



External Evaluation of the WMO Governance Reform

Final Evaluation Report
September 2022

This Evaluation Report has been elaborated based on the requirements and information you communicated to us, with reference to your context, and taking into account the current legal and economic environment.

Ernst & Young is a registered trademark worldwide.

Ref.: 07958/2023-1.0 CSG/ME

	Executive Summary	5
1	Introduction	15
2	Relevance and Strategic Fit: Findings	21
3	Validity of the Reform: Findings	30
4	Effectiveness: Findings	36
5	Efficiency: Findings	58
6	Impact orientation and sustainability: Findings	65
7	Gender and regional balance: Findings	69
8	Recommendations	81

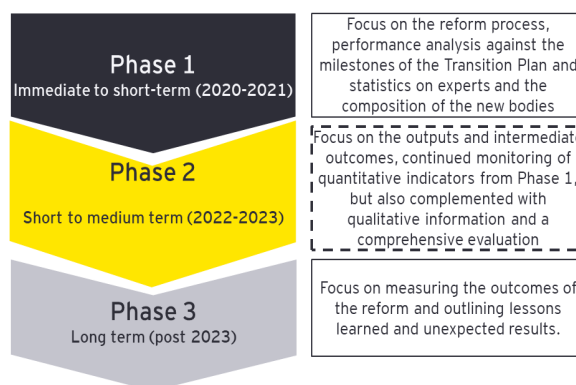
Executive Summary

1. Aims and Objectives of the Evaluation

The WMO governance reform, launched in 2019, aimed to address a number of needs arising, both in relation to the overall mandate of the WMO (e.g. Increasing frequency and intensity of risks of natural disasters, growing need of data management and exploitation) as well as needs existing in relation to the management of the governance structure (e.g. Strategic realignment of programmes and structure, increased diversity of WMO membership). To address these needs, the General Objective of the WMO Reform can be defined as ‘creating a WMO fit-for purpose, aligned with the WMO Strategy in order to address the challenges of the 21st Century).

The governance reform has been organised in three Phases from 2020 to 2023. This **External Evaluation falls within Phase 2 of the Reform** where focus has been placed on the outputs and intermediate outcomes of the Reform. This External Evaluation follows an Evaluation launched by the Joint Inspection Unit in 2020 which focused on the reform process, particularly in relation to the reform of the Secretariat.

Figure 1 Three Phases of the Evaluation



As stated in the Terms of Reference for this Evaluation, the Evaluation **focused on three General Objectives**:

1. Compare with previous arrangements whether the governance reform has resulted in:
 - ▶ Better alignment with the WMO Strategic Plan
 - ▶ An increased effectiveness in responding to societal needs
 - ▶ Better engagement of Members, experts and partners
 - ▶ Efficiencies, synergies and enhanced coordination among all parties
 - ▶ A more effective decision-making process;
 - ▶ A more agile organisation.
2. Assess the effectiveness and efficiency of the reform process.
3. Identify any barriers or constraints and provide recommendations accordingly

1.1 Approach for the Evaluation

The Evaluation was structured around three main Phases:

- ▶ **Phase 1: Inception** – This Phase aimed to structure the entire Evaluation and included a number of exploratory interviews as well as initial documentary review to understand the context of the reform. The Phase also enabled the Evaluation Team to finalise the evaluation methodology including the data collection tools and stakeholder strategy for the Evaluation.
- ▶ **Phase 2: Data Collection and Analysis** – This Phase focused on the deployment of primary and secondary data collection tools for the assignment in order to be in a position to respond to the Evaluation Questions.
- ▶ **Phase 3: Final Reporting** – This Phase focused on finalising responses to the Evaluation Questions as well as drafting Recommendations for the WMO moving forward in relation to their governance reform.

The Evaluation began in March 2022 and was finalised in September 2022.

1.2 Data Collection Tools

The External Evaluation required the deployment of a number of data collection tools, summarised below.

Documentary Review

Documentary Review aimed to provide the Evaluation Team with insights regarding the evolution of the reform, examining key resolutions and policy documents, biennial reports and mandates of structures.

The documentary review was supplemented by analysis of key performance indicators presented by the WMO in the biennial reports as well as examining additional data provided in the Evaluation Framework for this External Evaluation.

Interviews

43 interviews were undertaken with four categories of stakeholders in order to be in a position to collect qualitative information regarding the reform process. Interviews focused on (i) WMO Members including Presidents of Regional Associations (ii) Members of WMO Governance including Presidents of Technical Commissions, members of Standing Committees, Chair and members of the Research Board, members of the Scientific Advisory Panel (iii) external partners including international organisations and the private sector (iv) the WMO Secretariat.

Direct Observation

Direct Observation was undertaken to enable the Evaluation Team to gain an overview of how meetings function and to analyse different features such as interaction between the members, pertinence of the agendas, coherence between meetings.¹

Online Survey

Three Online Surveys were launched to the following groups of stakeholders: (i) WMO Members and members from key constituent bodies² (ii) WMO Secretariat³ (iii) external partners⁴.

Focus Groups

Focus Groups were undertaken with three stakeholder groups⁵ in order to be in a position to present some initial results of the Evaluation and discuss future ways of improvement.

2. Findings of the Evaluation

To evaluate the WMO governance reform, the Evaluation focused on responding to Evaluation Questions for six Evaluation Criterion, presented in turn below.

2.1 Relevance and Strategic Fit

The Relevance and Strategic Fit criterion assessed the extent to which the governance reform is relevant in relation to the WMO's Long-Term Goals and Strategic Objectives, to the Sustainable Development Goals as well as to emerging needs arising. The Criterion examined the manner in which the Governance Reform governance reform is a strategic fit with NMHS in the countries and whether strong links have been established.

Q1. To what extent is the governance structure coherent with WMO's mandate, the Long-Term Goals and Strategic Objectives of the WMO Strategic Plan?

¹ Direct Observation was undertaken at meetings of (i) the Research Board (ii) INFCOM Management Group (iii) 2nd Meeting of the Standing Committee on Services and Aviation (iv) Technical Coordination Committee (v) Policy Advisory Committee (vi) SERCOM Management Group

² 277 responses received

³ 36 responses received

⁴ 16 responses received

⁵ Representatives of Management Groups and Standing Committees of Services Commission, Members of the Research Board and Scientific Steering Committee, Representatives of the Secretariat

The Evaluation confirmed that the **reformed governance structure is coherent overall with WMO's mandate, the Long-Term Goals and Strategic Objectives of the WMO Strategic Plan (F1)**. Nevertheless, **while overall coherence has been ensured with the WMO Governance Reform, the Evaluation identified that there is further potential to ensure greater streamlining of WMO's activities with the current and future Strategic Plans (F2)**.

Q1.1: To what extent is the new governance structure coherent with the SDGs?

The Evaluation examined the overall coherence of the governance structure and the mandates of specific constituent bodies (i.e. Infrastructure Commission, Services Commission, Research Board etc.) with the various SDGs falling under the scope of the WMO's work. The Evaluation found that the **governance reform enabled the WMO to continue to contribute to specific SDGs either through activities undertaken implicitly or explicitly (F3)**. Though the overall coherence with the SDGs was identified, the Evaluation found that **while the governance reform enables the WMO to contribute to SDGs, the overall coherence of the WMO activities for external partners can be improved (F4)**.

Q1.2: Is the new governance structure more coherent than the previous Structure in place?

In line with the findings under Q1 above, the Evaluation found that **the new governance structure ensures coherence of WMO activities, particularly in relation to the objectives set in the WMO Strategic Plan, though further fine-tuning is needed to guarantee optimal coherence (F5)**.

Q2: To what extent does the new governance structure of the WMO respond to the external environment (e.g. global issues, societal needs and technological advances)?

Due to its flexibility, and ability to adapt, the Evaluation found that **the new governance reform better responds to the needs of the external environment through the holistic approach introduced though further improvements to the structure could be made to ensure foresight (F6)**.

Q3: To what extent have links been established with the activities of national governments and National Meteorological and Hydrological Services (NMHS) since the introduction of the reform?

Through the data collection tools deployed for the Evaluation, it was found that **links continue to exist with the NMHS since the WMO Governance Reform (F7)**. However, challenges are faced in relation to ensuring an increase in links between the WMO and NMHS activities, with this dependent on both time and resources (F8). Due to the timeframe for the implementation of the reform, during the COVID-19 pandemic, the Evaluation found, however, that **the change in working methods due to COVID-19 has helped to increase the overall visibility and participation in WMO work for NMHS (F9)** due to their potential to participate in meetings via videoconference. Finally, the Evaluation found that **the WMO could benefit from creating further synergies with non-traditional counterparts in addition to the NMHS (F10)** in order to ensure that additional expertise is gained.

2.2 Validity of the Reform

This Criterion aimed assessed the extent to which the process and rationale of the governance reform was valid in the sense that it addresses the past inefficiencies of the governance but also integrates what was missing in the previous structure.

Q4: To what extent does the new governance structure address the major causes of historical inefficiencies in the conduct of WMO business and the discharge of its mandate?

The Evaluation identified a number of inefficiencies that existed prior to the adoption of the reform. It found that **the governance structure has progressed in addressing the major causes of historical inefficiencies in the conduct of WMO business and the discharge of its mandate (F11)**. Nevertheless, **while progress has been made, some aspects of the new governance structure do not tackle past inefficiencies (F12)**.

Q5: To what extent does the new governance structure integrate WMO cross-cutting themes and areas of expertise in the design?

The change in governance structure, through the reduction of Technical Commissions from eight to two as well as the creation of a Research Board **ensures that the WMO is capable of addressing cross-cutting themes (F13)**. While the reform has demonstrated positive impacts in this regard, **further efforts are required on coordination and cooperation to ensure all the benefits come to light (F14)**. The Evaluation examined the type of expertise in place and the manner in which expertise was used. It was found that, **in relation to expertise, while the structure has become more streamlined,**

concerns have been highlighted by WMO Members regarding the integration of expertise within the new governance structure (F15).

Q6: Is the reform's 'theory of change' comprehensive, integrating external factors and based on systemic analysis?

To ensure that WMO is well equipped to monitor the reform, the Evaluation found that **WMO would benefit from a formalised 'theory of change' for the reform in order to ensure adequate monitoring and evaluation moving forward (F16).**

2.3 Effectiveness

The Effectiveness Criterion examined the achievement of the objectives by the governance reform but also by the WMO when conducting its missions. A special attention was paid to the extent to which the governance reform has helped and supported the organization activities and what the improvements have been in comparison the past governance.

Q7: To what extent has progress been made towards achieving the overall reform objectives/outcomes?

One of the key objectives of the WMO governance reform was to optimize the WMO constituent body structure, with the past structure prior to the 2019 reform considered to be too cumbersome and not fit for purpose. The Evaluation found that **the governance reform has led to the optimization of the governance structure (F17)**, particularly due to the reduction of Technical Commissions from eight to two. Nevertheless, while progress has been made in this regard, there is **room for further progress in relation to the WMO governance reform in order to ensure more effectiveness moving forward (F18).**

Q7.1: Is there early evidence that the new structure is more effective to help the WMO to achieve its objectives than the previous one?

The new structure is seen as contributing to WMO's objectives in relation to increasing the WMO's capabilities and streamlining the WMO programmes (F19). The creation of two Technical Commissions is the primary contributor to achieving the reform's objectives in relation to streamlining and harmonization (F20). In addition to the two Technical Commissions, the Evaluation examined the other structures in place. For the Research Board and Scientific Advisory Panel, **while their purpose is clear in principle, there is a lack of clarity in relation to their mandates in practice (F21).** Moreover, some inconsistencies have been identified within the governance structure which can contribute to a lack of effectiveness moving forward. This includes the establishment of a Hydrological Coordination Panel that could further support the Technical Commissions directly (F22). Progress was also identified by the Evaluation in relation to other structures. The Policy Advisory Committee has started to progress in the strategic thinking it should bring to the Executive Council (F23). Moreover, in relation to the Technical Coordination Committee, it brings benefits to Regions though its overall added value can be questioned (F24). Finally, the Evaluation found that **while progress has been made, the removal of the siloed approach is identified as key to ensuring the effectiveness of the new structure (F25).**

Q8: To what extent has the management and governance structure of the new constituent body structure put in place worked in a more harmonized approach and strategically enhanced collaboration and coordination with all key stakeholders and partners?

The Evaluation found that **the WMO governance reform has enhanced coordination and collaboration between the Technical Commissions and the Research Board (F26).** While collaboration and coordination has been enhanced, the role of the Vice Presidents could be further optimized (F27). Moreover, there is room for improvement in order to ensure that all members have an opportunity to exchange and form relationships with members in other structures (F28).

Q8.1: Has the governance reform led to greater synergies and strengthened partnerships between the WMO and international, national and regional structures?

Due to the reform, **progress has been made in creating greater synergies with the Regional Associations though it is far from optimal (F29).** Moreover, the WMO has continued collaboration with international partners though the overall coherence of the work is identified as needing improvement (F30).

Q9: Has the knowledge sharing and communication strategy been effective in raising the awareness of the reform within WMO and fostering engagement from partners and stakeholders?

The introduction of a reform within the WMO requires clear communication to ensure its take-up and success. The Evaluation found that **while knowledge sharing and communication has been identified as satisfactory, improvements can be made in fostering engagement from partners and stakeholders (F31).**

Q10: Is the communication on the reform timeline and objectives deemed satisfactory?

Moreover, improvements are needed in relation to communication on the reform and on WMO activities overall (F32).

Q10.1: Is there are satisfactory and broad engagement of all the Members of the organisation?

The Evaluation examined the level of engagement of Members of the organisation within the various structures in place. It was found that **the engagement of Members is deemed satisfactory overall but further work can be done to engage Members moving forward (F33).**

Q11: Is the monitoring and evaluation system for the reform adequate? To what extent are the indicators of the achievements clearly defined?

Efforts have been made by the WMO to ensure an effective monitoring and evaluation system is in place for the reform. The Evaluation found that **while Key Performance Indicators have been progressively defined to monitor and evaluate the governance reform, further elaborations could be made to provide greater assistance in monitoring (F34).**

Q12: To what extent has the COVID-19 pandemic influenced the reform process and effectiveness?

Both positive and negative impacts were identified in relation to the influence of the COVID-19 pandemic on the reform process. The Evaluation found **that the COVID-19 pandemic impacted the reform process with regard to the working methods (F35)** due to the use of videoconferencing and the removal of physical meetings during the pandemic. **While benefits were identified with regard to the shift in working methods, measures must be undertaken to ensure that a balance is found between physical and virtual collaboration (F36).**

2.4 Efficiency

The Efficiency Criterion criteria examined the ratio between cost and benefits and the extent to which the Governance Reform governance reform has led to a positive ratio and greater performance in conducting its missions.

Q13: To what extent have the resources been (financial, human, technical support etc.) been allocated in a manner which ensures the achievement of the report outputs and outcomes?

The governance reform led to a streamlining of the Secretariat including a reduction in relation to the support staff available. The Evaluation found that **while streamlining of the Secretariat has been undertaken during the reform period, this has not impacted the quality of the support provided to WMO Members and experts overall (F37).** Nevertheless, given the changes that were put in place, **the Secretariat requires time to ensure it is working at full capacity to address the overall changes associated with the governance reform (F38).**

Q14: Has the reform led to time/cost savings with regard to the overall work of the organisation?

The reform has led to cost savings with regard to the overall work of the organisation though some of these costs savings are directly linked to the COVID-19 pandemic (F39). In relation to time savings, the Evaluation did not identify such savings either by the Secretariat or the WMO Members in relation to the reform (F40). Nevertheless, **potential for time savings exists in the future as the reform progresses if additional streamlining is undertaken (F41).**

Q15: To what extent has the governance structure led to greater efficiencies in relation to decision-making?

The simplification of the governance structure and the ability for greater coordination and discussion has led to **advantages in relation to decision-making since the reform of the governance structure (F42).**

2.5 Impact orientation and sustainability

The aim of this Evaluation Criterion was to analyse how the reform will contribute to the overall achievement of the WMO's long-term goals and strategic objectives. The Criterion also examined the manner in which the reform will contribute to the long-term achievement of the SDGs. It is important to outline that this analysis focused on the foreseen contribution since it is too early in the reform process to identify concrete impacts.

Q16: To what extent is the reform likely to have a long-term sustainable, positive contribution to WMO's LTGs and SOs?

The relevance and strategic fit of the governance reform, as outlined under Question 1 above, has been confirmed by the Evaluation. It was found that the **WMO reform is likely to have a positive contribution to the Long-Term Goals and Strategic Objectives set out in the WMO Strategic Plan (F43).** Nevertheless, **the overall impact of the reform in the long-term depends on fine-tuning being undertaken with regard to key structures (F44).** The Evaluation did find, however,

that a risk exists in relation to the overall sustainability of the WMO due to membership participation (F45) and the need to ensure experts continue to participate moving forward.

Q17: To what extent is the reform likely to have a long-term, sustainable and positive contribution to the SDGs (explicitly or implicitly)

The WMO will continue to impact the SDGs explicitly or implicitly though further coordination with external partners could enhance this impact (F46).

2.6 Gender and regional balance

The Criterion assessed how the governance reform has led to a greater promotion of regional and gender equality within the governance structure.

Q18: To what extent has the reform enabled the promotion of gender equality and regional balance to date?

Prior to the reform, the WMO was already undertaking targeted work in relation to gender equality. The Evaluation found that **the WMO governance reform has continued to define key actions to enhance gender equality in its structures (F47)**. Moreover, in relation to the promotion of regional representation, this has been identified as a key priority for the WMO moving forward to ensure a link is created between the members and the WMO (F48).

Q19: Does the WMO bodies composition allow a satisfactory representation of relevant stakeholders in relation to gender/regional/technical representation.

The Evaluation found that **an imbalance continues to exist regarding the regional representation within the Technical Commissions and the Research Board (F49)**. In relation to gender balance, some positive results are observed within the WMO though further efforts need to be made to reach the targets overall (F50).

Q20: To what extent is the M&E data supporting decision-making related to gender and regional balance?

The M&E data provides a welcomed overview of how the WMO is progressing in relation to gender and regional balance (F51).

3. Recommendations

Based on the responses to the Evaluation Questions, recommendations were drawn up for findings that required further improvements to be made. These recommendations were categorised into five key groups presented below.

3.1 Recommendations relating to Planning and Work Programme

The Evaluation identified an overall coherence between the governance reform and the activities of the governance structures with the WMO’s mandate and strategic plan. Nevertheless, a number of recommendations have been identified in this regard with a view to improving planning moving forward.

Finding	Recommendation
<p>F2 F5</p>	<p>R1: Ensure a common template is drafted to define the Annual and multi-annual Work Programmes of Technical Commissions and the Research Board in order to:</p> <ul style="list-style-type: none"> - Set out actions to achieve the Strategic Objectives of the Strategic Plan - Define needs in relation to expertise required
<p>F2 F5</p>	<p>R2: Ensure a common template is completed and reviewed by Technical Commissions and the Research Board on an annual basis in order to:</p> <ul style="list-style-type: none"> - Define and plan actions to achieve the Strategic Objectives of the Strategic Plan relating to their activities - Define needs in relation to expertise required - Define actions regarding engagement of external partners

Finding	Recommendation
F2 F5	R3: Establish a dedicated annual meeting between the Technical Commissions and Research Board to identify areas of common work and divergences regarding their overall Work Programme
F4	R4: Identify a list of ‘priority’ external partners and map activities undertaken with them to identify where future synergies could be defined for annual and multi-annual Work Programmes

3.2 Recommendations relating to governance structure

The Recommendations relating to governance structure focus mainly on actions and refinements that can be undertaken to further ensure optimal progress moving forward.

Finding	Recommendation
	Technical Commissions
F18 F25	R5: Review on a periodic basis (2 years) the needs of the Technical Commissions to ensure that the Standing Committees and Study Groups remain fit for purpose <ul style="list-style-type: none"> - Include regular reporting item to the Executive Council regarding the review of the Technical Commissions - Disband any Standing Committees or Study Groups that have not operated for a defined period of time
F18 F25	R6: Define key performance indicators for each task set out in the Terms of Reference for each Standing Committee and Study Group created in order to monitor its use and relevance <ul style="list-style-type: none"> - Present the monitoring of these KPIs to the Executive Council at each meeting
F27	R7: Review the roles of the Vice Presidents in order to nominate one Vice President per Technical Commission to assist the President in their functions
F12 F18 F22	R8: Better integrate members of the HCP into the Standing Committees of the Technical Commissions
	Research Board and Scientific Advisory Panel
F6 F18 F21	R9: Fusion the Research Board and the Scientific Advisory Panel to address WMO research needs and priorities through one common structure <ul style="list-style-type: none"> - Define two work streams within the fusioned structure focusing on short term and long-term research goals
	Regional Cooperation
F29	R10: Further enhance the work of the Regional Offices in providing a connection between the WMO and NMHS/national governments to communicate the needs of NMHS
F29	R11: Enhance WMO Secretariat presence within Regional Offices to enhance better communication and identification of Regional needs

Finding	Recommendation
F29	<p>R12: Define a ‘twinning’ system for Regional Associations in order to enhance cooperation and coordination between Regions</p> <ul style="list-style-type: none"> - Plan meetings between Regional Associations in order to exchange best practices and identify areas of cooperation
F29	<p>R13: Define a ‘twinning’ system for Regional Offices in order to enhance cooperation and coordination between WMO Offices</p>
F29	<p>R14: Define a ‘twinning system’ between Regional Offices and the WMO Secretariat located in the WMO Headquarters in order to enhance synergies in WMO work and information exchange</p>
Technical Coordination Committee	
F18 F24	<p>R15: Provide additional clarity regarding the Technical Coordination Committee’s activities to ensure its review function is fulfilled for the Executive Council</p>
F18 F24	<p>R16: Define targets for the Technical Coordination Committee in relation to the support it should provide to the Executive Council</p>
Policy Advisory Committee	
F18 F23	<p>R17: Define targets for the Policy Advisory Committee in relation to the support it should provide to the Executive Council</p>
Working Methods	
F33 F36	<p>R18: Define a Strategy and targets for virtual/non-virtual meetings in close consultation with Members to ensure the right balance is reached for Members and the Secretariat</p>
F19 – F 25 F32	<p>R19: Define a formal change management approach for the WMO governance reform</p>

3.3 Recommendations relating to Communication

The Evaluation found the need for further improvement in relation to both internal and external communication.

Finding	Recommendation
External Communication	
F4 F30	<p>R20: Define a strategy for engagement of Technical Commissions and the Research Board with external partners</p> <ul style="list-style-type: none"> - Define key representatives from the Technical Commissions responsible for outreach with external partners
F4 F30	<p>R21: Establish a dedicated annual Workshop between the WMO (and representatives from the Technical Commissions and Research Board) and external partners from UN Organisations and Agencies to increase communication and streamlining of activities contributing to SDGs</p>

Finding	Recommendation
	<ul style="list-style-type: none"> - Liaise with Regional Associations in order to identify the key external partners to be consulted at Regional level
F30 F31	<p>R22: Increase communication with external partners through regular bilateral or multilateral meetings to ensure that the needs of the external environment are addressed horizontally through UN activities and to avoid overlaps</p> <ul style="list-style-type: none"> - Enhance communication with external partners through an increased focus placed by Regional Associations on communication with external partners
F31	<p>R23: Include an independent section in the WMO Performance Assessment Report dedicated to the WMO contribution to SDGs including in-depth analysis</p>
F10 F15	<p>R24: Define a Strategy and targets relating to WMO outreach of NMHS as well as other national organisations and research institutions</p> <ul style="list-style-type: none"> - Ensure that NMHS are included in the outreach activities with other national organisations and research institutions
Internal Communication	
F14 F26 F28	<p>R25: Enhance the platforms for exchange of information between the Chairs of Standing Committees and Study Groups within the Services and Infrastructure Commissions</p> <ul style="list-style-type: none"> - Define for each Standing Committee and Study Group a representative to act as a key contact point for coordination with other SCs/SGs
F29	<p>R26: Define an engagement plan in each Regional Office, and aligned with Regional Associations, for engaging with experts within less developed countries in their Regions in order to ensure that expertise is identified not only through NMHS but also through other institutions</p> <ul style="list-style-type: none"> - Ensure that NMHS are included in the actions set for further engagement with other institutions at regional and national level
F31 F32 F34	<p>R27: Ensure that a multi-annual Communication Strategy is in place for the Reform in order to communicate and engage with internal and external partners</p> <ul style="list-style-type: none"> - Include actions to communicate on key monitoring reports to increase transparency and visibility of outputs
F31 F32 F34	<p>R28: Provide communication training to the WMO Secretariat in order to enhance competences relating to both internal and external communication</p>

3.4 Recommendations relating to WMO Expertise

Finding	Recommendation
F33	<p>R29: Define a strategy for WMO membership in relation to member retention and succession</p> <ul style="list-style-type: none"> - Define targets regarding the number of member experts to be retained on a multiannual basis within Technical Commissions and the Research Board

Finding	Recommendation
F27	R30: Redefine the roles of the Vice Presidents to include profiles that can act as a future successor to the President
F33	<p>R31: Define a strategy for WMO membership in relation to attracting younger members and defining a ratio for age/experience to ensure sustainability of Membership moving forward</p> <ul style="list-style-type: none"> - Consider the establishment of a Young Leaders’ Programme to further enhance the attractiveness of WMO

3.5 Recommendations relating to Monitoring and Evaluation

The Evaluation found that, overall, considerable progress had been made in relation to monitoring and evaluation, with a few recommendations aiming to support the WMO in this regard.

Finding	Recommendation
F16	R32: Define a formal theory of change for the governance reform which will be communicated on a global scale to WMO Members and external partners.
F16 F34	R33: Align the key performance indicators previously developed against the reform objectives with the formal ‘theory of change’ to enhance monitoring of the governance reform
F34	<p>R34: Integrate the reform KPIs in the list of KPIs to monitor progress towards the Strategic Objectives of the 2020-2023 Strategic Plan</p> <ul style="list-style-type: none"> - Define key performance indicators relating to WMO outputs that are cross-sectoral in nature
F34	<p>R35: Operationalise the key performance indicators of the governance reform with the establishment of baselines and measurable targets in a clear and transparent KPIs framework and with data collection</p> <ul style="list-style-type: none"> - Create a Working Group within the WMO Secretariat made up of key divisions in order to support the collection of data for the monitoring of KPIs
F34	R36: Evaluate the WMO governance reform in a maximum of 5 years following the External Evaluation

1 Introduction

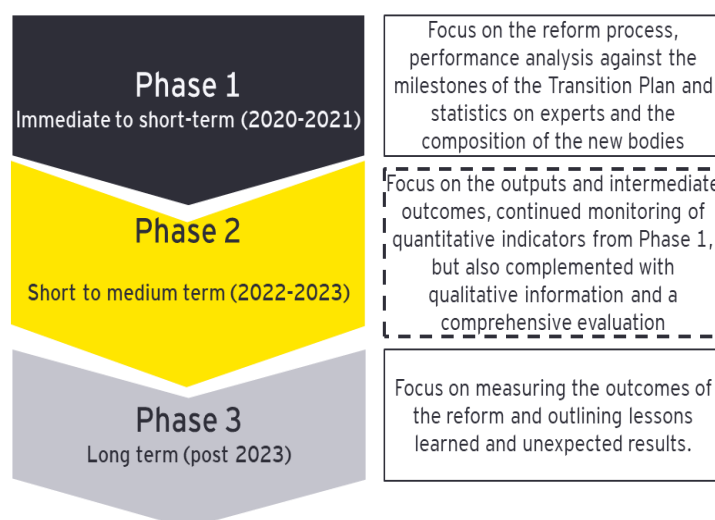
This Evaluation Report is the final deliverable for the External Evaluation of the WMO Governance Reform. The aim of the Evaluation Report is to present the key findings of the External Evaluation including recommendations. This Report presents:

- ▶ Findings for each Evaluation Criteria (Section 2 - 7)
- ▶ Recommendations associated with the Evaluation findings (Section 8)
- ▶ Annexes including an overview of the data collection tools deployed for this Evaluation (separate document).

1.1 Aims and objectives of the External Evaluation

The governance reform launched by the WMO in 2019 has been organised in three Phases from 2020 to 2023. This **External Evaluation falls within Phase 2 of the Reform** where focus has been placed on the outputs and intermediate outcomes. The External Evaluation follows an Evaluation launched by the Joint Inspection Unit (JIU) in 2020 which focussed on the reform process, particularly in relation to the reform of the Secretariat.

Figure 2 Three phases of the evaluation



As stated in the Terms of References for this Evaluation, the Evaluation focuses on three General Objectives:

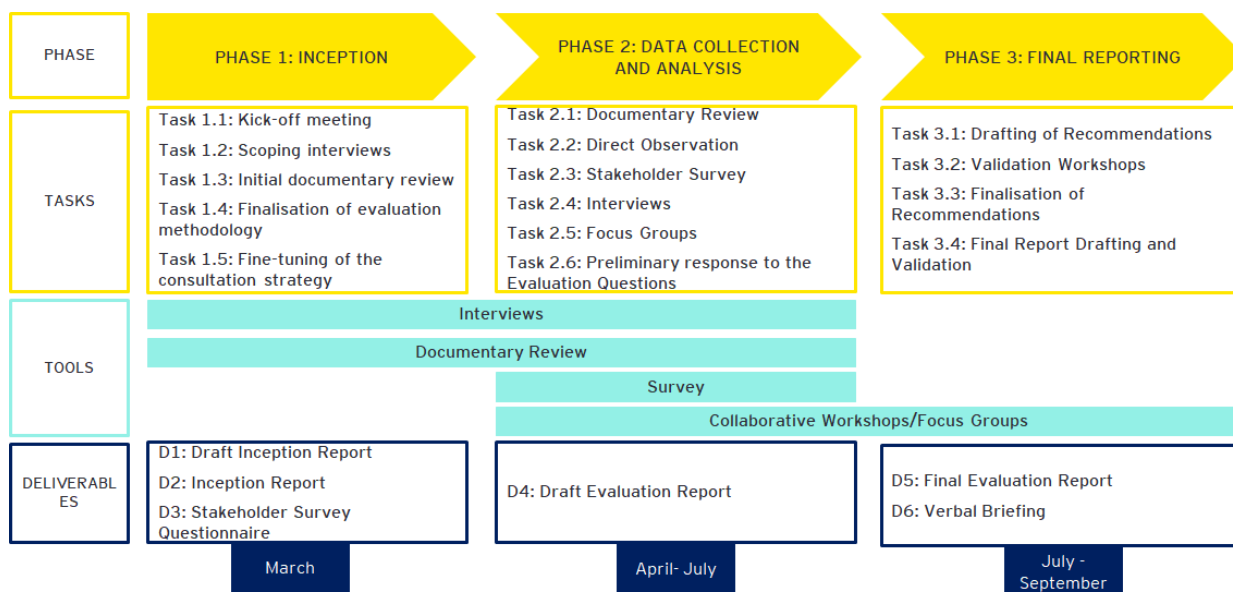
1. Compare with previous arrangements whether the governance reform has resulted in:
 - ▶ Better alignment with the WMO Strategic Plan
 - ▶ An increased effectiveness in responding to societal needs
 - ▶ Better engagement of Members, experts and partners
 - ▶ Efficiencies, synergies and enhanced coordination among all parties
 - ▶ A more effective decision-making process;
 - ▶ A more agile organisation.
2. Assess the effectiveness and efficiency of the reform process.
3. Identify any barriers or constraints and provide recommendations accordingly

1.2 Approach for the External Evaluation

The External Evaluation of the WMO governance reform was structured around three main Phases, presented in the figure below.

Figure 3 Overview of our approach for the External Evaluation

Ref.: 07958/2023-1.0 CSG/ME



1.2.1 Work undertaken to date

To present the findings for this External Evaluation, a number of data collection tools were deployed, as presented in turn below.

Documentary Review

Documentary Review was undertaken for this Evaluation which aimed to provide the Evaluation Team with insights regarding the evolution of the reform, examining key resolutions and policy documents. The Documentary Review also included examining biennial reports as well as mandates of structures in order to provide the Team with an overview of the reform prior to undertaking the data collection.

The documentary review was supplemented by analysis of key performance indicators presented by the WMO in the biennial reports as well as examining additional data provided in the Evaluation Framework for this External Evaluation.

Interviews

Interviews were undertaken with four categories of stakeholders in order to be in a position to receive qualitative information regarding the reform process. The interviews were structured around interview guides which were presented in the Inception Report.

The interviews focused on (i) WMO Members including Presidents of Regional Associations (ii) Members of WMO Governance including Presidents of Technical Commissions, members of Standing Committees, Chair and members of the Research Board, members of the Scientific Advisory Panel (iii) external partners including international organisations and the private sector (iv) the WMO Secretariat.

43 interviews were undertaken for this Evaluation, with the overview of interviews presented in Annex to this Report.

Direct Observation

Direct Observation was undertaken by the Evaluation Team at the beginning of the Data Collection Phase. The aim of this Direct Observation was to enable the Evaluation Team to gain an overview of how meetings function and to analyse different features such as interaction between the members, pertinence of the agendas, coherence between meetings. The following direct observations were undertaken by the Evaluation Team.

Figure 4 Direct Observations undertaken

Dates	Meeting	Modalities
17-18 March	Research Board	Online

25-28 March	INFCOM Management Group Meeting	Hybrid
29 March – 1 April	2nd Meeting of the Standing Committee on Services for Aviation	Hybrid
26-27 April	Technical Coordination Committee	Online
27-29 April	Policy Advisory Committee (PAC)	Hybrid
2-5 May	SERCOM Management Group Meeting	Hybrid

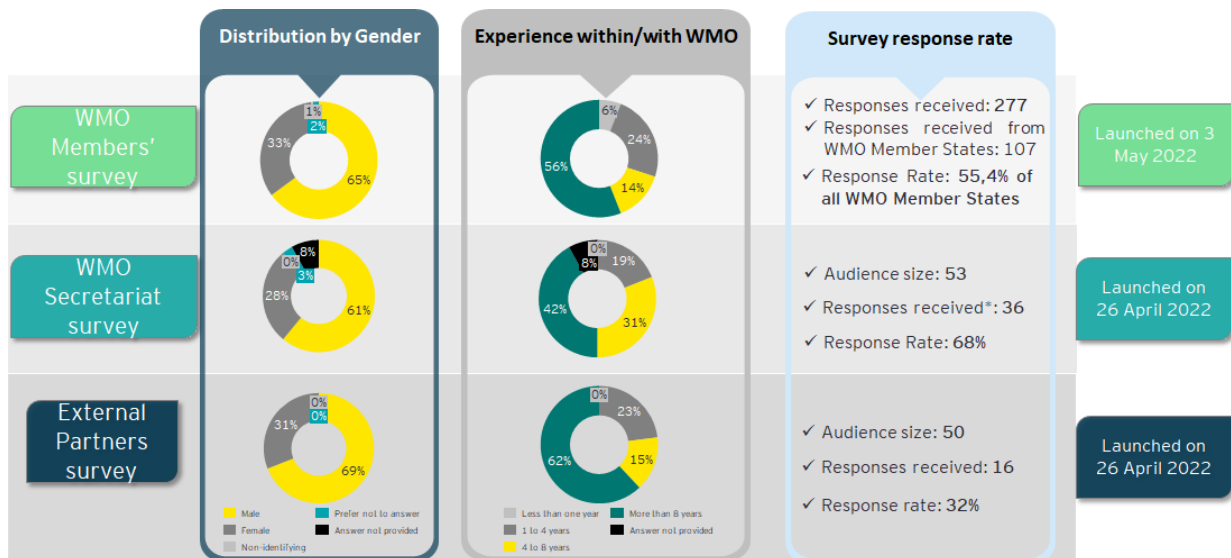
Online Survey

A key data collection tool for this Evaluation was the Online Survey. The Survey, deployed through Qualtrics, was used to gain perceptions of three groups of stakeholders regarding the reform of the WMO governance structure.

Three Surveys were launched to the following groups of stakeholders:

- WMO Members and members from key constituent bodies (available in 6 official languages)
- WMO Secretariat (available in English)
- external partners (available in English)

Figure 5 Overview of Surveys launched and responses received

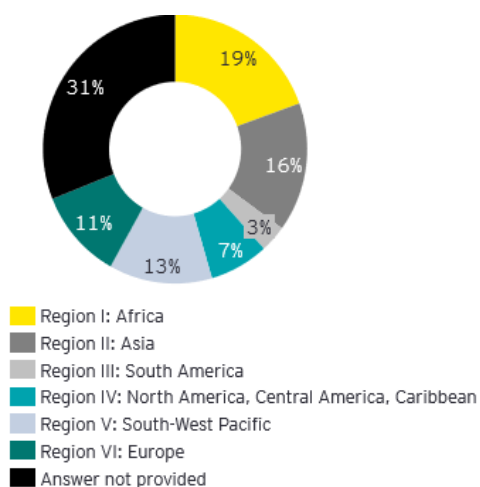


In relation to the Survey to WMO Members and expert members, 277 responses were received to the Survey. Of the 277 responses received, 59 responses were provided by Permanent Representatives, with 55 responses received from Alternates/Advisors to the Permanent Representatives. The remainder of the responses were received from other expert members. In total, 107 WMO Member States and territories were represented in the Survey launched by the Evaluation Team.⁶

The overall distribution of responses by Region is provided in the figure below.

Figure 6 Overview of Responses distribution per region (WMO Members and expert members survey)

⁶ In a small number of instances, responses were received both by the PR and Alternative Advisor for some countries.



In some instances, targeted stakeholders to the Online Survey were also included in the interview plan for this Evaluation. While this was the case, the questions asked in the Online Survey were ‘closed’ questions, while the questions asked in the interview focused on providing practical examples relating to the Evaluation Questions. The data from both tools was triangulated in order to provide responses to the Evaluation Questions. A comparison between what an individual responded in the interviews and what they responded in a Survey was not undertaken since the Survey was anonymized.

Focus Groups

For the final data collection tool of the Evaluation, it was proposed to undertake 4 Focus Groups. The Focus Groups were to be held with the following stakeholder groups:

Table 1 Overview of Focus Groups

Focus group	Focus group composition	Overview of Focus Group
Focus group #1	Representatives of Management Groups and Standing Committees of the Infrastructure Commission	Focus Group not undertaken due to unavailability of contacts during the data collection period
Focus group #2	Representatives of Management Groups and Standing Committees of the Services Commission	A Focus Group with 4 representatives of SERCOM was organised on 28 July 2022.
Focus group #3	Members of the Research Board and Scientific Steering Committee	A Focus Group with representatives of the Research Board and Scientific Steering Committee was planned for the 16 August 2022 based on availability of these representatives. 2 representatives were present, with an interview approach undertaken due to the limited number of participants
Focus group #4	Representatives of the Secretariat	A Focus Group with 8 representatives of the Secretariat was held on 10 June 2022

The aim of the Focus Groups was to have a group discussion with specific stakeholders of a same category and to exchange on their perceptions regarding the Governance Reform. The participants to the Focus Groups were proposed by the Presidents of the Technical Commissions and the Chair of the Research Board as well as the WMO Secretariat. To undertake the Focus Group for the Secretariat and the representatives from SERCOM, the Evaluation Team used the interactive Mentimeter tool in order to gain input from the participants who were asked to react on key statements and findings of the Evaluation. This tool was not used for the Focus Group with the Research Board due to the limited number of participants.

1.2.2 Limitations to the data collection tools

The evidence collected from the data collection tools presented in this Evaluation Report has been used to respond to the Evaluation Questions presented in the following sub-sections. Nevertheless, it is important to highlight some limitations to the data collection, as outlined below.

A high response rate was received for the Online Survey though not in many instances, the Survey was not completed

When launching an Online Survey as a data collection tool for an Evaluation, the objective is to obtain a response rate of at least 30% in order to be in a position to analyse the data. For all Surveys, a response rate of more than 30% was achieved, as presented under Section 1.2.1 above. For the WMO Members and expert Members, 277 responses were received to the Survey. The Survey was initially sent through the Qualtrics tool to 246 individuals. Nevertheless, the Survey link was forwarded, in some instances, to other colleagues within national organisations. While a high level of responses was received, a number of respondents did not complete the survey in its totality.

The Annex to this Evaluation Report presents an overview of the Survey responses by question as well as an overview of the number of responses to each question since this varies for each question.

The Survey responses from external partners represents a small sample of external partners that were surveyed

The analysis presented in Section 2-7 includes analysis from the survey launched to external partners. As outlined in the following Sections, the external partners had, in some instances, viewpoints that varied from the other stakeholder groups covered in this Evaluation. It is important to consider, in this regard, that only 16 responses were received from external partners for the Evaluation. To triangulate the data provided from the Survey, the Evaluation Team also crossed the findings with data gathered through interviews.

The Survey responses from WMO (M)embers represents a mixed experience of experts in relation to WMO Reform

When considering the responses to the Online Survey for WMO Members and expert members, it is important to note that the level of knowledge of these individuals varied. The varying experience with the WMO governance reform is important to consider when examining the results of the Online Survey through the findings of this Evaluation. Nevertheless, all findings have also been triangulated with other data collection tools.

The participation of representatives to some Focus Groups was limited

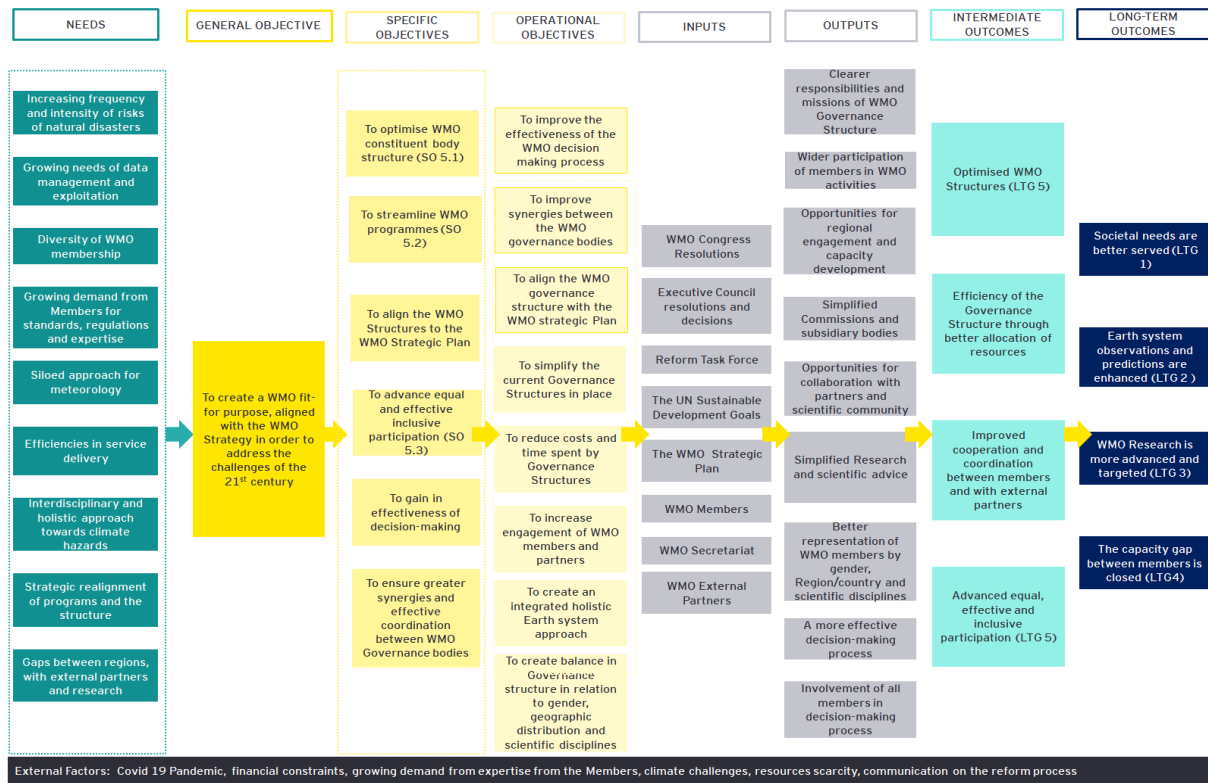
While the Focus Groups held for the representatives of the WMO Secretariat as well as representatives of the Services Commission including a number of participants, the number of representatives overall was limited. The benefits of a Focus Group with a maximum of 10 participants was therefore not fully optimised for the Evaluation.

1.3 Overview of the WMO Governance Reform

To be in a position to evaluate the WMO Governance Reform, the Evaluation elaborated an overall Theory of Change for the Reform, as presented in the figure below.

Figure 7 Theory of Change for WMO governance reform

Ref.: 07958/2023-1.0 CSG/ME



The governance reform aimed to address a number of needs arising, both in relation to the overall mandate of the WMO (e.g. Increasing frequency and intensity of risks of natural disasters, growing need of data management and exploitation) as well as needs existing in relation to the management of the governance structure (e.g. Strategic realignment of programmes and structure, increased diversity of WMO membership). To address these needs, the General Objective of the WMO Reform can be defined as ‘creating a WMO fit-for purpose, aligned with the WMO Strategy in order to address the challenges of the 21st Century).

When considering the Specific Objectives associated with the Governance Reform, these can be translated with the Strategic Objectives of the WMO Strategic Plan notably Long-Term Goal 5 and its accompanying Strategic Objectives (Strategic realignment of structures and programmes). These Objectives can be considered as Specific Objectives of the governance reform since they focus on developing and sustaining core competencies and expertise, through the creation of the Infrastructure and Services Commission, the scaling up of Partnerships (through the creation of Specialised Panels) as well as the overall optimization of the WMO constituent body structure. They also focus on the streamlining of WMO Programmes, through the two Commissions, and the advancement of equal, effective and inclusive participation through ensuring a gender and regional balance in the membership of the WMO governance structures.

The Theory of Change has been used for the Evaluation when considering the overall relevance, coherence, effectiveness and impact of the Governance Reform, as presented in turn in the sub-sections below.

2 Relevance and Strategic Fit: Findings

The aim of this Section is to present the Evaluation Team’s findings in relation to the **Relevance and Strategic Fit** of the WMO Governance Reform.

<p>Our understanding of the Evaluation Criterion</p>	<p>The relevance and strategic fit criterion aims to assess the extent to which the governance reform is relevant in comparison to the mandate of the WMO in relation to its Long-Term Goals and Strategic Objectives. This Criterion also examines the extent to which the governance reform is relevant in relation to the Sustainable Development Goals addressed by the WMO.</p> <p>Moreover, the Evaluation Criterion examines the extent to which the governance reform is fit to address emerging needs arising particularly in relation to the challenges evolving in the external environment.</p> <p>Finally, the Criterion examines the manner in which the governance reform is a strategic fit with NMHS in the countries and whether strong links have been established.</p>
---	--

Key Findings relating to Relevance and Strategic fit

Q1: To what extent is the governance structure coherent with WMO’s mandate, the Long-Term Goals and Strategic Objectives of the WMO Strategic Plan?

- F1:** The reformed governance structure is coherent overall with WMO’s mandate, the Long-Term Goals and Strategic Objectives of the WMO Strategic Plan
- F2:** While overall coherence has been ensured with the WMO Governance Reform, there is further potential to ensure greater streamlining of WMO’s activities with the current and future Strategic Plans

Q1.1: To what extent is the new governance structure coherent with the SDGs?

- ▶ **F3:** The governance reform enabled the WMO to continue to contribute to specific SDGs either through activities undertaken implicitly or explicitly
- ▶ **F4:** While the governance reform enables the WMO to contribute to SDGs, the overall coherence of WMO activities for external partners can be improved

Q1.2: Is the new governance structure more coherent than the previous Structure in place?

- ▶ **F5:** The new governance structure ensures coherence of WMO activities though further fine-tuning is needed to guarantee optimal coherence

Q2: To what extent does the new governance structure of the WMO respond to the external environment (e.g. global issues, societal needs and technological advances)?

- ▶ **F6:** The new governance reform better responds to the needs of the external environmental through the holistic approach introduced though further improvements to the structure could be made to ensure foresight

Q3: To what extent have links been established with the activities of national governments and National Meteorological and Hydrological Services (NMHS) since the introduction of the reform?

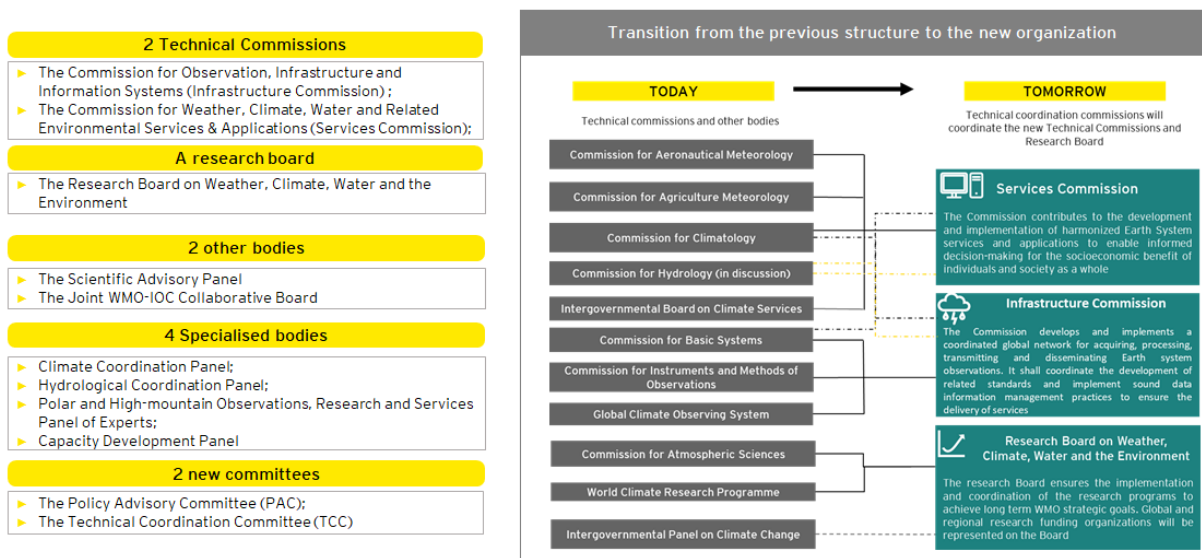
- ▶ **F7:** Links continue to exist with NMHS since the WMO Governance Reform
- ▶ **F8:** The increase in links between the WMO and NMHS activities is dependent on both time and resources
- ▶ **F9:** The change in working methods due to COVID-19 has helped to increase the overall visibility and participation in WMO work for NMHS
- ▶ **F10:** The WMO could benefit from creating further synergies with non-traditional counterparts in addition to the NMHS

2.1 Q1: To what extent is the governance structure coherent with WMO’s mandate, the Long-Term Goals and Strategic Objectives of the WMO Strategic Plan?

2.1.1 F1: The reformed governance structure is coherent overall with WMO’s mandate, the Long-Term Goals and Strategic Objectives of the WMO Strategic Plan

The governance reform arrived at a time where a need existed to address the global, societal and technological challenges and needs faced by WMO. Since its establishment in 1950, the WMO has evolved organically, with the creation of new Commissions and bodies as needs arose. This led to a Structure that was considered outdated⁷ and created considerable administrative burden in the management of the Structure. Moreover, issues were raised in relation to the overall effectiveness of the structures in relation to decision-making and the strategic fit of the governance structure to WMO’s mandate.

Figure 8 Overview of WMO governance reform

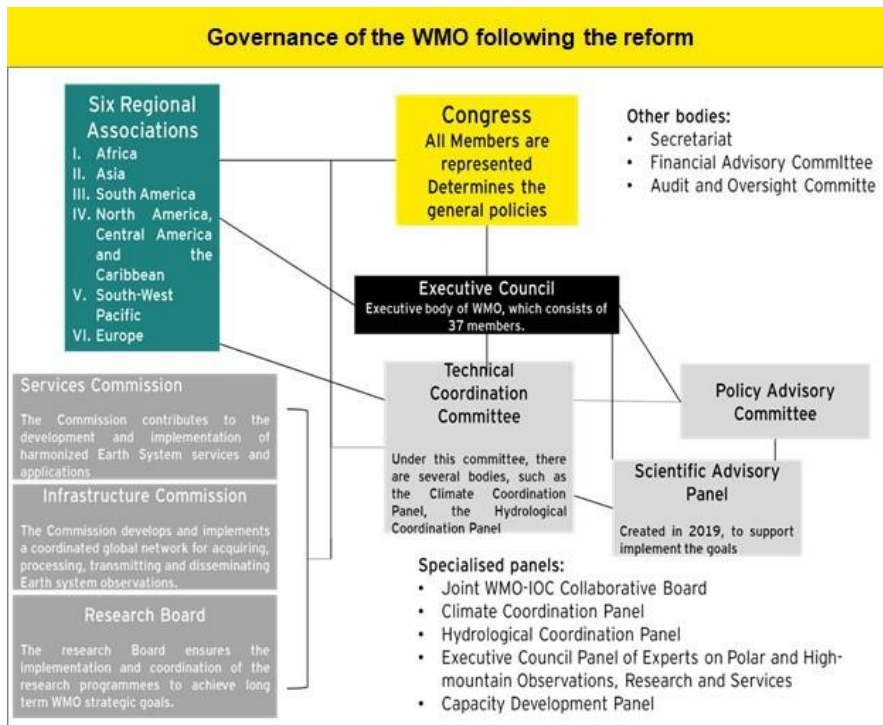


In light of this rapidly changing and challenging context, the Executive Council of the WMO was tasked, in 2015, to “provide recommendations to its next session (in 2019) on its constituent body constructs, including possible new structures”. The rationale behind this mission was to ensure that the WMO would stay fit-for-purpose to conduct its mission and well adapt it to societal needs and the changing world.

At the same time as discussions were held with regard to the Governance Reform, the WMO adopted a Strategic Plan for 2020-2023 at the Eighteenth World Meteorological Congress in June 2019. This Plan anticipates an increased demand for meteorological, hydrological and climatological services. It sets directions and priorities to guide its activities during 2020–2023 and up to 2030 to enable all Members to improve their information, products and services.

⁷ Confirmed through interviews with WMO Secretariat, WMO Members and member experts

Figure 9 Overview of reformed WMO governance structure



Ref.: 07958/2023-1.0 CSG/ME

To be in a position to assess the extent to which the governance structure is coherent with WMO’s mandate, the Long-Term Goals and Strategic Objectives, the Evaluation examined the overall objectives set out in the WMO Strategic Plan.

Figure 10 WMO Strategic Plan 2020-2023

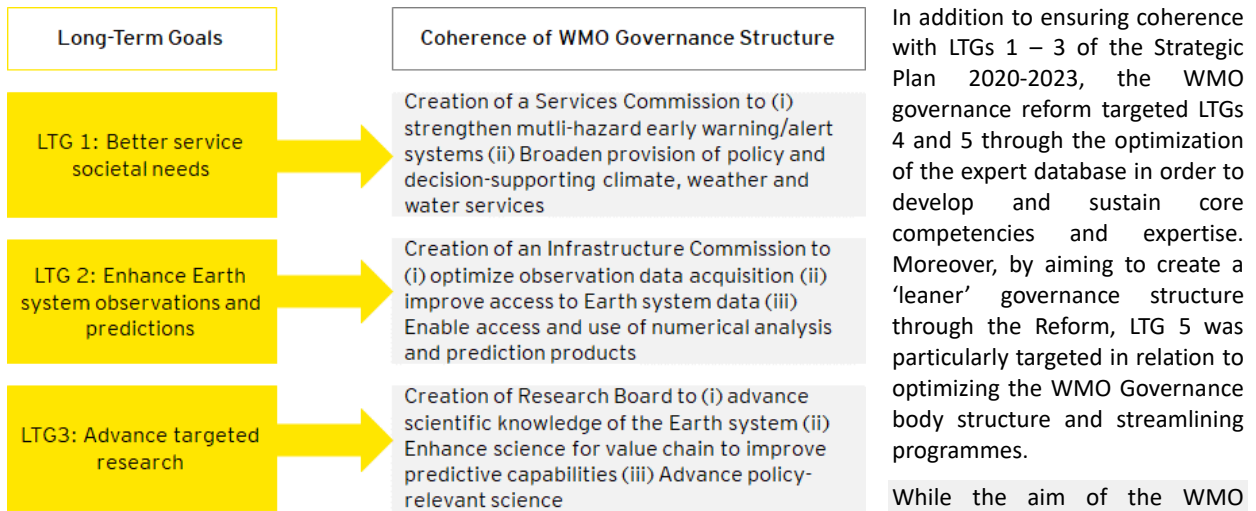
VISION 2030	A world where all nations, especially the most vulnerable, are more resilient to the socioeconomic impact of extreme weather, climate, water and other environmental events, and empowered to boost their sustainable development through the best possible weather, climate and water services				
OVERARCHING PRIORITIES	Preparedness for, and reducing losses from hydrometeorological extremes	Climate-smart decision-making to build resilience and adaptation to climate risk	Socioeconomic value of weather, climate, hydrological and related environmental services		
CORE VALUES	Accountability for Results and Transparency	Collaboration and Partnership	Inclusiveness and Diversity		
LONG-TERM GOALS	1 Services Better serve societal needs	2 Systems Enhance Earth system observations and predictions	3 Science Advance targeted research	4 Support to Members Close the capacity gap	5 Smart Organization Strategic realignment of structure and programmes
STRATEGIC OBJECTIVES	<ul style="list-style-type: none"> Strengthen national multi-hazard early warning/alert systems Broaden provision of policy- and decision-supporting climate, water and weather services 	<ul style="list-style-type: none"> Optimize observation data acquisition Improve access to, exchange and management of Earth system observation data and products Enable access and use of numerical analysis and prediction products 	<ul style="list-style-type: none"> Advance scientific knowledge of the Earth system Enhance science-for-service value chain to improve predictive capabilities Advance policy-relevant science 	<ul style="list-style-type: none"> Enable developing countries to provide and utilize essential weather, climate, hydrological and related environmental services Develop and sustain core competencies and expertise Scale up partnerships 	<ul style="list-style-type: none"> Optimize WMO constituent body structure Streamline WMO programmes Advance equal, effective and inclusive participation
FOCUSED ON 2020-23					

Source: EY elaboration of WMO Strategic Plan 2020-2023

The reformed governance structure of the WMO focused on addressing the Long-Term Goals of the WMO as set out in its Strategic Plan for 2020-2023.

Firstly, the reduction of Commissions from 8 to 2 Commissions aimed to directly address Long-Term Goals 1 and 2 of the Strategic Plan in order to ensure that two dedicated Commissions were in place for Services (LTG1) and Systems (i.e. Infrastructure) (LTG 2). Moreover, the creation of the Research Board aimed to directly target achieving Long-Term Goal 3 of the Strategic Plan relating to Science in order to advance targeted research.

Figure 11 Overview of coherence between key Constituent bodies of WMO and LTGs 1-3



to align the WMO structure with the Strategic Plan, the overall coherence with WMO's mandates and objectives was confirmed by stakeholders consulted both through Survey and Interviews for this Evaluation. **93% of WMO Members and expert members surveyed agreed or strongly agreed that the governance reform is coherent with the goals as set out in the Strategic Plan.** This was also confirmed by 93% of the Secretariat responding to the Online survey that were of the view that the Governance reform is coherent with the goals set out in the Strategic Plan.

This coherence was also confirmed through interviews with both WMO Members and Experts as well as with the WMO Secretariat with the aim of ensuring that a governance structure was created to tackle the Strategic Plan. The interviews confirmed that the Reform structure was clear and aligned with the Strategic Plan, ensuring uniformity and overall comprehensiveness.

2.1.2 F2: While overall coherence has been ensured with the WMO Governance Reform, there is further potential to ensure greater streamlining of WMO activities with the current and future Strategic Plans

For any Organisation, a Strategic Plan or Strategy helps to fully structure the activities of an Organisation, to ensure that it is clearly set on the right path and that members are fully focused on the objectives to be achieved over a specific period.

Interviews undertaken for the Evaluation with WMO Members and expert members confirmed that the WMO Strategic Plan is considered as the structuring document for the WMO, with the Strategic Plan guaranteeing overall coherence with the WMO Governance Reform.

Nevertheless, while the Strategic Plan was identified by WMO Members and expert members as well as the WMO Secretariat as the pillar for defining WMO activities, the manner in which the overall goals and objectives of the Strategic Plan are translated into the Work Programmes of the Technical Commissions and Research Board can be further improved.

Interviews undertaken with WMO Members and experts confirmed the broadness of the Strategic Plan, enabling the activities of the WMO to fit into one of the specific pillars. Members of both the Infrastructure Commission, Services Commission and Research Board consulted through interview and also through Focus Groups clearly identified the Long-Term Goal to which their activities are contributing. Nevertheless, the Evaluation identified further merit in ensuring that

the activities of the Technical Commissions are further defined in order to guarantee that concrete Work Programmes are set for the Commissions. The Evaluation identified progress made by Technical Commissions and the Research Board in considering and defining the key actions they wish to undertake when defining the next multi-annual Strategic Plan. For example, the Services Commission is currently working on an approach to ensure streamlining with the future WMO Strategic Plan. One element of constraint in determining a specific Work Programme, however, is that the WMO is focused on Members’ needs, with these needs varying depending on the country and Region. This was highlighted by some Members as a constraint to defining a more explicit strategy at Technical Commission level.

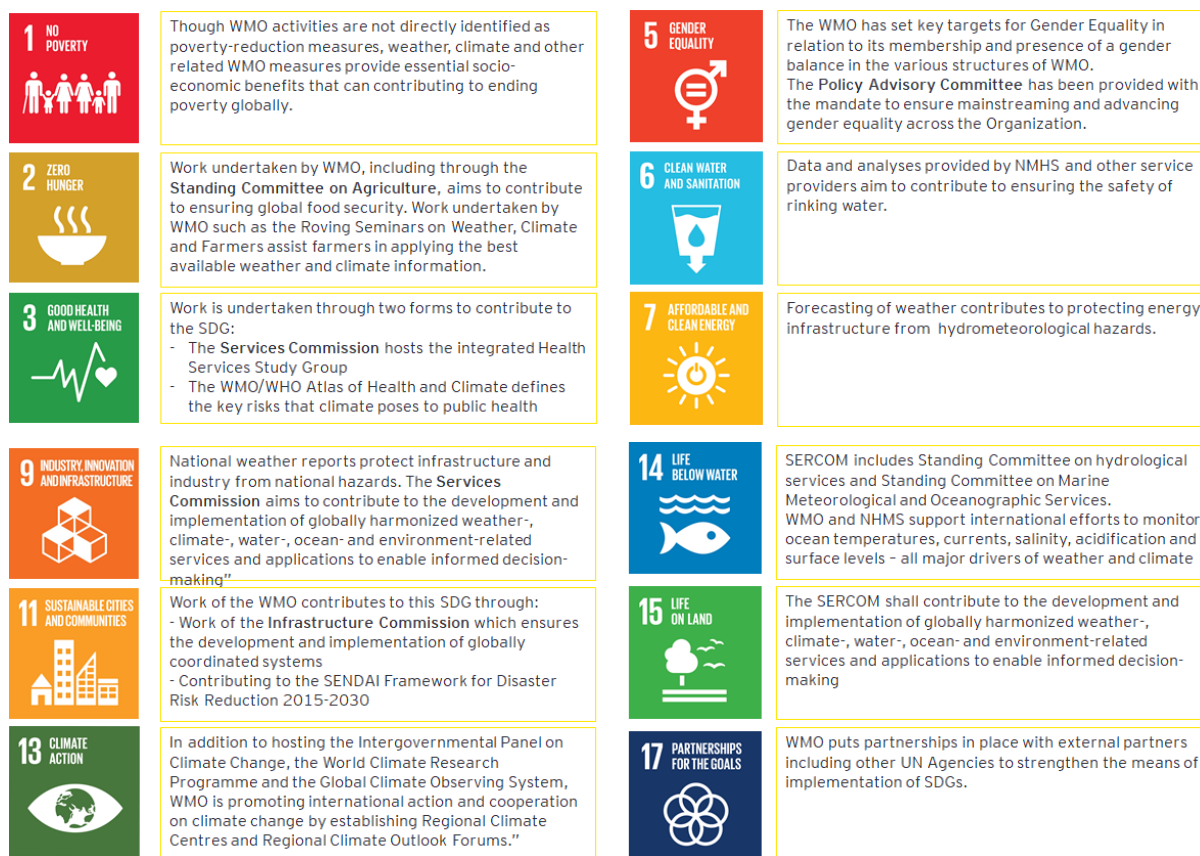
While the coherence of the Technical Commissions’ activities has not been called into question over the course of the Evaluation, such an approach would ensure further definition of actions to be undertaken. This improvement could further ensure that the WMO stays on the right course and does not spread itself too thin in its activities, as further elaborated in Section 2.2 below.

2.2 Q1.1: To what extent is the new governance structure coherent with the SDGs?

2.2.1 F3: The governance reform enabled the WMO to continue to contribute to specific SDGs either through activities undertaken implicitly or explicitly

The activities undertaken by the WMO address either directly or indirectly a number of the Sustainable Development Goals. The figure below presents a summary of the manner in which the WMO activities contribute to SDGs.

Figure 12 Contribution of WMO to SDGs



The overall coherence of the WMO to SDGs has been confirmed through the Online Survey launched for this Evaluation. 85% of WMO Members and expert members consulted through the Online Survey either ‘strongly agreed’ (28%) or agreed (57%) that the governance reform is coherent with WMO’s contribution to Sustainable Development Goals. This was confirmed also by 72% of the Secretariat who agreed with this statement. A lower proportion of respondents to the

Online Survey for external partners was identified in relation to this statement, however, with 45% of external partners agreed that the activities of the WMO contributed to the SDGs and 27% of external partners disagreeing and 27% not being in a position to say. 15% of the Secretariat members also disagreed with this statement.

2.2.2 F4: While the governance reform enables the WMO to contribute to SDGs, the overall coherence of WMO activities for external partners can be improved

While the Evaluation’s stakeholder consultation confirmed that the Reform enables the WMO to contribute to SDGs, the **overall coherence of WMO activities was found not to be clear for all external partners consulted over the course of the Evaluation**. Some external partners representing other international organisations that were consulted through interview indicated that the WMO may be spreading itself too thin regarding its activities, with the WMO’s role in relation to weather, water and climate being weakened due to WMO not always working in a coordinated way.

The **overall coherence of WMO activities with external activities undertaken by WMO organisations can be seen somewhat through the results of the Survey to external partners**. While 54% of external partners considered that the governance reform is coherent with the activities undertaken by their Organisations, 36% of external partners disagreed with this statement.

The absence of coherence identified by some external partners can be linked to the need to further communicate to external stakeholders. The need for additional communication was a common trend identified throughout the Evaluation both for external and internal stakeholders in order to ensure that the WMO was properly communicating the work it is undertaking. This is further elaborated under Section 4 of this Report.

2.3 Q1.2: Is the new governance structure more coherent than the previous Structure in place?

2.3.1 F5: The new governance structure ensures coherence of WMO activities though further fine-tuning is needed to guarantee optimal coherence

The **new governance structure is found, overall to be more coherent than the previous Structure in place particularly due to its thought-out structure that ensures it is aligned with the WMO Strategic Plan**. The reduction of Technical Commissions from 8 to 2 has enabled the WMO to fulfil its core tasks in a more streamlined way without the existence of numerous silos through the 8 Technical Commissions that existed prior to this.

As outlined under Section 2.1 above, while the overall aim of the reformed governance structure was not to simply be aligned to the WMO Strategic Plan, the streamlining of the structure ensures that each of the three key structures (INFCOM, SERCOM and Research Board) are aligned with the objectives set out in this Plan.

While the new governance structure is considered more coherent than the previous Structure in place, some incoherence continues to exist in relation to this Structure. A key incoherence identified by stakeholders interviewed (i.e. Members and the Secretariat) was that since the Structure grew organically, overlaps and inconsistencies existed with a number of different bodies and commissions. The inconsistencies existing have continued, in some manner, with regard to the new structure. Interviews and the Online Survey identified the creation of the Hydrological Coordination Panel as a key example of this incoherence since the Panel is considered as not aligned with the key Long-Term Goals of the WMO. This is further elaborated under Section 4 below.

One of the key findings from the interviews has been that there is a need for the WMO to not only integrate structure but also to integrate results. The Evaluation has identified progress that has been made within the Technical Commissions in order to ensure coordination of work with it considered that the integration of results will continue as the reform reaches a higher level of maturity. The introduction of specific Work Programmes that are result oriented will also benefit in this regard. Further examples of additional coordination are provided in Section 4 below.

2.4 Q2: To what extent does the new governance structure of the WMO respond to the external environment (e.g. global issues, societal needs and technological advances?)

2.4.1 F6: The new governance reform better responds to the needs of the external environment through the holistic approach introduced though further improvements to the structure could be made to ensure foresight

The WMO's ability to respond to needs of the external environment, such as global issues, societal needs and technological needs, has been strengthened through the new Governance Reform. The results of the Survey from Members and member experts has demonstrated the overall positive results in relation to the WMO's ability to respond to such needs.

The creation of two new Commissions focusing on both Services and Infrastructure enables the Commissions to adapt to the needs arising as well as communicate in a more effective manner with a view to being in a position to identify manners in which the WMO can address emerging needs. This adaptability has been confirmed by stakeholders through interview as being key to ensuring that the WMO is agile to respond to emerging needs.

The manner in which the new governance reform is better able to respond to the external environment has been confirmed through the Online Survey. With regard to **technological needs**, 89% of the WMO Members and member experts surveyed either strongly agreed (26%) or agreed (63%) that the governance reform addresses the technological needs faced by the WMO. 72% of the Secretariat either strongly agreed (22%) or agreed (50%) that the reform is able to address these needs. 45% of external partners either strongly agreed (9%) or agreed (36%) that the governance reform addresses such technological needs. Nevertheless, it is important to note that some stakeholders disagreed with the WMO's ability to address emerging needs. This is the case, for instance, in relation to technological needs where 19% of the Secretariat either disagreed or strongly disagreed with this.

In relation to **societal needs addressed by the WMO**, 85% of the WMO Members and expert members either strongly agreed or agreed that the governance reform addresses the societal needs faced. 75% of the Secretariat either strongly agreed (25%) or agreed (50%) with the statement that the WMO's new structure was better able to respond to societal needs. 36% of external partners agreed with this point, while 45% disagreed.

In relation to the **expertise needs faced by the Organisation**, 67% of the Secretariat surveyed were of the view that the governance reform addressed the needs in relation to expertise. 80% of WMO Members and expert members consulted through Survey were of the view that the expertise needs were addressed, with only 8% disagreeing with this statement.

Regarding the **future adaptability of the WMO**, 74% of the WMO Members and expert members responding to the Online Survey were of the view that the new Governance reform is adaptable to new emerging needs. 11% did not agree with this statement. 81% of the Secretariat were also of the view that the new Governance reform is adaptable to new emerging needs in coming years. 45% of external partners either agreed (29%) or strongly agreed (16%) with this statement. 27% nevertheless disagreed. In relation to the governance structure's adaptability to new emerging needs, 54% agreed that the new structure was more adaptable in relation to external partners .

The role of the Scientific Advisory Panel as well as the Policy Advisory Committee shall be key in ensuring that the WMO remains relevant and can adapt itself to emerging needs. It has been outlined through interview and the Focus Groups that while the Policy Advisory Committee is continuing to evolve in relation to the foresight it provides, limitations have been observed with regard to the work of the Scientific Advisory Panel, particularly in relation to the blurred mandate that exists between the SAP and the Research Board. There is a clear need to ensure that the mandate of the SAP is clear and concise as well as output driven in order to ensure that the WMO receives the right level of strategic thinking to guarantee its adaptability moving forward. This is further elaborated under Section 5 below in relation to effectiveness of structures.

2.5 Q3: To what extent have links been established with the activities of national governments and National Meteorological and Hydrological Services (NMHS) since the introduction of the reform?

2.5.1 F7: Links continue to exist with NMHS since the WMO Governance Reform

Prior to the WMO Reform, there were already some improvements in links between the NMHS and the activities of national governments. The visibility and relevance of NMHS in the national development agenda was monitored between 2016 and 2019 as part of the Key Outcome 6.18. According to the WMO's 2016-2019 Performance Assessment Report, the visibility and relevance of Members NMHS to contribute to the national development agenda improved significantly in 2016-2019. While 36% of Members noted no change over this period, 45% of Members indicated a moderate increase contribution to national policy setting and 12% reported a significant increased contribution to it. However, the 36% of Members that reported no change in contribution to national policy setting can be interpreted as a need to further reinforce links between NMHSs and national governments.⁹

Following 2019, one of the Core Values set out in the WMO's Strategic Plan for 2020-2023 relates to collaboration and partnership. Under the Strategic Plan, it is outlined that '*collaboration lies at the foundation of WMO mandate. WMO recognizes the importance of partnerships among Members [...] to [...] enhance capability and performance of National Meteorological and Hydrological Services, and deliver improved outcomes for Society*'.¹⁰ As outlined in the first biennial report for 2020-2021, there were, in 2021, 97 NMHS memberships in the national DRR platform and 119 NMHS contributing to climate-relevant outputs of the WMO. This was an increase of 65.3% from the previous year.

The Online Survey found that 71% of the WMO Members and expert members responding were of the view that the governance reform has led to an increased establishment of synergies between WMO activities and those of NMHS. 15% considered that synergies were established to a low extent, with 3% considering this to not at all be the case. 72% of the Secretariat surveyed were of the view that the governance reform has established greater links with the NMHS, with 15% considering this not to be the case.

2.5.2 F8: The increase in links between the WMO and NMHS activities is dependent on both time and resources

While the Survey results found a perceived establishment of greater links, this has not been confirmed through interviews with WMO Members overall. The interviews undertaken with WMO Members did not confirm that additional synergies were created, with many seeing their activities within WMO as 'business as usual'. **However, representatives of NMHS consulted during the interviews confirmed that focus is still placed on ensuring that national experts from their countries collaborate on WMO work.** It was acknowledged that the simplification of the governance reform through the creation of the Services and Infrastructure Commissions enabled the NMHS to focus their energies on these two inter-governmental Commissions rather than spreading their work out to multiple Commissions as was the case in the past structure. Representatives from NMHS interviewed confirmed that this reduction in Commissions enabled them to focus at the time of the Reform on the type of experts they wished to propose for these Technical Commissions. From the perspective of less developed or developing countries, it was considered that too much was going on with the past structure and so it was difficult to have the resources to follow all elements. Less developed countries have outlined that overall it is easier now to follow activities due to the creation of two Technical Commissions. Nevertheless, in this regard, some less developed countries indicated that the reduction in the number of Commissions has meant that less 'places'

⁸ Visibility and relevance of NMHSs in national and regional development agendas is improved particularly in developing and least developed countries.

⁹ WMO Performance Assessment Report 2016-2019

¹⁰ WMO Strategic Plan 2020-2023, p 8

are available for countries to fill roles as Presidents or Chairs of Commissions or Standing Committees due to the reduction in the number of inter-governmental Commissions.

While the Online Survey seems to confirm the perception that greater links have been created, the Evaluation overall has not identified evidence of these additional links. It is important to outline, in this regard, that the creation of additional links was not an explicit objective of the Reform but rather a contributing factor to the overarching value of collaboration and partnership. An example of the need for more improvement in the links being created is the annual uptake of new Permanent Representatives in relation to induction training for the WMO. As outlined in the Biennial Report for 2020-2021, only 22 out of 69 new Permanent Representatives took advantage of the online training induction offered in 2021.

The creation of greater links between the WMO and NMHS activities has been identified by stakeholders, consulted through the Online Survey and interviews, as dependent on two elements: (i) Time (ii) Resources.

It has been acknowledged by comments made through the Online Survey for WMO Members and the Secretariat, as well as interviews with WMO Members that the creation of greater links is an area where further time will be needed in order to ensure its overall success. It was outlined that with time, progress shall also be made in strengthening the Regional Associations and Regional Offices which will subsequently enable further links to be created with organisations at national level in the six Regions. Interviews with WMO Members as well as the WMO Secretariat confirmed that strengthened Regional Associations will ensure that intermediaries will be put in place to enhance communication, and subsequent links, between the WMO and NMHS.

Moreover, the creation of greater links is resource-dependent. It was outlined through comments to the Online Survey as well as through interview that the establishment of greater links requires resources being available at national level as well as in the Secretariat.

Comments made by the Secretariat to the Online Survey outlined the need for a Strategy to be defined at WMO level in order to define actions to enhance links with NMHS. The need for additional resources to create greater links between the NMHS and the WMO has been identified as a key issue through interviews with developing and less developed countries where Members highlighted the difficulties to enhance links due to the limited resources available at national level.

2.5.3 F9: The change in working methods due to COVID-19 has helped to increase the overall visibility and participation in WMO work for NMHS

While linking WMO activities with NMHS activities has not been identified explicitly through the Evaluation, a **key benefit of the COVID-19 pandemic has been the change in working methods in relation to the use of video-conferencing.**

While the use of video-conferencing has its disadvantages, as further elaborated under Section 5 below, the possibility for NMHS to participate in WMO meetings through video-conferencing has been identified as beneficial overall. Members interviewed outlined that the use of video-conferencing for meetings has in fact enabled greater presence of experts from NMHS as well as greater participation of Permanent Representatives at meetings. This has been identified both by the Secretariat as well as the members as positive in order to increase the visibility of the work of the WMO at national level.

2.5.4 F10: The WMO could benefit from creating further synergies with non-traditional counterparts in addition to the NMHS

In addition to the links that can further evolve with the NMHS, the Evaluation identified the merits in WMO also focusing on enhancing additional links with other organisations at national level. The Online Survey as well as interviews outlined the need to ensure greater efforts are made by the WMO as a whole, as well as by NMHS to effectively work with non-traditional counterparts of the WMO, such as Ocean and Hydrological Services as well as academia in order to (i) further identify potential experts for activities of WMO (ii) increase the visibility and enhance communication of WMO to external partners . This is further elaborated under Section 4 below.

3 Validity of the Reform: Findings

Our understanding of the Evaluation Criterion

The Evaluation Criterion relating to the validity of the Reform aims to assess the extent to which the process and rationale of the governance reform is valid in the sense that it addresses the past inefficiencies of the governance but also integrates what was missing in the previous structure.

Key Findings relating to Validity of the Reform

Q4: To what extent does the new governance structure address the major causes of historical inefficiencies in the conduct of WMO business and the discharge of its mandate?

F11: The governance structure has progressed in addressing the major causes of historical inefficiencies in the conduct of WMO business and the discharge of its mandate

F12: While progress has been made, some aspects of the new governance structure do not tackle past inefficiencies

Q5: To what extent does the new governance structure integrate WMO cross-cutting themes and areas of expertise in the design?

- ▶ **F13:** The new governance structures ensures that the WMO is capable of addressing cross-cutting themes
- ▶ **F14:** Further efforts are required, however, on coordination and cooperation to ensure all the benefits come to light
- ▶ **F15:** In relation to expertise, while the structure has become more streamlined, concerns have been highlighted by WMO Members regarding the integration of expertise within the new governance structure

Q6: Is the reform’s ‘theory of change’ comprehensive, integrating external factors and based on systemic analysis?

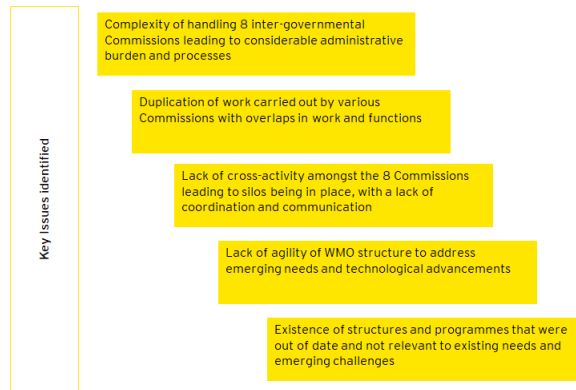
- ▶ **F16:** The WMO would benefit from a formalised ‘theory of change’ for the reform in order to ensure adequate monitoring and evaluation moving forward

3.1 Q4: To what extent does the new governance structure address the major causes of historical inefficiencies in the conduct of WMO business and the discharge of its mandate?

3.1.1 F11: The governance structure has progressed in addressing the major causes of historical inefficiencies in the conduct of WMO business and the discharge of its mandate

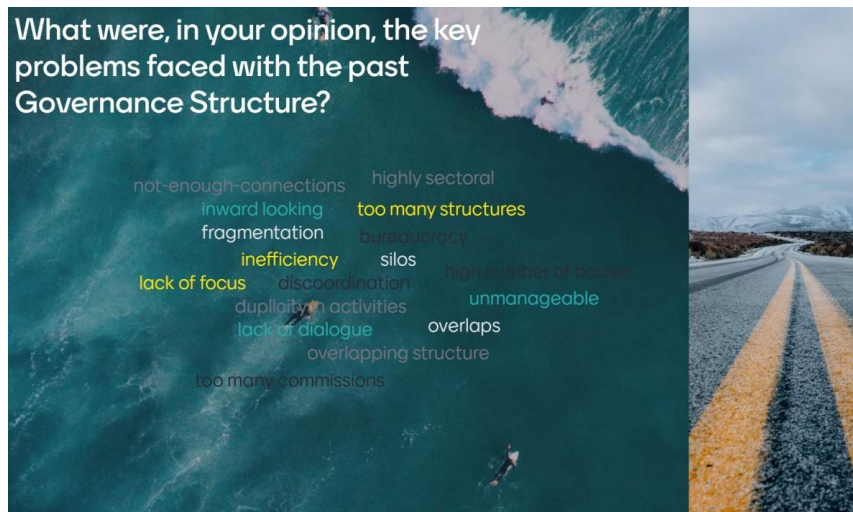
The Evaluation identified a number of key issues which created inefficiencies in the conduct of WMO business and the discharge of its mandate, prior to the Reform. These inefficiencies were confirmed by stakeholders during interview.

Figure 13 Key inefficiencies identified in the past governance structure



In addition to the inefficiencies identified through interview, the Focus Groups undertaken for the Evaluation also identified a number of key challenges faced by the WMO prior to 2019.

Figure 14 Overview of inefficiencies with past governance structure (Focus Group Secretariat)



Source: Mentimeter tool (EY Focus Group)

The main inefficiencies associated with the past Structure related to the complexity of handling eight inter-governmental Commissions which led to silos being created within the Organisation and which was considered to be unmanageable for both the Secretariat and WMO Members. Moreover, the creation of silos led to overlaps being created within the Organisation, with a lack of coordination between members of these various Commissions and a lack of inter-connection between the work undertaken.

The benefits of the new governance structure are presented under Section 4 of this Evaluation Report in relation to effectiveness. Nevertheless, the Evaluation found that overall stakeholders were of the view that the new governance structure has been the right fit in addressing the inefficiencies existing. 82% of WMO Members agreed to a very large extent or to some extent that the new WMO governance structure addressed challenges faced in the conduct of its business. This was also confirmed by the Secretariat, with 28% of the Secretariat respondents outlining in the Survey that the new governance structure addressed the challenges faced ‘to a very large extent’, with 36% considering the challenges were addressed to ‘some extent’. 33% of external partners surveyed were of the view that the new WMO governance structure addressed the challenges faced in the conduct of WMO business and its mandate ‘to some extent’, with 33% finding it addressed the challenges ‘to a low extent’ and 11% finding it did not at all address the challenges.

While the WMO has managed to combat a number of the inefficiencies through the Reform, some obstacles remain, primarily in relation to the scepticism which exists among some Members and expert members and the Secretariat in relation to the progress and success of the reform as well as in relation to issues arising with constituent bodies, as further outlined under Section 4 below.

3.1.2 F12: While progress has been made, some aspects of the new governance structure do not tackle past inefficiencies

Though the overall validity of the Reform has been confirmed by stakeholders through interviews and the Online Survey, particularly due to the overall streamlining of the Technical Commissions, some aspects are considered to be inconsistent with the inefficiencies that the WMO aimed to achieve through the Reform adoption in 2019. These key challenges are summarised below, with the challenges further elaborated under Section 4 in relation to the effectiveness of the Governance Reform.

The **continued existence of specialised Panels, such as the Hydrological Coordination Panel (HCP) has been questioned by Members and the Secretariat consulted through interview and also through comments in the Online Survey.** While the historical reasoning behind the maintenance of certain communities through specialised Panels was based on rationale, the overall validity of these Panels, as well as the negative impact they have on the overall coherence and relevance of the WMO structure, have been questioned by many WMO Members and expert members consulted through interview. These stakeholders considered that the creation of the HCP has not resolved historical inefficiencies and considered that the HCP should be a short-term compromise rather than a long-term goal. While concerns were raised through interviews in relation to the HCP, these concerns were not echoed to the same extent with regard to other specialised panels. The Online Survey to WMO Members and expert members found that 77% of respondents either strongly agreed (8%) or agreed (69%) that the mandate of the Climate Coordination Panel is clear and well defined, with only 12% disagreeing with this statement. For the Capacity Development Panel, 70% of respondents were of the view that the mandate was clear and well-defined, with 77% also taking this view in relation to the Panel on Polar and High Mountain Observations, research and services (EC-PHORS).

Difficulties have also been outlined by some WMO Members and the Secretariat through interview and the survey in relation to the time taken to change mindset in relation to the new structure. While the governance structure has been welcomed by the majority of Members, it was acknowledged through interview that some reluctance remained with regard to the reduction in the number of Technical Commissions from eight to two. This therefore creates difficulties in ensuring proper change management.

The key risk in the mindset of individuals not changing is the future creation of new silos within the WMO structure. While only two Technical Commissions exist, the existence of Standing Committees and Study Groups could potentially lead to the slow creep of new silos within the WMO Structure. These concerns were identified primarily in relation to the Technical Commissions. For instance, in relation to the Infrastructure Commission, one of the criticisms raised by a number of expert members was that the Commission is purely seen as a larger Basic Systems Commission that existed in the past governance structure.

Despite changes in the Executive Council and Congress in relation to the frequency of meetings,¹¹ approximately half of stakeholders consulted through interview indicated that an obstacle to fully addressing the historical inefficiencies existing has been the lack of reform of the Congress and Executive Council at the same time as the reform of the constituent bodies was being undertaken. This reflects a lack of perceived impact until now of the reform of the Congress and of the Executive Council on the work of those two bodies which can lead to issues in planning and effectiveness of the work undertaken.

Finally, while progress has been made, a key issue that was raised in all interviews undertaken with WMO Members and expert members was the need to ensure that further support is provided to Regions. The importance of Regions in creating the link between the WMO and countries was highlighted by stakeholders throughout the Evaluation.

The areas of improvement in relation to the governance structure that can further ensure all past inefficiencies are addressed are presented in Section 4 below.

¹¹ Following the reform, Congress now convenes twice per financial period, with one meeting dedicated to technical issues and one meeting dedicated to strategic/regular issues

3.2 Q5: To what extent does the new governance structure integrate WMO cross-cutting themes and areas of expertise in the design?

3.2.1 F13: The new governance structure ensures that the WMO is capable of addressing cross-cutting themes

The Evaluation **confirmed that the new governance structure is more appropriate than the previous structure in addressing cross-cutting themes.**

87% of the members agreed ‘to a very large extent’ or ‘to some extent’ that the new Governance structure is appropriate in addressing cross-cutting themes and areas of expertise. This was confirmed by the Secretariat through the survey, with 76% of the Secretariat respondents of the view that the new WMO governance structure is appropriate in addressing cross-cutting themes and areas of expertise ‘to a very large extent’ (13% or ‘to some extent’ (63%). 23% of respondents considered the reform was appropriate in this regard to a low extent. 44% of external partners surveyed were of the view that the new WMO governance structure is appropriate in addressing cross-cutting themes and areas of expertise ‘to some extent’, with 33% finding it to be appropriate to ‘a low extent’ and 11% finding it to not at all be appropriate.

In relation to addressing cross-cutting themes, the primary contributor to the new Structure’s ability to do so is the creation of the two Technical Commissions. Prior to the reform, difficulties often occurred in finding consistency between the work undertaken by the eight Technical Commissions and ensuring there was collaboration to address cross-cutting themes. The interviews undertaken with WMO Members and expert members over the course of the Evaluation highlighted that duplication of efforts occurred with the past structure which led to cross-cutting themes not being addressed effectively or efficiently. The creation of the two new Technical Commissions enables the WMO to focus work within the Commissions as well as resolve, when necessary, issues in relation to ‘grey’ zones that may exist in relation to the activities that need to be undertaken.

The interviews undertaken both with the WMO Secretariat and with members of the Technical Commissions confirmed that in some instances ‘grey’ areas continue to exist in relation to the WMO work. This has been the case, for example, in relation to the Climatological Norms where both the Services Commission and the Infrastructure Commission has input to provide in that regard. While grey zones exist, the new structure nevertheless enables the WMO to address the cross-cutting themes through simplified coordination and communication between the Presidents of the Technical Commissions.

The Evaluation has found that overall the cooperation and communication between the Presidents of the Technical Commissions (as well as the Chair of the Research Board) has improved considerably since the reform was adopted in 2019. This enables the Presidents of the Technical Commissions to regularly discuss cross-cutting themes and identify where collaboration should be undertaken. Presidents exchange on formal and informal basis on a regular occurrence, in comparison to the communication prior to the Reform which was held formally once a year.

3.2.2 F14: Further work is needed, however, on coordination and cooperation to ensure all the benefits come to light

Stakeholders consulted both through the interviews and survey indicated that while the benefits of the governance structure in addressing cross-cutting themes have been seen as beneficial, **there is a need for further time to ensure that progress continues and coordination and cooperation continues to increase.**

One of the areas of work which has been identified through interview as well as through comments made to the Online Survey has been to ensure that the coordination and cooperation occurring between the Technical Commissions does not purely lie at President level but that further cooperation is enhanced between the various Standing Committees of the two Technical Commissions. Both Members of the Technical Commissions and the Secretariat identified the benefits

of enhancing such cooperation. A potential area of improvement would be to establish inter-commission working groups¹² in order to (i) enhance cooperation (ii) minimize future risks of silos and (iii) optimizing skills and resources.

3.2.3 F15: In relation to expertise, while the structure has become more streamlined, concerns have been highlighted by WMO Members regarding the integration of expertise within the new governance structure

80% of the WMO Members and expert members consulted for this Survey either strongly agreed (20%) or agreed (60%) that the governance reform addresses the needs in relation to expertise faced by the WMO. 58% of the Secretariat responding to the Survey also strongly agreed (11%) or agreed (47%) with this statement. While the majority of respondents to these two surveys agreed, some disagreement was highlighted through the Survey. 8% of WMO Members and expert members either disagreed (7%) or strongly disagreed (1%) that the reform addressed needs in relation to expertise. 18% of the Secretariat were also in disagreement.

The findings of the Survey can be compared to the interviews undertaken for the Evaluation. Members of the Infrastructure and Services Commission were asked, through interview, to indicate whether they considered expertise had been lost due to the reform. While many Members had the perception that expertise had been lost, the loss of expertise did not seem to have an impact per se on the overall outputs of the Commissions in question.

The main cause of a perceived loss of expertise within the Technical Commissions was identified as the reduction in the number of Technical Commissions through the Reform. It is a natural occurrence that reducing the number of Commissions can lead to a perceived reduction with regard to the number of experts.

The needs in relation to expertise identified through the Evaluation process relate mainly to the need to ensure that the right experts are identified at national level. Some WMO Members questioned the overall transparency of selection of experts within the Experts Database, with some identifying difficulties in ensuring that their experts are selected for the new Commissions. Nevertheless, the difficulty for some countries lies with the volume of expertise available in these countries and the difficulties to mobilise expertise due to the smaller volume of experts available.

It was highlighted through interviews as well as the Focus Group that further efforts should be made to identify expertise not only through the usual sources i.e. the NMHS but rather through other structures such as academia and other research organisations at national level, in order to ensure (i) that the right experts are selected and (ii) that the WMO increases its visibility as a membership organisation.

3.3 Q6: Is the reform’s ‘theory of change’ comprehensive, integrating external factors and based on systematic analysis?

3.3.1 F16: The WMO would benefit from a formalised ‘theory of change’ for the reform in order to ensure adequate monitoring and evaluation moving forward

At the time of adoption of the reform, a formal theory of change was not defined. The aim of a theory of change is to clearly set out the overall objectives of the intervention, in this case the Governance Reform, as well as set out the anticipated results and impacts associated with the reform.

The WMO would benefit from a formalised ‘theory of change’ as presented in this Evaluation with a view to being in a position to monitor the progress made in achieving the objectives as set out in this theory as well as identifying whether any external factors are impacting the overall progress made.

Key Performance Indicators have been defined for the WMO Strategic Plan and its five Strategic Objectives simultaneously to the first phase of the governance reform, which corresponds to the period between 2020 and 2021. Currently, the KPIs that are relevant for monitoring and analysing the progress made in relation to the WMO governance reform relate to those KPIs defined under LTG 5 in relation to the strategic realignment of WMO structure and

¹² Such as the ICG-WIGOs in the past structure

programmes for effective policy-making and decision making and implementation. Nevertheless, these KPIs remain relatively broad in nature and only enable the WMO to measure specific anticipated results of the reform in relation to gender and regional balance (i.e. KPI 5.3.1) since the new bodies, the two Technical Commissions and the Research Board, were still being established during the first phase of the Reform. The KPIs that relate to the other Strategic Objectives of the WMO Strategic Plan are not as relevant to measure progress towards the objectives of the Reform: The KPIs that have been defined in relation to the Long-Term Goals 1 – 3 are operational in nature, enabling the WMO to measure the objectives set out under these LTGs.

On the other hand, a set of KPIs has been defined specifically to monitor progress towards the reform objectives during the second phase of the reform (2022-2023), with a focus on the outputs and intermediate outcomes, as decided in Decision 4 of the 73d session of the Executive Council¹³. In the absence of a defined theory of change, those KPIs have been developed against the Reform Objectives which are expressed in key resolutions. While those KPIs comprehensively cover the different aspects of the reform, measuring them all and collecting them has proved challenging due to data availability issues and the need for extensive data validation. As a result, only a subset of those KPIs has been measured so far. Moreover, the set of KPIs to monitor progress towards the Reform does not appear clearly linked to and aligned with the KPIs to monitor progress towards the 5th Strategic Objective of the WMO Strategic Plan, which could gain in consistency and comprehensiveness from synergies between those two KPIs frameworks.

Further analysis relating to the KPIs is presented under Section 4.8 below.

¹³ World Meteorological Organisation (2021). Executive Council Abridged Final Report of the Seventy-third Session Virtual session 14–25 June 2021 https://library.wmo.int/doc_num.php?explnum_id=11008.

4 Effectiveness: Findings

Our understanding of the Evaluation Criterion

The Effectiveness Criterion examines the achievement of the objectives by the governance reform but also by the WMO when conducting its missions. A special attention will be paid to the extent to which the governance reform has helped and supported the organization activities and what have been the improvements in comparison the past governance.

Key Findings relating to Effectiveness

Q7: To what extent has progress been made towards achieving the overall reform objectives/outcomes?

F17: The governance reform has led to the optimization of the governance structure

F18: There is room for further progress in relation to the WMO governance reform governance reform in order to ensure more effectiveness moving forward

Q7.1: Is there early evidence that the new structure is more effective to help the WMO to achieve its objectives than the previous one?

F19: The new structure is seen as contributing to WMO’s objectives in relation to increasing the WMO’s capabilities and streamlining the WMO programmes

F20: The creation of two Technical Commissions is the primary contributor to achieving the reform’s objectives in relation to streamlining and harmonization

F21: While the purpose of the Research Board and Scientific Advisory Panel is clear in principle, there is a lack of clarity in relation to their mandates in practice

F22: Some inconsistencies have been identified within the governance structure which can contribute to a lack of effectiveness moving forward. This includes the establishment of a Hydrological Coordination Panel that could further support the Technical Commissions directly.

F23: The Policy Advisory Committee has started to progress in the strategic thinking it should bring to the Executive Council

F24: The Technical Coordination Committee brings benefits to Regions though its overall added value can be questioned

F25: While progress has been made, the removal of the siloed approach is identified as key to ensuring the effectiveness of the new structure

Q8: To what extent has the management and governance structure of the new constituent body structure put in place worked in a more harmonized approach and strategically enhanced collaboration and coordination with all key stakeholders and partners?

F26: The WMO governance reform has enhanced coordination and collaboration between the Technical Commissions and the Research Board

F27: While collaboration and coordination has been enhanced, the role of the Vice Presidents could be further optimized

F28: There is room for improvement in order to ensure that all members have an opportunity to exchange and form relationships with members in other structures

Q8.1: Has the governance reform led to greater synergies and strengthened partnerships between the WMO and international, national and regional structures?

F29: Progress has been made in creating greater synergies with the Regional Associations though it is far from optimal

F30: The WMO has continued collaboration with international partners though the overall coherence of the work is identified as needing improvement

Q9: Has the knowledge sharing and communication strategy been effective in raising the awareness of the reform within WMO and fostering engagement from partners and stakeholders?

F31: While knowledge sharing and communication has been identified as satisfactory, improvements can be made in fostering engagement from partners and stakeholders

Q10: Is the communication on the reform timeline and objectives deemed satisfactory?

F32: Improvements are needed in relation to communication on the reform and on WMO activities overall

Q10.1: Is there are satisfactory and broad engagement of all the Members of the organisation?

F33: The engagement of Members is deemed satisfactory overall but further work can be done to engage Members moving forward

Q11: Is the monitoring and evaluation system for the reform adequate? To what extent are the indicators of the achievements clearly defined?

F34: While Key Performance Indicators have been progressively defined to monitor and evaluate the governance reform, further elaborations could be made to provide greater assistance in monitoring

Q12: To what extent has the COVID-19 pandemic influenced the reform process and effectiveness?

F35: The COVID-19 pandemic impacted the reform process with regard to the working methods

F36: While benefits were identified with regard to the shift in working methods, measures must be undertaken to ensure that a balance is found between physical and virtual collaboration

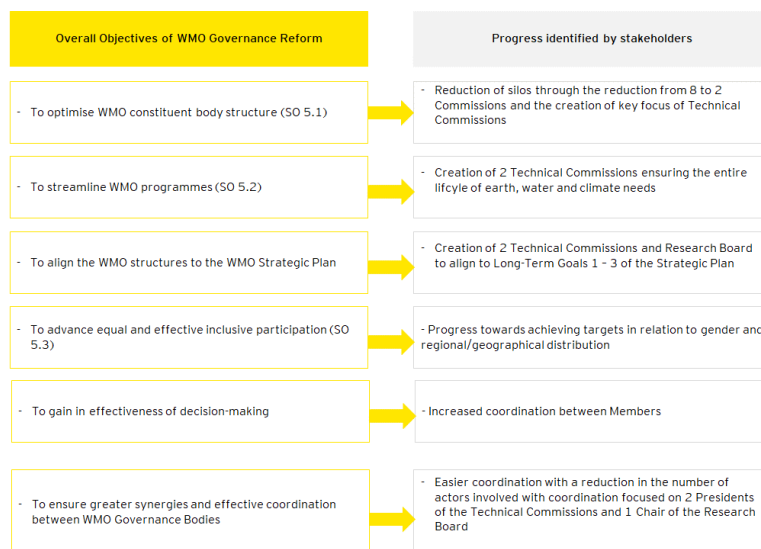
4.1 Q7: To what extent has progress been made towards achieving the overall objectives/outcomes?

4.1.1 F17: The governance reform has led to the optimization of the WMO Constituent Body Structure

Progress has been made overall with regard to achieving the overall objectives of the WMO Governance Reform. As set out in the Theory of Change for the Evaluation, the general objective of the governance reform was to create a WMO fit-for-purpose, aligned with the WMO strategy in order to address the challenges of the 21st century. As outlined under Section 2 above, the overall relevance and strategic fit of the reform has been confirmed through the Evaluation, though further improvements could be made, as will be further outlined under Section 8 below.

With regard to the specific objectives of the WMO Governance Reform, progress in relation to the achievement of these objectives has been identified, as outlined in the figure below.

Figure 15 Progress identified in achieving the specific objectives of the WMO governance reform



In relation to the overall satisfaction of stakeholders to the progress on governance reform and its achievements, 12% of WMO Members and expert members were ‘very satisfied’ with the reform, with 44% considering themselves to be ‘satisfied’ and 26% ‘somewhat satisfied’. The positive level of satisfaction can be compared to the results of the JIU Report in 2021 where 43% of respondents were satisfied (or very) with the progress. 4% of the WMO Members and expert

members considered themselves to not be satisfied. It is important to highlight that for 15% of respondents, it was considered too early to judge in relation to the progress made. In relation to the Secretariat, 11% were 'very satisfied' with the progress made, with 36% considered to be 'satisfied' and 17% 'somewhat satisfied'. 8% of the Secretariat were not satisfied at all.

4.1.2 F18: There is room for further progress in relation to the WMO governance reform in order to ensure effectiveness moving forward

While progress has been made in relation to the Governance Reform, there is room for improvement in order to ensure that it gains in effectiveness moving forward. This is detailed under Section 7.1 below.

4.2 Q7.1: Is there early evidence that the new structure is more effective to help the WMO to achieve its objectives than the previous structure?

4.2.1 F19: The new structure is seen as contributing to WMO's objectives in relation to increasing the WMO's capabilities and streamlining the WMO programmes

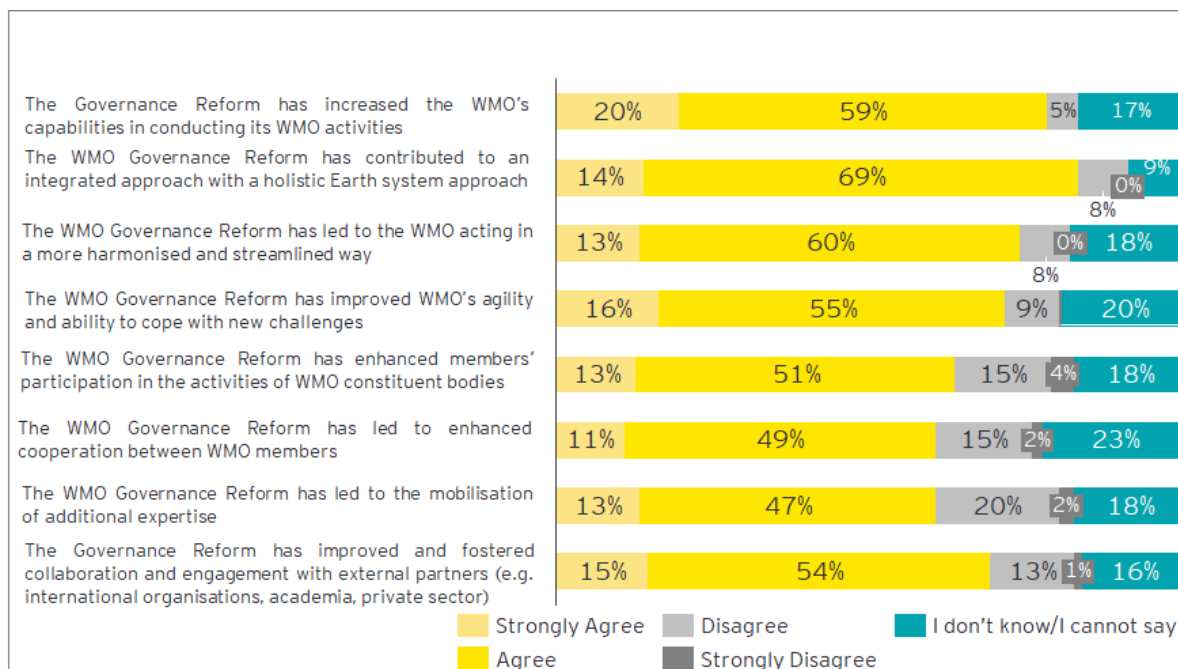
Benefits were identified by stakeholders in relation to the new structure's overall effectiveness to help achieve the objectives of the WMO.

79% of WMO Members and expert members consulted through the survey either strongly agreed (20%) or agreed (59%) that the governance reform has **increased the WMO's capabilities in conducting its WMO activities**. Only 5% of this stakeholder group disagreed with this statement.

It is interesting to note with regard to the survey results that in some instances more than 20% of the stakeholders responding to the WMO Members Survey were not in a position to say or did not know how the WMO governance reform was achieving the objectives. This may demonstrate (a) the lack of knowledge of certain expert members regarding the progress and/or (b) the need for further time in order to be in a position to measure overall effectiveness.

83% of WMO Members and expert members either strongly agreed or agreed that the **Reform has contributed to an integrated approach with a holistic earth system approach**. 70% of the Secretariat also confirmed this point. Only 8% of WMO Members and expert members were of the view that this was not the case, with 3% of the Secretariat taking this position.

Figure 16 To what extent do you agree with the following statements relating to the objectives of the WMO governance reform (Survey to WMO Members and member experts)



The governance reform has also contributed to improving WMO's agility and ability to cope with new challenges, with 71% of WMO Members and expert members either strongly agreeing (16%) or agreeing (55%) with this viewpoint. The following sub-sections present some key elements that have contributed to the overall effectiveness of the WMO, with further areas of fine-tuning needed in some instances to ensure the governance reform's overall effectiveness.

4.2.2 F20: The creation of two Technical Commissions is the primary contributor to achieving the reform's objectives in relation to streamlining and harmonization

As outlined under Section 3 above, one of the main inefficiencies in relation to the past governance structure related to the existence of a siloed approach with a lack of consistency regarding the activities undertaken by the WMO Technical Commissions. **The reduction of the Technical Commissions from eight to two is seen by the Evaluation as the primary contributor to achieving the reform's objectives in order to ensure streamlining and harmonization.**

The Evaluation examined stakeholder's viewpoints regarding both the Services Commission and the Infrastructure Commission.

Concerning the **Services Commission**, 100% of WMO Members and expert members agreed that the mandate of the Services Commission is clear and well-defined. 93% agreed that the mandate of the Commission addressing the emerging needs. The majority of respondents were also of the view that mandates of the Standing Committees and the Study Groups were clear and well-defined, with 89% taking this view for the Standing Committees and 77% taking this view for the Study Groups.

The Survey results found that further improvements could be found, however, in relation to the size of the Services Commission, with 19% of the respondents taking the view that the size (in terms of membership) is not appropriate. Moreover, as outlined under Section 3 above, the lack of expertise has been emphasized by stakeholders during interview and the through the survey since the reform was put in place. 19% of the respondents to the survey were of the view that knowledge or expertise has been lost due to the new Governance Reform, with 8% taking the view that the membership of the Services Commission does not provide the appropriate knowledge and expertise needed.

In relation to the **Infrastructure Commission**, 95% of WMO Members and expert members through the Survey were of the view that the mandate of this Commission is clear and well-defined. In relation to its ability to address emerging needs, 82% were of the view that the Commission was able to do so, with 9% disagreeing with this statement.

In relation to the size of the Infrastructure Commission, 60% of the respondents agreed that the size in terms of membership is appropriate, with 24% disagreeing with this point of view. Moreover, in relation to the appropriateness of expertise, 83% were of the view that the expertise was appropriate, with 13% disagreeing. As with the Services Commission, 8% of respondents were of the view that knowledge of expertise was lost through the creation of this Commission.

The concerns raised by stakeholders with regard to membership of the Technical Commission have also been highlighted in the WMO biennial report for 2020-2021. This report outlined that the participation of Members in the Technical Commissions remains insufficient, with slightly over half of them having joined the new Technical Commissions. However, it was anticipated that this proportion was expected to increase ahead of the next sessions. In relation to the subsidiary bodies of the Technical Commissions, experts only represent 41% of the Members, with Member representation being even lower for the subsidiary bodies of the Research Board where it represents 22% of the members.

The creation of the two Technical Commissions has led to enhanced collaboration and cooperation between these key pillars of the WMO governance structure. Further examples of this are provided under Section 4.3 below. Nevertheless, one key example of how progress has been made since the reform in removing the siloed approach has been the success in 2021 through the adoption of the Unified Data Policy.

A key example of how the removal of the siloed approach has led to successes is the adoption of the Unified Data Policy.

Box 1 Overview of the Unified Data Policy

The 2021 Extraordinary World Meteorological Congress approved the WMO Unified Data Policy, that is enshrined in Resolution 1 (Cg-Ext(2021)). This Resolution has been adopted in response to the need to update WMO data policy in order to accommodate the explosive growth in the demand for weather, climate and water monitoring and prediction data in the last decades and to the expanding responsibilities of the National Meteorological and Hydrological Services (NMHSs).

This resolution establishes one unified data policy for all WMO domains and disciplines, within the scope of Earth system data exchanged among Members, that commits the WMO to enhance the free and unrestricted international exchange of Earth system data. For this purpose, it maintains a two-tiered approach to the international exchange of Earth system data whereby:

- Members are required to provide **on a free and unrestricted basis the core data** that are needed for the provision of services in support of the protection of life and property, for the well-being of all nations and for the monitoring and prediction of seamlessly and accurately weather, climate, water and related environmental conditions.
- Members are also highly encouraged to provide the **recommended data** that are needed to support Earth system monitoring and prediction activities at different levels and to provide further assistance to other Members with the provision of weather, climate, water and related environmental services.




The list of both core and recommended data is defined in the Annex 1 of the Resolution.

This Resolution also encourage Members:

- to give free access to all recommended data exchanged in the framework of the WMO activities to public research and education communities for their non-commercial activities
- to promote the alignment of national policies and regulations concerning Earth system data sharing and exchange, nationally and internationally, with the Unified Data Policy;
- to make the conditions of use and re-use fully transparent when such conditions apply to exchanges of recommended data, and to accommodate the need for users of recommended data
- to facilitate the exchange of data from all stakeholders and sectors at the international level in case of emergencies and natural disasters
- to establish partnerships to improve the exchange of Earth system data among national and regional stakeholders.

4.2.3 F21: While the purpose of the Research Board and the Scientific Advisory Panel is clear in principle, there is a lack of clarity in relation to their activities in practice

At the time of the adoption of the WMO Governance Reform, two new scientific bodies were established in order to ensure that the WMO was well-informed not only of the current leading research programmes being undertaken but also of how research will evolve in the long-term.

	The Research Board on Weather, Climate, Water and the Environment	The Scientific Advisory Panel
Objective 	<p>The Research Board translates the strategic aims of WMO and decisions of the Executive Council and Congress into overarching research priorities, and ensures the implementation and coordination of the research programmes to achieve these priorities in accordance with the purposes of Organization defined in Article 2(f) of the Convention.</p> <p>Composed of an optimum number of leading research scientists and research funding managers active in the fields of weather, climate, water, ocean and related environmental and social sciences taking into account geographical balance and reflecting the WMO gender equality policy. They shall include</p>	<p>The Scientific Advisory Panel serves as a major think-tank given strategic guidance in decadal timeframe</p>
Members 	<ul style="list-style-type: none"> - The chairs of the scientific oversight/steering committees of the WMO research programmes - Representatives from IOC-UNESCO, ISC and major global and regional research funding organisations - The Chairs of Regional Associations research groups 	<p>Composed of 15 international experts tasked with advising WMO’s Congress and Executive Council on matters concerning research strategies and the optimal scientific directions for the coming decades</p>
Working Procedures 	<p>Board shall meet once a year</p>	

The Evaluation has found that some progress has been made with regard to both the Research Board and the Scientific Advisory Panel. The results of the Online Survey to members provide overall positive results in relation to the mandates of the Research Board and the SAP. Nevertheless, a lack of clarity has been identified in relation to these two structures.

With regard to the Research Board, 77% of member respondents were of the view that the mandate of the Research Board is clear and well-defined, with 19% disagreeing with this point of view. With regard to the size of the Research Board, 60% considered the size in terms of membership to be appropriate, with 23% disagreeing with this view. Moreover, in this regard, 68% of the respondents considered that the membership of the Research Board provides the appropriate knowledge and expertise, with 27% disagreeing with this viewpoint. In relation to the Scientific Advisory Panel, the results of the Online Survey found that 65% of respondents were of the view that the mandate of the SAP was clear and well-defined, with 23% disagreeing with this view.

The lack of clarity between the Research Board and the SAP was identified as a key issue throughout the Evaluation. This lack of clarity is linked to a number of different elements. Firstly, the Evaluation found that a lack of clarity exists for members of the Research Board with regard to what the mandate of the Research Board is or should be. This was identified by the Evaluation during direct observation and was also confirmed through interviews. The lack of clarity of the Research Board’s mandate continues to be a point of discussion in 2022 as the Research Board attempts to make strides regarding its activities.

The Online Survey indicated also that members responding also lacked clarity with regard to the distinction between the Research Board and the SAP. 36% of those responding were of the view that an overlaps exists in the mandate of the Research Board and the SAP. While interviewees were able to distinguish the mandates of both structures, the key issue that has been identified has been the difficulty in placing a set timeframe on the scope of work to be undertaken by the Research Board as well as the scope of the work to be undertaken by the SAP. An example of this, for example, has been the received Strategy Note drafted by the SAP which was identified by a number of stakeholders interviewed as an output

that would have been more expected by the Research Board. Comments made in the online Survey outlined that it is unclear how the Research Board and the SAP interact amongst themselves in order to ensure coordination.

The lack of clarity regarding the bodies’ mandates can be demonstrated by the limited outputs of these structures since the reform’s adoption in 2019. Through interview, it was outlined that while the change process for the Research Board naturally takes time, particularly due to the changes in Chair of this structure, there is a lack of clarity as to what the expected outputs of the Research Board should be.




The expertise within the SAP and the Research Board has also been highlighted as a duplication by a number of members interviewed with experience in these bodies. It has been indicated that the expertise needed within both structures are the same and therefore questions arise with regard to the need to have two

4.2.4 F22: Some inconsistencies have been identified within the governance structure which can contribute to a lack of effectiveness moving forward. This includes the establishment of a Hydrological Coordination Panel that could further support the Technical Commissions directly.

The Hydrological Coordination Panel is the think tank on hydrology for the WMO. Its aim is to support and advise on an integrated delivery of WMO water-related activities and to undertake preparatory work for the Hydrological Assembly. The Panel further aims to integrate the hydrological work of the WMO into the wider global agenda and aims to support and advise the Technical Coordination Committee.

The creation of the HCP at the time of the adoption of the WMO governance reform was a compromise in order to ensure that hydrologists continued to have a platform for their work. The results of the Online Survey found that 77% of members found that the mandate of the HCP was clear and well-defined, with 8% disagreeing with this view. While the overall clarity of the HCP mandate is found to be clear within the WMO overall, the stakeholder consultation undertaken for this Evaluation found that there was a high level of reticence of WMO Members and expert members regarding the existence of this Panel. As outlined in Section 3 above, the existence of such a specialised panel such as the HCP leaves for incoherence and inconsistencies with the overall objectives of the WMO Reform. The interviews undertaken also found that in many instances, hydrologists within the HCP need to attend meetings of SERCOM and INFCOM in order to gain a clear view of what is going on within the governance structures. This need for greater coordination with these two Technical Commissions can show the potential for further realignment and integration of hydrologists within the Technical Commissions. While the incoherence of other panels (Capacity Development Panel, Climate Coordination Panel, EC-PHORS) could also be questioned, these were not raised as being particularly of issue when WMO Members and expert members were consulted overall through the interviews.

4.2.5 F23: The Policy Advisory Committee has started to progress in the strategic thinking it should bring to the Executive Council

The Policy Advisory Committee	
<p>Objective</p> 	<p>The Policy Advisory Committee was established in order to advise the Executive Council on any matters concerning the strategy and policy of the Organisation submitted to it by the Executive Council</p>
<p>Members</p> 	<p>Presidents of the Regional Associations</p> <p>Eight members of the Executive Council</p> <p>Chairs of the Scientific Advisory Panel and the Technical Coordination Committee as <i>ex officio</i> members</p>
<p>Working Procedures</p> 	<p>Meet once per year prior to a session of the Executive Council</p>




The mandate of the PAC is considered to be clear and well-defined, with 88% of members responding to the Online Survey strongly agreeing (19%) or agreeing (69%) with this view. 53% of the Secretariat were of the view that the PAC’s mandate is clear and well-defined, with 11% disagreeing with this. 85% of the Members were of the view that the PAC is effective in advising the EC on matters concerning the strategy and policy of the WMO. While 42% of the Secretariat also took this opinion, 14% considered that the PAC was not effective in its advice.

In relation to the size of the PAC, while the majority of respondents (69%) were of the view that the size was appropriate, 15% disagreed with the appropriateness of the PAC size in terms of membership. 47% of the Secretariat perceived the size to be appropriate, with 6% not considering this to be the case. It was confirmed through survey that the membership of the PAC provides the appropriate knowledge and expertise needed, with 77% of Members agreeing with this statement. Interestingly, 14% of the Secretariat disagreed with this viewpoint.

Overall, the PAC was considered as moving in the right direction in relation to the work it is undertaking. This was confirmed through interviews both with the WMO Members and expert members as well as the Secretariat. Nevertheless, in some instances, a lack of clarity was identified in relation to how the Technical Coordination Committee is coherent with the work undertaken by the PAC. It is interesting to note that during the interviews, the Evaluation Team identified inconsistencies in relation to stakeholders’ understanding of what the TCC was responsible for in comparison to what the PAC was responsible for.

Comments made to the Online Survey as well as through the interviews indicated that a distinction between the PAC (dealing with policy matters) and the TCC (dealing with technical matters) may be considered as artificial. The creation of such structures has been identified by some WMO Members as structures that are created in specific Regions but that are not known for all members.

4.2.6 F24: The Technical Coordination Committee brings benefits to Regions though its overall added value can be currently questioned

Technical Coordination Committee	
<p>Objective</p> 	<p>The Technical Coordination Committee ensures acts as a two-way interface between the Executive Council and the technical bodies of the Organisation: Technical Commissions, Research Board and other relevant bodies.</p> <p>The TCC ensures the coordination between these bodies and provides the necessary analytical information to inform the Executive Council decisions on technical matters.</p> <p>The TCC shall oversee the level of coordination between the technical bodies and the regional associations in order to ensure that the technical work of the Organisation is properly guided by the needs and priorities defined by Members.</p>
<p>Members</p> 	<p>Presidents and Vice-Presidents of the Technical Commissions</p> <p>Presidents of Regional Associations</p> <p>Chair and Vice-Chair of the Research Board</p> <p>Chairs of any other bodies established by Congress or EC</p> <p>Chair of other WMO sponsored and co-sponsored technical bodies identified by the President</p>
<p>Working Procedures</p> 	<p>Meet once per year prior to a session of the Executive Council</p>

WMO Members and expert members through the Online Survey were also asked to their viewpoints regarding the Technical Coordination Committee. 77% either strongly agreed or agreed that the mandate of the TCC was clear or well-defined, with 15% disagreeing with this viewpoint. This can be compared to the viewpoints of the Secretariat where it was found that 31% considered the mandate to be clear, with 33% disagreeing with this statement. The lack of clarity of the TCC’s mandate was also confirmed through interviews with WMO Members and expert members where it was

indicated that there remained a lack of clarity as to how the TCC fits into the overall structure and what contribution it really makes.

In relation to addressing the needs of the Executive Council, 22% of the Secretariat strongly agreed or agreed with this viewpoint, with 39% disagreeing. This negative viewpoint can be compared to that of the Members who responded, with 77% either strongly agreeing or agreeing that the TCC addressed the needs of the EC.

In terms of the Membership of the TCC, 70% of the WMO Members considered the size to be appropriate.

Divergences in viewpoints regarding the benefits of the TCC have been identified through the Evaluation. To date, the divergence in views can be distinguished by type of stakeholders. While some countries see the merits of the Technical Coordination Committee, these stakeholders tend to represent developing countries and Regions which request additional visibility regarding WMO work. This can be compared to countries with a more prominent role in Technical Commissions where the added value of the TCC is not yet clear enough.

From a regional point of view, the benefits of the TCC have been confirmed through interview, with PRs having more opportunities to provide early inputs to matters of strategic and technical importance to the Organisation. Currently, the TCC is seen as a platform for communication with Regional Associations. It was highlighted through comments to the Survey that considering the composition of the TCC, this Committee is an effective platform for exchanging information.

While the benefits of the TCC from a regional point of view have been identified, the benefits for other Members has been called into question through the Evaluation. A number of those interviewed indicated that the TCC currently was not fulfilling its role in acting as an interface between the Executive Council and the Technical Commissions. Some stakeholders indicated that they found the meetings of the TCC to be purely informative in nature and to be a repetition of discussions that are held at the Management Groups of Technical Commissions, for example. Moreover, questions were raised by some Members as to why the TCC should question documents that have been produced by real experts within the Technical Commissions. The members of the TCC are also often on PAC and the EC and therefore there are questions with regard to the duplication of efforts in relation to the number of meetings.

It was highlighted through comments to the Survey that considering the composition of the TCC, TCC would be more effective as a place to exchange the feedback from RAs to Technical Commissions in terms of the results of various activities implemented by RA and the issues the RAs are facing. Therefore, if the TCC is to continue, it was highlighted that future activities will focus on sharing the status quo between the TCs and RAs enabling a platform for feedback and follow up activities as well as cross-regional discussions between RAs.

4.2.7 F25: While progress has been made, the removal of the siloed approach is identified as key to ensuring the effectiveness of the new structure

As outlined under Section 4.2.2 above, the creation of two Technical Commissions has laid a successful path for removing the siloes that existed in the past governance structure. While the interviews and survey undertaken has confirmed that the governance reform is progressing in the removal of the siloed approach, a risk has been identified by Members of Technical Commissions regarding the potential for the siloed approach to return moving forward.

As can be seen through the organigram for the governance structure, a number of Standing Committees and Study Groups exist for the Technical Commissions. This can be seen as a benefit with regard to the overall relevance of the WMO since the reform has allowed for greater flexibility in responding to new or emerging needs through the creation of new Study Groups, when needed. Nevertheless, it has been outlined through interviews and a Focus Group that if such structures are created regularly when a need arises, new siloes will start to be created. The creation of time-bound substructures not only falls within the Technical Commissions but also within other structures such as the PAC. For example, within the PAC’s mandate, the PAC may establish time-bound substructures as needed for the discharge of its specific tasks during an intersessional period.

The Evaluation has identified the need for the WMO to be cautious on the slow creep of new siloes as the governance progresses with actions to be taken to ensure that the constant relevance of structures are placed under review.

4.3 Q8: To what extent has the management and governance structure of the new constituent body

structure put in place worked in a more harmonized approach, and strategically enhanced collaboration and coordination with all key stakeholders and partners?

4.3.1 F26: The WMO governance reform has enhanced collaboration and coordination between the Technical Commissions and the Research Board

As outlined in Section 2 of this Evaluation Report, the coherence of the WMO Governance structure with the Strategic Plan has enabled the WMO to ensure it is acting in a more streamlined way. By creating dedicated Commissions to respond to the Long-Term Goals as well as the Research Board, the WMO is in a position to ensure it is undertaking targeted work to achieve its objectives.

As outlined in Section 4.2 above, the key contributing factor to the WMO acting in a more streamlined way has been the creation of the two Technical Commissions. 73% of the WMO Members and expert members consulted through the Online Survey either strongly agreed (13%) or agreed (60%) that the reform has led to the WMO acting in a more harmonized and streamlined way. 8% of the respondents did not agree with this, however, with 18% indicating that they did not know or could not say. In relation to the Secretariat responses, 58% of the Secretariat either strongly agreed or agreed with this point. A greater proportion of the Secretariat responding to the Online Survey, however, were of the view that the reform has not led to more streamlining, with 17% of the Secretariat either disagreeing or strongly disagreeing with this statement.

As outlined in Section 3 above in relating to the ability to address cross-cutting themes, the simplification of the structure from eight to two commissions has ensured that the governance process is easier to address specific activities that need to be undertaken. Rather than 8 Presidents, for example, coordinating and cooperation amongst themselves, the existence of two Presidents of the Commissions ensure that there a harmonized approach is more effective. By reducing the number of Technical Commissions, the process for working and collaborating has been widely facilitated.

The simplification of the governance structure has enabled the Technical Commissions and the Research Board to collaborate and coordinate. Due to the reduction in the number of people being involved, the dialogue and exchange is facilitated. It has been acknowledged, through interview with key members of the Technical Commissions and the Secretariat, that progress has been made since the adoption of the reform in 2019 in order to ensure collaboration and coordination is enhanced. **The introduction of formal and informal meetings between the Presidents of the Technical Commissions and the Chair of the Research Board has demonstrated added value and greater collaboration.**

The enhanced collaboration and coordination has been confirmed through Survey where 60% of the Members and expert members strongly agreed or agreed that the Reform had led to enhanced cooperation between WMO members. 17% of the respondents to the survey were of the view that cooperation had not been enhanced however. Interestingly, the results differed in relation to the Secretariat where it was found that 23% strongly agreed or agreed that cooperation had been enhanced, with 19% disagreeing and 36% not in a position to say.

4.3.2 F27: While collaboration and coordination has been enhanced, the role of the Vice Presidents could be further optimized in this regard.

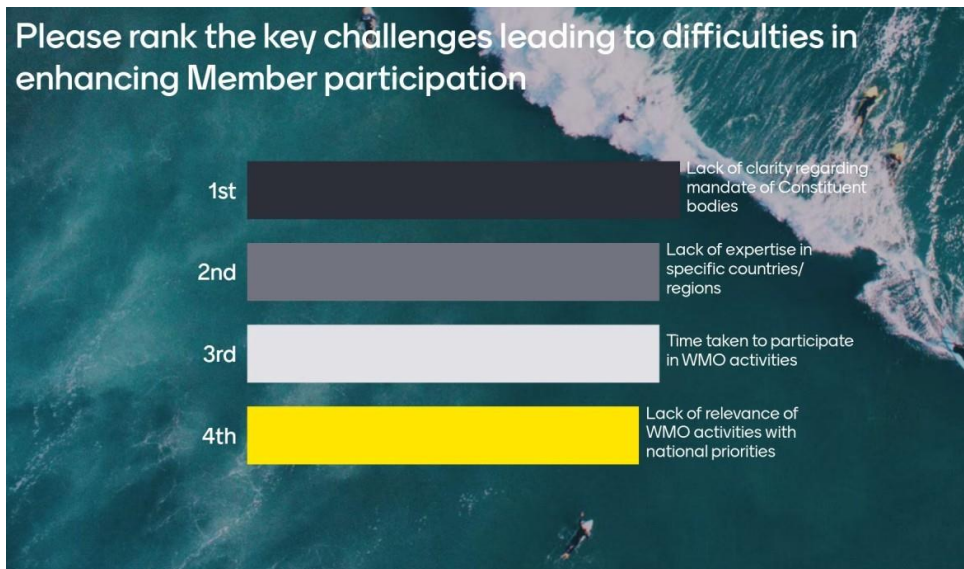
As outlined in the sub-Section above, the Evaluation has identified the enhanced collaboration and coordination that has occurred between the Presidents of the Technical Commissions and the Chair of the Research Board. The Evaluation has found, however, that the role of the **Vice Presidents** could be further improved. Some members, including Vice Presidents interviewed, considered that the role of these positions can be further improved in order to be in a position to ensure that the President can rely on the Vice President to assist in tasks and also to guarantee succession moving forward. This would ensure that the Presidents can rely on these individuals to support them in their work as well as increase collaboration with other WMO structures.

4.3.3 F28: There is room for further improvement in order to ensure that all members have an opportunity to exchange and form relationships with members in other structures

While progress was identified overall in relation to enhancing collaboration and cooperation between the Presidents of the Technical Commissions and the Chair of the Research Board, a clear need has been identified by the Evaluation to ensure that the collaboration does not stop purely at the top and that opportunities are provided for further collaboration and coordination between members of the various Standing Committees and Study Groups of the Technical Commissions. This a key action that needs to be taken moving forward in order to ensure that the siloed approach which existed prior to the reform does not slowly creep back in. By ensuring that members within the standing committees and study groups collaborate and communicate together, this shall ensure that members are not working on standalone activities but also communicating to other members.

In relation to collaboration of members, a number of challenges were identified by the Secretariat in this regard through the Focus Group.

Figure 17 Key challenges identified in relation to Member Participation (Secretariat Focus Group)



The first key challenge was identified as the overall lack of clarity regarding the mandate of Constituent bodies which can impact the overall Member participation. Moreover, the lack of expertise and the time taken to participation in WMO activities is considered as a key obstacle, as outlined under Section 3 above. Finally, the lack of relevance of WMO activities with national priorities was also seen as a challenge.

While challenges exist in relation to enhanced Member participation, the benefits of such participation were acknowledged by stakeholders during interview. For example, a member of the Research Board highlighted the benefits that they gained in collaborating in work in a specialised body. This enabled them to meet other members as well as have a vision of work being undertaken in another body of the WMO.

4.4 Q8.1: Has the governance reform led to greater synergies and strengthened partnerships between the WMO and international, national and regional structures?

4.4.1 F29: Progress has been made in creating greater synergies with the Regional Associations though it is far from optimal

Nevertheless, the Evaluation has found that the synergies with the Regional Associations are a key factor in ensuring the overall success of the WMO moving forward. Increasing synergies and strengthened partnerships between the WMO and regional structures will ensure that:

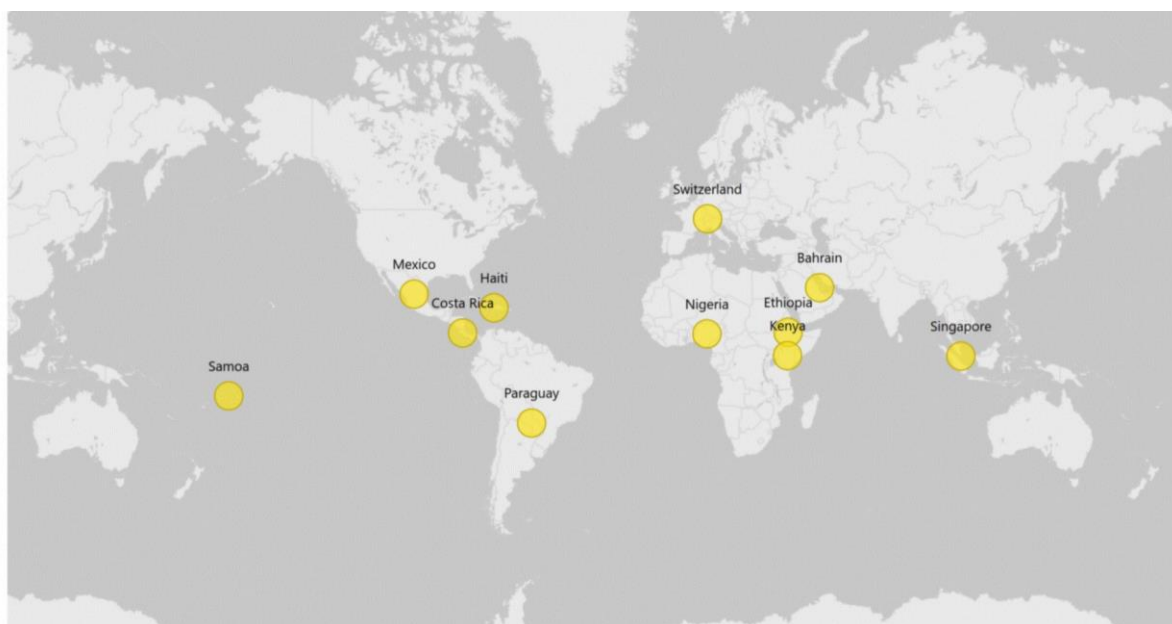
- ▶ There is a greater information provided to Regions regarding the work of WMO
- ▶ The needs of the Regions are taken into account in a more effective way in relation to the work undertaken by the constituent bodies
- ▶ Experts can be identified for WMO work that would not necessarily be identified through the formal structures with the NMHS

The interviews undertaken for this Evaluation have confirmed that Regional Associations have welcomed their increased inclusion in meetings of the WMO Governance, primarily in relation to the Technical Coordination Committee. This has helped to ensure that they are informed and greater synergies are made between the various Regions.

To ensure that greater synergies are created between the Regional Associations and the WMO, all Regional Associations have set up working structures that are aligned with the two Technical Commissions, with some also aligning their structure with the Research Board. It has been confirmed through interview with representatives of these Regional Associations that this alignment has ensured that there is an overall level of coherence between the WMO and the activities of the Regional Associations.

As outlined in the Biennial report for 2020-2021, a number of actions have been undertaken to strengthen synergies with the Regions. Firstly, a number of new staff have been appointed. The Regional Offices have been strengthened, with Region I operating from Addis Ababa and an office in Croatia strengthened, with the appointment of 10 new staff in the Regional Offices. The Evaluation has identified perceived improvements in the working relationships between the Regional Offices and the Regional Associations. Moreover, evidence from the WMO Secretariat indicates there is a lack of synergies and information exchange between the Regional Offices and the WMO headquarters which needs to be tackled: with a lack of clarity existing both for the WMO Headquarter Staff and Staff within Regional Offices as to the roles played by different divisions.

Figure 18 Overview of WMO Regional Presence



Source: EY elaboration

Moreover, actions have been undertaken in order to ensure intra- and inter-regional cooperation such as regional high-level conferences, more frequent management group meetings and shorter sessions of Regional Associations. For

instance, the management group meetings led by the President of the Association provides an opportunity for other countries to contribute to documents and provide comments.

Finally, a comprehensive review was undertaken of the WMO regional concept and approaches, with 150 Members providing feedback through a WMO Survey on the role and functioning of regional associations.

The Focus Group undertaken with the Services Commission as well as with the Secretariat confirmed however that further work needs to be undertaken in order to ensure Regional Coordination not only between Regional Associations and the WMO but also being Regional Associations and their counterparts in other Regions.

The presence of Regional Associations at meetings of the WMO have also increased since the reform, particularly through the TCC. Prior to the reform, a one-year meeting was held between the Presidents of the Technical Commissions and meetings of the Regional Associations. Since the reform, greater efforts have also been made to further integrate Presidents of Regional Associations to the Technical Commissions. For instance, SERCOM invites Presidents of Regional Associations to be part of their management structure in order to ensure that communication between the WMO and regions is enhanced.

In addition to further enhancing synergies between the WMO and the regions, the Evaluation identified the need to also enhance the synergies further between Regional Associations themselves in order to guarantee that they are communicating between regions, exchanging information and best practices.

4.4.2 F30: The WMO has continued collaboration with international partners though the overall coherence of the work is identified as needing improvement

Since the reform was adopted in 2019, a number of initiatives have been undertaken between the WMO and international organisations. For example, in October 2021, the Centre of Excellence for Climate and Disaster Resilience was established. This represented the long-standing collaboration in place between the WMO and the UN Office for Disaster Risk Reduction. The aim of this Centre of Excellence is to convene leaders and practitioners to advance joint research, policies, and capacity-building, in a manner that will influence and strengthen existing national adaptation plans in line with the Paris Agreement, and national disaster risk reduction strategies in line with the Sendai Framework for Disaster Risk Reduction. In addition, the Joint WMO-IOC collaborative strategy was finalized and approved during the evaluation period. WMO also continued to make active contributions to numerous ICAO groups addressing, for example, aeronautical meteorology service delivery, governance and cost recovery.

According to the WMO biennial report for 2020-2021, enhanced collaboration has occurred since the reform including:

- ▶ The start of a collaboration between the WMO and the Green Climate Fund (GCF) through an initiative launched at COP26 in order ‘to provide the international community with new climate information and tools on the latest climate science data’
- ▶ Membership of UN4NAPs, a UN-wide partnership aimed at scaling up technical support, initially to LDCs and SIDS, in order to formulate and implement National Adaptation Plans.
- ▶ Provision of advisory services to UN and humanitarian agencies
- ▶ Contribution of WMO to nine UN inter-agency reports and participation in UN-wide platforms and initiatives.

In June 2022, 30 partner organisations/institutions were collaborating with the WMO, with 143 experts participating in WMO activities from partner organisations. As outlined in the biennial report for 2020-2021, this represents a significant increase in the direct participation of experts from partner organisations in the subsidiary structures of the Technical Commissions.

While collaboration has continued to be enhanced, the impact of the Reform on this collaboration has not been directly identified through the Evaluation. In relation to the Survey, 55% of Expert Partners considered that the reform had impacted their participation ‘to a very large extent’ (11%) or ‘to some extent’ (44%) with 22% considering it impacted ‘to a low extent’ (11%) or ‘not at all’ (11%). The interviews undertaken with external partners external partners also did not identify a direct correlation between the reform and collaboration with external partners.

4.5 Q9: Has the Knowledge-sharing and communication strategy been effective in raising the awareness of the

reform within WMO and fostering engagement from partners and stakeholders?

4.5.1 F31: While knowledge-sharing and communication has been identified as satisfactory, improvements can be made in fostering engagement from partners and stakeholders

The Evaluation found that while the WMO Members and expert members were overall satisfied with the information provided in relation to the reform, some consulted through interview as well as providing comments to the Online Survey indicated that further communication could be made by the Secretariat overall.

The Online Survey asked the WMO Members and expert members to rate the information that was provided by the Secretariat to WMO Members to help them understand the proposed changes of the WMO governance reform and its expected results. 69% were overall satisfied, with 15% rating the information to be ‘excellent and complete’ and 54% considering it to be ‘satisfactory’. This can be compared to the results of the JIU Report where 71% of those consulted were of the view that the information they were provided with were at least satisfactory. In this survey, 18% of the WMO Members and expert members considered the information to be ‘neutral’. The Secretariat was asked the same question through their Online Survey. 8% of those responding to the Online Survey rated the information as ‘excellent and complete’, with 39% rating it as ‘satisfactory’ and 11% as ‘neutral’. 6% of WMO Members and expert members considered that the information was not sufficient, with 3% of the Secretariat also taking this view.

With regard to the information provided to external partners external partners , 56% of external partners surveyed considered the information that was provided to understand the changes of the WMO governance reform to be ‘satisfactory’ with only 11% considering it to ‘not at all’ be enough information, and 33% considering it to be ‘not at all sufficient’.

It is important to note that comments made to the Online Survey showed that some members did not have sufficient information in relation to the reform to respond to specific questions set out in the Survey. This was an ongoing comment that was made by some members as they responded to the Online Survey.

With regard to the information provided by the Secretariat overall, it was highlighted by some members that there has not been enough information provided in some regards particularly in relation to cross-cutting activities and links existing between the various structures. One stakeholder rated the support they received from the Secretariat as ‘outstanding’, indicating they could not undertake their role without them while other stakeholders indicated that the difference in support depends on the individual support provided within the Secretariat.

As outlined under Section 4.9 below, one of the positives of the COVID-19 pandemic, as identified by stakeholders during interview, was the fact that shorter documents were provided to Members in some instances. It was highlighted through interview that the Secretariat could continue to work on the provision of summary documents in order to increase their visibility. Moreover, it was indicated that further information sessions could be undertaken for Regional Associations in order to increase the information provided to them.

Due to the restructuring of the Secretariat during the reform process, it was also highlighted by WMO Members and expert members consulted through interview that it was not always clear as to ‘who does what’ within the Secretariat. Some saw the merits of having greater information in this regard, through the definition of a clear organigram for example, in order to provide the Members with further information. In this regard, interviews also highlighted that they also had the perception that the WMO Secretariat was also not always clear with regard to the roles that they needed to fulfil since the restructuring.

During interview, WMO Members and expert members were also asked whether they had received enough information and support from the Secretariat as they joined the WMO. This was overall positive in relation to the stakeholders’ viewpoints in this regard.

In relation to the **support** provided by the Secretariat to members, WMO Members and expert members were asked through the Online Survey to rate the support provided by the WMO Secretariat for the governance of the reform process. 20% rated it as ‘excellent’, with 34% rating the support as ‘very good’ and 29% as ‘good’. Some members interviewed indicated that the Secretariat could provide support to the Chairs of the Standing Committees rather than to the President of the Commission in order to ensure that information was also being shared to these individuals.

4.6 Q10: Is the communication on the reform timeline and objectives deemed satisfactory?

4.6.1 F32: Further efforts can be made to communicate on the reform

The Online Survey asked WMO Members and expert members to indicate how informed they were about the progress made on the ongoing reform with reporting on clear targets and milestones as well as ongoing costs. 12% considered that they were ‘very informed’, with 38% ‘sufficiently informed’. 38% of those responding indicated that ‘more information would be helpful’ in their opinion, with 9% considering that sufficient information was not provided to them. This can be compared to the results of the JIU Report where 43% of the respondents believed that they have been sufficiently (or highly) informed about the progress. The same question was asked to the Secretariat, with 8% considering that the WMO Members and expert members were ‘very informed’, 31% considered them to be ‘sufficiently informed’ and 17% confirming that ‘more information would be helpful’. Interestingly, 14% of the Secretariat indicated that the information provided to the WMO Members and expert members was not sufficient.

external partners were also asked to rate the information they received on the progress of the reform. 11% were of the view that they were ‘sufficiently informed’, 44% considered that ‘more information would be helpful’. 33% of external partners were of the view that they were not sufficiently informed, with 11% indicating it was too early to comment.

With regard to the timeliness of the information provided, 12% of WMO Members and expert members were of the view that the information provided by the Secretariat on the reform was ‘very timely’, with 47% considering it to be ‘sufficiently timely’ and 27% indicating that the information could be timelier. This can be compared to the results of the JIU Report where 55% considered the information to be timely. Of the WMO Members and expert members responding to the Online Survey for this Evaluation, 6% considered that the information was not at all on time and often late.

With regard to the provision of information, it was outlined in the comments made by the respondents to the Online Survey for the Secretariat that information was provided at a high level and all at once. As a result, it was indicated that several members didn’t understand the implications of the reform. The lack of clarity regarding the reform was also highlighted in the comments made by members and experts to the online survey.

It is important to note that the needs of the WMO Members and expert members regarding the information on the reform depends on their functions within the WMO. Through interview, a clear distinction could be found between members who wished for further information to be provided to them regarding the reform, with other members not seeing the importance of receiving this information since it did not have a direct impact on their core activities undertaken. It is interesting to note that ‘newer’ members who joined after 2019 attached less importance on receiving such information since they were not part of the reform process.

4.7 Q10.1: Is there a satisfactory and broad engagement of all the Members of the organisation?

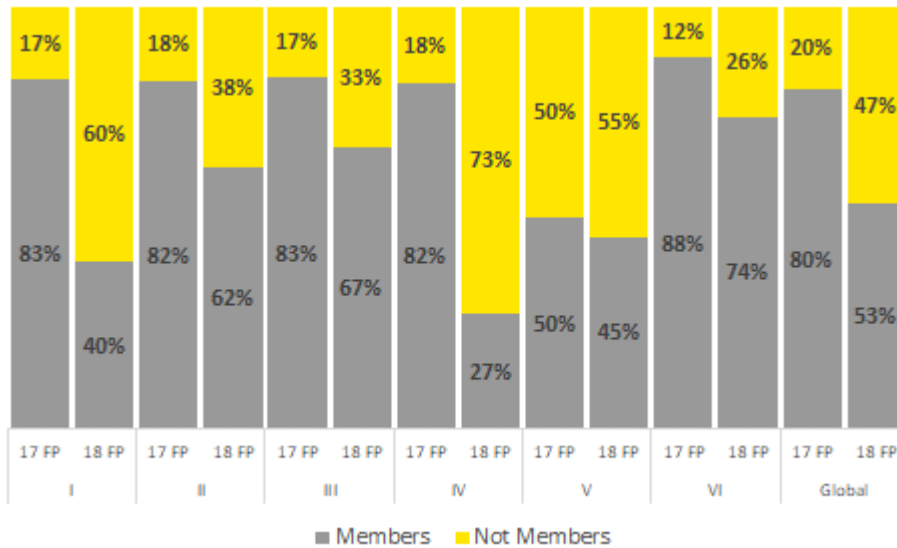
4.7.1 F33: The engagement of Members is deemed to be satisfactory overall but further work can be done to engage Members moving forward

The engagement of Members of the Organisation can be analysed through a number of different metrics. Section 7 below presents an overview of the regional balance regarding member engagement.

As outlined in the biennial report for 2020 to 2021, 102 members were reported in SERCOM, a 41% increase compared to the last reporting period.

In relation to membership of SERCOM, this can be compared to the membership of the Applications Commissions¹⁴ prior to the reform. This shows that for all Regions, the Membership of SERCOM compared to the Applications Commissions has decreased. For instance, in relation to Region 1, where 83% Membership was recorded prior to the reform, only 40% was recorded following the reform. Region IV also noticed a considerable decrease from 82% prior to the reform in the Applications Commissions to 27% in the SERCOM.

Figure 19 Membership of SERCOM v Applications Commissions

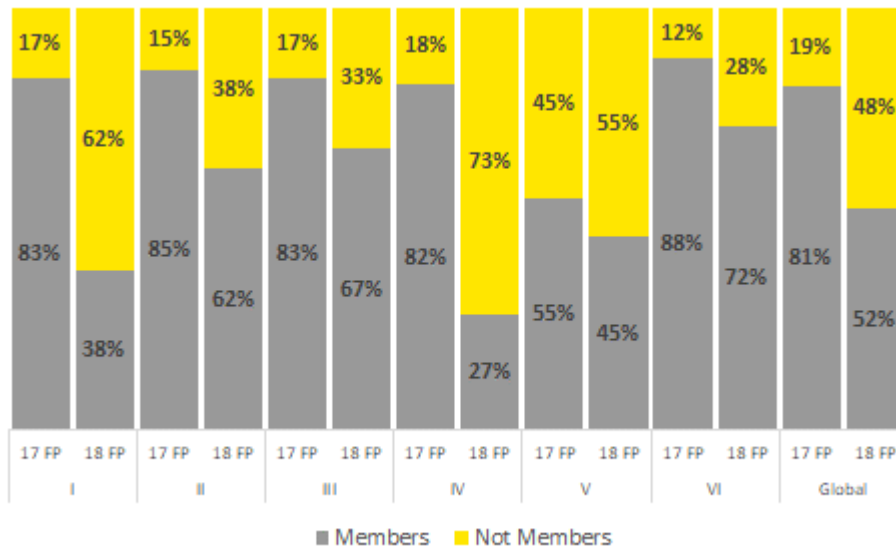


INFCOM membership increased by 40% since the last survey was undertaken, with 102 Members in INFCOM as reported in the biennial report. The same analysis can be undertaken between membership of INFCOM and the Basic Systems Commissions¹⁵. Once again, as with SERCOM, a decrease has been identified in the membership by region. Region I also experienced a decrease in membership from 83% prior to the reform to 38% after the reform.

¹⁴ The Applications Commissions which existed prior to the WMO governance reform correspond to four distinct Commissions which are related to the following areas of applications: Aeronautical Meteorology, Agricultural Meteorology, Climatology, and Hydrology.

¹⁵ The Basic Systems Commissions which existed prior to the WMO governance reform correspond to three distinct Commissions: the Commission for Basic Systems, the Commission for Instruments and Methods of Observation and the Commission for Atmospheric Sciences.

Figure 20 Membership of INFCOM v Basic Systems Commissions



It was outlined in the WMO biennial report for 2020-2021 that although half of Members have now joined the Technical Commissions, the proportion of Members is anticipated to rise ahead of the next sessions. It can be expected that the introduction of physical meetings may also increase the Membership due to the Member’s willingness to meet and network with their counterparts.

In relation to the representation of experts in subsidiary bodies of technical commissions, 41% of Members are represented by experts though LDCs and SIDS are underrepresented. For the Research Board, 22% of Members are represented by experts.

While the overall level of engagement and participation within the Technical Commissions could be improved, the biennial report identified an increased rate of attendance of Members and representatives at virtual Technical Commission sessions as well as, in part, in Regional Association sessions. This was confirmed by stakeholders during interview and survey and is further elaborated under Question 12 below.

4.8 Q11: Is the monitoring and evaluation system for the reform adequate? To what extent are the indicators of the achievements clearly defined?

4.8.1 F34: While Key Performance Indicators have been progressively defined to monitor and evaluate the governance reform, further elaborations could be made to provide greater assistance in monitoring

As outlined under Section 3.3 above, no formal theory of change was defined for the WMO Governance Reform. While no theory of change was defined, a framework of key performance indicators was defined by the WMO during the first phase of the reform in relation to the Long-Term Goals and the Strategic Objectives of the WMO 2020-2023 Strategic Plan. Moreover, another framework of key performance indicators specifically related to the governance reform objectives was also developed during the second phase of the reform. A full list of key performance indicators for those two frameworks is presented in Annex 5 to this Evaluation Report, including specific proposals for their reformulation.

The Evaluation has identified that considerable efforts have been made by the Secretariat in order to define KPIs to monitor the reform. Nevertheless, considerable challenges have been faced due to the need to manually collect data for specific KPIs, with a reliance on departments within the WMO Secretariat for the provision of key data needed to monitor the KPIs.

While KPIs have been defined specifically to measure the progress of the reform, the Evaluation has identified the potential to integrate those KPIs to the KPIs framework to monitor progress made in achieving the Strategic Objectives of the WMO Strategic Plan. Some of the reform KPIs could be further aligned with the KPIs to monitor progress towards the 5th Strategic Objective that relates to WMO governance. i

For both LTG 1 and LTG 2 which relate to the Services and Infrastructure Commission, no key performance indicators have been defined in the KPIs framework of the 2020-2023 Strategic Plan, to measure objectives of the reform such as:

- Constituent and additional body structures that (ii) better support Members’ efforts to unify operational prediction systems, observations and services through the Earth systems approach
- Constituent and additional body structures that (iii) uptake research and scientific and technological advances into operational systems as well as foster better understanding of the weather-climate-water nexus
- Increased effectiveness in responding to societal needs by supporting the delivery of authoritative, accessible, user-oriented and fit-for-purpose information and services

Although KPIs have not yet been defined for the first two objectives in the KPIs framework for the reform as those objectives can be considered as too early to measure, the WMO would benefit from their integration in the KPI framework of the WMO Strategic Plan below LTG 1 and LTG 2 once they have been developed. This can be undertaken through the definition of key outputs for each of the Technical Commissions and Standing Committees, as set out in their Terms of Reference. On the other hand, the third objective is measured by all the KPIs of the WMO Strategic Plan according to the Reform KPI framework (see Annex Table WMO’s Exhaustive List of KPIS for Monitoring & Evaluation of the Constituent Body Reform) while it could benefit from being measured by a targeted list of KPIs from the WMO Strategic Plan.

. While KPIs have been defined under LTG 5 which relate to membership of INFCOM and SERCOM (KPI 5.1.1a and 5.1.1b) as well as the number of appointed experts, further indicators could be defined in relation to the type of expertise required within each of these Commissions in order to also be in a position to measure the overall quality of expertise in place.

On the other hand, the governance reform KPIs that relate the reform objectives outlined in the table below could strongly enrich the existing KPIs to monitor progress towards the SO5. The table below which maps those reform objectives to the sub-strategic objectives of the 5th Strategic Objective of the WMO Strategic Plan shows that there is a strong potential for alignment between the two key performance indicators frameworks:

Reform objectives that relate to the 5 th Strategic Objective of the WMO Strategic Plan	Corresponding sub-objective of the 5 th Strategic Objective
▶ A more agile Organization, capable of adapting to a rapidly changing and volatile environment	▶ Strategic Objective 5.1: Optimize WMO constituent body structure for more effective decision-making
▶ More effective decision-making processes	▶ Strategic Objective 5.1: Optimize WMO constituent body structure for more effective decision-making
▶ Efficiencies, synergies and effective coordination between regional associations, technical commissions and the Research Board, including savings gained from the restructuring of technical commissions and the Secretariat re-aligned to support activities of regional associations aimed at enhancing the capacity of Members	▶ Strategic Objective 5.1: Optimize WMO constituent body structure for more effective decision-making ▶ Strategic Objective 5.2: Align WMO programmes
▶ Better engagement of Members, experts and partners, including from the academic and private sectors, in the work of WMO	▶ Strategic Objective 5.1: Optimize WMO constituent body structure for more effective decision-making
▶ A multi-disciplinary, diverse and balanced (in terms of geographical representation and gender) pool of experts	▶ Strategic Objective 5.3: Advance equal, effective and inclusive participation in governance, scientific cooperation and decision-making

As an example of how the reform KPIs represents an opportunity to enrich the WMO Strategic Plan KPIs framework, while KPIs have been defined to monitor **Strategic Objective 5.3** “Advance equal, effective and inclusive participation in governance, scientific cooperation and decision-making”, they only tackle the gender and regional representation of diversity. Further improvements could be made to these KPIs in order to add supplementary dimensions such as age and competency area of experts and experts inside or outside the NMHS community.

Although the current reform KPIs appear comprehensive to monitor progress towards the reform, they could be further completed by additional specific KPIs such as:

- ▶ The streamlining of expertise within the Technical Commissions
- ▶ The number and type of outputs adopted by the Technical Commissions and the Research Board with a view to (i) linking these outputs with the work plans of these structures and (ii) measuring the overall volume and quality of outputs moving forward
- ▶ The number of formal and informal meetings that occur, for example, between the Commissions and the Research Board
- ▶ The number of outputs which relate to cross- Commission work

For instance, data is not currently systematically collected in relation to the number of formal and informal meetings that occur, for example, between the Commissions and the Research Board as well as the number of outputs which relate to cross- Commission work. The two latter indicators would be beneficial in order to further measure the actual impacts of the reform on the overall work of the WMO.

Finally, both the monitoring and evaluation systems of the reform currently appear to lack baselines and clearly identifiable and measurable targets for each key performance indicators. For instance, although there is a target of gender parity of 40% in WMO working structures and in the meetings of those bodies that is mentioned in the 200-2021 WMO Biennial reports, this target is not clearly reflected in a clear and transparent monitoring and evaluation framework. Once the two M&E systems have been integrated and aligned, they should thus integrate clear baselines and targets. Annex 5 to this Report presents proposed reformulations of specific KPIs defined for the monitoring of the Reform. In addition to placing greater efforts on the definition of KPIs, the Evaluation also identified the need to enhance the synergies between the Monitoring and Evaluation Team within the WMO Secretariat and Departments responsible for the constituent bodies to ensure that (i) all Departments are aware of the role they need to play in the collecting and provision of data and (ii) that the M&E team is appropriately assisted in the fulfilment of their tasks.

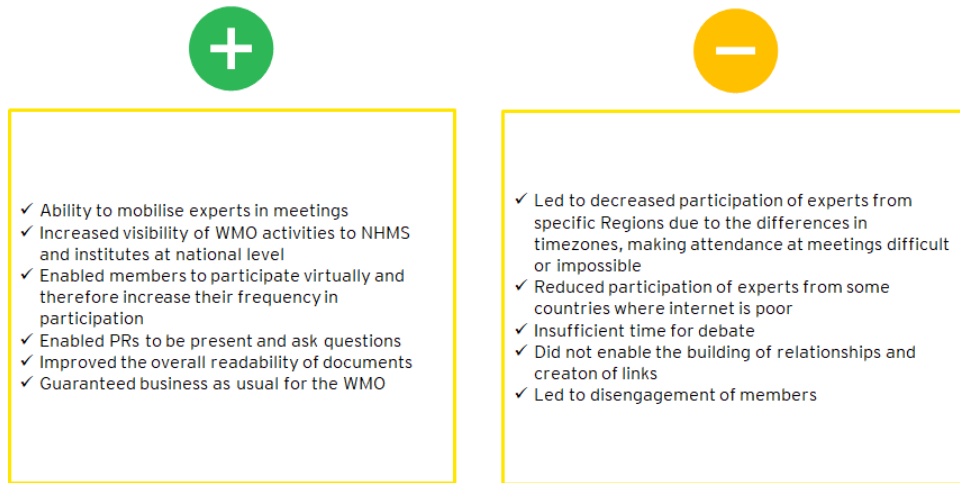
4.9 Q12: To what extent has the COVID-19 pandemic influenced the reform process and effectiveness?

4.9.1 F35: The COVID-19 pandemic impacted the reform process with regard to the working methods

The adoption of the governance reform in 2019 required the WMO to restructure its constituent bodies as well as reform the manner in which experts within these structures coordinate and cooperate between themselves. Adopting a new reform is already a considerable challenge for any Organisation. The COVID-19 pandemic brought additional challenges to the WMO at a time when the governance reform was new and fresh.

The COVID-19 pandemic brought both advantages and disadvantages to the WMO, with the summary presented in the figure below.

Figure 21 Summary of advantages and disadvantages of COVID-19 impacts



The advantages and disadvantages highlighted above were identified by WMO Members, member experts as well as the Secretariat through interview, Online Survey and Focus Groups. Overall, the majority of stakeholders were of the view that COVID-19 impacted work overall with regard to the reform timeline. 84% of WMO Members and expert members consulted through the survey considered that the timeline was significantly impacted (46%) or impacted to some extent (38%), with only 9% considering that the timeline was slightly impacted and 2% considering it was not at all impacted. This can be compared to 88% of respondents to the JIU Report survey in 2021 who believed that the pandemic impacted the timeline of implementation. For the Secretariat, 44% were of the view that the timeline was significantly impacted or impacted to some extent, with 6% considering it was not at all impacted.

The positive impact associated with the COVID-19 pandemic was the roll-out of videoconferencing. The use of videoconferencing enabled the WMO to guarantee ‘business as usual’ during this global crisis as well as modernize with regard to the working methods used within the Organisation for meetings. The benefits of videoconferencing were confirmed by the WMO Members, expert members and Secretariat consulted through the interviews since video-conferencing enabled experts to be mobilized throughout the world. A significant increase was observed in the direct participation of experts from partner organisations in the subsidiary structures of the Technical Commissions, with this number doubling following the reform.¹⁶ This was confirmed in the online survey, with 82% of the WMO Members or expert members strongly agreeing (23%) or agreeing (59%) that the pandemic enabled the mobilization of additional expertise through videoconferencing. Moreover, it was confirmed through the Survey that the visibility of WMO activities had increased with COVID-19, with 64% of members considering this to be the case.

As outlined under Section 2 above, the use of videoconferencing as a working method also enabled the WMO to increase its visibility in relation to NMHS since it permitted additional members to participate in meetings virtually. Moreover, the use of videoconferencing enabled PRs to be present and ask questions.

Due to the move towards videoconferencing, WMO Members and expert members consulted through interview also indicated that in some instances the documents provided for meetings were more readable and user-friendly. As outlined in the biennial report for 2020-2021, the COVID-19 pandemic also led to considerable reduction in carbon emissions, reduced operational costs for meetings as well as improved cost-effectiveness of conference services. It was outlined that the reduction of these operational costs led to the reinvestment in additional programmatic areas particularly in the recruitment of critical staff in Regional Offices.

While the positive impact of COVID-19 was the move towards videoconferencing, the change in this working method was also considered to have overall negative impacts on the WMO activities. The first key issue that was raised by WMO Members and expert members related to the issues regarding the time zones, with some members indicating that meetings were held at 2am local time which was considered as a key difficulty for

¹⁶ Biennial Report 2020-2021

participation.¹⁷ Moreover, while videoconferencing was mobilized as the norm during COVID-19, some less developed countries had particular issues with regard to internet connection which impacted the overall quality of their participation.

An issue caused by COVID-19 which has the potential to have long-term impact on the WMO relates to the inability for members, including new members, to build relationships and create links with their counterparts.

This is identified as one of the key incentives for members to participate in WMO work on a voluntary basis. The absence of physical meetings was identified by experts coming from all structures consulted as a key challenge moving forward since this can have a particular impact on the engagement of members, particularly ensuring the engagement of members from all Regions.

The impact on collaboration was confirmed through the Online Survey. The survey to the WMO Members indicated that 24% of members strongly agreed that the COVID-19 pandemic negatively impacted the past collaboration in place, with 48% agreeing with this statement. 17% of members disagreed that collaboration was impacted by COVID-19. 36% of the Secretariat were of the view that the pandemic had negatively impacted the past collaboration in place between Members of the WMO.

The WMO biennial report for 2020-2021 confirmed that governance bodies have more frequent (both formal and informal) interaction between themselves due to the use of modern technology and videoconferencing. While the frequency of meetings has increased, the time dedicated to meetings is less, with members consulted through interview indicating that in some instances there is not sufficient time for wide-ranging debates on specific issues.

The impact of COVID-19 was not only felt by WMO Members and expert members in their WMO activities but also by the Secretariat. 55% of the Secretariat considered that the pandemic had impacted their work, with 20% considering this not to be the case. The impact of COVID-19 seemed to have particularly impacted the work of Technical Directorates within the Secretariat, with stakeholders interviewed confirming that that change in working methods led to longer working hours for the Secretariat during the pandemic period.

While Members and expert members interviewed could not all put a timeframe as to whether COVID-19 impacted considerable the progress made by Technical Commissions and the Research Board, it was estimated by one member that rather than 2,5 years to fulfil a specific task, the absence of COVID would have meant that the task would have been filled within 1,5 years.

4.9.2 F36: While benefits were identified with regard to the shift in working methods, measures must be taken to ensure that a balance is found between physical and virtual collaboration

A key question that has been raised with regard to the COVID-19 pandemic relates to the manner in which the WMO continues moving forward in relation to the shift in working methods.

While the benefits of videoconferencing have been accepted, as presented above, it was outlined by a number of WMO Members and expert members that the use of hybrid meetings are not optimal moving forward. These has been considered as unsuccessful since those participants that are online miss the interaction that is held within the room. This can lead to dissatisfaction for members participating online.

It was a general consensus through the consultation undertaken for this Evaluation that physical meetings must still continue for the WMO in order to ensure that a physical platform is created for members to meet and discuss. It was outlined that physical meetings are often more productive in nature since they enable participants to have a more in-depth debate and discuss. An example provided with regard to the benefits of in person meetings was the fact that an in-person session enabled participants really to delve into a document and change the entire thought process and background of the document.

Moreover, the presence of physical meetings in the future was identified as vital for the members of the WMO in order to ensure the incentives of this member-based organisation continue.

¹⁷ The biennial report for 2020-2021 indicated that although some regions were penalized (Region V in particular), the time frame established for virtual meetings (mostly around 12.00-14.00 UTC) maximized members' attendance in most regions.

5 Efficiency: Findings

Our understanding of the Evaluation Criterion

The Efficiency Criterion criteria examines the ratio between cost and benefits and the extent to which the governance reform has led to a positive ratio and greater performance in conducting its missions.

Key Findings relating to Efficiency

Q13: To what extent have the resources been (financial, human, technical support etc.) been allocated in a manner which ensures the achievement of the report outputs and outcomes?

- ▶ **F37:** While streamlining of the Secretariat has been undertaken during the reform period to, this has not impacted the quality of the support provided to WMO Members and experts overall
- ▶ **F38:** The Secretariat requires time to ensure it is working at full capacity to address the overall changes associated with the governance reform

Q14: Has the reform led to time/cost savings with regard to the overall work of the organisation?

- ▶ **F39:** The reform has led to cost savings with regard to the overall work of the organisation though some of these costs savings are directly linked to the COVID-19 pandemic
- ▶ **F40:** Time savings have not been identified either by the Secretariat or the WMO Members in relation to the reform
- ▶ **F41:** Potential for time savings exists in the future as the reform progresses, if additional streamlining is undertaken

Q15: To what extent has the governance structure led to greater efficiencies in relation to decision-making?

- ▶ **F42:** Advantages to decision-making have been identified since the reform of the governance structure

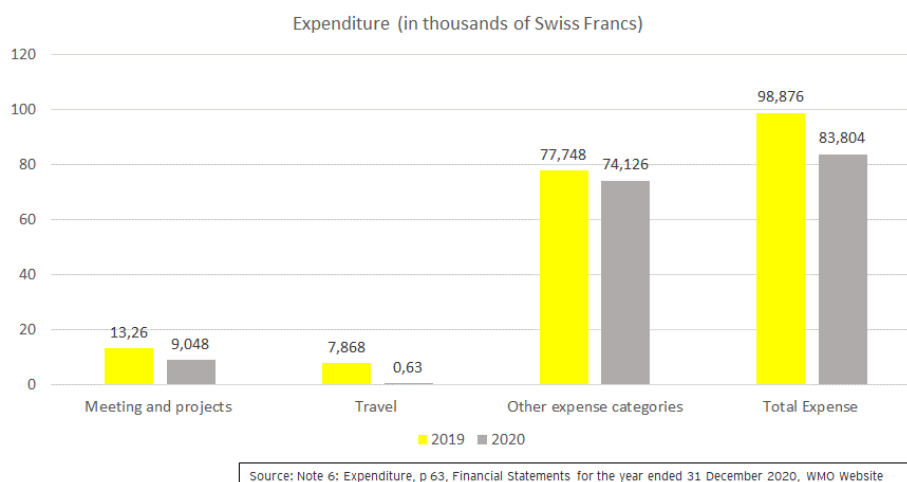
5.1 Q13: To what extent have the resources been allocated in a manner which ensures the achievement of the reform outputs and outcomes?

5.1.1 F37: While streamlining of the Secretariat has been undertaken during the reform period, this has not impacted the quality of the support provided to WMO Members and experts overall to achieve the outputs and outcomes

The governance reform has come at a time when the resources allocated to activities are under strain due to the need for international organisations to tighten budgets and ensure efficient spending. The overall maximum expenditure for the WMO pre-reform for the 17th Financial Period (2016-2019) was set at CHF 266, 220, 000, with the maximum expenditure for the WMO post-reform for the 18th Financial Period (2020-2023) set at CHF 271, 544, 400.

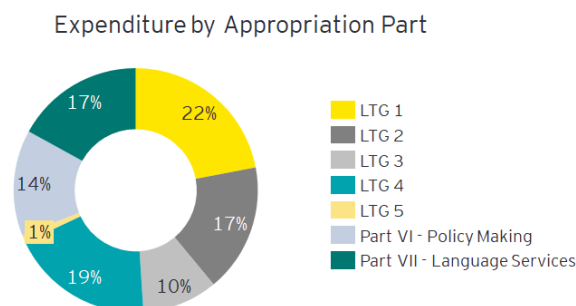
Since 2019, the expenditure in relation to a number of key activities were reduced. This primarily related to the reduction in expenses on meetings and projects in 2020 which were 32% lower than in 2019. This was a direct result of the COVID-19 impact and the use of videoconferencing for meetings due to the inability of members to participate in physical meetings. Moreover, the travel related expenses were reduced by over 90% in the same period due to the pandemic.

Figure 22 Expenditure (in thousands of Swiss Francs)



With regard to expenditure by type of activity, expenditure relating to LTG1 – 3 amounted to 49% of the total expenditure in 2020. In relation to LTG4, this represented 17% of expenditure, with LTG 5 only representing 1% of expenditure in 2020.

Figure 23 Expenditure by appropriation



With regard to LTG1 – 3, it was outlined in the WMO biennial report for 2020-2021 that the reduction in the number of Commissions compared to the previous eight Technical Commissions facilitated the servicing of sessions on behalf of the Secretariat and opened up resources for key activities including for more interpretation at meetings and the translation of more guidance and technical materials in all UN languages.

The considerable impact of the financial period during the reform has been the restructuring of the Secretariat. In 2020, following the adoption of Resolution 2 (Cg-18) by Congress, the Secretary General was requested to ‘identify efficiency gains especially in administrative work and processes and savings in the regular budget’. In order to do so, the Secretariat implemented a reorganisation of certain administrative processes. This led to the separation of 23 staff members in the category of general services staff during 2020 and included the creation of seven new additional posts in order to contribute to the reorganized structure and streamlined processes. This led to a reduction in the total salary cost in 2020 as compared to 2019. As outlined in the WMO biennial report for 2020-2021, “An internal administrative reform resulted in the adoption of new working practices and efficiency gains which allowed the rebalancing of staff, the recruitment of more junior and mid-level professionals in technical areas and the strengthening of the Regional Offices. The administrative processes (travel, recruitment) were reviewed and modernized for more efficient use of resources and better service to Members and governing bodies.”

During the Focus Group, the Secretariat representatives were asked to describe the current organisation of the Secretariat. Positive impacts were identified, with the organisation defined as ‘cross-cutting’, ‘well integrated’ and ‘aligned with technical Commissions’. Rooms for improvement were of course also identified in relation to the need to continue to introduce fresh ideas into the structure.

Figure 24 Description of the current organisation of the Secretariat (Secretariat Focus Group)



Representatives of the Secretariat in the Focus Group were also asked to rank the Secretariat’s greatest success since the Reform. Its ability to adapt to new working methods was identified as the greatest success, with internal communication ranked second. As outlined under Q9 and Q10 in Section 4 above, communication was identified as areas where further improvements could be made.

Figure 25 Ranking of key successes of the Secretariat since the Reform



While a restructuring of the WMO Secretariat was undertaken, the impact it has had on the WMO Members cannot be seen as negative. The WMO Members and expert members were asked through survey to rate the support provided by the WMO Secretariat for the governance of the reform process. 20% rated the support as ‘excellent’, 34% as ‘very good’, 29% as ‘good’ and 8% as ‘somewhat supported’. Only 1% of the WMO Members and expert members rated the support as ‘not at all supported’. This positive result of the Survey demonstrates the overall positive support provided by the Secretariat, with the resources available to them, following the restructuring at the time of the reform. Moreover, in relation to the quality of service, 48% of the WMO Members and expert members were of the view that the ‘quality of services has improved’, with 32% taking the view that it had stayed the same. 4% of respondents considered that the quality of service had worsened since the reform.

The overall positive support provided by the Secretariat can also be associated with the efforts made to further support the Regional Offices. In this regard, the total number of staff in the Regional Offices has increased considerably, with 29 staff in the Regional Offices in September 2018 and 47 staff in May 2022.

During the Evaluation, the Secretariat was also asked to comment on its organisation since the reform and its restructuring. 53% of the Secretariat respondents to the Survey either strongly agreed (22%) or agreed (31%) that the ‘Secretariat is better able to service governance bodies since the Reform has been put in place’. 17% disagreed with this statement. In relation to its overall organisation, 55% of the respondents either strongly agreed (19%) or agreed (36%) that the Secretariat is organised in a clear and effective manner. 17% of the Secretariat respondents disagreed with this statement.

The overall positive viewpoint of WMO Members to the Secretariat support can also be linked to the efforts made to ensure that the Secretariat was well equipped during the reform process and the subsequent COVID-19 pandemic. In 2020, to ensure that the Secretariat was properly equipped to serve the WMO Members and expert members in their work, there was an overall increase in expenses concerning supplies, consumables and running costs particularly in relation to IT services.

5.1.2 F38: The Secretariat requires time to ensure it is working at full capacity to address the overall changes associated with the governance reform

While the Secretariat and WMO Members and expert members were overall positive with regard to the support provided for the reform with the resources available, 31% of the Secretariat considered that the workload was more balanced since the Governance Reform, with 38% disagreeing with this statement. The interviews and Focus Group have shown that there is a perceived increase by Secretariat members regarding their workload. This can be explained by three factors (i) the time taken to adapt to a new governance structure (ii) the COVID-19 pandemic which requires the Secretariat to work additional hours (iii) the absence of general services staff to support in administrative work.

Moreover, there is an acknowledgement by some Secretariat representatives consulted through interview that time will be needed to continue the progress associated with the Governance as naturally with any reform teething issues at the beginning in order to ensure that the support functions are probably in place for the Members and the experts.

5.2 Q14: Has the reform led to time/cost savings with regard to the overall work of the organisation?

5.2.1 F39: The reform has led to cost savings with regard to the overall work of the organisation though some of these costs savings are directly linked to the COVID-19 pandemic

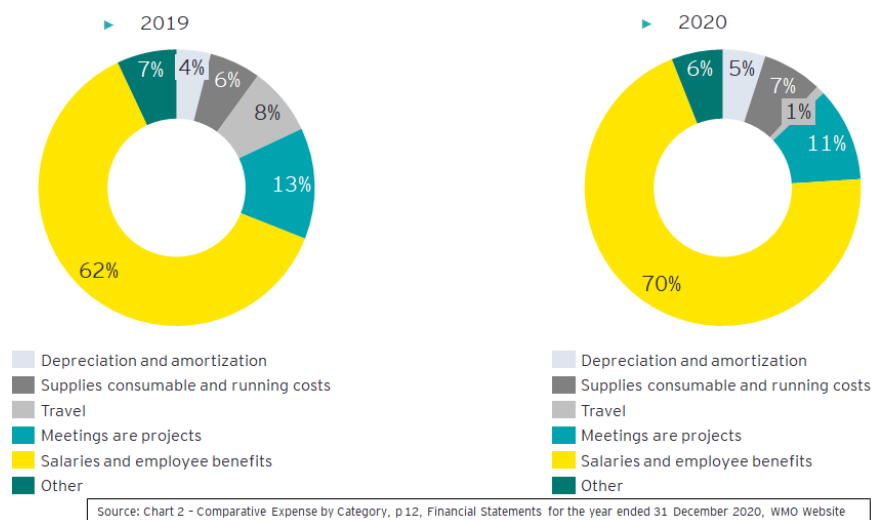
Prior to the governance reform, efforts were being undertaken to reduce costs savings associated with WMO meetings. For example, before the WMO Governance Reform, the average costs associated with EC sessions decreased by 17% between 2012-2015 and 2016-2019, from 478,574 CHF to 395,399 CHF, leading to significant savings. While the duration of the EC sessions remained the same during this period, with an average of 7.8 days, there was a notable decrease in the volume of the documentation of the EC sessions and a carefully planned management of the session agenda that allowed to optimize the use and cost of interpretation resources and thus to decrease the costs associated with EC sessions.

On the other hand, the average number of days of the Technical Commissions CCI, CAS, CAgM and CAS halved between 2012-2014 and 2016-2018, from 7 days to 3,5 days, which led to a strong decrease of the overall expenditures related to those sessions down from 180,013 CHF to 89,126 CHF. The same trend could be observed for the sessions of the Regional Associations over this period, according to data on a sample of Regional Associations: the average number of days of RAs session fell from 7 to 4,3 days, which lead to a decrease of average costs from 156,208 CHF to 81,134 CHF between 2012-2014 and 2016-2018.

Based on the cost savings associated with the average number of days prior to the reform, it can be assumed that further costs savings incurred following the adoption of the reform, particularly due to the reduction in number of Commissions from eight to two Technical Commissions.

The primary contributor to cost savings, nevertheless, has been the impact of COVID-19 on the working methods of the WMO.

Figure 26 Comparison of selected expenses by Category 2019 and 2020



As outlined in the figure above, a considerable reduction in costs occurred between 2019 and 2020 in relation to travel, with a reduction from 8% to 1%. Meetings and projects also reduced from 13% to 11% between the same period. Prior to the adoption of the reform in 2019, the cost of governance meetings was consistent in the Financial Period from 2016-2019, with the costs ranging from CHF 2.5 million in 2017 to CHF 2.07 million in 2019.¹⁸ There was, nevertheless, a significant decrease in costs for 2020 to 2022, with the costs amounting to CHF 986,269 in 2022. The reduction in costs was across the board with a reduction from CHF 1.36 million in 2019 for support to meetings of Congress, Executive Council, Subsidiary Bodies and Management Group meetings to CHF 676,127 in 2022. Moreover, the costs of supporting expert teams and working groups decreased from CHF 623,850 in 2019 to CHF 286,09 in 2022.

The WMO biennial report for 2020-2021 highlighted that efficiency gains occurred in relation to the simplification of administrative processes and organisation which amounted to CHF 2.6 million per year. While such costs savings occurred, the administrative savings and planned reductions in travel related expenditure resulting from videoconference meetings have been reinvested within the WMO in order to ensure that knowledge is increased in critical areas of the Secretariat and that seven new positions are created in Regional Offices.

5.2.2 F40: Time savings have not been identified either by the Secretariat or the WMO Members in relation to the reform

While cost savings can be identified since the adoption of the reform in 2019, no considerable time savings have been identified by the Evaluation.

The perceived increase in time spent by WMO Members and expert members since the Reform has been due primarily to the following:

- ▶ More meetings in the last three years
- ▶ Focus on the change process
- ▶ Creation of groups to pacify points of view
- ▶ More meetings between the Secretariat and the Presidents and Vice Presidents

A key challenge identified by WMO Members and expert members consulted through interview and the Online Survey related to the amount of time needed to dedicate to WMO activities. While it was acknowledged that meetings are shorter due to the use of videoconferencing, members were not of the view that this reduced the time spent on their tasks since meetings were more frequent and therefore more time was needed to participate. In some instances, members indicated that they had been put in the position where they needed to refuse specific work due to the time estimated to undertake the work being too much for them to handle with their positions at national level in their countries. An example was

¹⁸ It is important to note that this information may be missing due to the absence of registration of activities within the current monitoring system

provided of a hydrological advisor in a developing country that needed to give up their position on a COVID task team due to the frequency of meetings and their inability to attend all of the meetings in comparison to other members. An additional estimate was provided through interview where it was estimated that a less developed country would need to invest 10-20% of their time in order to ensure impact within the WMO.

It is important to note that in some instances, it was estimated by Presidents and Chairs interviewed that the time spent on WMO activities since the reform was also greater due to the need to also incorporate the change management process for the reform to ensure its overall success. Not only do some members have to accommodate the activities and tasks that they need to fulfil in their role but they also need to accommodate resistance from some members and other groups that have not yet been integrated.

An example of an increase in time spent on activities is the estimate provided by a Vice President of a Technical Commission who estimated that prior to the reform, they spent 16 hours a month on WMO work while they now spend 12 to 16 hours per week on WMO activities.

In relation to the time spent by Presidents of Technical Commissions on WMO activities, a natural result of the reform is that these individuals spend increased time on WMO work due to the need to manage a large number of experts within their Technical Commissions.

With regard to the Secretariat, the interviews outlined that there has been an increase in the time spent on WMO activities, with no time savings occurring, as presented in Section 5.1 above.

5.2.3 F41: Potential for time savings exists in the future as the reform progresses, if additional streamlining is undertaken

The time spent on WMO activities can be identified as a risk for the WMO's sustainability moving forward.

WMO Members consulted through interview indicated that the time needed for WMO activities can lead to a number of different issues:

- ▶ Lack of experts available to dedicate time to WMO work per year
- ▶ Insufficient number of candidates for key positions within Commissions and bodies who are able to commit their time to WMO activities
- ▶ Unequal balance in membership between developed and less developed countries due to the lack of resources available at national level within some NMHS

While it is acknowledged that the key President and Chair roles within the WMO require considerable time per week, if not full time per week to fulfil their tasks, it has been acknowledged by WMO Members and expert members through interview that further streamlining could be undertaken in order to ensure that all meetings are the best use of experts' time. The interviews acknowledged, however, that a real benefit for the Technical Commissions is the Presidents' capacity to dedicate a considerable proportion of their working week to WMO.

WMO Members and expert members were questioned in the Survey regarding the frequency of meetings. The following results were found: While 78% of Members of the TCC were of the view that the membership of the TCC represented a manageable workload for them, 11% disagreed with this statement; 70% of INFCOM Members and experts were of the view that membership of the INFCOM represented a manageable workload for them, with 15% disagreeing with this statement; 70% of Research Board members considered that the membership represented a manageable workload for them, with 20% disagreeing with this statement

As outlined above, while the majority of respondents were of the view that membership of the Technical Commissions and the Research Board represented a manageable workload, a minority were of the view that this was not the case. This was also confirmed through interview where experts indicated that they questioned their ability to invest the time needed in WMO work in the long-term.

A key area of improvement relates to the need to further clarify mandates of specific structures, as outlined in Section 4 above, as well as the need to further ensure that meetings are always used for dialogue to guarantee that time savings can occur moving forward. A number of WMO Members as well as Presidents and Chairs, through interview, confirmed that in some instances, for example for the Technical Coordination Committee, they were of the view that they were repeating information that had already been discussed within other platforms and were therefore wasting their time.

The value of all meetings was questioned both by the Secretariat and members and an imbalance was identified in relation to meetings where real input was provided as well as meetings where information was purely being repeated and re-presented.

5.3 Q15: To what extent has the governance structure led to greater efficiencies in relation to decision-making?

5.3.1 F42: Advantages to decision-making have been identified since the reform of the governance structure

The Evaluation found that the decision-making process has benefitted positively from the governance reform. Some success stories have been identified in relation to decision-making during the reform period i.e. WMO’s Unified Data Policy Resolution in 2021.

68% of WMO Members and expert members surveyed were of the view that the reform led to an improved decision-making process that responds to the needs of the WMO at least to some extent. This can be compared to 34% of respondents to the JIU Report in 2021. In addition, 53% of the Secretariat were of the view that the reform had improved decision making to some extent. 6% of WMO Members and expert members as well as 11% of the Secretariat did not identify any improvements in relation to decision-making during the reform period.

69% of WMO Members and expert members were also of the view that the reformed governance structure positively impacted their participation and representation in the decision-making process to some extent, with 16% of the view that it impacted their participation to a low extent.

While the majority of stakeholders are of the view that decision-making has been positively affected, some Members consulted through interview outlined that their concern is that decisions are made too quickly without broader thinking. Taking decisions quicker can also be linked to the use of videoconferencing for meetings, with members not being in a position to discuss and debate key points over a longer period of time due to the short duration of videoconference meetings. An example of the absence of debate can be the increase in percentage of EC Resolutions adopted without debate, increasing from 28% in EC-72 to 50% at EC-74. While the adoption of resolutions without debate can be demonstrated as a success as it demonstrates that the Technical Coordination Committee and the Policy Advisory Committee are fulfilling their role, a concern is raised by members of Technical Commissions that certain documents have not been adequately debated.

Nevertheless, overall, decision-making has seemed to have streamlined since the reform was adopted. As outlined in the WMO biennial report, the number of resolutions, decisions and recommendations adopted by regional associations and technical commissions have decreased since the previous financial period. This is considered as a positive trend as it demonstrates consolidation and streamlining of decisions.

The further benefits on decision-making shall be seen as the reform further progresses.

6 Impact orientation and sustainability: Findings

Our understanding of the Evaluation Criterion

The aim of this Evaluation Criterion is to analyse how the reform will contribute to the overall achievement of the WMO’s long-term goals and strategic objectives. The Criterion also examines the manner in which the reform will contribute to the long-term achievement of the SDGs. It is important to outline that this analysis shall focus on the foreseen contribution since it is too early in the reform process to identify concrete impacts.

Key Findings relating to Impact orientation and sustainability

Q16: To what extent is the reform likely to have a long-term sustainable, positive contribution to WMO’s LTGs and SOs?

F43: The WMO reform is likely to have a positive contribution to the Long-Term Goals and Strategic Objectives set out in the WMO Strategic Plan

F44: The overall impact of the reform in the long-term depends, however, on fine-tuning being undertaken with regard to key structures

F45: A risk exists in relation to the overall sustainability of the WMO due to membership participation

Q17: To what extent is the reform likely to have a long-term, sustainable and positive contribution to the SDGs (explicitly or implicitly)

- ▶ **F46:** The WMO will continue to impact the SDGs explicitly or implicitly though further coordination with external partners could enhance this impact

6.1 Q16: To what extent is the reform likely to have a long-term, sustainable, positive contribution to WMO’s LTGs and SOs?

6.1.1 F43: The WMO reform is likely to have a positive contribution to the Long-Term Goals and Strategic Objectives set out in the WMO Strategic Plan

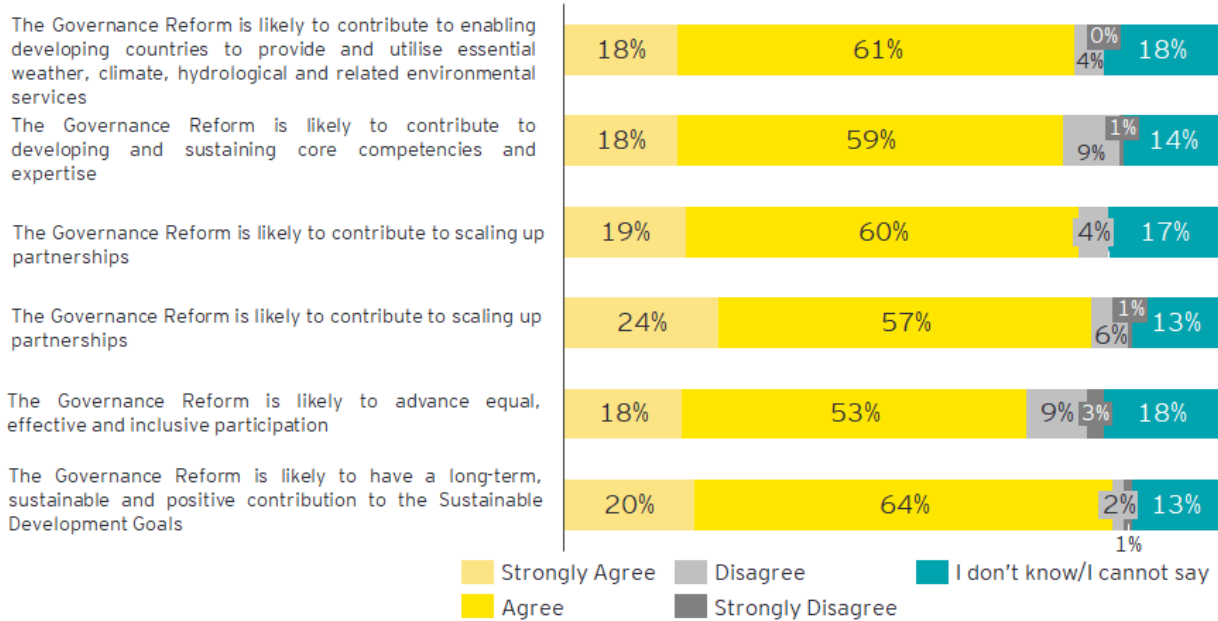
The External Evaluation aimed to measure the overall confidence of WMO Members and expert members with regard to the achievement of the Strategic and Operational Plan for 2020-2023. 13% of these respondents were ‘very confident’ that the objectives would be achieved, with 45% being ‘confident’ and 27% being ‘somewhat confident’. 5% of the WMO Members and expert members were ‘not at all confident’ regarding the achievement of the WMO Strategic Plan. 14% of the Secretariat surveyed were ‘very confident’ in this regard, 22% were ‘confident’ and 33% were ‘somewhat confident’. Similarly to the WMO Members and expert members, 3% were ‘not at all confident’ that the objectives would be achieved.

The results of the Survey launched by the External Evaluation can be compared to the survey launched by the JIU Report in 2021. 84% of those responding in 2021 were at least somewhat confident that the Strategic and Operational Plan will be achieved for 2020-2023. This can be compared to 85% of respondents for the current survey.

The WMO Members and expert members surveyed were overall positive with regard to other impacts relating to the governance reform moving forward.

Figure 27 In relation to the foreseen impact of the Governance Reform, to what extent do you agree with the following statements (Q 57 of WMO Members and expert members Survey)

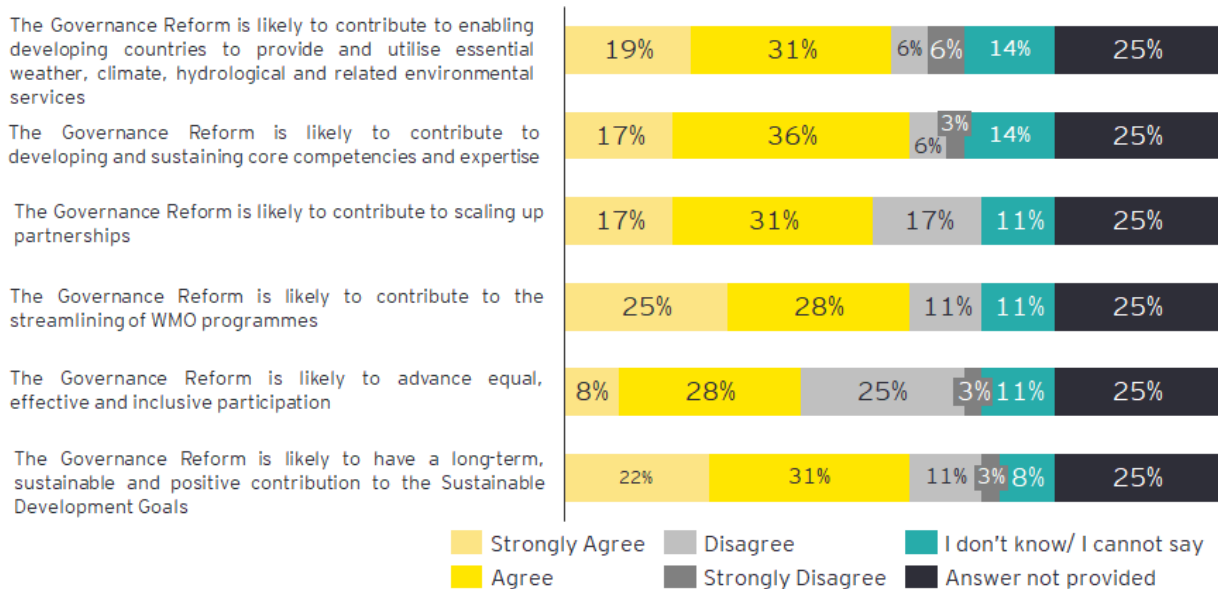
Ref.: 07958/2023-1.0 CSG/ME



From the above figure, it is clear that the Members and expert members foresee positive contributions of the reform moving forward in relation to (i) enabling developing countries to provide and utilize essential weather, climate, hydrological and related environmental services (ii) developing and sustaining core competences and expertise (iii) contributing to scaling up partnerships (iv) advancing equal, effective and inclusive participation.

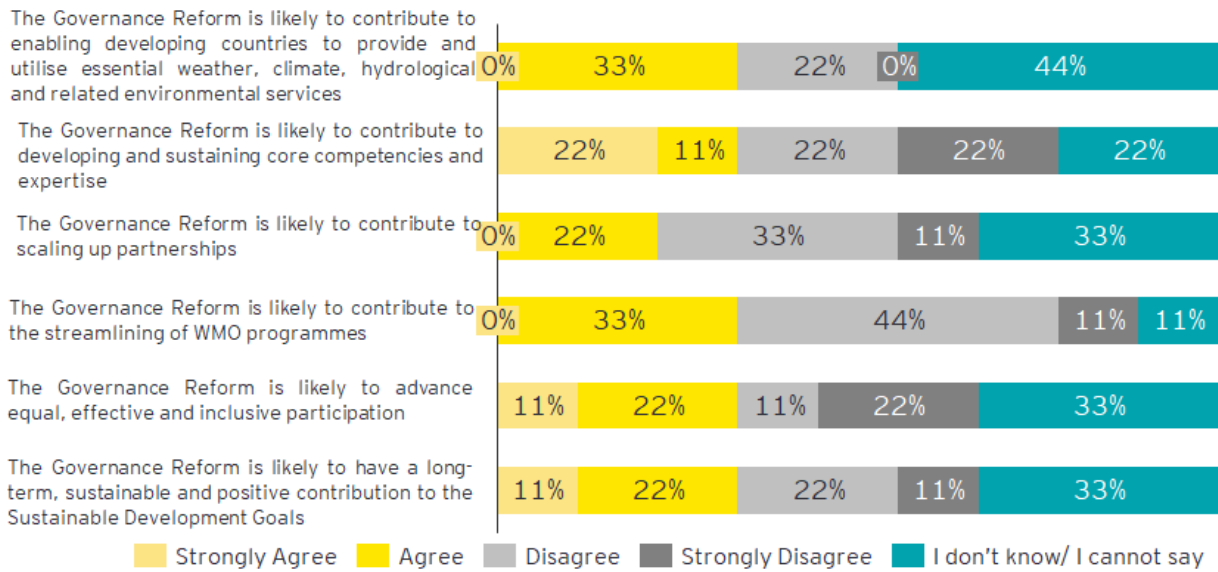
Interestingly, the proportion of respondents to the Secretariat survey were less positive with regard to the future impacts of the reform on the achievement of objectives.

Figure 28 In relation to the foreseen impact of the Governance Reform, to what extent do you agree with the following statements (Q49 of Secretariat Survey)



As seen below, the position of external partners was also less positive with regard to the future impacts of the WMO.

Figure 29 In relation to the foreseen impact of the Governance Reform, to what extent do you agree with the following statements (Question 18 external partners Survey)



6.1.2 F44: The overall impact of the reform in the long-term depends, however, on fine-tuning being undertaken with regard to key structures

While positive impacts are foreseen overall with regard to the reform, it was highlighted through interviews and also through comments made to the Online Surveys that it will take time for the Reform to achieve its objectives.

As outlined in Section 4 above, a number of key areas of fine-tuning are needed in relation to key structures in order to guarantee long-term impact moving forward. For example, with regard to the Research Board and Scientific Advisory Panel, it has been acknowledged by members that there is a clear need to further define the scope and mandate in order to ensure effective results and to guarantee that these structures can contribute to the impact the WMO aims to achieve within its Strategic Plan. Moreover, as outlined under Section 2 above, the Evaluation has identified the merits of further defining the Work Programmes of the Technical Commissions in order to ensure that the activities undertaken are clearly defined and targeted to the impacts the WMO wishes to achieve.

6.1.3 F45: A risk exists in relation to the overall sustainability of the WMO due to membership participation

Over the course of the Evaluation, a number of risks have been identified by stakeholders which can challenge the overall sustainability of the WMO moving forward. These relate to (i) the age of members and (ii) the time needed to fill key roles.

While the WMO focuses on gender balance and regional distribution with regard to its governance structures, as further outlined under Section 7 below, both Members and member experts have highlighted the risks associated with not considering the overall age of experts moving forward.

While membership of the WMO requires considerable expertise as well as time availability for participation in specific governance structures, it has been identified through the Evaluation that further consideration should be placed on ensuring a balance with regard to the overall age of the expert members within the structures. By not focusing on ensuring some proportionate balance is assured with regard to age, a risk exists that the WMO will not be in a position to ensure longevity with regard to its membership moving forward. It was confirmed through interviews with WMO Members and expert members that further focus needs to be placed on attracting less mature experts to the WMO at an early stage in order to ensure that they are the future experienced members of WMO. This not only guarantees succession of WMO Technical Commissions and the Research Board but also ensures a balance and a new approach to be given to WMO work.

In addition to ensuring that there is a right balance in terms of age of expert members, the Evaluation also highlighted the challenges associated with the time needed to fill key positions within the WMO particularly in relation to the Presidents and Chair of the Technical Commissions and Research Board. This was highlighted as a clear risk for sustainability of the Organisation moving forward due to the inability of less developed countries to field potential

candidates for these roles. The WMO has depended heavily on large members taking on the key roles within the organisation in order to ensure that they have the time needed to dedicate to these positions.

6.2 Q17: To what extent is the reform likely to have a long-term, sustainable and positive contribution to the SDGs (explicitly or implicitly)?

6.2.1 F46: The WMO will continue to impact the SDGs explicitly or implicitly though further coordination with external partners could enhance this impact

The Evaluation found that WMO Members and expert members overall perceived the reform to have a long-term, sustainable and positive contribution to the SDGs. This was particularly seen in relation to the Online Survey for WMO Members and expert members with 84% strongly agreeing (20%) or agreeing (64%) with this foreseen positive impact. Less positive results were identified in the Online Survey to the Secretariat and to external partners. While 53% of the Secretariat were of the view that a positive impact would be achieved, 14% disagreed with this statement. For external partners, 33% agreed that the reform would have a positive impact, with the same proportion disagreeing with this statement.

The perception of future impact on the WMO’s contribution to the SDGs can be linked to the overall need to increase the visibility and cooperation with other international organisations, as highlighted in the sections above. Concerning the Reform’s potential to scale up partnerships, 44% of external partners surveyed were of the view that the governance reform is not likely to contribute to scaling up partnerships, with 22% only identifying the potential for scaling up.

7 Gender and regional balance: Findings

Our understanding of the Evaluation Criterion

The Criterion relating to gender and regional balance aims to assess how the governance reform has led to a greater promotion of regional and gender equality within the WMO governance structure.

Key Findings relating to Impact orientation and sustainability

Q18: To what extent has the reform enabled the promotion of gender equality and regional balance to date?

- ▶ **F47:** The WMO governance reform has continued to define key actions to enhance gender equality in its structures
- ▶ **F48:** The promotion of regional representation has been identified as a key priority for the WMO moving forward to ensure a link is created between the members and the WMO

Q19: Does the WMO bodies composition allow a satisfactory representation of relevant stakeholders in relation to gender/regional/technical representation.

- ▶ **F49:** An imbalance continues to exist regarding the regional representation within the Technical Commissions and the Research Board
- ▶ **F50:** In relation to gender balance, some positive results are observed within the WMO though further efforts need to be made to reach the targets overall

Q20: To what extent is the M&E data supporting decision-making related to gender and regional balance?

- ▶ **F51:** The M&E data provides a welcomed overview of how the WMO is progressing in relation to gender and regional balance

7.1 Q18: To what extent has the reform enabled the promotion of gender equality and regional balance to date?

7.1.1 F47: The WMO governance reform has continued to define key actions to enhance gender equality in its structures

The WMO started promoting gender equality before the governance reform, through its Policy on Gender Equality adopted by the seventeenth World Meteorological Congress in 2015. This Gender Equality Policy was operationalised through the first WMO Gender Action Plan that was established in 2016¹⁹. This Gender Action Plan involved a set of actions for 2016-2019 for all parts of the Organization (Secretariat, constituent bodies, Members) which are grouped by policy area and strategy as presented in the Table below. Importantly, this Action Plan included actions that encourage women’s membership in WMO constituent bodies and working structures and female participation to WMO governance meetings, setting a 30% target of female representation, and requests to collect statistics on the participation of men and women in constituent body structures and activities²⁰.

¹⁹ WMO. Gender equality. [Gender Equality | World Meteorological Organization \(wmo.int\)](https://www.wmo.int/en/about-us/gender-equality) ; WMO (2016). WMO GENDER ACTION PLAN 2016-2019. https://ane4bf-datap1.s3-eu-west-1.amazonaws.com/wmocms/s3fs-public/GAP_Draft.pdf?VDGolo0GoiMq9aT5FAHzO2uHJdKJTqmZ

²⁰ WMO (2016). WMO GENDER ACTION PLAN 2016-2019. https://ane4bf-datap1.s3-eu-west-1.amazonaws.com/wmocms/s3fs-public/GAP_Draft.pdf?VDGolo0GoiMq9aT5FAHzO2uHJdKJTqmZ

The Gender Action Plan resulted in:

Progress made in capacity development and communications: All constituent bodies during the period 2016-2019 put gender on the agenda and included presentation of comparative statistics on gender representation in working structures and activities²¹. Moreover, the four Women’s Leadership Workshops held in conjunction to CHy-15, JCOMM-5, CAgM-17 and RA I-17 were attended by a total of 115 female delegates and professionals from NMHS and other national institutions²².

Progress in strategic planning: Gender balance ambitions were included in the Strategic Plan 2020-2023 adopted in the framework of the WMO governance reform through the Strategic Objective 5.3²³ and associated KPIs. Inclusiveness and diversity, including gender equality, were explicitly listed as core values²⁴. Regional Association III (South America) was the first WMO region to adopt an Action Plan for Advancing Gender Equality²⁵. Importantly, those efforts to include gender balance in strategic planning appeared to be the continuity of the previous Strategic Plan for 2016-2019 that already tackled gender balance through the Key Outcome 8.4. gender equality across WMO²⁶.

Efforts from the Technical Commissions and Regional Associations to promote gender equality.

An encouraging surge in female representation in the work of the WMO constituent bodies²⁷. While women accounted for 21% of delegates at WMO constituent bodies meetings for financial period 2012-2015, the average female representation at those meetings increased by 6% in 2016-2019, with 27% of female delegates²⁸. On the other hand, women’s representation in the constituent body structures increased by an average of 5% in April 2019, as compared to the end of the previous financial period, with a strong increase of the share of women being recorded in technical commission working groups and expert teams (from 17% in 2015 to 26% in 2019)²⁹.

²¹ WMO (2019). Progress Report on Gender Equality at WMO. <https://public.wmo.int/en/resources/gender-equality#:~:text=The%20WMO%20Gender%20Equality%20Policy%20is%20operationalized%20through,priority%20actions%20for%20the%20following%20four%20years%20identified.>

²² WMO (2019). Progress Report on Gender Equality at WMO. <https://public.wmo.int/en/resources/gender-equality#:~:text=The%20WMO%20Gender%20Equality%20Policy%20is%20operationalized%20through,priority%20actions%20for%20the%20following%20four%20years%20identified.>

²³ Ensure equal and effective participation of women and men in governance, scientific cooperation and decision-making

²⁴ WMO (2019). Progress Report on Gender Equality at WMO. <https://public.wmo.int/en/resources/gender-equality#:~:text=The%20WMO%20Gender%20Equality%20Policy%20is%20operationalized%20through,priority%20actions%20for%20the%20following%20four%20years%20identified.>

²⁵ WMO (2019). Progress Report on Gender Equality at WMO. <https://public.wmo.int/en/resources/gender-equality#:~:text=The%20WMO%20Gender%20Equality%20Policy%20is%20operationalized%20through,priority%20actions%20for%20the%20following%20four%20years%20identified.>

²⁶ WMO. Performance Assessment Report 2016-2019. <https://wmoomm.sharepoint.com/sites/wmocpdb/Planning%20%20Monitoring/Forms/AllItems.aspx?id=%2Fsites%2Fwmoocpdb%2FPlanning%20%20Monitoring%2FMonitoring%20and%20Evaluation%2FReports%2FFull%5FPerformance%2DAssessment%2DReport%5F2016%2D2019%2Epdf&parent=%2Fsites%2Fwmoocpdb%2FPlanning%20%20Monitoring%2FMonitoring%20and%20Evaluation%2FReports&p=true&ga=1>

²⁷ WMO. Resolution 82 (Cg-18) Gender Action Plan. [World Meteorological Congress : Abridged Final Report of the Eighteenth Session \(wmo.int\)](https://public.wmo.int/en/resources/gender-equality#:~:text=The%20WMO%20Gender%20Equality%20Policy%20is%20operationalized%20through,priority%20actions%20for%20the%20following%20four%20years%20identified.)

²⁸ WMO (2019). Progress Report on Gender Equality at WMO. <https://public.wmo.int/en/resources/gender-equality#:~:text=The%20WMO%20Gender%20Equality%20Policy%20is%20operationalized%20through,priority%20actions%20for%20the%20following%20four%20years%20identified.>

²⁹ WMO (2019). Progress Report on Gender Equality at WMO. <https://public.wmo.int/en/resources/gender-equality#:~:text=The%20WMO%20Gender%20Equality%20Policy%20is%20operationalized%20through,priority%20actions%20for%20the%20following%20four%20years%20identified.>

However, gaps were identified in the implementation of this Action Plan, such as the lack of coordination among the Secretariat, constituent bodies and the EC Advisory Panel of Experts on implementation of the Action Plan and the insufficient mainstreaming of gender in the discussions and technical documentation of constituent bodies³⁰.

Acknowledging the opportunity represented by the WMO governance reform for improving the gender composition of constituent bodies, a Gender Action Plan with an updated set of priorities for 2020-2023 was adopted in June 2019 by the eighteenth World Meteorological Congress³¹. Despite some slight changes, the strategies included in this updated Action Plan that are presented in the Table below appear well aligned with those of the Gender Action Plan 2016-2019. It can be outlined that within the Policy Area Governance, the strategy tackling gender balance in WMO governance that was placed at the second position in the Gender Action Plan 2016-2019 as “1.2 Increase women’s participation in WMO governance” has been moved to the first place in the Gender Action Plan 2020-2023 under the name “1.1. Create inclusive and diverse governance structures ». Like its predecessor, the Gender Action Plan 2020-2023 promotes women’s membership in WMO constituent bodies and working structures and female participation to WMO governance meetings, namely through the following actions which are among the proposed priority actions for 2020-2023:

- ▶ Encourage members to nominate more female experts to WMO governance bodies and their working structures and to increase representation of women in delegations to sessions³²
- ▶ Include gender balance in the Terms of Reference of all constituent bodies, including their management and working structures³³
- ▶ Increase the participation of women by: (i) identifying and nominating female experts from NMHSs or other national institutions to participate in the work of WMO governance bodies and their working structures and (ii) seeking equality in the composition of delegations to sessions³⁴
- ▶ Strive for gender balance in the membership of all constituent bodies, including their management and working structures³⁵

Among the other actions aiming to enhance gender balance in WMO governance, the Gender Action Plan 2020-2023 also promotes:

The collection of data to monitor gender balance in actions 2.3.2(a) “Develop a gender dashboard on the WMO Community Platform providing detailed statistics on the gender composition of all constituent bodies and working structures” and 2.3.2(b) “Compile statistics on the participation of women and men in constituent body sessions, structures and activities”, pursuing the ambitions established in the first Gender Action Plan.

The development of the leadership capacity of female delegates and professional from Member States through actions 3.2.1(a) “Continue assisting constituent bodies in developing the leadership capacity of female delegates and professionals from Member States through Women’s Leadership Workshops and other events” and 3.2.1(b) “Continue investing in the leadership capacity of female delegates and professionals from Member States, including through Women’s Leadership Workshops and other events on the margins of constituent body meetings”³⁶.

³⁰ WMO. Decision 55 (EC-70) on Implementation of WMO Gender Equality Policy and Action Plan. [Executive Council - Abridged Final Report of the Seventieth Session \(wmo.int\)](#)

³¹ WMO. Decision 55 (EC-70) on Implementation of WMO Gender Equality Policy and Action Plan. [Executive Council - Abridged Final Report of the Seventieth Session \(wmo.int\)](#) ; WMO. Gender equality. [Gender Equality | World Meteorological Organization \(wmo.int\)](#)

³² 1.1.1(a) & 1.1.1(b)

³³ 1.1.2(a)

³⁴ 1.1.1(c)

³⁵ 1.1.2(b) & 1.1.2(c)

³⁶ WMO. Gender equality. [Gender Equality | World Meteorological Organization \(wmo.int\)](#)

The promotion of female role models working in areas related to WMO activities such as meteorology, hydrology and climatology in actions 3.2.4(b) and 3.2.4(c)³⁷.

Some of the actions of the 2020-2023 Gender Action Plan show higher ambitions in terms of gender balance: while its predecessor aims at a 30% target of female representation in WMO governance and only requests “a short gender analysis in Strategic Plan 2020-2023”, actions 2.1.1(a) & 2.1.1(b) of the updated plan sets a target of “40% representation of women across all WMO Secretariat grades, constituent bodies and working groups” to aim for and measure against and requests the maintenance of a gender-specific Strategic Objective in any updates to the Strategic Plan and Operating Plan (2024-2027)³⁸.

The actions of the Gender Action Plan for 2020-2023 have been reflected in the WMO governance reform. Criteria for gender balance have been included in almost all new governance bodies established in the framework of the WMO governance reform. While the Terms of Reference of the Infrastructure Commission, the Service Commission, and the Research Board state that, relating to their working procedures, each of those bodies shall ensure “gender balance and inclusiveness in all its structures and workplans”³⁹, gender balance within the Scientific Advisory Panel is tackled in relation to its composition in the Terms of Reference. Importantly, the Policy Advisory Committee does not only include gender balance criteria for its composition that should take into consideration “gender equality factors”, but also has a specific mandate related to the promotion of gender equality enshrined in its Terms of Reference which involve “mainstreaming and advancing gender equality across the Organization, especially in governance and decision-making”⁴⁰.

Despite the integration of gender balance in the WMO governance reform, considerable improvements are yet to be observed by WMO Members regarding a better gender balance due to the reform. The results of both the JIU Report and the ongoing online Survey for WMO Members demonstrates a mixed view regarding the promotion of gender equality. 41% of respondents to the JIU 2021 Report were of the view that the reform has at least successfully led to a better balance in terms of gender representation. In relation to the Online Survey launched for this Evaluation, 9% of WMO Members and expert members were of the view that the reform process was ‘very successful’ in terms of reaching a better balance in terms of gender, 42% considered it to be successful and 27% were of the view that it was partially successful. The results were less positive in relation to the Secretariat, where 6% rated the reform as ‘very successful’, 14% as ‘successful’ and 31% as ‘partially successful’. 17% of the Secretariat responding to the Survey did not consider the reform to be at all successful in relation to gender equality.

This overall success of the reform in relation to gender equality has also been confirmed through interviews. While members of the Technical Commissions and the Research Board were of the view that efforts were being made in relation to this issue, difficulties were acknowledged in ensuring (i) that women were proposed to positions in WMO (ii) that the right expertise is available. Some Members also identified the challenges associated with Membership such as time investment which could lead to a barrier for increased female participation. The interviews also highlighted that given the nature of science, there is a backlog regarding the profiles that are able to fulfil the roles within the WMO. A large majority of experts that have developed their career in this domain are male and therefore changes will not be able to be made overnight.

7.1.2 F48: The promotion of regional representation has been identified as a key priority for the WMO moving forward to ensure a link is created between the members and the WMO

The promotion of regional representation in the framework of WMO governance can be tackled through three angles: (i) the promotion of the role of the Regional Associations in the overall governance structure, (ii) the representation of all

³⁷ WMO. Gender equality. Gender Equality | World Meteorological Organization (wmo.int)

³⁸ WMO. Resolution 82 (Cg-18). https://library.wmo.int/doc_num.php?explnum_id=9827#page=262 ; WMO (2016). WMO GENDER ACTION PLAN 2016-2019. https://ane4bf-datap1.s3-eu-west-1.amazonaws.com/wmocms/s3fs-public/GAP_Draft.pdf?VDGolo0GoiMq9aT5FAHzO2uHJdKJTqmZ

³⁹ WMO Website. Reform Section. <https://public.wmo.int/en/governance-reform>

⁴⁰ <https://public.wmo.int/en/governance-reform/terms-of-reference>

the regions in the WMO constituent bodies other than the Regional Associations, and (iii) the balance among Regional Associations in terms of Members' coverage. The two first elements are closely intertwined since reflecting the regional priorities in WMO work and coordination between the Regional Associations and the other constituent bodies involve having a balanced regional representation in those other constituent bodies.

Before the WMO Governance Reform, it was acknowledged that key challenges existed in relation to the promotion of geographical representation in the WMO. This led to weaknesses in terms of relationships between Regions and the WMO governance structure and led to difficulties in engaging experts to volunteer to contribution to the work of the Technical Commissions where the visibility of the WMO is low with constituencies that are not associated with NMHSs has proved challenging⁴¹.

On the other hand, the WMO governance reform involves the promotion of regional representation. Its objectives include improving proactive regional engagement and capacity development, enhancing integrated and horizontal dialogue across its Members and creating a diverse and balanced pool of experts, in terms of geographical representation⁴². The promotion of regional representation has been reflected in the Strategic objectives SO 5.1. Optimize WMO constituent body structure for more effective decision-making and SO 5.3. Advance equal, effective and inclusive participation in governance, scientific cooperation and decision-making.⁴³ Importantly, there were no Strategic Objectives and KPIs related to regional representation in the WMO Strategic Plan 2016-2019, before the WMO governance reform⁴⁴.

In the framework of the Reform, it was decided as part of the Resolution 6 (Cg-18) adopted during the 18th Session of the World Meteorological Congress to review the role and functions of regional associations, to encourage the alignment of Regional Associations with the relevant constituent bodies and the harmonization of structures among all regional associations, and to amend the Terms of Reference of Regional Associations⁴⁵. Those amended Terms of Reference that have been further amended during the 19th Session of the World Meteorological Congress⁴⁶ includes key elements that relate to the promotion of the role of Regional Associations in the WMO governance and to the creation of a diverse and balanced pool of experts:

- ▶ Coordination and organization of Members' activities related to the planning, implementation and evaluation of agreed programmes, strategies and activities, at the regional and subregional levels
- ▶ Promotion of the visibility of WMO in the RAs' regions, engagement of stakeholders in regional initiatives and projects related to the strategic priorities of the Organization, promoting visibility and institutional capacity-building of the RAs' Members
- ▶ Identification of requirements and priorities amongst members and regional bodies with the support of Regional Offices and communication of those requirements, together with any impediments to the timely implementation of planned programmes, strategies and activities, to the Executive Council, technical

⁴¹ WMO (2017). Annex to the Sixty-Ninth Session of the Executive Council. Proposal for WMO Constituent Body Reform.

⁴² WMO. WMO for the 21st century. https://library.wmo.int/doc_num.php?explnum_id=5137 ; WMO (2018). Annex 2 to Resolution 36 (EC-70). WMO Constituent Bodies Reform Communications and Engagement Strategy overview. Executive Council Abridged Final Report of the Seventieth Session. https://library.wmo.int/doc_num.php?explnum_id=4981

⁴³ This is covered in the following KPIs: 5.1.1. Membership in new WMO technical commissions; 5.1.2. Diversity of nominated experts in new WMO governance structures (by nominating Members, region, development/income level, gender and competency area; 5.1.3. Members' perceptions based on Stakeholder Survey (e.g. on structure, effectiveness, and mode of operation of WMO Constituent Bodies; 5.3.2. Composition of constituent body working structures (by gender and region).

⁴⁴ WMO. Performance Assessment Report 2016-2019. <https://wmoomm.sharepoint.com/sites/wmocpdb/Planning%20%20Monitoring/Forms/AllItems.aspx?id=%2Fsites%2Fwmoocpdb%2FPlanning%20%20Monitoring%2FMonitoring%20and%20Evaluation%2FReports%2FFull%5FPerformance%2DAssessment%2DReport%5F2016%2D2019%2Epdf&parent=%2Fsites%2Fwmoocpdb%2FPlanning%20%20Monitoring%2FMonitoring%20and%20Evaluation%2FReports&p=true&ga=1>

⁴⁵ WMO (2019). Resolution 6 (Cg-18) WMO Regional Associations. World Meteorological Congress Abridged Final Report of the Eighteenth Session. https://library.wmo.int/doc_num.php?explnum_id=9827

⁴⁶ The elements which have been added during the 19th Session of the World Meteorological Congress are underlined.

commissions and other bodies, as appropriate, as the starting point of the WMO Strategic and Operational Planning Process

- ▶ Collaboration with Members, Technical Commissions and other bodies, as necessary, to support, monitor and regularly review all the regional centres established by WMO bodies, and ensuring sustainable operations and effective services to regional Members
- ▶ Consultation with technical commissions, Research Board, and other bodies, as appropriate, on the identification of common experts to assist with the sharing of regional priorities and requirements and the implementation of technical priorities and associated capacity building activities
- ▶ Promotion of cooperation and efficiency by establishing regional networks and facilities based upon identified regional needs, in close coordination with the technical commissions concerned
- ▶ Performance monitoring of regional networks and facilities, and the open sharing of data and technical expertise
- ▶ Contribution to the WMO Strategic Plan, operating plan and other implementation plans to reflect agreed strategic priorities from a regional perspective and ensure the engagement of Members in focused activities aimed at achieving the expected results of the WMO Strategic Plan
- ▶ Structuration of their work to address regional priorities and make the best use of the expertise of its Members to provide guidance and assistance, in accordance with the needs of the Region⁴⁷.

While there have been clear objectives set in the Strategic Plan in relation to regional representation, no formal strategy has been developed and implemented to promote regional representation, in comparison to the Plan on Gender Equality. This is despite a reported targeted effort from the Presidents of the Technical Commissions to do so.⁴⁸ While the WMO Strategic Plan 2020-2023 does specifically mention the ambition to improve gender balance in WMO constituent bodies and establishes inclusiveness and diversity among the WMO core values, it does not provide development on regional representation specifically⁴⁹. Regional representation has been tackled in different WMO working documents:

- ▶ The working document presenting the main elements of the WMO reform, “WMO for the 21st Century” mentions that the Regional Associations will be represented in the working groups of the Technical Commissions⁵⁰.
- ▶ The World Meteorological Congress resolutions concerning the creation of the two Technical Commissions and of the Research Board adopted during the 18th Session of the World Meteorological Congress include geographical representation criteria. For instance, resolution 7 (Cg-18) mentions that active and balanced regional engagement should be considered in the composition and working arrangements of the new technical commissions and requests the presidents of the new technical commissions “to cooperate with the presidents of the regional associations in the selection of experts nominated by Members, to ensure synergies with the respective regional bodies and other technical commissions and better leverage resources” 51. This Resolution also requests the presidents of Regional Associations to collaborate with Members to ensure regional representativeness in the experts nominated by Members to work for the Technical Commissions⁵².
- ▶ The Terms of Reference of the new governance bodies established in the framework of the WMO governance reform also include criteria on regional representation. The Terms of Reference of the Infrastructure Commission, the Service

⁴⁷ WMO (2019). Resolution 6 (Cg-18) WMO Regional Associations. World Meteorological Congress Abridged Final Report of the Eighteenth Session. https://library.wmo.int/doc_num.php?explnum_id=9827; WMO (2021). Resolution 9 (Cg-Ext(2021)) Terms of reference of regional associations and their presidents and vice-presidents. World Meteorological Congress Abridged Final Report of the Extraordinary Session. https://library.wmo.int/doc_num.php?explnum_id=11113

⁴⁸ WMO. The 2020-2021 WMO Biennial report for the 5th Long Term Goal.

⁴⁹ WMO. WMO Strategic Plan. http://ane4bf-datap1.s3-eu-west-1.amazonaws.com/wmocms/s3fs-public/ckeditor/files/Resolution_36_EC-70.pdf?EICKmiynud30hGVHdhaa1vkMTka0KQR

⁵⁰ WMO. WMO for the 21st century. https://library.wmo.int/doc_num.php?explnum_id=5137

⁵¹ WMO (2019). Resolution 7 (Cg-18) WMO Regional Associations. World Meteorological Congress Abridged Final Report of the Eighteenth Session. https://library.wmo.int/doc_num.php?explnum_id=9827

⁵² WMO (2019). Resolution 7 (Cg-18) WMO Regional Associations. World Meteorological Congress Abridged Final Report of the Eighteenth Session. https://library.wmo.int/doc_num.php?explnum_id=9827

Commission and the Research Board prescribes that each of those bodies shall ensure regional balance and inclusiveness “in all its structures and workplans”⁵³. Concerning the subsidiary bodies to the Executive Council, the Terms of Reference of the Policy Advisory prescribes that its Members should include the Presidents of the Regional Associations and eight Members of the Executive Council appointed by the Council Committee whose the selection should take into consideration regional representation, while the Terms of Reference of the Scientific Advisory Panel also indicates that regional representation should be taken into account for membership to the panel. Besides the requirement to include the presidents of regional associations among its Members, the Technical Coordination Committee does not have regional balance requirements in its Terms of Reference⁵⁴.

- ▶ The Resolutions related to Regional Associations strengthened the promotion of regional representation in the WMO Constituent bodies. The Resolution 6 from the 19th Session of the World Meteorological Congress indicates that it was decided as part of the Comprehensive review of the WMO regional concept and approaches that the presidents and chair of regional associations would participate in the sessions of other WMO bodies, and that experts serving under the substructure of the regional associations would participate in the work of the technical commissions and the Research Board⁵⁵. Moreover, Resolution 9 amended general Regulation 134 on the duties of the president of each Regional Association “to ensure appropriate representation of the association in sessions of technical commissions and other relevant WMO bodies and engage in high-level political advocacy, visibility and partner engagement, where if necessary”⁵⁶.

Although those different working documents promoting representativeness in WMO constituent bodies other than the Regional Associations in the framework of the WMO governance reform, the lack of strategy to do so has been seen as absent.

A low level of success has also been identified by WMO Members through Survey: 42% of respondents to the JIU 2021 Report were of the view that reform process partially led to a better balance in terms of geographical representation. An improvement has been observed in relation to the Survey launched for the WMO Members and expert members where 47% rated the new governance framework as ‘very successful’ (7%) or ‘successful’ (40%) in terms of reaching a better balance, with 33% rating it as ‘partially successful’. 6% of the Secretariat rated this as ‘very successful’, with 17% considering the reform to be ‘successful’ in this regard and 31% ‘partially successful’. 14% of the Secretariat considered that the reform was not at all successful in ensuring that the new governance framework reaches a better balance in terms of geographical representation.

The limited success of geographical balance can be linked to the difficulties in engaging with members in less developed and smaller countries as well as in specific Regions. During the interviews carried out by EY with WMO Members, it was as well identified that Members Services Department need to do more to enhance Members’ engagement. It is however important to acknowledge that the reinforcement of regional offices is key for the success, which is an action which is in low levels of maturity since it began in 2021.

7.2 Q19: Does the WMO bodies composition allow a satisfactory representation of relevant stakeholders in relation to gender/regional/technical representation?

A number of monitoring indicators exist which enables the WMO to measure whether the WMO bodies composition allows a satisfactory representation of relevant stakeholders in relation to gender and regional representation.

⁵³ WMO Website. Governance Reform. Term of Reference. <https://public.wmo.int/en/governance-reform/terms-of-reference>

⁵⁴ WMO Website. Governance Reform. Term of Reference. <https://public.wmo.int/en/governance-reform/terms-of-reference>

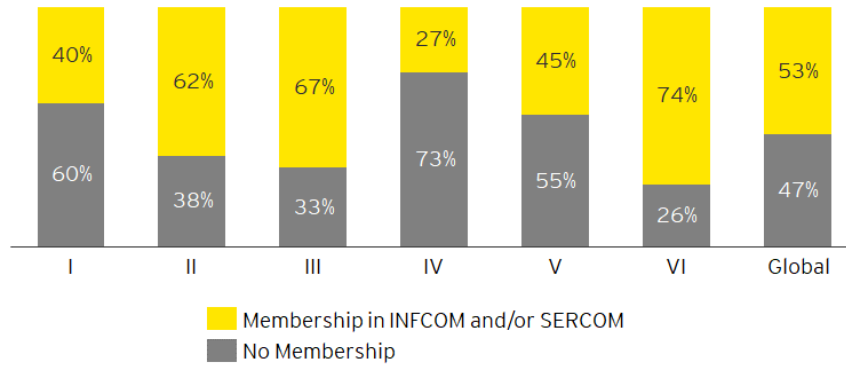
⁵⁵ WMO (2021). Resolution 8 (Cg-Ext(2021)). World Meteorological Congress Abridged Final Report of the Extraordinary Session. https://library.wmo.int/doc_num.php?explnum_id=11113

⁵⁶ WMO. Resolution 9 (Cg-Ext(2021)). https://library.wmo.int/doc_num.php?explnum_id=11113

7.2.1 F49: An imbalance continues to exist regarding the regional representation within the Technical Commissions and the Research Board

With regard to the proportion of countries/territories that are active members of INFCOM and SERCOM, this varies depending on the Region in question. As outlined in the figure below, Region VI has the largest proportion of membership in INFCOM and SERCOM, with 74% of countries within this Region being members of INFCOM and SERCOM. Region III and Region II then have the highest proportion of members with 67% in Region III and 62% in Region III. The lowest level of membership is in Region IV where 27% of all countries and territories are members.

Figure 30 Proportion of countries/territories members of INFCOM and SERCOM



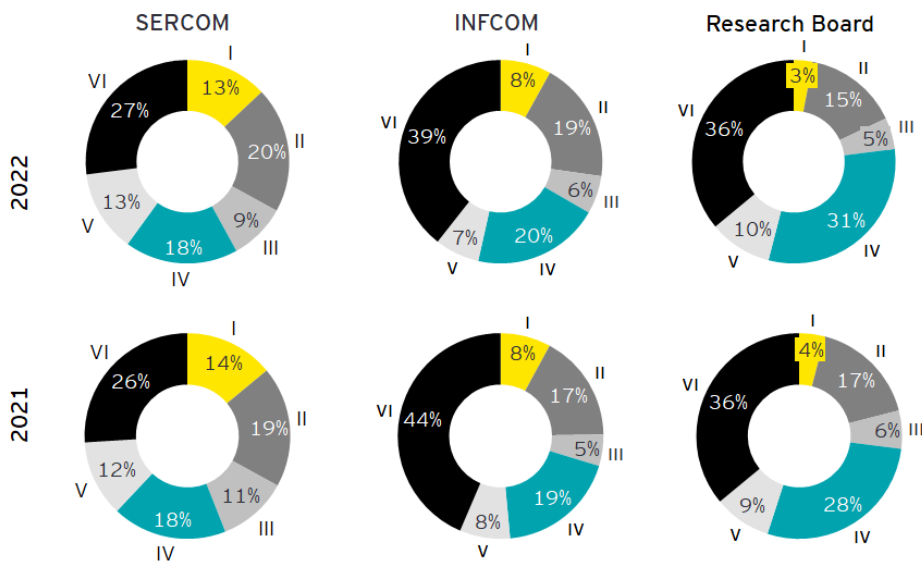
Source: WMO Performance Monitoring System

Concerning the geographical representation on SERCOM and INFCOM, Region VI is also providing the highest number of members, with 27% in SERCOM in 2022, compared to 26% in 2021. For Region VI, Region II and Region V, an increase in Membership has been identified between 2022, with 1% percentage point gained for all of these Regions between 2021 and 2022. A decrease was observed in Membership in Region III in 2022, from 11% membership in 2021 to 9% membership in 2022.

In relation to INFCOM, Region VI once again provides the highest number of members, with 39% in 2022. Nevertheless, between 2021 and 2022, other Regions increased their number of members within this Commissions, with Region II increasing from 17% in 2021 to 19% in 2022. Region III and Region IV also experienced a 1% increase in their membership.

For the Research Board, 36% of members come from Region VI, with Region IV then providing the highest number of members.

Figure 31 Geographical representation on SERCOM, INFCOM and RB



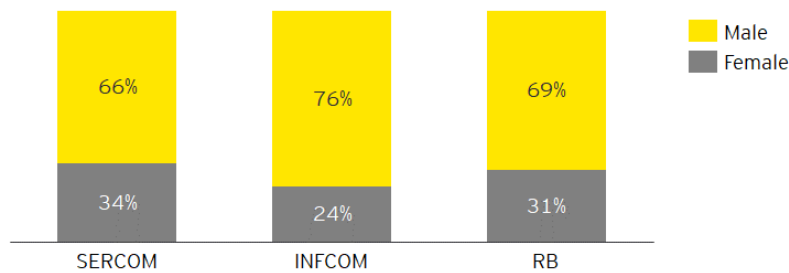
Source: WMO Performance Monitoring System

As outlined under Section 3 above in relation to expertise, the imbalance in regional representation can be linked to a number of factors including expertise, resources and connections with the WMO.

7.2.2 F50: In relation to gender balance, some positive results are observed within the WMO though further efforts need to be made to reach the targets overall

The gender composition of the WMO constituent bodies has not yet reached the target of 40% representation of women across all WMO Secretariat grades, constituent bodies and working groups, as outlined in the Strategic Plan. While the 30% target which was defined in the past Action Plan prior to the Reform has been reached for SERCOM (34%) and the Research Board (31%), efforts are needed to continue to increase this number for the INFCOM.

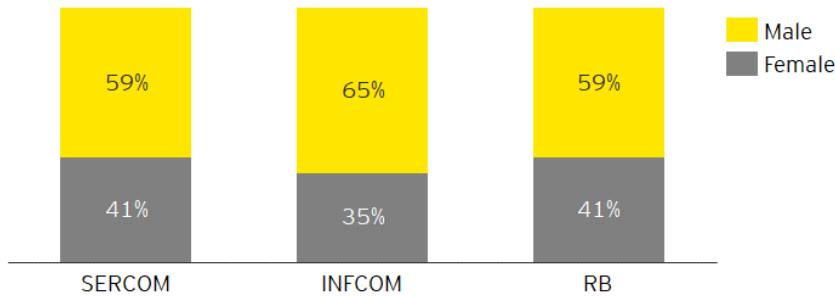
Figure 32 Gender composition of the WMO constituent bodies



Source: WMO Performance Monitoring System

With regard to the overall leadership of the WMO constituent bodies, the number however increases with regard to the proportion of females and males, with SERCOM and the Research Board having 41% of females in leadership and the INFCOM having 35%.

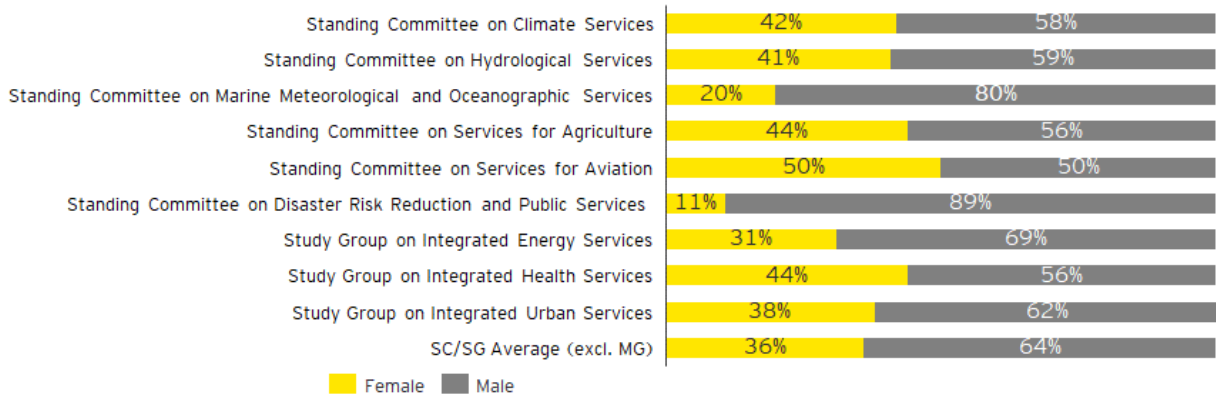
Figure 33 Gender composition of the WMO constituent bodies' leadership



Source: WMO Performance Monitoring System

With regard to SERCOM overall, the figures demonstrate that most standing committees and study groups are making progress with regard to gender balance. 50% gender balance is achieved within the Standing Committee on Services for Aviation, with 44% achieved in the Standing Committee on Services for Agriculture and the Study Group on Integrated Health Services. The Standing Committee on Disaster Risk Reduction and Public Services represents the lowest proportion of females with only 11% female experts in this structure.

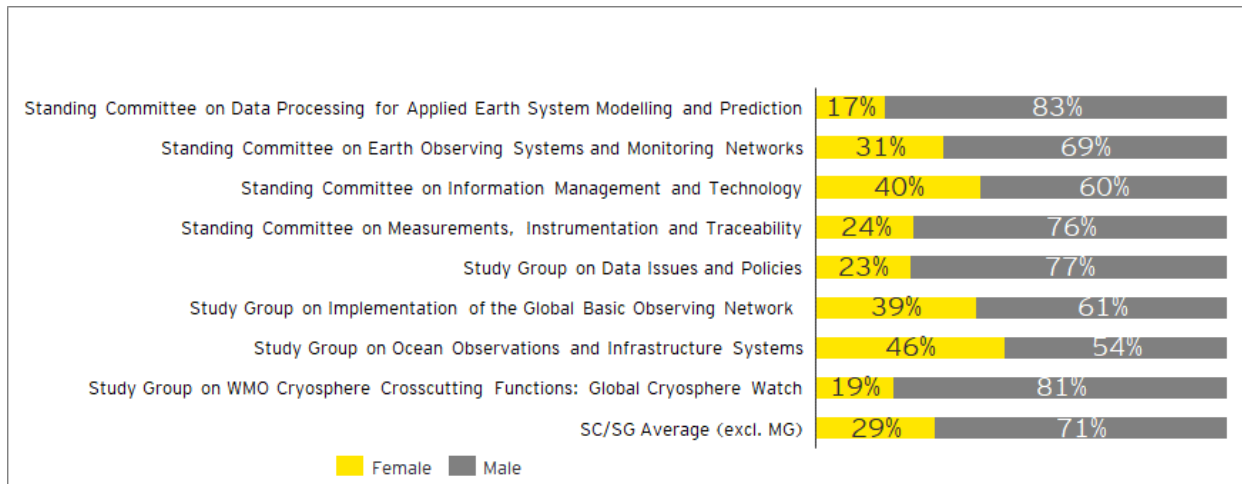
Figure 34 Gender composition of SERCOM Standing Committees and Study Groups



Source: WMO Performance Monitoring System

The 24% gender composition of INFCOM can be explained to the lower number of females within the Standing Committees and Study Groups. The highest proportion is presented in the Study Group on Ocean Observations and Infrastructure systems, where 46% of member experts are females. This can be compared to the Standing Committee on Data Processing for Applied Earth System Modelling and Protection where only 17% are female.

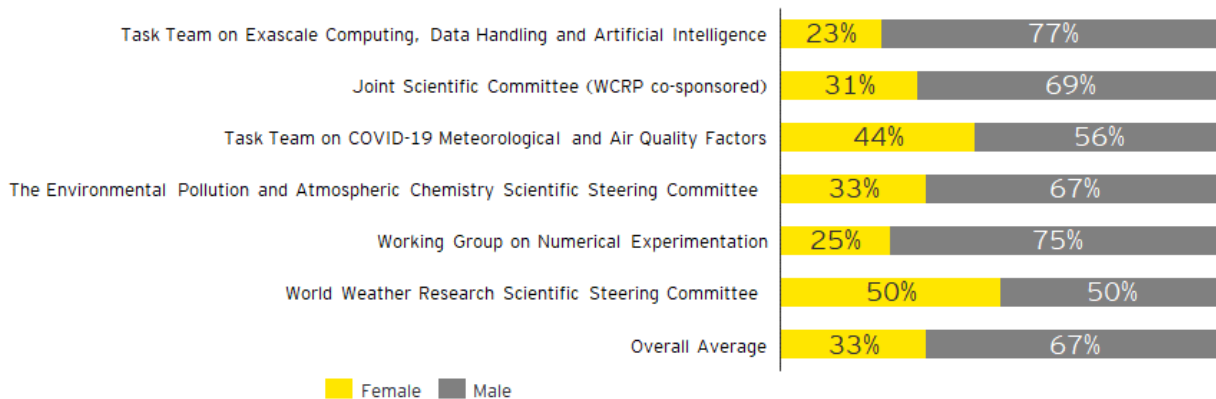
Figure 35 Gender composition of INFCOM Standing Committees and Study Groups



Source: WMO Performance Monitoring System

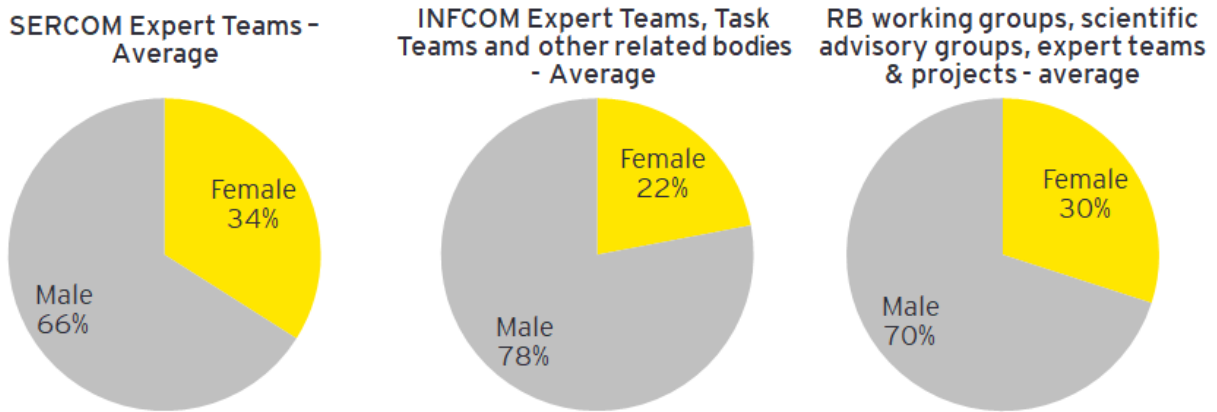
In relation to the Research Board, over 40% of member experts are female within the Task Team on COVID-19 as well as within the World Weather Research Scientific Steering Committee.

Figure 36 Gender composition of Research Board Steering Groups and Committees



Source: WMO Performance Monitoring System

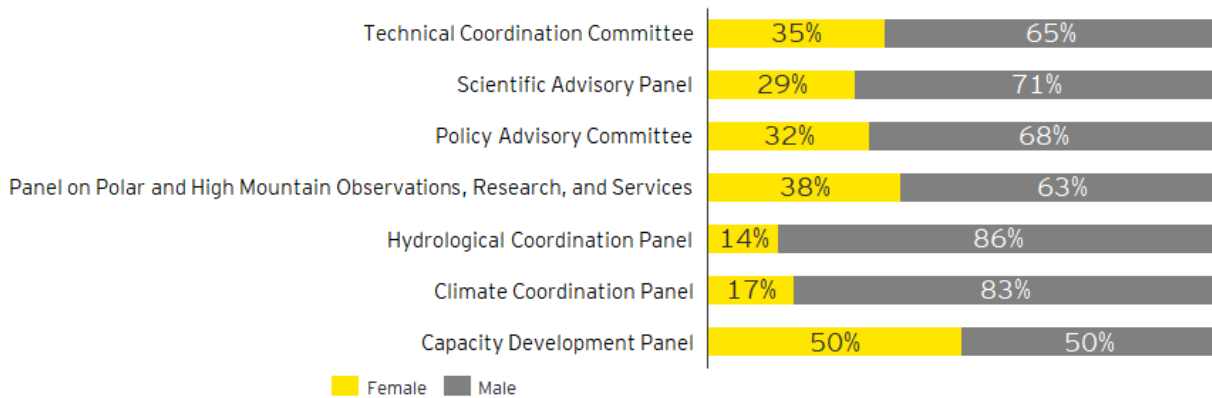
Figure 37 Gender composition of expert teams, working groups and other sub-structures



Source: WMO Performance Monitoring System

In relation to the subsidiary bodies of the EC, the highest balance is a 50% balance with the Capacity Development Panel, with the TCC, PAC and Panel on Polar and High Mountain Observations, Research and Services being over 30%.

Figure 38 Gender composition of EC subsidiary bodies



Source: WMO Performance Monitoring System

7.3 Q20: To what extent is the M&E data supporting decision-making relating to gender and regional balance?

7.3.1 F51: The M&E data provides a welcomed overview of the manner in which the WMO is progressing in relation to gender and regional balance

As outlined under Section 4.8 above, improvements could be made in relation to the overall monitoring and evaluation data that is defined for the WMO Strategic Plan and Governance Reform.

The monitoring and evaluation data relating to gender and regional balance is currently defined under KPI 5.1.1 (Membership in new WMO Technical Commissions) 5.1.2 (Diversity of nominated experts in new WMO governance structures) 5.3.1 (Proportion of female and male delegates to WMO constituent body meetings). While this data enables an overview to be provided in relation to the gender and regional balance, the data cannot directly assist the WMO Members in their decision-making relating to future gender and regional balance.

As the Evaluation has outlined in previous sections, the gender and regional balance that is aimed to be achieved depends on a wide variety of factors including resources and engagement. While the monitoring data can provide data to decision-makers to demonstrate where the WMO is placed in its overall objectives, it is not seen as a key contributing factor to the decisions that are in turn taken.

8 Recommendations

This Section presents the recommended ways of improvement for the WMO Governance Reform, based on the findings of the External Evaluation. These recommendations are grouped by category and are linked to the findings of the Evaluation.

8.1.1 Recommendations relating to Planning and Work Programme

As outlined in Sections 2 – 7 above, the Evaluation has identified an overall coherence between the governance reform and the activities of the governance structures with the WMO’s mandate and strategic plan. Nevertheless, a number of recommendations have been identified in this regard with a view to improving planning moving forward.

Each Recommendation presents a link to the finding of the Evaluation as well as the key actors that should execute the Recommendation.

Table 2 Recommendations relating to planning and work programme

Finding	Recommendation	Responsible
F2 F5	<p>R1: Ensure a common template is drafted to define the Annual and multi-annual Work Programmes of Technical Commissions and the Research Board in order to:</p> <ul style="list-style-type: none"> - Set out actions to achieve the Strategic Objectives of the Strategic Plan - Define needs in relation to expertise required 	<i>WMO Secretariat</i>
F2 F5	<p>R2: Ensure a common template is completed and reviewed by Technical Commissions and the Research Board on an annual basis in order to:</p> <ul style="list-style-type: none"> - Define and plan actions to achieve the Strategic Objectives of the Strategic Plan relating to their activities - Define needs in relation to expertise required - Define actions regarding engagement of external partners 	<i>Infrastructure Commission</i> <i>Services Commission</i> <i>Research Board</i> <i>WMO Secretariat</i>
F2 F5	<p>R3: Establish a dedicated annual meeting between the Technical Commissions and Research Board to identify areas of common work and divergences regarding their overall Work Programme</p>	<i>WMO Secretariat</i> <i>Infrastructure Commission</i> <i>Services Commission</i> <i>Research Board</i>
F4	<p>R4: Identify a list of ‘priority’ external partners and map activities undertaken with them to identify where future synergies could be defined for annual and multi-annual Work Programmes</p>	<i>WMO Secretariat</i>

8.1.2 Recommendations relating to governance structure

The Table below presents the proposed Recommendations in relation to the governance structure of the WMO. These Recommendations focus primarily on actions and refinements that can be undertaken to further ensure optimal progress moving forward.

Table 3 Recommendations relating to governance structure

Finding	Recommendation	Responsible
	Technical Commissions	

Finding	Recommendation	Responsible
F18 F25	<p>R5: Review on a periodic basis (2 years) the needs of the Technical Commissions to ensure that the Standing Committees and Study Groups remain fit for purpose</p> <ul style="list-style-type: none"> - Include regular reporting item to the Executive Council regarding the review of the Technical Commissions - Disband any Standing Committees or Study Groups that have not operated for a defined period of time 	<p><i>WMO Secretariat</i></p> <p><i>Infrastructure Commission</i></p> <p><i>Services Commission</i></p>
F18 F25	<p>R6: Define key performance indicators for each task set out in the Terms of Reference for each Standing Committee and Study Group created in order to monitor its use and relevance</p> <ul style="list-style-type: none"> - Present the monitoring of these KPIs to the Executive Council at each meeting 	<p><i>WMO Secretariat</i></p> <p><i>Infrastructure Commission</i></p> <p><i>Services Commission</i></p>
F27	<p>R7: Review the roles of the Vice Presidents in order to nominate one Vice President per Technical Commission to assist the President in their functions</p>	<p><i>Congress</i></p> <p><i>Executive Council</i></p>
F12 F18 F22	<p>R8: Better integrate members of the HCP into the Standing Committees of the Technical Commissions</p>	<p><i>Congress</i></p> <p><i>Executive Council</i></p>
Research Board and Scientific Advisory Panel		
F6 F18 F21	<p>R9: Fusion the Research Board and the Scientific Advisory Panel to address WMO research needs and priorities through one common structure</p> <ul style="list-style-type: none"> - Define two work streams within the fused structure focusing on short term and long-term research goals 	<p><i>Congress</i></p> <p><i>Executive Council</i></p>
Regional Cooperation		
F29	<p>R10: Further enhance the work of the Regional Offices in providing a connection between the WMO and NMHS/national governments to communicate the needs of NMHS</p>	<p><i>WMO Secretariat</i></p>
F29	<p>R11: Enhance WMO Secretariat presence within Regional Offices to enhance better communication and identification of Regional needs</p>	<p><i>WMO Secretariat</i></p>
F29	<p>R12: Define a ‘twinning’ system for Regional Associations in order to enhance cooperation and coordination between Regions</p> <ul style="list-style-type: none"> - Plan meetings between Regional Associations in order to exchange best practices and identify areas of cooperation 	<p><i>WMO Secretariat</i></p> <p><i>Regional Associations</i></p>
F29	<p>R13: Define a ‘twinning’ system for Regional Offices in order to enhance cooperation and coordination between WMO Offices</p>	<p><i>WMO Secretariat</i></p>
F29	<p>R14: Define a ‘twinning system’ between Regional Offices and the WMO Secretariat located in the WMO Headquarters in order to enhance synergies in WMO work and information exchange</p>	<p><i>WMO Secretariat</i></p>
Technical Coordination Committee		
F18 F24	<p>R15: Provide additional clarity regarding the Technical Coordination Committee’s activities to ensure its review function is fulfilled for the Executive Council</p>	<p><i>WMO Executive Council</i></p> <p><i>WMO Secretariat</i></p>

Finding	Recommendation	Responsible
F18 F24	R16: Define targets for the Technical Coordination Committee in relation to the support it should provide to the Executive Council	<i>WMO Executive Council</i> <i>WMO Secretariat</i>
Policy Advisory Committee		
F18 F23	R17: Define targets for the Policy Advisory Committee in relation to the support it should provide to the Executive Council	<i>WMO Executive Council</i> <i>WMO Secretariat</i>
Working Methods		
F33 F36	R18: Define a Strategy and targets for virtual/non-virtual meetings in close consultation with Members to ensure the right balance is reached for Members and the Secretariat	<i>WMO Executive Council</i>
F19 – F 25 F32	R19: Define a formal change management approach for the WMO governance reform	<i>WMO Secretariat</i>

8.1.3 Recommendations relating to Communication

The Evaluation has found the need for further improvement in relation to both internal and external communication. The Table below presents the proposed Recommendations in relation to communication.

Table 4 Recommendations relating to Communication

Finding	Recommendation	Responsible
External Communication		
F4 F30	R20: Define a strategy for engagement of Technical Commissions and the Research Board with external partners <ul style="list-style-type: none"> - Define key representatives from the Technical Commissions responsible for outreach with external partners 	<i>WMO Secretariat</i>
F4 F30	R21: Establish a dedicated annual Workshop between the WMO (and representatives from the Technical Commissions and Research Board) and external partners from UN Organisations and Agencies to increase communication and streamlining of activities contributing to SDGs <ul style="list-style-type: none"> - Liaise with Regional Associations in order to identify the key external partners to be consulted at Regional level 	<i>Executive Council</i> <i>WMO Secretariat</i> <i>Services Commission</i> <i>Infrastructure Commission</i> <i>Research Board</i>
F30 F31	R22: Increase communication with external partners through regular bilateral or multilateral meetings to ensure that the needs of the external environment are addressed horizontally through UN activities and to avoid overlaps <ul style="list-style-type: none"> - Enhance communication with external partners through an increased focus placed by Regional Associations on communication with external partners 	<i>Executive Council</i> <i>WMO Secretariat</i> <i>Services Commission</i> <i>Infrastructure Commission</i> <i>Research Board</i>

Finding	Recommendation	Responsible
F31	R23: Include an independent section in the WMO Performance Assessment Report dedicated to the WMO contribution to SDGs including in-depth analysis	<i>Executive Council WMO Secretariat</i>
F10 F15	R24: Define a Strategy and targets relating to WMO outreach of NMHS as well as other national organisations and research institutions - Ensure that NMHS are included in the outreach activities with other national organisations and research institutions	<i>Executive Council WMO Secretariat</i>
Internal Communication		
F14 F26 F28	R25: Enhance the platforms for exchange of information between the Chairs of Standing Committees and Study Groups within the Services and Infrastructure Commissions - Define for each Standing Committee and Study Group a representative to act as a key contact point for coordination with other SCs/SGs	<i>WMO Secretariat Services Commission Infrastructure Commission</i>
F29	R26: Define an engagement plan in each Regional Office, and aligned with Regional Associations, for engaging with experts within less developed countries in their Regions in order to ensure that expertise are identified not only through NMHS but also through other institutions - Ensure that NMHS are included in the actions set for further engagement with other institutions at regional and national level	<i>Regional Associations WMO Secretariat</i>
F31 F32 F34	R27: Ensure that a multi-annual Communication Strategy is in place for the Reform in order to communicate and engage with internal and external partners - Include actions to communicate on key monitoring reports to increase transparency and visibility of outputs	<i>WMO Secretariat</i>
F31 F32 F34	R28: Provide communication training to the WMO Secretariat in order to enhance competences relating to both internal and external communication	<i>WMO Secretariat</i>

8.1.4 Recommendations relating to WMO Expertise

The Table below presents the Recommendations relating to the expertise within the WMO governance structure.

Table 5 Recommendations relating to WMO Expertise

Finding	Recommendation	Responsible
F33	R29: Define a strategy for WMO membership in relation to member retention and succession - Define targets regarding the number of member experts to be retained on a multiannual basis within Technical Commissions and the Research Board	<i>WMO Congress WMO Executive Council Technical Commissions Research Board</i>
F27	R30: Redefine the roles of the Vice Presidents to include profiles that can act as a future successor to the President	<i>WMO Congress</i>

Finding	Recommendation	Responsible
		<i>WMO Executive Council</i>
F33	<p>R31: Define a strategy for WMO membership in relation to attracting younger members and defining a ratio for age/experience to ensure sustainability of Membership moving forward</p> <ul style="list-style-type: none"> - Consider the establishment of a Young Leaders’ Programme to further enhance the attractiveness of WMO 	<p><i>WMO Congress</i></p> <p><i>WMO Executive Council</i></p>

8.1.5 Recommendations relating to Monitoring and Evaluation

The following Table presents the proposed Recommendations in relation to Monitoring and Evaluation.

Table 6 Recommendations relating to Monitoring and Evaluation

Finding	Recommendation	Responsible
F16	R32: Define a formal theory of change for the governance reform which will be communicated on a global scale to WMO Members and external partners .	<i>WMO Secretariat</i>
F16 F34	R33: Align the key performance indicators previously developed against the reform objectives with the formal ‘theory of change’ to enhance monitoring of the governance reform	<i>WMO Secretariat</i>
F34	<p>R34: Integrate the reform KPIs in the list of KPIs to monitor progress towards the Strategic Objectives of the 2020-2023 Strategic Plan</p> <ul style="list-style-type: none"> - Define key performance indicators relating to WMO outputs that are cross-sectoral in nature 	<i>WMO Secretariat</i>
F34	<p>R35: Operationalise the key performance indicators of the governance reform with the establishment of baselines and measurable targets in a clear and transparent KPIs framework and with data collection</p> <ul style="list-style-type: none"> - Create a Working Group within the WMO Secretariat made up of key divisions in order to support the collection of data for the monitoring of KPIs 	<i>WMO Secretariat</i>
F34	R36: Evaluate the WMO governance reform in a maximum of 5 years following the External Evaluation	