

**PROGRESS ACTIVITY REPORT OF THE
SEVENTY-FOURTH SESSION OF THE
EXECUTIVE COUNCIL (EC-74)**

(unedited and in official WMO languages when available)



LIST OF DOCUMENTS

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	3.2(2)		Response to and course of action for the recommendations of the JIU addressed to the legislative bodies of WMO	Dec 17 (EC-73)			3.2(2)/1
		3.2(1)	Management action plan and status of addressing the recommendations of the external auditor	Res 31 (EC-73)			3.2(1)/1

<i>Item</i>	<i>Doc.</i>	<i>INF.</i>	<i>Document title</i>	<i>Basis</i>	<i>Recommended</i>	<i>Resolution</i>	<i>Decision</i>	
		3.2(2)	Update on the EC Working Group on Recommendation 7 of JIU/REP/2020/1	Dec 17 (EC-73)				
		3.2(3)	Status of Secretariat restructuring	Dec 17 (EC-73)				
		3.2(4)	WMO management action plan and annex for JIU/REP/2021/1	Dec 17 (EC-73)				
3.3			Procedural matters					
	3.3(1)		IMO Prize nomination and selection criteria and process	Dec 10 (EC-73)	PAC	3.3(1)/1		
	3.3(2)		Amendments of Rules of Procedure for RAs	Res 2.2(2)/1 (Cg-Ext(2021))	PAC	3.3(2)/1		
	3.3(3)		Membership of bodies reporting to Congress and EC				3.3(3)/1	



Management Action Plan and Status of Addressing the Recommendations of the External Auditor

Introduction

1. In accordance with [Resolution 31 \(EC-73\)](#) - Financial Statements of the World Meteorological Organization for the year 2020, this information document provides the Executive Council with the detailed management action plan with responsibilities and the timelines for addressing the open recommendations of the External Auditor for review and discussion at its seventy-fourth session (see [Annex](#)). It contains the detailed management action plan for the 21 recommendations of the External Auditor issued in 2021, as well as for all the other open recommendations issued in previous years.

Structure of the detailed management action plan

2. The detailed management action plan is structured as follows, for each of the recommendations:

- (a) Reference number;
- (b) Year of issuance of the recommendations;
- (c) Title of the report of the External Auditor;
- (d) Text of the recommendations of the External Auditor;
- (e) Comment from the Secretary-General at the date of the audit reports;
- (f) Responsible WMO Official(s);
- (g) Status of implementation of the recommendations containing: (i) indication of "implemented" or "in progress", and (ii) description of concrete actions taken;
- (h) Roadmap describing concrete actions still required to fully implement the recommendations; and
- (i) Planned implementation date.

Groups of the recommendations

3. The open recommendations of the External Auditor are grouped as follows:

- (a) Twelve recommendations issued in 2020 and prior years that are kept open by the External Auditor of the Swiss Federal Audit Office, deriving from the financial audit (eight recommendations) and performance audits (four recommendations); and
- (b) The 21 recommendations issued in 2021 by the External Auditor of the Italian Corte dei conti, deriving from the external audit of the financial statements of 2020.

Monitoring of the implementation of the recommendations

4. The implementation of the recommendations is monitored on a regular basis, and evidence is requested to the responsible WMO officials to substantiate the status of implementation. The evidence will be provided to the Audit and Oversight Committee in accordance with its request, as well as to the External Auditor for his audit.

Status of implementation of the recommendations

5. The status of implementation reflecting the situation of 11 October 2021 is as follows:

- (a) The open recommendations deriving from the financial audit of the 2019 financial statements by the Swiss Federal Audit Office: three recommendations implemented out of the six open recommendations;
- (b) The open recommendations deriving from the financial audit of the 2018 financial statements by the Swiss Federal Audit Office: one recommendation implemented out of the two open recommendations;
- (c) The open recommendations deriving from the performance audit reports dated 2017, 2018 and 2020 by the Swiss Federal Audit Office: three recommendations implemented out of the four open recommendations; and
- (d) The open recommendations deriving from the financial audit of the 2020 financial statements by the Italian Corte dei conti: eight recommendations implemented out of the 21 open recommendations.

6. The overall implementation rate is **45 percent** as at 11 October 2021: 15 recommendations implemented out of the 33 open recommendations.

List of abbreviations of the WMO responsible officials' functional titles

7. A list of abbreviations of the functional titles of the WMO responsible officials referred to in the detailed management action plan is provided below according to the alphabetic order.

- C/CNF: Chief, Conference and Common Services
 - C/FIN: Chief, Finance Section
 - C/HR: Chief, Human Resources Section
 - D/CSG: Director, Cabinet Office of the Secretary-General
 - D/GS: Director, Governance Services Department
 - D/I: Director, Infrastructure Department
 - D/LCA: Director, Legal Counsel and Administration
 - D/MS: Director, Member Services Department
 - D/WIS: Director, WMO Information System Branch
 - H/MERP: Head, Monitoring, Evaluation, Risk and Performance Unit
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Annex
Detailed Management Action Plan
Financial Audit (2019 FSs)

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
Ref. No.	Year (Issuance)	Report	Recommendations by the SWISS FEDERAL AUDIT OFFICE (SFAO)	Comments from the Secretary-General at the date of the audit reports	Responsible WMO Officials (Directors)	Status of implementation 1) "Implemented" or "In progress" 2) Description of concrete actions taken (11 October 2021)	Roadmap describing concrete actions still required (11 October 2021)	Planned Implementation Date (11 October 2021)
I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE SFAO (2019 FINANCIAL STATEMENTS)								
2020/1	2020	External Auditor's Report Audit of 2019 Financial Statements	SFAO recommends that WMO adapt its risk identification, assessment and management strategy and process. Strategic, operational and process risks, including financial risks, should be clearly identified. These risks should be periodically assessed. The results should be formally presented to the governance bodies and the Audit Committee.	This recommendation is accepted. Implementation started in 2019 and will be completed in the course of 2020. This will include finalization of the risk management regulations in Chapter 1 of the Standing Instructions, enhancement of internal capacities and coordination, regular discussions of risk management at Board of Directors meetings, continued reporting on risk management to the Executive Council through the WMO Audit Committee, and updating of the WMO Risk Management Policy and Risk Management Framework.	D/CSG assisted by H/MERP	1) Implemented 2) Chapter 14 of the Standing Instructions was published on 4 Dec 2020. The chapter is fully dedicated to risk management, describing the process and defining related roles and responsibilities. An organizational risk and control matrix was developed as well as an interactive dashboard. Risk management is regularly discussed at Board of Directors (BoD) meetings and is part of all rolling reviews of performance (also presented to and discussed by BoD). The organizational risk and control matrix and its interactive dashboard were presented to the Audit and Oversight Committee. In implementation of the newly established process, risks are periodically assessed at 3 levels: (1) entity; (2) programmatic, i.e. by Strategic Objective (SO) and for projects; and (3) processes. Regarding (2) risk and control matrices are being developed by SO as part of the rolling reviews of performance. On (3), the Risk & Quality Management Officer is assisting the HR Section with updating their risk & control matrix; the one related to finance is up-to-date; the one on IT is being reviewed by the Infrastructure Department; the one on procurement is being updated. The observation of the External Auditor about the risk and control matrices (paragraphs 35-36 of the report on 2019 financial statements) are being addressed and the risk control matrices are currently under review. A comprehensive review of the project management process is ongoing, jointly implemented by the Member Services Department (MS) and the Monitoring, Evaluation, Risk and Performance Unit (MERP). Risk appetite statements were formulated, reviewed by the Audit and Oversight Committee (AOC) and approved by EC-73.	N/A	N/A
2020/2	2020	External Auditor's Report Audit of 2019 Financial Statements	SFAO recommends that WMO strictly apply the authorization processes for contracts with third parties and ensure that they are correctly implemented.	The recommendation is accepted. The contract referred to by the External Auditor was signed on 6 December 2018, and the payment was made in 2019. On 6 January 2019, the Secretary-General approved the new Chapter 12 of the Standing Instructions specifying the authorization process for contracts with third parties. Furthermore, in the context of the Secretariat reform, the Secretary-General will strengthen the control over the authorization process for agreements by making the Procurement Section responsible for the control and the approval of purchase orders related to agreements.	D/GS & D/LCA assisted by Procurement Officer	1) In progress 2) 1. Chapter 10 and Chapter 12 are being revised. The procedures for the approval of LoAs and related purchase orders have already been revised and implemented so that the Procurement Section clears the LoAs and approves the related purchase orders in order to strengthen the control over the authorization process for LoAs.	The revised Chapters 10 and 12 of the Standing Instructions will be issued by the end of 2021.	31-Dec-21

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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE SFAO (2019 FINANCIAL STATEMENTS)								
2020/3	2020	External Auditor's Report Audit of 2019 Financial Statements	SFAO recommends that WMO actively carry out activities related to the second line of defence, in particular by: (i) Defining roles and responsibilities to avoid any incompatibility concerning front-line functions; (ii) Formalizing processes relating to business planning, reporting and follow-up measures; (iii) Establishing a direct and formalized system for reporting to executive management; and (iv) Regularly discussing the ICS at management meetings.	The recommendation is accepted. The WMO Standing Instructions relating to the three lines of defence are currently being updated. The duties of the Controller's functions are being updated and approved by the Secretary-General (detached from operational budget responsibilities). Regular reporting by the D/CSG, MERP unit and the Controller to the Board of Directors is planned in the context of business processes and follow-up measures. ICS matters will be a dedicated item at future Board of Directors regular meetings, and the Controller ad interim will be requested to implement follow-up actions based upon the decisions taken.	D/CSG	1) In progress 2) (i) Chapter 1 of the WMO Standing Instructions was revised to describe the three lines model using the latest guidelines of the Institute of Internal Auditors (IIA), particularly with respect to the framework components and the definition of first and second lines of defence. The Chapter is at an advanced stage of the approval process. (ii) Outline of Chapter 15 of the Standing Instructions on planning and monitoring developed and initial drafting started. (iii and iv) D/CSG and MERP report regularly to the Board of Directors on risk management. MERP developed two methodologies for rolling review of programmatic and business process performance as part of monitoring and reporting processes to the Executive Management. Reports on rolling reviews have been prepared and presented to the BoD (in line with the reporting responsibilities of the first and second line).	The draft Chapter 1 will be reviewed by the Executive Management and issued in 2021. The Chapter 15 will be issued in the first quarter of 2022.	Chapter 1: 31-Dec-2021 Chapter 15: 31-Mar-2022
2020/4	2020	External Auditor's Report Audit of 2019 Financial Statements	SFAO recommends that WMO strengthen the security of the password settings in the Oracle E-Business Suite database in accordance with the corresponding rules in force.	The recommendation is accepted. Oracle EBS Database management is fully outsourced to UNICC. While their passwords are generated with a high level of complexity, as per UNICC password policy, the database parameters can be set up to implement a reinforced or a different password policy to match the requirements of WMO. This will be performed as a part of the planned update of the Oracle Infrastructure scheduled to be delivered by September 2020.	D/I & D/WIS	1) Implemented 2) The United Nations International Computing Centre (UNICC) confirmed the implementation of the new password settings in the production environment. The changes on the setup were implemented by the UNICC on 1-DEC-2020	N/A	N/A
2020/5	2020	External Auditor's Report Audit of 2019 Financial Statements	SFAO recommends that WMO implement a review of access rights for the Oracle E-Business Suite database for all existing accounts, not only for Linux privileged accounts.	The recommendation is accepted. A process to review the access rights of all Oracle E Business Suite database accounts will be implemented by the WMO Information Security Officer in collaboration with the manager of these accounts, UNICC. As an extension of the existing quarterly review process of privileged accounts, established in 2019, the process will utilize new monitoring tools that will be available with the planned update of the Oracle Infrastructure, scheduled to be delivered in September 2020.	D/I & D/WIS	1) Implemented 2) The review for Q4 2020 was carried out. The review procedure is approved for all the database users, which is an extension to the existing review process of privileged users. The review is performed on a regular basis.	N/A	N/A

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Ref. No.	Year (Issuance)	Report	Recommendations by the SWISS FEDETAL AUDIT OFFICE (SFAO)	Comments from the Secretary-General at the date of the audit reports	Responsible WMO Officials (Directors)	Status of implementation 1) "Implemented" or "In progress" 2) Description of concrete actions taken (11 October 2021)	Roadmap describing concrete actions still required (11 October 2021)	Planned Implementation Date (11 October 2021)
I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE SFAO (2019 FINANCIAL STATEMENTS)								
2020/6	2020	External Auditor's Report Audit of 2019 Financial Statements	SFAO recommends that WMO adapt the HR risk and control matrix. The matrix should integrate key controls, including those addressing significant financial risks, across all sub-processes. Evidence of the controls should be formally identified and described. The risk assessment should be adequate.	The recommendation is accepted. WMO will update the HR risk control matrix to address the comments made by the auditors. Specifically: (i) Risk evaluations will be calculated correctly; (ii) The segregation of duties between FIN and HRD will be clarified; (iii) Risk controls will be defined according to the process, rather than by repeating SI-mandated activities; (iv) Risks regarding (a) payments of salaries and benefits and entitlements and (b) the accuracy of staffing data will be added to the matrix.	D/GS & D/LCA assisted by C/HRD	1) In progress 2) The updated risk and control matrix for HR was forwarded to the Corporate Risk Management Officer for her review and validation in September 2021.	The risk control matrix is updated and reformatted to a new standardized format. It will be submitted for approval to D/GS by end October 2021.	30-Oct-21

Other Audits

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
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II. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE SFAO (2018 FINANCIAL STATEMENTS)								
2019/1	2019	External Auditor's Report Audit of 2018 Financial Statements	SFAO recommends that WMO prepare a cross-cutting description of the Travel process, including a risk, control and responsibility matrix. The process should meet the objectives of efficiency and cost-effectiveness. The controls defined should then be implemented and applied.	Recommendation accepted. WMO is in the process of reviewing and updating the processes supporting travel, with appropriate emphasis on efficiency and cost-effectiveness. In connection with the process update, WMO will develop a revised travel process description, including a risk and control matrix.	D/GS & D/LCC assisted by C/CNF	1) Implemented 2) The new Chapter 6 of the Standing Instructions has been issued and implemented. The revised Chapter 6 was issued in September 2021, reflecting the Resolution 27 (EC-73) Policy and rules governing payment of travel expenses and subsistence allowances in respect of non-staff Members of WMO. Annual Meeting and Mission Plan (AMP) is operational. Meeting/Mission Requests are used as control tools on the necessity of face-to-face meetings. The internal controls over requisitions, purchase orders, issuance of tickets and handling of travel claims are put in place. Online booking tool was tested for the use by WMO staff for purchasing tickets.	N/A	N/A
2019/4	2019	External Auditor's Report Audit of 2018 Financial Statements	SFAO recommends that WMO institutionalize a periodic review of Oracle E-Business Suite and Active Directory access rights, ensuring that all matrices are reviewed and approved in an identifiable manner by the business owners.	Recommendation accepted. The annual review of access rights has been added to the duties of the Chief Information Security Officer (CISO). The initial review is currently in the consultation process, which involves business owners.	D/GS, D/LCA, D/I & D/WIS	1) Partly implemented 2) The authorization matrices for 2019 were reviewed and approved by ASG in September 2019. The review by the WMO Information System Branch and the Controller was completed and the outcome of the review was submitted to GS on 30 November 2020 for its review.	GS should complete its review in 2021. After GS review, the Controller will submit the final version of the authorization matrices to ASG for his approval in 2021.	31-Dec-21
III. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE SFAO (PERFORMANCE AUDITS)								
COST RECOVERY/2	2017	Cost Recovery within WMO	The SFAO recommends the WMO to review the Programme Support Cost Special Account, Principles for Utilization (PSC SA) and to harmonize it with the general policy as stipulated in the WMO Standing Instructions.	The recommendation is accepted. The WMO will review the PSC SA with the view of harmonizing it with the general policy concerning cost recovery.	D/MS	1) Implemented 2) ASG cleared the draft revision of the Principles for utilization of Programme Support Cost income, and as Chair of the the Project Management Board (PMB), ASG provided the draft revision to the PMB members for their final feedback. In March 2021, PMB-30 (30th meeting of PMB) reviewed and recommended the revision for the approval by the Secretary-General (SG). SG approved the revision in April 2021. The revision takes into account the recommendation of the External Auditor.	N/A	N/A

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III. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE SFAO (PERFORMANCE AUDITS)								
SRI LANKA/5	2018	Performance Audit of the Project to Install a Weather Radar in Sri Lanka	SFAO recommends that WMO ensure that the relevant bodies oversee ongoing projects and take the necessary measures, for example, when there are significant delays in implementation.	The WMO Project Management Board, chaired by the Deputy Secretary-General, currently oversees all WMO projects.	D/MS	1) Implemented 2) PMB receives key information on critical projects to take note and/or perscribe relevant action. Inclusion of information on critical projects remain as a key component in quarterly reports on portfolio performance to PMB.	NA	NA
INMET/1	2020	Audit of the lessons learned in project management based on the example of the INMET project	The SFAO recommends that WMO assume its responsibility for the project in accordance with the agreement. It should fulfil its responsibility consistently so that the strategic objectives are achieved.	The recommendation is accepted. This situation was rectified after the approval of the second extension of the agreement (May 2018). The work plan was jointly approved by WMO [Annex II, signed on May 18, 2018 by the Secretary-General] and INMET (available) and also the corresponding Project Work plan and Budget Implementation Plan (also available). The two main activities planned for 2019 were (1) purchase of HPC equipment to expand the power of the INMET supercomputer; and (2) continuation of the consulting and training activities, in relation to the established work plan. Continuation of the consulting and training activities was responsibility of INMET with WMO responsible for contracting administrative aspect of consulting services on request. For the HPC a tendering process in 2019 resulted in contracts signed with Vendor in late 2019. Reception of goods and customs clearance is the responsibility of INMET. Delivery was scheduled for 1st quarter 2020 – this has been on hold due to COVID-19.	D/MS	1) In progress 2) Following the extension of the agreement, the project is in the closing phase with final reporting ongoing. The project is due to close in October 2021.	Completion of project closing, including final financial and narrative report due October 2021. Closing of related Trust Fund ongoing	31-Oct-21
INMET/2	2020	Audit of the lessons learned in project management based on the example of the INMET project	Recommendation 2: The SFAO recommends that WMO implement suitable measures to ensure that Chapter 13 of the Standing Instructions – Project Management and the new Project Management Handbook are applied consistently.	The recommendation is accepted. In the case of INMET the Project Management Accountability Form was submitted, and the project entered in the WMO regular procedures of project management following the second extension of the agreement. The project Focal Point designated for this period was Mr. Cristian Escobar, RAM office in Paraguay. Mr. Andres Orias of Geneva Office was also designated Project Manager in HQ mainly to deal with procurement office. The project was listed as "low risk" in 2019 as the final actions, procurement of HPC was underway and foreseen to be achieved before the end date of project. Refer information under Recommendation 1. The current delay in installation of the HPC is due to COVID-19 situation. The agreement has been extended to December 2020 to take this into account. All WMO externally funded agreements, including Advisory Services are now subject to provisions of Chapter 13 of the Standing Instructions – Project Management, the Project Management Board and guided by the Project Management Handbook.	D/MS	1) Implemented 2) In order to implement the recommendation, training sessions for risk management were organized. Sessions on project management processes were conducted, which formed part of an internal review of the existing system in accordance with a decision of PMB in November 2020. Harmonization of risk management across all active projects will continue. Training sessions are organized on a regular basis to address key components of project management to be implemented.	NA	NA

Financial Audit (2020 FSs)

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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/1	2021	External Auditor's Report Audit of 2020 Financial Statements	In order to enhance the internal controls and, at the same time, to reduce risks that credit cards might be used for purposes not in line with internal rules, we recommend that Management internally assess if the number and limit of credit cards in use at WMO is appropriate in order to determine if the number of cards should be reduced or if additional internal controls should be implemented.	WMO accepts the recommendation and will perform an assessment as to the needs for, and related controls over, the credit cards in use at WMO.	D/GS & D/LCA assisted by C/FIN	1) In progress 2) An initial analysis of the historical trend on credit card usage was completed.	The following actions will be completed to fully implement the recommendation: 1. To review usage of each of the 3 credit cards 2. To categorize the different types of transactions (3 categories expected - subscriptions, books/training materials/courses, urgent purchases) 3. To determine alternative solutions for each category 4. To make recommendation to Management on approach, including number of credit cards and alternative solutions 5 - To implement approved recommendation (establish policy to determine who can use the WMO credit cards; for what purpose; max. amounts; monitoring mechanism).	31-Dec-21
2021/2	2021	External Auditor's Report Audit of 2020 Financial Statements	Considering that holding safety boxes in a public international context must require an extremely strict control over the persons who access them, and the items stored therein, in order to prevent fraud and/or minimizing reputational risk, we recommend that Management urgently should: (i) for the two boxes not yet open, reiterate the request to the bank for written confirmation of the timing and the list of persons who accessed the safe deposit boxes in the five years preceding the last access; (ii) assess whether WMO generally needs safety boxes and, if so, at the same time, decide who should have the right to access them, establishing a strict protocol on access and deposits; (iii) continue the opening of the two safety boxes still not opened and, once obtained, carry out an inventory of the content as soon as possible, ensuring the independence of those opening the two safety boxes.	WMO accepts the recommendation and has already initiated the implementation of the recommendations. Requests for detailed information and access registers have been made to the account manager at the bank. Decision has already been made to close the safety boxes and, during the closure process, a final inventory of the contents will be made.	D/GS & D/LCA assisted by C/FIN	1) Implemented 2) All Safety Deposit boxes have been closed. The closure process was evidenced by staff of the Internal Oversight Office (IOO) and an inventory of the contents was prepared by IOO staff noting the administrative nature of all items in the safety deposit boxes (IT tape back-ups and historical passwords). The bank refused to provide the written confirmation of the timing and the list of persons who accessed the safe deposit boxes in the five years preceding the last access. C/FIN carried out the assessment of the need for safety boxes in consultation with D/LCA and concluded that they were no longer required. IOO has the inventory of the content of the safety boxes.	N/A	N/A

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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/3	2021	External Auditor's Report Audit of 2020 Financial Statements	In the consideration that, at international level, dual signatures strengthen internal controls more than the single one, we therefore recommend to clearly state in the internal instructions the requirement of a dual signature, in particular with reference to Field Offices; such instructions should be duly communicated to them, detailing in a manual. Moreover, when the presence of WMO staff (D or P) is limited in a field office, in order to increase the effectiveness of Internal Controls in this area of treasury, the effect of the dual signature at the bank, as an important control step, might be realized, for instance, if one of the signers were a component of the HQs' staff (directly or indirectly involved in all operations). In circumstances where dual signature on the bank account cannot be feasibly implemented due to limited WMO staff presence and restrictions on non-local personnel with signatory authority, mitigating controls should be introduced, related to monitoring, level of balance held in bank accounts and other measures. Such mitigating controls should be formalized, including the reasons why dual signature is not feasible, through approved instructions signed by the Regional Office staff and HQs staff.	WMO accepts the recommendation and has, in the past, investigated implementation of dual signatures on regional office bank accounts and has identified two major constraints – lack of sufficient staff in field offices and constraints placed by the bank limiting signatories to staff located in country. WMO will refresh the investigation of whether dual signatory on regional office bank accounts is feasible and, if not, will document both the reasons therefore and the mitigating control measures put in place to reduce the related risks to an acceptable level.	D/GS & D/LCA assisted by C/FIN	1) In progress 2) GS requested Region Offices, through D/MS, to provide information regarding necessity of keeping local bank accounts at locations and/or the possibility of dual signatories on 22 June 2021. Responses from MS are awaited.	The following actions will be completed to fully implement the recommendation: 1. Working with D/MS, to determine actual need for bank accounts in Regional/Sub-Regional offices 2. To make recommendations to Management for closure of unnecessary bank accounts 3. For those where bank accounts are still required, to examine potential of implementing dual signatories (including HQ staff) or alternative controls if not possible 4 - To begin implementation. It needs to be recognized that account closure can be a long process. Therefore, closure of identified bank accounts may not occur until 2022.	31-Dec-21
2021/4	2021	External Auditor's Report Audit of 2020 Financial Statements	We recommend implementing a clear regulatory framework with reference to the lists of signatories authorized to operate all bank accounts, both for internal procedure and for external relationships with financial institutions. Moreover, we recommend that this framework be clearly communicated to involved Offices, and to banks.	WMO accepts the recommendation and has already initiated the strict process to revise bank signatory lists and confirm that the banks have updated the signature lists in accordance with the instructions provided by WMO.	D/GS & D/LCA assisted by C/FIN	1) In progress 2) All Headquarters (HQ) bank accounts have had bank signatories updated through formal communication.	The following actions will be completed to fully implement the recommendation: 1. To re-update bank signatories upon hiring of new Senior Finance Officer 2. To obtain confirmation from all banks that bank signatories have been updated 3. To confirm that banking arrangements have been updated to conform to bank signatory list.	31-Dec-21

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
Ref. No.	Year (Issuance)	Report	Recommendations by the Corte dei conti	Comments from the Secretary-General at the date of the audit reports	Responsible WMO Officials (Directors)	Status of implementation 1) "Implemented" or "In progress" 2) Description of concrete actions taken (11 October 2021)	Roadmap describing concrete actions still required (11 October 2021)	Planned Implementation Date (11 October 2021)
I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/5	2021	External Auditor's Report Audit of 2020 Financial Statements	We recommend that the filing of documentation concerning Field Offices' banks be regularly backed up at HQs' level in order to allow HQs to maintain a strict control over treasury at FOs' level.	WMO accepts the recommendation and will review the documentation regarding field office bank accounts at HQ.	D/GS & D/LCA assisted by C/FIN	1) In progress 2) The implementation of recommendation 2021/5 is being done in connection with recommendation 2021/3. Once determination of bank accounts to remain active is determined, relevant documentation will be gathered and maintained also at HQ.	1 - FIN to prepare list of required documentation for each active bank account (including those closed in 2021, if any) 2 - FIN to coordinate with MS for request of required documentation 3 - MS/Regional Offices to find documentation (either in archives or directly from the bank) 4 - MS/FIN create a shared repository for the required documentation for each bank in elios.	31-Dec-21
2021/6	2021	External Auditor's Report Audit of 2020 Financial Statements	We recommend that an investment register be established and maintained, which could be easily checked by relevant oversight functions.	WMO accepts the recommendation and will implement an investment register during 2021 in the Finance Section. The internal control of this register will be carried out by D/LCA.	D/GS & D/LCA assisted by C/FIN	1) Implemented 2) Investment Register has been created and is stored in the WMO Sharepoint. Approved investment certification is contained in elios. The Investment Register is being populated as new investments are required and will be continuously improved during 2021.	N/A	N/A
2021/7	2021	External Auditor's Report Audit of 2020 Financial Statements	Not having found in our sampling any errors in the related registration of the revenues, and also understanding that only a limited number of staff in WMO are dedicated to posting Assessed Contributions in the accounts, we recommend that new staff might be inserted in the process and, in this way, they should be disclosed in the form, for assuring that the process has been performed and then checked independently by different supervisors.	WMO accepts the recommendation. For 2021 receipts of assessed contributions, the formal sign-off by a second staff member has been implemented to ensure independent check and verification.	D/GS & D/LCA assisted by C/FIN	1) Implemented 2) All vouchers for receipts of assessed contributions contain two signatures - usually the Treasurer and C/FIN	N/A	N/A

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/8	2021	External Auditor's Report Audit of 2020 Financial Statements	Considering the directions provided by IPSAS 39, we recommend that Management, independently from the Yield curve adopted to calculate the discount rate, should also disclose in the notes to the Financial Statements, the amount of the ASHI actuarial liabilities calculated using the discount rate of the long-term Swiss government bonds, starting from the Financial Statements for 2021.	WMO accepts the recommendation and will investigate, in coordination with the actuaries, the validity and feasibility of utilizing a discount rate of long-term Swiss government bonds for increasing the disclosure in the Financial Statements for 2021, while ensuring congruence with the rest of the UN system in the utilization of an agreed yield curve for calculating the recognized employee benefit liabilities.	D/GS & D/LCA assisted by C/FIN	1) In progress 2) The Actuaries have confirmed that the IPSAS 39 actuarial report will contain sensitivity analyses associated with Swiss Government bonds.	The 2021 Financial Statements will contain this additional information.	First quarter 2022
2021/9	2021	External Auditor's Report Audit of 2020 Financial Statements	In order to improve the transparency and to make easier the access to the information contained in the actuarial report that shows actuarial liabilities, we recommend that average costs and statistical source be disclosed by the actuary in its report.	WMO accepts the recommendation and will work with the actuary to ensure sufficient disclosure within the actuarial report to understand the actuarial methods and assumptions, as well as their application.	D/GS & D/LCA assisted by C/FIN	1) In progress 2) The Actuaries confirmed that the IPSAS 39 actuarial report would contain additional disclosures showing the requested information.	The actuarial report related to the 2021 Financial Statements will contain this additional information.	First quarter 2022

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/10	2021	External Auditor's Report Audit of 2020 Financial Statements	In order to mitigate the risks that employees' benefits and allowances might be unduly paid and in order to enhance the control system's ability to ensure that, for instance, payments are correct, and that the system implemented adequately protects WMO from legal disputes and any undue payments, we therefore recommend Management that an electronic system, able to maintain the audit trail of the effective checks performed, be implemented and enhanced. The audit trail, for instance, an electronic checklist, should be able to provide evidence of the checks carried out on the self-certifications provided by staff to obtain benefits.	WMO accepts the recommendation and will seek to identify an approach to strengthen controls over self-declared entitlements, in line with practices in the UN system. The UN Secretariat, for example, goes even further and has made even rental subsidy a self-certification function with no input from HR or Finance. We also point out that false declaration made by staff may have disciplinary consequences, as provided under the Staff rules.	D/GS & D/LCA assisted by C/HRS	1) In progress 2) The WMO HR Hub was updated to address this recommendation. A detailed list of entitlements with the corresponding required supporting documents is published for staff information. Furthermore, a Service Note was drafted (to be published soon) that introduces additional controls in the form of yearly spot checks of entitlement recipients. The Service Note also clarifies the obligation of staff to provide information and explains the sanctions for failure to provide information.	The Service Note will be approved by the Secretary-General and implemented. Regular performance of spot checks will be electronically documented.	30-Oct-21
2021/11	2021	External Auditor's Report Audit of 2020 Financial Statements	In order to mitigate risks of loss of relevant information due to paper management, to enhance efficiency and effectiveness of managing and monitoring staff related documentation, and also to increase accuracy in the financial controls over the benefits claimed and paid, we recommend that a process of digitalization of personnel files is implemented, providing, as a first step, for a backup of all data and documents, for example uploading them in an ERP.	WMO accepts the recommendation and has initiated work on a digitization project and files of consultants were partly scanned (this is ongoing). We also draw attention to the fact that most UN entities do not yet have fully digitized their personnel filing. As part of our project, we did a survey (through the Chief Executives Board (CEB)) and the feedback was that most entities have looked into this preliminarily but have not progressed.	D/GS & D/LCA assisted by C/HRS	1) Implemented 2) All files of new staff, effective 1 January 2021, are kept in digital form. Digitization of historic staff files was considered, but no practical and financially viable modality could be identified to implement the retroactive digitalization, taking into account the considerable workload and financial resources required.	N/A	Implemented

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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/12	2021	External Auditor's Report Audit of 2020 Financial Statements	In order to enhance an effective control over Employee benefits, and to protect WMO from the risk of false declarations by staff, we recommend enhancing the legal framework – through the issuance, for instance, of internal Memoranda and/or service notes – which provide effective evidence of the right of the staff to obtain that specific benefit, not limiting to self-declarations but providing specific lists of documents that could be effectively cross-checked with internal and external database. On the other hand, we recommend enhancing also the regulatory framework, establishing effective sanctions on false self-declarations, able to protect the WMO from risks of fraudulent statements.	WMO accepts the recommendation by enhancing existing checks related to staff self-declarations, as appropriate.	D/GS & D/LCA assisted by C/HRS	1) In progress 2) A relating Service Note, reminding staff of their obligations under Staff Rule 112.5 (obligation to supply information) is ready for issuance. A table that lists the relevant supporting documentation to be provided for each benefit is posted on the HUB.	The draft Service Note will be approved by the Secretary-General, and the spot checks implemented on a regular basis. Relevant changes on the Hub page will be completed. Staff will be reminded of their obligation to supply information and relevant information will be provided on the WMO HUB.	30-Oct-21
2021/13	2021	External Auditor's Report Audit of 2020 Financial Statements	We recommend that 1) HR prepare the Strategic plan for Personnel taking into account the objectives of the restructuring that should be better specified and measured by accurate and reliable KPIs, and 2) once a Strategic Plan is developed, HR should take into due consideration in its financial planning of resources the ratio recruitment/retirements in future financial exercises and/or enhance the preparation of a financial plan that takes into account the budgetary risk of those costs for the payment of benefits to personnel.	WMO accepts the recommendation that an HR strategy should be developed along the lines suggested above.	D/GS & D/LCA assisted by C/HRS	1) In progress 2) Draft HR Strategy has been developed.	The HR Strategy will be finalized after review by Executive Management and the Board of Directors.	31-Dec-21
2021/14	2021	External Auditor's Report Audit of 2020 Financial Statements	In order to assess the financial impact in 2020 and following years, considering the absence of a comprehensive ex post cost-benefit document, we recommend that an assessment be drawn up which, starting from the objectives of the restructuring, enhance the preparation of a financial plan that considers staff expenditures and the cost-benefits of the restructuring jointly with the budgetary risk, for instance those costs for the payment of benefits to personnel.	WMO accepts the recommendation and agrees to review the existing ex post analysis to incorporate the additional elements referred to in the recommendation.	D/GS & D/LCA assisted by C/HRS & C/FIN	1) Implemented 2) Analysis of cost was done that presented the total cost of the restructuring. The budgetary amounts saved were reinvested in 29 new staff positions as approved the Secretary-General. This was communicated to the Executive Council in the Budget 2022-2023 INF document and was a key element of the budget. See the documentation of the additional positions and discussion in the Budget 2022-2023 INF document: EC-73-INF06-2-BIENNIAL-BUDGET-FOR-2022-2023.	N/A	N/A

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/15	2021	External Auditor's Report Audit of 2020 Financial Statements	Considering that, if HR had formally forwarded detailed financial elements, a provision related to termination benefits and accrued employee benefits (such as leave) that result from the ongoing restructuring may have been deemed to be required at 31.12.2019, according to IPSAS Standard 19, or additional disclosure as a subsequent event could have been considered, we recommend that HR should forward systematically, at year end in a formal memo, all the financial elements that could help Finance to assess if a provision would be necessary in order to present fairly financial data in the Statements.	WMO accepts the recommendation. With regards to the specific elements of the restructuring, the Chief FIN was aware of the ongoing restructuring and the potential impact on staffing. However, this did not impact a provision in the financial statements. Based upon the level of specificity of the restructuring determined as at 31 December 2019, particularly with respect to the fact that the number of staff to be impacted could not have been determined, WMO management believes that a provision was not required in the 2019 financial statements. It is recognized that formalization of that determination should have been documented and approved in connection with the preparation of the 2019 Financial Statements.	D/GS & D/LCA assisted by C/HRS	1) In progress 2) Discussions were carried out between C/HRS and C/FIN and an arrangement was reached on a structured approach to address the recommendation.	HRS will provide FIN with a summary of potential HR liabilities to FIN within the framework of the year-end accounts closure exercise.	1st quarter of 2022
2021/16	2021	External Auditor's Report Audit of 2020 Financial Statements	In order to have an effective system of internal controls and considering that the minutes are an important step in the WMO's financial life and for all events having financial impact, we therefore recommend enhancing the audit trail, as best practice, through i) a written workflow regulated by internal rules, ii) a systematic keeping of minutes of meetings carried out for the restructuring, and iii) the recording of summaries of the discussions held during the meeting. Agenda and minutes should transparently show what actions have been decided, who is responsible and accountable for any decision and what are the milestones and deadlines.	WMO accepts the recommendation to document reports of actions from decision-making meetings to enhance the audit trail.	D/GS, D/LCA & D/CSG	1) Implemented 2) Decisions with significant impact on WMO originate in various fora such as the Board of Directors, the Joint Consultative Committee etc. and such meetings are minuted. Furthermore, decisions and their approval workflow are documented in WMO's document management system, elios. They are also formalized through the issuance of service notes.	N/A	N/A

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/17	2021	External Auditor's Report Audit of 2020 Financial Statements	Considering that "the Recruitment and Termination Benefits reserve" is used to support recruitment and termination benefit costs, and, particularly in the perspective of the restructuring that was initiated in 2019, we consider that Management could have considered an advance process at least to discuss the opportunity to increase the funding to the reserve that could have been used to adequately fund the restructuring costs. We recommend that Management start an internal process, to determine whether the current 4% charge is adequate for facing these costs looking forward.	WMO accepts the recommendation and, similar to what was done with respect to the Post-Employment Benefits Reserve in 2019, will perform a review of the adequacy of the 4% charge for the Recruitment and Termination Benefits Reserve.	D/GS & D/LCA assisted by C/FIN	1) Implemented 2) An analysis of the adequacy of the 4% charge, for the period from 2016 through 2020 has been performed, and a memo has been prepared and approved by D/GS. The analysis shows that the annual actual costs are materially close to 4 percent, excluding extraordinary reorganization activities; therefore, the reserve will be maintained at a 4% charge for 2021 and 2022, with an update to the analysis in 2023 to allow for potential modifications at the beginning of the next Financial Period.	N/A	N/A
2021/18	2021	External Auditor's Report Audit of 2020 Financial Statements	We recommend that Management update the WMO Oracle ERP in order to allow an automatic identification and monitoring of the Purchase Orders or Contracts executed under a waiver of competition.	WMO accepts the recommendation that automated identification and monitoring of procurement actions executed under a waiver of competition would improve the overall effectiveness of internal controls related to procurement activities. Therefore, WMO will consider implementing an automated tool, whether within the ERP system or through a separate tool or identifying and monitoring these waivers.	D/GS & D/LCA assisted by Procurement Officer	1) Implemented 2) The Procurement Section created a folder in Elios to archive all the Purchase Orders or Contracts executed under a waiver of competition in order to implement the recommendation. This is a most economic and effective solution within the current ERP framework. However, when the current ERP will be upgraded, possibilities of technically better solutions should be explored.	N/A	N/A
2021/19	2021	External Auditor's Report Audit of 2020 Financial Statements	To avoid the risk that TEB members might be influenced in their technical evaluation by the price, we recommend that management amend the Standing Instructions – Chapter 10, by implementing a two-envelope system in all procurement procedures.	WMO accepts the recommendation. The two-envelope system will be applied to all technical evaluations to ensure the same system is applied to all procurement evaluations.	D/GS & D/LCA assisted by Procurement Officer	1) In progress 2) Chapter 10 of the Standing Instructions (paragraph 10,11,11) is being revised with a view to implementing this recommendation.	The review of Chapter 10 of the Standing Instructions will be completed based on the External Auditor's recommendation and will be issued in December 2021.	31-Dec-21

DETAILED MANAGEMENT ACTION PLAN: FOLLOW UP ON EXTERNAL AUDITOR'S RECOMMENDATIONS (as at 11/10/2021)								
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I. FOLLOW UP TO RECOMMENDATIONS ISSUED BY THE CORTE DEI CONTI (2020 FINANCIAL STATEMENTS)								
2021/20	2021	External Auditor's Report Audit of 2020 Financial Statements	We recommend that management perform a review of all Agreements currently in force, in order to identify those being automatically renewed and, upon identification, to confirm the validity of the ongoing agreements and to provide indication to the relevant supplier regarding the incorporation of a reasonable term of validity within the agreement(s).	WMO accepts the recommendation. Purchase contracts will be reviewed and amended where possible to exclude automatic renewals.	D/GS & D/LCA assisted by Procurement Officer	1) In progress 2) This recommendation is related to Purchase contracts. The Purchase contracts are being reviewed. So far the only case identified to be addressed is the case of CMA.	1. The Procurement Section will complete the checking with other UN Agencies the available agreement for the same services to ensure the competitiveness of the proposed offer from CMA. 2. The implementation of an agreement with a clear term of validity is the subject of the discussion with CMA and the result of the discussion will be reported to the PCC members for final decision.	31-Dec-21
2021/21	2021	External Auditor's Report Audit of 2020 Financial Statements	In line with IPSAS 24, Statement V of the Financial Statements contains the details of the actual expenditures of the Regular Budget compared to the approved Regular Budget. Further, Note 7 to the Financial Statements contains a reconciliation of the total expenditures of the Regular Budget on a budgetary basis to the total expenses of WMO for the General Fund Group. In order to have a transparent view of the impact of the Financial Performance on Statement V, we recommend that, from next year onwards, Statement V should be further expanded on the face of the Financial Statements, to fully reconcile the actual expenditures of the Regular Budget for the year to both the approved Regular Budget and to the full financial results for the financial year that comprise the Surplus/Deficit for the year under the "Statement of Financial Performance".	WMO accepts with the recommendation and will perform a review of the presentation of Statement V with a view to expand the information contained in Statement V while ensuring the results of the regular budget for the year continue to be prominently displayed.	D/GS & D/LCA assisted by C/FIN	1) In progress 2) A first draft of a revised Statement of Comparison of Budget and Actual Amounts (Statement V) has been developed for initial discussions.	The first draft of a revised Statement of Comparison of Budget and Actual Amounts (Statement V) will be reviewed internally and discussed with the External Auditors during the fall 2021 to ensure the revised format is in line with their expectations and meets the needs of the readers of the Financial Statements. The revised version of Statement V will be utilized in the Financial Statements for 2021.	28-Feb-22



UPDATE ON THE EC WORKING GROUP ON RECOMMENDATION 7 OF JIU/REP/2020/1

The recommendation of the Joint Inspection Unit

1. Recommendation 7 of the Joint Inspection Unit (JIU) *Review of the state of the investigation function: progress made in the United Nations system organizations in strengthening the investigation function (JIU/REP/2020/1)* states that:

The legislative bodies of United Nations system organizations that have not yet done so should develop and adopt appropriate formal procedures for the investigation of complaints of misconduct by executive heads and adopt appropriate policies by the end of 2021.

The follow up by the Executive Council

2. The Executive Council (EC), through [Decision 17 \(EC-73\)](#) - Consideration of reports of oversight bodies, requested the President to form an intersessional EC Working Group to establish the framework of legislative changes necessary to meet the requirements of the above recommendation.

3. The Council further requested that the progress of this EC Working Group shall be communicated to the Policy Advisory Committee (PAC) and to be further considered by EC-75 in 2022 to be presented to the World Meteorological Congress in 2023 for approval.

The advice of the Policy Advisory Committee

4. The PAC considered the recommendation at its second session of 2021 (14-15 September). The summary report of the session contained the following paragraph regarding the recommendation.

6.1.1 The PAC was informed [by the Secretariat] about the framework of legislative changes necessary to meet the requirements of Recommendation 7 of JIU/REP/2020/1 with a view to inform and provide advice to its finalization for EC-74. In this regard, the PAC took note that (a) the Secretary-General's terms and conditions of employment are established by Congress; (b) all rights and obligations that must be adhered to by the Secretary-General are contained in the terms and conditions of employment; and (c) any changes to the Secretary-General's conditions of employment must ensure adherence to established jurisprudential norms.

6.1.2 The PAC agreed that the intersessional EC Working Group requested by Resolution 17 (EC-73) should be composed of one representative of each WMO region to review current modalities and propose suggested solutions in the context of WMO. Support would be provided by the WMO Legal Office to ensure adherence to current standards of International Administrative Law and Jurisprudence. It is expected that the composition of the working group will be completed by late November 2021 and will commence its work by January 2022.

6.1.3 The PAC noted that issues for consideration by the intersessional EC Working Group would include:

- The Secretary-General's terms and conditions of employment;
- Memorandum of Understanding with a UN investigative entity;
- Procedural steps to govern both the review of the outcome of investigations and related due process.

6.1.4 The Working Group would then present the way forward to the EC-75 and then to Congress in 2023 in order for it to determine what, if any, additional provisions should be included in the Secretary-General's contract.

The PAC noted the progress and agreed on the proposed process, with the intersessional EC Working Group to be established by the President.



STATUS OF SECRETARIAT RESTRUCTURING

Update on the restructuring of the Secretariat

The following five significant phases of the World Meteorological Organization (WMO) Secretariat restructuring have been achieved between 2019–2021:

- (1) Definition of top-level management new directors and new departments aligned with WMO constituent bodies, creation of a Board of Directors and issuing senior management compacts (Autumn 2019);
- (2) Competitive process for selection of general service staff for centralized platform and departmental coordinators, reduction in general service staff (Spring-Summer 2020);
- (3) Creation of centralized administrative service platform (Autumn 2020);
- (4) Reallocation of resources and enhancing professional technical level expertise to the HQ and regional offices in support of key WMO member initiatives: 27 posts (Spring-Summer 2021);
- (5) Final implementation and refinements of the restructuring supported by a structural and process review team and independent expert (Autumn 2021).

The Secretariat has now moved into the final phase of the restructuring namely the implementation and refinements of the restructuring by initiating an internal structural and process review. The Secretary-General has established a review team as recommended by the JIU report 2021/01. The joint review team was put in place on 20 October 2021 via an internal service note. The team is composed of management and staff and facilitated by a contracted independent expert. The review team will examine several thematic areas identified by JIU under the formal and informal recommendations and those recommendations that are under consideration together with some other areas of specific focus. The report that will be produced will provide clarity and further guidance to the Secretary-General on the structure and operation of the Secretariat based on the operational experience of the new structure during 2020–2021. In parallel a detailed management action plan has been produced identifying responsible officials, priorities milestones, timeline and financial implications. The Secretary-General will consider necessary adjustments based on the recommendations of the review team and decisions will be implemented by early 2022 and reported to the seventy-fifth session of the Executive Council in June 2022.

Achievements of the overall reform efforts and linked Secretariat restructuring for enhanced support to Members

Several major improvements and enhancements can be highlighted related to the overall reform efforts of the constituent bodies and the alignment and servicing by the departments and services of the Secretariat which provide significant support to the implementation of the priorities of the strategic plan and global to regional Member focussed initiatives.

- Adopting an Earth system approach, breaking of former weather, climate, water, ocean and environment silos;

- Ensuing effective constituent body meetings: Executive Council, Infrastructure and Services Commissions. Concentration on strategic decision-making;
 - Securing a record number of participants from record amount of Members at all (virtual) meetings including a highly successful Data Conference with more than thousand participants;
 - Achieving a historic progress in data related matters: proposals for new data policy, new standards for observing systems (GBON) and financing mechanism for enhancing observations (SOFF);
 - Creation of water-climate accelerator programme for boosting of the implementation of Sustainable Development Goal 6 (SDG 6: Ensure access to water and sanitation for all) with ten UN agencies, high-level panel of heads of state, ministers, private sector and NGO representatives;
 - Enabling shorter, action oriented and more strategic meetings;
 - Implementing new decision-making culture: preparation of the decisions of Executive Council and Congress by Technical Coordination Committee and Policy Advisory Committee, leading to more effective decision-making at the executive and policy-making bodies;
 - Strengthening of services for Members: more technical, regional and scientific expertise to enhance e.g. infrastructure, services and scientific level of the Secretariat: better capacity development, decision-making and their implementation than with the classical administrative heavy staffing. Smarter use of the financial resources provided by the Members;
 - Ensuring better engagement of private sector in all activities of WMO;
 - Engagement of world leading scientific experts in the new Scientific Advisory Panel, which is preparing visionary documents on the future of IT, observations, services and science with a scope of 10–20 years ahead;
 - Maintaining a leading role in regular state of climate monitoring and reporting in the UN system with high visibility for the WMO and related national expertise organizations;
 - WMO SG has been systematically invited to the core climate group of UNSG Guterres consisting of four key UN agencies (WMO, UNEP, UNDP and UNFCCC);
 - Enhanced co-operation with UN and other international partners: UNDRR, FAO, WHO, ICAO, IMO, UNEP, UNDP, World Bank, Green Climate Fund, European Commission, African Union and regional UN organizations;
 - Coherence and better resourcing of WMO climate activities: climate observations, services and science including GCOS, WCRP and IPCC;
 - New Secretariat management culture with up to weekly Board of Directors meetings with common responsibility, collegial decision-making and considerably enhanced co-operation between the departments;
 - More efficient administrative processes and support for the Members and Secretariat staff: financial, human resource management, meeting support, travel, document handling, legal affairs, internal and external control, building management etc;
 - Record amount of external financing for capacity development (~120 M CHF), new initiatives under preparation, e.g. 400 M US\$ for Systematic Observation Financing Facility (SOFF).
-



World Meteorological Organization
EXECUTIVE COUNCIL
Seventy-Fourth Session
25 to 29 October 2021, Virtual Session

EC-74/INF. 3.2(4)

Submitted by:
Secretary-General

21.X.2021

WMO management action plan for JIU/REP/2021/1

Rec. no.	Description of the recommendation	Responsible Secretariat Function and/or Constituent Body	Priority	Overall progress indicator/status	Milestone 1	Milestone 2	Milestone 3	Milestone 4	Financial implications
Formal									
1	By the end of 2022, the Executive Council should commission an independent evaluation of the constituent bodies reform to review the process used to implement the reform and its substantive results, including the alignment of the restructured secretariat, as well as good practices and lessons learned.	Executive Council + SG	High	In progress	1. Policy Advisory Committee (PAC- 2) endorsed evaluation TORs, KPIs and timeline	2. Evaluator(s) selected by December 2021	3. Draft evaluation report via PAC-3 and EC-75	3. Final evaluation report presented to EC-75	Independent evaluation costs
2	By no later than the end of 2021, the Secretary-General should commission a joint review team, comprised of management and staff who are familiar with each area of work, to conduct a structural and process review, facilitated by an independent expert, to further refine and adjust the overall secretariat restructuring in order to achieve the objectives of such restructuring.	SG	High	In progress	1. Independent expert selected by October 2021	2. Joint Review Team established by service note by 20 October 2021	3. Report on structural and process review by December 2021	4. Refinement and adjustment to secretariat restructuring	Independent expert costs
3	By the end of 2021, the Secretary-General should prepare a comprehensive accountability and internal control framework and submit it to the Executive Council for approval.	SG	High	In progress	1. Controls measures, roles and responsibilities are in place for all areas within the Standing Instructions.	2. Comprehensive accountability and internal control framework proposal submitted to inform AOC on progress for (mid-November 2021) and reporting to EC 75	3. Proposal with AOC recommendation reported to EC-75		None
4	By no later than the end of 2021, the Secretary-General should prepare a comprehensive human resources strategy and submit it to the Executive Council for approval. Progress on the strategy should be reported at least annually thereafter as a regular item on the Executive Council's agenda	D/GS	High	In progress	1. Draft proposal prepared for consideration by executive management and board of directors (review and approval Q1 2022)	2. Strategy to be reported to EC-75	3. Action plan agreed for implementation of priority activities (End of Q1 2022).	4. Priority activities implemented (End of Q4 2022).	None
Informal									
1	Communication of the reform to Members	D/CSG	High	In progress	1. Review of Strategic Communications Office (May/June 2021)	2. Report to Cg-Ext (October 2021) on status and activities of new Constituent Bodies	3. Continuous enhanced communication with Members targeting key governance meetings (e.g. EC, Cg, TCC, etc.). Reconfigure WMO corporate website.		Reinvestment of administrative cost savings - reallocation of staff cost to Strategic Communications - 600 000 CHF
2	Wider participation of Members (see also formal rec. 1)	D/CSG+Constituent Bodies	High	In progress	1. Continue videoconferencing to facilitate wider participation	2. Final evaluation report presented to EC-75			None
3	Adjustments lessons learned and good practises (see also formal rec. 1)	D/CSG	Medium	Not started	1. Final evaluation report presented to EC-75				None
4	Agenda item on restructuring at EC meetings	D/CSG	High	Implemented	1. Item on restructuring for EC 74 and EC 75				None
5	Enhanced consultation with staff	D/GS	High	In progress	1. JCC regular meetings	2. Regular communications issued to staff members, departmental meetings by SG and enhanced intranet.			None
6	Cost benefits switch of Tribunal and Justice System	D/GS	High	Implemented	1. Agreement signed in 2017 and in place with UN Justice system; based on analysis carried out in 2016				None
7	Real time audits by IOO	D/IOO	Under consideration		1. Real-time audits can be commissioned by executive management and depend on capacity, technical capabilities and costs according to needs/requirements.				real-time audit costs
8	Operational manuals flow charts regulatory framework	D/CSG + D/GS	High	In progress	1. Review of documentation manuals and set up standards by Q1 2022	2. Enhance documentation with flow charts for key organizational processes			None
9	Legal Office decouple from GS conflict of interest (see also rec.2)	SG Independent Exp and review team	Under consideration	In progress	1. Service note in force established Legal Office report line to D/GS	2. To be assessed in context of the structural and process review (see formal recommendation 2) by December 2021			to be assessed
10	Reporting line Risk Officer (see also rec.2)	SG	Under consideration	Implemented	1. Risk and quality management Officer reports to D/CSG as an entity of CSG	2. To be assessed in context of the structural and process review (see formal recommendation 2) by December 2021			to be assessed
11	Reporting line Controller (see also rec.2)	SG	Under consideration	In progress	1. Service note in force established Controller report line to D/CSG	2. To be assessed in context of the structural and process review (see formal recommendation 2) by December 2021			to be assessed
12	Central repository Mgt Overrides (see also rec.2)	D/CSG - Controller	High	In progress	1. Creation of a electronic repository of management overrides and internal instructions for systematic action.				None
13	IOO Recusal administration reviews	D/IOO		Implemented	1. Agreement with outside UN agency UNICEF				None
14	Evaluation Officer positioning reporting line (see also rec.2)	D/CSG	Under consideration	In progress	1. Service note in force established evaluation (coordination role to commission external independent evaluations) report line to D/CSG. MERP/CSG ensures impartiality and objectivity of the evaluations by engaging external evaluators. It drafts TORs and assists in the selection of qualified evaluators. It does not conduct evaluations itself. Note that on average only 1-2 project evaluations are required per year in response to donor requirements.	2. To be assessed in context of the structural and process review (see formal recommendation 2) by December 2021			to be assessed
15	Format of Audit and Oversight Committee review/revise	Audit Committee	Medium		1. Addressed to AC for consideration at next meeting November 2021				None
16	AOC performance evaluation independent expert	Executive Council	Medium		1. Addressed to EC for further action and consideration				Independent expert costs
17	Previous JIU critical recommendations institutionalized	D/IOO	Medium	Implemented	The observation in the report pertains to WMO specific reports of JIU carried out from between 2003 and 2008. The status of all the JIU recommendations - those that are addressed to Executive Heads and those to the legislative bodies are submitted to the EC after the review by the AOC. This process is carried out till final closure of the recommendation - in consonance with the procedures for follow-up proposed by JIU and agreed to by EC, and will continue to be followed.				
18	ASG DSG compacts to be introduced	ASG+DSG	Medium	In progress	1. Normal cycle of senior compacts by January 2022	2. Normal biannual review of compact delivery by SG			None
19	Senior management compacts and instruments coherence DOA	ASG+DSG+D/CSG	High	In Progress	1. Refine on basis of new compact cycle ensure coherence by January 2022				None
20	Organizational review logical group units (see also rec. 2)	SG	High	In Progress	1. To be assessed in context of the structural and process review (see formal recommendation 2) by December 2021	2. Implementation of the recommendations and refinements			None
21	Policies and procedures IT and Chief Information Officer	D/I	High	In progress	1. To be assessed in context of the structural and process review (see formal recommendation 2) by December 2021 Actions for ISSAC Committee and IT strategy				None
22	Senior Director Administration and Finance (see also rec.2)	D/GS	Under consideration	In Progress	1. To be assessed in context of the structural and process review (see formal recommendation 2) by December 2021				None
23	Knowledge mgt and staff training strategy inst knowledge	D/GS	Medium	In progress	1. Assessed as part of HR Strategy and communications	2. Implementation of targeted training programmes			None
24	Financial resource Mgt strategy	D/GS	High	In progress	1. Draft to be developed and reviewed by WMO Executive Management in Q1 2022.	2. Financial Resource Management Strategy to be presented to EC-75 in connection with the review of the Budget Outline 2024-2027.			None
25	Review of ERP and cost benefit upgrade of system	D/GS + D/I	High	In progress	1. Consultant for ERP options put in place and discussions with potential UN service providers for ERP	Further implementation based on outcomes of assessment			Costings based on negotiations
26	Business continuity strategy and responsible staff member	D/CSG	High	In progress	1. Designation of staff member in CSG Risk management	2. General Business Continuity Plan developed in accordance with UN - Organizational Resilience Management System by Q1 2022			None
27	Staff Survey jointly designed by mgt and staff	D/GS	High	In progress	1. JCC meeting for consultation and selection of expert to conduct survey by December 2021	2. Conduct the staff survey during Q1 2022			Survey costs of company contracted