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BACKGROUND INFORMATION ON THE WMO STRATEGIC PLAN AND THE UNESCO/IOC MEDIUM-TERM STRATEGY

SUMMARY

Reference: JCOMM-III/Doc. 14.1(1)

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BACKGROUND INFORMATION ON THE WMO STRATEGIC PLAN AND THE UNESCO/IOC MEDIUM-TERM STRATEGY

WMO Strategic Plan

1. WMO has formally adopted, with Resolution 31 (Cg-XIV), the Results-based Management approach that it had been implementing for several years before. The Result-based Management concept is a key instrument for ensuring effective management oversight, based on the performance measurement and reporting system. It consists of four major building blocks, namely, the WMO Strategic Plan (SP), the WMO Operating Plan, the Results-based Budget and a WMO Monitoring and Evaluation System. The WMO Strategic Plan, which is available at http://www.wmo.int/pages/about/spla_en.html, addresses the activities and operation of the whole of WMO, its Members and their NMHSs, as well as the Secretariat. The Strategic Plan supersedes and replaces, since 2008, the previous approach through Long-term Plans.

2. The WMO Strategic Plan for the period 2008-2011 outlines the strategic initiatives that WMO Members are using to deliver more accurate, timely, useful and cost-effective weather, climate, water and environmental (including ocean and air quality) information and services to meet national and global needs. It focuses on strategic initiatives that increase utility, effectiveness and efficiency in the production and delivery of weather, climate, hydrological and environmental services. Successful use of the Plan will contribute to the following desired societal outcomes:

- Increased protection of life, livelihood and property;
- Improved health and well-being of citizens;
- Greater safety on land, at sea and in the air;
- Sustained economic growth in both developed and developing countries; and
- Protection of other natural resources and improved environmental quality.

3. The desired social outcomes are addressed by the following three **Top Level Objectives**:

- I. Produce more accurate, timely and reliable forecasts and warnings of weather, climate, water, and related environmental elements;
- II. Improve the delivery of weather, climate, water, and related information and services to the public, governments and other users; and
- III. Provide scientific and technical expertise and advice in support of policy and decision-making and implementation of the agreed international development goals and multilateral agreements.

4. These long-term objectives are achieved through a series of initiatives, which emphasize five **Strategic Thrusts**:

- Science and technology development and implementation to monitor and observe the environment, to forecast and warn of significant weather, water and climate conditions, and to understand the Earth system;
- Service delivery to ensure that society can realize the full benefit of the weather, water and climate information and services that WMO Members produce;

- Capacity-building to sustain and improve the ability of all Members, with a particular focus on developing and least developed countries, to provide essential environmental services to their societies;
- Partnership to work with international agencies, other organizations, academia, the media and the private sector to improve the range and quality of critical environmental information and services; and
- Efficient management and good governance to ensure environmental information and services are affordable.

5. Taken together, the top level objectives and strategic thrusts are structured into results or outcomes, which are referred to as Expected Results that WMO expects to achieve during 2008-2011. These eleven Expected Results related to five strategic thrusts are shown in the table below.

Strategic thrusts	Expected results
Science and technology development and implementation	1. Enhanced capabilities of Members to produce better weather forecasts and warnings
	2. Enhanced capabilities of Members to provide better climate predictions and assessments
	3. Enhanced capabilities of Members to provide better hydrological forecasts and assessments
	4. Integration of WMO observing systems
	5. Development and implementation of the new WMO Information System
Service delivery	6. Enhanced capabilities of Members in multi-hazard early warning and disaster prevention and preparedness
	7. Enhanced capabilities of Members to provide and use weather, climate, water and environmental applications and services
Partnership	8. Broader use of weather, climate and water outputs for decision-making and implementation by Members and partner organizations
Capacity-building	9. Enhanced capabilities of NMHSs in developing countries, particularly least developed countries, to fulfill their mandates
Efficient management and good governance	10. Effective and efficient functioning of constituent bodies
	11. Effective and efficient management performance and oversight of the Organization

6. The WMO Executive Council, at its sixtieth session (Geneva, June 2008) endorsed the schedule for delivering the draft WMO Strategic Plan 2012-2015 by the end of 2008; the draft WMO Operating Plan by the end of 2009; and the proposal for the Results-based Budget 2012-2015 by the end of 2010. It requested the technical commissions and regional associations to ensure that their future operating plans (goals, deliverables, performance indicators and implementation timelines) would be fully harmonized with the next WMO Strategic Plan, in particular as regards relevant Strategic Thrusts and Expected Results. At the same time, they should be actively involved in the strategic planning cycle lead by the WG on Strategic and Operational Planning. Additionally, the Council emphasized the importance of focusing on outcomes in monitoring and evaluation (M&E) process. It stressed the need to refine the Deliverables and associated performance indicators to ensure that the M&E System would be based on appropriate and measurable performance metrics. It also agreed to:

- (a) Reflect more appropriately the current plans developed by the constituent bodies in the Deliverables that the corresponding Departments had formulated in the SOP (2008-2011); and by refining the deliverables, performance targets and timeliness to better distinguish the roles of the Members from those of the Secretariat;
- (b) Request the constituent bodies to review and, as appropriate, improve the formulation of the Deliverables and the measurability of the performance indicators in the SOP (2008-2011) because well formulated deliverables are critical for achieving measurable and recognizably important outcomes.

7. The WMO Executive Council, at its sixty-first session (Geneva, June 2009), addressed the WMO Strategic Plan (SP) for the period 2012-2015 and agreed on the following:

- (a) To base the strategic direction of the Organization on a set of Global Societal Needs (GSN), as given in Table 1.

Table 1: Global Societal Needs

• Improved protection of life, and property (related to impacts of hazardous weather, climate, water and other environmental events and increased safety of transport on land, at sea and in the air) • Poverty alleviation, sustained livelihoods and economic growth (in connection with the Millennium Development Goals) including improved health and social well-being of citizens (related to weather, climate, water and environmental events and influence) • Sustainable use of natural resources and improved environmental quality
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- (b) That the framework of the next SP should consist of the five Strategic Thrusts (ST) and eight organization-wide Expected Results (ER), as given in Table 2.

Table 2: Strategic Thrusts and Organization-wide Expected Results

STRATEGIC THRUSTS	ORGANIZATION-WIDE EXPECTED RESULTS
I. Improving Service Quality and Service Delivery	1. Enhanced capabilities of Members to deliver and improve access to high quality weather, climate and water and related environmental predictions, information and services in response to users' needs and to enable their use in decision-making by all relevant societal sectors
	2. Enhanced capabilities of Members to reduce risks and potential impacts of hazards caused by weather, climate and water and related environmental elements
II. Advancing Scientific Research and Application as well as Development and Implementation of Technology	3. Enhanced capabilities of NMHSs to produce better weather, climate, and water and related environmental information, predictions and warnings to support in particular climate impact and adaptation strategies
	4. Enhanced capabilities of Members to access, develop, implement and use integrated and inter-operable Earth- and space-based systems for weather, climate and hydrological observations, based on world standards set by WMO, as well as related environmental observations
	5. Enhanced capabilities of Members to contribute to and draw benefits from the global research capacity for weather, climate, water and environment science and technology development

STRATEGIC THRUSTS	ORGANIZATION-WIDE EXPECTED RESULTS
III. Strengthening Capacity Building	6. Enhanced capabilities of NMHSs, in particular in developing and least developed countries, to fulfil their mandates
IV. Building and Enhancing Partnerships and Cooperation	7. New and strengthened partnerships and cooperation activities to improve NMHSs' performance in delivering services and to increase the value of the contributions of WMO within the UN System, relevant international conventions and national strategies
V. Strengthening Good Governance	8. An effective and efficient Organization

- (c) To involve regional associations and technical commissions in the development of Expected Results and Key Performance Indicators, Key Outcomes and a manageable number of related performance measurement parameters and to ensure that those are based on Members' needs and adequately reflect the programme areas of the Organization. Such involvement would also facilitate the establishment of baselines and realistic target setting.

UNESCO/IOC Medium-term Strategy 2008-2014

8. The UNESCO/IOC Medium-Term Strategy 2008–2013 (available at [http://ioc-unesco.org/index.php?option=com_oe &task=viewDocumentRecord&docID=1640](http://ioc-unesco.org/index.php?option=com_oe&task=viewDocumentRecord&docID=1640)) will address the following High-Level Objectives:

High-Level Objective 1 - Prevention and reduction of the impacts of natural hazards

Recognizing the UNESCO/IOC's role, for over four decades, of coordinating the Pacific Tsunami Warning System, the United Nations has mandated the UNESCO/IOC as the lead agency for coordinating the planning and implementation of tsunami early warning and mitigation systems. Following the rapid progress in installing the Indian Ocean Tsunami Early Warning and Mitigation System, the UNESCO/IOC has expanded its action to other regions (north-eastern Atlantic and Mediterranean; Caribbean) and is contributing to develop a global system for addressing multiple marine hazards, thus supporting the overall objective of contributing to disaster preparedness, mitigation and recovery.

Action	Expected Results
1a. Promote integrated and sustained monitoring and warning systems for coastal and oceanic natural hazards, in close coordination with other relevant intergovernmental organizations where appropriate, using enhanced coastal and ocean networks, including education and training activities.	Establishment of initial/core regional and national capabilities for tsunamis and other related coastal hazards warning and mitigation systems.
1b. Educate communities at risk with respect to natural hazards impact prevention, preparedness and mitigation measures.	Plans developed for risk assessment and hazard mitigation integrated into coastal planning and management at the national level.

High-Level Objective 2 - Mitigation of the impacts and adaptation to climate change and variability

UNESCO/IOC will continue its role as an intergovernmental advocate, coordinator, and partner in international scientific research to improve the understanding of the Earth System, by contributing to improve prediction of climate and its effects on marine ecosystems and resources through sustained ocean observation and process studies at regional and global scales and by contributing to the development of science applications to mitigate the effects of climate change, including sea-level rise.

Action	Expected Results
2a. Increase the understanding of the ocean's role in climate variability and climate change.	Participation of the Ocean Sciences research community promoted and catalyzed, and their cutting-edge results integrated into international Climate Research.
2b. Contribute to the better prediction of climate through ocean observations and process studies, at regional and global scales.	Provide the intergovernmental coordination and promote the international cooperation required to sustain the two modules of the Global Ocean Observing System.
	Scientific and expert guidance for global and coastal observations and services ensured.
	Support for regional cooperation in ocean observations and services provided.
	International cooperation in observations and research of the ocean's role in the global carbon cycle facilitated.
2c. Increase the understanding of the impacts of climate change and variability on marine ecosystems and their living resources.	Organize the participation of the Ocean Sciences research community to address the impacts of climate change on marine ecosystems and their living marine resources at the global and regional level. Integration of their cutting-edge results into mitigation strategies and interventions at the national and regional level.
	Cooperation to improve understanding of coral bleaching and regularly assess the status of coral reefs of the world facilitated.
	International cooperation required to improve understanding of ocean acidification and its impacts on marine ecosystems sustained and enhanced.
	International cooperation to improve the scientific understanding of climate impacts on fisheries and other living marine resources continued and facilitated.

High-Level Objective 3 - Safeguarding the health of ocean ecosystems

UNESCO/IOC will leverage science and capacity to monitor and safeguard the health of ocean ecosystems and services, by addressing the conservation and sustainable management of coastal resources and marine biodiversity. In this regard, UNESCO/IOC will continue harmonizing its capacity-development activities according to long-term capacity-development principles that improve the ability of Member States to apply sound scientific methods for sustainable management of their resources.

Action	Expected Results
3a. Actively contribute to the "Regular Process for Global Reporting and Assessment of the State of the Marine Environment, including socio-economic aspects".	First phase of the Regular Process completed.
3b. Further develop the research and monitoring required for prevention of marine environment degradation, and the maintenance of biodiversity and the sustainable use of marine habitats.	Through the sponsorship of GEOHAB, capacity to predict and mitigate harmful algal events improved.
3c. Identify and develop the capacity-building necessary for maintenance of healthy oceans ecosystems focusing on the regional needs.	Initiate integrated cooperative regional frameworks focusing on regional capacity-building and regional collaboration (GOOS GRA's, IODE ODIN's)
	Assess institutional capacities in eastern, western and central Africa and Latin America to conduct marine scientific research.
	Enroll a selected number of UNESCO Chairs to promote educational aspects within pilot projects in developing regions.
	Engage young scholars in science done at sea through Training-Through-Research (TTR) grants.

High-Level Objective 4 - Management procedures and policies leading to the sustainability of coastal and ocean environment and resources

UNESCO/IOC will assist Member States, at their request, in the management of their marine and coastal environment, focusing on regional needs and building national capabilities, by translating research results into management approaches and wise practices, through spatial and other planning approaches demonstrated through pilot projects in target regions, by providing the necessary training and assistance to implement them and by strengthening UNESCO/IOC Regional Subsidiary Bodies to fully ensure the regional implementation of the UNESCO/IOC Medium-Term Strategy 2008–2013.

Action	Expected Results
4a. Enhance regional cooperation and involvement of the Member States through capacity-building and transfer of technology and measures to strengthen the capabilities of the IOC Regional Subsidiary Bodies and IOC decentralized offices.	Member States will be assisted in implementing Parts XIII and XIV of UNCLOS. Assistance provided to developing countries to make timely submissions for the extension of their continental shelf (deadline 13 May 2009), alerting all Member States to this by the end of 2007 and responding to all requests within 3 months.
	Assistance to developing countries to make timely submissions for the extensions of the continental shelf provided.
4b. Facilitate science related to ocean and coastal resource management.	Science-based applications and policies to adapt to climate and coastal change developed.
	Approaches to link freshwater management with coastal management developed.
4c. Enhance development and implementation of decision-support tools that improve integrated ocean and coastal management.	ICAM indicators framework in selected regions applied through pilot projects.
	Marine and coastal spatial planning methodologies developed.

