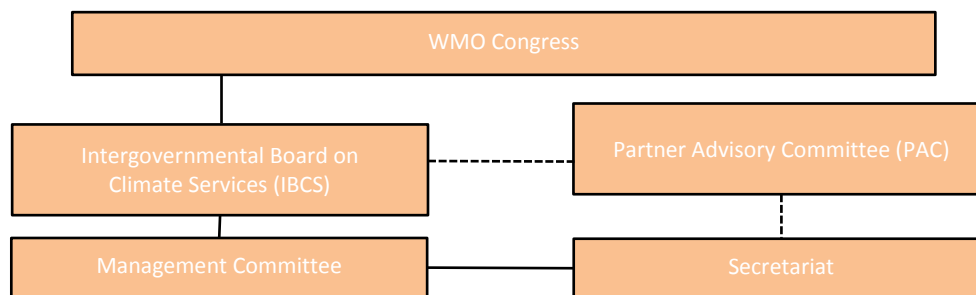


Possible new governance mechanisms – *first ideas*

Scenario 1: Same but different (Role model: GFCS)

Current GFCS governance structure

The intergovernmental board (IBCS) operates within the mandate of WMO and is accountable to the WMO Congress, which decides on policies, principles, overall strategy and key budget parameters. Decisions taken by the IBCS follow the processes of the WMO Congress and its principal members normally coming from a NHMS. To ensure participation of major stakeholders such as UN entities and relevant technical organizations (e.g. ECMWF, EUMETSAT), a Partner Advisory Committee (PAC) has the mandate to discuss stakeholders issues, provide expert advice and recommendations relating to the implementation of the GFCS. PAC is composed of 21 institutions and operates under the guidance of the IBCS. Members of the PAC have no voting rights in the IBCS. A Management Committee, which is under the guidance of the IBCS, carries out the decisions and requests of the board. Membership to the committee is limited to principal members of the IBCS. The governance system is complemented with the GFCS secretariat within the WMO Secretariat to provide support to the IBCS. Its roles and responsibilities include providing administrative, management, financial, documentary and public relations support to the Board and its subsidiary bodies.



Strength and Weakness

Strength

- IBCS member are operating in a familiar setting with well-known formalities and processes;
- Linkage to the WMO Congress provides national and international recognition for NMHSs;
- Management Committee helps following up on activities decided by the IBCS;
- PAC acts as forum of partnering institutions

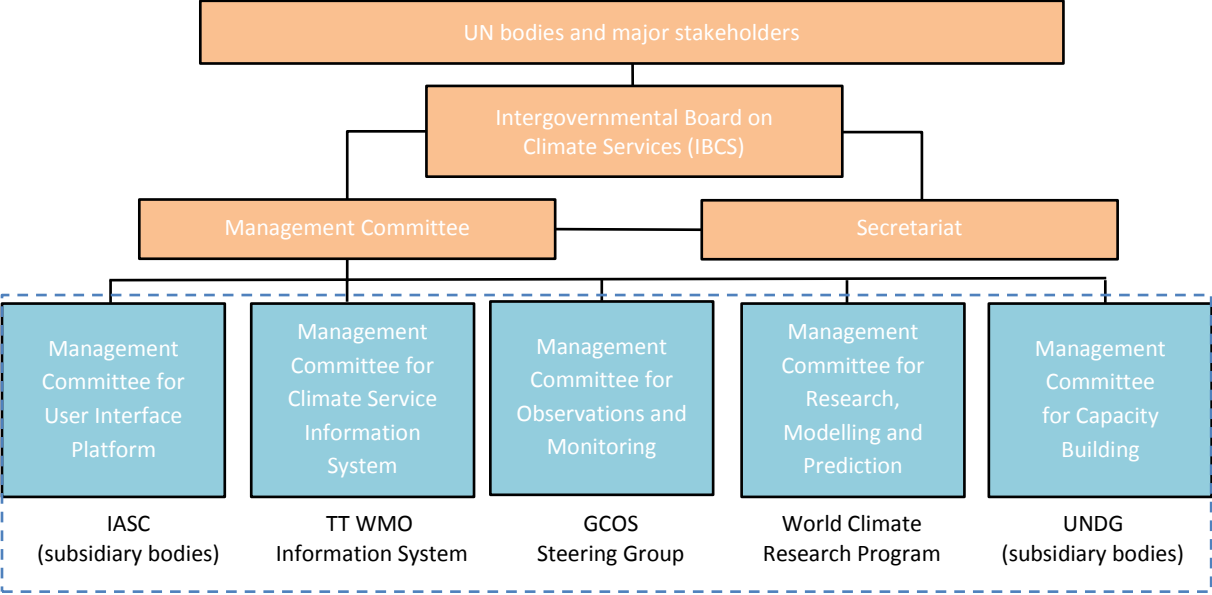
Weakness

- Domination of WMO with WMO mechanisms and principles;
- User and non-NMHSs providers are not well represented in the governance mechanisms;
- IBCS is a duplication of WMO congress;
- PAC is limited to UN and well-placed international agencies;
- Role of PAC is unclear and PAC has not voting-rights in IBCS;
- Lack of technical management groups

Scenario

In principal the same structure as described above. In order to improve efficiency and avoid duplication of the WMO Congress, IBCS is uncoupled from WMO structures and processes. Membership to the IBCS will be opened to UN bodies and major stakeholders (e.g. FAO, WFP, UNESCO, UNDP, UNISDR, WB, WHO, WMO, ECMWF, EUMETSAT) to avoid that only representatives of Governments/States will be part of it. Partnering institutions do not only have an observer status but any say and voting rights within the board. By integrating partnering institutions into IBCS, the PAC will be obsolete and will be withdrawn. Furthermore, the Governments'/States' representation in the IBCS should go beyond the NMHS and also include representatives of donors. The GFCS secretariat will organize a regular global platform to bring together project implementers, policy makers, climate service providers and different user groups. Furthermore, the office will launch a knowledge sharing platform to stimulate knowledge, best-practice exchange among project implementers, NMHSs and policy-makers. The Management Committee of the IBCS will be extended with a maximum amount of representatives of UN Bodies and major stakeholders. However, in

order to keep the Management Committee at a reasonable size, the number of representatives of Governments/States might have to be reduced compared to the status quo. The current structure is complemented with technical management committees for each of the five pillars which are integrated in existing bodies of WMO or UN groups, subcommittees, programs (e.g. GCOS Steering Group, TT World Meteorological Organization Information System, World Climate Research Program, UNDG (subsidiary bodies), IASC (subsidiary bodies), etc.). The respective bodies are represented in the Management Committee as well and have to report to it. The formation of technical management committees has already been suggested in the report of the high-level GFCS Taskforce but never been implemented.



Pros and Cons

Pros	Cons
<ul style="list-style-type: none"> • More efficiency and cost reduction by removing WMO congress duplication; • Reduced costs by removing PAC meetings; • Chance to reduce bureaucracy by removing WMO processes and structures; • More inclusive of partnering institutions, more ownership and responsibility; • Stronger focus on technical and implementation work in each pillar together with key bodies and organization within UN and international organizations; • Better inclusion of user community and improved knowledge transfer 	<ul style="list-style-type: none"> • The IBCS might become a huge body (decision-making might not be effective) • Technical management committees might require additional funds; • Complicated structure between Management Committee and technical Management Committees (clear responsibilities needed); • Additional costs related to the global platform; • Unclear separation between IBCS and global platform; • Keeping the same structure in principle bears the possibility that nothing will change although reforms are formulated (change is too negligible); • Governments will have to share power with partnering institutions and thus possibly resist to accept reform; • Governments are the main donors of the GFCS and would not accept less influence on decisions (however, Governments are today represented by the NMHS and not by their funding agencies)

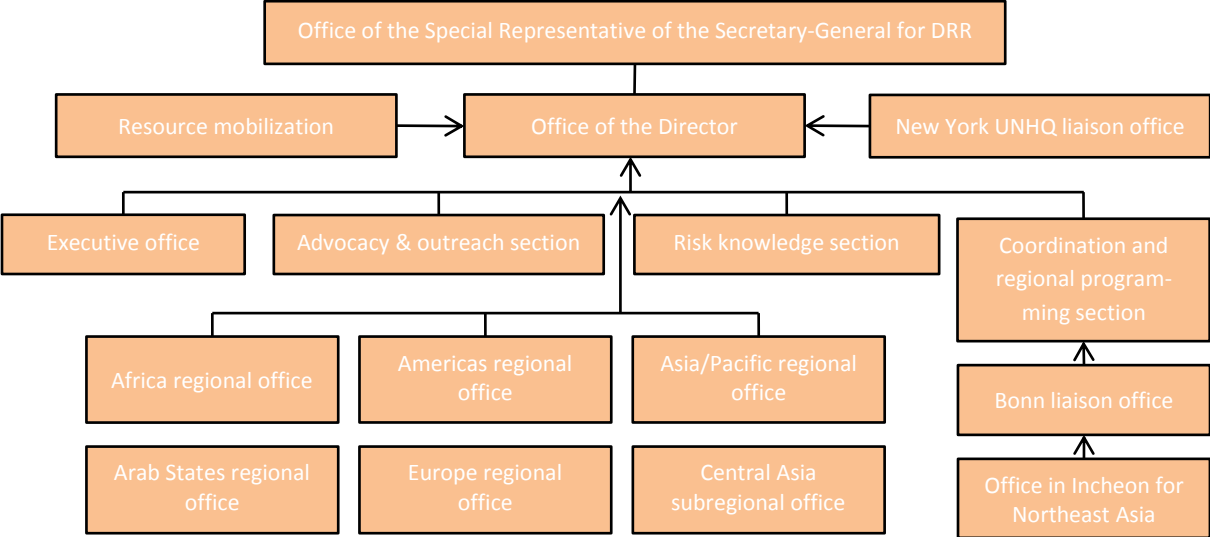
Open points & questions

- Would it be possible to reduce the number of States'/Governments' members in the IBCS (only a max. amount of members per Region)

Scenario 2: Interagency secretariat within the UN system (Role model: UNISDR)

Current UNISDR governance structure

UNISDR is an interagency unit within the UN Secretariat headed by a Special Representative of the Secretary-General (SRSG) for Disaster Risk Reduction. Besides the main office in Geneva, UNISDR maintains five regional offices in Brussels for Europe, Panama City for Latin America and the Caribbean, Cairo for Middle East and Northern Africa, Bangkok for Asia and Pacific and Nairobi for East, West and Southern Africa as well as a liaison office in New York and presences in Kobe, Suva (Fiji), Bonn and Almaty (Kazakhstan). UNISDR’s main role includes the support of the Sendai Framework for Disaster Risk Reduction, the support to in the development of national platforms for DRR as well as convening the Global Platform for Disaster Risk Reduction.



Strength and Weakness

Strength

- Unique role as DRR coordinator (Global Platform) within UN system;
- Good results in mainstreaming DRR into the climate change debate;
- As part of the UN Secretariat, UNISDR is subject to UN controls and measures including risk management practices and internal and external audits

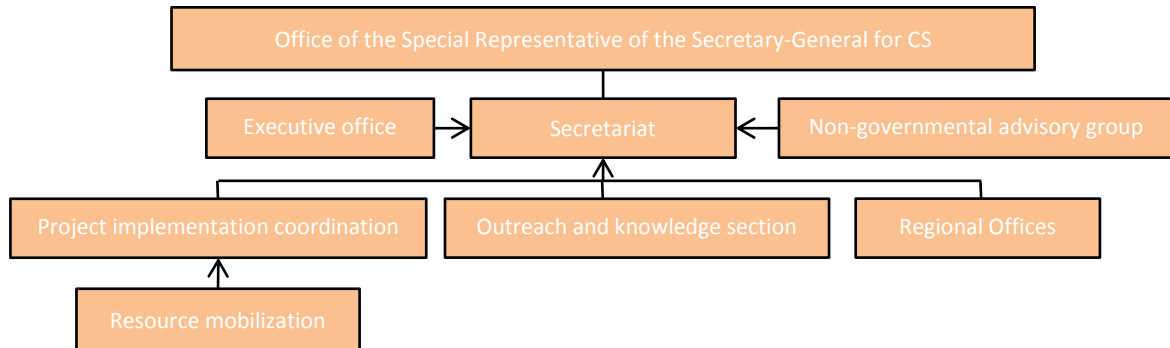
Weakness

- Missing leadership to coordinate global efforts on DRR, more focused on national level;
- Missing focus for activities in fragile states due to regional and global mandate;
- Risk of duplication and confusion amongst partners in country due to parallel coordination structures;
- Unable to secure sufficient long-term funding commitments to its partners;
- UNISDR’s partnership behavior is disappointingly weak given its structure as a system of partnerships. Lack of efficiency and strategy in UNISDRs engagement with partners and stakeholders.

Scenario

Like UNISDR, GFCS is an interagency unit within the UN Secretariat headed by a Special Representative of the Secretary-General (SRSG) for Climate Services, accountable to the Secretary-General of the UN. GFCS is a system of partnerships involving governments, intergovernmental and non-governmental organizations, international financial institutions, scientific and technical bodies and specialized networks as well as civil society and private sector. The mandate of the secretariat is to act as focal point in the UN system for the coordination of climate service initiatives and interventions with special focus on developing countries (Project implementation coordination section incl. a resource mobilization entity). The GFCS works on global and regional level with its secretariat based in Geneva and regional offices to coordinate initiatives at regional level. Similar to UNISDR, GFCS support countries in the creation of National Adaptation

Plans (NAP). There is no board, no management committee and no partner advisory committee but an executive office. Non-governmental advisory groups regarding the priority areas will be established. GFCS is a knowledge exchange enabler and network platform at international and regional level will bring together implementers, policy makers and other major stakeholders and which promotes initiatives and mechanisms between like-minded stakeholders.



Pros and Cons

Pros

- Lean structure leads to more efficiency;
- Reduced cost by removing IBCS and PAC meetings and project implementation;
- More balanced governance structure as GFCS is not bound to a single UN institution;
- Better inclusion of user community and improved knowledge transfer;
- Clear responsibility and tasks of the GFCS office

Cons

- Radical change, resistance is predestined;
- Additional costs related to the global and regional platforms;
- Creating a Special Representative of the Secretary-General for Climate Services could be politically unrealistic

Contacts

Michiko to contact former colleagues to identify ideal person

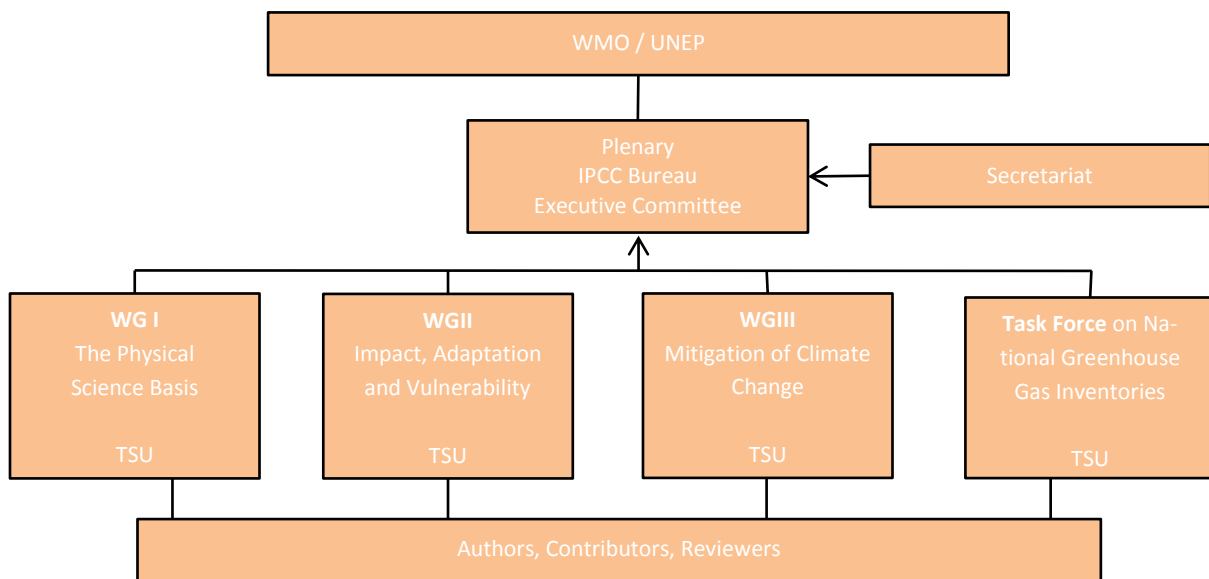
Open points & questions

- Is such a scenario realistic for the thematic significance of climate services within the UN?
- The definition of section has to be discussed.
- ...

Scenario 3: Intergovernmental panel within the UN system (Role model: IPCC)

Current IPCC governance structure

The IPCC is the international body for assessing the science related to climate change. The panel units scientists from all over the world to work on a voluntary basis as authors, contributors and reviewers to provide a regular assessments of the scientific basis of climate change, its impacts and future risks, and options for adaptation and mitigation scientific basis for policy-makers at all levels to develop climate-related policies. IPCC consists of Plenary Sessions of government representatives which take major decisions. An Executive Committee is established to guarantee decision making between the Plenary Sessions (members of the ExCom are the Chair and Vice-Chairs of the Plenary as well as the Co-Chairs of the Working Groups). A central secretariat supports the work of the IPCC. Currently, the IPCC is organized in 3 Working Groups and a Task Force. They are assisted by Technical Support Units (TSUs), which are hosted and financially supported by the government of the developed country Co-Chairs of that Working Group/Task Force.



Strength and Weakness

Strength

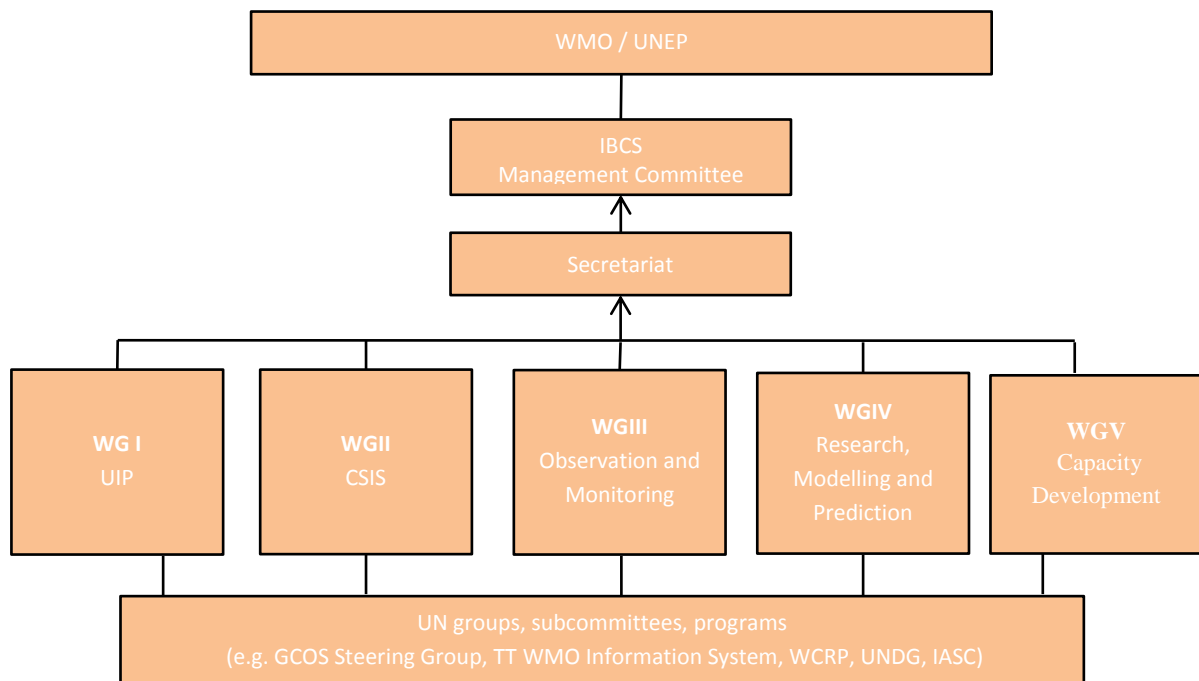
- Good overall external review of the IPCC;
- ...

Weakness

- Missing communication strategy
- ...

Scenario

GFCS will be integrated into the UNFCCC which will improve visibility of CS outside WMO and provide synergy with other UN entities and stakeholders. GFCS keeps the IBCS which takes decisions analogous to the IPCC Plenary Sessions (however, the Board would be established outside the WMO structures). Partnering institutions (UN Bodies, major stakeholders) are allowed to participate in IBCS and get voting-rights. GFCS has five working groups representing the five pillars. Each working group is comprised of representatives of major stakeholders from the providers and users side and linked to existing mechanisms of the UN system. In the working groups, best-practice/lessons learnt are exchanged, new concepts are developed and initiatives supported. A small Management Committee (minimum: Chair/Vice-Chairs of IBCS; (Co-)Chairs of Workings Groups) is established which shall be responsible for GFCS matters between the Plenary sessions. The GFCS secretariat is overarching the 5 groups and puts together different solutions. It supports the exchange between the groups. PAC is no longer required as partnering institutions are embedded in the IBCS.



Pros and Cons

Pros

- More efficiency, less bureaucratic;
- Lower costs;
- Strong focus on technical aspects of climate services production and delivery;
- Better inclusion of user community and improved knowledge transfer;
- More balanced governance structure as partnering institutions are included in the IBCS;
- GFCS office has a consolidating role in bringing together the WGs outputs office

Cons

- There is still a chance of bureaucracy and inefficiency;
- Different purpose and goals of IPCC
- Other purpose
- No representation of GFCS exemplars (health, food security, etc.)

Contacts

Renate Christ, former Head of the IPCC Secretariat; Gian-Kapser Plattner

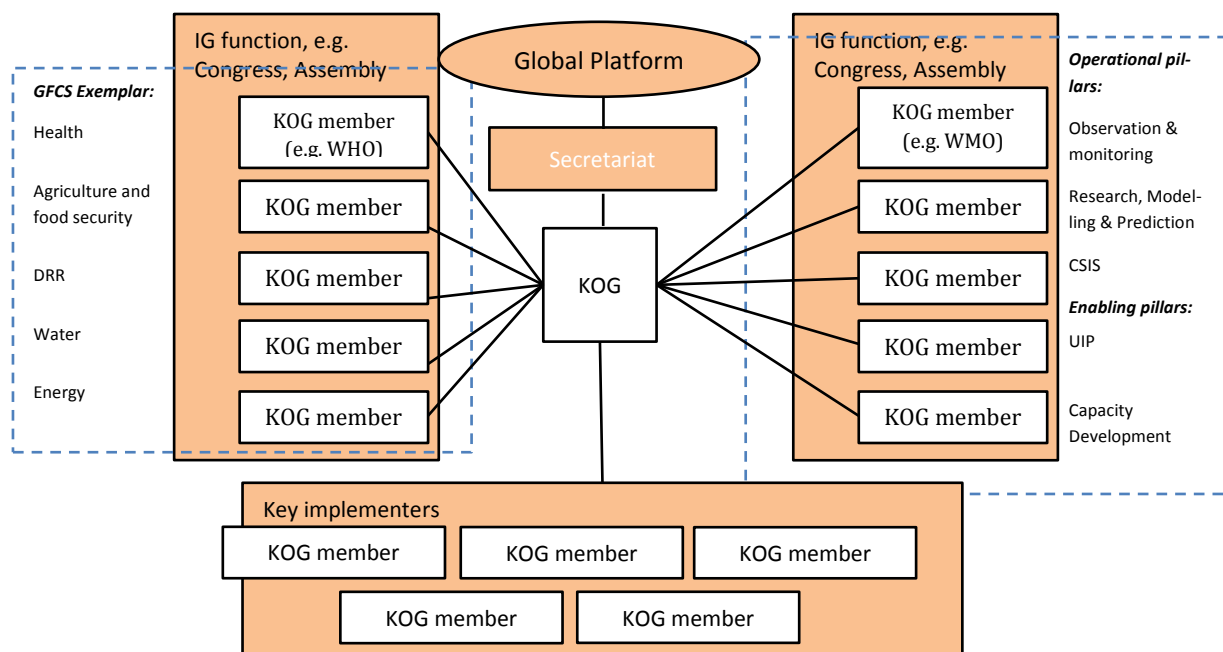
Open points & questions

- Is such a scenario realistic for the thematic significance of climate services within the UN?
- What is the role of the executive committee in the IPCC
- What organizations participate in the IPCC Plenary besides the Governments?

Scenario 4: Split Governance (implementation and enabling) (Role model: new)

Scenario

One key element of this scenario is that the intergovernmental decision making regarding key aspects of the GFCS is led with existing Organisations/Agencies mainly responsible for these very aspects. The second major element is a “Key Organization Group (KOG)” which has the authority for making non-IG level recommendations related to GFCS. This includes strategic, operational and budget decisions (furthermore, KOG could be tasked to organize a bi-annual global platforms on CS). The membership of the KOG will include up to 15 PAC members, with no more than 30% from one PAC organization. The PAC Members will be selected based on their roles in the split governance function, with the members roles based on (i) Lead organizations for the 5 pillars (WMO x 3, WB, UNDP), (ii) Lead organizations for the GFCS exemplars (WHO, WFP/FAO, GWP, UNISDR, IRENA), (iii) Key and biggest implementers (e.g. European Commission, WB). Intergovernmental decisions will be made by the relevant and best placed KOG organization with an intergovernmental governance structure. For example, if WMO is the lead organization on Observations and Monitoring, then IG decisions will be made through the WMO Congress. Similarly, if there are IG agreements needed which require expert knowledge of the health exemplar, this would be taken to WHO and agreed through the World Health Assembly. The KOG would manage the GFCS secretariat function. The KOG would establish suitable mechanisms for engaging with the PAC and the wider community. Secretariat is responsible to launch a global networking platform for CS implementation.



Pros and Cons

- | Pros | Cons |
|--|---|
| <ul style="list-style-type: none"> • Based on / use of existing Governance mechanisms and structures (no creating of duplications in the intergovernmental area) • The expertise is taken from where it is • Inclusive and interdisciplinary governance structure • Users and providers have a say in the structure • All GFCS relevant elements are represented in Governances structure | <ul style="list-style-type: none"> • A lot of interfaces between different organizations • No overall coordination and ownership on the governmental level? • No direct involvement of States/Governments in the KOG • Strong secretariat needed for overall coordination |

Open points & questions

- What would be the role of the PAC? What is the membership in the PAC?

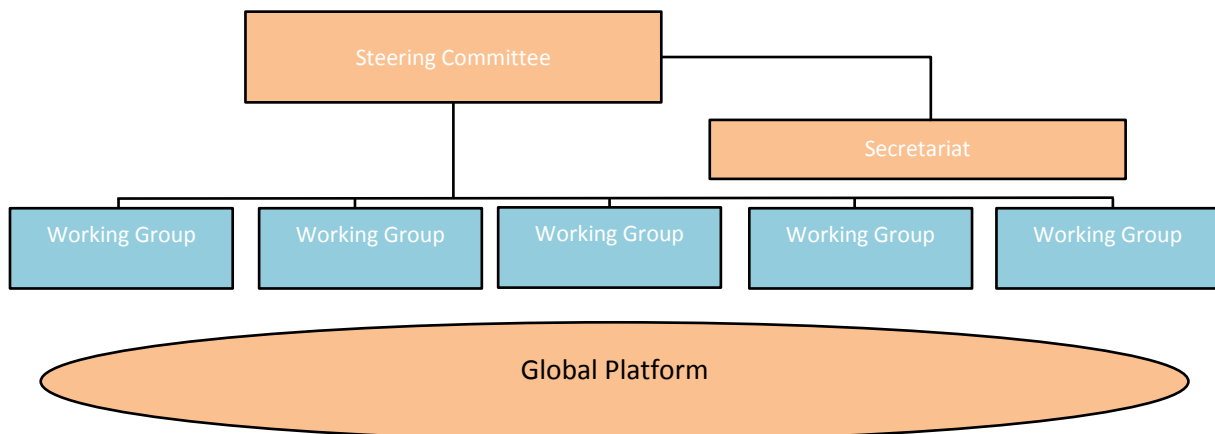
- Is influence of Governments limited to the governance structure of the key organizations (WMO, WHO, etc.?)

Scenario 5: Funding centric organization

Based on the CREWS governance structure, this scenario has at its core a central GFCS-implementation funds that has to be managed. A steering Committee is responsible for the funds management (decision of projects to be funded upon application). Decision-making members in the steering committee would be those Parties (governmental / non-governmental) putting money into the fund. Non-Decision making Members of the fund would be the following: representative of the trustee (e.g. WMO, World Bank); representatives of organizations implementing the projects financed by the funds; representatives of the technical working groups established under the GFCS (see afterwards), a representative of the GFCS Secretariat. Several Working Groups would be established: e.g. one responsible for the evaluation of project proposals, one responsible for the further development of the “supplier pillars of GFCS” [(observation, CSIS, Research and modelling) – this working group could be embedded in existing structures of existing organizations (e.g. WMO which already deals with these aspects)], and another one responsible for the “user part of GFCS” (UIP, capacity building).

The Secretariat would have a much stronger role in this structure, as it would be responsible for coordinating the whole project implementation activities of the GFCS.

An additional element (unlike CREWS) would be the establishment of a regular Global Platform, leading to an exchange of views between different stakeholders in the climate change adaptation community representing users, suppliers, different GFCS priority areas, governmental and non-governmental actors, etc., and serving as a platform to gather additional funds and to present implementation project ideas.



Pros

and Cons

Pros

- Clear referene to funding; clear purpose of Governance
- Lean and cost effective governance
- Inclusive with possibility of global platform

Cons

- Strong funding centric structure
- Structure needs the required financial means
- Problematic if there are a lot of “small” donors

Open points & questions