

WORLD METEOROLOGICAL ORGANIZATION

MEETING OF EXPERTS TO DRAFT AN IMPLEMENTATION PLAN FOR THE WMO STRATEGY FOR SERVICE DELIVERY

WMO HEADQUARTERS, GENEVA, SWITZERLAND
31 AUGUST – 2 SEPTEMBER 2011



FINAL REPORT

REPORT OF THE “MEETING OF EXPERTS TO DRAFT AN IMPLEMENTATION PLAN FOR THE WMO STRATEGY FOR SERVICE DELIVERY”

1. OPENING

The “Meeting of Experts to Draft an Implementation Plan for the WMO Strategy for Service Delivery” was held at the WMO Secretariat Headquarters in Geneva, Switzerland, from 31 August - 2 September 2011. The Meeting was chaired by Mr Abdalah Mokssit, Permanent Representative of Morocco with WMO and the Chairperson of the Executive Council Working Group on Service Delivery (EC/WG-SD).

The meeting was opened by Dr Geoff Love, Director, Weather and Disaster Risk Reduction Services Department. Dr Love noted that many National Meteorological and Hydrological Services (NMHSs) do not have full engagement with the users of services, and tend to be product, rather than user driven, and that it would require concerted effort to move to a more user-driven environment. A culture change will be required within NMHSs to make the move, but the benefits to both users and NMHSs will be significant if the challenges can be overcome. The agenda of the meeting and the list of participants are attached as Annexes I and II to this report, respectively.

2. ORGANIZATION OF THE MEETING

2.1 Adoption of the agenda

The Meeting adopted the agenda, as provided in Annex I to this report.

2.2 Working arrangements

The Meeting agreed to its working hours (0900-1700 hours), with the inclusion of lunch and coffee/tea breaks.

3. BACKGROUND, OBJECTIVES AND EXPECTED OUTCOMES OF THE MEETING

Ms Haleh Kootval, Chief, Public Weather Services Programme of WMO, noted that the activity to develop a strategic plan for service delivery commenced in 2007 with the establishment of a Executive Council Working Group on Disaster Risk Reduction and Service Delivery (EC/WG DRR/SD). After a comprehensive review and approvals process the WMO Strategy for Service Delivery was approved by the Sixteenth Session of the World Meteorological Congress (Cg-XVI, Geneva, May – June 2011).

The Meeting was expected to develop a draft outline for an Implementation Plan for the Strategy and the corresponding timelines, milestones and processes.

4. WMO STRATEGY FOR SERVICE DELIVERY

Ms Kootval briefly presented the WMO Strategy for Service Delivery. She noted that such a strategy was required to provide a more uniform and structured approach for WMO on service development and delivery applicable to all weather, climate and water information. The Strategy is both broad and flexible to provide high-level guidance for developing more detailed methods and tools for better integration of users into the service delivery process. She further emphasized that the Strategy for Service Delivery is applicable to WMO at all levels i.e., Programmes, NMHSs, Technical Commissions and Regional Associations, and that even though the PWS Programme had led the coordination process for the development of the Strategy, WMO

programmes and constituent bodies had been consulted and had provided inputs for its development.

It was noted by the Meeting that the Strategy is closely linked to the WMO Quality Management Framework (QMF) as the policies, processes and mechanisms that are appropriate for a QMS are also required for improving service delivery. If a QMS is properly implemented by a NMHS, it can be assumed that processes are already in place to ensure corrective and preventive action as well as continuous improvement, and this is one of the basics for good service delivery. If a QMS is not yet in place, the Strategy can be used to improve overall effectiveness of products and services and user satisfaction.

The Meeting agreed that an implementation approach to the Strategy needed to be flexible and take into consideration the requirements and current service delivery capabilities of Members.

4.1 Culture change as a central issue for Service Delivery

The Meeting realised that the Strategy for Service Delivery might be overwhelming for some NMHSs or other bodies, and that it would be better for them to initially focus on implementing the Strategy in high priority areas.

In discussions on how to implement the Strategy, it was suggested that a Service Delivery Model, based upon the Strategy, might be developed to allow NMHSs or other bodies to determine their current level of service delivery maturity. The model would have a number of levels – say five (5) from a very basic level of service delivery maturity to a level where all aspects of service delivery are fully optimized for all users of services. NMHSs and other constituent bodies would be able to make an assessment of their current level of maturity and decide where they desire to be in the future and make plans for how to achieve that goal.

5. BRIEF PRESENTATION BY EACH PARTICIPANT OF CURRENT STATUS AND SCOPE OF SERVICE DELIVERY IN THEIR RESPECTIVE ORGANIZATIONS AND SHARING OF EXPERIENCES

Presentations on the current status of service delivery in the NMHSs of Canada, Morocco, Mozambique, Switzerland and the United Kingdom were given by the participants. All the presentations showed good examples of user engagement and service delivery, though there were also indications that in some NMHSs production or science areas still dominated the development of services, rather than the service delivery areas, as would be expected in a fully customer-focussed organization.

6. IMPLEMENTATION PLAN FOR THE WMO STRATEGY FOR SERVICE DELIVERY

6.1 Consideration of the four (4) essential stages of Service Delivery as elaborated in the WMO Strategy for Service Delivery

The Meeting agreed that service delivery was a continuous, cyclic process for developing and delivering user-focused services defined in the following four stages:

- i) Stage 1: User Engagement;
- ii) Stage 2: Service Design and Development;
- iii) Stage 3: Delivery; and,
- iv) Stage 4: Evaluation and Improvement.

The four (4) stages form the framework within which the Implementation Plan would be developed.

6.2 Linkage to the Global Framework for Climate Services (GFCS), in particular the User Interface Platform (UIP)

The GFCS has, as one of its components, the User Interface Platform (UIP), which is intended to provide the mechanism by which the GFCS can be user driven. It is expected that there will be close compatibility between the aims and objectives of the UIP and the WMO Strategy for Service Delivery. The Meeting strongly supported that in the interest of avoiding duplication and meeting Members' needs for efficiency it will be crucial that the GFCS Implementation Plan as it relates to the UIP and the Implementation Plan of the WMO Strategy for Service Delivery are closely aligned.

6.3 Linkage to QMS as an aspect of Service Delivery

The Meeting emphasized that to have QMS is a good first step toward an effective service delivery. Implementing an effective QMS will go a long way towards good service delivery, in particular, if the user focus is respected as a basic element of any QMS. Regular assessment of the effectiveness of service delivery measured by key performance indicators ought to be incorporated into a QMS. However, and special emphasis should be given to some core elements of the QMS such as systematic and documented engagement with the user and continuous improvement in the form of future development.

6.4 Linkage to other WMO Programmes with Service Delivery Component: e.g., transport sector, and building on elements of QMS

The Meeting agreed that although WMO Programmes do not have an operational role similar to that of NMHSs, they still need to consider the services they provide to their user community. There is therefore a need to ensure that the relevant Secretariat Staff have the appropriate competencies and behaviours to operate in a user- or customer-focussed manner.

6.5 Linkage to the work of Technical Commissions

The Meeting supported that the Strategy Implementation Plan should be aligned with the work of the Technical Commissions (TCs), since these constituent bodies have user or client communities and, therefore a service delivery requirement. There was a need to work with the presidents and management committees of the TCs to ensure the development of a service delivery ethos if this is to filter down through all the activities of the TCs.

6.6 Linkage to the work of the Regional Associations

The Meeting agreed that as with the TCs, the main drive for change within the Regional Associations (RAs) would be through the respective presidents and management groups. All of the RAs now have their own strategic plans and most have working groups related to service delivery, and opportunities exist for integrating Service Delivery into the Regional Strategic Plans. The RAs could play an important role in engaging the user communities and drawing attention to the role of NMHSs in delivering effective services for their needs. The support of user communities could in turn assist NMHSs in securing funds for improving services. The Meeting also noted that regional centres such as Regional Specialized Meteorological Centres (RSMCs), Regional Training Centres (RTCs) and Regional Climate Centres (RCCs) could play a role in reaching out to users.

7. DELIVERY OF THE IMPLEMENTATION PLAN TO THE NMHSS AND RELEVANT WMO CONSTITUENT BODIES

7.1 Inclusion of the WMO Strategy for Service Delivery and its Implementation Plan in the agenda of the WMO constituent bodies' sessions

The Meeting agreed that it was crucial to engage the constituent bodies and their working groups, and, in particular, the Executive Council through the EC/WG SD, the technical commission and regional association presidents and management groups to ensure that the Implementation Plan is on their respective agenda and integrated into their work plans.

7.2 Unifying the Service Delivery view in WMO

It is inevitable that there will be a range of approaches and standards across the wide range of constituent bodies. For example, service delivery in some NMHSSs is well developed, whilst in others it is less so. However, it should be possible to have an agreed overall approach to Service Delivery across WMO and the Strategy provides a good guide to the essentials of service delivery.

8. DESIGN OF PILOT PROJECTS AND THE CAPACITY BUILDING ACTIVITIES REQUIRED

8.1 Design of pilot project(s) to test the Implementation Plan in a limited number of NMHSSs and other constituent bodies

Noting that there is a range of service delivery capabilities within WMO, it is expected that there will be a range of pilot studies to assess what activity is required in different areas to develop capabilities.

One area where pilot projects would be appropriate is in the Severe Weather Forecasting Demonstration Project (SWFDP). To date, it has been difficult to assess engagement between the NMHSSs and the user community in the implementation of SWFDP. The Meeting strongly supported that a Service Delivery Pilot Project targeted at this area could help to overcome the obstacles preventing effective user engagement.

8.2 Briefing sessions for the Directors of NMHSSs

The Meeting agreed that for the top management of NMHSSs to be supportive of the Strategy and its implementation in their respective organizations, it would be essential to conduct briefing sessions for them at all possible opportunities. Such sessions could be incorporated into sessions of the Executive Council and RAs and their subsidiary bodies.

8.3 Training workshops for the staff of NMHSSs

Service delivery modules are currently included in some WMO training events (in particular PWS activities). This practice should be expanded to more training workshops, as well as be included in appropriate training activities of RTCs.

8.4 Education activities for users/clients of services

It is essential to the success of effective service delivery that the users have sufficient understanding of methods of working of NMHSSs and their capabilities and limitations. Examples of this include: setting up user forums where users and NMHSS staff can interact and establish a dialogue; organizing training sessions for target user groups such as disaster management, media, agriculture, and health sectors; and, ensuring user participation in the Regional Climate Outlook Forums (RCOFs).

9. MONITORING AND EVALUATION PROCESS FOR THE IMPLEMENTATION PLAN

The Meeting stressed that an essential element of the success of the Implementation Plan was a monitoring and evaluation process to ensure that the different stages of service delivery were implemented and their impact could be measured. An important part of this process is the exchange of information, lessons learnt and success stories and their publication to provide examples of good practices of service delivery.

10. DEVELOPING THE IMPLEMENTATION PLAN

The Meeting agreed on the processes that needed to be followed for the completion of the Implementation Plan and the corresponding milestones and timelines as shown in Annex III to this report.

11. WORK ON DRAFTING THE OUTLINE OF THE IMPLEMENTATION PLAN

The Meeting produced the first draft of the outline of the Implementation Plan as attached in Annex IV to this report (to be provided in due course).

12. CONSIDERATION OF THE REPORT OF THE MEETING

The Meeting considered the report of its work.

13. CLOSING

The “Meeting of Experts to Draft an Implementation Plan for the WMO Strategy on Service Delivery” closed at 1630 hours on Friday, 2 September 2011.

AGENDA

1. OPENING

2. ORGANIZATION OF THE MEETING

2.1 Adoption of the agenda

2.2 Working arrangements

3. BACKGROUND, OBJECTIVES AND EXPECTED OUTCOMES OF THE MEETING

4. WMO STRATEGY FOR SERVICE DELIVERY

4.1 Culture change as a central issue for Service Delivery

5. BRIEF PRESENTATION BY EACH PARTICIPANT OF CURRENT STATUS AND SCOPE OF SERVICE DELIVERY IN THEIR RESPECTIVE ORGANIZATIONS AND SHARING OF EXPERIENCES

6. IMPLEMENTATION PLAN FOR THE WMO STRATEGY FOR SERVICE DELIVERY

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- ii) Stage 2: Service Design and Development
- iii) Delivery
- iv) Evaluation and Improvement

6.2 Linkage to the Global Framework for Climate Services (GFCS), in particular the User Interface Platform (UIP)

6.3 Linkage to QMS as an aspect of Service Delivery

6.4 Linkage to other WMO Programmes with Service Delivery Component: e.g., transport sector, and building on elements of QMS

6.5 Linkage to the work of Technical Commissions

6.6 Linkage to the work of the Regional Associations

7. DELIVERY OF THE IMPLEMENTATION PLAN TO THE NMHSS AND RELEVANT WMO CONSTITUENT BODIES

7.1 Inclusion of the WMO Strategy for Service Delivery and its Implementation Plan in the agenda of the WMO constituent bodies' sessions

7.2 Unifying the Service Delivery view in WMO

8. DESIGN OF PILOT PROJECTS AND THE CAPACITY BUILDING ACTIVITIES REQUIRED

8.1 Design of pilot project(s) to test the Implementation Plan in a limited number of NMHSs

8.2 Briefing sessions for the Directors of NMHSs

8.3 Training workshops for the staff of NMHSs

8.4 Education activities for users/clients of services

9. MONITORING AND EVALUATION PROCESS FOR THE IMPLEMENTATION PLAN

9.1 What kind of pilot monitoring programmes and activities are required?

9.2 Agreeing on a basic set of data for exchange

9.3 Reporting mechanisms for NMHSs to report on the implementation of the Strategy and its benefits

9.4 Establishment of a voluntary reporting and documentation mechanism among groups of countries, e.g., a website where experiences can be exchanged and shared

9.5 Analysis of the benefits of the Strategy for NMHSs

10. DEVELOPING THE IMPLEMENTATION PLAN

10.1 The process, including the role of the Executive Council Working Group on Service Delivery

10.2 Milestones and timeline for completion of the Implementation Plan

11. WORK ON DRAFTING THE OUTLINE OF THE IMPLEMENTATION PLAN

12. CONSIDERATION OF THE REPORT OF THE MEETING

13. CLOSING

LIST OF PARTICIPANTS

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Actions:	2011				2012												2012 to 2015				
	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D					
Following EC adoption of the IP, EC request TCs, Ras to incorporate the IP into their working structures (2012)																					
Advise, recommend and encourage NMHSs to adapt, as necessary, and implement the IP (2012)																					
EC WG on SoP – monitoring and evaluation and possible links when establishing the base line (2012 – 2015)																					
Review of WMO Strategy on SD and the IP by the EC WG on SD (before 2015)																					

Draft Outline of the Draft Implementation Plan of the WMO Service Delivery Strategy

(To be provided in due course)