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Secretary-General
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WMO OPERATING PLAN 2026-2027

LTG 1: BETTER SERVE SOCIETAL NEEDS: delivering, authoritative, accessible, user-oriented and fit-for-purpose information and services

B U D G E T	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	39.2	22,940.4	5,576.7	28,517.1	20.6%
	Transformation and Efficiencies	-4.7	(2,625.9)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	1.0	3,169.0			
	Revised budget	35.5	23,483.6	5,321.3	28,804.9	20.8%

LTG - Output	Nr.	Effective and efficient functioning of governance bodies (cross-cutting for the LTG) Note: budget related to cross-cutting outputs is apportioned to the relevant Strategic Objectives	Milestone 2026	Milestone 2027
	1.0.01	SERCOM delivers according to its workplan, including SERCOM session, SERCOM MG meetings and and SERCOM President travel to related meetings	SERCOM IV session SERCOM President participation in relevant meetings	1 MG physical meeting; SERCOM President participation in relevant meetings

Strategic Objective 1.1: Strengthen national multi-hazard early warning/alert systems and extend reach to better enable effective response to the associated risks
MAJOR PROGRAMME: Weather, Climate, Hydrological, Marine and Related Environmental Services Programme

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	7,174.1	1,744.1	8,918.2	6.4%
	Transformation and Efficiencies	(1,081.7)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	1,313.0			
	Revised budget	7,405.4	1,678.3	9,083.7	6.5%

FOCUS AREA	A: Better preparedness and response to environment-related hazardous events			
	OUTPUTS			
	Nr.	Output	Milestone 2026	Milestone 2027
	1.1.01	WMO Cataloguing of Hazardous Events connected to national loss and damage reporting systems and regional based statistics developed	80 Members have implemented the WMO CHE	All Members use unique ID for cataloguing events
	1.1.02	Solution packages delivered by the WMO-UNDRR centre of excellence support Members on policy and decision-making for climate and disaster risk management	n/a, COE has discontinued in 2025	n/a, COE has discontinued in 2025
	1.1.03	Business Continuity enabled in the development of sustained MHEW services	the final version of training materials submitted to SERCOM-4	Drafting of training course of Business Continuity to sustain MHEW
	1.1.04	All NMHSs included in the updated WMO register of alerting authorities	NMHSs from 180 Members registered in WMO-RAA	All hydromet services from Members registered
	1.1.05	Key publications produced relating to early warnings	Guide to Early Warning Services	Mandatory publications published in all UN languages
	1.1.06	Alert and warning messages reach last mile through multiple channels leveraging CAP and partnerships	180 members with the capacity to disseminate warnings in CAP format	CAP implemented in all Members
	1.1.07	Tools and guidance for urban multi-hazard early warning contributing to objectives on the integrated urban service; WMO Centre of Excellence supports Members on multihazard early warnings in urban areas	Development in progress of guide to Applied Weather, Water, and Climate Services for Disaster Risk Reduction in Urban Settings	Guide to Applied Weather, Water, and Climate Services for Natural Resources Management and Network optimization in Urban Settings
	1.1.08	Humanitarian agencies have access to WMO Member services through the WCM	Cascading and ascending (global, regional, national) humanitarian assistance provided through enhanced coordination of WIPPS centers; 30% LDCs and SIDs NMHS have capacity supported to connect to AA frameworks	Structured capacity to provide assistance to humanitarian agencies across all timescales and hazards

B: Enhanced impact- and risk-based extended forecast and warning products and services**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
1.1.09	Technical guidance supporting impact-based forecast and warning services promoted or improved (including database, tools and outreach mechanism to enable IBF more effectively)	IBFWS Ecosystem/ Service desk strengthened with engagement and contributions from 20 Members; IBFWS competencies included in the WMO competency framework	IBF Ecosystem/ Service Desk sustained and improved
1.1.10	Guidance and training material developed to support wider use of probabilistic forecasts for warning purposes	Guidance & Training materials in development; Regional Pilot Training Workshops conducted in collaboration with TCP & SWFP	All Members utilize probabilistic forecast for service delivery
1.1.11	Technical guidance supporting interoperability to enable multi-hazard and multi-disciplinary collaboration between NMHSs and other entities.	15 additional Members are trained on Interoperability implementation	Members have established interoperable processes in support of multihazard approaches

C: Enhanced access to official national Earth system related information, forecasts and warnings**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
1.1.12	DRR-related standards and technical regulations developed	Further updates on the technical regulations as needed	DRR-related standards and technical regulations approved
1.1.13	GMAS fully operational	CAP Help Desk used by 100 Members; RSMCs SWF compliance recommendations are available.	Members' warnings available, aggregated and visualized through the Severe Weather Information Centre (SWIC) and other existing platforms and warning mechanisms leveraged by the GMAS framework
1.1.14	Early warnings for All Initiative implemented	EW4All new support to 25 countries expressing interest to lead forward the initiative (15 with RB)	Final report to UNSG

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 1.1).

Nr.	Output	Milestone 2026	Milestone 2027
1.1.15	Standing Committee on Disaster Risk Reduction and Public Services (SC-DRR) delivers according to its workplan	SC-DRR face-to-face meeting	2 physical meetings held

RISK / OPPORTUNITIES

Risks (SO level)	Initial Risk Level	Mitigation Measures
1. Inability to deliver on an overly ambitious target for the Early Warning for All initiative	Very High	Prioritize RB and XB funding for activities and accelerate efforts on SOFF and upscaling CREWS
2. Secretariat understaffed to meet the challenge	Very High	Advocate for unearmarked contributions donors to support secretariat effort
3. Engagement of experts not sufficient to support all developments	Very High	Where critical, hire consultants and use experts for review
Opportunities (SO level)	Opportunity Level	Proposed Actions
1. EWS initiative may channel significant investment to support Members	Very High	WMO's continued communication and advocacy
2. NMHSs are widely recognized as critical entities supporting DRR and CCA	High	Advocacy and technical regulations development

Strategic Objective 1.2: Broaden the provision of policy- and decision-supporting climate information and services**MAJOR PROGRAMME: Weather, Climate, Hydrological, Marine and Related Environmental Services Programme**

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	6,858.2	1,667.0	8,525.2	6.1%
	Transformation and Efficiencies	(376.1)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	511.0			
	Revised budget	6,993.1	1,584.4	8,577.5	6.2%

FOCUS AREA	A: Improved Members' production and delivery of authoritative national climate information products and services in GFCS priority areas in support of climate adaptation and climate-resilient development			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	1.2.01	Scientific and technical advice (via reports, working documents and presentations) to Members and other stakeholders on GFCS components and priority areas	Guidance provided on GFCS and NFCS implementation to 10 Members	30 National Frameworks for Climate Services (NFCS) including their expansion to weather and hydrological services where appropriate
	1.2.02	Enhanced Implementation of Climate Science Information for Climate Action to support Members' development of adaptation and mitigation plans and policies (NAPs, NDCs) through contribution to regulations, guidance and other resources led by external partners (GCF, etc.)	Assisting 3 Members in their NAPs, updating their NDCs and contributing climate science information into adaptation projects	Increased Member access to climate projections based on the Coupled Model Intercomparison Project (CMIP) and CORDEX scenarios
	1.2.03	Strategies to strengthen the co-design, co-production, co-delivery and co-evaluation of climate services in line with identified good practices (including QMS)	Capacity development and QMS implementation in 20 NMHSs	Additional 50 NMHSs certified
	1.2.04	WMO technical regulations, guidance and other resources associated with the provision of weather and climate services for agriculture, energy and health	Renewable energy publications updated; Updated 5 Chapters of GAMP (WMO No. 134); Updated Publications on Climate and Health; Progress on publication on local and indigenous agroclimatic knowledge	New or renewed WMO regulatory and non-regulatory publications such as WMO No. 134; Updated Heat-Health guidance; Net-Zero Energy. Limited translation in all languages unless XB funded.
	1.2.05	Demonstrations and trainings in climate sciences and services	CS: 5 NMHSs trained on Climpact and Climate Science Information tools and sources ACS: 15 NMHSs trained (online) on agromet, energy and/or health issues	50 Members, especially from developing countries, benefited from climate services trainings, seminars and workshops
	1.2.06	Development/maintenance of the platforms to facilitate support to Members to carry out effective weather and climate services for various application sectors	3 online training modules on agromet, energy and/or health	Energy, Health, Agr, Climate science, CST

B: Member climate services enhanced through operational climate service information system**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
1.2.07	CSIS operationalized on regional and national scales and products delivered including through Regional Climate Forums (RCFs) and National Climate forums (NCFs)	Fourth WMO Workshop on Operational Climate Prediction (OCP4); Objective seasonal forecast capacity strengthened for 4 NMHSs; Strengthened use and interpretation of regional climate change projections for 4 RCOFs	14 sub-regions implementing recommendations of the 2017 Global Review of RCOF; 8 NMHSs capacity strengthened for NCF (upon Members' request)
1.2.08	Scientific and technical advice to Members and other stakeholders on regional climate information, forecast products and tailored products provided	RCP: Strengthening national capacity across the climate services value chain in 3 countries ACS: 4 NMHSs strengthened on the development and use of tailored products for agromet and energy	Increased number of Members able to access, contribute and add value to global and regional climate information and forecast products for service provision including tailored products
1.2.09	Strategies to strengthen the capacity of Regional Climate Centres (RCCs) to support NMHSs for climate services devised	Enhanced RCC operations to deliver climate services in 1 subregions	RCCs' operations enhanced in 4 sub-regions and 3 new RCCs established
1.2.10	Scientific and technical advice to Members and other stakeholders on climate data stewardship provided	Updated WMO Catalogue on Climate Data with more maturity assessed datasets 10 NMHSs trained on advanced Climatological Statistics and Data Rescue	30 datasets are maturity assessed and added in the WMO Climate Data Catalogue
1.2.11	Strategies to ensure the recognition of long-term climate stations devised	Progress in implementation of the new Long Term Observing Stations Recognition Mechanism including climate, marine and hydro areas of expertise (additional 100 Stations)	200 centennial stations recognized
1.2.12	Key Publications produced relating to climate information, climate standards and climate practices	Updated version of WMO-No.1131	Guides, guidelines and technical notes published and translated

C: WMO methodologies and products supporting climate adaptation and mitigation actions adopted as official science basis for international climate-related policy implementation and UN system action
OUTPUT

Nr.	Output	Milestone 2026	Milestone 2027
1.2.13	Strategic arrangements/agreements with and subsequent contributions to international, regional and national agencies, regulatory entities and stakeholders in need of climate science and services	Contributions to 4 UNFCCC events, and 2 NAPs reviews through UN4NAPs ACS: WMO Inputs to UNCCD COP-18; WHO Health Assembly / Working Groups; UNFCCC Climate Week (Ag); IAEA General Conference 2025; 16th IRENA Assembly; 28th World Energy Congress; GEIDCO Annual Conference; IDMP Annual meetings; FAO World Food Forum, UN-Energy Annual Meeting	14 sub-regions implementing recommendations of the 2017 Global Review of RCOF; 8 NMHSs capacity strengthened for NCF (upon Members' request)
1.2.14	Contributions to climate policy frameworks through flagship climate reports, including a socio-economic impacts component	Publication and release in March/April 2026 of the final State of the Global Climate 2025 Release of the five year Climate Report 2021-2025 5 Regional State of the Climate Reports Provisional State of the Global Climate 2026	Increased number of Members able to access, contribute and add value to global and regional climate information and forecast products for service provision including tailored products
1.2.15	State of Climate Services Reports enhancing monitoring and evaluation of NMHSs	State of Climate Services 2026 report produced in time for COP31	RCCs' operations enhanced in 4 sub-regions and 3 new RCCs established
1.2.16	Flagship Climate Prediction Products (GSCU, ENSO)	Climate products (4 ENSO update, 12 GSCU and 1 GADCU) regularly delivered	30 datasets are maturity assessed and added in the WMO Climate Data Catalogue
1.2.17	Contributions to regulations, guidance, policy briefs and other resources led by external partners associated with weather and climate services	Mainstreaming WMO climate service products into Climate Fund mechanism	200 centennial stations recognized
1.2.18	Key publications produced	ACS: Guidance on Flash Drought; WEFE publication	Guides, guidelines and technical notes published and translated
1.2.19	Contribution to regulations, guidance, policy briefs and other resources led by external partners (IEA, IAEA, IRENA, SEforALL, GEIDCO, UN-Energy) associated with weather and climate for energy trackers	Safety Guide for Nuclear Power Plants with IAEA (Launch); 10 Members trained (hybrid event) on Energy Services (selected region); interaction with 20 members through joint technical webinars and seminars.	Mainstreaming WMO energy services in external resources - Limited NMHSs assisted in supporting national energy strategies
1.2.20	Strategies to increase capacity of NMHS health focal points on core competencies and good practices to support health sector adaptation and mitigation policies	7 Members (Health Focal Points) trained on core competencies and good practices on health sector policies	6 trainings

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 1.2)			
OUTPUT			
Nr.	Output	Milestone 2026	Milestone 2027
1.2.21	Policy Advisory Committee (PAC) delivers according to its workplan	Activities subsumed in 5.0.02	Activities subsumed in 5.0.02
1.2.22	Standing Committee on Climate Services (SC-CLI) delivers according to its workplan	Workplan of substructures reviewed and their progress report- online meeting of the SC-CLI	4 meetings
1.2.23	Standing Committee on Services for Agriculture (SC-AGR), Study Group on Integrated Health Services (SG-HEA) and Study Group on Integrated Energy Services (SG-ENE) deliver according to their workplans	Revised SC-AGR Workplan; Revised Workplan on Integrated Energy Services; Revised Workplan on Integrated Health Services	12 meetings

RISK/ OPPORTUNITIES	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. Inadequate provision of climate services by NMHS and partners		High	Provide sufficient resources on coordination in this cross-cutting area
	2. Secretariat understaffed to meet the challenge		Very High	Align staff cost allotment with level of ambition
	3. Engagement of experts not sufficient to support all developments		Very High	Where critical, hire consultants and use experts for review
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. Increased visibility of NMHS and increased funding of NMHS		High	Better communication and promotion of WMO activities
	2. Increased funding from external partners for projects benefitting Members		High	Expand outcomes from projects to other countries and regions

Strategic Objective 1.3: Develop hydrological services for sustainable water management and adaptation
MAJOR PROGRAMME: Weather, Climate, Hydrological, Marine and Related Environmental Services Programme

B U D G E T	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	4,751.6	1,155.1	5,906.6	4.3%
	Transformation and Efficiencies	(610.3)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	720.0			
	Revised budget	4,861.3	1,101.5	5,962.7	4.3%

A: Free and unrestricted exchange of information, products and reports facilitated
OUTPUT

Nr.	Output	Milestone 2026	Milestone 2027
1.3.01	WMO technical regulations, guidance and other resources associated with hydrology and water resources services	a) 7th edition of the Guide to Hydrological Practices (Services part) (WMO-No. 168) (M1): first draft available b) Guidelines on Impact-based forecasting for hydrology (M25): advanced draft available c) Guidelines on communication for hydrological information with priority to flood, forecasting results and related risks (M26): first draft available d) Guidance on Quality Management Systems for quality assured hydrometeorological data and products (M4): the updated pages are available e) Second edition of the WMO-No.1072 – Guide to Flood Forecasting and Early Warning (M2): first draft available f) Concept Note on the use of satellite data for flood forecasting and product requirements (M11): On hold	At least 2 new guideline developed and published, in addition to the update of technical regulations and the Guide to Hydrological Practices
1.3.02	Capacity development material developed on hydrological forecasting, integrated drought management, integrated flood management, water quality and water resources assessment	a) Training material developed (on hydrometry, or flood forecasting, or IDM, or IFM), training workshop conducted in 1 selected country RAI (LOA) b) Advanced draft of the Survey on the quality and impact of trainings carried out and compiled in a report at end of financial period	Training workshops on each thematic area carried out in 4 countries/regions. Survey on the quality and impact of trainings carried out and compiled in a report at end of financial period
1.3.03	Contributions to the 5-year goal of Early Warnings for All with available tools and inventories on hydrological forecasting and water resources management services	b) Expansion of the inventory of operational platforms and models for flood forecasting 2 new items	13 tools made available to the WMO community
1.3.04	Current and future status/assessments of water resources made available at different spatial and temporal scales covering a large range of products	a) HydroSOS implementation continued in two countries/regions b) Water Data portal extended: On hold	Hydrological Status and Outlook mechanism implemented in 3 countries; One water data portal
1.3.05	Best practices and success stories on building partnerships on water resources management at the national and international levels developed	c) Guidelines for transboundary Flood Risk Management (FRM) first draft available; d) Partnerships established and interagency coordination.	Compilation of success stories on: - national partnership for water quality - building national, basin and transboundary partnerships

FOCUS AREA	B: Members are enabled to provide enhanced hydrological services for water resources management			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	1.3.06	Communities of Practice (CoPs) established on (1) End-to-End Early Warning Systems for Flood Forecasting, including guidance on emerging technologies and services for data acquisition and analysis comprising 100 experts; (2) drought management; (3) water resources assessment (including MCH)	a) Water Resources Assessment (WRA) webpage enriched; b) Assessment matrix expanded to cover needs and capabilities of NHS in the wider field of water resources assessment and management first draft available; c) 2 case studies through the DWAT global workshop.	Three CoPs established with 100 experts each
	1.3.07	Overall picture on the status of water resources made available through an annual report	State of Global WR Report 2025	4 issues of the Global Status of the Water Report
	1.3.08	WMO technical regulations, guidance and other resources associated with improving the governance and development of products and services delivery by NHS	a) Drafting guiding principles for the engagement of the private sector to support flood-related EWS and flood risk management and supporting Working Group on Digital Transformation (WG-DT) b) Guidance on national/basin level assessments for water and climate change mitigation measures interdependencies; On hold c) New edition of WMO No. 1003 - the revised version available	7 guidelines/framework documents developed and published
	1.3.09	Increased visibility, understanding and benchmarking of NHSs to support policy development and research, in accordance with Plan of Action for Hydrology	a) Set of communication materials for National Dialogues on Resilient Water Plan/National Adaptation Plan in development b) Implementation of research strategy for hydrology	Increased outreach to decision makers on the added value of NHSs to support decision making, and to the research community to better tackle operational hydrology needs

C: Strengthened cooperation through interoperable service delivery, policy development and institutional advancements**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
1.3.10	(a) Regional Hydrological Centers to support capacity development at the regional level, including among their functionalities the issuing of operational flood forecasting to support Members with global and regional products and verification and (b) WMO Hydrological Centers for WRA and WRM established	a) Compliance criteria for hydrological centers drafted b) Requirements for WMO Hydrological Centers for WRA or WRM finalized	6 Regional Specialized Hydrological Centres and 2 WMO Hydrological Centers for WRA or WRM established
1.3.11	Capacity development material developed to strengthen the delivery of hydrological services, in line with identified good practices	a) second course finalized b) 2 additional TED talks developed	2 E-learning training course(s) on: - management of NHSs - marketing for NHSs - TED Talk format videos targeting explaining basic marketing principles for NHSs
1.3.12	Strengthened capacity of Members to demonstrate and showcase good practices in cooperation and service delivery in hydrology and water resources	a) 1 distance learning course on hydrology implemented for countries/regions; b) MCH Training and Capacity delivered; c) Annual APFM support based partner forum organized and Annual report published.	- 5 twinning projects between national hydrological services - 8 distance learning courses on hydrology implemented for countries/regions
1.3.13	Communications and other outreach materials produced on user-oriented hydrological products and services supporting socio-economic development	a) Guidelines on Socio-Economic Benefit Analysis of flood forecasting services finalized, in coordination with the newly formed AG-SEB	- Compilation of 5 success stories on mutually beneficial cooperation in the field of hydrology, water resources management for socio-economic development - Collection of good practice in the development of customer/user-oriented products and services

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 1.3).				
Nr.		Output	Milestone 2026	Milestone 2027
1.3.14		Standing Committee on Hydrological Services (SC-HYD) delivers according to its workplan	SC-HYD hybrid meeting conducted and report available	2 sessions held face to face (2024, 2026)
1.3.15		Outputs of - Flood Forecasting Initiative Advisory Group (FFI-AG); - Regional Hydrological Fora	a) Virtual/hybrid session of FFI-AG (depending on budget availability) b) Regular virtual Regional Hydrological Fora meetings	2 sessions held face to face (2024, 2026) same for FFI-AG (2024, 2027) with minimal financial support due to budget constraints; 2 virtual Regional Hydrological Fora per year per RA

RISK / OPPORTUNITIES	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. Changes in overall political and societal priorities result in decreased involvement in the water-related agenda		High	Increase efforts and prioritize activities
	2. Lack of alignment with other activities in the field of water (e.g. UN-Water, UNESCO-IHP, UNEP, UNECE-Water Convention) leads to competition for the attention of governments and hydrological experts		Medium	Seek cooperation with partners (see opportunity 1) to optimize use of resources, identifying synergies and avoiding repetition of efforts
	3. Technological innovations might change ways of delivering products and services currently provided by national hydrological services and might change the market in the field of operational hydrology		Very High	Seek the involvement of private sector in the development of solutions for service delivery, keeping in mind the mandate of NHS and the role they play
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. Cooperation with other partners to joint develop deliverables on issues of relevance to both entities (e.g. UNEP on Water quality; FAO and GWP on drought and flood management; UNECE Water Convention on transboundary issues)		High	Dialogue to be established/revamped with relevant partners to explore possible synergies in topics of mutual interest. This might lead to joint publications/activities
	2. Inclusion of deliverables in extrabudgetary project proposals to optimize resources		Very High	Extrabudgetary projects might present the occasion to collect case studies/best practices or to develop guidance material or organize trainings, complementing resources from the regular budget

Strategic Objective 1.4: Enhance the value of and innovate in the provision of decision-supporting weather information and services

MAJOR PROGRAMME: Weather, Climate, Hydrological, Marine and Related Environmental Services Programme

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	3,770.0	916.5	4,686.4	3.4%
	Transformation and Efficiencies	(551.7)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	610.0			
	Revised budget	3,828.3	867.5	4,695.7	3.4%

A: Enhanced weather services and information through increased user engagement

OUTPUT

Nr.	Output	Milestone 2026	Milestone 2027
1.4.01	WMO technical regulations, guidance and other resources associated with the provision, quality management and, where applied, cost recovery of meteorological services for aviation on a national and multinational basis (e.g. WMO-Nos. 49, 731, 732, 782, 904, 930, 1100, 1205 and 1209)	Development of proposed amendments and updates to WMO regulatory and non-regulatory publications for submission to SC-AVI-5 (2027) and SERCOM-5 (2028) for endorsement.	Prioritised new or renewed WMO regulatory and non-regulatory publications and other resources.
1.4.02	Scientific and technical advice (via reports, working documents and presentations) to ICAO and other stakeholders on the provision, quality management and (where applied) cost recovery of meteorological services for aviation on a national and multinational basis as well as the impacts of climate change on aviation	Delivery of scientific and/or technical advice to global and regional meetings/events of ICAO, IATA and other stakeholders.	Timely and reliable WMO advice to aviation stakeholders at the global and regional level including ICAO METP, AEP/ANSEP, CAEP and PIRGs (and their subsidiary bodies) and IATA FOG (MET) and ACTF.
1.4.03	WMO technical regulations, guidance and other resources associated with the provision and quality management of marine meteorological and oceanographic services on a national and multinational basis (e.g. WMO-Nos 558, 471, 702, 1076, 574 and 259)	558/471 -review (submitted); 9 (Vol D) - review (submitted); S-4xx development (progressed and publication edition 1.0.0): Sea Ice Docs package comprehensive review (submitted); Meteotsunami Guidance (submitted/published)	Up-to-date WMO regulatory and non-regulatory publications and other resources. Reports on outcomes of SC-MMO and subsidiary body meetings.
1.4.04	Contribution to regulations, guidance and other resources led by external partners (IMO, IHO and IOC), associated with marine meteorological and oceanographic services (e.g. relevant IMO resolutions (A.705(17), as amended, and A.1051(27), as amended, and associated IMO instruments; Joint IMO/IHO/WMO Manual on MSI	IMO EGC Manual, Navtex Manual (finalized); IOC - Ocean Forecasting guidance (review - contribution)	Currency of regulatory and non-regulatory guidance and publications, MSI guidance documents and manuals, and any relevant IOC manuals. Reports on outcomes of relevant MSI related meetings.
1.4.05	Scientific and technical advice on appropriate met-ocean products and services to address the needs of both stakeholders and the met-ocean community, especially for addressing safety of life and protection of property at sea and along the coast, including the impacts of climate change on shipping operations	Delivery of scientific and technical advice, as appropriate, for identified activities such as marine and coastal hazards (including CIFI), RSMCs, MSI satellite communication, products to support polar regions and SIDS etc.	Sufficient stakeholder engagement >> Positive impact on service co-design and delivery >> High Quality of Service

FOCUS AREA	B: Sustained benefits building on policy and funding mechanisms			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	1.4.06	Working arrangements/agreements with ICAO and other stakeholders addressing meteorological services for aviation and/or the impacts of climate change on aviation	Completion of interim review of the working arrangements with ICAO (Quinquennial review/update cycle).	New or renewed working arrangements with stakeholders such as ICAO, IATA, IFALPA, ASECNA, IAEA, IUGG and CTBTO
	1.4.07	Strategy for the transformation of aeronautical meteorological service delivery that responds to air transport modernization and aviation user needs, and also embraces existing and foreseen advances in meteorological and other environmental science and technology	Submission of second edition of the long-term plan for aeronautical meteorology to SERCOM-4 for endorsement.	Up-to-date strategy (long-term plan) for aeronautical meteorology
	1.4.08	Facilitating support to Members to carry out cost effective marine services, in international waters, aligned with working arrangements/agreements with IMO and other stakeholders in addressing marine meteorological services and/or the impacts of climate change on shipping	Guidance Best Practice for Income Generation published	New or updated working arrangements/ agreements
	1.4.09	Development/maintenance of the marine services component of the (current draft) WMO Ocean Implementation Plan and associated strategic emphasis, including Regional Associations, that responds to technical innovations and modernization of maritime operations and marine user (including coastal user communities) needs, and also embraces existing and foreseen advances in meteorological and other environmental science and technology	Implementation and maintenance of marine services component of the WMO Ocean Implementation Plan.	Up-to-date strategy (long-term plan) for marine meteorology

C: Enhanced user-specific weather services building on international standards and good practices**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
1.4.10	Demonstrations and trainings showcasing service delivery good practice (such as QMS) as well as advances in science and technology associated with the provision of meteorological services for aviation and the impacts of climate change on aviation	Development of report on the outcomes of AvRDP2 (2021-2025). Delivery of Aviation Meteorology Training Seminar (in-person, approx. 20-25 experts).	Delivery of AvRDP2 project (with RB/WWRP), AeroMetSci Conference, IWVA workshop, WMO/UKMO Aviation Meteorology Training Seminar and other trainings/demonstration.
1.4.11	Gender action plan to increase the involvement of and to empower women into leadership positions in aeronautical meteorology taking into account existing good practices at the national and/or regional level	Gender Action Plan for Services, with content of relevance to aeronautical meteorology, submitted to SERCOM-4 for consideration.	Up-to-date Gender Action Plan for Services with input from aeronautical meteorology
1.4.12	Communications and other outreach materials associated with the provision of meteorological services for aviation (including climatological information) as well as the impacts of aviation on the environment and the impacts of climate change on aviation	Delivery of up to two 2026 editions of a Services for Aviation Newsletter. Delivery of new or improved content on a Services for Aviation website and Moodle training portal.	Publication of community newsletters (biannual), up-to-date WMO Services for Aviation website, Moodle training portal and other resources
1.4.13	Strategies to strengthen delivery of marine services, in line with international standards and identified good practices (including for QMS)	Progress in delivery of full cycle of the WMO Marine Services Course (remaining regions); progress competency assessment implementation (including ice, and application of Toolkit with Members); contribute to review of relevant IMO model training courses; progress recommendations from 1st and 2nd WMO-IMO Symposia	Conducting of conferences, seminars and/or training workshops
1.4.14	Strategies to strengthen communications and outreach associated with marine services as well as the impacts of shipping on the environment and the impacts of climate change on maritime operations	Delivery/publication of updated material.	Publication of information and currency of WMO Services on Marine Services website and other resources

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 1.4).			
Nr.	Output	Milestone 2026	Milestone 2027
1.4.15	Standing Committee on Services for Aviation (SC-AVI) delivers according to its workplan	Intersession review and update of work plans of SC-AVI and its subsidiary bodies, taking into account their respective terms of reference.	Delivery of the SC-AVI work plan (as required by SERCOM) and oversight of subsidiary bodies activities and expected outputs
1.4.16	Standing Committee on Marine Meteorological Oceanographic Services (SC-MMO) delivers according to its workplan	Online calls and physical meetings with SC-MMO and subsidiary bodies to progress operational plan tasks. At least one physical meeting held. SERCOM MG, JCB	Delivery of the SC-MMO work plan (as required by SERCOM), oversight of subsidiary bodies activities and expected outputs, and services aspect of JCB
RISK/ OPPORTUNITIES	Risks (SO level)	Initial Risk Level	Mitigation Measures
	1. Discrepancy between WMO regulatory and non-regulatory materials with resultant negative impact on WMO Members' implementation of international standards, recommended practices and procedures with ultimately negative impact on safety	Medium	Ensure systemic application of a common (organization-wide), repeatable, reliable amendment procedure for WMO technical regulations and guidance materials
	2. Insufficient engagement with or from end-users/stakeholders with resultant negative impact on service co-design, development and delivery	Medium	Ensure necessary and appropriate resources are allocated to engaging end-users/stakeholders throughout the service delivery lifecycle
	3. Insufficient or inappropriate human resources to respond to an increased number and/or diversity of capacity development-related demands from WMO Members with resultant negative impact on service delivery implementation and potential reduction in safety	Medium	Increase utilization of and reliance upon the Community Platform/Experts Network to support capacity development
	Opportunities (SO level)	Opportunity Level	Proposed Actions
	1. Further strengthen existing partnerships and/or forge new partnerships with agencies within and outside the United Nations Common System, including the private sector, with resultant positive impact on service co-design, development and delivery	High	Exploit or expand networks (points of contact) at the national, regional and/or global levels to help better identify opportunities for coordination, collaboration and cooperation amongst the agencies concerned
	2. Foster a common (organization-wide), multidisciplinary, cross-domain approach to service co-design, development and delivery that responds to new and emerging end-user requirements, as well as evolving international regulations, and harnesses synergies across the various service sectors	Very high	Exploit or expand information sharing and, where appropriate, collaboration across the various service sectors

Strategic Objective 1.5: Accelerate the development of integrated systems and services to address global risks associated with irreversible changes in the cryosphere and downstream impacts on water resources and sea level rise

MAJOR PROGRAMME: Weather, Climate, Hydrological, Marine and Related Environmental Services Programme

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	386.6	94.0	480.7	0.3%
	Transformation and Efficiencies	(6.1)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	15.0			
	Revised budget	395.6	89.6	485.2	0.3%

A: Emerging risks are identified and cross-cutting actions across the value cycle are charted

OUTPUT

Nr.	Output	Milestone 2026	Milestone 2027
1.5.01	Approved high-level statement of ambitions for global actions in addressing changes in polar and high-mountain regions and their impacts downstream, on coastal areas and SIDS	High-level ambitions accepted by EC	No activity
1.5.02	White Paper on requirements for Cryosphere Services developed to influence priorities for action across WMO constituent bodies and their activities/priorities	White paper published and disseminated	Outreach and implementation of White Paper recommendations

B: Collaborative mechanisms are optimized to promote innovation, and research to service actions

OUTPUT

Nr.	Output	Milestone 2026	Milestone 2027
1.5.03	Requirements for regional mountain monitoring and warning centres defined and pilot projects initiated	Requirements for regional monitoring drafted, and pilot projects designed	Guidelines for regional monitoring and warning center is defined; pilot projects initiated
1.5.04	Arctic and Antarctic regional climate centres established	Support establishment of RCC for polar regions	Established polar RCC
1.5.05	Cryospheric and environmental hazards included in MHEWS and the catalogue of events, as relevant to polar, high mountains, downstream and coastal areas and SIDS	Cryo events in CHE list	No activity
1.5.06	Developed and approved consistent suite of indicators for cryosphere change and their impacts on local, and downstream regions, on lowlands, coastal area and SIDS	No activity	No activity

C: Partnerships and collaborations with external stakeholders amplify existing capacity to deliver services**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
1.5.07	Report on the global stocktake of cryosphere related research to operations opportunities and gaps as pertaining to emerging information needs of affected areas (for early warnings, climate, hydrology, water resources information services)	Report on global stocktake drafted and approved by PHORS	No activity
1.5.08	Promotion of the cryosphere related policy priorities of vulnerable regions locally, downstream, lowlands, coastal areas and SIDS	At least one event organised, less travel support for participants	at least one event organised and cryosphere policies promoted

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 1.5).

Nr.	Output	Milestone 2026	Milestone 2027
1.5.09	Executive Council Panel on Polar and High Mountain observations, research, and services (EC-PHORS) meetings (Services component) - biennial meeting	F2F PHORS meeting is supported	Support PHORS

RISK/ OPPORTUNITIES

Risks (SO level)	Initial Risk Level	Mitigation Measures
1. Resources unavailable or insufficient to address stated objectives	Very High	Allot sufficient resources for this cross cutting area, in coordination with the contributing activity areas
2. Secretariat understaffed to support the cross-cutting engagements (across WMO structures and with partners)	Very High	Align staff cost allotment with level of ambition and in coordination with the contributing WMO units
3. Inability to effectively engage and co-interest partners with activities relevant to SO 1.5, with direct impact on delivering improved services (e.g. early warnings for all or improved water management and prediction)	High	Systematically, ensure co-development and co-ownership of results, in recognition of the role of each engaged partner
Opportunities (SO level)	Opportunity Level	Proposed Actions
1. Increase the co-development of key outputs with partner programmes and initiatives (mutual-benefit)	Very High	Sustained and mutually-beneficial engagements with partners as co-developers of defined outputs, through sustained communication
2. Active cross-cutting engagements with WMO activities for resource mobilization of resources and building of understanding of impacts from changes in cryosphere, and support risk assessments and improved water resource prediction	Very High	Increased communication across WMO structures, facilitated via Secretariat, to ensure that the full Earth system approach is reflected in each proposal or initiative (e.g. impact of mountain snow and ice on agriculture, lowland EWS, etc.)

LTG 2: ENHANCE EARTH SYSTEM OBSERVATIONS AND PREDICTIONS: Strengthening the technical foundation for the future

B U D G E T		Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
		Approved budget	39.4	20,553.2	4,996.6	25,549.8	18.4%
		Transformation and Efficiencies	-3.5	(1,669.6)			
		Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	0.0	3,344.5			
		Revised budget	35.9	22,228.1	5,036.7	27,264.8	19.7%

LTG - Output	Nr.	Effective and efficient functioning of governance bodies (cross-cutting for the LTG) Note: budget related to cross-cutting outputs is apportioned to the relevant Strategic Objectives	Milestone 2026	Milestone 2027
	2.0.01	INFCOM delivers according to its workplan	INFCOM Mgm +INFCOM-4 session in HKO	2 INFCOM sessions; 2-4 MG meetings; INFCOM President participation in relevant meetings

Strategic Objective 2.1: Optimize the acquisition of Earth system observation data through the WMO Integrated Global Observing System (WIGOS)
MAJOR PROGRAMME: Expanded World Weather Watch Programme - WMO Integrated Global Observing System (WIGOS)

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	12,472.8	3,032.1	15,504.8	11.2%
	Transformation and Efficiencies	(1,150.7)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	1,644.5			
	Revised budget	12,966.6	2,938.0	15,904.6	11.5%

FOCUS AREA	A: The availability and scope of observational data increased			
	OUTPUTS			
	Nr.	Output	Milestone 2026	Milestone 2027
	2.1.01	Continued integration, design and evolution of WIGOS observing systems	1) Rolling Review of Requirements process: continued transition to new RRR process; 2 additional ESAC statements of guidance; 2) Update of WIGOS Vision 2040 3) Assess the feasibility of implementing ABO Programmes in Africa, South America and Middle-East	* Updated high level guidance on evolution of global observing systems in response to WIGOS Vision 2040; * All WIGOS observing components are partly/fully integrated: GOS, GAW, GCW, WHOS, GCOS, for increased data use; * WICAP resourcing strategy; * Targeted ABO development projects for RA-I, RA-III and Middle East; * WIGOS Technical Regulations updated reflecting additional core data; * SoG for all 6 Earth System Application Categories; * National schemes for WSI implementation; * Criteria for the Tiered Networks, and
	2.1.02	Implementation and evolution of Global Basic Observing Network (GBON) and Regional Basic Observing Network (RBON)	1) GBON compliance monitoring report for 2025 issued 2) GBON Compliance quarterly monitoring reports for 2025/Q4, 2025/Q1, 2025/Q2 and 2025/Q3 issued 3) Upgraded WIGOS tools for consideration of adjusted GBON compliance monitoring criteria 4) Progress with design of RBON in the regions (different speeds) 5) Identification of potential new core and recommended data in Unified Data Policy to be reflected in WIGOS Manual	* GBON compliance monitoring; * Slower transition to RBON and expansion of GBON in other domains; * Identification and promotion of new core and recommended data per Unified Data Policy

2.1.03	Requirements, evolution and guidance on WIGOS operational systems and tools: Observing Systems Capability Analysis and Review (OSCAR), WIGOS Data Quality Monitoring System (WDQMS), Incident Management System (IMS), and WIGOS Regional Centres, including capacity development	0) OSCAR/Surface NG solution identified for implementation and specifications drafted 1) WIGOS observing networks and components further integrated into OSCAR/Surface; 2) WIGOS observing networks and components further integrated into WDQMS Webtool; 3) IMS operational tool enhanced; 4) Transition of RWCs from pilot mode to operational; 5) Strengthening and expansion of RWCs nodes; 6) New RWCs concept designated for Antarctica; 7) RWC training and support to Members activities; 8) Tiered/level training programme on WIGOS and GBON	* Strategy on the evolution of WIGOS Tools across domains; * WIGOS Tools provide all required functionalities, with better/automated functions and updated technology; * IMS operational launch.
2.1.04	Regional Instrument Centres (RICs) including capacity development	1) Strengthened collaboration btw RICs and Members 2) RICs strengthened and having access to relevant guidance material to conduct effective trainings. 3) ILC re-initiated for RA-IV 4) RAs informed about performance of their RICs 5) Trainings on calib/field verif. performed in conjunction with projects 6) Updated RIC ToRs submitted to INFCOM-4	- 90% of Member covered by Regional WIGOS Centres in full operational mode - Streamlining of concepts of regional measurement-related centres - Uptake and use of WIGOS tools and training resources
2.1.05	WMO Technical Authority role for SOFF: screening, reporting, and technical support	1) SOFF Readiness outputs screened according to priorities; 2) Peer advisors supported; 3) Operational Guidance Handbook updated with lessons learned; 4) Information and/or decision documents provided to SOFF Steering Committee meetings as planned or requested.	55 gap analyses and contribution plans screened 4 progress reports Annual impact reports 55 beneficiary countries and peer advisors supported
2.1.06	Measurement standards and best practices developed/updated	1) Implementation plan for change of radiation references 2) Updated role of WRC and RRC 3) Update of several WMO-No.8 and WMO-NO. 1257 chapters submitted to INFCOM-4 4) Members informed about new technological development/best practices through TECO	- Updated best practices for the priority observing instruments used by Members - Increased use of WMO best practice system by other Earth System communities
2.1.07	WIGOS regulatory and guidance material harmonized and streamlined	1) Key publication (No. 8, 49, 1160, 1165) harmonized wrt field verification etc and submitted to INFCOM-4	* Harmonization of Terminology across WIGOS publications; * Streamlining of WIGOS Manual; * WMO Standard Vocabulary (WSV)

	2.1.08	Implementation of WIGOS 2040 Vision Space Component advanced	1. Update of WIGOS Vision 2040 (space-based component) approved at INFCOM-4. 2. List of Core and Recommended Satellites for Nowcasting approved at INFCOM-4. 3. List of Core and Recommended Satellites for Hydrology finalized and agreed upon with satellite operators. 4. Implementation of development activities in line with the OSCAR/Space Roadmap. 5. WMO Gap Analysis for the implementation status of the space-based component of the WIGOS Vision.	1. Update of WIGOS Vision 2040 (space-based component) approved at Cg-20. 2. Work initiated on identifying Core and Recommended Satellite Data for additional application areas beyond nowcasting and hydrology. 3. Implementation of development activities in line with the OSCAR/Space Roadmap. 4. WMO Gap Analysis for the implementation status of the space-based component of the WIGOS Vision.
	2.1.09	Strengthened capacity in satellite data utilization	1. Development of regional implementation plans to address gaps identified through gap analyses initiated. 2. Annual Asia-Oceania Meteorological Satellite Users' Conference (AOMSUC-16), along with an associated training event and a joint RA II/RA V coordination meeting, organized. 3. Annual meeting of the RA I Dissemination Expert Group (RAIDEG) organized. 4. Development of the new strategy for the Virtual Laboratory for Education and Training in Satellite Meteorology (VLab) for the period 2028-2031 initiated. 5. Continued transition of DBNet services from GTS to WIS 2.0 underway. Note: Reduced expenses on support for participants from developing countries in the regional meetings.	1. Development of regional implementation plan(s) to address the gaps identified through gap analyses, for inclusion in Regional Operating Plans. 2. New VLab Strategy for 2028-2031 finalized. 3. Annual Asia-Oceania Meteorological Satellite Users' Conference (AOMSUC-17), along with an associated training event and joint RA II/RA V coordination meeting, organized. 4. Annual meeting of the RA I Dissemination Expert Group (RAIDEG) organized. 5. Biennial meeting of the Coordination Group on Satellite Data Requirements for RA III and RA IV held. 6. Partial completion of the transition of DBNet services from GTS to WIS 2.0.
	2.1.10	Concept for globally coordinated space weather services developed	No work anticipated (pending Cg-Ext decision)	No work anticipated (pending Cg-Ext decision)

2.1.11	Radiofrequency protection, including tabling WMO priority issues	1. WMO Position Paper on the WRC-27 agenda, approved by INFCOM-4. 2. Implementation of training activities for National Focal Points for Radio Frequency Matters, in line with the WMO engagement strategy. 3. WMO/ITU Handbook on the Use of Radio Spectrum for Meteorology approved by ITU-R Study Group 7. 4. Completion of the updated WMO Guide to Participation in Radio Frequency Coordination (title to be revised).	1. Final WMO Position Paper on the WRC-27 agenda approved by Cg-20 and formally submitted to the WRC-27. 2. Training activities for National Focal Points on Radio Frequency Matters conducted, in accordance with the WMO engagement strategy.
2.1.12	NWP and climate reanalysis supported with hydrological, cryosphere and ocean variables	GBON expansion, network design guideline and data policy implementation submitted to INFCOM-4	GBON expansion added in WIGOS manual; data policy implemented on time; guidfelines on network design published
2.1.13	New World Hydrological Cycle Observing System (WHYCOS) components developed according to priorities for data collection and management, including for new variables	New WHYCOS concept ready for approval; HYCOS projects and related activities progressing	Full support to Lake Chad, SADC region, Indian Ocean islands and IGAD Arctic region follow-up; explore further HYCOS components in Region II, III and V

B: Observations across domains into WIGOS integrated

OUTPUTS

Nr.	Output	Milestone 2026	Milestone 2027
2.1.14	Global Ocean Observing System (GOOS) and its Observations Coordination Group (OCG) more aligned with WIGOS objectives	1. Support to OCG for new networks and securing metadata flows from existing networks (OCG-17, GMT meeting, DBCP-42, ESURFMAR session and DBCP-CD) ; 2. New ocean data centers to become WIS2.0 nodes; 4. Improve data quality from ship observations	- RRR integrates ocean observing requirements and service needs - Information from WMO weather application areas used for co-design of ocean observing networks - Increased sustained flow of ocean data for WMO applications, including advocacy for funding
2.1.15	New partners, data sources and variables identified and contribute to OceanOPS	Engagement in 10,000 ships initiative	New data sources available for NWP and climate analysis
2.1.16	(i) Cryosphere core data defined; (ii) RRR Cryosphere Monitoring AA and updated GCOS requirements completed; (iii) cryosphere observations in OSCAR+metadata; (iv) space-based cryosphere products: reports on intercomparisons and evaluation; (v) cryosphere best practices published.	finalise RRR for cryosphere, contribution to WIGOS vision; Best Practices ; snow, sea ice; space-based observation of cryosphere - coordination/support; Kickoff of polar space task team followup	Full integration of cryosphere in WIGOS
2.1.17	GCOS Cycle of Adequacy, Implementation, and Status reports	GCOS Cycle of Adequacy, Implementation, and Status reports	1 Status Report and 1 Implementation Plan
2.1.18	Increased number of available GHG observations	Development of demonstration projects with Members	G3W Implementation Plan influencing national action

C: Observations to support climate adaptation and mitigation coordinated**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.1.19	Development and integration of new observing systems and observations in WIGOS	Demonstration project on UA soundings and/or UA RA-II intercomparison planned	- Development and integration of UAS-based observations - Further integration of new or emerging types of observations in WIGOS - Research and planning for integration of large-scale voluntary and cooperative observations
2.1.20	ET-Hydrometry	Tech reg. III updated according plan	1 face-to-face meeting of ET-Hydrometry; Tech Regs III updated
2.1.21	Environmental sustainability embedded in observing network implementation	Best practices for operation of Surface and upper-air obs systems submitted to INFCOM-4	Environmental sustainability considerations integrated into network design guidance

D: New technologies brought into operations**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.1.22	Standing Committee on Earth Observing Systems and Monitoring Networks (SC-ON) delivers according to its workplan	SC-ON deliverables to INFCOM-4 finalized Work programme 2026-2028 and substructures drafted	One meeting held per year (one face-to-face, one virtual per biennium)
2.1.23	Standing Committee on Measurements, Instrumentation and Traceability (SC-MINT) delivers according to its workplan	SC-MINT work programme for 2027-2028 drafted. Strategic prioritization of activities.	One meeting held per year (one face-to-face, one virtual per biennium)

E: Environmentally sustainable design of WMO observing programmes ensured**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.1.24	Global Cryosphere Watch Advisory Board (GCW-AG) delivers according to its workplan	Meeting of GCW-AG	1 meeting/2 years; Cryosphere information integrated in WIGOS, WIS, WIPPS - with pilot projects completed in 2 RAs
2.1.25	Joint WMO-IOC Collaborative Board (JCB) infrastructure subgroups and AG-Ocean deliver according to their workplans	One meeting each for two Subgroups to advance the work on Ocean GBON and Data management - though not attended by all members of the groups	1 meeting/2 years; Ocean information integrated in WIGOS, WIS, WIPPS

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 2.1).

Nr.	Output	Milestone 2026	Milestone 2027
2.1.26	Advisory Group on Hydrology (AG-Hydro)	Engagement plan ready for approval, 1 face-to-face meeting	1 meeting/2 years; Hydrological information integrated in WIGOS, WIS, WIPPS
2.1.27	Global Hydrometry Support Facility (WMO HydroHub) innovated approaches integrated into standard procedures	1 innovation call per year and projects implemented in countries; new proposal ready for fundraising	1 innovation call per year and projects implemented in countries;"new funds secured

R I S K / O P P O R T U N I T I E S	Risks (SO level)	Initial Risk Level	Mitigation Measures
	1. Delays to GBON implementation	High	SOFF as supporting mechanism, communication to members; Publish compliance monitoring reports (quarterly and yearly); Provide training to Members
	2. Delays to WIGOS implementation	Medium	Regional workshops, webinars on WIGOS implementation, engagement of Regional Technical Coordinators with Members
	3. Shortfall in funding for GCOS Secretariat	High	Communication and engagement with donors and sponsors, expand range of financial contributors
	Opportunities (SO level)	Opportunity Level	Proposed Actions
	1. Closer links with ocean community	Medium	Work with IMO on proposal to make met observations on ships mandatory, expand ties to GOOS

Strategic Objective 2.2: Improve and increase access to, exchange and management of current and past Earth system observation data and derived products through the WMO Information System**MAJOR PROGRAMME: Expanded World Weather Watch Programme - WMO Information System (WIS)**

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	4,667.9	1,135.1	5,803.0	4.2%
	Transformation and Efficiencies	(339.7)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	850.0			
	Revised budget	5,178.3	1,173.5	6,351.7	4.6%

FOCUS AREA	A: Data discovery and accessibility improved			
	OUTPUTS			
	Nr.	Output	Milestone 2026	Milestone 2027
	2.2.01	WIS 2.0 global infrastructure operational	Procedure for endorsement of Global Services approved by INFCOM-4	WIS 2.0 global infrastructure fully operational
	2.2.02	Members migrated to WIS 2.0	40 Members trained on WIS2; WIS2 advocacies training completed	40 Members trained on WIS2
	2.2.03	WIS data exchange monitoring	WIS2 Monitoring operational and used for incidents management	Monitoring fully operational
	2.2.04	Improved access to cryosphere and polar data through WIS2	Data and metadata for 66% of core and recommended cryosphere variables are integrated in WIS2	Operational
	2.2.05	Improved accessibility of hydrological data through WMO Hydrological Observing System (WHOS)	WHOS as WIS 2.0 pilot implemented according priorities	WHOS as WIS 2.0 pilot implemented according priorities
	2.2.11	WIS2 evolution	Guidance on OSS approved by INFCOM-4	SG-FIT report, First-mile data transmission report

B: Data exchange across the Earth system enabled**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.2.06	Ocean, Hydrology, Cryosphere data exchanged using WIS 2.0 technical framework	CAP composer activities completed, focus on NetCDF data formats implementation for domains with focus on ocean, cryosphere and radar.	20 Members exchanging ocean, hydrology or cryosphere data through WIS 2.0
2.2.07	Data and metadata standards supporting Earth System domains	Data and Metadata standards regularly updates through fast track and INFCOM-4	All Earth System domains supported

C: Long-term stewardship of Earth system data ensured**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.2.08	Members implementing a Climate Data Management System compliant with WMO technical specifications	CDMS technical specifications approved by INFCOM-4	45 Members with compliant CDMS

D: Member-focused software platforms enhanced and sustained**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.2.09	OSCAR and WDQMS supporting Earth System domains	continued operations of IMS for RWCs and WIS2	Platforms ready to be used by all Members

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 2.2).

Nr.	Output	Milestone 2026	Milestone 2027
2.2.10	Standing Committee on Information Management and Technology (SC-IMT) delivers according to its workplan	SC-IMT face to face meeting	One meeting held per year (one face-to-face, one virtual per biennium)

RISK / OPPORTUNITIES

Risks (SO level)		Initial Risk Level	Mitigation Measures
1. Slow adoption of WIS2.0		Medium	Links to capacity development projects including SOFF Auditing procedures
2. Failure of one or more components of the WIS		Medium	
Opportunities (SO level)		Opportunity Level	Proposed Actions
1. Leverage capabilities of AI and big tech		Medium	Workshops and forums, driving activities through the EWS initiative
2. Better integration with development projects		High	Engagement with SOFF and through PMB

Strategic Objective 2.3: Enable access to and use of numerical analysis and Earth system prediction products at all temporal and spatial scales from the WMO seamless Global Data Processing and Forecasting System
MAJOR PROGRAMME: Expanded World Weather Watch Programme - WMO Integrated Processing and Prediction System (WIPPS)

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	3,412.4	829.5	4,242.0	3.1%
	Transformation and Efficiencies Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	(179.2)			
		850.0			
	Revised budget	4,083.2	925.2	5,008.5	3.6%

FOCUS AREA	A: The availability of model and analysis products for Members across all Earth system domains increased			
	OUTPUTS			
	Nr.	Output	Milestone 2026	Milestone 2027
	2.3.01	Extension of WIPPS activities in oceanography, hydrology and cryosphere	Draft the new WIPPS activity for global riverine flood prediction and GAW Progress in identifying core data in Earth system domains	Development of centres criteria and provision of core data in Earth system domains
	2.3.02	Improved accessibility and discoverability of WIPPS products especially through the WIPPS Web Portal	Link Web Portal with WIS2.0 for NWP products Good practice of meta information of WIPPS products	Guidance on meta information of WIPPS data and products
	2.3.03	Postprocessing methodologies and user engagement developed in collaboration with IG3IS and SERCOM	Progress on ToR updates for the SERCOM SC on Climate Services Relationship with IG3IS (under Research Board) and workplans progressing	Number of countries that receive observations-based emission estimates remains limited to the ones involved in IG3IS implementation
	2.3.04	Implementation of roadmap for the integration of cryosphere products in WIPPS and pilot projects based on mature research (with PHORS, etc.)	Initiate 2 pilot projects (INFCOM3 roadmap)	Roadmap defined; 2 pilot projects
	B: Interoperability and interconnectedness across the domains of the Earth system built			
	OUTPUTS			
	Nr.	Output	Milestone 2026	Milestone 2027
	2.3.05	Coordination and monitoring of designated WIPPS Centres (WMCs, RSMCs, etc.), including compliance review	Improve the number of Centres that meet all requirements	90% WMCs and RSMCs for general-purpose activities meet all requirements relevant to data and product provision
	2.3.06	Common protocols for data exchange from the different platforms established	Guidance under development on the use of data from different platforms	Guidance on the use of data from different platforms is available

C: Availability of data products to support adaptation and mitigation enhanced**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.3.07	Capacity Development in support of WIPPS	Enrich Training materials on WIPPS activities in Earth system domain	75% of Members access the WIPPS products
2.3.08	Methods and protocols for the quality control and verifications of infrastructure outputs established	Operational model comparison protocols are developed	Protocols for the comparison and evaluation of the quality/uncertainty of the global products established
2.3.09	Collaboration with the key players in the areas of GHG coordination enhanced	Outreach and coordination with stakeholders	GHG Monitoring Infrastructure Implementation Plan; Outreach and coordination with stakeholders
2.3.10	Status component of HydroSOS implemented according to priorities	HydroSOS implemented according to priorities	HydroSOS implemented according to priorities

D: The implementation of new technologies encouraged**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.3.11	Continuous improvement and development of WIPPS for impact-based forecasting and risk-based warning	Designation of WIPPS-DCs for nowcasting and limited-area NWP	Guidance/mechanism to access high-resolution NWP data provided
2.3.12	Continuous improvement and development of WIPPS to support climate services, including CSIS	Update the requirements for climate prediction	New functions/activities such as climate reanalysis, improved hindcast data
2.3.13	Seamless WIPPS pilot projects developed, promoted and monitored	Support and initiate AI-related WIPPS projects in collaboration with RB	50% of Seamless WIPPS pilot projects completed
2.3.14	Data assimilation techniques for GHGs assessed and recommendations developed	Review pre-operational readiness and methodologies used by global data providers	Review pre-operational readiness and methodologies used by global data providers

E: Data products are fit-for-purpose and targeted at user needs**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
2.3.15	Requirements and guidance on WIPPS data, products and services	Formalization of WIPPS RRR for weather and climate, progress towards formalization for other domains	Sustainable mechanism to collect user requirements available
2.3.16	Environmental Emergency Response activities, including coordination with IAEA	Expansion of participating Members in exercise of ERA (non-nuclear and nuclear)	Sustainable service to support IAEA and NMHSs
2.3.17	Requirements for the GHG Monitoring Infrastructure collected and translated into technical specifications	Draft GHG Optimal Network for G3W developed and agreed	Draft GHG Optimal Network for G3W developed and agreed

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 2.3).			
Nr.	Output	Milestone 2026	Milestone 2027
2.3.18	Standing Committee on Data Processing for Applied Earth System Modelling and Prediction (SC-ESMP) delivers according to its workplan	Update the AI Roadmap for WIPPS beyond 2027	One meeting held per year (one face-to-face, one virtual per biennium)

RISK / OPPORTUNITIES	Risks (SO level)	Initial Risk Level	Mitigation Measures
	1. GHG initiative not funded	Medium	Communication, workshops, external support
	2. Availability of WIPPS products does not meet minimum requirements	Medium	Communication with centres, workshops, audits
	Opportunities (SO level)	Opportunity Level	Proposed Actions
	3. Leverage capabilities of AI and big tech	Medium	Workshops and forums, driving activities through the EWS initiative

LTG 3: ADVANCE TARGETED RESEARCH: Leveraging leadership in science to improve understanding of the Earth system for enhanced services

B U D G E T		Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
		Approved budget	18.7	10,257.6	2,493.2	12,750.8	9.2%
		Transformation and Efficiencies	-1.1	(324.7)			
		Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	0.0	1,060.0			
		Revised budget	17.6	10,992.9	2,490.7	13,483.6	9.7%

L T G - O u t p u t	Nr.	Effective and efficient functioning of governance bodies (cross-cutting for the LTG) Note: budget related to cross-cutting outputs is apportioned to the relevant Strategic Objectives	Milestone 2026	Milestone 2027
	3.0.01	Research Board (RB) delivers according to its workplan	Research Board and MT meeting held	4 sessions and 2 physical MT meetings, 2 online
	3.0.02	Scientific Advisory Board (SAP) delivers according to its workplan	SAP meeting held	2 physical sessions, 2 online, recommendations from SAP vision document, including recommendations, supported and promoted

Strategic Objective 3.1: Advance scientific knowledge of the Earth system

MAJOR PROGRAMMES: Global Atmosphere Watch (GAW), World Weather Research Programme (WWRP), World Climate Research Programme (WCRP)

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>		Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget		4,252.0	1,033.6	5,285.6	3.8%
	Transformation and Efficiencies		(130.7)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>		300.0			
	Revised budget		4,421.3	1,001.9	5,423.2	3.9%
FOCUS AREA	A: Overarching challenges in Earth system scientific research, modelling, prediction, analysis and observations identified					
	OUTPUTS					
	Nr.	Output	Milestone 2026		Milestone 2027	
	3.1.01	Key scientific papers covering advances in understanding the Earth system, including carbon, water and energy cycles, coupled processes, and quantifying and reducing uncertainties in observations and predictions/projections published	WWRP: +-2 or 3 additional peer reviewed papers on outcomes and progress of WWRP projects. GAW: At least 5 high-level papers produced WCRP: At least 10 high-level papers produced		WWRP: 5-10 high-level scientific papers published in peer reviewed journals GAW: 5high-level scientific papers published in peer reviewed journals WCRP: at least 20 high-level papers produced (each WCRP Core Project and Lighthouse Activity to produce at least one high-level science paper at least every other year).	

	3.1.02	Projects and activities implemented to advance societally-relevant global and regional science	WWRP: 5 projects implementing the approved project plans integrating physical and social sciences (mostly ExB support) All lighthouses build on their science plans with the initial 4 lighthouses in their implementation phases. The newer lighthouses (Climate Intervention and GPEX) to continue to make progress GAW: Progress in improved understanding of the roles of aerosols, reactive gases and greenhouse gases in the Earth System.	WWRP: 5 new projects implemented to advance weather, climate and environmental science WCRP: All 6 WCRP Lighthouse Activities implemented GAW: Improved understanding of the roles of aerosols, reactive gases and greenhouse gases in the Earth System.
	3.1.03	Critical gaps and emerging new research directions with regards to improved understanding of the Earth system identified to support DRR, agriculture, urban development, aviation, the energy sector, etc.	WWRP: SAGE (agriculture and energy) and InPRHA (hydrology) and URBAN -PREDICT implementing project plans and activities (some XB, some RB). Build on e.g. white paper on climate information and other activities, with RIfS taking a lead, to produce publications on climate info for different sectors and move ahead with hydroclimate project GAW: Activity related to FOCI and IUC4CRC implemented with XB fund, MMF-TAD delayed	WWRP: 5 new projects implemented with applications in agriculture, urban, aviation, energy and hydrology GAW: new projects implemented with applications in agriculture, urban, aviation, energy and hydrology WCRP: New activities implemented with Regional Information for Society (RIfS) Core Project taking a lead.

B: Overarching challenges incorporated into science strategies and research implementation plans**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
3.1.04	Implementation of WWRP/WCRP/GAW Plans, including regular reviews and updates of emerging science tracked	WWRP: SSC will be held online every quarter and f2f annually; WCRP: continue with online meeting every other year plus supplementary meetings completely online. When having a face to face meeting will reduce number of participants. WWRP: progress with IP and projects plans monitored via MEL principles are monitored by the WWRP SSC GAW : progress with IP and activities monitored	* Goals for 2027 reached for all three programmes, and review underway for the following period. * WWRP/GAW: Implementation Plan covering the 2024-2027 period implemented. Review done in 2025; planning for 2028-2031 in progress in 2027.
3.1.05	New partnerships identified and put in place to facilitate seamless observation and prediction development	WWRP: representatives from other departments included in relevant WWRP Project Steering Groups and activities to build partnerships. Relevant experts attend workshops and meetings GAW : meetings with regional stakeholders in subsampled areas	* WWRP/GAW: Collaboration with INFCOM and SERCOM, academia and organizations strengthened and intensified working on joint activities, including a small number of experts from these into the Steering Groups of the new established projects; * WCRP: New joint activities in place with key partners (e.g. Future Earth). GAW: Collaboration with INFCOM and SERCOM, academia and organizations strengthened and intensified working on joint activities, including a small number of experts from these into the Steering Groups of the new established projects

C: Innovative research methods and associated standards and principles developed and communicated to Members**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
3.1.06	Applications of Artificial Intelligence (AI) and Machine Learning (ML) in WMO activities demonstrated	WWRP: AI/ML methodology included all new projects; WIPPS pilot project on AI for nowcasting. This Pilot project compares different AI methods for nowcasting over different regions. ESMO and Digital Earth to look at production of white paper. TBC GAW: Document produced for use of AI in air quality modelling	WWRP: AI/ML demonstrated in the aviation sector through the AvRDP Phase II and nowcasting activities. Demonstrations in at least 2 regions. Specific demonstrations where AI/ML improves Earth System Science in nowcasting, aviation, hydrological resources and disaster risk reduction). WCRP: White paper outlining where AI and Machine learning will improve predictions and projections. GAW: Various AI applications supporting the GHG Initiative, i.e. AI for GHG observation quality control, filling of GHG monitoring data gaps, observation and NWP output downscaling, observation data assimilation, supporting and improving the Measurement-Model-Fusion (MMF) project to merge best-available measurements for both wet and dry deposition with best-available chemical transport models using advanced computing and using AI.
3.1.07	Ultra-high-resolution modelling and data assimilation, digital Earths concept and the use of exascale computing integrated into research programme activities	WWRP: URBAN project plan implemented through related activities in collaboration with WCRP/GAW (mostly XB) Digital Earths continues to work on key foci to better bring km-scale modelling into WCRP community. GAW: Activities delayed	* WWRP: Ultra-high resolution demonstrations done for the urban environment, in collaboration with Digital Earth (WCRP) and GURME (GAW). GAW: Ultra-high resolution demonstrations done for the urban environment, in collaboration with Digital Earth (WCRP) and GURME (GAW). * WCRP: Digital Earth fully integrated into WCRP and other programme activities.
3.1.08	Innovative approaches on the use and application of new data sources (e.g. citizen science, mobile data etc.), and non-scientific expertise (social, political, anthropological etc.) demonstrated	WWRP: the use of crowd sourced data, especially in cities, demonstrated through URBAN-PREDICT project. New satellite data from MTG demonstrated in nowcasting activities in Africa. Activities initiated to demonstrate the usefulness of new data sources and other disciplines for Earth System Science GAW: updated report on Low COst sensors (work will be performed using XB funds)	* WWRP: the use of crowd sourced data, especially in cities, demonstrated through Citizen Science project. New satellite data from MTG demonstrated in nowcasting activities in Africa. Activities initiated to demonstrate the usefulness of new data sources and other disciplines for Earth System Science GAW: Statement on Low-Cost Sensors improved and updated using emerging new data sources with high spatial and temporal resolution and quality.

D: A new generation of leadership in science fostered			
OUTPUTS			
Nr.	Output	Milestone 2026	Milestone 2027
3.1.09	Early career scientists (ECS) and networks meaningfully engaged in programme activities and events	WWRP/GAW/WCRP: ECS better represented in Working groups/Expert teams and involved/supported in SI activities. WWRP mentorship programme for ECPs ongoing. Further development of WCRP Early and Mid-Career activities etc.	WWRP/GAW/WCRP ECS better represented in Working groups/Expert teams and involved/supported in SI activities
3.1.10	Increased uptake of training opportunities. Science education information and access strengthened	WWRP: capacity development activities integrated into all projects. Training workshops and activities conducted, involving participants from all regions. GAW: capacity development activities integrated into all projects. Training workshops and activities conducted, involving participants from all regions.	WWRP capacity development activities integrated into all projects. Training workshops and activities conducted, involving participants from all regions. GAW: scientific guidance and instructions provided by GAW Training and Education Centre to GAW station personnel from global and regional stations
3.1.11	Scientific leadership broadened, in particular representation of all regions in programmes, and involvement of social and other non-natural scientists	WCRP: Global South Task Team makes recommendations to JSC to be implemented. WWRP: Regional representation improved in all groups	WCRP/WWRP Leadership positions more evenly distributed between all regions.
RISK / OPPORTUNITIES	Risks (SO level)	Initial Risk Level	Mitigation Measures
	1. Experts might feel less inclined to participate in activities, workshops, publications etc and contribute to the various activities due to insufficient budget support	High	Partial financial support could be offered for meetings/publications
	2. It might be difficult to offer training, education and leadership options to scientists from LDCs and SIDs due to insufficient financial support	High	Partial support could be provided, or full support only to experts from developing countries
	3. Community overstretched with too many activities and commitments, online meetings and demands on their time; likewise for Secretariat staff	High	Prioritise activities, bearing in mind multiple items to take into account e.g. targeted grants and funding that require progress in certain areas
	Opportunities (SO level)	Opportunity Level	Proposed Actions
	1. With sufficient budget, we can empower young female early career scientists from LDCs and SIDs to play a more visible, important and leading role in WMO science activities	High	Utilize available budget to enhance the role of female ECS from developing countries

Strategic Objective 3.2: Enhance the science-for-service value cycle ensuring scientific and technological advances improve predictive capabilities and analysis through the WMO Information System**MAJOR PROGRAMMES: Global Atmosphere Watch (GAW), World Weather Research Programme (WWRP), World Climate Research Programme (WCRP)**

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	3,420.0	831.2	4,251.3	3.1%
	Transformation and Efficiencies	(294.8)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	760.0			
	Revised budget	3,885.3	880.2	4,765.5	3.4%

FOCUS AREA	A: Capabilities for Earth system prediction and projection on all time and space scales improved including, but not limited to, emerging new methods and tools			
	OUTPUTS			
	Nr.	Output	Milestone 2026	Milestone 2027
	3.2.01	Models and tailored forecasting and prediction products developed for specific sectors (e.g. urban, aviation, health, agriculture, energy) enhancing/strengthening collaboration and engagement between natural and social scientists, stakeholders and users in support of attribution and adaptation	WWRP New projects co-designed with SERCOM/INFCOM representation to ensure a clear R2O and O2R approach, applicable to various sectors and tailored forecasting and prediction products provided Support to Greenhouse Gases and Ozone depleting substance monitoring strategy WCRP: CORDEX/RIFS and GPEX products and outcomes developed	WWRP: New projects co-designed with SERCOM/INFCOM as well as academia to ensure a clear R2O and O2R approach, applicable to various sectors and tailored forecasting and prediction products provided GAW: New projects co-designed with SERCOM/INFCOM as well as academia to ensure a clear R2O and O2R approach, applicable to various sectors and tailored forecasting and prediction products provided WCRP: CORDEX/RIFS & Global Precipitation
	3.2.02	Connections between different components of the Earth system improved through better process parametrization, data assimilation etc.	WWRP projects and WGs demonstrate improvement in earth system science through publications and links to operations. Three WGs meet bi-annually	Seamless Earth System approach applied to all novel and innovative projects in the research programmes and WGs to demonstrate improved value of Earth System Science

B: Research to evaluate and support user products and services enhanced			
OUTPUTS			
Nr.	Output	Milestone 2026	Milestone 2027
3.2.03	Research data more efficiently linked to WMO systems (WIGOS, WIS, others) and extended towards data sources to support emerging services (composition data, new climate and hydrological datasets, crowd sourcing, etc.)	Databases developed in the programme projects linked to GDPFS/WIS; Research data is open access for all, as appropriate. GAW: development of new dashboard for monitoring status of GAW infrastructure including NRT dimension	Databases developed in the programme projects linked to GDPFS/WIS; Research data is open access for all, as appropriate.
3.2.04	Research datasets harmonized in support of assimilation, fusion, model initialization as well as verification purposes created	The establishment of trusted, new emerging scientific datasets and hubs for seamless access and optimal support for various applications promoted	The establishment of trusted, new emerging scientific datasets and hubs for seamless access and optimal support for various applications promoted
3.2.05	Methodologies for impact-based forecasting improved through integration of socio-economic, cultural, and other relevant information	WWRP: all new projects enhance communication with users through co-design to work towards impact based forecasts GAW: further developements towards operational air quality forecasting capabilities WCRP Fast track and Scenario runs produced	WWRP: High impact weather forecasts and social science for communication to users enhanced through co-design. 2-3 publications/guidelines produced with SERCOM (SC-DRR). GAW: Global Air Quality Forecasting and Information System supporting the health sector with strong interdisciplinary collaboration and development for evaluation methodology of socio-economic impacts of sand and dust storms through impact-based forecasting and assessment. WCRP: Recommendations of CMIP Task Teams to produce scenario runs.

C: Earth system analysis and re-analysis products developed			
OUTPUTS			
Nr.	Output	Milestone 2026	Milestone 2027
3.2.06	Novel methodologies for inverse modelling (for flux estimates and parameter identification), coupled data assimilation and measurement model fusion and model benchmarking developed	GAW: methodologies for good practices for GHG observation-based estimates finalized	GAW: Methodologies developed to measure atmospheric compositions combined with inverse modelling to estimate fluxes and assess the carbon sinks including statistical verification; prototype systems created to support ecosystem (deposition) and climate mitigation services.
3.2.07	Model performance improved e.g. through coordinated inter-comparison exercises, with a focus on user-relevant metrics	WCRP: Development of CMIP7 continuously improved GAW: methodologies for good practices for ozone and other observation-based deposition estimates finalized	WCRP: Development of CMIP 7 improved; planning for next cycle GAW: Improved performance of models through comparison and exercises using a wide range of novel methodologies and approaches.
3.2.08	Prototype systems/products created to support ecosystem services (deposition) and climate mitigation services (greenhouse gases)	GAW: methodologies for good practices for GHG observation-based estimates in development, IG3IS methodologies adapted	GHG related and ecosystem services advanced and enabled (IG3IS, measurement-model fusion for total deposition, SAGs GHG, emission inversion, use of satellites, IPCC, global stocktaking)
3.2.09	Climate projections (CMIP) and downscaled high spatial resolved products (CORDEX) produced to support adaptation and climate risk assessments by WMO Members	CORDEX products of use to Members produced.	CORDEX products produced (based on CMIP 6) and linked to SERCOM via e.g. climateinformation.org with GCF; CMIP7 in support of IPCC organized

D: User community for co-design and development of services engaged and entrained			
OUTPUTS			
	Nr.	Output	Milestone 2026Milestone 2027
	3.2.10	User requirements for specific products established through surveys and active user entrainment	WWRP: 2 workshops/surveys done to link to user needs related to agriculture, urban environment in different RAs through projects (ExB)
	3.2.11	Feedback (including the socioeconomic community) from users/stakeholders actively sought in order to improve the quality and quantity of products/services	WWRP: new projects including social scientists to ensure optimal communication with/from users in polar regions, urban and hydrology and aggrculture. (XB mostly) Wxand Soc Conf in 2026 (online only)
	3.2.12	Joint activities/projects with INFCOM/SERCOM developed to ensure operational uptake	WWRP: TMR WG linking to other TC activities in AG-TC (SER) and SC-WIPPS (INF). AI for nowcasting WIPPS pilot project progress accorrding to plan GAW:monitoring of stations filling G3W requirements. GAW guidelines for INFCOM

RISK/ OPPORTUNITIES	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. Insufficient budget will limit the opportunities to engage with users/stakeholders from all sectors to ensure R2O/O2R		High	Partial funding could be provided, or only certain sectors could be targeted
	2. Overstretching modelling community bearing in mind multiple other demands e.g. IPCC assessment cycles		Medium	New support offices from WCRP e.g. CMIP and ESMO will help; there will be a need to prioritise over the years
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. With sufficient funding we will be able to enhance ESS and make significant progress towards Science for Services to many sectors		High	Science to Service and Service to Science will be strengthened

Strategic Objective 3.3: Advance and contribute to policy-relevant science seamless Global Data Processing and Forecasting System**MAJOR PROGRAMMES: Global Atmosphere Watch (GAW), World Weather Research Programme (WWRP), World Climate Research Programme (WCRP)**

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>		Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget		2,585.5	628.4	3,214.0	2.3%
	Transformation and Efficiencies		100.7			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>		-			
	Revised budget		2,686.3	608.6	3,294.9	2.4%

FOCUS AREA	A: The scientific basis to accelerate climate action strengthened			
	OUTPUTS			
	Nr.	Output	Milestone 2026	Milestone 2027
	3.3.01	Reports and assessments carried out with stakeholders (e.g. intersessional Intergovernmental Panel on Climate Change (IPCC) reports, Global Stocktake, UNFCCC SBSTA, Antarctic Treaty, Arctic Council) addressing relevant topics	Specific reports/assessments on key topics such as Tipping Points, Climate Risk, Climate Intervention etc. produced	Specific reports/assessments on key topics such as Tipping Points, Climate Risk, Climate Intervention etc. produced
	3.3.02	Specific high-level documents and products produced (e.g. Bulletin on Air Quality and Climate, United in Science Report, 10 New Insights in Climate Science) in support of climate policy	10 New Insights no longer supported by WCRP GAW: Air Quality and Climate bulleting published	Input provided as needed - no additional funds required since 10NICS no longer supported by WCRP; 4 Bulletins on Air Quality and Climate
	3.3.03	Production of environmental related publications	Production of environmental related publications	WMO bulletins: ozone, greenhouse gases, Sand and Dust storms

B: Knowledge base for relevant environmental conventions and coalitions provided**OUTPUTS**

Nr.	Output	Milestone 2026	Milestone 2027
3.3.04	Assessments carried out with stakeholders (e.g. for Montreal Protocol and Vienna Convention, LRTAP Convention, CCAC, GESAMP, Convention on Biodiversity, etc.)	Regular but less frequent interactions/collaboration and interactions with stakeholders and provision of successful, accurate, consistent and repeatable assessments GAW: participation to COP/MOP, TFMM CCAC GESAMP meetings	Regular but less frequent interactions/collaboration and interactions with stakeholders and provision of successful, accurate, consistent and repeatable assessments
3.3.05	Specific documents and products produced (e.g. Technical reports on air pollution, deposition, stratospheric ozone, specific policy-relevant data sets) in support of environmental policies	Important documentation and various products published on a regular bases in favour of and in interest to a variety of stakeholders, organizations and policy makers	Important documentation and various products published on a regular bases in favour of and in interest to a variety of stakeholders, organizations and policy makers

C: The knowledge base to advance Sendai Framework for DRR objectives enhanced			
OUTPUTS			
Nr.	Output	Milestone 2026	Milestone 2027
3.3.06	Assessments carried out with stakeholders (e.g. Sendai Framework for Disaster Risk Reduction, UNDRR, RISK-KAN, etc.) addressing topics such as early warning systems, extreme weather risks and vulnerability, as well as climate adaptation	WWRP: Papers on DA and evaluation/verification with AI and ML. WCRP: Global Extremes Platform supports production of key climate assessments.	WWRP: Review and recommendations to address the gaps in impact based forecasting. Guidelines on a standard approach to evaluate the performance on warning systems. A good practice paper on compound urban hazard warnings. Lessons learned from Paris Olympics and how to transfer these to other cities (in collaboraton with SERCOM/SC-DRR to optimize contribution to SENDAI framework goals). WCRP: Global Extremes Platform supports production of key climate assessments.
3.3.07	Specific documents and products produced or contributed towards DRR policy (e.g. UNDRR Global Platform)	WWRP: Papers on DRR (outcomes of HIWeather project)	Incorporation of HIWeather flagship project activities (citizen science, value cycle and impact based forecasting) into the Centre of Excellence for DRR (UNDRR/WMO) activity plan and goals
RISK/ OPPORTUNITIES	Risks (SO level)	Initial Risk Level	Mitigation Measures
	1. Reduced WMO influence and, in severe cases, risk of reputational damage if key reports are not produced or WMO is not present at key policy fora	Medium	Ensure production of reports is given time in Secretariat work schedules and funding is made available to attend key meetings.
	Opportunities (SO level)	Opportunity Level	Proposed Actions
	1. Research Programmes are widely recognized as critical entities supporting Sendai, UNDRR, Montreal protocol, different conventions	High	Research programmes' continued communication and advocacy and provision of highest standard quality

LTG 4: CLOSE THE CAPACITY GAP ON WEATHER, CLIMATE, HYDROLOGICAL AND RELATED ENVIRONMENTAL SERVICES: Enhancing service delivery capacity of developing countries to ensure availability of essential information and services needed by governments, economic sectors and citizens

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	54.8	24,802.2	6,028.6	30,830.8	22.2%
	Transformation and Efficiencies	-6.5	(3,013.5)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	0.0	4,258.1			
	Revised budget	48.3	26,046.7	5,901.0	31,947.7	23.0%

LTG - Output	Nr.	Effective and efficient functioning of governance bodies (cross-cutting for the LTG) Note: budget related to cross-cutting outputs is apportioned to the relevant Strategic Objectives	Milestone 2026	Milestone 2027
	4.0.01	Regional Associations (RAs) deliver according to their workplans (RA sessions, RA MG meetings, RA Committee meetings, PRA travel)	RA I: RA I meetings RA II: RA II session (Phase II, F2F) RA II-18 (Phase II) RA III: RA III session (Phase II, F2F) RA III-19 (Phase II) RA IV: RA IV meetings RA V: RA V meetings RA VI: RA VI session (Phase II, F2F) RA VI-19 (Phase II)	RA I: 1 RA session (Phase II (F2F) and RECO RA I Committee meetings RA II: 1 RA session (Phase II, F2F) and RECO RA II Committee meetings/WG [online,F2F] RA III: 1 RA session (Phase II, F2F) and RECO (F2F) RA III Committee meetings (online, F2F) RA IV: 1 RA session (Phase II, online) RA IV Committee meetings (online, F2F) RA IV-19 (Phase II) RA V: 1 RA session (Phase II, F2F) and RECO RA V Committee meetings [F2F] 1 MG meeting (F2F), RA V-19 (Phase II)
	4.0.02	WMO supports and contributes to the UN Development System	Annual payments to UN Development System Made	Annual payments to UN Development System Made
	4.0.03	Implementation of the recommendations related to the review of the effectiveness of the Regional and Representative Offices	EC Task Force recommendations to be applied and staff profiles defined	Recommendations related to office locations and staffing profiles implemented for RA I, RA III and RA IV by 2027
	4.0.04	Effective Regional Office support through funding of fixed costs for regional offices.	Fixed costs of Regional Offices (mandatory to operate the offices) including UNSMS cost (USD 40K)	Fixed costs of Regional Offices supported based on current structure

Strategic Objective 4.1: Address the needs of developing countries to enable them to provide and utilize essential weather, climate, hydrological and related environmental services						
MAJOR PROGRAMME: Regional Programme						
BUDGET		Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
		Approved budget	15,232.4	3,702.4	18,934.7	13.6%
		Transformation and Efficiencies	(1,966.8)			
		Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	2,363.6			
		Revised budget	15,629.2	3,540.6	19,169.8	13.8%
FOCUS AREA	A: Improved understanding of the specific capacity needs with respect to technical, institutional and human resources					
	OUTPUTS					
	Nr.	Output	Milestone 2026	Milestone 2027		
	4.1.01	An improved Community Platform (CP) developed, inclusive of information and digital transformation of services	A database created; data collected from Members along the value chain; 70% reduction in defects	WMO Members actively use the CP for all related activities		
	4.1.02	Members' Profiles with up-to-date, quality assured data, easily accessible for use	Revamped country profiles designed and launched; Data available on 75% of Members	At least 50% of Members with updated profiles; RA VI webinar on NFPs agency approvers and international advisers on the WMO databases and their self-service functionalities		
	4.1.03	Checklists of compliance to technical support developed (manuals, standards, guides and training material accompanied by refresher courses)	RA I: Checklist filled for 2 Members RA II: Checklist filled for 2 Members RA III: CHD tool to be used in 2 countries RA IV: Checklist filled for 2 Members RA V: Checklist filled for 1 Member RA VI: Checklist filled for 1 Member	15 Members filled the checklists RA I: 6 RA II: 6 RA III: 6 RA IV: 6 RA V: 4 RA VI: 3		
4.1.04	Members supported to develop NMHS legislation for cost recovery and/or transformation of NMHS	RA I: 4 Members assisted RA II: 2 Members RA III: 2 Members with new proposed legislation RA IV: 2 Members RA V: 2 Members assisted in Pacific SIDS RA VI: 1 Member assisted	10 Members assisted RA I: 6 RA II: 2 RA III: 2 RA IV: 6 RA V: 2 RA VI: 2			

B: NMHSs with strengthened capacities to develop long-term strategies, including science and ICT**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
4.1.05	Coordination, support and monitoring of the development of NMHS Strategic and Operating Plans	RA I: 2 SOPs developed and 2 SOPs updated related to NFCS RA II: 2 Members assisted RA III: 2 SOPs developed and 2 SOPs updated related to NFWCS RA IV: 2 Members assisted RA V: 2 Members RA VI: 2	25 developed/ updated SOP & NFCS; Coordinated inter-agency and inter-sector approach on the development of the NMHSs SOPs in all RAs RA I: 12 RA II: 4 RA III: 6 RA IV: 6 RA V: 4 RA VI: 2
4.1.06	Members supported in implementation of WMO strategies and policies	RA I: 10 Members RA II: 4 Members RA III: 3 countries to be supported for the implementation of the WMO strategies and policies RA IV: 2 Members supported RA V: 4 Members supported RA VI: 10 Members	12 Members supported; Integrated implementation of the WMO strategies and policies RA I: 30 RA II: 20 RA III: 10 RA IV: 15 RA V: 15 RA VI: 10
4.1.07	Partnership networking and advocacy strengthened	Partnership Strategy updated and presented RA II: Regional Partnership Strategy updated and presented to Members; One PPAAE-related event organized RA IV: Action plan for the implementation of the strategy in those members of AR IV who request it RA V: RA V Partnership Strategy updated RA VI: Regular meetings of the Strategic Communication Team, Regular networking with the EC, UN agencies and members of the European Meteorological Infrastructure	Partnership Strategy updated and presented RA II: Regional Partnership Strategy updated RA III: Growing links with institutions that share objectives and activities (OAS, IDB) RA IV: Partner Strategy and Strategic Communication Plans developed for RA IV RA V: RA V Partnership Strategy developed (possibly distinguish between Pacific SIDS and ASEAN Members) RA VI: Updated documentation on partnerships and strategic communication in RA VI.
4.1.08	Twinning coordination and advice to NMHSs on Quality Management Systems (QMS) implementation	RA I: 15 Members RA II: 2 Members RA III: 2 Members RA IV: 1 Member RA V: 2 Members RA VI: 2 Members	17 Members RA I: 4 RA II: 2 RA III: 2 RA IV: 3 RA V: 4 RA VI: 2

C: Increased relevance and effectiveness of NMHSs, more specifically in LDCs and SIDS			
OUTPUT			
Nr.	Output	Milestone 2026	Milestone 2027
4.1.09	The societal-economic value of weather, climate, water and related environmental observations, research, warnings and services demonstrated, promoted and communicated	RA I: Demonstration provided for 1 Member, SoCR 2025 Report published. RA II: Demonstration provided for 1 Member RA III: State of the Climate in the LAC region 2025 published and demonstrated RA IV: State of the Climate in the LAC region 2025 published and demonstrated RA V: State of the Climate in the SW Pacific 2025 published and demonstrated RA VI: State of the Climate in Europe Report prepared jointly with Copernicus and published	Demonstration to 30 Members; A series of video-recorded round-table dialogues held between the scientists and policy makers, based on the Statement of the Climate Report RA I: 5 RA II: 5 RA III: 5 RA IV: 5 RA V: 5 RA VI: State of the Climate in Europe Report prepared jointly with Copernicus and published
4.1.10	A cost-benefit analysis template developed and implemented to evaluate the cost (including opportunity costs) of WMO support to NMHSs and the contribution of NMHSs to national development	RA I: 2 Members supported RA II: 2 RA III: 2 RA IV: 2 RA V: 2 RA VI: 2	8 Members assisted RA I: 8 RA II: 8 RA III: 8 RA IV: 8 RA V: 8 RA VI: 2
4.1.11	Strengthened relations with media (including social media), national disaster management centres, etc. for greater awareness and enhanced societal preparedness to mitigate against weather-related disasters	At least 2 regional conferences on weather, water and climate information; Partnership with European Broadcasting Union in place for further promotion of regional strategic communication	At least 2 regional conferences on weather, water and climate information; Partnership with European Broadcasting Union in place for further promotion of regional strategic communication
4.1.12	Output removed		
4.1.13	Technical cooperation and coordination of tropical cyclone regional bodies enhanced	TC regional body meetings held face to face	TC regional body meetings held face to face
4.1.14	Hydrological activities in regions further enhanced	RA WG hydrology meetings held in every region; Regional Hydrological Forums held in every region	RA WG hydrology meetings held in every region; Regional Hydrological Forums held in every region
RISK/ OPPORTUNITIES	Risks (SO level)		Initial Risk Level
	1. Generalized capacity needs of Members		Very High
	2. Dependence- assumptions of perpetual external support by Members		Very High
	3. Sub-optimal distribution of available resources to needy Members		High
	Opportunities (SO level)		Opportunity Level
	1. Improved visibility/ relevance and resultant funding of NMHSs		Very High
		2. Improved met services for socio-economic applications	
		Very High	
		Mitigation Measures	
		Improved capacity assessment and availability of objective data	
		Strong Advocacy campaign targeting policy makers	
		Monitoring of resources and influencing project funders/ partners	
		Proposed Actions	
		Strong advocacy	
		Collaboration with national and regional stakeholders	

Strategic Objective 4.2: Develop and sustain core competencies and expertise

MAJOR PROGRAMME: Capacity Development Programme

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	6,800.9	1,653.2	8,454.1	6.1%
	Transformation and Efficiencies	(633.1)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	1,350.0			
	Revised budget	7,517.8	1,703.4	9,221.2	6.6%

FOCUS AREA	A: Strengthened qualifications and competencies of NMHSs and related institutions for effective service delivery			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	4.2.01	Capacity development promoted through Regional Training Centres (RTCs) and NMHSs, and sustained through formal and continuing education and training (including online delivery)	1,000 people trained	4,000 people trained
	4.2.02	Fellowships awarded (1 month to 5 years)	70 fellowships awarded	270 fellowships awarded from Regular Budget Funding. Rest funded through extrabudgetary sources.
	4.2.03	Leadership skills strengthened on policy development, planning, communications, legal awareness, advocacy, building partnerships, collaboration, financial management, and change management	two workshops delivered	6 workshops delivered
	4.2.04	Competency implementation promoted and supported in WMO RTCs and NMHSs institutions	One workshop	5 workshops/webinars delivered, 3 media resources released
	4.2.05	RTCs activities continuously reviewed, supported, and guided	Five RTCs reviewed	16 RTCs reviewed, policy guidance provided to RTCs
	4.2.06	Institutional capacity to develop projects and mobilize resources enhanced	one workshop	Publication of 4 self-study modules, 2 workshops
	4.2.07	New PR familiarization visits conducted	PR induction visit implemented	Hybrid (15 new PRs in four years; the rest online)
	4.2.20	Strengthened capacity of tropical cyclone forecasters in terms of specialized skills and competencies	2 workshops conducted and 50 forecasters trained	8 workshops strengthening qualifications and competencies related to tropical cyclone forecasting and warning conducted

B: Regional and national training institutions reinforced, including through inter- and intra-regional cooperation**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
4.2.08	Capacity of institutions and trainers enhanced to address evolving needs of WMO and NMHSs	Two workshops	4 sessions offered to trainers, 3 workshops for RTCs coordination, 1 publication
4.2.09	Training curricula enhanced and programmes adapted and enhanced considering evolving needs of Members and WMO recommendations	Survey on human resources	4 media resources guidance on updates on BIPs, survey on education and training needs
4.2.10	Training programmes and materials developed to support efforts in enhancing service delivery through the Earth system approach	Physical, social and technical science fields integrated into training programmes, guidance documents available	Physical, social and technical science fields integrated into training programmes, 6 guidance documents available in the Trainer Portal
4.2.11	Strengthened skills in learning and competence assessment, evaluation of impacts of training	One workshop	5 workshops, establish a pilot programme impact evaluation, 1 publication
4.2.12	Training delivery in all 6 WMO official languages promoted	Translation of WMO-No 1205	Trainer resources Portal implemented and available in 4 WMO official languages
4.2.13	Use of micro-credentials and credit-sharing promoted and the strategy for implementation in meteorology developed	One webinar about micro-credentials in collaboration with CONECT	1 training resource about micro-credentials developed (for training managers), 1 working Group in CONECT established to discuss implementation of micro-credentials, 6 workshops organized to discuss implementation of credit-sharing in the Regions
4.2.14	Targeted approach to resolving education and training needs of Members identified through WMO survey	Publication of RTC information booklet	Update the ETR webpage, periodic publication of newsletters from ETR, VLabs and RTCs
4.2.15	Partnerships strengthened between industry, training providers and academia and, at international level, through South-South and North-South cooperation, Global Campus Initiative and Consortium of WMO Education and Training Partners (CONECT)	SYMET-15 and CONECT-4	4 workshops organized, 1 symposium organized (SYMET)

C: Talent development strategies at NMHSs nourished, including young professionals and women**OUTPUT**

Nr.	Output	Milestone 2026	Milestone 2027
4.2.16	Members assisted to use talent development strategies to incentivize young professionals and women	MEIG Module in collaboration with UNIGE	6 sessions dedicated to promoting young professionals and women in science
4.2.17	Members assisted to promote Science, Technology, Engineering and Maths (STEM) careers to young people and women	MEIG Module in collaboration with UNIGE	2 posters and media resources to promote the role of meteorologists (female role models included), 6 outreach events
4.2.18	NMHSs supported through advocacy and policy enhancements to become more sustainable and attractive employers and retain workforce	Training event organized	4 training events on human resources dynamics (strategy and planning of meteorological personnel), 1 publication reissued (WMO-1126 prev 1012)

X: Effective and efficient functioning of governance bodies (cross-cutting for SO 4.2)			
Nr.	Output	Milestone 2026	Milestone 2027
4.2.19	Capacity Development Panel (CDP) delivers according to its workplan	EC-CDP session in person	4 sessions

R I S K / O P P O R T U N I T I E S	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. Budgetary limitations and insufficient financial resources		Very High	Mobilize new resources and identify new E&T partners; Prioritize training activities; Increase cost-efficiency through supporting Members in developing their national training capacity
	2. Lack of cooperation and coordination across the Secretariat in planning for and organizing education and training activities		High	Increase coordination within the Secretariat through consolidated role of the ETCOM
	3. Reduced awareness and capacity of NMHS to comply with the WMO's guidance on human capacity development, such as BIPs and competency framework		Medium	Strengthen guidance and support to Members' qualifications and competency management through workshops; Promoting inter- and intra-regional collaboration in competency-based training and BIP implementation
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. Better coordination of the financial and HR efforts in supporting Members to develop their organisational capacity through education and training		High	1. ETAS operational and extended to WMO E&T partners; 2. ETAS promoted to all WMO Departments and ETR partners

Strategic Objective 4.3: Scale up effective partnerships for investment in sustainable and cost-efficient infrastructure and service delivery**MAJOR PROGRAMME: Capacity Development Programme**

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	2,768.9	673.0	3,441.9	2.5%
	Transformation and Efficiencies	(413.6)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	544.5			
	Revised budget	2,899.8	657.0	3,556.7	2.6%

FOCUS AREA	A: Cross-regional and Member-to-Member partnerships and alliances strengthened, including with the private sector and academia, to share knowledge, technology and expertise			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	4.3.01	Best practices on harmonization of national policies and WMO recommended policies on Public-Private Engagement (PPE) adopted	PPE sessions	2 workshop reports outlining Members policies and PPE available; Harmonized national policies, including PPE, in all RA VI
	4.3.02	Mechanisms developed for bringing science from academia to meteorological services	RA V: Workshop on science to operations RA IV: 1 A workshop organized for the new Caribbean Hydrological Outlook Forum, to improve seasonal hydrological outlooks using ensemble predictions	Good practices shared; Regional User Forum, Regional Hydrology and Climate Fora conducted every four years
	4.3.03	Enhanced regional/international cooperation between NMHSs through the International Relations Advisers (INTADs)	Enhanced regional/international cooperation between NMHSs through the International Relations Advisers (INTADs)	INTAD Conference held; 12 Members supported
	4.3.04	Emergency assistance among Members through voluntary cooperation	Assistance provided upon request from Members within the limit of current resources	Assistance provided upon request from Members within the limit of current resources
	B: Strategic, functional and mutually beneficial development partnerships and alliances with key relevant UN, intergovernmental and nongovernmental organizations, development agencies, the private sector and academia			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	4.3.05	A closer relationship with UN resident coordinators and UN Country Teams nurtured	RA III: 1 UNCT invited to WMO Meetings RA IV: 1 UNCT invited / informed of WMO major meetings in the country/region	20 UNCTs; UN RCs invited to the WMO meetings
	4.3.06	WMO contribution to SDGs showcased	Contribution to the SDGs showcased at events, conferences, as appropriate	20 UNSDPFs; SDG related events attended

C: Leadership in promoting the principles on which global hydrometeorology and climatology are built, emphasizing authoritative voice, common standards, data and product sharing, and educational outreach
OUTPUT

Nr.	Output	Milestone 2026	Milestone 2027
4.3.07	Enhanced regional dialogue on the role of NMHS as the authoritative voice on weather, water and climate	RA III: NMHSs authoritative voice on W-C-W is showcased at RA III-19 session (Phase II)	Regional Conference on the role of NMHSs (f2f)

D: Effective resource mobilization for implementation of NMHS activities addressing most pressing needs of Members
OUTPUT

Nr.	Output	Milestone 2026	Milestone 2027
4.3.08	Portfolio of financing partners increased	Leveraging ratio of at least 40 achieved	Leveraging ratio of at least 50 achieved (volume of XB enables or influences 50 times that volume of partner projects)
4.3.09	Direct support to Members, including relevant elements of the Capacity Development Strategy	XB funding increased by 20%	XB funding increased by 25%
4.3.10	CREWS initiative contributes effectively to the technical support provided by WMO to LDCs and SIDS on early warning systems	CREWS processes strengthened to contribute to results-based implementation of CREWS projects	CREWS processes strengthened to contribute to results-based implementation of CREWS projects

RISK/ OPPORTUNITIES

Risks (SO level)	Initial Risk Level	Mitigation Measures
1. Poor reputation of partners	Medium	Conduct due diligence on potential partners
2. Differing and competing priorities of partners	High	Identify and agree of common areas of interest
3. Dominance by the larger and better resourced partners	Very High	Set out clear roles and responsibilities from the word go through formal agreements
Opportunities (SO level)	Opportunity Level	Proposed Actions
1. Reduced financial burden	Very High	Sound planning and execution of tasks
2. Additional support	Very High	Optimal use of resources

LTG 5: Strategic realignment of WMO structure and programmes for effective policy- and decision-making and implementation

B U D G E T	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	2.6	2,037.3	495.3	2,532.6	1.8%
	Transformation and Efficiencies	-1.0	(525.1)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	0.0	200.0			
	Revised budget	1.6	1,712.2	388.0	2,100.2	1.5%

L T G - O u t p u t	Nr.	Effective and efficient functioning of governance bodies (cross-cutting for the LTG) Note: budget related to cross-cutting outputs is apportioned to the relevant Strategic Objectives	Milestone 2026	Milestone 2027
	5.0.01	Advice provided to EC on technical coordination matters	Recommendations accompanied by analytical information provided to EC-80 on ways to ensure the consistency of the WMO technical regulatory framework and supporting guidance materials and assessment of Members' implementation of the WMO technical regulations	Recommendations accompanied by analytical information provided to EC on technical matters that require coordination among WMO bodies (EW4All, scientific and technical programmes and processes, technical regulatory framework, balance in subsidiary bodies composed of technical experts)
	5.0.02	Advice provided to EC on policy matters	Recommendations accompanied by analytical information provided to EC-80 (for recommendation to Cg-20) on: (a) Draft Strategic Plan 2028-2031; (b) Evaluation of the effectiveness and efficiency of WMO bodies Policy for the live streaming of sessions	Recommendations accompanied by analytical information provided to EC on strategic and policy matters (draft Strategic Plan 2028-2031, methods of work and procedural processes of constituent bodies, recommendations of the Task Force on Reform Evaluation, external evaluation of the effectiveness and efficiency of WMO bodies, criteria, procedures and policy for the live streaming of sessions)

Strategic Objective 5.1: Optimize WMO constituent body structure for more effective decision-making

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	161.9	39.3	201.2	0.1%
	Transformation and Efficiencies	(17.9)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	-			
	Revised budget	143.9	32.6	176.6	0.1%

A: The full potential of WMO governance bodies achieved in terms of effectiveness, synergies and coordination
OUTPUTS

FOCUS AREA	Nr.	Output	Milestone 2026	Milestone 2027
	5.1.01	Adjustments made in response to the recommendations of the External Evaluation of the WMO Constituent Body Reform	External evaluation of the effectiveness and efficiency of WMO bodies and structures to inform the decisions of Cg-20	Relevant Cg and EC decisions implemented
	5.1.02	Structures, mechanisms and processes enhanced to ensure 'working as one'	Task force activity concluded	Task force activity concluded
	5.1.03	The efficiency and effectiveness of the work of Regional Associations improved	Develop and implement standardized approaches for regional associations sessions, especially with regard to agendas, documentation and connectivity of regional association outcomes with Congress and Executive Council decisions	Relevant Cg and EC decisions implemented

RISK / OPPORTUNITIES	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. Delayed implementation of new sequencing of meetings		Medium	Ensure meeting sequencing and reporting across constituent bodies
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. Leverage virtual meetings to reduce costs		Very High	TCC virtual meetings

Strategic Objective 5.2: Nurture WMO strategic partnerships

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	1,616.6	393.0	2,009.6	1.4%
	Transformation and Efficiencies	(437.3)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	200.0			
	Revised budget	1,379.3	312.6	1,691.9	1.2%

FOCUS AREA	A: The WMO authoritative voice on weather, water, climate and related environmental issues amplified at global, regional and national levels			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	5.2.01	Dialogue between stakeholders from the public and private sectors and academia fostered, based on collaboration and mutual reinforcement (XB)	1) Seventh High-Level Session of the Open Consultative Platform (OCP-HL-7) organized; 2) Regional OCPs organized;	One High-Level session of the Open Consultative Platform per year; biennial Regional Forums; constant sharing of good practices through web
	5.2.02	Further engagement with stakeholders promoted, WMO standards promoted, NMHSS' profiles and leading roles are raised and acknowledged, WMO's standard-setting role highlighted	1) Consultation with private companies facilitated for their potential contribution to WMO activities, projects and initiatives (e.g., EW4All and G3W); 2) Financial resource mobilized	1) Consultation with private companies facilitated for their potential contribution to WMO activities, projects and initiatives (e.g., EW4All and G3W); 2) Financial resource mobilized
	5.2.03	Members supported with good practices, capacity development activities, consultation opportunities, including a guiding document on legislative options for Public-Private Engagement (PPE)	Guiding document on legislative options for PPE produced; Assistance to Members provided, including good practice compendium, training and consultation	Guiding document on legislative options for PPE produced; Assistance to Members provided, including good practice compendium, training and consultation
	5.2.04	Multi-stakeholder cooperation on socio-economic benefit (SEB) data and analysis, including development of the SEB Toolbox and SEB Toolbox Training Package	Repository of good practices; SEB toolbox; SEB training package; growing number of WMO Members with SEB analysis	Repository of good practices; SEB toolbox; SEB training package; growing number of WMO Members with SEB analysis
	5.2.05	Cooperation among meteorological services, hydrological services and civil protection authorities facilitated	Joint implementation of EW4All initiative	Joint implementation of EWS Action Plan, including on the last mile; WMO policy/strategy
RISK/ OPPORTUNITIES	5.2.06	Members supported with models for national legislation, which place NMHSS as the authoritative voice on weather, water and climate and facilitate public-private engagement in relation to distinct components of the value chain, while reflecting regional needs	Update to PPE repository of legislation	Good practice repository and template legislation produced; Guidance on strategic planning updated; Monitoring data on national legislation tracked
	5.2.07	Data-driven analysis and coordinated investment in closing the capacity gap through the Alliance for Hydromet Development (XB)	8 additional Country Hydromet Diagnostics, CHD dashboard developed, Hydromet Gap Report updated	40 Country Hydromet Diagnostics; 2 Hydromet Gap Reports; Metrics and indices developed, as needed.
	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. Engagement among sectors not promoted and trust not built		High	Resource mobilization; focus on core activities
	2. Limited coordination of initiatives to advance socio-economic assessments of weather, climate and water services		High	Mutually agreed action plan, facilitation through the Panel on Socioeconomic Benefits (PSB)
	3. Lack of coordination among stakeholders on EWS		High	Joint action plan with defined mandates and responsibilities
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. EWS initiative		Very High	Lead strategic and implementation plan in collaboration with stakeholders and provide data-driven analysis which informs high-level decision-making

Strategic Objective 5.3: Advance equal, effective and inclusive participation in governance, scientific cooperation and decision-making

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	258.9	62.9	321.8	0.2%
	Transformation and Efficiencies	(69.9)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	-			
	Revised budget	188.9	42.8	231.8	0.2%

FOCUS AREA	A: Balanced geographical, gender and scientific discipline representation and enhanced representation of developing Members			
	OUTPUT			
	Nr.	Output	Milestone 2026	Milestone 2027
	5.3.01	A diverse body of experts attracted, particularly from LDCs and SIDS and under-represented regions and genders	Progress towards 40% target on female participation met; Progressive increase in the number of experts from LDCs/SIDS serving on subsidiary bodies	40% target on female participation met; Progressive increase in the number of experts from LDCs/SIDS serving on subsidiary bodies
	5.3.02	Gender equality considerations integrated into future climate related policies	Gender considerations included in all WMO submissions, including in UNFCCC and GA processes	Include gender in all WMO submissions to UNFCCC processes
	5.3.03	Effective participation of hydrological experts and experts from under-represented disciplines in relevant bodies ensured	Annual HCP meeting	2 sessions of HCP held prior to each Hydrological Assembly, part of CG-20(2026, 2027)
	5.3.04	The participation of academia expanded	Progressive increase in the number of experts from academia participating in expert teams/study groups	Progressive increase in the number of experts from academia participating in expert teams/study groups
	5.3.05	Gender equality aspects integrated in all WMO projects and initiatives	Projects and initiatives have a gender component	Limited number of projects and initiatives have a gender component

RISK/ OPPORTUNITIES	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. Limited diverse implementation from under-represented regions and genders		High	Provide analysis to increase awareness among Members and encourage participation across all constituent bodies
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. Diversity is high on UN and other stakeholders agenda		Very High	Develop and promote WMO diversity initiatives to engage more partners, including private sector for support and funding

Strategic Objective 5.4: Environmental sustainability

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	-	-	-	0.0%
	Transformation and Efficiencies	-			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	-			
	Revised budget	-	-	-	0.0%

FOCUS AREA	A: Develop, publish and initiate implementation of a plan to achieve Net Zero, to include green and effective travel, green building, green IT and green supply chains				
	OUTPUT				
	Nr.	Output	Milestone 2026	Milestone 2027	
	5.4.01	Green IT - user training on device utilization and sustainability, procure hardware and user devices with minimum lifecycle carbon cost, shift to public cloud	Provide users with tips on energy-efficient device usage and paperless work environment	Better laptop power management, decreased backup space with archiving in place	
	5.4.02	Use of fossil fuels for heating and cooling eliminated	Genilac project finalized	WMO building carbon footprint reduced by 40%	
	5.4.03	Electricity use reduced by introducing energy efficient changes in the building	Photoelectric system installed and operational in Q1 2026. Works underway for installation of heat pumps Q3 2026	Consumption and usage of electrical consumption in offices reduced by 20%	
	5.4.04	Environment Management System fully implemented	On hold due to lack of staff resources and in-house expertise. Significant consultancy funding would be required.	Improved data and reporting available leading to WMO being able to substantially meet the environmental targets established by UN Greening the Blue	
	5.4.05	Enhance the possibility for Members to participate remotely or in regional meeting hubs	Remains on hold pending regional review therefore no 2026 milestone	Options in place to allow managers to achieve measurable reductions in travel to Geneva	
	5.4.06	Use of travel resources and management of travel processes optimized to reduce the carbon footprint	Reduction of approved travel by departments for staff - cross-cutting goal	Reduction of approved travel by departments for staff - cross-cutting goal	
	5.4.07	Cost-effective interpretation services provided irrespective of geographical locations	Remote interpretation available as an option for all meeting by Q4 2026 (requires the completion of the renovation of conference facilities)	Remote interpretation solution available for 100% of WMO meetings	
	5.4.08	Conference facilities updated to minimize energy consumption and carbon footprint	Major conference facilities (Obasi, Salle B, C1, C2) renovated by Q4 - subject to tendering and procurement timelines	Significant reduction in yearly energy consumption	
	5.4.09	Conference facilities updated to enhance the efficient and reliable provision of distant and hybrid meetings	Tender process to be launched in Q1 2026 for the complete refurbishment project.	Hybrid solution available for 100% of WMO meetings	
	5.4.10	Regional conference facilities identified to host regional meetings and reduce the carbon print	Remains on hold pending regional review therefore no 2026 milestone	Establishment of regional conferencing facilities in partnership with Members and Regional Offices	
	5.4.11	A Net Zero Plan	EMS to be fully implemented to lay ground for well-defined net-zero KPIs	EMS to be fully implemented to lay ground for well-defined net-zero KPIs	

R I S K / O P P O R T U N I T I E S	Risks (SO level)		Initial Risk Level	Mitigation Measures
	1. WMO will not meet the established UN targets ("greening the blue")		Medium	Robust EMS with sufficient resources
	2. Travel for conferences not reduced with high carbon footprint		Medium	Implementation of policies leveraging regional facilities and technologies
	3. Competing priorities to ensure cloud services		Medium	IT governance to ensure prioritization
	Opportunities (SO level)		Opportunity Level	Proposed Actions
	1. Establishment of best in class environment facilities with enhanced attractiveness to potential tents and service users		Medium	Implementation of robust EMS and upgrade of facilities
	2. Removing the risk of service failure		Medium	Implementation of IT strategy which incorporates Green IT

Part VI: Policy-Making Organs, Executive Management and Oversight

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	29.6	17,446.7	4,239.9	21,686.6	15.6%
	Transformation and Efficiencies	-2.7	(1,824.2)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	0.0	-			
	Revised budget	26.9	15,622.4	3,538.9	19,161.3	13.8%

Policy-Making Organs

BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	2,425.5	588.8	3,014.4	2.2%
	Transformation and Efficiencies	(39.2)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	-			
	Revised budget	2,386.3	540.1	2,926.4	2.1%

Nr.	Output	Milestone 2026	Milestone 2027
6.1.01	Members are enabled to discharge effectively their governance responsibilities through efficient and satisfactory Secretariat servicing of policymaking organs (Congress and Executive Council)	Resolutions and decisions adopted by EC-80 including on: (a) technical matters (implementation of Congress resolutions; consideration of reports and recommendations of constituent bodies and other bodies; and (b) general, legal and administrative matters (including preparation of Cg-20))	Based on the outcomes of EC-Ext(2024), EC-78, EC-79, EC-80 and Cg-Ext(2025), resolutions adopted by Cg-20 on policies, strategies, regulations, finances, and elections and appointments (including strategic plan, programme and maximum expenditure for 2028-2031; Technical, General, Financial and Staff Regulations; elections of officers and EC members, appointment of SG); resolutions and decisions adopted by EC-81 to follow up on resolutions adopted by Cg-20
6.1.02	Effective and efficient functioning of WMO constituent bodies (Hydrological Assembly)	Preparation of HA for 2027	Hydrological Assembly held during Cg-20
6.1.03	Advice provided on financial matters and the affordability, sustainability and implementation of the results-based budget to Cg and EC	One FINAC meeting held and the FINAC report delivered to EC	4 annual meetings of FINAC
6.1.04	Support provided to the President in the execution of his/her duties	Support provided to the President in the execution of his/her duties	Support provided to the President in the execution of his/her duties
6.1.05	Independent and objective verification of WMO's financial, administrative and operational activities as well as assessment of the effective and efficient use of resources	AOC-46 and AOC-47; AOC report to EC and approval of IOO, POW	8 meetings of the Audit and Oversight Committee (2 per year)
6.1.06	Scientific excellence and outstanding contribution recognized	Prize attributed	4 IMO prizes awarded

Executive Management					
BUDGET	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	12,849.5	3,123.2	15,972.7	11.5%
	Transformation and Efficiencies	(2,028.5)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	-			
	Revised budget	10,821.0	2,451.6	13,272.6	9.6%
Nr.	Output	Milestone 2026	Milestone 2027		
6.2.01	Executive Management Support Top-level political engagements, heightened situational awareness, enhanced executive support functions	WMO positioned in a leadership position on its mandate; increased visibility, to the extent possible (limited in-person presence, reduced ability to introduce new SG properly and maintain leadership in top level initiatives like EW4All); mobilized political support and partnerships, to the extent possible	WMO positioned in a leadership position on its mandate; increased visibility, to the extent possible (limited in-person presence, reduced ability to introduce new SG properly and maintain leadership in top level initiatives like EW4All); mobilized political support and partnerships, to the extent possible		
6.2.02	Strategic Communications A global communication strategy and digital media strategy as well as strategic communications guidelines for regional offices successfully implemented	75 years of WMO, stronger branding implemented, reinforced capacities in comms at regional/departmental level. Strong communication partnerships with UN and other partners implemented and reinforced. Media network includes specialized media. News coverage is developed in alignment with UN strategy. Guidelines are approved and enforced.	Varied and targeted communication products created, for youth, new audiences, exploration and testing of new platforms/media.		
6.2.03	A clear, consistent and recognizable voice provided to WMO to engage all audiences and partners worldwide so they can learn what WMO is doing, take informed action and make decisions to better face future challenges in weather, climate and water	Continue to build capacities at the regional level. Synergies with Members are developed.	Fewer communication packages to ensure exposure and engagement; inability for corporate communications to support regional activities		
6.2.04	Support to staff, regional offices and NMHS to develop communication skills with innovative tools, processes and techniques	Training in regions is organized, communication focal points identified	Streamlined communication strategy globally, with common goals, aligned expertise and messaging		
6.2.05	Integrated monitoring of all external and internal communication products developed	New KPIs are used to monitor progress across channels	Quarterly reporting with detailed data and analysis to inform future activities		
6.2.06	Implemented collaborative approach of climate communication (UN, partners, stakeholders, NMHSs, media, private sector, academia)	Development of network and common campaigns with partners. Synergies with Members are developed.	New partnerships created to support large dissemination of WMO communications products to become a prominent actor in climate advocacy networks		
6.2.07	Internal communication channels developed	WMO staff is ready to promote WMO for diverse audiences.	WMO staff is empowered and feels part of a strong and active community, ready to promote WMO		
6.2.08	Diplomatic and operational crisis communication processes developed and implemented	Crisis communication is implemented at the organizational level.	Strong reputation of WMO as the authoritative voice on weather, climate and water		
6.2.09	Planning, Monitoring, Evaluation and Risk Management An integrated results-based approach to planning, monitoring and risk management continuously implemented	4 Annual Operating Plans; 1 draft Strategic Plan and 1 Operating Plan	4 Annual Operating Plans; 1 draft Strategic Plan and 1 Operating Plan		
6.2.10	Timely monitoring and evaluation data that informs evidence-based decision-making	5-6 rolling reviews conducted; More EW4All Pillar 2 Rapid Assessments; A monitoring report for PAC/EC; dashboards maintained; Country Snapshots created as part of EW4All Dashboard; Global Status of MHEWS Report 2026 published	2 performance assessment reports; 30-32 rolling reviews		
6.2.11	Improved risk and compliance management, including business continuity	Top risks assessed twice a year; 1 risk and control matrix per SO and business process; BCP maintained	Top risks assessed twice a year; 1 risk and control matrix per SO and business process; BCP maintained		
6.2.12	An organizational quality management framework to provide a standard to measure, control and improve processes to ensure greater efficiency and effectiveness	1-2 rolling reviews of processes; Quality assurance conducted	QM framework developed and 2 staff training sessions; 8 process rolling reviews		
6.2.13	Innovative approaches to data management and reporting explored	Limited use of modern technology and data management techniques applied	Limited use of modern technology and data management techniques applied		

United Nations Affairs Office New York			
6.2.14	A strong relationship between WMO and the UN Secretariat senior leadership to ensure heightened political support of WMO's work	Continued strong WMO membership of 'Core Group on Climate Action'; opportunities for further UNSG sponsored special initiatives (similar to the EWS initiative)	Continued strong WMO membership of 'Core Group on Climate Action'; opportunities for further UNSG sponsored special initiatives (similar to the EWS initiative)
6.2.15	Increased representation of the work of the WMO in UN system processes in New York, including in UNGA resolutions and key UNGA mandated events, to further heighten political awareness and support of WMO's work	WMO reports and initiatives to be referred to in UNGA resolutions and key mandated events, including where possible for countries to state their support for key WMO initiatives	WMO reports and initiatives to be referred to in UNGA resolutions and key mandated events, including where possible for countries to state their support for key WMO initiatives
6.2.16	Further strengthened relationships between WMO and other international organizations based in North America, to heighten WMO visibility and support the advancement of WMO key initiatives	Existing relations maintained and new relationships created, to the extent possible. Reduced ability to engage the broader North American international organizations	Existing relations maintained and new relationships created, to the extent possible. Reduced ability to engage the broader North American international organizations
6.2.17	Continued strong representation of WMO Members' work in the products and outputs of the UN Operations and Crisis Centre (which are sent to all UN system leadership), to enhance visibility of WMO work and priorities	WMO references in UNOCC Daily Reports, Director Briefings, Horizon Scanning processes, Executive Committee Deputies Committee meeting materials	WMO references in UNOCC Daily Reports, Director Briefings, Horizon Scanning processes, Executive Committee Deputies Committee meeting materials
European Union Affairs Office			
6.2.18	Content of EU work programmes influenced/ funding opportunities monitored and reported	Increased EU resources mobilized to the benefit of WMO and its Members; Key WMO priorities reflected in EU programmes	Increased EU resources mobilized to the benefit of WMO and its Members; Key WMO priorities reflected in EU programmes
6.2.19	Systematic monitoring of EU legislative activity which can impact WMO members' activities	WMO Members' interests taken into consideration in future EU regulations	WMO Members' interests taken into consideration in future EU regulations
6.2.20	WMO Brussels Office consolidated in the longer term	Extension of MoU w/ ECMWF, EUMETSAT and EUMETNET	Extension of MoU w/ ECMWF, EUMETSAT and EUMETNET
6.2.21	Increased WMO visibility and enhanced collaboration between WMO and EU	A minimum of 2 high-level meetings with commissioners per year	A minimum of 2 high-level meetings with commissioners per year
Governing Bodies Secretariat			
6.2.22	Constituent body elections successfully executed through use of electronic voting system	Increased Secretariat administered election processes and smooth functioning voting system.	Increased Secretariat administered election processes and smooth functioning voting system.
6.2.23	Reviews and streamlined listing of priority MoUs and other agreements completed	Improved strategic agreements with Partners	Improved strategic agreements with Partners
6.2.24	Consolidated Network of International Advisers (INTADS) established across all regions	Improved outreach and collaboration with PR offices	Improved outreach and collaboration with PR offices
6.2.25	WMO participation and strategic representation at major international conferences	Quality WMO strategic pavilions at annual COP meetings	Quality WMO strategic pavilions at annual COP meetings
6.2.26	Effective and efficient communication with Members (missions, trainings, publications)	Effective and efficient communication with Members (missions, trainings, publications)	Effective and efficient communication with Members (missions, trainings, publications)

Oversight						
B U D G E T	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct Cost		Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	2,171.7		527.9	2,699.5	1.9%
	Transformation and Efficiencies	243.4				
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	-				
	Revised budget	2,415.1		547.2	2,962.3	2.1%
Nr.	Output	Milestone 2026		Milestone 2027		
	Internal Oversight Office					
6.3.01	Strengthened capacity in and up-to-date knowledge gained on audit and oversight topics	20 days of training		20 days CPE per IOO staff per year		
6.3.02	Compliance with standards in external Quality Assessment Review (QAR)	1 Self Assessment		2 self-assessments (1 every two years)		
6.3.03	Annual oversight workplans completed	POW completed satisfactorily		Smooth functioning		
6.3.04	External Audit	External Audit Completed - Report Issued		24 assignments (a minimum of 6 per year)		
6.3.05	Joint Inspection Unit fees	Report to AOC/EC		4 External Audits Completed and reports issued.		
				Follow-up of JIU recommendations, report to AOC and EC.		
				Facilitation of JIU-POW		

Part VII: Language Services

B U D G E T	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	35.0	13,578.2	3,300.3	16,878.5	12.2%
	Transformation and Efficiencies	-1.8	(546.9)			
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	0.0	-			
	Revised budget	33.3	13,031.3	2,952.4	15,983.7	11.5%

Nr.	Output	Milestone 2026	Milestone 2027
Language Services			
7.1.01	Members receiving information more effectively and with minimal environmental impact	Increased satisfaction, decision-making and participation of Members in paperless format	Increased satisfaction, decision-making and participation of Members in paperless format
7.1.02	Publications in all WMO languages effectively processed	All publications issued in relevant languages, as per the established mandatory WMO publications list approved by Congress, including publications included in the WMO Publication Plan	All publications issued in relevant languages, as per the established mandatory WMO publications list approved by Congress, including publications included in the WMO Publication Plan
7.1.03	Expanded range of services to facilitate access to publications using specialized resources	All WMO publications are easily accessible and discoverable through the use of dedicated electronic media and tools	All WMO publications are easily accessible and discoverable through the use of dedicated electronic media and tools
7.1.04	Timely availability of high-quality documents, issued simultaneously in the six official languages, in compliance with existing mandates	All documents issued in line with the established requirements	All documents issued in line with the established requirements
7.1.05	Enabling efficient and reliable provision of distant and hybrid meetings	Hybrid solutions available for WMO meetings	A hybrid solution available for 100% of WMO meetings
7.1.06	Provision of cost-effective interpretation services irrespective of geographical locations	Remote interpretation available as an option for all meeting by Q4 2026 (requires the completion of the renovation of conference facilities)	A remote interpretation solution is available for 100% of WMO meetings
7.1.07	Increased number of distant conference facilities in the regions to host regional meetings and reduce the carbon footprint	Increased participation from the regions, reduced travel cost and carbon footprint	Increased participation from the regions, reduced travel cost and carbon footprint
7.1.08	The use of travel resources and the management of travel processes optimized and the carbon footprint reduced	Travel policy in use	A single integrated organizational tool available to WMO users to allow for timely submission of requests and timely and optimal use of financial resources.

Indirect Apportioned Costs

B U D G E T	Budget indicators/items <i>In thousands of Swiss francs</i>	Direct FTE involved	Direct Cost	Apportioned Cost	Total Cost	% of Total Budget
	Approved budget	39.5	<i>Budget for Apportioned Costs is incorporated in the total cost for each of the Long-Term Goals and Parts VI and VII</i>			
	Transformation and Efficiencies	-4.0				
	Strategic Reinvestments <i>(specific outputs to be integrated once fully refined)</i>	0.0				
	Revised budget	35.5				

Nr.	Output	Milestone 2026	Milestone 2027
Administration			
Finance			
8.1.01	Expert financial guidance and advice provided, including development and update of financial management strategy	Financial Management Strategy Reported to EC; 3 finance-related trainings delivered and published	Financial Management Strategy document approved and updated; 3 finance-related trainings provided per year
8.1.02	Efficient and effective financial processes continuously improved and developed	All financial transactions processed within acceptable timelines	All financial transactions processed within acceptable timelines
8.1.03	Unqualified financial statements and quarterly reporting provided to Members	Financial Statements reported to Members with unqualified opinion; 4 Quarterly Financial Reports issued, with improvement from prior year	4 sets of Financial Statements with unqualified opinion; Financial reports provided to Members Quarterly
8.1.04	Improved Budget and Maximum Expenditure documents provided to Members in a timely manner to provide enhanced decision making	Outline for Maximum Expenditures 2028-2031 approved	Budget for 2026-2027 Maximum Expenditures 2028-2031
Human Resources			
8.1.05	Expertise on HR matters and continuous improvement of human resources management and regulatory and operational framework provided at all levels in WMO	Regular meetings with Senior Management of GS and WMO take place HRS is open and accessible to all staff and provides quick and high-quality service Staff regulations and rules and standing instructions are up-to-date at all times	Regular meetings with Senior Management of GS and WMO take place HRS is open and accessible to all staff and provides quick and high-quality service Staff regulations and rules and standing instructions are up-to-date at all times
8.1.06	Productive Staff-Management relations to further the smooth implementation of WMO strategic goals as well as staff well-being	Regular JCC meetings take place Staff surveys carried out to solicit input and provide evidence of increasing staff well-being Various well-being initiatives such as stress counselling etc. are made available to staff Staff surveys carried out to solicit input and provide evidence of increasing staff well-being	Regular JCC meetings take place Staff surveys carried out to solicit input and provide evidence of increasing staff well-being Various well-being initiatives such as stress counselling etc. are made available to staff Staff surveys carried out to solicit input and provide evidence of increasing staff well-being
8.1.07	HR Section recognized as a center of excellence and client service in all parts of WMO	Focus on clients' needs in all HRS activities Input from staff and JCC solicited to maintain high level of client service All staff is informed about HRS activities, policies, initiatives etc.	Focus on clients' needs in all HRS activities Input from staff and JCC solicited to maintain high level of client service All staff is informed about HRS activities, policies, initiatives etc.
8.1.08	HR regulatory framework continuously updated and easily available for all staff.	Continuous review of relevant policy documents carried out Effective communication of changes to staff HUB is updated at all times, in collaboration with Strategic Communications Office	Continuous review of relevant policy documents carried out Effective communication of changes to staff HUB is updated at all times, in collaboration with Strategic Communications Office
8.1.09	New applicant tracking system implemented	Market research and procurement process for new system completed	Market research and procurement process for new system completed
8.1.14	UNDT/UNAT/OSLA and Ombudsman services.	Ensured continuous coverage on an effective and efficient administration of justice for staff	Ensured continuous coverage on an effective and efficient administration of justice for staff

Procurement			
8.1.10	Procurement planning process enhanced	The use of the procurement planning tool expanded through knowledge sharing and training to ensure that procurement actions (new or extended) are consistently completed on time	The use of the procurement planning tool expanded through knowledge sharing and training to ensure that procurement actions (new or extended) are consistently completed on time
8.1.11	Preparedness of the procurement systems and related data enabled for the transition to the new ERP	The set-up and format of the current procurement data adapted to facilitate the conversion towards the new ERP platform. Active participation in the implementation of the ERP system.	The set-up and format of the current procurement data adapted to facilitate the conversion towards the new ERP platform. Active participation in the implementation of the ERP system.
8.1.12	Cooperation enhanced with the United Nations entities to improve procurement practices	Engagement with the HLCM Procurement Network and the Geneva-based Common Activities Procurement Group increased to build more effective procurement practices and lower the costs of commonly required goods and services. To engage with the UN Travel network and entities to ensure alignment with UN best travel policies and practices.	Engagement with the HLCM Procurement Network and the Geneva-based Common Activities Procurement Group increased to build more effective procurement practices and lower the costs of commonly required goods and services. To engage with the UN Travel network and entities to ensure alignment with UN best travel policies and practices.
8.1.13	Procurement support provided to a growing number of programmes and projects	Timely provision of the procurement services including the growing programme and project procurement	Timely provision of the procurement services including the growing programme and project procurement
Legal Counsel and Administration			
8.1.15	Enhanced trainings provided to WMO staff members with respect to legal aspects of their work	7 trainings	12 trainings modules
8.1.16	Legal advice provided as required in relation to sanction advice and the affects this might have on WMO	Ensure continuous legal support to Executive Management in the day-to-day activities	Ensure continuous legal support to Executive Management in the day-to-day activities
Business processes			
8.1.17	Business processes streamlined within GS	Processes and GS Standing Instructions periodically updated and reviewed.	Processes and GS Standing Instructions periodically updated and reviewed.
8.1.18	A new Enterprise Resource Planning (ERP) System implemented	ERP system go-live and post-go-live support provided for six months following implementation; planning and reporting tools incorporated	ERP system go-live and post-go-live support provided for six months following implementation; planning and reporting tools incorporated
8.1.19	Timely repayment of the WMO Headquarters Building Loan	4 payments made on time	4 payments made on time
IT Operating Expenses			
8.2.01	Corporate IT Strategy approved and implemented	Progress on IT Strategy; embedding UN2.0 into IT workplan	IT Strategy with Standing Instructions in place; IT Strategy plan implemented
8.2.03	Decreased IT risk profile	Improved security monitoring and vulnerability scanning, and user IT Security awareness	Improved security monitoring and vulnerability scanning, and user IT Security awareness
8.2.04	Decreased carbon footprint	Optimized carbon footprint	Optimized carbon footprint
8.2.05	Improved Corporate applications support	Digital transformation and better service for Members (document management, Community Platform)	Digital transformation and better service for Members (document management, Community Platform)
8.2.06	Increased user satisfaction, including IT Management	Additional corporate support provided	Additional corporate support provided
8.2.07	Maintain and operate IT platforms and services (ongoing activities for KTLO)	Maintain and operate IT platforms and services (ongoing activities for KTLO)	Maintain and operate IT platforms and services (ongoing activities for KTLO)
8.2.08	IT Services recharges and PSC Funding	IT Management (training, travel)	IT Management (training, travel)
Building Operating Expenses			
8.3.01	The building infrastructure and facilities refurbished and maintained in a timely, efficient, and cost-effective manner	Renovated and upgraded building in accordance with the evolving needs and activities	Renovated and upgraded building in accordance with the evolving needs and activities
8.3.02	Increased compliance with local and international environment-friendly strategies and initiatives (such as 2050 Energy Strategy and UNEP Greening the Blue Initiative)	* Energy efficient building with reduced CO2 footprint; * Compliance with international and local environmental standards.	* Energy efficient building with reduced CO2 footprint; * Compliance with international and local environmental standards.
8.3.03	The security and safety of the building and its users enhanced	The security and safety of the building and its users enhanced	* Full implementation of the FLS audit recommendations and compliance with the standards; * Improved access control systems and physical security; * Improved building accessibility and facilities for PwDs.