

ANNEX C

Introduction to the Action Plan supporting the WMO RA VI Strategic Plan

The WMO Regional Association (RA) VI Strategic Plan will be implemented through the RA VI Action Plan. Each action is relevant to the Strategic Plan and is expected to be achievable by mobilizing foreseen resources and within an agreed time frame. A body or an individual will be responsible for delivering and reporting on obtained results, for documenting achievements and difficulties, and for proposing corrective measures if needed.

This annex provides an introduction to this Action Plan. It documents the principles, the process and the methodologies on which the Action Plan is build upon.

This annex will be supplemented by a detailed version of the Action Plan, aimed at serving as an internal reference and framework document for the actors in charge of the implementation.

a. Responsible Bodies

The Strategic Plan and Action Plan have been thought of as living documents. The external environment changes rapidly and new challenges and opportunities appear all the time. The Regional Association must be flexible enough in the implementation of its Action Plan to ensure that these new challenges can be met quickly when they arise. This is why, at its 2005 XIVth Session, the Regional Association established a Management Group chaired by the President and consisting of experienced Permanent Representatives to represent the whole Region. The RA VI Management Group has a key role to play in delivering the Strategic Plan. It is expected to be responsible for:

- Setting and reviewing the overall framework for the Strategic Plan;
- Monitoring the progress of the Action Plan, and amending or updating the objectives as appropriate;
- Ensuring the working groups and rapporteurs have the necessary support to achieve their mandates; and
- Ensuring the Regional Association has the right set of working groups and rapporteurs to deliver the Strategic Plan.

The main implementers of the Action Plan are the Members of RA VI themselves. The activities of the Regional Association and so the success of its Strategic Plan will be very dependent on the willingness of the Members to make available the time and effort of their experts to help implementing the Action Plan. This cannot be mandated on the Members by the Regional Association, but part of the purpose of this Strategic Plan is to ensure that the activities of the Regional Association are relevant to their needs.

The most important actors to help Members in implementing of action Plan will be the working groups and rapporteurs of the Association, and the WMO Secretariat (Regional

Office for Europe and the Joint WMO/EUMETNET/ECMWF Office in Brussels). Both sets of actors will be responsible for:

- Reporting progress against the Action Plan objectives they are responsible for to the RA VI Management Group;
- Recommending changes or additions to the Action Plan objectives to the Management Group as changing circumstances dictate.

b. Review of the Strategic Plan and Action Plan

To maintain the engagement of the Members in the Strategic Plan, it is necessary to regularly involve them in its implementation reviews. Fortunately, the timetable for the constituent body sessions of WMO enable the Members of RA VI to meet together every second year – at WMO Congress and at the Regional Association session. It is proposed that the Members review and update the Strategic Plan and Action Plan at these meetings, with a four-year outlook. Thus Members can ensure that the Plan remains relevant to their needs.

c. Implementation of Actions

In order to carry out the monitoring and governance process described above, a few actions will concern the functioning of the constituent bodies of the RA VI, with a view to improve their ability to provide effective oversight and management performance of the Regional Association.

The Regional Association is committed to pursue the objectives described under the Strategic Thrust of Efficient Management and Good Governance (cf. Expected Results X and XI in section 4b of the main part of the Strategic Plan).

d. Priorities

The demonstration of the value of the Strategic Plan has to come from an efficient, documented and well reported execution of the actions implemented in support of the WMO Expected Results. This global effort assumes that several prerequisite are consolidated. Referring to the monitoring aspect, two types of priorities need to be considered.

Firstly, the Region is committed to have a sustainable monitoring and reporting process. In view of the modernization of this practice within WMO, and particularly within the Region Association context³, it is compulsory to give priorities to:

- Establish a reference state with respect to the various components of the Region : a first attempt to create a database on synthetic country profiles has been carried out by the ROE, and has been used as the basic information of the RA VI description (Annex A of the Strategic Plan);
- Create and manage a change plan to enrol all RA VI Members in the new paradigm this Strategic Plan aims at.

Secondly, based on the above rationale, the different ways forward and the perceived

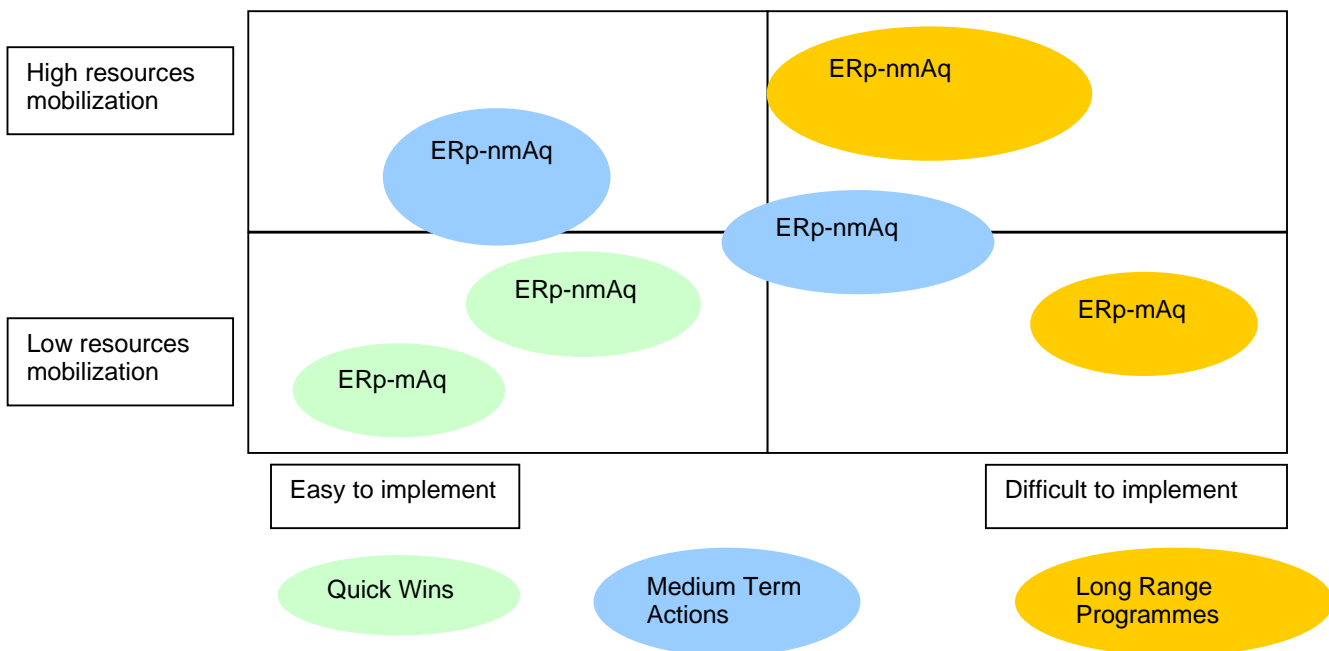
³ The well established reporting practice activates the Technical Commissions and Programmes lines much more than the Region Association ones.

sources or means of progress, individual actions have to be classified and ranked according to a common set of very few criteria.

As a start, a simple approach will be implemented, using a set of three criteria – based on a qualitative estimate in a first phase, prone to a more quantitative evaluation in a second phase - to characterising each action:

- Easiness to implement
- Level of resources to mobilize (investments of all kinds : human, technical, financial)
- Return on investment

The following graph provides a rational basis to separate quick wins (QW), medium term actions (MTA) to be based on the specification and set up of a proper planning, and long range programmes (LRP) requiring a much thorough evaluation.



Caption:

Activities are marked according to a possible nomenclature ERp-nmAq with the areas of the ellipses proportional to the return on investment:

ERp: Expected Result n° p

n : Theme number (1: Improve existing practice; 2: Broaden use of more advanced technologies; 3 : Join in existing or planned projects; 4 : Develop new capabilities and products)

m : sub-result number

q: number of an action contributing to the ERp-nm sub-result

It is expected that this approach to priorities selection and global appreciation of the actions portfolio would be used more at a working level, namely by each Working Group or Expert Team in charge of implementing the Action Plan. However, should this be used in a systematic way at this working level, this approach could ease the way RA VI should present its ambitions, objectives and priorities when reporting on its contribution to the WMO Strategic Plan.

e. Key Performance Indicators and Targets

The monitoring of and reporting on the realization of the Strategic Plan and Action Plan aim at providing to the various stakeholders confidence, visibility and control on the progress achieved.

Each of the WMO Expected Results I to XI is associated with Key Performance Indicators (KPI) documenting the progress towards a target which aims to show, at a strategic level, how successful the WMO is implementing its Strategic Plan. Similarly, the Regional Association has to identify its targets and KPI, preferably consistent and in line with the WMO ones.

It is worth recalling that WMO has decided to adopt well recognized standards, namely to have SMART⁴ objectives and those targets should be:

- indicative, not exhaustive;
- based on existing, baseline data
- symbolic
- justifiable; and
- foreseen to be relevant and stable measures.

A tentative classification of individual result/output with respect to the four broad themes:

- Improve existing practice
- Broaden use of more advanced technologies;
- Join in existing or planned projects;
- Develop new capabilities or products.

has been worked out to provide a global framework. This intends to harmonize the target and KPI for each individual result/output as described in the next table.

Due to the differences of situations and priorities across the region, specific indicators (e.g. for some sub-regions for instance) will have to be dedicated to monitor the progress of the action plan implementation.

The full tentative expansion of the triplets “Expected Result / Target / Indicator” will have to be worked out by the each responsible Working Group or Expert Team in charge of the implementation.

Theme and type result/output	Generic target	Applicable indicator
Improve existing practice		

⁴ SMART stands for :

S : Specific
M : Measurable
A : Achievable
R : Relevant
T : Timebound

○ Documentation and quality control of provided products and used methodologies	Appropriate level of available documentation and control with respect to the overall production of the Region	Number or percentage of documented productions and methodologies
○ Generalization of recognized best practices	Appropriate number of Members/NMHSs using those best practices across the Region	Number or percentage of Members/NMHSs with successful implementation of such practices
Broaden use of more advanced technologies		
○ Automation of NMHS production	Existence of monitored development plans with documented investment and realization objectives	Percentage of those plans realized
○ Use of state-of-the-art products and tools	Appropriate number of Members/NMHSs using those products and tools across the Region	Number or percentage of Members/NMHSs with successful use of those products and tools
Join in existing or planned projects		
○ Membership or cooperation with sub-regional organizations	Full application across the Region of the possibilities offered by such organizations status	Percentage of the full application achieved
○ Participation in projects dedicated to improve the core NMHS activities	Appropriate increase of Members/NMHSs putting in practice those project results with respect to a 2008 reference	Percentage of this target achieved
○ Participation in multi-disciplinary projects	Existence of a coordinated action plan within the Region with documented objectives and timetable	Percentage of the plan achieved
Develop new capabilities or products		
○ Individual physical assets	Appropriate number and/or adequate distribution across the Region	Number of such assets or delta of number of such assets or percentage of the Region possessing or having access to such assets
○ Human development	Appropriate level or increase of trained staff in application of a regional educational programme	Percentage of the programme achieved
○ Production development	Appropriate level or increase of new products and services available within the Region in application of a regional development programme	Percentage of the programme achieved
○ Regional organizational development	Existence of a roadmap of expected collaborations and/or partnerships with planned meetings/milestones	Percentage of signed agreements, held meetings, successfully passed milestones with respect to

		the roadmap
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f. High level Action Plan

This Annex of the Strategic Plan provides a high level and synthetic view of the type of actions the Region is committed to implement.

A detailed Action Plan will complement it and is aimed at remaining an internal working document to be used as a reference framework for monitoring and reporting within the RA VI management and implementation structures.

ER1: Enhanced capabilities for Members to produce more accurate weather forecasts and warning

- *Encourage and facilitate the use of and training in Limited Area Models and their products*
- *Encourage the greater use and understanding of ensemble prediction products within the Region*
- *Facilitate the exchange and development of nowcasting skills and techniques*
- *Enhance cooperation between RAVI Members and Euro-THORPEX*

ER2: Enhanced capabilities for Members to provide more accurate climate predictions and assessments

- *Establish Regional Climate Centres (RCCs), including detailed specifications of their scope and remit and for the services and products they will provide to meet Members' needs.*
- *Support the establishment of specialized sub-Regional Centres where Members identify a need (e.g. Drought Monitoring Centre in Slovenia, CLIPS Mediterranean and Caucasus Centres, South-Eastern Sub-regional Climate Change Centre in Serbia, North EurAsia Regional Climate Centre (NEACC) of CIS, etc)*
- *Capitalize on the all competences across the Region, especially using the networking structure of WMO, to provide expert regional and sub-regional climate products*

ER3: Enhanced capabilities for Members to provide more accurate hydrological forecasts and assessments

- *Review the needs and capabilities for flood forecasting within the Region – including consideration of relevant EU directives, regional initiatives such as the European Flood Alert System, EU initiative on Climate and Water, and existing cooperation between NMHSs*
- *Propose mechanisms for improvements, including sharing of capabilities, of the exchange of flood warnings within trans-boundary river basins in RA VI*
- *Assist at the development of pilot projects on early warnings, with close cooperation of countries in Europe which share river basins, following the example of the Sava river*
- *Review the needs and capabilities for hydrological design data estimation and water resources assessment, including consideration of the future climate change influence*
- *Enhance the (inter-) calibration of hydrological instruments, with the support when appropriate of the RICs*
- *Facilitate the participation of hydrology communities within the THORPEX project to improve knowledge and feedback on the needs and use of hydrological models.*

ER4: Integration of WMO observing systems

- *Develop the concept and programme for the integration of WMO observing systems in the Region*
- *Facilitate the sustainable development in the Region of worldwide agreed reference networks (like GCOS) and promote their recognition as GEOSS components*
- *Monitor the operations of ground reference networks (e.g RBSN, RBCN, GAW, etc) and the needs for their adaptation, taking into account of continuously improved performance of observations from space and other means of direct or indirect measurement techniques.*

ER5: Development and implementation of the new WMO information system

- *Improve current technology in the Region's existing component of the GTS*
- *Develop, put into operation and provide manuals and training on the components of the WIS in RAVI.*
- *Exploit EUMETCast as a means for information exchange throughout RAVI*

ER6: Enhanced capabilities of Members in multi-hazard early warning and disaster preparedness

- *Encourage the greater exchange, harmonisation and integration of early warnings for weather and water hazards*
- *Facilitate the exchange of knowledge on disaster prevention and mitigation between NMHSs through the organisation of and their participation in TECO (e.g. proposed Regional TEchnical CONference on the Role of NMHSs in prevention and mitigation of natural hazards impact, 9-10 October 2008, Chisinau, Moldova) and organize relevant training events*
- *Facilitate the involvement of Members' NMHSs in national and European-level natural disaster and risk reduction platforms*
- *Provide guidelines to data policy groups to ensure that data policies do not prevent the swift transfer of data and services in emergency events*

ER7: Enhanced capabilities for Members to provide and use weather, water climate and environmental applications and services

- *Review and analyse the evolution of the service provision to air navigation in the region, in particular the tendency to trans-boundary service provision. Provide all round guidelines and best practices in this domain, including Met cost allocation principles, how to fully contribute to the meteorological safety of air navigation; interoperability with air navigation systems; and new emerging meteorological services to air navigation.*
- *Provide guidance on improvement of existing and development of new services (e.g air quality, health) in all economic weather-sensitive sectors, through cooperation and training initiatives and exchange of best practices (e.g. Adriatic, Black Sea Marine Centres, etc ..)*
- *Share and undertake socio-economic studies demonstrating the benefits for Members of the meteorological, climatological and hydrological infrastructure and information*
- *Encourage and enhance participation, with an active involvement of their NMHSs, of Members in scientific assessment (e.g. IPCC) and research (e.g. THORPEX) programmes*

ER8: Broader use of weather, water and climate related outputs for decision-making and implementation by Members and partner organisations

- *Promote close collaboration with the EU to maximise the development and use of services using the RA VI infrastructure at large, including national, sub-regional and regional capabilities (e.g. ECMWF, EUMETSAT, EUMETNET, CIS, specialized Centres – RMSCs, RCCs, ... -), especially regarding climate change, disaster risk reduction and hazard early warnings*
- *Consolidate information on GMES to enable all RA VI Members to make the best contribution to and of use of GMES services.*
- *Coordinate a proactive participation of RA VI Members in relevant meetings (e.g. on climate change, disaster risk reduction and hazard early warnings) as part of an outreach programme (e.g. Regional Climate Outlook Forum) that will help partner organizations to use weather, water and climate data and services more effectively.*

ER9: Enhanced capabilities of NMHSs in countries with "economy in transition", to fulfil their mandates on weather, climate and water

- *Use WMO Voluntary Cooperation and Education and Training Programmes to facilitate twinning frameworks that will enable the transfer of capability within the Region, concentrating on those services with greatest needs.*
- *Use and contribute to WMO/WB/ISDR SE European NMHS Feasibility Study & other projects to enhance capabilities of developing country Members and Members with "economy in transition"*
- *Explore and use EU programmes (e.g. EU neighbouring, INTERREG, EU Water Initiative) and EUMETNET + CIS/ICH programmes to transfer knowledge and technologies to NMHSs of developing country Members and Members with "economy in transition"*
- *Utilise RA VI capabilities and specialized Centres to provide good exchange of information between developing country Members and Members with "economy in transition"*
- *Promote a regional network of national training centres taking into account the whole RAVI needs and increasing international cooperation between NMHSs*

ER 10: Effective and efficient functioning of constituent bodies

- *Ensure the alignment of tasks, meetings and agendas of the various bodies contributing to the RA VI Strategic Plan in order to rationalize and lighten the overall time and finance resources spent in implementing and delivering the Expected Results (e.g. between CCI, CIMO and CBS)*
- *Establish relationship between RA VI bodies and Regional international organizations*
- *Ensure good communication within INTAD-6, especially in relation with sub-regional meetings (e.g. ICWED, ICEED, BALNET, etc)*

ER 11: Effective and efficient management performance and oversight of the region

- *Ensure a close collaboration between the Permanent Representatives with WMO (including their hydrological advisors) and an adequately staffed Regional Office for Europe within the WMO secretariat in order to serve the needs of RA VI Members, especially the ones with "economy in transition", with a view to take the best profit of the work carried out in WMO Programmes and Technical Commissions and to facilitate the delivery of quality services throughout the Region, especially by their NMHSs.*