direction of change. It establishes a basis for comparing the situation before and after an intervention, which can be used to better understand the contributions or evaluate the effectiveness of a specific activity.]

3.5. Emerging Issues

[This section should include the National Strategic Plan's links to global, regional, sub-regional and national action plans. It should also consider potential regional cooperation. This section could also include succession planning within the NMHS.]

3.6. Conclusions from Environmental Scan

[This section will summarise in two to three short but comprehensive paragraphs the strategic issues facing the organisation having assessed the internal and external environment to identify the organisation's strengths and weaknesses, opportunities and challenges as well the stakeholders' interests, contributions and relationships. Set out the conclusions from the analysis in terms of the strategic responses that will be required in order to build on strengths and opportunities, and to minimise weaknesses and threats. This is critical in order to achieve higher levels of performance.]

4. ORGANIZATIONAL VISION, MISSION AND CORE VALUES

(This section refers to **Section 3.3: Design and Define Phase, p.18** of the **WMO Integrated Strategic Planning Guide**.)

QUICK DEFINITIONS

Vision:	Futuristic view regarding the ideal state or conditions that the organization aspires to change or create.
Mission:	The organization's purpose; what the organization does and why.
Values:	Principles, beliefs and underlying assumptions that guide the organization.

4.1. Vision

[Describe the adopted Vision Statement. The Vision must indicate the long-term view of the desires or intents of the state of the NMHS. It should say what the organization wishes to be. In formulating the Vision Statement, ensure to answer the following basic questions:

- 1. What does the organization do/why does the organization exist?*
- 2. Where does the organization want to be 5-10 years in the future?*
- 3. What does the organization aspire to become?]*

(See **WMO Integrated Strategic Planning Guide, Section 3.3.1: Vision, p.20**)

Examples of Vision Statements

WMO's Vision Statement

"To provide world leadership in expertise and international cooperation in weather, climate, hydrology and water resources and related environmental issues and thereby contribute to the safety and well-being of people throughout the world and to the economic benefit of all nations."

India Meteorological Department's Vision Statement

"The vision of India Meteorological Department is to nurture the science and technology of meteorology to provide increasingly more efficient Weather and Climate Services for safety of life and property and to contribute to the cause of national development."

[Replace content with your NMHS Vision Statement]

4.2. Mission

[Describe the adopted Mission statement. The Mission must indicate the overall purpose of the NMHS and for which it currently exists, whilst capturing the core businesses as well as that of its related departments/units. In formulating the Mission Statement, ensure to answer the following key questions:

1. **Why** do we exist?
2. **Who** do we serve?
3. **What** services do we provide?
4. **How** do we go about providing services?]

How to formulate your organization's mission statement

STEPS

1. Describe exactly WHAT your organisation does
2. Describe HOW your organisation does its work
3. Identify the values that are important to your organisation as it does its work
4. Describe WHY your organisation does what it does in the way it does
5. Combine your responses into a single statement of purpose

(See **WMO Integrated Strategic Planning Guide, Section 3.3.2: Mission, p.22** for examples of WMO and NMHSs mission statements.)

Example of Mission Statement

"To anticipate and respond to the evolving needs and expectations of Canadians and their institutions for meteorological, hydrological and related information and prediction services thereby helping Canadians adapt to their environment in ways which safeguard their health and safety, optimize economic activity and enhance environmental quality."

Meteorological Service of Canada

[Replace content with your NMHS Mission Statement]

4.3. Organizational Mandate

[Describe organization's legal mandate.]

Example of WMO's Organizational Mandate

"As weather, climate and the water cycle know no national boundaries, international cooperation at a global scale is essential for the development of meteorology, climatology and operational hydrology as well as to reap the benefits from their application. WMO provides the framework for such international cooperation."

World Meteorological Organisation

4.4. Core Values

[Describe the adopted Values statements. The value describes what is important to the NMHS as it carries out its work— the core beliefs that the organisation believes to be important in its work and its interaction with others. These values are important as they help inform both your mission and vision statements. Examples of values are integrity, honesty, efficiency, teamwork, equality, excellence.]

[Make sure to answer the question: What are our fundamental ethics?]

*(See **WMO Integrated Strategic Planning Guide, Section 3.3.3: Core Value Statements, p.25**)*

Examples of Values Statement

✓ **IPMA, Portugal**

"Competence, Reliability, Accuracy, Efficiency"

✓ **Tanzania Meteorological Agency**

"Professionalism; Good governance; Quality service; Team work; Timeliness; and Customer focus"

✓ **Vanuatu Meteorology and Geo-Hazards Department (VMGD)**

"Vanuatu focus, Partnerships, Supporting gender equality and the most vulnerable in society, Cost effectiveness, Sharing information, Regional and global contribution."

✓ **Finnish Meteorological Institute**

"Expertise, Courage, Fair play"

[Replace content with your NMHS Mission Statement]

5. STRATEGIC FRAMEWORK

5.1. Strategic Goals, Objectives and Strategies

5.1.1. Goals

[Outline the goals of the NMHS. Limit to a critical few – such as five to eight goals. If the goals are realized, it will be the evidence to show that the NMHS is carrying out its mandate (mission). The results that NMHS will see when it realizes its goals, will lay the foundation for the future it envisions (vision statement).]

*(See **WMO Integrated Strategic Planning Guide, Section 3.3.4: Identify Organizational Goals, p.26**)*

Example – WMO’s Goal

“To provide the citizens that we serve with fit-for-purpose, high quality weather, climate and hydrological services.”

- WMO Strategic Plan 2016-2019, page 3

Examples of Goals

1. - Information and climate services; 2. - Internal Processes and Finance, 3. - Customers

- **Goal 1:** Climate Information System and timely alert, oriented to specific needs and safety of persons and property
- **Goal 2:** The population and communities informed and prepared to manage hydro-meteorological hazards
- **Goal 3:** Integrated climate information in sectoral plans and projects

[Replace content with your own NMHS Goals. Start with the following]

Goals that the (NMHS Name) has determined to focus on are:

- Strategic Goal #1:
- Strategic Goal #2:
- Strategic Goal #3:

5.1.2. Objectives

[Outline the Strategic Objectives of the NMHS as illustrated below. The realization of the goals of the NMHS will largely depend on the degree to which the strategic objectives are accomplished. The Objectives are specific and they are distinct one from the other. They are measurable and a timeframe is set for when they will be accomplished. Objectives should also reflect what could realistically be done given resources (including time). Start the objective statements with "To...".]

(See *WMO Integrated Strategic Planning Guide, Section 3.3.5: Articulate Objectives, p.28*)

Example of Objectives

- Strategic Goal #1:
 - Objective 1.1: Developing the human capital of the institution
 - Objective 1.2: Modernising the weather and climate monitoring system
 - Objective 1.3: Increase the availability of products and climate services
- Strategic Goal #2:
 - Objective 2.1: Strengthen information and communication system
 - Objective 2.2: Introduce new products and diversified services
- Strategic Goal #3:
 - Objective 3.1: To develop research capacity and production of scientific climate information for different sectors of development

[Replace content with your own NMHS Objectives. Start with the following]

In keeping with the goals outlined in this plan the (NMHS Name) has developed specific objectives to be achieved throughout the 2020 -2023 life of the plan.

The objectives for each of the key areas are:

- Strategic Goal #1:
 - Objective 1.1:
 - Objective 1.2:
- Strategic Goal #2:
 - Objective 2.1:
 - Objective 2.2:
- Strategic Goal #3:
 - Objective 3.1:

5.1.3. Strategies

[In Table 4 set out all the high-level planned strategies associated with respective strategic goal and objective. Replace the content in Table 4 with your own.]

*(See **WMO Integrated Strategic Planning Guide, Section 3.3.6: Identify Specific Strategies and Outputs, p.30**)*

Examples of WMO Strategies

Objective: *To implement climate services under the GFCS particularly for countries that lack them*

Strategies:

1. Establish regional climate centres;
2. Identify user requirements for climate products;
3. Develop the Climate Services Information System; and
4. Advance the sub- seasonal to seasonal prediction skill.

Table 4: Example of Strategies

Goal 1: Climate Information System and timely alert, oriented to specific needs and safety of persons and property				
Objectives	Strategies	Outputs	Timeframe	Responsibilities
Objective 1.1: Developing the human capital of the institution	Education and training of staff	specialized staff	[Insert Relevant Information here]	[Insert Relevant Information here]
	Improve partnerships with Universities and Regional Training Centres	Technical and scientific institution of improved	[Insert Relevant Information here]	[Insert Relevant Information here]
Objective 1.2: Modernising the weather and climate monitoring system	Optimize the observation and monitoring of weather and climate network	Network observations and climate monitoring installed and operational	[Insert Relevant Information here]	[Insert Relevant Information here]
	Introduction of modern equipment to provide high-resolution information	weather capability and improved climate	[Insert Relevant Information here]	[Insert Relevant Information here]
Objective 1.3: Increase the availability of products and climate services	Using new information technologies to improve the availability of climate information	Services and climatic products available to different sectors	[Insert Relevant Information here]	[Insert Relevant Information here]
Goal 2: The population and communities informed and prepared to manage hydro-meteorological hazards				
Objectives	Strategies	Outputs	Timeframe	Responsibilities
Objective 2.1: Strengthen information and communication system	[Insert strategy here]	[Insert Output here]	[Insert Relevant Information here]	[Insert Relevant Information here]
	[Insert strategy here]	[Insert Output here]	[Insert Relevant Information here]	[Insert Relevant Information here]
Objective 2.2: Introduce new products and diversified services	[Insert strategy here]	[Insert Output here]	[Insert Relevant Information here]	[Insert Relevant Information here]
	[Insert strategy here]	[Insert Output here]	[Insert Relevant Information here]	[Insert Relevant Information here]

5.1.4. Logical Framework

(See **WMO Integrated Strategic Planning Guide, Section 3.3.7: Develop a Pathway of Change, p.31**)

Goals and objectives are clarified through the definition of precise and measurable statements of the results to be achieved.

*One of the key concepts in Results Based Management is results. Results are defined as describable or measurable **changes** that are derived from a cause-and-effect relationship. Results represent the building blocks as they outline what we hope to achieve. These anticipated change are articulated in a results statement and are usually signified by words such as: **Improved** (adaptive capacity); **Increased** (income of migrant households); **Strengthened** (capacity of migrant children); **Reduced** (vulnerability); **Enhanced** (ability to apply RBM), etc.*

EXPECTED RESULTS are **describable or measurable changes** that are derived from a cause-and-effect relationship. There are three levels of results:

- Impact level results are related to the organization's goal
- Outcome level results are related to the organization's objectives
- Output level results are the concrete deliverable or products

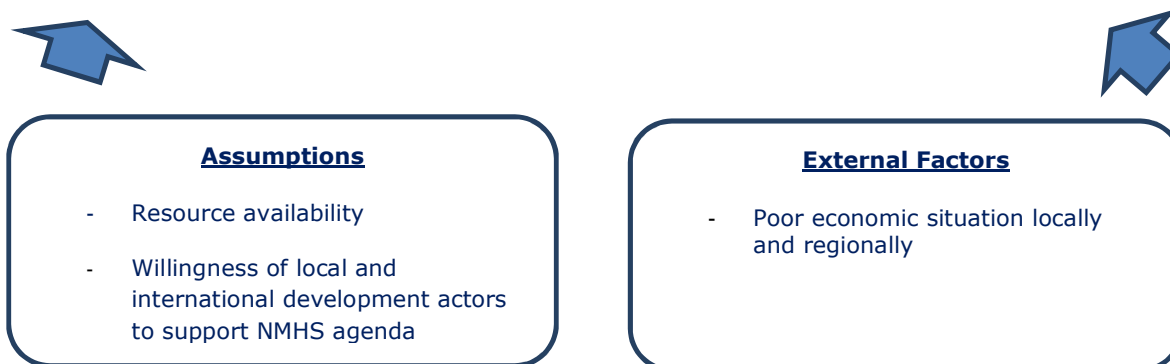
THE LOGICAL FRAMEWORK is an approach to project management that on a single paper, organizes project components into a **hierarchy of logically linked objectives/results**; defines **indicators** to track accomplishment of those objectives/results, specifies **sources/methods of data** to measure indicators and takes into account external **assumptions and risks** that affect project success.

[Provide a brief but comprehensive explanation of the causal relationship (between inputs/activities to outputs, from outputs to outcomes, and from outcomes to impact) using the if/then logic.]

(See **WMO Integrated Strategic Planning Guide, Section 3.3.7.8: Logical Framework, p.44 and Annex 6, p.78 for a more elaborate example of a Logical Framework.**)

Figure 1: Example of Logical Framework

Impact: Climate Information System and timely alert, oriented to specific needs and safety of persons and property				
Outcome 1: Developing the human capital of the institution		Outcome 2: Modernising the weather and climate monitoring system		Outcome 3: Increase the availability of products and climate services
Output 1.1: specialized staff	Output 1.2: Technical and scientific institution of improved	Output 2.1: Network observations and climate monitoring installed and operational	Output 2.2: weather capability and improved climate	Output 3.1: Services and climatic products available to different sectors
Activities: Actions taken through which inputs are mobilized to produce outputs (i.e. modalities of intervention)				
Inputs: financial, human, material resources used				



[Provide a brief but comprehensive explanation of the causal relationship (between inputs/activities to outputs, from outputs to outcomes, and from outcomes to impact) using the if/then logic.]

(See *WMO Integrated Strategic Planning Guide, Section 3.3.6: Identify Specific Strategies and Outputs, p.30*)

5.1.5. Risk Assessment

[Identify risks that are likely to impede the achievement of each goal and objective and should include a Risk Management Matrix.]

*(See **WMO Integrated Strategic Planning Guide, Section 3.3.7.9: Risk Analysis and Monitoring, p.47**)*

[Provide a succinct appreciation of the major risks to the strategic framework outlined above. Identify the major obstacles to achieving the NMHS strategic plan and goals.]

RISKS TO PROGRAMME/PROJECT AND POLICY INITIATIVES						
Programme/Project/Policy Initiatives	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					2020	2021
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		
ORGANIZATIONAL RISKS						
Programme/Project/Policy Initiatives	Risks	Impact	Probability	Mitigating Measure/Response	Year 1	Year 2
					2020	2021
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		
				Avoidance		
				Reduction		
				Sharing		
				Acceptance		

5.2. Communicating the Strategic Plan

[Prepare two to three succinct paragraphs on how the NMHS will effectively communicate the various aspects of the strategic plan including vision, mission, core values, organisational goal, objectives, expected outcomes and strategies to key audiences and the messages and communications channels that will be used.]

*(See **WMO Integrated Strategic Planning Guide, Section 3.5.2: Communicating the Strategic Plan, p.57**)*

5.3. Financing the Strategic Plan

[Prepare a results based budget for the strategic plan. Articulate a resource mobilization strategy particularly to address gaps in the budget.]

*(See **WMO Integrated Strategic Planning Guide, Section 3.5.3: Costing and Financing the Strategic Plan, p.58**)*

*[Develop an action plan, which should include verbiage on the approaches that the NMHS will use to implement the Strategic Plan, including a results-based budget and staffing requirements necessary to achieve the desired outcomes. Attach the **Action Plan** in **Annex 4** of this template.]*

*(See **WMO Integrated Strategic Planning Guide, Section 3.5.1: Develop an Action Plan or Operating Plan, p.54**)*

6. MONITORING AND EVALUATION

6.1. Monitoring

[Explain how monitoring will be done and who will be responsible. Highlight the key indicators to measure progress. Develop a Performance Measurement Framework using the blank template below on the basis of the expected results and as the foundation for understanding and reporting the results and changes that the NHMS wants to see. Subsequently, relocate PMF to Annex.]

(See *WMO Integrated Strategic Planning Guide, Section 3.6: Performance Measurement Phase, p.59 and Section 3.6.1: Monitoring using the Performance Measurement Framework, p.61.*)

Table 5: NMHS Performance Measurement Framework

Expected Results	Indicators	Baseline	Targets	Data Source	Data Collection Methods	Frequency	Responsibility
Impact: Increased resilience of households, communities, businesses, sectors and society to climate variability and climate change	Proportion of poor people supported by Government to cope with the effects of climate change	10%	50% by 2023	Survey of Living conditions	Document Review	Every 2 years	NMHS
Outcome 1: Improved delivery of effective weather, climate and hydrological services and processes	Level of citizen's satisfaction with weather, climate and hydrological services and processes	30%	At least 60%	Survey findings	Survey	Every 2 years	NMHS
Outcome 2: Strengthened partnerships among global, regional and national actors to improve NMHSs' performance	Proportion of new collaborations with businesses at global, regional and national levels contributing to the implementation of NMHS's programmes	10%	50%	MOU	Document Review	Annually	NMHS, Private Sector entities
Output 1.1: Multi-hazards early warning systems implemented	Number of EWS	3	6	Annual Report	Document Review	Every 2 years	NMHS
Output 1.2: Accurate forecasts and warnings delivered from the Regional Centre	Number of forecasts or warnings issued	6 issued daily	15 issued daily	Weather and climate reports	Document Review	Annually	NMHS

6.2. Evaluation

[Explain/Describe how evaluation of the Strategic Plan will be done, when and by whom.]

6.3. Reporting

[Explain/Describe how reporting on the Strategic Plan will be done, when and by whom as well as the types of outputs/reports that will be produced.]

The HOW: what method/reporting format will be used for reporting on results;

The WHEN: determine the frequency for the production of results-based reports: quarterly report, semi-annual reports and annual reports;

The WHO: identify who will be responsible for producing results-based reports; and

The OUTPUTS produced: reports to the members, reports to stakeholders, etc.]

(See *WMO Integrated Strategic Planning Guide, Section 3.6.8: Results-Based Reporting, p.68*)

Table 6: Sample Questions for Reporting on Results

Sample Questions for Results-Based Reporting
<ul style="list-style-type: none">▪ What is different after activities have been completed? (This refers to outcomes.)▪ Who was directly involved and what are they now doing differently? (This refers to outcomes.)▪ Over time, what changes in an organization or community can you observe? Who is being affected? (This refers to impact.)▪ How do you know any person, organization or situation has changed from the baseline situation? (This refers to indicators.)▪ What helped or hindered the achievement of results? (This refers to challenges or best practices.); Did anything unexpected occur?▪ What should be done differently in subsequent activities or projects in order to improve such programming? (This refers to lessons learned.)

7. ANNEXES

[Include additional information from the strategic planning process that will augment information provided in the body of the strategic plan.]

ANNEX 1: STRATEGIC PLANNING METHODOLOGY & SCHEDULE

ANNEX 2: MEMBERS OF THE STRATEGIC PLANNING TEAM

ANNEX 3: LIST OF PERSONS/ORGANIZATIONS CONSULTED

ANNEX 4: ACTION PLAN

[Action planning is the process that guides the day-to-day of an organization or project. It is the process of planning **what** needs to be done, **when** it needs to be done, **by whom** it needs to be done, and **what resources or inputs** are needed to do it.]

[Prepare an action plan for the implementation of the strategic plan using the template below. Replace the content and customize to your own situation.]

(See **WMO Integrated Strategic Planning Guide, Section 3.5.1: Develop an Action Plan, p.54**)

Table 7: Sample Action Plan

Result Area 1 (Outcome 1): <i>Improved delivery of effective weather, climate and hydrological services and processes</i> Key Indicators: <i>Level of citizen's satisfaction with weather, climate and hydrological services and processes</i>				
Outputs	Activities	Time frame	Person responsible	Costs/inputs
Output 1.1: Multi-hazards early warning systems implemented	Activity 1.1.1: Conduct series of community level workshops to undertake multi-hazard mapping	August 2016 - December 2016	SE Cupp (Manager, CC and DRR Division)	US\$120,000
	Activity 1.1.2: Upgrade existing stations and install new field stations	September 2016 - December 2017	Anderson Kohn (Project Director, CC and DRR Division)	US\$500,000
Output 1.2: Accurate forecasts and warnings delivered from the Regional Centre	Activity 1.2.1: Upgrade technology/instruments to provide more precise/accurate readings	July 2016 – June 2017	W. Blitzter (Technical Director, CC and DRR Division))	US\$700,000
	Activity 1.2.2: Train specialised staff in use of technology/instruments as well as analysis and reporting	August 2016 – September 2017	L. King (Training Manager, CC and DRR Division)	US\$50,000
Output 1.3: Flood management plans developed and implemented	Activity 1.3.1: Contract consultants/firm and coordinate preparation of plans	July 2016 - September 2016	Angela Sayle (HR Manager)	US\$150,000
	Activity 1.3.2: Upgrade landslide monitoring systems	Start Date: End Date:	Peter McQueen (Technical Specialist, CC and DRR Division)	US\$60,000

ANNEX 5: PERFORMANCE MEASUREMENT FRAMEWORK

(See *WMO Integrated Strategic Planning Guide, Section 3.6.1: Monitoring using the Performance Measurement Framework, p.61*)

ANNEX 6: REFERENCES
