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Corte dei conti

LONG FORM REPORT OF THE EXTERNAL AUDITOR

WORLD METEOROLOGICAL ORGANIZATION

Audit of the financial statements for 2025

28 April 2026

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Introduction

The legal basis for the External Auditor's audit is set out in Article 15 of the WMO Financial Regulations and Rules and in the Additional Terms of Reference governing the External Audit of WMO.

This report informs the Executive Council of the results of our audits.

The audit looked at the WMO Financial Statements as at 31 December 2025 and their consistency.

This financial period is governed by the above-mentioned WMO Financial Regulations and Rules and by the WMO Standing Instructions, Chapter 5; the Financial Statements are presented in compliance with the International Public Sector Accounting Standards (IPSAS).

We audited the accounts for the Financial Year 2025, according to the INTOSAI standards, the IPSAS regime and according to the Financial Regulations of the WMO, approved in 2018, as finally updated in October 2025.

With the letter of Representation signed by the Secretary-General, referring to the Accounts for the Financial Year 2025, we received the report and the finalised version of the Financial Statements.

We planned our activities in line with our audit strategy in order to obtain a reasonable assurance that the Financial Statements were free from material misstatement.

We evaluated the accounting principles applied by Management and the adequacy of the presentation of information in the Financial Statements, noting that, from a forward-looking perspective, certain areas would benefit from enhanced clarity and completeness of disclosures, as further addressed in our recommendations.

The audit work

Also taking advantage of the assistance of our focal point (the Controller), for our audit work on the financial statements 2025 we had meetings (in person and through videoconference) with all relevant managers and officials.

During the audit, all questions were discussed and clarified, in person and through emails' exchange and videoconferences, with the officials responsible. The audit team,

after formally submitting the audit programme to the Secretary-General, had audit-related meetings with the Assistant Secretary-general, Director of Administration, Director LCF; during the audit work, the Team had regular meetings and in-depth discussions with the Controller, the Chief Human Resources Section, the Chief Finance Section, the Chief Procurement Section, the Head Facilities Management, the Chief Digital and Technology Services Section and the Chief Information Security Officer, as well as with members of their staff or staff in other Units, depending on the subject matter under consideration.

According to the best practices, we have focused our work in the most sensitive areas, from a financial point of view, and, through our tests, we obtained a sufficient basis for the opinion given in the audit certificate.

We have carried out, together with the usual controls, a specific IT audit of the payroll and pooled treasury processes, as well as an assessment of the status of previous recommendations in cybersecurity, whose results are included in the report.

We present the results of our audit activity through audit findings and observations, and we issued, where needed, “Recommendations”, which were discussed with the relevant management and finally presented, through the Controller, to the Secretary-General, whose comments are incorporated in the report.

Recommendations are subject to the Organization’s follow-up process, coordinated through the Controller, who submits the related action plan to Those Charged with Governance.

Finally, we wish to express our appreciation for the courtesy and cooperation extended by all WMO officials from whom we requested information and documentation.

Corte dei conti

AUDIT REPORT

Opinion

We have audited the Financial Statements of the World Meteorological Organization (WMO), which comprise the Statement of Financial Position as at 31 December 2025, the Statement of Financial Performance, the Statement of Changes in Net Assets, the Statement of Cash Flow and the Statement of Comparison of Budget and Actual Amounts for the year then ended, and Notes to the Financial Statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the World Meteorological Organization (WMO) as at 31 December 2025, and its financial performance, its changes in net asset, its cash flows and its comparison of budget and actual amounts for the Regular Programme General Fund for the year then ended, in accordance with IPSAS and the WMO Financial Regulations and Rules.

Basis for Opinion

We conducted our audit in accordance with the International Standards of Supreme Audit Institutions (ISSAIs), and the WMO Financial Regulations and Rules. In the field of financial statements audit, the ISSAIs are a direct transposition from the International Standards on Auditing (ISAs). The Corte dei conti applies the provisions of the ISAs in so far as they are consistent with the specific nature of its audits. Our responsibilities under these standards are further described in the Auditor's

Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the WMO in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Nations system, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Matter – Preparation process of the 2025 WMO Financial Statements

Without modifying our opinion, we draw attention to the governance and oversight arrangements in place over the management, maintenance, and administration of the Quantum application. As UNDP provides the Quantum application (an Oracle cloud application) as a Platform as a Service, UNDP is responsible for the core IT General Controls (ITGCs).

Our audit noted that WMO has not yet been successful in formally establishing a comprehensive governance and control framework providing assurance over the activities performed by the service provider. This relates, on the database side, to limitations in WMO's oversight over the creation, review, and management of user accounts, including particularly UNDP privileged users and the activities performed by such users, as well as over database-level changes performed by UNDP.

This matter was discussed with WMO Management, which acknowledged the need to strengthen governance and oversight arrangements across the Quantum partner organizations and to commit to resolving the issues at both Management and Council levels, with the objective of ensuring that the identified gaps are adequately addressed and resolved by the end of the 2026 financial year.

With regard to the IT audit of 2025 financial statements, we were able to perform alternative procedures, as well as to check the data migration, which was substantially correct, and this allowed us to issue an unqualified opinion. However, the resolution of this matter is considered relevant to the overall control environment supporting the Quantum system. Should the identified governance and oversight gaps not be adequately addressed within the agreed timeframe, this may have implications for the audit opinion for the financial statements of the financial year ending 31 December 2026.

Responsibilities of the WMO Secretary-General and Those charged with governance for the Financial Statements

The Secretary-General is responsible for the preparation and fair presentation of the financial statements in accordance with International Public Sector Accounting Standards (IPSAS) and WMO's Financial Regulations, and for such internal control as he determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary-General is responsible for assessing the WMO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Secretary-General either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the WMO's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Corte dei conti's objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes its opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;

- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the WMO's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management;
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the WMO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the WMO to cease to continue as a going concern;
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Furthermore, in our opinion, the transactions of WMO that have come to our notice or that we have tested as part of our audit have, in all significant respects, been in accordance with the WMO Financial Regulations and Rules and its legislative authority.

In accordance with the WMO Financial Regulations and the "Additional terms of reference governing external audit", we have also issued a detailed report on our audit of the WMO Financial Statements for 2025.

Guido Carlino
President of the Corte dei conti
(Original digitally signed)

Audit results

The following long form report contains our observations on financial, governance and IT matters and with respect to the efficiency of the financial procedures, the accounting system, and, in general, the management and operations of the Organization. WMO management was afforded the opportunity to comment on our audit observations. The recommendations are a value adding and were communicated to WMO Management to help enhance the efficient and effective management of the Organization.

LONG FORM REPORT

Structure of the accounting statements

The WMO's Financial Statements, prepared and presented in compliance with IPSAS 1, included the following elements:

Statement of financial position (Statement I) – Balance sheet as at 31 December 2025 with comparative figures as at 31 December 2024, showing Assets (divided into Current and Non-current assets), Liabilities (divided into Current and Non-current liabilities) and Net assets;

Statement of financial performance (Statement II) for the year ended 31 December 2025, with comparative figures as at 31 December 2024, showing the Surplus/Deficit for the financial year;

Statement of changes in net assets/equity for the year ended 31 December 2025 (Statement III), with comparative figures as at 31 December 2024, showing the value of the Net assets, which include the surplus or deficit for the financial year including losses directly recorded in Net assets without being recorded to the Statement of financial performance;

Cash flow (Statement IV): table of cash flows for the period closed on 31 December 2025, showing the inflow and outflow of cash and cash equivalents, purposely regarding the operational, investment and financing transactions and the treasury totals at the end of the financial year;

Comparison of budget and actual amounts (Statement V) for the twelve months ending 31 December 2025;

Notes to the financial statements, providing information about accounting policies, segment reporting and additional information necessary for a fair presentation (quoted in this Report as Note or Notes).

Statement of financial position

According to Statement I – financial position (Note 3.2), net assessed contributions receivable amount to CHF 32.7 million, reflecting an increase of CHF 14.3 million in net unpaid assessed contributions between 31 December 2024 and 31 December 2025 (from CHF 18.4 million to CHF 32.7 million).

The ageing analysis (Note 3.2, paragraph 81) further indicates a significant increase in outstanding gross assessed contributions, from CHF 29.2 million at 31 December 2024 to CHF 44.3 million at 31 December 2025.

Receivables relating to the most recent year (2025) amount to CHF 17.9 million, while a material portion of arrears balances remains, including CHF 9.3 million relating to periods prior to 2022.

This distribution highlights both an accumulation of recent arrears and the persistence of long-outstanding receivables, increasing uncertainty in the timing and predictability of future cash inflows.

Expected credit loss provisions on assessed contributions, which represent the amount of potential non-payment or impairment losses, amount to CHF 11.6 million as at 31 December 2025.

The Statement of financial position shows a decrease in total assets (from CHF 246.3 million in 2024 to CHF 227.7 million in 2025) and in total liabilities (from CHF 301.0 million to CHF 260.1 million), resulting in an improvement in net assets, with the deficit reducing from CHF 54.8 million to CHF 32.4 million.

This improvement is mainly driven by reductions in non-current liabilities, in particular employee benefits. As indicated in Note 3.17, this variation reflects actuarial effects, including a decrease in actuarial losses from CHF 66.8 million in 2024 to CHF 45.9 million in 2025, with a net actuarial gain of CHF 18.7 million arising from changes in financial assumptions, primarily driven by an increase in the long-term CHF discount rate.

The individual components of assets and liabilities are analysed in detail in the following paragraphs. A dedicated section will subsequently focus on the assessment of liquidity risk and related forward-looking considerations.

Assets

In 2025, the WMO's total assets amounted to 227,674 kCHF, with a decrease of 18,602 kCHF (7.55%) as compared with the value recorded in 2024 (246,276 kCHF).

They consisted of current assets amounting to 175,686 kCHF (77.17% of total assets) and non-current assets, amounting to 51,988 kCHF (22,83% of total assets). In 2024, the corresponding figures were 178,637 kCHF for current assets (72.54% of total assets) and 67,639 kCHF for non-current assets (27.46% of total assets).

Current Assets

Total current assets in 2025 decreased by 2,951 kCHF (1,65%) compared to 2024.

The decrease is mainly attributable to reductions in: "Voluntary contributions receivable" (-11,198 kCHF), "Cash, cash equivalents and investments" (-7,043 kCHF) and "Other receivables" (- 90 kCHF); while inventories remained stable.

These decreases were partially offset by increases in: "Assessed contributions receivable" (+14,337 kCHF) and "Advances for projects and meetings" (+1,043 kCHF), resulting in a total increase of 15,380 kCHF.

Cash and cash equivalents

The sub-heading "Cash and cash equivalents" in 2025 totalled 130,440 kCHF, with a decrease of 5.1% as compared to 137,483 kCHF in 2024.

It included unrestricted cash, for an amount of 35,091 kCHF (with a decrease of 7,854 kCHF, -18.3% as compared to 2024, when amounted to 42,945 kCHF) and restricted cash, amounting to 95,349 kCHF (with a decrease of 811 kCHF, -0.9% over 2024, as amounted to 94,538 kCHF). A detailed breakdown of the sub-heading is shown in Note 3.1.

The basis for evaluating Cash and cash equivalents is given in the Accounting Policies (Note 2, para 22-24).

Bank accounts confirmations and closure of inactive accounts

We asked all banks and financial institutions with business relations with WMO to confirm the current account balances as of 31 December 2025.

As in past years, we requested Management to ask all interested financial institutions to send directly to us the account confirmation with the detailed checklist, as at 31 December 2025.

We received direct confirmation from all banks, with reference to all bank accounts; besides, Management provided us with supporting documents which we used for our audit.

In past years Management started a process of revision of bank accounts in accordance with our recommendations. During 2025, the final closure of an account at a bank in field occurred and Management provided us with the documents concerning the closure, as per our request.

We verified that the balances per bank confirmations were properly recorded in the accounts. All variances identified were explained and justified, except for two cases where discrepancies were noted between the bank confirmations received and the year-end trial balance. Specifically, two accounts that are no longer held were correctly zeroed but remain recorded in the books: the above-mentioned field bank account that has been closed, and a deposit account related to HQs. These differences were communicated to management. We will follow up in the next audit to confirm that the presentation has been corrected.

Update of the lists of authorized signatures at banks, and need for dual signature

As per our request, in all bank confirmation letters received, the information on the signatories authorized to operate the accounts was included.

As a result of our audit, we found some differences between these lists received from the banks and the lists kept by Management at HQs. In particular, we found that, in some confirmations received, the dual signature to operate the bank account is not required. However, Management acted promptly, explaining these discrepancies and communicating with the banks in order to solve them.

Based on the actions undertaken by Management, as described above, the recommendation n. 4/2020 is considered implemented.

Assessed and voluntary contributions receivable from Member States

Assessed contributions receivable from Member States for the Regular Budget are composed of:

Current (due within 12 months), amounting to 32,638 kCHF in 2025 (18,301 kCHF in 2024, with an increase of 78.3%).

Non-current (due after 12 months) amounting to 49 kCHF in 2025 (88 kCHF in 2024, with a decrease of 44.3%).

Voluntary contributions receivable from Member States for the Regular Budget amounted to nil in 2025 (current and non-current), compared to 11,198 kCHF (current) and 14,467 kCHF (non-current) in 2024, reflecting a 100% decrease in both components.

As at 31 December 2025, total contributions receivable decreased from CHF 44.1 million in 2024 to CHF 32.7 million in 2025, showing an overall decrease of CHF 11.4 million, mainly as a result of the reduction to nil of voluntary contributions receivable.

As explained in Note 3.2, paragraph 79 of the Financial Statements, following the implementation of IPSAS 47, voluntary contributions are recognized as receivable only where binding agreements exist. Since WMO considers its agreements to be generally non-binding, such amounts are no longer recognized as receivables and are instead disclosed as contingent assets. Consequently, no provision has been recorded.

By contrast, assessed contributions receivable increased from CHF 18.4 million in 2024 to CHF 32.7 million in 2025. The related impairment provision also increased from CHF 10.8 million (2024) to CHF 11.7 million (2025), based upon the expected credit loss model as required by IPSAS 41.

As already mentioned, voluntary contributions receivable (current and non-current) declined from CHF 25.8 million to CHF 0 million. As reported in Note 3.2, paragraph 79 of the financial statements, this decrease was partially offset by the increase of CHF 14.3 million in unpaid assessed contributions between 31 December 2024 and 31 December 2025.

The ageing analysis (Note 3.2, paragraph 81) further indicates a significant increase in outstanding gross assessed contributions, from CHF 29.2 million at 31 December 2024 to CHF 44.3 million at 31 December 2025.

Receivables relating to the most recent year (2025) amount to CHF 17.9 million, while a material portion of arrears balances remains, including CHF 9.3 million relating to periods prior to 2022.

This distribution highlights both an accumulation of recent arrears and the persistence of long-outstanding receivables, increasing uncertainty in the timing and predictability of future cash inflows.

Inventories

Paragraph 19 of IPSAS 12 provides that cost of inventories comprises all costs of purchase, costs of conversion, and other costs incurred in bringing the inventories to their present location and condition.

In accordance with Note 2 – Accounting Policies of the financial statements, WMO inventories comprise publications and souvenirs, measured at the lower of cost and replacement or realizable value, and subject to annual obsolescence review.

The costs of publications include paper, CDs, editing and outsourcing.

As disclosed in Note 3.3, inventories (publications and souvenirs) remained stable at 8 kCHF in both 2025 and 2024. The decrease recorded in 2024 (from 17 kCHF to 8 kCHF) was attributable to items sold or distributed during the year.

Advances for projects and meetings and other current assets

Advances for projects and meetings represent operating advances to implementing partners and for WMO meetings, recognized based on reported expenditures and subject to settlement or return of unspent balances.

In 2025 they amounted to 8,316 kCHF, representing an increase of 14.3% compared to 2024 (7,273 kCHF) and the 3.7% of total assets.

Other receivable

Other receivables mainly comprise amounts due from tenants related to rental and utilities costs, education grant advances to staff, tax refunds, prepaid expenses, deposits and interest receivable.

In 2025, they amounted to 4,284 kCHF (2024: 4,374 kCHF), showing a slight overall decrease. The movement reflects heterogeneous trends across components, primarily

driven by a significant decrease in sundry debtors, which declined from 917 kCHF to 441 kCHF.

In parallel, increases were recorded in education grant advances and tax refunds, while other components showed more limited changes.

About sundry debtors, Note 3.5 (paragraph 90) indicates that the majority of the balance relates to tenants. However, based on the breakdown subsequently provided by Management, receivables from tenants amount to approximately 156 kCHF out of a total balance of 441 kCHF, while the remaining balance primarily relates to receivables from historical receivables for specific activities from two Members (166 kCHF) and other receivables (119 kCHF).

On this basis, the disclosure in the financial statements does not appear to be fully consistent with the underlying composition of the balance, as evidenced by the breakdown provided by Management.

In particular, the balances due from the two Members, in the amounts of 83 kCHF and 84 kCHF, date back to 2013 and 2014 respectively. Management indicated that all other sundry debtors relate to 2025.

During the final discussion, Management indicated that impairment assessments had been performed for these two debtors after more than two years of being overdue. While this statement is noted, it could not be substantiated within the audit timeframe The matter will therefore be subject to verification in the next audit cycle.

As disclosed in the financial statements (Note 4 – Credit Risk, paragraphs 167 et seq.), WMO indicates that expected credit loss (ECL) for other receivables is based on a forward-looking approach incorporating historical collection experience, and that the related impact as at 31 December 2025 is not considered material. However, it is not clear whether, and according to which methodologies, an ECL model is applied in cases where balances are, or may become, material. In this context, the extent to which such an approach effectively operates as a forward-looking ECL model in accordance with IPSAS 41 remains unclear.

These aspects should also be considered in conjunction with the recommendation on liquidity risk and related disclosures in future financial statements, as assumptions

regarding the recoverability of receivables represent a key input to liquidity projections.

This matter will be subject to further review in the next audit cycle.

Recommendation n. 1

We recommend that Management:

a) enhance the disclosure of other receivables, ensuring that balances are transparently presented, supported by adequate breakdowns (including nature and ageing), and consistent with the underlying accounting records;

b) ensure, where required by IPSAS 41, the consistent application of the expected credit loss model across all categories of receivables, including other receivables.

In this regard, WMO should develop the forward-looking approach for other receivables and provide clear disclosure in the financial statements on the methodology applied.

Comments by the Secretary-General:

Management accepts the recommendation.

Non-current assets

As of 31 December 2025, non-current assets totalled 51,988 kCHF, showing a decrease of 15,651 kCHF compared to 2024 (67,639 kCHF).

Non-current assets comprise: a) "Assessed contributions receivable", amounting, as noted above, to 49 kCHF (0.1% of total non-current assets); b) "Voluntary contributions receivable", 0 kCHF (0% of total non-current assets); c) "Property, plant and equipment", amounting to 50,983 kCHF (98.1% of total non-current assets); d) "Intangible assets", amounting to 5 kCHF, e) "Interest in joint ventures and associates", 951 kCHF (1.8% of total non-current assets). The above-mentioned headings are illustrated in Notes 3.2, 3.6, 3.7 and 3.16 respectively.

Property, plant and equipment

The amount of 50,983 kCHF is presented under the heading 'Property, plant and equipment' and represents the net book value as at 31 December 2025 (52,166 kCHF in 2024)

This reflects a reduction of 1,183 kCHF in capitalized costs, following adjustments and/or disposals amounting to 624 kCHF, and depreciation of 3,234 kCHF, as explained in Note 3.6.

The opening cost of the Headquarters Building amounted to 110,161 kCHF, which was increased by 2,051 kCHF recognized as 'assets under construction' (see section below).

Assets under construction

During the audit, following queries raised on the apparent significant increase in building maintenance expenditure, it was observed that, in a later draft version of the financial statements, an amount of approximately CHF 2 million was reclassified from maintenance expenditure to assets under construction.

In this context, a sample of items of significant value was selected from the total amount reclassified, and, within this sample, multi-year contractual arrangements were identified, indicating that the underlying expenditure spans multiple reporting periods. The documentation reviewed indicates that the expenditure involves services and works not always clearly distinguishable between capital and operational components.

In this regard specific queries were raised with Management, supported by documentary evidence (including contracts and invoices dated 2022 and 2023), in order to assess the nature of the underlying expenditure, verify whether the costs relate to identifiable assets under construction or to operational activities, evaluate the criteria and timing applied for capitalization, and reconcile the reclassified amounts with supporting documentation and the asset register.

On the matter, the Management indicated that the items comprising the reclassified amount (CHF 2 million) relate to assets pending capitalization and are appropriately recorded as construction in progress (CIP), and that no misclassification exists between capital and maintenance expenditure.

With specific reference to the samples audited, Management indicated that the underlying contracts were initially concluded in 2022 and 2023 and subsequently amended, that the related works were carried out during 2024 and completed in 2025, and that, due to a communication gap between the building management function and financial reporting, the related costs were not capitalized in a timely manner in 2025.

Management further clarified that this resulted in an understatement of depreciation, estimated at approximately 82 kCHF in the 2025 financial statements, which was assessed as not material.

At this stage, in the absence of sufficient and appropriate audit evidence, it has not been possible to: i) identify with sufficient clarity the assets under construction and their underlying components; ii) verify the stage of completion and capitalization criteria applied, particularly in relation to works spanning multiple period; iii) verify the appropriateness of the classification applied and the related accounting treatment, including the implications on depreciation. Accordingly, reliance has been placed on Management's representations, which will be subject to specific review in the next audit cycle, also considering Management's commitment to enhance tracking and transparency.

These aspects are closely linked to the weaknesses identified in the formation and allocation of building-related expenditure and are also reflected in the inconsistencies observed in the asset register (see related findings), overall affecting the consistency of classification, as well as the transparency, comparability and auditability of the related financial information

In this context, Note 3.6 to the financial statements provides limited and non-specific disclosure, referring to additional works related to a conference, raising concerns as to the completeness and accuracy of the information disclosed.

Recommendation n. 2

We recommend that Management ensure that the recognition, classification and presentation of building-related expenditure and assets are supported by clear, consistent and auditable criteria, in line with applicable accounting standards.

To this end, Management should:

a) ensure clear identification and tracking of building-related expenditure and the corresponding assets, including assets under construction and their underlying components.

b) ensure timely and consistent recognition of assets and expenses across periods, reflecting the actual progress and completion of the underlying works, through effective alignment between operational functions, including building management, and financial reporting.

c) apply clearly defined capitalization criteria and consistent accounting treatment (including depreciation), supported by adequate and properly retained documentation.

d) ensure that financial statement disclosures are complete, consistent and sufficiently detailed to reflect the nature, timing and composition of building-related expenditure and the corresponding balances, in line with IPSAS requirements.

e) maintain a reliable and sufficiently detailed asset register, ensuring proper reconciliation with the financial statements.

The present recommendation should be read in conjunction with those relating to building-related expenditure and the asset register, as they address interrelated issues sharing a common underlying element, namely the management of building-related items both as assets and as expenditures, and their proper and fair presentation in the financial statements and in the asset register.

Comments by the Secretary-General:

Management accepts the recommendation and acknowledges the observations raised regarding the recognition, classification, and presentation of building-related expenditure and assets. The issues identified primarily stem from timing differences in the capitalization of multi-year projects and insufficient coordination between building management and financial functions, rather than from a systematic misclassification of expenditure.

Management confirms that the amounts reclassified to construction in progress (CIP) relate to assets that meet the capitalization criteria. However, improvements will be implemented to ensure that such expenditures are identified, assessed, and recorded in a timely and consistent manner, supported by clear documentation in the future.

The Headquarters building

The headquarters building is a WMO property, while the land is owned by the Swiss Government.

The edifice comprises five subterranean levels, one basement, one reception floor, eight floors of offices, and a top floor designated for a restaurant or cafeteria. Two floors of the WMO building are currently rented out.

At the time of construction, the final cost of the building was CHF 105 million. The amount was financed from the proceeds of the sale of the former WMO building to WIPO (CHF 26 million) and the balance from a loan. WMO received an interest-free

loan entered in 1997 with FIPOI for a total amount of CHF 75.8 million and is to be repaid by WMO over 50 years, through 2048, with annual payments to FIPOI of CHF 1.48 million. As specified in the financial statements (Note 3.6, paragraph 100), the right of use may be extended, upon request by WMO, until 2068.

As reported in paragraphs 102–103 (Note 3.6), upon cessation of the surface rights, ownership of the WMO headquarters building reverts to the Canton of Geneva. Any compensation to WMO would be based on the fair value of the building, reduced by unpaid land rent. However, should WMO remain in the building until the end of the surface rights, as currently expected by WMO, no funds are likely to be received.

In relation to the outstanding loan with FIPOI, instalments for 2025 and 2026 were forgiven by the Swiss Government, on condition that WMO maintains its core activities in Geneva for a minimum period of 10 years from the date of receipt of the letter from FIPOI. Consequently, as specified in Note 3.13, the related income will be recognized only upon fulfilment of such condition, i.e. in 2036.

The loan repayment procedure may be reviewed by mutual agreement between the WMO and the FIPOI if WMO rents more than 30% of its total office space (i.e. more than two floors of office space) to third parties that have no functional relationship with the WMO.

An analysis of these office leases is provided in the relevant section.

The maintenance of WMO Headquarter Building

The maintenance of the WMO headquarters building represents a key element of facilities management to preserve asset value. In this context, adequate planning and reliable asset information are essential to support effective decision-making, cost assessment and prioritization of interventions.

Routine maintenance activities are managed by WMO through service contracts, while extraordinary maintenance may be required not only to address unforeseen events, but also to implement structural interventions aimed at preserving the long-term value of the building, which require proper planning and prioritization.

In the previous audit, a recommendation was made to update and strengthen the framework governing the Special Fund for maintenance, including improvements in

strategic planning, prioritisation of interventions and monitoring of extraordinary works.

In response, the Organization has adopted revised Terms of Reference and introduced procedural measures aimed at strengthening the management of maintenance activities. In particular, extraordinary maintenance expenditures are planned under the building's special fund and, starting from 2026, Management will submit to the Building Committee a structured list of construction, upgrade and equipment replacement projects for validation.

However, based on the audit work performed, the implementation of a comprehensive framework ensuring a clear strategic roadmap and systematic monitoring of extraordinary maintenance activities remains ongoing.

On this basis, the implementation of Recommendation No. 1/2024 is assessed as in progress.

In WMO Regular Budget, a sum is allocated for building maintenance. The financial implications of these arrangements for the year 2025 amounts to a net expenditure of 2,354 kCHF.

The management and accounting treatment of building-related expenditures (including maintenance, security and utilities) are addressed in detail in the section on expenses, including the allocation and recharge of costs to tenants, as well as the offsetting of related income and expenditure.

Voluntary contributions are identified in the Terms of Reference (ToR) as a potential source of funding for the Special Account; however, during the financial year 2025, Management indicated that none were received or used for this purpose.

Asset register – Accuracy – Capitalization and Control Framework

The asset register provides important non-financial information supporting internal decision-making, including information on asset type, nature, physical condition and replacement planning. A well-maintained asset register is essential to ensure a reliable understanding of the financial implications of the asset portfolio, both in terms of stock (financial position) and flows (performance and cash flow statements).

During the audit, based on a sample of 88 items, several inconsistencies were identified in the asset register.

Firstly, assets were identified that are neither owned nor controlled by WMO. In particular, the gym equipment located at Headquarters belongs to an entity independent from WMO (the Staff Association). Although partly financed through a WMO donation and located on WMO premises, these assets should not be included in the WMO asset register, as they are not owned by the Organization. However, Management indicated that these assets are not included in the WMO Financial Statements.

Assets are recorded in two separate registers: the "asset book" for capitalized items and the "non-capitalized book" for expensed items.

Based on the analysis performed, there is inconsistency between the established capitalization threshold, the Standing Instructions and the financial statements.

The Standing Instructions on Facilities Management (Chapter 8.4.16) state a capitalization threshold of CHF 4,000, while financial accounting policy, financial statements and the Quantum ERP establish a capitalization threshold with a value exceeding CHF 5,000. This discrepancy should be resolved by aligning internal practices with the applicable regulatory framework.

In some cases, non-capitalized assets were recorded in the capitalized register and, conversely, capitalized assets were recorded in the non-capitalized register.

Furthermore, a number of donated assets were identified in the asset register, recorded both in the capitalized and non-capitalized registers without a clear and consistent accounting rationale, despite relating to similar types of assets.

According to Management, no consistent valuation methodology is applied due to difficulties in determining fair value, and such assets are, as allowed by IPSAS standards, not recognized in the financial statements.

While this does not appear to have a direct financial impact, the absence of defined valuation criteria reduces the transparency, consistency and overall reliability of asset information.

The process for the management of capitalized and non-capitalized assets is still manual. At this regard, according to Management, the decision not to automate the process is driven by operational constraints.

In particular, the process requires manual steps, including asset barcoding prior to use, manual updates of certain data fields, and the dependency on invoice issuance before capitalization. Management also highlighted that delays between asset receipt and invoice recognition may increase the risk of assets being misplaced, lost or damaged if not promptly recorded.

While these considerations explain the current manual approach, they increase the reliance on manual controls and data entry, thereby requiring a stronger control framework to ensure the accuracy, completeness and traceability of asset information.

Moreover, audit evidence indicates assets amounting to approximately CHF 2 million initially classified, in the draft financial statements, as building expenses and subsequently reclassified as assets under construction. This matter is addressed in detail in the previous paragraph on PPE, to which reference is made to the related findings.

This circumstance highlights weaknesses in the identification and timely recognition of assets, which were not capitalized in 2025 due to data communication constraints and does not appear fully consistent with the rationale provided by Management regarding the appropriateness of maintaining a manual process.

In this regard, consideration should also be given to ensuring that supporting documentation for capitalized assets is appropriately retained and remains available over time, in compliance with Service Note 12/2025 on WMO Record Management Policy and Retention Schedule, including the need to verify that applicable retention periods for supporting records (e.g., contracts and project-related documentation) have been properly determined and complied with.

This is particularly relevant in light of the legal and financial significance of such records, including their potential use in the context of claims, disputes or other events affecting the related assets, as reflected in the Service Note requirements on retention and extension in case of litigation or audit.

About physical verification, issues were identified particularly in relation to assets at Regional Offices: a significant number of assets were either not labelled with the required identification code or could not be physically located at the designated

premises. These conditions hinder asset traceability and indicate weaknesses in asset management controls at the regional level.

In addition, the absence of clearly designated focal points for asset management in Regional Offices highlights deficiencies in oversight and weakens the overall control environment.

In light of the above, recommendation 2/2024 remains in progress, as further implementation is required to streamline and strengthen the measures in place to address the identified issues

Recommendation 3

In addition to the recommendations already in place regarding the accuracy of the asset register, and as a further specification and complement thereto, even in connection with those relating to PPE, we recommend that Management:

a) remove assets not owned by WMO from the asset register, ensuring consistency between ownership and accounting recognition;

b) ensure that all items recorded in the asset register are supported by adequate documentation, clearly substantiating the nature and value of recorded costs, with supporting documentation appropriately retained and available over time in compliance with Service Note 12/2025 on WMO Record Management Policy and Retention Schedule;

c) strengthen asset management controls in Regional Offices by establishing clear roles, responsibilities and accountability mechanisms, including the designation of focal points responsible for asset oversight;

d) ensure consistent and uniform application of capitalization thresholds across the Organization, aligning operational practices with the values defined in the Standing Instructions;

e) define and consistently apply valuation criteria for donated assets;

f) given the reliance on manual processes and the misclassification identified in 2025 (see PPE - assets under construction findings), reassess whether the continued reliance on manual processes remains appropriate compared with automated solutions, and identify appropriate measures and tools, in particular to strengthen the overall control framework over the management of capitalized and non-capitalized assets, ensuring that:

- clear audit trails are maintained for asset recognition, classification and any subsequent reclassification (including assets in progress);
- effective and timely information flows are established between the Building and Finance departments to support the accurate identification and recognition of assets;
- periodic reconciliations between registers are performed to ensure the accuracy, completeness and traceability of asset information over time.

Comments by the Secretary-General:

Management accepts the recommendation and will take measures to implement and mitigate the risks identified.

The assignment of IT equipment

In the 2024 report we also recommended that, to improve its accuracy, the asset register should clearly indicate the true status of IT assets. In fact, these are characterised by very rapid obsolescence compared with other asset classes and it is important to update the status of usability in the register.

In the previous report, we also highlighted a weakness in the allocation of IT resources to staff. However, based on the results of our physical checks mentioned earlier in this paragraph, most of the issues now appear to have been resolved. The introduction of new laptops has enabled FMCS to temporarily assign each device to the IT focal point, who then links it to the user at the time of replacing the old equipment.

While the key controls appear to have been strengthened for the majority of assets, some residual gaps remain in the management of assets pending disposal.

The disposal process for the old equipment is still ongoing, and most of the laptops and desktop computers remain stored in secured storage rooms. However, some IT assets assumed to be destined for disposal were not found in the locations indicated

in the asset register, and they do not appear to be adequately secured; moreover, they do not yet appear on the official disposal list.

Some old iMac desktop computers and other laptops were found in the corridor outside the designated rooms, placed in wooden boxes that were easily accessible to anyone. Although this situation does not represent a financial risk for the Organization, inaccuracies in the PC disposal procedure may give rise to collateral risks, such as potential data leakage, as the data stored on the computers are only deleted at the time of disposal.

The following suggestion is therefore aimed at improving the management of the disposal phase, particularly in light of the specific nature of IT assets and the related data protection considerations**.**

Suggestion n. 1

We suggest that Management:

a) enhance the management of IT assets pending disposal, ensuring that their location is properly tracked and that they are securely stored, preventing unauthorized access;

b) ensure that disposal procedures are properly completed and documented, including the timely validation of disposal lists and the appropriate deletion of assets from the asset register, also taking into account data protection considerations.

Comments by the Secretary-General:

Management accepts the suggestion and, as noted in the audit report, has implemented adequate control measures over IT assets. We acknowledge the minor gaps identified relating to legacy assets earmarked for disposal, and as suggested, we will implement additional measures to ensure proper handling, tracking, and disposal of those assets.

Intangible Assets

In 2025, intangible assets amounted to 5 kCHF, with a decrease of 49 kCHF compared to the amount of 2024, entirely corresponding to the depreciation in the category “Software internally developed”. No additions were recorded in 2025. The details are illustrated in Note 3.7.

Liabilities

In 2025, total liabilities amounted to 260,055 kCHF, showing a decrease of 40,979 kCHF compared to 2024 (301,034 kCHF).

They consisted of the following:

Current liabilities, which amounted to 88,882 kCHF, representing 34.2% of total liabilities (in 2024, they totalled 97,975 kCHF and represented 32.6% of total liabilities);

Non-current liabilities, which amounted to 171,173 kCHF (in 2024, 203,059 kCHF) representing 65.8% of total liabilities. These mainly consisted of actuarial liabilities related to Employee benefits (124,114 kCHF) representing 47.7% of total liabilities; in 2024, the corresponding amount was 145,108 kCHF representing 48.2% of total liabilities.

Current liabilities

Total current liabilities decreased in 2025 by 9,093 kCHF (9.3%) over 2024. They were composed of:

a) "Payables and accruals", which totalled 5,246 kCHF in 2025, increasing by 2,180 kCHF (71.1%) over 2024;

b) "Employee benefits", amounting to 8,677 kCHF; they increased by 1,193 kCHF (15.9%) over 2024, when they amounted to 7,484 kCHF (see dedicated paragraph below for further considerations);

c) "Contributions received in advance" amounted to 9,776 kCHF in 2025, increasing by 1,924 kCHF (24.5%) as compared to 2024;

d) "Unearned revenue from Exchange transactions" were 26 kCHF in 2024 and decreased to nil in 2025;

e) "Deferred revenue" amounting to 32,884 kCHF, reducing by 9,681 kCHF (-22.7%) compared at 42,565 kCHF in 2024;

f) "Borrowings" amounting to 1,442 kCHF in 2025 (same as in 2024);

g) "Provisions", recorded for 539 kCHF in 2025, decreasing compared to 2024, when they amounted to 2,205 kCHF;

h) "Funds held in trust", amounting to 30,318 kCHF in 2025; they decreased by 3,017 kCHF (-9.1%) over 2024.

Non-current liabilities

Total non-current liabilities are related to:

a) "Employee benefits", which showed an amount of 124,114 kCHF, a decrease of 20,994 kCHF (-14.5%) as compared to 2024 (145,108 kCHF) (see dedicated paragraphs below for further considerations);

b) "Deferred revenue" amounting to 22,704 kCHF (-10.062 kCHF, -30.7%); in 2024 they amounted to 32,766 kCHF; they represented 8.7% of Total Liabilities;

c) "Borrowings" was 24,355 kCHF in 2025 with a very slight decrease (-3.4%) by 850 kCHF compared at 25,185 kCHF in 2024.

Employee benefits

Employee benefits are disclosed in the Financial Statements under "Current liabilities" with an amount of 8,677 kCHF and under "Non-current liabilities", with an amount of 124,114 kCHF, as summarized in the table below.

Current employee benefits liabilities increased from 7,484 kCHF in 2024 to 8,677 kCHF in 2025, while non-current employee benefits liabilities decreased from 145,108 kCHF in 2024 to 124,114 kCHF in 2025. The overall evolution and disclosure of these liabilities are explained by Management in Note 3.9, while the accounting basis for their measurement is set out in Note 2 under significant accounting policies (paragraphs 51–54);

As disclosed in the Financial Statements, these liabilities mainly relate to after-service health insurance (ASHI), repatriation grant and accrued annual leave, provided to staff members in accordance with WMO Staff Regulations and Staff Rules.

	Year (KCHF)		Variance	
Liabilities	**2025**	**2024**	**kCHF**	**%**
Current	8,677	7,484	1,193	15.9%
Non-current	124,114	145,108	-20,994	-14.5%
Total	**132,791**	**152,592**	**- 19,801**	**-13.0%**
Composition				
After-service health insurance	122,172	142,454	-20,282	-14.2%
Repatriation liabilities	5,773	5,496	277	5%
Accumulated annual leave	4,846	4,642	204	4.4%
Total	**132,791**	**152,592**	**-19,801**	**-13%**

The table above shows the development of employee benefits liabilities compared to the previous year. Within non-current liabilities, repatriation liabilities and accumulated annual leave increased, while the ASHI liability decreased.

The increase in accumulated annual leave, amounting to CHF 0.2 million, is mainly attributable to staff affected by the 2025 reorganization. As indicated in paragraph 115 of Note 3.9, accumulated annual leave balances relating to staff whose employment was terminated were classified as short-term, irrespective of their original classification.

The decrease in employee benefits liabilities is mainly driven by a reduction in the ASHI liability, reflecting a net actuarial gain of CHF 20.8 million. This gain is primarily attributable to changes in financial assumptions, in particular the increase in the long-term CHF discount rate (CHF 18.7 million), as well as updated demographic assumptions (CHF 2.1 million).

The sub-heading for repatriation referred to as the repatriation grant is provided to cover the travel expenses of the staff member and eligible dependents and the shipment of their personal effects. The cost is borne entirely by the Organization, which pays the amounts due for the repatriation, travel and relocation expenses of eligible dependents.

The sub-heading for ASHI referred at the insurance plan that allows eligible retired staff members and their eligible family members to participate in the United Nations Staff Mutual Insurance Society (UNSMIS), with part of the monthly premium paid by WMO and part by the staff member, including family members.

ASHI liabilities are determined on the basis of actuarial valuations performed by an independent actuary (AON), in accordance with the assumptions disclosed by Management in Note 3.9.

These assumptions are used to determine the value of WMO's post-employment and other separation-related employee liabilities as at 31 December 2025 and are disclosed in paragraphs 116–131 of Note 3.9. They include both financial and demographic assumptions.

In accordance with IPSAS 39, sensitivity analyses are performed on key assumptions, in particular the discount rate and medical cost trend rate, as disclosed by Management.

As noted above, the variation in employee benefits liabilities is primarily driven by changes in actuarial assumptions.

As further evidenced in paragraphs 127–130 of Note 3.9, the valuation of employee benefits liabilities is highly sensitive to changes in the discount rate. A decrease of one percentage point would result in an increase of approximately 20.4% in the ASHI liability, whereas an increase of one percentage point would reduce it by approximately 15.6%.

This is consistent with the developments observed in 2025, where the reduction in employee benefits liabilities reflects the impact of changes in actuarial assumptions.

An independent actuarial review was performed by actuaries appointed by the External Auditor, based on the same data and methodology used by Management.

The results of this review show a limited variance compared to the valuation prepared by WMO's actuary (AON), with an overall difference of approximately 1.4%, which is considered acceptable.

In this context ASHI liabilities represent long-term obligations whose valuation is inherently sensitive to demographic developments and financial assumptions, as evidenced in the financial statements.

As already highlighted in previous reports, continued monitoring of the evolution of these liabilities and of the underlying actuarial assumptions remains essential.

Net assets

Net assets comprise the accumulated deficit and reserves of the Organization at year-end.

In 2025, net assets amounted to a negative balance of 32,381 kCHF, improving from 54,758 kCHF in 2024, mainly driven by a reduction in non-current liabilities, in particular employee benefits liabilities (see paragraph 7).

The movements in net assets are explained in the Financial Statements and related Notes, in particular:

a) Statement II "Statement of financial performance", which reports a surplus for the period of 980 kCHF;

b) Statement III "Statement of changes in net assets", which presents the movements in detail;

c) Note 3.17, which provides further information on the composition of employee benefits reserves.

Note 4 to the financial statements presents the Organization's risk analysis. In this context, and considering the evolving external environment, particular audit attention was given to liquidity risk.

Liquidity risk

The financial statements (Note 4 – Risk analysis) indicate that, as at 31 December 2025, WMO's cash and cash equivalents amounted to CHF 130.4 million (CHF 137.5 million as at 31 December 2024), exceeding current liabilities of CHF 88.9 million (CHF 98.0 million at 31 December 2024). On this basis, as well as through additional internal analyses, WMO management considers that sufficient liquidity is available to meet obligations as they fall due.

As disclosed in paragraphs 173–177, WMO implemented in 2025 a set of measures to protect liquidity, including cost-containment actions affecting Regular Budget activities, structural cost reductions following the Secretariat reorganization, and the establishment of a member-led Task Force to identify activities that could be deferred, scaled back or phased.

In addition, mechanisms are in place to support liquidity resilience, including the possibility to draw on the Working Capital Fund in the event of delays in assessed contributions, and the restriction that activities funded by voluntary contributions are undertaken only upon receipt of funds.

According to the financial statements, these measures "are adequate to ensure that there is sufficient cash to meet contractual liabilities".

The analysis of expenditure (Note 6) shows a reduction in total expenses of approximately CHF 8 million between 2024 and 2025, providing initial evidence of cost-containment measures.

Forward-looking considerations and audit assessment

At the same time, financial scenario planning for 2026 outlines additional measures, including, staffing vacancy management and reductions in non-staff expenditure. Part of the expected savings relates to forward-looking measures linked to the ongoing restructuring process, the financial impact of which is not yet fully quantifiable. Certain elements of the plan also indicate that further reductions may be required to ensure the sustainability of the liquidity position.

In a forward-looking perspective, the financial position may be affected by potential impacts arising from unspent assessed contributions, which, as indicated in paragraph 35, could give rise, in future scenarios, to the recognition of a liability in the event that the suspension of the relevant Financial Regulations is not approved by Congress at its twentieth session.

The liquidity forecast is based on expected inflows derived from historical collection patterns. However, in an evolving global context, the predictability of Member States' payment behaviour remains uncertain. While Management indicated that recent trends are considered, the reliability of these projections remains exposed to external factors beyond the Organization's control.

Furthermore, based on the current planning framework, including the 2026 approach and allotment assumptions, the projected financial position relies on the effective implementation of cost-containment measures. Internal planning scenarios indicate that additional "cost reductions to find" remain necessary to maintain current liquidity levels.

In this context, any liquidity forecast must ensure that the assumptions underlying both expected inflows and expenditure measures are supported by appropriate documentation and are clearly traceable.

In this area, the effectiveness of expenditure management therefore becomes critical.

The audit identified recurring reliance on exceptions and weaknesses in control and governance processes, including procurement and travel, which may affect cost-efficiency and, over time, weaken efforts to contain expenditure.

Moreover, the Organization's financial framework includes own-source revenues, such as rental income and services, which may contribute to mitigating liquidity pressures. However, the plans and projections presented by Management are predominantly cost-reduction driven, with some focus on attempting to identify additional unearmarked voluntary contributions that could be utilized to meet the programmatic needs of the organization in implementing its Strategic and Operating Plans.

In this regard, it would be appropriate to also consider the potential role of own-source revenues, beyond assessed contributions, in supporting a gradual path towards greater financial self-sufficiency. This includes taking into account also the indirect effects of their optimization on overall resource allocation and the Organization's financial sustainability.

Within this broader context, the reliability, clarity and completeness of the information presented in the financial statements, in depicting the Organization's financial and performance position and cash flows, as well as serving as the primary instrument for accountability to stakeholders, assume particular importance in line with IPSAS 1.

In particular, this requires that the assumptions, methodologies and key parameters underpinning liquidity projections are clearly defined, consistently applied and supported by appropriate documentation.

In light of the above, further strengthening of liquidity risk assessment and related disclosure is considered appropriate for future financial statement reporting.

Recommendation 4

We recommend that Management consider further enhancing the liquidity risk assessment and related disclosures in future financial statement reporting as follows:

a) clarify the distinction between cost-containment measures already implemented and those of a forward-looking nature, as well as their respective impact on liquidity and projected cash flows, including clearly defined and verifiable underlying assumptions, methodologies and key parameters used to derive the projections;

b) further articulate the linkage between projected cost reductions and their operational implications, including the effects on planned activities and programmatic delivery within the AOP process and related Task Force work, ensuring that these are appropriately documented;

c) enhance the clarity and completeness of disclosures in future financial statements, in line with IPSAS 1, so as to ensure that the basis of the liquidity assessment, including key assumptions and associated uncertainties, a well as the potential impact of future developments, is transparent and understandable to users;

d) implement auditor recommendations regarding procurement, travel and exception management to ensure efficiency and cost-effectiveness of those processes;

e) consider including, among the measures aimed at safeguarding liquidity, those related to the enhancement of the Entity's own-source revenues.

Comments by the Secretary-General:

Management accepts the recommendation noting the following:

– *The current analysis performed by management to address the current liquidity concerns considers and differentiates between structural cost reductions, cost containment measures already in effect and cost containment measures planned for the future, including the timing;*

– *The linkage between cost reduction and impact is managed through the Annual Operating Plan and is a key component of the work of the Executive Council Task Force; and*

– *The additional reporting to Members through the work of the Task Force, quarterly financial reports and EC documents provides further detail to the Members regarding the measures taken.*

Statement of financial performance

This Statement shows the Organization's revenue and expenses classified, disclosed and presented on a consistent basis to explain the year's net deficit or surplus. The result for the period is a surplus of 980 kCHF.

Revenue

Total revenue amounted to 104,456 kCHF, with a decrease of 4,344 kCHF (-4%) as compared with 2024 (108,800 kCHF). This was composed of:

"Assessed contributions (Non-exchange)" totalling 69,663 kCHF in 2025, unchanged from CHF 69,663 thousand in 2024, representing 66,7% of Total revenue in 2025.

"Voluntary contributions (Non-exchange)", amounting to 31,015 kCHF in 2025, represent 29.7% of total revenue, with an increase of 5% compared to 2024 (29,512 kCHF).

"Revenue from Services", totalling 502 kCHF in 2025, with an increase of 100.8% compared to 2024 (250 kCHF), driven by the completion of a significant service-based contract at the beginning of 2024.

"Other revenue", totalling 1,406 kCHF in 2025, reflected a decrease of 81.3% compared to 2024, when it resulted in 7,505 kCHF. The overall decrease is driven primarily by currency exchange differences and realised and unrealised foreign exchange losses, in relation to the depreciation of the US dollar against the Swiss franc, as compared to 2024.

In-kind contributions (services) (Non-exchange) totalling the same amount as in 2024 (1,870 kCHF), representing 1.8% of total revenue;

Revenue from Voluntary contributions

Voluntary contributions are the second source of revenue for WMO, and therefore they deserve attention from Management.

As disclosed in Note 5 (paragraphs 184–185), in 2025 voluntary contributions increased by CHF 1.5 million in 2025, mainly due to increased demand for WMO's technical cooperation and development activities.

As already noted, WMO adopted IPSAS 47 starting from 2025. As disclosed in Note 2 (Accounting policies), most voluntary contribution arrangements are considered by

WMO to be non-binding in nature, with revenue generally recognized upon receipt of the resources. Where arrangements include enforceable obligations, revenue is deferred until such obligations are fulfilled. At year-end, unspent funds are reviewed and, where obligations remain unfulfilled, the corresponding amounts are reclassified as deferred revenue.

During previous audit, inconsistencies were identified in the management of voluntary contributions, which led to the issuance of Recommendation 3/2024.

While acknowledging the actions undertaken in 2025 by Management, Recommendation 3/2024 cannot, at this stage, be considered as fully implemented and should be assessed as "in progress".

Based on the audit work performed for the 2025 financial period, a few inconsistencies and control weaknesses were still identified in the management of voluntary contributions procedure.

These relate to certain misalignments between contractual documentation and ERP/PMIS master data, reconciliation of revenue recognized for the year not readily traceable, PSC and unspent balance, which, based on the samples reviewed and the information and documents analyzed, did not give rise to material inconsistencies affecting the Financial Statements or revenue recognition.

While these issues do not appear to be pervasive across the entire population, they persist in the sampled cases and, in some instances, required clarification or correction during the audit.

In addition, further gaps were identified in both documentation and governance.

For three projects (on 9 sampled), only Terms of Reference for the establishment of trust funds were provided, in the absence of contribution agreements.

In this regard, it should be clarified that the agreement with the donor is not only relevant for accounting purposes. From a management and governance perspective, the existence of a formal agreement remains essential to ensure that voluntary contributions are implemented in accordance with the agreed terms and conditions. Such agreements provide the necessary framework for accountability, monitoring and the proper use of funds.

In this context, the adoption of standard template by WMO in accordance with a previous recommendation of the external auditor, further confirms the importance attributed to formalized agreements in the management of voluntary contributions.

Furthermore, for certain sampled projects, interim or final reports were not available in the audit file at the time of review, nor was supporting evidence provided to explain their absence, which further limited the ability to assess whether the funds had been used in line with the intended purposes.

Taken together, these elements indicate that further improvements are still required to ensure full consistency, transparency and traceability in the management of voluntary contributions and support the assessment that Recommendation 3/2024 remains in progress.

From the analysis of events relating to the sampled projects, a new issue emerged concerning the governance of trust fund establishment and approval processes.

For the project "CREWS – Scale up Inclusive Early Warning and Action in the Pacific (SIEWAP)", the request for approval and the corresponding approval were both addressed to and granted by the Controller, rather than by competent authority designated under Chapter 16.

On this point, Management clarified that the instance identified—where the Award Creation Memo was addressed to and approved by the Controller—was due to an issue in the original template, which temporarily listed the Controller as the approving authority. Management further indicated that the template has since been revised to reflect the appropriate level of approval, and that additional cases identified were detected and the related workflows subsequently cancelled. The Management declared that no further instances were reported.

While these corrective actions are noted, they highlight the need to further strengthen the governance of templates and approval workflows to ensure full alignment with the applicable framework going forward.

Recommendation 5

Management should ensure that the establishment and approval of awards, including related templates, workflows and ERP configurations, are fully aligned with the Financial Rules and Standing Instructions, supported by adequate controls.

Furthermore, as a specification of the matters already identified under Recommendation 3/2024, which remains in progress, Management should strengthen controls over the completeness and proper management of contractual documentation (including donor agreements) and project reporting, as key control elements to ensure adequate monitoring, traceability and accountability in the use of funds.

Comments by the Secretary-General:

Management accepts the recommendation, noting that a number of the resultant actions (e.g. the revision and update the relevant templates) have already been undertaken and implemented.

Other Revenue

As disclosed in Note 5, "Other revenue", which comprises foreign exchange differences, rental income, investment income, programme support cost income and other miscellaneous items, amounted to CHF 1.4 million in 2025 (CHF 7.5 million in 2024), reflecting a significant decrease compared to the prior year.

This decrease is mainly driven by:

a) a substantial reduction in investment income, which declined from CHF 2.2 million in 2024 to CHF 0.7 million in 2025;

b) a negative variation in foreign exchange differences, moving from a net gain of CHF 1.4 million in 2024 to a net loss of CHF 2.3 million in 2025; and

c) a decrease in other income, from CHF 1.3 million in 2024 to CHF 0.5 million in 2025.

In this respect, Note 5 specifies that this reduction reflects the absence in 2025 of balances in various trust funds recognized as other income in 2024 in the context of the migration to Quantum ERP (paragraph 187(c).

Revenue from services

In 2025, revenue from services amounted to 502 kCHF (250 kCHF in 2024), representing an increase of approximately 101%.

As disclosed in Note 5, this increase is mainly attributable to a higher level of advisory services provided by WMO during the year.

Other revenue - Rental from office facilities

In 2025, rental from office facilities amounted to CHF 1,800 kCHF (CHF 1,899 kCHF in 2024), showing a slight decrease compared to the previous year. As disclosed in Note 5 (paragraph 187(b)), this reflects a reduction in conference room rental services, while the number of tenants remained broadly stable.

As further disclosed in Note 5 (paragraph 188), rental income primarily relates to office space rented to tenants within the WMO headquarters building. In certain cases, office space is provided at rates below market value, where justified by programmatic or strategic considerations. As disclosed in the financial statements, these benefits are not reliably measurable and are therefore not reflected in the financial statements.

Some office premises are also leased to unconsolidated entities such as GEO, IPCC and HMEI. In this respect, the recommendation issued in the previous audit cycle (Rec. 6/2024) aimed at reviewing the related arrangements has been reported as implemented in 2025, based on the updates provided by Management.

However, recommendations relating to the establishment of a coordinated and transparent cost-recovery framework for building management remain in progress. These include, in particular, the identification and allocation of recoverable costs, the reconciliation between relevant functions, and the treatment of tenant revenues and charges, including offsetting practices.

In this respect, reference is made to the paragraph on building-related expenditure, where these aspects are further analysed.

Expenses

Expenses totalled 103,476 kCHF, with a decrease of 8,946 kCHF (-7.9%) as compared with 2024 (112,422 kCHF). These were composed of:

a) “Salaries and employee benefits”, totalling 70,377 kCHF in 2025 and representing 68.0% of total expenditure; a slight decrease of 1.6% compared to 2024 (they were 71,487 kCHF);

b) “Meetings and projects”, an amount of 11,625 kCHF in 2025 (11.2% of Total expenses); they decreased by 9.2% compared to 2024 (12,797 kCHF);

c) “Travel”, totalling 6,626 kCHF in 2025; it was 6,4% of Total expenses, -8.6% compared to 2024, when it amounted to 7,253 kCHF;

d) “Supplies, consumable and other running costs”, a total of 6,320 kCHF in 2025 (6.1% of Total expenses); they decreased of 4,531 kCHF, by 41.8%, compared to 2024 (10,851 kCHF);

e) “Depreciation and amortization”, 3,385 kCHF in 2025 (3.2% of Total expenses), a slight decrease of 3% compared to 2024 (3,385 kCHF);

f) “In-kind expenditure (services)”, totalling 1,870 kCHF in 2025 – same as 2024 – representing 1.8% of Total expenditures;

g) “Finance costs”, totalling 1,991 kCHF in 2025 (1.9% of Total expenditures), a 76.8% increase compared to 2024 (1,126 kCHF);

h) “Fellowships”, an amount of 560 kCHF in 2025 (around 0.5% of Total expenditures); in 2024 they were 1,668 kCHF, -50.3%;

i) “Other expenditures”, totalling 911 kCHF in 2025 (0.9% of Total expenditures), a 49.6% decrease compared to 2024 (1,807 kCHF);

j) “Movement in share of Net Assets/Equity of joint ventures and associates”, totalling 9 kCHF in 2025, increasing over 2024 (in 2024 it was -3 kCHF);

k) “Interest in joint ventures and associates”, totalling a negative amount of 96 kCHF in 2025 (in 2024 it was 181 kCHF).

Salaries and employee benefits

In 2025, the WMO Secretariat implemented a reorganization of its structure and functions, including workforce adjustments and related measures. As reported in Note 6 (paragraphs 194 et seq.), this resulted in the creation of 49 new positions and the abolition of 68 positions, corresponding to a net reduction of 19 positions. The restructuring also gave rise to separation-related costs, including termination indemnities, and to a reallocation of certain positions from the Regular Budget to alternative funding sources.

As reported in the Financial Statements (Note 6, paragraph 193), in 2025 total salaries and employee benefits expense decreased by 1,110 kCHF (1.5%), from 71,487 kCHF to 70,377 kCHF in 2025.

This variation reflects several underlying factors, including: (i) an increase in staff costs of 2,700 kCHF, mainly driven by additional staffing funded through the Programme Support Cost Special Account, increased activity under voluntary contribution funds, and one-off costs related to the reorganization; (ii) a decrease in consultancy costs of approximately 600 kCHF, primarily resulting from cost containment measures; and (iii) a decrease of 3,200 kCHF in employee benefits costs, mainly due to the curtailment gain recognized on actuarial liabilities, as further described in Note 3.9.

Furthermore, as indicated in Note 3.9, the early separation of staff led to the curtailment of certain employee benefits liabilities (including after-service health insurance and repatriation benefits), resulting in a reduction of long-term liabilities and the recognition of a corresponding gain in 2025 (2,900 kCHF).

The resulting changes in staff positions, disaggregated by grade grouping, are summarized in the table below.

			Variance	
Salaries and employee benefits	**2025**	**2024**	**kCHF**	**%**
Staff costs	62,816	60,098	2,718	4.5
Employee benefits	4,451	7,690	3,239	-42.1
Consultancy and secondment costs	3,110	3,699	0,589	-15.9
Total salaries and employee benefits	**70,377**	**71,487**	**1,110**	**-1.6**

In 2025, the number of personnel in post was 343, excluding IPCC and GEO staff (366 in 2024). As described in paragraph 174, the restructuring process resulted in the creation of 49 new positions and the abolition of 68 positions, corresponding to a net reduction of 19 positions within the Secretariat.

The aggregate result, by staff grade, is presented below:

Staff Grade Grouping	Positions Abolished	Positions Created	FTE Change
D-2	(4)	2	(2)
P-5 to D-1	(24)	14	(10)
P-1 to P-4	(31)	32	1
GS	(9)	1	(8)
Total	(68)	49	(19)

For 2025, we performed audit procedures on salaries and payroll, selecting a sample for each category of staff, as well as on employee benefits and allowances. No significant differences were identified in relation to the presentation in the Financial Statements.

As in previous years, we continue to monitor the ratio between new recruitments and staff departures in order to assess trends in salary costs, also in light of the variations described above.

In this context, the annual HR report for 2025 on the status of human resources was presented. In parallel, the HR strategic plan is under development, and a draft document was provided. We will assess, in future audits, its effective implementation and its alignment with a multiannual strategic vision for human resources, in line with the recommendation issued in our previous report.

Consultancy and Secondment Costs

WMO engages consultants through Special Service Agreements (SSAs) for specific tasks requiring expertise not available within the regular staff structure. Consultants must be independent service providers, not staff members, with their work defined by clear Terms of Reference (ToRs) under the supervision of WMO officials.

For accounting purposes, the relevant costs are classified under the "Salaries and employee benefits" item.

For the 2025 (Note no. 6 – Expenses), these costs amounted to 3,110 kCHF, representing 4.41% of the total (70,377 kCHF), decreasing from 5.17% in 2024.

In line with the findings reported in the previous audit cycle, the analysis of sampled consultancy arrangements confirmed the persistence of several weaknesses in the application of the relevant framework, in particular with respect to the requirements set out in Service Note 7/2024.

These include, inter alia, the absence of a formal recruitment process, missing supporting documentation (such as health statements and evaluation forms), and instances of contracts exceeding the maximum duration or being interrupted and subsequently regularized. In addition, cases of backdating of assignments and extensions of scope without prior selection procedures were identified.

While Management has initiated corrective actions, the related recommendations remain in progress, as further efforts are required to ensure consistent compliance with established procedures and to strengthen the overall control environment governing consultancy engagements.

By contrast, the recommendations relating to the need to ensure gender and geographical balance in consultancy engagements have been assessed as implemented, considering the updates provided by Management and the measures considered reasonably adoptable at this stage.

Travel

In 2025, travel expenditure amounted to 6,626 kCHF (7,253 kCHF in 2024), showing a decrease of 627 kCHF, corresponding to approximately -8.6% compared to the previous year.

This reduction mainly reflects a decrease in staff travel, which declined from 2,872 kCHF in 2024 to 2,164 kCHF in 2025, while non-staff travel slightly increased from 4,381 kCHF in 2024 to 4,462 kCHF in 2025 over the same period. Overall, travel expenditure continues to be primarily driven by non-staff travel, which represents the largest component of the total.

As disclosed in Note 6 (paragraph 198), the decrease is mainly attributable to reduced Secretariat staff travel, reflecting the implementation of hybrid and virtual meeting modalities, as well as further efforts to rationalise participation in face-to-face meetings. The majority of the decrease was recorded within the Regular Budget.

Travel governance and control framework

Chapter 6 of Standing Instructions (2021) has become obsolete in part due to recent organizational and process changes. Specifically, the written framework does not reflect the revised Secretariat structure, under which the Technical Platform was abolished (with the functions reverting to the Departments) and in which travel processing functions were transferred to the new Division of Human Resources and Corporate Services rather than the Division of Administration. However, through a consultancy with a professional service firm, WMO is currently in the process of reviewing and mapping all key processes and documenting the key risks and controls

related to the new process. The 2025 Internal Oversight Office (IOO) audit similarly noted these inconsistencies.

A clear example of the same procedural misalignment concerns travel claims follow-up and documentary requirements. Chapter 6 still mandates the manual submission of claims, together with boarding passes and hotel invoices, within two weeks after travel, supported by a manual claim tracking table. UNall provides an automatic reminder to submit the travel claim to the staff or the travel preparer if it is an external traveller Staff is no longer required to submit boarding passes and hotel invoices with the claim but instead to retain them for 24 months; management also informed the audit that claim follow-up is now automated in UNall. While these operational improvements are reasonable, Chapter 6 has not been updated accordingly.

Recommendation 6

We recommended that WMO update and formally adopt the travel governance and control framework so that it reflects the revised Secretariat structure, the current travel process and the UNall/Quantum systems environment.

Comments by the Secretary-General:

Management accepts the recommendation.

Annual Meeting Plan (AMP)

While Chapter 6 of the Standing Instructions requires a broader update to reflect WMO's current Secretariat structure and travel processes, its Annex I currently remains the formal reference for the minimum planning content of the Annual Meeting Plan (AMP). According to Annex I, departmental AMP proposals should, at a minimum, include the meeting title, date, location, expected deliverables linked to strategic objectives, estimated number of participants and staff, and the approved budget.

However, the 2025 AMP file reviewed by the audit did not clearly evidence all of these minimum elements. While it captured basic logistical and operational details, such as title, dates, location, participant numbers, format and room arrangements, it lacked dedicated fields for expected deliverables, estimated staff numbers and approved

budget. While Conference Services clarified that the AMP operates in conjunction with individual Meeting Requests and that additional information is captured across the MR workflow, the audit noted that the 2025 consolidated AMP record reviewed did not, on its face, clearly evidence all minimum planning elements listed in Annex I.
In particular, at least one required element — the approved budget amount — was not explicitly captured in the current MR template. In addition, the applicable written framework does not clearly define how the AMP and MR records together are intended to satisfy the minimum content requirements of Annex I.

Recommendation 7

We recommend that WMO, as part of the ongoing revision of Chapter 6 of the Standing Instructions, ensure that the written framework clearly reflects the current AMP/MR planning model and explains how the Annual Meeting Plan and related Meeting Requests together satisfy the minimum planning content requirements of Annex I. In addition, WMO should implement its commitment to add a dedicated field for the approved budget amount to the Meeting Request template and ensure that the remaining required planning elements are clearly identifiable in the underlying planning tools.

Comments by the Secretary-General:

On the recommendations, we agree that the AMP and the Meeting Request (MR) process should remain fully aligned with the requirements of Chapter 6 and Annex I and we consider that they are. The MRs and AMP serve as the authoritative planning and review tool for all meetings with or without travel, and it is used consistently for all departments of WMO.

We accept the recommendation to include an approved budget amount field in the MR and will incorporate this in the next update.

Recurrent late-request exceptions

Chapter 6 of the Standing Instructions requires official travel requests to be submitted at least 21 calendar days before departure, a control designed to ensure timely processing and secure more economical airfares. Exceptions to this deadline must be formally justified.
However, late travel planning remains a persistent issue, as previously highlighted by the Internal Oversight Office (IOO) in its 2023 and 2025 audits, which noted low

compliance with advance planning requirements and recommended stronger enforcement and monitoring.

Our review of the 2025 Exceptions Register confirms this ongoing trend, with 388 late travel requests recorded during the year (285 in Q1–Q2, 40 in Q3, and 63 in Q4). This high volume indicates that late submissions occur as a recurring operational practice rather than in genuinely exceptional circumstances.

Frequent reliance on late-request exceptions undermines the advance planning control, dilutes the purpose of the exception process, and limits WMO's ability to secure cost-effective travel. It also places avoidable administrative pressure on the approval chain and reduces accountability for poor planning.

Recommendation: 8

We recommend that WMO strengthen enforcement of the 21-day advance travel planning requirement and ensure that late-request exceptions are reserved for genuinely exceptional circumstances. Management should require that each late request be supported by a documented justification, monitor late-request volumes by department on a periodic basis, and introduce a limited set of reason codes so that recurring causes of non-compliance can be identified and addressed. Management should also consider defining clear consequences for repeated non-compliance and, where feasible, tracking the financial impact of late booking in order to strengthen accountability and support more economical travel planning.

Comments by the Secretary-General:

Management accepts the recommendation and will continue to look for ways to improve the adherence to the 21-day rule, noting many of the reasons for the delay reside outside of WMO's control.

Building-related expenses

In 2025, building maintenance and security (non-capitalized) expenses amounted to CHF 2,354 thousand, compared to CHF 2,801 thousand in 2024. Utilities also decreased from CHF 815 thousand to CHF 784 thousand in 2025.

According to the financial statements, these movements are partly explained by the capitalization of certain costs previously recorded as maintenance expenditure. This

matter has been addressed in the context of property, plant and equipment and assets under construction, to which reference is made.

Regarding the utilities, the decrease reflects lower energy costs in 2025. In addition, the financial statements indicate that, in 2024, CHF 0.68 million related to building maintenance had been recorded as utilities and has been reclassified under building maintenance and security in 2025 for comparability purposes (Note 6, para. 201).

Management indicated that building-related costs are presented net of amounts recharged to tenants under existing contractual arrangements. As a result, revenues from tenant charges are not separately recognized in the financial statements but are reflected through net presentation, while only receivables are recorded under "Other receivables – Sundry debtors" (see related section).

The matter had already been raised through two specific recommendations issued in the audit of the 2024 financial statement (Recommendations 4/2024 and 5/2024) and remains unresolved.

Notwithstanding the commitments made by Management in that context and measures implemented to date to address them, based on the audit work performed in the current cycle, the following findings were still identified:

- inconsistencies between cost components included in the financial statements and those used for recharge calculations;
- differences in classification and amounts across data sources.
- lack of clarity on the composition of recharge amounts and their linkage to supporting documentation.
- inclusion of additional elements not previously identified, including charges relating to Newrest, which only emerged during reconciliation procedures, and items linked to PSC.

Management indicated that two separate components are used to collect costs to be recharged to tenants and that, due to the use of general ledger accounts covering multiple activity codes, the reconciliation process is not straightforward. Management also acknowledged classification issues (e.g. account 54501 incorrectly labelled as capital investments despite relating to operational costs) and indicated that

improvements are planned, including the creation of separate accounts and better mapping of activity codes.

At this stage, based on the information available and as acknowledged by Management, it has not been possible to reconcile the amounts recharged to tenants, nor to determine the actual level of offsetting applied, including in relation to PSC-related elements for which only limited information has been provided.

In this respect, it is noted that PSC represents a source of funding rather than a direct reduction of expenditure. Therefore, it remains unclear on what basis such amounts have been considered within the offsetting mechanism applied to building-related costs.

Consequently, it has not been possible to verify whether the conditions required under IPSAS 1 for the application of offsetting are met, nor determine the 2025 level of building-related expenditure borne by WMO, considering the amounts offset through tenant recharges and other related income.

These limitations should be considered in conjunction with the observations on liquidity risk, as the correct and prudent assessment of both costs borne by the Organization and related income represents a key element for strengthening forward-looking financial planning.

In view of the above, the proper application of offsetting in line with IPSAS requirements, and its verifiability, represents a critical element for ensuring transparency, accountability and the reliability of financial reporting.

According to IPSAS 1, offsetting is generally not permitted, unless expressly allowed under specific standards and subject to strict conditions, including legal enforceability and the ability to reliably measure and document the amounts involved (see para 48).

Para. 49 states that "*It is important that assets and liabilities, and revenue and expenses, are reported separately. Offsetting in the statement of financial performance or the statement of financial position, except when offsetting reflects the substance of the transaction or other event, detracts from the ability of users both (a) to understand the transactions, other events and conditions that have occurred, and (b) to assess the entity's future cash flows*".

Recommendation 9

As a refinement and extension of recommendations 4/2024 and 5/2024, assessed as in progress, we recommend that Management:

a) formally define and document the treatment of all income streams used for offsetting building-related expenditure, ensuring their complete and transparent identification, classification and traceability within the financial statements, as well as a clear distinction between tenant recharges and other sources of income;

b) ensure that the conditions for offsetting are fully met and demonstrable; otherwise, revenues and expenses should be presented separately, in accordance with IPSAS 1.

Comments by the Secretary-General:

Management accepts the recommendation and acknowledges the observations regarding the presentation, classification, and offsetting of building-related expenditure and associated income. While processes are in place, limitations were identified in consistency, traceability, and reconciliation, mainly due to the complexity of cost structures, the use of general ledger accounts spanning multiple activity codes, and historical classification issues.

Management will strengthen the clarity and documentation of the treatment applied, including improving the traceability of recharge components through the introduction of more granular general ledger accounts by expense nature.

Management will also ensure that the application of offsetting is appropriately assessed and documented in line with applicable standards, and that presentation is adjusted where conditions for offsetting are not fully met.

Procurement

Governance, Independence and oversight effectiveness

WMO has established a procurement governance framework, with evaluation panels generally compliant with SI 10.

The audit noted, however, that in a limited number of cases—particularly during the 2024–2025 organizational transition - the participation of senior officials, including those with financial oversight responsibilities – could create the potential for perceived concentration of roles and self-review.

While no instances of improper influence were identified, measures should be adopted to strengthen segregation of duties and mitigate such risks.

Independence, segregation of duties and self-review risks

Following the 2024–2025 organizational realignment, in a limited number of cases, the Controller assumed materially expanded responsibilities over internal controls, financial oversight and other elements of the Organization's financial governance.

In this context, for the procurement related to the sample PO 42005502, the Controller served as a voting member of the Tender Evaluation Board, alongside one member from a different Division and two other members from the Controller's own Division who would be key stakeholders in the implementation of the project, to evaluate services directly affecting processes within the Controller's oversight remit. Although the TEB was fully compliant with SI Ch. 10 requirements, this configuration may have created a potential risk of self-review and a perception of reduced independence in evaluation judgement.

The audit did not find any evidence that the Controller influenced outcomes improperly, that decisions were incorrect or that any procurement was compromised. Besides, while the audit noted that the approval process for procurement exceptions was outside of the authority or Division of the Controller (e.g. through Procurement and ultimately approved the Director of Administration or Assistant Secretary-General), the participation of senior officials - including those with financial oversight responsibilities- in Tender Evaluation Boards may create the potential for perceived concentration of roles and self-review contrary to UN procurement expectations for segregation of duties, even in the absence of evidence that these risks have been materialized

Oversight and management responsiveness

In general, the audit found that oversight bodies, including the Procurement and Contracts Committee (PCC), are active, engaged and influential.

The audit also found that PCC guidance is generally actively integrated into procurement actions. However, in one instance, the audit found limited traceability of management follow-up since essentially the actions eventually undertaken were not fully documented in the relevant case files.

Indeed, in the procurement case (PO 42000700) related to Facilities Services contract, the Procurement and Contracts Committee (PCC), in PCC 02-2023, explicitly recorded

serious concerns that the case had been submitted too close to the termination date of the existing contract, questioned why a full competitive process had not been yet pursued, noted that this might have led to potential savings, and recommended that BSMU and PCM prepare a formal solicitation in 2024 to secure a new contract by 31 March 2026.

These concerns arose against the background of a contract originally awarded in 2018 under formal competition in the NTE amount of CHF 2.196 million, which was subsequently expanded through later additions and extensions before reaching a cumulative NTE of CHF 7.249 million in 2023.

Following a new procurement procedure, a replacement contract ultimately entered into force with the incumbent supplier on 1 April 2026, which is immediately following the expiration of the previous contract. Thus, PCC guidance was effectively followed through in this case.

Besides, the audit confirms that in its review it found no evidence that oversight recommendations are not generally embedded into operational decision-making processes.

However, the procurement record of the above-mentioned case does not provide any evidence of the required follow up report by PCM to the PCC. While this instance highlights a deficiency in documentation rather than action, improving the traceability of actions in adherence to oversight bodies' requirements would improve the audit trail and enhance operational accountability.

Governance of transitions and supplier-risk management

The audit found that WMO generally applies a structured approach to managing operational transitions, supplier dependencies and consortium-related risks. Yet, in limited cases, the audit noted administrative imperfections (i.e. missing documents in the relevant case files) impairing the audit trail.

For instance, in PO 42001415, concerning a major operational transition, although a replacement solution had already been contracted in December 2024, migration and decommissioning were not sufficiently advanced before expiry of the legacy arrangement. As a result, WMO had to rely on a short-term bridge extension of the

legacy contract and, during part of that interim period, accepted temporary operation of the F5 security layer without vendor patch support.

This exposed WMO to a temporary suboptimal cybersecurity posture in an externally exposed legacy environment holding highly confidential and sensitive personal data, with the related need for clearly defined compensating controls, strict expiry conditions and explicit ownership of the residual risk. WMO clarified that the related cyber and transition risks were assessed and found acceptable by the IT Steering Committee, which is a body comprising technical experts fully capable of evaluating the risks at issue. The audit acknowledges therefore that due diligence was conducted, risks were assessed as acceptable by a technical body, and mitigating controls existed including PCC oversight. However, the audit noted that the procurement record did not present, in a sufficiently structured and auditable form, the key dependencies, ownership of the time-bound residual risk, mitigating measures, and clear exit conditions underpinning that temporary risk acceptance.

Gaps in risk documentation were observed in other instances consortium or key-delivery-partner due diligence. In PO 42005623, where standard third-party financial information was unavailable for one consortium member, the procurement record did identify certain mitigating factors, including the low-risk assessment of the other consortium partner, the expectation that the vast majority of the work would be performed by that partner, and the use of performance-based payment terms. Hence, essentially, in the above and all other consortia cases, due diligence was conducted, risks were assessed as acceptable based on the circumstances (such as the identity and performance share of the consortium partners), and mitigating controls existed.

However, whilst the audit acknowledges that risk assessment and acceptance methodologies are robustly established, in the cited cases the documentation is insufficient to demonstrate a formal, audit-ready framework. Specifically, the current records fail to provide a sufficiently structured or auditable trail to fully substantiate the basis upon which residual risks were deemed acceptable, and this audit deficiency needs to be addressed particularly with reference to larger, more complex or more sensitive cases.

Recommendation 10

We recommend that WMO adopts measures to reduce self-review perception and risks, improve the traceability of oversight follow-through, and document material transition and supplier risks on a more structured basis.

In particular, WMO should:

(a) introduce proportionate measures to reduce both the risk and the perception of self-review, for example through clearer recusal triggers, exclusion rules where appropriate, or the use of operationally neutral evaluators in sensitive cases;

(b) strengthen, through proportionate and low-burden measures integrated into existing procurement workflows, the traceability of management responses to material PCC observations; and

(c) reinforce, for large, complex or strategically significant procurements, the documentation of key risks, critical dependencies, mitigating factors and any residual risk acceptance within existing planning and approval documents, such as the Source Selection Plan, the PCC submission or the award memorandum, so that the basis for those decisions remains clearly auditable ex post.

Comments by the Secretary-General:

Management accepts the recommendation.

Transparency, competition and value for money

Application of BAFO and final evaluation documentation

Overall, the audit found no evidence of violation of the core procurement principles including competition, fairness or Best Value for Money. Yet, in the limited cases outlined below, the supporting documentation was not as comprehensive or detailed as expected.

In sample PO 42005502, two bidders remained technically compliant after evaluation, and their final combined scores were narrowly separated (86.87 and 85.96 respectively). At the point of financial comparison, the evaluated offers stood at approximately EUR 116,608 and EUR 127,100 respectively, both materially above the requisition estimate of CHF 60,976.

Despite this close competitive range and both initial offers exceeding the approved budget estimate by over 90 per cent, WMO requested a Best and Final Offer (BAFO) only from the first-ranked bidder, which subsequently reduced its offer by 7.4 per cent.

Even after this reduction, the recommended award remained at CHF 109,926, roughly CHF 48,950, or around 80.3 per cent, above the original estimate.

While SI 10 permits requesting a BAFO from a single vendor, it also presents BAFO as a mechanism intended to enhance best value for money and requires that it not unduly affect the transparency of the procurement action. The UN Procurement Practitioner's Handbook further describes BAFO as a method of competitive negotiation to be used during the final evaluation phase of an RFP when at least two qualified suppliers remain within a competitive range, with the objective of enhancing competition and ensuring best value for money.

The audit acknowledges that the decision taken by PCM in the case outlined above was fully compliant with the applicable regulatory framework and does not constitute any form of regulatory breach. It further recognizes that the decision on BAFO use falls squarely within the scope of the professional judgement that UN procurement rules explicitly foresee and require, particularly in operational environments characterized by constraints, urgency, or incomplete market conditions.

Indeed, the established regulatory system affords procurement officials a legitimate margin of technical discretion. Yet, the audit noted that the procurement file did not clearly demonstrate why limiting the BAFO to the first-ranked bidder was considered sufficient to support transparency and value for money in such a closely contested and materially over-budget case. In the auditors' view, given the exceptionally narrow margin between the two technically compliant bidders, even a modest price improvement by the second-ranked bidder could have affected the final ranking.

In the sample PO 42003881related to IT furniture, five bids were received, but only one ultimately remained compliant after evaluation. The file shows that two bidders were disqualified at bid opening because pricing information had been included in the technical submission, one bidder failed to provide a signed Section 2 even after clarification, and another bidder was disqualified for not meeting mandatory technical requirements. WMO has clarified that supplementary information had been requested where appropriate, that the resulting exclusions were documented in the PCC submission, and that the treatment of bidders who included prices in their technical offers was regarded as consistent with established UN practices.

Therefore, the audit acknowledges that there is no ground to infer that the exclusions were procedurally improper, nor that the competition principle was violated, but raises questions as to whether the resulting single-bidder outcome materially reduced direct price discovery.

In particular the audit notes that the PCC had remarked this was not the first procurement in which bidders were progressively eliminated until only one remained, and that further reflection on best practices could be useful even though the PCC ultimately recommended the case for approval.

Consequently, the audit acknowledges that PCC validated PCM's actions and in practice confirmed the case was handled appropriately and that no substantive issues were identified during the formal review process. Besides, the audit notes that PCM is willing to consider best practices for similar situations.

However, based on management's later clarification during the audit, the procurement file did not clearly evidence a documented internal follow-up action, procedural refinement, or other structured response showing how that broader PCC concern had been addressed.

Degree of detail recorded on fallback or selectively used sourcing routes

In general, the audit found that evaluation processes were transparent, well-documented and aligned with UN best practices. However, in the instances specified below, the supporting documentation and thus the relevant audit evidence did not meet the expected standards of detail.

In two procurements under the Burkina Faso project, WMO moved to fallback sourcing only after the originally intended competitive routes had become impracticable under severe donor-driven time pressure. In PO 42001931, WMO launched a restricted mini-bid on 10 March 2025 under the UNDP LTA for IT infrastructure requirement. The mini-bid was declared unsuccessful on 22 April 2025 because, although two offers were received, neither remained fully technically compliant after evaluation. WMO then sought approval from the Assistant Secretary-General to proceed with a sole-source award to DanOffice, which the file presents as the more closely aligned and less costly of the two vendors that had participated in the unsuccessful mini-bid; this approval was granted on 5 May 2025.

In PO 42001932, WMO initially pursued a fully competitive procurement for an integrated alert-generation and bulletin-production platform.

That route had already reached the stage of PCC-supported award recommendation and Secretary-General approval in favour of a supplier, but only on the understanding that a donor extension would be obtained that was sufficient to cover an implementation period of 8–12 months. When the donor extension was ultimately limited to 30 June 2025, and the selected vendor confirmed that implementation could not be completed within that revised timeframe, the original route was no longer practicable.

WMO therefore split the requirement, reduced the scope to a hardware-only package, and launched a fallback mini-bid under the same UNDP LTA.

That fallback exercise yielded fragmented participation, with three vendors declining or not effectively participating and one supplier remaining the only feasible option. The audit found no indication that PCM's course of action was inappropriate or inconsistent with UN procurement rules.

However, it raises concerns about the extent of narrative consolidation in the file. WMO has emphasized the operational urgency, the non-deferrable donor deadlines and the risk of project failure if no workable solution could be secured within the remaining project period.

The audit does not dispute that the exceptional context, nor does it dispute that PCM's course of action was procedurally improper.

Rather, it reflects a documentation-focused observation: that once broader competition had narrowed materially within that restricted sourcing environment, the procurement file did not always contain a sufficiently clear and consolidated explanation of why the fallback direct-award route was considered sufficiently justified, commercially defensible and consistent with value-for-money considerations at that stage. In particular, the audit notes that the file did not always show in a single structured way how alternative sourcing options had been weighed, why broader competition could no longer be pursued in time, and how the remaining implementation and commercial risks were assessed.

These points therefore relate to the level of detail captured in the record, not to the appropriateness or compliance of PCM's decisions. However, the supporting documentation should have provided more detailed explanations.

A similar issue arose in PO 42002584, although in a different context. There, WMO used an ILO LTA contract directly approaching the supplier ranked fourth out of eight. WMO later clarified that, in a previous similar exercise, only that supplier had responded among the ILO LTA holders, that ILO had confirmed the ranking was not mandatory for sister agencies, and that the value of the purchase was limited.

The audit confirms therefore that PCM acted within the applicable rules and that no evidence of improper conduct was identified. Yet the audit noted that the procurement file did not contain a sufficiently clear comparative rationale showing why, in specific circumstances, the earlier market experience and the flexibility of the ILO framework were considered to provide an adequate basis for approaching only that supplier, rather than testing a broader or sequential approach within the framework.

Essentially the audit does not question the compliance or reasonableness of PCM's actions, but highlights that the file could have more clearly documented the underlying justification.

Documentation-related issues pertaining to financial evaluation

In PO 42005502, one bidder included travel costs in its offer, while the other excluded them and indicated that travel costs would be reimbursed separately. This divergence appears to have been facilitated, at least in part, by the structure of the financial template itself, which included a separate line for "Travel Costs" while also stating that WMO would reimburse travel costs against supporting documentation, based on the relevant UN DSA and economy-class air tickets. As a result, bidders could interpret the template differently and submit financial offers that were not directly comparable at face value.

Management explained that, in order to preserve competition and avoid disqualifying the second vendor, the evaluators normalized the costs using objective UN DSA rates and market flight estimates, which WMO regards as consistent with accepted UN procurement practice for achieving like-for-like comparability. The audit notes that the

solicitation and the procurement file did not make the methodology sufficiently transparent, standardized and reproducible for ex post review.

In particular, the final comparison appears to have depended in part on evaluator-applied assumptions regarding staffing and travel duration, because those cost drivers were not firmly committed by the bidder and had not been explicitly standardized in the solicitation instructions. In these circumstances a more prescriptive financial template - making explicit whether travel had to be included in the evaluated price or treated exclusively as a reimbursable item, and under which fixed assumptions - would likely have reduced the need for internal reconstruction and strengthened the objectivity and auditability of the financial evaluation record. In essence, no breach was identified but documentation could have been more explicit.

A comparable documentation clarity issue arose in PO 42005833, where three technically compliant bids displayed very wide price dispersion — USD 140,000, USD 306,553.35, and USD 942,780. Management has highlighted that an analysis of the selected vendor's price structure was conducted and circulated to the PCC via the electronic fast-track workflow.

The audit acknowledges therefore that wide price dispersion, by itself, does not demonstrate an improper outcome, but notes that the audit file did not clearly document, in a sufficiently consolidated and traceable form, how materially different pricing structures across the three compliant offers were analysed and reconciled, and why the selected offer was considered to provide a sufficiently reliable and defensible basis for award. Hence the observation concerns documentation imperfect level of detail.

A related auditability issue arose in PO 42004060, which was conducted as a secondary selection exercise under an external agency's LTA. The record shows that a shortlist of candidates was established from profiles provided under the framework, that interviews were conducted by a panel, and that the selected candidate was recommended on the basis of profile, experience and interview responses.

While Management has correctly noted that the external LTA methodology did not explicitly require a formal scoring matrix, the WMO file retained only a narrative

summary and did not include a more structured record linking the criteria considered, the interview-based assessment and the final recommendation.

The audit concern is therefore not non-compliance with the external methodology, but that the resulting evaluation trail is less transparent and less resilient to ex post review. Hence, the observation relates to documentation depth rather than to any deficiency in the procurement process itself.

Documentation traceability and clarity concerning value-for-money rationale

The audit also identified some cases where the procurement record did not document the link between initial planning assumptions, approved financial ceilings and the rationale supporting the final commercial outcome. confirms that no breach was identified regarding value for money in the cases reviewed, but that the basis on which it was considered to have been achieved was not always set out in a sufficiently consolidated, traceable and auditable form. Hence, the issue is fundamentally a matter of documentation.

For example, in PO 42000409, the NTE ceiling increased by 121 per cent of the original amount. Management later explained that the underlying arrangement was a joint UN LTA led by UNOG within CPAG, benefiting from competitively established rates based on aggregated Geneva volumes, and that the increase was driven by an exceptional temporary IPCC requirement for which a new bidding exercise would likely have caused significant delay with no clear assurance of a better price.

The audit notes that for an NTE increase of this magnitude, the procurement file did not set out a value-for-money rationale in a sufficiently clear and traceable way at the time of approval, including the basis on which the existing arrangement remained preferable to alternative sourcing options for the remaining period. Substantially, the audit comment concerns the degree of detail recorded, not the validity of the course of actions taken and of the related decisions.

In PO 42003881, the Source Selection Plan recorded an estimated value of CHF 800,000, whereas the approved NTE ceiling for the five-year arrangement reached USD 1.8 million. Management later explained that the higher ceiling reflected factors not fully captured in the original estimate, including scope elements not originally built into the projection. The audit acknowledges that the ceiling could be justified in principle, but

notes that a difference of this magnitude required a clear and contemporaneous reconciliation in the procurement record showing how the approved ceiling had been derived.

That reconciliation was not brought together in a sufficiently clear and auditable form, reducing financial traceability and the transparency of the related governance decision In essence, the audit confirms that the primary issue identified in this case is the suboptimal depth of the supporting documentation.

Regarding PO 42002143, where a materially different delivery model was pursued under an approved exception. The 2025 waiver described a shift from the original drone/LiDAR-based approach to one relying on satellite imagery due to local flight permission denied.

The technical documentation indicates that the retained solution was in practice a hybrid model, combining satellite imagery acquisition and processing with GNSS ground control, spatiotriangulation and 3D scanning activities. Management emphasized that a price reasonableness assessment was formally validated by the PCC, noting that the revised scope excluded drones and LiDAR, reduced the number of required hours, and resulted in a nominal price decrease of approximately EUR 6,221.52 compared with the previous year's contract, while daily rates remained unchanged.

The audit found no indication that PCM's course of action was inappropriate or inconsistent with UN procurement rules. Yet the audit notes that, where the technology, delivery model and core cost drivers changed materially, the procurement file did not set out in a sufficiently consolidated and auditable form why reliance on unchanged daily rates and a limited overall price reduction was considered sufficient to demonstrate price reasonableness for the substituted solution. Fundamentally, the audit notes a deficiency in the completeness of the relevant procurement file.

Similar auditability concerns were observed in the Burkina Faso fallback awards to PO 42001931 and PO 42001932, where final commercial positions evolved through a combination of descoping, substitutions, urgency-driven adjustments and constrained market response. The audit acknowledges the exceptional operational urgency and the necessity of fallback sourcing, but notes that the procurement files did not contain a

sufficiently structured, WMO-authored analytical note clearly bringing together how the final adjusted prices were validated against relevant LTA benchmarks, available market comparators and residual technical deviations. Operational urgency may explain the procurement route followed, but it does not substitute for a clear and auditable price-validation narrative.

Taken together, these cases indicate that where competition is reduced, delivery models change materially, or final commercial positions are shaped by urgency-related adjustments, the supporting procurement record needs to document the price-reasonableness and value-for-money rationale with correspondingly greater clarity, structure and traceability.

Recommendation 11

We recommend that WMO further strengthen procurement documentation and internal guidance so that, where financial comparability is challenging or competition narrows materially, the procurement file clearly reflects the methodology applied and the basis on which the final commercial outcome was considered reasonable, proportionate and consistent with value-for-money principles.

In particular, WMO should consider:

(a) ensuring that the procurement documentation clearly reflects the financial evaluation and price-reasonableness methodologies applied, including, where relevant, any normalization approach, assumptions, benchmarks or comparators used to support like-for-like comparison;

(b) issuing clear internal guidance on the use of BAFO, so that it is applied selectively and proportionately, with a written rationale explaining why its use, including any selective or shortlist application, was considered fair, transparent and operationally efficient in the circumstances;

(c) where competition has narrowed, failed or become materially constrained, ensuring that the file retains proportionate documentation of the sourcing decision and the basis for the resulting commercial position, including, where relevant, scope changes, key assumptions and the principal considerations supporting price reasonableness; and

(d) where feasible, refining solicitation templates or instructions so that variable or reimbursable cost elements, such as travel, freight, training or installation, are treated with sufficient clarity to support more directly comparable financial offers.

Comments by the Secretary-General:

Management accepts the recommendation.

Exceptions and non-competitive awards

The audit confirmed that, overall, WMO applies exceptions appropriately, documents the justification for the selected exception grounds, and follows a sound sequencing of the procurement process. The Organization's framework for exception-based procurement is generally functioning as intended.

However, in the limited cases outlined below, the audit identified gaps in documentation and instances of sub-optimal sequencing. These issues appear to stem primarily from requesting offices' insufficient grasp of planning requirements and of the segregation-of-duties principle, which led to premature or uncoordinated supplier engagement.

Essentially, the delayed involvement of PCM disrupted the mandatory procurement sequence. Notwithstanding the above, the audit found no evidence of regulatory breach by PCM.

Exception files, procurement sequencing and transparency safeguards

In PO 42001892, the approved Request for Exception to Competitive Procurement, as well as the related Note to the File, relied on ground (ix) "formal methods not yielding satisfactory results" pursuant to FRR 113.17 and SI 10.

Under the SI 10 framework, this ground requires a documented ex ante basis showing why, in the specific circumstances, a formal competitive process was not expected to yield satisfactory results.

Indeed, in this case, the use of this specific exception was objectively justified by the market research conducted by the requesting office, which had already established—based on direct outreach to multiple venues—that only one hotel among those contacted was able to provide the services required. This meant that a formal competitive process was not expected to yield satisfactory results, as the practical field of viable suppliers had already been narrowed by the requesting office's own findings.

However, the procurement file shows that the requesting office engaged directly with multiple venues, received detailed commercial quotations, and progressively narrowed the field of options before the purchase requisition had been approved and before PCM had formally assumed control of vendor communications. In the file reviewed, this went beyond preliminary market research and entered into commercially substantive supplier engagement at a stage when, under SI 10, the solicitation, receipt and handling of offers should have been managed within a PCM-controlled procurement sequence.

The audit notes that the procurement file did not clearly demonstrate, on an ex ante and PCM-controlled basis, why formal methods were not expected to yield satisfactory results once commercially substantive vendor interactions had already narrowed the practical field of options, and that the procurement sequence and allocation of roles were not clearly respected in a way that preserved segregation of duties, transparency and a fully auditable decision trail.

Hence, the audit essentially points to two shortcomings in the case at hand: first, the procurement record contains an incomplete and imperfect recollection of the factual elements underpinning the chosen approach; second, the delayed engagement of PCM by the requesting office disrupted the mandatory procurement sequence.

Another issue raised by the case at hand is that, while the exception request form included an integrated self-declaration by the requestor, the procurement file did not evidence any role-specific neutrality or no-conflict declarations for the requesting-office staff who had materially received and handled the commercial quotations before PCM formally assumed control of vendor communications.

In essence the audit acknowledges that the form used in the case at hand was fully compliant with UN standards and therefore entirely sufficient for the applicable regulatory framework, but it also notes that a more tailored declaration could have further strengthened the documentation and potentially be useful as an enhanced safeguard. In addition, the audit observes that while the contract value exceeded the applicable publication threshold, i.e. CHF 40,000 as per SI Ch. 10.

Management indicated that the award was not published based on an internal organizational practice whereby exception-based awards are not disclosed, which

management views as consistent with practices in the UN system. The audit accepts that, in certain contexts, publication decisions may legitimately take into account not only the monetary value of the award but also case-specific confidentiality, security or operational considerations, where these are specifically documented.

However, the audit notes that WMO's SI-10 expressly requires the publication of awarded contracts above CHF 40,000 and does not provide a blanket exemption for sole-source awards.

Furthermore, within the broader UN system, transparency mechanisms such as public award notices used by UNDP and contract-award publication through UNGM demonstrate that exception-based or direct-contracting awards are not, as a matter of practice, automatically excluded from publication.

In that context, the audit queries whether the automatic non-publication of a routine commercial contract in this instance, without a documented derogation or case-specific basis, could be interpreted as a transparency lapse. This question is framed in general terms and does not suggest any impropriety by PCM; rather, it reflects a conceptual consideration about how transparency safeguards should operate where competition is bypassed.

Exigency rationales were not always clearly evidenced in the procurement record

Related concerns arose in selected exigency cases. In the procurement of a website maintenance case, management explained that operational continuity pressures were significant because the departure of the Communications team created a risk of service interruption affecting WMO's public website, with associated security and reputational implications.

The audit notes that the procurement file did not clearly explain why the circumstances were treated as exigency under the exception framework rather than as urgency that had developed, at least in part, through internal restructuring, delayed onboarding or other factors within WMO's control. Similar considerations arise in other time-compressed cases where the urgency was real and operationally justified, but the procurement record did not always clearly distinguish between genuinely exceptional circumstances and urgency that had developed, at least in part, through delayed internal action, sequencing weaknesses or late initiation of procurement.

The audit notes gaps or insufficient clarity in the documentation supporting exigency-based exceptions and observes that these relate to the quality and completeness of the information submitted by the requesting units. Indeed, the responsibility for articulating the justification for an exception — including the specific circumstances giving rise to exigency and the operational, financial or reputational risks that would materialize if the exception were not granted — rests primarily with the requesting units.

The audit acknowledges that PCM becomes formally involved only once the request is submitted and cannot retroactively reconstruct or expand the rationale that should have been provided upstream by the requesting office.

In summary, taken together, the cases reviewed indicate not a misapplication of exigency but the need for clearer documentation to reinforce the audit trail, ensure sequencing discipline and strengthen transparency safeguards where exceptions are used, particularly where the procurement path depends on urgency, continuity or other operational constraints

Recommendation 12

We recommend that WMO continue strengthening the completeness, defensibility and transparency of exception-based procurement files, together with sequencing discipline and early PCM engagement, so that departures from competition remain clearly justified, proportionate and auditable. In particular, WMO should:

(a) further improve the factual and documentary support retained in exception files, including the specific exception ground relied upon, the procurement sequence followed and evidence of timely PCM review and involvement, as appropriate;

(b) reinforce, through guidance and training, that departures from competition should not be used as a routine response to planning delays, late internal action, delayed transition readiness or late event preparation, and that any use of exigency or other exception grounds in such contexts should remain clearly exceptional and be supported by a procurement file that explains why the circumstances could not reasonably have been foreseen or mitigated;

(c) strengthen training and operational guidance on segregation of duties and early PCM engagement in non-standard and exception-based procurements, so that commercially substantive supplier interactions do not occur outside a PCM controlled sequence;

(d) ensure that neutrality and no-conflict-of-interest declarations are documented consistently in the procurement file for all relevant officials involved in exception-based procurements;

(e) adopt best practices within the UN system, and update the relevant Standing Instructions as required, regarding the publication of direct procurement contracts. In particular, this should address under what circumstances contract awards relating to direct procurement should be published.

Comments by the Secretary-General:

Management accepts the recommendation.

Post-award documentation and record integrity

Overall, the audit found that post-award documentation was accurate and substantively reliable and that documentation under PCM's remit remained fully aligned with applicable standards. In the limited cases outlined below, however, minor inconsistencies.

In PO 42002143, key outputs were transmitted through an external Google Drive repository intended to be progressively enriched over time. The file did not clearly evidence, in a single consolidated place, which specific deliverables and versions had been received and validated by WMO, when they were recorded, and which outputs formed the basis for milestone acceptance and payment. WMO has clarified that the contract manager maintained the relevant documentation and that acceptance and payment decisions were based on validated deliverables. The contract itself defined two clear deliverables and corresponding payment milestones — the preliminary report (EUR 61,000 – 50%) and the final report (EUR 61,000 – 50%), and these were duly respected.

The audit concern therefore does not suggest any unjustified payment or procedural error, but rather highlights, due to an imperfect record integrity by the contract manager, the payment record did not make the basis for final acceptance sufficiently transparent ex post.

The review also noted isolated but relevant inconsistencies in official procurement and ERP-generated records. In the same PO, the purchase order generated by the system

contained a due date preceding the actual issuance date of the PO and continued to describe the procurement as LiDAR-based, even though the 2025 arrangement had been revised to a satellite/hybrid methodology.

Management acknowledged internal inconsistencies in the PO while maintaining that acceptance and payment were based on the correct underlying documentation.

These inconsistencies may not have altered the substantive transaction, since it has been clarified that the PO is an internal one and that the contract shared with the contractor contained correct information; however, they weakened the coherence of the official record.

In PO 42005833, the final purchase order contained conflicting Incoterms, referring to DAP in the PO header while describing the line-item delivery term as DPU Djibouti. Because these terms allocate unloading responsibility and risk differently, the inconsistency created avoidable contractual ambiguity as to the applicable delivery obligation, transfer of risk and unloading responsibility.

The issue is particularly significant because the PO itself provides that, in case of conflict, the PO takes precedence over the technical specifications and the awarded offer. In the event of a delivery-stage incident or dispute, such inconsistency could prejudice WMO's contractual position.

In PO 42002268, the MoU and the Partner Agency SLA contained what appeared to be conflicting effective dates. Management later explained that no such conflict exists: both documents contain the same effective date, and the agreement framework is fully coherent. The only discrepancy identified was a typographical error in the PCC submission, where the year of signature was mistakenly indicated as 2024 instead of 2023.

This clerical mistake was limited exclusively to the PCC documentation and did not appear in the MoU, the SLA, or any other governing or contractual documents. Given this context, the audit observes that the issue represents a purely administrative imperfection, with no legal, operational or financial consequences, and no impact on the relationship with UNDP or on the enforceability of the agreement.

However, the audit remarks the value of ensuring perfect alignment across all internal submissions, highlighting that full consistency in dates, references and supporting documents strengthens the overall audit trail and facilitates ex post verification.

Taken together, these cases do not point to a pervasive record-integrity failure, but they do indicate a need for stronger minimum standards of documentary consistency, quality assurance and file completeness before official records are finalized in the ERP system.

Recommendation 13

We recommend that WMO strengthen documentation accuracy and minimum record standards so that contractual and payment records remain clear, internally consistent and readily auditable from contract issuance through acceptance, receipting and payment. In particular, the payment file should make it easier to identify the specific deliverables, versions, validations and acceptance records supporting milestone acceptance and payment, and any documentary inconsistency, correction or clarification affecting official ERP or contractual records should be promptly explained and retained on file in a manner that preserves ex post traceability and the internal coherence of the procurement record.

To achieve this, WMO should:

(a) ensure that the payment file clearly identifies the specific deliverables, versions and formal validations supporting milestone acceptance and payment, including where deliverables are stored in external repositories;

(b) implement proportionate quality-assurance checks before finalizing Purchase Orders and other official records in the ERP system, so that core contractual elements - such as scope descriptions, delivery terms/Incoterms, due dates and effective dates - are internally consistent and aligned with the approved procurement documentation and awarded instrument; and

(c) ensure that any documentary inconsistency affecting official ERP or contractual records is promptly explained and, where necessary, formally corrected, reconciled or amended, according to its legal or operational significance, so that the procurement record remains coherent and reliable for contract administration, financial reporting and ex post review.

Comments by the Secretary-General:

Management accepts the recommendation.

Implementing Partners

The audit reviewed selected agreements with financial implications processed through Letters of Agreement (LoAs). In some cases, including, the documentation provided did not always contain sufficiently clear, complete or consistently structured evidence of the reviews and controls required under SI 12.

Under SI 12, agreements above CHF 40,000 require documented justification of the rationale for the selected legal instrument, the basis for selecting the external entity and the level of fiduciary assurance relied upon for the partner. Financial management instructions also require that sufficient funds be available before any commitment is approved.

Where SI 12 supporting documentation is incomplete or absent, the Secretariat may be unable to demonstrate that agreements with financial implications were subject to the required internal control framework. This creates a risk of inconsistent application of SI 12, limited fiduciary assurance over external entities, and weaker auditability of partner selection decisions and funding approvals.

Recommendation 14

We recommend that WMO strengthen the consistency and structure of documentation retained on file for agreements related to implementing partners, to ensure that compliance with SI 12 is clearly evidenced in a manner proportionate to the value, nature and risk profile of the arrangement. In particular, files should clearly record the rationale for the selected legal instrument, the basis for selecting the external entity, and the level of the fiduciary assurance relied upon for the partner.

WMO should also consider introducing a standardized documentation checklist, applied in a proportionate manner, so that these elements are recorded consistently on file, including where a simplified approach is applied for public sector, scientific, inter-agency or non-profit entities.

Comments by the Secretary-General:

Management accepts the recommendation.

Statement of changes in net assets for the year ended 31 December 2025

Statement III, "Statement of changes in net assets", shows movements during the year, ending in a balance of -32,381 kCHF as of 31 December 2025 (-54,758 kCHF as of 31 December 2024).

During 2025, total net assets increased by 22,377 kCHF, mainly reflecting: i) a gain arising from the actuarial valuation of employee benefits liabilities, amounting to 20,783 kCHF; ii) a surplus for the year of 980 kCHF; iii) movements in the employee benefits reserve, including payroll charges of 4,173 kCHF and payments against reserves of 3,559 kCHF; iv) a contribution to the Working Capital Fund of 700 kCHF, offset by a corresponding transfer from accumulated surplus.

Overall, the improvement in net assets compared to the previous year is primarily attributable to the positive actuarial revaluation of employee benefit liabilities.

Our audit conclusions on net assets are set out in the sections relating to the financial position and to Employee Benefits.

Statement of cash flow

The Statement of cash flow identifies the sources of cash inflows, the items on which cash was spent during the reporting period, and the cash balance as at the reporting date.

In 2025, WMO reported a net decrease in cash and cash equivalents of 7,043 kCHF, compared to a decrease of 3,277 kCHF in 2024. Cash and cash equivalents amounted to 130,440 kCHF at year-end (137,483 kCHF in 2024).

Net cash flows from operating activities amounted to -4,992 kCHF (-870 kCHF in 2024), reflecting a negative variation compared to the previous year. This result is mainly influenced by significant movements in working capital and employee benefit liabilities, only partially offset by the surplus for the year.

Net cash flows from investing activities amounted to -2,051 kCHF (-930 kCHF in 2024), primarily related to the purchase of property, plant and equipment.

Net cash flows from financing activities were nil in 2025 (-1,477 kCHF in 2024), as no new financing flows were recorded during the year.

Statement of comparison of budget and actual amounts

Statement V, "Comparison of budget and actual amounts for the twelve months ending 31 December 2025", is presented in accordance with IPSAS 24, which requires the inclusion of a comparison between budget and actual amounts in the financial statements, together with an explanation of material differences. Further details, including the reconciliation of the approved Regular Budget on a budgetary basis to the expenses of WMO comprising the General Fund Group, are provided in Note 7 to the financial statements.

Events after reporting date

According to Note 13 of the Financial Statements, WMO's reporting date is 31 December 2025. As at the date of signing these financial statements, it is stated that no material events, favourable or unfavourable, occurred between the reporting date and the date on which the financial statements were authorized for issue that would have impacted these financial statements.

The system of internal controls

In previous audit cycles, a lack of clarity in accountability and responsibilities, particularly in relation to second-line functions, was identified, including concerns regarding the positioning and role of the Controller within the internal control framework.

While significant progress has been made through recent regulatory updates and the formal establishment of the Controller function, the implementation of a clear separation between first- and second-line responsibilities, although now in place, still requires further refinement. In particular, the practical development of the Controller's functions will be further monitored to ensure continued alignment with second-line responsibilities and to avoid potential overlaps with first-line activities.

In this context, a specific recommendation was previously issued concerning the establishment of a centralized exception register. The register was introduced in mid-July 2025, following the issuance of Service Note 18/2025, and represents a relevant step towards strengthening control and monitoring mechanisms. However, the tool is

still in the process of being fully implemented and consolidated, and certain critical aspects remain, as further detailed in the following paragraph.

Exception Register – Risk Monitoring and Internal Control Effectiveness

The audit reviewed WMO's centralized Exception Register, established following Service Note No. 18/2025 to record deviations from established policies across key functional areas, including Procurement, Human Resources, Travel, Finance and institutional agreements, with the objective of supporting risk monitoring, identifying patterns and enabling continuous improvement of internal controls.

While the register, which was only implemented in the middle of 2025, captures basic workflow metadata (for example, requestor, approver, status and category), its current structure does not support the level of oversight, transparency and risk monitoring envisaged under Service Note No. 18/2025 and expected in a mature internal-control environment.

The annex to Service Note No. 18/2025 indicates that each exception record should include, among other elements, justification, a structured risk assessment, process owner, compensating controls, approval authority, validity period and supporting audit trail. Based on the documentation reviewed, these elements do not appear to be systematically captured in the centralized view currently available for oversight.

In particular, the register does not consistently capture the financial value or exposure associated with each exception, the organizational unit or department of the requestor, the identity of the ultimate beneficiary or counterparty

As a result, it does not readily support assessment of materiality, cumulative impact, concentration of exceptions by office, or repeated exceptions involving the same vendor, partner, staff member or traveller.

The review of the validated exception registers for Q3 and Q4 2025 shows a recurring concentration of exceptions in specific areas. In Q3 2025, 89 exceptions were recorded, mainly in Travel (48 cases), Procurement (22), Human Resources (8), Finance (8) and Chapter 12 (3). In Q4 2025, the number increased to 140, with recurrence of the same categories (68 Travel, 38 Procurement, 13 Human Resources, 8 Finance and 13 Chapter 12).

Across both periods, all exceptions were recorded as approved, without apparent differentiation based on risk, materiality or recurrence.

In these circumstances, the initial implementation of the register functions primarily as an exception approval and workflow tracker rather than as a comprehensive internal-control and risk-analysis tool.

This limits WMO's ability, other than through manual review processes, to identify recurring patterns, perform trend and root-cause analysis, detect structural process weaknesses and address the drivers of repeated deviations across the Organization.

In addition, because Service Note No. 18/2025 assigns the Controller responsibility to periodically summarize approved exceptions, the effectiveness of the Exception Register as a governance tool also depends on ensuring sufficient objectivity in that review process. In this regard, the review identified that the Controller's name was identified as requestor (in three cases) in the exception universe reviewed.

This indicates a need to ensure that exceptions involving the Controller or the Controller's Department continue to be approved outside of the Controller and Management Services Division and to ensure that exceptions are not requested directly by the Controller or other members of the Internal Control Unit, so as to avoid self-review risks and preserve the credibility of the control process.

Overall, the current design and use of the Exception Register do not appear fully aligned with the objectives set out in Service Note No. 18/2025 and may reduce the effectiveness of internal controls, increase non-compliance risk, weaken assurance over value for money and limit management's ability to address the underlying causes of repeated exceptions.

Recommendation 15

We recommend that WMO develop and implement a maturity plan for the Exception Register to strengthen the governance and the completeness of information of the centralized Exception Register to better support meaningful monitoring, pattern detection and risk analysis.

Without prescribing specific operational modalities, WMO may consider measures to:

(a) ensure that the register captures the estimated or actual financial value associated with exceptions in line with the objective and requirements of SN 18/2025 (Annex 1);

(b) enrich the register with the identity of the beneficiary or counterparty enabling detection of repeated exceptions affecting the same vendor, partner, staff member or traveller, and supporting ex ante controls, including the identification and assessment of potential conflicts of interest;

(c) introduce a linkage between the approved exception and the underlying transaction in the ERP to allow for traceability and reporting;

(d) capture the organizational unit of the requestor, enabling analysis of recurring exception patterns, concentrations of deviations and possible structural control weaknesses by office or functional area; and

(e) ensure that the Controller's periodic summaries of approved exceptions, as required under Service Note No. 18/2025, paragraph 4.2.2, are used not only for reporting purposes but also for analytical review of recurring patterns, concentrated risk areas and emerging governance concerns. Where exceptions relate to cases initiated, requested or otherwise significantly influenced by the Controller or the Controller's Department, the related analytical and overall internal control analysis should be subject to separate review or escalation through an appropriate independent review channel.

The adoption of such measures, in addition to ensuring the alignment with the purpose and requirements of Service Note 18/2025, would help WMO strengthen transparency, improve pattern detection and reinforce the control environment governing policy deviations across operational areas.

Comments by the Secretary-General:

Management accepts the recommendations.

As noted, the exception register was introduced in mid-2025, and further enhancements are envisaged following the recruitment of the Internal Control Manager in the first quarter of 2026, who will lead the continued development of the tool.

It should be noted that the method for implementation of certain aspects – such as those outlined in parts (a), (b) and (c) - will be evaluated to determine the best way to address the underlying risk while maintaining efficiency in the process.

Regional and Representative Offices

The External Auditor conducted a dedicated performance audit of WMO's Regional and Representative Offices in 2023 focusing on governance, accountability, administrative arrangements, procurement, financial management and the effectiveness of the regional presence.

The results of that audit, including the related findings and recommendations, are presented in the *Special Report of the External Auditor on the Audit of the Regional and Representative Offices (2024)*. The status of implementation of those recommendations and suggestions is reflected in the related follow-up information, as set out in **Annexes** IV and V to the present report.

Since the issuance of that report, WMO has undertaken a significant organizational reorganization, including changes affecting the governance, coordination and reporting arrangements of Regional and Representative Offices, as set out in Service Note No. 15/2025 on the New WMO Organizational Structure.

These changes include, inter alia, the establishment of a Regional Coordination Office reporting directly to the Secretary-General and a broader realignment of responsibilities between Headquarters and the regions, which provides the institutional context within which the above-mentioned audit recommendations are being followed up.

In light of the above, the concrete effects of the reform will be assessed in future financial periods.

IT General controls

Analysing the WMO IT environment, and in accordance with the principal standards related to IT Audit, we defined the IT general controls (ITGC) perimeter of analysis. Therefore, we examined: the Oracle Quantum application, WMO ERP system; the Active Directory (AD), which is required to connect with the Oracle Quantum application; the Oracle Quantum application database and the related operation system. The maintenance of Oracle Quantum application and database (hosted by Oracle) is managed by the United Nations Development Programme (hereafter UNDP) and by Oracle for the operating system, while the Active Directory (AD) maintenance service is outsourced by Microsoft Azure (cloud service provider). The

services offered by Oracle and Microsoft, are certified by SOC 2 Type II Report (Oracle) and SOC 1 Type II Report (Microsoft). Both reports have been prepared in accordance with international standards and recognized best practices.

It should be considered that, following the implementation of the new Quantum application, which led to the decommissioning of the previous Oracle E Business system, a structured data migration process was initiated to support the main business processes. The new system, characterized by a higher level of automation and a strengthened internal control environment, required the transfer and, in some cases, the conversion of pre-existing information. In this context, an audit was performed in November 2025 to assess the completeness, accuracy, and reliability of the migrated data. The audit activities included an analysis of the migration strategies adopted, a review of the available documentation, discussions with process owners, and the execution of targeted tests on areas identified as most critical. The audit procedures did not identify any significant issues or material findings related to the data migration process. For further details, reference is made to Appendix "Data Migration Audit Activities WMO FS 2025" to this report.

Approach and methodology

1) Our fieldwork steps to assess the design and operating effectiveness of the Organization's controls, as they address the Organization's IT and business process risks, include the following:

   a) Key personnel interviews to understand the IT environment.

   b) Independent walkthrough procedures to assess the design of the organization's IT controls.

   c) Test performing, to assess the operating effectiveness of the organization's IT controls.

   d) Review and evaluation of the Service Organization Controls related to UNDP, Oracle and Microsoft for 2025, relevant to the audit.

2) Furthermore, the IT audit approach used is composed of the following main activities:

   a) Identification of relevant IT systems by understanding their nature and underlying technology.

b) Understanding and documenting the IT processes and risks for the IT relevant application (Oracle Quantum) and the related infrastructure (Active Directory, Database and Operating System).

c) Execute IT General Control activities on Active Directory, Application, Database and Operating System layers covering IT Risks.

d) Evaluate the Service Organization Control Reports relevant for 2025 audit.

3) In particular, the tests of ITGCs were designed and performed to address the potential risks within the IT processes:

a) Manage Change: controls aimed at ensuring that changes to systems are appropriate, responsive to business needs, and properly authorized and tested before they are implemented;

b) Manage Access: controls aimed at ensuring that only authorized users with appropriate roles/profiles to perform activities under their purview have access to systems;

c) Manage IT Operations: controls aimed at ensuring a reliable processing environment and management of routine operational problems resulting from loss of data or incomplete processing of information.

4) Moreover, since the Oracle Quantum operating system is managed by Oracle, while the Active Directory (AD) service is managed by Microsoft Azure (cloud service provider), some of the potential risks listed above had been addressed by the SOC reports issued by Oracle and Microsoft Azure. Therefore, to understand the reports and the services described, the following activities were performed:

a) Evaluating the SOC 1 Type II reports:

- *System and Organization Controls (SOC 2) Type 2 Report - Oracle Fusion ERP, SCM, HCM, and CRM Cloud Services (FAEM) on Oracle Cloud Infrastructure (OCI) Generation 2*, issued by Schellman for the period from 1 October to 30 September 2025;

- *Microsoft Corporation – Azure Including Dynamics 365* issued by Deloitte for the period from 1 January to 31 December 2025;

b) Evaluating the service auditor's professional competence and independence from the service organization, to determine the sufficiency and appropriateness of the audit evidence provided by the report;

c) Evaluating if the descriptions of the tests of the controls are sufficient to understand the nature and extent of the procedures performed and the specified tests adequate to provide sufficient and appropriate audit evidence that the control operated effectively during the period of reliance.

Conclusion

5) Through the combination of walkthroughs, operating effectiveness testing performed by the IT audit team and evaluation of Service Organization reports, we were able to assess the design and operating effectiveness of the Organization's IT controls, covering the full period from 1st January 2025 through 31st December 2025.

6) Below is the evaluation of IT Processes for the application in scope and related infrastructure:

	IT Process Design & Operating Evaluation		
IT Application	**Manage Access**	**Manage Change**	**Manage IT Operations**
Oracle Quantum (Application Layer)	Not Effective	Effective	Not Effective
Oracle Quantum (Database Layer)	Not Effective	Not Effective	Not Effective
Oracle Quantum (Operating System Layer)	Effective	Effective	Not Effective
Oracle Quantum (Active Directory Layer)	Effective	Effective	Not Effective

7) The activities described in this report identify three recommendations and one suggestion. The details of the controls performed are shown in the following table:

- "Appendix A – Evaluation of controls and recommendations" for the ITGC.

8) In addition to the recommendations and suggestion, addressed to the Management, we highlight a more general and strategic subject, which is not totally in Management's remit but would also require a higher-level action, and we address it below.

To the Executive Council's attention

Given that not all possible measures fall within the exclusive remit of Management, we draw the Executive Council's attention to the need for the controls over outsourced IT systems to be adequately addressed and resolved by the end of FY 2026, including through governance intervention if necessary. Given that UNDP is indeed a UN agency external to and independent of WMO but, at the same time, has assumed a clear role as an IT service provider for WMO (as well as many other UN entities), the provision by UNDP of a system certifications (ISAE 3402/SOC type 2 reports) for the services provided is recommended. This would be consistent with, for example, certain services provided to other UN entities by UNICC Geneva.

9) The details of the controls performed, of the controls covered by Service Organization reports and of the recommendations relating to the IT Audit 2025, are shown in the following table:

Appendix A – Evaluation of controls and recommendations

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
0	**All Layers**	*Policies and procedures*	**PP-ALL-PP1-S:** The entity has formally documented policies and procedures regulating the use of IT resources, access management, change management and IT operations management.	It has been verified that a proper procedural framework is in place for the IT environment, periodically updated in case of significant changes.	**Deviation Noted** We observed that some IT procedures require updates to reflect technological changes and current processes.

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
Suggestion n. 2					
We suggest that WMO consider reviewing and, where appropriate, refining the existing IT policies and procedures to further align it with the current Quantum environment. In particular, selected policies and standards, such as the "Privileged Access Management, Review Procedure" (2022), "Password Management Standard" (2023),"Identity And Access Management Standard" (2024) and "WMO – Enterprise Resource Planning (ERP) Service management SOP" (2025), could be considered for updating to reflect the transition from Oracle E-Business Suite to Quantum. Additionally, the existing Quantum Change and Release Guidelines (2024) represent a solid foundation; however, its formalization and integration into a more structured management procedure could further strengthen governance and consistency.					
Comments by the Secretary-General: *We agree with the suggestion to review and, where appropriate, refine existing IT policies and procedures to ensure continued alignment with the current Quantum environment.* *The ERP service management SOP has been updated to reflect the transition into UNDPs quantum services in Q1 2025 including the revised change management and release management procedures. We also acknowledge the value of integrating the UNDPs Quantum procedures to enhance consistency and governance.* *These aspects will be considered as part of ongoing efforts to strengthen and modernize IT governance.*					
1	**Application Layer**	*Manage Access*	**MA-APP-MA4-S:** New or additional access rights are approved by an appropriate management person prior that the access is granted.	It has been verified that access rights for Quantum are automatically created and modified based on the access rights managed in Active Directory and approved by an appropriate management person prior that the access is granted.	**No Deviation Noted**
2	**Application Layer**	*Manage Access*	**MA3-XR:** Changes to Role definition are properly approved by IT or business management.	Considering that role changes are requested through a specific change request, please refer to control MC-APP-MC3-S.	**No Deviation Noted**
3	**Application Layer**	*Manage Access*	**MA-APP-MA6-S:** Users that left the organization are disabled in a timely manner.	It was verified that access rights for Quantum are disabled in a timely manner.	**No Deviation Noted**
4	**Application Layer**	*Manage Access*	**MA-APP-MA1-S**: Password settings are appropriate for	It was verified that Single Sign On access by Active Directory is	**No Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
			managing the authentication to systems and applications.	configured on Quantum.	
5	**Application Layer**	*Manage Access*	**MA-APP-MA5-S:** Access rights are verified periodically by appropriate management personnel (Business or IT).	It was verified that, during the audit period and within the scope of the migration activities from Oracle EBS to Quantum, access rights were continuously reviewed.	**No Deviation Noted**
6	**Application Layer**	*Manage Access*	**MA-APP-MA1-XR:** Super users are limited and in line with the job responsibilities.	It was verified that application-level super users are fully managed by UNDP, without WMO oversight.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum application activities performed by UNDP, particularly with respect to super user access management.

Recommendation n. 16

It is necessary to strengthen governance and oversight over the management, maintenance and administrative activities of the Quantum application, which are currently performed by UNDP. To this end, we recommend that WMO identify and implement the necessary tools, arrangements, and mechanisms to enable effective governance and oversight of the management, maintenance, and administration activities of the Quantum application and database, which are currently performed by UNDP.

In particular, we recommend that WMO define and formally establish an appropriate governance and control framework over the activities performed by the service provider, clearly distinguishing between:

– the database layer, with specific reference to WMO's authorization and oversight over database-level activities, including:

b) the creation, review and disposal of user accounts, including UNDP privileged users, which should be subject to formal authorization (creation) and monitoring (review and disposal) by WMO, as well as the activities performed by such users, which should be subject to ongoing oversight and monitoring by WMO.

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
c) the management and authorization of database-level changes performed by UNDP, which should be subject to formal WMO approval or, at a minimum, to continuous monitoring and oversight. – the application layer, with specific reference to authorization and oversight of the creation, review and disposal of UNDP privileged users, which should be subject to formal authorization (creation) and monitoring (review and disposal) by WMO, as well as the activities performed by such users within the Quantum application, which should be subject to ongoing oversight and monitoring by WMO.					
Comments by the Secretary-General*:* *WMO accepts the recommendation and will redouble its efforts along all possible courses, including through the direct negotiation with UNDP, through the Audit and Oversight Committees and through the Technical Panel of External Auditors to identify an approach where further governance over the controls relied upon by WMO but necessarily managed by UNDP (as the owner and provider of the Quantum as a Service platform) can be implemented and provide all parties the required level of assurance over the effective design and operation of such controls.* *WMO leverages UNDP as a service provider for the management and operation of the Quantum application, including user access administration and the management of privileged (super user) accounts. These activities are governed by UNDP's established internal control framework, which defines clear policies and procedures for access provisioning, segregation of duties, and the management of privileged access (as outlined in UNDP's internal control framework).* *All changes to the application, including configuration updates, are subject to UNDP's formal change management, control, and deployment procedures, which are designed to ensure appropriate authorization, testing, and traceability.* *While operational management is performed by UNDP, WMO retains oversight of the changes being performed. through the Release Management module, enabling tracking and traceability of the changes.* *These procedures are applicable to all types of changes, such as Oracle patches/releases, SaaS configurations, Roles and privileges, extensions, or PaaS (Infrastructure and DB).*					
7	**Application Layer**	*Manage Access*	**MA-APP-MA7-S:** Actions performed by Super User IDs are monitored and reviewed periodically	It was verified that application-level super users are fully managed by UNDP, without WMO oversight.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum application activities performed by UNDP, particularly

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
					with respect to super user access management. For further details, please refer to Recommendation n.1.
8	**Application Layer**	*Manage Change*	**MC-APP-MC3-S:** Changes are approved by appropriate personnel prior to the move to production environment, eventually based on vendor-supplier release notes.	It has been verified that changes to the Quantum application are managed through a formal change management process under the responsibility of WMO. Change requests initiated by WMO are submitted and tracked through the Quantum change request module and require prior approval. UNDP develops the change and executes testing activities and moves change to production only after WMO approval, ensuring appropriate segregation.	**No Deviation Noted**
9	**Application Layer**	*Manage Change*	**MC-APP-MC1-S:** Changes to the IT application are tested by business and (or) IT users other than developers.	It has been verified that changes to the Quantum application are managed through a formal change management process under the responsibility of WMO. Change requests initiated by WMO are submitted and tracked through the Quantum change request module and require prior approval. UNDP develops the change and executes testing activities and moves change to production only after WMO approval,	**No Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
				ensuring appropriate segregation.	
10	**Application Layer**	*Manage Change*	**MC-APP-MC2-S:** Changes to the IT application are correctly documented with User Acceptance Test (UAT).	It has been verified that changes to the Quantum application are managed through a formal change management process under the responsibility of WMO. Change requests initiated by WMO are submitted and tracked through the Quantum change request module and require prior approval. UNDP develops the change and executes testing activities and moves change to production only after WMO approval, ensuring appropriate segregation.	**No Deviation Noted**
11	**Application Layer**	*Manage Change*	**MC-APP-MC5-S:** The production environment is segregated from development/test environments.	It has been verified that changes to the Quantum application are managed through a formal change management process under the responsibility of WMO. Change requests initiated by WMO are submitted and tracked through the Quantum change request module and require prior approval. UNDP develops the change and executes testing activities and moves change to production only after WMO approval, ensuring appropriate segregation.	**No Deviation Noted**
12	**Application Layer**	*Manage Change*	**XP2:** The promotion to production environment is not allowed to person that	It has been verified that changes to the Quantum application are managed through a formal change	**No Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
			have development responsibilities.	management process under the responsibility of WMO. Change requests initiated by WMO are submitted and tracked through the Quantum change request module and require prior approval. UNDP develops the change and executes testing activities and moves change to production only after WMO approval, ensuring appropriate segregation.	
13	**Database Layer**	*Manage Access*	**MA-DB-MA4-S:** New or additional access rights are approved by an appropriate management person prior that the access is granted.	It has been verified that the underlying database underlying the Quantum application is a database is created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. However, it was noted that these data base level changes follow the change and release management procedures followed by UNDP. However, the processes for the creation, management, and decommissioning of database-level user accounts are entirely managed by UNDP, without any form of oversight or specific authorization from WMO.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum database activities for extension modules are performed by UNDP, particularly with respect to user access management. For further details, please refer to Recommendation n.1.
14	**Database Layer**	*Manage Access*	**MA-DB-MA6-S:** Users that left the organization are disabled in a timely manner.	It has been verified that for the extension modules of Education grant, Payroll validation and costing,	**Deviation Noted** We observed a lack of WMO's

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
				the underlying database is created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. However, it was noted that the processes for the creation, management, and decommissioning of database-level user accounts are entirely managed by UNDP, without any form of oversight or specific authorization from WMO.	governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to user access management. For further details, please refer to Recommendation n.1.
15	**Database Layer**	*Manage Access*	**MA-DB-MA1-S:** Password settings are appropriate for managing the authentication to systems and applications and default passwords for system IDs are promptly changed.	It has been verified that for the extension modules of Education grant, Payroll validation and costing, the underlying database is created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. However, it was noted that the processes for the creation, management, and decommissioning of database-level user accounts, including password settings, are entirely managed by UNDP, without any form of oversight or specific authorization from WMO.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to user access management, including password settings. For further details, please refer to Recommendation n.1.
16	**Database Layer**	*Manage Access*	**MA-DB-MA5-S:** Access rights are verified periodically by appropriate management	It has been verified that the database underlying the Quantum application is a database created	**Deviation Noted** We observed a lack of WMO's

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
			personnel (Business or IT).	by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. However, it was noted that the processes for the creation, management, and decommissioning of database-level user accounts are entirely managed by UNDP, without any form of oversight or specific authorization from WMO.	governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to user access management. For further details, please refer to Recommendation n.1.
17	**Database Layer**	*Manage Access*	**MA-DB-MA7-S:** Actions performed by Super User IDs are monitored and reviewed periodically	It has been verified that the database underlying the Quantum application is a database created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. However, it was noted that the processes for the creation, management, and decommissioning of database-level user accounts, including privileged users and activities performed by such users, are entirely managed by UNDP, without any form of oversight or specific authorization from WMO.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to user access management, including privileged users and activities performed by such users. For further details, please refer to Recommendation n.1.
18	**Database Layer**	*Manage Access*	**MA-DB-MA1-XR:** Super users are limited and in line with the job responsibilities.	It has been verified that the database underlying the Quantum application is a database created by UNDP and hosted on Oracle's cloud	**Deviation Noted** We observed a lack of WMO's governance and oversight

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
				infrastructure. The database stores and processes, among other data, information belonging to WMO. However, it was noted that the processes for the creation, management, and decommissioning of database-level user accounts, including privileged users and activities performed by such users, are entirely managed by UNDP, without any form of oversight or specific authorization from WMO.	over the Quantum database activities performed by UNDP, particularly with respect to user access management, including privileged users and activities performed by such users. For further details, please refer to Recommendation n.1.
19	**Database Layer**	*Manage Change*	**MC-DB-MC3-S:** Changes are approved by appropriate personnel prior to the move to production environment, eventually based on vendor-supplier release notes.	It has been verified that the database underlying the Quantum application is a database created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. It was verified that some database-level changes related to outsourced processes at UNDP are managed and authorized internally by UNDP, without explicit authorization from WMO, although they are duly tracked within the Release Management Process.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to the change management process, which is carried out independently by UNDP without any monitoring or oversight activities by WMO. For further details, please refer to Recommendation n.1.
20	**Database Layer**	*Manage Change*	**MC-DB-MC1-S:** Changes to the IT application are tested	It has been verified that the database underlying the	**Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
			by business and (or) IT users other than developers.	Quantum application is a database created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. It was verified that some database-level changes related to outsourced processes at UNDP are managed and authorized internally by UNDP, without explicit authorization from WMO, although they are duly tracked within the Release Management Process.	We observed a lack of WMO's governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to the change management process, which is carried out independently by UNDP without any monitoring or oversight activities by WMO. For further details, please refer to Recommendation n.1.
21	**Database Layer**	*Manage Change*	**MC-DB-MC2-S:** Changes to the IT application are correctly documented with User Acceptance Test (UAT) or System Test (for patching on the infrastructures).	It has been verified that the database underlying the Quantum application is a database created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. It was verified that some database-level changes related to outsourced processes at UNDP are managed and authorized internally by UNDP, without explicit authorization from WMO, although they are duly tracked within the Release Management Process.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to the change management process, which is carried out independently by UNDP without any monitoring or oversight activities by WMO. For further details,

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
					please refer to Recommendation n.1.
22	**Database Layer**	*Manage Change*	**MC-DB-MC5-S:** The production environment is segregated from development/test environments.	It has been verified that the database underlying the Quantum application is a database created by UNDP and hosted on Oracle's cloud infrastructure. The database stores and processes, among other data, information belonging to WMO. It was verified that some database-level changes related to outsourced processes at UNDP are managed and authorized internally by UNDP, without explicit authorization from WMO, although they are duly tracked within the Release Management Process.	**Deviation Noted** We observed a lack of WMO's governance and oversight over the Quantum database activities performed by UNDP, particularly with respect to the change management process, which is carried out independently by UNDP without any monitoring or oversight activities by WMO. For further details, please refer to Recommendation n.1.
23	**Operating System Layer**	*Manage Access*	**MA-SO-MA4-S:** New or additional access rights are approved by an appropriate management person prior that the access is granted.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
24	**Operating System Layer**	*Manage Access*	**MA-SO-MA6-S:** Users that left the organization are disabled in a timely manner.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
25	**Operating System Layer**	*Manage Access*	**MA-SO-MA1-S:** Password settings are appropriate for managing the authentication to systems and applications.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
26	**Operating System Layer**	*Manage Access*	**MA-SO-MA3-S:** Default passwords for system IDs that affect key security settings have been changed, or the related accounts have been disabled.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
27	**Operating System Layer**	*Manage Access*	**MA-SO-MA5-S:** Access rights are verified periodically by appropriate management personnel (Business or IT).	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
28	**Operating System Layer**	*Manage Access*	**MA-SO-MA1-XR:** Super users are limited and in line with the job responsibilities.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
29	**Operating System Layer**	*Manage Access*	**MA-DB-MA7-S:** Actions performed by Super User IDs are monitored and reviewed periodically	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
30	**Operating System Layer**	*Manage Change*	**MC-SO-MC3-S:** Changes are approved by appropriate personnel prior to the move to production environment, eventually based on vendor-supplier release notes.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
31	**Operating System Layer**	*Manage Change*	**MC-SO-MC1-S:** Changes to the IT application are tested by business and (or) IT users other than developers.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
32	**Operating System Layer**	*Manage Change*	**MC-SO-MC2-S:** Changes to the IT application are correctly documented with User Acceptance Test (UAT) or System Test (for patching on the infrastructures).	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
33	**Operating System Layer**	*Manage Change*	**MC-SO-MC5-S:** The production environment is segregated from development/test environments.	The control is covered by Oracle's SOC 2 report. The Oracle Cloud Infrastructure (OCI) layer is operated under Oracle's responsibility model within the WMO and UNDP context. No deviations were noted.	**No Deviation Noted**
34	**Active Directory Layer**	*Manage Access*	**MA-LAN-MA4-S:** New or additional access rights are approved by an appropriate management person prior that the access is granted.	It has been verified that new user creation is properly requested and formally authorized through a documented process.	**No Deviation Noted**
35	**Active Directory Layer**	*Manage Access*	**MA-LAN-MA6-S:** Users that left the organization are	It has been verified that users that left the organization are timely disabled.	**No Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
			disabled in a timely manner.		
36	**Active Directory Layer**	*Manage Access*	**MA-LAN-MA1-S:** Password settings are appropriate for managing the authentication to systems and applications.	It has been verified that password settings are appropriately set-up according to the IT best practices.	**No Deviation Noted**
37	**Active Directory Layer**	*Manage Access*	**MA-LAN-MA1-XR:** Super users are limited and in line with the job responsibilities.	It has been verified that new Super User creation on Active Directory is properly requested and formally authorized through a documented process.	**No Deviation Noted**
38	**Active Directory Layer**	*Manage Access*	**MA-LAN-MA5-S:** Access rights are verified periodically by appropriate management personnel (Business or IT).	It was verified that the review of access rights on Active Directory was performed in July 2025, in accordance with the internal procedures in place. The actions identified as a result of the review were appropriately managed on the relevant user accounts, and a specific report documenting the outcome was formally produced.	**No Deviation Noted**
39	**All Layers**	Manage IT Operation	**MITO1-S:** Tools and utilities guarantee that all the access to sensible area (i.e. Data Center) are logged.	WMO data are hosted on Oracle Cloud and the controls over such data are covered by the relevant SOC Report. However, within the WMO building, there are technical rooms and server rooms housing network and connectivity equipment. It has been verified that access to these rooms was granted to individuals who were not explicitly authorized.	**Deviation Noted** We inspected that access to technical rooms and server rooms hosting network and connectivity technologies was granted to individuals who were not explicitly authorized.
Recommendation n. 17					

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
We recommend that WMO strengthen physical access controls over technical rooms and server rooms hosting network and connectivity technologies by formally defining authorized personnel, implementing appropriate access restriction mechanisms, and periodically monitoring and reviewing access logs to prevent unauthorized entry and mitigate risks to operational continuity and data security.					
Comments by the Secretary-General: *Management accepts the recommendation and notes that some of the identified access rights were granted historically. In the absence of periodic formal reviews, discrepancies have emerged between authorization records and actual access logs, including incomplete or outdated information.* *To address this, an annual review of physical access rights will be implemented, with the objective of ensuring that authorized personnel are clearly defined, access rights remain appropriate, and records are accurate and up to date.*					
40	**All Layers**	*Manage IT Operation*	**MITO2-S:** Only authorized personnel can access to sensible areas.	WMO data are hosted on Oracle Cloud and the controls over such data are covered by the relevant SOC Report. However, within the WMO building, there are technical rooms and server rooms housing network and connectivity equipment. It has been verified that access to these rooms was granted to individuals who were not explicitly authorized.	**Deviation Noted** We inspected that access to technical rooms and server rooms hosting network and connectivity technologies was granted to individuals who were not explicitly authorized. For further details, please refer to Recommendation n.3.
41	**All Layers**	Manage IT Operation	**MITO4-S:** Incident are logged, monitored and resolved in a timely manner.	It has been verified that incidents related to the Quantum system are formally logged through ticketing systems, monitored throughout their lifecycle, and resolved by WMO or UNDP, depending on the type of issue encountered by the users. Specific service level agreements are defined with UNDP, with	**No Deviation Noted**

ID	*Layer*	*Process*	*IT Controls Description*	*Testing Procedures*	*Evaluation*
				WMO overseeing the escalation and final resolution status.	
42	**All Layers**	Manage IT Operation	**MO-DB-MITO3-S:** Backups are performed periodically via backup software and monitored by the IT personnel to verify completion and successful resolution of any backup failures.	Backups are managed by Oracle and the related controls are covered by the Oracle SOC Report.	**No Deviation Noted**
43	**All Layers**	Manage IT Operation	**MITO5-S:** Changes to automatic job schedule are performed only by authorized users.	Changes to job scheduling are performed by UNDP, following the current change and release management procedures. For more details, please refer to "Manage Change" process controls on the Application Layer.	**No Deviation Noted**

Payroll

10) The purpose of this audit was to ensure that the governance, control and risk management processes in the payroll operations of the Organization are appropriately designed and effectively functioning.

11) The audit focused on testing control design and effectiveness related to payroll process for the period from 1 January to 31 December 2025, and follow-up activities for the recommendations related to previously conducted audit.

Approach and methodology

12) In order to identify any potential risks that may lead to errors, omissions, or non-compliance with regulations or internal policies potential, audit procedures were carried out, below listed:

a) The regulatory framework and other relevant guidance were reviewed to ensure that the payroll processes are compliant with WMO's policies and procedures.

b) Pay slips and related allowances were tested to ensure that they were appropriately authorized, and that there were no unauthorized changes.

c) Reconciliations and other control activities were reviewed to evaluate their effectiveness on payroll process.

13) Therefore, the audit approach included a comprehensive review of the payroll processes through key personnel interviews and documentation analysis, with a focus on risk exposure and risk management practices.

14) The audit team carried out specific analysis to assess the design and effectiveness of control activities, to identify potential risks, and to eventually provide recommendations for improvement.

15) The team also maintained open communication with management and other stakeholders throughout the audit and ensured that the audit was conducted in a professional and objective manner.

Follow-up to previous recommendations and suggestions

16) The report ends with the follow-up tables that resume the status of implementation of the open recommendations issued in previous reports. Please refer to "ANNEX I – Follow-up to recommendations issued by the Corte dei Conti in the financial audit reports".

17) We asked the Controller and the relevant Management for an update on the current status of implementation, and we received the answers and the related documentation. We have analysed them and assessed the actual implementation.

18) The recommendations that were considered as "closed" will not appear in the follow-up table of our next reports.

Conclusion

19) Through the combination of walkthroughs and operating effectiveness testing performed, we were able to assess the design and operating effectiveness of organization control over payroll process, covering the full period from 1 January to 31 December 2025.

20) The activities described in this report identify one recommendation on Payroll process. The details of the controls performed are shown in the following table:

Appendix B – Evaluation of controls and recommendations

ID	*Process Phase*	*Controls Description*	*Testing Procedures*	*Evaluation*
0	*Policy and Procedure*	Payroll operative process is aligned with the related procedure/policy.	It has been inspected that a policy and procedure governing the end-to-end payroll process is in place in coordination with UNDP.	No Deviation Noted
1	*Opening and Personnel Personal data Management*	All employees are entered into the employee master file.	It has been verified that employee master data are complete and accurate for payroll processing during the audit period.	No Deviation Noted
2	*Opening and Personnel Personal data Management*	The system does not allow to enter an employee that already exists, with the risk of duplication.	Where an employee record is created using the same name, surname and date of birth as an existing employee already recorded in the master file, the system generates a non-blocking alert and allows the creation of duplicate employee master data records. Furthermore, the employee email address is manually entered by HR in the Quantum system. In cases where the same email address is already present, the system automatically assigns a modified version by appending a sequential number to the account to ensure technical uniqueness. While this functionality avoids duplicate sign-on accounts, it does not operate as a preventive control against the creation of duplicate employee master data records.	Deviation Noted We verified that duplicate employee master data records may be created, as the system generates notification-only alerts that do not prevent record creation when potential duplicates are detected.
Recommendation n. 18				

ID	*Process Phase*	*Controls Description*	*Testing Procedures*	*Evaluation*
We recommend that WMO strengthen controls over the employee master data creation process by implementing preventive mechanisms to reduce the risk of duplicating employee records. This may include enhanced system validations on key personal attributes, the more effective use of the employee email address as a control element, and the implementation of blocking alerts (rather than notification-only alerts) when potential duplicates are detected.				
Comments by the Secretary-General*:* *Management accepts the recommendation and will review the aggregate internal controls supporting employee profile creation and will ensure that the related controls mitigate the related risk to appropriate levels. As part of the control environment, creation of employee profiles where such a warning is received will be formally documented.*				
3	*Opening and Personnel Personal data Management*	The completeness of anagraphic entry is ensured by the presence of mandatory fields that guide the compilation of the master data.	It has been verified that the system enforces mandatory fields during employee creation and that, based on the type of contract, working hours and related salary scales are appropriately captured.	No Deviation Noted
4	*Opening and Personnel Personal data Management*	Only actual changes are made to the employee master file and all changes (expecial IBAN) are approved.	It has been verified that changes to employee bank account (IBAN) details are authorized and monitored to ensure accuracy.	No Deviation Noted
5	*Attendance recognition*	All attendances are registered.	It has been confirmed that employee attendance is not directly recorded or monitored for payroll processing purposes. The control is covered by ID 6.	No Deviation Noted
6		Vacation, leave and sick leave are properly recorded and authorized.	It has been verified that vacation, sick leave, and other absences are properly recorded in the system and subject to authorization.	No Deviation Noted
7		Overtime is properly recorded and authorized.	It has been verified that overtime is properly recorded, authorized, and reflected in payroll processing.	No Deviation Noted

ID	*Process Phase*	*Controls Description*	*Testing Procedures*	*Evaluation*
8	*Payslips elaboration*	All benefits programs (healthcare, pension, executive) promoted by the company are accounted for according to correct accounting principles.	It has been verified that payroll-related benefits, allowances, and deductions are correctly configured and accounted for.	No Deviation Noted
9		The salary scales used for the processing of the payslip are correctly inserted and updated to the system.	It has been verified that salary scales used for payslip processing are correctly maintained and updated in the system.	No Deviation Noted
10		All the Personnel Actions are correctly updated.	It has been checked that personnel actions affecting payroll are accurately updated and reflected in payroll inputs.	No Deviation Noted
11		The exchange rate used for the processing of the payslip are correctly inserted and updated to the system.	It has been verified that the process for updating exchange rates used in payroll and payroll costing is appropriately managed.	No Deviation Noted
12		Wages are properly paid to employees depending on: a) a base (minimum) salary and b) post adjustment	It has been verified that wages are accurately calculated and paid to employees based on approved payroll results.	No Deviation Noted
13	*Pension plans management*	All employee adherence to retirement plans is documented and tracked.	It has been verified that employee participation in the retirement plan is appropriately tracked and maintained.	No Deviation Noted
14	*Accounting and labour cost analysis*	Personnel costs are correctly and appropriately accounted for in the general ledger.	It has been verified that payroll personnel costs are accurately recorded in the general ledger and reconciled to payroll results through a periodic reconciliation process	No Deviation Noted
15	*Monitoring payment*	All payments made are authorized.	It has been verified that payroll payments are approved prior to execution, authorized in accordance with established procedures, and executed through the	No Deviation Noted

ID	*Process Phase*	*Controls Description*	*Testing Procedures*	*Evaluation*
			payment platform with appropriate approval and monitoring.	

Pooled Treasury

21) The purpose of this audit was to ensure that the governance, control and risk management processes in the pooled treasury operations of the Organization are appropriately designed and effectively functioning.

22) The audit focused on testing control design and effectiveness related to pooled treasury for the period from 1 January to 31 December 2025.

Approach and methodology

23) In order to identify any potential risks that may lead to errors, omissions, or non-compliance with regulations or internal policies potential, audit procedures were carried out, below listed:

a) The regulatory framework and other relevant guidance were reviewed to ensure that the pooled treasury processes are compliant with WMO's policies and procedures.

b) Independent analysis to verify the control related to the interest allocation associated with WMO bank accounts, which are initially recorded in an interest distribution account and then, monthly, manually redistributes among the various funds.

24) Therefore, the audit approach included a comprehensive review of the pooled treasury processes through key personnel interviews and documentation analysis, with a focus on risk exposure and risk management practices.

25) The audit team carried out specific analyses to assess the design and effectiveness of control activities, to identify potential risks, and to eventually provide recommendations for improvement.

26) The team also maintained open communication with management and other stakeholders throughout the audit and ensured that the audit was conducted in a professional and objective manner.

Conclusion

27) Through the combination of walkthroughs and operating effectiveness testing performed, we were able to assess the design and operating effectiveness of organization control over pooled treasury process, covering the full period from 1 January to 31 December 2025.

28) The activities described in this report did not identify any recommendations.

Appendix C – Evaluation of controls and recommendations

ID	*Process Phase*	*Controls Description*	*Testing Procedures*	*Evaluation*
1	*Policy and Procedure*	Policy and procedures discipline the pooled treasury process	It has been inspected that specific policy regarding pooled treasury process has been formalized.	No Deviation Noted
2	*Interest allocation*	Interest is allocated among the different funds on a monthly basis. The allocation is performed proportionally based on each fund's interfund balance in relation to the total interfund balance. The Finance function is responsible for calculating and verifying the interest allocation and for recording the updated figures in the system.	It was verified that the Finance function correctly performed the verification activities related to the calculation of interest allocations and accurately uploaded the updated allocation information into the system.	No Deviation Noted

Cybersecurity

29) The purpose of the follow-up activities performed was to assess the implementation status of previous recommendations related to the governance, control, and risk management processes in the cybersecurity operations of the Organization.

30) The follow-up activities concentrated on evaluating the actions taken in response to prior recommendations concerning the cybersecurity process, specifically for the period from 1 January to 31 December 2025.

Approach and methodology

31) To identify any potential risks that may lead to errors, omissions, or noncompliance with regulations or internal policies, and to assess the Organization's ability to prevent, detect, and respond to cyber threats promptly and effectively, follow-up audit procedures were conducted, as outlined below:

a) Key personnel were interviewed to assess the implementation of previous recommendations related to cybersecurity governance and control processes.

b) Documentation was anlysed to verify any updates to procedures or the issuance of new procedures in the cybersecurity operations.

c) Relevant cybersecurity frameworks and guidelines were reviewed to ensure compliance with WMO’s policies and procedures.

32) The audit team carried out specific analyses to assess the design and effectiveness of control activities, to identify potential risks, and to eventually provide recommendations for improvement.

33) The team also maintained open communication with management and other stakeholders throughout the audit and ensured that the audit was conducted in a professional and objective manner.

Conclusion

34) The audit activities reveal significant improvements for FY 2025, also considering the implementation of all the recommendations detected in previously conducted audits.

35) The activities described in this report did not identify any new recommendations in addition to those that are completely closed. The details of the follow-up activities and cybersecurity related recommendation are shown in the follow-up tables.

ANNEX A

Data Migration Audit Activities detail

In the context of the migration from the Oracle system to the new Quantum system, which introduces increased automation, reduces reliance on manual activities and the associated risk of human error, and strengthens the overall internal control environment, an audit activity was performed with the objective of analyzing the completeness, accuracy, and reliability of the transfer of organization data. The analysis considered both fully migrated data and those that were partially migrated or subject to conversion, with a focus on the strategies adopted and the potential risks associated with the process. Through the review of documentation and direct engagement with process owners, the criteria for selecting data entities, (core dataset supporting functional process) and the operational procedures followed during the migration were examined.

Approach and methodology

36) The activities to assess data migration consisted of the following main phases:

– Preliminary request for documentation from WMO to understand the status of the migration and the data entities migrated;

– Understanding of the migration process carried out by WMO;

– Interviews to gain insight into the migration activities;

– Analysis of the different strategies used for the various data entities, particularly the reasons why some were fully migrated, others partially, and others converted;

– Execution of tests to evaluate the completeness and accuracy of the migration;

37) The testing process, adopted to verify that the migration had been performed in a complete and accurate manner, consisted of the following main activities:

– For the data entities not migrated and partially migrated, an in-depth analysis was conducted to understand the rationale behind the exclusion or partial migration of certain data.

– Selection of a sample of four migrated data entities to ensure coverage of different areas, address high criticality processes and provide a balanced assessment;

– Based on the evaluations, determination of the most appropriate approach to use;

– Request for additional documentation to enable a detailed analysis of the correct migration of the four data entities;

– Execution of tests on the selected data entities;

– Any discrepancies between the test results and the actual results were discussed with the relevant stakeholders to understand the underlying reasons;

38) To ensure that the migration was performed in a complete and accurate manner, various audit techniques were used during the testing activities, including:

– Inquiry: Targeted questioning of the migration team to confirm understanding of the process and validate that controls and responsibilities are clearly defined.

– Observation: Direct observation of the migration team's activities

– Inspection: Review and validation of the migration team's checks to confirm data migration accuracy.

– Reperforming: Re-execution of the data migration process to independently validate and confirm the results achieved by the migration team.

39) The selection of data entities was carried out to ensure representative coverage of the main business processes impacted by the migration. For all selected entities, the techniques of inquiry and observation were applied as baseline procedures, while additional techniques were used in the different areas:

– For the PAY module, Payroll was selected due to its impact on the Financial Statements; for this data entity, inquiry and inspection techniques were chosen;

– For the FIN module, Trial Balance was selected randomly; for this data entity, the inspection technique was chosen;

– For the HR module, Assignments was selected randomly; for this data entity, the inspection technique was chosen;

– For the SCM module, Supplier was selected due to the high criticality of the process; for this data entity, reperforming technique was chosen.

Conclusion

40) Through the combination of various audit techniques, meetings with WMO stakeholders, and document analysis, we are able to assess that the migration was

carried out correctly and that the data was transferred from the old Oracle system to the new Quantum system in a complete and accurate manner.

41) Below is the assessment of the analyzed data entities:

Data Entities	**Module**	**Migration Strategy**	**Testing Strategy**	**Results**
Payroll	PAY	Fully migrated	Inquiry and Inspection	Complete and accurate migration
Trial Balance	FIN	Fully migrated	Inquiry and Inspection	Complete and accurate migration
Assignments	HR	Fully migrated	Inquiry and Inspection	Complete and accurate migration
Supplier	SCM	Converted	Inspection and Reperformance	Complete and accurate migration

42) Details of the controls performed on the data entities are reported below:

Payroll

43) The purpose of this verification was to assess whether the data in the Payroll area was migrated completely and accurately from Oracle to the new Quantum system.

Approach and methodology

44) As a preliminary step, all documentation related to the Payroll area was collected:

– Extraction of Payroll data from Oracle at the defined cut-off date;

– The translation file used to convert the data extracted from Oracle into the data structures required by the new Quantum system;

– Extraction from Quantum as of the Payroll go-live date;

– Any files or reports regarding errors that occurred during the migration.

45) Therefore, the audit approach included a comprehensive review of the Payroll area through key personnel interviews and documentation analysis

46) Specific analyses were conducted to confirm the correctness of the migration. In particular:

– Verification that the payroll data for each employee present in Oracle was also present in the new Quantum system;

– To verify the accuracy of the data, the checks performed by WMO were analyzed, specifically the comparison of payroll amounts for December 2024 with those for January 2025 for each employee;

– It was also verified that any errors identified during the checks conducted by WMO were properly reported and corrected.

47) Any discrepancies identified between the data in Oracle and the data in Quantum were analyzed in collaboration with the relevant stakeholders to determine the causes and understand the reasons.

Conclusion

48) Through the combination of various audit techniques, meetings with WMO stakeholders, and document analysis, we are able to assess that the migration was carried out correctly and that the data was transferred from the old Oracle system to the new Quantum system in a complete and accurate manner.

Trial Balance

49) The purpose of this verification was to assess whether the data in the Trial Balance area was migrated completely and accurately from Oracle to the new Quantum system.

Approach and methodology

50) As a preliminary step, all documentation related to the Trial Balance area was collected:

– Extraction of the Trial Balance data from Oracle at the defined cut-off date;

– The translation file used to convert the data extracted from Oracle into the data structures required by the new Quantum system;

– Extraction from Quantum as of the Trial Balance go-live date;

– Any files or reports regarding errors that occurred during the migration.

51) Therefore, the audit approach included a comprehensive review of the Trial Balance area through key personnel interviews and documentation analysis

52) Specific analyses were conducted to confirm the correctness of the migration. In particular:

– Verification that all Trial Balance entries present in Oracle were also present in the new Quantum system;

– To verify the accuracy of the data, all the provided transcoding documents regarding Trial Balance were analyzed;

– Given the complexity of translating the old unique codes in Oracle to the new codes in Quantum, all conversion steps were checked and compared with the provided guides to ensure the translation was performed correctly;

53) Any discrepancies identified between the data in Oracle and the data in Quantum were analyzed in collaboration with the relevant stakeholders to determine the causes and understand the reasons.

Conclusion

54) It is important to note that in Quantum, each Trial Balance entry retains in a dedicated field the original unique code extracted from Oracle, thus making the translation always traceable and comparable.

55) Through the combination of various audit techniques, meetings with WMO stakeholders, and document analysis, we are able to assess that the migration was carried

out correctly and that the data was transferred from the old Oracle system to the new Quantum system in a complete and accurate manner.

Assignments

56) The purpose of this verification was to assess whether the data in the Assignments area was migrated completely and accurately from Oracle to the new Quantum system.

Approach and methodology

57) As a preliminary step, all documentation related to the Assignments area was collected:

– Extraction of Assignments data from Oracle at the defined cut-off date;

– The translation file used to convert the data extracted from Oracle into the data structures required by the new Quantum system;

– Extraction from Quantum of Assignments data as of the go-live date;

– Any files or reports regarding errors that occurred during the migration.

58) Therefore, the audit approach included a comprehensive review of the Assignment through key personnel interviews and documentation analysis.

59) Specific analyses were conducted to confirm the correctness of the migration. In particular:

– Verification that all employees present in Oracle were also present in the new Quantum system;

– Verification of the integrity of personal information related to employees, with particular focus on each employee's supervisor and job grade, ensuring these were migrated from Oracle to Quantum without errors.

60) Any discrepancies identified between the data in Oracle and the data in Quantum were analysed in collaboration with the relevant stakeholders to determine the causes and understand the reasons.

Conclusion

61) Some discrepancies between the two systems were identified and analyzed in depth to understand the underlying reasons. The analyses performed were presented to the relevant stakeholders, and targeted questions were posed to obtain further clarification. It was

confirmed that the differences in the data did not result from migration errors, but rather from a reorganization of personnel that took place immediately after the migration.

62) Through the combination of various audit techniques, meetings with WMO stakeholders, and document analysis, we are able to assess that the migration was carried out correctly and that the data was transferred from the old Oracle system to the new Quantum system in a complete and accurate manner.

Suppliers

63) The purpose of this verification was to assess whether the data in the Suppliers area was migrated completely and accurately from Oracle to the new Quantum system.

Approach and methodology

64) As a preliminary step, all documentation related to the Suppliers area was collected:

– Extraction of Suppliers data from Oracle at the defined cut-off date;

– Extraction from Quantum for the Suppliers area;

– Any files or reports regarding errors that occurred during the migration.

65) Therefore, the audit approach included a comprehensive review of the supplier area through key personnel interviews and documentation analysis;

66) To verify the correctness of the migration, for this area in particular, the technique of reperformance was used, not simply analyzing the migration work carried out, but replicating it. Specifically:

– Starting with the Oracle extraction, a criterion was chosen to create a unique code to be associated with each supplier;

– A unique code was assigned to each supplier, thus producing a file in which each supplier was associated with its own unique code;

– The same criterion was applied to the files extracted from Quantum, associating a unique code with each supplier;

– The two files were compared to verify that no supplier had been omitted.

67) Any discrepancies identified between the data in Oracle and the data in Quantum were analysed in collaboration with the relevant stakeholders to determine the causes and understand the reasons.

68) In the comparison between the extraction from Oracle and that from Quantum, some discrepancies were identified that were not attributable to migration errors, but rather to syntactic changes, such as variations in the use of accents or apostrophes in supplier names.

Conclusion

69) Through the combination of various audit techniques, meetings with WMO stakeholders, and document analysis, we are able to assess that the migration was carried out correctly and that the data was transferred from the old Oracle system to the new Quantum system in a complete and accurate manner.

Follow-up to previous recommendations and suggestions

Our long form report ends with the follow-up tables that resume the status of implementation of the open recommendations and suggestions issued in previous reports.
We asked the Controller for an update on the current status of implementation, and we received the answers he collected from relevant Management. We have analysed them and assessed the actual implementation.
The recommendations that were considered as "closed" will not appear in the follow-up table of our next reports.

ANNEX I – Follow-up on recommendations issued by the Corte dei conti in the previous reports (financial years 2020-2024)

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
1/2024 (FS) (2025/1)	We recommend: - update and strengthen the framework for the Special Fund for Maintenance; - strengthen the strategic and planning approach to maintenance, in particular by using a clear roadmap for extraordinary works and adequate monitoring. - favour a pragmatic approach, where possible, to carefully balance the costs and expected benefits of maintenance.	Management accepts the recommendation. The TORs of the Special fund will be updated and strengthened, including elements relating to strategic planning. Maintenance will continue to be planned carefully, including to the extent possible extraordinary maintenance, with an emphasis on obtaining the best value for the organization.	Implemented Revised ToR have been approved for the Special Fund. Maintenance Plans shared in addition to the revised ToR. In the context of extraordinary maintenance, expenditures are planned under the building's special fund. Since 2026, and in line with the building's terms of reference, FMCS will be presenting to the Building Committee a list of construction, upgrade, and equipment replacement projects for validation. Each project is accompanied by a description and associated cost. The projects are prioritized and must receive management approval (ASG). The Building Committee meets on a quarterly basis, and progress updates on each project must be presented. In the building's special fund, there are generic budget lines with reserved funds such as "electrical upgrades," "ancillary maintenance and renovation," and "painting and flooring," which can be used for urgent works that were not planned, often following equipment failure.	In progress
2/2024 (FS) (2025/2)	We recommend: - strengthening the accuracy of the asset register to help ensure that financial records are complete and up to date. - improving the update on the status	Management accepts the recommendation and will continue its efforts to ensure the accuracy of the inventory with a particular focus on leveraging the new ERP system to address the identified issues relating to	In progress The "New Asset" function with the new ERP allows to access the register directly from the system, without IT intervention. FMCS is more in control of the process and can input multiple entries, allowing for a	In progress

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	of IT assets in the asset register with respect to their actuality and usability.	IT in line with current requirements.	second person to review and approve before they are entered in the system, therefore reducing human error. This functionality allows FMCS to conduct a faster asset inventory, as it allows filtering by more parameters. Last inventory was conducted at the end of 2025. WMO will update Chapter 8 of the Standing instructions to revise the capitalization amount from 4k to 5k to align with the Financial Statements	
3/2024 (FS) (2025/3)	We recommend strengthening the operational implementation of Standing Instructions 13 and 16 by ensuring a consistent and effective application of the planning, monitoring, and reporting framework across all voluntary funded projects. Particular attention should be given to the: - timely preparation of structured cost plans; -accurate forecasting and tracking of staff-related expenditures over the course of each project; - evaluation of financial reporting and related timelines, with the aim of enhancing clarity, consistency and traceability of project data, cost allocation and outstanding obligations; - coordination between all relevant	Management accepts the recommendation and is already taking the relevant action. In 2024, WMO Management engaged a consultant to review the Organization's approach to projects. The report of the consultant is being finalized, and work has begun on several areas, including the development of structured cost plans, improved allocation and monitoring of staff sources and enhanced project tracking. The implementation will continue throughout 2025 and into 2026.	Implemented The recommendation has been implemented through strengthened financial management and cost transparency across projects. The relevant processes under Standing Instructions 13 and 16 are being implemented through PMB 47 reform decisions on cost planning, staff cost tracking, and financial reporting. Cross-unit coordination, along with cost-recovery pilots and performance monitoring at PMB 48 and 49, has further strengthened accountability and mitigated financial risks. Chapter 16 of the Standing Instructions was published in January 2026.	In progress

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	units, in line with the roles and responsibilities defined in the Standing Instructions (notably Chapters 13 and 16). These actions are essential to ensure accountability and protect the Organization from financial and reputational risks.			
4/2024 (FS) (2025/4)	We recommend that WMO establish a coordinated and transparent cost-recovery framework for building management, which should include: - systematic reconciliation between the Building Management Unit and Finance Department; - identification and regular review of all recoverable costs (e.g. maintenance, utilities, security); - implementation of monitoring tools to assess discrepancies between actual costs and revenues from rents and charges; - mechanisms to ensure the timely and consistent issuance of invoices for all tenant-related charges. - inclusion of annexes in all active contracts, detailing key terms, amounts due for rental and charges, payment deadlines, and eventual penalties.	Management accepts the recommendation and will update its process to ensure there is agreement between the various actors on roles and responsibilities and that the calculation of the actual costs incurred, charged, billed and recovered are well documented and monitored on a regular basis. In addition, Management agrees that an annex for all active tenant arrangements that summarizes the key terms will be prepared and shared with each of the tenants.	In progress Policies for cost recovery are now documented and implemented from 2025. The review of recharge is prepared by the Facilities team which is reviewed and approved by Chief, Conference, Travel and Facilities. Finance team also reviews the accuracy of the amount before it is approved by Chief Finance. The approval happens via the SharePoint approval tool which is then used as the based to record the information in Quantum and invoice is issued to the tenants in a timely manner The document “Recharge to tenants” was also drafted to implement this recommendation. Annexes will be incorporated when negotiating contracts with tenants or when a new tenant joins the building. An example is the GEO agreement for which such an annex has been incorporated. We are currently engaged in a consultation process with tenants, and leases such as those of UNITAR and UNDRR are scheduled for renegotiation on 1 January 2028.	In progress

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
5/2024 (FS) (2025/5)	We recommend that WMO ensure that offsetting techniques are applied strictly within the limits set by IPSAS 1 and that careful accounting treatment of relevant items is adopted to prevent any anomaly, including double counting, that could distort the actual substance of revenues and/or expenditures and their proper representation in the financial statement. In the light of the above, WMO should strengthen the financial documentation and allocation of tenant-related charges to ensure full compliance with IPSAS and internal regulations. All building-related expenses recharged to tenants (e.g. utilities, maintenance, cleaning, and security) should correspond to the substance of the transaction, be clearly calculated, allocated and supported by traceable and signed records. Without detailed documentation and a systematic allocation framework, there is a risk of undermining the reliability and transparency of reported revenue. A comprehensive reconciliation should be carried out to address existing inconsistencies. In line with IPSAS principles and internal Standing Instructions, the allocation of tenant charges should	Management accepts the recommendation and will update its process to ensure there is agreement between the various actors on roles and responsibilities and that the calculation of the actual costs incurred, charged, billed and recovered are well documented and monitored on a regular basis. Additional reviews of the calculation and posted amount will also be implemented to ensure the accounting for such transactions is fully accurate.	In progress The process was initiated during the year between FIN and FMCS that ensure consistency of data utilized for review and charging of tenants. Additionally, the quarterly process for issuing of invoices and year end process of true up after finalization of financial closure was completed timely and with consultation. Further elements as mentioned in the recommendation will be implemented during 2026.	In progress

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	follow a defined, approved, and traceable process, rather than rely on ad hoc reconciliations or spreadsheet-based exchanges. To this end, Finance should rely exclusively on confirmed and traceable figures provided by the building management sector when recharging tenants. Strengthening the documentation trail would significantly enhance the auditability and transparency of tenant-related financial operations. Cost categories such as "Other Utilities" should be clearly disclosed in the financial statement, in order to ensure both transparency in the line items and a verifiable link between the reported figures, the underlying documentation, and operational practices. This is essential to ensure consistency, auditability, and financial transparency over time.			
6/2024 (FS) (2025/6)	We recommend that WMO undertake a comprehensive review of the arrangements currently in place with HMEI, IPCC and, in the case of GEO, a targeted review limited to the specific aspect outlined below, to ensure alignment with IPSAS standards, Standing Instructions, and external obligations.	Management agrees with the recommendation and will examine the arrangements in place with HMEI, IPCC and GEO to determine the updates required for these arrangements.	Implemented WMO started discussions with IPCC and GEO regarding the arrangements currently in place. -WMO and GEO have negotiated a revised standing arrangement and Service level agreement that defines among other things office space recharges and other common services. - Discussion with IPCC regarding certain	Closed

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	Specifically: With regard to HMEI, the Hosting Agreement should be reassessed to address the absence of cost recovery and the lack of valuation of in-kind support. Reputational safeguards, review clauses, and monitoring procedures should be introduced. It should also be clarified whether any costs have been charged to HMEI or whether the hosting has been entirely free of charge. For IPCC, the 1989 Letter of Agreement requires substantial updating. The agreement should be formally classified under Chapter 12 of the Standing Instructions, and any in-kind contributions should be properly valued and disclosed in accordance with IPSAS 23. Provisions for periodic review and performance monitoring should also be introduced. As for GEO, existing review mechanisms should be maintained, but the SLA could benefit from more detailed provisions on the use of resources and financial reporting. Annual charges—including rent and service fees—should be fully documented and traceable in WMO's financial statements.		funding elements has occurred, as documented in a memo approved by the Secretary-General. However, there is currently not an agreement to formally update the agreement with IPCC. Additionally, the matter of the level of in-kind contribution by WMO to IPCC was presented to the IPCC Panel in Peru in October 2025, but decision by the IPCC Panel, over which WMO has no control, was deferred (see paragraph 12 of Decision IPCC-LXIII-5). Consideration will be given in 2026. WMO commits to continue working on it with IPCC at future panel meetings. The IPCC agreement will be formally classified under Ch.12 of Standing Instructions. - With respect to the HMEI, an agreement is in place that relates to a resolution by the Executive Council in 2018. The hosting agreement provides the rationale for WMO hosting of HMEI. The current term of the agreement is ending in April 2027 and will be reviewed in connection with the timing of that renewal, should it be requested. Note that formalization of in-kind considerations as well as rental and other charges have been improved during 2025 in support of 2025 financial reporting for WMO, IPCC and GEO.	
7/2024 (FS) (2025/7)	We recommend: - strengthen the link with the	Management accepts the recommendation. Management is in the	In progress The new HR policy has been drafted and is to	In progress

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	availability of financial resources to reinforce the long-term strategic vision of human resources; - continue to invest in human resources training, pragmatically evaluating the costs and benefits, where possible, including the possibility of doing so through greater participation in the United Nations system network.	process of drafting and adopting an HR strategy with clear regard to the available financial resources and the continued investment in HR training. The HR strategy will draw from expertise available to WMO through the United Nations and United Nations Human Resources network.	be approved by EM. One of the pillars of the newly drafted HR Strategy is related to 'Enabling a more agile workforce'. This pillar calls to build a workforce that is adaptable, efficient, and aligned with evolving operational needs, the organization will implement strategies that enhance workforce agility. This includes optimizing the use of consultant resources, diversifying employment models, and revising policies to support a flexible and scalable workforce. Key initiatives to support this will include: • Strategic Utilization of Consultant Resources: • Define a target mix of permanent staff vs. consultants • Develop policies for consultant engagement, evaluation, and contract renewal based on strategic objectives. The Annual Operating Plans (AOP) include an estimate of human resources financial needs to ensure alignment with plans and to identify significant discrepancies that may be occurring. Learning tools already available to staff include LinkedIn learning, collaboration programmes with the UN (such as language courses), & technical training options paid by the organization or staff. Performance plans -	

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
			staff are encouraged to add any training needs in the workplans.	
8/2024 (FS) (2025/8)	We recommend that WMO formally update the Standing Instructions to incorporate the provisions introduced by Service Notes 7/2024 and 15/2024.	Management accepts the recommendation. The updated version of Standing Instruction, Chapter 4 (Human Resources), incorporating the provisions introduced by Services Notes 7/2024 and 15/2024 was completed and published in April 2025.	Implemented As per original comments, this recommendation was completed with the publication of Ch. 4 in April 2025.	Closed
9/2024 (FS) (2025/9)	We recommend that WMO adopt a structured, tiered authorization procedure, similar to the procedure applied to the procurement of goods and services. This should align authorization levels with specific financial thresholds, thereby enhancing control over the approval of consultancy contracts and payments. This approach would: -strengthen internal financial oversight. -promote consistency across departments. -mitigate the risk of discretionary or non-transparent decision-making.	Management accepts the recommendation. The SSA authorization procedure will be brought closer in line with the procedure applicable to the procurement of goods and services. To achieve this, a new Service Note will be issued and Standing Instruction, Chapter 4 will be amended accordingly.	Implemented Since November 2025 we can track the duration of contracts in Quantum. Prior to November, tracking was kept in SharePoint folders with all contracts, durations and pay bands documented. There are additional ways to monitor number of contracts and payments per consultant to monitor SSA procedure. Regarding approval thresholds, WMO has considered the cost-benefit of applying a process like procurement transactions. However, this was unjustified given that SSA is only 4% of staff costs and approval process already provides sufficient oversight, particularly as extensions outside of policy and payment levels outside of pay bands require formal approval as exceptions.	In progress
10/2024 (FS) (2025/10)	We recommend that WMO implement concrete measures to improve geographical balance in the selection and engagement of consultants, in line with the principle of equal regional opportunity. Specifically:	Management accepts the recommendation. WMO will take measures aimed at the improvement of the geographical balance in the selection and engagement of consultants, in line with the principle of equal geographical opportunity. More importantly,	Implemented WMO considers the measures taken until now sufficient, especially because SSA assignments are highly technical and require the highest possible expertise, while geographical and gender considerations play a secondary role. All SSA vacancy notices	Closed

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	- strengthen outreach and communication targeting underrepresented regions. - monitor and report regularly including to the Executive Council and Congress on the geographical distribution of consultants. - incorporate geographical balance as a formal criterion in the consultancy shortlisting, recruitment and selection process.	geographical balance will be included as a formal criterion in the consultancy shortlisting, recruitment and selection process.	include a text with WMO's commitment to achieving diversity and a balanced workforce. Applications are welcome from qualified women and men, including those with disabilities. HR report to EC and Congress already includes these elements. Hiring Managers are encouraged to diversify hiring of consultants. Regional Offices are approached with the request to provide names of potential candidates for consultancies.	
11/2024 (FS) (2025/11)	We recommend that the WMO strengthen the implementation of gender balance measures across all stages of the consultancy recruitment process. Possible actions may include: - introduce gender-sensitive criteria in consultancy vacancy notices. - actively identify and encourage applications from qualified female candidates and ensure that, when candidates possess equivalent qualifications, gender balanced shortlists are established when selecting consultants for SSA contracts. Also ensure that selection panels have a gender balance. - track and report regularly on gender representation among consultants.	Management accepts the recommendation. The recruitment and selection process will be enhanced as described in the recommendation. Management will also take measures to ensure that the selection panels have a gender balance.	Implemented SSA Gender Reports can now be extracted using Quantum and provide a more accurate view of the gender balance. WMO considers the measures taken until now sufficient, especially with the view to the fact that the SSA assignments are highly technical and require the highest possible expertise, while geographical and gender considerations play a secondary role. All SSA vacancy notices include a text with WMO's commitment to achieving diversity and a balanced workforce. Applications are welcome from qualified women and men, including those with disabilities.	Closed
12/2024 (FS) (2025/12)	We recommend that WMO distinguish seconded experts from	Management accepts the recommendation. The administrative	In progress Quantum tracks seconded experts separate	In progress

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	other staff and non-staff categories to safeguard transparency, auditability, and compliance with WMO's institutional framework. This may include: - correcting the financial and administrative classification of seconded experts to ensure alignment with their legal status under LoAs; - ensuring that their costs are excluded from short-term staff accounts and appropriately recorded in dedicated categories; - reinforcing processes and providing staff training to prevent similar misclassifications in the future. We also recommend that WMO improve the practical management of former staff re-engaged as consultants by implementing stricter internal controls to verify whether former staff are being re-engaged in roles similar to their previous posts. This may include: - ensuring that any engagement of former staff follows a fully competitive and documented selection process, in line with current rules and fully respecting the six principles underlying consultancy services; - maintaining clear records of transitions from staff to consultant status and monitoring role content to	and financial classification of seconded experts and short-term staff will be revisited to ensure the required transparency and compliance with the institutional framework. Furthermore, internal controls will be enhanced to prevent that former staff are engaged in staff roles or are engaged in roles closely linked to their former roles and responsibilities as staff members.	from consultants and short-term staff. Rules to hire a former staff member as a consultant are documented in Chapter 4 and requires a cooling off period and prohibition against hiring a consultant for their former role. Action Plan: The management of the SSA process was reviewed and monitoring mechanisms (excel sheet and Quantum report) were implemented. Over time this will allow accurate tracking of contracts.	

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	prevent improper continuity of regular staff roles and responsibilities.			
13/2024 (FS) (2025/13)	We recommend, beyond the formal adoption of rules, WMO ensure substantive compliance with and monitoring of these rules, giving due consideration to the effectiveness of the selection process and the actual utility of the consultant's activities in relation to the needs of WMO, as well as the degree of satisfaction effectively delivered. In this regard, particular attention must be given to ensuring the practical enforcement of adopted provisions (specifically Service Notes 7 and 15 of 2024), with a focus on: - Contract Duration Limits: Ensure compliance with the established limits on contract duration by implementing stricter controls over contract renewals, extensions and amendments, particularly for consultants engaged over extended periods. To ensure competitive selection and comply with the principles underlying the consultancy services, repeated use of the same consultant should be limited. For this purpose, appropriate tracking mechanism should be implemented to prevent	Management accepts the recommendation. Management will discourage managers from the continuous use of the same consultant. Management will enhance the use of the central repository to contain all signed and certified performance evaluations and keep track of the SSA contracts.	In progress Since November 2025 we can track the duration of contracts in Quantum. Prior to November, tracking was kept in SharePoint folders with all contracts, durations and pay bands documented. HR has requested contract managers to provide the evaluation forms for SSAs to HR and FIN at the end of the consultancy contract. HR will track situations where there is poor performance to enable identification of previous issues to the hiring manager.	In progress

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	unintentional breaches or administrative errors related to contract duration. In cases of new amendments, a reassessment of the consultant's role, tasks, and the need for a new competitive selection process should be conducted and the repeated use of the same consultant should be limited to the time limits stipulated in the consultant policy; - Certified Performance Evaluations: Enforce the submission of certified performance evaluations for all consultants, ensuring that these evaluations are conducted during and at the completion of each assignment, with proper documentation and signatures from all relevant parties. These evaluations should be registered in a central repository visible to the Executive Management and Directors as prescribed by SN No. 15/2024 (paragraph 4.6.38) - Contract History Tracking: Update internal procedures to comprehensively track each consultant's contract history, ensuring that all amendments, contract durations, extensions and assigned tasks are clearly recorded and monitored. This will enhance transparency, accountability, and alignment with WMO's operational			

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	needs.			
14/2024 (FS) (2025/14)	We recommend that management should initiate negotiations with UNDP in order to introduce cost containment measures in the contract, including a cap on costs, and, if necessary, also determine the maximum percentage of indirect administrative costs of UNDP to be charged to WMO.	Management accepts the recommendation to initiate discussions with UNDP regarding the current Memorandum of Understanding. Should the negotiations with UNDP regarding cost caps be unsuccessful, WMO will continue utilizing a strong monitoring process through a) engagement with the Quantum Steering Committee to enable forecasting and input on the costs that are deemed 'shareable' to the Quantum Partners b) continuing and increasing the rigorous cost forecast and monitoring processes and c) prioritization of requests by WMO for modification of Quantum functionalities.	In progress WMO has entered discussions with UNDP. UNDP have unequivocally stated that they will not provide a cost cap in the agreement. To address this risk, WMO has initiated discussions with UNDP to ensure: - Forecast expenditures for the coming year are provided well in advance (WMO has received estimates for 2026 expenditures that have been incorporated into the budget provisions) - The ability for WMO to challenge and/or make scope changes to services based upon the forecast expenditures (e.g. reduction of data warehousing utilization). WMO has also ensured ongoing monitoring of ERP actual vs planned expenditures for the project and into operations to ensure any issues can be identified and addressed in a timely manner. This issue is expected to be on the agenda for the 2026 Quantum Summit, expected in the first quarter of 2026.	In progress
15/2024 (FS) (2025/15)	We recommend that management should initiate negotiations with UNDP in order to introduce a clause in the MoU that preserves WMO's right to access and retain its records in the event of termination of the agreement with UNDP.	Management accepts the recommendation to initiate discussions with UNDP regarding the current Memorandum of Understanding with respect to ensuring the right to access and retain relevant records in the event of termination of the partnership with UNDP.	In progress WMO has entered discussions with UNDP on this matter and there is broad agreement that such terms could be incorporated into a revised or amended standard MoU for the provision of services. Negotiations on specific text is ongoing.	In progress

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16/2024 (FS) (2025/16)	We recommend that management should initiate negotiations with UNDP to ensure that the assurance over the internal controls relied upon by WMO can be obtained and can be supported both within WMO and to WMO's oversight mechanisms. This could be accomplished through different mechanisms including, but not limited to (a) having UNDP engaging an external entity to provide an annual, independent, detailed report on the design and effectiveness of the internal controls being relied upon by WMO, (b) adding a clause to the SLA and/or the MoU, which would allow both external and internal auditors to carry out their audit work, for example by providing direct access to the areas of the ERP related to the management of WMO data and to the services provided to WMO, or c) other such mechanisms.	Management accepts the recommendation and has already initiated these discussions. WMO has already requested, and is actively pushing, UNDP to ensure there is transparency with respect to the internal controls that are relied upon by partner organizations – particularly related to the IT general controls over the Quantum environment and payroll processing, which have been outsourced to UNDP in connection with the implementation of Quantum.	Implemented Significant discussions with all Quantum Partner Organizations are occurring on this front. The discussions include Audit Committees, External Auditors of various entities, the Board of Audit (UNDP's auditors) and UNDP Internal Audit. An efficient process amongst the parties will need to be derived, which will likely involve a significant level of reliance on interaction with and sharing of documentation between auditing entities of the organizations to formally satisfy these requirements. On 6 March 2026, UNDP provided a signed, one-page negative assurance letter from the CFO of UNDP for 2025 providing his assurance on internal controls over the provision of Quantum as a service and for payroll processing services.	Superseded by new rec (16/2025, IT General Control)
17/2024 (FS) (2025/17)	We recommend that WMO, in line with its review of the Travel Standing Instructions, streamline the process for recovery of DSA to identify potential efficiencies to be implemented and at the same time limiting those situations such as DSA recalculations that occur on a large scale. Furthermore, an analysis, including review of best practices	Management accepts the recommendation and will consider, within the review of the Travel Standing Instruction, the streamlining of the process of recovery of DSA to identify potential efficiencies including DSA recalculations. Management will also undertake a review of best practices within the UN system in relation to the 100% advances for the DSA.	Implemented A review was conducted to identify the best practices within the UN system regarding the DSA advance payment and after discussions with the Finance Section, it was agreed to keep the 100% advance payment for the following main reasons: 1) Splitting advance payment would double our administrative costs, including banking fees.	Closed

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	within the UN, should be undertaken to assess the effectiveness of the current practice of providing 100% advances for DSA considering the frequency of DSA recalculations and the volume of unpaid dues that may arise.		2) Participants from LDCs might not be able to pre-finance their travel to expensive duty stations, which could lead to the exclusion of some member states.	
18/2024 (FS) (2025/18)	We recommend extending the recovery process by implementing an automatic block in the system or setting up an alert to notify travel preparers and finance officers at the start of the process. This will help track outstanding amounts owed to third parties, reduce overdue payments, and prevent further unnecessary disbursements.	Management accepts the recommendation. The new system, Quantum/UNALL, has an automated control related to newly created transactions such that it will automatically block any payment of DSA if there are two outstanding expense claims (more than 60 days) related to travel request initially made in UNALL. In addition to this, WMO will consider the possibility of implementing, as part of UNALL, the automatic block in the system taking into consideration outstanding travel claims made in the prior system.	Implemented The new UNALL system has an automated control that blocks any DSA payment if there are two outstanding expense claims (more than 60 days old) related to travel requests initially made in UNALL. Additionally, notifications are sent to WMO staff and travel preparers (for external participants) to remind them about pending claims.	Closed

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19/2024 (FS) (2025/19)	We recommend that the knowledge gap in Chapter 10 of the current Standing Instructions (SI) be addressed promptly. Specifically, we recommend amending the SI to include proper guidance on the subject matters of LTAs, piggybacking, mini-bids and further forms of collaborative procurement. Additionally, we recommend that WMO give attention to the potential impact on competition associated with mini-bid procedures. Careful consideration is necessary to ensure that the benefits of mini bids outweigh any possible limitations on competition.	Management accepts the recommendation and will review Chapter 10, Standing Instructions to include guidance on the subject matters of LTAs, piggybacking, mini-bids and further forms of collaboration. This will be done considering the mutual recognition principle recommended by the JIU.	In progress A new appendix related to LTAs and use of third parties' LTA has been added to chapter 10. The appendix explains the nature of this unique type of agreements and provide information on how to use them. Information is provided on single vendor and multiple vendors LTAs and the mechanism of secondary bidding exercise that is required to follow among multiple LTA holders. The guidelines outline the necessary steps to undertake when establishing LTAs and mechanism to call off services and goods under the LTAs. The guidelines on LTA will be complemented by the guidelines on UN cooperation also appended to the new chapter 10. Such guidelines will provide explanations on how to piggyback on other UN agencies' LTAs.	In progress

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20/2024 (FS) (2025/20)	We recommend that appropriate training of the authorized personnel in each WMO Department is arranged to raise awareness on the WMO engagement on SP,and thus increase the likelihood that due considerations is given to SP considerations in LVP exercises whenever practicable. We further recommend that the PCM Section organizes annual training sessions on SP to build the Requisitioners' capacity, develop a SP culture and strengthen cooperation between the PCM Section and Requisitioners. We are of the opinion that the collaboration of all WMO units and roles involved in procurement activities is indispensable for the incremental and proper implementation of SP, and therefore, any such units and staff are required to be educated on SP and cooperate accordingly.	This recommendation aligns with broader discussions taking place within the UN common system concerning sustainable procurement and reflects concerns raised by Member States. However, in the absence of an intergovernmental agreed position on this matter, WMO takes note of this recommendation and will continue to monitor developments on the topic.	No new updates	Ongoing[1]

[1] Position of the External Auditors Panel in the letter to the UN Secretary-General (November 2025) "*17. (..) TG Panel wishes to again highlight that sustainability reporting by UN entities remains inconsistent and often incomplete. Tue Panel learned that the HLCM has now decided not to adopt IPSASB's Sustainability Reporting Standard and this is a matter of concern given the UN's global leadership in climate related matters. This runs the risk that entities are not incentivized to be accountable for their environmental impacts. The Panel encourages the CEB to reconsider this decision".*

Answer by the Secretary-General (16 March 2026) "*Sustainability Reporting We acknowledge the Panel's concern regarding the decision not to adopt the IPSASB sustainability standard at this stage. Recent discussions within the FBN have underscored that the United Nations system fully recognizes the value of strengthened sustainability reporting. At the same time, entities have noted that full implementation of the recently issued IPSASB public sector climate-related disclosure standard would require significant investment in data systems, staff capacity and methodological development, particularly for humanitarian and development operations that face complex downstream emissions measurement. In light of these considerations, the FBN has stressed the importance of*

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21/2024 (FS) (2025/21)	We recommend that the Standing Instructions related to procurement should include guidance on the implementation of SP and appropriate instructions on how sustainability could be promoted - when feasible - in tenders conducted pursuant to FRR 113.17 (exceptions to competition). This could be achieved by clarifying that – although most procurement exercise based on FRR 113.17 (exceptions to competition) do not allow for the inclusion of novel evaluation criteria, due considerations to SP factors should be given if/when possible. This includes instances of piggybacking and in particular of Multiple Vendors LTAs. Indeed, if WMO establishes multiple LTAs with different vendors for the same goods or services, when the need arises, purchase orders could be issued to the LTA Vendor with proven records of social and environmental responsibility or showing some regard for environmental and/or social matters.	This recommendation aligns with broader discussions taking place within the UN common system concerning sustainable procurement and reflects concerns raised by Member States. However, in the absence of an intergovernmental agreed position on this matter, WMO takes note of this recommendation and will continue to monitor developments on the topic.	No new updates	Ongoing [see note no.1]

a phased, proportionate and evidence-based approach, supported by clear cost assessments, transitional measures and close coordination with the IPSASB and oversight bodies to ensure that any future adoption is operationally feasible and financially sustainable. The work already under way through "Greening the Blue" and the Scope 3 Working Group provides an important foundation for ensuring coherence and comparability across entities. The HLCM will revisit this matter in due course, considering resource implications and system-wide consistency. Meanwhile, we remain committed to transparency through the CEB Strategy for Sustainability Management and the ongoing enhancement of the "Greening the Blue" initiative."

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22/2024 (FS) (2025/22)	We recommend that – when the procurement at issue a) is of considerable value (i.e. above the threshold for formal tenders) and b) WMO tenders exercise have resulted in one or two offers only, and c) there are not market conditions – known to WMO - justifying such poor suppliers' interest – potential suppliers are sent surveys template. We are of the opinion that – although some suppliers may not always answer or provide accurate feedback - the use of such surveys could enhance supplier relationships and optimize the supply chain.	Management accepts the recommendation and will develop supplier surveys provided the following three conditions are met: (1) for procurements above the procurement threshold for formal tenders (2) if the tender exercise has resulted in one or two offers only and (3) the market conditions do not justify such poor response.	Implemented The Questionnaire has been developed and used on a regular basis to investigate the reasons for suppliers' lack of participation in WMO's tenders.	Closed
23/2024 (FS) (2025/23)	We recommend that all reasonable endeavours are made to ensure that TS are clear, precise and tailored to the case at hand without restricting competition. This might be achieved by conducting a thorough assessment of the needs that WMO seeks to satisfy through the relevant procurement exercise and by an accurate double check that such needs are indeed clearly and fully reflected in the TS. We recommend that the requisitioning department should draft and proofread the TS to ensure clarity, completeness and accuracy before the bidding process is launched by PCM.	Management accepts the recommendation and will revise Chapter 10 (Procurement) to formalize the role and responsibilities of the requisitioning department into the TS part of procurement process.	In progress Guidelines on how to draft ToR and Technical Specifications have been drafted and will be included as a new appendix to Chapter 10.	In progress

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24/2024 (FS) (2025/24)	We recommend that WMO ensure, with appropriate documentation, the set-up of the Controller function has a clear distinction and an effective separation among its different roles and duties, avoiding potential overlaps of responsibility, while supporting the alignment of the Controller's role with its positioning within the second line.	WMO has continued to improve its overall internal control framework and processes and a key component of this was the creation of the Controller role and function. WMO Management has designed the Controller function to align with internal control best practices, including with clear segregation of duties and in alignment with established internal control frameworks. The Controller holds a formal second-line oversight role within the Three Lines model, without involvement in transactional (first line) responsibilities, which preserves independence from operational activities. Additionally, each unit under the Controller is led by a Chief, ensuring distinct lines of authority without overlaps in responsibility. WMO will monitor the effectiveness of the Controller function and ensuring continuous improvement as needed.	In progress In March 2025, the Financial Rules were updated and were reviewed and noted by the Executive Council at its 79th session in June 2025. These revisions further solidified the role and functioning of the Controller. The Controller has no transactional approval authority in financial Quantum processes (outside of the normal role of Certifying Officer for areas under their responsibility). This further solidifies the segregation of duties. An update to Chapter 5 of the Standing Instructions, which formalized several changes due to the introduction of the Controller position was published in October 2025 Additional edits to Chapter 5 and the Financial Rules will be made, through issuance of a Service Note, to clarify the text related to the Controller's role in second line functions through replacing phrases from "designate" or "establish" to "approver" or "authorize".	In progress
25/2024 (FS) (2025/25)	We recommend that, leveraging the potential of the new ERP system and other relevant tools, a centralized exception register be created, with an appropriate definition of the exceptions to be tracked and with continuous updates ensured.	Management accepts the recommendation and will review the policy and process related to the tracking and monitoring of management exceptions.	Implemented SN 18/2025 on documenting exceptions was published in Sept. 2025. It includes definitions of exceptions and tracking requirements. The exception tracking process is described and leverages the new approval tool and ERP functionalities.	Superseded by new rec. (n.15/2025)
26/2024 (FS) (2025/26)	We recommend that WMO define and formalise the process related to	WMO accepts this recommendation and confirms that the policy and related	Implemented	Closed

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	pooled treasury in a specific policy, procedure or operational guideline, specifically for interest distribution among bank accounts	operational guidance related to distribution of interest will be included in the update to the Standing Instruction on Financial Management that is currently ongoing.	The process for interest, bank charges, exchange gain/ losses has been documented and implemented from Jan 2025 in Quantum.	
3/2023 (FS) (2024/3)	We recommend linking the financial strategies, the preventive evaluation of the needs of skills and work forces and the hiring of consultants.	Management accepts the recommendation, which was addressed in 2024 through the issuance of SN 2024/7 (Employment of Consultants).	Implemented Given the controls at implementation and the general low level of materiality, we believe that the spirit of the recommendation is fully met. Further, given the materiality of the full grouping of non-fixed-term staff human resources, planning these resources at a disaggregated level would bring neither materially increased accuracy nor control and would be an administrative burden. The Planning, Foresight and Performance Office reviewed the Special Service Agreement (SSA) process, expenditures and substantive justification of the need for the consultancies contracted. The report was presented to the Global Management Team in November 2024. At the same time, the Human Resources (HR) section has further strengthened controls related to the hiring of consultants codified in Service Notes 2024/7 and 2024/15. The Annual Operating Plans (AOP) include an estimate of consultant requirements before the beginning of the year, and the related expenditure is monitored throughout the year to ensure alignment with plans and to identify significant discrepancies that may be occurring. The AOP is completed before the year begins and, on a results-focused rather	Closed

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			than activity basis. As such, the non-fixed-term staff human resources are grouped together (including consultants and short-term staff) for planning purposes, and they make up less than 5% of the total planned regular budget. At the time of implementation, the final determination of whether consultants, short-term staff or another modality of implementation is required. The Terms of Reference for either the short-term staff or consultant are subject to review and approval to ensure that the functions align with the contractual modality.	
4/2023 (FS) (2024/4)	We recommend that WMO carries out a comprehensive revision of the accountability and internal control framework in order to set clear roles and responsibilities for different WMO functions and to allocate them to different offices and persons in such a way that a clear distinction and effective segregation between the three lines of defence is ensured.	Management accepts the recommendation and is in the process of reviewing the application of the 3 lines of defence mechanism to ensure an effective and clear segregation of duties.	Partially Implemented The Controller function has been active since November 2024, with the incorporation of the Internal Control Manager in 2026. A revision of the unit will be conducted in 2026	In progress
5/2023 (FS) (2024/5)	We recommend that WMO issue a rental policy that: i) ensures that all costs and risks - including those related to security, identification, monitoring and protection of all people in the building, and to the use of common spaces, as well as variable costs such as utilities, insurance, etc. - be regularly identified, calculated, monitored, and financially covered	Management accepts the recommendation and will promulgate a rental policy that both consolidates existing guidance and procedures while addressing any gaps or ambiguities as identified by the audit team.	In progress A recharge to tenants is developed and implemented from 2025 recharge with evidence of implementing the policy. In case of rental policy, it has been drafted and would be implemented when the next contract is negotiated with the tenants or when a new tenant arrives to the building.	In progress

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	by the rent; ii) sets out clear guidelines and transparent criteria on areas that are sensitive in terms of real and perceived transparency of the Organisation, including tenants' eligibility and economic and logistic conditions applied to different categories of tenants.			
9/2023 (FS) (2024/9)	We recommend that: i) contract management knowledge and responsibilities be strengthened and contract budget estimation and management processes be improved; ii) PCM closely monitor the contracts who receive an NTE increase, in order to timely identify and prevent and to properly address the causes of such phenomena.	Management accepts the recommendation.	In progress Continuous trainings have been arranged to strengthen the contract management knowledge. Contract Management Guidelines have been drafted and appended to the new chapter 10 as a new appendix. **Action Plan:** An updated version of Chapter 10 is currently under approval process and will include additional information on contract management and responsibilities. Trainings will continue throughout 2026	In progress

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12/2023 (FS) (2024/12)	We recommend that WMO: i) adopt a data protection and privacy policy in line with UN policies; ii) update subsequently all impacted internal rules and policies, including HR, procurement, finance, IT, conferences and travels, etc.	Management accepts the recommendation. WMO obtained the UN policy related to data protection and privacy in March 2024. Based on the policy received from the United Nations, WMO will develop a data protection and privacy policy in 2024.	In progress Project has been initiated in January 2026 whereby UNICC is supporting WMO in the development of the relevant policies, procedures and related initial efforts for the implementation for the Data Protection functions. The data protection policy has been approved and implementation which is being co-led by Controller and Legal Counsel, is underway and focusing on the completion of the data inventory and initial implementation of underlying processes by June 2026.	In progress
13/2023 (FS) (2024/13)	We recommend that WMO take advantage of the new ERP by having it set up in such a way that it may increase automation in performing transactions, and in particular the most relevant ones both in financial and operational terms, such as those related to payroll, travels and assets. This would reduce operational risks implied by manual processes, strengthen effectiveness in their monitoring and mitigation, and would also alleviate the operational burden implied on staff involved in manual transaction, thereby freeing resources and working hours that can be reallocated and refocused on controls.	Management accepts the recommendation. The selection of the Quantum ERP was made with a focus on improving automation in all processes, where possible, through taking advantage of standard Oracle cloud functionalities and automation processes implemented by UNDP in connection with their initial implementation. Such automation is a key element of the project.	Implemented Significant improvements were made in the use of automation in many business processes as a result of the ERP implementation. Some specific examples include: - Automation of invoice creation for consultants - Automation of the payment process without manual intervention in banking platforms based upon segregated supplier creation processes - Implementation of host-to-host payment processing - Outsourcing of payroll resulting in automation and improved control of exchange rate updates, salary scale updates, bank detail review, etc. - Elimination of manual payroll calculations for certain offices that had not been set-up in Oracle	Closed

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			- Centralized automation of update of global DSA rates. As part of continuous improvements to the use of automation, the automation of the allocation of common staff costs and automation of Program Support Costs throughout the life cycle of Procure to Pay process will be implemented during 2026.	
14/2023 (FS) (2024/14)	In a forward-looking perspective, based on the suggestions/recommendations issued in the prior audit report and on what observed, we recommend: - Completing the Business Impact Analysis (BIA), including disruption scenarios for IT, as recommended in "2023 Cybersecurity Audit - Recommendation No. 9"; - Closing, within the specified timelines (Q2, Q3, Q4 of 2024), all open or partially closed suggestions/recommendations ("2023 Cybersecurity Audit - Recommendations No. 1, 2, 3, 5, 6, 7" and "2023 Cybersecurity Audit - Suggestions No. 2, 5").	Management accepts the recommendation. The organizational resilience management system was approved in October 2023; based on this framework, a Business Impact Analysis (BIA) will be carried out in 2024 for critical organizational processes including disruption scenarios for IT. The prior year audit recommendations will be completed during 2024.	Implemented 1. Completed the Business Impact Analysis (BIA), including disruption scenarios for IT, as recommended in "2023 Cybersecurity Audit - Recommendation No. 9". 2. Closed all open or partially closed suggestions/recommendations ("2023 Cybersecurity Audit - Recommendations No. 1, 2, 3, 5, 6, 7" and "2023 Cybersecurity Audit - Suggestions No. 2, 5").	Closed
15/2023 (FS) (2024/15)	In a forward-looking perspective, in light of the upcoming introduction of the new ERP system as of 2025, we recommend: i) improving the SoD framework by including the associations between organizational roles/processes and access rights granted in the system	Management accepts the recommendation. The implementation of the Quantum ERP solution will incorporate an examination of the Segregation of Duties through functional role-based access and responsibility provision.	Implemented Responsibility and access are controlled in Quantum via a formal Role provisioning process - IDAM. Within this process, incompatible responsibilities cannot be given to the same individual. The role creation and definition were done based upon the roles utilized by UNDP (which have been	Closed

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	(roles/profiles/authorizations, etc.); ii)that the revised SoD framework based on the above suggestion be described within a procedure that details the entire process: - From “functional” to "systemic" segregation of duties; - From defining/updating SoD rules and compensatory controls to mitigating risks for the “Medium compatibility”.		evaluated by UNDP Internal Audit as effectively segregated), modified where were required for the differences in business processes at WMO. The incompatibility matrix has been implemented within WMO's IDAM set-up. Final documentation of the roles and related internal controls was approved in January 2026.	
16/2023 (FS) (2024/16)	In a forward-looking perspective, based on the observations made regarding the current system and considering the upcoming implementation of the new ERP in 2025, we recommend: - Enhancing segregation of duties between the actors involved in the process; - Enforcing mandatory completion of all relevant fields in the asset register to ensure data accuracy and integrity; - Automating the categorization of assets as "capitalized" or "not capitalized" based on predefined value thresholds.	Management accepts the recommendation. The implementation of the Quantum ERP solution will incorporate an examination of the Segregation of Duties, including in the asset management process, through functional role-based access and responsibility provision. Additionally, the new Quantum ERP system will include be examined to ensure that all relevant fields for assets will be made mandatory and that the process appropriately categorizes assets as capitalized or not within the asset register.	Implemented In Quantum, there are designated roles for asset creation and asset accounting. The selection of one of the roles triggers a system-blockage for the other one, hence it is not possible to have both the roles at the same time by the same user. Also in each role, the actions that the person can perform are limited to that role. If the mandatory fields are not completed, system will not save the transaction, and it will prompt the user to enter all the mandatory information. Categorization of "capitalized" & "non capitalized" is done manually.	Superseded by new rec. (n.3/2025)

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17/2023 (FS) (2024/17)	In a forward-looking perspective and in view of the implementation of the new ERP in 2025, we recommend: - Implementing automation for organizational processes currently performed manually to ensure sufficient data availability for conducting quantitative risk analysis; - Implementing a tool for conducting risk assessments; - Implementing a predictive approach in risk assessment.	Management accepts the recommendation. Included in the ERP project is the automation of processes for improved internal control and enhanced data availability for risk and performance analysis. Additionally, requirements for a risk management module/tool were defined; however, the implementation of such a tool will be dependent upon resource availability. The implementation of the predictive approach in risk management is contingent on data availability and the existence of a risk management tool.	WMO suggests closing this recommendation - Included in the ERP project is the automation of processes for improved internal control and enhanced data availability for risk and performance analysis. Additionally, requirements for a risk management module/tool were defined; however, the implementation of such a tool will be dependent upon resource availability. The implementation of the predictive approach in risk management is contingent on data availability and the existence of a risk management tool. Given the priorities and financial situation as well as the overall strong approach to risk management, it is proposed to Close this recommendation while allowing WMO to consider such implementation in the future.	Closed
18/2023 (FS) (2024/18)	In a forward-looking perspective, based on the recommendations issued in the prior audit report and on what observed on the current system, in view of the implementation of the new ERP in 2025, we recommend that: i) steps in the payroll process that are currently done manually (e.g., updates to salary scales and exchange rates) be adequately automatized; ii) automated controls adequate to prevent errors and to manage the activities more efficiently (e.g., setting blocks in case of duplicate	Management accepts the recommendation. As agreed in the overall recommendation above, one of the goals of the Quantum ERP implementation is the automation of processes for improved internal control and efficiency of the process. This continues to be a key area of focus for the implementation plan.	Implemented Significant improvements were made in the use of automation in the payroll processes as a result of the ERP implementation and related outsourcing. Some specific examples include: - Outsourcing of payroll resulting in automation and improved control of exchange rate updates, salary scale updates, bank detail review, etc. - Payroll for all WMO staff are now computed via Quantum and there are no manual intervention.	Closed

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	master data, mandatory fields required for employee identification, etc.) be set up in the new ERP system.			
19/2023 (FS) (2024/19)	In a forward-looking perspective, based on what observed on the current system, in view of the upcoming implementation of the new ERP in 2025, we recommend: - Automating steps in processes currently performed manually (e.g., updating standard costs and DSA for travels) to streamline operation; - Implementing automated controls to prevent errors and enhance efficiency (e.g., blocking overrides for voluntary contributions) within the new ERP system.	Management accepts the recommendation. The selection of the Quantum ERP was made with a focus on improving automation in all processes, where possible, through taking advantage of standard Oracle cloud functionalities and automation processes implemented by UNDP in connection with their initial implementation. Such automation is a key element of the project.	Implemented With respect to the allocation of funds, budgetary control has been improved through the improvement of the Chart of Accounts implementation. Control is now further automated with respect to set-up of budgetary control based upon the type of budget (allotment or cash-based) and allows for greater reporting flexibility (project lifetime budget vs. cash availability). Budget overrides are only allowed by a very limited number of people, ensure strong control and utilization of this automated process. The travel system is as automated for the DSA, which the UNDP automatically loads to UNALL. Regarding the standard costs, the WMO first needs to verify and, if necessary, correct the data before asking the UNDP to upload it to UNALL.	Superseded by new rec. (rec.5/2025, n. 6/2025, n.7/2025)
6/2022 (FS) (2023/6)	Considering the importance of the revenue generated by tenants for WMO, we recommend that i) all current contractual clauses in current contracts that could generate additional revenues be applied, for instance the depreciation for furniture provided to tenants, ii) market prices for office spaces' rentals will be assessed and applied by WMO when renewal and new	Management accepts the recommendation and notes that it already fully enforces all clauses in existing contracts relating to cost recovery going forward, and in line with the concept of having standard templates (Recommendation n. 4) Management will establish two separate rates (furnished and unfurnished) for non-UN entities. The supplemental cost for furnished rent would include an	Partially Implemented Discussions with certain tenants were completed during the first quarter of 2026 to ensure that future lease arrangements will have sufficient information regarding the rental rates and their development. Additionally, the contractual clauses regarding recovery of operational running costs will incorporate those costs deemed relevant.	In progress

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	agreements will be considered with non-UN entities.	element for both its use and depreciation in a transparent manner. This would also mirror the standard market practice for such issues.	Different rates for furnished and unfurnished contracts for non-UN entities have been incorporated in the lease templates developed in response for 2022-FS-4 specifically provide distinct furnished or non-furnished option.	
7/2022 (FS) (2023/7)	We acknowledge that rental conditions might differ amongst different entities, however, having detected during our audit that a systematic and effective cost-benefits analysis has not been carried out by Management when more favourable conditions have been granted to UN organization renting offices spaces at WMO, therefore, we recommend that Management will prepare, internally, a document that will summarize all the cost-benefits, material and immaterial, generated by every specific rental agreement: in this way, FIN will have the possibility to consider whether these amounts needs appropriate disclosure according to IPSAS.	Management accepts the recommendation and will prepare an internal document that identifies any benefit (material or non-material) realized by WMO from colocation with a UN entity having received favourable rental conditions. This document will be evaluated to see if and how these benefits could be reflected according to IPSAS procedures.	Implemented An analysis of all rental agreements to identify differing conditions with respect to rent and utilities charges and identifying the rationale and benefits received by WMO for these agreements has been prepared. No material benefits to WMO have been identified that could be recognized as revenue by WMO in accordance with IPSAS. A general description of the identified non-material benefits is disclosed in the financial statements for 2025.	Closed
8/2022 (FS) (2023/8)	While acknowledging the potential limitations stated by Management that Member States and/or other entities funding WMO might require WMO to utilize specific agreement templates, we believe that a lack of specific templates and/or internal guidance may give rise to risks of applying different conditions to	While the risk highlighted by the External Auditor is mitigated by the formal review process for agreements with external entities defined in Chapter 12 of the Standing Instructions, WMO will develop internal guidance for contribution agreements to provide information regarding the elements that should be incorporated in such	Implemented The contribution agreement template has been prepared and shared on the Hub as a template: Contribution-Agreement-Template.docx (sharepoint.com) The preparation of the template was coordinated between Finance and Legal Counsel to ensure the related risks have been identified and considered.	Closed

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	similar class of contributions and potentially not having an effective legal protection of WMO's rights and immunities. Therefore, we recommend that Management harmonizes, wherever possible, agreements through specific templates and prepares internal guidance for assuring that funding conditions are transparent for future agreements and to which extent being subject to Legal Office revisions for protecting WMO interests.	agreements, particularly related to ensuring appropriate and effective legal protection of WMO's rights and immunities. It should be noted that EU contributions are subject to EU conditions (disputes are submitted to Belgian courts; limited privileges and immunities; data protection requirements). These conditions are currently under discussion between the European Commission and the UN system (UN Legal Network).	The Template has served a dual purpose to: 1. Provide a template to use when the donor does not have a standard agreement that they require 2. Provide guidance to staff regarding key terms that we want to have in an agreement It should be noted that for the most part, nearly always, donors require the use of their internal agreements. Therefore, there is no real possibility to "harmonize" all contribution agreements through specific templates. As a result, WMO has implemented a number of processes to manage the underlying risk: •There is a robust pre-agreement review process where there is the possibility for an informal review of terms and agreements prior to formal circulation for approval. This involves finance and legal reviewing terms and is undertaken whenever there is a new donor or when there are complex agreements •There is the formal review process as defined in Chapter 12 for Agreements with external entities. This always involves legal, finance and the controller to ensure terms and risks are considered. •We have a searchable database of agreements in place to identify, for specific donors, agreements that have already been entered into that serve as precedents and provide guidance to users. •Training and guidance on the use of contracts, key contract terms, etc. has been developed and is available to all staff on the	

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			internal hub. With specific refer •There is a robust pre-agreement review process where there is the possibility for an informal review of terms and agreements prior to formal circulation for approval. This involves finance and legal reviewing terms and is undertaken whenever there is a new donor or when there are complex agreements •There is the formal review process as defined in Chapter 12 for Agreements with external entities. This always involves legal, finance and the controller to ensure terms and risks are considered. •We have a searchable database of agreements in place to identify, for specific donors, agreements that have already been entered into that serve as precedents and provide guidance to users. The UN system has worked with the EC to ensure the standard agreements, which have limited flexibility, have relevant terms and protections. WMO review these agreements per the above before any agreement is entered into.	

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9/2022 (FS) (2023/9)	Given the variety of voluntary contributions and the related cost components of such contributions, we also recommend that processes exist, or are put in place, to assess the planned costs, including direct costs, technical support and administrative support costs, and ensure they are sufficient to meet the delivery of the planned outputs. This would reduce the risk of requiring regular budget resources being utilized to support voluntary contribution activities without appropriate compensation to the regular budget.	Management accepts the recommendation The project management processes that outlines the key steps to be taken for effective and efficient utilization of costs in projects are being strengthened in all stages of the lifecycles to ensure a reduced risk of dependency on potential subsidization from RB. The strengthened processes will ensure sufficient indirect cost recovery through the programme support cost (PSC) rate utilized and will ensure the PSC Special Account it the funding source for the relevant costs, not the Regular Budget. In the first phase, WMO is reviewing best practices across the UN to identify appropriately scaled approaches. This will be followed by a further revision of the project management regulatory framework to include key broad processes to facilitate better identification, management and control of project financial resources.	Implemented Project budgeting and financial reporting consistently capture direct costs, staff costs, and programme support costs, supported by improved financial tracking and analysis. These practices are aligned with updated Standing Instructions and are applied across the project portfolio. Formal guidance will consolidate existing practices Please refer to information provided in Rec. 2025-03 (FS2024-03).	Superseded by new rec. (see rec. n. 5/2025)
14/2022 (FS) (2023/14)	During the audit we observed that WMO Standing instructions Chapter 10 (Procurement and Contract Management), as modified in 2022, included the topic of Sustainable Procurement but there is a need to further consider the sustainability in procurement we, therefore, recommend: 1) WMO should implement an annual organizational	Management accepts the recommendation and will further revise the Standing Instructions for Procurement to be in line with best practices within the UN common system with respect to sustainability	Implemented PCM has been including the twelve SP indicators in all its 2024 competitive tenders, the list of which may be retrieved from the UNGM web platform available at www.ungm.com. A paragraph and guidelines on Value-driven Procurement, which refer to the inclusion of sustainable considerations in WMO bidding	Closed

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	procurement strategy on sustainable procurement 2) during a procurement process try to implement, during a procurement process, as much as possible, the twelve Sustainable Procurement Indicators (ungm.org) adopted by the working group of the HLCM Procurement Network.		exercise, have been drafted and are pending management approval.	
8/2021 (FS) (2022/8)	We recommend that Management accurately investigate what could be the risks and the possible impact for the WMO financial resources (potential loss) for remedial actions to contaminations, as indicated on the Geneva land register, reporting to stakeholders if further costs are due to the État de Genève.	The requested investigation will be carried out and any potential liability resulting therefrom will be reported to the Executive Council.	Implemented In order to determine if there has been any identification of the WMO parcel 5039 being identified as a source of contamination, Finance undertook an investigation into the online portal of polluted sites (SITG | Carte interactive). When investigating the two specific elements of potential contamination, it was noted that the dates of last contaminations were references as (Date dernière mention) 1990 (31033) and 1980 (40012). Given the fact that WMO did not begin the construction of the WMO Headquarters Building until 1994, it is impossible for WMO to have been responsible for the contamination identified within the online portal and there are no other indicators of potential pollution. Article 17.2 of the droit de superficie foresees that WMO can only be held responsible for any new pollution that originates from WMO. In addition, FIPOI must demonstrate that WMO is at the source of the pollution. Moreover, WMO is not	Closed

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			aware of any additional contamination and FIPOI has not informed WMO of any occurrence thereof. As such, no accounting or financial disclosure related to potential contamination is required at this point in time. This has already been communicated by Finance to the EA.	
4/2020 (FS) (2021/4)	We recommend implementing a clear regulatory framework with reference to the lists of signatories authorized to operate all bank accounts, both for internal procedure and for external relationships with financial institutions. Moreover, we recommend that this framework be clearly communicated to involved Offices, and to banks.	WMO accepts the recommendation and has already initiated the strict process to revise bank signatory lists and confirm that the banks have updated the signature lists in accordance with the instructions provided by WMO.	Implemented Nigerian Bank account was closed by the end of the year 2025 and the final list of bank signatories was published as Service Note 11/2025.	Closed

ANNEX II - Follow-up to suggestions issued by the Corte dei conti in the audit report for the financial year 2023

N.	Suggestion made by the Corte dei conti	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
3/2023 (FS) (2024/3)	We suggest that WMO strengthen its low-emission approach in travel policy, aiming to encourage remote working and on-line participation to events, thereby reducing travels, especially those of high financial and environmental impact.	Management accepts this suggestion and will develop a policy related to planning of travel, including the number of attendees for each meeting. The same applies to the remote working and on-line participation to events and meetings. Upon approval of the policy an implementation plan will be developed.	Implemented The current travel policy already addresses this recommendation. Paragraphs 6.1.3(a), 6.2.5 and 6.2.35, as well as Annex I item 3(a), collectively require that alternatives to face-to-face travel — including videoconferences and other remote participation methods — be explored and confirmed as insufficient before any official travel is authorized, and that low-emission modes of transport be favoured where possible. We consider this recommendation to be closed.	Closed

ANNEX III – Follow-up of recommendations issued in the cyber security audit

N.	Recommendation	Target End Date	Status as reported by WMO Management	Status as assessed by the Corte dei conti
2023 Cybersecurity Audit - Rec n.2	In relation to "ID.RA.2 – Risk Treatment Plan", we recommend establishing an information security standard and implementing a data loss prevention solution that enables automatic tools to classify the information. We also recommend assessing the possibility of forcing the users to apply data classification for all documents.	Q4/2024	Implemented Update as of 3rd July 2025 (CISO): The Information Security Sensitivity, Classification and Handling Standard has been approved by management, and published in the WMO Hub. Microsoft Information Purview Protection solution implemented in line with the Information Security Sensitivity, Classification and Handling Standard to provide Users the ability to classify and protect emails and documents. The implementation of Microsoft Information Purview Protection solution also incorporates data loss prevention features like encryption, or limit distribution. Therefore, we are marking the recommendation as completed.	Closed
2023 Cybersecurity Audit - Rec n.5	In relation to the cyber security supply chain, we have taken note that, for new IT acquisitions, assessments of the suppliers are performed, and that an annual vendor compliance review has been implemented. We recommend defining a specific procedure, with the support of the Procurement office, that contains specific security and compliance requirements in the contracts, and the involvement of	Q2/2024	Implemented April 2025: Cybersecurity questionnaire added to the RFPs, and CISO review done as part of the acquisition evaluation. Procurement confirmed that security clauses are included in the contract, and cybersecurity questionnaire added to the RFPs. Evidences were provided to the auditors. https://wmoomm.sharepoint.com/:f:/s/ControllerandManagementServices/Ei7xAGponmhDsIYp3RL2LHEBPiHk7_3o9ARSDK3zhfnaiA?e=pvkFGa Therefore we recommend the closure of this recommendation	Closed

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	the information security team in the acquisition evaluation, as well as a periodical audit of the suppliers.		Update as of 30/09/2024: Completed. Procurement confirmed that security clauses are included in the contract, and cybersecurty questionnaire added to the RFPs.	
2023 Cybersecurity Audit - Rec n.6	In relation to the Information security training & awareness, we recommend planning and performing a Cyber security Tabletop training, with the involvement of top management and key people, to simulate a disaster cyber security scenario	Q2/2024	Implemented Update as of 1st July 2025 (CISO): Cyber security Tabletop conducted on the 11th of June with the involvement of key people. Evidence in shared library.	Closed
2023 Cybersecurity Audit - Rec n.9	Although most of the IT systems used by WMO are managed or outsourced, WMO should increase the governance of the activities in Business continuity and Disaster recovery perimeter, at least for monitoring the suppliers. We, therefore, recommend completing the drafting of the Disaster Recovery Plan and performing a Business continuity analysis of disruption scenarios (e.g., No people, no facilities, no suppliers, no building, no IT services).	Q3/2023	Implemented DR Plan updated, and IT completed the continuity analysis of disrupting scenarios (i.e. no people, no facilities, no suppliers, no IT services, etc.) for its critical systems. This analysis will then be embedded in the larger BIA being conducted organization wide. Evidence in shared library.	Closed

ANNEX IV – Follow-up of recommendations issued from the Regional Offices audit

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
2024-R.O.-no. 1	We recommend the implementation of a risk analysis specific to regional offices and a consideration in terms of safety, technology, health and an emergency protocol defined on the basis of individual regional realities.	Management accepts the recommendation, which has partially been implemented in 2022. Regional Office-specific risk analysis has been conducted and integrated in the Risk and Control Matrix for Strategic Objective 4.1. Following the adoption of the Organizational Resilience Management System Framework (Standing Instructions Chapter 17) in October 2023, WMO will proceed with the development of business impact analysis and business continuity plans, including for the regional offices.	In Progress Implementation has been pushed to 2026 as a follow up to the Secretariat transformation including establishment of the position of Director, Regional Coordination. Envisioned steps include: a review of the risk analysis for SO 4.1 and a risk assessment for each RO. Timeline: by end of 2026	In progress
2024-R.O.-no. 2	We recommend also to aim the uniformity of administrative management on the ground and accountability be pursued, including through administrative operating instructions dedicated to specific regional realities.	Management accepts the recommendation. The organization is currently developing specific Regional Office operational guidelines, which will be internally reviewed and distributed.	In Progress Update of Regional Office Operational guidelines completed and currently awaiting finalization of the outstanding elements related to the ERP implementation, primarily related to the Finance element of the instructions. Timeline: by end of 2026	In progress
2024-R.O.-no. 3	We recommend increasing the regional offices involvement in closely defining the clearly and linear criteria and patterns for the allocation of financial resources.	Management accepts the recommendation, which has already been implemented in 2024. During the 2024 budget allotment process, Regional Office Directors were involved in the operating plan analysis to identify their operational needs. As a result, specific allotments were recorded in Oracle to ensure the visibility and monitoring of	Implemented through increased involvement in Annual Operating Plan and resource allocation. (evidence in the AOP & any additional evidence on the involvement of ROs – emails)	Closed

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
		the allotments provided to the Regional Offices. It should be noted that there remains a strategic element to the budget allotment process by D/MS and Executive Management for the allocation of the limited resources available.		
2024-R.O.-no. 4	We recommend the implementation of a regional progress report for the monitoring and strengthening of the link between the regional allotment and the objects assigned to the regional offices. We also recommend monitoring that business continuity is ensured during the reform.	This Recommendation has been, in essence, implemented with the regular conduct of Rolling Reviews of Programmatic Performance (including on Strategic Objective 4.1). The reviews highlight progress in regional work (both achievements and challenges), use key performance indicators, and are based on an established methodology involving desktop review and interviews with the implementing units. Despite the implementation, Management agrees that with the new ERP system, the link to the regional allotment and implementation could be enhanced.	Implemented through Rolling Review process and implemented enhancements.	Closed
2024-R.O.-no. 5	We recommend that the presence of the WMO to be clearly identifiable as separate from the national or other entity, for the respect of the impartiality of the missions of a United Nations agency	Management accepts this recommendation. This is being addressed by the EC Taskforce on the Comprehensive Review of the WMO Regional Mechanisms and Approaches with a view to proposing recommendations for the approval of Cg 2025 (Ext).	In Progress The EC Taskforce on the Comprehensive Review of the WMO Regional Mechanisms and Approaches completed its work in Q1 2025 and proposed recommendations on selection of office locations. Upon arrival of the new Director of the Regional Coordination Office, this recommendation will be incorporated in the work of RCO and the Director will	In progress

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
			coordinate with the Regional Directors to identify an efficient and effective approach to implementation.	
2024-R.O.-no. 6	We recommend pursuing the reduction of unnecessary costs (such as high expenses of using prepaid debit card) consider the peculiarities of regional offices looking for cost-effective and efficient solutions.	Management accepts the recommendation and will review the use of the Swiss Bankers prepaid debit card in smaller offices such as Samoa with a focus on ensuring there is appropriate guidance to reduce the associated costs and ensure documentation of all charges is kept. It should be noted that a review has been performed in the past and the Swiss Bankers card is an efficient solution for managing the limited cash needs of many of the Regional Offices.	Implemented – The analysis conducted determined that prepaid cards result in the most cost effective and controlled payment solution to limit bank accounts and large amounts of cash in the field, where dual signatories can be challenging.	Closed
2024-R.O.-no. 7	We recommend that, in the absence of a decision on the relocation of regional offices, HQ provide support to negotiations with the RAM host country to update the agreement in line with the objectives of the reform and improve RAM regional office independence, visibility and the space available.	Management accepts the recommendation. The timing and scope of such discussion will be informed by the progress and direction of the EC Task Force.	In Progress Discussions are underway with national authorities regarding the Regional Office's limited space, with the Deputy Foreign Minister of Paraguay promising to prioritize a solution. D/RAM is currently following up. While additional space is expected at the latest by March 2026, a full relocation of the RAM office would likely extend beyond this date. (Additional information provided by Josefina on Paraguay Office – 50 additional sqm, etc).	In progress
2024-R.O.-no. 8	We also recommend the adoption of a framework for participation in events, activities and initiatives between HQ and the regional presence in the geographical areas of responsibility	Management accepts the recommendation, which has already begun to be implemented through expanding the Board of Directors	Implemented The inclusion of the directors of regional offices in the Global Management Team is ensuring enhanced flow of	Closed

N.	Recommendation	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
	and strengthen the harmonization of this procedure between the field and HQ.	meeting through inclusion of the Regional Directors.	information leading to clarity about events participation. The new Director, Regional Coordination Office will report directly to the Secretary-General, ensuring that Member engagement and service delivery are responsive and aligned with regional priorities. The change is intended to elevate the status of regional issues while empowering WMO regional offices with greater autonomy and operational capacity and enabling them to deliver tailored support aligned with region-specific priorities. This includes the deployment of project managers in the field to mobilize resources, lead initiatives and engage proactively with regional and global partners. SG has initiated three regional briefing sessions for the Permanent Missions in Geneva. This activity will be continued for the remaining regions. MS holds monthly meetings with regional directors and WMO representatives as well as technical departments for improved coordination between HQ and regional offices.	
2024-R.O.-no. 9	We recommend supplementing the inventory procedure provided by the standing instructions and asset management, for regional and representative offices with more detailed instructions and operational	Management agrees with the recommendation and will periodically reinforce training and processes regarding inventory and asset management.	In Progress The Guidelines will detail how the inventory needs to be managed by the Regional Offices. FMCS is developing an inventory tracking sheet in SharePoint to facilitate	In Progress

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	modalities. Should account for the diversity of field conditions and ensure that the overall general list is consistently updated and uniform.		entries from the regional offices. It will consider information relating to fixed assets as well as the location of the asset (country/city/building/floor/). The same form will be used and completed to record deliveries of goods throughout the year in real time. This self-service approach will help to ensure that general inventory is up to date for the regional offices. In addition, FMCS will develop additional guidance and a revised training module for inventory management that addresses both this aspect and any revised processes resulting from the transition to the new ERP system.	
2024-R.O.-no. 10	We recommend a thorough joint review involving D/MS, D/S, and D/I as well as regional directors, to enhance and streamline this communication mechanism between HQ and region offices.	Management accepts the recommendation, which was implemented in 2024 through the co-development of the forward job plans for the relevant staff.	Implemented through co-development of forward job plans for relevant staff.	Closed
2024-R.O.-no. 11	We recommend implementing procedures for staff mobility or reassignment that demonstrate technical, organizational, and productivity reasons. This will ensure coherence with the concrete needs of regional offices. Additionally, we recommend that the mobility procedure framework should	Management will review the possibility and potential benefit to the Organization of a mobility scheme, adapted to the operational requirements of WMO.	Overtaken by events WMO, as a technical headquarters-centric organization has a limited number of job profiles that are suitable for geographic mobility. Based upon the current structure of the Regional Offices it was determined that the positions most suitable for mobility	Superseded by events

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	be transparent and clearly show the consequences for career prospects, grades, and financial implications to encourage staff participation.		were the project manager and programme manager positions. This was further supported in the documents supporting the WMO Transformation in 2025, which stated in paragraph 28 (of Cg-Ext(2025)/INF. 4(1)): "Regional Coordination Office: A newly established Regional Coordination Office will report directly to the Secretary-General, ensuring that Member engagement and service delivery are responsive and aligned with regional priorities. The change is intended to elevate the status of regional issues while empowering WMO regional offices with greater autonomy and operational capacity and enabling them to deliver tailored support aligned with region-specific priorities. This includes the deployment of project managers in the field to mobilize resources, lead initiatives and engage proactively with regional and global partners." This is further identified in paragraphs 35 to 43 of the annex to the same document. These positions, unlike the very technical profiles that are predominantly needed in headquarters, can be assigned to the WMO Regional Offices and thereby support regional service to Members and, at the same time, offer opportunities for geographic mobility	

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			between Regions and between headquarters and Regions. In 2025, several such posts were created and three staff were assigned to Regional Offices. Other such posts are currently still vacant (RAF P2 will be filled shortly). In future, this pool of positions can be used for regional rotation and for short and long term assignments of headquarters staff for "field exposure".	
2024-R.O.-no. 12	We recommend strengthening the capacities of the concrete regional presences projects and harmonizing the definition of duties and activities between the central office and field teams in the same region.	Management accepts this recommendation. However, it should be noted that tangible efforts have been undertaken in 2023 in an effort to streamline project management in WMO, strengthening the capacities of all project managers inclusive of those in regional offices and HQ. Further review and streamlining of WMO's approach to projects is planned for 2024, including functions of the regional offices in project management and improved project coordination and communication with HQ.	Implemented The recommendation has been implemented through strengthened regional delivery and coordination of projects. Project managers are deployed in regional offices, and regional teams are actively engaged in project design and implementation. Joint planning between regional offices and technical departments is operational, supported by a refined Regional Programme framework with clear roles and responsibilities. These measures have improved ownership, coordination, and delivery of projects at regional level.	Closed
2024-R.O.-no. 13	We recommend, in line with the Standing Instructions, that in case of Trust funds, the project manager should prepare and share, as soon as	Management accepts this recommendation. It should be noted that specific reference to developing procurement plans is explicit in the	Implemented WMO has strengthened its procurement planning and enhanced accountability of implementing partners. A dedicated	Closed

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	possible, the procurement planning related to the procurements that must be carried out by WMO for Trust Fund activities and related to procurements that are carried out by Implementing partners.	regulatory framework currently in place (Chapter 13 of the Standing Instructions, updated in December 2023).	procurement workstream is operational, with procurement pipelines systematically planned and monitored. These measures improve efficiency, reduce bottlenecks, and strengthen accountability across project implementation.	
2024-R.O.-no. 14	We recommend to enhance the accountability approach in the delegation of procurement activities at the implementing partners, in particular to improve the reliability, traceability and timeliness of information on implementation arrangements in which the procurement activity is delegated to the implementing partners. We also recommend implementing the monitoring and evaluation of the procurement procedures in place at the implementing partners,	Management accepts the recommendation noting that the due diligence process is being finalized by the Secretariat, which will address enhanced accountability and with respect to including procurement responsibilities within the Implementing Arrangements. This is not a current practice. Management accepts the recommendation, noting that the due diligence framework will address procurement procedures handled by the Implementing partners	Implemented The Implementing Partner Assessment Framework, including a procurement capacity assessment module, is applied prior to financial agreements, ensuring consistent oversight of partner procurement practices. This recommendation is also linked to 2024 R.O. nr. 13 please see details above.	Closed
2024-R.O.-no. 15	We recommend to continue the training activities on the regional offices and to make updates on the procurement procedures, in all regional offices, using a regular basis and prepare clear instructions to improve the compliance of regional offices with the procurement manual.	Management agrees with the recommendation. Management will continue the training on procurement and will ensure future training addresses updates on procurement procedures	Implemented Training sessions have been provided for new staff recruited in the fields on LVP procurement and on how create purchase requisitions in Quantum.	Closed

ANNEX V – Follow-up of suggestions issued from the Regional Offices audit

N.	Suggestion made by the Corte dei conti	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
2024-R.O. suggestion 1	We suggest the development of policies and procedures to help achieve an effective and consistent regional communications strategy and to manage the organization's exposure and reputation in the field.	Management accepts the suggestion which will be pursued as part of the efforts of the reform to increase the efficiency and effectiveness of the regional offices. The WMO Corporate communications strategy includes reference to the needs of regional offices and associations and enhancing messaging on our core initiatives highlighted in the strategic plan. Additional focus will be placed on enhancing regional specificity and training as part of the overall communications strategy.	In progress Overall, WMO will develop its communication strategy which will have a section of regional communications. The EC Taskforce on the Comprehensive Review of the WMO Regional Mechanisms and Approaches has recommended recruitment of communication officers in the regional staffing structure and greater support to regional communications from the WMO headquarters. At the end of 2025, a consultant drew up a comprehensive review of Global Communications and Engagement. The review included elements related to the regional communications strategy within the overall communications strategy. The implementation of the consultant's review and this recommendation will be included in the overall workplan of the newly formed Global Communications and Engagement Section when the team arrives at the beginning of 2026. As a result, the WMO Communications Strategy (2025-2027) was approved. The timing and effectiveness of this implementation is subject to the availability of adequate resources.	In progress
2024-R.O. suggestion 2	We suggest improving the performance evaluation process by identifying its strengths and weaknesses, and when setting objectives, it is	Management partially agrees with this suggestion. A new performance appraisal framework was introduced in 2021. The policy and related guidance supports staff and managers with the setting of realistic and achievable	Implemented The performance management process was updated after the new ERP implementation and is aligned with the WMO Competency Framework, enabling a structured and objective assessment process. A fully detailed guidance of the process was shared with all staff, on how to properly develop individual workplans. This guidance helps managers to understand and consider the external factors that may influence staff working in regions. https://wmoomm.sharepoint.com/sites/Hub/SitePages/PERFORMANCE-MANAGEMENT.aspx	Closed

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	important to be realistic and consider any external factors that may influence a regional presence's ability to achieve its objectives.	goals aligned with the organization's strategic objectives. Staff members should not set, and managers should not approve, goals that are not achievable. Management will reiterate the process and goal setting to all staff, including those in the Regional Offices.		
2024-R.O. suggestion 3	We suggest strengthening all possible actions and taking appropriate initiatives to avoid overlapping of interventions, while strengthening coordination for the effective development of the regional mission. In the context of the Implementation Agreements (IA), we suggest assessing whether the OMM's system of rules allows sufficient dialogue with national	Management acknowledges the suggestion. It should be noted that technical coordinators were assigned to the regional offices. One of their main functions is to ensure coordination of planning and implementation of activities related to services and infrastructure in the regions. Thus, they serve as a two-way communication to ensure that regional offices are aware of what is planned by the technical departments and vice versa. Technical coordinators take part in the planning of activities of the services and	In progress In the planning of 2025 activities, there are plans to enhance joint planning where regional offices will be called to integrate discussions of activities to be implemented under all long-term goals. The Secretariat has developed refined Regional Programme which distinguishes between the roles of Members (countries), Regional Associations, Technical Commissions and the Secretariat for the review by the TCC and approval by EC-80 (2026). Several Regional Association sessions are updating their regional work programmes with clear identification of responsible persons/institutions.	In progress

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	standards to develop the objectives that the OMM wishes to achieve.	infrastructure department and that of the regional offices. Despite these efforts, a formal planning framework with the involvement of regional offices is required.		
2024-R.O. suggestion 4	We suggest that the implementing units within WMO strengthen the communication of their procurement requirements to the Procurement and Contract Management (PCM) and the Member Services and Development Department (MSD), in particular curating this aspect in forecast of the implementation of the new Enterprise resource planning (ERP).	Management accepts the suggestion and is working to improve the communication of procurement needs. Standing Instruction Chapter 13 has already been updated to expand the requirement for this information.	No new updates.	Ongoing

N.	Suggestion made by the Corte dei conti	Comments received from Secretary-General at the date of the audit report	Status as reported by WMO Management	Status as assessed by the Corte dei conti
2024-R.O. suggestion 5	We suggest checking, regularly and cyclically, the use of petty cash in order to verify that there are no expenses incurred using petty cash instead of a purchase order or a long-term agreement (LTA).	Management accepts the recommendation. Expenditures through petty cash are very low; however, the procedures for recording the use of Petty Cash and related reporting will be reviewed to identify an effective mechanism for determining if an LTA or purchase order should have been utilized.	Implemented As per WMO Financial Rules and Regulations, all the expenditures should be accompanied by a Purchase Order. Hence for petty cash expenses, there is a purchase order based on the desired category of expenditure and would be paid only against the PO. MS also conducts training of new admin assistants (Secretaries) and emphasizes the appropriate use of petty cash, verification of existing LTAs and procedures. In addition, the operational guidelines of regional offices also provide guidance on the latter.	Closed

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