

WORLD METEOROLOGICAL ORGANIZATION

**EC Working Group on
Disaster Risk Reduction and Service Delivery**

First session

(WMO Headquarters, Geneva, Switzerland, 19-21 March 2009)



Final Report

REPORT OF THE FIRST SESSION OF THE EC WORKING GROUP ON DISASTER RISK REDUCTION AND SERVICE DELIVERY

The Executive Council Working Group on Disaster Risk Reduction and Service Delivery (EC WG on DRR & SD) of the World Meteorological Organization (WMO) held its first session at the WMO Headquarters from 19 to 21 March 2009. The agenda and list of participants are attached as Annexes I and II.

1. OPENING OF THE SESSION (agenda item 1)

1.1.1 Dr J. Hayes (USA), the Chair of the WG was not able to attend and Dr Zheng Guoguang (China) was elected chairman of the session. He welcomed participants and invited the Secretary-General of WMO, Mr Michel Jarraud, to say a few words.

1.1.2 In his opening remarks, the Secretary-General noted that the EC WG on DRR & SD was requested by the Executive Council (EC) to address pertinent issues in alignment with the WMO Strategic Plan. He further noted that there was a need to align the WMO Strategic Plan with the Hyogo Framework for Action and the Madrid Action Plan. He stressed the progress with the implementation of the DRR Programme and noted a number of strategic areas where the Programme could benefit from the guidance of the WG.

1.1.3 The Secretary-General indicated that Service Delivery had moved to a key position within WMO. This had been reflected in the structure of the Organization, through Technical Commissions. In this regard, discussions were underway to determine how Technical Commissions could support Service Delivery and how services could be best delivered. He stressed that there was no single solution for Service Delivery, which depended on the prevailing hazards in a country and the expectations from both governments and the public. However, National Meteorological and Hydrological Services (NMHSs) had common requirements for Service Delivery.

1.1.4 The Secretary-General pointed out additional challenges that NMHSs faced today that had been brought about by the current financial crisis which made it even more difficult to address key challenges such as assessing the impact of services and measuring the effectiveness of Service Delivery.

1.1.5 The Secretary-General highlighted the importance of the assessment of socio-economic benefits and cross disciplinary cooperation. He concluded by requesting the EC WG on DRR & SD to pay a special attention to the needs of the Least Developed Countries (LDCs).

1.2 ADOPTION OF THE AGENDA (agenda item 1.2)

1.2.1 The agenda for the session was adopted (Annex I).

2. REVIEW OF THE OUTCOMES FROM THE INFORMAL JUNE 2008 WORKING GROUP (WG) MEETING (agenda item 2)

2.1 Under this agenda item, the WG reviewed the outcomes of its informal meeting held on 25 June 2008, as a side meeting during EC-LX.

2.2 Members of the WG who participated in the June meeting pointed out that there had not been enough time to discuss all the issues in detail. There had been more discussion on DRR and less on Service Delivery and its link with DRR. In view of this, the WG expressed the need for clarifying its responsibilities and work program. It was felt that these matters could be re-addressed under agenda item 6.

3. REVIEW OF TERMS OR REFERENCE (TOR) OF THE EC WG ON DRR & SD, NOTING THE ROLE AND FUNCTIONS OF THE WEATHER AND DISASTER RISK REDUCTION SERVICES (WDS) DEPARTMENT (agenda item 3)

3.1 Under this agenda item, the WG was given an overview of the Department's role and functions in Disaster Risk Reduction and Service Delivery. The WG was invited to consider its ToR, taking note of the role and functions of the WDS Department that supports many of the activities relevant to the Group's ToR. The WG was also advised that the WDS Department was the focal point for cross cutting programmes that worked closely with all the other technical programmes of WMO.

3.2 During discussions, the WG noted that while Service Delivery was directly linked to the activities of WMO programmes and NMHSs, DRR went beyond WMO. There were aid agencies, humanitarian and other agencies that worked in DRR. These agencies set some of the requirements for service delivery.

3.3. Members of the WG expressed the need to reflect in the WG's work program that DRR and service delivery issues related not only to weather-related events, but also to climate- and water-related events. The WG considered it crucial that the WMO's operational plan should indicate the contribution both technical commissions and regional associations would make to DRR. It was also noted that in every region of the globe, there was some form of emergency plan, usually supervised by emergency management agencies, and that NMHSs and WMO needed to build effective links to these plans.

3.4. With regard to its ToR, the WG noted that they had a wide scope that went beyond what could be achieved in the current inter-sessional period. It therefore decided to:

- (i) Focus its work on a limited number of items in 1 through 7 and the entirety of item 8 (of the ToR);
- (ii) Develop a workplan linking the selected items of the ToR with specific outcomes;
- (iii) Identify and, to the extent possible, concentrate effort on areas where service delivery and DRR were intersected.

4. DISASTER RISK REDUCTION AND SERVICE DELIVERY (agenda item 4)

4.1 Overview of the DRR Programme and Strategic Issues (agenda item 4.1)

4.1.1 Under this agenda item, the WG was invited to provide guidance to the Secretary-General and the Executive Council on dealing with the strategic issues confronted by the WMO's Disaster Risk Reduction Programme.

4.1.2 Progress with the development of the DRR Programme, including the strategic framework of the programme underpinned by the Hyogo Framework for Action and progress made with the delivery of the Programme at the national and regional levels were presented. Strategic partnerships developed by the Programme to create demand by the governments and other stakeholders in DRM for NMHS contributions at the national level were discussed, including a number of pilot and demonstration partnership projects demonstrating regional cooperation and national frameworks for operational engagement of the NMHS with disaster risk management agencies.

4.1.3 A number of strategic issues were raised for which guidance of the WG was being sought, including the need for:

- Scaling up the DRR benefits to more Members through:
 - Realizing strategic partnerships and opportunities for funding and development that are primarily available at national and regional levels;
 - Expanding DRR demonstrated frameworks and lessons learnt more systematically at national and regional levels;

- Generating demand for NMHSs information, products and services to support disaster risk management at national level;
- Engaging NMHSs effectively in the processes related to disaster risk management at national and regional levels;
- The Role of WMO Constituent Bodies (e.g., Regional Associations and Technical Commissions) in the implementation of the DRR programme at national and regional levels.

4.1.4 Members of the WG expressed satisfaction with the strategic approach adopted by the DRR programme and the progress that had been made in the implementation of the Programme, particularly noting the documentation of good practices and implementation of pilot projects. In particular, the WG highlighted the importance of linking strategic priorities to the National Disaster Risk Management Framework that involves i) risk identification, ii) risk reduction and iii) risk transfer and identification of role of NMHSs. The WG also noted the importance of the analysis carried out based on the DRR country-level survey for development of DRR projects that addressed Members' needs in a more systematic fashion.

4.1.5 The WG recognized that the DRR Programme has been working successfully with relevant technical programmes of WMO, the Development and Regional Activities (DRA) Department and the Resource Mobilization Office within the Secretariat, and a small but strategic group of external partners (for joint project implementation and/or funding) to facilitate a coordinated approach for the implementation of the DRR projects. However, scaling-up these efforts requires, (i) understanding and documenting the success factors, and (ii) development of a framework to engage WMO Constituent Bodies more systematically in the implementation of the Programme at the national and regional levels.

4.1.6 The WG recognized that the current structure of the Technical Commissions to support DRR Programme had limitations for addressing targeted DRR projects at national and regional levels, and that Technical Commissions have limited resources for implementation. The WG emphasized that the success of the DRR programme would depend on the establishment of effective mechanisms that promote a leading role of the Regional Associations and Members in defining regional priorities and developing mechanisms for implementing DRR activities at regional and national levels. In this regard, Regional Associations could play a crucial role in identifying additional resources to address key objectives at regional and national levels. Members of the WG were of the opinion that Regional Association management groups could potentially provide crucial support for a more active role of the Regional Associations that could potentially lead to innovative ways for project development and implementation. The WG noted the importance of leveraging and coordination of resources of those Members that are already supporting other Members through bi-lateral partnerships and further noted the need for facilitation of a more coordinated approach engaging these Members in the implementation of the DRR Programme.

4.1.7 In reference to projects such as those in south-eastern Europe, Central Asia and Caucasus, and in Central America, the importance of strategic partnerships was stressed in the discussions and also the development of partnerships with international and regional agencies that influenced DRR development and funding at the national level, is instrumental to linking the NMHS to their country's DRR processes. It was agreed that WMO needs to continue its efforts in the establishment and/or strengthening of partnerships that could lead to national funding and partnership opportunities that the NMHSs may not have access to.

4.1.8 On the basis of the discussion on this item, the WG decided that:

- (i) In reporting to EC, it should be emphasised that Members should be supported with guidelines and pilot projects defining the principles of best practices. DRR pilot projects should be portable to other countries and scalable to larger regions or for implementation on a global scale;
- (ii) A coordinated framework is needed for the WMO Constituent Bodies (e.g., Regional Associations and Technical Commissions) and Members' engagement in the implementation of the DRR programme, defining the roles as relevant and appropriate;

- (iii) To improve effectiveness of DRR activities at the national level, the WMO's Operational Plan should foster strategic partnerships with agencies (e.g. World Bank, ISDR, UNDP, OCHA, IFRC, EU, etc) so as to enable NMHSs to foster partnerships with Disaster Risk Management Agencies and other key stakeholders in order for them to benefit from resource opportunities that they generally do not have access to.

4.2 Overview of Service Delivery Activities and Strategic Issues (agenda item 4.2)

4.2.1 Under this agenda item, the WG was invited to provide guidance to the Secretary-General and the Executive Council on dealing with the strategic issues confronted by the WMO's service delivery activities.

4.2.2 A presentation providing an overview of service delivery activities and strategic issues was given by the Secretariat to the WG. The presentation provided background for the discussion that followed.

4.2.3 Members of the WG noted that service delivery was a complex issue and that there was no standard structure for Service Delivery. Models for weather-, climate- and water-related service delivery are highly dependent on such matters as, *inter alia*, the climate and the natural weather-, climate- and water-related hazards faced by a country, that country's view on the roles of the public and private sectors, the communications infrastructure available for delivering warnings and other weather-, climate- and water-related information, and the financial capabilities of the NMHS.

4.2.4 The WG noted that often NMHSs do not fully understand the needs of their users and conversely the users do not understand the products of NMHSs or the capability of NMHSs to prepare products that more fully address their needs. Noting further that effective service delivery would overcome these key deficiencies, the WG agreed that service delivery in WMO should be underpinned by a policy framework that would assist Members in identifying and addressing service delivery issues.

4.2.5 The WG, noting its second ToR¹, developed an outline of a policy framework for service delivery (Annex III) and decided:

- (i) That the Secretariat, working with WG members, should complete the development of the WMO's policy framework for service delivery;
- (ii) That all WMO programmes (weather-, climate- and water-related) that have a role in service delivery should contribute to the development of the policy framework;
- (iii) That, as a part of the WGs future work program, there should be an item that leads to the development of Service Delivery Key Outcomes that will be a part of the WMO's Operating Plan;
- (iv) That the WG should work closely with the EC WG on Climate and Water and other relevant EC WGs on these issues; and,
- (v) That a more coordinated approach to the benchmarking of the service delivery activities carried out by Members should commence by the beginning of the next WMO financial period so as to gather baseline data, to begin the process of refining indicators, and to explore the best ways of sharing the lessons learnt between Members.

4.2.6 The WG recommended that, through the WG Chairman's Report to EC, the EC be advised on the process and status of development of the WMO's Policy Framework for Service Delivery.

¹ Term of Reference (2) for the EC WG on DRR and SD: "To develop an effective WMO Policy Framework for Service Delivery".

4.3 Cooperation with the Private Sector (agenda item 4.3)

4.3.1 The WG recalled that EC-LX had requested the EC Working Group on Disaster Risk Reduction and Service Delivery, in collaboration with the EC Working Group on WMO Strategic and Operational Planning (WG on SOP) and the EC Working Group on Capacity Building (WG on CB), to develop recommendations for EC-LXI on:

- (a) Options for WMO to stimulate establishment of global or regionalized international representation bodies of the private sector service providers to better facilitate coordination between that sector and WMO;
- (b) Approaches to address problematic issues connected with complementary and competitive cooperation between NMHSs and private sector service providers;
- (c) Policy and guidelines for an ethical framework for engagement with corporate sponsors and donors, taking into account pertinent recommendations of the WMO Audit Committee; and
- (d) A mechanism involving the technical commissions concerned and the regional associations for developing guidelines for use by NMHSs on best practice models of partnership in furthering cooperation with the private sector, and in particular private sector service providers.

4.3.2 The WG on SOP recommended that a document be prepared for consideration by EC-LXI, which should:

- (i) Put the issue of the WMO's interaction with the private sector into context. In particular, the introduction should make it clear that governments decide how they will deliver meteorological and related services (whether through Appropriation funded activities, through commercial activities or through some hybrid involving both);
- (ii) Review the role that commercial activities currently play in the delivery of meteorological and related services and also make clear why collaboration between the private and public sectors is important; and,
- (iii) Be drafted in a form that would make it eventually suitable as the basis for guiding the relationship of NMHSs with the private sector.

4.3.3 The WG on SOP was of the view that WMO should not proactively seek to establish a private sector lobby group that would seek to influence the WMO's activities so that they could make increased profits. The WG on SOP also advised that issues (a), (b) and (d) above are different in nature to (c) and should be handled differently in the paper. Furthermore, the Group considered that the treatment of issue (c) was generally well done while the other issues needed to be treated in the broader context that would underpin guidelines that respected the different approaches chosen by governments.

4.3.4 The WG reviewed Document 4.3 and noted the outcomes arising from the EC WG on SOP after consideration of the same document. The WG decided to adopt the outcomes of the WG on SOP.

4.3.5 In the discussion that followed, the WG reiterated that different governments have different models for the relation between their NMHSs and the private sector. The WG noted that it was government's responsibility to decide how its NMHS relates to the private sector. In this regard, the WG stressed the need for principles and best practices to guide the relationship of NMHSs and the private sector which would fit a variety of circumstances.

4.3.6 The WG recognised that the current demand for services goes beyond the capacities of NMHSs to meet this demand and that there is an important role for private sector providers, particularly for

specialised services. The WG agreed that, irrespective of whether services originate from public or private sector providers, WMO should work to ensure that the weather-, climate- and water-related services that are provided are scientifically sound and fit for purpose.

4.3.7 In relation to Document 4.3, the WG noted that a number of principles should be recognised in the development of strategies for interactions between WMO and the private sector, as follows:

- (i) NMHSs make their data and information available to the private sector on a non-exclusive basis;
- (ii) The aim of the NMHSs should be to make the best quality available to the widest possible group of users;
- (iii) NMHSs cannot possibly meet the needs of all users and the private sector is a partner in meeting the demand for services based on the data NMHSs collect; and
- (iv) The private sector plays a variety of roles (for example, are they suppliers of instrumentation, media operators that carry NMHSs' information, or suppliers of services in competition with, or as a complement to, that of the NMHS) and these should be recognised in developing strategies for WMO's interactions with the private sector.

4.3.8 The WG then recommended that:

- (i) Document 4.3 be re-drafted for EC taking note of the views of the WG on SOP and the matters listed above.
- (ii) The substance of Document 4.3 be included in the Chairman's report to EC.

5. KEY OUTCOMES FOR DRR & SD FOR THE WMO AFTER Cg – XVI (2012 – 2015) (agenda item 5)

5.1 The WG noted that, immediately prior to its session, the EC WG on WMO Strategic and Operational Planning had considered a proposal to define Key Outcomes for those WMO Programmes that will carry forward its work in the 2012-2015 financial period. The WG was invited to provide advice on what it considers should be the Key Outcomes for the DRR and SD Programmes of the WMO in the next planning period of 2012-2015, and also what indicators should be put in place to monitor the achievement of these outcomes.

5.2 Under this agenda item, the WG reviewed Document 5 and considered the draft recommendations of the second session of the EC WG on WMO Strategic and Operational Planning for endorsement by EC-LXI.

5.3 The WG noted that the EC WG on SOP had proposed revised Expected Results (ERs) and that proposed ERs one and two would focus on the Members' ability to meet community needs for weather, water and climate services broadly (ER 1), and for disaster risk reduction services in particular (ER 2). The WG further noted that the focus of the Expected Results had shifted to be more Member oriented than was the case in the 2008-2011 Financial Period, and that the WG was well placed to assist in the achievement of these two draft Expected Results.

5.4 The WG decided to continue the review of its ToR to align them with the proposed new Strategic Thrusts and Expected Results of the Organization before Congress XVI (2011).

6. WORK PLAN OF THE EC WG ON DRR & SD THROUGH TO Cg – XVI (agenda item 6)

6.1 Noting, *inter alia*, the cross-cutting nature of the challenges of both DRR and SD, the likely impact of the global economic crisis, the opportunities offered by the WMO's result-based approach, progress to date and activities planned, the WG was invited to consider the development of its workplan for the period through to Cg-XVI.

6.2 The WG noted that, in this inter-sessional period of WMO Congress, the emphasis had been, and was likely to continue to be, relevant to ToRs 1, 2 and 8. It further noted that the significant progress on ToR 2 was better placing the WG to make a contribution to ToR 4. Furthermore, the WG stressed the need for a framework for Service Delivery following the model of the DRR programme policy framework. The WG agreed on the need to develop a framework laying the processes and timelines for what the WG would do i) between this meeting and EC-LXI, ii) between EC-LXI and Congress XVI and iii) beyond Congress XVI (Annex IV).

6.3 The WG stressed the need to engage other WMO Programmes, such as Climate and Water and the Working Group on Climate and Water particularly, in defining the priorities for DRR and SD, noting that the latter had developed a global framework for water and climate services.

6.4 The WG considered the range of possible tasks that had been identified through the course of the session, the likely requirements of the WMO planning process, the need to report to EC through this inter-sessional period, and as a result of these considerations developed a draft work program for the remainder of the inter-sessional period (Annex IV).

6.5 The WG decided:

- (i) To revise Doc 4.3 to develop Recommendations for EC relating to interactions between NMHSs and private sector meteorological service providers;
- (ii) Prepare a progress report on the development of the policy framework for service delivery;
- (iii) Report to EC on the process for the preparation of Key Outcomes for service delivery;
- (iv) Report to EC on the process for the preparation of Key Outcomes for the DRR Programme;
- (v) Provide advice to EC on which items of the ToRs of the WG on DRR and SD have been/will be the focus of the WG's work program in this financial period (2008-2011); and
- (vi) Prepare draft ToR for an EC WG on DRR and SD to carry on this work in the next financial period (2012-2015), while recognising that there was a degree of uncertainty associated with whether Congress would, or would not, decide to continue with such a Working Group.

7. ANY OTHER BUSINESS (agenda item 7)

7.1 There was no other business.

8. DATE AND PLACE OF THE NEXT SESSION (agenda item 8)

8.1 The next session of the EC WG on DRR & SD is scheduled for February 2010.

9. CLOSURE OF THE SESSION (agenda item 9)

9.1 The session was closed by the chairman, Dr Zheng Guoguang at 11:11 on 21 March 2009.

AGENDA

1. OPENING OF THE SESSION
- 1.2 ADOPTION OF THE AGENDA
2. REVIEW OF OUTCOMES FROM THE INFORMAL JUNE 2008 WG MEETING
3. REVIEW OF TOR OF THE EC WG ON DRR AND SD, NOTING THE ROLE AND FUNCTIONS OF THE WEATHER AND DISASTER RISK REDUCTION SERVICES (WDS) DEPARTMENT
4. DISASTER RISK REDUCTION AND SERVICE DELIVERY
 - 4.1 Overview of the Disaster Risk Reduction Programme and Strategic Issues
 - 4.2 Overview of Service Delivery Activities and Strategic Issues
 - 4.3 Cooperation with the Private Sector
5. KEY OUTCOMES FOR DRR AND SD FOR THE WMO AFTER Cg-XVI (2012-2015)
6. WORK PLAN OF THE EC WG DRR & SD THROUGH TO Cg-XVI
7. ANY OTHER BUSINESS
8. DATE AND PLACE OF THE NEXT SESSION
9. CLOSURE OF THE SESSION

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DRAFT

Towards a WMO Policy Framework for Service Delivery**1. Introduction**

1.1 Many consider that effective service delivery is a fundamental requirement for an NMHS if it is to meet its national mandate. However the concept of service delivery is not a widely agreed one and so, in this paper, the concept of service delivery, as it relates to the provision of weather-, climate- and water-related services, is defined and discussed. As will become evident from this policy framework, there are many similarities between a service delivery framework and a quality management approach.

2. Definitions

2.1 A service is a product delivered or activity that is carried out that meets the needs of a user. If the user has paid directly for the service, he/she is generally called a customer. A warning of a tropical cyclone is a product. Providing a user access to a tropical cyclone warning in a convenient and timely manner is a service. A forecast of degree heat day for the next five days is a product. Providing a customer access, for a commercial fee, to the five-day forecast of degree heat days is also a service. Clearly, both government and non-government entities supply weather-, climate- and water-related services.

2.2 The service delivery process describes the end-to-end activity of:

- preparing and delivering the service in such a way as to be able to ensure that it is fit for purpose; and
- establishing the feedback system that monitors the user/customer needs, compares these against the quality of the service provided, and manages the service quality continuously so that it meets the user requirement.

3. Why should the WMO be involved in Service Delivery?

3.1 NMHSs deliver a wide range of weather-, climate- and water-related services to meet a broad range of needs. In the great majority of these cases, the needs are defined nationally, the major exceptions being services for international aviation, shipping and multi-national organisations, and so it may be felt that responding to these essentially national needs is not a WMO issue. There are however many aspects of the end-to-end task of service delivery at the national level that call for globally coordinated activities between the NMHSs.

3.2 The data underpinning meteorological and related products require international coordination to guarantee that they meet the needs of the product generating centres. The communication systems that move data and products about also require global coordination. These are two functions that WMO has, historically, excelled at carrying out.

3.3 The assessment, and objective verification of products generated in one country for use in another require a global coordination framework so that the results are properly shared and used in the process of improving the quality of products where such improvement would better serve user needs. Finally, experiences learnt in one country, that increase the efficiency and effectiveness of service delivery should be shared through an international coordination framework for the benefit of all.

3.4 WMO provides the framework for the required international coordination, sets standards and provides guidelines for service delivery, and these are used to good effect by all Members to fulfil these functions.

3.5 A final reason supporting the WMO's involvement in service delivery is the now near-universal paradigm for government funding of national activities, which is, those activities that can be seen by the community in general, and the political decision-makers in particular, to contribute to the national good are the ones that receive funding. It is through the effective delivery of services that NMHSs achieve national visibility and so, it is vital that NMHSs have in place the best possible framework for their service delivery activities.

4. What drives the Priority of Service Delivery in NMHSs?

4.1 The public and political assessments of the effectiveness of an NMHS occur continuously and are done largely, if not totally, on the basis of how effective the NMHS meets the service delivery standards of the nation it serves. Public confidence in an NMHS derives from a belief that it is delivering services in a way that meets national needs. It is not enough that staff within the NMHS consider the services they provide to be world-class, highly accurate or even perfectly usable and relevant to their community's needs, what is required is that the community perceives that the service delivery of their NMHS meets their needs.

4.2 The ability of an NMHS to meet national service delivery needs is put to its most critical test when an extreme hydro-meteorological event occurs and then even the best forecast, issued on time, is no defence in the event of a national disaster if no one used that forecast. Service delivery is about providing the service that the users actually use because it meets their needs.

4.3 It should be noted that countries make choices about which services their NMHSs will deliver. Not all requests for weather, climate and hydrological services can be met. Generally, NMHSs have scarce resources and so they must meet the key public needs in such a way as to have the greatest beneficial impact on their community. In one sense, this makes prioritisation straightforward for an NMHS because it is clear that the activities that contribute most to the safety of life and property have the highest priority. However, providing the warning and forecast products and services that will safeguard life and property depends on an end-to-end forecasting system that commences with meteorological observations, then data communication, analysis, forecast preparation, and finally warning generation and dissemination. Each component must be attended to and the system must be a balanced one. No component has the highest priority in delivering a high priority service to the community. Furthermore the end-to-end forecasting system is supported by a research program and a set of public education/outreach activities that assist in making the warnings more accurate and relevant to the community's needs. These must also receive an appropriate level of resourcing to properly support the overall forecasting system. The challenge facing most NMHS managers is how to convey this central message to the funding authorities and decision makers so as the needs of the end-users and not the scientific facts are at the centre of the argument. This is where most NMHS managers will need communication skill and should give due importance to understanding and following the social, economic and political agenda, priorities and plans of their countries. Finally, it is difficult to compare the likely impact of hazards that have very different time and space scales, for example by a tornado and climate change and so, it is difficult to assign priorities to providing services for these different events.

5 What drives the Priority of Service Delivery in the WMO?

5.1 The Members of WMO collectively develop those programmes that they judge best meet their needs. Consistent with the reasoning in Section 4, it should be accepted that each of the WMO's programmes is developed with a view to supporting the relevant service delivery needs of Members.

5.2 If WMO programmes are to claim to serve the Members appropriately, they will incorporate within their structures the concept of service delivery. Even if this is already being done, and done well, there is still room for improvement and the priority for further activities directed at service delivery should still receive attention. If, however, there is little evidence that the WMO is systematically implementing a service delivery framework, or of the impact on Members, then there are strong arguments for giving further efforts a high priority.

6. What is lacking in the WMO's Service Delivery Framework?

6.1 What gets measured gets done.

6.2 Currently, WMO has little knowledge of the effectiveness of its service delivery because there are no widely accepted metrics for the effectiveness of service delivery by NMHSs and because there are no widely agreed service quality/effectiveness monitoring programs. There are no widely exchanged data available which could inform the managers of NMHSs, or the funders of their activities, as to how effective their national services are relative to other comparable weather-, climate- and water-related services.

6.3 Whether it is a weather service, climate service or hydrological service, there must be standards that have to be met in the provision of the service. The standards may be nationally determined but their monitoring and evaluation should be done in an internationally agreed framework and the results of the evaluation should be exchanged between WMO Members.

6.4 Through this critical process of service quality evaluation, WMO will better understand the relevance of its services judged within the framework of user needs. The challenge then is to use this information to improve the efficiency and effectiveness of all WMO programmes, and, as a consequence, of all Members.

7. Summary

7.1 In summary, what is needed is:

- An understanding on the part of WMO Members (based on the gathered requirements of their user communities) and Secretariat programme managers (based on requirements of NMHSs resulting from the end-user requirements) of the services delivery concept;
- A commitment throughout WMO to attempting to measure the degree to which weather-, climate- and water-related services meet community needs using an agreed WMO framework;
- A willingness to exchange the results of exercises that routinely monitor user satisfaction with services provided by NMHSs;
- A commitment to work to continuously improve service in ways that best meet user needs;
- Many of the features of the service delivery framework outlined above are precisely those found in a quality management framework; and
- An agreement that implementation of the service delivery framework, or a quality management framework that explicitly considers service quality, is a high priority for WMO.

Considerations for developing a Work Program for the EC WG on DRR and SD

1 Tasks to be undertaken

- 1 Developing Key Outcomes for DRR and SD for the Operational Plan (2012 – 2015)
- 2 Completion of recommended guidelines for interaction with the private sector for consideration by EC-LXII (2010)
- 3 Good practice guidelines for Multi-Hazard EWS in DRR and plan for development of Good Practice Guidelines for other components of DRR - EC-LXII (2010)
- 4 Completion of Policy Framework for Service Delivery - EC-LXII (2010)
- 5 Development of a strategy for implementing the Policy Framework for Service Delivery (Cg-XVI (2011) – but elements must be foreshadowed in the Operational Plan (2012-2015)
- 6 Document 4.3 must be re-drafted for consideration by EC-LXI (2009)
- 7 Reconsideration of the Group's ToR – what can/will be addressed in this financial period (2008-2011) and what must be left for the next one (2012-2015).

2 Likely process for WMO planning processes between now and Cg-XVI

- 1 Cg-XVI must approve the Budget and Strategic Plan whereas the WMO Operational Plan will be drawn from, and will be consistent with, the Strategic Plan. EC-LXI will consider the draft of the Strategic Plan arising out of the work of the EC WG SOP and agree on a framework for development of the Strategic Plan over the next year.
- 2 The Resource Management Department will aim to have a draft budget for 2012-2015 completed by around March 2010 for consideration by EC in June 2010. The draft budget will be driven by the results the various WMO Departments have been asked by Members to deliver so that the suite of eight Expected Results can be achieved.
- 3 The WDS Department will need to submit Key Outcomes that align with the Expected Results.
- 4 These Key Outcomes must be measurable, and there should be a plausible strategy for their measurement.
- 5 Consultation on the Key Outcomes will need to occur with relevant EC WGs, all Regional Associations and relevant Technical Commissions.
- 6 The WMO Operational Plan will be an evolving document, with a major step in its evolution occurring after two years (in January 2014 when the second biennium of 2012 – 2015 financial period commences).

3 Reporting to EC-LXI (June 2009)

The Chair of this WG will report to EC on the outcomes of the Group's work. Highlighted outcomes would be:

- 1 Recommendations relating to interactions with the private sector (revised Doc 4.3)
- 2 Policy framework for service delivery (progress report)
- 3 Possible Key Outcomes for service delivery
- 4 Possible Key Outcomes for the DRR Programme
- 5 Advice to EC on which items of the extensive ToR have been/will be the focus of the WG's work program in this financial period (2008-2011).

4 Mode of working for the Group

- 1 E-mail between now and EC-LXI
- 2 A side meeting of the EC WG on DRR and SD during EC-LXI
- 3 Further e-mail discussions until the next formal meeting to be held late February 2010 – noting that the WDS Department must manage the fourteenth session of CAeM in Hong Kong, China from 3 to 10 February 2010.