

Resolution 36 (EC-70)

WMO Constituent Bodies Reform Transition Plan and Communication Strategy

THE EXECUTIVE COUNCIL,

Recalling Decision 68 (EC-69) – WMO constituent body reform, which:

- (1) Agreed that “the change should be implemented through a phased approach ensuring smooth and effective transformation of different kinds of WMO constituent bodies”,
- (2) Requested the Working Group on Strategic and Operating Planning to:
 - ...
 - (4) Prepare a communication strategy, including consultations with Members and relevant external constituencies, such as IOC/UNESCO, FAO, ICAO;
 - ...
 - (6) Elaborate the transition and change management processes,

Recognizing the key importance of having a transition plan that establishes the goals, priorities and strategies to be in place for a successful transition, together with a clear schedule for the different phases of the transition process and related change and risk management,

Having considered the recommendations of the Working Group on Strategic and Operating Planning concerning the transition process and communication strategy,

Adopts the proposed WMO Constituent Bodies Reform Transition Plan (hereafter referred as the Transition Plan) presented in Annex 1 to the present resolution, and the related Communication Strategy presented in Annex 2 to the present resolution, with the understanding that they will be living documents that will be kept under continuous review and updated as necessary to meet the established targets and milestones;

Establishes an Executive Council WMO Constituent Bodies Reform Task Force (CBR-TF) with composition and terms of reference as shown in Annex 3 to the present resolution, tasked to support and guide the further development and implementation of the Transition Plan;

Requests the Chairperson of CBR-TF to initiate the work of the Task Force as soon as possible and to establish a timeline for carrying out its tasks, aligned with the timeline of the Transition Plan;

Requests presidents of regional associations and technical commissions to facilitate the implementation of the Transition Plan and the Communication Strategy through coordinated awareness-raising actions in their respective Regions and commissions, including through the agendas of the forthcoming regional association or technical commission sessions before the Eighteenth World Meteorological Congress;

Requests the presidents of technical commissions to coordinate closely with CBR-TF to ensure the continuity of activities included in the work programme of the current technical commission, as well to provide technical advice and implementation assistance to Members during the transition period;

Requests the Secretary-General, in coordination with CBR-TF:

- (1) To continue development of the Transition Plan before the Eighteenth Congress, using recognized project management processes and tools, and ensuring an appropriate approach to balance speed of progress against the associated risks, and ensure the early, sustainable implementation of high priority activities;
- (2) To manage the transition process, engage main stakeholders, synchronize the Transition Plan with the conjoint change management, communication and risk mitigation processes;
- (3) To work closely with the presidents of technical commissions and of regional associations, and other groups as necessary, to ensure that transition and communication activities are planned and conducted in a scheduled and harmonized way;
- (4) To arrange relevant activities and allocate resources to support the work of CBR-TF and ensure the implementation of the communication and outreach actions envisaged in the Communication Strategy, including:
 - (a) Conduct of meetings of CBR-TF;
 - (b) Web space for communication and outreach dedicated to the WMO constituent bodies reform;
 - (c) Preparation and publication of awareness-raising materials on the WMO constituent bodies reform.

Annex 1 to Resolution 36 (EC-70)

WMO Constituent Bodies Reform Transition Plan (draft v02, 14 May 2018)

1. Introduction

During the last ten years a number of UN agencies have undertaken a review, realignment and reform process. There are several major drivers for this but they all could be summarized as alignment with 21st century realities, priorities and dynamics.

The WMO Constituent Bodies Reform (WMO CBR) has been carried out in accordance with the directions given by Cg-17 (2015) and the following EC sessions in 2016 and 2017. The scale of the discussed changes to the constituent bodies is unprecedented in the history of the WMO. The EC Working Group on Strategic and Operational Planning (WG-SOP) has been given the task to discuss, plan and design the reform elements and process, and to develop coordinated mature proposals for the structural changes, related working mechanisms and transition processes to be considered by the Cg-18 in June 2019.

As an interim step, Decision 68 (EC-69) tasked the WG-SOP with support from the Secretariat to develop, for consideration by EC-70, a set of recommendations for Cg-18, which address the key issues identified in the proposal for the WMO CBR, including the transition and change management processes.

The reform will affect the structure of the organization, its strategy and priorities, its work programmes realignment, its processes and finally the Secretariat. It is also a cultural change. Thus, the success of the reform depends to a large extent on a well elaborated change management process and scheduled transition. Communication with Members, partner

organizations and users to explain the rationale, expected improvements and benefits of the reform and to receive feedback during the process is another key to success of the planned restructuring and realignment.

2. Objective

The Transition Plan describes how the changes of the structure will be implemented. The objective is to ensure a scheduled approach and to assign governing and reporting functions along the process. It focuses on changes that are anticipated, planned ahead of time.

The Transition Plan is based on decisions/resolutions of the EC-70 (June 2018) (Resolution 36 (EC-70)). A revision is envisaged based on decisions by extraordinary session of the Commission for Hydrology (CHy-Ext.) in December 2018, and Cg-18 (June 2019) to ensure timely and effective follow up on the agreed actions related to the CBR. The transition plan is aligned with the (draft) WMO Strategic Plan (to be adopted by Cg-18) with a view to synchronize the reform process with the planned activities in all technical and capacity development areas and ensure continuity of work needed to achieve its strategic objectives.

It is understood that the reform will be an evolving process which requires flexibility and readjustment of the implementing actions while maintaining the main objectives, milestones and targets. Therefore, the transition plan will be a living document continuously monitored and reviewed with well-established feedback mechanisms and ability for corrective actions.

3. Definitions

To ensure consistent understanding of the formats and roles of the new types of subsidiary bodies, the following working definitions¹⁰ should apply:

Advisory or Coordination Committee of Executive Council: a committee established by the Executive Council comprising members of the Council and/or additional experts invited by the Council, with a main task to address a specific area of work of WMO and provide advice to EC to inform its decisions.

Standing Committee of a technical commission: a quasi-permanent expert body established by and reporting to a technical commission with limited scope and terms of reference defined by the parent commission; normally, established for a period of 4 years. Standing committees are expected to deal mostly with the required normative work in accordance with their Terms of Reference, and submit strategic recommendations and suggestions on behalf of the committee to the respective commission.

Inter-agency (Standing) Committee: a committee established jointly by the WMO and one or more partner organization(s) to address cross-cutting areas of interest of these organizations. The establishment of an inter-agency committee should be through an Agreement to be signed by the cooperating organizations establishing inter alia the scope of the Committee, the responsibilities of the signatories, the working mechanisms and a summary of the signatories respective reporting structures.

4. Transition process

The transition process will take into consideration the "Current Situation" (current constituent body structure and working mechanisms) and an outline of the current realm of organizational elements that will be impacted by the reform. This will be followed by a clear outline of the "New Situation" (agreed new constituent body structure and working mechanisms).

¹⁰ To ensure flexibility in establishing effective sub-structures, these working definitions are not included in the WMO General Regulations, with the understanding that Regulations 33 to 45 will be applicable to any new subsidiary structure to the constituent bodies.

The main element of the transition process will be to form a clear vision of the “Current”-to-“New”, i.e., how the necessary changes to any affected area are going to occur. The change elements that will be considered in the process include:

- (a) Organizational culture
- (b) Organizational structure
- (c) Clear roles and responsibilities
- (d) Skills and knowledge
- (e) Policies/Procedures
- (f) Workflow and processes

The Executive Council will establish a CBR Task Force to coordinate, manage and oversee the transition process.

Changes described here should serve to identify key issues to address in the **Communication Plan**, in particular the key issues for applicable stakeholders; and the **Risk Management**.

5. Transition schedule

Note: This schedule outlines the transition milestones, phases and intermittent targets, and related tasks; the target dates are to be further refined by the Constituent Bodies Reform Task Force (CBR-TF).

5.1 A high-level schedule (major milestones only) is provided in Table 1:

5.2 Intermittent arrangements and targets

Phase 1: A to B (between WG-SOP and EC-70)

- *Target A2B-1*: Final draft proposals to EC-70 (EC-70 docs published);
- *Target A2B-2*: TORs of the CBR-TF prepared for approval by EC-70;
- *Target A2B-3*: Secretariat Change Management Committee (CMC) established to support the CBR-TF work according to the reform proposal endorsed by EC-70;
- *Target A2B-4*: Finalize the Communication Strategy;
- *Target A2B-5*: Governance Reform website functional.

Phase 2: B to C (between EC-70 and Cg-18)

- *Target B2C-1*: Meetings of CBR-TF (to be scheduled);
- *Target B2C-2*: WMO Reform discussed at the RA III, V and I sessions and other regional events;
- *Target B2C-3*: Draft Procedural Handbook(s);
- *Target B2C-4*: Prepare the General Regulations amendment proposal;
- *Target B2C-5*: Communication – through website and other publications (FAQs, explanatory memoranda, videos, etc.);

Table 1. Transition schedule

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Milestone A:	EC WG-SOP (April 2018)
	Agree in principle on proposals for restructuring (EC bodies, TCs, Research Board, other bodies reporting to EC and Congress) and submit recommendation for consideration by EC-70;
	Agree on the need for establishment by the EC of a Constituent Bodies Reform Task Force (CBR-TF);
	Advise SG to establish change management plan of Secretariat;
	Endorse a draft (outline) of the Transition Plan.
Milestone B:	EC-70 (June 2018)
	Endorse final draft proposal for WMO Governance Review, including the establishment of technical commissions and Research Board for the next financial period with respective recommendations for consideration of Cg-18;
	Establish a new EC structure with main bodies: Policy Advisory Committee (PAC), Scientific Advisory Panel (SAP) ¹ and Technical Coordination Committee (TCC);
	Establish the CBR-TF, decide on the CBR-TF Chair and members, and decide on the terms of reference;
	Endorse the Transition Plan and the Communication Strategy;
	Decide on any other planning and implementation needs including performance evaluation (of the reform process), etc., identified by EC.
Milestone C:	Cg-18 (June 2019) and EC-71 (June 2019)
	Adopt WMO Strategic Plan and the Operating Plan;
	Adopt WMO Governance Review document package, including the establishment of new technical commissions and Research Board;
	Endorse new EC structure (PAC, SAP, TCC) and provide further advice;
	Adopt necessary amendments to the General Regulations;
	Adopt amendments to the TORs of the regional associations;
	Elect presidents and vice-presidents of the new technical commissions;
	Update the Transition Plan with a final timeline and targets for operationalizing the new structure;
	Establish high-level communication with international partner organizations for planning and coordination of joint activities;
	EC-71 to complete the new composition of EC (PAC, SAP, TCC fully established with respective governance and work programmes).
Milestone D:	EC-72 (June 2020)
	New EC structures (PAC, SAP, TCC) to meet in spring 2020 to elaborate decisions for the EC-72;
	The new technical commissions and the Research Board report on their major outcome of their first sessions, including fully established new working structure, working programmes and plans with milestones;
	Final Report of CBR-TF on the completion of the transition phase;
	Plan performance evaluation and follow up.
¹ All provisions related to SAP will be adjusted following the decision on the way SAP will be established – by EC or by Congress.	

- *Target B2C-6:* Final draft proposals to Cg-18 including proposals for the presidents and vice presidents of new technical commissions and the Research Board, preliminary mapping of the tasks of the current commissions to the new structure, etc. (Cg-18 docs published);
- *Target B2C-7:* Extraordinary session of CHy (Dec 2018) – proposal for hydrological bodies.

Phase 3: C to D (between Cg-18 and EC-72)

- *Target C2D-1:* Extended meeting of CBR-TF with the current PTCs and PRAs, PTCs and vice presidents elect – to make proposals for the establishment of the sub-structure of the new commissions and Research Board – standing committees; map the tasks of the current commissions to the new structure and create transition schedules; and communicate with Members for nominations (standing committee chairs, experts, etc.);
- *Target C2D-2:* Alignment of the new technical commissions and the Research Board structure with the subsidiary bodies of the regional associations and create transition plan;
- *Target C2D-3:* Finalize and publish Procedural Handbooks;
- *Target C2D-4:* Communication – provide updates on the reform phases through website and other publications (FAQs, explanatory memoranda, etc.); ensure two-way communication to receive feed-back from Members and others concerned;
- *Target C2D-5:* Conduct the first sessions of the new technical commissions and the Research Board (possibly – conjointly) to formally establish the new working structure, working plans of the commission, with expected deliverables and milestones; EC-71 (after Congress) to decide on the schedule for these sessions, e.g., before EC-72;
- *Target C2D-6:* Final report of CBR-TF for consideration by EC-72.

6. Change management

An effective transition requires effective organization-wide change management. Acknowledging the scope and magnitude of the proposed changes in the WMO structure and processes, which are unprecedented in the history of the Organization, the change management plan is a key element for the success of the reform.

Generally, the change management plan (CMP) should cover three phases:

- Phase 1: Prepare for change
- Phase 2: Manage the change
- Phase 3: Reinforce the change

To ensure a synergetic approach, the CBR-TF defined above should also serve as the main change management body throughout the three phases. In addition, change management entity should be created in the Secretariat to ensure an all-inclusive process.

The following are the generic elements of a CMP, to be considered for a list of planned actions:

- A. Demonstrate reasons for the change.
- B. Define the type and scope of change.
- C. Describe stakeholder support.
- D. Create a change management team.
- E. Develop an approach with organization management.
- F. Draw up a plan for each stakeholder.
- G. Create a communication plan.
- H. Track resistance.
- I. Address roadblocks.

The Secretariat Change Management Committee will be chaired by the Secretary-General. A schedule of change management meetings/events covering the above elements A to I should be established in due course. Change management champions from all departments should also be appointed and engaged in the process.

More details about the change management plan elements are provided in Appendix 1.

7. **Risk Management**

Identification and mitigation of risks should be incorporated in the transition and change management processes. The implementation of the reform as a vehicle to a new level of organizational culture and relevance to society may impose risks to meeting the needs and expectations of the Members during and after the transition phase. Continuity of performance and quality should be ensured along with a scheduled approach in introducing the changes. A mechanism for continuous feedback from stakeholders, in particular Members States, on the success of the reform elements and potential performance impacts should be put in place.

In the risk assessment of the reform elements the following factors should be considered (as advised by the WG-SOP deliberations):

- (a) Doing no harm – WMO core business is, at a minimum, maintained during and after transition to the new structure;
- (b) Building all WMO Members' resilience to the consequences of weather, hydrological and climate hazards;
- (c) Yielding improved relevance, effectiveness and efficiency through a flexible structure, improving WMO's ability to deliver its core functions and respond to change;
- (d) Evolution toward a seamless Earth system approach whilst minimizing the gap between research and operations;
- (e) Aligning structure with the value chain in provision of hydrometeorological services;
- (f) Improving strategic and structural alignment of the constituent bodies, improving the inter-relationships and adaptiveness among the TCs and other constituent bodies, specialized regional centres and RTCs;
- (g) Strengthening of user and client focus through a holistic fit and synergy with other key international, national, and regional organizations;
- (h) Optimizing WMO resources through the ability to attract and use all the best experts, including from outside the NMHS community.

APPENDIX 1

ELEMENTS OF THE CHANGE MANAGEMENT PLAN

The following are the generic elements of a CMP, to be considered for a list of planned actions:

A. Demonstrate reasons for the change

- List factors that led to the decision to change, such as performance gaps, new technology, or a shift in the organization's mission. One approach is to describe the current situation of the organization, and the future situation this plan intends to create.

B. Define the type and scope of change

- Briefly describe the expected nature of the reform and related need for change management;
 - Determine whether this will affect roles, process changes, policy changes, and/or structural organization. List departments, work groups, systems, or other components that may undergo change.
- C. Describe stakeholder support**
- List all stakeholders affected by the plan, for example officers, managers, sponsors, users, and/or employees affected by the change. Define how each stakeholder would support the change;
 - Consider a chart to communicate this clearly and succinctly. One possible template lists Awareness, Degree of Support, and Influence for each stakeholder, rated on a scale of High/Medium/Low;
 - Conduct meetings and/or interviews to gauge support.
- D. Create a change management team**
- This team is responsible for communicating with all stakeholders, listening to concerns, and ensuring that the change goes as smoothly as possible. Choose people with high credibility in the organization, and good communication skills;
 - This should include a change sponsor at the senior executive level;
 - Stress that this involves active work promoting the changes, not just a sign-off on the plan.
- E. Develop an approach with organization management**
- Complete support from organization heavyweights is critical for the success of the change. Allow each senior staff member to provide feedback on the change, and work with each one to create an active role in demonstrating and championing the changes.
- F. Draw up a plan for each stakeholder**
- For each stakeholder, including those who support the change, assess the risks and concerns involved. Assign the change management team the task of addressing these concerns.
- G. Create a communication plan**
- Communication is the most important component of change management. Communicate frequently with every group and person affected. Reinforce the reasons behind the change, and the benefits it will bring;
 - Stakeholders should receive personal, two-way communication. Face to face meetings are essential;
 - Communication should come from the high-level change sponsor, from the direct supervisor of each employee, and from any additional spokespersons the stakeholder trusts. All communication should have a consistent message.
- H. Track resistance**

- There is always resistance to change. This happens on the individual level, so communicate with stakeholders personally to discover the cause. Monitor grievances so the change management team can address them. These concerns commonly include:
 - (i) No motivation to change, or no sense of urgency;
 - (ii) No understanding of the bigger picture or why the change is necessary;
 - (iii) Lack of input in the process;
 - (iv) Uncertainty concerning job security, future role, or future job requirements and skills;
 - (v) Failure of management to meet expectations concerning change implementation or communication.

I. Address roadblocks

- Many grievances should be met by an increase in communication, or a change in communication strategy that addresses specific issues. Others require additional approaches, which may be included in your plan or left to the change management team to implement as necessary. Consider which of these is right for your organization:
 - (i) For any change in job roles or process, make employee training a top priority;
 - (ii) If you expect low morale or a stressful transition, alleviate this with a company event or employee perks;
 - (iii) If stakeholders are not motivated to change, provide incentives;
 - (iv) If stakeholders feel left out of the loop, hold a meeting to gather feedback and consider alterations to the plan.

Annex 2 to Resolution 36 (EC-70)

WMO Constituent Bodies Reform Communications and Engagement Strategy overview

During the seventeenth World Meteorological Congress in June 2015, discussions arose on whether the World Meteorological Organization's (WMO) organizational and governance structures enabled effective and efficient decision-making and implementation of strategic priorities of its Members. It was also recognized that rapid global change was driving a need to undertake a governance review to ensure WMO's ability to meet the growing needs for integrated weather, water and climate information and services.

Consequently, Congress requested the Executive Council to provide recommendations to the Eighteenth Congress on constituent body constructs, as appropriate, including possible new structures for Technical Commissions (TCs), Regional Associations (RAs), Executive Council (EC), and also to provide recommendations on rules, procedures, processes, working mechanisms, and duties, of constituent bodies, WMO Officers (President, Vice-Presidents, Presidents of Regional Associations (PRAs) and Presidents of Technical Commissions (PTCs)) and the relationship between them and the WMO Secretariat to enhance the efficiency and effectiveness of the Organization and good governance.

PURPOSE OF THE COMMUNICATIONS & ENGAGEMENT STRATEGY

This document will support communications and engagement activities immediately following the 70th Executive Council session until the 18th World Meteorological Congress in June 2019. This Strategy is a key element of the WMO Constituent Bodies Reform Transition Plan and aim

to elaborate on the principles for success and the benefits of the proposed recommendations for governance reform outlined in the EC-70 decisions and recommendations (to be completed). It is acknowledged that the proposed reform will be an evolving process, and thus the Communications Strategy, will continue to be adjusted and articulated as part of the overall implementation plan.

In order to successfully execute governance reform, a common understanding of the rationale for reform, and a sense of unity regarding the purpose and desired outcomes of the proposed reform are important to set the stage for its success, both within the WMO constituency as well as within external audiences.

The overall objectives of the Communications and Engagement Strategy within the WMO are, therefore, to: inform and highlight the goals and benefits of the WMO constituent body reform (CBR) in a clear and concise way to internal and external stakeholders; to build support, demonstrate how the changes will strengthen WMO's contributions to global priorities; and to identify leaders as champions for communicating this reform to others.

The overall objectives of the Communications and Engagement Strategy within the stakeholder community outside of the WMO are to inform and raise awareness of plans and strategies, and of the intent of the WMO to adopt an integrated approach to the key areas of weather, water and climate; highlight the benefits of reform for stakeholders; and proactively identify opportunities for enhanced dialogue between WMO and external stakeholders to advance dialogue and action on common objectives of importance to the global agenda.

The Communications and Engagement Strategy should also provide opportunity to Members and stakeholders to participate in the discussion and provide feed-back during all phases of the transition, thus enabling timely corrective actions as may become necessary.

THE CASE FOR CHANGE

WMO is committed to sustaining its leadership role and remaining fit-for purpose, becoming more efficient and cost-effective, and ensuring its structure aligns well with the priorities of the Organization. WMO recognizes the need to continuously adapt to rapidly changing world forces – such as environmental degradation, resource constraints, increased competition, and technological advances, and to maximize its impact on informing and addressing global issues of concern such as climate change. This governance reform will provide opportunities to amplify proactive regional engagement, and enhance integrated and horizontal dialogue that transcends geographical boundaries.

TARGET AUDIENCES: INTERNAL STAKEHOLDERS

<i>Name</i>	<i>Rationale and Roles</i>
WMO Members	Ultimately WMO Member States are responsible for decisions on Constituent Body reform, and therefore need to be informed and engaged in the proposals as early as possible, to secure understanding and endorsement. Successful change will be accomplished only if WMO Members endorse and support the change platform, and are able to actively contribute to and benefit from the change.
Permanent Representatives (PRs)	Designated by Member States to represent their national government, PRs serve as key advisors to inform and influence the position of Member States. Early and effective engagement, and securing buy in from a critical mass of PRs, will be important to gain traction for the change management plan.
Executive Council Members	Members of the Executive Council (EC) provide direction and preliminary support for the changes which will be presented at Congress in 2019. They serve as key channels in increasing awareness, communicating and engaging other Members in the transition. EC members have a key role to play as communicators and champions for the change management plan.

<i>Name</i>	<i>Rationale and Roles</i>
Presidents of Regional Associations (RAs)	Elected leaders directly implicated by changes to the governance of RAs, who can serve as champions to spread awareness and build acceptance among regional Members, experts and others on the need for, and benefits of, change at the regional level.
Presidents of Technical Commissions (TCs)	Elected leaders directly implicated by changes to the governance of TCs, and who can serve as advocates to raise awareness and build acceptance among global technical experts on the need for, and benefits of, change. As scientific and technical leaders in WMO, Presidents of TCs will ensure the continued relevance and preservation of WMO's strong technical foundations in the transition to a more integrated and horizontal future governance.
Experts	The many experts involved in WMO's TCs, RAs and other teams and working groups which will be affected by changes to governance will need to be engaged in, and supportive of, the transition, to ensure continued credibility of WMO and value and visibility for their contributions.
WMO Secretariat Staff	WMO Secretariat structure will be reorganized to align better with updated governance. Staff of WMO work with TCs, RAs and EC, as well as with Members and experts around the world. Their engagement and support during foundational shifts in WMO's governance will assist in broader understanding and support for changes among the many stakeholders of WMO.

TARGET AUDIENCES: EXTERNAL STAKEHOLDERS (examples only)

UN Bodies	United Nations Environment Programme (UNEP)
	World Health Organization (WHO)
	United Nations Framework Convention on Climate Change (UNFCCC)
	Food and Agriculture Organization (FAO)
	Intergovernmental Oceanographic Commission (IOC) of UNESCO
	Intergovernmental Panel on Climate Change (IPCC)
	International Civil Aviation Organization (ICAO)
	International Maritime Organization (IMO)
Other key International Bodies and Agencies	World Bank
	Intergovernmental Board Climate Services (IBCS) of the Global Framework for Climate Services
	European Organization for the Exploitation of Meteorological Satellites (EUMETSAT)
	European Centre for Medium-Range Weather Forecasts (ECMWF)
Research institutions and other societies	International Forum of Meteorological Societies (IFMS)
	Meteorological and Oceanographic Societies (such as the American (AMS) Australian (AMOS), Canadian (CMOS), etc.)
	International Council for Science (ICSU)
Private sector entities	The Association of Hydro-Meteorological Equipment Industry (HMEI)

The overarching rationale for engagement with these key external stakeholders is to actively communicate WMO's proposals for reform, consult on implications and communicate benefits, and to reassure partners on how WMO's changes will enhance the WMO's ability to contribute to the broader global agendas and mandates of these stakeholders.

SUMMARY OF COMMUNICATIONS OBJECTIVES BY TARGET AUDIENCE

<i>Internal audience</i>	<i>External audience</i>
Inform and Raise Awareness on content and plans	Inform and Raise Awareness on content and plans

<i>Internal audience</i>	<i>External audience</i>
Build Buy-In and Engagement for the transformation	Highlight the benefits of the reform for stakeholders
Identify internal champions to further engage and communicate (i.e. cascading communications) the rationale and benefits of the proposals	Identify and create opportunities for enhanced dialogue between WMO and external stakeholders to advance the common goals of the global agenda around weather, water and climate

OVERARCHING KEY MESSAGES

1. **TRANSFORMING TO MAXIMIZE EFFECTIVENESS WHILE MAINTAINING WMO EXCELLENCE**

The WMO is dedicated to maintaining its core business and mitigating any disruptions to its work during and after any transition. Recognizing that any significant change will have impacts on programs and activities, WMO is committed to addressing the concerns of Members and stakeholders, and identifying and mitigating risks and any negative consequences.

2. **THE CHANGES HAVE MANY BENEFITS TO MEMBERS, STAKEHOLDERS AND SOCIETY**

The current WMO governance structure can be improved and optimized to better meet the need of its Members, external stakeholders and position the organization to more visibly and effectively contribute to the global agenda. The movement away from a silo approach, and toward an integrated approach to addressing weather, water and climate issues, will maximize the organization's flexibility and adaptability regarding its role in facilitating and enabling Members to efficiently and effectively deliver meteorological and hydrological information and services. Undergoing this governance review aims to create more nimble and efficient structures that align with current priorities of its Members, and positions the WMO to contribute more optimally to the global agenda.

3. **CONTINUOUS IMPROVEMENT IS A MANAGEMENT BEST PRACTICE**

In the spirit of continual improvement, there is a need to continually explore options to ensure Member concerns are received and addressed. Constituent Body structures and governance should be reviewed and approved by every Congress. Receiving and responding to feedback from Members and other stakeholders on the impact of reform will allow for continual improvement.

ELABORATION OF KEY MESSAGES

Targeted to internal audiences

- Better align governance and the Secretariat structure with strategic priorities (form will follow function) and facilitate the delivery and implementation of Congress priorities and the Strategic Plan.
- More efficiently use resources in order to better serve societal and national needs for weather, water and climate information and services.
- Streamline and better integrate programmes and activities, with clear management responsibilities.
- Create mechanisms to build greater alignment and engagement of weather, climate and water agencies and partners in order to increase the support to NMHSs and cooperation among NMSs and NHTS.

- Support WMO's holistic Earth System approach through integrated and horizontal structures to enable delivery of multi-hazard and impact-based seamless services.
- Reinforce mandate for constituent body review at each Congress to:
 - address the changing needs and concerns of Members;
 - improve the productivity of sessions by aligning them with the WMO four-year cycle; and
 - become more flexible and adaptable to changing priorities and contexts, and reduce redundancies.

Targeted to external audiences

- Better position the Organization to serve the needs of the global agenda (e.g. Disaster Risk Reduction, Climate, Sustainable Development, resilience, etc.), and therefore further international cooperation.
- Better enable the participation of public, private, academic, and other interest groups in WMO discussions and to inform decision making processes.
- Engage key partners in WMO activities to enhance the impact and to ensure sustainable resources and visibility (such as World Bank (WB), International Civil Aviation Organization (ICAO), International Maritime Organization (IMO), etc.).
- Create a more holistic Earth System monitoring and modelling capability to serve national, regional and global service demands.
- Address the growing global need for weather, climate and water expertise.

METHODOLOGIES OF ENGAGEMENT

1. Engagement Tools

Different formal and informal communications tools and methodologies, on a variety of platforms, will be used to inform and engage internal and external stakeholders of WMO's change management plan, and to articulate the details and benefits of the proposed changes. Primarily, a Website, emails, meetings and surveys will be used to communicate internally. Meanwhile, status reports, briefings, formal meetings with stakeholders, surveys, Frequently Asked Questions (FAQs), and explanatory memoranda will be used for external communications. A cascading champions approach will be used to deliver information; information will travel from WMO leadership to leads of RAs and TCs, whom will convey the same information to other groups such as task teams and working groups.

2. Regular communications for a wide range of stakeholders

A critical success factor for effective change management is the issuance of regular, digestible and orderly messages from leadership. This outreach has already begun, with presentations by the Secretary General and senior WMO officials at sessions of Regional Associations and other events with key stakeholders, regarding the background and rationale for this reform. This type of communications will continue, with updates on the progress of each element of the governance reform will follow in terms of potential new arrangements, updates on the evaluation of the Strategic Plan and priorities which the new governance structures will deliver on. At the same time, effective mechanisms for two-way communication will provide opportunity to Members and stakeholders to provide advice and proposals on the course of the reform to enable continuous improvement.

3. A centralized source of information

Successful change management relies on sharing information with stakeholders. An effective approach in other organizations has been the establishment of a central web-based portal which serves as a resource for information about all aspects of the transformation. A comprehensive and central resource of information would enhance transparency of the reform process and reduce concerns and potential resistance to the proposed changes. Creating a dedicated WMO Reform webpage would inform Members and external stakeholders, and build situational awareness about the transition process

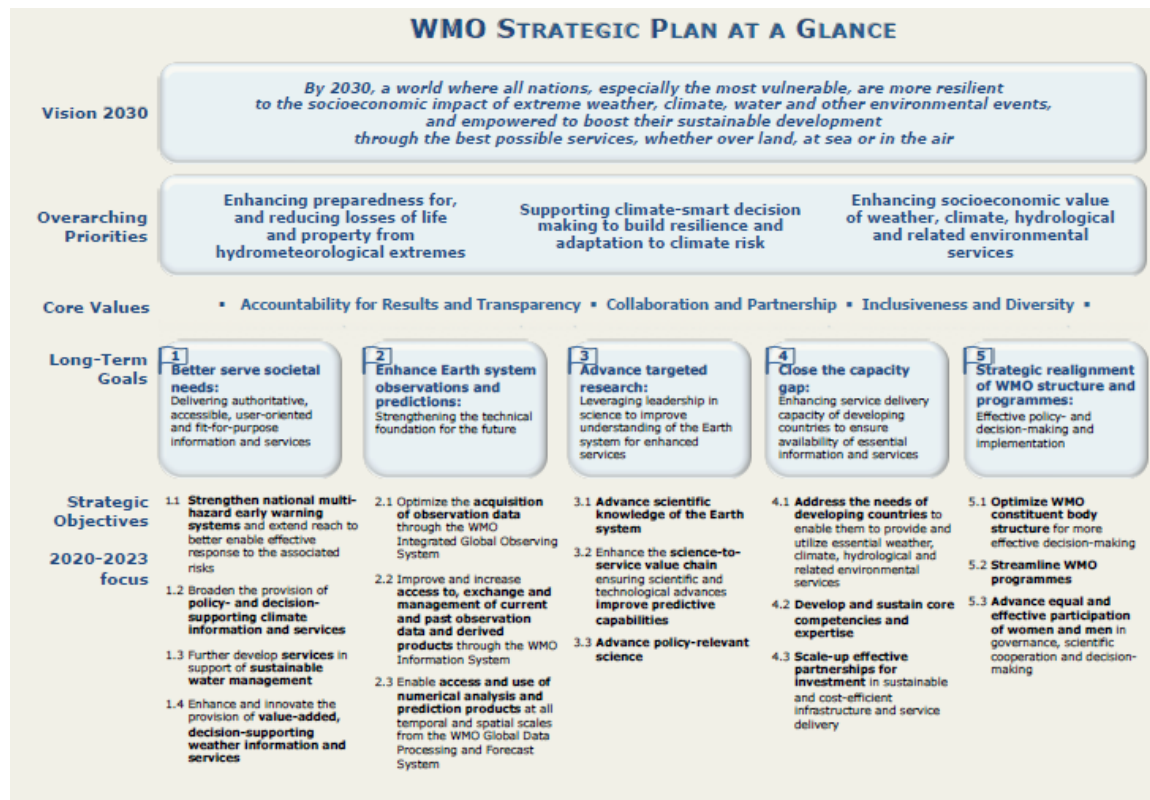
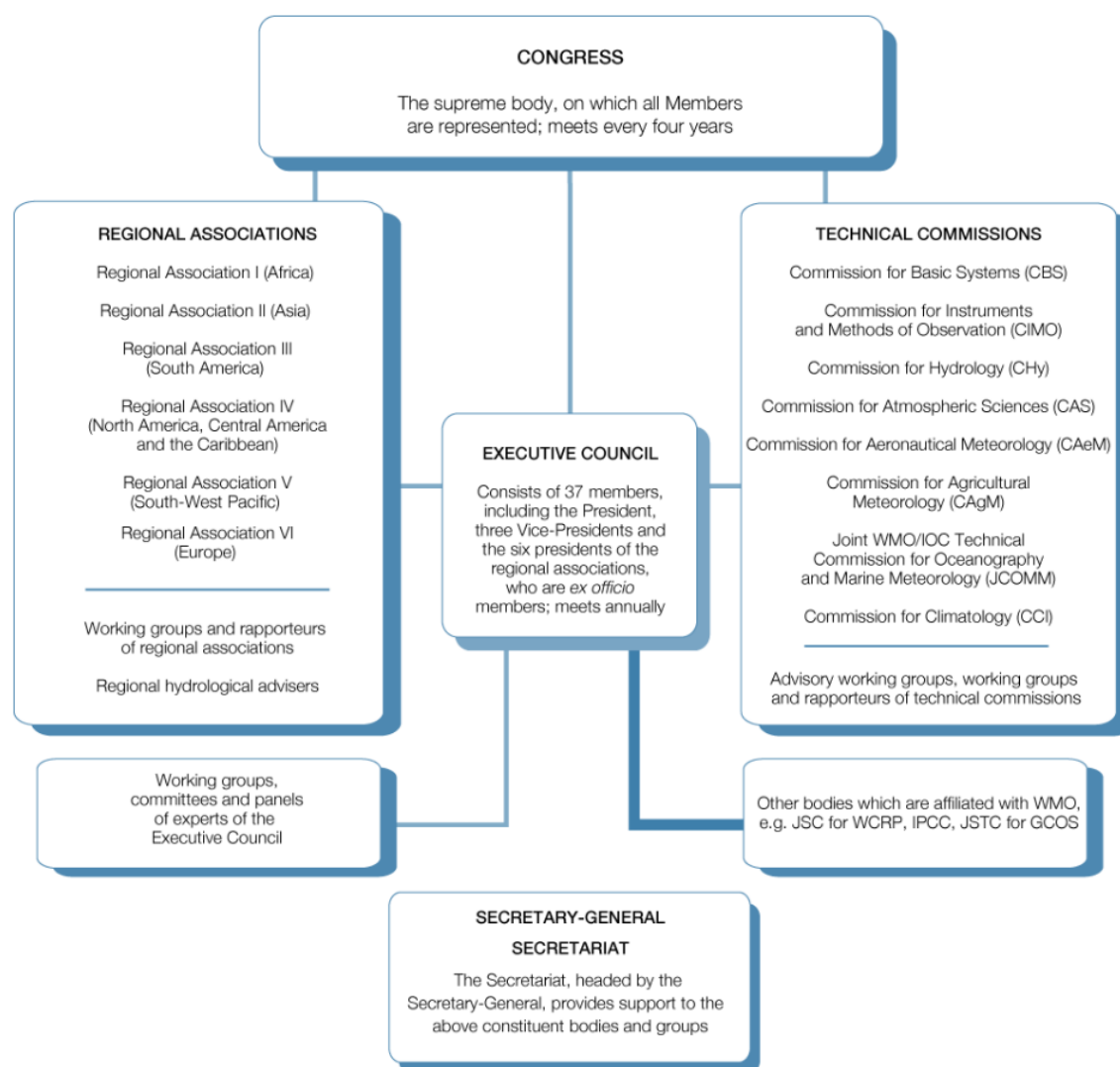


FIGURE 1: WMO PROPOSED STRATEGIC PLAN

**FIGURE 2: CURRENT GOVERNANCE STRUCTURE****Annex 3 to Resolution 36 (EC-70)****WMO Constituent Bodies Reform Task Force (CBR-TF)****1. Scope and time span**

The CBR-TF will perform an oversight function with regard to the implementation of the WMO Constituent Bodies Reform Transition Plan and Communication Strategy. The group will be active from July 2018 until the completion of the transition of the CBR.

2. Terms of Reference

- A. To regularly review the Transition Plan and provide guidance and support to the Secretary-General on its development; and provide a report on the updated Transition Plan to Cg-18.

- B. To monitor the implementation of the Transition Plan through a set of success indicators and provide guidance to the Secretariat on corrective actions as necessary.
- C. To monitor the implementation of the WMO Constituent Body Reform Communication Strategy, provide advice on outreach materials and events, and assess their outcomes.
- D. Provide progress reports to the Cg-18 (June, 2019), EC-71 (June, 2019) and a final report to the EC-72 (June, 2020).

3. **Composition**

The CBR-TF will be chaired by Prof. Gerhard ADRIAN and composed by the following EC members: Phil EVANS, Louis UCCELLINI, Toshihiko HASHIDA, David GRIMES, Maxim YAKOVENKO, Albert MARTIS, Chin Ling WONG, Mamadou Lamine BAH, Guillermo NAVARRO. The CBR-TF Chairperson may invite additional expert to support the work of the task force.

4. **Working mechanisms**

The CBR-TF will conduct regular meetings through videoconferencing and face-to-face meetings. A special webpage on the CBR will be a place for posting relevant materials reflecting the work of the task force. Secretarial support will be provided by the CER Department.
