

FINAL IN-SESSION REPORT

EC WORKING GROUP ON WMO STRATEGIC AND OPERATIONAL PLANNING (WG/SOP)

FOURTH SESSION

(GENEVA, 1 – 3 FEBRUARY 2011)

1. OPENING OF THE MEETING

1.1 The Chairperson of the EC Working Group on WMO Strategic and Operational Planning (EC WG/SOP), Dr Alexander Bedritskiy, opened the fourth session of the working group on 1 February 2011 at 09h30. The President of WMO and the Secretary-General welcomed the participants. The list of participants is given in [Appendix I](#).

1.2 The President highlighted that the matters in the agenda of the session are to follow-up requests from the Executive Council (EC) in preparation to the Congress (Cg) as well as to provide recommendations regarding preparation of the next Strategic Plan. He emphasized that the strategic and operational planning is the important process to the Organization to ensure that all efforts and resources are focused on the achievement of common goals and require engagement of all technical commissions (TCs), regional associations (RAs) and their presidents and management groups as well as all Secretariat Departments. The President thanked the presidents of technical commissions and regional associations present at this session of the working group.

1.3 The Secretary-General emphasized that all efforts are being made in order to provide Congress with the necessary elements for decision on the enhanced Budget for the next financial period, the implementation of the Global Framework for Climate Services (GFCS) and other key priorities identified in the Strategic Plan.

2. ADOPTION OF THE AGENDA

2.1 The Chairperson invited the working group to consider the provisional agenda with a view to its adoption. The agenda was adopted as presented in [Appendix II](#).

3. REVIEW OF ACTIONS FROM THE THIRD SESSION OF THE EC WG/SOP (MARCH 2010)

3.1 The WG was informed on the follow-up to its recommendations emanating from the session in March 2010. It took note of implemented recommendations relating to cooperation with private sector, implementation of Madrid Action Plan; it undertook detailed discussion on M&E and progress on WMO Reform under agenda items 5 and 6, and made the following observations and recommendations on the other topics as follows.

3.2 The WG noted that all principal planning and budget documents were timely posted on the website for consideration by the Congress:

- the revised (edited) Strategic Plan 2012-2015 (editorial changes were not applied to the formulation of ERs);
- the WMO Operating Plan 2012-2015 (translating ERs through KO with associated KPIs to activities to be undertaken by all constituent bodies and Secretariat and resourced through the regular budget);
- Budget proposal for Sixteenth Financial Period 2012 – 2015 (document provides detailed distribution of regular resources for core functions and activities, broken down the ER/KO level with associated deliverables indexed against activities in OP for easy cross-reference); and
- Compendium of project initiatives to be funded from voluntary resources in support of priority areas (attempting to facilitate more predictable, consistent and enhanced voluntary contributions from Member governments, institutional partners and funding agencies).

3.3 The WG was informed that introduction parts of both Budget and Compendium documents attempts to provide answers to FAQs derived from consultations held by the Secretariat with Members on the occasion of recent meetings, Bureau and Missions in Geneva.

3.4 The WG acknowledged notable improvement and generally good quality of these documents. It observed that the four planning and budget documents were rather dense and recommended to prepare guide/explanatory material and/or organize briefing(s) for Members guiding them through these documents. Explanation of purpose and roles of various elements in the planning documents should be also provided (see paragraph 4.1.2 (b)). Thematic information side-meetings for each priority area during Congress were welcomed. Some inconsistency was observed to be fixed when possible:

- KOs should be checked across OP, Budget and Compendium (e.g. fix KOs 7.3, 3.5-3.8, overlap of KOs 3.5 and 4.3);
- KPIs should be further worked out to be specific, measurable, achievable realistic and time-bound (SMART); and
- Baselines should be established (build on pilot M&E in 2010-2011 and through evaluation questionnaire – reference to discussion on M&E under item 5).

3.5 Questions asked by the members of the WG regarding the new innovative approach to voluntary funding indicated that more clarity and explanations is required regarding the concept of pledging/committing voluntary resources. The WG recommended sending circular letter to Members prior to the Congress to call their attention and explain the concept. Questions raised:

- How and when funding could be provided? Will trust funds be organized? What is flexibility for pledging/actual funding over the 4-year period (respect national financial planning cycles)?
- How projects would be managed and at what support cost?
- Will full projects proposals be developed and at what stage?
- How additional priority projects could be added, e.g. those emerging from the Congress?
- How existing targeted funds will be handled?
- What is degree of optimism for raising level of voluntary funding? Expectations from Adaptation Fund / Green Fund? Expectations from cooperation with partners?

- What advantaged for donors Compendium projects provide? e.g. recipient Members needs identified, project impact would be maximized through targeted and coordinated action and demonstrated.

3.6 It was further recommended to:

- Formulate capacity building projects within WMO field of competence, e.g. focused on training on NWP and forecasting methods, improvement of qualification of meteorologists; reconstruction and sustaining networks of meteorological, hydrological, climate systematic observations, etc. ;
- Promote relevance and effectiveness of WMO projects, especially those relating to GFCS, for national adaptation actions and thus attribution of funds as Members' contributions towards adaptation; Promote relevance of projects to the Members' international commitments under UNFCCC and other MEAs and multilateral processes; and
- Take every opportunity for further consultations before the Congress.

3.7 The WG was further briefed on the process of preparation of the report of the High-level Task Force (HLT) for the GFCS and approach proposed for the Congress to respond to the HLT recommendations and the implementation of the GFCS. The WG recommended that the following views be communicated to Congress by the Secretary-General, President and Members:

- Develop Q&A on GFCS funding from regular and voluntary budget (secretariat, governance, implementation projects);
- In the context of the recommendation of HLT:
 - o the WMO should accept the key coordinating role for setting up an intergovernmental process for the governance of the GFCS;
 - o The WMO should be supportive of providing the secretariat function for the GFCS within the WMO Secretariat;
- Submit and promote GFCS projects through UNFCCC adaptation action plans;
- Position NMHSs in User Interface Platform; and
- Develop a detailed functional scheme of processes involved in GFCS, from measurements and data collection to products generation, operational services and use to illustrate division of labour (and place NMHSs) in the production chain.

3.8 Regarding the cooperation with the private sector the WG noted that the matter was dealt with by the EC WG DRR-SG and subsequently consideration by the EC-LXI. New Strategy on Service Delivery has been endorsed by the EC-LXII and is being submitted to the Congress. It was emphasized that the role of NMHS and Convention should be well understood in dealing with the issue of cooperation with the private sector, in particular in service delivery and data provision.

4. WMO STRATEGIC PLANNING PROCESS

4.1 Development of the next WMO Strategic Plan and Operating Plan (2016 – 2019)

4.1.1 The WG discussed the issue of strategic and operational planning for 2016-2019, and acknowledged that the current process was mature enough and could be recommended to the Congress for the next planning cycle.

4.1.2 Proposal for Congress decision:

- (a) Follow the current structure (2012-2015) of the planning documents (GSN-ST-ER-KO) and overall planning process;
- (b) Provide to Congress a brief description of roles and purposes of the SP (road map, not limited by/extending beyond the current 4-year planning cycle, broad direction, guidance for Members' NMHSs national planning; ERs – near term, not necessarily limited by a Financial Period), OP (current planning) and Budget (resources for the implementation for the financial period), linkages between these planning elements and planning process;
- (c) Request EC:
 - (i) to organize planning process taking into account lessons learnt from the previous planning exercise;
 - (ii) to adjust strategic thrusts, expected results and targets based on the realities of the moment and foreseen new/evolving social and economic demand, as well as on the results of evaluation of the performance on the present plan; identify priority/focus areas;

4.1.3 In performing the above tasks, it is recommended to pay attention to the following :

- (a) Stronger linkages and complementary roles of technical commissions and regional associations in planning process and inputs, reduce duplication;
- (b) Engaging RAs and TCs in planning process particularly in the update of the Strategic Plan;
- (c) Better means of integrating and supporting the development of regional and technical components of the WMO-wide Operating Plan;
- (d) Identify narrow/unresolved areas and address them in a priority order: specific emphasis on establishing baselines, formulation of SMART KPIs, setting achievable targets, synchronization with TC/RA decision-making;
- (e) To consider a longer-term outlook of future strategic directions and projection of WMO future capabilities; and
- (f) Take into account the outcomes of the work on continuous improvement of WMO working processes and practices (ref item 6.1).

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

5.1 Progress in the Implementation of the Pilot Phase of WMO Monitoring and Evaluation System

5.1.1 The WG emphasized that the M&E System was an important component of the RBM, which was to deliver essential information for evaluating the performance of the Organization and for management/ control purposes in the Secretariat. The WG recalled the decisions of EC concerning the WMO M&E System. It referred in particular to the phased implementation of the M&E System comprising the Preparatory Phase (2009), the Pilot Phase (2010–2011) (PP) and eventually the Full M&E Implementation Phase (as of 2012) (FIP), the decision to

monitor and evaluate during the PP only the two Expected Results 5 and 8, to evaluate the PP with respect to M&E methodology, results, and the cost of the PP and the cost to be expected for the FIP, and the possibility of working with other organizations of the UN-system with respect to analyzing the societal impacts of the achieved results.

5.1.2 As regards the evaluation of the PP, the WG considered a report presented by the Secretariat. The report investigated three quarterly M&E reports produced in 2010 and the methodology applied. The WG noted the key findings, lessons learned from the PP M&E exercises and the estimation of resource requirements of the PP and the FIP, which are summarized in Annex A.

5.1.3 The WG concluded that 2010 M&E results were of limited value for performance evaluation and management/ control purposes. However, the WG underlined that the M&E methodology was in principle appropriate, and if correctly applied could have delivered useful data. The M&E exercises of the PP were worth the effort because they helped to identify improvements and corrections that would need to be accomplished prior to the Full Implementation Phase.

5.1.4 The WG considered aspects and specifics of M&E practices of other UN-system organizations which have relevance to WMO as far as they were of relevance to WMO. The key findings are summarized in Annex B.

Recommendations

5.1.5 Based on the information and findings referred to above the WG agreed to submit to Cg-XVI the following specific recommendations:

- (a) The M&E tools should be precisely defined and correctly applied; the M&E inputs should be timely and completely provided; the M&E System should be simplified and further improved with a view to reducing the work load connected with monitoring;
- (b) Monitoring reports should be produced for management/control purposes, taking into account the needs and the work capacity of the Secretariat;
- (c) Evaluation reports should be produced upon request by the governing bodies for the mid-term meeting of the EC (2013) and the Cg (2015) meeting; for the other EC meetings, thematic or sectoral evaluation reports should be provided upon request;
- (d) To be effective a plan on M&E reporting should be established including the related potential cost;
- (e) Financial information should be included in the M&E process; the relationship between expended resources and achieved results should be transparent to the stakeholders;
- (f) Not all achieved high-level results are easily measurable or quantifiable; a simple qualitative and standardized rating scheme should be introduced for the succinct formulation of assessments at ER and KO level;
- (g) With respect to the Performance Indicators at the level of Key Outcomes, the corresponding Baselines (and, if possible, the Targets) need to be established and included in the Operating Plan before the end of 2011;

- (h) The Operating Plan should be reviewed with a view to harmonizing and/or correcting discrepancies and imbalances with respect to the relationship of KO and DEL, as this would also facilitate the M&E processes;
- (i) In order to be fully useful for decision-makers and stakeholders the evaluation reports should be clear, succinct, timely and geared towards distilling essence and value; the evaluation reports should also include the views and assessments of the stakeholders as regards the impact of the achieved results.

5.1.6 In conclusion, the WG recommended to Cg-XVI to request the Secretary-General to proceed with the development of the M&E System and to approve its Full Implementation Phase as of 2012.

5.2 Questionnaire on the Impacts of Achieved Results on Members

5.2.1 The WG recalled that the EC-LXII (2010) had noted the difficulty of assessing the contributions of NMHSs to the achieved results. To that end, the EC requested to prepare a standardized questionnaire for a survey among the Members to collect their assessment of the societal impacts and sustainability of the results achieved. It also had considered that such a survey could be helpful to establish Baselines and Targets.

5.2.2 When taking into account the differences between the PP and the FIP of the WMO M&E System and between the SOP and the OP, the WG considered three specific model questionnaires, namely one questionnaire each for use

- (a) in a survey to be conducted WMO-wide at the end of the PP (for practical reasons preferably prior to the Cg-XVI meeting) based on the SOP (2008-2011) for ER 5 and 8 only;
- (b) in a survey to be conducted WMO-wide at the beginning of the next planning period (near the end of 2011) to establish the Baselines related to the Performance Indicators given in the OP 2012-2015, and
- (c) in surveys to be conducted at the middle (2013) and near the end of the next Financial Period (2015) to assess the achieved high-level results.

5.2.3 The WG discussed the need for all three questionnaires and concluded:

- Not to pursue a survey with respect to the PP because it would have only limited value considering its rather narrow scope, the lack of Baselines and Targets in the current SOP would make it difficult to achieve objectivity in the assessment and evaluation, and the high cost of a WMO-wide survey, both from the Members' and the Secretariat's perspective, compounded by the very short time left before Cg-XVI. However, the WG saw benefit in revising some of the questions contained in the questionnaire designed for that survey for use, as appropriate, in the surveys (b) and (c);
- That, based on the model questionnaires drafted for (b) and (c), only one questionnaire should be developed for the survey for establishing the Baselines and for the subsequent surveys for assessing the achieved high-level results;
- That a side benefit from these surveys would be to obtain information on the status of operations, capabilities, and capacities of Members for use in WMO data bases, such as the Country Profile Database, and for planning future programme activities.

5.2.4 The WG agreed on the following aspects that should be taken on board in the design of the questionnaire:

- Where appropriate, the questions should be formulated so that the role and contributions of the NMHS, but also those of other relevant agencies or partners, could be taken into account when providing the answers; in that connection it should be noted that the collaboration between the NMHS and another agency could be an achievement in its own right;
- Some service delivery aspects would need to be covered with adequate specificity so that the provision of or the exchange of data and information could be reported as a result, although it may not always constitute a full service delivery arrangement in the traditional sense;
- Efforts should be made to limit the burden on Members. When appropriate, questions should be formulated in a way so that they could be responded to by the management of a NMHS in a straightforward way (e.g., yes/no; numbers; or for perceptive questions a simple qualitative five-step rating scheme, and by ticking the selected answer field);
- In order to formulate questions appropriately it would be necessary to review in the OP the use of the terms „Member“, „country“, and „NMHS“, and whether they are referred to as „provider“, „user“, or „owner“;
- While the questionnaire should be complete and comprehensive with respect to KO and all the related KPI, it should be clearly marked in the questionnaire which of the questions would be addressed and responded to by the Secretariat;
- To achieve an economic handling of the questionnaire, it should be stored on the WMO Website;
- A circular letter by the Secretary-General should activate the survey when appropriate and set the cut-off date for responding; and
- A completed questionnaire should be submitted electronically to the WMO Secretariat through a process yet to be defined by the IT experts, taking into account confidentiality issues and technical aspects.

5.2.5 The WG was aware of the existing variations among the Members with respect to the role and operations of the NMHSs, role of and collaboration with national or international partner agencies, and related policy issues. While it was clear that this would make it practically impossible to design a questionnaire that would be equally suitable for each and every Member, the WG still felt that it would be desirable if Members could have an opportunity to offer their views as regards the specifics and relevance of certain questions. To balance cost and benefit, the WG agreed to test the questionnaire individually among its members and to provide feedback to Secretariat as input for the final version of the questionnaire prior to launching the survey.

5.2.6 The WG also discussed several aspects related to assessing the societal impact of the results, as referred to by EC-LXII. The WG was of the view that while the planned questionnaire would already give some information on the social and economic impacts of the high-level results of the Organization, it would take a different approach altogether to collect Members' views and assessments in a meaningful and objective way. For example, in Service Delivery it would be necessary to address also receivers and users of NMHS services, instead of the NMHS alone. Links outside and beyond the NMHS would need to be invoked to gauge societal impacts related to climate and water as well as research. The WG therefore agreed to keep this issue on its agenda to address the best way forward in due course.

6. FOLLOW-UP TO OUTSTANDING MATTERS RELATING TO EC-LXII DECISIONS

6.1 WMO Reform

6.1.1 The Chair of the Task Group noted that it had worked by correspondence and initially presented its proposals to EC-LXII and then reviewed these proposals following feedback from EC-LXII and CBS-Ext.(10), which had trialled some of the recommendations of the Task Group at its session held in Windhoek, Namibia from 17 to 24 November 2010. The Task Group's Report to the Working Group provided a way of taking forward this work at Congress and beyond. In essence, the Task Group proposes:

- Looking at where we are least efficient, and making changes, as a part of a process of continuous improvement, to improve the way we operate; and
- Using the resources released by these improvements to further invest in what we consider to be the WMO's most important activities, for example, there is a feeling we spend too much effort on meetings and not enough on technical activities (e.g. Capacity Development, Fellowships etc).

6.1.2 The WG had a broad ranging discussion on the challenges of WMO Reform raising the following potential opportunities for further improvement in WMO processes and practices:

- Requesting the presidents of technical commissions and regional associations to consider strengthening their partnership, e.g. through conducting conjoint sessions;
- Further improvement in the coordination between RAs, the TCs, and the relevant Secretariat Departments, in particular through the definition of regional requirements and implementation priorities by regional associations, through the identification of joint activity areas by TCs and RAs, and through the identification of appropriate regional programmatic focal points within each regional management structure;
- Requesting the Congress to ask the Secretary-General to implement a quality management system within the Secretariat of the WMO;
- Consider the scheduling of technical commission and regional association meetings to better align with the planning cycle of the WMO;
- Reviewing the delegations from the Congress to Executive Council, and Executive Council to technical commissions and regional associations to ensure that decisions are being taken at the appropriate level in the Organization; and
- Considering the requirement for the intergovernmental sessions as compared to more technical sessions of meetings.

6.1.3 At the conclusion of this discussion, the WG formed the view that the best way forward is to view this as a long term activity directed at continuously improving the processes and practices of the WMO's constituent bodies and its Secretariat. While it was recognized that Congress provides an opportunity for canvassing dramatic reforms, a more useful approach would be to set the WMO on a path of continuous improvement starting with small, relatively simple changes that would make a difference.

6.1.4 The WG therefore recommended that the President, acting on behalf of EC, requests the Secretary-General to submit a paper to the Sixteenth Congress on: "The Continuous Improvement of WMO Processes and Practices", which would:

6.1.5 Firstly, seek the endorsement of Congress for two “quick win” proposals:

- The development of simplified documentation for constituent body sessions to improve decision-making (aiming for a trial at EC-64); and
- The establishment of a communication mechanism by technical commissions for each regional association, such as the appointment of active rapporteurs/coordinators with clear terms of reference, in particular by feeding the priorities from the regional associations into the work programmes of the technical commissions. Where possible the number of new rapporteurs/coordinators should be limited by drawing upon the assistance of experienced members of the various technical commissions who are also active in the work of their regional association.

6.1.6 Secondly, seek a mandate from Congress to the Executive Council to continue the work on the Continuous Improvement of WMO Processes and Practices. The EC could pursue this work by concentrating on a number of areas where further work is required, including:

- Reviewing the constituent bodies of WMO, and proposing how best to orientate them and to continuously improve their processes and practices to better deliver the priorities of the Strategic Plan, and in particular that of Capacity Development; and
- The practicalities of reducing the intergovernmental part of constituent body sessions and redirecting the savings to increased technical activities including conferences.

6.1.7 The WG considered that such a paper would provide an early opportunity for Members to express their views on these topics, and a more effective WMO in general.

6.1.8 The WG also recommended that the Secretary-General circulate, as a background document to assist the Congress discussion, a paper that provides the rationale for the Secretariat re-structure that was implemented in 2008.

6.1.9 The WG also proposed that some further “quick win” proposals be referred to Executive Council for possible adoption at EC-63 or, at latest, EC-64. These are:

- To request presidents of technical commissions and regional associations to review the extent to which their expert teams and working groups have time-bound, realistic deliverables which clearly implement WMO Programmes, and have clear links to the WMO Strategic Plan, and to report back to EC-64 which should suggest corrective action where improvements are required;
- To request the exchange of best practices is included as a standing agenda item at meetings of presidents of technical commissions and presidents of regional associations; and
- To ensure that terms of reference for EC working groups and inter-commission task teams have a clear differentiation of accountabilities where conflict could arise.

6.2 Distribution of seats in the Executive Council

6.2.1 The topic was introduced by the Assistant Secretary-General who summarized information about:

- A review of Cg, EC and WMO Bureau decisions on the distribution of EC members;
- An overview of the number of seats occupied by each Region in EC since Cg-IX; and
- A general indication of the proportions of number of Members represented by an EC member.

6.2.2 The WG was informed that on the request of XV-RA I session (Marrakech, Morocco, 1-8 November 2010), the amendment to General Regulation relating to the distribution of seats is being prepared for submission to Congress by mid-February 2011 (3 months before the opening of Congress). The WG was requested by the EC-LXII to make an analysis of factors underlying the distribution of seats, as well as implications on the cost and efficiency of EC work. Such an analysis would be useful for Congress, should a proposal to change numbers of seats in the EC be formally submitted. The WG noted that no formal request for increase of total number of seats in the EC was submitted.

6.2.3 The WG discussed various aspects underlying the distribution of seats in the Council and concluded that the distribution as per “gentlemen agreement”, namely RAI-9, RAII-6, RAIII-4, RAIV-5, RAV-4, RAVI-9 should remain and recommended the following:

- (a) The existence and content of the practice of an agreement amongst Regions on the distribution of seats in EC have to be communicated to Members in a preparatory document of the Cg-XVI.
- (b) The distribution of seats amongst Regions in the EC should remain a “gentleman agreement” type and not be codified via the use of a mathematical formula.
- (c) The WMO Secretariat is asked to assist Permanent Representatives in briefing their authorities about issues considered of importance with respect to the governance and management of the WMO constituent bodies, specific nature of the EC, and the gender dimension.

6.2.4 The WG noted that the recommendations will be forwarded to the president of RA I and taken into account in preparation of the document for Congress.

7. ELETRONIC VOTING TEST

The WG tested electronic voting system based on keypads intended for use during the Congress for election of President, Vice-presidents and designation of Secretary-General. The WG was satisfied with the system and made several proposals in order to enhance clarity of use by delegates at the Congress.

8. ANY OTHER BUSINESS

8.1 Capacity development strategy and guidelines on the role, operation and management of NMSs

8.1.1 A presentation on 'Capacity development strategy and guidelines on the role, operation and management of NMSs' was provided to the WG. This was an introduction to the proposed new approach ('capacity development'), in the cooperation and partnership with Members, especially their NMSs, for the development and/or enhancement of the provision of relevant information, products and services to their respective stakeholders. This approach which is more comprehensive and integrated is strongly linked with the priorities identified in the WMO Strategic Plan and put emphasis on national ownership of the development process.

8.1.2 In this connection, the WG was informed that a document "Guidelines on the role, operation and management of NMSs" is under preparation. The aim is to develop an enhanced set of guidelines for the use of senior officials of NMSs in running their respective Services in a more effective and efficient manner. It will take into account recent developments, such as the GFCS, implementation of WIS and WIGOS, support to DRR and QM. The Guidelines will be prepared in a more useful, easily updatable and convenient format.

8.1.3 The WG welcomed the presentation and expressed appreciation for this initiative noting the need for a more integrated approach to capacity building. The members of the WG provided suggestions in relation to the preparation of the 'Guidelines'. These recommendations included:

- (a) the need for a guidance framework broad enough to capture new initiatives in areas such as climate adaptation;
- (b) publication of a pamphlet on the role of NHMSs;
- (c) international/regional aspects of the capacity building should be highlighted, noting the potential for significant benefits and cost savings;
- (d) the need to focus on human resource management as part of the development strategy especially in relation to retention of staff;
- (e) the need for addressing economic development and sectoral support, such as transportation, energy, health, food, and water security;
- (f) the usefulness of including sectoral stakeholders in the preparation of the Guidelines to ensure relevance to user needs; and
- (g) the importance of consultations with other organizations involved in capacity building that could provide useful insights and improve linkages of NMHSs to national and regional development.

9. CLOSURE OF THE MEETING

The meeting closed at 17h41 on Thursday, 3 February 2011.

Annex A to paragraph 5.1.2

Key findings of the evaluation of the PP

- ❖ The SOP 2008-2011 had not established Baselines and Targets; therefore, M&E was performed under the assumption that the number of implemented activities was proportional to the degree of achievement of the corresponding deliverables; that means the M&E was “output”-based, not “outcome”-based;
- ❖ Some M&E inputs were not or not timely available, which resulted in incomplete M&E results;
- ❖ The definition of some statistical parameters was not precise enough, which caused some inconsistency in the M&E results.

Lessons learned from the M&E exercises of the PP

- ❖ The methodology and statistics need to be defined with precision, completeness and consistency, so that there is no room for misunderstandings among the contributing staff;
- ❖ The uniform application of the M&E procedures should be ensured;
- ❖ In order to be helpful, examples and templates for illustrating the procedures should be realistic;
- ❖ As several Departments contributed to the achievement of one ER, it is necessary that all Departments provide complete and timely M&E inputs;
- ❖ To ensure correct statistics proportional percent weights should be assigned to Deliverables that contribute to one Expected Result;
- ❖ A lower M&E work load might have produced better M&E reports; this could have been achieved through the production of half-yearly monitoring reports instead of quarterly reports;
- ❖ Financial information was not or not adequately included in the M&E process;
- ❖ The OP should be written with the M&E System in mind and include from the outset all RBM elements; besides the Baselines and targets, the OP should reflect in the implementation timelines the shortest M&E period and specify the proportion weights of each DEL under an ER.

Resource requirements of the WMO M&E Systems

Basically only the working time of the Secretariat staff involved in the M&E exercises determined the cost. The following methodology was applied for estimating the M&E cost: was to

- ❖ Establish the work hours committed for generating the 2010 M&E reports through a Secretariat survey;
- ❖ Multiply the work hours with standard staff cost per hour and add incidental cost;
- ❖ Calculate the average M&E cost for one Deliverable (unit cost);
- ❖ Use the unit cost as multiplication factor for in the estimation of the cost of the PP and projected estimation of the cost of the FIP;
- ❖ Discuss and assess other issues that might have a cost-increasing or –decreasing effect.

That methodology produced estimated cost of the M&E Pilot Phase (2 ER, 42 DEL, 8 quarterly M&E reports) of about CHF 200.000; and estimated cost of the FIP (8 ER, 105 DEL, 16 quarterly M&E reports) of about CHF 688.000.

The production of fewer M&E reports (e.g. half-yearly or yearly production), the separation of the more frequent monitoring reports from the evaluation reports (possibly two in a Financial Period), might have resulted in a cost reduction. On the other hand there was a risk for cost increases that might emerge from activities that could not be included in the PP M&E exercises and therefore not be taken on board in the above cost estimates. These included the integration of financial information in the M&E process, the production of sectoral or comprehensive evaluation reports; the development of improvements to the Operating Plan and the M&E tools; the collection and evaluation of Members' assessments of societal impacts of the achieved results; and potentially emerging requests by constituent bodies for extra-ordinary, thematic or sectoral evaluations.

Annex B to paragraph 5.1.4

Aspects and specifics of M&E practices of other UN-system organizations

- ❖ Generally, there has been a need for continuous M&E improvements in response to new requirements and the constant budget pressure; therefore, little standardization of M&E practices and tools could be found among the organizations, which diminished the option of importing and integrating suitable M&E tools into the WMO M&E System;
- ❖ Basically all organizations demonstrate a strong link between performance monitoring and financial accountability;
- ❖ While all organizations engage in M&E efforts, many have set up dedicated evaluation groups/offices under specific organizational arrangements, and only a few have opted for adding M&E tasks to the core duties of their staff.
- ❖ Generally, the M&E efforts and related investments are high and growing; organizations with a large capacity development mandate have also large M&E arrangements;
- ❖ Comprehensive institutional M&E exercises are spaced out over several years, while smaller sectoral, thematical or topical M&E exercises are more frequent; preference is given to less costly, project-specific, mid-term or end-of-project evaluations;
- ❖ Evaluation reports are produced upon request by governing or constituent bodies; and recommendations are acted upon according to their decisions;
- ❖ While monitoring is mostly an in-house task, the evaluation is often entrusted to independent external evaluators (also as joint effort involving internal oversight, external auditors, independent evaluators and the own evaluation office).

Appendix I

List of Participants

MEMBERS OF THE EC WG/SOP

Mr Alexander I. Bedritskiy (Chairperson)
Mr Ivan Cacic
Mr Wilar Gamarra Molina
Mr Neil D. Gordon
Mr David Grimes
Mr John Hirst
Mr François Jacq
Ms Linda Makuleni
Mr Joseph Romanus Mukabana
Mr Ali Mohammad Noorian
Mr Yap Kok Seng

Alternates and advisers

Mr Mike Gray (alternate/adviser to Mr Hirst)
Ms Marta Hurtola (alternate to Mr Petteri Taalas)
Mr Nicolas W. Maingi (adviser to Dr Mukabana)

Invited presidents of technical commissions

Mr Frederick R. Branski, president of the WMO Commission for Basic Systems (CBS)
Mr Byong-Lyol Lee, president of the WMO Commission for Agricultural Meteorology (CAgM)

Invited presidents of regional associations

Mr Victor E. Chub, president of Regional Association II
Mr Arthur W. Rolle, president of Regional Association IV

Invited experts

Mr Naoyuki Hasegawa (Japan Meteorological Agency)

REPRESENTATIVES OF MEMBERS

Mr Milan Dacic	Permanent Representative of Serbia with WMO	
Ms Tatyana Angelova	Second Secretary	Permanent Mission of the Republic of Bulgaria
Mr Fayçal Belkacemi	Attaché	Permanent Mission of the People's Democratic Republic of Algeria
Ms Michelle Borja	Consultant (attended with Ms Romero)	Permanent Mission of Mexico
Mr KIM Tong Hwan	Counsellor	Permanent Mission of the Democratic People's Republic of Korea
Mr Gedeon Jaramillo Rey	Minister Counsellor	Permanent Mission of Colombia
Mr Changheum Lee	First Secretary	Permanent Mission of the Republic of Korea
Ms Victoria Romero	First Secretary	Permanent Mission of Mexico
Mr Juan Carlos Sanchez Troya	First Secretary	Permanent Mission of Ecuador
Mrs Rina Soemarno	Minister Counsellor	Permanent Mission of the Republic of Indonesia
Mr Muhsin Syihab	First Secretary	Permanent Mission of the Republic of Indonesia
Mr Seiichi Tajima	First Secretary	Permanent Mission of Japan
Ms Elizabeth T. Te	First Secretary	Permanent Mission of the Philippines
Mr Miguel Ángel Vecino	Counsellor	Permanent Mission of Spain

WMO Secretariat

Mr Michel Jarraud	Secretary-General
Mr Jeremiah Lengoasa	Deputy Secretary-General
Ms Elena Manaenkova	Assistant Secretary-General
Mr Jorge Cortes	Director, Internal Oversight Office
Mr Geoffrey Love	Director, Weather and Disaster Risk Reduction Services Department
Mr Wenjian Zhang	Director, Observing and Information Systems Department
Mr Robert Masters	Director, Development and Regional Activities Department
Mr Christian Blondin	Director, Cabinet and External Relations Department
Mr Tomiji Mitzutani	Chief, Budget Office, Resource Management Department
Mr Dieter Schiessl	WMO consultant

Appendix II

Agenda

1. OPENING OF THE MEETING
2. ADOPTION OF THE AGENDA
3. REVIEW OF ACTIONS FROM THE THIRD SESSION OF THE EC WG/SOP (MARCH 2010)
4. WMO STRATEGIC PLANNING PROCESS
 - 4.1 Development of the next WMO Strategic and Operating Plans (2016 –2019)
5. WMO MONITORING AND EVALUATION (M&E) SYSTEM
 - 5.1 Progress in the Implementation of the Pilot Phase of WMO Monitoring and Evaluation System
 - 5.2 Questionnaire on the Impacts of Achieved Results on Members
6. FOLLOW-UP TO OUTSTANDING MATTERS RELATING TO EC-LXII DECISIONS
 - 6.1 WMO Reform
 - 6.2 Distribution of seats in the Executive Council
7. ELECTRONIC VOTING TEST
8. ANY OTHER BUSINESS
9. CLOSURE OF THE MEETING