

# ***Weather Ready Pacific Governance Assessment – Options analysis***

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## Introduction

1. In 2021, Pacific Leaders endorsed *the Weather Ready Pacific Decadal Programme of Investment (WRP)*, which seeks to reduce the human and economic costs of severe weather, water and ocean events across Pacific island communities, by strengthening national meteorological and hydrological organisations and their partnerships with national disaster management organisations. This programme of investment ensures that the Pacific participates in and benefits from advances in forecast and warning systems that should ultimately enable increased accuracy, geographic specificity and lead time of forecasts.
2. Following this high level endorsement, the Secretariat of the Pacific Regional Environment Programme (SPREP), with the support of New Zealand and Australia, commissioned a governance assessment of the Weather Ready Programme and the Pacific Meteorological Council (PMC) with the intent that the Pacific National Meteorological and Hydrological Services (NMHS) and their Ministers to take some key decisions on the governance structure of WRP and consider possible options for strengthening the PMC to enable them to drive the outcomes from WRP. (See TORs Annex 1)
3. The assessment builds upon the conceptual approach and rationale for investment in the WRP, and focuses primarily on governance arrangements, the establishment of the WRP Programme Management Unit (PMU) and possible options investment facility, which shall require additional work to operationalise. The report is to be presented to the PMC-6, Donor engagement platform and the Pacific Ministerial Meeting in early August 2023.

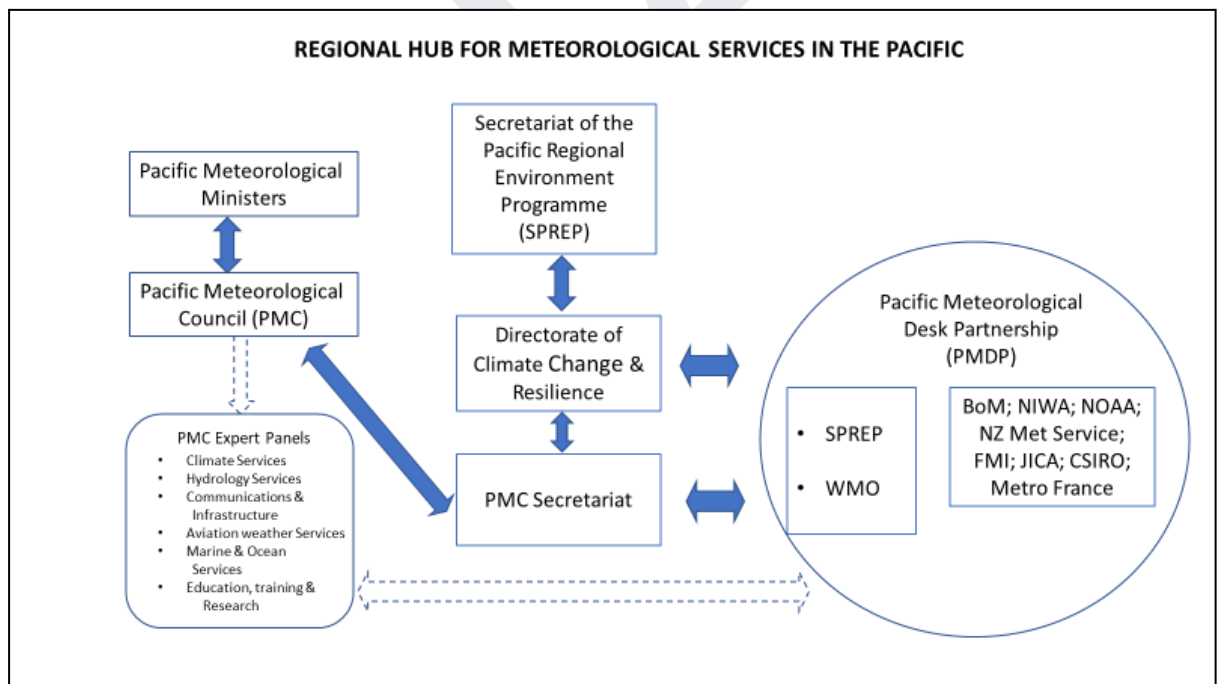
## Background

4. The Pacific Meteorological environment has evolved over the past decades and has come a long way in supporting NMHS in the provision of essential services to the safety and well-being of Pacific communities. While we recognise this improvement in the provision of services, more must be done to ensure coherence and coordination of the significant investment in the development and improvement in the capacities and capabilities of NMHSs as recognised in the overarching Pacific Islands Meteorological Strategic (PIMS) 2017-2026 and its associated Roadmap. The Weather Ready Pacific Decadal Investment Programme, commissioned by SPREP and designed in close partnership with the Australian Bureau of Meteorology (BOM), the World Meteorological Organization (WMO) and Directors of the NMHSs of SPREP members, provides the platform for a facility that will enable greater cohesion and coordination. More importantly, WRP will address the critical gaps and provide a sustainable and harmonised approach.
5. Within this environment, the region has organised itself under the following arrangements:  
*The Regional Hub for Meteorological Services in the Pacific*, in SPREP with the Climate Change and Resilience Directorate, has been operational since 2011, in its current form. Within this Regional Hub, the Pacific Meteorological Council (PMC) and the Pacific Meteorological Desk Partnership (PMDP) work hand in hand, under the guidance of the Director of Climate Change and Resilience.

The Pacific Meteorological Council (PMC) is a specialised subsidiary body of SPREP, established at the Fourteenth Regional Meteorological Services Directors meeting in Majuro, Republic of Marshall Island in August 2011 to facilitate and coordinate the scientific and technical programme and activities of the Regional Meteorological Services. The PMC replaces the Regional Meteorological Services Directors body and provides policy relevant advice to the SPREP Meeting on the needs and priorities of its member countries and territories in relation to meteorology (weather and climate) and related fields. The PMC meets on a biennial basis.

The Pacific Meteorological Desk Partnership (PMDP) is a regional coordinated response to meeting weather and climate services development in the Pacific Islands region. Endorsed at the 21st Secretariat of the Pacific Regional Environment Program (SPREP) Meeting, Madang, Papua New Guinea (PNG) in 2011 to renew a Pacific Island regional mechanism urgently needed to develop capacity and advance the sustainability of weather and climate services in Pacific Islands, the establishment of the PMDP serves as the regional weather and climate services coordination mechanism managed by the SPREP and WMO to deliver a regionally coordinated effort to service SPREP Members needs in the area of weather and climate services.

Diagram 1



### Approach/Methodology

6. Desk review of documents - The approach undertaken was a desk review of available documents on WRP, PMC, SPREP and other processes in the Pacific meteorological environment, along with an assessment of various governance modalities for similar programmes, currently operating.
7. An initial discussion was held with SPREP (PMC Sec); BoM Australia and MFAT New Zealand on expectations.

8. A field visit was undertaken to meet with key personnel in SPREP to gain further clarity on SPREP systems and processes and to also test possible options. Other NMHS Heads were consulted when the opportunity arose (see the list of those consulted in Annex 2)
9. Given the limited time of this engagement, it was necessary to work with a small steering committee comprising the same parties at the initial discussions to provide further input and guidance on proposals put forward.
10. Within this framework a number of key relevant decisions were taken at the PMC 5 Meeting held in Samoa in 2019. These decisions are at varying stages of implementation, and it is against the intent of some of these decisions that this assessment has been shaped.
  - *Requested the WMO RA V president to work with PMC Chair and Panel Chairs to review the working and governance structure of PMC, and to make appropriate recommendations to PMC 6 regarding the progress of the WMO Reform, the potential establishment of a PMC Management Group, and a dedicated Donor engagement partnership platform ;*
  - *Recognised the need for better coordination between different projects contributing to implementing the PIMS;*
  - *Recommended improving the capacity of the PMDP to coordinate and implement the PIMS;*
  - *Requested SPREP, and invites key donors and partners to collaborate to prepare a draft PMC Donor and Partner Engagement Platform for presentation to the PMC for approval and launch in 2020 at the 3rd Pacific Ministerial Meeting on Meteorology;*
  - *Noted that the Platform must also make clear connections its contribution to the Pacific Resilience Partnership for acknowledgement of the PRP in support of the FRDP;*
  - *Requested SPREP and invites key donors and partners to coordinate a detailed review of the PMDP ; to consider its mandate, roles and functions, modalities of its services and resourcing; to prepare a costed plan of additional resources for priority resourcing and implementation, so as to support it to coordinate and facilitate more effectively PMC partnerships and regional initiatives. This review and its results are to be presented to the PMC for approval and launch in 2020.*

#### **SPREP Mandate**

11. In 2008, Pacific Island Forum Leaders, adopted the Niue Declaration On Climate Change and SPREP, working in cooperation with other regional and international agencies and bilateral climate change programmes, to continue to meet the individual needs of its member countries through its mandated role of: (a) strengthening meteorological services, (b) consolidating and distributing information on climate change, (c) strengthening adaptation and mitigation measures, and (d) increasing Pacific Island countries' capacity to manage their engagement in the United Nations Framework Convention on Climate Change; and to secure new and additional financial and technical resources to do this work.
12. In 2009 Pacific Islands Forum Leaders, in considering the operationalisation of their decisions on the review of the Regional Institutional Framework (RIF), *noted and welcomed the decisions of the respective Governing Councils of the SPC, SOPAC and SPREP, including the SPBEA, in respect of the new institutional arrangements and implementation plans for their respective organisations, to be become effective from 1 January 2010.* A Joint Meeting of SOPAC, SPC and SPREP Governancing Bodies on the RIF held in July 2009, agreed to the following, with respect to the balance of the SOPAC core work programme:

- i. welcomed the commitment by members to strengthen SPREP as the region's lead environmental agency, including through support for the implementation of the approved decisions relating to the independent corporate review of SPREP;
  - ii. agreed that the following specific SOPAC functions be transferred to SPREP from January 2010: the Pacific Islands Global Ocean Observing System, *the Islands Climate Update*, *the Climate and Meteorological Database*, and the component of the energy sector relating to monitoring and evaluation of greenhouse gases and the clean development mechanism (CDM).
13. SPREP commissioned a review of the strengths and weaknesses in the then current arrangements, and identified key areas for improvement in relation to: i. regional coordination and support ii. strengthening National Meteorological Services (NMSs) iii. institutional arrangements to support the delivery of specialised services by the Fiji Meteorological Service (FMS). This review was undertaken from November 2009 to April 2010. With respect to regional coordination, the review team recommended new investment in a dedicated Regional Desk to provide support at regional as well as national level.
14. The SPREP Council at their 21st Meeting In Papua New Guinea agreed to the following;
  - i. endorsed the Recommendations and the Next Steps as outlined by the Review of Regional *Meteorological Services*;
  - ii. agreed to the nomination of SPREP to undertake the role of the Pacific Desk to provide support to the efforts of countries and the region in coordinating and facilitating regional coordination and implementation of relevant meteorological services;
  - iii. endorsed the formation of a Pacific Meteorology Council and directed the Secretariat to develop terms of reference for the Pacific Meteorology Council and to submit them for endorsement to the Council's first meeting in 2011;
  - iv. urged Members, donors and partners to assist including strengthening existing technical support to SPREP as well as additional resources;
  - v. requested the Secretariat to report on the implementation of these decisions to the 22nd SPREP Meeting;
15. Based on the outcomes of the review of the Regional Meteorological Strategy (2009) and bearing in mind the decisions of the 21st SPREP Meeting in 2010. It was established at the 14th RMSD meeting in RMI, August 2011, to facilitate and coordinate the scientific and technical programme and activities of the National Meteorological Services (NMSs). The Majuro meeting launched the PMC and the new strategic plan, and the Pacific Desk Partnership.
16. The PMC is a specialised subsidiary body of the SPREP Meeting. The PMC replaced the RMSD and provides relevant policy advice to the SPREP Meeting on the needs and priorities of SPREP member countries and territories in relation to meteorology (weather and climate) and related fields.

## **The Importance of a Sound Governance Arrangement**

17. Good governance lies at the heart of our ambitions to serve the Blue Pacific region and to achieve the goals identified by governments, regional organisations, and programmes. Good governance underpins stakeholder confidence, integrity and efficiency, enabling the programme to build a sustainable, better future for all of its stakeholders.
18. Good governance has eight major characteristics. It is participatory, consensus-oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rules and regulations.
19. Programme governance models and frameworks provide options for the way an organisation can apply programme governance. Models and frameworks cover the roles and responsibilities required for decision-making processes and the internal processes, policies and procedures used to manage them. These models are used to outline the approach for the management, control, monitoring and reporting of programme performance and outcomes.
20. Effective governance and management arrangements are crucial for the attainment of results. A robust and responsive management architecture is central to transparent and accountable decision-making on resource allocation, monitoring, and reporting.

## **Sustainability of WRP**

### *Investment by NMHSs*

21. While WRP would primarily be capitalised by development partners, Pacific NHMSs may wish to consider providing a nominal contribution to the WRP Fund. This would enhance “Partnerships” and “Ownership” of WRP and potentially contribute to the sustainability of WRP. Naturally, NHMSs would need to work within their national processes to secure support and funding for their contributions.

### *Institutionalising WRP into the Regional Hub*

22. In order to maintain and continue efforts following the WRP Decadel Programme, it would be important to consider a number of elements including institutionalising WRP into the Regional Hub for Meteorological Services in the Pacific, and that WRP is not seen as another of the projects supporting NMHSs but one that is truly adopting a programmatic approach.

### *Resource Mobilisation*

23. Resource mobilisation shall be critical to sustainability of WRP, as it not only provides financial resources it allows for the continuation of the services provided by WRP. It also allows for improvement and scaled-up services and products that WRP will provide.

### *Diversify Partner Base/WRP Communications Strategy*

24. WRP could also consider how to diversify its donor base beyond its traditional donors and possibly consider options of securing new partnerships and, maybe, philanthropic funds. In order to do this the WRP Communications Strategy must be developed during its inception phase and should ensure that WRP results are well documented as it can help you in getting support from a range of stakeholders and donors.

### *Mid Term Review*

25. The WRP Mid Term Review could also contribute to its sustainability. During the MTR it would be essential to assess the continued relevance of WRP, the progress made towards achieving its planned objectives and whether the expected effects will be generated once it is completed. Should NMHSs see a need for the continuation for the services provided by the various WRP components, a strong case can be made during this review.

### **WRP Decadal Programme of Investment**

#### ***Governance***

26. A Steering Committee sets the strategic direction, makes resource allocation decisions, and monitors progress toward achieving transformative change. Typically, the Steering Committee is composed of representatives from government, main implementing partners (including the technical agencies, national entities, civil society), and contributors.

27. A Secretariat provides technical and administrative support to the Steering Committee and is responsible for day-to-day operations. Members of the Secretariat often develop the annual work plan based on needs, deliver technical services, and take on coordination, report consolidation, and monitoring and evaluation functions.

28. The WRP SC and its Secretariat also play a key role in resource mobilisation.

29. To oversee the implementation of the Decadal Programme and to ensure that reporting and input is sought from the PMC, it is proposed that a WRP Steering Committee (WRP SC) be established and meet annually or more frequently, if required. This Committee will report directly to the PMC, and subsequently to the Pac Met Ministers. A WRP Programme Management Unit (WRP PMU) should be established to implement the WRP Programme, lead by a WRP Programme Manager/WRP Lead Adviser -Strategy and Governance, working with the PMC Secretariat prepare the documentation and all reports to be presented by the Chair of the WRP SC to the PMC. It is further suggested that the WRP Decadal Programme become a standing agenda item for the PMC.

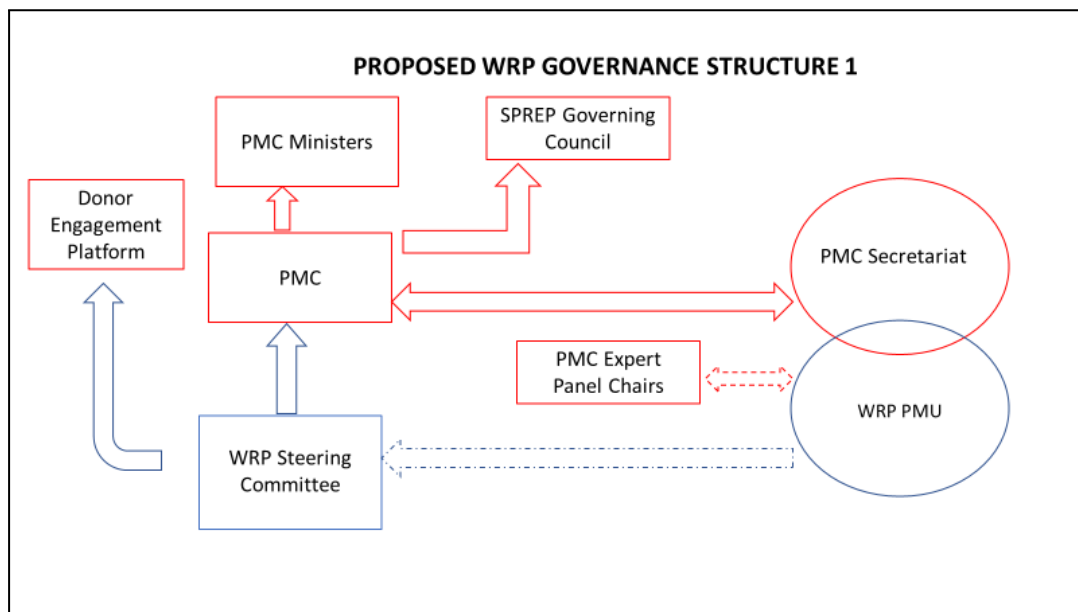
#### ***WRP Embedded in SPREP***

30. As per the SPREP decision, PMC is a designated subsidiary body of the SPREP and operates within the legal framework of the SPREP Agreement, and thus, it is anticipated that the progress of WRP should be included in reports to the SPREP Governing Council. There are two options presented below.

31. Diagram 2 presents a simple option that establishes the WRP SC reporting directly to the PMC, with guidance from the NMHCs; supported by SPREP through the WRP PMU.

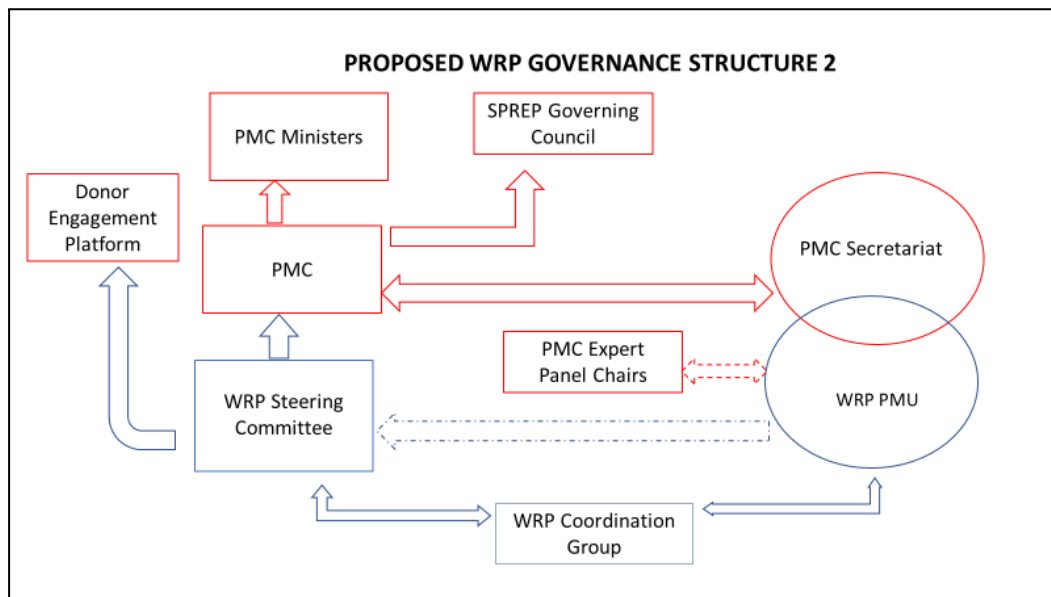


Diagram 2



32. Diagram 3 is a slight variation to the proposed WRP Governance Structure 1. This structure proposes the inclusion of the WRP Coordination Group. This Coordination Group provides an avenue for WRP Partners to be engaged, with the aim to strengthen existing partnerships, identify new partnerships and facilitate greater collaboration/coordination across partners to jointly achieve WRP objectives. This structure would be ideal where there are multiple partners contributing to the investment facility, discussed further in the next section on WRP Investment Facility Options. The inclusion of the WRP Coordination Group ensures implementation of the Pacific Key Outcomes (PKO) 10 - Support to NMHSs is coordinated as outlined in the PIMS 2017 - 2026. Additionally, **the WRP Coordination Group** would also support knowledge sharing and technical coordination between the WRP technical partners and other partners to ensure support provided to NMHSs is technically sound, complementary and coordinated.
33. The WRP Coordination Group could be seen as the operational program management forum for the effective coordination and collaboration between implementing partners as well as financial partners. It would monitor performance, identify risks, shifts in budgets and other resource allocations reports. It could also make recommendations to consider and amend the component annual work plans. This Group would report to the WRP SC. The WRP Coordination group would work closely with the PMC Panel of Experts and comprise representatives from the implementation agencies; other technical agency representatives; representatives from funding partners; representatives from key technical agencies; representative of the lead on Gender, Disability and Social Inclusions (GEDSI) and a representative of civil society. The inclusion of the latter two representatives recognises that all groups are impacted by climate change and the communications component of the WRP will need to ensure that inequalities are not exacerbated. Their participation at this level of governance lends credence to WRP.

Diagram 3



#### **Establishment of a WRP Steering Committee**

34. The establishment of a WRP Steering Committee (WRP SC) is necessary to ensure that WRP is responding to NMHSs needs. The composition of the WRP SC should be determined by the PMC, and would need to meet annually or more frequently, if required. Possible WRP SC compositions include:

- i. All PMC members - a rather large steering committee and could prove challenging to take timely decisions. It may not be considered the most effective number to guide the implementation of WRP; or
- ii. A subset of PMC Members - these could be drawn from 1 representative from each of the sub-regions (Melanesia, Micronesia and Polynesia - with the Territories being aligned to a sub-region); representatives of the contributing partners; and a representative of the implementing agency (SPREP) supported by the WRP PMU. The representative to the PMC and contributing partners could be rotational over the duration of the WRP Programme. A smaller number of WRP SC members will ensure that timely decisions are taken.
- iii. Recognising that National Disaster Management Offices (NDMOs) play a key role in the implementation of Early Warning Systems, it may be worth considering representation from the NDMO on the WRP SC to provide input on WRP delivery. They could provide invaluable insights in relation to tailoring the services of WRP to the end-users' needs.

35. The WRP SC would ensure the WRP PMU keeps its stakeholders, including NMHSs, development partners, informed through various channels, including but not limited to regular reporting, meetings and information sessions. A simple terms of reference could encompass the following:

*Draft WRP SC Terms of Reference*

- **Objective:** to provide oversight of the strategic direction of WRP activities ensuring they in line with the objectives of WRP and add value to the work of key beneficiaries i.e. NMHS
- **Membership:** NMHSs Members; representatives of contributing partners and representative of implementing entity (SPREP)
- **Responsibilities of the WRP SC**
  - review and validate annual technical and financial reports, prepared by the WRP PMU;
  - provide strategic direction of the WRP PMU;
  - Review, provide input and approve WRP annual work plan;
  - Explore and promote partnership opportunities;
  - Oversee reporting requirements to donors, as and when required.
- **Other standing agenda items:**
  - Review of annual workplan - looking back 12 months and looking forward 12 months;
  - Update on new or proposed partners/partnership opportunities/resource mobilisation opportunities; and
  - Any other business.

The WRP Steering Committee Chair, selected by the Members of WRP SC, should present the WRP Report to the PMC and PMMM.

The WRP PMU will provide secretariat support to the WRP SC and the WRP Coordinating Group including preparation and circulation of meeting papers; facilitating meeting reports and minutes. It will also develop and present technical and financial reports, work plans, actions completed under the work plan and updates on monitoring & evaluation processes.

**Synopsis of Other Governance Options**

Recognising the magnitude of WRP, and other similar sized projects and programmes, other possible governance options could be considered. Below is a table that tries to outline, rather briefly, their governance arrangements with some commentary on whether or not it would be a suitable model for WRP.

<b>Programme or Project</b>	<b>Type of Programme</b>	<b>Governance Model</b>	<b>Commentary</b>
<b><i>Pacific Women Lead</i></b>	There are 3 distinct elements to this programme  Regional Bilateral Civil Society/Feminist Funds with the UN  Each Component has its	<b>Advisory Board</b> for the SPC component and discretionary elements - appointed selected individuals - representatives from the implementing agency, regional organisations and - DFAT (the main funder)  The Board monitors performance of PWL against its Goal and Outcomes;	Pacific Women Lead is a programme that is funded by a single donor, Australia, and has a duplicity of roles - not only will it deliver on gender initiatives, it will also provide discretionary funds for specific activities.  For PWL - the implementation landscape is rather different to

	own governance mechanism; with the overall governance oversight and strategic setting carried out by the Advisory board	sets strategic directions and establish priorities; make resourcing decisions at a high level for SPC and discretionary elements; monitor risks and safeguards; share strategic advice and learning with other program components with separate governance (esp DFAT funding to UN programs such as UN Women and UNFPA and civil society/feminist funds); and review mainstreaming across DFAT and SPC programs in other sector	that of WRP. WRP is a very specific technical programme targeted at strengthening NMHSs in the delivery of their services at national level.  Additionally, PWL's board is made up of individuals in their own right.  WRP Governance needs to be owned by the Pacific NMHSs to ensure its success and accountability.
<b>Education Quality &amp; Assessment Programme</b>	The Education Quality & Assessment Programme - a separate division with the SPC structure  Distinct as an awarding authority for <ul style="list-style-type: none"> <li>- Educational qualifications; and</li> <li>- Governing body of the Pacific Register for Qualifications and Standards</li> </ul>	<b>Pacific Board for Educational Quality (PBEQ)</b> - established as a sub committee of the Committee of Representatives of Governments and Administrations (CRGA) Comprises representatives of SPC member countries education depts; partners in education and the SPC.  An Executive Committee has authority to deal with urgent issues between subcommittee meetings  The Executive committee reports to the Pacific Board for Educational Quality, that then reports annually to CRGA	EQAP as a programme has specific awarding authority from each of its Members and thus was retained as an almost semi autonomous entity within SPC.  However, it operates within the systems, procedures and processes of SPC. It relies on project funding for its delivery of services and operations under a partnership agreement with Australia and New Zealand. In order to finance staffing, approximately 60% of project funding is allocated to staff costs, the balance of funding for services is from cost recovery with fee for service taking that into account.  Furthermore, EQAP sits in a single implementing agency and has total responsibility for delivery of services.  Not an ideal model for that of WRP noting that WRP is also mobilising resources from other investors; has multiple service delivery partners and components.
<b>Regional Pacific Nationally Determined Contributions Hub</b>	The Regional Pacific NDC Hub (NDC Hub) provides country- and sector-specific technical assistance and facilitates matchmaking of support to Pacific Island Countries (PICs) for NDC implementation,	<b>Steering Committee</b> - comprising representatives of Pacific Countries (1 per sub-region) - provides strategic direction of the Hub; promotes partnership opportunities; review and validate annual technical and financial report from the NDC Hub Implementation Unit	While this may seem to be suitable for WRP, this model is dependent on the Partners' contribution in financial resources and by way of experts, whose services are retained by the partner.

	<p>enhancement, and financing. Furthermore, the NDC Hub supports improved knowledge sharing and coordination between NDC Hub partners and other partners to ensure support provided to PICs is complementarity and coordinated.</p>	<p><b>Regional Pacific NDC Hub Coordination Group</b> - comprising the Hub Partners - SPC, SPREP, and key partners (either financial or in-kind) guides the management of the NDC Hub and reports to CRGA and SPREP Meetings</p> <p>The NDC Hub works in close collaboration with the Pacific Resilience Partnership (PRP) Taskforce</p>	<p>It also operates to meet predetermined countries' needs (NDCs submitted to the UNFCCC). The Hub operates as a matching entity for countries to meet their NDCs by way of mobilising financial resources and/or technical expertise support.</p>
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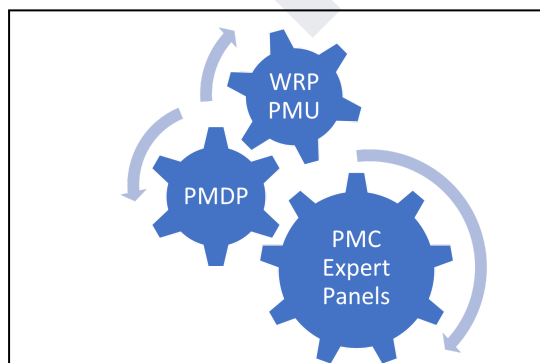
### **WRP outside of SPREP**

36. While there are some schools of thought suggesting placement of WRP outside of SPREP, it should not be considered an option at this stage. Pacific Island Forum Leaders endorsed the WRP Decadal Programme with the understanding that WRP would be part of the Pacific Met Desk, which is located in SPREP. SPREP is the regional mandated authority to develop capacity and advance the sustainability of weather and climate services in Pacific Islands. The Regional Hub for Pacific Meteorological Services is housed in SPREP with already established mechanisms and systems. Furthermore, SPREP has met the fiduciary and due diligence requirements of several key partners including Australia, New Zealand, European Union, to name a few.

37. It is essential that WRP interacts very closely with other technical projects and agencies in the field of meteorological and hydrology services. To suggest this close relationship can be built outside the Regional Hub for Meteorology for the Pacific, that is within the SPREP structure, would contribute to the non-achievement of WRP and its goals.

### **Working Relationships**

38. Creating additional processes for the effective implementation of WRP is not recommended. Existing coordination mechanisms should be further strengthened and supported by WRP. For the effective and efficient delivery of the WRP Decadal Programme, the WRP Team will need to work in close consultation and partnership with the NMHS; the PMC and its six expert panels; the PDMP; and other projects and donors to coordinate the implementation of the investment plan.



Recognising that the PMC Expert Panels meet more frequently and are chaired by a NMHSs, it would be essential for the WRP Technical Advisers to provide support to the Chairs of the Panels and interact with the members of these panels. This will allow for greater engagement and technical discussions that will inform the annual work plans of WRP to address the needs of NMHSs on a more timely basis.

39. The regional landscape has a proliferation of partners and technical agencies (such as the Pacific Community's ocean services, hydrology and disaster management teams), working in complementary projects/programmes, and it is necessary that WRP work with them to ensure non-duplication and where necessary draw on this expertise, as WRP is implemented.

#### ***Establishment of WRP PMU***

40. The WRP Programme Management Unit should be established for the coordination and day to day management of activities of the Weather Ready Programme. It will function as the secretariat to the WRP SC Meetings. The WRP PMU should be based in SPREP, in accordance with the SPREP Strategic Plan 2017-2026 - *serve as the lead regional agency and hub for meteorological services and climate and weather early warning systems*. And should work very closely with the PMC Secretariat to realise *Regional Goal 1: Pacific people benefit from strengthened resilience to climate change* more specifically *Objective 1.3 Enhance National Meteorological and Hydrological Services capacity in weather forecasting, early warning systems, long-term projections, and improved climate services to support Members' decision making and coordination through the Pacific Meteorological Council*.
41. The WRP PMU should carry out the following:
- Develop, coordinate and implement the WRP work plan based on the WRP - a decadal programme of investment;
  - Support the PMC Expert Panels, including secretariat support;
  - Provide overall financial management;
  - Manage the day to day work of the WRP PMU including existing partners;
  - Work closely with the others in the Pacific Meteorology Desk Partnership to ensure there is no duplication of investments and ensure complementarity of investments;
  - Facilitate new partners involvement;
  - Develop and implement WRP PMU communications strategy;
  - Coordinate delivery of activities with NMHSs, coordinate, collaborate and draw on technical expertise existing in the region (including entities such as SPC) and manage the deployment of technical staff and experts;
  - Ensure programme delivery is in line with the WRP Decadal Programme; the Pacific Island Meteorological Strategy and its associated Roadmap 2017-2026; and other ongoing programmes (e.g. COSSPac; PREP; GCF; RESPAC);
  - Ensure regular reporting and the provision of updates to the WRP SC on activities;
  - Ensure regular monitoring and evaluation of WRP PMU effectiveness and suggest adjustment to implementation, as appropriate;
  - Provide annual technical and financial reporting to the WRP SC and the PMC.
42. While the WRP Decadal Programme of Investment (May 2021) proposes a staffing structure, the structure of the WRP PMU should be organically developed. During the startup phase, it would be important that the initial team recruited based in PMDP in SPREP and should the PMU should comprise a Programme Manager; 2 Technical Advisers; 1 Procurement/Finance Adviser; 1 Monitoring, Evaluation, Research, Learning and Adapting (MERLA) Officer; and Administration Officer, at a minimum. (see Diagram 5).

43. This team will be responsible for the set up of WRP PMU as well as commence early delivery of services under WRP. Furthermore, as WRP is capitalised and demand increases, the WRP PMU could be further strengthened to its full complement of staff (see Diagram 6).
44. During the start-up phase, it is recommended that all positions sit in SPREP with the Directorate of Climate Change and Resilience. The WRP PMU would need to focus on design and the establishment of systems and mechanisms within the Regional Hub for the delivery of the Decade Programme and ensure complementarity with other PMDP programmes. The first WRP SC should be held within the first 6 months of commencement of the WRP Programme Manager.

Diagram 5

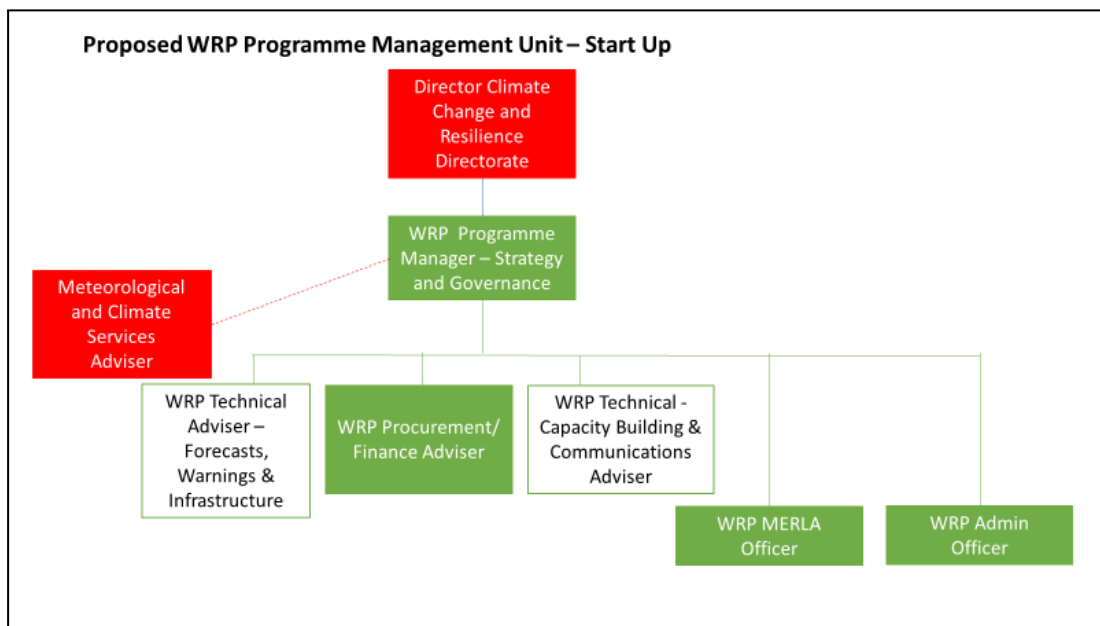
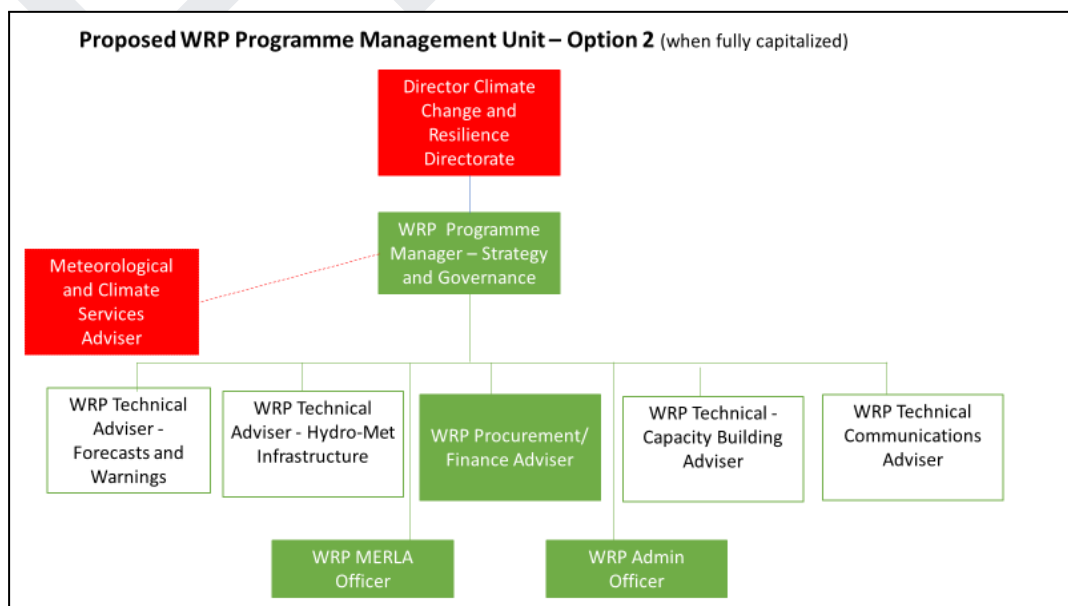


Diagram 6





*WRP Programme Manager/Lead Adviser - Strategy and Governance*

45. As a critically important role to the overall purpose of the WRP and the Regional Hub for Meteorological Services in the Pacific, this would position would seek to, but not limited to, the following:

- Provide strategic leadership and management that ensures effective and efficient implementation of the WRP Programme for the benefit of all Members;
- Provide a key coordination function in partnership with the PMDP and the PMC;
- Development of close, strong and collaborative relationships with key stakeholders including Members, donor/development partners, and other implementing agencies;
- Develop a Pacific Meteorological Leadership programme;
- Provide technical support in strengthening the governance and institutional arrangements at the regional and national levels
- Preparation of overall and annual plans, communication plans, risk strategies
- Overall responsibility for monitoring and evaluation of programme implementation, including working with key stakeholders on the design of MERLA framework, implementation of evaluation recommendations, best practices and lessons learned;
- Ensure programme objectives are realised in accordance with the operational policies and procedures of (SPREP)

*WRP Technical Adviser - Forecasts, Warnings & Hydro-Met Infrastructure*

46. This role will be the lead technical adviser to deliver the “*Production of forecasts and warnings*” and “*Infrastructure*” components of the WRP.

*WRP Technical Adviser - Capacity Building & Communications*

47. This role will be the lead technical adviser to deliver the “*Capacity and Training*” and “*Communications*” components of the WRP. This role would also develop and implement the WRP Communications Strategy, a critical element to ensure WRP results are recognised by a large audience. This role will also have the responsibility for knowledge management.

*WRP Procurement/Finance Adviser*

48. This role is a critical role to ensure the programme delivers within the fiduciary standards. Recognising the quantum of WRP and the heavy investment in infrastructure, this role will need to be a highly experienced individual in adopting sound procurement processes (within the framework of SPREP’s procurement policy). Also recognising the multiple components to WRP, considerable experience in financial management shall be essential.

*WRP MERLA Officer*

49. As is standard practice within organisations and projects, this role would focus on the application of results focused monitoring, evaluation, and research tools and methodologies to inform continuous evidence-based learning that is purposefully used to adapt WRP and decision making.



### *WRP Administration Officer*

50. This position would provide overall administrative support including logistics and secretarial support. The position would also compile data and relevant information required for updating the project information management system, inform the preparation of narrative progress reports, support monitoring and evaluation of project, and other substantive reports.

### **WRP Investment Facility Options**

51. A regional platform such as WRP is key for coordinating efforts across regional and international development agencies operating in the region, especially within the region's meteorology and hydrology agenda.

52. The choice of best suited investment facility is dependent on a number of factors and these include

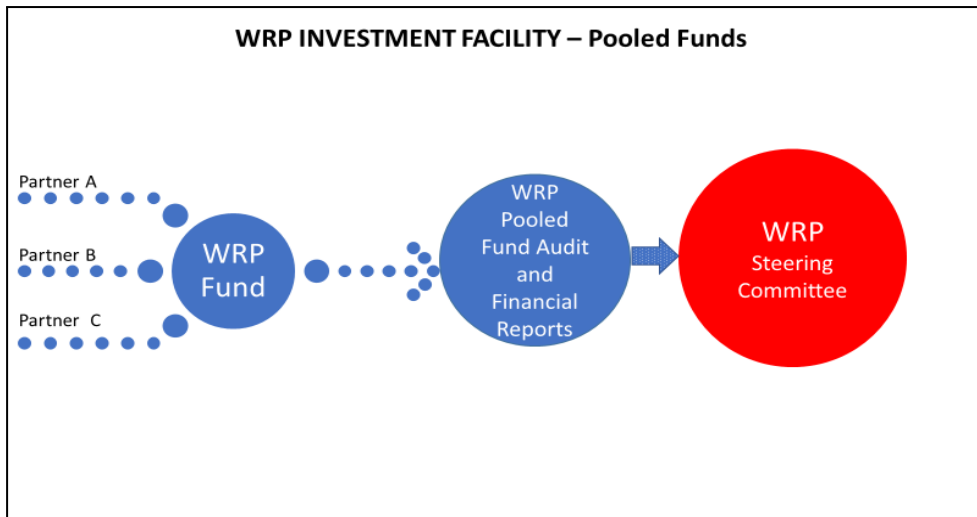
- Does it provide for the flexible and predictable funding agreed on a specific programmatic scope, budget, and deliverables;
- Does it adopt a pragmatic approach to address due diligence requirements of development partners that are obstacles to access and procurement;
- Does it adopt a single legal framework and harmonise systems and reporting;
- Does it reduce administrative burdens?

#### ***Option 1: WRP Investment Facility - Pooled funds***

53. Pooled funds bring together funding partners, strengthen coherence, reduce fragmentation, broaden donor bases, spread risk sharing across partners, and make it easier to tackle multi-dimensional challenges with comprehensive and innovative solutions. These funds are a common, unearmarked fund/facility from many individual contributors that are aggregated for the purposes for the delivery of a Programme. Additionally it allows for flexibility and predictability of funding agreed on a specific programmatic scope, budget, and deliverables.

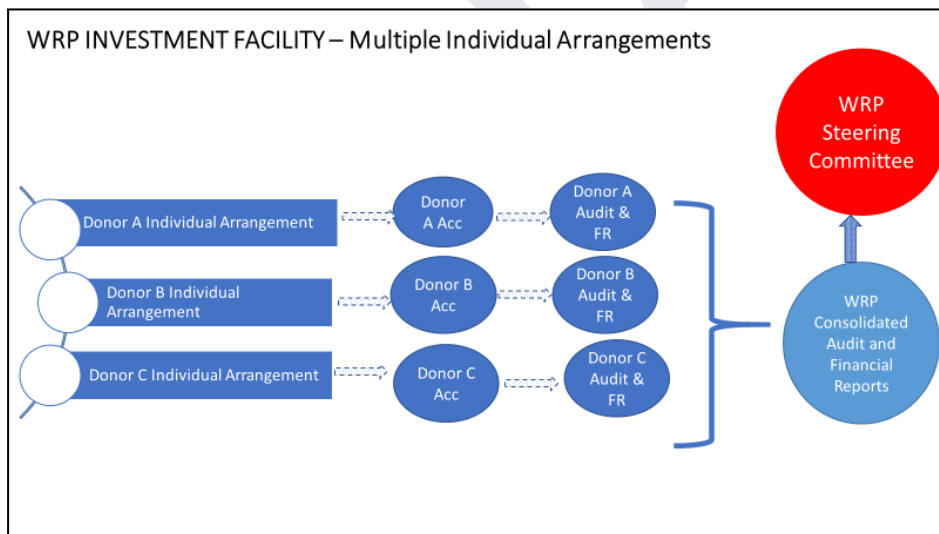
54. With this model, we are looking at changing the rhetoric on relationships where donors become investors, recipients become clients/customer and donor/development partner and client become co-partners.

55. Pooled funds change the nature of risks and risk-taking, in a pooled fund model they are faced collectively and with enough time for mitigation measures to be put in place. They are relatively easier to administer through standardised and simplified legal agreements and reduce duplication and administrative overheads.



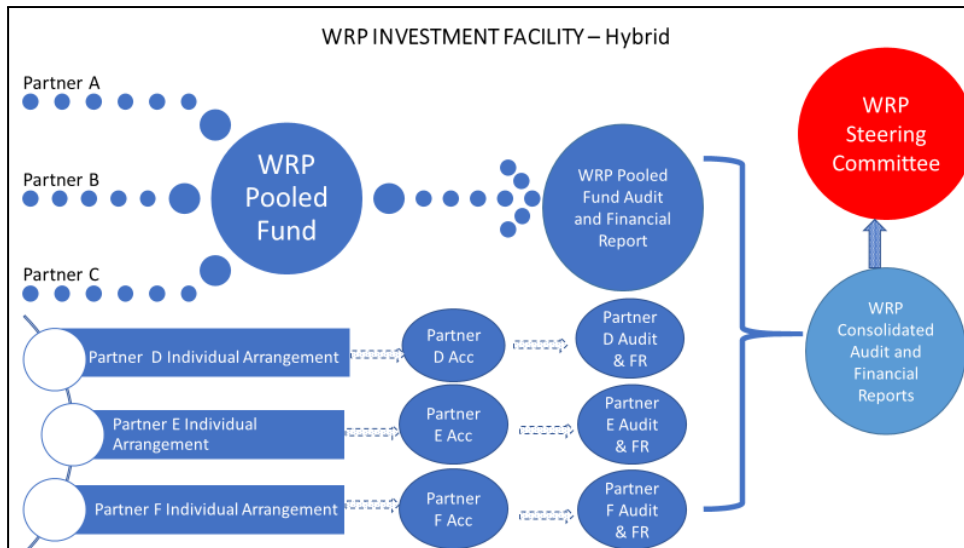
**Option 2: Multiple individual Donor arrangements**

56. Individual donor arrangements is an arrangement between the partner/donor and the recipient with specific terms, conditions and limitations. In the context of WRP, this would mean that the individual partners would enter into separate agreements with the implementing agency. These separate agreements would outline the amount of funds, the conditions in which the funds would be utilised and identify specific deliverables. This could potentially become an overly burdensome arrangement and may require separate reporting needs.



**Option 3: Hybrid of Pooled funding and individual partner arrangements**

57. With this model, the WRP investment facility will be able to cater to pooled funding, where funds are more flexible, and also activity specific funding. It is recognised that some partners/donors, because of their own systems, would like to support WRP and are not able to do so under pooled funding. While pooled funding should be encouraged, this option provides for the possibility of activity specific funding. This would require additional financial management and reporting burdens. It would also require separate agreements.



58. While the various options graphically focus on the flow of financial resources, consideration must also be given to the provision of technical expertise by partners, which would need to be captured in the overall investment facility chosen. The “in kind” support would need to be captured in the overall capitalization of WRP. In order to verify the value of in-kind support is essential and the documentation would need to be substantiated and validated with each reporting cycle.

#### **Roadmap to Establish the Investment Facility**

59. Once the most suitable investment facility is identified, it will be essential for specific expertise in finance be utilised. This expertise will need to conduct an in depth analysis of the legal, financial and fiduciary documentation required to ensure SPREP, as the implementing entity, and the financial partners have confidence in the arrangements.

60. In accordance with funding guidelines, approved by the SPREP Governing Council, exchange rate gain and losses are borne by the fund and interest on the investment of the fund will be accrued to the individual fund.

#### **PMC Governance Opinion**

61. As per the PMC decisions (refer paragraph 10), the review of PMC and PMDP has commenced by PMDP WMO. This review is seeking to align PMC and Pacific Met Desk to WMO Reforms; produce a business plan that will outline the financial and human resources required to enhance the PMC and strengthen the role of the Pacific Met Desk Partnership.

62. While the review of PMC and PDMP seeks to align with the WMO reforms, there may be opportunity to consider the placement of the Regional Hub within the broader SPREP structure, noting that key decisions have been taken some years back.

## **Conclusion**

63. Given the quantum of WRP and the plethora of stakeholders, partners and projects in the meteorological and hydrology environment in the Pacific, the PMC may wish to consider the best options for the following:
- a. Governance: WRP Governance Structure 2, this would ensure that through the WRP Coordination Group, the much needed coordination and cohesion in programmes is forged. Within either of the governance options, the PMC would best consider the most suitable and manageable composition of the WRP SC.
  - b. Investment Facility: While pooled funds would be the preferred option, it must be recognised that the likely option to consider would be Option 3: Hybrid of pooled funding and individual partner arrangements, acknowledging that keen financial partners may operate within their own systems that prevent them from contributing to pooled funding modalities.

FINAL

## **Terms of Reference**

### **Weather Ready Pacific Governance Structure**

#### **Introduction**

Pacific Leaders at the 51st Pacific Islands Forum Leaders Retreat in 2021 endorsed the Weather-Ready Pacific Decadal Program of Investment (Program of Investment). The Program of Investment resulted from a scoping study commissioned by the Pacific Regional Environment Programme (SPREP) on the recommendation of the Pacific Meteorological Council (PMC) and was completed in early 2021. The scoping study considered, amongst other things, the conceptual approach[1] and rationale for investment in the Weather Ready Program (WRP) and proposed administrative arrangements with its management and coordination[2] located with the Pacific Meteorological Desk Partnership (PMDP). SPREP, as the Secretariat for the PMC, has been tasked by PMC and the Forum Foreign Ministers Meeting (FFMM)[3] with seeking funding for WRP and reporting back to the Forum Official Committee (FOC) on its progress.

#### **Background**

Pacific island countries are vulnerable to a wide range of weather, climate, and ocean extreme and high-impact events, including tropical cyclones and typhoons, high waves and seas, earthquakes, volcanic eruptions, drought, coastal inundation (including storm surges, and tsunamis), heavy rain and flash floods. In the 2022-23 cyclone season, Vanuatu was devastated by two severe tropical cyclones that followed 3 days apart, resulting in wind damage, flooding, and major landslides in some islands. The risk to the Pacific region is significant, given its vulnerability to climate change and the likelihood of increased intensity and frequency of disasters in the coming decades. PMC member countries must improve their ability to meet their commitments and obligations under relevant regional and international policy frameworks.

National Meteorological and Hydrological Services (NMHSs), as members of the PMC[4], are national authorities responsible for the provision of forecasts and warnings that are essential for the safety, well-being and resilience of Pacific communities who rely on accurate information, early warnings, and a solid understanding of climate and weather patterns. NMHSs provide essential services to national governments, businesses, and communities, including aviation, marine and public weather services, disaster risk reduction, and climate services. There is a growing and more prevalent need to incorporate the role of NMHSs in climate change adaptation policy and implementation.

To date, investment in Weather-related Pacific projects varies in quantum and scope. Of the 58 ongoing or recently completed projects, the most significant investments have been made across four projects at regional/national levels. These projects, funded by the Green Climate Fund, the World Bank and the Australian Government, amounting to around USD 196m, have focused predominantly on capacity building with limited investment in infrastructure, particularly for small islands developing states. Significant gaps remain in benefits for the most vulnerable countries.

Faced with the urgency of the climate crisis, access to finance to improve the resilience of the Pacific region is further challenged by weaknesses in national financial systems, as well as fragmentation in access, particularly by those countries most at risk. Packaging development partner/donor investments over a ten-year period will address some of these challenges and support a more centralised approach to coordination under the proposed priority areas of the Weather Ready Programme.

## Services Required

We are seeking the expertise of a highly qualified individual or company to serve as a consultant. The consultant will play a crucial role in evaluating and assessing the Weather-Ready Programme (WRP). Their primary responsibility will be to assess and provide recommendations regarding the governance structure of the WRP and, consider, the findings from the WRP Scoping Study and the Program of Investment. The consultant will also recommend the best approach to establish an investment facility within the WRP to attract other potential funders.

The recommendations of the Steering Committee will be presented at the upcoming Pacific Meteorological Council meeting scheduled for August 14th to 16th. Throughout the assignment, the consultant will receive guidance from the Pacific Met Desk Council Secretariat and report to an established Steering Committee for this Activity (see Institutional Arrangement below), which will oversee and monitor progress.

## Scope of Work

The consultant will be responsible for the following tasks:

- ü Assess the Weather-Ready Programme and provide recommendations on options regarding its Governance Structure, decision-making processes, funding models, member and donor contributions (financial and in-kind) and way forward for its operationalisation.
  - As part of this task, the consultant should also provide recommendations (if any) for optimizing current PMC arrangements in any way that would benefit WRP governance.
- ü Assess and propose the set-up of WRP PMU and its staff in the context of the proposed future governance arrangements.
- ü Explore and recommend the most effective approaches to establish an investment facility or multi-donor fund within the context of the proposed governance arrangements to attract potential funders. This task should focus on a high-level roadmap and operating principles for the facility or fund, with detailed ToR's for establishing the facility in a later stage and contingent upon PMC approval of the concept.
- ü Work with the PMC Secretariat and steering committee in preparing a PMC paper on the recommendations for WRP (and PMC) governance, PMU set-up and facility/fund concept, for PMC's endorsement.
- ü Incorporate recommendations and comments from the PMC-6 and related meetings.

The consultant should ensure a consultative approach is taken while conducting this assessment, especially with primary stakeholders such as donors, partners, PMC secretariat and, NMHSs.

## Deliverables

The consultant will deliver the following deliverables:

- ü A report detailing the findings and recommendations for consideration of the Steering Committee.
- ü A paper summarizing these findings and recommendations to be tabled at the PMC-6 (14-16 August 2023), the Donor/Partner engagement platform (17 August 2023) and the 3<sup>rd</sup> Pacific Ministerial Meeting (18 August 2023).

## **Requirements**

**Educational Qualifications:** A relevant advanced degree in Environment, Management, Public Administration, or a related field would be desirable. A master's degree or higher is often preferred.

**Experience:** The ideal candidate should have at least 15 years of senior-level experience in development work, with a specific focus on environment and climate change, as well as program management and coordination. They should possess expertise in conducting assessments for multi-donor programs, including establishing and implementing governance and Project Management Unit (PMU) structures. Additionally, the candidate should know the Pacific Meteorological (Met) environment, particularly understanding the significance of the Pacific Meteorological Council (PMC) and how the WRP responds to the needs of the PMC.

**Governance and Policy Experience:** Experience in reviewing governance structures and policies related to public administration, meteorological organisations, or similar entities is crucial. Knowledge of best practices, regulatory frameworks, and international standards in meteorology governance would be valuable.

**Financial and Funding Expertise:** The consultant should possess knowledge and experience in financial management, budgeting, and funding models. Familiarity with funding mechanisms used in Pacific programs and an understanding of different financial instruments and investment facilities would be advantageous.

**Project Management Skills:** Given the proposal to establish a Project Management Unit, experience in project management is essential. The consultant should demonstrate proficiency in project planning, implementation, monitoring, and evaluation.

**Analytical and Report Writing Skills:** Strong analytical skills are necessary to assess the current governance structure, identify gaps, and propose improvements. Excellent written communication skills are also crucial for preparing comprehensive reports and recommendations.

**Stakeholder Engagement:** The consultant should have experience in engaging with diverse stakeholders, such as government officials, meteorologists, funding agencies, and other relevant parties. Collaboration and consensus-building skills are important to ensure the successful implementation of the proposed recommendations.

**Regional Experience:** Should have strong knowledge and understanding of the Pacific Context, the challenges, and the best approaches to promote the delivery of large programmes such as WRP.

## **Institutional Arrangement**

The consultant shall report to the established Steering Committee comprising New Zealand's Ministry of Foreign Affairs and Trade, SPREP and Australia's Bureau of Meteorology, and ensure that updates and recommendations are shared within an agreed timeframe. For this assignment, the consultant must liaise and consult with all primary stakeholders, including the PMDC Secretariat, for guidance. This consultancy is a home-based role, but travel will be necessary for consultations. It is recommended that the consultant travel to Samoa and Tonga for face-to-face consultations with key stakeholders, and it is a requirement that the consultant be available for participation in the PMC, Donor Engagement Platform and Pacific Ministerial meetings in Nadi during the week of 14-18 August.

## **Duration of the Consultancy**

The consultancy will commence as soon as practicable, till the 30<sup>th</sup> of August, 2024.

## Annex 2: List of Persons Consulted

<b>Name</b>	<b>Title</b>	<b>Organisation</b>
Lealaisalanoa Frances Brown Reupena	Chief Executive Officer	Ministry of Natural Resources and Environment, Samoa
Arona Ngari	Director	Cook Islands Meteorological Services
Andrew Jones	General Manager - International Development	Bureau of Meteorology, Australia
Michael Brewer	Senior Adviser	Ministry of Foreign Affairs and Trade, New Zealand
Karl Franz Fleischanderl	Senior Adviser	Ministry of Foreign Affairs and Trade, New Zealand
Sefanaia Nawadra	Director General	SPREP
Easter Chu Sing	Deputy Director General	SPREP
Tagaloa Cooper-Grey	Director Climate Change and Resilience	SPREP
Petra Suhren-Chan Tung	Director Finance and Admin	SPREP
Simeamativa Vaai	Director Human Resources	SPREP
Salesa Nihmei	Meteorological and Climate Services Adviser	SPREP
Philip Malsale	COSPPac Project Manager	SPREP
Salome Tukuafu	Project Development and Implementation Officer, Project Support Unit	SPREP
Henry Taiki	Representative for South-West Pacific	WMO
Tessa Tafua	Associate Project Support Officer	WMO South West Pacific