

Project Management Guidelines and Handbook

Part I – Project Management Guidelines

Part II – Project Management Handbook

WEATHER · CLIMATE · WATER



WORLD
METEOROLOGICAL
ORGANIZATION

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WORLD METEOROLOGICAL ORGANIZATION

**PROJECT MANAGEMENT GUIDELINES AND
HANDBOOK**

APRIL 2016

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BACKGROUND

Pursuant to guidance by the Sixteenth World Meteorological Congress (2011), and the recommendations of the External Auditor and the Audit Committee, a project coordination mechanism was established within the WMO Secretariat in 2012. This Mechanism is composed of the Project Management Board and the Project Coordination Unit, and its mission is to ensure a successful implementation of major and complex projects funded through extra-budgetary contributions.

Since then, improvements have been made in the management of projects. Noting further improvements were still needed, the External Auditor, in its report on the financial statements for 2014, recommended, as a priority, WMO to document and develop processes for the management of projects and extra-budgetary funding. Within this context, the Project Management Guidelines and Handbook was developed.

The Guidelines represent WMO's approach to project management and outline key stages of the project life cycle that WMO staff should follow. The Handbook aims to help WMO to improve concrete processes and procedures related to project management and provides detailed guidance on how to go about each stage of the project life cycle.

Also included is a glossary of common project management terms to facilitate the usage of harmonized terminology throughout the Organization.

Project document templates are provided as annexes for ensuring standardized project documentation and reporting.

These efforts are expected not only to improve project work in WMO but also to enhance collaboration with external partners.

PART I: PROJECT MANAGEMENT GUIDELINES

1. INTRODUCTION

The **Project Management Guidelines** provide a coherent framework for effective project management. The Guidelines describe project key stages and processes to be followed during the life cycle of a project. These stages include (i) project identification, (ii) project preparation, (iii) project implementation, (iv) project completion/evaluation, and, depending on the type of project (v) project post completion follow-up. The Guidelines have been endorsed by the WMO Project Management Board.

2. SCOPE

These Guidelines apply to all projects financed through extra-budgetary contributions that qualify as Class 3 trust funds¹ which support development, technical assistance and technical cooperation projects for activities in countries or groups of countries. They do not apply to core programme activities and specific events (conferences) even if they are financed by extra-budgetary contributions.

3. THE PROJECT LIFE CYCLE

The Project Life Cycle represents the stages a project must go through from the beginning to its end. The Project Life Cycle may vary from one organization to another but in general, it includes the following main stages: (i) **Project Identification**, (ii) **Project Preparation**, (iii) **Project Implementation** and (iv) **Project Completion (evaluation/closure)**.

The Project Life Cycle Management is the underpinning process that enables WMO to deliver results through ensuring projects are consistent with, and supportive of agreed overarching policy objectives, relevant to clients, feasible within the constraints of the operating environment and the benefits generated are likely to be sustainable.

4. WHY PROJECT LIFE CYCLE MANAGEMENT PROCESS?

A Project Life Cycle Management Process for WMO projects provides standardized framework and processes that guarantee alignment of the project with WMO strategic priorities and needs of WMO Members. It guarantees operational and financial efficiency, effective delivery and accountability to stakeholders, including Donors.

The Project Life Cycle Management Process remains relevant even in the case where the implementation of part of a project or the whole project is delegated to an external partner or to WMO scientific/technical entities. As an oversight body and being accountable to Donors, WMO is accountable to ensure that project management quality standards are met throughout the Project Life Cycle.

5. WMO PROJECT LIFE CYCLE ACTIVITIES

The following sub-sections outline the five stages in WMO Project Life Cycle. A graphical overview is provided in Annex 1.

5.1. Project Identification

The first stage consists in defining the project idea and undertaking a preliminary assessment of its relevance and feasibility. This stage starts with a project funding request from a WMO department or a WMO Member or with the interest from a development partner to provide funding for a project. During project identification, the initiating department, in collaboration with the Project Coordination Unit, the concerned

¹ More details on trust fund classes are provided in Annex 3.

National Meteorological and Hydrological Service, other regional entities and the Donor undertake a preliminary assessment of the project in light of the criteria for the acceptance of voluntary contributions. In particular, they:

- clarify the rationale for the project;
- verify the relevance of the project: its alignment with WMO strategic priorities and Member's priorities, as well as compliance with WMO regulations and rules;
- assess project feasibility: clarify project objectives, expected results, cost implications, funding sources and implementation schedule;
- identify and assess key risks and alternatives, and capacities of institutions that will be primarily responsible for implementation;
- flag any issue of concern to WMO and other stakeholders.

Preliminary assessment

- ✓ **Rationale for the project**
- ✓ **Relevance of the project to WMO**
- ✓ **Feasibility of the project**

The identification phase ends with the formulation of a **Project Concept Note (PCN)** that summarizes key findings from this preliminary assessment. The Project Concept Note will be submitted to the Project Management Board (PMB), or the Project Executive² or the Project Directors for approval³, respectively. The Project Concept Note provides the basis for an informed decision about acceptance or rejection of the project and associated funding.

The Project Manager⁴ and the Project Executive are also identified during the project identification phase.

5.2. Project Preparation

Following the Project Identification phase and the approval of the Project Concept Note, the project needs to be properly designed and planned. The purpose of the Project Preparation phase is therefore to conduct further analysis in order to confirm project justification and feasibility and define arrangements for its successful implementation. Under the leadership of the designated Project Executive and in collaboration with the Project Coordination Unit, relevant WMO Departments and stakeholders (clients, Partners, WMO scientific/technical bodies), the Project Manager will:

- justify the project by providing contextual information, focusing on:
issues/problems/needs to be addressed, key beneficiaries and stakeholders, lessons learnt from previous projects as well as possible synergies with

- ✓ **Justification of the project**
- ✓ **Description of the project**
- ✓ **Definition of implementation arrangements**
- ✓ **Definition of sustainability mechanisms**

2 Senior staff member designated as overall responsible for the project, who ensures that project is adequately resourced, risks adequately identified and managed. In case of project failure is able to analyze the reasons.

3 The PMB only approves large projects above CHF 1 Million and complex projects that are projects implemented by several departments and/or involving several departments and/or multiple implementation partners. For smaller projects, the PCN is approved by the Project Executive (if one department is involved) or the Project Directors (if several departments are involved).

4 The staff member designated to run the project from day to day, ensures that the project is delivered on time, to budget and to the required quality standard.

- existing or planned initiatives;
- verify and ensure consistency with the strategic priorities of WMO;
- describe the project: its objectives, expected results, activities, risks and risks mitigation measures, costs, financing plan and funding sources;
- define implementation arrangements: management and coordination structure, implementation plan, financial management and audit arrangements, project progress and financial monitoring and reporting arrangements and;
- identify post completion sustainability mechanisms, as appropriate (for instance, transfer of ownership, maintenance plans, skill transfer, and availability of financing to cover recurrent cost requirements).

During project preparation, the Project Concept Note will be translated into a full **Project Document** which will be reviewed and approved by project key stakeholders including WMO Secretariat, the Donor, the Members, and implementing entities, as appropriate.

The Project Manager will also seek to ensure that the project preparation and planning takes into consideration requirements arising from procurement and recruitment processes (if needed for the project implementation). Therefore, the Project Manager will plan procurement and recruitment activities, prepare a financing agreement and a proposal for the establishment of a trust fund.

5.3. Project Implementation

During the Project Implementation stage planned activities are implemented. It officially starts from the effectiveness date stated in the respective funding agreement.

In the beginning of the project implementation phase, the Project Manager will ensure that the required preparatory work is conducted and implementation arrangements are put in place according to the project document. This may include:

- preparatory work such as recruiting project personnel, procuring goods and services, preparing and signing Memoranda of Understanding and other agreements with implementing entities;
- undertaking procedures for the transfer of funds to the implementing entities;
- ensuring existence of a proper progress and financial monitoring and reporting system to track performance;
- while during the preparation stage, any risks/issues of concern will have been identified and mitigation measures already considered, during the implementation stage, these need to be continuously monitored and managed and updated, as needed.

- ✓ **Readiness for implementation (WMO and implementing entities)**
- ✓ **Monitoring of compliance with project objectives and funds utilization plans**
- ✓ **Monitoring and reporting on progress and financial management**
- ✓ **Re-assessment of project sustainability measures**

During implementation, the Project Manager will ensure the effective delivery and compliance with the objectives, implementation plan and implementation arrangements set in the project document and financial agreement with the respective Donor. Therefore, the Project Manager will ensure through regular supervision that:

- the funds are used for the intended objectives;

- goods and/or services are delivered in accordance with the terms of the contract and supplier performance reports are provided to the Procurement and Travel Services Division, as appropriate;
- monitoring and reporting on implementation progress and financial management are conducted as per the agreed monitoring and reporting procedures and timescale;
- risks are adequately identified, mitigated, monitored and documented;
- project reviews are conducted as per the agreed timing and the implementation plan adjusted, if need be.

Towards the end of the project implementation phase, the Project Manager will (i) assess the need for revision of the implementation plan and extension of the financing agreement, (ii) re-assess, as appropriate, project sustainability arrangements and take measures for their implementation, and (iii) take necessary steps for the closure of the trust fund.

5.4. Project Completion: Evaluation of the project and closure of the trust fund

Project evaluation: At the end of the project implementation phase, the Project Manager will prepare and submit a **Project Final Report** to the Project Coordination Unit, evaluating the performance of the project, sustainability of results and documenting the implementation experience. For this purpose, the Project Manager will:

- ✓ **Evaluation of project performance**
- ✓ **Documentation of lessons learnt**
- ✓ **Implementation of project sustainability measures**
- ✓ **Closure of the trust fund**

- Assess the project performance in terms of achievements as compared to the targets, as well as their sustainability;
- Assess the project financial management including allocation of funds (final status as compared to the initial budget);
- Draw lessons from the overall project management experience including stakeholders engagement, monitoring and reporting system to feed into subsequent projects;
- Describe the measures put in place to ensure continuity of project outcomes, as appropriate.

Closure of the trust fund: The Project Manager will also close the trust fund, as appropriate, in accordance with WMO procedures and procedures set in the financing agreement. This may include preparation of a final narrative and financial report for submission to the Donor, and making the necessary arrangements to clear the respective project accounts.

External evaluations: External evaluations are undertaken at or after completion of a project with the purpose of accountability and learning lessons to guide future decision-making. They are conducted by evaluator(s) outside of the implementing team to ensure impartiality and credibility and are usually initiated, led and financed by a Donor agency. Depending on the nature and size of a project, WMO may consider conducting its own evaluations. In that regard, the Project Manager ensures that required resources are secured and necessary arrangements are made.

5.5. Project Post Completion Follow-up

The Project Post Completion Follow-up is critical as it allows to monitor and ensure continuation of benefits after a project has been completed and to communicate the outcomes. During project preparation the Project Manager will ensure that arrangements are put in place for WMO Members implementing entities to undertake a post completion follow-up and submit a monitoring report to WMO including:

- ✓ **Monitoring of project sustainability**
- ✓ **Assessment of project outcome/impact**
- ✓ **Documentation of lessons learnt**

- An assessment of the outcome/impact of the project;
- Problems that occurred in the course of the project post completion phase and corrective actions taken.

6. CONCLUSIONS ON WMO PROJECT LIFE CYCLE

Annex 1 shows the five stages of WMO Project Life Cycle, key decision points and documents produced.

- **The cycle allows for flexibility:** It describes a comprehensive process for project management at WMO. Although the general project management approach it promotes remains relevant for the wide range of WMO projects, the cycle activities should be tailored to project specificities. There is a great variety of projects in WMO that are different in nature, duration and scope. Therefore, the importance of the role of WMO at each stage of the cycle as well as the duration, relevance and importance of each phase will depend on these and other factors.
- **The cycle is progressive:** Even though organized in stages, work in all stages should be seen in the context of the whole project.
- **The cycle promotes continuous learning and improvement:** The identification of new projects should build on lessons learnt and feedback received from previous projects. This requires that proper monitoring is conducted and feedback analyzed and documented adequately.

PART II : PROJECT MANAGEMENT HANDBOOK

1. INTRODUCTION

The **Project Management Handbook** complements the Guidelines and provides more detailed guidance on how to handle each stage of the process including: (i) tasks and responsibilities, (ii) checklists of programmatic and financial issues that have to be addressed, (iii) and project management tools. In particular, the Handbook aims at serving as a tool to enhance project management at WMO, as well as help promote a project management culture in the Organization.

The Handbook is also useful for projects funded from other sources than voluntary contributions. In those cases, certain roles and responsibilities outlined in the Handbook might not be applicable.

WMO staff engaged in projects are encouraged to use the Handbook, while allowing some flexibility to specific project needs (e.g. if a donor has its own reporting templates, etc.).

2. STRUCTURE

The Handbook is comprised of two sections:

Section 3 gives an overview of WMO framework documents that deal with specific aspects of project management. The Handbook is part of and consistent with the WMO framework documents and WMO regulatory requirements.

Section 4 is structured according to the five stages of Project Management (as defined in the Guidelines) and provides guidance throughout each stage, describing activities and tasks to be performed, and how to do it.

3. WMO PROJECT MANAGEMENT FRAMEWORK

3.1. WMO Key Project Management Components

3.1.1. WMO Project Management Guidelines

The Guidelines provided above give an overview of the WMO approach to project management. They define key stages and processes of project management to enhance the quality of projects. A graphical overview of the Guidelines is provided in ANNEX 1: WMO PROJECT LIFE CYCLE ACTIVITIES.

3.1.2. Acceptance criteria for voluntary contributions

The acceptance criteria for voluntary contributions described in Annex 2 are those criteria voluntary contributions must meet to the highest degree possible before being accepted by WMO. Voluntary contributions can be for different purposes, including for projects. In principle, the acceptance criteria ensure adequate management of risks with the acceptance of voluntary contributions in order to ensure that both donor expectations/interests and WMO expectations/interests are aligned.

Regarding voluntary contributions for projects, the acceptance criteria also serve those involved in designing, implementing and closing projects to assess up-front (i) the relevance of the project to WMO Secretariat and Members, (ii) the feasibility to implement the project and (iii) the degree of likelihood of the project to produce sustainable benefits.

The WMO Voluntary Contributions Acceptance Checklist (ANNEX 2: WMO VOLUNTARY CONTRIBUTIONS ACCEPTANCE CHECKLIST) should be filled and attached to all project concept notes submitted for approval.

3.1.3. Project Risk Management Framework

The Project Risk Management Framework (ANNEX 5: PROJECT RISK MANAGEMENT FRAMEWORK) is aligned with the overall WMO Risk Management Framework and aims at supporting project risk assessment and management. The Framework describes key components of project risk management and provides guidance on how to manage these risks throughout the project life cycle.

3.1.4. Classification of trust funds

A trust fund is an account established with specific terms of reference or special agreements to record income and expenses for voluntary contributions, to finance all or part of an activity or activities performed to meet the Organization's goals. WMO trust funds are categorized into three groups as indicated in ANNEX 3: CLASSIFICATION OF TRUST FUNDS.

3.1.5. Programme Support Costs Policy

Programme Support Costs (PSC) represent partial reimbursements of the costs of support and services provided in connection with expenditures incurred under the management of voluntary contributions. The WMO PSC Policy (Standing Instructions, Chapter 5, Section 5.6.8) details applicable rates for determining the PSC rate to be applied on the management of voluntary contributions.

3.1.6. Other WMO strategic and regulatory frameworks

The following documents have been taken into account during the preparation of the Handbook in an effort to ensure consistency:

- WMO Strategic Plan 2016-2019;
- WMO Risk Management Policy and WMO Risk Management Framework;
- WMO Monitoring and Evaluation System & WMO Monitoring and Evaluation Guide;
- WMO Service Notes including Service Note N° 7/2015 on "Delegation of approval and signature" and Service Note N° 14/2015 on "Registration of letters of agreement"; and;
- WMO Standing Instructions including "Standing Instructions on Recruitment and appointment procedure of project officers" (Chapter 4, Appendix 4.F), "Standing Instructions on Procurement procedures" (Chapter 8, section 8.7), and "Standing Instructions on Finance and Budget" (Chapter 5).

3.1.7. Stakeholders involved in WMO project management activities

The stakeholder table below outlines key roles/functions and responsibilities of those involved in WMO project life cycle management of initiatives funded through voluntary contributions (Section 4 provides further details on roles and responsibilities for each stage of the project life cycle.)

The roles/functions and responsibilities related to voluntary contributions listed below are also fully aligned with the WMO Project Accountability Designation Form (see ANNEX 4:

PROJECT ACCOUNTABILITY (ROLES AND RESPONSIBILITIES) DESIGNATION FORM). The form should be filled and attached to all Project Concept Notes and Project Documents submitted for approval.

Role/function	Responsibility
<p>Project Management Board (PMB)</p>	<p>The PMB is the oversight board for project management. It is comprised of WMO Department Directors and chaired by the Assistant Secretary General.</p> <ul style="list-style-type: none"> ▪ Assess project relevance, eligibility and feasibility; ▪ Approve the Project Concept Note for large and complex projects (with budget of over CHF 1 million); ▪ Provide guidance on project implementation, as required; ▪ Discuss major project risks and provides advice and guidance to Department Directors.
<p>Office for Resource Mobilization and Development Partnerships (RMDP)</p>	<ul style="list-style-type: none"> ▪ Identify donors for project funding; ▪ Receive requests for project funding from Departments; ▪ Mobilize resources from donors for projects; ▪ Negotiate voluntary contributions for projects.
<p>Project Coordination Unit (PCU)</p>	<ul style="list-style-type: none"> ▪ Coordinate across the WMO Technical Departments and Regional Offices the implementation of projects and acts as liaison with respective donors (Service Note No 18/2012); ▪ Clear completed Project Accountability Designation Forms and act as Secretary of the PMB; ▪ Quarterly reporting on project implementation to Executive Management and PMB; ▪ Facilitate timely financial and narrative reporting to donors; ▪ Secretary of the PMB.
<p>Project Executive</p>	<p>Senior staff member designated as overall responsible for the project (please note that this individual does not necessarily have to be the Department Director):</p> <ul style="list-style-type: none"> ▪ Oversee project design, planning and implementation; ▪ Ensure adequate resourcing of project, in consultation with RMDP; ▪ Advocate the project both internally and externally; ▪ Support the Project Manager to successfully deliver the project. <p>In the case where several Technical Departments are involved in the project, in addition to the above responsibilities:</p> <ul style="list-style-type: none"> ▪ Ensure that concerned Department Directors are adequately informed about the project.

<p>Project Directors (for cross-departmental projects)</p>	<p>The Project Directors Group is composed of Directors involved in the project. The Project Directors Group:</p> <ul style="list-style-type: none"> ▪ Is jointly responsible for the success of the project; ▪ Ensures contribution to project design, planning and implementation from their respective Departments; ▪ Makes key recommendations during the project life cycle and advise the Project Executive.
<p>Project Manager</p>	<p>An individual with expertise relevant to the project and focal point within WMO for the project. The Project Managers may be engaged at the point of project concept note approval or later – depending on the specific need of the implementing entity.</p> <p>The specific tasks/assignments may vary, depending on the stage at which the Project Manager gets involved in the project:</p> <ul style="list-style-type: none"> ▪ Lead the design, planning and implementation of the project, as appropriate; ▪ Lead the Project Team; ▪ Coordinate the preparation of the financing agreement (if applicable), and arrange the opening of the trust fund, procurement and recruitment activities; ▪ Coordinate with project specified project stakeholders; ▪ Monitor and report project progress; ▪ Keep the Project Executive informed on project progress.
<p>Project Team</p>	<p>Individuals with specific skills and expertise in carrying out required project activities. The Team may have staff from different Departments and/or specifically employed/engaged individuals for the implementation of the project.</p>
<p>Project Steering Committee⁵</p>	<p>Composed of representatives of project stakeholders including WMO, its Bodies, the Donors and concerned Members with responsibility to:</p> <ul style="list-style-type: none"> ▪ oversee project implementation and make project recommendations; ▪ review performance and draw lessons from the overall project management experience.

5 The Project Manager is ex-officio member of the Project Steering committee. The decision to establish a Project Team and/or Project Steering Committee will depend on project particularities including type, size and stakeholders involved. However, such a governance body is critical for large and complex projects that require significant coordination among project stakeholders.

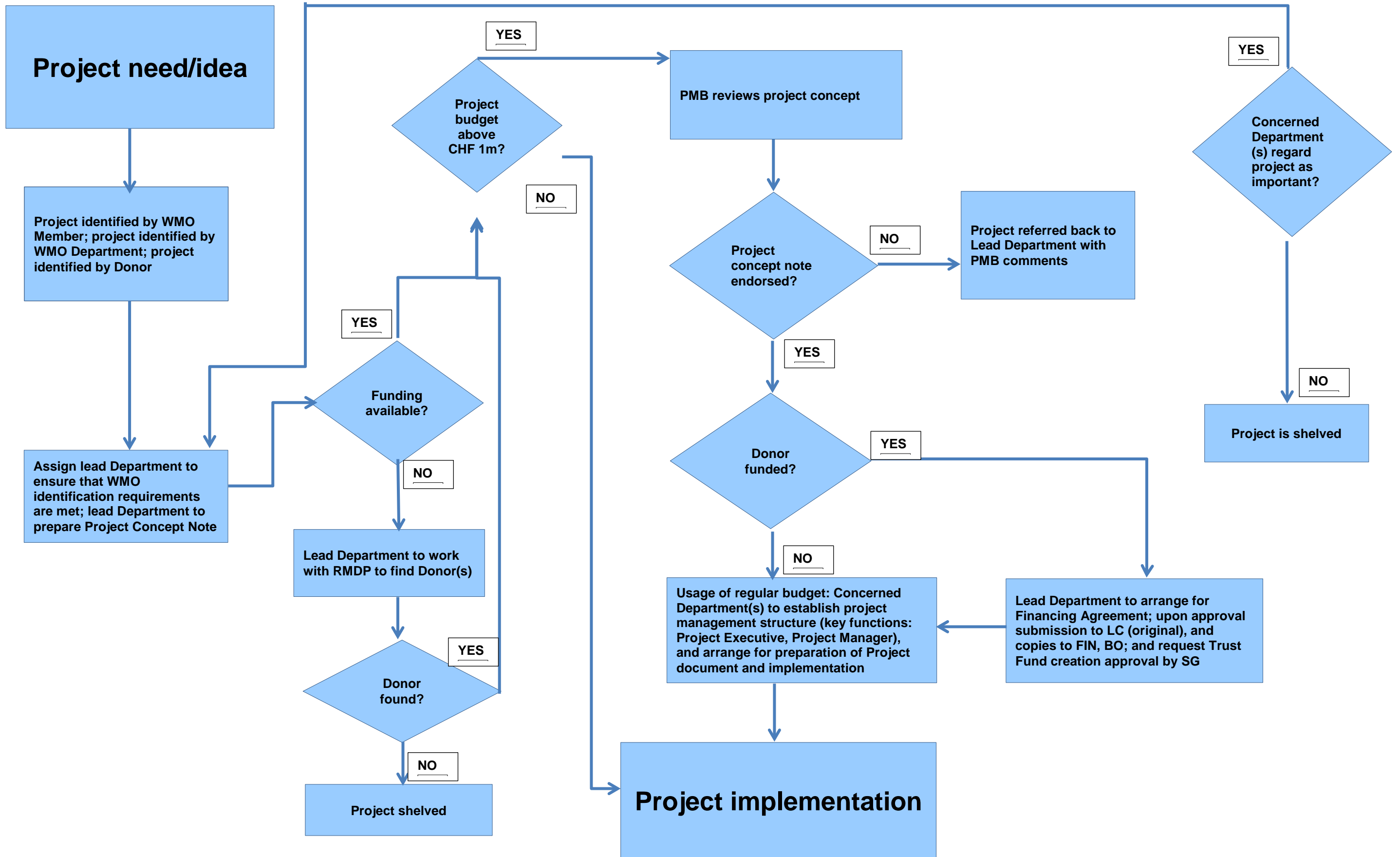
WMO Member(s)	<p>Members who implement the project. Representative should be the Permanent Representative of the respective country with WMO or by the PR designated individual, or another entity at national or regional level:</p> <ul style="list-style-type: none"> ▪ Identify project or contribute to project identification; ▪ Participate in all stages of the project life cycle.
Project implementing entity (if different from WMO Secretariat)	<p>A WMO Member or partner institution responsible for implementing part of a project activities or the whole project (e.g. an NMHS, a regional entity or a Development Partner such as a UN sister agency):</p> <ul style="list-style-type: none"> ▪ Contribute to project preparation; ▪ Implement, monitor and evaluate project activities and report to the Project Manager on progress, expenditures, risks and performance.
Resource Management Department (REM)	<ul style="list-style-type: none"> ▪ Review financing agreement and proposal for the establishment of the trust fund; ▪ Establish the project trust fund and relevant project code within Oracle; ▪ Monitor the situation on project income and the expenditures and make recommendations to the Project Manager; ▪ Provide guidance and support for procurement and recruitment activities.
Legal Counsel Office (LC)	<ul style="list-style-type: none"> ▪ Review documents dealing with legal matters such as Memoranda of Understanding, Letters of Agreement, financing agreements, and proposals for the establishment of trust funds.
Internal Oversight Office (IOO)	<ul style="list-style-type: none"> ▪ Provide guidance and support for project audit arrangements, as required.
WMO Technical Departments/Regional Offices	<ul style="list-style-type: none"> ▪ Facilitate and contribute to project identification, design and implementation in respective region or area of work.
WMO Technical Commissions, Regional Associations, Expert Groups	<ul style="list-style-type: none"> ▪ Contribute to project identification in their respective region or area of expertise; ▪ Contribute to project implementation.

4. PROJECT MANAGEMENT PROCESSES AND PROCEDURES

4.1. Project identification

4.1.1. Activities conducted during project identification

- Preliminary assessment of the project;
- Preparation of the Project Concept Note (PCN);
- Presentation of the Project Concept Note to the Project Management Board or to the Project Executive or to the Project Directors, respectively.



4.1.3. Stakeholders involved in project identification and their roles

Project Management Board *(in the case of large and/or complex projects)*

- Assess project relevance and feasibility;
- Make a decision on the acceptance of the project and funding;
- Make recommendations for improving project implementation.

Office for Resource Mobilization and Development Partnerships

- Pre-screen the project as appropriate, with respect to its feasibility (timeline, funding availability or reputational risks for WMO);
- Identify and negotiate project funding;
- Facilitate contacts between the Donor and relevant WMO Departments, as need be;
- Coordinate with Departments.

Project Executive

- Oversee project initiation process;
- Recommend a Project Manager;
- Recommend a Project Team, as appropriate;
- Ensure project meets acceptance criteria for voluntary contributions;
- Ensure project meets WMO project quality requirements (as per WMO Project Management Guidelines);
- Lead the group of Project Directors, as appropriate *(if the project involves more than one Technical Department)*;
- Coordinate and communicate with Directors of concerned Technical Departments;
- Approve the Project Concept Note (PCN) for small projects *(if one Department is concerned by the project)*.

Project Directors *(in the case where several Technical Departments are involved)*

- Ensure contribution to project identification from their respective departments;
- Approve the Project Manager and the Project Team, as appropriate;
- Review the PCN;
- Make decisions on the next steps.

Lead Department

- Lead project preliminary assessment;
- Draft the PCN or review the PCN submitted by those assigned to prepare it;
- Coordinate the validation of the PCN by WMO Departments, Scientific/Technical Bodies, Regional Offices, Donors and WMO Members, as appropriate.

WMO Members

- Contribute to project identification; or undertake project preliminary assessment;
- Prepare/contribute to the PCN, as appropriate.

Project Coordination Unit

- Assist with the development of the PCN, as appropriate
- Assist with the development of the Project Document, as appropriate;
- Coordinate with Donor, as appropriate;
- Provide guidance to all stakeholders, as appropriate.

Concerned WMO Departments and Bodies

- Contribute to project identification, as appropriate.

Donor

- Contribute to project identification, as appropriate.

4.1.4. Tools for project preliminary assessment

The project preliminary assessment will be conducted in accordance with the Project Management Guidelines and using the following tools:

- **The checklist for project identification**
- **The risk identification and management matrix**

4.1.5. Checklist for project identification

The table below provides a structured and detailed checklist of key issues the Project Manager should analyze in order to assess the rationale, relevance and feasibility of a project. This checklist takes into account the Acceptance Criteria for Voluntary Contributions. It can be used for all WMO projects. However, depending on the type of project and initiating entity (Donor, WMO Secretariat, or WMO Member), some aspects of the list may be more or less relevant.

Preliminary Assessment	Checklist
Rationale for the project	<input type="checkbox"/> The context/framework of the project has been analyzed; <input type="checkbox"/> Key problems/needs have been assessed with due consideration for specific needs (based on gender, vulnerability, and so forth); <input type="checkbox"/> Project beneficiaries and stakeholders are identified; gender sensitive identification of beneficiaries/stakeholders is conducted, as appropriate; <input type="checkbox"/> Lessons learnt from previous projects have been considered; <input type="checkbox"/> Linkages with ongoing and/or planned projects have been explored.
Relevance of the project to WMO and WMO Member(s)	<input type="checkbox"/> The project meets the needs of concerned WMO Members and is consistent with their priorities; <input type="checkbox"/> The project is aligned with WMO strategic priorities. The project supports at least one of the seven WMO strategic priorities as stated in the WMO Strategic Plan 2016-2019; <input type="checkbox"/> The project fills funding gaps related to priority initiatives which cannot be funded due to regular budget limitation; <input type="checkbox"/> The project seeks to promote the following: <ul style="list-style-type: none"> ▪ Focus on specific global and regional priorities; ▪ Demonstration project with potential for up-scaling and replication; ▪ Project opening up new areas of service delivery or projects piloting innovative technology; <input type="checkbox"/> Potential risks that could arise are identified and assessed; <input type="checkbox"/> Other funding requirements/constraints have been considered as appropriate;
Feasibility of the project	<input type="checkbox"/> The objectives, intended results and schedule of the project are defined; <input type="checkbox"/> Costs implications and (possible) funding sources are clarified; <input type="checkbox"/> Key preliminary risks and mitigation measures are assessed; <input type="checkbox"/> Capacity of WMO and/or implementing partner to develop, implement and monitor the project have been assessed; <input type="checkbox"/> Sustainability of project results has been analyzed;
Issues for consideration by the PMB or the Project Executive, or the Project Directors	<input type="checkbox"/> Critical issues for which guidance is sought from the PMB, or the Project Executive or the Project Directors are identified, as appropriate.

4.1.6. Project risk identification and management matrix

Risk identification and management will be conducted in accordance with the WMO Project Risk Management Framework (ANNEX 6: RISKS IDENTIFICATION AND MANAGEMENT MATRIX). The function of the Risk identification and management matrix is to help identify, evaluate and record project preliminary risks including risk category, impact and likelihood of occurrence and mitigation measures. An indicative list of possible WMO project risks is also provided. This list should be updated regularly in the light of project implementation experiences and lessons learnt.

4.1.7. The Project Concept Note

The Project Concept Note summarizes key findings from the above assessment. Its function is to facilitate an informed decision of the PMB, or the Project Executive, or the Project Directors by:

- **Examining the rationale for WMO to implement the project**
- **Assessing the project feasibility;**
- **Flagging any issue of concern/risk and possible mitigation measures.**

4.1.7.1. Structure of the Project Concept Note

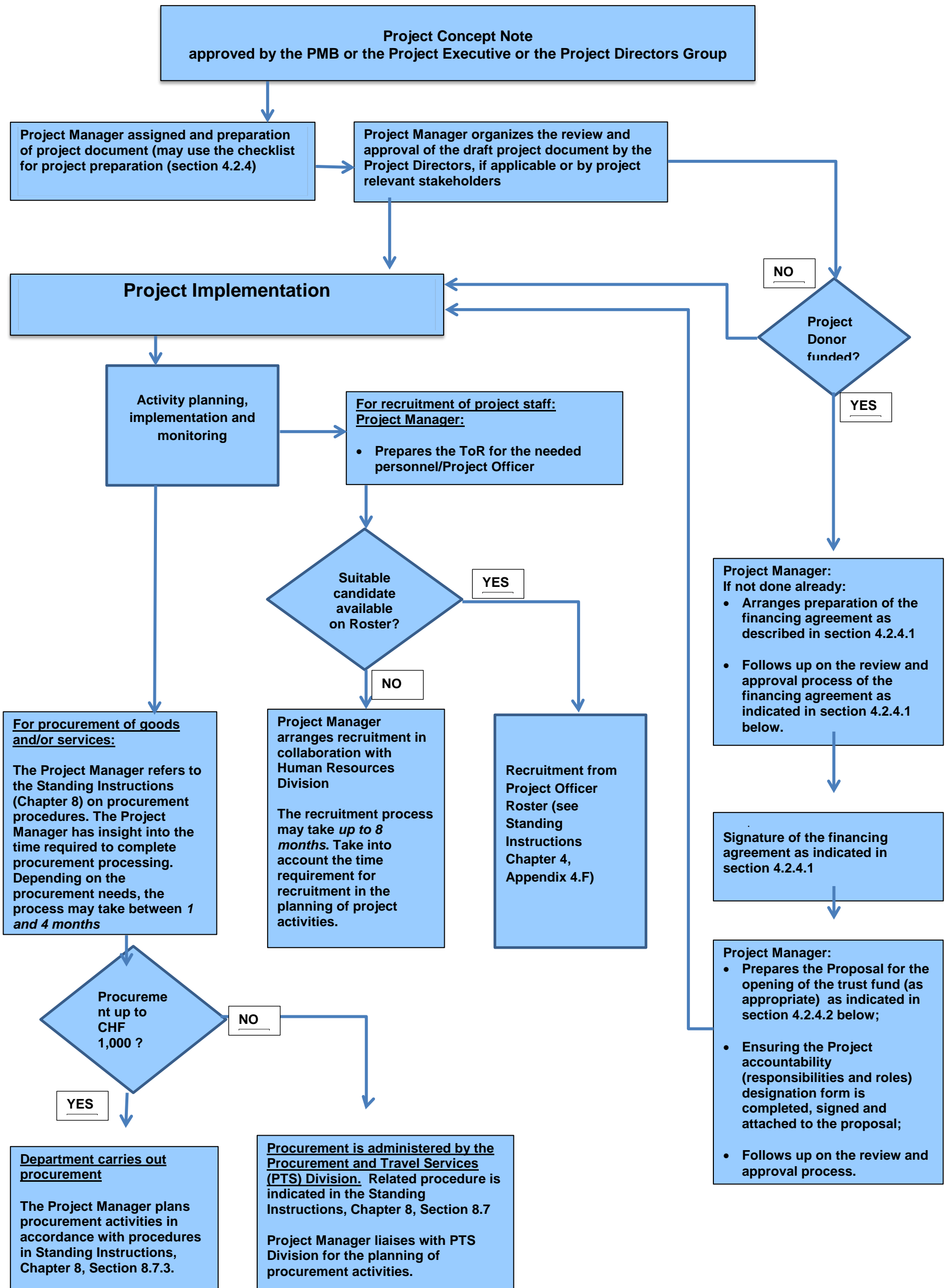
The Project Concept Note should be very short (maximum 3 pages). A template of the Project Concept Note is provided in (ANNEX 10: TEMPLATE - PROJECT CONCEPT NOTE).

4.2. Project preparation

- This section covers processes and procedures during project implementation.
- Description is provided on how to conduct these activities including:
 - A flow chart to enable Project Managers to have a visual overview of the sequence of tasks involved at this stage;
 - Responsibilities of project stakeholders;
 - A checklist for project design and planning;
 - Guidance for (i) the preparation of the financing agreement, (ii) the preparation of the proposal for the establishment of a trust fund, and (iii) the planning of procurement and recruitment activities;

4.2.1. Activities conducted during project preparation

- **Design and planning of the project and formulation of the project document;**
- **Preparation of the financing agreement, if appropriate;**
- **Preparation of the proposal for the establishment of a trust fund, if appropriate;**
- **Planning of procurement activities, if needed;**
- **Planning of recruitment activities, if needed.**



4.2.3. Key stakeholders involved in the project preparation and their roles

Project Executive

- Oversee the preparation of the project;
- Approve the project document.

Project Directors (*In the case of projects involving several Departments*)

- Ensure effective contribution from their respective Departments;
- Approve the project document.

Project Manager

- *Preparation of the project document*
 - Design and plan the project; draft the project document;
 - Coordinate the review of the project document by relevant stakeholders (Donor, WMO Department/Bodies and Member(s), as appropriate);
- *Preparation of the financing agreement*
 - Prepare the financing agreement in consultation with the Project Coordination Unit, the Legal Counsel Office and REM;
- *Establishment of a trust fund*
 - Prepare the proposal for the opening of a trust fund;
- *Planning of procurement and recruitment activities*
 - Plan low-value procurement activities (CHF 1,000 or less) or liaise with the Procurement and Travel Services (PTS) Division for the planning of higher value procurement activities;
 - Plan recruitment activities in consultation with the Human Resources (HR) Division;
- Report to the Project Executive on the status of project preparation.

Project Coordination Unit

- Contribute to project preparation, as required.

Concerned WMO Member(s)

- Contribute to project preparation.

Concerned WMO Technical Departments, Regional Offices, WMO Scientific/ Technical Bodies

- Contribute to project preparation, as appropriate.

REM

- Approve financing agreement and proposal for the establishment of the trust fund;
- Provide guidance for, or undertake procurement and recruitment activities, as appropriate.

Legal Counsel Office

- Contribute to, review and approve the financing agreement;
- Advise on the proposal for the opening of the trust fund, if required.

Internal Audit

- Provide support for audit arrangements, as need be.

4.2.4. Checklist for project preparation

The table below provides a checklist of issues that the Project Manager should analyze according to the project preparation guidelines for a proper design and planning of projects.

Assessment	Checklist (please tick off as you go through the project assessment)
Project Justification	<input type="checkbox"/> The context/framework of the project has been analyzed;
	<input type="checkbox"/> Key problems/needs have been adequately analyzed;
	<input type="checkbox"/> Specific needs (based on gender, vulnerability) have been analyzed and assessed to be appropriate;
	<input type="checkbox"/> Project beneficiaries/key stakeholders are clearly identified; gender sensitive identification of stakeholders is conducted as appropriate;
	<input type="checkbox"/> Lessons learnt from previous projects have been considered;
	<input type="checkbox"/> Linkages with ongoing and/or planned projects have been explored;
	<input type="checkbox"/> The relevance of the project to WMO Secretariat and Members has been examined.
Project Description	<input type="checkbox"/> Objectives of the project, expected results, results indicators and targets have been defined; Baseline information has been established;
	<input type="checkbox"/> The budget is prepared including the required annual allotment;
	<input type="checkbox"/> Risks and mitigation measures are identified and the risk management timeline and responsibilities are defined.
Implementation Arrangements	<input type="checkbox"/> The governance structure of the project is clear as well as allocation of responsibilities;
	<input type="checkbox"/> The capacity of the implementing entities to implement and monitor the project has been assessed, including its ability to handle financial procedures required by WMO;
	<input type="checkbox"/> The implementation plan is defined: timing of key activities and respective project staff are specified;
	<input type="checkbox"/> Procurement/recruitment needs and responsibilities are defined and the time required for procurement/recruitment activities has been taken into account in the planning of project activities;
	<input type="checkbox"/> Programmatic and financial monitoring, evaluation and reporting arrangements are defined: <ul style="list-style-type: none"> o Monitoring, evaluation and reporting schedule and responsibilities are clearly defined; o Monitoring, evaluation and reporting methods and tools have made provision for gender disaggregated data collection and analysis, as appropriate; o Project progress reviews are planned and the timeline allows for adjustment of the implementation plan, as appropriate; o Monitoring, evaluation and reporting resources needs are budgeted adequately; o Monitoring, evaluation and reporting plan is consistent with the financing agreement requirements;
<input type="checkbox"/> Internal and/or External arrangements are defined and discussed with the implementing entity(ies), as adequate;	
Post-completion Follow up Measures	<input type="checkbox"/> Post completion follow-up mechanisms are defined, as appropriate and resources are secured for their implementation.

4.2.4.1. *Preparation and signature of the financing agreement*

In parallel to the design of the project, the Project Manager will take necessary steps to prepare the financing agreement. Steps in the preparation of the financing agreement include:

a) Preparation of the draft financing agreement:

- Ensure consistency between the requirements of the financing agreement(s) and project implementation arrangements in terms of monitoring, reporting and auditing arrangements;
- Negotiate financing agreements in CHF to the extent possible. Additional information on the currency of the financing agreement and financial reports is indicated in the Standing Instructions, Chapter 5, Section 5.6.24.

b) Review and approval of the financing agreement

Review and approval of the financing agreement by the Director of concerned Department and by Legal Counsel, D/CER and D/REM as indicated in Service Note N°7/2015 on "Delegation of approval and signature".

c) Signature of the financing agreement

Signature of the financing agreement by the Director of concerned Department as indicated in Service Note N°7/2015 on "Delegation of approval and signature".

d) Forwarding the signed original financing agreement to the Legal Counsel as indicated in Service Note N° 14/2015 on "Registration of letters of agreement".

e) Forwarding copy of the signed agreement to the Chief/Finance Division and Chief/Budget Office.

4.2.4.2. *Preparation of Trust Fund Proposal*

For the creation of a Trust Fund, if necessary, Standing Instructions Chapter 5, Section 5.6.6 and Section 5.6.7 on Procedures on the establishment of trust funds will need to be followed.

I. Preparation of the proposal

The proposal should include the following information:

- a) Name of the trust fund;
- b) Terms of reference of the trust fund;
- c) Designation of implementing office, the trust fund manager and the certifying officer;
- d) Estimated income and expenditure by calendar year;
- e) An assessment of the risks to WMO in undertaking the trust fund:
 - Financial risks, including an assessment of whether the income foreseen will be realized and that actual expenditures will be within the estimates for specific activities and objects of expenditure;
 - Currency fluctuation risks due to potential future exchange rate fluctuations;
 - Resource issues (i.e. ensuring that sufficient human and technical resources are available to manage the project and that the timeline for the project is appropriate;
 - Legal constraints which may affect the delivery of the project; and
 - Issues which could negatively impact on WMO's reputation.

II. Review of the Proposal

Review of the Proposal by D/REM and Legal Counsel, as appropriate, as indicated in Standing Instructions, Chapter 5, Section 5.6.4.

- III. D/REM recommends approval of the proposal by the Secretary General as indicated in Standing Instructions, Chapter 5, Section 5.6.4).
- IV. Responsible Department Director/or Project Manager to liaise with the Budget Office for the creation of a trust fund and creation of projects accounts and allotments, as appropriate.

4.2.4.3. *Planning of procurement and recruitment activities*

The planning of procurement and recruitment activities at an early stage allows the Project Manager to take into account the time required to complete such activities in the planning of project activities. It also enables HR Division and PTS Division to plan accordingly.

- *Procurement of goods and/or services*: As soon as the need for procurement and project financing are ascertained, the Project Manager should plan procurement activities and start related procedures as per WMO procurement procedures for goods and/or services (Standing instructions, Chapter 8, Section 8.7.)
- *Recruitment of project officers*: The HR Division has established a roster of project officers. As soon as the need for project personnel is ascertained, the Project Manager will liaise with HR Division to identify and recruit suitable candidates for the project in accordance with Recruitment and appointment procedure of project officers (Standing instructions, Chapter 4, Appendix 4.F).

4.2.5. The Project Document

The Project document is the main document produced in this phase. It includes the following planning and management tools:

- Project Logical Framework
- Project risks identification and management matrix
- Project budget
- Project implementation plan
- Project monitoring and reporting tools

4.2.5.1. *Structure of the Project Document*

A template for the project document/proposal is provided in ANNEX 11: TEMPLATE - PROJECT DOCUMENT.

4.2.5.2. *Project planning and management tools*

a) Project Logical Framework

The project logical framework provides an overview of key elements of project objectives and content, and supports project monitoring, evaluation and reporting.

The logical framework, included in the project document template is consistent with the WMO Monitoring and Evaluation System. It articulates the different levels of project objectives, captures succinctly intended achievements and defines indicators for measuring such achievements.

The framework also captures the contribution of projects to the implementation of the WMO Strategic Plan 2016-2019 through ensuring alignment of the project long term effect (impact) with societal benefits defined in WMO Strategic Plan. The template for the Project Logical Framework including detailed information on how to fill it in is provided in Annex 11: Template - Project Document.

b) Project risk assessment and management tool

Risk identification and management matrix: During project preparation, the risk identification and management matrix in Annex 6 helps to (i) confirm project risks identified during project preliminary assessment (identification stage) and (ii) record risk management activities.

c) Project budget

The budget includes the estimate of all costs required to complete the project. The Project Manager should keep in mind the following when preparing the project budget (see also ANNEX 8: TEMPLATE - PROJECT BUDGET):

Results-based budgeting: Budget estimate should be linked to the extent possible to project outputs as project achievements justify resource requirements.

Annual allotment: Project annual resource requirements should be estimated and indicated in the budget to ensure consistency with the schedule for WMO budget performance reviews.

Project direct costs: As advised by the Budget Office, the Project Manager should ensure, as far as possible, that the following charges are included as direct costs:

- Telephone and postage costs;
- Staff travel to specific technical cooperation project operations, monitoring and evaluation;
- Costs of the headquarters office space allocated to project staff and consultants;
- Costs of information and communication technology support for the projects;
- Security costs of WMO field offices involved in the project implementation;
- Costs of technical services such as project appraisal, technical monitoring and evaluation;
- Other direct costs of accounting, human resources, procurement and project management services based upon the project size and type of project input.

Operating Cash Reserve: An operating cash reserve of five per cent of estimated annual expenditure shall be maintained to cover unforeseen expenditure. The operating cash reserve is monitored by the Budget Office and released at the end of the project or trust fund implementation (Standing Instructions, Chapter 5, Section 5.6.16).

d) Project implementation plan

The **project implementation plan** (ANNEX 7: TEMPLATE – PROJECT IMPLEMENTATION PLAN) is prepared for the entire duration of the project. It specifies for each output:

- Activities/tasks needed to achieve it;
- Starting period of each activity/task and realistic timeframe for their realization; and
- Responsible manager.

e) *Project monitoring and reporting tools*

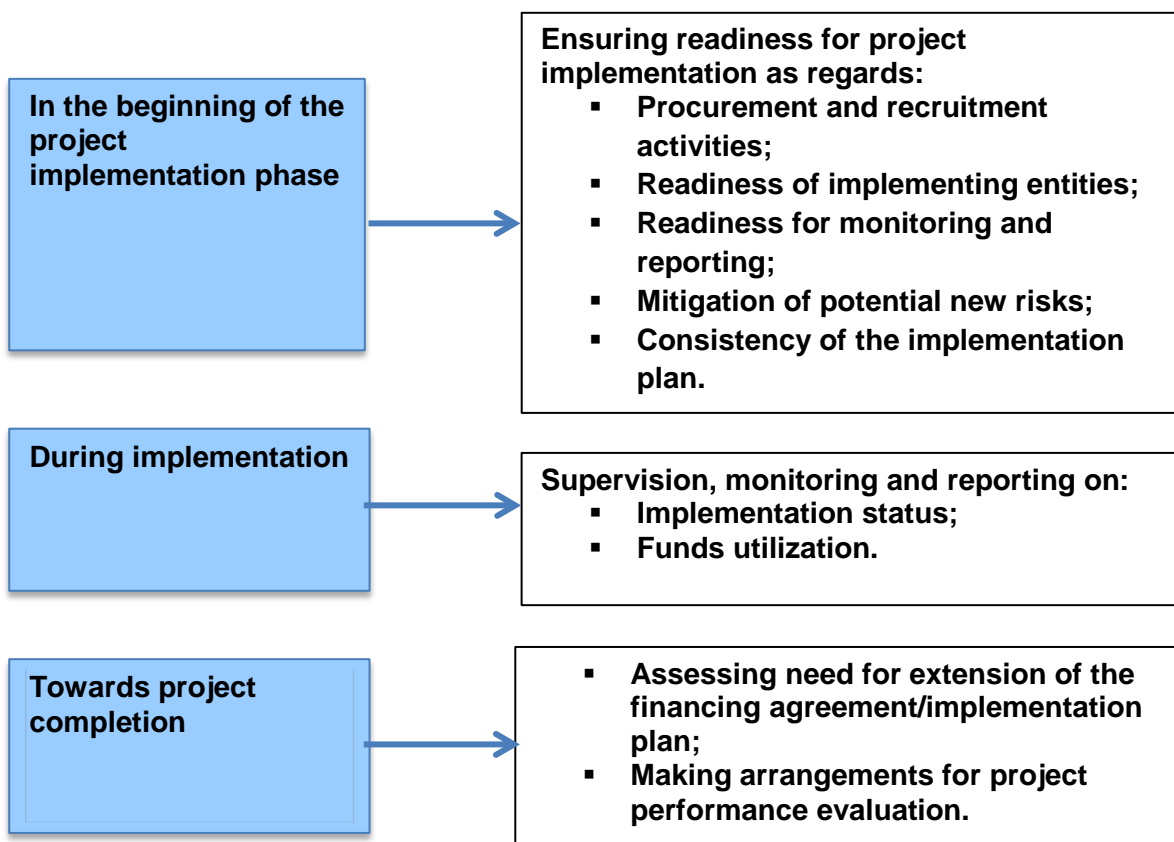
- Day to day monitoring and reporting: Allows the Project Manager to keep an eye on the project to ensure that project activities/tasks are conducted as planned. It enables identifying actual or potential problems as early as possible in order to facilitate timely adjustments in implementation.
- Project reviews: Conducted periodically according to the project monitoring plan to measure status of implementation of project activities and progress towards achievement of project objectives. Project Managers are encouraged to use the table (Tool for planning project reviews and reporting on progress) provided in ANNEX 9: TEMPLATE - PLANNING PROJECT REVIEWS AND REPORTING ON PROGRESS for the planning of project reviews and for capturing key elements of project progress.

4.3. Project implementation

4.3.1. Activities conducted during project implementation

- Preparation and signature of the Project Agreement with implementing entities
- Preparatory work for the launching of the project
- Supervision, monitoring and reporting on project implementation

4.3.1.1. Key activities



4.3.2. Project Progress Report

4.3.2.1. Checklist for project implementation tasks

Steps	Tasks	Who is responsible?
Inception of the project	Ensure readiness for project implementation	The Project Manager
	<i>Procurement and recruitment activities</i> <input type="checkbox"/> Procurement needs are entered in the Activity tracking tool (https://sites.google.com/a/wmo.int/pcc/); <input type="checkbox"/> Procurement and recruitment plans are consistent with the project implementation plan; or, <input type="checkbox"/> Procurement and recruitment are being conducted according to the procurement and recruitment plans;	
	<i>Readiness of the implementing agency</i> <input type="checkbox"/> The Project Agreement with the implementing entity is prepared; The Project accountability (responsibilities and roles) designation form duly completed and signed is attached to the Project Agreement. Both documents are submitted to the Executive Management for signature; <input type="checkbox"/> The Project Agreement is signed by the implementing entity and related administrative procedures (for instance for the transfer of funds) are conducted; <input type="checkbox"/> The implementing entity is ready to implement the project;	
	<i>Readiness for monitoring and reporting</i> <input type="checkbox"/> Monitoring and reporting arrangements (methods, responsibilities, schedule) are understood by concerned stakeholders; Tools are available for collection/monitoring of gender disaggregated data;	
	<i>Mitigation of potential risks</i> <input type="checkbox"/> Risks that may impact the launching of the project have been assessed and mitigated as appropriate, (for instance delays in procurement or recruitment activities, implementing entity not ready to start the project, etc.);	
	<i>Review of implementation plan</i> The implementation plan is revised, as needed;	
Implementation of the project	Project supervision, monitoring and reporting	The Project Manager national and regional counterparts, as applicable
	<i>Management of procurement and recruitment activities (Standing Instructions, Chapter 8, Section 8.7.2.9)</i> <input type="checkbox"/> Procurement and recruitment activities have been (are) conducted as planned; <input type="checkbox"/> Services are delivered or completed in a satisfactory manner; <input type="checkbox"/> Goods are delivered according to specifications; <input type="checkbox"/> Safe delivery, loss or damage has been notified to PTS Division and the Project Manager by national counterparts; <input type="checkbox"/> Receipts are entered in Oracle upon delivery; <input type="checkbox"/> Satisfactory completion of services has been notified to PTS Division by national counterparts; <input type="checkbox"/> Receipt is entered in Oracle.	
	<i>Project monitoring and reporting</i> <input type="checkbox"/> Compliance with project objectives, implementation plan and implementation arrangements are monitored and recorded; <input type="checkbox"/> The utilization of funds is monitored including compliance with the financing agreement;	

	<input type="checkbox"/> Progress reviews are conducted as per the agreed procedures and plan and reports prepared for submission to the Donor; <input type="checkbox"/> The need for revision of the implementation plan is assessed;	
	<input type="checkbox"/> Risks are documented and mitigated;	
Towards project completion	<input type="checkbox"/> The need for revision of the implementation plan is assessed including the need for extension of the financing agreement;	The Project Manager and the implementing entity
	<input type="checkbox"/> Project sustainability measures are re-assessed to take into account of new development during project implementation and steps are taken for their implementation, as appropriate;	The Project Manager and the implementing entity
	<input type="checkbox"/> Implementing entity's capacity to assess project performance is assessed;	The Project Manager
	<input type="checkbox"/> Necessary steps for the closure of the trust funds are taken as per WMO procedures (<i>Standing instructions, Chapter 5, Section 5.6.25 on Closure of trust funds</i>).	The Project Manager

The function of the Project progress report is to:

- Give a picture of the extent to which project activities are proceeding according to plan;
- Give a picture of actual expenditures as compared to initial allotments and relate expenditures and progress made in project outputs;
- Assess the need for revision of the implementation plan;
- Allow justification of requests such as re-allotment or extension of the financing agreement.

4.3.2.2. *Structure of the project progress report*

A **template for project progress report** is provided in ANNEX 12: TEMPLATE – PROJECT PROGRESS REPORT.

4.4. Project completion and evaluation

4.4.1. *Activities at project completion*

- Evaluation of project performance
- Documentation of lessons learnt
- Closure of the trust funds

4.4.2. Checklist of tasks for project completion

The table below provides a checklist of tasks to be performed at the end of the project.

Checklist of tasks	Responsibilities
<p>Evaluation of project performance</p> <p><input type="checkbox"/> Project achievements, outputs (and outcomes, as appropriate) have been assessed and compared to the targets indicated in the Project Logical Framework and potential gaps have been analyzed;</p> <p><input type="checkbox"/> Sustainability of achievements has been assessed;</p> <p><input type="checkbox"/> Project financial management has been analyzed;</p> <p><input type="checkbox"/> Risks management has been assessed and documented;</p> <p><input type="checkbox"/> Stakeholders performance has been assessed including the performance of WMO and the implementing entity(ies);</p> <p><input type="checkbox"/> Performance of goods and/or services providers has been assessed and documented as well as project staff performance;</p>	The Project Manager and the implementing entity(ies)
<p><input type="checkbox"/> Project final report is drafted, reviewed by project stakeholders and submitted to the Project Coordination Unit.</p>	
<p>Documenting lessons learnt</p> <p><input type="checkbox"/> Lessons are drawn from the overall project management experience and documented;</p>	The Project Manager and the implementing entity
<p>Closure of the trust fund</p> <p><input type="checkbox"/> Respective project accounts / trust funds are cleared;</p> <p><input type="checkbox"/> Narrative/financial report is done in line with the obligations in the financing agreement and reviewed by FIN.</p>	The Project Manager
<p>Project sustainability measures (as appropriate)</p> <p><input type="checkbox"/> If a follow up proves necessary at project completion once the project is completed, the Project Manager will, in consultation with the implementing entity/WMO Member(s), ensure that: a plan is established for implementing project sustainability measures, and responsibilities are clarified and required resources are secured.</p>	The Project Manager and the designated implementing entity

4.4.3. Project final report

- To assess project achievements as compared to targets
- To assess project effectiveness in achieving objectives
- To assess project sustainability;
- To draw lessons from the project management experience

4.4.3.1. Structure of the Project final report

A **template for the project final report** is provided in ANNEX 13: TEMPLATE - PROJECT FINAL REPORT.

4.5. Project post completion follow-up

In the case where follow-up activities are required and/or are planned, the Project Manager will monitor implementation of such activities and communicate on results achieved, as appropriate.

4.5.1. Project implementation outsourced

The objective of this section is to help concerned Departments ensure effective management and quality of projects for which full responsibility for implementation and management has been delegated to an external entity.

Although WMO is not directly responsible for implementation, it remains accountable to the Donor and as such should keep an eye on the project to ensure compliance with project objective(s), good use of project funding and effective delivery of expected results.

The WMO uses as the contracting instrument the Letter of Agreement to outsource the implementation to entities with whom WMO has a Memorandum of Understanding/cooperation agreement or if the entity is a Member of WMO. While the procedures and processes are similar to those that typically a project management team in WMO would undertake, Departments outsourcing project implementation need to take the following into considerations.

4.5.1.1. *Before project implementation*

- Intensive consultations should be held with the designated entity prior to the outsourcing of the project implementation.
- Discussions should cover the following areas to assess the implementation capacity of the entity.
- Key questions to guide the consultations would be: Does the Entity have:
 - Appropriate approach and tools for the design, planning and implementation of projects;
 - A proper monitoring, evaluation and reporting system;
 - Transparent financial management and auditing systems;

4.5.1.2. *During project implementation*

- If WMO has decided to outsource the implementation of a project, the responsible Department needs to ensure the following:
- Conclude a Letter of Agreement to which the project document should be attached.
- Consider inspection project site visits;
- Consider external audits and evaluations to obtain an objective assessment of the effectiveness and efficiency of project implementation and achievements.

4.5.1.3. *At project completion:*

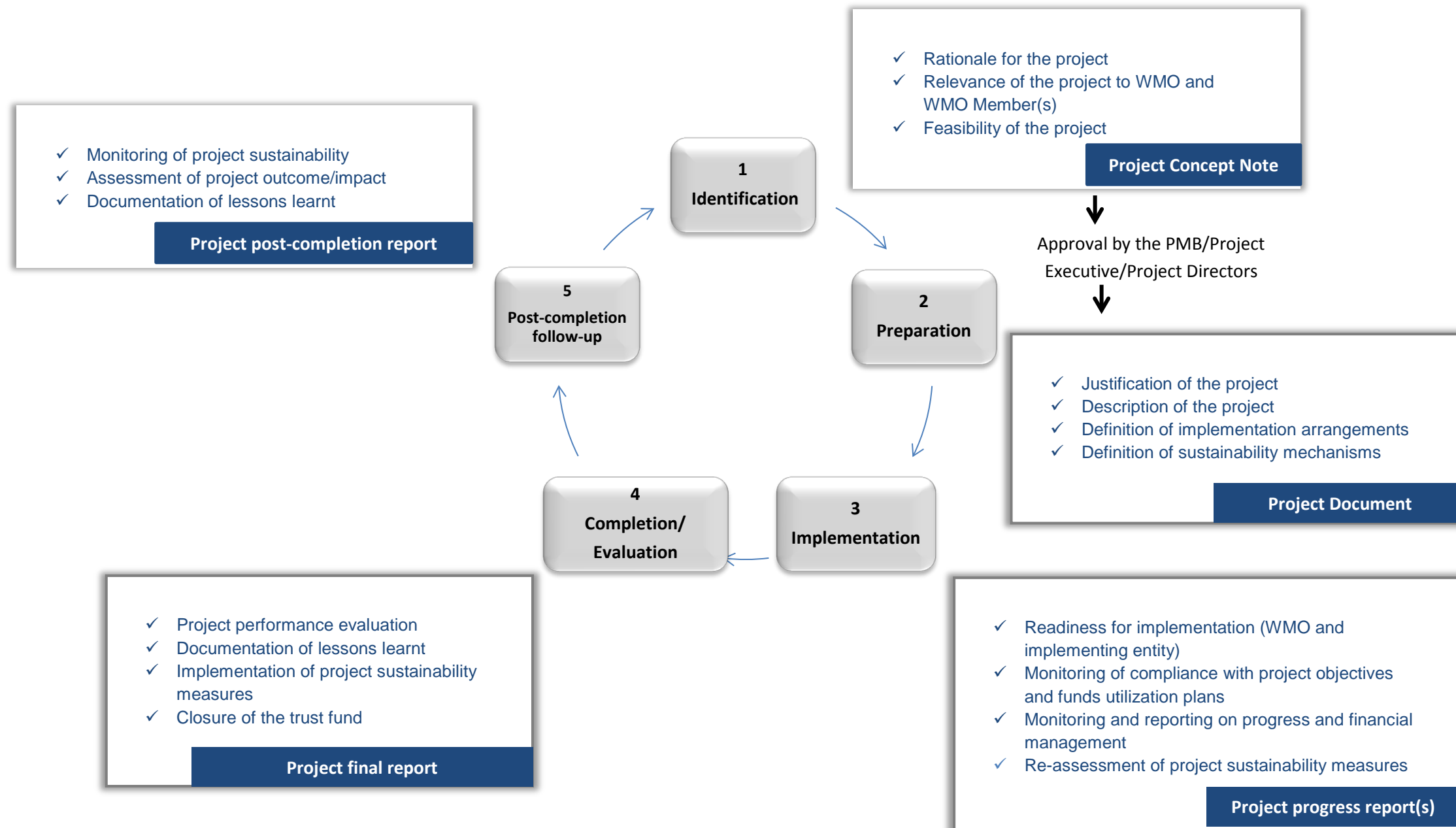
- Upon completion of the project, responsible Department needs to ensure the following:
 - Assessment of project performance (achievements, effectiveness and sustainability);
 - Project financial accounts are cleared and in case implementing entity has a project balance, ensure the timely request before closing the project accounts;
 - Project should not be considered administratively closed until the final report, including financial statement and proof of expenditures (annex to the Letter of Agreement) has been received from the entity by WMO.
-

GLOSSARY OF TERMS

Terminology	Definition
Activity	An action, or a group of actions, implemented to generate products or services. The implementation of one or more activities leads to the production of a deliverable/output. The terms “deliverable” and “output” are interchangeable at WMO.
Baseline	A set of quantitative and qualitative data gathered early in the life of a project for the purpose of establishing a benchmark against which to measure change.
Evaluation	Evaluation is an intermittent process that aims to provide an objective assessment of an ongoing or completed intervention. It is likely to include an assessment of its design, implementation and results in order to determine its relevance, fulfillment of objectives, efficiency and effectiveness, as well as its overall impact and sustainability.
Impact (of project)	Medium or long-term developmental change. The achievement of this developmental change lies outside the direct reach of the project. However, outcomes should represent a relevant contribution to it.
Impact (of risk)	The result of a particular threat or opportunity actually occurring, or the anticipation of such a result.
Implementing entity	Refers to the organizations which have direct responsibility and authority for project implementation, including management of the available resources, implementation of activities and achievement or results. A project may have one or more implementing partners.
Inputs	Financial, human, and material resources used to implement the projects.
Issue	A relevant event that has happened, was not planned, and requires management action. It can be any concern, query, request for change, suggestion or off-specification raised within a project. Project issues can be about anything to do with the project.
Monitoring	Continuous follow-up and assessment of activities and project delivery to ensure that they are proceeding according to plan and that the expected results are likely to be achieved.
Output	Products or services produced/provided through the project. Deliverables/output contribute to the achievement of an outcome.
Output indicators	Measure the quantity (and sometimes the quality) of the goods or services created or provided through the use of inputs.
Outcomes	Outcomes are the likely or achieved short-term and medium-term effects of accomplished deliverables/outputs.
Outcome and impact indicators	Measure the quantity and quality of the results achieved through the provision of goods and services.
Performance indicator	A quantitative or qualitative metric used to measure the achievement of, or the progress made towards achieving, an expected result.
Process	A structured set of activities designed to accomplish a specific objective. A process takes one or more defined inputs and turns them into defined outputs.

Project	A series of activities aimed at bringing about clearly specified outputs within a defined time-period and with a defined budget. A project should also have clearly identified stakeholders, clearly defined coordination, management and financing arrangements and a monitoring and evaluation system to support performance management.
Project life cycle	The period from the start-up of a project to the acceptance of the project product.
Project management	The planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.
Reports	Management products providing a snapshot of the status of certain aspects of the project
Results	Refers to the outputs, outcome and/or impact of a project (as distinguished from the inputs and activities).
Risk management	The systematic application of principles, approaches and processes to the tasks of identifying and assessing risks, and then planning and implementing risk responses.
Target	The desired level of performance to be achieved during a specified period, i.e. (performance=baseline + x, where 'x' is the change experienced).
Voluntary contribution	All resources other than regular assessed contributions, including donations from Members, inter-governmental organizations and non-governmental organizations, for the purposes of financing all or part of activities consistent with the organization's mandate.

ANNEX 1: WMO PROJECT LIFE CYCLE ACTIVITIES



ANNEX 2: WMO VOLUNTARY CONTRIBUTIONS ACCEPTANCE CHECKLIST



WMO Voluntary Contributions Acceptance Checklist

Approved in November 2015 on the recommendation of the Project Management Board. This checklist should be filled and attached to all Project Concept Notes submitted for approval.

Criteria	Assurance
<p>1. Project initiative aligned with WMO strategic priorities</p>	<p>Project supports the following WMO strategic priorities as defined in the WMO Strategic Plan 2016-2019 approved by the Cg-17:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Disaster Risk Reduction <input type="checkbox"/> Global Framework for Climate Services <input type="checkbox"/> WMO Integrated Global Observing System <input type="checkbox"/> Aviation meteorological services <input type="checkbox"/> Polar and high mountains regions <input type="checkbox"/> Capacity Development <input type="checkbox"/> Governance
<p>2. Project initiative meets the needs of and is consistent with priorities of Members</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Project addresses the needs of Members and supports national priorities and sustainable development goals related to the work of WMO. <input type="checkbox"/> Project is consistent with national priorities and facilitates coordination and integration of WMO projects into other (development) initiatives within a country, providing greater sustainability chances as follows: <ul style="list-style-type: none">
<p>3. Contribution fills/bridges funding gaps related to priority initiatives which cannot be funded due to regular budget limitations</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Project complements the following regular programme/activity or specific event: <ul style="list-style-type: none">

<p>4. Project initiative is feasible</p>	<p><input type="checkbox"/> Project is feasible within the constraints of the operating environment, budget and time</p> <p><input type="checkbox"/> Project benefits of the project will be sustainable.</p> <p><input type="checkbox"/> WMO or the implementing entity(ies) have the capabilities to develop, implement and monitor the project.</p> <p><input type="checkbox"/> Results of pre-assessment of involved risk reveal that WMO would be in a position to adequately address them.</p>
<p>5. Project initiative introduces new technology, system, and/or approach at global, regional, national levels</p>	<p><input type="checkbox"/> Project is within the areas of WMO expertise and will demonstrate new technologies, systems, and approaches enhancing capacities of Members.</p> <p><input type="checkbox"/> Project focus on specific global and regional priorities.</p> <p><input type="checkbox"/> This is a demonstration project with potential for up-scaling and replication projects opening up new areas of service delivery and on projects piloting innovative technology.</p>
<p>6. Financing particularities do not represent a reputational risk for WMO</p>	<p><input type="checkbox"/> Risks and challenges for WMO have been examined. The reputation risk for WMO is (<i>low, moderate or high</i>)</p>

 (Title and signature of Director of the Department concerned)

(Date)

For large (above CHF 1 Million) and complex projects (implemented by several departments and/or involving several departments and/or multiple implementation partners, Project Concept Notes should be circulated through the Chair of Project Management Board and could be reviewed by the Project Management Board.

 (ASG, Chair of the Project Management Board)

(Date)

ANNEX 3: CLASSIFICATION OF TRUST FUNDS

Approved in May 2015 on the recommendation of the Project Management Board

Class 1 Fund - supports regular programmes/activities

- Encompass contributions from Members, usually NMHSs, to complement limited regular resources to enable WMO to implement a technical programme, project, awards and prizes;
- The provision of funds is usually supported by a general letter of agreement / memorandum of understanding, between WMO Secretariat and contributing Members and Members represented in the programme/project governance bodies;
- Reporting usually represents the provision of general progress information on the programme/project.

Examples: GAW, GESAMP, JCOMM, THORPEX, Fellowships, Gender Mainstreaming, Technical Cooperation.

Class 2 Fund – supports specific events and activities

- One-time contributions from various sources towards a specific event (in Geneva or in Member countries/territories);
- The cooperation is based on the basis of exchange of letters;
- Reporting through acknowledgment letter showing contribution towards the overall achievement of the event.

Examples: WCC-3, Gender Conference, WMO building.

Class 3 Fund – supports development, technical assistance, technical cooperation projects for activities in countries or group of countries

- Contributions from Members' NMHSs, governments, and development agencies under a specific agreement with elaborated project plan;
- Requires rigorous monitoring both in terms of financial and programmatic implementation;
- Defined and detailed obligations on WMO's side with regard to management of and reporting on provided resources and project achievements.

Examples: Norway, Canada, HYCOS, USAID, KMA, JMA, Irish Aid, SDC, European Commission.

Class 3.1 Fund – Nationally owned, technical supports activities defined by contributing country in coordination with the WMO

- Contributions of Members to be used in accordance with the specific terms of the agreement establishing the fund, often in support of domestic NMHS modernization efforts, the foreign aid policies and to support the WMO-related activities of the contributing country;
- Funding may exceed activities identified in anticipation of future activities to be elaborated;
- Funding may be provided on a one-time basis or augmented periodically according to national budget processes and taking into account spend rate and/or identified requirements;
- Funds may be used to contribute to activities under other Class 1, 2 or 3 Funds (as may be agreed by the contributor).

Examples: Mexico, Brazil, Saudi Arabia, VCP coordinated (US and others).

ANNEX 4: PROJECT ACCOUNTABILITY (ROLES AND RESPONSIBILITIES) DESIGNATION FORM



Project Accountability (Roles and Responsibilities) Designation Form

*Approved in May 2015 on the recommendation of the Project Management Board
This form should be filled and attached to all project proposals submitted for approval*

Project Title	
Donor(s)	
Trust Fund code	
Total Project Budget	
Funds allocated to Department/Office	
Sub-project number and title (if applicable)	
Implementation period	
Region/Country	

Project roles	Definition	Responsibilities ⁶	Name(s) & Title(s)	Department/Office
Project Executive	Senior staff member designated as overall responsible for the project, who ensures that project is adequately resourced, risks adequately identified and managed. In case of project failure is able to analyze the reasons.	<ul style="list-style-type: none"> - Overall responsible Director or Chief - Appointing the Project Manager and the Project Team - Advocating the project both internally and externally - Supporting the Project Manager to successfully deliver the project - Raising issues to the Project Management Board and Executive Management that may require their attention 		
Project Manager	The staff member designated to run the project from day to day, ensures that the project is delivered on time, to budget and to the required quality standard (within agreed specifications).	<ul style="list-style-type: none"> - Developing and maintaining a detailed project plan and monitoring implementation through the agreed corporate tool; submitting quarterly reports - Defining the roles and responsibilities for project team members - Managing and leading the project team. - Recruiting temporary project staff and/or consultants – as required - Managing coordination of the stakeholders engaged in project work - Managing project deliverables in line with the project plan. - Recording and managing project issues and escalating where necessary. - Resolving cross-functional issues at project level. - Monitoring project progress and performance - Providing status reports to the Project Executive and Project Coordination Unit 		

⁶ Note: content in this column is generic and meant as guidance; please provide tailored input as required by the specific project.

Project Team members	A group of staff members and/or experts assembled to carry out project activities to achieve the objectives of the project; skills and competences of the team members will depend on the project requirements.	<ul style="list-style-type: none"> - Planning and executing the project. - Led by the Project Manager - Must include members with skills and competencies relevant to the project - Individual and specific responsibilities to be defined by the Project Manager - Assist in maintaining their respective elements of the project monitoring 		
Project Steering Committee (if applicable)	A group of key stakeholders that form the Committee (e.g. country representative, staff member, experts, etc.), responsible for oversight, control and key project decisions.	Based on agreed Terms of Reference for the Project Steering Committee		
Project Partners	Responsible for implementing project components as defined in Letter(s) of Agreement.	As defined in Letter(s) of Agreement.		
Project Coordination Unit	<p>Coordinates internally across the WMO Scientific and Technical Departments and Regional Offices the implementation of projects and acts as liaison with respective donors (Service Note 18/2012).</p> <p>Ensures that the project was appropriately considered by the Project Management Board. This applies for new project initiatives.</p>	<ul style="list-style-type: none"> - Coordinating proposal development with scientific and technical departments, donors and the beneficiary country(ies) - Reviewing proposals and reports (both programmatic and financial) for submission to donors - Reviewing regularly status of projects - Facilitating adequate support to the Project Manager, if and when needed - Considers the appropriateness of suggested projects 	A. Altunoğlu	H/PCU

Approved: _____ (Director of the Department concerned) _____ (date)
Cleared: _____ (Secretary of Project Management Board, H/PCU) _____ (date)
Approved: _____ (SG/DSG/ASG⁷) _____ (date)

⁷ In accordance with the responsibility of DSG and ASG over Departments and Offices (Service Note 30/2007)

ANNEX 5: PROJECT RISK MANAGEMENT FRAMEWORK

1. Introduction

The WMO Risk Management Framework defines risk as a threat or uncertainty associated with an event that may have a negative effect on the achievement of the results defined in the Strategic Plan of the Organization. Therefore, WMO recognizes that adopting risk management practices is critical to enhance performance of the Organization and added value to all of its stakeholders.

The WMO Risk Management Framework provides procedures for the implementation of risk management in the organization as well as an overview of processes involved. In line with this approach, the Project Risk Management Framework has been developed to address project specific risks and impacts.

2. Purpose of the Project Risk Management Framework

The Project Risk Management Framework is an operational tool aimed at supporting project risk assessment and management in order to allow delivery of the project on time, on budget and with the expected quality results. In particular, it helps to identify, manage and record project specific risks and mitigation measures. The Project Risk Management Framework describes (i) key components of project risk management, (ii) and project risk management process.

3. Scope of the Project Risk Management Framework

This Project Risk Management Framework applies to risks understood as (i) an uncertain event that could have a negative (or positive) effect on project performance or (ii) an existing situation (issue) that could have a negative effect on project performance. Defining project risks/issues requires a good appreciation of project context and therefore consultations and dialogue with project stakeholders to ensure that risks are identified and managed.

4. Components of the WMO Project Risk Management Framework

The table below describes key elements of the WMO Project Risk Management Framework

Components of WMO Project Risk Management Framework	Description
<p>1. Risk identification and evaluation</p>	<p>This component focuses on:</p> <ol style="list-style-type: none"> 1.1. Finding and recognizing risks/issues that could have a negative impact on the project and understanding the cause: These risks/issues may be political, economic, financial, social, institutional, technological, legal, regulatory, environmental, and so on; 1.2. Assessing potential impacts of risk/issue on the project as well as the likelihood of occurrence; 1.3. Ranking and recording the risk/issue based on (i) impact (high, moderate or low) and (ii) likelihood of occurrence (high, moderate, low) as appropriate. <p><i>Risk impact is considered low when it has very little impact on project performance (costs, schedule or results). Do not require specific measures. Normal oversight is sufficient.</i></p> <p><i>Risk impact is considered moderate when there are some impacts for instance on some aspects of the project (costs, schedule, or results). Special measures may be required to mitigate this risk. Additional oversight management may be needed.</i></p> <p><i>Risk impact is high when there is substantial impact on the project performance (costs, schedule or results). Appropriate action is required to mitigate the risk. High priority management attention is required.</i></p>
<p>2. Risk treatment</p>	<ol style="list-style-type: none"> 2.1. Consistent with the type, level and likelihood of occurrence of risks and impacts, accept the risk or propose options to: <ul style="list-style-type: none"> o avoid the risks through alternatives, for instance changes in approaches, scope, procurement processes, sequence of activities; o minimize the impact (s) at an acceptable level; 2.2. Define risk mitigation timelines and responsibilities; 2.3. Implement the risk management measures.
<p>3. Risks monitoring and reporting</p>	<ol style="list-style-type: none"> 3.1. Monitoring of progress in risk management; 3.2. Monitoring of changes and potential new risks due to external factors; 3.3. Reporting on project risk and impact management.

4. Information and communication	<p>4.1. Consultation and communication with implementing entity and relevant stakeholders on risk management;</p> <p>4.2. Making available relevant information on project risks and management activities to feed into subsequent project management processes.</p>
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5. Project risk management process

The risk management components above will be addressed throughout the project life cycle. For this purpose, the following approach and actions will be undertaken during the project life cycle.

Stage of the Project Life Cycle	Required actions
1. Identification	<p>Ensure that project risks are considered at the project initiation phase. The Project Manager will consult with concerned WMO Member and project relevant stakeholders to:</p> <ul style="list-style-type: none"> ▪ Identify risks/issues, assess likelihood of occurrence and impacts on the project; the Project Manager to ensure that only relevant risks in terms of likelihood of occurrence and level of impacts are considered; ▪ Identify preliminary measures for their mitigation; or ▪ Propose alternatives to avoid identified risks, as appropriate; ▪ Record preliminary risks and mitigation measures in the risk identification and management matrix in Annex 6 below.
2. Preparation	<p>During project preparation, the Project Manager will:</p> <ul style="list-style-type: none"> ▪ Further analyze and confirm the identified risks/issues and impacts; ▪ Define appropriate consultation/communication mechanisms with WMO Member(s) /stakeholders/implementing entity as appropriate; ▪ Define adequate risk management plan to anticipate or minimize the risks and impacts in consultation with WMO Member(s) /stakeholders/implementing entities; ▪ Ensure implementing entity's ability to effectively manage identified risks; ▪ Ensure resources are allocated for risk management activities; ▪ Define a monitoring and reporting system and clear responsibilities to track progress as well as development in external factors that may lead to unanticipated risks including during project post-completion phase.
3. Implementation	<ul style="list-style-type: none"> ▪ During the launching of the project, ensure the readiness of the implementing entity in effectively managing the risks including readiness for monitoring and reporting; ▪ During implementation, ensure compliance with agreed activities as well as proper progress monitoring and reporting.

4. Completion	At the end of the project implementation and as part of the project performance evaluation report: <ul style="list-style-type: none"> ▪ Assess project performance against its risk management performance; ▪ Draw lessons from the overall risk management process to feed into subsequent projects.
5. Post-completion follow up	Ensure arrangements are put in place for WMO Member(s)/ implementing entity to undertake a post completion follow-up of project risk management performance, as appropriate, and to document it.

ANNEX 6: RISKS IDENTIFICATION AND MANAGEMENT MATRIX

Type of risk and how it affects the project (Risks are context and project specific. The list provided below is only indicative of the type of risks a project may face, and is not exhaustive).	Risk impact (low, medium, high)	Probability of occurrence (low, medium, high)	Mitigation measure (s)	Timelin e	Person assigned to manage the risk	Status (open/closed)
Political/institutional risks <ul style="list-style-type: none"> ▪ Low political commitment to the project/Interest from stakeholders ▪ Inadequacy of Institutional set up ▪ Political instability / Conflict /Change in government; etc. 						
Financial/resources risks <ul style="list-style-type: none"> ▪ Inadequacy of the financial management system: procurement system, financial control, monitoring, reporting and auditing system, etc ▪ Availability of project resources 						
Human resources/capacity risks <ul style="list-style-type: none"> ▪ Skills or resource availability, ▪ Adequacy between existing and required experience and skills 						
Technology risks <ul style="list-style-type: none"> ▪ New technology/unproven / no previous application ▪ Technology requires complex specialized skills that are not available; ▪ Complementary technologies required /institutional and technical support infrastructure ▪ Regulatory risks 						

Social & Environmental risks and impacts⁸ as they relate to Labor and Working Conditions, resource efficiency and pollution, health safety and security, Involuntary Resettlement, biodiversity Conservation and human rights.						
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8 This category refers to risks caused by the project and their Social and Environmental impacts in terms of working conditions, resource protection, involuntary resettlement of populations, human health and security, biodiversity conservation, etc.

ANNEX 7: TEMPLATE – PROJECT IMPLEMENTATION PLAN

(for use during implementation)

Output s	Activities	Timeframe								Responsibiliti es	Status of implementati on
		Q 1	Q 2	Q 3	Q 4	Q 1	Q 2	Q 3	Q 4		
Output 1	Activity 1.1										
	Task 1.1.1	■									
	Task 1. 1.n		■	■	■						
	Activity 1. n										
	Task 1.n.1			■	■	■					
	Task 1.n n	■	■								
Output N	Activity n.1										
	Task n.1.1.					■	■				
	Task n.n.n.							■	■		
	Activity n										
	Task n.n.1							■	■		
	Task n.n.n							■	■		

The columns in the form should be filled in as follows:

- Column 1: Intended outputs of the project;
- Column 2: List of project activities. Activities are subdivided into tasks if required;
- Column 3: Realistic timeframe of activities according to the defined time unit (month, quarter, semester, year). To be defined based on the nature, duration and complexity of the project;
- Column 4: Name of the task/activity manager;
- Column 5: This column is to be filled in during project implementation. The implementation plan serves also for the day to day monitoring of the project. This column indicates if the activity/task is completed, on-going, not yet started or overdue.

ANNEX 8: TEMPLATE - PROJECT BUDGET

Project Budget

(cost elements as guidance during preparation of the project budget)

OUTPUTS	COST ELEMENTS	Year 1	Year n	TOTAL COST
Output 1	Project Personnel			
	- Project Personnel			
	- Consultants			
	- Administrative support personnel			
	- Travel on official business			
	Subcontracts (MoUs, LoAs)			
	- Subcontracts with UN and non UN Organizations			
	Training			
	- Fellowships			
	- Group training			
	- Meetings and conferences			
	Monitoring and Evaluation			
	- Monitoring and Evaluation during project implementation			
	- Monitoring & evaluation during post completion			
	Equipment and Premises			
	- Expendable equipment			
	- Non expendable equipment			
	- Premises			
Miscellaneous				
- Rental, operation and maintenance of equipment				
- Reporting cost				
- Sundry				
Sub-Total				
Output n	<i>Same budget lines as for output 1 above</i>			
TOTAL DIRECT COSTS				
Project support costs (x %)				
TOTAL PROJECT COST				
Contributions from project partners				

Budget line usage guidance

Definition of budget lines
<p>Project personnel</p> <ul style="list-style-type: none"> ▪ Project personnel This budget line should include actual salary costs for project officers and other WMO staff involved in the project (if these costs are known), with the addition of common staff costs (estimate for travel on recruitment, separation, home leave, and education grant). Where these costs are not known, standard costs by grade should be used, as amended from time to time. ▪ Consultants Refers to consultant costs including consultant fees, travel and per-diem. If actual costs are not known, use standard costs for this budget line. ▪ Administrative support personnel Administrative support personnel costs include: <ul style="list-style-type: none"> ○ Costs for administrative assistants (as distinct from professional administrative officers), secretaries, typists, clerks, drivers, and so on; ○ Costs for translators, revisers, interpreters and conference typists (recruited for meetings). ▪ Travel on official business This budget line includes all mission costs (travel costs and per-diem) relating to the travels of project personnel on official business including staff travel for monitoring and evaluation.
<p>Subcontracts</p> <ul style="list-style-type: none"> ▪ Refer to contracts with UN and non UN Organizations. This budget line includes estimated costs of contracts such as MoUs, LoAs other than (i) Personnel contracts (ii) Consultancy contracts, (iii) Repair and maintenance of equipment, and (iv) Equipment purchases, (v) Printing and publishing contracts.
<p>Training</p> <p>Training costs include:</p> <ul style="list-style-type: none"> ▪ Fellowships: Estimated costs of all fellowships, including travel, stipend and training fees; ▪ Group training: cost of training courses, seminars, workshops, study tours, and so on; ▪ Meetings or conferences: Budgetary provision should be made for the total estimated costs of participation in meetings, conferences, and so on.
<p>Monitoring and evaluation</p> <ul style="list-style-type: none"> ▪ This budget line includes estimate of costs for all monitoring and evaluation activities, including project post completion monitoring, if applicable.
<p>Equipment and premises</p> <ul style="list-style-type: none"> ▪ Expendable equipment: This refers to expendable item of a value under US\$400⁹, for which inventory records are not maintained. ▪ Non-expendable equipment: defined as non-consumable items of a value of US\$400 or more, with a serviceable life of five years or more. Costs of information and communication technology support for the projects should also be budgeted under this line. ▪ Premises: This budget line includes costs for rental or purchase of premises and costs for maintenance of premises. Costs of the headquarters office space allocated to project staff and consultants should be budgeted under this line as well as security costs of WMO field offices involved in project implementation.

⁹ As per the Standing Instructions, chapter 8, section 8.8.1

Miscellaneous
<ul style="list-style-type: none"> ▪ Rental, operation and maintenance of equipment: covers rental, operation and maintenance of office and computer equipment; repair, maintenance and insurance of vehicles; purchase of petrol, and rental of meeting room and equipment. ▪ Reporting cost: Estimate costs for editing, translation, printing, and distribution of reports and publications. ▪ Sundry: covers expenditures such as freight and port clearance charges, postage and communications/telephone costs.
Project support costs
<p>Applicable PSC rates as indicated in WMO PSC policy (Standing Instructions, Chapter 5, section 5.6.9 to section 5.6.14):</p> <ul style="list-style-type: none"> ▪ A programme support cost recovery rate of 7 per cent should be applied to those activities supplementing regular budget activities of WMO Scientific and Technical Programmes (standard setting and normative activities) in order to recover indirect costs. ▪ A rate of 10 per cent for Voluntary Cooperation Programme (VCP) projects shall be applied as per the Rules of the VCP1 for management of the VCP. ▪ A rate of 12 per cent for support costs for the management of the funds for Junior Professional Officers. ▪ A programme support cost recovery rate of 13 per cent should be applied to technical cooperation projects for capacity development, for which the following flexibility might be granted, even cumulatively where applicable, the minimum recovery rate being 7 per cent in cases where: <ul style="list-style-type: none"> a) The recipient government or the donor assumes responsibilities for certain functions, as direct costs or otherwise, which could be performed by the WMO Secretariat, a reduction in the rate by up to 2 per cent shall be granted; b) The technical cooperation project consists only of the procurement of equipment, supplies or materials, a rate of 9 per cent shall be applied; c) The donor accepts simplified reporting with a narrative report describing the use of funds and the results achieved, the reduction in the rate by 1 per cent shall be granted, on the understanding that the financial performance will be reported within the framework of the statutory biennial closure of accounts; d) The recipient least developed country is the donor, the minimum rate of 7 per cent shall be applied. ▪ Programme support cost recovery rates set by the Climate Funds, the European Commission, the United Nations Development Programme, the World Bank and regional development banks should be applied respectively for the management of projects financed by these donors. Programme support cost recovery rates for the United Nations system Multi-Donor trust funds should be applied for the management of projects financed within the framework of the United Nations system Multi-Donor trust funds. ▪ Beyond those mentioned herein, there shall be no exceptions to these overhead rates unless explicitly granted by the Secretary-General after due consideration of the costs and benefits which would accrue to WMO and its Members.
Contribution of other partners
<ul style="list-style-type: none"> ▪ In the event where the project is financed by two or more partners, the budget should also indicate the contribution of each partner and activities covered, if applicable.

ANNEX 9: TEMPLATE - PLANNING PROJECT REVIEWS AND REPORTING ON PROGRESS

Project Expected results	Performance indicators and targets	Monitoring responsibilities	Monitoring schedule	Achievement status	Budget implementation	Comments
Outcome (s)	Number/percentage/degree	<ul style="list-style-type: none"> ▪ Implementing entity or Designated entity ▪ Project Manager 	<ul style="list-style-type: none"> ▪ At the end of the project, or ▪ during project post completion follow-up 	Achievements in terms of outcome (s) compared to expected outcome(s) <i>(Use gender disaggregated data, as appropriate)</i>	Compare project expenditure with total allotment (%)	
Outputs	Number/percentage/degree	<ul style="list-style-type: none"> ▪ Implementing or Designated entity ▪ Project Manager 	<ul style="list-style-type: none"> ▪ During periodic reviews ▪ At the end of the project 	Achievements in terms of output(s) compared to expected output at the time of the review (%) <i>(Use gender disaggregated data, as appropriate)</i>	Compare expenditure at the time of the review with corresponding allotment (%)	

The columns in the form should be filled in as follows:

- Column 1: As indicated in the Project logical framework;
- Column 2: As indicated in the Project logical framework;
- Column 3: Indicate the name of person or entity responsible for monitoring;
- Column 4: The schedule for periodic reviews will depend on the project, its duration and Donor reporting requirements. Nevertheless, an annual review is recommended in order to ensure alignment with the annual budget performance assessment conducted by REM;
- Column 5: Level of actual achievement compared to expected target at the time of the review or to the final target;
- Column 6: Percentage (%) of budget executed;
- Column 7: Analysis of gaps between achieved and expected outcome or output as well as analysis of gaps between expenditure and corresponding allotments. This will allow to justify any request for instance for re-allotment, extension of the project financing agreement or review of the implementation plan.

ANNEX 10: TEMPLATE - PROJECT CONCEPT NOTE



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www.wmo.int

PROJECT CONCEPT NOTE

Title of the project

Prepared by: Name, Title

Approved by: Name of Department Director

Prepared (Month/Year):

Donor (if applicable):

Trust Fund (if applicable):

Project Code (if applicable):

1. General information

Target country/Region	
Contributes to WMO Strategic Goal (state at least one of the seven)	
Lead Department	
Other concerned Department(s)	
Project Manager – if already identified	
Project Executive – if already identified	
Implementing entity(ies) – if applicable	

2. Justification

<p>Rationale for the project (1-2 pages):</p> <ul style="list-style-type: none"> • Background • Business Case (why should WMO invest in/ implement the project?) • Needs / key issues to be addressed • Support to Members' needs and priorities • Alignment with WMO strategic priorities • Linkages with previous, ongoing or planned projects
--

3. Project Summary

Impact	
Outcome(s)	
Outputs	
Implementation period	
<p>(1-2 pages) Describe how stated outputs, outcomes and impact are related; have risks and respective mitigation measures been identified; if project is to be outsourced (implementing entity, reason for selecting it and ability to implement the project), if project to be implemented by WMO, has capacity assessment taken place?</p>	

- 4. Estimated Project Budget**
 (if total budget at/above CHF 1 million, get in touch with PCU for having the concept note reviewed by the Project Management Board; budget can be modified as needed – see budget template)

Description (output/activity)	CHF/USD/EUR
Project Support Cost (x%)	
Total	

Accountability Designation Form – please duly complete and attach to the PCN (use Annex 4 template).

ANNEX 11: TEMPLATE - PROJECT DOCUMENT



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PROJECT DOCUMENT/PROPOSAL

Title of the project

Prepared by: Name, Title
Approved by: Name of Department Director
Prepared (Month/Year):

Donor (if applicable):
Trust Fund (if applicable):
Project Code (if applicable):

1. General information

Target country/Region	
Contributes to WMO Strategic Goal (state at least one of the seven Strategic Goals of WMO)	
Lead Department	
Other concerned Department(s)	
Project Manager – if already identified	
Project Executive – if already identified	
Project team members – if applicable	
Implementing entity(ies) – if applicable	

2. Justification

Rationale for the project (2-3 pages): <ul style="list-style-type: none">• Background• Business Case (why should WMO invest in/implement the project?)• Needs / key issues to be addressed• Support to Members' needs and priorities• Alignment with WMO strategic priorities• Linkages with previous, ongoing or planned projects

3. Project Summary

Impact	
Outcome(s)	
Outputs	
Implementation period	
Project Budget	
Funding source	State if regular budget funding is to be used, or if the project will receive donor funding, or if donor funding should be sought.
Describe in detail how stated outputs, outcomes and impact are related; have any risks and potential mitigation measures been identified; if project is to be outsourced (implementing entity (reason for selecting it and ability to implement the project), if project to be implemented by WMO, has capacity assessment to do so taken place?	

4. Sustainability of project achievements

Describe briefly how the sustainability of project achievements will be ensured (e.g. the measures that will be undertaken during project implementation period to ensure that project results have relevance/are maintained beyond project period).
--

5. Project Logical Framework (please delete guidance text when completing the framework)

Chain of Results	Indicator <i>(quantitative/qualitative metric to measure achievement; use gender disaggregated indicators as appropriate; use SMART indicators, i.e. Specific, Measurable, Achievable, Reliable, and Time-bound)</i>	Baseline (if applicable)	Target	Means of Verification <i>(where does the information on the indicator come from; can include who will collect it and how often)</i>	Assumptions <i>(conducive conditions)</i>
Impact <ul style="list-style-type: none"> ▪ <i>High-level result/societal benefits the project intends to contribute to; take into consideration WMO strategic plan goals 2016-2019, use one-sentence statements, if possible.</i> 					
Outcome(s) <ul style="list-style-type: none"> ▪ <i>Result or effect of project output(s) at the end of the project (short term) or soon after the project's lifespan (medium-term).</i> ▪ <i>Use statement(s) in the form of a status achieved</i> ▪ <i>In the case of projects with several components, formulate one outcome statement for each component and number them.</i> 					
Output(s): <ul style="list-style-type: none"> ▪ <i>Products or services produced/provided through</i> 					

<p><i>the project activities.</i></p> <ul style="list-style-type: none"> ▪ <i>Use statement(s) in the form of a status achieved.</i> ▪ <i>One output statement for each corresponding activity is recommended.</i> ▪ <i>Align each Output with the respective Outcome to which it contributes and number them.</i> 					
<p>Activities:</p> <ul style="list-style-type: none"> ▪ <i>Specific tasks performed using inputs in order to achieve intended outputs; number activities and align each activity with the Output to which the activity contributes.</i> 					

6. Project Implementation Plan

Outputs	Activities	Timeframe								Responsible staff/individual	Status of implementation (completed/delayed/ongoing)
		Year				Year					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Output 1	Activity 1.1	■									
	Activity 1.2		■	■	■	■	■				
	Activity 1.3					■	■				
	Activity 1.4							■	■		
	Activity 1.5							■	■		
	Etc.										
Output 2	Activity 2.1										
	Activity 2.2										
	Activity 2.3										
	Activity 2.4										
	Activity 2.5										
	Activity 2.6										
Etc.											
Output N	Activity N.N										

7. Risks identification and management matrix

Type of risk and how it affects the project (Risks are context and project specific. The list provided below is only indicative of the type of risks a project may face, and is not exhaustive).	Risk impact (low, medium, high)	Probability of occurrence (low, medium, high)	Mitigation measure(s)	Timeline	Person assigned to manage the risk	Status (open/closed)
Political/institutional risks <ul style="list-style-type: none"> ▪ Low political commitment to the project/Interest from stakeholders ▪ Inadequacy of Institutional set up ▪ Political instability / Conflict /Change in government; etc. 						
Financial/resources risks <ul style="list-style-type: none"> ▪ Inadequacy of the financial management system: procurement system, financial control, monitoring, reporting and auditing system, etc ▪ Availability of project resources 						
Human resources/capacity risks <ul style="list-style-type: none"> ▪ Skills or resource availability, ▪ Adequacy between existing and required experience and skills 						
Technology risks <ul style="list-style-type: none"> ▪ New technology/unproven / no previous application ▪ Technology requires complex specialized skills that are not available; ▪ Complementary technologies required /institutional and technical support infrastructure ▪ Regulatory risks 						
Social & Environmental risks and impacts¹⁰ as they relate to Labor and Working Conditions , resource efficiency and pollution, health safety and security, Involuntary Resettlement, biodiversity Conservation and human rights.						

¹⁰ This category refers to risks caused by the project and their Social and Environmental impacts in terms of working conditions, resource protection, involuntary resettlement of populations, human health and security, biodiversity conservation, etc.

8. Project Budget

Output (please state relevant output number from logframe)	Activity (please state relevant activity from logframe)	Year 1	Year 2	Year 3	Year N
		Budget (CHF/USD/EUR/etc)	Budget (CHF/USD/EUR/etc)	Budget (CHF/USD/EUR/etc)	Budget (CHF/USD/EUR/etc)
Output 1	Activity 1.1 xxxx				
	Activity 1.2 xxxx				
Cross-cutting	Project Management				
	Project external audit and/or evaluation				
	Sub-Total				
	Project Support Cost (x%)				
	Total				

ANNEX 12: TEMPLATE – PROJECT PROGRESS REPORT



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PROJECT PROGRESS REPORT

Title of the project

Prepared by: Name, Title

Approved by: Name of Department Director

Prepared (Month/Year):

Donor (if applicable):

Trust Fund (if applicable):

Project Code (if applicable):

1. General information

Target country/Region	
Contributes to WMO Strategic Goal (state at least one of the seven)	
Lead Department	
Other concerned Department(s)	
Project Manager – if already identified	
Project Executive – if already identified	
Implementing entity(ies) – if applicable	

2. Project Summary

Impact	
Outcome(s)	
Outputs	
Implementation period	
<p>(1-2 pages) Describe in how stated outputs, outcomes and impact are related; have any risks and potential mitigation measures been identified; if project is to be outsourced (implementing entity (reason for selecting it and ability to implement the project), if project to be implemented by WMO, has capacity assessment to do so taken place?</p>	

3. Project progress

<ul style="list-style-type: none">▪ Brief narrative assessment of progress in achieving project outputs (more detailed in logical framework).
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4. Project financial monitoring

<ul style="list-style-type: none">▪ Brief narrative assessment of project expenditure: (actual expenditures as compared to initial allotment). Relate the expenditures and progress made to project outputs.

5. Lessons learned

Brief narrative summary of lessons learned

6. Monitoring and Evaluation

Chain of Results	Indicator	Baseline	Target	Means of Verification	Status of achievement
Impact <ul style="list-style-type: none"> ▪ <i>High-level result/societal benefits the project intends to contribute to; take into consideration WMO strategic plan goals 2016-2019, use one-sentence statements, if possible.</i> 					
Outcome(s)					
Output(s):					
Activities:					
<p>Overall assessment of achievements:</p> <p>Please explain here if achievements are on track, targets to be achieved, or may need to be adjusted; explain reasons and rational for doing so.</p>					

7. Project Implementation Plan – please update if different from the one in the Project Document

Outputs	Activities	Timeframe								Responsible staff/individual	Status of implementation (completed/delayed/ongoing)
		Year				Year					
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Output 1	Activity 1.1										
	Activity 1.2										
	Activity 1.3										
	Activity 1.4										
	Activity 1.5										
	Etc.										
Output 2	Activity 2.1										
	Activity 2.2										
	Activity 2.3										
	Activity 2.4										
	Activity 2.5										
	Activity 2.6										
Etc.											
Output N	Activity N.N										

8. Risks identification and management matrix

Type of risk and how it affects the project (Risks are context and project specific. The list provided below is only indicative of the type of risks a project may face, and is not exhaustive).	Risk Impact (low, moderate or high)	Risk likelihood (low, medium, high)	Mitigation measure	Management timeline (When?)	Person assigned to risk management (Who?)	Status (open/closed)
Political/institutional risks <ul style="list-style-type: none"> ▪ Low political commitment to the project/Interest from stakeholders ▪ Inadequacy of Institutional set up ▪ Political instability / Conflict /Change in government; etc. 						
Financial/resources risks <ul style="list-style-type: none"> ▪ Inadequacy of the financial management system: procurement system, financial control, monitoring, reporting and auditing system, etc ▪ Availability of project resources 						
Human resources/capacity risks <ul style="list-style-type: none"> ▪ Skills or resource availability, ▪ Adequacy between existing and required experience and skills 						
Technology risks <ul style="list-style-type: none"> ▪ New technology/unproven / no previous application, Testing is required ▪ Technology requires complex specialized skills that are not available; ▪ Complementary technologies required /institutional and technical support infrastructure ▪ Regulatory risks 						
Social & Environmental risks and impacts¹¹ as they relate to Labor and Working Conditions , resource efficiency and pollution,						

¹¹ This category refers to risks caused by the project and their Social and Environmental impacts in terms of working conditions, resource protection, involuntary resettlement of populations, human health and security, biodiversity conservation, etc.

health safety and security, Involuntary Resettlement, biodiversity Conservation and human rights.						
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9. Financial status (compare budget vs expenditures)

Output (please state relevant output number from logframe)	Activity (please state relevant activity from logframe)	Estimated	Actual
		Budget (CHF/USD/EUR/ etc)	CHF/USD/EUR/ etc
Output 1	Activity 1.1 xxxx		
	Activity 1.2 xxxx		
Cross-cutting	Project Management		
	Project external audit and/or evaluation		
	Sub-Total		
	Project Support Cost (x%)		
	Total		

ANNEX 13: TEMPLATE - PROJECT FINAL REPORT



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Organization
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CH-1211 Genève 2
Suisse
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3. Project achievements

- **Brief narrative assessment of achievements**

4. Lessons learned

- **Brief narrative assessment of lessons learned**

5. Conclusions

- **Brief narrative conclusion text**

6. Monitoring and Evaluation – final assessment upon project completion

Chain of Results	Indicator <i>(quantitative/qualitative metric to measure achievement; use gender disaggregated indicators as appropriate; use SMART indicators, i.e. Specific, Measurable, Achievable, Reliable, and Time-bound)</i>	Baseline (if applicable)	Target	Actual	Variance explanations
Impact <ul style="list-style-type: none"> ▪ <i>High-level result/societal benefits the project intends to contribute to; take into consideration WMO strategic plan goals 2016-2019, use one-sentence statements, if possible.</i> 					
Outcome(s)					
Output(s):					
Activities:					
Overall assessment of achievements, obstacles, risks encountered: Please explain here how and why certain targets could not be achieved.					

For more information, please contact:

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