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World Meteorological Organization

WMO AUDIT AND OVERSIGHT COMMITTEE

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Programme of Work of the Internal Oversight Office for 2025

EXECUTIVE SUMMARY

The 2025 Plan of Work for the Internal Oversight Office (IOO) of the World Meteorological Organization (WMO) outlines a comprehensive and strategic approach to oversight, focusing on key areas such as internal audit, evaluation, and investigation. This plan aims to strengthen WMO's governance, risk management, and control processes, in alignment with the organization's strategic objectives and stakeholder expectations. With an emphasis on adopting updated global audit standards and addressing emerging risks, the IOO's plan reflects a proactive and value-driven oversight strategy.

Mandate and Strategic Objectives

The IOO operates under WMO's financial regulations, providing independent and objective assurance to enhance operational effectiveness. The IOO's oversight encompasses three main pillars: internal audit, evaluation and inspection, and investigation. These activities are designed to support WMO's accountability, efficiency, and effectiveness in achieving its mission.

The Internal Audit Strategy is centered on:

- Risk-Based Assurance: Prioritizing high-risk areas through an annual risk assessment to dynamically align the audit plan with emerging risks.
- Audit Quality and Competency: Establishing a Quality Assurance and Improvement Program (QAIP) to ensure adherence to IIA standards and ongoing improvement.
- Technology Integration: Utilizing data analytics and advanced audit tools to enhance efficiency and offer deeper risk insights.
- Stakeholder Engagement: Strengthening communication with WMO's leadership and stakeholders for greater alignment and transparency in oversight activities.
- Support for Organizational Change: Providing assurance for WMO's transformative initiatives, such as the ERP implementation, through pre- and post-implementation reviews.

Planning Considerations and Key Risk Drivers

The 2025 plan was developed using a risk-based approach, with several key factors guiding the IOO's focus areas:

- Leadership Transition and Organizational Changes: Following the recent appointments of WMO's new Secretary-General, Deputy Secretary-General, and Assistant Secretary-General, organizational adjustments have affected governance and control. The IOO has incorporated these developments into its risk assessment.
- Environmental and Reputational Risks: Increased complaints of abuse of authority and workplace harassment highlight the need to mitigate risks to WMO's reputation and address any toxic work environment concerns.
- ERP Implementation: The roll-out of WMO's new ERP system represents a significant operational shift with broad implications for business processes and risk exposure. An audit is planned to ensure alignment with WMO's control and governance practices.

- Information Technology Risks: With heightened reliance on IT, the IOO's audits will assess IT governance, and risk management.
- Fraud Prevention: The IOO will integrate fraud risk indicators into its audit engagements to support early detection and prevention efforts across WMO's operations.

2025 Internal Audit Engagements

The 2025 audit plan prioritizes high-risk areas across WMO's departments, with key engagements including:

1. Short-Term Language Staff Engagement: Assessing governance, control, and cost management in language services to ensure transparency and efficiency.
2. Third-Party Travel: Evaluating compliance and internal controls over non-staff travel to prevent unauthorized or excessive expenditures.
3. Infrastructure Department: Reviewing operational efficiency, financial management, and risk mitigation within WMO's infrastructure projects and partnerships.
4. Performance Management Process: Ensuring that the Performance Appraisal and Review (PAR) system aligns with WMO's objectives, is transparent, and consistently applied.
5. VOLTA Basin Adaptation Fund Project: Auditing fund management, compliance with donor requirements, and project outcomes for the adaptation project.
6. IT Strategy: Reviewing WMO's IT strategy implementation, governance, and cost management to support digital transformation and service delivery goals.

These engagements address WMO's high-risk areas, providing assurance on critical functions and supporting effective risk management practices.

2025 Project Evaluations

Based on the consultation with the stakeholders IOO proposes to include an evaluation of USAID funded FFGS project in its plan of work

7. Evaluation/Performance Audit of the Flash Flood Guidance System with Global Coverage (FFGS/WGC) Project.

IOO has compiled a list of project evaluations being undertaken/planned to be undertaken and is included in the report.

Resource Allocation

The IOO's plan allocates 690 days to internal audit, investigation, and evaluation activities, alongside resources for QAIP, training, and proactive fraud prevention. Due to staffing limitations, the IOO will utilize co-sourcing and outsourcing to supplement its capabilities.

Coordination with external oversight bodies, including the Joint Inspection Unit (JIU) and WMO's external auditors, continues to be a key component of the IOO's strategy, ensuring cohesive oversight and minimizing duplication of efforts. Furthermore, performance measures

are in place to evaluate the IOO's success in meeting its objectives and maintaining alignment with IIA standards.

I. MANDATE OF THE INTERNAL OVERSIGHT OFFICE

1. The overall framework of internal oversight activities as mandated by the World Meteorological Congress is contained in Financial Regulations 13.7-13.10. Further elaborated in IOO charter, the consolidated internal oversight mechanism provided by IOO comprises of three pillars of activity: internal audit, investigations, and independent evaluations.

Pillar 1: Internal Auditing

2. Internal Auditing is an independent, objective assurance and consulting activity designed to add value and improve an organization's operations. It helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. Internal Auditing in IOO is carried out in conformity to the International Professional Practices Framework of the Institute of Internal Auditors (IIA), which includes the Internal Auditing Standards and Code of Ethics. This mandatory guidance constitutes the framework within which IOO practice of internal auditing is pursued and the standard by which IOO performance effectiveness is evaluated.

3. Assurance activities include, compliance audits, performance audits (value-for money audit), financial audits, Information Technology Audits, and continuous audits.

Pillar 2: Evaluation and Inspection

4. Evaluations in WMO are carried out in accordance with the standards developed and adopted by the United Nations Evaluations Group (UNEG). An evaluation and inspection are a systematic assessment, of a project, programme, strategy, policy, topic, theme, sector, operational area or other institutional performance activity. This process of review focuses on expected and achieved accomplishments, examining the results chain, processes, contextual factors and causality, in order to understand achievements or the lack thereof. It aims at determining the relevance, impact, effectiveness, efficiency and sustainability of the interventions and contributions of the WMO. An evaluation should provide evidence-based information that is credible, reliable and useful, enabling the timely incorporation of findings, recommendations and lessons into the decision-making processes of the organizations.

5. The purposes of inspection and evaluation are to promote accountability and learning. Inspections and evaluation aim to understand why — and to what extent — intended and unintended results were achieved and to analyze the implications of the results.

Pillar 3: Investigation

6. Investigation is part of the process by which greater transparency and accountability are fostered within the Organization. The investigation is both legally based and analytic process designed to gather information in order to protect the human and financial resources of WMO. Investigations activities relate to allegations of misconduct by staff covering areas such as fraud, corruption, sexual exploitation and abuse and other misconduct in the workplace as defined in the staff rules and financial rules. Investigations in WMO are carried out in accordance with the Uniform Principles and

Guidelines for Investigations adopted by the "Conference of International Investigators".

I. INTERNAL AUDIT PLAN

7. Standard 9.2 of the Global Internal Auditing Standards requires the CAE to develop and implement a strategy for the IA function that supports s the strategic objectives and success of the organization and aligns with the expectations of the board, senior management, and other key stakeholders. The Internal Audit Strategy for the Internal Oversight Office is kept at Annex-I.

8. Standard 9.4 Internal Audit Plan requires that the Internal Audit Plan must be based on documented risk assessment:

> The chief audit executive must create an internal audit plan that supports the achievement of the organization's objectives. The chief audit executive must base the internal audit plan on a documented assessment of the organization's strategies, objectives, and risks. This assessment must be informed by input from the board and senior management as well as the chief audit executive's understanding of the organization's governance, risk management, and control processes. The assessment must be performed at least annually. The internal audit plan must:
>> Consider the internal audit mandate and the full range of agreed-to internal audit services.
>> Specify internal audit services that support the evaluation and improvement of the organization's governance, risk management, and control processes.
>> Consider coverage of information technology governance, fraud risk, the effectiveness of the organization's compliance and ethics programs, and other high-risk areas.
>> Identify the necessary human, financial, and technological resources necessary to complete the plan.

II. PLANNING CONSIDERATIONS – KEY RISK DRIVERS

9. IOO uses a risk-based approach in developing its annual plan of work. Following were the key drivers and considerations in the risk assessment exercise undertaken in 2024:

LEADERSHIP TRANSITION & ORGANIZATIONAL CHANGES

10. The 19th World Meteorological Congress elected a new President and Vice Presidents of the organization. The Congress also appointed Professor Saulo from Argentina as the Secretary-General for the next financial period, with her duties commencing in January 2024.

11. An extraordinary session of the Executive Council in January 2024 appointed the new Deputy Secretary-General (DSG) and Assistant Secretary-General (ASG) for WMO. Organizational changes have been implemented, including the establishment of the Controller's Office.

12. The IOO has continuously assessed the impact of these leadership and structural changes on governance, control, and risk management processes, incorporating the identified risks and impacts into its risk assessment and planning as appropriate.

ENVIRONMENTAL RISK

13. Recently, there has been an unprecedented rise in complaints of abuse of authority and harassment within the organization. A toxic work environment not only undermines productivity but also poses significant reputational risk if complaints are not addressed promptly. Additionally, abuse of authority is often associated with an elevated risk of fraud.

14. The IOO has taken these risks into account when developing its work plan for 2025.

ERP IMPLEMENTATION

15. WMO has partnered with UNDP's QUANTUM project for the implementation of its new ERP system. The first release, focused on leave management, was launched in October, with most applications expected to go live by January 2025.

16. The IOO conducted a mid-term review and issued a report in August 2024. Given that the ERP project will impact all business processes within WMO, it significantly alters the organization's risk profile.

III. OVERSIGHT UNIVERSE AND RISK ASSESSMENT

17. Internal Oversight Office's universe is comprised of "oversight areas" which include processes, programmes, projects, organizational units, or locations. The universe is reviewed every year to incorporate the organizational and process changes since the last risk assessment. After the completion of this review, IOO has identified 38 oversight areas.

18. IOO's risk identification and assessment draws from a variety of sources including - Enterprise Risk Management, statement on Internal Controls, interviews with senior managers, management concerns etc.

ORGANIZATIONAL CHANGES AFFECTING THE AUDIT UNIVERSE

19. Service Note 17/2024 effected following organizational changes:

    a. A new division of Controller and Management Services was created encompassing Audit Coordination and Internal Controls, Finance and Budget and Corporate IT headed by a Controller.
    b. Education and Training Division was moved to Science and Innovation department.
    c. Socio economic benefits officer was relocated to Services Department.
    d. EU Coordination office was moved to Member Services.
    e. Travel function was moved from LCF to Administration.
    f. DPO was moved from Member Services to ASG.

ENTERPRISE RISK MANAGEMENT

20. In accordance with the IIA Standards, IOO is committed to aligning its risk assessment with Enterprise Risk Management (ERM) principles. To achieve this goal, we have conducted a comprehensive review of WMO risk registers and top risks. IOO has seamlessly integrated them into its risk assessment process where deemed relevant and applicable.

21. The WMO risk management system identified a total of 41 risks; 15 were Strategic, 18 were Operational, 4 Financial and 4 Compliance. Top Risks of the Organization, which we considered in our planning process are summarized below:

Risk	Category
1. Lack of effective communication on key topics	2. Operational
2. Growing competition from other entities (public and/or private) engaging in WMO's central mandate, without coordination and compliance to WMO standards	1. Strategic
3. Disruptions to core activities due to new ERP implementation	2. Operational
4. Cybersecurity incident leading to IT services disruption or data breach	2. Operational
5. Changes in political and societal priorities due to a combination of post-pandemics, financial volatility (inflation and exchange rates), energy/food crises and potential economic recession	1. Strategic

Risk		Category
6.	Reduced ability and willingness of Members to engage in inter-governmental bodies and technical cooperation due to political polarization and continued/expanded conflict	1. Strategic
7.	Inability to deliver on an overly ambitious target for the Early Warning for All initiative	1. Strategic
8.	Delays in decision-making due to Executive Management changes	2. Operational
9.	Dissemination of technical information that is not evidence based (including adverse outcomes of AI)	2. Operational

STATEMENT ON INTERNAL CONTROLS

22. Senior managers and key functionaries in the organization who are responsible for control activities, provide the Secretary-General assurance on functioning of internal controls within their delegated areas to support his Statement on Internal Control in relation to the annual Financial Statements. In doing so, they report on risks associated with objectives of their department, which are factored into IOO's risk assessment process.

23. As per the plan of work for 2024, IOO reviewed the SIC process to determine the quality of management assurance and made suggestions for further strengthening.
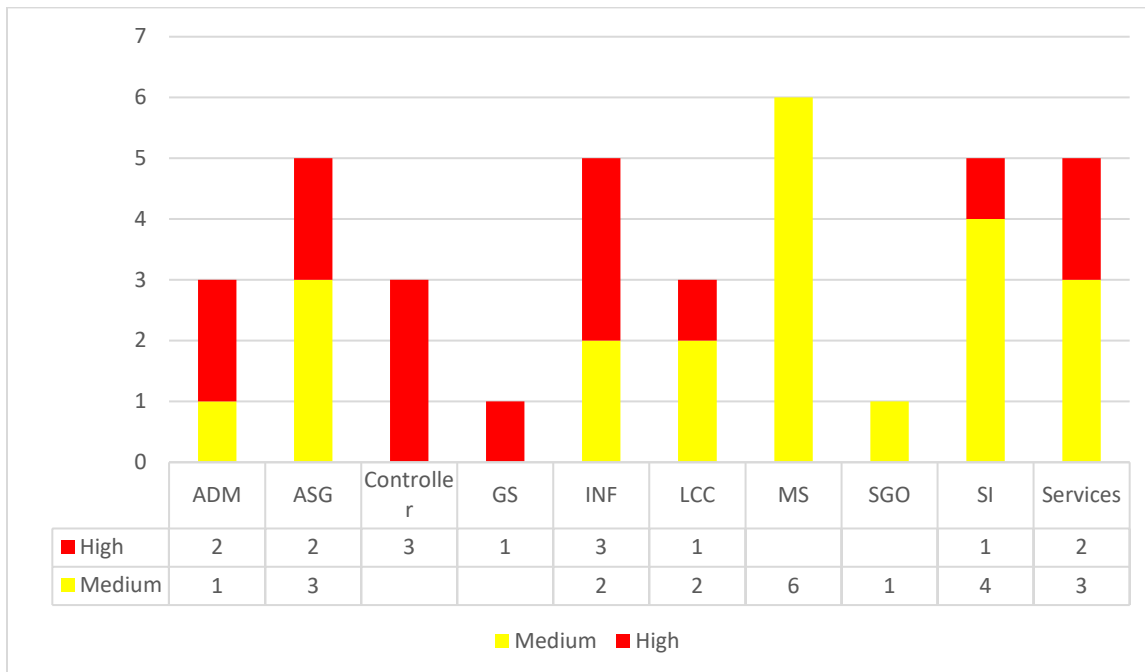
INFORMATION TECHNOLOGY RISK ASSESSMENT

24. As part of WMO's digital transformation, the implementation of key IT projects such as the new ERP system, network upgrades, and enhanced cybersecurity measures presents both opportunities and risks. The reliance on complex IT infrastructure increases the risk of service disruptions if not managed effectively. Additionally, fragmented IT solutions and a lack of integration can lead to inefficiencies, data silos, and delayed project timelines, potentially impacting the overall business operations. The internal audit must assess the effectiveness of IT governance frameworks, project management, and the alignment of IT initiatives with the organization's strategic objectives to mitigate these risks.

25. Cybersecurity poses a significant risk to WMO, particularly in the context of increasing cyber threats. Recent security incidents affecting UN organizations highlight the evolving nature of cyber risks. While WMO has implemented several security controls and addressed many audit recommendations, the organization remains at a medium-high risk level due to capacity constraints in implementing and operating new controls. The audit will need to evaluate the sufficiency of existing controls, the organization's ability to respond to cybersecurity threats, and the effectiveness of the IT security framework in reducing residual risks to an acceptable level. Additionally, procurement delays and resource limitations further exacerbate these risks, necessitating a comprehensive review of IT risk management practices.

FRAUD RISK

26. Management is responsible for fraud prevention and detection. Notwithstanding Internal Audit's responsibilities to be alert to indications of the existence of fraud and weaknesses in internal control which would permit fraud to occur.

27. As Internal Audit performs its work programs, it will be observant of manifestations of the existence of fraud and weaknesses in internal control which would permit fraud to occur or would impede its detection.

28. The annual risk assessment has drawn from the trends of complaints and results of investigation to identify and incorporate risk if fraud in this annual plan.

RISK IDENTIFICATION/ASSESSMENT INTERVIEWS

29. IOO engages with management at various levels to gather their insights about emerging risks and control issues. Further, IOO keeps track of discussions in legislative bodies' meetings to understand and incorporate their priorities in risk assessment process.

30. Based on the above inputs, each of the oversight units was scored on four strategic risk factors on a scale of 1-10. An overall risk score was then calculated for each of the units which were ranked "High", "Medium" or "Low". Of the total of 37 units, fifteen (15) were assessed to "High Risk" and 22 to be "Medium Risk". A graphical representation is given below:

	ADM	ASG	Controller	GS	INF	LCC	MS	SGO	SI	Services
■ High	2	2	3	1	3	1			1	2
■ Medium	1	3			2	2	6	1	4	3

■ Medium ■ High

31. The proposed plan of work covers seven (7) "High Risk", and eighteen (18) "Medium Risk" units from the universe. Using a weighting of 2 for the "high risk" areas and 1 for

"medium risk" the overall risk coverage by this proposed plan of work is 59%. The coverage in POW-2023 and 2022 was 48% and 49% respectively.

32. A three-year rolling plan is also developed showing the proposed coverage for 2026 and 2027 and is kept at Annex - II.

IV. INTERNAL AUDIT ENGAGEMENTS

33. The proposed Internal Audit engagements for 2024 along with brief scope/objectives/ key risks are given below:

2025-IAS-01 – ENGAGEMENT OF SHORT-TERM LANGUAGE STAFF	**45 DAYS**

The objective of this internal audit is to assess the adequacy and effectiveness of governance, risk management, and control processes related to the hiring and management of language services at WMO. This includes evaluating the efficiency and transparency in the engagement of freelance translators and interpreters, as well as the use of in-house capacities.

The official and working languages of WMO are Arabic, Chinese, English, French, Russian, and Spanish, as specified by General Regulation 118. Documentation is prepared and distributed in these languages in accordance with General Regulations 119 to 122.2.

The Linguistic Services and Publishing Section (LSP) within the Governance Services Department (GS) is responsible for language-related services, including translation and interpretation. Freelance translators and interpreters are regularly engaged through special service agreements to meet work demands. These agreements are managed entirely by the Linguistics Department and do not go through the Human Resources section.

Over the past three years, the expenditure on interpretation services has averaged CHF 600,000 annually (2024 – CHF 454,000; 2023 – CHF 664,000; 2022 – CHF 599,173).

The audit will cover the following key areas:

Governance and Control: Review the governance structure overseeing the hiring of freelance translators and interpreters. Assess the internal controls in place for managing contracts and the overall process of language services.

Engagement of Freelancers: Evaluate the transparency and fairness of the processes for engaging freelance translators and interpreters. Assess the use of special service agreements and whether they align with WMO policies and best practices.

Cost Management: Analyze the cost-effectiveness of the current language services arrangements, including expenditure trends over the past three years.

In-House Capacity Utilization: Assess the extent to which WMO's in-house language resources are utilized versus freelance services. Determine whether adequate planning is in place to optimize the use of in-house capabilities before outsourcing.

Key Risks

Fraud Risk: The audit will review the transparency of the processes for engaging short-term linguistic services, focusing on any potential risks of favoritism, lack of competition, or conflicts of interest in awarding contracts.

Operational Risk: The audit will assess the efficiency of planning for interpretation and translation services, examining the balance between in-house capacity and external freelancers to ensure optimal use of resources.

2025-IAS-02 – TRAVEL OF THIRD PARTIES	**50 DAYS**

The objective of the internal audit is to assess the adequacy and effectiveness of the controls, processes, and compliance with WMO policies related to non-staff travel. The audit will evaluate whether travel expenses are managed efficiently, accurately, and in accordance with WMO's established rules.

The internal audit will focus on the following key areas related to non-staff travel:

Compliance with WMO Travel Policies: Verify that non-staff travel is authorized, processed, and reimbursed in accordance with the relevant WMO policies and guidelines, including those outlined in Resolution 27 of the EC-73.

Authorization and Approval Process: Assess the adequacy of the authorization and approval processes for non-staff travel, ensuring that travel is properly authorized by senior officials with delegated authority.

Advances and Claims Processing: Review the timeliness and accuracy of travel advances and the submission and processing of travel claims.

Internal Controls: Assess the internal controls related to the non-staff travel process, including controls over approval, travel advances, and claims.

Use of Travel Resources: Review whether travel arrangements (e.g., flights, accommodation) are made using the most economical and direct routes as required by WMO policy.

Fraud Prevention: Evaluate the existence of controls to detect and prevent fraud, waste, and abuse in the travel management system.

Key risks:

Fraud Risk:

Risk of Unauthorized Travel Approvals: Travel may be approved without proper authorization or for purposes not aligned with WMO's objectives, or for ineligible persons leading to unnecessary expenses.

Compliance Risk:

Non-Compliance with WMO Travel Policies: Travel arrangements may not comply with the policies and guidelines established by WMO, such as exceeding authorized travel limits, using indirect routes without justification, or failing to meet visa or security clearance requirements.

Operational Risk:

Delays in Travel Reimbursement Processing: Slow processing of travel claims could affect WMO's reputation and create dissatisfaction among non-staff members, impacting operational efficiency.

Financial Risk:

Unjustified or Excessive Expenditure: Without proper controls, travel expenses may exceed budgeted amounts or cover non-essential travel activities, leading to a waste of WMO's financial resources.

Reputational Risk:

Perception of Favoritism in Travel Assignments: If travel arrangements appear to benefit specific individuals or lack fairness in the selection of travelers, this could lead to perceptions of bias or favoritism.

The audit will be conducted in accordance with global internal audit standards.

2025-IAS-03 – AUDIT OF INFRASTRUCTURE DEPARTMENT	60 DAYS

The objective of the internal audit is to assess the adequacy and effectiveness of governance, risk management, and control processes within the Infrastructure Department of WMO. The audit will evaluate the department's compliance with strategic objectives, operational efficiency, financial management, and the management of risks associated with its key responsibilities, including Earth system observations, data management, and resource mobilization.

The Infrastructure Department is responsible for the supporting the observation infrastructure and information systems. It plays a key role in integrating and executing WMO's strategic and operational plans related to global Earth system observation, prediction, and data exchange. The department's budget for 2024 includes a total allotment of CHF 10.29 million, of which CHF 8.156 million is for staff and CHF 2 million for non-staff commitments.

The Director of the Infrastructure Department oversees the development of WMO's integrated systems, including WIGOS, WIS, and WIPPS, and manages partnerships with international organizations such as UNFCCC and UNESCO. The department also leads the implementation of the Global Basic Observing Network (GBON) and supports capacity development in WMO member states.

The audit will focus on the following key areas:

Governance and Leadership: Assess the governance structure within the Infrastructure Department, including the effectiveness of the strategic direction, decision-making processes, and the leadership provided by the Director.

Operational Efficiency: Evaluate the efficiency of processes related to the planning, implementation, and monitoring of key initiatives, including the WMO Integrated Global Observing System (WIGOS), WMO Information System (WIS), and WMO Integrated Processing and Prediction System (WIPPS).

Financial Management: Review the management of the department's financial resources, including budget allocation, expenditure on staff and non-staff commitments, and the use of external funding (e.g., trust funds and in-kind contributions).

Risk Management: Assess the department's risk management framework, including the identification, assessment, and mitigation of risks related to data accuracy, technological advancement, and operational continuity.

Partnerships and Resource Mobilization: Review the effectiveness of the department's collaborations with international organizations and its success in mobilizing resources to support WMO's infrastructure systems.

Key Risks

Governance Risk: Ineffective oversight of strategic initiatives and inadequate alignment with WMO's broader organizational objectives, leading to potential delays or failures in achieving key outcomes.

Lack of clarity in roles and responsibilities, which may hinder decision-making and project implementation.

Operational Risk: Insufficient planning and coordination of WMO's integrated systems (WIGOS, WIS, WIPPS) may result in suboptimal use of resources and delays in system implementation.

Financial Risk: Poor budget management could lead to overspending or underspending in key areas, affecting the department's ability to meet its operational goals.

Reputational Risk: Inadequate coordination with international organizations (e.g., UNFCCC, UNESCO) or failure to deliver on key projects could harm WMO's credibility and reputation within the global scientific and environmental community.

The audit will be conducted in accordance with global international auditing standards.

2025-IAS-04 – PERFORMANCE MANAGEMENT PROCESS	45 DAYS

The objective of the internal audit is to assess the adequacy, effectiveness, and compliance of the Performance Appraisal and Review (PAR) process at WMO. The audit will evaluate whether the PAR process aligns with organizational objectives, fosters performance improvement, and ensures fairness and transparency in staff evaluations.

The PAR process at WMO is designed to systematically assess the performance of both Professional and General Service staff through a structured cycle, which includes work planning, midterm review, and year-end evaluation. The Human Resources Section (HRS) oversees the implementation of this process, while Department Directors are responsible for ensuring timely execution and compliance. The process aims to establish clear performance expectations, provide ongoing feedback, and address underperformance when necessary.

The audit will focus on the following key areas:

Governance and Compliance: Evaluate the compliance of the PAR process with the policies set out by WMO, including roles and responsibilities of staff, supervisors, and the Human Resources Section.

Process Efficiency: Assess the timeliness and effectiveness of each stage of the PAR cycle (work planning, midterm review, and year-end evaluation) and review whether the process is completed in accordance with established timelines.

Fairness and Transparency: Review the application of the PAR process to ensure consistency, fairness, and transparency in the evaluation of staff performance, including the handling of underperformance and rebuttal processes.

Staff and Supervisor Engagement: Assess the level of engagement by staff and supervisors in fulfilling their responsibilities in the PAR process, including participation in discussions, setting of clear objectives, and provision of feedback.

Use of Performance Improvement Plans: Evaluate the application and effectiveness of Performance Improvement Plans (PIPs) for addressing underperformance, including whether appropriate support and remedial measures are provided.

Key Risks

Governance Risk: Lack of compliance with WMO's PAR policies could result in inconsistent or unfair performance evaluations, leading to staff dissatisfaction and potential grievances.

 Failure of Department Directors to adequately oversee the PAR process could compromise the integrity and reliability of performance appraisals.

Operational Risk: Delays in completing the PAR process could result in untimely evaluations, affecting

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salary increments, contract renewals, and the overall accountability of staff performance.

Inadequate engagement by supervisors or staff in the work planning or midterm review stages could result in poorly defined objectives and lack of direction for staff throughout the performance cycle.

Fraud Risk: Lack of transparency in the handling of rebuttals or performance improvement plans may result in unfair treatment or unaddressed grievances.

Reputational Risk: Inconsistent or unfair application of the PAR process could harm WMO's reputation as a fair and transparent employer, potentially affecting staff morale and retention.

Compliance Risk: - Non-compliance with established performance appraisal policies and deadlines could lead to unresolved performance issues, negatively impacting organizational effectiveness.

2025-IAS-05 – VOLTA BASIN ADAPTATION FUND PROJECT	50 DAYS

The objective of the audit is to provide assurance on the proper use of the funds provided under the Grant Agreement for the VFDM project. This audit aims to ensure that the funds have been utilized in compliance with the terms and conditions outlined in the Grant Agreement, focusing particularly on Section 7's financial, compliance, and performance aspects.

The audit will cover the following key areas:

Financial Management and Reporting: Examination of financial statements, records, and transactions to verify that funds were used for their intended purposes and were accurately reported.

Compliance with Grant Conditions: Review of compliance with the terms and conditions outlined in Section 7 of the Grant Agreement, including adherence to procurement policies, disbursement schedules, and other donor requirements.

Internal Controls: Assessment of the adequacy and effectiveness of internal controls in place to manage the grant funds.

Disbursements and Expenditures: Verification that disbursements were made in accordance with the approved budget and for allowable costs as per the agreement.

Project Implementation and Performance: Evaluation of whether the project outcomes and milestones, as stated in the grant agreement, were achieved efficiently and effectively.

Key Risks

Misuse of Grant Funds: There is a risk that grant funds may be used for purposes other than those specified in the grant agreement, leading to financial losses and potential non-compliance with donor requirements.

Inadequate Financial Reporting: Insufficient or inaccurate financial reporting may lead to misrepresentation of how grant funds were used, potentially resulting in donor dissatisfaction or penalties.

 Overspending or Underspending: Poor budget management may result in grant overspending, creating a financial burden for the organization, or underspending, which could lead to the return of unutilized funds to the donor.

Compliance Risk: Non-Compliance with Donor Requirements: There is a risk of non-compliance with the specific terms and conditions outlined in the grant agreement, such as procurement guidelines, financial

management, or reporting deadlines.

Inadequate Documentation: Missing or incomplete documentation, such as receipts or contracts, could result in challenges during audits or reviews by the donor, leading to potential funding issues or reputational damage.

Operational Risk: Ineffective Monitoring and Evaluation: Failure to effectively monitor project milestones and performance could result in poor project outcomes or an inability to demonstrate the impact of the grant-funded activities.

Fraud Risk: Risk of Fraudulent Transactions: There is a risk that individuals may engage in fraudulent activities, such as inflating project costs, submitting false claims, or manipulating procurement processes, resulting in financial losses and reputational damage.

Reputational Risk: Failure to Achieve Project Objectives: Inadequate management or oversight of grant-funded projects may result in the failure to achieve the desired project outcomes, which could reflect poorly on the organization.

Governance Risk: Weak Internal Controls: Ineffective or weak internal controls over the grant management process could result in improper financial oversight, non-compliance with donor requirements, or misuse of funds.

The audit will be conducted in accordance with International Standards on Auditing (ISAs) and relevant standards that ensure the reliability and accuracy of financial and non-financial reporting.

2025-IAS-06 – AUDIT OF IT STRATEGY	45 DAYS

The objective of the internal audit is to evaluate the adequacy, effectiveness, and efficiency of the IT Strategy implementation at WMO, ensuring alignment with organizational goals, proper governance, risk management, and cost control. The audit will assess the extent to which the IT strategy supports WMO's digital transformation, service delivery, and innovation goals.

The audit will focus on the following key areas outlined in the IT Strategy document:

IT Governance and Framework: Review the governance structure overseeing the IT Strategy, including the roles of the Information Systems Strategic Advisory Committee (ISSAC) and the Enterprise Architecture Board (EAB), and assess whether decision-making processes are effective and aligned with strategic goals.

Digital Transformation: Evaluate the progress of WMO's digital transformation initiatives, including the integration of technology in processes and decision-making, and assess whether the strategy has delivered measurable business value.

Project and Change Management: Assess the effectiveness of IT project management practices, including adherence to the project lifecycle framework and change management processes, ensuring that projects are delivered on time, within scope, and with minimal disruption to business operations.

IT Risk Management and Cybersecurity: Review the cybersecurity measures in place, including the implementation of WMO's IT security policy, risk assessments, and mitigation strategies. Assess whether residual risks align with WMO's risk appetite and if controls are sufficient to protect data and services.

Cost Management: Evaluate the efficiency of IT-related cost management, including the assessment of total cost of ownership, budgeting processes, and cost optimization initiatives. Review procurement

processes to ensure compliance with WMO's procurement principles.

Human Resources and Capability: Review the adequacy of human resources management within the IT Division, including staff capabilities, roles, responsibilities, and training plans in alignment with the IT Strategy's goals.

Innovation and Technology Trends: Assess the extent to which the IT Division is keeping up with and implementing relevant technology trends, including the adoption of cloud computing, business process automation, and artificial intelligence, in line with WMO's digital transformation efforts.

Green IT Initiatives: Evaluate the progress of Green IT initiatives, including efforts to reduce the carbon footprint of WMO's IT operations and the implementation of eco-efficiency solutions.

Key Risks

Governance Risk: Lack of proper governance may result in misaligned IT initiatives that do not support WMO's strategic objectives or deliver business value.

- Failure of the ISSAC or EAB to effectively oversee IT investments may lead to fragmented solutions and inefficiencies.

Operational Risk: Inadequate project management and change management processes may result in delays, cost overruns, or failed IT projects that negatively impact operations.

- Slow adoption of digital transformation initiatives could hinder WMO's ability to remain agile and responsive to organizational needs.

Cybersecurity Risk: Inadequate cybersecurity measures may expose WMO to risks of data breaches, service disruptions, or loss of sensitive information, leading to reputational damage and operational impacts.

Financial Risk: Ineffective cost management could lead to budget overruns or missed opportunities for cost optimization, resulting in financial strain on the organization.

- Failure to consider the total cost of ownership for IT investments may result in unforeseen long-term expenses.

Reputational Risk: - Failure to implement innovation and technology trends in line with industry standards may damage WMO's reputation as a forward-thinking and efficient organization.

Compliance Risk: - Non-compliance with WMO procurement policies or IT security guidelines could lead to financial penalties or legal issues, and could negatively impact future funding or partnerships.

The audit will be conducted in accordance with international auditing standards.

EVALUATIONS

34. An evaluation is a systematic, objective and impartial assessment of an on-going or completed project, program or policy, its design, implementation and results. The aim is to determine the relevance and fulfilment of objectives, its efficiency, effectiveness, impact and sustainability. An evaluation should contribute to learning and accountability and provide credible, evidence-based information, enabling the incorporation of findings and recommendations into the decision-making processes of WMO.

35. Evaluations conducted in WMO include:

    a. **Project evaluations**: Assess projects contributions as a means to deliver WMO outcomes to constituents. They consider the project's relevance, efficiency, effectiveness and sustainability of outcomes, and test underlying assumptions about contributions to broader outcomes and impacts.

    b. **Programme evaluations**: Assess for each programme or a set of activities the performance in achieving expected results and their contribution to the achievement of high-level results in the chain. They also support the programmes in defining their logic models and frameworks. As WMO is moving away from the concept of "programmes" as a means to organize its activities, programme evaluations may be gradually phased out.

    c. **Strategic evaluations:** Assess, from the perspective of each strategic objective/long term goal. Their findings, conclusions and recommendations inform decisions on adjustments at the strategic level.

    d. **Others:** Meta-evaluation and synthesis of evaluation findings could be conducted as needed and reports provided to stakeholders. Joint Evaluations, Contributions to System Wide.

36. Based on the consultation with the stakeholders IOO proposes to include an evaluation of USAID funded FFGS project in its plan of work.

2025- EPAS-01- EVALUATION/PERFORMANCE AUDIT OF THE FLASH FLOOD GUIDANCE SYSTEM WITH GLOBAL COVERAGE (FFGS/WGC) PROJECT	55 DAYS

The FFGS/WGC project, funded by USAID and implemented by WMO, aims to support timely and accurate flash flood warnings globally. With a budget of $25 million, the project has a low spending rate midway through its timeline, which signals implementation and efficiency risks. This performance audit will evaluate the project's effectiveness, efficiency, and sustainability in using resources to meet its objectives and provide recommendations for improvement in the remaining project period.

The primary goal of the evaluation/performance audit is to assess the FFGS/WGC project's resource utilization and performance in achieving its objectives. Specifically, the audit will examine the project's:

Effectiveness: Progress toward intended outcomes and barriers encountered.

Efficiency: Use of resources (financial, human, and technical) and identification of any waste or inefficiencies.

Sustainability: Likelihood of maintaining project outcomes post-implementation, especially regarding reliance on external partners like HRC.

The evaluation will use the OECD DAC criteria of effectiveness, efficiency, and sustainability, focusing on the following:

1*. Effectiveness*
   - To what extent has the project achieved its intended outcomes to date?
   - How effective is the governance structure in ensuring timely decision-making?

2. Efficiency
  - Are the project's resources being used optimally to meet objectives?
  - What factors contribute to the low fund absorption rate, and how can they be addressed?
3. Sustainability
  - What steps are in place to ensure that project benefits continue beyond USAID funding?
  - How is the project addressing dependency on HRC for technical aspects and ensuring local ownership?

37. Project evaluations are planned and conducted under the aegis of PMB. IOO provide professional backstopping support in planning and conduct of evaluation (e.g. development of Terms of Reference, selection of qualified evaluators, and overall quality assurance). IOO also maintain the organizational evaluation repository with up-to-date information on past, ongoing and planned evaluations as well as provide the information to the AOC through IOO's plan of work.

38. The list of project evaluations presently ongoing/planned are given in the following table:

Project Name	Stage/Phase	Type of Evaluation	Expected Finalization
CREWS Pacific SIDS 2.0	2. Project Implementation	Final	Q1 2025
CREWS Cambodia and Lao PDR	2. Project Implementation	Final	Q2 2025
CARMINE - Co-creating a knowledge framework for cross-sectoral strengthening of climate Resilience in European Metropolitan regions (EC)	2. Project Implementation	Mid-Term	Q3 2025
CrossEU - Cross Sectoral Framework for Socio-economic resilience to climate change and extreme events in Europe	2. Project Implementation	Mid-Term	Q3 2025
MedEWSa - Mediterranean and pan-European forecast and Early Warning System against natural hazards	2. Project Implementation	Mid-Term	Q3 2025
Agricultural Climate Resilience Enhancement Initiative (ACREI)	3. Project Completion	Final	Q4 2024
Volta Flood and Drought Management	2. Project Implementation	Final	Q4 2024

VI. RESOURCE ALLOCATION

39. **Available Resources.** The Internal Oversight Office's has two professional staff - one Director (D-1) and one Senior Internal Auditor (P-5), and one support staff (G-6).

40. **Other Oversight Activities.** The plan allocates days for other oversight related activities – Training, QAIP, reporting to EC, annual risk assessment and follow-up of recommendation. Further days are assigned for investigation proactive fraud prevention work and evaluation policy works and support. All allocations are summarized in the table below:

Work Item	Days
IA Engagements	
2025-IAS-01 – Engagement of Short-Term language staff	45
2025-IAS-02 – Travel of Third Parties	50
2025-IAS-03 – Audit of Infrastructure department	60
2025-IAS-04 – Performance Management Process	45
2025-IAS-05 – VOLTA Basin Adaptation Fund Project	50
2025-IAS-06 – Audit of IT Strategy	45
2025-EPAS-01-FFGS Project	55
Other Oversight Items	
Training	30
QAIP	40
Reports to EC	25
Annual Risk Assessment	45
Follow-up	30
Investigations	90
Proactive Fraud Prevention	30
Evaluation Policy work and support	50
Total	690

41. **Other Responsibilities and coordination.** The plan allocates a total of 50 days for other responsibilities assigned to IOO namely, AOC Secretariat (30 days) and External Auditors support (20 days).

42. Deficit of about 120 days will be met through co-sourcing/outsourcing as appropriate.

43. **Training.** IOO continually assesses the competency requirements and provides training and other gap closing measures to its staff. Following are the areas identified for providing training in 2024, in alignment with this plan of work, and emerging priorities:

    a. Oracle Cloud ERP – Query and Reporting
    b. Interview Techniques
    c. Audit Management System

VII. OTHER ASSURANCES

44. Additional Sources of Assurance for WMO Stakeholders:

45. **The Joint Inspection Unit (JIU)** serves as the independent external oversight body within the United Nations system, responsible for conducting system-wide evaluations, inspections, and investigations.

46. While the JIU's engagements do not exclusively target WMO, they offer a valuable comparative analysis of WMO's regulations and procedures within the broader UN system. This, in turn, presents an opportunity for WMO to enhance its efficiency, effectiveness, and glean insights into best practices.

47. The JIU is currently undertaking following reviews:

    i.   A.471 - Health Insurance Schemes.
    ii.   A.474 – Donor led Assessments.
    iii. A.475 – Mutual Recognition Principle
    iv.   A.476 – Prevent ad respond to Sexual Exploitation and Abuse
    v.   A.478 – Ombudsman and Mediation function

48. IOO consults the list of proposed and ongoing JIU reviews to ensure complementarity and avoid duplication. For example, IOO substituted the audit of budgeting process included in the Plan of Work for 2024, as JIU undertook a review on the same topic.

49. **External Auditor.** IOO coordinates its plan and activities with the External Auditors. The external auditors have submitted their program of work separately (Agenda Item 5). The timing of IA engagements and scope are adjusted to ensure synergy.

VIII. PERFORMANCE MEASUREMENT

50. Establishing performance measures is critical in determining if an audit activity is meeting its goals and objectives, consistent with the highest quality practices and standards. The first step is to identify key performance measures for activities that stakeholders believe add value and improve the organization's operations.

51. In addition to compliance with The IIA's International Standards for the Professional Practice of Internal Auditing (Standards), audit activity performance measures in IOO include:
    - Percentage of the audit plan completed.
    - Count of issues found and recommendations made and accepted.
    - Percentage of recommendations implemented.
    - Time spent per audit vs. budget.

ANNEX-I – INTERNAL AUDIT – STRATEGIC PLAN-2025-27

1.   The three-year rolling plan, consisting of planned engagements for the period 2025 to 2027 is shown below:

2025	2026	2027
1. Internal Audit – SSA-L 2. Internal Audit – Travel Third Party 3. Internal Audit/IT Audit – IT Strategy (IT) 4. Internal Audit – Performance Appraisal 5. Internal Audit – AF Project 6. Internal Audit – INF Department 7. Evaluation FFGS Project	1. Internal Audit – PIR of QUANTUM (IT) 2. Internal Audit – Sciences and Innovation Department 3. Internal Audit – Liaison Offices 4. Internal Audit – Project Management 5. Internal Audit – Document Management and Approval Process (IT)	1. Internal Audit – Services Department 2. Internal Audit – Treasury Management 3. Internal Audit – Budgeting 4. Internal Audit – Outsourced Services 5. HR Strategy 6. QAIP – External QAR

Unit	Risk	Last Audit	2025	2026	2027
Human Resources	High	2023	Performance Management	Recruitment	HR Strategy
Travel	High	2023	Third Party Travel	ERP – PIR	
Procurement & Contract Management	Medium	2022		Procurement	
CREWS Secretariat	Medium	2024		Project Management	
Controllers Office	Medium			Controller's Office	
PPFS	Medium	2024			
Strategic Communications Office	High	2024			
Development Partnerships Office	High	2019	AF Project	Project Management	
Information Technology Division	High	2024	IS Strategy	ERP – PIR, Document Management	
Budget Unit	High	2016		Project Management	Budgeting Audit
Finance	High	2020		ERP – PIR	Treasury Management
Governance Services	High	2023			
Global Climate Observing System	High	2014	Infrastructure		
WMO Information System	Medium	2016	Infrastructure		
WMO Integrated Global Observing System	High		Infrastructure		
Infrastructure	Medium	2024	Infrastructure		
Infrastructure	High	2024	Infrastructure/ Third Party Travel		
Language Services and Publications	Medium	2020		Publications	
Conference Services	Medium	2019	SSA-L	ERP – PIR	
Facilities Management	High	2023		Procurement	Outsourced Services
Member Services	Medium	2023	Third Party Travel		
Regional Office Africa	Medium	2023			FO Audit
Regional Office Americas	Medium	2017			FO Audit
Regional Office Asia & South West Pacific	Medium	2010			FO Audit
Regional Office Europe	Medium				FO Audit
Member Services & Development	Medium	2024			
External relations/Protocol	Medium			LO Audit	
Science and Innovations	High	2024	Third Party Travel	SI Audit	
Education & Training Office	Medium	2020		SI Audit	
Atmospheric Environment Research Division	Medium	2015		SI Audit	
World Climate Research Division	Medium	2015		SI Audit	

Unit	Risk	Last Audit	2025	2026	2027
World Weather Research	Medium	2015		SI Audit	
Services	High	2024	Third Party Travel		Services
Climate Services Branch	High	2024			Services
Disaster Risk Reduction & Public Services Branch	Medium	2024			Services
Sector Services	Medium	2024	AF Project		Services
Hydrology and Water Resources	Medium				Services

ANNEX-III: INTERNAL AUDIT STRATEGY 2025–2028

ALIGNED WITH THE NEW GLOBAL INTERNAL AUDIT STANDARDS

VISION:

To provide value-driven assurance, advice, and foresight by strengthening governance, risk management, and control processes, ultimately supporting the organization's strategic goals and stakeholder trust.

STRATEGIC OBJECTIVES:

ENHANCE RISK-BASED ASSURANCE

- Goal: Develop and implement a risk-based audit plan to focus on high-priority risks and key organizational objectives.
- Initiative: Conduct annual and continuous risk assessments, ensuring dynamic updates to the audit plan that reflect emerging risks, business changes, and stakeholder concerns.
- Alignment with Standards: Supports Standard 9.1 (Understanding Governance, Risk Management, and Control Processes) and Standard 9.4 (Internal Audit Plan).

IMPROVE AUDIT QUALITY AND PROFESSIONAL COMPETENCY

- Goal: Establish a quality assurance and improvement program (QAIP) to maintain audit excellence and meet IIA Standards.
- Initiative: Perform regular internal and external quality assessments, ensuring conformance with Standard 12.1 (Internal Quality Assessment), Standard 8.4 (External Quality Assessment) and further requirements in the charter of the Internal Oversight Office.
- Alignment with IIA Standards: Standard 8.3 (Quality Assurance and Improvement Program) ensures ongoing improvement in audit practices.

INTEGRATE TECHNOLOGY AND DATA ANALYTICS:

- Goal: Utilize advanced audit tools and data analytics to enhance audit efficiency and provide deeper insights into business risks and controls.
- Initiative: Invest in technologies that enable real-time auditing, continuous monitoring, and data-driven risk identification.
- Alignment with IIA Standards: Fulfills Standard 10.3 (Technological Resources) and promotes effective resource management for enhanced audit capabilities.

STRENGTHEN STAKEHOLDER ENGAGEMENT AND COMMUNICATION:

- Goal: Foster effective communication with the EC, AOC, Executive Management, and other stakeholders to align audit activities with their expectations and organizational priorities.

- Initiative: Provide timely and transparent reports on audit results, recommendations, and follow-up actions.
- Alignment with IIA Standards: Reflects Standard 11.1 (Building Relationships and Communicating with Stakeholders) and Standard 11.3 (Communicating Results).

SUPPORT ORGANIZATIONAL CHANGE AND INNOVATION

- Goal: Provide assurance and advisory services that support organizational transformation projects, such as ERP implementation and digital initiatives.
- Initiative: Perform pre-implementation and post-implementation reviews of major projects to ensure alignment with governance and risk management practices.
- Alignment with IIA Standards: Addresses Standard 9.2 (Internal Audit Strategy) by aligning audit efforts with organizational strategy.

PERFORMANCE MONITORING:

- Regular reporting on progress to the EC and AOC, with adjustments based on audit findings, changes in risks, and stakeholder feedback.
- Annual review of strategy for relevance and effectiveness in achieving long-term objectives.

THIS STRATEGY ENSURES THAT THE INTERNAL AUDIT FUNCTION REMAINS PROACTIVE, VALUE-ADDING, AND ALIGNED WITH THE IIA'S UPDATED STANDARDS AND ORGANIZATIONAL GOALS.