

# Executive Council

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WMO-No. 1092



**World  
Meteorological  
Organization**  
Weather • Climate • Water

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**Resolution 18 (EC-64)**

**WMO CAPACITY DEVELOPMENT STRATEGY**

THE EXECUTIVE COUNCIL,

**Noting** Resolution 49 (Cg-XVI) – WMO Strategy for Capacity Development,

**Considering:**

- (1) That capacity-building is one of the priority areas for WMO in the sixteenth financial period (2012–2015) and has significant implication for the other four priority areas and implementation of the WMO Strategic Plan,
- (2) The need for a cohesive and coordinated approach to capacity development to maximize the outcome of capacity development activities by WMO,

**Approves** the Capacity Development Strategy as contained in the annex to the present resolution;

**Requests** the Secretary-General to communicate the WMO Capacity Development Strategy to Members and constituent bodies.

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### **Annex to Resolution 18 (EC-64)**

## **WMO CAPACITY DEVELOPMENT STRATEGY**

### **1. INTRODUCTION**

The need for WMO capacity development assistance is grounded on the Convention of the World Meteorological Organization (WMO) which recognizes that Members need to work with each other and with other organizations to coordinate, standardize, improve and encourage efficiencies in the exchange of information to further their application to the needs of society. The Convention further notes the vital mission of National Meteorological and Hydrological Services (NMHSs) in the provision of weather, climate and water observations and services, and their contributions to addressing societal needs. WMO implements its Programmes through the NMHSs of its Members and utilizes the capabilities of NMHSs to provide effective services for the safety and well being of society. The scope of services provided by NMHSs has increased as the need for environmental information has grown. Increasing vulnerability of many societies to natural hazards and extreme weather events, and sensitivity of national economies to climate variability and change have exposed gaps in the existing capabilities of NMHSs, particularly those of developing countries, Least Developed Countries (LDCs) and Small Island Developing States (SIDS). The Sixteenth World Meteorological Congress considered that the collaborative work of WMO depends on observations and technical contributions from developing and developed country NMHSs alike, and therefore assisting the NMHSs in developing countries to fill these gaps is necessary to the work of WMO, and benefits all WMO Members.

Cg-XVI adopted the WMO Strategic Plan which recognizes “capacity-building for the developing and least developed countries” as one of the five strategic priority areas expected to make a significant contribution to the achievement of the Expected Results”. To further elaborate how capacity-building as a cross-cutting priority will be addressed and in light of the factors discussed above, Cg-XVI adopted Resolution 49 (Cg-XVI) – calling for a WMO Capacity Development Strategy (CDS).

The purpose of the CDS is to provide a coordinated and cohesive approach to capacity development activities by WMO in assisting Members to meet their mandates and contribute to the goals of the WMO. The overall objective of the CDS is to foster effective capacity development assistance to WMO Members and facilitate sustainable development of their National Meteorological and Hydrological Services (NMHSs), particularly in developing countries, LDCs and SIDS. The CDS seeks to build upon existing capacities in NMHSs, reduce duplication and utilize opportunities to leverage investments in strategic partnerships and synergies, while integrating the roles and requirements of regional associations, technical commissions, WMO co-sponsored Programmes as well as WMO Programmes within the strategic priority areas in the provision of development assistance to Members.

While the CDS requires a collaborative approach to what is a common goal, particular emphasis is given to the role of the national governments, especially in planning and sustaining the capabilities of the NMHSs in partnership with regional and global community, and in recognition of the importance of the NMHSs to public safety, security, national development and general social and economic benefits which flow from weather, climate and hydrological services. Correspondingly, the CDS is designed to have its greatest impact at country level. WMO’s facilitative role will focus

on strengthening NMHSs, enhancing subregional, regional and global cooperation while providing a framework for NMHSs to advocate services which further national policies, strategies and plans.

Distinction is made between “capacity-building” and “capacity development”. The former approaches development as if no capacity currently exists and the later considers existing capacities with an emphasis on a more holistic approach and national ownership of the development process. WMO’s use of the term “capacity development” is to recognize that, in most cases, WMO assistance to NMHSs must be informed by existing and planned capacities.

The CDS recognizes that there are four types of NMHSs capacity: institutional, infrastructural, procedural and human resources. These four dimensions of capacities are distinct yet inter-related and must be considered holistically to achieve sustainable capacity development. The CDS also recognizes that WMO capacity development activities should be monitored and results evaluated for sustainability over time.

## **2. STRATEGY**

### **2.1 Vision and Mission**

#### ***Capacity Development Vision***

Stronger NMHSs to meet society’s need for information on weather, climate and water for the safety and well-being of people throughout the world.

#### ***Capacity Development Mission***

To facilitate a holistic and integrated approach to sustainable Capacity Development of NMHSs especially in developing countries, LDCs and SIDSs through: advocacy, education and training, outreach, partnerships and resource mobilization, demonstration and pilot projects, service delivery and research.

### **2.2 Strategic Objectives and Strategic Approaches**

**Objective 1:**  
**Define required capacities and identify deficiencies**

An accurate understanding of the required capacities will help formulate appropriate capacity development responses, prioritize investments, and mobilize resources. Baseline information is also vital for the monitoring and evaluation of capacity development activities and for continuous improvement of operations. Requirements and deficiencies will be derived from information relating to the compliance of NMHSs with WMO standards and the service needs of different stakeholders, end users and the society as a whole. Emphasis in Objective 1 will be placed on guidance for the defining of requirements, training on service delivery/stakeholder relations, compliance to WMO standards, clarification of institutional relationships and identifying deficiencies in the delivery, use and impact of weather, climate and hydrological services.

Strategic Approaches include:

- 1.A: Emphasize compliance with WMO technical requirements to address priorities
- 1.B: Assist countries in identifying deficiencies of the NMHSs
- 1.C: Encourage development of services to address specific user needs
- 1.D: Establish modalities for partner and stakeholder engagement

**Objective 2:  
Increase visibility and national ownership**

National ownership is the foundation for the enabling environment needed to ensure sustainable development of the NMHSs. The CDS will seek to create closer cooperation between government ministries and departments that are responsible for NMHSs and those sections of government responsible for setting national priorities to secure political buy-in and goodwill in favour of NMHSs within their respective countries. Through these efforts, Members will recognize the national and international significance of investing in the NMHSs as part of their national development priorities reflected in National Development Plans and Poverty Reduction Strategy Papers (PRSPs), and in essence, demonstrate ownership and commitment needed for sustainable development of the NMHSs.

Socio-economic benefits will be emphasized so that NMHSs are engaging in a strong and long-term partnership with their governments and thus secure national ownership based on requirements, benefits and deficiencies. This is particularly important given current trends in development financing which lay emphasis on alignment with the priorities of governments reflected in National Development Plans or National Poverty Reduction Strategy Papers to attract domestic and external financing.

Coordination amongst partners will be strengthened to avoid duplication and foster the sharing of resources. This coordination is needed to develop, mobilize and harmonize investments for the capacity development of NMHSs of Members. In-country engagement with stakeholders by NMHSs will be seen as part of a wider process of strategic management and an integral part of developing capacity through clear institutional arrangements, roles and responsibilities, and national ownership.

Strategic Approaches include:

- 2.A: Emphasize socio-economic benefits of services provided by NMHSs to decision-makers
- 2.B: Assist NMHSs to incorporate requirements into national policy, legislative frameworks and national development plans
- 2.C: Enhance outreach to end users and decision-makers
- 2.D: Develop leadership and management capacities
- 2.E: Reinforce national support to meet societal needs for weather, climate and hydrology services

**Objective 3:  
Optimize knowledge management**

Knowledge management serves to improve activities across the CDS and is particularly important to support definition of requirements, needs, gaps and priorities. Knowledge management will provide for continuous renewal of information, best practices, and shared skill across WMO. This Objective will involve the creation of supportive organizational structures, putting in place Information and Communication Technologies (ICT) with emphasis on teamwork and diffusion of knowledge that can assist in capacity development. Strategy Objective 3 will optimize knowledge management as well as foster the sharing of experiences and shared resources by NMHSs through RAs and in partnership with regional bodies and entities. The use of ICT will enable effective collaborative approaches, real-time information sharing, monitoring and feedback. Encouraging communities of practise will complement the ICT recognizing the importance of human interaction for knowledge management. The sharing of needed skills and information will include the use of volunteers and third party contributions.

Strategic Approaches include:

- 3.A: Enhance mechanisms for collecting and sharing of up-to-date information relating to NMHSs development
- 3.B: Share best practices and success stories relating to the development of NMHSs
- 3.C: Enhance communities of practice dealing with the development of NMHSs

**Objective 4:  
Reinforce resource mobilization and project management**

Weather, climate and hydrological services are becoming core issues for development in many of the developing countries and are resulting in increased interest for investments by development funding mechanisms. Resource mobilization and project management assistance will be provided to developing countries to build their NMHSs. The development of a stronger regional approach will help the implementation of capacity development activities. The institutional arrangements that enable project and programme implementation for capacity development will be strengthened and human resources developed to address the increased challenges for interaction with development agencies. Voluntary cooperation and bilateral assistance will also be facilitated and encouraged.

Strategic Approaches include:

- 4.A: Enhance coordination and actively explore new funding opportunities and develop proposals through dialogue with stakeholders and development partners
- 4.B: Enhance capacity to develop, implement, monitor and evaluate projects
- 4.C: Encourage innovative voluntary and bilateral cooperation

**Objective 5:  
Strengthen global, regional and subregional mechanisms**

Global, regional and subregional mechanisms are critical to the work of the NMHSs. WMO's global and regional centres, which already provide a range of assistance in technical areas, training, and operational data exchange and guidance, need to be strengthened to better support NMHSs in line with WMO priorities. In addition, WMO's engagement through political and scientific mechanisms and initiatives will bring attention to capacities needed to deliver required services.

Strategic Approaches include:

- 5.A: Strengthen the work of global and regional centres
- 5.B: Strengthen global, regional and subregional mechanisms to provide support for weather, climate and hydrological services

**Objective 6:  
Increase education and research opportunities**

Skilled individuals with competencies relevant for service delivery are essential to the operations of NMHSs. Education and research activities are long-term processes that build the foundation for products and services. The WMO Fellowship Programme provides important basic education for current and future NMHSs employees in developing countries, LDCs and SIDSs based on the most recent developments in science and technologies that form the basis for services.

Strategic Approaches include:

- 6.A: Improve access to and provision of fellowships
- 6.B: Strengthen applications of research findings