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| logo | **EXECUTIVE COUNCIL WORKING GROUP ON**  **STRATEGIC AND OPERATIONAL PLANNING**  **Geneva, 1-3 March 2017** |

# REPORT WITH Conclusions and recommendations

## 1. Opening

The 2017 session of the Executive Council Working Group on Strategic and operational Planning (WG-SOP, Group) was chaired by the President of WMO, Mr David Grimes, who welcomed members of the group and observers. President introduced the agenda, expected outcomes and the working arrangements for the session designed to enable focused and more interactive discussions on the key topics in the agenda.

The Secretary-General, Professor Petteri Taalas, welcomed participants and provided an introduction, recalling the core functions of WMO and the role of constituent bodies as defined by the Convention. He highlighted some strengths and weaknesses, threats and opportunities for the Organization deriving from 2016 WMO Stakeholders Survey, and the evolving global socioeconomic, scientific and technological context. In this regard, he recommended few strategic priorities to address UN-level, Members and regional needs, supported by improved working practices and quantitative indicators to measure progress and success. The Secretary-General noted that a reform of WMO constituent bodies would be justified to meet Members’ needs in an optimal way by addressing the priorities set by Congress through more action-oriented work plans, streamlining of parallel structures, rational use of human and financial resources, leverage of the best scientific and technical expertise, and more effective engagement of partners.

## 2. Adoption of the agenda

The agenda of the session was adopted as provided in Appendix I.

The list of participants is provided in Appendix II.

Action items are summarised in Appendix III.



## 3. WMO Strategic and Operational Planning and Budget

### 3.1 Draft Strategic Plan 2020-2023

3.1.1 The Group considered a set of documents informing strategic planning, including proposals from WMO constituent bodies, analysis of relevant global agendas, global challenges and external and internal drivers, and initial considerations for a methodology for priority setting.

3.1.2 The discussion in break out groups focused on the following elements:

a) Global Societal Needs (GSNs), external and internal challenges/ drivers,

b) Intent and vision,

c) Priority setting.

3.1.3 The Group had clear consensus on the Global Societal Needs determined in the 2030 Agenda for Sustainable Development, with emphasis on improved protection of life and property and climate action.

3.1.4 The following key drivers were emphasised:

1. Societal – related to GSNs,
2. Need to reduce the existing capability gap between the developed and developing world
3. Climate change and weather/water extremes impact,
4. A new paradigm of fast development of technology and underpinning knowledge,
5. Higher degree of interconnection between science, technology and operations and among all Members,
6. Private sector dynamics, ability to innovate, competition,
7. End-user focus,
8. Environmental, energy and transport (terrestrial, aviation and marine) security.

3.1.5 The Group re-confirmed that the Strategic Plan should serve a primary need to communicate with governments, to demonstrate the importance and added value of WMO and NMHSs. The Plan should be relevant for communication with partners/stakeholders outside the organization, UN organizations and other international organizations, and recognize the private sector and other stakeholders as part of the global weather enterprise.

3.1.6 The Group considered that, notwithstanding Resolution 71 (Cg-17) along with the WMO Strategic and Operating Plans 2020–2023 a visionary statement providing long-term direction to the preparation of 4-year Strategic and Operating Plans would be needed complemented by success indicators measuring the enhancement of the state and performance of Members. Such long-term vision would be periodically updated taking into account the evolution of societal needs, global priorities, and technological advancements, as well as the capacity of individual Members. WMO programmes should be aligned. The interests of Members would be better served if the process for the preparation of such visionary statement were started by the WG-SOP Subgroup on strategic, operational and budget planning without delay.

3.1.7 In considering strategic priorities, the Group observed the lack of methodology for defining priorities at different levels and the need to develop better guidance to ensure consistency in the priority setting process, formulation, language, etc. There was general agreement that:

1. The number of priorities should be small (3-4),
2. Priorities should be of higher hierarchy reflecting the areas where WMO wants to and can make a change,
3. The most essential goal is to ensure the ability of every Member to provide basic services to ensure protection of lives and property, which implies closing the gap between developed and developing Members.

3.1.8 The following proposals regarding possible priorities emerged from discussions:

1. Possible formulations of top-level priorities:
   1. Linked to the GSNs: safety, security, resilience, reliability,
   2. Linked to the global challenges: Water Challenge, Climate Challenge, and Infrastructure Challenge,
2. Cascading seamless system (Data, Processing, Predictions, and Service),
3. Future weather, climate and water risk,
4. Water resources (monitoring, prediction),
5. Secure and strengthen authoritative voice, socioeconomic value and visibility of WMO and Member’s NMHSs,
6. Global Meteo-alarm System,
7. Impact-based decision support;
8. Predictive skill improvement, advancement of science and technology, connection between research and operations,
9. Resolve deficiencies (capacity development),
10. Prominence to climate variability vs climate change,
11. Services for transportation in the air, sea and on the land,
12. Environmental services.

3.1.9 The Groups concluded and recommended as follows:

1. Consensus on Global Societal Needs:
   1. Safety from hydrometeorological hazards,
   2. Resilience to climate variability and change,
   3. Support to the path towards sustainable development,
2. Articulate the vision for next 10-15 years (2030 timeline would be appropriate to align WMO strategy with major UN agenda),
3. Include long-term high-level strategies,
4. Articulate WMO competence in weather, climate and water, underscore significance of WMO core competence and comparative advantages, such as global observations linked through WIGOS,
5. Position WMO as an umbrella of the entire global weather enterprise, recognize potential of public-private strategic alliances, while emphasizing public good, role of governments and WMO and NMHSs authoritative voice,
6. Refer Expected Results to the operational level (move to Operational Plan), revise Expected Results,
7. Articulate on a small number of higher hierarchy priorities, such as closing the gap between developed and developing countries,
8. Clearly emphasize specific deliverables most essential in advancing toward the long-term goals in the next planning period.

3.1.10 The first draft Strategic Plan for consideration of EC-69 will be developed by the WG-SOP Subgroup with the assistance of Secretariat.

### 3.2 Operational Plan and Budget 2020-2023 - outline

3.2.1 The Group considered the outlines of Operating Plan and Budget for 2020-2023 and recommending them to Executive Council for approval. The Group emphasised the need for more transparent budget process.

3.2.2 The Group recommended that the budget for next financial period includes the cost of transition to a new constituent body structure and that any savings anticipated from new structure should be redirected to programmes.

### 3.3 Operational Plan and Budget 2018-2019 – planning approach and efficiencies and savings measures

3.3.1 The Group considered the planning approach for the second biennium in accordance with the improved budget structure as per Decision 81 (EC-68), implemented and envisaged measures for efficiencies and savings.

3.3.2 The Group noted that foundational programmes will inform the activities of lower-level programmes and that the format of the budget will mirror the Operating Plan.

### 3.4 Monitoring and Evaluation (M&E) System - improved performance metrics

3.4.1 The Group considered progress in implementation of the M&E system and reviewed its strengths and weaknesses. It reflected on the proposed revised set of current Key Outcomes and Key Performance Indicators (KPIs). It further considered an approach to reforming the system ahead of the 2020-2023 financial period.

3.4.2 The Group agreed that:

1. The phased approach proposed by the Secretariat for reforms to the M&E system is appropriate and adequate,
2. The current number of KPIs is too large and their value should be assessed,
3. The strategic priorities should be better reflected,
4. Indicators at the national, regional and global level are required,
5. Indicators should attempt to capture:
   1. The benefit that meteorological and hydrological services bring to society,
   2. The effectiveness and efficiency in implementation of the Strategic Plan,
   3. Members compliance with standards,
   4. They should also be tuned to the needs of RAs.
6. Alternative data sources, automated systems and the Country Profile Database should be considered to alleviate the burden of multiple surveys to Members.

3.4.3 The Group recommended that:

1. The revised set of current indicators be further filtered by the Group in the next weeks and presented to EC-69 for guidance on how to ensure consistency by the end of the financial period,
2. Relevant data be collected in 2017 to assess mid-term performance with preference to indicators that allow collection of data through automated means,
3. A methodology for measuring performance in 2020-2023 be proposed to EC-69 and specific set of indicators presented to EC-70 for consideration.

## 4. Review of WMO governing structures

4.1 The Group considered proposed options for constituent bodies’ structures developed by its Subgroup on strategic, operational and budget planning with assistance and input form the Secretariat and presidents of technical commissions. The Group specifically addressed in break out groups the following matters:

1. Rational for change and critical success factors,
2. Structure of Executive Council, regional associations, and technical commissions,
3. Process for implementation of change.

4.3 The discussions produced rich input and constructive proposals. The conclusions and recommendations emerging from discussions and President’s summary as follows:

*General recommendations:*

1. Consensus on the need for change and readiness for change,
2. The change should go towards simplified and efficient structure (with small number of TCs),
3. The need to present a single option to EC and subsequently to Congress,
4. Critical success factors, endorsed and amended by the Group, should be used to evaluate proposed new structure going to Congress.

*Executive Council:*

1. The Group supported the proposal for new standing EC committees: Technical Advisory Committee (TAC), Scientific Advisory Committee (SAC), and Policy Advisory Committee (PAC) with additional regulatory function. These new Committees, in addition to existing FINAC and Audit Committee, would help streamline the EC decision-making process and gain efficiency,
2. These bodies should have clear TORs to be developed and submitted to Congress,
3. Delegation of authority from EC to these committees must be clear,
4. EC should take more responsibilities in giving clear directives to TCs and RAs as laid down in the Convention.

*EC issues for further consideration:*

1. Feasibility of an additional EC advisory committee on capacity development,
2. Status of presidents of TCs in EC (active role vs invited observers),
3. Need to address and elaborate further on the issue of rotation of EC members.

*Regional Associations:*

1. The group considered the role, potential structures and options for better alignments with new Member groupings that have emerged over the recent years,
2. The TORs of RAs should be revisited, emphasizing their main roles as spelled out in the Convention (establishing requirements and implementing the decisions of Congress and EC in the region), and to review whether the RAs represent the best structure for facilitating collaboration among Members, sustaining regional systems and collaborating with regional institutions.

*RAs issues for further consideration:*

1. The group considered the increase in more recent and emerging non WMO structures in which Members participate and further consideration should be given to developing stronger alignment with these mechanisms to conduct the affairs of Regional Associations including AMCOMET.
2. While the Convention itself does not spell out the frequency and composition of RAs, and while there was recognition that RAs have served WMO well, RAs’ TORs should be reviewed in the context of the broader Constituent Body review.
3. Some further investigation with pros and cons of merging RAII and RAV, and RAIII and RAIV, which would result in 4 RAs of nearly equal size.

*Technical Commissions:*

1. The group examined three options for restructuring Technical Commissions including the consolidation of existing TCs and new structures around major themes, functions or key processes.
2. The group considered the following criteria related to the inter-governmental status of TCs:
   1. Regulatory function (as per structure of WMO Technical Regulations),
   2. Establishment and coordinating of operational systems and services;
   3. Operational coherence.
3. In assessing the options, the group considered and converged on the following factors desirable in a new structure:
4. Doing no harm – the WMO’s core business is, at a minimum, maintained during and after transition to the new structure,
5. Building all WMO Members' resilience to the consequences of weather, hydrological and climate hazards,
6. Yielding improved relevance, effectiveness and efficiency through a flexible structure, improving WMO’s ability to deliver its core functions and respond to change,
7. Evolution toward a seamless Earth system approach whilst minimising the gap between research and operations,
8. Aligning structure with the value chain in provision of hydro-meteorological services,
9. Improving strategic and structural alignment of the CB, improving the inter-relationships and adaptiveness among the TCs and other Constituent Bodies, specialized regional centres and RTCs,
10. Strengthening of user and client focus through a holistic fit and synergy with other key international, national, regional and organizations,
11. Optimizing WMO's resources through the ability to attract and use all the best experts, including from outside the NMHS community.

*Specific Recommendations for TCs:*

1. Replace CAS, as recommended by CAS MG, with a Scientific Advisory Committee (SAC) and a Research Implementation Group (RIG); this would be a new non-intergovernmental mechanism for the R&D, where strategic science advice would be provided to EC, Congress and SG while all WMO research programmes and initiatives would be coordinated and linked to the technical commissions.
2. Replace the existing TCs with a TC for “Basic Systems” which would encompass all components of observations, information management, technology, data processing and forecasting, and another TC for “Applications and Services” for weather, climate, marine-ocean, water and other environmentally related services such as air quality.

*TCs issues for further consideration:*

1. There should be further consideration to establishing a Commission on “**Water**” rather than **Hydrology,** and another on “**Global Climate**” rather than “**Climatology”.** In the discussion, there were expressed concerns for the loss of WMO’s visibility in two very important global policy priorities, climate change and water security. These two areas are attracting significant world-wide attention and WMO does speak with an authoritative voice through the collective contribution of its Members. Basic and Applications Commissions may not be sufficient.
2. Assess the added value of establishing two additional TCs for Climate and Water.
3. Elaborate a vision and strategy for weather, climate, water and related environmental services to guide TCs’ priorities, including its substructures and relationships with the roles and activities of other Constituent Bodies.
4. Careful design should be given to the design of TCs’ sub-structures with clear separation of “formal” inter-governmental and “expert” levels, and better alignments and engagement of other Constituent Body structures which includes the Secretariat structure.

4.4 The WG-SOP recommended a roadmap to Cg-19 to include:

1. A comprehensive package proposing changes to EC, RAs and TCs for Cg-19 decision along with revised TORs for all Constituent Bodies and revised General Regulations,
2. Communication strategy to ensure early engagement of Members and their PRs,
3. Preparation of a well-managed transition plan to permit an orderly change process, as well as a dedicated body to manage change.

## 5. Any other business

### 5.1 Cooperation between the public and private sectors - consultations on the implementation of Decision 73 (EC-68) –

5.1.1 The Group was consulted on the work to date to develop a WMO Policy Framework on Public-Private Engagement in order to provide feedback to assist in preparations for discussions at EC-69. The Group members shared their perspectives on the policy position of WMO regarding public-private engagement, the appropriate mechanisms for effective engagement, the role of WMO in public-private engagement, and how to address the issue in the Strategic Plan.

5.1.2 The Group reviewed the work of the Joint PRA-PTC Meeting in January 2017 and emphasized the following key points:

1. Observed that private-sector involvement in the weather enterprise would continue to grow and is substantially affecting changes in the overall landscape from the viewpoint of Members and their NMHSs,
2. Recognized that the zero-draft Policy Framework represented good progress in elaborating a policy position for WMO on public-private sector partnership, which included development of principles for engagement, as well as assessment of opportunities and risks, good practices and lessons learned,
3. Recommended that WMO policy on public-private engagement should:
   1. Include a broader statement on the need for sustainable continuation of the basic global public infrastructure for meteorological services,

* 1. Place the end user at the centre of the goal of the further elaboration of the public-private engagement,
  2. Assist Members to manage issues arising from consequences of future public-private sector engagements,
  3. Prepare a strategy at global, regional and national levels for better communicating the value of public good meteorological and hydrological services,

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* 1. Identify appropriate mechanisms and institutional mechanisms for public-private dialogue, both existing and new, as well as any potential one-time events,
  2. Assess other PPP examples across the UN for best practices,
  3. Identify PPP as an important area of interest as a means to achieve the priorities in WMO Strategic Plan, given its importance to the meteorological and hydrological community,
  4. Recognize the NMHSs authoritative voice,
  5. Ensure free competition of companies avoiding privileged treatment,
  6. Be a transparent process and be channelled through the NMHS in each country.

1. Other areas for further consideration include:
   1. Facilitating better understanding and management of the global weather enterprise,
   2. Identifying where NMHSs and WMO could build Strategic Alliances and/or partnerships with the private sector,
   3. Researching licensing and legislative models on national and global levels,
   4. Identifying emerging issues,
   5. Evaluating and addressing the growing power and role of multinational corporations.

5.1.3 Views and recommendations expressed by the Group informed the President’s decision to update the zero-draft Policy Framework for Public-Private Engagement to integrate insights and key recommendations from the discussion, and jointly with the Presidents of Regional Associations to present the updated draft to EC-69. The draft Policy Framework for EC-69 will focus on elaborating the relationship and engagement at global levels, particularly with WMO Constituent Bodies. Subsequently, additional work over the following year (2017-18) will further develop guidance on regional and national activities, for review during EC-70.

5.1.4 In addition the President asked the Secretariat to continue compiling the Compendium document on Case Studies. To inform the Compendium, he asked the Secretariat to reach out more broadly to Members in order to secure additional examples of good practices/success stories and lessons learned.

## 6. Closure

The session was closed at 16:05 on 3 March 2017.

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**Appendix I**

## Agenda

**1. OPENING OF THE SESSION**

**2. ADOPTION OF THE PROVISIONAL AGENDA**

**3. WMO STRATEGIC AND OPERATIONAL PLANNING, AND BUDGET**

3.1 Draft Strategic Plan 2020-2023

3.2 Operational Plan and Budget 2020-2023 - outline

3.3 Operational Plan and Budget 2018-2019 – efficiencies and savings estimate

3.4 Monitoring and Evaluation System – improved performance metrics

**4. REVIEW OF WMO GOVERNANCE STRUCTURES**

**5. ANY OTHER BUSINESS**

5.1 Cooperation between the public and private sectors - consultations on the implementation of Decision 73 (EC-68) –

**6. CLOSURE OF THE SESSION**

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**Appendix II**

## List of participants

**Members of the EC WG/SOP**

David Grimes (Chairperson)

Gerhard Adrian

Abdullah Ahmed Al Mandous

Mamadou Lamine Bah

Anthony C. Anuforom

Julián Báez

Sue Barrell

Ivan Cacic

Juan Carlos Fallas Sojo

Jean-Marc Lacave

Amos Makarau

Guillermo E. Navarro

Robert Varley

Wong Chin Ling

**Apologies:**

Toshihiko Hashida

Miguel-Angel López González

Linda Makuleni,

Zheng Guoguang

**Representatives of, Alternates/Advisers to, WG/SOP members**

J. Pablo Ortiz-de Galisteo Marin attending on behalf of M.A. López González

Paul Davies alternate to R. Varley

Jane Wardle adviser to R. Varley

Avel Thomalla alternate to G. Adrian

Zhou Heng alternate to G. Zheng

Xu Xianghua adviser to H. Zhou

Dilhari Fernando adviser to D. Grimes

Bernard Strauss adviser to J.M. Lacave

Sani Marshi adviser to A.C. Anuforom

Yasuo Sekita attending on behalf of Toshihiko Hashida

Hiroshi Koide attending on behalf of Toshihiko Hashida

Yuki Honda attending on behalf of Toshihiko Hashida

Hiroyuki Sumino attending on behalf of Toshihiko Hashida

Ebrahim Khamis Ebrahim Al Hosani alternate to A.A. Al Mandous

Abdulla Abdul Samad Al Hammadi alternate to A.A. Al Mandous

**Representatives of Presidents of Technical Commissions**

Oystein Hov President of WMO Commission for Atmospheric Sciences

Harry F. Lins President of WMO Commission for Hydrology

**Invited experts**

Michel Jean President of WMO Commission for Basic Systems

Tillmann Mohr Special Adviser to the Secretary-General

Detlev Frömming Invited expert

**WMO Secretariat**

Petteri Taalas Secretary-General

Elena Manaenkova Deputy Secretary-General

Wenjian Zhang Assistant Secretary-General

The work of the session and break out groups was supported by:

Assia Alexieva, Rob Masters, Dimitar Ivanov, Deon Terblanche, Mary Power, Bonnie Galvin and Stefano Belfiore, other Directors and senior officials contributed to the work of the session

**Observers**

***Permanent Representatives (PRs) of Members of WMO and/or their representatives***

Iraq Hussein Abdlkareem Hameed representatives of PR of Iraq

Firas Badran Hamzah with WMO

Saleem Kadhim Obaid

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

Morocco Fatima Zahra Bensaid (Ms), representative of PR of Morocco with WMO

Qatar Abdulla Mohamed A. Al-Mannai, Permanent Representative of

Qatar with WMO

Republic of Korea Ihncheol Seong representatives of PR of the

Jengeun Lee (Ms) Republic of Korea with WMO

Switzerland Manuel Keller, representative of PR of Switzerland with WMO

(attendance only on 2 and 3 March 2017)

USA Caroline Corvington representatives of PR of USA with

Daniel Muller WMO

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

Egypt Mohammad Elshahed, Counsellor

Portugal Prof. Paulo Alves Pardal, Counsellor

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**Appendix III**

## List of actions

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| **Action** | **Responsible** | **Deadline** |
| 3.1.10  The first draft Strategic Plan for consideration of EC-69 will be developed by the WG-SOP Subgroup with the assistance of Secretariat. | Subgroup  Secretariat | 31 March 2017 |
| 3.4.3   1. The revised set of current M&E indicators to be further filtered by the Group in the next weeks and presented to EC-69 for guidance on how to ensure consistency by the end of the financial period, 2. Relevant data be collected in 2017 to assess mid-term performance with preference to indicators that allow collection of data through automated means, 3. A methodology for measuring performance in 2020-2023 be proposed to EC-69 and specific set of indicators presented to EC-70 for consideration. | Secretariat  Subgroup | 31 March 2017 |
| 4. WG-SOP Subgroup to develop final constituent body review proposal with assistance of Secretariat, to be submitted to EC-69. | Subgroup  Secretariat | 31 March 2017 |