

EIGHTH MEETING OF THE PACIFIC METEOROLOGICAL COUNCIL

PMC-8

Nuku'alofa, Tonga • 10, 11, 14 September 2026

Eighth Pacific Meteorological Council (PMC-8)

Weather Ready for a Secured and Sustainable Pacific

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Agenda Item 8.3: PMC Management Group and Terms of Reference

Purpose:

1. To endorse the establishment PMC Management Group, Terms of Reference, and membership, pursuant to the recommendations from the 2019 PMC-5 and subsequent 2025 PMC and PMDP review report.

Background:

2. At PMC-5 in Apia in 2019, members requested a review of the working and governance structure of the PMC, including the potential establishment of a PMC Management Group and a dedicated donor engagement partnership platform. [PMC-5 Meeting Report - Agenda Item 9](#)
3. SPREP, with WMO-CREWS support, undertook the Review of the PMC and the Pacific Meteorological Desk Partnership (PMDP) in 2024.

The Review contains 37 recommendations on PMC/PMDP governance and management and eight supplementary recommendations on international relationships and PMC Panels. Recommendation 17 is a high-priority recommendation under the OECD efficiency criterion. It recommends “*Establish a PMC Management Group for efficiency of process (noting that PMC has scope to refine its working arrangements under SPREP rules), including for making key decisions, driving progress including in non-PMC meeting years (and representing PMC in high level discussions).*”

4. The intersessional Executive Board or Management Group will improve the efficiency of PMC processes, enable timely decisions and progress between full PMC meetings, and strengthen representation in high-level discussions. The Review uses both “Executive Board” and “Management Group”; this paper uses “**PMC Management Group**”, consistent with the terminology first raised at PMC-5.

Rationale for establishing a PMC Management Group:

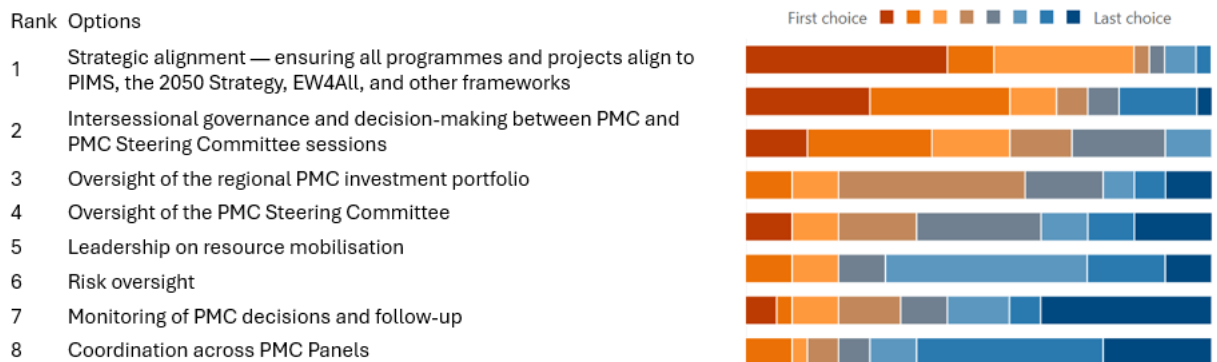
5. The need for an intersessional mechanism has grown as the PMC has become larger and its agenda more complex. The Review found that the PMC has been highly successful as the Pacific-led regional coordination forum, while also noting increasingly packed agendas and participation that grew from 54 people in 2011 to 230 in 2023. The full PMC remains essential for inclusive strategic direction, but it is not designed to provide continuous, agile follow-up on time-sensitive matters between meetings.

6. The Review identified a clear implementation and follow-up gap between PMC meetings. It found that PMC actions were not sufficiently tracked between meetings, Panel activity often concentrated around the biennial PMC, communications and meeting preparations were sometimes late, and stakeholders were frustrated by the rate of progress in some areas. It therefore proposed a smaller, focused and largely virtual body to monitor implementation and take limited intersessional decisions.
7. The wider operating environment also requires more timely collective guidance. Pacific NMHSs are working in a crowded and stressed coordination environment with many national, bilateral, regional and global projects. The Review recorded concerns about fragmented implementation, short project cycles, donor and partner coordination, and the administrative burden on NMHSs. A Management Group would provide a standing member-led mechanism to identify duplication and gaps, maintain strategic alignment with the PIMS and the 2050 Strategy, and give timely guidance without waiting two years for the next full PMC.
8. The Management Group would replace repeated ad hoc arrangements with a predictable governance pathway. The Secretariat has had to convene advisory or technical groups for tasks such as strategy development, governance work and time-sensitive opportunities. A standing Management Group would provide continuity, institutional memory and a clear route for member guidance, while remaining subordinate to the full PMC.
9. The Management Group also provides collective authority and accountability that cannot be achieved by relying on the PMC Chair alone. The Chair should continue to communicate positions already agreed by the PMC. Where a new or time-sensitive issue arises between meetings, however, a small representative group provides a broader Pacific mandate, geographic balance, bilingual representation and shared accountability for the advice given to the Secretariat or conveyed externally.
10. Establishing a Management Group is more proportionate than making the full PMC an annual meeting. The full PMC is a large, inclusive strategic forum with a broad agenda and significant organisational and participation requirements. The proposed Management Group would be a small standing body, normally meeting virtually during each intersessional year and only as required for additional urgent matters. It would not replace the PMC, the PMC Chair, the Panels, or the governance bodies of Weather Ready Pacific or other projects.
11. The proposed delegation is deliberately limited. The Management Group would focus on implementation, monitoring, coordination and time-sensitive operational guidance within decisions, strategies and work programmes already approved by the full PMC. It would not amend the PMC Terms of Reference or Rules of Procedure, change the PIMS or other strategic policy, overturn a PMC decision, assume the responsibilities of project steering committees, or create material new financial commitments outside approved authorities. Matters outside this threshold would be referred to the full PMC in accordance with its Rules of Procedure.

PMC Governance Survey:

12. The Secretariat conducted a survey of PMC members and partners on the proposed Management Group. The results reproduced in the current working paper show 30 responses to the functions and membership questions, while the timing question records 32 responses. The results are summarised below. [PMC Governance Survey results](#)

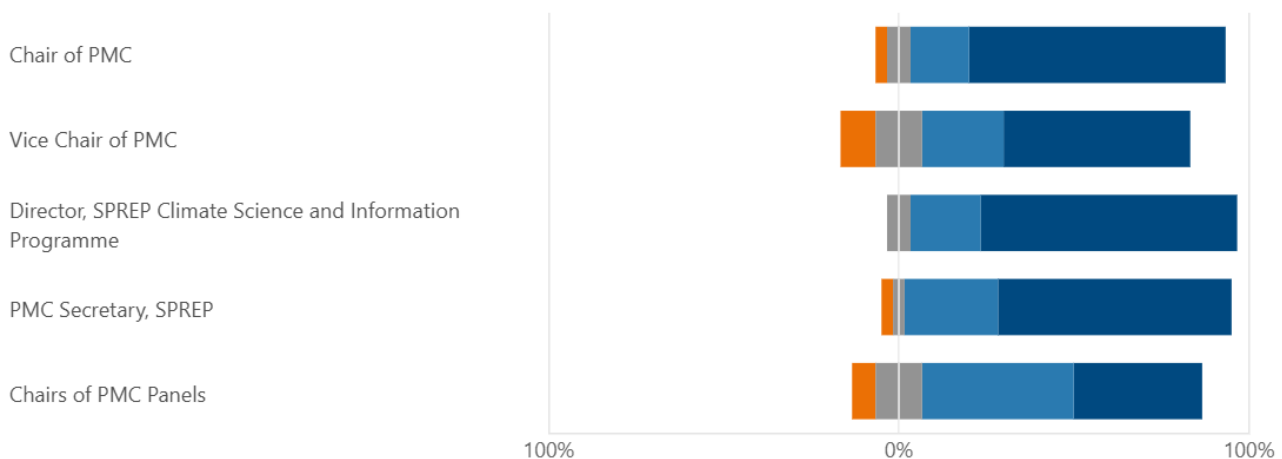
13. Ranked priority functions for the PMC Management Group (Question 1)



A free-text response also proposed that the Management Group review strategic plans and the core functions of Pacific meteorological services to help ensure that support is appropriately targeted.

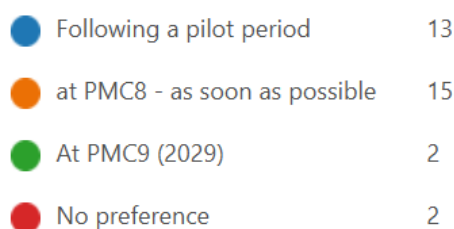
14. Support for proposed roles in the PMC Management Group (Question 2, n=30)

Definitely Not Probably Not Unsure Probably Yes Definitely Yes



Other suggestions included participation by the Chair of a National Disaster Management Office, the Chair of the regional geohazards network/forum, and ensuring that at least one Director from each sub-region is represented.

15. Timing for establishment (Question 3, n=32)



16. The survey provides a strong mandate to proceed while also favouring a cautious implementation approach. The two leading timing options account for 28 of 32 responses (87.5%): either establish the Group at PMC-8 or first operate it on a pilot basis. The proposed approach combines these preferences by authorising the Management Group at PMC-8 on a pilot basis, with a formal effectiveness review at PMC-9 before continuation or amendment.
17. The qualitative survey comments emphasised that the mechanism should remain Pacific-led and be guided by equity, inclusivity and fairness. The proposed Terms of Reference respond by keeping the decision-making membership small and regionally representative, while allowing Panel Chairs and other specialists, including disaster management and geohazards representatives to participate.

Recommendations:

The Meeting is invited to:

- I. **Endorse** the establishment of the PMC Management Group on a pilot basis from PMC-8 until PMC-9; and
- II. **Approve** the related Terms of Reference as shown in Appendix 1.
- III. **Agree** that the four subregional members be confirmed through the subregional rotation process, with the effectiveness of the arrangement reviewed and reported to PMC-9.

Appendix 1 – Draft PMC Management Group Terms of Reference

1. Introduction

The PMC Management Group is designed to coordinate the six technical Panels and consider technical items referred to by the PMC meeting. It is composed of PMC members from subregional groups and representatives from the six Panels having specialized expertise in aviation, marine and ocean, climate and climate change, hydrology and water, infrastructure and communication, education, training and research and multi-hazard early warning systems.

The PMC Management Group shall:

- be a delegated body of the PMC to make key operational decisions referred **to** by the PMC meeting;
- be a coordinating mechanism for the PMC members from subregional groups and the six Panels
- support representation of PMC in key high-level consultations as decided by the PMC
- be a mechanism that is cost effective and sustainable
- be a mechanism that is flexible to include other members as may be decided by the Management Group
- be a mechanism that ensures the Secretariat remains accountable to PMC members
- work alongside governance mechanisms such extraordinary meetings of the PMC, chairmanship of the PMC and Panel meeting.

2. Purpose

The PMC Management Group serves as the intersessional mechanism to address the increasing number of items for consideration by the PMC during its plenary sessions. It was designed to address the implementation and follow-up gaps between the PMC meetings being held on a biennial basis. The PMC Management Group is to coordinate implementation to reduce fragmentation.

3. Principles

The PMC Management Group is appointed, authorised and delegated by the PMC meeting to make key operational decisions guided by the following principles:

- Environmental leadership and stewardship
- Good governance
- Sustainability
- Inclusivity

The PMC Management Group is a subordinate body of the PMC and cannot make decisions affecting the PMC that requires the input of all PMC members or overturn decisions made by the PMC meeting.

4. Key Functions

The PMC Management Group will:

- make operational decisions required annually particularly matters referred to it by the PMC meeting;

- coordinate implementation across the NMHSs;
- make recommendations to the full PMC meeting;
- provide guidance to the Secretariat on the implementation of the programme of works agreed by the PMC meeting;
- identify duplication and gaps in implementation for the attention of NMHSs;
- maintain strategic alignment with the Pacific Island Meteorology Strategy and the 2050 Strategy for the Blue Pacific;
- carry out other activities not included in these Terms of Reference as are necessary for the effective functioning of the PMC meeting;
- represent PMC in high-level consultations such as with United Nations or CROP agencies;

5. Membership

The PMC Management Group shall be chaired by the Vice Chair of the PMC.

The PMC Management Group shall comprise of the following:

- (i) One member from each of the subregional groups namely Polynesia, Micronesia, Melanesia and Metropolitan;
- (ii) The members from the subregional groups shall be rotated alphabetically within their respective subregional groups every two years;
- (iii) If a member from the subregional group is unable to take up its duties on the PMC Management Group, that member shall inform the Secretariat and the next available member will be rotated to the PMC Management Group;
- (iv) A member shall not defer their term due to unavailability, unforeseen circumstances or for any reason;
- (v) The member from each of the regional subgroup with the support of the Secretariat will be responsible for coordinating input prior to the meeting. The Secretariat shall report back to the respective regional subgroups the outcomes of the PMC Management Group meeting.
- (vi) One representative from each of the six PMC Panels;

6. Role of Secretariat

The Secretariat will be responsible for the organisation, notifications servicing of the PMC Management Group meetings.

The Secretariat will also be responsible for making all necessary arrangements for such meetings and for the preparation and circulation at the proper time of the agenda and all other necessary documentation.

7. Term

Membership to the PMC Management Group shall not exceed the term of two successive years except for the PMC Panel Chairs who are appointed by Panels.

8. Participation

Sessions of the PMC Management Group shall be held in closed sessions, unless the meeting decides otherwise.

Advisers and observers may, with the consent of the Chair, address the meeting and participate in its discussions. The Observers can include the Chair of the Geo-hazards Meeting and the National Disaster Management Meeting.

In line with the principles of equity, transparency and accountability all PMC members that are not part of the Management Group may submit through the Chair of the PMC Management Group written submissions they wish to be considered on any agenda item in the Management Group meeting. These items must be provided to the Secretariat at least two weeks prior to the convening of the PMC Management Group meeting. Copies of all such comments received by the Secretariat will be distributed to all PMC members at least one week prior to that meeting.

9. Chair and Vice-Chair

The current Vice-Chair of the PMC shall serve as the Chair of the Management Group meeting. A Vice Chair shall be elected by the members present in the PMC Management Group meeting.

10. Frequency and format of meetings and language

The Management Group will hold at least one meeting in the years the PMC does not meet. The meeting will be held virtually unless otherwise agreed.

The language of the PMC Management Group meeting is as stipulated in the PMC Rules of Procedure.

11. Decisions

Decisions taken by the PMC Management Group will be by consensus. No decisions are made where there is no consensus.

12. Agenda and Report

The provisional agenda will be circulated 3 weeks before the PMC Management Group meeting and working papers will be circulated prior to any PMC Management Group meeting. The provisional agenda shall include, without limitation:

- Progress Reports on actions decided by the full PMC, including the implementation of the Pacific Islands Meteorological Strategy. The actions and related PMC decisions themselves shall not be reopened for discussion unless there is a specific request to that effect that has been notified to the whole PMC with sufficient notice for comment. The Management Group shall focus on monitoring the progress of agreed actions and assisting with guidance or support as required.
- An overview of Panel activities since the preceding PMC, including any response to Panel requests for support or guidance.
- Any matter proposed by a member or the Secretariat
- All PMC members will be invited to submit their comments to the Secretariat at least one week prior to the convening of the Management Group meeting and copies of all such comments received by the Secretariat will be distributed to all Members as soon as practicable after receipt.

The PMC Management Group Report adopted by the PMC meeting will be circulated by the Secretariat for endorsement of its decisions by all PMC members within a three-week period. No response by a PMC member will be taken as agreement.

13. Biennial Review

The working of the Management Group will be reviewed with a report presented to the biennial PMC meeting by the Chair of the PMC Management Group during each of the PMC meeting.

