**REPORT

2016 SESSION OF THE EC WORKING GROUP
ON WMO STRATEGIC AND OPERATIONAL PLANNING

(GENEVA, 16-19 FEBRUARY 2016)**

**1. OPENING OF THE SESSION**

1.1 The Chairperson of the EC Working Group on WMO Strategic and Operational Planning (WG/SOP), the President of WMO, Mr David Grimes, opened the first session of the working group on 16 February 2016 at 09h30. In his opening remarks, he expressed his appreciation to the members of the group for showing commitment to the activities of the group as demonstrated by their presence. He gave a brief overview of the issues that the group would discuss as relates to the tasks assigned to it by the WMO Executive Council. He expressed the need to enhance relationships among the strategic plan, budget and monitoring and evaluation. He particularly noted the complexity in the budget and planning processes due to the large number of programmes, expected results and priorities. He appreciated the support provided to the Secretary-General by the former Secretary General, Mr Michel Jarraud, during the transition period, and welcomed the new Secretary-General, Professor Petteri Taalas.

1.2 The Secretary-General (SG) welcomed the participants. He informed the group of discussions he held with some of its members and staff, and presented his vision, views and proposals on the future of the Organization. He assured the group that the Secretariat had excellent staff to deliver on its mandate.

1.3 The list of participants is given in Appendix I.

**2. ADOPTION OF THE AGENDA**

 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.

1. **CONCLUSIONS AND RECOMMENDATIONS**

 The Working Group made conclusions and recommendations on issues referred to it by EC as presented in Appendix III.

**4. CLOSURE OF THE SESSION**

 The session was closed at 12:30 on 19 February 2016.

Appendix I

**LIST OF PARTICIPANTS**

**Members of the EC WG/SOP**

GRIMES David - Chairperson

ADRIAN Gerhard

ANUFOROM Anthony C.

BÁEZ BENITEZ Julian

BAH Mamadou L.

CACIC Ivan

FALLAS SOJO Juan Carlos

FURGIONE Laura (Ms)

HASHIDA Toshihiko (represented NISHIDE Noritake)

LACAVE Jean-Marc

LÓPEZ GONZÁLEZ Miguel Angel

MAKARAU Amos

MAKULENI Linda (Ms)

NAVARRO Guillermo E.

VARLEY Robert

WONG Chin Ling (Ms)

ZHENG Guoguang

LINS Harry F President of WMO Commission for Hydrology

***Alternate/Advisor to WG/SOP members***

CROWE Michael (attended with Mr Grimes)

DE GALISTEO Jose Pablo Ortiz (attended with M.A. López González)

DRAGGON Courtney (Ms) (attended with L. Furgione)

GONZÁLEZ-BREÑA Julio (attended with M.A. López González)

IDOWU Oluwaseun Wilfred (attended with A.C. Anuforom)

KIMURA Tatsuya (attended with T. Hashida)

MAJODINA Mark (attended with L. Makuleni)

THOMALLA Axel (attended with G. Adrian)

SUMINO Hiroyuki (attended with T. Hashida)

STRAUSS Bernard (attended with J.-M. Lacave)

WARDLE Jane (Ms) (attended with R. Varley)

ZHOU Heng (attended with Zheng Guoguang)

**WMO Secretariat**

TAALAS Petteri Secretary-General

MANAENKOVA Elena (Ms) Assistant Secretary-General

ROLLI Angiolo Director, Resource Management Department

NYAKWADA William Strategic Planning and Risk Management Officer,

 Strategic Planning Office

ALEXIEVA Assia (Ms) Monitoring and Evaluation Officer, Strategic Planning Office

FRÖMMING Detlev WMO consultant

Other Directors and senior staff for specific items

**Observers**

***Permanent Representatives of Members of WMO and/or their representatives***

Belarus GERMENCHUK Maria (Ms), PR of the Republic of Belarus with WMO

Canada AUCOIN Heather (Ms), Environment Canada

Finland HURTOLA Maria (Ms), representative of PR of Finland with WMO

Kenya KONGOTI James, PR of Kenya with WMO

MASIKA Peter (accompanying the PR)

Republic of Korea PARK Seungkyun

Representatives of PR of Republic of Korea with WMO

 LEE Jengeun (Ms)

Serbia NIKOLIC Jugoslav, PR of Serbia with WMO

 ARSIC Milica (Ms) (accompanying the PR)

Representatives of PR of Switzerland with WMO (Ms Van Moos will attend only on 19 February

Switzerland SIGRIST Stefan Sigrist

 VON MOOS Saphira (Ms)

***Permanent Missions accredited at the United Nations Office and Other International Organizations in Geneva***

Belarus DIVAKOVA Irina (Ms), Second Secretary

Portugal PARDAL Paulo Alves, Counsellor

Appendix II

**AGENDA**

**1. OPENING OF THE SESSION**

The session will be opened by the Chairperson, Mr David Grimes, at 9:30 a.m., on Tuesday, 16 February 2016. It is expected that the Secretary-General or his representative will address the opening.

**2. ADOPTION OF THE PROVISIONAL AGENDA**

The group will be invited to consider and adopt the agenda. The Chairperson may seek clarifications from participants on the format in which they wish that the final report should be prepared. Recalling the views expressed by the group preceding this one, it could be suggested that only the key conclusions, recommendations and follow-up actions are reflected in the final report.

The group will also review actions from its last meeting in February 2014.

**3. WMO STRATEGIC AND BUDGET PLANNING**

**3.1 Strategic planning 2020-2023**

The group will be invited to consider the various models for strategic planning, the structure, outline and the process for preparation of the next WMO Strategic Plan and WMO Operating Plan and will make recommendations to the Sixty-eighth Session of the WMO Executive Council (EC-68). The discussions will be supported by presentations by the Secretariat.

**3.2 Budget planning**

The group will be invited to consider proposals, with input from the subgroup on strategic, operational and budget planning, related to the budget structure, and additional efficiencies and savings together with the associated risks and opportunities, and make recommendations to EC-68. The discussions will be supported by presentations by the Secretariat.

**3.3 WMO Monitoring and Evaluation (M&E) System**

3.3.1 The group will be invited to consider the WMO monitoring and evaluation system as relates to the key performance indicators, and the adequacy of the information generated by the system to assess benefits of Members, to inform decisions of EC and Congress together with the risks that may impact performance. The group will also be invited to consider results of the survey on impacts of achieved results on Members, with the view to propose any improvements to WMO M&E System conducted in 2015. The discussions will be supported by presentations by the Secretariat.

**4. ROLE AND OPERATION OF NATIONAL METEOROLOGICAL AND HYDROLOGICAL SERVICES**

The group will be invited to review the questionnaire used to gather information the status of National Meteorological and Hydrological Services (NMHSs) and trend in the evolution of their role and operation with the aim of its improvement, taking into consideration the WMO Statements on the role and operation of NMHSs.

**5. IMPROVEMENT OF WMO PROCESSES AND PRACTICES, AND** **GOVERNANCE**

Discussions on this item will be supported by the white paper on WMO Governance being prepared by the Secretariat with input from the Subgroup on Review of WMO Structures.

**5.1 Continuous Improvement of WMO Processes and Practices**

The group will be invited to consider the review of the Organization, including its processes and working practices, and provide recommendations to the Executive Council on furthering the work on:

1. Constituent body constructs, as appropriate, including possible new structures for the technical commissions, regional associations and the Executive Council, for further consideration by the Eighteenth Congress;
2. Rules, procedures, processes, working mechanisms and duties of constituent bodies, WMO officers, presidents of regional associations and technical commissions, and on their relationship with the Secretariat to enhance the efficiency and effectiveness of the Organization and good governance;

**5.2 Governance**

The group will be invited to consider the proposals on WMO Structure, including EC related to the review of the practices and operation including the selection process of members of the Executive Council and make appropriate recommendations to EC-68 taking into account:

1. The increased involvement and engagement of all Permanent Representatives of Members;
2. The implications for efficiency and effectiveness of the Executive Council while preserving the spirit of the Convention and recognizing the changed context within which WMO has been working since its establishment; and

(c) The financial implications related to the implementation of any proposed changes.

**5.3 Private Public Partnerships**

The group will be invited to discuss private public partnerships with the aim of making recommendations to the Executive Council.

**6. QUALITY MANAGEMENT FRAMEWORK**

The group will be invited to consider the proposalsby the presidents of regional associations and technical commissions on the follow-up of Resolution 7 (Cg-17) and make recommendations to EC-68 the future WMO Quality Management Framework approach, including the needed supporting expertise and resources.

**7. ANY OTHER BUSINESS**

The group will be invited to consider the progress in the implementation of the Madrid Action Plan and preparations for the Madrid+10 Conference in 2017. The discussions will be supported by presentations by the Secretariat.

The group may wish to take up other relevant matters for consideration.

**8. CLOSURE OF THE SESSION**

The session is planned to close at 17.30 on Friday, 19 February 2016.

Appendix III



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| **CONCLUSIONS AND RECOMMENDATIONS FROM THE 2016 SESSION OF THE EC WORKING GROUP ON WMO STRATEGIC AND OPERATIONAL PLANNING (WG/SOP)(GENEVA, 16-19 FEBRUARY 2016)** |

**1. Recommendations concerning strategic planning 2020-2023**

1.1 The group considered the various strategic planning models, proposed structures and outlines of the WMO Strategic and Operating Plans 2020-2023, together with the process for preparing them. It also considered relevant issues that may inform the preparation of WMO Strategic Plan 2020-2023. The group noted that significant progress has been made on improving the structure and outline of the strategic plan. However, the expected results were not measurable making it difficult to assess the impacts of achieved results on Members.

1.2. The group agreed:

1. To maintain the structure of the strategic plan (GSNs→Priorities→ERs);
2. To consider moving ERs from the Strategic Plan to the Operating Plan while ensuring the appropriate linkages and alignment between these two planning documents;
3. To maintain the outline of strategic plan (Table 1) with improvements;
4. On the process for preparing Strategic Plan 2020-2023 (Table 2);
5. To place more focus on the preparation of the 2020-23 operational planning, and monitoring and evaluation processes during this financial period;
6. To conduct a SWOT analysis to identify the strengths, weaknesses, opportunities and threats involving the Organization;
7. On the need to improve Members’ understanding of the vision and mission of WMO; and
8. To enhance the capacities of NMHSs in strategic planning to enable them develop national strategic plans, which would be helpful when discussing with their governments and donors investments in their services.

1.3 The group made the following specific recommendations on Strategic and Operating Plans 2020-2023.

***Strategic Plan 2020-2023***

1. The preparation of strategic plan should take into consideration the evolution of societal and economic needs of Members, relevant international initiatives and the challenges of climate variability and change, and evolving budget structure;
2. The clarity of priority should be improved to avoid the situation where a priority is also an expected result, as is the case for capacity development, and the number of priorities should be managed;
3. The formulation of expected results should be improved to make them measurable;
4. There should be clarity of the targeted audience to improve the focus of the message in the strategic plan; and
5. The strategic plan should be as concise as possible.

***Operating plan 2020-2023***

1. The content and structure of operating plan should be improved to enhance the clarity on the roles and responsibilities of various bodies of the Organization: what should be monitored and how; and what are relationships among the elements; and
2. The sequencing of the processes for preparing strategic and operating plans should be improved.

1.4. The group agreed to establish a subgroup on Structure, Planning and Budget to look at the structure of programmes and TCs; update the strategic plan and improve the operating plan. The membership of the group was agreed on as follows:

GRIMES David

ANUFOROM Anthony C.

BÁEZ BENITEZ Julian

FURGIONE Laura (Ms)

LACAVE Jean-Marc

LÓPEZ GONZÁLEZ Miguel Angel

MAKULENI Linda (Ms)

NAVARRO Guillermo E.

NISHIDE Noritake

VARLEY Robert

WONG Chin Ling (Ms)

ZHENG Guoguang

**Table 1**

**The proposed outline of the WMO Strategic Plan 2020-2023**

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| WMO STRATEGIC PLAN 2020-2023 |
| Executive Summary |
| * The Role of National Meteorological and Hydrological Services
 |
| * The Value of Sustained Meteorological and Hydrological Infrastructure
 |
| * The Role of WMO
 |
| * The WMO Strategic Plan
 |
| * WMO Strategic Priorities
 |
| WMO Strategic Plan 2020-2023 |
| * Global Societal Needs
 |
| * Enabling Sustainable Development
 |
| * The Role of National Meteorological and Hydrological Services
 |
| * The Role of WMO
 |
| * Building on Achievements
 |
| Emerging Challenges |
| * Internal Factors Influencing WMO Priorities 2020-2023
 |
| * External Factors Influencing WMO Priorities 2020-2023
 |
| WMO Priorities 2020-2023 |
| Expected Results |
| Annex I – Schematic representation of the relationships between global societal needs, WMO priorities 2020-2023 and expected results |
| Annex II – Benefits of Weather, Marine Weather, Climate, Hydrological and Related Environmental Services |

**Table 2**

**Proposed process and timelines for preparing the WMO Strategic and Operating Plans 2020-2023**

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| --- |
| **1. Input to EC-68 (2016)** |
| 1. EC WG/SOP considers the proposed structure, outline, and planning process **(February 2016)**
2. Secretariat prepares input to EC-68 based on the recommendations of WG/SOP **(March 2016)**
3. EC provides further guidance on GSNs, Priorities, ERs, issues to be considered, and on the structures and outlines of SP and OP 2020-2023 **(June 2016)**
4. Secretariat requests presidents of regional associations and technical commissions to submit priorities **(July/August 2016)**
5. Secretariat concludes the preparation of the first draft SP **(January 2017)**
 |
| 2. **Input to EC-69 (2017)** |
| 1. PRAs and PTCs are requested to review the draft, and provide further input and submit activities for the preparation of OP **(January 2017)**
2. Secretariat integrates the inputs of PRAs and PTCs in the first draft SP **(March 2017)**
3. EC WG/SOP meeting considers the draft SP and the outline of OP **(April 2017)**
4. EC considers the draft SP and outline of OP, and provides guidance for further development **(June 2017)**
5. The Secretariat revises the draft SP and outline of OP to integrate decisions of EC **(July 2017)**
6. Secretariat prepares draft OP **(December 2017)**
7. Members are requested to review the revised draft SP and make input for further improvements **(August-September 2017)**
8. Secretariat integrates the input from Members **(October-December 2017)**
 |
| **3. Input to EC-70 (2018)** |
| 1. The EC WG/SOP considers the revised SP and the draft OP with the view to making a recommendation to EC-70 **(February 2018)**
2. EC considers the revised draft SP and OP, and makes appropriate recommendation to Cg-18 **(June 2018**)
 |
| 4. **Input to Cg-18 (2019)** |
| The revised SP and OP are finalized for presentation to Cg-18 **(October 2018)** |

**2. Recommendations concerning improvement of Budget Planning**

2.1 The group considered budget planning in respect of the two actions set by the Seventeenth Congress related to the budget structure, and additional efficiencies and savings together with the associated risks and opportunities.

***Programme-based structure***

2.2 The group welcomed the proposal to introduce a budget that linked a simplified programme structure, aligned activities to expected results and priorities, and the objects of expenditures including staff mission costs, participant travel, etc. It was also noted that the consistent use of this structure in the whole planning and monitoring cycle could improve the overall transparency and alignment with planning and priorities of Members. The group made the following recommendations:

1. Capacity Development should be considered as a Major Activity Area in view of its importance rather than under the “Foundational Activity” Area;
2. Observations, Research and Forecasting and analysis function should all be separate sub-activities under the “Foundational Activity”;
3. This Major Activity Areas should also include Partnerships; and
4. The Secretariat should complete the re-classification of the budget of the 17th financial period (including staff costs) into the new budget structure and develop two examples (WIGOS and one ‘’complex’’ programme) for consideration at EC-68. This presentation should also demonstrate better how budgets are linked to the WMO Strategic priorities.

***Establishing Mechanisms to review WMO activities and programmes***

2.3 The group welcomed the confirmation that efficiencies envisaged at Cg-17 (on travel and staff costs) are being achieved. It also noted with satisfaction that, unless unforeseen needs arise, the Secretariat did not intend to request to the EC to release the 1,5 mCHF reserved in 2016.

1. The group requested the Secretariat to provide additional information on the savings implemented and the possible consequences;
2. The group encouraged the Secretariat to analyze further efficiency areas, such as ASHI or meeting costs, and to report the results to EC-68;
3. In the longer term, it welcomed the proposal to conduct a systematic review of the WMO budget, by making use of the revised budget structure, in order to identify further areas for efficiency, savings or re-focusing of funds; and
4. The group encouraged the Secretariat to ensure that the savings and improvements in efficiency did not negatively affect the effectiveness in implementing WMO programmes activities.

**3. Recommendations concerning WMO Monitoring and Evaluation (M&E) System**

3.1 The Group considered the progress in the implementation of the WMO Monitoring and Evaluation (M&E) System, together with the results of the survey conducted in 2015 on the impacts of achieved results on Members.

3.2 The group agreed:

1. On the need to improve the M&E methodology to ensure that it provides useful information for decision making;
2. To develop an adequate tool for capturing relevant information at the regional level through the support of RAs and TCs;
3. To develop quantitative indicators to measure the implementation of the Operating Plan and inform decision-making; and
4. To have more in-depth discussions on the necessary improvements on the WMO Monitoring and Evaluation System at its next meeting.

3.3 The Group made the following recommendations:

1. The Country Profile Database (CPDB) be used to gather data on the impacts of achieved results on Members based on targeted improvements;
2. The Secretariat should enhance the linkage between the M&E and WMO Risk Management;
3. The Secretariat should explore the use of Balanced Scorecard to improve the WMO M&E System taking into consideration the roles of EC, TCs, RAs and the Secretariat; and
4. Considerations should be made to put in place mechanisms to capture information not available at national level.

**4. Recommendations concerning Role and Operation of National Meteorological and Hydrological Services**

4.1 The group reviewed the questionnaire used to gather information on the status of National Meteorological and Hydrological Services (NMHSs) and the trend in the evolution of their role and operation. The group noted that there were very many questionnaires administered by the Secretariat.

4.2 The group agreed:

1. To validate the use of the Statements on the role and operation of NMHSs in the Organization; and
2. The CPDB may be used for gathering data on NMHSs with the support of regional associations and offices to identify Members needs.

4.3 The group made the following recommendations:

1. The process of conducting surveys should be consolidated and made relevant to the needs of Members;
2. There should be clarity on the objective of a questionnaire, the intended use of the results and communication of results back to Members;
3. There should be indication for PRs on who should respond to questionnaires given that the heads of NMHSs may find it difficult to get time to complete questionnaires on technical issues;
4. There should be more synergies and coordination in the Secretariat administration of questionnaires;
5. The data on the status of NMHSs should include their ability to provide various categories of services;
6. WMO should be more proactive on issues affecting Members;
7. The World Meteorological Days should be used to brand and demonstrate the value of meteorological and hydrological services; and
8. A statement on the benefits of being a Member of WMO should be developed.

**5. Recommendations concerning Continuous Improvement of WMO Processes and Practices**

5.1 The group noted the progress made to improve WMO processes and practices over the years. It agreed to bring to an end the Task Group on WMO Continuous Processes and Practices.

**6. Recommendations concerning improvement of WMO Governance**

 ***Overall WMO structure***

6.1 The group analyzed the functioning and relevance of the current WMO structure and confirmed that the current Convention provides a good framework for the current and future work of WMO and its constituent bodies and no changes to the Convention is envisaged.

6.2 The group considered the necessary improvements in WMO governance as relates to WMO Executive Council, regional associations and technical commissions based on their functions as presented in Articles 14, 18 and 19 of the Convention, respectively. The group noted that according to the Convention the Executive Council is the executive body of the Organization; RAs are required to promote the execution of resolutions of Congress among other responsibilities; and TCs may be established to study any subject within the purpose of the Organization and respond by making recommendations to Congress and the Executive Council. The group noted further that the presidents of regional associations and technical commission were informed by the Chairperson of the approach to the governance review by EC WG/SOP and they were expected to contribute to the process through the WG-SOP. The group considered relevance of current WMO structure vs. the mandates defined by the Convention. The group made recommendations as presented below.

***WMO Executive Council***

6.3 The group recalled that EC, which is an executive body of the Organization, according to Article 14 of the Convention, is responsible for coordinating the programmes and for utilizing budgetary resources in accordance with the decision of Congress. The EC is also responsible for implementing the decisions of the Congress, examining programme and budget estimates; administering the finances of WMO; acting on the recommendations of RAs and TCs; studying and making recommendations on matters affecting WMO, and for preparing Cg agenda.

6.4 From the point of EC the structure as defined in the Convention is clear . However, there are coordination issues among the various constituent bodies. The EC should use its governance substructures to coordinate the implementation of programmes and initiatives that are not mandated to any other constituent body. On the other hand, EC also needs a better tool to monitor the implementation of the Organization’s priority areas, Cg resolutions and emerging issues, which in turn should lead to more clarity in the responsibilities of the other constituent bodies.

6.5 The group made the following recommendations:

1. EC should fully comply with its functions according to the Article 14 of the Convention of WMO;
2. EC is the right body to lead on the strategic and operational planning;
3. EC should factor in its processes the preparation of operating plans for TCs and RAs thus assisting Congress in establishing optimal and balanced structure for their implementation along with the approved Strategic Plan;
4. EC needs the advice from oversight bodies (Audit Committee and FINAC);
5. EC should not be an implementing body for WMO regular programmes/activities;
6. EC could establish special purpose time-bound groups to advise it on emerging issues, and benefit from diverse/blended expertise (PRs, external experts, partner institutions), and engage expertise beyond WMO constituencies, e.g. socio-economics. This could also be a feasible approach in technical areas of the work of WMO; and
7. The EC should improve its means for monitoring the implementation of Cg Resolutions and track the progress as is done for e.g. AEM QMS.

6.6 Regarding the composition of the EC and the process of election of EC members, the group made the following suggestions:

(a) Terms of rotation of elected EC members could be considered, while taking into account:

* 1. The value of having in EC Directors of NMHSs making major contribution to the activities of the Organization;
	2. The need for institutional memory in the EC;
	3. Engagement of Directors from developing countries and LDCs; and
	4. Promoting gender balance.

(b) Mechanisms to engage the PRs who are members of the EC should be explored, such as appointing them to lead or contribute in the subsidiary bodies of EC.

6.7 The group agreed to establish a sub-group on EC functions, composition, principles and involvement of observers.

***Regional Associations***

6.8 The group noted that the current responsibilities of the RAs as presented in the Convention (Article 18, Regulation 162 - 179), which guide them to establish their structures, are relevant. It observed that the challenges were related to the management of the structure and the unclear process, mainly as a consequence of the decisions of Congress and EC which should be more specific and clear. The RAs should be enabled to fulfill their role as specified in the Convention.

6.9 The group made the following recommendations:

1. The process should be defined clearly to enable the RAs fulfill their role as defined in the Convention;
2. The EC should request the Congress to establish ToR and assist RAs and TCs based on the Operating Plan to fulfill their roles;
3. RAs should set their regional priorities within the priorities established by Congress;
4. The RAs should be better integrated in the budgeting process;
5. The work of RAs should be phased in a way to accomplish the guidance by Congress as follows:
	* 1. All RAs should have a management group meeting a few months after Cg to work out a regional OP based on the SP and tune with WMO OP to be consistent with Congress approved ToR. The regional operating plan should be realistic, feasible, identify required expertise and funds, and identify external partners;
		2. RA sessions should be in the mid-term after Congress;
		3. Another management group meeting should be held prior to the last EC before Congress to focus on future priorities; and
		4. The RAs should be provided with an indicative budget, matching the needs indicated in the deliverables of their regional operating plans.
6. The roles of regional offices, and the sequencing of constituent body meetings and operational planning processes should be improved; and
7. TCs as well as related programmes should be invited to meetings on identified priorities to enhance support and coordination among RAs, TCs and Programmes.

***Technical Commissions***

6.10 The group confirmed that the present Convention enables the establishment of TCs for their current and future work. The group noted:

1. current practice of Congress and EC defining the roles and responsibilities TCs under Article 19 of the Convention is not as robust as it likely should be and that redefining the ToR of TCs should be considered at every Congress;
2. regular review and establishment of TCs would not require any changes in the Convention, as there is a provision in the Convention (Article 19 a and Article 8 g);
3. every four years the Congress approves a strategic plan that guides the activities of the Organization in a financial period. However, the TCs have been static for a long time, while the programmes of WMO have increased in number and complexity leading to increase in interfaces and the need for intercommission coordination. This requires additional resources and may make the present TCs and their ToR no longer optimal;
4. more consistent application of Article 19 would not necessarily result into frequent dissolutions and establishment of new TCs, and noted that some work of the TCs would even go beyond a four year financial period; and
5. The group noted that currently, members of TCs are experts nominated by Members based on expertise and the President and Vice-Presidents are elected from this pool of members (General Regulation 185).

6.11 The group made the following recommendations:

1. The Congress should review the TCs every four years on the basis of the approved strategic plan to adapt, establish, merge or discontinue them as appropriate;
2. The Congress should provide the TCs with clear ToR and tasks in a financial period;
3. The performance progress of TCs should be reviewed at the end of a financial period against the ToR and tasks provided by Congress to decide as to whether they should be continued or terminated taking into consideration the strategic plan;
4. The TCs should be established as required on the basis of “big themes” related to WMO key activities from Article 2, the Preamble and the Strategic Plan, in a way, that the “big themes” are the basis for the major WMO programmes, with TCs to accompany the work and progress, and a corresponding management in the Secretariat (Departments) to support this in a coherent way;
5. The intergovernmental TC sessions are needed when all Members should be able to participate and give their input, while (non-governmental) Working Groups (substructure of constituent bodies including EC WGs) should be used for specific themes for a limited period, recognizing that full members of such groups - if required - may be selected from outside the WMO community;
6. The process of electing presidents of TCs should ensure that the leadership is not mis-aligned from the strategic leadership needed;
7. WMO should continue to invite relevant institutions’ as experts or observers at sessions of EC, TCs and RAs; and
8. The M&E should be improved to be more of a full cycle with clear workplan from Congress.

**7. Recommendations concerning private public partnerships**

7.1 The group noted that there were variations in the models of partnerships with the private sector from country to country. As well, positive partnerships with the private sector could improve investments in the infrastructure for gathering observation and data, and also the quality and delivery of services. Furthermore, rapid advances in information and technology has made it possible for the private sector to gather, process and share data and products. Finally, the group noted the limitations involving reinvestment by the private service providers into the infrastructure in countries where they do not reside.

7.2 The group agreed on the need:

1. To have a strategy on how to deal with the private sector, noting that Members have different business models;
2. To initiate discussions with the private sector to identify challenges and opportunities for partnerships;
3. To provide strategic guidance and assistance to Members to improve the relevance of the role and operations of NMHSs;
4. To create additional mechanisms through private public partnerships to avail resources to address some of our priorities;
5. To assist the governments to think through the role of the private sector; and
6. To develop a proposal on private public partnerships for consideration by the Congress.

7.3 The group made the following recommendations:

1. The partnerships with the private sector should take into consideration the existing WMO data policies, and the policies of Member states and territories;
2. Projects on socio-economic benefits of meteorological and hydrological services should be encouraged to enhance the relevance of NMHSs;
3. The discussions with the private sector should include the sovereignty of States with regard to the role and operation of NMHSs, cost recovery, reinvestment and recognition of the sources of information;
4. The discussions should also include the need to avoid issuance of conflicting early warnings that may create confusion to the general public noting that the NMHSs are the official national authoritative voices on early warnings;
5. The NMHSs should be encouraged to maintain a link with end users to assist in directing research and the development of user-oriented products and services; and
6. Some PRs with experience in working with the private sector should be invited to make presentations at EC-68.

**8. Recommendations concerning Quality Management Framework**

8.1 The group considered the directions given in Resolution 7 (Cg-17) on furthering the WMO Quality Management Framework and discussed the proposals by the PTC/PRA 2016 meeting. The group agreed with the need to advance the work on the 5 item action plan proposed by the PRA/PTC-2016.

8.2 The group made the following recommendations:

1. The Secretariat should differentiate the tasks and use most efficient working mechanisms for each tasks with respective responsibilities and resource requirements;
2. The items that would need oversight by EC include **actions a) and b)**: the update of the WMO policy objectives (reference: WMO Quality Polity Statement (2007)) and the development of an overarching concise document on WMO Quality Management Framework. The two deliverables should be submitted for review by EC-69 in 2017. WG/SOP recommended to use a mechanism of utilizing the accumulated expertise by Members in QM and conduct the drafting work primarily through online collaboration. Forming a **Community of Practice (CoP)** could be an efficient way to engage experts in such collaborative work (note: the former TT-QMS had already used the online platform Yammer). For finalizing the deliverables, a one-week “writeshop” may need to be organized at the Secretariat. QM focal points of the TCs should be engaged in the preparation of the draft deliverables and a mature draft should be presented to PTC-2017 for coordination;
3. **Action c)** on the update of the existing regulatory and guidance material (WMO-No.49, Technical Regulation Vol. IV; WMO-No.1001 and WMO-No.1100) in order to align these documents with the new ISO 9001:2015 should be dealt with as a routine management and amendment of WMO publications. This would involve consultancy arrangements with appropriate experts from Members (note: consultations with BoM, Australia to assist in this action are being held);
4. **Actions d) and e)** are considered of operational nature and the working mechanisms being already utilized, e.g., twinning and mentoring, training (supported through existing or future development projects), should continue to be supported by Members and coordinated by the regional associations, as part of the implementation of the WMO Service Delivery Strategy; and
5. The five actions will need support from the Secretariat. The Secretary-General was requested to establish the most appropriate and efficient mechanism taking into consideration the cross-cutting and organization-wide nature of the QM tasks.

**9. Recommendations on Preparations for the Madrid+10 Conference**

9.1 The group was informed of the actions taken by the Secretariat in implementing the Madrid Action Plan (MAP) following the Madrid Conference in 2007. These included the formation of the “WMO Forum on Social and Economic Applications and Benefits of Weather, Climate and Water Services”, collection of a good body of work on best practice, projects and case studies from around the world, publication of the joint WMO/World Bank book “Valuing Weather and Climate: Economic Assessment of Meteorological and Hydrological Services, as well as a considerable number of training workshops and seminars in various WMO regions to familiarize NMHSs with the concepts and assessment methodologies contained in the book .

9.2 The group was also briefed on progress towards the organization of a “Madrid +10” international conference approved by Cg-17. The draft of a concept note had been shared with the WG/SOP who had been requested to provide feedback on it. The group was unanimously supportive of the organization of the conference as an important platform to showcase the increasing importance of meteorological and hydrological information and services to nearly all economic sectors, and to highlight the essential role of partnerships between the public and private sectors in resourcing and providing those services. The group suggested some further work on the concept note to sharpen the focus on the expected outcomes and to elevate the language to a higher political level in order to attract participation of decision makers and high level officials in both public and private sectors.

9.3 Mr Julio González-Breña, advisor to Mr López González, indicated that while Spain in principle would consider hosting the conference, it had to await the decision of the Government which may not be delivered until after June 2016, and in the affirmative, this would mean a postponement of the conference to 2018 to allow preparations. As an alternative plan, it was suggested that other possibilities for hosting the conference be explored, including Geneva if no other offers were received from other Members to host the event.

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