



WMO OMM

World Meteorological Organization
Organisation météorologique mondiale
Organización Meteorológica Mundial
Всемирная метеорологическая организация
المنظمة العالمية للأرصاد الجوية
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Ref.: 19051/2022-1.7 MS

Наш исх.: 19051/2022/MS

19 августа 2022 г.

Приложение: 1 (только на английском языке)

Вопрос: Независимый обзор эффективности региональных и субрегиональных бюро ВМО

Уважаемый господин/Уважаемая госпожа!

Хотел бы обратить Ваше внимание на [решение 14 \(ИС-75\)](#) «Независимый обзор эффективности региональных и субрегиональных бюро ВМО», в котором Исполнительный совет обратился к Генеральному секретарю с просьбой распространить среди членов Исполнительного совета полный текст доклада «Независимый обзор эффективности региональных бюро и представительств». Указанный доклад прилагается. В нем содержатся основные выводы и рекомендации, сделанные по результатам независимого обзора.

Доклад также представлен на рассмотрение Целевой группы ИС по всестороннему обзору региональной концепции и подходов ВМО, которая разработает соответствующие руководящие указания, подлежащие рассмотрению Исполнительным советом на его семьдесят шестой сессии (ИС-76).

С уважением,

проф. Петтери Таалас
Генеральный секретарь

Членам Исполнительного совета

Копия: Президенту ВМО

Report on the Review of the Effectiveness of Regional and Representative Offices

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June 14, 2022

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EXECUTIVE SUMMARY

Regional and Representative Offices or Regional Offices are the main point of contact between Members and the Secretariat for all aspects of WMO business. This involves support to the regional associations, their presidents and various working groups, liaison within regional institutions and organizations, resource mobilization, and development and implementation of technical cooperation projects and programmes in support of National Meteorological and Hydrological Services.

A survey conducted by WMO in 2021 with a very high response rate of 78% found that the Regional Offices are essential to all regional associations, but their effectiveness is moderate. Their strengths vary from region to region but are seen as having achieved the following:

- Supporting the functions of the RAs (organization of the sessions of RAs and their subsidiary bodies);
- Organization of regional and technical conferences, including high-level events;
- Engagement with regional and international partners supporting NMHSs in regions;
- Facilitating communication and contacts with Members;
- Enabling and supporting project implementation in Member countries;
- Facilitating establishment of regional centres for regional programmes e.g. Regional WIGOS Centres, WIS Centres and nomination of national focal points for the various WMO programmes;
- Identifying gaps and needs of Members and updating of the Country Profile Database;
- Facilitating Members' feedbacks to WMO surveys, training opportunities etc.;
- Facilitation of technical expert support and assessment missions to Members, including post-disaster assessments;
- Facilitating intra and inter-regional cooperation through twinning projects and technical support among Members;
- Advocating WMO and the work of the NMHSs with governments and partners organizations;
- Publication of a flagship report on the status of regional climate with the socio-economic impacts there of;
- Ensuring connection with Members during the COVID Pandemic, among others;

Shortcomings to the effectiveness of WMO Regional and Sub-regional Offices in their current format

The challenges and weaknesses in the current way Regional Offices operate can be summarized as follows:

- Limitations in facilitating implementation of technical regulations and decisions of Congress and Executive Council by Members;
- Limitations in supporting implementation of key strategic priorities of the Organization by Members;
- Limitations in effectively identifying technical requirements and the capacity development needs of Members;
- Inadequate cooperation between Technical Departments and other Regional Offices (silo-operation);

- Limitations in the use of Member's information in planning regional priorities, monitoring and measuring progress of the capabilities of Members across the weather, water and climate services value chain (using quantitative key performance indicators);
- Limited visibility of WMO and NMHSs in the regions;
- Limitations in promoting effective and sustainable cooperation and partnerships with the UN development System, international and regional organizations, academia and the private sector;
- Limitations in promoting regional and inter-regional cooperation and exchange of successful or best practices;
- Limitations in mobilizing resources in support of Members including support in the preparation of funding proposals;
- Limitations in promoting stronger linkage between NMSs and NHSs;
- Limited data exchange due to under-investment and expensive communications infrastructure in developing countries.

The WMO Extraordinary Congress (Cg-Ext 2021) requested the Secretary-General to “conduct an independent review of the effectiveness of WMO Regional and Representative Offices with a view to improving support to Members and coordination of regional activities, maximizing WMO's participation in partner activities and enhancing the effectiveness, visibility and/or impact of these offices. This should take into consideration inter alia their strategic location vis-à-vis United Nations regional hubs and/or regional political/economic agencies' locations, opportunities offered by online meetings, and existing resources”.

Major changes since the establishment of Regional Offices

Since their establishment the needs of Members and the environments in which Regional Offices operate have evolved. Changes have been related to:

- Cooperation and collaboration with other UN agencies and international institutions has become more necessary than ever in order to create synergies, use common know-how and the larger resources of other institutions in the interest of Members;
- Ever increasing impacts of climate variability and change creating increased demand for actionable weather, water and climate services and the consequent need for NMHSs to have the capacity to provide information and services addressing user needs particularly for resilience, disaster risk reduction (DRR), early warning systems (EWS) and policy development;
- Global agendas such as the 2030 Sustainable Development Goals, the Paris Agreement, the Sendai Framework that require sound science-based information products and services to be fulfilled;
- Advances in science and technologies extending the range of capabilities in the provision of weather, water and climate services (seamless provision of weather, water, climate and climate change services);
- Improved telecommunications that allow virtual connectivity enabling new approaches in working, including teleworking, videoconferencing and cloud computing;
- Widening capacity and technology gap between developed and developing countries in the provision of weather, water, and climate services;

- Growing involvement of the private sector in almost every area traditionally dealt with by public government agencies resulting in the need of public and private partnership;
- WMO Reform resulting in the establishment of the Infrastructure and the Services Commissions, the Research Board, the Scientific Advisory Panel, the Joint WMO-IOC Collaborative Board and various coordination panels and the consequent need of the regional associations to adopt structures and working mechanism in tandem with the WMO Reform.

Based on interviews with Secretariat Management, presidents of regional associations and technical commissions, directors of the Regional Offices and analysis of available material from open sources and given criteria for an optimal location of the Regional Offices results in the following conclusions:

Basic structure for the functioning of the Regional Offices and staff requirements

- The heterogeneous nature of regions results in significant differences both politically and economically with the resulting gaps and capacities of Members impacting the size and effectiveness of the Regional Offices. Despite these differences, a basic structure for the operation of the Regional Offices needs to be implemented to enable the discharge of essential functions of the Regional Offices based on the WMO Reform, the priorities defined by the WMO Congress and Executive Council, cooperation and coordination with relevant partner and stakeholders. The structure which would have to be evaluated periodically and could therefore change over time would be comprised of two components:

(a) *Management* responsible for the organization and support to regional associations activities, cooperation with Members and partners, resources mobilization, advocacy and visibility of WMO and Member NMHSs, liaison with presidents of regional associations, project planning and implementation, facilitation of national legislation, promotion of societal/economic value of NMHSs and regular communication with Members; and

(b) *Technical* component responsible for technical databases development and maintenance, support to regional associations technical bodies and facilitating technical development and collaborations, and support to technical capacity developments;

Recommendation 1:

Adopt a new structure for the effective functioning of the Regional and Sub-regional Offices

Profile and levels of Regional Office staff

Demands on staff have increased considerably over the last years, but also opportunities through cooperation with the private sector, UN and international agencies, and regional organizations as well as new developments in IT and communications. This would require both an increase in absolute numbers of staff, in some cases, but also adjusted staff profiles with

higher qualifications than at present. For the implementation of additional projects, additional temporary adequate staff would be required;

Recommendation 2: Strengthen the staffing of the Regional and Sub-regional Offices and adjust the staff profiles and grades to meet current needs

Strategic location of the Regional Offices

In the past, Regional Offices were predominantly located in countries where host countries offered in-kind contributions in the form of infrastructure, staff and running costs through host country agreements. Today, a closer interaction with the regional hubs of UN and international agencies, and regional organizations has gained a much higher importance and is a crucial factor of success. This results in the need to explore optimal location of Regional Offices by placing Regional Offices in locations which are hubs of UN, international and regional organizations and placing monthly officers in partner organizations in strategic locations where WMO needs to maintain presence. In addition, establishment of joint offices with regional organizations such as e.g. the African Union Commission with a view to enhance the linkage of WMO with such organizations should be explored, where feasible;

Recommendation 3:

Consider locating Regional and Sub-regional Offices in strategic locations to ensure greater WMO engagement with hubs of UN, international and regional organizations. The locations should be periodically reviewed to ensure effectiveness of the strategic location, compliance of host country agreements so as to enable consideration of new locations.

Coordination and oversight with the presidents of regional associations

Coordination between regional associations and Regional Offices and the necessary support by the Regional Offices requires clear lines of responsibilities between the presidents of regional associations and the Regional Offices. This can be achieved through regular meetings to establish “what needs to be done by whom” based on the Operating Plan and monitor the degree of implementation of agreed tasks providing the presidents of regional associations the necessary oversight to monitor, evaluate, and align workplans;

Recommendation 4:

Clear lines of responsibilities between presidents of regional associations and the Regional Offices be established to strengthen coordination and interaction between the two entities and effective monitoring of activities

Management of the Regional Offices

In order to improve functionality of the Regional Offices a Matrix Management system should be introduced to find agreement and alignment in activities between Technical Commissions, Regional Associations, relevant departments of Secretariat and the Regional Offices. An Enterprise Resource Planning (ERP) system based on the Operating Plan with workable KPIs and

adequate monthly and yearly monitoring and evaluation for decision making are essential elements for an effective management of the Regional Offices, but also the Secretariat as a whole, if today's standards should apply;

Recommendation 5:

Modern management techniques should be implemented for the management of the Regional and Sub-regional Offices

Communications

Improved communication on various technical platforms would be essential to keep closer contact with Members and raise visibility of WMO in the regions. A closer cooperation with the communication department at headquarter could optimize the use of resources and at the same time safeguard the necessary regional idiosyncrasies.

Recommendations 6:

Investments in communications at the regional offices should be increased

1. Introduction

The WMO Reform intended to improve WMO processes and practices to increase the efficiency and effectiveness of WMO constituent bodies and the overall efficiency of the Organization in its first phase resulted in the establishment by Congress 18, in 2019, of the Infrastructure and the Services Commissions, the Research Board, the Scientific Advisory Panel and the Joint WMO-IOC Collaborative Board. The next phase of the reform initiated after the 18th Congress focused on the Comprehensive Review of the WMO Regional Concept and Approaches resulting in the adoption by the Extraordinary WMO Congress in 2021 (Cg-Ext 2021) of decisions to enhance the efficiency and effectiveness of the work of the regional associations; to enhance the engagement with the UN system, regional organizations and international partners; to enhance the role of the presidents of the regional associations; strengthen the engagement with the private sector and academia, among others.

Cg-Ext 2021 requested the Secretary-General to conduct an independent review of the effectiveness of the Regional and Representative Offices or Regional Offices (ROs) with a view to improving support to Members and coordination of regional activities, maximizing WMO's participation in partner activities and enhancing the effectiveness, visibility and/or impact of WMO activities in the Region.

2. Purpose of the Review/Review Objectives

The functions and roles of the Regional Offices have evolved significantly in recent years. The operating environments of the Regional Offices have also changed owing to factors such as advancements in communications, air travel, banking systems, and connectivity.

The objective of the review is to assess the effectiveness of the WMO Regional Offices, their infrastructure and staff requirements based on optimal functionality taking into consideration regional and sub-regional characteristics and requirements and the appropriateness of the current office locations (host country) on criteria of economy, effectiveness and efficiency with a view to consider other potential locations. In addition, the current Guidelines on the Role, Responsibilities and Operations of WMO Regional and Representatives Offices will be reviewed with a view to updating them considering the optimal functionalities expected of the Regional and Representative Office.

Analysis of current locations should also consider the appropriateness of the physical location of the office within the host country (national government system or within a regional intergovernmental or UN system organizations) and the current approach to deciding on the location of the offices in terms of host country and within the country. The analysis should provide recommendations including considerations on the effectiveness of the Regional and Representative Offices, basic and optimal functionalities of the Offices, staff and infrastructure

requirements, the criteria for choosing the location of the Offices in a country and within the country and the appropriateness of the current locations. This should include guidance for decisions on whether Offices should be located with other United Nations Organizations, a regional entity or within National Meteorological and Hydrological Services (NMHSs) taking into consideration advantages and disadvantages therein.

3. Methodology for the Review

The methodology for the conduct of the review hinged on data collection and interviews which provided materials used for the analysis of the present state of the effectiveness of the Regional Offices and for recommendations on future developments. The following data and interviews were collected:

- Interview with Deputy Secretary-General, Assistant Secretary-General, Department and Programme Directors and Managers at the WMO Secretariat, presidents of technical commissions, survey and interviews of directors of Regional Offices and heads of Representative Offices;
- Interview with the presidents of regional associations;
- Collection of objective data from open sources;
- Analysis of regional and sub-regional characteristics and the specific requirements that would merit attention of the Offices to determine staff complement;
- WMO Survey on the Role and Functioning of Regional Association, 2021;
- Collection and analysis of subjective and objective data according to the 17 criteria listed in the table in the Annex 4 according to the ToR for this review.

The interviews were conducted mostly by videoconference, lasting between 30 and 60 minutes and showed a diversity of opinions on the role and functions of the Regional Offices, but also possible future steps. Site visits were conducted to the Regional Office for Africa, in Addis Ababa (Ethiopia) and the Regional Office for the Americas, in Asuncion (Paraguay). The analysis itself is based on the perspectives given in these interviews, the recommendations following from the survey on the Role and Functioning of Regional Association in 2021, observations made during the site visits to the Regional Offices, the UN Reform 2017 and key recommendations of the WMO Extraordinary Congress (Cg-Ext (2021)) on the Comprehensive review of the WMO regional concept and approaches.

4. Background and Context

4.1 Establishment of the ROs/Purpose of the ROs, including a brief history

WMO is a specialized agency of the United Nations, comprising 193 Member States and Territories. It is the United Nations System's authoritative voice on the state and behavior of the Earth's

atmosphere, its interaction with the land and oceans, the weather and climate it produces and the resulting distribution of water resources. Since its establishment in 1950, WMO has facilitated international collaboration and cooperation for observations, data and knowledge exchange, setting standards, coordinating scientific and technical methods and capacity development for the benefit of its Members and their NMHSs for the protection of lives, assets and livelihoods.

Established primarily to support the WMO Regional Programme largely composed of the activities of the regional associations, Regional Offices evolved from the posts of Regional Representatives for Africa and Latin America, which were included in the WMO Secretariat, in Geneva, in 1964 and 1968 respectively. Owing to financial difficulties the Regional Office for the America was transferred to Asuncion in 1978 as a result of a kind offer made by the Government of Paraguay. In 1981 the Regional Office for Africa was transferred from Geneva to Bujumbura, also following a kind offer by the Government of Burundi. This office was relocated to Geneva due to instability in Burundi and was transferred to Addis Ababa, in Ethiopia in 2016. The Regional Office for Asia and the South-West Pacific was set up in 1979 initially under the title "Regional Office for Asia". In 1983 the Office was renamed Regional Office for Asia and South-West Pacific and was charged to also cover Region V. The Office was transferred from Geneva to Singapore in 2018 after a kind offer of the Government of Singapore. The Regional Office for Europe was established in 2003 at the WMO Secretariat in Geneva.

The choice of the location shows that primarily a major factor were considering financial constraints. Offers of governments for the funding of infrastructure and in some cases also considerable contributions through staff assignments were crucial.

Today, WMO enables the performance of its Members in the provision of their monitoring, forecasting and warning services; leads and informs the global agenda where it best serves their interest through the provision of credible information, reports and assessments at global and regional scales; channels their scientific expertise to address emerging issues such as climate change; and fosters effective and strategic partnerships.

The fundamental mission objective of the Regional Offices is to support the regionalization of the WMO Strategic and Operating Plans through the respective regional associations (whose functions are specified in Article 18 (d) of the WMO Convention¹) and its working bodies and facilities for the

²¹ 1. Coordinate and organize its Members' activities related to the planning, implementation and evaluation of agreed programmes, strategies and activities, at the regional and sub-regional levels;

2. Ensure that WMO is visible and recognized in its Region, and engage stakeholders in regional initiatives and projects related to the strategic priorities of the Organization; promote visibility and institutional capacity-building of its Members, and identify and address critical deficiencies for long-term sustainable modern services through supporting Members in the development of national strategic plans on meteorological and hydrological services; facilitate the exchange of best practices to communicate the socioeconomic benefits of meteorological and hydrological services;

3. Identify requirements among Members and regional bodies and communicate them, together with any impediments to the timely implementation of planned programmes and activities, to the Technical Commissions; collaborate with Members, Technical Commissions and other bodies, as necessary, to support, monitor and regularly review all the regional centres established by WMO bodies, ensuring excellent performance, sustainable operations and effective services to regional Members; consult with Technical Commissions on the identification of common experts to assist with the sharing of regional priorities and requirements and the implementation of technical priorities and associated capacity building activities; identify technical gaps and promote training to develop future experts;

4. Promote cooperation and efficiency by establishing regional networks and facilities based upon identified regional needs, in close coordination with the Technical Commissions concerned; monitor the performance of regional networks and facilities, and the open sharing of data and technical expertise, and require corrective measures, as necessary;

benefit of regional Members and to best achieve the Organization's goals and objectives at the regional level. They are the Organization's "Front-Line" and constitute a two-way communication bridge between Members and the Secretariat. They facilitate expert assistance across the service delivery value chain, particularly for developing, Least Developed Countries (LDCs) and Small Island Developing States (SIDS) and Island Territories. They also build partnerships with relevant regional and sub-regional organizations, inter-governmental and economic groupings.

The general functions of the Regional Offices can be summarized as follows.

- Representational role acting as the WMO Secretariat Focal Point in the Region and as a Focal Point from the Region to WMO headquarters;
- Advocacy to ensure WMO visibility and recognition in the Region, promote regional and inter-regional networks and partnerships and advocate for investments at regional and national levels;
- Coordination of information dissemination to Members and coordination of requirements/gap analysis from the Members and the Region and ensuring provision of assistance across the service delivery value chain;
- Administrative and logistics support for the work of the RAs and their presidents, compliance with technical regulations, monitoring and country profiles providing data and statistics supporting assessment of national capacities.

4.2 Key activities/milestones of the Regional Offices

A survey conducted by WMO in 2021 with a 78% response rate provided a characterization of the effectiveness of the Regional Offices, which are viewed as moderately effective. Their strengths vary from region to region but are seen as having achieved the following:

- Supporting the functions of the RAs (organization of the sessions of RAs and their subsidiary bodies);
- Organization of regional and technical conferences, including high-level events;
- Engagement with regional and international partners supporting NMHSs in regions;
- Facilitating communication and contacts with Members;
- Enabling and supporting project implementation in Member countries;

5. Contribute to the WMO Operating Plan and other implementation plans, as necessary, to reflect agreed strategic priorities from a regional perspective and ensure the engagement of Members in focused activities aimed at achieving the expected results of the WMO Strategic Plan;

6. Structure its work to address regional priorities and make the best use of the expertise of its Members to provide guidance and assistance, in accordance with the needs of the Region;

7. Build and promote cooperation and partnerships with relevant regional organizations, including the United Nations Regional Economic Commissions, other United Nations bodies, subregional organizations, development partners, non-governmental organizations, professional associations and academic and research organizations;

8. Advocate, through its president, to regional political and economic entities, and support Permanent Representatives in advocating to their governments, the necessary political and financial support to Members' capabilities to ensure provision of and access to vital meteorological, climatological, hydrological and other related environmental information and services.

- Facilitating establishment of regional centres for regional programmes e.g. Regional WIGOS Centres, WIS Centres and nomination of national focal points for the various WMO programmes;
- Identifying gaps and needs of Members and the updating of the Country Profile Database;
- Facilitating Member feedbacks to WMO surveys, training opportunities etc.;
- Facilitation of technical expert support and assessment missions to Members, including post-disaster assessments;
- Facilitating intra-regional cooperation through twinning projects and technical support among Members in the same region;
- Advocating WMO and the work of the NMHSs with governments and partners organizations;
- Publication of a flagship report on the status of regional climate with the socio-economic impacts there of;
- Ensuring connection with Members during the COVID Pandemic, among others;

4.3 Major changes since the establishment of the Regional Offices

Since their establishment the needs of Members and the environments in which Regional Offices operate have evolved. Changes have been related to:

- Cooperation and collaboration with other UN agencies and international institutions has become more necessary than ever in order to create synergies, use common know-how and the larger resources of other institutions in the interest of Members;
- Ever increasing impacts of climate variability and change creating increased demand for actionable weather, water and climate services and the consequent need for NMHSs to have the capacity to provide information and services addressing user needs particularly for resilience, disaster risk reduction (DRR), early warning systems (EWS) and policy development;
- Global agendas such as the 2030 Sustainable Development Goals, the Paris Agreement, the Sendai Framework that require sound science-based information products and services to be fulfilled;
- Advances in science and technologies extending the range of capabilities in the provision of weather, water and climate services (seamless provision of weather, climate and climate change services);
- Improved telecommunications that allow virtual connectivity enabling new approaches in working, including teleworking, video-conferencing and cloud computing;
- Widening capacity and technology gap between developed and developing countries in the provision of weather, water, and climate services;
- Growing involvement of the private sector in almost every area traditionally dealt with by public government agencies resulting in the need of public and private partnership;
- WMO Reform resulting in the establishment of the Infrastructure and the Services Commissions, the Research Board, the Scientific Advisory Panel, the Joint WMO-IOC Collaborative Board and various coordination panels and the consequent need of the regional associations to adopt structures and working mechanism in tandem with the WMO Reform.

4.4 Issues identified - Shortcomings for the effectiveness of the ROs (current format)

Today, global agenda is creating unprecedented demand for actionable, accessible and authoritative science-based information to help society tackle the issues posed by the 2030 sustainable development agenda, the Paris Agreement on climate change, the Sendai Framework for Disaster Risk Reduction, and other important agendas at global, regional and national levels. This requires Regional Offices to be more proactive and effective in supporting the regional associations and Members in the regions effectively implementing the WMO Strategic and Operating Plans; enabling availability, access and application weather, water and climate information products and services addressing the growing user needs.

There are a number of important challenges and current weaknesses in the way that Regional and Representative Offices function and the support they provide to the RAs as their primary source of support. These are, amongst others, gaps in substantive support, engagement and connection with the strategic initiatives identified as important by Congress and the Executive Council.

The challenges and weaknesses in the current way Regional Offices operate can be summarized as follows:

- Limitations in facilitating implementation of technical regulations and decisions of Congress and Executive Council by Members;
- Limitations in supporting implementation of key strategic priorities of the Organization by Members;
- Limitations in effectively identifying technical requirements and the capacity development needs of Members;
- Inadequate cooperation between Technical Departments and other Regional Offices (silo-operation);
- Limitations in the use of Member's information in planning regional priorities, monitoring and measuring progress of the capabilities of Members across the weather, water and climate services value chain (using quantitative key performance indicators);
- Limited visibility of WMO and NMHSs in the regions;
- Limitations in promoting effective and sustainable cooperation and partnerships with the UN development System, international and regional organizations, academia and the private sector;
- Limitations in promoting regional and inter-regional cooperation and exchange of successful or best practices;
- Limitations in mobilizing resources in support of Members including support in the preparation of funding proposals;
- Limitations in promoting stronger linkage between NMSs and NHSs;
- Limited data exchange due to under-investment and expensive communications infrastructure in developing countries.

At the same time, the heterogeneous nature of regions results in significant difference both politically and economically which need to be factored in, recognized and adjusted in the operation of the Regional and Representatives Offices for greater effectiveness.

4.5 Opportunities towards more effective Regional and Representative Offices

The effectiveness of the Regional Offices could be considerably improved by leveraging or tapping into existing opportunities as described below:

- More regular communication availing of advances in telecommunications for greater engagement of Members in support of the implementation of regional priorities;
- Engaging with regional political bodies to better understand and support regional needs;
- Enhanced usage of IT/Video conferencing to support more contacts with Members and RAs structures as well as for the organization of the work of experts and technical events with greater participation of experts;
- Regular induction courses and familiarization visits for PRs, senior managers and experts;
- Maximizing the benefit of the increased attention by governments, business and development partners to disasters of hydrometeorological origin to promote the role and contribution of MNHSs to resilience building, DRR, policy and strategy development;
- Demonstration of socio-economic benefits that can be derived from hydrometeorological products and services;
- Cooperation and partnerships with the private sector, academia to develop tailored and more accessible meteorological products and services;
- Use of the Country Profile Database to inform investments and support to Members by development partners (due to their own preferences and criteria) - impacting negatively on some of the least developed NMHSs;
- Opportunities for connections to important regional meetings such as CIMHET, League of Arab States, SIDS Pacific, EUMETNET, among other, to promote cooperation and regional activities;
- The allocation to the Regional Offices of additional technical staff.

Regional Offices are therefore required to be proactive to maximize the benefit of current and emerging opportunities with a view to position themselves in the best possible way in carrying out their activities but also maximize their efficiency and effectiveness.

5. Assessment of the effectiveness of the ROs

5.1 Functions (essential) for optimal functionality of the ROs

The present form of the guidelines on the role, responsibilities and operations of WMO Regional and Representative Offices cover broadly their basic functionalities. However, global drivers of socio-economic development such as the 2030 Agenda on Sustainable Development, the Paris Agreement on Climate Change, the Sendai Framework for Disaster Risk Reduction, regional and national agendas and priorities, and the implementation of WMO priorities approved by the WMO Congress require that additional efforts be undertaken to enable and adapt the Regional Offices to be in a position to respond. This should be done along with the employment of modern management techniques for a coherent sequencing between planning, monitoring, evaluation and employment of corrective measures if necessary.

Enhancing the efficiency and effectiveness of the work of the Regional Offices require on basis of the present activities a series of future additional actions to address the current shortcomings and opportunities as discussed above. These actions should include amongst others:

- **Partnerships and engagement with United Nations System:** Engagement with the United Nations System, Regional Economic Communities, regional organizations, and other international partners by participating actively in relevant issue-based coalitions of the United Nations Economic Commissions and high-level events organized by regional partners; stronger partnering with relevant regional and sub-regional partners, United Nations and specialized agencies and participation, in collaboration with relevant Departments/Offices, in the organization of joint meetings, seminars and conferences. Engaging regional political bodies to better understand and support regional needs. This role has become a high priority for WMO also due to the UN Reform 2017 (Implementation of General Assembly Resolution 71/243) in order to improve the functioning of the United Nations development system;
- **Policies:** Improve the coordination of meteorology and operational hydrology policies and practices in countries, and at the regional level especially towards the private sector, academia and research institutions;
- **Leverage important Meetings:** Use all possible opportunities for connections to important regional meetings such as CIMHET, League of Arab States, SIDS Pacific, EUMETNET, among other, to promote cooperation and regional activities;
- **Management:** The use of appropriate management and controlling techniques such as an ERP system, the development of milestones and measurable KPIs for the regional implementation plans, under the guidance of the presidents of the regional associations, in order to enable an effective review of the progress of the implementation of WMO Congress and Executive Council decisions and resolutions. The KPIs should be based upon coordinated working plans of the Regional

Associations, the Technical Commissions, the Research Board and the relevant departments of the Secretariat;

- **Decision making:** To find an effective form of coordination between the PRAs and the ROs a structure of meetings is necessary, where priorities, resources of staff time involved and necessary measures are defined, monitored and evaluated. The topics of these meetings have to be based on a workable WMO Strategic and Operating Plan which is developed in accordance with the other constituent bodies containing KPIs easy to evaluate. In this plan, activities both of the ROs, the RA and technical departments at headquarter have to be aligned and coordinated;
- **Events:** Assist and support the organization of ministerial and/or high-level events associated with the sessions of the regional associations and other WMO bodies at the appropriate time according to the expected results, focusing on hydrometeorological hazards and impacts, multi-hazard early warning systems, socioeconomic benefit studies to promote the role of NMHSs and the value of weather, water and climate services, and other strategic and important emerging issues, as appropriate and relevant to the Region;
- **Advocate Investments:** Advocate the needs and priorities of the regions to inform investments made by WMO partner organizations; Conduct and demonstrate socio-economic benefits that can be derived from the work of NMHSs;
- **Communication:** In order to foster a more focused internal and external communication about new developments, ongoing projects, best practices and success stories to learn from, additional resources should be devoted to communication together with a wider usage of existing and new electronic and conventional platforms and communication channels.
Conduct regular meetings between the WMO communications team and those of NMHS to assist with messaging and key information to be transmitted to different actors (government, society, private sector). Special care has to be taken of cultural differences, usually aligned along language groupings;
- **Member Info:** Regularly update Members on WMO-wide developments (key info from other Regional Associations, Technical Commissions or Research Board meetings) and progress on regional work programmes and seek feedback;
- **Institutional memory:** Maintain the institutional memory of RAs and keep historical records and ensure there is no information loss as a result of personnel turnovers;
- **Projects:** Assist Members, in collaboration with the relevant Technical Departments and following the WMO Resource Mobilization Strategy, with the formulation, preparation and implementation of regional, subregional and national cooperation activities and projects in meteorology and operational hydrology by strengthening the engagement of the private sector and academia by allowing participation, as associate members and/or observers, of regional industry bodies representing WMO stakeholders interests, e.g. regional farmers associations, association of air transporters, etc.

These roles together with the functions already undertaken are formulated and defined on the basis of the present guidelines as a proposal for updated guidelines in Annex 2.

5.2 Basic Structure and mechanisms for optimal functionality (staff structure)

Due to different areas and sizes of the regions, different states of development with resulting gaps in capacities of Members, the structures of the Regional Offices could differ from Region to Region. Despite these differences a basic structure needs to be implemented to discharge the essential functions of the Regional and Representative Offices based on the WMO Reform, the priorities defined by Congress and the necessary cooperation with the relevant departments at headquarter, cooperation and coordination with partner entities and key stakeholders. The structure will have to be evaluated periodically and could therefore change over time.

In order to achieve the work defined in the functions for the Regional Offices (5.1), the Office structure and the staff dedicated to different tasks and mechanisms of interaction with the regional associations and other relevant bodies of the WMO and partner organizations have to be adapted so that ROs are empowered to perform the required functionalities.

PRA's need to proactively work with the Regional Offices staff to agree on specific actions, and therefore also motivate RA Members to enhance their contributions to the regional business using the framework given by the Convention and the Regulations.

The work to be done by the ROs with their various priorities is defined by Congress and EC decisions and in more details by the Strategic and Operating Plan. A certain part is assigned to the support of the regional associations.

The staff compositions at the ROs should consider two key components:

Management component mainly responsible for:

- Organization and support to RA sessions, MG meetings and RAs substructures, cooperation with Members and partners, resource mobilization, advocacy and visibility of WMO and Member NMHS, liaison with PRA/VP, project planning and implementation;
- Facilitating national legislation, promoting societal / economic value of Met Services, regular Members communication, etc.

Composition: the Management component should consist of a head of the division, playing an appropriate political and policy role, 2 chief officers, responsible for each Region in ROs responsible for more than one Region e.g., RA II and RA V and RA III and RA IV and young technical support staff for each of them. In RA VI the management component is taken care of by the Director of the Regional Office.

Technical Component mainly responsible for:

- Technical database development and maintenance;
- Supporting RA technical bodies for facilitating regional technical development and collaborations;
- Support technical capacity (infrastructure, technical collaborations with regional technical partners) development.

Composition: the technical component should consist of a head of the division; 2 Technical Coordinators (Infrastructure and services, already available now); 1 Expert for database and

system maintenance. Some ROs staff composition may take into account considerations of regional differences & diversity and especially language abilities where this is necessary due to Member language abilities).

Staff level: the staff level proposed is based on the fact that communication of the Director of the Regional Office with other comparable staff in UN agencies should be done on the same level (D1). The technical team and the officers in the management component need a staff level corresponding to the increased challenges over the last years and the tasks to be undertaken in equivalence with other departments at headquarter and other UN agencies (see charts).

For Regional Offices covering just one Region a structure and reporting mechanism is proposed as follows:

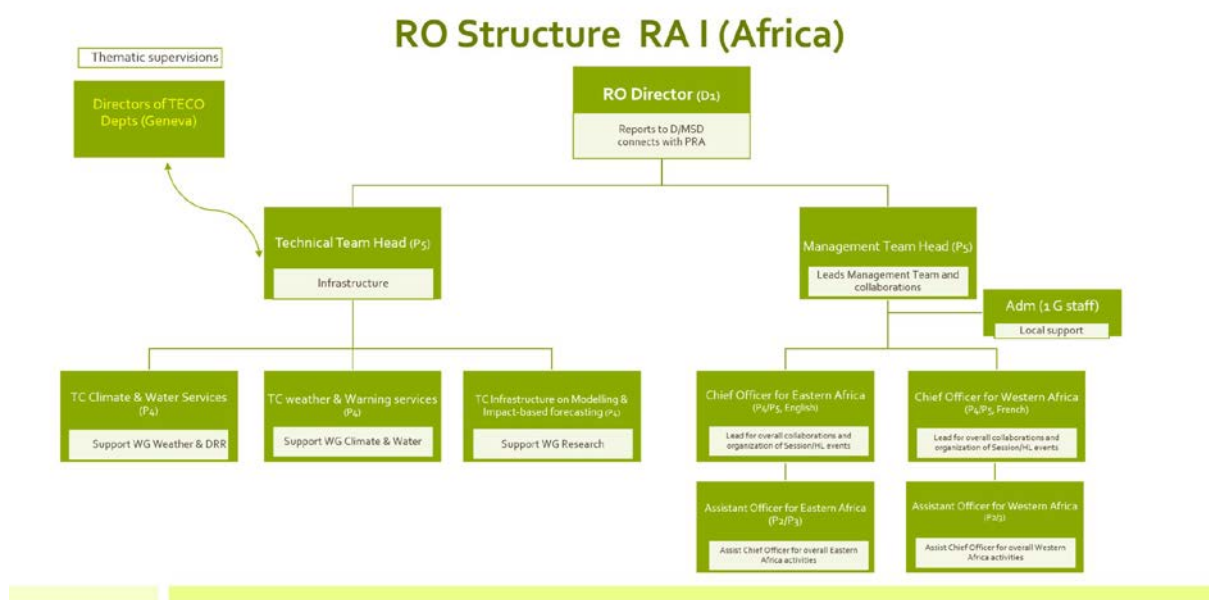


Chart 1 Proposed structure for the RO Africa

This is an example of a structure proposed for RO for Africa, which has a particularly large number of Members in LDC countries to support and large capacity gaps to address. Both in the Management and the Technical Division it will be necessary to have additional workforce to cope with the present problems at least on a temporary basis.

RO Structure

RA II / V (Asia / Pacific) and RA III (South America) / IV (North America, Central America and the Caribbean)

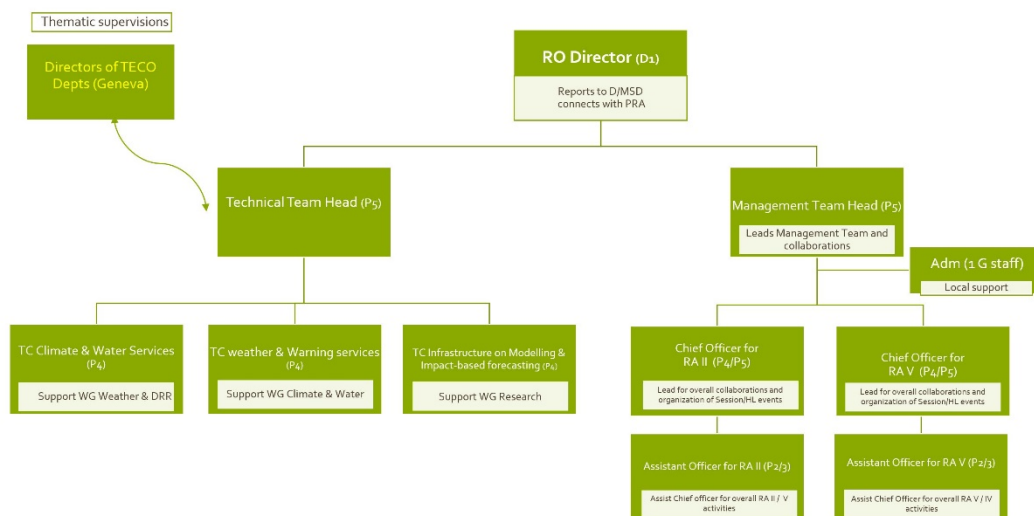


Chart 2 Proposed structure for the RO RA II / V (Asia / Pacific) and RA III (South America) / IV (North America, Central America and the Caribbean)

Both in RA II / V and RA III / IV the present offices care for two regions. In both cases the number of Members are approximately similar to those in RA I and RA VI and language and cultural differences require special attention from the Management division in order to keep close contact with Members and the ability to support the individual RAs and their sub regions.

RO Structure RA VI (Europe)

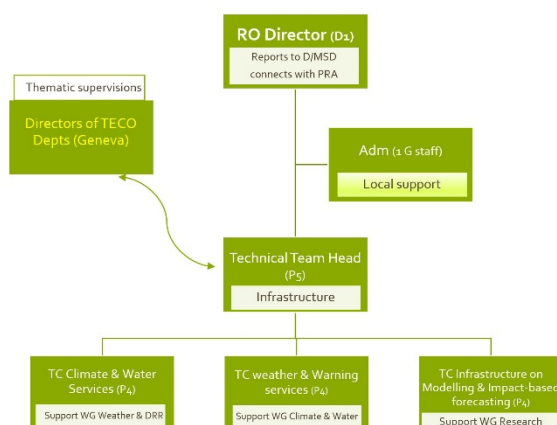


Chart 3 Proposed structure for the RO Europe

The RO for Europe would be slightly enlarged in comparison to its present state to care for the capacity building work to be done in the south-eastern parts of this region, but still be considerably smaller than the other ROs as overall capacity gaps of this Region are smaller than in the other regions. This results in the need of a relatively reduced managerial division.

Additional projects undertaken by Regional Offices

In all ROs projects undertaken by Secretariat can in certain cases, for the duration of the project, enlarge the number of staff employed. A well-functioning controlling mechanism with an ERP planning and monitoring system would secure that the staff and material resources of these projects are implemented according to their plans and remain resource-neutral to the other parts of the ROs and the Secretariat as a whole.

5.3 Nature of Regional and Representative Offices, Liaison Offices

When the WMO Secretariat established Regional Offices, the rationale was to bring it closer to Members in the various sub-regions. Where possible, offices were placed in places where there was strong support by the national government and where the location was close to sub-regional economic entities as was the case of Abuja, Nigeria where ECOWAS is located and Addis Ababa, Ethiopia where the African Union Commission is located.

The recent COVID-19 pandemic showed possibilities for maintaining systematic contacts and interactions with countries through the use of videoconferencing without the need of frequent travel, even if personal visits will still be needed for very specific matters.

Using these techniques more frequently than in the past, ROs can keep in permanent contact with Members and support them on many matters more efficiently when resources are concentrated and focused in single offices. In these cases, a closer interaction between the technical coordinators and the staff working in the management division becomes possible.

Focusing on the above opens the possibility of strengthening the Regional Offices by placing the staff of the Representative Office within the Regional Office with the following advantages:

- a. Stronger regional teams with more staff collaborating in addressing the issues of regions;
- b. Greater exchange and sharing of experiences among the officers responsible for each of the sub-regions;
- c. Dedicated staff (regional officers) responsible for specific sub-regions in permanent contact with their region travelling to the region when needed from the Regional office Headquarters;
- d. More efficient use of staff as there would be one centralized administrative support to the Regional Office. This would mean efficiency gains by reducing the administrative support needed for each of the Representative Offices;
- e. Resources saving as there would be only one office as opposed to various offices that requires a full range of services (administration, offices, drivers, etc.);

- f. Possibility of recruiting more technical staff to strengthen the Regional Offices making use of the saving from reduced administrative and other services.

To compensate a lack of sub-regional/representation, liaison officers could be placed in the offices of partners organizations in which case they would benefit from the services provided by the partner organization. This is already a very successful practice today with the liaison officers to the EU in Brussels and the UN agencies located in New York. Good communication and negotiating skills are an indispensable requirement for the staff profile of these posts to secure internal and external communication.

Permanent Representatives represent their Member country with WMO. If supported well with adequate material by the Regional Offices a stronger feedback mechanism of potential WMO support to their countries could be envisioned.

Another new and innovative collaborative mechanisms could be the establishment of co-sponsored offices between WMO and key regional partners (such as the African Union Commission with whom a situation room similar to the one existing at the WMO Secretariat could be established focusing on EWS, WMO-ESCAP could co-sponsor RA II/V office and the organization of major events or a WMO - AU cooperation focusing on early warnings). In these cases high level strategies would have to be underpinned by concrete expert level operational mechanisms of initiatives to demonstrate the mutual benefit and cost optimization.

Necessary technical and other preconditions for a successful location of Regional Offices:

- a. Good internet connections to Members and other partners to facilitate a stronger role of Video conferences and online webinars for the support of Members, information flow, training and all other Member related activities. The same conditions apply for the work with partner institutions. The large deficit of sufficient internet bandwidth in RA I could probably be overcome with the rollout of satellite-based services (like e.g. Starlink) which work independent from the presently overloaded low-bandwidth landlines.
- b. Most of the Regions stretch over several time zones, which poses limits to the interoperability of people, institutions and Members placed at different locations. A beforehand agreed flexibility to work on a certain number of days beyond a 9 to 5 schedule is therefore necessary and has to be part of an agreed working schedule. An agreement on teleworking for this and other purposes would also create the necessary flexibility.
- c. Liaison officers integrated in partner institutions can be an ideal way to learn how these institutions function, to provide know how on issues, which would be important to them but are not the main field of expertise of these institutions. Liaison officers could promote cooperation and collaboration in a more direct way. A clearly defined two directional flow of information with the relevant contact points in Secretariat and monitoring of achieved goals with a yearly evaluation are necessary preconditions to keep this type of investment on track with the strategic goals of WMO. See recommendation (1).

Summary

Challenges and opportunities for cooperation in the UN environment and technical possibilities have changed considerably in the last years. This creates opportunities to focus the work of the Regional Offices in more efficient centralized structures and at the same time liaise with UN and other agencies and organization through liaison officers.

5.4 Location of the Regional Offices

5.4.1 Criteria for the selection of countries for location of ROs

Up to now, the location of the Regional Offices has been dependent on offers made by governments to host the offices. Only the placement of liaison officers at the UN Headquarters in New York and at the EU Commission in Brussels has followed a different approach with the key objective of ensuring WMO connection with the entities where the officer is placed.

According to the guiding decisions of the Comprehensive Review of the WMO Regional Concept and approaches of WMO Extraordinary Congress (Cg-Ext 2021) "To enhance the engagement with the United Nations System, Regional Economic Communities, regional organizations, and other international partners" a closer cooperation with UN and other agencies is necessary and will increase the efficiency and effectiveness of the Regional Offices considerably.

To compare relative advantages of existing and possible future locations a matrix of different indicators has been used to compare locations of Regional Offices. These parameters have been grouped in 3 different categories: economy, effectiveness and efficiency. Special weight in this evaluation matrix was given to the possibilities of cooperation and collaboration with advocacy and RA linkages to high-level regional strategies, regional entities of UN Agencies, the private sector, academia and other research institutions.

Economy was assessed according to four given criteria, each of them rated on a scale of 1 to 4:

- DSA rate (for meeting participants) (as per January 2021);
- Salary Post Adjustment Multiplier (as of Jan 2021);
- Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost);
- Office running costs.

Effectiveness was assessed according to four given criteria, each of them rated on a scale of 1 to 4:

- Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions);
- Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation;

- Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, NGOs and/or major academic institutions;
- Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location (this topic was given 70% of the total weight in this grouping, as Resolution 8 (Cg-Ext(2021)) puts a special emphasis on the enhancement of the engagement with the United Nations system, regional economic communities, regional organizations, and other international partners).

Efficiency was assessed according to four given criteria, each of them rated on a scale of 1 to 4:

- Availability of international conference facilities, equipped with interpretation system;
- Communications and connectivity;
- Ease / Availability of local transportation (public and taxi / congestion travel time)
- Flight connectivity within the region;
- Human Development Index (staff quality of life);
- Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 – 4 being easiest);
- Political stability;
- Security threats index.

5.4.2 Key findings concerning the location of Regional Offices

5.4.2.1 Regional Association I, Africa

At present three locations are used by WMO in Africa: The headquarter of the Regional Office is situated in Addis Ababa (Ethiopia), two Representative Offices are based in Abuja (Nigeria) and Nairobi (Kenya). Representative Office in Bahrain is also active for Arab speaking countries within Regional Association I.

The Regional Office was relocated from Geneva to Addis Ababa in 2018 after an evaluation procedure which was the result of a competition of various countries for hosting this facility. The Representative Office in Abuja, Nigeria is responsible for 27 countries, five in North Africa, 15 in West Africa and seven in Central Africa. The Representative Office in Nairobi, Kenya covers 26 countries in Eastern and Southern Africa.

33 of the 57 African countries in RA I are at present LDCs according to UN list based on the factors of poverty, human resource weakness and economic vulnerability. Civil strife is at present happening in 5 African countries, hindering any development or infrastructure constructions considerably.

UN presence and other international agencies:

Nairobi, Kenya and Addis Ababa, Ethiopia are the main centres of activity. The United Nations Office at Nairobi is the UN's Headquarters in Africa. The UN Environment Programme (UNEP) and the UN Human Settlements Programme (UN-HABITAT) also have their main offices in Nairobi. The mission of the UN Environment Programme is to provide leadership and encourage partnership in caring for the environment. It is a lead UN actor in the fight to adapt to and mitigate climate change. UN-HABITAT supports countries to improve living conditions for all through sustainable urbanization.

Addis Ababa, Ethiopia

The Economic Commission for Africa in Addis Ababa is made up of 54 Member States from the region. It is the only UN agency mandated to operate at the regional and sub-regional levels to harness resources and bring them to bear on Africa's priorities. In addition to its headquarters office in Addis Ababa, the ECA has sub-regional offices for Central Africa (in Yaoundé, Cameroon), Eastern Africa (Kigali, Rwanda), North Africa (Rabat, Morocco), Southern Africa (Lusaka, Zambia) and West Africa (Niamey, Niger). UNDP Regional Bureau for Africa (RBA) has a Regional Service Centre based in Addis Ababa. The African Union (AU) a continental body consisting of 55 Member states is located in Addis Ababa and engages more than before in situational awareness concerning hydrometeorological conditions.

The African Development Bank is located in Abidjan, Cote d'Ivoire, the Economic Community of West African States (ECOWAS) in Abuja, Nigeria.

Conclusion

Overall Efficiency is the sum of Economy, Effectiveness and Efficiency. In this comparison Nairobi, Kenya would, by a small difference, be rated best. The best way to take further decisions would be a selection between possible options:

Option 1 would be a co-location and/or cosponsored joint location with the African Union in Addis Ababa. Main advantage would be the closer interaction with the African Union and ECA with possible stronger mutual support in form of know-how, expertise, and resources. In this case a liaison officer in Nairobi, Kenya at the UNEP headquarter would be meaningful and necessary.

Option 2 would be a co-location with UNEP in Nairobi to achieve a higher degree of interaction with all UNEP activities in Africa. Advantage would be to benefit from the higher degree of overall efficiency of this location, as shown by the detailed analysis. In the case of using this option a liaison officer at African Union would be necessary in Addis Ababa.

A location within UN compounds would be very recommendable, but probably come with higher costs than at present. In order to make an informed decision between a location in Addis Ababa or Nairobi cost implications and possible government support of locating the RAF in UN compounds would have to be assessed and negotiated.

The detailed analysis can be found in Annex 3 (Location assessment) and Annex 4 (Location Score details)

In case of a relocation of the RAF to Nairobi a liaison officer at the African Union in Addis Ababa, Ethiopia should keep close contact to the African Union and be embedded in its activities with

hydromet activities as much as possible especially for the field of early warning systems. This would also allow to keep close contact with Economic Commission for Africa.

Attention has to be given to French and Arab speaking experts in RO to keep close interaction and contact with West and North African Members. This would have to be negotiated with the national and local government.

As explained under 5.3 it would be recommendable to move and integrate Representative Offices into the Regional Offices locations. Considering the stronger than in the past cooperation with other UN agencies the comparison of possible locations shows the following advantages and disadvantages for each of them:

Location	Advantage	Disadvantage	Possible Mitigation
Addis Ababa, Ethiopia	Location of African Union and ECA	Lack of direct interaction with regional UN hub in Nairobi	Possible relocation to Nairobi depending on the outcome of cost assessment and negotiations. In case of relocation to Nairobi co-sponsored or embedded liaison officer at AU
Nairobi, Kenya	Best rating in overall efficiency Regional UN hub	Possibly different costs for location at UN compound in comparison to present costs.	Cost savings could be achieved in the case of Representative Offices being merged into one Regional Office Possible support from Kenya government. Costs would have to be assessed and negotiated before a decision is taken. In order to connect well with AU and ECA liaison officer in Addis Ababa would be mandatory
Abuja, Nigeria	Existing Representative Office	Lack of focused interaction with RO Addis Ababa	Merging into the Regional Office French speaking experts in RO to keep close interaction and contact with West African Members.

5.4.2.2 Regional Association II and V, Asia and Pacific

The Asia Region (RA II) has at present 35 Members and covers a very diverse region with different ecosystems, climatic conditions and different states of economic development. Cultural differences are large in comparison to other WMO regions.

The South West Pacific Region (RA V) covers a very large, but sparsely populated geographical area with extreme weather conditions like tropical cyclones, typhoons, severe thunderstorms and droughts. For GBON the conditions are specially challenging, as the scarcity of ground observations in comparison to population is particularly large in the Pacific region.

Both regions are covered by only one Regional Office RAP (Regional Office for Asia and the South West Pacific) located in Singapore, which according to its ToR has to “promote interregional coordination between regional associations II and V”.

The Inter-Regional Office for the Arab Region, located in Manama, Bahrain covers the Member countries Bahrain, Iraq, Iran, Kuwait, Oman, Qatar, Saudi Arabia, the United Arab Emirates and Yemen. In the tasks concerning Arab speaking countries its work overlaps with the neighboring WMO Regional Offices of RA I (Africa) and RA VI (Europe).

The Representative Office for South-West Pacific located in Apia, Samoa is hosted by the Secretariat of the Pacific Regional Environment Programme (SPREP). It is part of the WMO Regional Office for Asia and the South-West Pacific located in Singapore. The Pacific region comprises 15 Small Island Developing States (SIDS) and five Least Developed Countries (LDCs).

WMO presence in these two regions is not directly connected to the areas of the regional associations, as the Office in Singapore covers two regions and the office in Bahrain works also for linguistically associated areas in RA I and RA VI.

UN presence and other international agencies:

Bangkok, Thailand is home to the Economic and Social Commission for Asia and the Pacific (ESCAP), the UN Women Regional Office for Asia and the Pacific, United Nations Office for the Coordination of Humanitarian Affairs (OCHA) part of the UN Secretariat, who supports countries and territories in Asia and the Pacific. UN- OCHA has Regional Offices in Fiji and Thailand. Bangkok, Thailand is also the location of the regional hub of the Food and Agricultural Organization of the United Nations (FAO) and the Association of Southeast Asian Nations (ASEAN), a regional intergovernmental organization

The FAO sub-regional office in the Pacific is in Apia, Samoa. Tokyo, Japan, hosts the United Nations University. World Health Organization (WHO) works in the South-East Asia region and the Western Pacific region. The WHO Regional Office for South-East Asia is located in New Delhi, India. The WHO Regional Office for West Pacific is located in Manila, the Philippines.

The Green Climate Fund (GCF) is headquartered in Songdo, Republic of Korea.

The Asian Development Bank (ADB), an international development finance institution is headquartered in Manila, Philippines. The Presidents of the Micronesian Presidents Summit agreed in 2019 that the Federated States of Micronesia (FSM) would host the new United Nations Multi-Country Office based in Pohnpei State. The United Nations Multi-Country Office will centralize the services provided to the FSM, the Republic of Palau, the Republic of the Marshall Islands, the Republic of Nauru, and the Republic of Kiribati.

The League of Arab States is a regional organization in the Arab world in Africa and Western Asia. The League of Arab States has 22 Members which span across WMO Regions I, II and VI headquartered in Cairo, Egypt.

As explained under 5.3 it would in this case be recommendable to move and integrate the one person of the Representative office in Bahrain to Cairo as a liaison officer to the League of the Arab States in order to achieve a closer interaction and have its line of responsibility to the Regional Office for Africa. Special attention should be given to language barriers, the lack of Russian speaking experts should be mitigated by setting this as a staff profile criteria for at least one of the experts working at the Regional Office.

Considering the stronger than in the past cooperation with other UN agencies the comparison of possible locations shows the following advantages and disadvantages for each of them:

Location	Advantage	Disadvantage	Possible Mitigation
Bahrain	Location in an Arab speaking country	Lack of direct interaction with regional League of Arab States	Relocation to Cairo as a liaison officer with the League of Arab States
Singapore	Best rating in overall efficiency	No Regional UN hub located in Singapore	As regional UN hubs for these regions are mostly, but not all in Bangkok special attention should be given to interact and place liaison officers in Bangkok at least for temporary durations of UN related projects
Samoa	Existing Representative Office, working within the time zone of the Pacific	Low connectivity, difficulties to connect with other regions and headquarter due to opposite time zone	Special care has to be taken to integrate this Representative Office into the operation schedules of the Regional Office in Singapore due to the large differences in local time.

Conclusion

Samoa scores best in the criteria Economy and Effectiveness, Singapore in Overall Efficiency. Bahrain has the smallest overall score. RA II and RA V combined have the largest time zone difference of all Member countries. As working across very different time zones can be a serious impediment, it does make sense to keep both the Singapore office and the Samoa Representative

Office at their place and to take care of the Members in both regions in close geographical and time zone distance.

The representative Office in Bahrain could improve its liaison with the Arab League considerably by being located in Cairo, the seat of the Arab League itself. An arrangement similar to the proposal of an African Union liaison person would be the most efficient one.

5.4.2.3 Regional Association III and IV, Americas

The Regions III (South America) and IV (North America, Central America and the Caribbean) are served by one Regional Office for the Americas (RAM) in Asuncion, Paraguay with an additional Representative Office for North America, Central America and the Caribbean located in San Jose, Costa Rica.

The two regions contain countries in various state of development and differ very much in climatic conditions, stretching from polar regions to the equator and are prone to a variety of extreme weather and climate conditions like hurricanes, droughts, flooding and landslides, wildfire and extreme precipitation.

Both WMO Regional and Representative Offices are located at present with the National Meteorological Services of the host countries.

A WMO liaison office is located in New York, USA.

UN presence and other international agencies

UN Secretariat and headquarters of funds and Programme are located in New York. One of the centres of UN activity in South America is Santiago, Chile, home to the Economic Commission for Latin America and the Caribbean (ECLAC).

In Paraguay there are 20 UN agencies with representatives and several regional organizations like Organization of American States, Inter-American Development Bank (IADB), Development Bank for the Americas (CAF) and others.

The ICAO regional office is located in Lima, Perú, UNESCO-IHP regional office in Montevideo, Uruguay, CIC (Intergovernmental coordinator committee of La Plata Basin) in Buenos Aires, FAO regional office and Economic Commission for Latin America (ECLAC) in Santiago, Chile, CAF regional office in Caracas, Venezuela.

In Panamá, several UN regional hubs are located: UNEP, UNDRR, UNDP, and UNFCCC. World Health Organization (WHO) works in nearly all countries in the Americas. Its regional office for the Americas is located in Washington DC (United States).

Location	Advantage	Disadvantage	Possible Mitigation
San Jose, Costa Rica	Existing Representative Office serving mostly English speaking countries	Limited interaction with RO for the Americas	Relocation of the Representative Office to the office for the Americas in Panama or Santiago.
Asuncion, Paraguay	Strong support by government of Paraguay	No Regional UN hub located in Asuncion	Relocation to Panama City or Santiago
Panama City, Panama	Regional UN hub Possible cooperation with the regional hubs of UNEP, UNDRR, UNDP, UNFCCC	Possible higher costs of a location at UN compound	Government support to be negotiated. Special care has to be taken for the Spanish / English speaking parts of the Americas Liaison officer e.g. at UNEP if Option 2 is chosen
Santiago, Chile	Location in Santiago, Chile would facilitate a closer interaction with ECLAC	Costs of location at UN compound No WMO presentation at present	Government support to be negotiated. Liaison officer at ECLAC if Option 1 is chosen

Conclusion

The overall efficiency shows that Panama would be best suited for a Regional Office location in the Americas with Santiago, Chile in a similar range. If a closer liaison and interaction with other UN organization is in the future more important than before, alternative locations of either Panama or Chile should be considered.

For the location of the Regional Office for the Americas two options are to be considered:

Option 1 would be to select Panama City as location and to integrate all activities of the Region there. This would have the advantage of additional synergies with UN regional hubs and the programmes carried out in this region. In this case a liaison officer in Santiago, Chile would be necessary to keep close contact with the regional UN hubs located in Santiago.

Option 2 would be a location of the RAM in Santiago, Chile, the seat of ECLAC and other regional UN hubs. A liaison officer in Panama at the UN regional hubs would care for a close connection to the UN and other activities being undertaken from there.

In both cases cost implication of locating the RAM in UN compounds would have to be assessed and negotiated, also concerning possible government support. In all locations language skills both in English and at least Spanish have to be part of the profiles of staff in order to serve various cultures well.

5.4.2.4 Regional Association VI, Europe

The RO for RA VI is located at the WMO headquarters in Geneva with a temporary one-person project office in Zagreb, serving the ongoing series of the SEE-MHEWS projects. This office should be kept operational as long as the projects are ongoing. Considering the centralization of Regional Offices in the other regions it does not make sense to relocate or decentralize the RO in this Region, considering the high efficiency this RO has obtained with a minimum of staff in comparison to the other ROs.

5.4.2.5 Liaison Officers Brussels, New York

The liaison officer in Brussels at the EU, co-sponsored with EUMETSAT and ECMWF is a perfect example of how resource - efficient a co-sponsoring scheme can be undertaken together with other key partners. Due to the global activities of the European Union its line or report should like the liaison officer in New York remain with Cabinet Office of the Secretary-General.

6. Key findings

The interviews conducted with presidents of regional associations, presidents of technical commissions and the Research Board, Executive Management and directors of departments, visits to Regional Offices and analysis of available material like the Strategic and Operating plan lead to the following points which require specific attention:

1. Locations: Housing the Regional Offices at NHMS institutions and the lack of co-location and direct interaction and liaison with UN regional hubs causes missed opportunities of cooperation and creation of synergies with potential partners who invest large resources in the field of meteorology and hydrology.
Representative Offices are at present taking care of cultural and economic circles in their surroundings but could increase the overall efficiency of the work in the regions if co - located with the Regional Offices themselves and liaison officers were placed at institutions important for the work of WMO.
In order to achieve a closer interaction with UN agencies and other regional or international institutions Liaison Offices and officers would create opportunities for direct interaction, exchange of ideas, know-how and increase the visibility of WMO in these institutions.
2. The present structure of the Regional Offices has only partly implemented elements of the WMO Reform. First steps have been made with the recruitment of technical coordinators. This concept needs to be followed through to cover important areas as suggested in section 5.2. Regional Offices need a strengthened Management Division, which provides support to the Presidents of regional associations, help to facilitate national legislation, promote societal / economic value of Hydromet Services and take care of regular communication to Members and other stakeholders. Stronger interaction with the private sector and academia needs attention and efforts.

3. Lack of language abilities in some Regional Offices is hindering direct interaction with Members and partners in different cultural circles in those regions where more than one language is spoken.
4. The number of staff needs adaptation to the present challenges and the tasks being given to Regional Offices as a result of the WMO Reform and emerging needs as discussed above. The detailed numbers for the present situations are given under 5.2 (Basic Structure and mechanisms for the optimal functionality of the Regional Offices (staff structure))
5. Matrix Management approach (with clear Rules of Procedures) for the interaction between technical departments, the regional associations and their Presidents vs the Regional Offices with clear lines of responsibilities and accountability is critically needed.
6. Fully used modern managerial techniques as controlling with an integrated ERP systems, a coherent planning, monitoring and evaluation process including financial transparency for all actors involved are at present only partly existing and should be implemented at Secretariat and not only at the Regional Offices.
7. Internal and external communication needs improvement and additional resources in order to keep all partners informed about activities, mechanisms of work and to increase the visibility of WMO.

7. Recommendations

In order to make use of the full potential of the Regional Offices the following measures are proposed according to the key findings:

1	Locations	<p>A stronger liaison with other UN agencies and development organizations as decided by Congress would create synergies, help WMO to pursue its goals and targets and increase its overall efficiency. The ROs play an essential role in this regard.</p> <p>RA I:</p> <p>The analysis of the present locations of the ROs shows Nairobi to be a slightly better suited location for the RA I to interact with the UN regional hub. Very close in rating is Addis Ababa with important connections to AU and ECA.</p> <p>Two options have been presented to take an informed decision depending on the assessment of real costs and negotiations for possible government support and cooperation possibilities.</p> <p>In both options care has therefore to be taken to keep close interaction with the African Union and the Economic Commission for Africa in Addis Ababa, or with UNEP in Nairobi which could be done via embedded liaison experts. Merging the Representative Office from Abuja and</p>
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		<p>Nairobi with a future Regional Office for Africa would create synergies and increase interaction. Further details under 5.4.2.1</p> <p>RA II and RA V Despite not being an UN regional hub, Singapore shows to be the most overall efficient location for these two regions. An embedded liaison officer in Bangkok would be an efficient way to keep close contact and interaction with ESCAP etc. Maintaining Samoa as subregional location would cover the large time differences this office has to take care of. Moving the present Bahrain location to Cairo, the seat of the League of the Arab States would secure a closer contact to this institution. Further details under 5.4.2.2</p> <p>RA III and RA IV Two options have been presented for either Panama or Santiago as location for the RAM. Choosing Panama City as location for the Regional Office and integrating all activities of the Region there would have the advantage of additional synergies with UN agencies and the programmes carried out in this region. Choosing Santiago as a location with closer cooperation with ECLAC and other UN agencies located there would also benefit the work of RAM. In both cases liaison officers embedded in the location not chosen would mitigate the possible loss of potentially very valuable interaction. Costs for both locations would have to be assessed and negotiated to take an informed decision. Further details under 5.4.2.3</p>
2	Structure of the ROs	<p>To make full use and benefit from the WMO Reform a structure containing a technical and managerial division would define and focus the roles and responsibilities within the Regional Offices. It is important that the technical coordinators have the technical expertise and work as a close team, reflecting all parts of the value chain and keep close contact with the relevant departments and technical commissions and the Research Board. The managerial division, taking care of liaising with the PRAs, resource mobilization, communication and interaction with the private sector and academia has a critical role in the matrix management.</p>
3	Cultural and language differences	<p>With centralized Regional Offices special care has to be taken of cultural and language differences, usually aligned along language groupings. Direct contact to Members in these grouping can only be achieved if the language abilities of the staff in ROs reflect this necessity. Staff policy has to be more than presently gender and diversity oriented in order to gain a variety of different perspectives, increase creativity achieve higher employee engagement, thereby reaching out to Members and society more effectively.</p>
4	Number and competences of staff at ROs	<p>In comparison to the present number of staff located in Ros, in most cases, the numbers would have to be increased to meet today's challenges. In those cases where present numbers are higher than in the structures as proposed under 5.2, an evaluation of each single post has to be conducted along the priorities of the Strategic and Operating</p>

		plan showing the necessary qualifications for these posts. For the implementation of additional projects at least additional temporary staff would be required.
5	Matrix Management	<p>ROs are of a pivotal role between the Regional Associations, Technical Commissions and the Secretariat. This construction requires a matrix approach as a framework and the ability and willingness to operate constructively on the basis of the principle that solutions to problems between different actors are the easiest to be found at lowest levels of hierarchies with a (rarely to be used) possibility of escalation to higher levels if necessary.</p> <p>Therefore, a series of regular meetings is necessary (and should be continued if already implemented) for an effective and time saving close interaction and oversight by the PRA concerning the elements of support by the ROs towards the regional associations based on the Operating Plan:</p> <ul style="list-style-type: none"> • President – (vice)president of regional associations – presidents of technical commissions- Secretary-General – Director of the f Member Services and Development Department – Directors of technical departments for strategic topics (formulating goals) (quarterly all RAs) • Presidents of regional associations – Directors of Regional Offices – Director of the Member Services and Development Department - – Directors of technical departments for operational topics and implementation (monthly, per RA) • Technical Coordinators - Director of the Member Services and Development Department for operational/strategic topics (monthly, all RAs) • UN, EU, UN-Bangkok, Arab League, ECLAC, liaison points with Directors of Regional Offices – Director of Member Services and Development Department - Directors of technical departments (monthly) <p>Some of meetings take already place and should be kept as deemed appropriate. All meetings with a clear agenda and short, but mandatory output and/or instructions. Protocols can include changes of the operating plan if necessary.</p> <p>Implementation of WIS/WIGOS could be taken as an example how this implementation should be conducted, monitored and evaluated step by step to refine the matrix management process further on.</p>
6	Managerial techniques	<p>Decisions at Congress should be taken with clearly defined financial implications. This provides SG with the essential information what can be done with which priority within the financial envelope of Member contributions and present financial state of Secretariat.</p> <p>The connection of the Operating Plan with adequate financing details (especially staff costs involved) using an integrated ERP system will lead to a cost conscious decision of “Who is doing What” between departments including the necessary financial transparency.</p> <p>Workable KPIs, plus adequate monthly and yearly monitoring and evaluation for decision-making are essential elements which need to be done at detailed levels to be meaningfully aggregated. The approval of</p>

		these reports are the responsibility of the Member Services and Development Department.
7	Communication	<p>Providing Regional Offices, but also Members with the relevant and well-structured material is an extremely necessary job which requires additional resources. An easy to use, well-structured website has to be first priority. The website material can then be used also for other formats of communication.</p> <p>New PRs should be provided by their Regional Office with info material which summarizes the most important “How to use and contribute to WMO” facts and rules.</p>

8. [Annexes](#)

Annex 1: Acronyms

Annex 2: Proposal for updated and amended guidelines

Annex 3: Location Assessment

Annex 4: Location Score Details

Annex 5: Meeting structures

Annex 6: List of interviewees

Annex 7: Sources of Scoring Data

8.1 Annex 1 Acronyms

ADB	Asian Development Bank
ASEAN	Association of Southeast Asian Nations
AU	The African Union
Cg	Congress
CIMHET	Ibero-American Network of Climate Change Offices
CPI	Consumer Price Index
DSA	Daily Subsistence Allowance
D/MS	Director Member Services and Development Department
DRO	Director of Regional Office
DRR	Disaster Risk Reduction
ECA	The Economic Commission for Africa
ECLAC	Economic Commission for Latin America and the Caribbean
ECMWF	European Centre for Medium Range Weather Forecast
ERP	Enterprise Resource Program
ESA	European Space Agency
ESCAP	Economic and Social Commission for Asia and the Pacific
ESCWA	Economic and Social Commission for Western Asia
EU	European Union
EUMETNET	European National Met Services and the European
EUMETSAT	Organization for the Exploitation of Meteorological Satellites
EWS	Early Warning Systems
FAO	Food and Agricultural Organization of the United Nations
FSM	Federated States of Micronesia
GCC	Gulf Cooperation Council
IATA	International Air Transport Association
INGOs	International Non-governmental Organizations
IOC	Intergovernmental Oceanographic Commission of UNESCO
IRO	Inter-Regional Office
KPI	Key Performance Indicator
LDCs	Least Developed Countries
MERCOSUR	Southern Common Market
MG	Management Group of regional associations
NCAC	WMO Office for North America, Central America and the Caribbean
NCWA	North, Central and West Africa
NMHS	National Meteorological and Hydrological Services
OAS	Organization of American States
OEI	Organization of Ibero-American States
PO	Project Office
PR	Permanent Representative
PRA	President of Regional Association
PTC	President of Technical Commission
RA	Regional Association
RAF	Regional Office for Africa
RAM	Regional Office for the Americas
RAP	Regional Office for Asia and the South-West Pacific
REO	Representative Office
RO	Regional Office
ROE	Regional Office for Europe
RRO	Regional Representative Office
TC	Technical Coordinator
TDDIR	Technical Department Director
ToR	Terms of Reference
SG	Secretary-General
SIDS	Small Island Developing States
SPREP	Secretariat of the Pacific Regional Environment Programme
SWP	South-West. Pacific
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environmental Programme

UNON	United Nations Office at Nairobi
VPRA	Vice President of Regional Association
UNS	The United Nations System
WIS	WMO Information System
WIGOS	WMO Integrated Observation System
WMO	World Meteorological Organization

8.2 Annex 2: Proposed updated and amended Guidelines

Ref.: 19281/2022-1.0 MS

GUIDELINES ON THE ROLE, RESPONSIBILITIES AND OPERATIONS OF WMO REGIONAL AND REPRESENTATIVE OFFICES

Scope and purpose

This 2022 version of WMO Guidelines on The Role and Operations of WMO Regional and Representative Offices, issued under the authority of WMO Secretary-General, details the role of the WMO Regional and Representative Field Offices and provides the framework for their operational policies and procedures.

It is intended to serve as a guide for all WMO staff, Members and Constituent Bodies as well as an introduction to WMO partners on the WMO Regional approach. The document is intended to foster a clearer understanding of the major principles guiding WMO presence in the regions by providing an overview of the role of the WMO Regional Offices as “front-line” to the WMO Members and their operations.

The Guidelines recognize that WMO priorities are Member driven and require a strong focus on nationally owned development priorities and results, and should reflect the guiding principles of national ownership, especially in relation to capacity development across all aspects of the weather, water and climate services value chains.

ROLE AND RESPONSIBILITIES OF WMO REGIONAL OFFICES

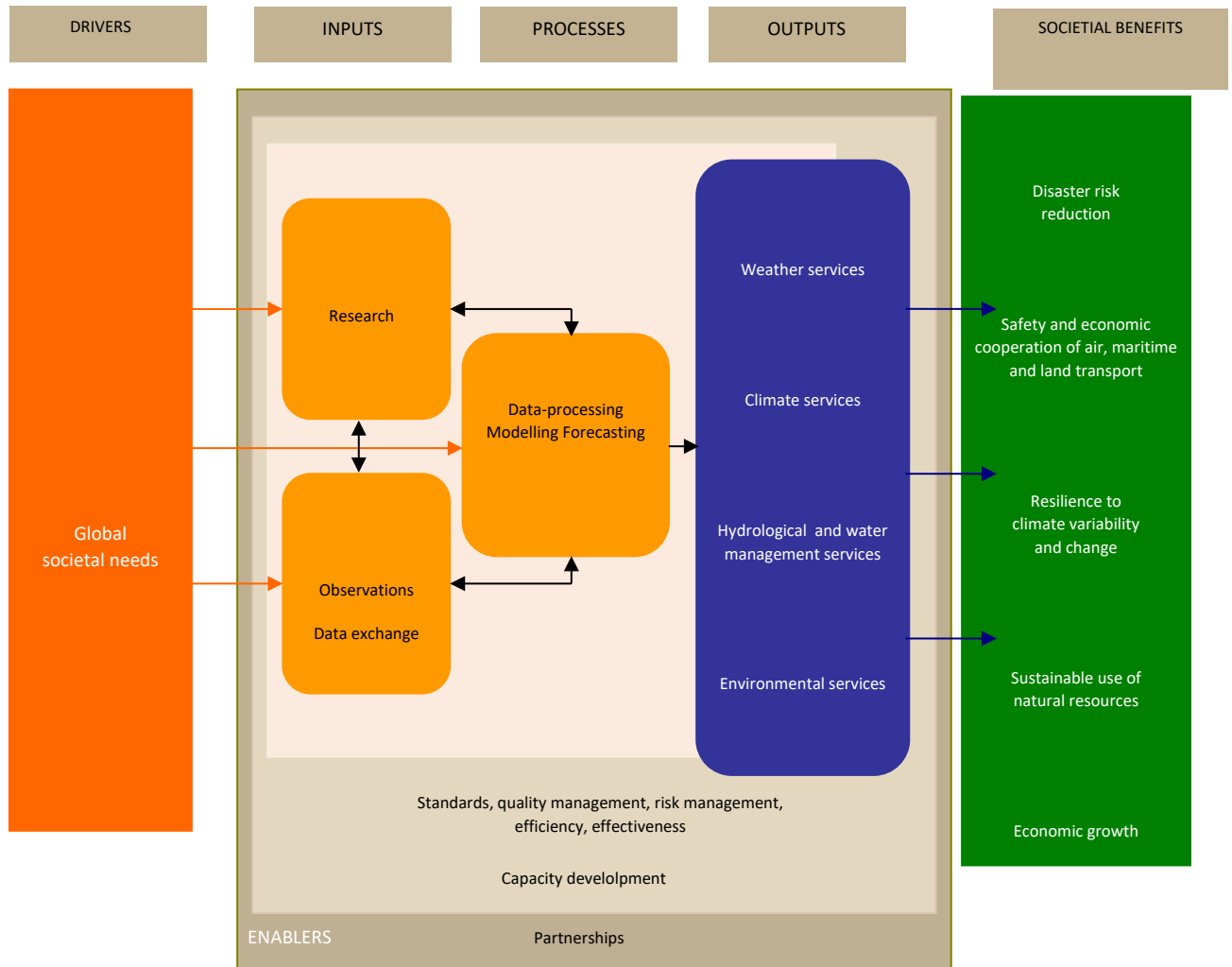
1. WHO ARE WE?

WMO is a specialized agency of the United Nations, with 193 Member States and Territories. It is the United Nations system’s authoritative voice on the state and behavior of the Earth’s atmosphere, its interaction with the land and oceans, the weather and climate it produces and the resulting distribution of water resources. Since its establishment in 1950, WMO has been central in facilitating international collaboration and cooperation for observations, data and knowledge exchange, setting standards, coordinating scientific and technical methods and capacity development for the benefit of its Members and their National Meteorological and Hydrological Services for the protection of lives, assets and livelihoods.

2. WMO VISION AND MISSION

The vision of WMO is:

By 2030, we see a world where all nations, especially the most vulnerable, are more resilient to the socioeconomic consequences of extreme weather, climate, water and other environmental events; and underpin their sustainable development through the best possible services, whether over land, at sea or in the air



The mission of WMO is:

- WMO works to facilitate worldwide cooperation in the design and delivery of meteorological services, foster the rapid exchange of meteorological information, advance the standardization of meteorological data, build cooperation between meteorological and hydrological services, encourage research and training in meteorology, and expand the use of meteorology to benefit other sectors such as aviation, shipping, agriculture and water management.

3. WMO STRATEGIC AND OPERATING PLAN AND ORGANISATIONAL GOVERNANCE

3.1 Strategic and Operational Plan

The Strategic Plan ([WMO No. 1225](#)) adopted by the Eighteenth World Meteorological Congress, in June 2019, sets the directions and priorities to guide the activities of the World Meteorological Organization (WMO) during 2020–2023 and up to 2030 to enable all Members to improve their information, products and services.

WMO's strategic and operational planning is built on the results-based management concept established by the fifteenth World Meteorological Congress as fundamental for managing the planning, budgeting, implementation, monitoring and reporting of WMO's programmatic work.

The WMO planning process is based on the following three interlinked components:

The [WMO Strategic Plan](#) articulates the high-level vision, mission, core values and overarching priorities of the Organization. It outlines a set of long-term goals and strategic objectives with a 2030 horizon as well as identifies areas of focus for the 2020-2023 financial period

The [WMO Operating Plan 2020-2023](#) translates the strategy into specific actions by defining outputs to be delivered (i.e. lower-level results) and annual milestones to be achieved. It also lists planned activities, indicates the resources available, and outlines performance indicators intended to measure progress in achieving the strategic objectives.

The WMO Results-based Budget (maximum expenditure approved by Congress) identifies resources for implementation of the Strategic Plan, including the functioning of constituent bodies and the Secretariat.

Risk management and quality assurance are embedded in both strategic and operational planning, as well as in monitoring and evaluation processes.

3.2 Governance

The governance of WMO is defined in the [WMO Basic Document No.1](#). The WMO reform approved new constituent bodies and coordination mechanism as depicted in Figure 1.

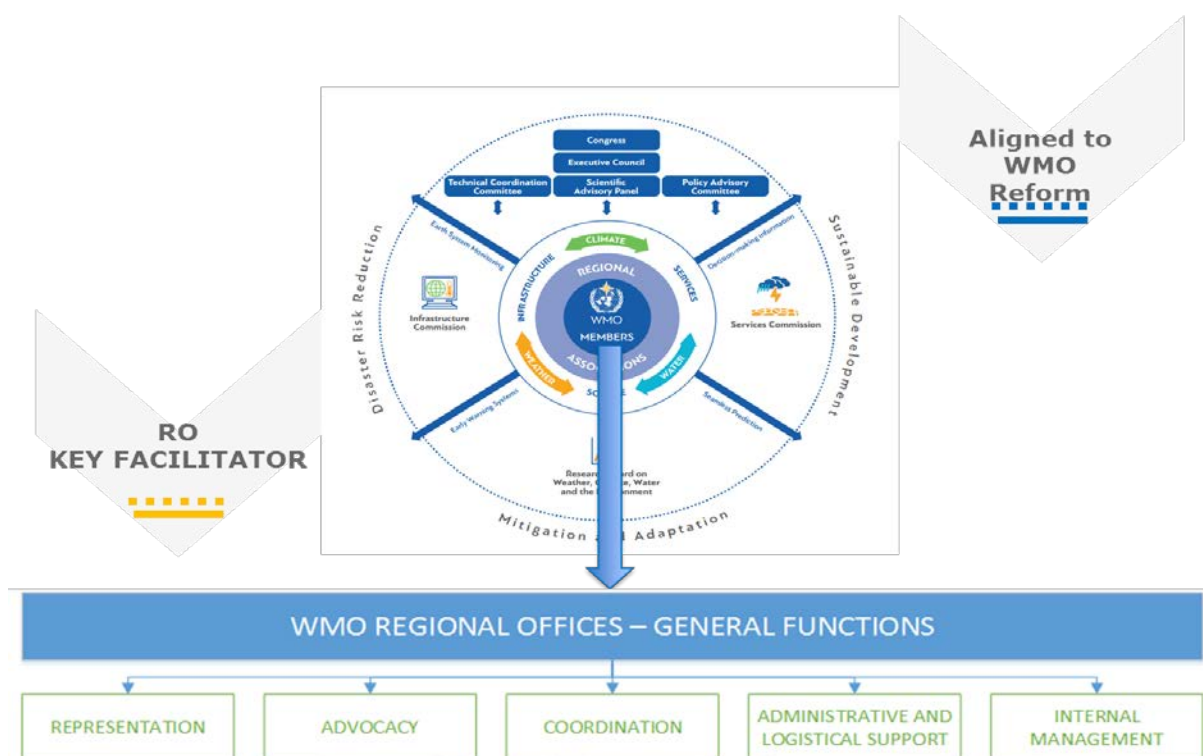


Figure 1. Governance structure showing the interface of the World Met Congress, EC, Technical Commissions and the Regional Offices, all aligned to the WMO Reform process

The World Meteorological Congress is the supreme body of WMO. It assembles delegates of Members once every four years to determine policies, regulations, coordination of activities, set the budget and appoint the Secretary-General and Executive Council Members.

The Executive Council, the executive body of the WMO implements decisions of Congress. It coordinates programmes, manages the budget, considers and acts on resolutions and recommendations from the Regional Associations and Technical Commissions, and studies and makes recommendations on matters affecting international meteorology and related activities. The Executive Council normally holds a session at least once a year, at a place and on a date to be determined by the President of the Organization after consultation with other members of the Council. Decisions are passed by a two-thirds majority vote.

In order to streamline the work of the Organization and aid decision-making, both the World Meteorological Congress and Executive Council have created advisory and coordination bodies. These include the Technical Coordination Committee, Policy Advisory Committee (PAC) and the Scientific Advisory Panel (SAP) and several panels as shown in **Figure 1**.

The Technical Coordination Committee (TCC) acts as a two-way interface between the Executive Council and the technical bodies of the Organizations: Technical Commissions, the Research Board, and other relevant bodies. The TCC ensures the coordination between these bodies and provides the necessary analytical information to inform Executive Council decisions on technical matters. The Committee oversees the level of coordination between the technical bodies and the regional associations to ensure that the technical work of the Organization is properly guided by the needs and priorities identified by Members.

The Policy Advisory Committee (PAC) advises the Executive Council on any matters concerning the strategy and policy of the Organization submitted to it by the Executive Council.

The Scientific Advisory Panel (SAP) draws up opinions and makes recommendations to Congress and to the Executive Council on matters concerning WMO research strategies and the optimal scientific directions to support the evolution of its mandate in weather, climate, water and related environmental and social sciences. The Panel provides forward-looking strategic advice on emerging challenges and opportunities.

3.3 WMO REGIONAL ASSOCIATIONS

The WMO Operating Plan is “regionalized” through the WMO regional associations and the work of their subsidiary bodies with specific outputs and activities at the regional level. The six regional associations of the WMO as shown below in **Figure 2** coordinate meteorological, hydrological, climatological and related activities of their Members with the support of the WMO Regional and Representative Offices. The WMO Operating Plan also guides the preparation of the WMO RROs work plans.

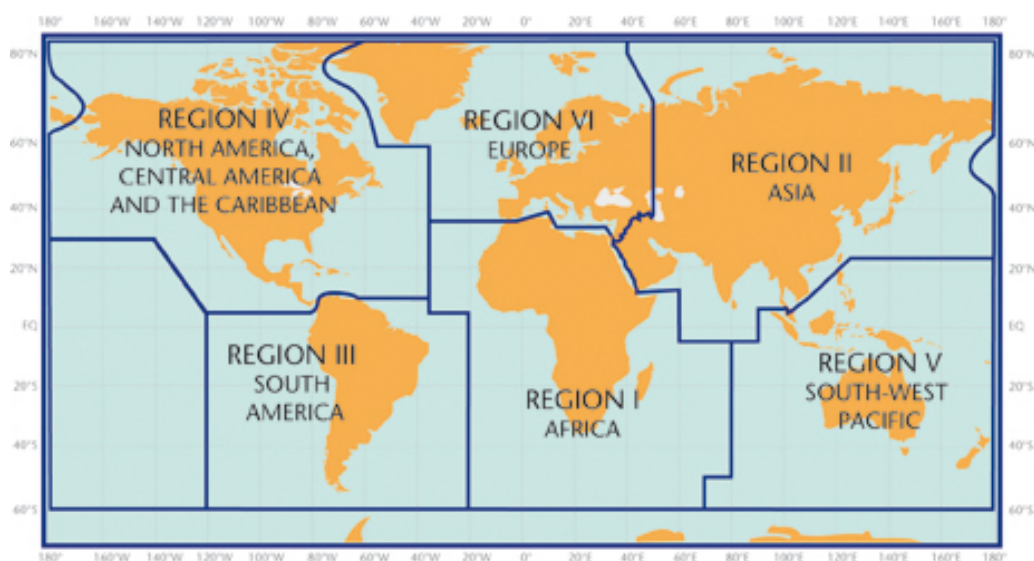


Figure 2. A figure depicting the (6) six WMO regional associations

In carrying out the functions specified in Article 18 (d) of the WMO Convention within the six defined geographical areas (regional associations), under the general guidance of Congress and the Executive Council and with support from the Secretariat, each Regional Association, in close coordination and collaboration with other WMO bodies, shall:

1. Coordinate and organize its Members' activities contributing to the implementation of the WMO operating plan to reflect agreed strategic priorities from a regional perspective and ensure the engagement of Members in focused activities aimed at achieving the expected results at regional and sub-regional level.

2. Ensure that WMO is visible and recognized in its Region, and engage stakeholders in regional initiatives and projects related to the strategic priorities of the Organization; facilitate the exchange the best practices to communicate the societal-economic benefits of effective meteorological services;
3. Promote institutional capacity-development of its Member and identify and address critical deficiencies for long-term sustainable modern meteorological services through the development of national strategic plans on meteorological services;
4. Identify technical requirements of members and regional bodies and communicate them to the WMO Technical Commissions;
5. Establishing regional networks and facilities based upon identified regional needs, in close coordination with the Technical Commissions and monitor their performance and foster the open sharing of data and technical expertise, and require corrective measures, as necessary
6. Build and promote cooperation and partnerships with relevant regional organizations, including the United Nations Regional Economic Commissions, other United Nations bodies, subregional organizations, development partners, non-governmental organizations and professional associations
7. Advocate, through the presidents, with regional political and economic entities and Members for the needed political and financial support to Members.

3.4 TECHNICAL COMMISSIONS

In accordance with the Convention, Congress established commissions consisting of technical experts, to study and make recommendations to Congress and the Executive Council on core standards, technology uptake, technical and scientific programme direction and substance.

The work of the Technical Commissions and regional associations needs to be strongly integrated to ensure coherence and that needs of the whole of the membership are reflected in the work of the Commissions as shown in **Figure 3**. Regional associations will be able to assure that technical solutions, standards and guidance developed by Technical Commissions can be implemented regionally through enhanced participation in and coordination with Technical Commissions. The Reform calls for a broader representation of national and regional experts in TC and for greater participation of TC in implementation by sharing expertise, providing assistance, building efficiency and through innovation.

Two Technical Commissions for Infrastructure and for Services and a Research Board were created by the Eighteenth World Meteorological Congress (June 2019) to replace the previous eight Commissions as part of a WMO Constituent Bodies Governance Reform.

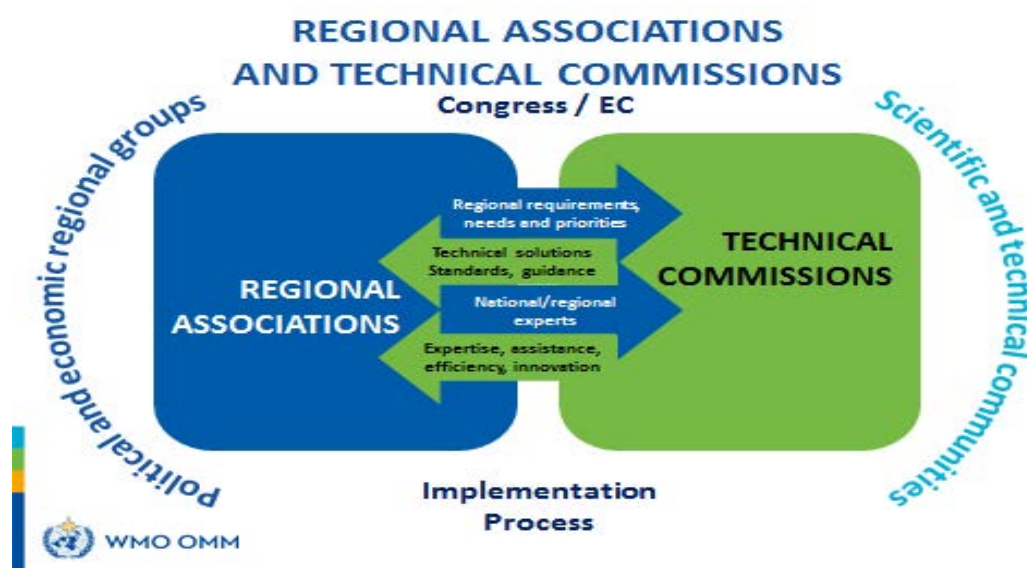


Figure 3: Schematic diagram highlighting the interface between the WMO regional associations and the Technical Commissions

4. WMO REGIONALIZATION

4.1 WMO regionalization through WMO representation

The WMO Department for Member Services and Development Department (MS) and its Regional and Representative Offices (RROs) supports the six WMO Regional Associations. The RROs are the organization's "front-line" and constitute a two-way communication between Members and the Secretariat. The RROs also facilitate expert assistance across the service delivery value chain, particularly for developing and Least Developed Countries (LDCs) and Small Island Developing States (SIDS) and Island Territories. The RROs also build partnerships with relevant regional and sub-regional organizations, inter-governmental and economic groupings.

The WMO Department of Member Services and Development Department (MS) and its RROs support the six WMO regional associations. The RROs are the organizations "front-line" and constitute a two-way communication between Members and the Secretariat. The RROs also facilitate expert assistance across the service delivery value chain, particularly for developing and Least Developed Countries (LCDs) and Small Island Developing States (SIDS) and Island Territories. The RROs also build partnerships with relevant regional and sub-regional organizations, inter-governmental and economic groupings. Furthermore, and in line with the regional reform, RROs are intended to increase WMO's responsiveness, effectiveness and efficiency in addressing Member needs and priorities. RROs are instrumental in the identification of regional needs, trends, challenges as well as opportunities for partnerships to leverage resources with other regional role-players, especially in light of the resource constraints.

WMO Regional Approach

The fundamental mission objective of WMO Regional and Representative Offices is to support the regionalization of the WMO Strategic and Operating Plans through the respective regional association and its working bodies and facilities for the benefit of regional Members and to best achieve the Organization's goals and objectives at the regional level.

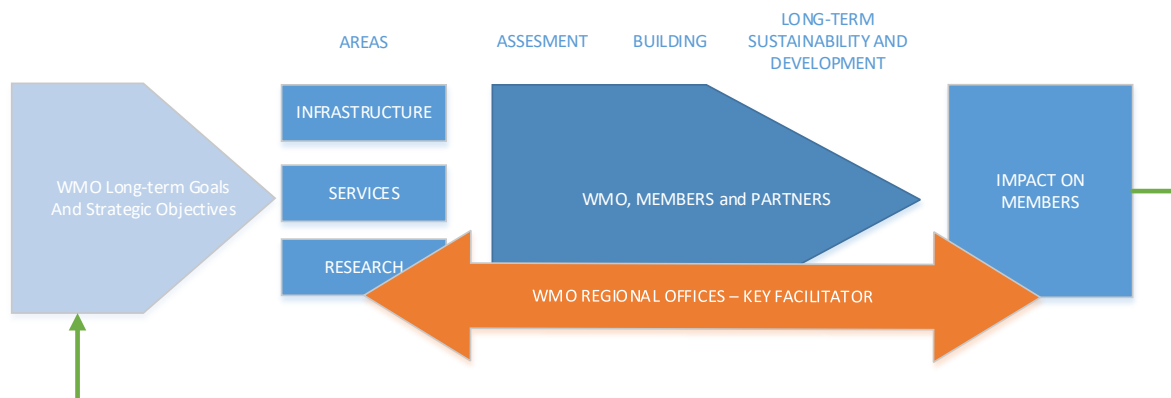


Figure 4. Connection of the Regional Offices, Technical Commissions and Members in support of the WMO strategic Plan and Members

5. REGIONAL AND REPRESENTATIVE OFFICE RESPONSIBILITIES

5.1 General Functions

In order for WMO RROs to fulfil their mission and outputs defined in the WMO Strategic and Operational Plan, the following general functions as depicted in Figure 1, are defined:

A. REPRESENTATIONAL ROLE

REPRESENT WMO SECRETARIAT IN THE REGION

1. Act as WMO Secretariat Focal Point in the Region and advise Members on the WMO long-term goals, strategic objectives and high-priority activities of the Organization, such as those emanating from the follow-up to major WMO Conferences and other relevant global and regional Conferences.

REPRESENT REGION TO WMO SECRETARIAT

2. Act as Regional Focal Point to WMO Headquarters by coordinating with Members to provide information on the state of meteorology, operational Hydrology and other related geophysical disciplines in the Region (s) in general , and in the individual Member countries, in particular. In this regard the RROs will monitor and maintain an up-to-date data base of country profiles within their respective regions

3. Facilitate the contribution of regional associations to the WMO Strategic and Operating Plans to reflect agreed strategic priorities from a regional perspective

B. ADVOCACY/VISIBILITY

1. Ensure WMO visibility and recognition in the Region by liaising and partnering with relevant regional and sub-regional partners, United Nations and specialized agencies and participate, in collaboration with relevant Departments/Offices, in the organization of joint meetings, seminars and conferences. Engaging regional political bodies to better understand and support regional needs.
This role has become a high priority for WMO also due to the UN Reform 2017 (Implementation of General Assembly Resolution 71/243) in order to improve the functioning of the United Nations development system.
Fully utilizing Directors of Regional Offices in advocacy and diplomatic engagement with United Nations entities, Regional Economic Commissions (RECs) and in regional ministerial meetings etc.;
2. Establish and strengthen regional and inter-regional networks and partnerships to improve the coordination of meteorology and operational hydrology policies and practices in countries, at the regional level especially towards UN agencies, the private sector, academia and research institutions;
3. Use all possible opportunities for connections to important regional meetings such as CIMHET, League of Arab States, SIDS Pacific, EUMETNET, among other, to promote cooperation and participation in regional activities;
4. Advocate at regional and national levels for investment in systems and services in key priority areas in order to increase institutional capacity-building of Members for long-term sustainable modern meteorological services;
5. Engage stakeholders in initiatives and projects related to the strategic priorities;
6. Engagement with the United Nations System, RECs, regional organizations, and other international partners by participating actively in relevant issue-based coalitions of the United Nations Economic Commissions and high-level events organized by regional partners;
7. Conduct regular meetings between the WMO communications team and those of NMHS to assist with messaging and key information to be transmitted to different actors (government, society, private sector)
8. Assist and support the Organization of ministerial and/or high-level events associated with the sessions of the regional associations and other WMO bodies at the appropriate time according to the expected results, focusing on hydrometeorological hazards and impacts, multi-hazard early warning systems, socioeconomic benefit studies to promote the role of NMHSs and the value of weather, water and climate services, and other strategic and important emerging issues, as appropriate and relevant to the Region; Advocate the needs and priorities of the regions to inform investments made by WMO partner organizations;
9. Conduct and demonstrate socio-economic benefits that can be derived from the work of NMHSs.

C. COORDINATION

1. Disseminate to Members of the Regional Association(s), information on the state of meteorology, operational hydrology, climate, environment and other related geophysical disciplines in their respective regions through appropriate means, and provide promptly relevant advice/information;
2. Provide information to Members in the form of regular communication to ensure engagement in regional priorities (not only via Community Platform, but also through

- emails, videos and other means). Provide regular briefings to PRs on WMO programmes, activities and events (SG online briefings as example of good practice); Special care has to be taken of cultural and language differences, usually aligned along language groupings.
3. Regularly update Members on WMO-wide developments (key info from other RA, RC or RB meetings) and progress on regional work programmes and seek feedback;
 4. Maintain the institutional memory of RAs and keep historical records and ensure there is no information loss as a result of personnel turnovers;
 5. Support regular monitoring of regional centers and facilitate the open sharing of data and technical expertise;
 6. Assemble information on requirements and needs of Members to identify technical gaps and critical deficiencies for long-term modern services;
 7. Communicate the available current information on the state of meteorology and operational hydrology and other relevant matters to the WMO Technical Departments/Offices and Technical Commissions for their actions;
 8. Assist Members in their respective regions to develop their national Meteorological or Hydro meteorological and Hydrological Services (NMHSs) to enable them to play their full role in the economic and social development of their countries as well as in any new high priority areas of the Organization;
 9. Identify impediments for the timely implementation of planned programmes and activities and assist the relevant Departments of the WMO Secretariat in discharging their responsibilities related to regional activities;
 10. Assist Members, in collaboration with the relevant Technical Departments and following the WMO Resource Mobilization Strategy, the formulation and preparation and implementation of regional and subregional cooperation activities and projects in meteorology and operational hydrology by strengthening also the engagement of the private sector and academia using economies of scale. This should also allow participation, as associate members and/or observers, of regional industry bodies representing WMO stakeholders interests, e.g. regional farmers associations, association of air transporters, etc.; and
 11. Assist the regional associations, their presidents, vice presidents and subsidiary bodies in their work.

D. ADMINISTRATIVE AND LOGISTIC SUPPORT

a) Regional Associations

Provide assistance to the regional associations, their presidents, vice presidents and subsidiary bodies in their work, more specifically:

- Collaborate with the Departments/Offices in assisting D/MS in the coordination of the regional component of the Programme and Budget and their implementation and monitoring;
- Develop in consultation with the presidents of the regional associations, plans for and organization of the sessions of their respective regional associations and inform Departments/Offices accordingly;
- Draft agenda and explanatory memorandum as well as the documentation plan for the sessions of their respective regional associations, in consultation with Departments/Offices;
- Draft relevant documents for sessions of the regional associations;
- Provide inputs to the documents prepared by Departments/Offices for the sessions of the regional associations;
- Prepare action plans for the implementation of the decisions of regional associations, circulate them to Departments/Offices for their comments and inputs and follow-up the implementation of the activities listed in the action sheets using a milestone / KPI approach coherent with the milestones/KPIs of the ROs;

- Assist in the follow-up of the recommendations made by the sessions;
- Assist the presidents and vice presidents of Regional associations to draft their reports to the sessions of the associations, the Executive Council and Congress and circulate them to the Departments/Offices for their contributions
- Facilitate and assist the regional associations to communicate (e.g. requirements, impediments, etc.) and collaborate closely with Technical Commissions
- Assist in the organization of regional events such as seminars, workshops, technical conferences and other activities planned by the Technical Departments and participate, as necessary, in these events
- Enhance understanding of WMO by the provision of a WMO familiarization course for experts, not just PRs and their assistants. This could be used widely to communicate on specific issues with funders or governments

b) Compliance with WMO Technical Regulations

Standardization in meteorology predates WMO and started with its predecessor for 80 years (1873 to 1951), the International Meteorological Organization. The role of WMO as a standardization body was established by Article 2 of the WMO Convention which stipulates WMO is “to promote standardization of meteorological and related observations and to ensure the uniform publication of observations and statistics”.

Each Member’s data is shared through the WMO operational mechanism to enable the generation of products and services used by other Members, which is why standardization and interoperability are essential. For instance, standards for synchronized synoptic observations are spelt out in the Manual on the Global Observing System (WMO-No. 544) and all Members organize their national systems in such a way that the observations are made at the main standard times (0000, 0600, 1200 and 1800 UTC) and intermediate standard times (0300, 0900, 1500 and 2100 UTC). Other standards define the types of centres that need to be established in order to ensure that the WMO Information System (WIS) functions seamlessly. The Manual on the WIS (WMO-No. 1060) provides the designation procedures and functional requirements for the three types of WIS Centres viz. National Centres (NC), Data Collection or Production Centres (DCPC) and Global Information System Centres (GISC). Standard and recommended practices for the provision of meteorological services to specific sectors- for example, aviation and marine sectors have been in place for many years. Technical specifications regarding the coding of meteorological, hydrological, climatological and other related information are also included in the WMO Technical Regulations.

The Secretariat and RROs monitor implementation by the Members responsible institutions, viz. the NMHSs. The regional associations play a key role in collecting information about the status of the Regulations’ implementation in their respective regions. In case of identified non-compliance, the Secretariat through the ROs coordinates relevant capacity development actions with these Members in order to enable effective implementation. In many cases, the more advanced Members provide technical assistance to those that are less developed to resolve deficiencies and raise the compliance factor to desired levels – an excellent demonstration of the organization-wide culture of compliance and cooperation.

c) Monitoring and Country Profiles

All countries need to be able to generate timely and high quality data and statistics required as the basis for the regular assessment of national progress relating to internationally agreed Technical Regulations and standards as well as for the identification of gaps and requirements for long-term sustainable modern meteorological services.

The latest improvements to the WMO Country Profile Database (CPDB) have provided the platform with of information accessible by all Members, the broader WMO community and development partners. It should also be used as the principal data collection, dissemination and storage tool for WMO's Monitoring and Evaluation (M&E) System. The latter is contingent upon the availability of accurate, reliable and timely information which facilitates decision-making, informs strategic planning, and provides evidence on performance. Despite all these efforts, content in the CPDB is till unsatisfactory and will require additional efforts by the ROs to achieve the planned outcome. The Country Hydromet Diagnostics will complement these activities for development projects through a peer review process.

The RROs serve a liaison and support role in the CPDB process by:

- (a) assisting Members to maintain their profiles up-to-date and feature relevant country-specific information;
- b) raising their awareness of the utility of the data for planning, monitoring, advocacy, project development and investment purposes;
- c) assisting the Secretariat with the data collection; and
- d) advising on how to tailor-make the information to the regional needs and priorities (e.g. by means of customised dashboards, region-specific indicators and analytical reports).

WMO REGIONAL PRESENCE

6. WMO'S ENGAGEMENT WITH PARTNERS

WMO engages with partners (UN System, Development Banks, international and inter-governmental organizations; national governmental organizations (public sector institutions), or non-governmental organizations, universities and research institutes and private sector where there is a common mission for the advancement and promotion of weather, climate, hydrological and related environmental services, while taking care to protect and preserve Members and WMO's integrity and mandate.

6.1 WMO and the United Nations System

WMO provides world leadership and expertise in international cooperation in the delivery and use of high-quality, authoritative weather, climate, hydrological and related environmental services by its Members, for the improvement of the well-being of societies of all nations. Working with the UN System and other UN specialized agencies with a complimentary remit provides an opportunity to promote a multi-sectorial approach in responding to weather, climate and water challenges.

In particular, WMO RROs interaction with the UN Resident Coordinator system as a "non-resident" agency, while challenging for regionalized entities like WMO, nonetheless provides significant opportunity to impact the national development agenda and contribute towards the achievement of the 2030 Agenda

WMO through the RROs has a major role to play, in line with the intent of the General Assembly resolution for reinvigorated RC system to strengthen and coordinate UN activities at the field level, and to support increased funding to coordinate UN activities to implement the Sustainable Development Goals.

6.2 Engagement with the Private Sector

Strategic engagement with the Business Sector is proving to be an effective method to support the achievement of WMO goals. Collaboration has evolved based on an understanding that there are overlapping objectives including reducing loss of life, property and economic productivity resulting from weather and climate-related natural disasters through the production and communication of timely and relevant forecasts and warnings.

As the private sector has grown in almost every area traditionally dealt with by public government agencies, including the weather, water and climate services sector, it is in the best interest of all stakeholders to operate under agreed common principles and standards, particularly those related to the homogeneity and quality of observing data, related data standards and data (sharing) policies, processing methods and service attributes. Thus, the leadership role of WMO as an international standardization organization not only remains relevant but will continue to also evolve as the engagement of the private sector in the core business chains grows.

WMO is establishing mechanisms for engaging the private sector at the global scale. WMO RROs and RAs will take guidance from the global policy direction for regional and national engagement that appropriate to the regional and national context.

WMO Public-Private Engagement Declaration:

https://library.wmo.int/doc_num.php?explnum_id=10367

Location Assessment Africa

Economy

DSA rate (for meeting participants) and Salary Post Adjustment Multiplier do not differ very much between the African countries with (S)RO locations, the government support and the office running cost are slightly different resulting in the higher score of the Kenya location. This could change with future contract agreements, which would have to be negotiated yet for the next years.

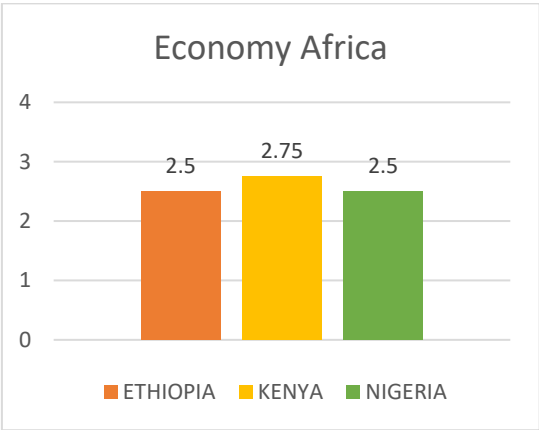


Chart A1 Economy in Africa (4 – optimum score)

Effectiveness

The possibilities for collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners and the opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, NGOs and/or major academic institutions as well as the presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in Kenya and Ethiopia show only small differences. Addis Ababa offers a chance for collaboration 8.3 through the location of the African Union, in Nairobi the UN presence if the main advantage. Differences exist in the long-term commitment of the government to support the Office to ensure sustainability. As mentioned before this commitment is subject to negotiations. The comparison of the opportunities for cooperation through the location of the African Union in Addis Ababa with the regional UN hub in Nairobi depends of future WMO strategies in this regard. At present they were rated as equal.

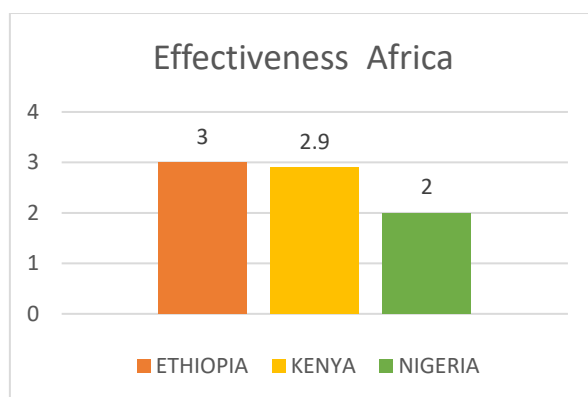


Chart A2 Effectiveness of Offices in Africa (4 – optimum score)

Efficiency

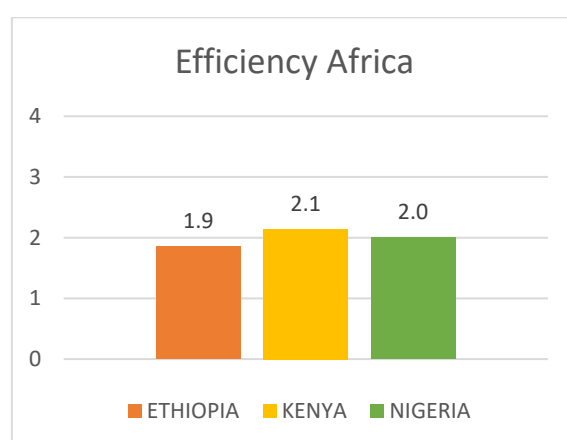


Chart A3 Efficiency in Africa (4 – optimum score)

Differences between Kenya and the two other locations exist at present in the Human Development Index (Staff quality of life), Political stability and the Security threats index. Flight connections, visa conditions are the same in all countries, internet connection is at present in all countries a problem, albeit slightly less in Kenya . Conference facilities can be found in all places.

Overall Efficiency

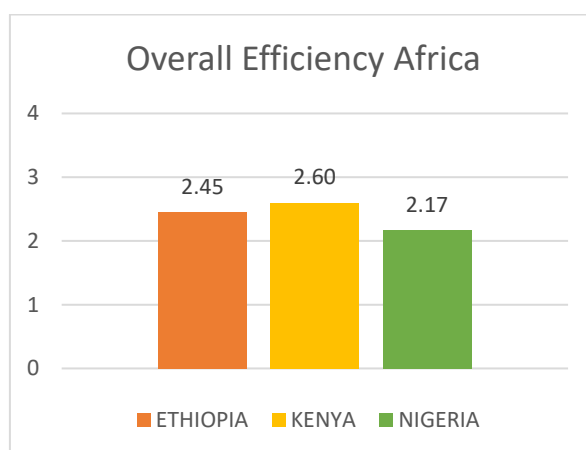


Chart A4 Overall Efficiency in Africa (4 – optimum score)

Location Assessment Asia Pacific

Economy

Samoa rates best in this comparison, as DSA are significantly lower than in the two other locations. Office running costs are similar in all locations. Salary Post Adjustment is significantly higher in Singapore, but otherwise government support is also higher here, but this does not outweigh the other factors.

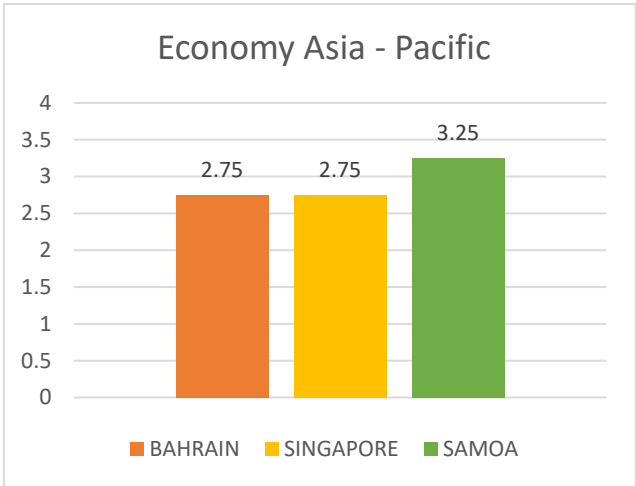


Chart A5 Economy in Asia – Pacific (4 – optimum score)

Effectiveness

Samoa rates highest in this regard, as both government commitment, as possible collaboration with UN and other international entities are better than in both Singapore and Bahrain. If the alternatives of Thailand and Fiji would be considered, Bangkok, Thailand with a large number of international entities would be certainly an option, which would have to be compared with possible government support.

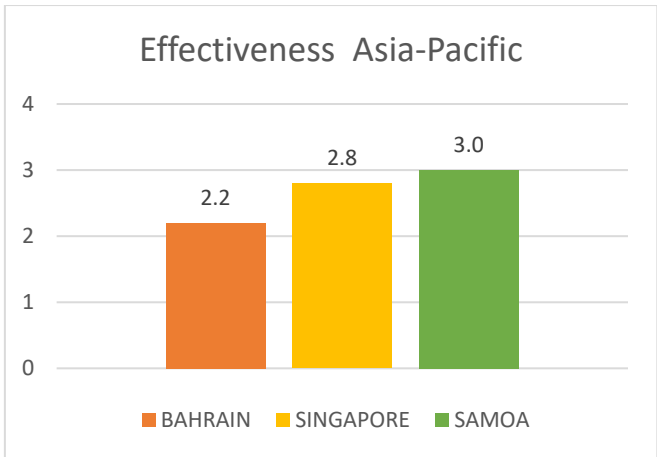


Chart A6 Effectiveness in Asia – Pacific (4 – optimum score)

Efficiency

Singapore is in the best position here as stable political conditions, a very high human development index and a high level of security are characteristic for this country. Bahrain rates higher than

Samoa due to higher flight connectivity, which is a strong limit for international flights. This would also be the case if any other Pacific area like Fiji were considered as location.

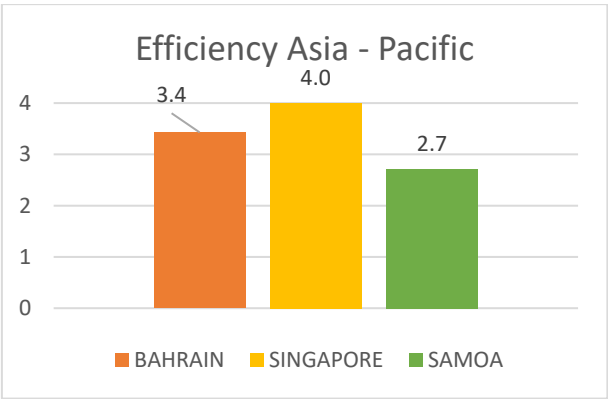


Chart A7 Efficiency in Africa (4 – optimum score)

Overall Efficiency

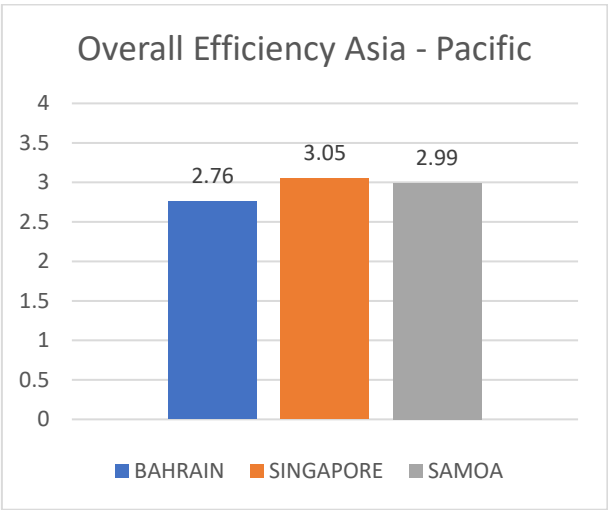


Chart A8 Overall Efficiency in Africa (4 – optimum score)

Overall Efficiency is the sum of Economy, Effectivity and Efficiency. In this comparison Singapore would be rated best despite the lack of regional hubs of UN agencies. Samoa is slightly behind, hosts UN agencies, but lacks connections and elements of infrastructure.

Location Assessment Americas

Economy

The relative high rating for Costa Rica and Paraguay are due to the unknown values of possible government support in both Chile and Panama. At the present locations office running costs are low and covered by government support. A location within UN compounds would probably come with higher costs. DSA are higher in Chile than in the two other locations. Salary Post Adjustment Multiplier would be highest in Panama.

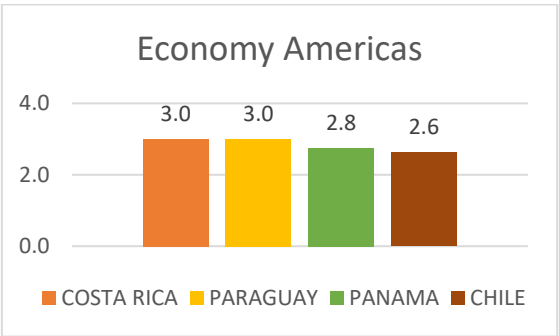


Chart A9 Economy in the Americas (4 – optimum score)

Effectiveness

Due to the high number of UN regional hubs and other international organizations in Panama and Chile these two possible locations would rate considerably higher than the present location. Universities and other academic institutions in Costa Rica have high ratings and provide a favorable local environment.

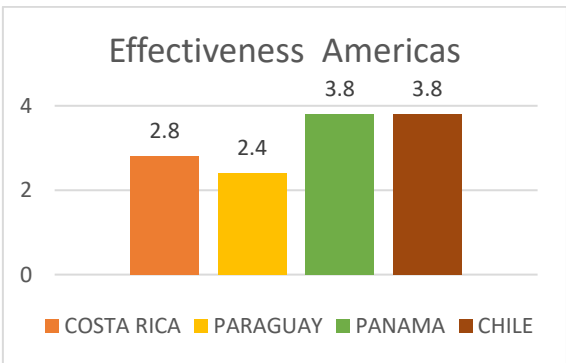


Chart A10 Economy in the Americas (4 – optimum score)

Efficiency

Costa Rica rates highest in this aspect, as political stability is higher than in the other locations. Flight connections fall in almighty better categories in Chile and Panama than in Costa Rica and Paraguay, the human development index is in all countries with the exception of Paraguay in the highest category. The security threat index is lowest in Paraguay.

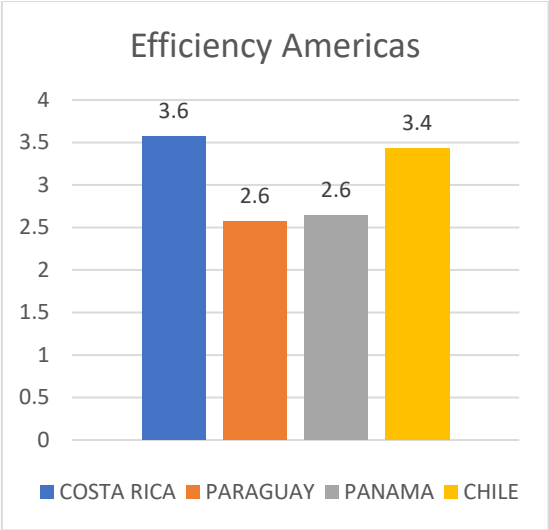


Chart A11 Economy in the Americas (4 – optimum score)

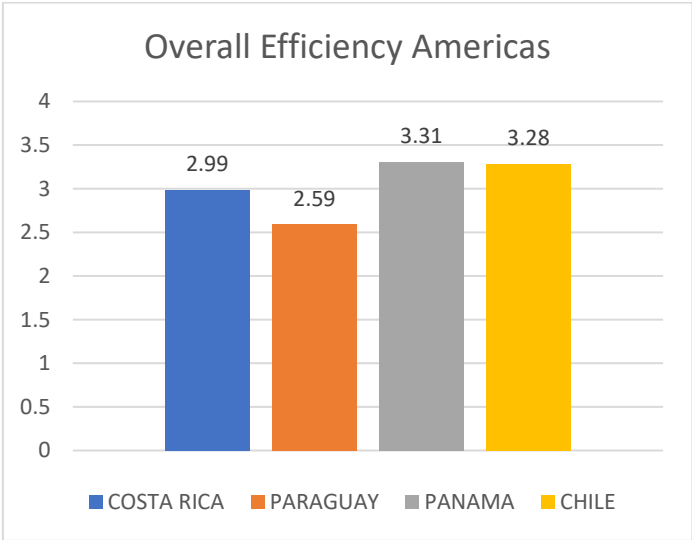


Chart A12 Overall Efficiency in the Americas (4 – optimum score)

8.4 Annex 4 Location Score Details

RA I

Ref.: 19281/2022-1.0 MS

Ethiopia, Addis Abeba					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/Quantified	209 - 484	3
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/Quantified	WMO and the Government of Ethiopia signed a Host Country Agreement in 2018 regarding hosting of the WMO Regional Office for Africa in Addis. The Regional Office is located within the premises of the National Meteorology Institute of Ethiopia (NMIE). A wall was built for privacy. In the Agreement, Ethiopia would provide office space, some basic furniture, utilities (water and electricity) and internet. This has been done, but WMO had to purchase more durable equipment. The Office is using the internet. However, the bandwidth is small, and the Regional Office is upgrading it at own cost. WMO is paying for the security of the Office. The government is building new offices for NMIE which will also host the Regional Office.	2
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/Quantified	Fixed costs for running the office (security, contribution to UN common services, vehicle maintenance, fuel, etc., amount to about Swiss Franc 60 000.	2
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/Quantified	40,6	3

Ethiopia, Addis Abeba					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	The Office convenes between 60-80 meetings, activities, events with partners per year. These include high -level events, meetings organized by the AU, UNECA, Development Banks (World Bank, AfDB and the Afrexim Bank), over 40 Inter-governmental, non-governmental organizations as well as private sector companies that are working with NMHSs. Regrettably, many of these partner Organizations have their own funds and engage with NMHSs directly and not through WMO. As a result, they have encroached into the domain and responsibilities traditionally held WMO. There is therefore an urgent need for a strategy by WMO, with attendant resources (personnel and finance) to enhance the visibility and relevance of WMO in the region.	3
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	The Government of Ethiopia, through the Host Country Agreement with WMO, is committed to hosting and supporting the Regional Office. The allocation of offices to the RAF Office in the new building is a positive sign of a long-term commitment to WMO.	3

Ethiopia, Addis Abeba					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness/ Subjective (Rating 1-4)	<p>The Regional Office has enhanced efforts in engaging with partners. This is due to the fact that before relocation to Ethiopia, WMO was little known. For example, WMO was not well known to partners in the region until the Office sought accreditation. As a result, meteorology, through AMCOMET (the African Ministerial Conference on Meteorology (Weather and Climate services) is recognized as one of the sub-sectors under the AU Specialized Technical Committees (AU STC).</p> <p>Some MOUs are being signed between NMHSs and universities in several countries</p> <p>Recommendation(s)</p> <p>the position of Regional Director should not be abolished for now. The restructuring should not be for downgrading the position as Africa is the region with most needs (LDCs and LDCs); The Director position is accorded full Diplomatic status.</p> <p>Regrettably, DI Directors now have blue passports and not red passports, yet they are full diplomats;</p> <p>Several UN agencies in Africa are increasing their staff and some with Directors for 2-6 Countries; WMO should re-look at this development</p> <p>The Heads of WMO Offices in Kenya and Nigeria are P4s. These are regarded as technical posts. As a result, WMO is left out of developmental meetings/ high level events by virtue of the levels in the UN System Organizations;</p> <p>There should be room for short-term attachments for specific tasks. This arrangement fosters closer links between the Regional Office and Members;</p> <p>As part of the ongoing reform in the UN, the positions of secretaries has been abolished/ is being abolished and replaced by Administrative officers or assistants depending on the duty station and qualifications. In addition, the restructuring that WMO has done at HQ (Geneva) should also be extended to the Regional Offices.</p>	3

Ethiopia, Addis Abeba					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	In Ethiopia, there are 38 UN Agencies with a physical presence. They constitute a UN Country Team (UNCT) headed by the Resident Coordinator. With respect to visibility, more staff are needed and a strategy for WMO recognition at country level is long overdue. For example, in every country in Africa, there is a minimum of 17 UN organizations working with national governments. WMO is only visible in 4 (Ethiopia, Kenya , Nigeria and Egypt) out of 54 countries.	3
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	The physical location of the RAF Office in Ethiopia is temporary. Presently, office space is limited. However, the new complex should have adequate space and facilities for international and regional Conferences.	2
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	<p>Internet availability is a major problem. About 50% of the time it is unavailable. This is compounded by frequent power cuts or outages. Reasons vary: security reasons, increased demand for limited bandwidth. Ethiopia has over 117 million people, one government-owned mobile and internet provider and poor quality of modems. The modems are the one primarily responsible for business continuity as they are used not only at work, but after hours and during holidays.</p> <p>Recommendation: WMO should invest more on communication and internet as Regional Offices are operational 24/7 and 365; Staff should not use their own private gadgets and airtime to do WMO work (which is now expected to increase in line with the WMO Reform; Rules of procedure on communication and connectivity should not be Geneva-centric but be different for the regions which have problems beyond their control. Regional Offices should have some degree of autonomy when it comes to sustaining operations. There should not be micromanagement.</p> <p>Communication should be two-way between the Regional Offices and HQ. There is very little consultation seeking the opinions of Regional Offices when policies and statutory notes are released. This has created tensions as the needs of Regional Offices are seen to be ignored.</p>	2

Ethiopia, Addis Abeba					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	Public road transport in Addis Ababa is not reliable nor is it safe. Traffic congestion is there but can be avoided. Taxis are easily available Mindful of several meetings taking place, and to cater for transport of staff, a minibus is needed.	
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency/ Quantified	Ethiopian Airlines has the best expansive network in Africa. It is very reliable and efficient. Global ranking international air connectivity: 65	3
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/ Quantified	0,485	2
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/ Subjective (Rating 1-4)	All Africans can get visas on arrival. There is transport (shuttle services) between the airport and many hotels.	4
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/ Quantified	-1,31	1
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/ Quantified	8,40	1

Ethiopia, Addis Abeba					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	2,45	-

Abuja, Nigeria					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/Quantified	199 - 268	3
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/Quantified	WMO Host Country Agreement (HCA) with the Federal Government of Nigeria provides for the offsetting of office running costs, security, three professional staff on secondments, a utility vehicle, staff salaries for a Secretary and Driver. Total cost including utility vehicle is US\$ 139,061.00	2
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/Quantified	Contribution to UN Common Costs (Rent in UN building, Security, Internet, UN Clinic, RC office) for 2019: US\$45,260.00; for 2020: US\$62,438.00; for 2021: US\$64,105.00	2
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/Quantified	41,6	3

Abuja, Nigeria					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	Office supports current RA I President from region, RA I Hydrological Adviser to PRA I, RA I Chair for the Hydrological and Water Coordination Panel, PR of Nigeria is part of RA I MG, WMO EC, and Board of ACMAD. Office integral to development and endorsement of ECOWAS Flood Management Strategy, ECOWAS Hydromet Initiative, ECCAS Hydromet programme, establishment of RCCs in – Central, North and West Africa, Regional WIGOS Centres in Morocco and Nigeria. World Bank Hydromet Programme in Africa, African Development Bank ClimDEV Programme and UN Nigeria Cooperation Framework.	2
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	Host Country Agreement signed with the Federal Government of Nigeria is being implemented but significantly impacted by shortfalls in Government revenue as a fallout of the COVID-19 pandemic	2
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness/ Subjective (Rating 1-4)	Several resident UN Agencies, INGOs, Development Partners exist. National partners have links with several research and academic institutions. With over 100 universities the country produces many qualified personnel for the job market, as well as offers opportunities for collaboration with academia.	2
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	Regional and country offices of several UN Agencies present in the UN House Abuja, ECOWAS HQ, World Bank Office, Secretariat of AMCOW, and AfDB Office also present	2
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	Available in two five-star hotels (Transcorp Hilton & Sheraton) and one International Conference Centre in Abuja	2
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	Different service providers with relatively strong internet connectivity (Airtel, GlobaCOM, MTN, Etisalat, SpectraNet etc.)	2
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	Less traffic in Abuja city, taxi and car hiring /bus service available. Public transport is not well organized.	2

Abuja, Nigeria					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency/Quantified	Direct International flights available from some European countries, US, Africa, Middle East . Within the region, difficulties of getting non-stops flights to Nigeria/Abuja. Availability of direct flights includes stops in one or more cities. Global ranking international air connectivity: 75	3
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/Quantified	0,539	3
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/Subjective (Rating 1-4)	West African countries do not need a visa to Nigeria. Visa on arrival is also available. Application for visa at most Nigerian Embassies is relatively easy.	4
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/Quantified	-1,92	1
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/Quantified	8,80	1
	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	2,17	-

Nairobi, Kenya					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/Quantified	244 – 351 USD	3
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/Quantified	WMO Office space, water and power covered by Kenyan Government through a Host Country agreement which was signed in April 1998 The rest and bulk of expenses are covered by WMO as presented below in #2 Numerous power and water interruptions, power outages sometimes lasting the whole day resulting in complete use of the WMO power back-up inverter and affecting operations.	2
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/Quantified	Annual fixed costs for running the office (internet services, telephone, security, postage & courier, stationery, vehicle insurance, maintenance & fuel, contribution to UN common services, vehicle maintenance, fuel, Office cleaning & maintenance etc.) amount to approximately \$52 000 USD	3
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/Quantified	40,7	3
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	Office is situated in Nairobi and interacts with the UN Office in Nairobi (UNON). WMO Rep participates in the UNCT and interfaces with Regional/ Subregional Offices of other UN Agencies present in Nairobi. As office is located within the Kenya Met Department and outside the UN Campus, there are limited opportunities for advocacy and visibility amongst other UN Agencies. There are ongoing interactions with the regional office of the African Development Bank in Nairobi, Embassy senior officials of Member States in case of difficulties when communicating with some NMHS Directors in the Eastern and Southern African region	3

Nairobi, Kenya					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	A Host Country Agreement (HCA) exists between WMO and the government of Kenya expressing long-term government commitment and availing diplomatic privileges which ease the operations of WMO in the country. There are however long delays in updating the existing HCA, as previously witnessed by the WMO's 100 personnel. A number of commitments made in the existing HCA by the government are not available e.g. postal services, telephone & fax services, internet, office furniture, office and seconded staff, security staff and vehicle.	2
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness/ Subjective (Rating 1-4)	There are good prospects for collaboration with partners and other UN Agencies. Currently we are building cooperation with the Red Cross for collaborative projects not only in Kenya but all over the region and focused on building societal resilience to extreme weather and climate conditions. There are also initiatives and existing relations with Regional Training Centres and major universities in the region to provide training and research collaboration. There are initiatives to recruit interns to assist with the enhancement of the WMO Community Platform/ CPDB with Member information. The visibility and independence of WMO to Members when situated within a National Meteorological Service is somehow impaired and there is a perception in some Member NMHSs that the host NMHSs are favored over others.	3
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	The presence of other UN Agencies, regional organizations in Nairobi is an advantage for creating partnerships. The relative size of WMO (extremely limited number of professional staff) however is a limiting factor to take full advantage of all these opportunities.	3
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	These facilities are not available or adequate in the Kenya Met Department where the WMO Subregional Office (SRO) is situated. This is one of the major reasons for seeking the relocation of the WMO SRO to the UNON Campus	2

Nairobi, Kenya					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	Internet connectivity is a major problem and relatively expensive for the low internet speeds available. The frequency of interruptions is too high in spite of a dedicated fibre line to the WMO Office. The downtime before repairs are made can also be long with poor customer service from the service provider. This is the reason that the office always has to have a 3G or 4G modem. These modems are also essential for staff when they travel around on missions to Members. Internet connectivity is generally a problem throughout the continent. One of the key benefits for moving to the UNON campus is the stable and high speed internet service with sufficient back-up power.	1
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	Public road transport is chaotic and unsafe. Traffic congestion is a major problem in Nairobi although a major road construction is taking place in many parts of the city. Private taxis and Ubers are easily available.	2
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency/ Quantified	Most regional airlines come to Nairobi, as it is one of the major international hubs on the African continent. Global ranking international air connectivity: 72	3
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/ Quantified	0,601	3
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/ Subjective (Rating 1-4)	The procedures for applying and obtaining visa for meeting participants should be relatively easy. 4	4

Nairobi, Kenya					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/Quantified	-1,0	2
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/Quantified	7,40	2
	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	2,60	-

RA II

Ref.: 19281/2022-1.0 MS

Manama, Bahrain					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/ Quantified	281 - 510	3
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/ Quantified	US\$ 10,000 , for the furniture at the establishment of office, 400 car rent/year, 350 fuel/per year, 150 for landline per year, 10,000 for office space/year. This is rough estimate Government provides car, fuel, one office space, furniture when the office established in 2007, landline and one police officer for the entire UN House. There is no national staff. Away from these items, Government does not provide contribution to the office running cost.	2
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/ Quantified	US\$ 2000 per year. This is mainly for mobile line, office equipment maintenance and some small running cost for stationery and others. Currently WMO office does not contribute to UN common services, but this might change soon.	3
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/ Quantified	39,6	3
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	WMO office for Arab region is working closely with number of Regional Offices of UN organizations in the region. This include continuous collaboration with Economic and Social Commission for West Asia (ESCWA) to support climate and water agenda in the region. From time to time collaborate with UNEP, particularly on SDS agenda (joint workshop/training, and with UNDRR. At national level in Bahrain WMO got involved in developing the Cooperative Framework between Government of Bahrain and UN Organizations working/ have a program in Bahrain for supporting he county in achieving the country strategic vision for 2030 and SDGs.	2

Manama, Bahrain					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	The office was established and becomes operational in 2007. The agreement for establishing the office was signed with the Government in 2004 and since then it has not been revised or amended. There is a need for WMO to review all the agreements with the countries which host Regional/ Representative Offices and based on certain, it should decide on the suitability of the locations of the offices	2
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness s/ Subjective (Rating 1-4)	WMO office collaborates and works very closely with League of Arab States (LAS) and Gulf Cooperation Council (GCC). WMO participate in the Ministerial and technical meetings of both organizations. It also collaborates from time to time with Arab Organization for Civil Aviation which is under the umbrella of LAS. WMO provided inputs during the preparation of Arab Strategy for Meteorological Services. There is a need for more involvement in water agenda. There is collaboration at regional level with quite number of UN and regional organizations in this agenda which done through ESCWA. More needed with FAO on food security and UNESCO on hydrology.	3
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness s/ Subjective (Rating 1-4)	Bahrain host few UN organizations (WMO, UNDP, UNIDO, IOM). Very recently UN Habitat in process to have small office in the country. No major financial institutions hosted in the country.	2
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	The country has number of hotels which can host regional and international meetings and conferences. It has also the conference facilities and equipment and good internet connection.	4
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	Internet connection is good in general and I believe there is relatively high percentage of population have access to the internet	4
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	As mentioned above, facilities for regional meetings are available. Taxi is easily available, but buses is new in the country since most of the people own cars. Buses has been introduced around 3 years ago with limited areas. Travel time is reasonable, except in the rush hour, weekends and evening time.	4

Manama, Bahrain					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency/Quantified	Bahrain has new airport which started working in 2021 with nice facility, but it is not a major hub. UAE (Adu Dhabi and Dubai) is the major hub in the region with connection nearly to most of the World. Global ranking international air connectivity: 52	4
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/Quantified	0,852	4
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/Subjective (Rating 1-4)	It depends on the country you are coming from. Some countries can get evisa through internet some others must be through embassies and few can get the visa on arrival. I can say the level is 2.	2
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/Quantified	-0,63	2
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/Quantified	5,90	2
17	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	2,76	-

Singapore, Singapore					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/Quantified	408	2
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/Quantified	<p>Under the Host Country Agreement, the Singapore Government provides the RAP Office with office space, furniture, and utilities at 36 Kim Chuan Road, co-located with the Meteorological Service Singapore's Centre for Climate Research and Science. The costs are estimated at USD22,500 per annum.</p> <p>The Singapore Government's annual contributions to the Singapore Trust Fund are capped at SGD 500,000 (~USD 371,000). These contributions include payroll for one P4 and one G5 staff. From Jan-Sep 2021, the payroll amounted to SGD 252,862 (~USD188,000).</p> <p>The Singapore Government also provides one seconded expert from NEA/MSS. Payroll for seconded staff is estimated at USD86,000 but can vary depending on level of seniority and experience.</p> <p>In October 2019, the Singapore Government provided financial support for the RAP Office to host a Joint RA II and RA V Management Group meeting at the Orchard Hotel in Singapore for about 40 participants including WMO Secretariat staff. WMO covered airfares, DSA and terminal entry rates for all attendees, Singapore Government contributed to costs for the meeting facilities at the hotel, including room hire, audio visual, catering, staff hire, a hosted dinner, as well as bus-hire and entry fees to Gardens by the Bay.</p> <p>The Singapore Government does not cover other operating costs like procurement of office supplies for RAP staff.</p>	4
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/Quantified	Key costs include mobile data services for H/RAP, office supplies and equipment and international/domestic courier services. For 2021, these expenditures amounted to SGD3,836 (~ USD2,856).	3
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/Quantified	73,6	2

Singapore, Singapore					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	<p>The re-location of the RAP Office from Geneva to Singapore in 2018 has significantly improved its visibility and connection with Members in RA II and RA V as well regional institutions and networks. Although many of the UN Regional Offices are in Bangkok, Thailand, the RAP Office is in much closer proximity. Other regional partners including RIMES and ADPC (Thailand) and IFRC (Malaysia) are also located near Singapore.</p> <p>The World Bank and Asian Development Bank have offices in Singapore, with the latter establishing a new office in March 2020. Being in a similar time zone to East Asian and Southeast Asian Members and central to West Asia and South Pacific (+/- 6 hours) facilitates real time communication and engagement. Post-COVID, Singapore is expected to resume its status as an international hub, making it possible to travel throughout the region. Consideration is being given to establishing Singapore as a meeting hub, enabling Members to travel to a regional hub to link to meetings in Geneva, without having to travel the full distance. The advantages would be reduced cost of travel, less down time due to jet lag, and opportunities to network with other Members from the region and RAP Office and Representative Office staff.</p>	3
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	<p>The Host Country Agreement (HCA) between WMO and the Singapore Government was signed on 21 August 2017. The initial agreement was for four financial periods with a nominal expiry of 31 December 2021. The agreement is tacitly renewed at the end of each four-year period. The next renewal date is 31 December 2025. Either party must provide at least six months written notice of its intention to revise or denounce the agreement.</p> <p>The Singapore Government has openly declared its satisfaction with the performance of the RAP Office. In February 2022, the PR of Singapore with WMO, reaffirmed the Singapore Government's strong commitment to maintaining the RAP Office in Singapore for the foreseeable future.</p>	4

Singapore, Singapore					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness/ Subjective (Rating 1-4)	<p>In Singapore itself, there are limited opportunities for collaboration on regional and sub-regional issues. Singapore's proximity to Bangkok, which hosts numerous UN and NGO regional offices, provides opportunities and further scope for the WMO RAP Office to increase engagement and promote its value and that of NMHSs in the region. Post-COVID, the RAP Office will consider sending delegations to attend hybrid and physical meetings with other UN agencies, NGOs, academic institutions and Members across the Asia Pacific.</p> <p>On the recruitment of qualified international staff, over the last couple of years, Singapore has implemented policies that de-incentivize international recruitment in favor of Singaporean citizens and PRs (e.g. by increasing salary thresholds, by cancelling options for trailing spouses and dependents to work etc.). At the moment this has not impacted RAP Office operations but there is a prevalent anti-foreigner sentiment in Singapore, which has been heightened by the pandemic.</p> <p>There is a very strict application of the local laws against same-sex marriage, which is explicit in the Host Country Agreement, and means that dependents of LGBTI staff are not recognized and are not eligible for dependent visas. This places pressure on the individuals concerned and has complicated and delayed the installation of one of the Technical Coordinators and their family.</p>	3
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	<p>There are two other UN agencies located in Singapore: UNDP and WIPO. The UNDP Office has a policy office in Singapore, which has no interactions with RAP Office. The RAP Office has relationships with other UN regional offices in the Asia Pacific, however, the majority of these are based in Bangkok, Thailand. They include: ESCAP, UNDRR, FAO, UNEP and ICAO.</p>	2

Singapore, Singapore					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	Singapore has a wide range of international conference facilities. For small to medium-scale events, hotels typically have corporate facilities that can be hired, and can offer packages for accommodation and on-site catering. Larger conferences could be held at one of a handful of resorts (e.g. on Sentosa Island) if accommodation is required. Convention centres (e.g. Suntec or Marina Bay Sands) are more expensive options and offsite accommodation may be necessary for many participants. It is not known whether these facilities are equipped with interpretation systems. Interpretation may need to be provided through Conference Services or by hiring local interpreters.	4
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	Singapore has a reliable and fast internet service that is widely accessible. In 2021, 5.29 million people in Singapore (equivalent to 93% of the population) were using the internet. Singapore is ranked 13th in the world for internet quality and has had the fastest broadband internet speed (230.22Mbps) for the last two years. Singapore has a strong reputation for very high network stability.	4
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	Singapore has a modern, safe and reliable public transport system, ranked 2nd in the world by McInsey & Company, just behind Hong Kong. A vast network of underground, driverless trains allow passengers to traverse the island and are very cheap by global standards. Singapore has an extensive bus network, and taxi services and private car companies such as Grab (similar to Uber) provide cheap and efficient transport across the city. The public transport system can become crowded during peak hour and traffic congestion can be an issue on major in and around the city Centre.	4

Singapore, Singapore					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency/Quantified	<p>Prior to COVID-19, Singapore was a major regional and international hub. Like many countries, Singapore is maintaining tight controls over its borders. Recent reports suggest that Singapore is set to expand this list as its neighbors in the region, including Malaysia and Viet Nam, begin to reduce restrictions and open up their borders.</p> <p>From 2009-2019 Singapore ranked between 13th and 15th in the world for international air connectivity (see Appendix D of the IATA Report on Air Connectivity).</p> <p>Amidst the COVID pandemic, Singapore has established Vaccinated Travel Lanes (VTLs) with the following countries (RAII/RAV Members are in bold text): Australia, Brunei Darussalam, Cambodia, Canada, Denmark, Fiji, Finland, France, Germany, India, Indonesia, Italy, Malaysia, Maldives, the Netherlands, the Republic of Korea, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Turkey, the United Kingdom and the United States.</p> <p>It is possible to travel to several other countries in the region and globally, however, additional travel health measures such as PCR/ART testing and quarantine or Stay Home Notice periods apply.</p> <p>Global ranking international air connectivity: 15</p>	4
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/Quantified	0,938	4

Singapore, Singapore					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/ Subjective (Rating 1-4)	In the past (i.e. pre-COVID) applying for visas for short-term meeting visas was relatively straightforward (3-4). The last major meeting was in 2019 and all participants were granted visas without any major issues or delays. At the moment, with tighter restrictions and delays due to increased scrutiny and an overwhelmed administration, the process is more complex and dynamic, resulting in confusion and delays. At the present, the level of difficulty is about 2-3. Post-COVID it is expected that the process will be simplified as Singapore re-opens itself to more international meetings and conferences.	3
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/ Quantified	1,50	4
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/ Quantified	0,70	4
	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	3,05	-

Samoa					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/ Quantified	159	4
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/ Quantified	<p>MoU signed between WMO, Government of Samoa, and SPREP.</p> <p>Government of Samoa support:</p> <p>Office space - Provided via Protocol of the MoU, at the SPREP HQ building in Apia, Samoa. Office space is free of charge.</p> <p>National staff - No national staff support.</p> <p>Security guards - Provided by SPREP as part of security services of SPREP HQ facilities.</p> <p>Furniture's – Provide by WMO.</p> <p>Running/operating costs including communication, stationaries, office vehicles, etc., are covered by WMO.</p>	3
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/ Quantified	<p>Office operating cost</p> <p>Non-staff costs – including communications, stationaries, office vehicles, etc. are covered by WMO.</p> <p>Net of Government – Support for duty free imports of Office items and vehicle, registration of Office's vehicles.</p> <p>Rent: Office space provided via Protocol of MoU between WMO, Government of Samoa, and SPREP, at the SPREP HQ building.</p> <p>Utilities: Electricity offered free-of-charges at SPREP HQ building. Water free-of-charged at SPREP HQ building. All of these are parts of the Protocol of the MoU between WMO, Government of Samoa, and SPREP.</p>	3
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/ Quantified	40,7	3

Samoa					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	<p>Advocacy RA linkages to high level regional strategies: (1) Pacific Islands Meteorological Strategy 2019-2023 https://www.pacificclimatechange.net/sites/default/files/documents/Pacific%20Islands%20Meteorological%20Strategy.pdf?__cf_chl_jschl_tk__=pmd_4a4fa494bbb88d3beac1d90d72245584482867a1-1628845191-0-gqNtZGzNAjicnBsZQii ; (2) Pacific Resilience Development Framework (FRDP) https://www.resilientpacific.org/en/framework-resilient-development-pacific ; (3) Weather Ready Pacific – A Decadal Program of Investment https://www.pacificmet.net/sites/default/files/inline-files/documents/Weather%20Ready%20Pacific%20-%20Decadal%20Program%20of%20Investment%20Executive%20Summary_0.pdf; (4) Un Pacific Strategy 2019-2022 https://unsdg.un.org/resources/united-nations-pacific-strategy-2018-2022. RA linkages to high level resources: (1) CREWS Pacific SIDS Projects https://www.crews-initiative.org/en/projects/crews-pacific-sids-%E2%80%93-strengthening-hydro-meteorological-and-early-warning-systems-pacific; (3) Climate and Oceans Support Program in the Pacific (COSPPac) https://www.crews-initiative.org/en/projects/crews-pacific-sids-%E2%80%93-strengthening-hydro-meteorological-and-early-warning-systems-pacific; RA linkages to high level activities: Pacific Meteorological Council (PMC) https://www.pacificmet.net/pmc; (2) Pacific Ministerial Meeting on Meteorology (PMMM) https://www.pacificmet.net/pmmm; (3) Pacific Resilience Development Partnership (PRDP) https://www.forumsec.org/frdp-pacific-resilience-partnership/; (4) Pacific Meteorological Desk Partnership (PMDP) https://www.pacificmet.net/about-us;</p>	3

Samoa					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	Government long-term commitment Government long-term commitment to support Office: Current MoU between WMO, Government of Samoa, and SPREP. 4-year period of initial agreement: Current MoU between WMO, Government of Samoa, and SPREP. Continuation: Current MoU between WMO, Government of Samoa, and SPREP.	3

7	<p>Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions</p>	<p>Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.</p>	<p>Effectiveness/ Subjective (Rating 1-4)</p> <p>Opportunities for collaborations: (1) UN Development System https://unsdg.un.org/sites/default/files/One-Programme-Tools-and-materials-1.pdf mand UN RCOs in the Pacific: Federated States of Micronesia https://www.pncguam.com/united-nations-officially-opens-multi-country-office-in-fsm/, Fiji https://un-spider.org/united-nations-development-programme-undp-fiji-multi-country-office, Papua New Guinea https://papuanewguinea.un.org/, and Samoa https://www.ws.undp.org/content/samoa/en/home/about-us.html; Regional inter-governmental organizations and institutions – SPREP https://www.sprep.org/, SPC https://www.spc.int/, PIFS https://www.forumsec.org/, PASO https://paso.aero/, FFA https://www.ffa.int/, USP https://www.usp.ac.fj/, UPNG https://www.upng.ac.pg/. (3) national governments; (4) NMHSs; (5) Private sectors.</p> <p>Opportunities for partnership (1) UN System in the Pacific through UN RCOs Federated States of Micronesia https://www.pncguam.com/united-nations-officially-opens-multi-country-office-in-fsm/, Fiji https://un-spider.org/united-nations-development-programme-undp-fiji-multi-country-office, Papua New Guinea https://papuanewguinea.un.org/, and Samoa https://www.ws.undp.org/content/samoa/en/home/about-us.html; Regional inter-governmental organizations and institutions – SPREP https://www.sprep.org/, SPC https://www.spc.int/, PIFS https://www.forumsec.org/, PASO https://paso.aero/, FFA https://www.ffa.int/, USP https://www.usp.ac.fj/, UPNG https://www.upng.ac.pg/. (3) national governments; (4) NMHSs; (5) Private sectors.</p> <p>Opportunities for recruitment of qualified staff: Availability of qualified staff globally, in the region, and in-country. Consider qualified staff in areas other than hydro-meteorological such a communication/public education and awareness, social scientists, etc.</p> <p>Opportunities for increased visibility with other inter-governmental organizations: (1) MoUs/LoAs with SPREP and SPC; (2) Joint work programme through JCAP under the UN Pacific Strategy (UNPS) and the new UNSDFC https://unsdg.un.org/resources/one-programme-tools-and-materials & https://unsdg.un.org/resources/consolidated-annexes-cooperation-framework-guidance,</p> <p>Opportunities for increased visibility with INGOs: (1)</p>	3
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Samoa					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
				Find ways to operationalize WMO current MoU INGOs including IFRC at the regional and sub-regional levels; (2) Identify new and relevant INGOs for strategic partnership and collaboration. Opportunities for increased visibility with major academic institutions: MoUs with USP https://www.usp.ac.fj/ , UPNG https://www.upng.ac.pg/ ,	
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	Presence of UN agencies and other international organizations in Samoa: 15 UN organizations in Apia that form the UN Country Team serving the Cook Islands, Niue, Samoa and Tokelau: FAO, ILO, UNDP, UNCDF, UN Volunteers, the Global Fund & Small Grants Programme, UNEP, UNESCO, UNICEF, UNFPA, UN Women, WHO, WMO, OCHA Presence of regional organizations in Samoa: (1) SPREP https://www.sprep.org/ ; (2) USP https://www.usp.ac.fj/ Presence of international and regional financial institutions in Samoa: (1) ADB; (2) World Bank	3
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	Samoa has hosted many international and regional for a such the SIDS Conference, SPREP Council Meeting, Pacific Meteorological Council Meetings, Pacific Islands Forum Leaders Meeting, Pacific Island Forum Fishery Agency meeting, Pacific Community Ministers Meetings, etc.	3
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	Submarine fibre optic cable: (1) Link Samoa with American Samoa https://www.submarinenetworks.com/en/systems/trans-pacific/ash-sas ; (2) Link Samoa with Fiji, Wallis & Futuna https://www.samoabserver.ws/category/columns/1681 & https://islandtimes.org/tui-samoa-fibre-optic-cable-test-set-for-december/ ; (3) Link Samoa, French Polynesia, Cook Islands, and Niue https://www.rnz.co.nz/international/pacific-news/396174/polynesian-submarine-cable-on-track ; Users of internet in Samoa: 67,000 users of internet, about 33.60% (January 2021) of the population 199,000 (January 2021) https://datareportal.com/reports/digital-2021-samoa .	2

Samoa					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	Local transportation Public transport: Buses operates Monday to Saturday (except public holidays), from 4am to 6pm daily. Taxi: Operates Monday to Sunday. Congestion travel time: Usually in the morning (Monday to Friday) during school days, 5 to 10 minutes delays of travel time.	4
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency/ Quantified	Flight connectivity Auckland (New Zealand)/Apia (Samoa) Nadi (Fiji)/Apia (Samoa) Sydney (Australia)/Apia (Samoa) Brisbane (Australia)/Apia (Samoa) Pago Pago (American Samoa)/Apia (Samoa) International connectivity and global ranking https://www.iata.org/en/iata-repository/publications/economic-reports/air-connectivity-measuring-the-connections-that-drive-economic-growth/ International connectivity : 30,727 (2019) Global ranking international air connectivity: 184	1
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/ Quantified	0,715	3
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/ Subjective (Rating 1-4)	Visitors will be issued a 60-day Visitor Permit on arrival. Travelers must present evidence of return or onward transportation, confirmed accommodations, and proof of sufficient funds.	4

Samoa					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/Quantified	1,16	3
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/Quantified	3,8	3
	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	2,99	-

RA III

Ascuncion, Paraguay					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/Quantified	194	3

Ascuncion, Paraguay					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/Quantified	The Government support includes office space (230 m ² distributed in two offices in two different floor of the building) and all the logistic implied (electricity, three telephone line, cleaning service, security services and local personnel like driver, receptionist, secretary). In Annex 1, I'm sharing the national Law N 1.075/84 which approve the Agreement between the Government of Paraguay with WMO. Approximately the cost of office space is about 18.000 USD/year . The roughly cost of electricity, cleaning services and security services is 15.000 USD/year . The cost of personnel to WMO services include the driver, receptionist, secretariat and general services, which approximately 800 USD/month each. This roughly is 38.400 USD/year .	1
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/Quantified	The agreement between the Government of Paraguay and WMO is very old. So, in recent years the office improved, mainly, their infrastructure and communication. The regular cost of the office (including communication with fibre optic internet connection, post, miscellaneous supply, fuel, equipment maintenance and others) is about USD 20.000 per year (this is the top) and is pay with regular budget of WMO Secretariat. In annex2 we include this information.	4
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/Quantified	26,0	4

Ascuncion, Paraguay					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	Paraguay is located in the center part of South America, is a small land locked country. There are 20 UN agencies with representatives and several regional organizations like Organization of American States, IADB (Inter-American Development Bank), CAF (Development Bank for the Americas) and others. In the region there is ICAO regional office in Lima, Perú, UNESCO-IHP regional office in Montevideo, Uruguay, CIC (Intergovernmental coordinator committee of La Plata Basin) in Buenos Aires, FAO regional office and ECLAC (Economic Commission for Latin America) in Santiago, Chile, CAF regional office in Caracas, Venezuela, etc. In Panamá, most of UN regional office are located, like UNEP, UNDRR, UNDP, UNFCCC. Increase advocacy and linkage to high level regional strategies, I think, it can promote from WMO regional office of Asuncion. The new way of communication and the relatively close location of all regional offices (UN and regional institutions) from Paraguay will facilitate this interaction and actions.	2
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	The establishment of WMO regional office is very old and the support from the local Government was always increasing. Any additional commitment of the local Government is possible but will need to update the current agreement and improve it. To do this, is an easy task because the good collaboration of national government officials.	4
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness/ Subjective (Rating 1-4)	This action depends on a decision of WMO Secretariat. At local level or in the region of the Americas the institutions are very open to collaborate with WMO. Particularly at local level, we can arrange collaborations with major academic institutions, and I think a good partnership could be ITAIPU. This is the most powerful hydropower plant in the world, and they support science, innovation, and development in the country. They support also one of the International Centre of UNESCO, particularly Hydro informatics Centre.	2

Ascuncion, Paraguay					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	As I mentioned in the point 5, more than 20 UN agencies have local representation in the country and two regional financial institution. Most of the regional offices are located in different countries of South America and Central America. Panama holds most of UN regional offices. The presence of WMO depends on decision of Secretariat to give more budget and increase advocacy with these institutions.	2
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	WMO regional office is in downtown of Asuncion and the city have several conference facilities. Particularly there is one international Conference Centre, near the airport. This facility was used during 2014 to organize the Extraordinary Session of the Commission of Basic System and XVI session of RAIII. Regularly other organizations organize meetings in Asuncion because there are good service and is cheaper than other cities in the region.	3
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	Internet connection is good enough but below the average in the region. 97.7% of the population have mobile connection and only 36.5% have internet access (https://www.ine.gov.py/) in their home. However, the access of internet in the commercial activities is very high.	3
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	Taxis, Uber, and Volt are very easy to get access in the city. Public transportation is poor. The city has not underground, train. All public transportation in the city are busses. The city is small, and congestion of traffic is usual. Even all limitations mentioned, several meetings were organized in Asuncion.	3
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency/ Quantified	Definitively, Asuncion is not a regional hub. The major regional hub is in Panama and is the main connection site from Asuncion to all cities in South, Central and Caribbean countries of the Americas, even Canada and US. To get Asuncion from Europe you have only one company coming from Spain (directly). Otherwise, you should come through Sao Paulo, Brazil or Buenos Aires, Argentina. Other Hub in the region you have in Lima, Perú, and then Sao Paulo, Brazil. Santiago, Chile was a Hub too. Global ranking international air connectivity: 144	2

Ascuncion, Paraguay					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/ Quantified	0,728	3
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/ Subjective (Rating 1-4)	Applying for local visa is easy for most countries. US citizens should apply for VISA, but they can get in the airport of Asuncion directly. When WMO organize a meeting, local authorities facilitates courtesy visa if this is required by National Meteorological Service or WMO regional office.	4
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/ Quantified	-0.01	2
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/ Quantified	6,30	2
	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	2,59	-

RA IV

Ref.: 19281/2022-1.0 MS

San Jose, Costa Rica					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
1	DSA rate (USD for meeting participants) (as per January 2021)	Cost of conducting meetings in the location	Economic/ Quantified	231 - 407	3
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic/ Quantified	42,000 USD per year approximately	1
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic/ Quantified	29,730 USD per year	4
4	Salary Post Adjustment Multiplier (as of Jan 2021)	Staff cost	Economic/ Quantified	32,5	4
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	Increasing virtual interaction with Regional Offices of UNDRR, UNESCO (PHI and COI), UNEP, FAO. Inclusion of WMO in Issued Based Coalition for Climate Change and Resilience. Inclusion of WMO in the Platform for Climate Action in Agriculture for Latin America and the Caribbean (PLACA). Inclusion of WMO as co-organizer of side event within the Regional Platform for DRR in LAC (UNDRR). Increasing coordination with FAO and UNEP to include WMO in project proposal to Green Climate Fund.	2
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness/ Quantified	The agreement between Costa Rica Government and WMO to host the Regional Office is a National Law, that has maintained a sustains and stable support to the office since its establishment.	4
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness/ Subjective (Rating 1-4)	Costa Rica offers a stable and reliable institutional environment and owns one of the best and well-recognized universities in Latin America. The relative safe and peaceful environment has allowed a relevant frequency of international fora and the convergence of project, international partners and UN initiatives in the country.	4

San Jose, Costa Rica					
#	Criteria	Rationale and/or definition of criteria	Category/ Type	Data/Values	Score
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness/ Subjective (Rating 1-4)	Costa Rica counts with representation of major funding agencies and representation of the international cooperation which facilitates the interaction.	2
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency/ Subjective (Rating 1-4)	Costa Rica is well recognized hub for international conferences with several venues with great capacity for diverse amounts of attendants and all the equipment for interpretation and hybrid meetings.	4
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency/ Quantified	Internet services and communication technologies in the country are very good, no problem of connectivity at all.	4
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency/ Subjective (Rating 1-4)	The best places for international conferences are located around the city and others in the way to the airport. This mitigates the heavy traffic in San Jose.	4
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link (2019)	Efficiency/ Quantified	Costa Rica is well connected with USA, Europe and via Panama with all the continent. Global ranking international air connectivity: 91	3
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency/ Quantified	0,810	4
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency/ Subjective (Rating 1-4)	4	4

San Jose, Costa Rica					
#	Criteria	Rationale and/or definition of criteria	Category/Type	Data/Values	Score
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency/Quantified	0,45	3
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency/Quantified	3,50	3
	Overall efficiency	Sum of criteria for economy, efficiency, effectivity, achievements according to WMO strategic goals and operating plan	Quantified	2,99	-

8.5 Annex 5 Meeting structures

Collaborative interaction have different purposes and types of interactions. A flexible approach helps to create the right atmosphere between focused decision making and creative atmospheres in more informal meetings which also can help to reduce natural silos between departments and locations.

	Interaction	Purpose	Format	Characteristics	Results
Decision making	Complex decisions with long lasting effects	Hard decisions for sustainable and far reaching solutions	Personal meetings	Include different perspectives and possible scenarios	Sustainable processes
	Routine decisions, cross cutting issues	Routine decisions according to strategic and operating plan	Virtual/ personal if needed	Standard procedures, well defined preparation and protocols, e.g. changes to operating plan	Routine decisions
Innovative processes, coordination	Innovative sessions	Find new solutions	Personal meetings	Solutions to be brought to hard decision meetings	Innovative solutions
	Routine sessions	Coordinate action, getting input horizontally, idea crowdsourcing	Personal/ virtual	Short meetings, protocols with who does what	Implementation of operating plan
Info sharing	One way	Share information	No interaction needed	focus on short and understandable messages (Secretariat and towards Members)	Awareness of new information
	Two way	Answer questions, share information	Virtual/ personal if needed	Collecting feedback, Q & A essential for success	Concerns considered, awareness of new information
Informal space	Bringing people to interact who would otherwise not meet	Conversation / discussion topic can, but do not have to be provided	Virtual / Personal. Small groups <10 people	Short, but technical framework provided	People getting to know each other across different departments / Member sectors

8.6 Annex 6 List of interviews

Abdullah Al Mandoos, PRA RA II

Amanda Lynch, Chair, Research Board

Amos Makarau, Director, WMO Regional Office for Africa, Ethiopia (RA I) (RAF/MS)

Anthony Rea, Director, Infrastructure Department (I)

Ben Churchill, Head, WMO Regional Office for Asia and the South-West Pacific, Singapore (RA II and RA V) (RAP/MS)

Bernard Gomez, Representative, WMO Representative Office for North, West and Central Africa (NWC/RAF), Nigeria (RA I) (NWCA/RAF-MS)

Celeste Saulo, VP

Christoph Jakob, Head, European Union Affairs Office, Brussels (CSG)

Clemens Auer, VP EC WHO

Jan Danhelka, Chair, Hydro Coord Panel

Dauda Konate, PRA RA I

Evan Thompson, PRA RA IV

Elena Manaenkova, Deputy Secretary-General (DSG)

Filipe Lúcio, Director, Member Services and Development Department (MS)

Henri Taiki, Representative, WMO Representative Office for South-West Pacific, Samoa (RA V) (SWP/RAP-MS)

Hesham Ghany, Representative, Inter-Regional Office for the Arab Region, Bahrain (RA II) (IROA/RAP-MS)

Ian Lisk, President, Services Commission (SERCOM)

Jean Michel, President, Infrastructure Commission (INFCOM)

Johan Stander, Director, Services Department (S)

Julián Báez Benítez, Director, WMO Regional Office for the Americas, Paraguay (RA III and RA IV) (RAM/MS)

Jürg Luterbacher, Director, Science and Innovation Department (SI)

Kornelia Radics, PRA RA VI

Lars Pieter Riishojgaard, Head, WIGOS, Infrastructure Department (I)

Laura Paterson, WMO Representative and Coordinator to the UN, New York (CSG)

Maja Carrieri, Director, Governance Services Department (GS)

Mark Majodina, former Representative, WMO Representative Office for Eastern and Southern Africa, Kenya (RA I) (RAF/ESA-MS)

Mary Power, Director, Resource Mobilization and Development Partnership Division (RMDP/MS)

Milan Dacic, Head, WMO Regional Office for Europe, Geneva (RA VI) (ROE/MS)

Ofa Faanunu, PRA RA V

Paul Egerton, Director, Cabinet of the Secretary-General (CSG)

Rodney Martínez, Representative, WMO Representative Office for North America, Central America and the Caribbean, Costa Rica (RA IV) (NCAC/RAM-MS)

Terry Atalifo, VPRA RA V

Wenjian Zhang, Assistant Secretary-General (ASG)

Yolanda González, PRA RA III

Ref.: 19281/2022-1.0 MS

8.7 Annex 7 Sources of Scoring Data

Ref.: 19281/2022-1.0 MS

#	Criteria	Rationale and/or definition of criteria	Category	Type	Score
1	DSA rate (for meeting participants)	Cost of conducting meetings in the location	Economic	Quantified	DSA Circular ICSC/CIRC/DSA/553 Approved by : Mr Larbi Djacta Date: 1/Jun/2021
2	Government support in US\$ (including national staff cost, office space, security, furniture, running cost, and programme/activity cost)	Offsetting of office cost	Economic	Quantified	RO information
3	Office running cost	Cost of operating the office (non-staff cost and net of government contribution): rent, utilities, security, contribution to UN common costs (if applicable) etc.	Economic	Quantified	RO information
4	Salary Post Adjustment Multiplier	Staff cost	Economic	Quantified	UNITED NATIONS POST ADJUSTMENT SYSTEM Methodology for Compilation of the Post Adjustment Index and Operational rules for Determination of the Post Adjustment Multiplier International Civil Service Commission July 2021
5	Collaboration, advocacy and RA linkages to high-level regional strategies, resources and activities with other global and regional partners (UN, international and regional Organizations and financial institutions)	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness	Subjective (Rating 1-4)	RO information
6	Government long-term commitment to support the Office to ensure sustainability, e.g., 4-year period of initial agreement, and continuation	To ensure sustainability, e.g., 4-year period of initial agreement, and continuation	Effectiveness	Quantified	RO information

#	Criteria	Rationale and/or definition of criteria	Category	Type	Score
7	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility with other inter-governmental, INGOs and/or major academic institutions	Opportunities for collaborations, partnerships, recruitment of qualified staff, etc. and increased visibility.	Effectiveness	Subjective (Rating 1-4)	RO information
8	Presence of other global and regional partners (UN, international and regional Organizations and financial institutions) in the location	For collaboration, increased advocacy and ensuring RA linkages to high-level regional strategies, resources and activities.	Effectiveness	Subjective (Rating 1-4)	RO information UN
9	Availability of international conference facilities, equipped with interpretation system	Organization of regional meetings	Efficiency	Subjective (Rating 1-4)	RO information
10	Communications and connectivity	Ability to effectively connect and communicate via internet - Internet users, percent of population.	Efficiency	Quantified	
11	Ease / Availability of local transportation (public and taxi / congestion travel time)	For organizing regional meetings	Efficiency	Subjective (Rating 1-4)	RO information
12	Flight connectivity within the region	Location should ideally be a major regional hub with lots of direct flights and good connections to regional locations. Global Ranking as per appendix D of the IATA link	Efficiency	Quantified	https://www.iata.org/en/iata-repository/publications/economic-reports/air-connectivity-measuring-the-connections-that-drive-economic-growth/
13	Human Development Index (Staff quality of life)	A composite index measuring average achievement in three basic dimensions of human development—a long and healthy life, knowledge and a decent standard of living (1=the most developed).	Efficiency	Quantified	https://knoema.com/atlas/topics/World-Rankings/World-Rankings/Human-development-index
14	Level of difficulty for applying and obtaining visa for meeting participants (1 to 4 - 4 being easiest)	The procedures for applying and obtaining visa for meeting participants should be relatively easy.	Efficiency	Subjective (Rating 1-4)	RO information

#	Criteria	Rationale and/or definition of criteria	Category	Type	Score
15	Political stability	The index of Political Stability and Absence of Violence/Terrorism measures perceptions of the likelihood that the government will be destabilized or overthrown by unconstitutional or violent means, including politically motivated violence and terrorism (-2.5 weak; 2.5 strong).	Efficiency	Quantified	https://www.theglobeconomy.com/rankings/wb_political_stability/
16	Security threats index	Bombings, attacks, coups, terrorism, crimes etc. The higher the value of the indicator, the more the threats in the state (0 corresponding to lowest rank, and 10 to highest rank).	Efficiency	Quantified	https://www.theglobeconomy.com/rankings/security_threats_index/