



## WORLD METEOROLOGICAL ORGANISATION

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### EXECUTIVE COUNCIL WORKING GROUP ON WMO STRATEGIC AND OPERATIONAL PLANNING

First Session  
(GENEVA, 2 – 4 April 2012)

#### REPORT

### 1. OPENING OF THE MEETING

1.1 The Second Vice-president Mr M. Ostojski chaired the meeting in the morning of 2 April 2012 on the request of the Chair of the Group, the President of WMO, who chaired the rest of the first session of the EC Working Group on WMO Strategic and Operational Planning (EC WG/SOP). The Second Vice-president opened the session on 2 April 2012 at 9:30 a.m. He welcomed the participants. The list of participants is given in [Appendix I](#).

1.2 The Secretary-General welcomed the participants. He stressed the importance of the meeting, especially noting the upcoming Extraordinary Session of the Congress for the GFCS. He also noted the Rio+20 Conference. Important issues being discussed are DRR, food security, water management and climate change. The meeting of the Group marked the beginning of the third planning phase, 2016-2019.

### 2. ADOPTION OF THE AGENDA

2.0 The meeting adopted the provisional agenda as given in [Appendix II](#). The meeting further agreed on the work plan for the sessions and on the format of the session report similar to the previous session report, presenting summary of discussion and resulting recommendations.

#### 2.1 Review of actions from the Fourth Session of the EC WG/SOP

2.1 The meeting reviewed the follow-up actions emanating from the key recommendations of the previous session the Group and noted that all items have been addressed as recommended. It agreed that the next action status should be submitted as an information document.

### 3. WMO STRATEGIC PLANNING PROCESS

#### 3.1 Aligning activities of regional associations and technical commissions with the WMO Strategic Plan 2012-2015

3.1.1. The Chair, in introducing the item, highlighted the importance of strategic framework for guiding priorities of the Organization and NMHSs. He requested the meeting to focus discussions on the possible required changes for WMO Strategic Plan 2016-2019 vis-à-vis

the current Plan; how best to operationalize the WMO Strategic Plan; how to align the WMO Strategic Plan with Members' needs and priorities.

3.1.2 The Chair recalled that in his letter of 14 September 2011 to presidents of the regional associations and technical commissions, he requested feedback and suggestions regarding the alignment of operational plans of their respective constituent bodies to the WMO Strategic Plan 2012-2015; milestones and mechanisms for monitoring the implementation of the WMO Strategic Plan 2012-2015 and priority actions in the regions, possible structural changes to improve implementation, and mechanisms to facilitate their consideration by TCs; optimization of scheduling of meetings and means of reducing the intergovernmental portion of sessions; and reducing the number of face-to-face meetings by better focusing work and employing modern technology, as well as measures to increase visibility of WMO with the Members.

3.1.3 The Assistant Secretary-General (ASG) summarized the responses received from the presidents of constituent bodies and highlighted key observations relevant to the items in agenda of the session.

3.1.4 The Group made the following observations:

- a) Willingness to rapidly develop an Integrated Operational Plan while recognizing the financial constraints. This should fit with the work of the Task Group on Continuous Improvement of WMO Processes and Practices (TG-CIP);
- b) Willingness to be flexible and adjust to changing requirements, taking into account the existing latitude of action. It was necessary to focus not only on content but also on the business process;
- c) Focusing on risk helps to show what the key priorities were. Risk assessment should be done at every level, from the Organization down to national level;
- d) Roles and responsibilities of RAs and TCs should be refined noting that the RAs were set up to identify requirements at regional level and TCs were established because of global standardization requirements. Improvements on their working procedures must be explored in the light of future goals. More authority to the management groups was a recent development;
- e) Responding to the President's questions was a useful exercise and assisted with identifying best practice;
- f) The RAs' governance structure could be low-cost, as is the case in RA-VI, and the Task Teams could carry out most of the work. The contribution being made by developed countries to assist developing countries was appreciated;
- g) The Basic Documents do not clearly describe the partnerships between the RAs and TCs;
- h) Exercise useful as it highlighted certain complexities;
- i) The challenge faced by the RAs in aligning their work with the WMO Strategic Plan, and in creating Operational Plans in a timely fashion.

3.1.5 The Group made the following recommendations:

- a) A second set of questions be addressed to the RAs and TCs focusing on better understanding of strategic and operational planning process particularly how the coordination between the RAs and TCs might be improved;
- b) WMO should take into account regional and sub-regional priorities;
- c) WMO should increase its visibility and be more present in the area of climate change;
- d) The Members should focus on the identified strategic priorities in order to best serve developing countries;
- e) The NMHSs should be provided with guidance regarding their precise role in the implementation of GFCS and WIGOS;

- f) The management groups of RAs and TCs should facilitate the alignment of activities of RAs and TCs with decisions of Cg during the intersession periods;
- g) The roles and responsibilities of the TCs and RAs should be refined to improve clarity so as to facilitate better use of the established mechanisms;
- h) A QMS analysis should be conducted, not only of meteorological services delivered by Members, but also of WMO itself;
- i) The working mechanisms between the TCs, RAs and Secretariat should be improved, including how best WMO might earmark TC and WMO Secretariat resources for addressing regional priorities;
- j) Some flexibility in modifying KOs and KPIs should be permitted to make it easy for the RAs and TCs to align their work with the WMO Strategic Plan, and in creating their workplans and in providing inputs to the WMO Operational Plans in a timely fashion.

### **3.2 WMO Strategic Plan 2016-2019**

3.2.1 The ASG introduced the document and invited the Group to focus the discussions on:

- a) The proposed timeline and how to advise the EC on the planning the process;
- b) The need to adjust strategic objectives and thrusts;
- c) Addition of a chapter on potential risks in the strategic plan, as suggested by Congress;
- d) Achievement of the MDGs, which was still one of the main objectives until 2015, and issues beyond the MDGs such as green economy, renewable energy and sustainable food production (keeping in mind the three pillars of sustainable development - social, economic and environmental and their improved governance, that were central to Rio+20UN Conference), and other specific issues such as availability of clean fresh water and oceans. The WMO should consider how to influence the focus to include such areas as ocean science, knowledge and the risks that oceans posed to humans, in addition to the ecological aspects of oceans.

3.2.2 The Group considered the document and made the following recommendations:

- a) The SP and OP should be articulated as plans for the entire Organization;
- b) The content of the SP was appropriate, but the structure should be simplified to reduce the layers that are currently GSN-ST-ER-KO. The current ERs in fact represent high-level objectives not limited to a single planning period. Consideration could be made to formulate ERs for TCs, RAs and at programme level);
- c) Five priorities were adequate but should be better integrated in the SP at earlier stage, and their clarity should be improved;
- d) The SP should be shorter, more concise and simple. A short summary for the SP be developed;
- e) Risks should be included in each section of the SP, rather than in a separate chapter;
- f) The Organization should have a single Operating Plan that includes the activities of RAs and TCs;
- g) Strategic planning process should use a bottom-up approach including in setting strategic priorities unlike the current process where there was not a very effective "integrated" planning process because EC and Secretariat can propose some priorities and initiatives (top down orientation) that are not effectively informed by a process that draws together the needs/priorities of the members (through RAs) or validates these proposals;
- h) KPIs should be less abstract and numerically measurable where possible;;

- i) The GSNs should represent global needs to which WMO activities can contribute to provide solutions;
- j) Disaster risk reduction continues to be a priority for the Organization.
- k) A process for identifying strategic priorities that are aligned with the interests of regional association and Members should be developed. Disaster risk reduction continues to be a priority for the Organization.
- l) The current WMO SP is adequate for the next planning cycle. However, key priorities that would guide the investments into the next financial period should be identified.
- m) The EC and WG/SOP should focus on developing a "single" operational plan for the next financial period

3.2.3 The Group agreed to submit to the EC a plan on how the SP would be simplified. The Chair offered to work with the Secretariat to draft such a plan.

#### 4. CONTINUOUS IMPROVEMENT OF WMO PROCESSES AND PRACTICES

4.1 The Group was briefed on the work of its Task Group on Continuous Improvement of WMO Processes and Practices (TG-CIP), which met in October 2011 and prepared a series of white papers on a wide range of topics as requested by Congress. These papers were presented at the joint meeting of the TCs, RAs and Bureau in February 2012. The discussions focused on following three issues, each of which resulted in a recommendation presented to the Group:

- a) Improved documentation and focus on decision making in WMO meetings;
- b) The inter-relationship between the RAs and TCs;
- c) The alignment of RA and TC plans with the WMO Strategic Plan.

4.2 The following is a summary of the recommendations of the joint PTC/PRA meeting on each issue:

- a) *Improved documentation and focus on decision making in WMO meetings***
  - (i) EC members to provide feedback to the Secretariat on the new documentation and decision making process adopted at EC LXIV<sup>1</sup>;
  - (ii) EC to consider how or whether the WMO could make use of the system of non-controversial documents<sup>2</sup> used in other intergovernmental organizations (EUMETSAT and ECMWF).
- b) *The inter-relationship between the RAs and TCs***

A formal mechanism for identifying and implementing joint projects be established between the RAs and TCs.
- c) *The alignment of RA and TC plans with the WMO Strategic Plan***

A formal joint mechanism be established to advise EC on the consolidated strategic priorities of the TCs and RAs.

4.3 With regard to recommendations (b) and (c) above, the Group agreed on the need to improve the alignment of RAs and TCs, particularly when formulating input into the strategic planning process, taking into consideration the differences of competencies of presidents of regional associations, who are permanent representatives and represent members, and presidents of technical commissions who are experts. The Group suggested that one of the possible solutions would be to establish a formal forum (Presidents' Council or "*The Meeting*

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<sup>1</sup> See attached discussion paper "3\_EC 64 New documents and process" [here](#)

<sup>2</sup> See attached discussion paper "4\_Use of Non Controversial Documents" [here](#)

*of Presidents of Constituent Bodies" (PCB)* involving presidents of regional associations, presidents of technical commissions, President of WMO and the Vice-presidents of WMO that would serve as a coordination mechanism to facilitate consistency in the planning process across the constituent bodies, provide EC with a consolidated set of priorities, and develop guidelines on how TCs and RAs should collect and handle information. The Group recognised that such a forum would build on the successes of the existing joint meetings of the PRAs and PTCs, and provide more focus and time for their discussions. The Group also suggested that before such a forum is established, the Executive Council should consider if it can play the role envisaged for that body. The WG invited the Task Group to provide more detailed terms of reference for such a body to be included in a recommendation for EC-64.

4.4 The Group considered the proposals and made the following observations in respect of each issue:

**a) *Improved documentation and focus on decision making in WMO meetings***

- (i) Will this approach of "non-controversial" documents result in important topics being overlooked?
- (ii) Who will prepare "non-controversial" documents?
- (iii) What is the list of criteria for a "non-controversial" topic?
- (iv) "Non-controversial" issues are easily identified as they pertain to technical matters that have been reviewed by scientific experts;
- (v) What is the cost/benefit of putting these changes in place?
- (vi) Individuals new to the process might not grasp the significance of the "non-controversial" topics should they not be discussed in a plenary.

**b) *Inter-relationship between RAs and TCs***

- (i) Can we formalize an informal approach to work together?
- (ii) Observe the need to align the various constituent bodies (RAs and TAs) and the WMO Strategic Plan.
- (iii) There is a disconnect between members working with the RAs and TCs, and their timeframes being out of step with that of Congress and the WMO Strategic Plan

**c) *Alignment of regional association and technical commission plans with the WMO Strategic Plan***

- (i) The WMO Strategic Plan is "top down" while it should be "bottom up" to better reflect the priorities identified by the RAs.
- (ii) Experts should not set the priorities for the Organization – that is the domain of the constituent bodies.
- (iii) There is not an alignment of planning among the various constituent bodies of WMO because they meet at different times during the financial period. Some effort is required to align these planning efforts to inform the upcoming Congress of the plans and priorities of the whole organization including its constituent bodies (RAs, TCs and WGs).

4.5 The Group made the following recommendations in respect of each issue:

**a) *Improved documentation and focus on decision making in WMO meetings***

- (i) There should be careful consideration before an issue is classified as "non-controversial". Other organizations discuss the topics in an advisory committee, whereby each organisation's member is represented, and recommendations are put forward to go forward as a non-controversial issue. There is always the option of not accepting this recommendation and full discussion taking place. In WMO recommendations of TCs could be considered in such category. For EC-64 the WMO Bureau should analyse

any document to be proposed to EC as non-controversial, and EC would consider whether or not such document(s) should be discussed at plenary;

- (ii) The EC-64 agenda items are planned to be presented in a series of smaller documents thus making it easy to discuss and decide upon, as well as to establish if their contents required discussion or is non-controversial;
- (iii) EC should decide if the document format adopted would be acceptable and usable throughout the WMO Constituent bodies and define the role the President's Council could play in providing advice on which items are controversial and on how those items should be further discussed.

**b) Inter-relationship between RAs and TCs**

- (i) The way the needs of the RAs are fed into the strategic planning process should be formalized possibly by making their planning cycle to be a 2-year rather than 4-year;
- (ii) A formal mechanism to bring the RAs and TCs together and to harmonize the planning and operational cycles should be established.

**c) Alignment of regional association and technical commission plans with the WMO Strategic Plan**

- (i) To consider, as one of the possible solutions, to establish a formal forum (Presidents' Council or "*The Meeting of Presidents of Constituent Bodies*" (PCB)) involving presidents of regional associations, presidents of technical commissions, President of WMO and the Vice-Presidents of WMO, to ensure consistency across the constituent bodies, particularly when formulating input into the strategic planning process.
- (ii) This coordination mechanism could facilitate consistent planning across the constituent bodies, provide EC with a consolidated set of priorities, and develop guidelines on how TCs and RAs should collect and handle information.
- (iii) Alignment of RAs and TCs planning and communication should be improved.

4.6 The Group also made the following recommendations:

- a) The responsibilities of RAs and TCs should be reviewed in the context of a changing WMO. Such a review should ensure that RAs are empowered to implement programmes also take into consideration budgetary implications;
- b) The working mechanisms and the decision-making cycle within constituent bodies and the Secretariat should be improved. Such improvement should include the review of the four-year cycle;
- c) Due to the increasing need for climate services to address the challenges of climate variability and change, the capacities of NMHSs, particularly in developing and least developed countries, should be strengthened. In the same context, the capacity of the Secretariat should be strengthened to implement the growing number of programmes and to increase the visibility of the Organization in the UN system;
- d) EC WG/SOP should consider the proposed WMO activities and recommend to EC for consideration.

## **5. WMO MONITORING AND EVALUATION (M&E) SYSTEM**

5.1 The ASG presented the M&E report and accompanying documentation. She pointed out the significant size of the M&E System and Guide documents and asked the Group for guidance in moving forward, in particular, on the following questions:

- a) The M&E System is complex; TCs and RAs tend to develop their own Ops and monitor them, rather than the WMO-wide OP and SP;
- b) While some information is being collected as a routine monitoring in a number of programmes (which are able to deliver), in others extracting information from session reports (as suggested by some TCs and RAs) does not seem to be feasible. Overloading Members' with questionnaires to provide detailed monitoring information is not a solution. What more do we need to do to take things further with monitoring and evaluating process?
- c) What needs to be submitted to EC? The M&E documents are large and need to be translated if submitted to EC (bearing in mind costs).

5.2 The Group considered the documents on M&E Manual and System, and made the following observations:

- a) The ownership lies with the Secretariat. Members give views on what sort of outputs they wish to see;
- b) There is a management issue in terms of what information is needed;
- c) The focus should be on assessing if the outputs meet the needs of the Organization by using the process and seeing what emerges;
- d) There is no perfect system and constant change is a feature of this process;
- e) There are 2 drivers – what members and management need, respectively. Does the system meet those needs?
- f) The documents on M&E System and Manual should not be submitted to EC since more changes are likely to be introduced as more experience is gained through implementation of the System;
- g) The KPIs are generally good but some might be difficult to measure;
- h) It can be difficult to quantify the benefits of investments made by WMO despite the significant number of indicators that have been formulated;
- i) The implementation of the proposed WMO M&E System might be very costly;
- j) The report to EC-64 should show the progress made, the prepared manual and guide could be used by management, TCs and RAs, while these documents needed simplification for EC-65;

- k) The effectiveness of the system can be evaluated in two years;
- l) We perhaps need a suite of refined products that can be evaluated. This would create a number of indicators. It costs to monitor things, and we should ask if this is where we want to spend WMO's money?

5.3 The Group made the following recommendations:

- a) Regional specific questions should be included in the questionnaire assessing the impacts of achieved results on Members by getting input from RAs planning groups;
- b) Consideration should be made to identify a smaller set of indicators to monitor, particularly those related to the five strategic priorities, so as to reduce the cost involved in implementing monitoring and evaluation system;
- c) For the mid-term M&E review by EC-65, Secretary-General should be allowed flexibility to present progress on a smaller set of indicators.

**6. THE ROLE AND OPERATION OF NMHSs**

**6.1 Results of the 2011 survey on role and operation of NMHSs**

6.1.1 ASG introduced the item, noting that the survey of NMHSs conducted in 2011 had several purposes:

- a) to gather information on the status of NMHSs, their priority goals and challenges;
- b) to provide data for the WMO Country Profile Database;
- c) to contribute to the WMO monitoring and evaluation exercises;
- d) to assist WMO in setting priorities.

6.1.2 Highlights of the survey results are as follows:

- a) 86 responses were received, which account for approximately one-third of the WMO membership;
- b) Nearly two-thirds of the legal and administrative documents for the establishment and operation of NMHSs were under governmental review;
- c) Meteorological service providers are predominantly located in the Ministries of Environment (38%) and Transport (29%). For the 9 LDC respondents, more than one-half are located in the Ministry of Transport, reflecting particularly the importance of providing weather services to aviation in these countries;
- d) Majority of the respondents were engaged in strategic planning primarily on a 3 to 5 year cycle and they mainly prepared annual operating plans;
- e) The most important user sectors for the 72 respondents were civil aviation and natural disasters/disaster management.
- f) The goals that were identified to be the most important were associated with safety of life and property and with the reduction of the impact of natural disasters;
- g) 70% of the respondents indicated that they are the designated authority in their countries for the provision of meteorological services to aviation;
- h) The most significant challenges identified by the respondents were overall government funding, modernization of activities, provision of weather services, staff recruitment, marketing of services, and the provision of climate services;
- i) The programme areas identified to be of highest priority for enhanced WMO support include training (both short- and long-term), research, operations, service provision, and technical assistance.

6.1.3 The Group considered the document and made the following observations and suggestions:

- a) The Secretariat should analyse and present the results in more detail, since useful information had been provided by Members, and the results can help guide the work of WMO, the RAs, and the NMHSs themselves;
- b) The survey results should help the NMHSs identify priority areas in their national government structures;
- c) The survey generated a wealth of useful information particularly concerning risks. For example, the risks of not providing government funding for aviation services and of not certifying aviation services can be analyzed through the survey results;
- d) It would be helpful to solicit responses from those Members that have yet to responded;
- e) The online interface of the survey should be improved prior to re-circulating the survey;
- f) While WMO should be wary of survey-fatigue, such surveys are important in that they can reveal the progress being made each year and help identify the areas that require attention. Thus trends should be monitored, and results presented in a dynamic manner by comparing the results to those of the previous surveys;
- g) The results of the surveys, together with the associated benefits, should be communicated to Members, to demonstrate the value of efforts in completing the surveys;
- h) A missing input from a Member (indicated by a member of the Group) was noted (likely due to some technical challenge in consolidation of responses in different languages coming separately), which will be rectified. Remark on problem with skipping of a non-relevant question by a Member was noted.

**6.2. Statement on the role and operation of NMHSs addressing the needs for GFCS**

6.2.1 The ASG introduced the document and noted that a draft statement was prepared on the role and operation of NMHSs addressing the needs of the Global Framework for Climate Services (GFCS). The statement was developed bearing in mind the WMO Statement on the Role and Operation of NMHSs for Directors endorsed by Cg-16; the results of the survey on the role and operation of NMHSs conducted in 2011; the relevant decisions of EC and Congress; the report of the High-level Task Force for the GFCS; and other available relevant documents.

6.2.2 The ASG requested the Group to provide guidance as to whether the draft statement should be integrated with the WMO Statement on the Role and Operation of NMHSs for Directors approved by Cg-16.

6.2.3 The Group recalled the positive governments' reception of the GFCS, and noted the need for the Organization to adjust its priorities and plans to accommodate the suggestions of the extraordinary session of Congress.

6.2.4 The Group noted that the EC Working Group on Climate, Water and Related Environmental Issues (WG-CWE) was already looking at how WMO should align its programme activities with the requirements of the GFCS and should be provided with the draft document in question for reference.

6.2.5 The Group made the following recommendations:

- a) Two separate statements should not be prepared to avoid duplication;
- b) WMO Statement on the Role and Operation of NMHSs for Directors should be modified to comprehensively incorporate the role and operation of NMHSs in addressing and expanding NMHSs role in various pillars of the GFCS;

- c) The modification of the Statement should be concluded after the Cg-Ext (2012);
- d) EC WG-CWE was requested to consider the draft document and provide input to the EC WG/SOP for amendment of the Statement.

### **6.3 Guidance for enhancing the visibility of NMHS and WMO through adequate communication and advocacy**

6.3.1 Mr C. Blondin informed the Group on the progress in the revision of the WMO Global Communication Strategy and indicated the main orientations to be developed further. He highlighted the proposed Strategic goals and priorities for the period 2012-2015, which will have to be supported by a strengthened branding of the Organization:

- a) Reinforcing WMO brand recognition;
- b) Implementing Strategic Plan priorities, in particular GFCS;
- c) Consolidating WMO and NMHS partnerships;
- d) Ensuring partners recognize/acknowledge WMO contributions;
- e) Consolidating web presence; outreach to developing countries and young people; E-learning; social media & networking;
- f) Supporting/promoting role of NMHS in the socio-economic development of countries.

Top priorities:

- a) Focus on NMHS and resource sharing;
- b) Focus on GFCS and near future events (Rio+20);
- c) Emphasizing strategic communication and the use of internet.

6.3.2 The Group members generally highlighted the need for a consistent communication strategy and appropriate use of media to deliver important messages to all targeted audiences and to increase the Organization's visibility. Doubts were, however, expressed about devoting too much time and resources to communication, since the main aim of the Organization was to provide reliable information, such as weather forecast and hazard warning on time. Lack of resources for communication was a real challenge and the Organization should concentrate on key messages.

6.3.3 The Secretariat clarified that the goal highlighted in 6.3.1 – item 3 concerns the partnerships that on one hand the WMO develops within the UN system in support of its strategic priorities such as the GFCS, and on the other hand the ones that NMHSs develop at national level in support of their own mandate and in support of national priorities, including for development. Communicating better with those partners involved can only create a win-win situation for the WMO community by facilitating a more consistent support of WMO priorities in Members countries, in particular within UN-system wide coordinated actions and by Members in constituent bodies of UN institutions.

6.3.4 Several members stressed that meteorological services should share best communication practices. The Secretariat indicated that fruitful contacts had already been established with Australian, South Africa, UK, and USA communication specialists, and that the revitalization of the IPA network is very much on the new CPA team's agenda.

#### **6.3.5 The Group made the following recommendations:**

- a) The communication strategy should ensure best alignment between expected outcomes and messages to promote the added value of WMO activities;
- b) The Strategy should be well focused, well targeted and well defined;
- c) Great care should be taken in presenting it to the EC.

#### **6.4. Social and economic benefits of weather, climate and water services**

6.4.1 The Group actions taken by the Secretariat, presented by Ms H. Kootval, in order to respond to the Madrid Action Plan, which had resulted from the “WMO International Conference on Secure and Sustainable Living: Social and Economic Applications and Benefits of Weather, Climate and Water Services” held in Madrid in 2007. They included the establishment by the SG of the “WMO Forum: Social and Economic applications and Benefits of Weather, Climate and Water Services”, and the creation of an on-line resource through the Website “Socio-Economic Benefits of Weather, Climate and Water Services; the publication of a technical document “National Meteorological and Hydrological Services, Their Partners and User Communities – Follow up to the Madrid Action Plan – for Improved Social and Economic Benefits of Weather, Climate and Water Services” (PWS-19, WMO/TD No. 1510); the preparation by the “RAVI Task Team on Socio-Economic Benefits” of a set of guidelines on methods and procedures for conducting socio-economic benefits studies in RAVI; organization of the “RA VI Conference on Social and Economic Benefits of Weather, Climate and Water Services” (Lucerne, Switzerland, October 2011), and publication of its proceedings; collaboration between the WMO and the World Bank on a project to provide guidance to NMHSs on preparing systematic and robust assessment of the benefits of their services to various user communities. Future plans also include the design and implementation of a number of pilot projects, including training, to test such methodologies in each of the WMO Regions.

6.4.2 The Group agreed that the assessment and demonstration of the socio-economic benefits of the services provided by NMHSs are very closely related to delivering services to the public and different user sectors. It reiterated the urgent need for developing methodologies for assisting NMHSs in conducting such assessments. The senior management of NMHSs needs to be fully versed in articulating and communicating these benefits not only to the decision making authorities in their governments, but also to the user communities. Different Regional Associations need to pay particular attention to this issue through for example establishing dedicated task teams to conduct socio-economic benefits studies of relevance and concern to their respective regions, similar to that in RAVI. The inclusion of socio-economic benefits of weather, climate and water services in the AMCOMET process was viewed as a useful mechanism to progress this issue in RAI. The importance of developing community climate services taking into account precious indigenous knowledge was highlighted.

#### **6.4.3 The Group made the following recommendations:**

- a) To make a thorough review of the MAP and assess the progress made in its implementation in the last 5 years since the Madrid Conference;
- b) In the report to EC, to highlight the progress made in the implementation of MAP;
- c) The responsibility for the future work on socio-economic benefits of weather, climate and water services be transferred to the EC Working Group on Service Delivery (ECWG-SD), due to the very close synergy of this issue with its work;
- d) The issue to be addressed in collaboration with the EC WG on Climate, Water and Related Environmental Services.

## **7. UPDATE ON THE FIVE STRATEGIC PRIORITIES**

### **7.1 Global Framework for Climate Services**

7.1.1 The Group was reminded of the process that has led to the creation of the GFCS, notably the WCC and formation of a High-Level Task Team. Subsequently, its report was endorsed at Congress in 2011 and the GFCS Secretariat was established within the WMO Secretariat to facilitate the range of activities to support the development of the GFCS draft Implementation Plan and to prepare the Extraordinary Session of the World Meteorological Congress in October 2012.

7.1.2 Development of the Implementation Plan is well underway. It is important to have a robust consultation process for the development of the plan and the Secretariat has worked hard to achieve this and the components of this consultation are described below.

7.1.3 The first layer is the consultation exercise which took place last year, conducted via five events that were attended by appropriate stakeholders. Major recommendations from these consultations are contained in the zero draft of the Implementation Plan. Under the five pillars, four sectors are being developed (health, water, agriculture and DRR). For each sector, exemplars are being developed which are standalone documents that identify specific activities for that sector.

7.1.4 The second layer involved identifying over 300 experts for the development of the plan – these are being used in the review process.

7.1.5 A TC-oriented strategy is also being developed. This will be important as it will help gain recognition and validation across a broad set of organisations and stakeholders.

7.1.6 A number of activities have been completed accomplished following Cg-16 to give effect to the decisions of Congress regarding the GFCS including two meetings of the Executive Council Task Team on the Global Framework for Climate Services (ECTT-GFCS), hosting of GFCS side events at major international conferences and events, the holding of a number of consultations under the main components of the GFCS (user interface platform; climate services information system; observation and monitoring; research, modelling and prediction; and capacity development), to facilitate discussion of key issues related to the production, availability, delivery and application of climate services in the four priority sectors (agriculture, water, health and disaster risk reduction), in which more than 40 agencies and over 300 experts have participated.

7.1.7 Resource mobilization efforts resulted in Hong Kong, China; India; Norway and Switzerland contributing to the Trust Fund. Portugal and Brazil provided in-kind contributions through translation of GFCS related publications into Portuguese, and Germany by supporting a Junior Professional Officer in the GFCS office. In addition, Australia, UK and US are contributing through provision and support of the main writers the Implementation Plan.

7.1.8 Data requirements and exchange is a major issue and this is acknowledged and will be given due attention.

7.1.9 The Group observed that the Report on GFCS is primarily outward focused, and perhaps should recognize the important internal work such as WIGOS.

## **7.2 Aviation meteorological services**

7.2.1 The Group was informed by Mr H. Puempel of the key AEM strategic priorities for the current period, challenges, risks and proposed implementation steps:

- a) Meteorological Services to Air Traffic Management(ATM): intense collaboration of ET on Met Support for ATM and Met Data eXCHange with ICAO Project Team PT-MARIE to produce draft MET in time for the next ICAO Annex 3 Amendment Cycle (Nov 2013) and transition to XML (with CBS TT-AvXML);
- b) Implementation of Quality Management Systems in services to civil aviation: Following a Series of workshops intense follow-up with Members on detailed, step-by-step implementation based on newly produced guidance, forming of twinning/mentoring partnerships;
- c) Personnel competency Assessments: following the roll-out and implementation workshops and gap analysis in WMfiveO regions (one to come in 2012) mapping of Competencies to available training resources (Focus on Distance learning) in cooperation with training institutions /ETR/RTC/COMET/EUMETCAL;
- d) SIGMET deficiencies: working with ICAO groups to institutionalize the successfully tested SIGMET advisories, use QMS implementation and competency assessments to address shortcomings in Members NMHS to address remaining issues of SIGMET issuance, working to establish a 2-tier SIGMET system with "coarse-mesh" advisories for larger regions, and detailed SIGMET for national areas of responsibility;
- e) Volcanic Ash: building on the extraordinary success of the newly created Volcanic Ash Scientific Advisory group, foster the transfer from science to operations in ground-based and space based remote sensing of Volcanic Ash, harmonize best practices between Volcanic Ash Advisory Centers and monitor performance of advisories and SIGMET for volcanic ash.

7.2.2 The Group commended clear and concise report.

## **7.3 Capacity-building for the developing and least developed countries**

7.3.1 The Group was informed by Mr R. Masters on progress in the preparation of Capacity Development Strategy and Implementation Plan and other aspects of the work progress of the EC WG on Capacity Development.

7.3.2 With respect to Capacity Development Strategy, it was stressed that quality of services provided by NMHSs, which is paramount and brings both visibility and funding to NMHSs, should be well reflected in the Strategy. The focus and implementation of the Capacity Development Strategy could be better honed the need to strengthen the regional and sub-regional aspects; need to better understand the requirements associated with delivering services such as the GFCS; and clarity on the level of commitment.

7.3.3 The Group was informed of the progress on the development of new Guidelines on the Role, Operation and Management of NMSs. In addition to providing useful information to Permanent representatives (PRs), senior and mid-level managers of NMSs, the Guidelines will allow development of baseline functions of the NMSs, assessment of NMSs against these functions, and tracking of deficiencies to be used in preparation of national development plans and related advocacy.

7.3.4 The Group welcomed the recent progress on the development of the WMO Country Profile Database (CPDB), through the approach to build a modular system upon the already existing and operational databases. The web-based CPDB currently provides the country

information on: (a) the contacts of Permanent Representatives of Members with WMO (WMO Publication No. 5); (b) CBS/CIMO-related contacts; (c) observing station information (Vol. A); (d) radar station; (e) awarded fellowships; (f) VCP requests, and so on. The Group expressed the view that the CPDB, to be regularly updated by Members themselves, would also be useful and beneficial to Members.

7.3.5 The Group was further informed on the outcomes of PRA-2012 meeting, which identifies most urgent priorities for regional associations, discussed roles and functions of TCs and RAs, effectiveness and efficiency of the work of constituent bodies.

7.3.6 The Group identified the following points relevant to agenda item 4:

- a) Roles and functions of the RAs, TCs and the WMO Secretariat should be better defined:
  - (i) RAs should have a leading role in determining the requirements of the Members;
  - (ii) Based on these requirements, the TCs should develop and propose adequate technical solutions and methodologies;
  - (iii) During the implementation phased, the RAs should again assume the leading coordinating role;
  - (iv) Role of WMO Secretariat to be more clearly defined.
- b) Effectiveness and efficiency could be improved by:
  - (i) Sharing good practices, for example, by reducing the number of the WGs;
  - (ii) Reducing the membership (a number of 6 – 10 experts was considered as optimal);
  - (iii) Adopting a more operational approach and focusing on a small number of achievable tasks.
- c) Collaboration of RAs with the Expert Teams and other bodies of the TCs should be improved by:
  - (i) Streamlining activities;
  - (ii) Avoiding duplication.

#### **7.4 Implementation of the WMO Integrated Global Observing System (WIGOS) and WMO Information System (WIS)**

##### ***Implementation of the WMO Integrated Global Observing System (WIGOS)***

7.4.1 The Group was informed by Mr W. Zhang of the progress being made in the development and implementation of WIGOS in accordance with the decisions and recommendations of Cg-16 and EC-63. Key implementation components and major activity areas were highlighted in the document. The highest priorities in the work plan of ICG-WIGOS were given to the following issues:

- a) the further development of the WIGOS Functional Architecture (WIGOS-FA);
- b) the further development of the WIGOS Implementation Plan (WIP);
- c) the revision of the WMO Technical Regulations, including development of the Manual on WIGOS;
- d) the development of the WIGOS metadata tree (needed for the WIGOS Core Metadata Standard).

7.4.2 An early and active involvement of the Management Groups of all RAs and TCs, respectively, and their contributions to the WIGOS implementation activities was stressed as essential. It was recommended that the WMO Operating Plan, Expected Result 4, WIGOS Related activities (4.1) be adjusted accordingly.

7.4.3 The Group observed that some NMHSs are not sufficiently familiar with WIGOS implementation. Thus it is necessary to clarify for all NMHSs the stages of implementation in order to define the gaps and assist the NMHSs in formulating requests for funding. The Group recommended development of the Manual on WIGOS.

7.4.4 The Group emphasized that the NMHSs should feel ownership for WIGOS and be able to identify how much implementation will cost, what needs to be done, and what the benefits are. In this regard, it is recommended that the Regions be provided further training on WIGOS and that a guidance structure be created so that achievements can be measured. Also, plans for the TCs need to be known so that the Regions can better coordinate with the TCs. In this vein, the TCs should also align their workplans to the RAs' priorities and reflect the needs of WIGOS in their workplans.

7.4.5 The Group emphasized the need for the Regions and sub-regions to have a sense of ownership of the management of their networks.

#### ***Implementation of the WMO Information System (WIS)***

7.4.6 The Group was briefed by Mr Peliang Shi on the progress in the implementation of WIS since the Cg-XVI whereby the Secretariat organized additional WIS JumpStart visits for Members implementing WIS centres, including training seminars in South Africa, India, and Iran for their local WIS development team. A regional WIS implementation workshop for RA VI (November 2011) helped participants to gain better knowledge of WIS functionalities and benefits, as well as of the necessary actions to be undertaken by each Member in order to implement WIS at national and regional levels. The Group was informed that regional plans will be needed to guide the WIS full implementation at regional levels and that approaches to develop such plans were discussed at sessions of the RA II Working Group on IOS/WIS and the RA VI Working Group on Technical Development and Implementation.

7.4.7 The Group noted that operational synchronization of the metadata catalog among a small group of Global Information System Centres (GISCs) (Beijing, Offenbach, and Tokyo) started in January 2012, which signified the start of operation of WIS. GISC Beijing and GISC Tokyo are providing interim WIS metadata management services to those Members whose principal GISC is not yet ready for operation. The Group further noted that the implementation of other candidate GISCs and DCPCs is progressing at various paces and that candidate GISCs Melbourne and Seoul are ready to demonstrate their compliance to WIS technical requirements. CBS will organize on site auditing for the two centres in April 2012 and hopefully will recommend them to EC-LXIV for formal designation. It is expected that all other candidate GISCs will be able to complete their implementation only after EC-LXIV. As delegated by Congress, EC will be responsible for subsequent annual review and designation of GISCs and DCPCs recommended by CBS.

7.4.8 A question was raised about the protocol questionnaire and whether each region should link to a single GISC. The president of CBS explained that each region would feed the information on its respective DSP into the global system and that those data would be available through any of the GISCs, since catalogues were synchronized. Efforts had been made to ensure that the metadata catalogue was accessible to all Members.

## 7.5 Disaster risk reduction

7.5.1 Mr H. Puempel gave an overview of the DRR Programme and underlined its complexity: the Programme must leverage the work of other departments in the Organization and also the support of other UN agencies. Events in the past few years clearly showed a sharp increase in the intensity and frequency of hazards with dire consequences for sectors vital to the survival of the communities concerned. The following DRR Programme strategic priorities and implementation steps planned were underlined:

- a) Development of Standards, Guidelines and Training modules in the following areas: hazard risk analysis, Multi-Hazard Early Warning Systems, sectoral risk reduction, disaster risk financing through appropriate risk transfer mechanism, all under the aspects of principles of Quality Management according to the ISO 9001:2008 Standard;
- b) Addressing the issue of user interface mechanisms, working to institutionalize the cooperation with humanitarian, disaster management and related national and international agencies;
- c) Development of suitable (fit-for-purpose) products and services for the different user sectors, incorporating agreed Quality Management Principles as fundamental working method;
- d) Implementation of regional DRR projects with active support from technical commissions, regional associations and other WMO structures such as specialized regional meteorological centers and regional climate centers.

7.5.2 In the following discussion the Group underlined the critical role of EWS to reduce not only the risk of disasters but also of conflicts, such as over pastures or water, which might arise in communities following disasters; stressed the need to correlate disaster risk and social impact, as disasters hindered the achievement of economic goals, and that such correlation had to be properly identified and communicated as one of the services provided by NMHS. It was pointed out that the accuracy of weather forecasting was important. The Group recommended that DRR focus in future on governance, service delivery, capacity-building - in particular hazard and risk mapping - and vulnerability.

7.5.3 The Chair commented that the papers presented for item 7, with the exception of the Aviation document, were too long and often contained information that was already known to members of the Group. He suggested that documents be more concise and action oriented, following the example of the Aviation document, which was clear and to the point. The Chair and other members of the Group echoed the Chair's concerns and called for more concise documents that contain just a few major points for discussion and outline future actions.

## 8. OTHER MATTERS

### 8.1 UN System inter-agency coordination mechanisms

8.1.1 The ASG, Ms E. Manaenkova, presented the overview of United Nations System, the Chief Executive Board for Coordination (CEB) and its inter-agency coordination mechanisms. She highlighted main committees and groups whereby WMO Secretariat is active and the Organisation benefits from this participation, such as Working Group on Climate Change currently chaired by WMO ASG. On the request of members of the Group the links to the web resources used in the presentation are referred in this report as follows:

- UN System [chart](#)
- Chief Executives Board for Coordination ([CEB](#))

- High-level Committee on Programmes ([HLCP](#))
- High-level Committee on Management ([HLCM](#)) and its networks (IT, human resources, budget and finance, procurement)
- UN Development Group ([UNDG](#))
- Mechanisms under HLCP
  - [UN Water](#)
  - [UN Oceans](#)
  - [UN Energy](#)
  - [WG on Climate Change](#)
- Environment Management Group ([EMG](#)) and its Issue Management Groups (green economy, biodiversity, land degradation, climate neutral UN).
- UN Communications Group ([UNCG](#))

8.1.2 Mr C. Caponi gave a brief presentation on the background, composition and strategic directions of UN-Water, the coordination mechanism of the UN entities having a (fresh) water programme. The benefits deriving from the WMO Secretary-General chairmanship of UN-Water for the period 2012-2013 were highlighted, such as: (i) the opportunity to strengthen the engagement of other UN agencies in GFCS, (ii) the enhanced visibility of WMO's water-related activities, (iii) the multiple opportunities to advocate for the importance of supporting the NMHSs and (iv) the renewed interest from donors in WMO programmes.

8.1.3 The meeting noted that the UN System and its Inter-Agency Coordination system was very complex and that it was not always clear how the different bodies worked together. The Secretariat was also asked to clarify the relationship between UNEP and EMG as well as between UN-Oceans and the UNESCO IOC and Hydrological Programme. During the discussion emphasis was laid on the need to strengthen the functions of NMHS for the environment and to make a stronger case for supporting meteorological services at nation level. UN-Water seemed to offer an opportunity to carry that task forward.

8.1.4 The Chair invited Group members to identify a few key messages to be submitted to the EC. The Group came up with the following points:

- a) The need to identify issues that WMO should put forward;
- b) Benefits to WMO from the inter-agency activities mentioned thus far;
- c) Identification of the benefits for Members;
- d) Defining the agenda for the next two years with specific priorities;
- e) Identifying opportunities for the Organization.

8.1.5 The Group recommended that a simple presentation be made to the EC, highlighting two or three areas of interest, and emphasis should be made on the issues the Council would like the SG to promote on behalf of the NMHSs during his tenure as Chair of UN-Water.

## **8.2 Integrated approach towards food, water, droughts and desertification issues**

8.2.1 Mr R. Stefanski from the Secretariat introduced the report on this item, including the work of the CCI/CHy/CAgM Task Team, and highlighted the following key issues:

- a) Close collaboration between working groups and commissions and at the Secretariat level. Progress in this area was clearly being made through the establishment of joint working groups, joint symposia, catalogues of case studies and projects, and the development of a joint training seminar/course on climate, water and food. This course would use a thematic approach focusing on the interaction between floods, droughts and desertification and their impact on agriculture, in order to develop appropriate products and tools;
- b) The Joint Task Team contributed to the EC WG-CWE e-forum in March 2012;

- c) The High-Level Meeting on National Drought Policy, which would take place in Geneva in November 2013 and would be organized with a number of key UN agencies, international and regional organizations;
- d) Integrated Drought Management Programme is being proposed for consideration of EC-64.

8.2.2 The Group made a number of suggestions to the work of the Joint Task Team, including the need to review the terms of reference of EC focal point on climate, food and water.

### 8.3 Maximum terms for the Secretary-General

8.3.1 Mr C. Blondin introduced the topic. He informed the Group on the milestones and various aspects underlying the decision taken at Cg-XIII (1999) as well on the current situation in other UN agencies. SG highlighted some historical aspects in the evolution of the SG terms and some unique provisions of WMO such as the nature of the EC.

8.3.2 The Chair sought comments from all Group members present, which referred to the following items:

- a) *Number of terms*: Most members expressed the view that WMO should align with UN system most common practice of 2 terms; recalled that Congress appoints the SG at each session and noted that a new SG will need to be selected in 2015 as per current provision;
- b) *Duration of each term*: Some members suggested to increase the duration of term to 5 years, which would allow better continuity and return benefits after getting recognition (such as in the UN system), recognizing that the implication of such a duration with respect to Congress intercessional and financial period have to be looked after in depth. Importance of succession planning and contingency for SGs had been also stressed;
- c) *WMO spirit and interest*: several members stressed that the proposal put forward by EC to Congress should take into account the cooperative spirit, WMO planning processes and strategic framework for a good decision for the interest of the Organization;
- d) *The Group recommendations to EC*: Most members were of the view that the Group recommendations should ease a clear decision by EC-64; it was felt important that potential candidates have a clear understanding of the situation and expectations.

8.3.3 The following three options emerged through the discussion, which need to be presented to the EC:

- a) Continue with the current regulation. The last decision took effect in 2003 partly due to circumstances at the time. The EC has to be brought back the facts of the situation and provided with a snapshot of the historical issues;
- b) Maximum 2 terms of 4 years, aligning WMO with the most of the UN system organisations and conforming to common practice. This option should be developed recognizing the political situation;
- c) Maximum 2 terms of 5 years. This option should be further developed recognizing that it will require changing of WMO planning cycle and would take time to seize all its implications and get work done.

## **9. ANY OTHER BUSINESS**

### **9.1 New EC-64 website and documentation system**

9.1.1 The ASG recalled that EC-63 had requested the Group to develop simplified documentation for trial at EC-64 session, in the context of continuous improvement. She informed the meeting that EC-64 will see, not only improved documents structure and layout, but also documents access and handling process, which is hoped to facilitate more effective session and use of documents in electronic form. She presented the relevant pages of the web site, taking members through every step needed to retrieve, view, download and navigate through the documentation.

9.1.2 She highlighted the main changes in the organization of the EC meetings and the relevant documentation. A decision had been made not to print documents but to encourage Members to consult them electronically. Computers would be made available during the meeting.

9.1.3 A power point presentation guiding through the changes in processes and documents had been prepared and uploaded on the web to assist EC members as they get prepared for the session. An information session for EC members had been scheduled on Sunday, 24 June, prior to the meeting. The Secretariat was requested to advertise the information session.

## **10. CLOSURE OF THE SESSION**

The Chair indicated that the next meeting of the Group is planned to be held in 2013 and closed the session at 12:05pm on Wednesday 4 April 2012.

## Appendix I

### LIST OF PARTICIPANTS

#### Members of the EC WG/SOP

D. Grimes, Chair  
 A. Anuforum  
 I. Cacic  
 F. Jacq  
 L. Makuleni (Ms)  
 J. Mukabana  
 C. NaranjoJacome  
 M. Ostojki  
 P. Taalas  
 Yap Kok Seng

N. Nishide	(representing Mr Hatori)
C. Draggon (Ms)	(representing Mr Hayes)
M. Gray	(representing Mr Hirst)
Yu Xinmen	(representing Mr Zheng)

#### Invited participants

F. Branski	(president of CBS)
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#### Advisors

M. Crowe	(advisor to Mr Grimes)
M. Hurtola (Ms)	(alternate to Mr Taalas)
N. Maingi	(advisor to Mr Mukabana)
Yu Jun	(advisor to Mr Yu)
Cheng Lei	(advisor to Mr Yu)
Y. Kanno	(advisor to Mr Nishide)
M. Majodina	(advisor to Ms Makuleni)

#### Representatives of WMO Members

Algeria	Fayçal BELKACEMI, Attaché
Brunei Darussalam	Nazirah ZAINI (Ms), Second Secretary
Democratic People's Republic of Korea	KIM Tong Hwan, Counsellor
Honduras	H.E. Ambassador Maria BENNATON, Alternate Permanent Representative
Italy	Mauricio BIASINI, Attaché Marcello CIANCAGLIONI
Japan	Hideto ORIHARA, First Secretary
Libya	Busma ALGADI (Ms), Third Secretary
Principality of Monaco	Gilles REALINI, Second Secretary
Nepal	HariOdari, Second Secretary
Poland	Agnieszka HARDEJ-JANUSZEK (Ms)
Saudi Arabia	Helal ALHARBY Khaled MANZLAWIY
Sierra Leone	Yvette STEVENS, Chargé d'Affaires, a.i.
Switzerland	Salman BAL

**WMO Secretariat**

M. Jarraud	Secretary-General
J. Lengoasa	Deputy Secretary-General
E. Manaenkova	Assistant Secretary-General
C. Blondin	Director, Cabinet and External Relations Department
R. Masters	Director, Development and Regional Activities Department
W. Zhang	Director, Observing and Information Systems Department
P. Shi	Director, WMO Information System Branch
F. Lucio	Project Officer, GFCS Office
H. Kootval	Chief, Public Weather Service
H. Puempel	Chief, Aeronautical Meteorology Division
R. Stefanski	Chief, Agricultural Meteorology Division
C. Caponi	Chief, Hydrology and Water Resources Branch

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## **Appendix II**

### **AGENDA**

1. OPENING OF THE SESSION
2. ADOPTION OF THE AGENDA
3. WMO STRATEGIC PLANNING PROCESS
  - 3.1 Aligning activities of regional associations and technical commissions with the WMO Strategic Plan 2012-2015
  - 3.2 WMO Strategic Plan 2016-2019
4. CONTINUOUS IMPROVEMENT OF WMO PROCESSES AND PRACTICES
5. WMO MONITORING AND EVALUATION (M&E) SYSTEM
6. THE ROLE AND OPERATION OF NMHSs
  - 6.1 Results of the 2011 survey on role and operation of NMHSs
  - 6.2 Statement on the role and operation of NMHSs addressing the needs for GFCS
  - 6.3 Guidance for enhancing the visibility of NMHSs and WMO through adequate communication and advocacy
  - 6.4 Social and economic benefits of weather, climate and water
7. UPDATE ON THE FIVE STRATEGIC PRIORITIES
8. OTHER MATTERS
  - 8.1 The UN System inter-agency coordination mechanisms
  - 8.2 Integrated approach towards food, water, droughts and desertification issues
  - 8.3 Maximum terms for the Secretary-General
9. ANY OTHER BUSINESS
10. CLOSURE OF THE SESSION