



WORLD  
METEOROLOGICAL  
ORGANIZATION



REPORT ON THE RESULT OF  
**THE SURVEY ON RMPDA**  
RESOURCES MOBILIZATION, PARTNERSHIP  
AND DEVELOPMENT ASSISTANCE



The EC-CDP Expert Team of Resource Mobilization, Partnerships  
and Development Assistance @2022

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# I. INTRODUCTION

The World Meteorological Organization (WMO) through the Executive Council - Capacity Development Panel (EC-CDP) conducts programs and activities as initiatives to support the organization in closing the gap in National Meteorological and Hydrological Services' capacity as one of the WMO's Long-term Goals of the 2020-2023 Strategic and Operating Plan. Responsible to the Executive Council through the Technical Coordination Committee and the Policy Advisory Committee, the Panel will monitor the priorities of, and activities under, the WMO Strategic Plan, the WMO Capacity Development Strategy, and WMO Gender Equality Policy, including institutional, infrastructural, procedural and human resources capacity development.

Based on the wide scope of work of the Panel, Expert Teams and one Task Team were set up for continuous assistance in delivering specific activities and into key aspects of its work with guidance for their deliverables, terms of reference, and composition. Expert Team on Resource Mobilization, Partnerships, and Development Assistance (CDP-ET-RMPDA) was established to discuss issues in resource mobilization, partnerships, and development assistance, as well as to provide necessary action in form of relevant programs and activities that focussed on linking with the TORs.



# TOR **Term of Reference**

## **Expert Team on "Capacity Development through Resource Mobilization, Partnerships and Development Assistance" (CDP-ET-RMPDA)**

*CDP-ET-RMPDA monitor and make recommendations on the following:*

- *Provide guidance and oversight regarding WMO efforts to strengthen assistance to the NMHSs of Developing and Least Developed Countries*
- *The facilitation of twinning arrangements and other innovative modes of bilateral cooperation.*
- *Strategies to leverage initiatives in the UN system and other development partner initiatives.*
- *Oversee and guide the implementation of the tasks of the Executive Council according to Resolution 8.3/1 (Cg-18). In particular, ensure that WMO activities that support capacity development, including the Country Support Initiative and VCP, as well as WMO-related CREWS activities, are complementary and take into consideration the unique national context of Members.*
- *Strategies for identifying opportunities; how to best apply extra-budgetary resources to maximize impacts; develop guidance for NMHSs on resource mobilization strategy.*
- *Approaches to develop, implement, monitor, and evaluate projects.*
- *Partnerships, promotion of multilateral and bilateral collaboration, Public-Private Engagement (PPE), inter agency collaboration including WMO-IOC JCB.*

Since its 1st Meeting in August 2020, ET-RMPDA recognized that having sufficient plans and strategies for capacity development with short, medium, and long-term goals to mobilize resources is necessary. This issue has been discussed and explored in CDP's meetings, ET-RMPDA meetings in particular, and considered to enrich inputs provided to the revised WMO Capacity Development Strategy.

According to the EC-CDP-2 recommendation in Doc 4.4. TOR 3: monitor and make recommendations on strategies to leverage initiatives in the UN system, and other development partner initiatives, one proposed output that became a priority was to review and document recommendations on best practices in terms of working with development partners/Government in order to enhance knowledge sharing in this area.



Further, to address the aforementioned recommendation, it is requested to the CDP “To develop appropriate guidelines supporting the implementation of the WMO initiatives to strengthen the capacity of developing country Members”, the ET-RMPDA requested Professor Karnawati to lead the team to conduct the Survey on Resource Mobilization, Partnership, and Development Assistance. Assisted by other members of ET-RMPDA and the team of BMKG Indonesia the questionnaires had been pulled together – both online and in-person – as well as numerous interviews across the WMO Membership and Secretariat. This has included LDCs, middle-income countries, and developed countries working in partnership with other NMHSs as well as the Donor Partners and Organizations on capacity development activities. The analysis from this activity had been made available and presented in some CDP meetings.

In addition, the recommendations have been proposed to be linked to related initiatives e.g. WMO strategic planning with NMHSs. The discussion also raised the idea of provision of further training on resource mobilization and project proposals (to be linked with ET-HRD/ET-PDIM) as well as other activities to add value in this area e.g. providing guidance/highlighting WMO initiatives and proposals to EC.

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The report is presented in three sections. The first section provides an introduction and some major findings of the survey. The second section provides the details of the results of the survey and the third section provides conclusions.

Some major findings of the survey provide insight into the state of resource mobilization, partnership, and development assistance among the National Meteorological and Hydrological Services (NMHSs) of Members and Universities as well as partner organizations. In particular, the survey results also show information on how the resource mobilization activities were being conducted and identify what has worked well and not so well.

The recommendation from the survey could be linked to CDP Program Delivery D: Create an inventory of existing cooperation with UN and other development partners, advise on how to optimize existing arrangements and explore new opportunities and guide future initiatives, especially within the framework of Sustainable Development Goals (SDGs).

# II. SURVEY DESIGN AND ADMINISTRATION

## 2.1. Survey Dissemination, Respondent Distribution, and Response Rate

A survey on Resources Mobilization, Partnership, and Development Assistance (RMPDA) was undertaken in July-October 2021. Sixty respondents representing donors, recipients, and WMO Technical Departments, were requested to respond to a survey developed by the CDP ET RMPDA Task Team in cooperation with the Education and Training Office WMO, through two methods of questionnaire and interview. There were 36 out of 60 respondents who responded to the survey which resulted in a 60% of response rate. They represented six Regional Associations of WMO.

The countries that submitted responses were Kenya, Jamaica, Madagascar, Nigeria, Ethiopia, South Africa (RA-I), Bangladesh, Afghanistan, Pakistan, Nepal, Turkey, India, China, Japan, the Republic of Korea (RA-II), Argentina, Brazil, Mexico (RA-III), Canada, the Caribbean/ Barbados and USA (RA-IV), Fiji, Tonga, Solomon Islands, Timor Leste, Papua New Guinea, Malaysia, the Philippines, Australia and New Zealand (RA-V), UK, Norway, Russia, and Finland (RA-VI).

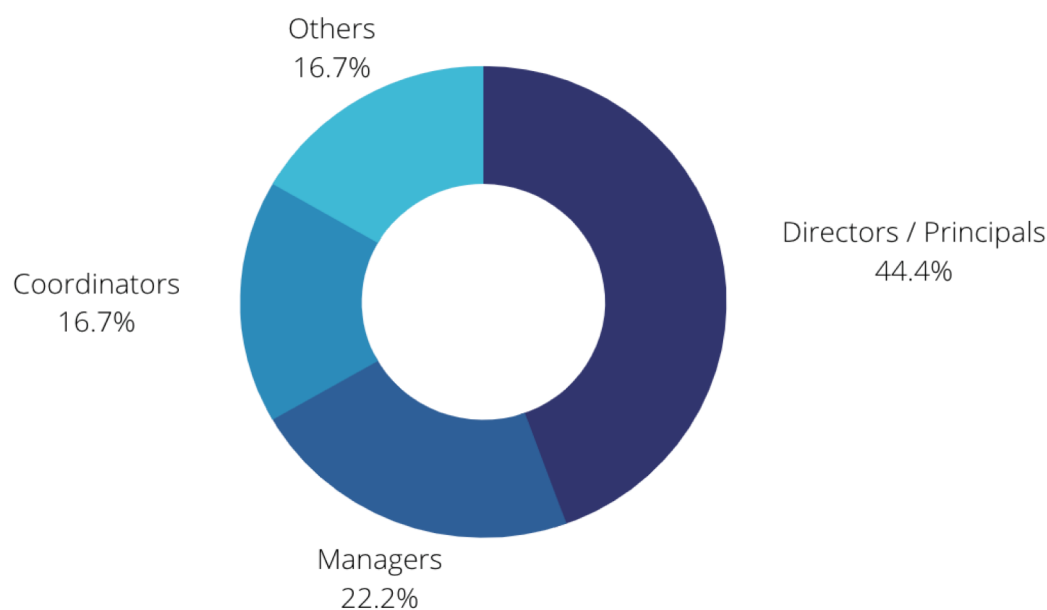
**Fig. 1. Respondent Distribution**



In addition, two organizations also attended namely WMO and EUMETSAT (Europe). Some technical divisions of WMO such as Regional Strategic, Office of RA, Pacific, ETRO, CAgm, Climate Prediction and Adaptation (CPA) also involved and enriched the result perspectives and best practices. The results, which are presented in the order of questions in the questionnaire, reflect the views of the respondents.

With regard to the respondent's designation, the majority of the respondents are directors/ principals (44.4 %), followed by managers (22.2%) and coordinators (16.7%) meanwhile 16.7% have other roles in their organization, as indicated in Figure 2.

**Fig. 2. Respondent Designation**



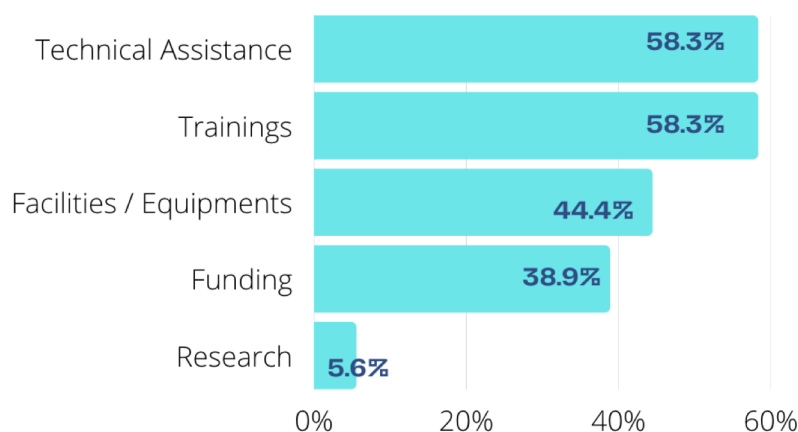


# 3. RESULT OF THE SURVEY

## 3.1. Forms of Resources Mobilization

With regard to the forms of resource mobilization, 58.3% of respondents indicated that the two most common forms are technical assistance and training. The aspect of technical assistance includes the provision of experts, expertise and knowledge, software and data as well as website development, technology (IT) transfers, and open-source tools/ software, meanwhile the aspect of training includes various proposed topics of training. Some respondents in this group also highlighted the provision of training materials, assistance in module development, and conducting no tuition training among others.

**Fig. 3. Forms of resources mobilization**



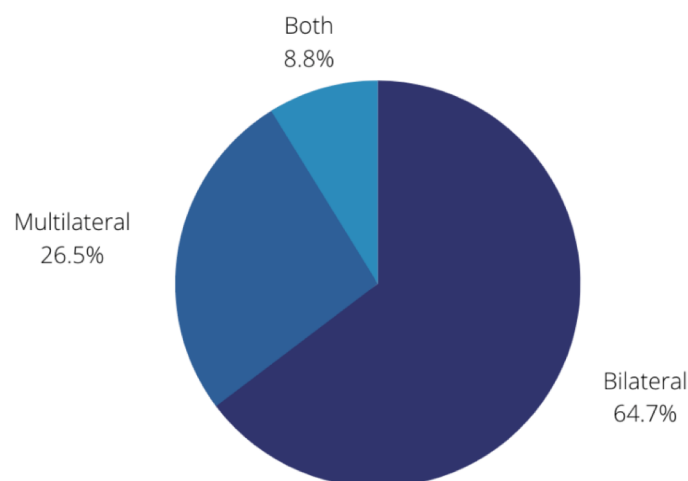
As shown in figure 3, facilities/types of equipment and instrument, as well as funding also mentioned by other respondents as quite common forms. In addition, assistance in the form of research is the least form implemented.

### 3.2. Effective Scheme of Resource Mobilization and Technical Assistance

The effectiveness of the program could be approached from the schemes that were applied. Two common schemes experienced by the country/ organization namely the bilateral (conducted between two countries, or a country and an organization) and multilateral (conducted among more than two countries and one or a number of organizations).

The survey result indicated that 64.7% of the respondents mentioned that bilateral is the most effective scheme for mobilizing resources and providing technical assistance. This is related to the sustainability of the program, due to greater readiness and effectiveness in the number of resources and its dependency on the agreement and plan that has been programmed. Moreover, this kind of collaboration enables the entities involved to have specific goals and budgets.

**Fig. 4. The Most Considered Effective Scheme**

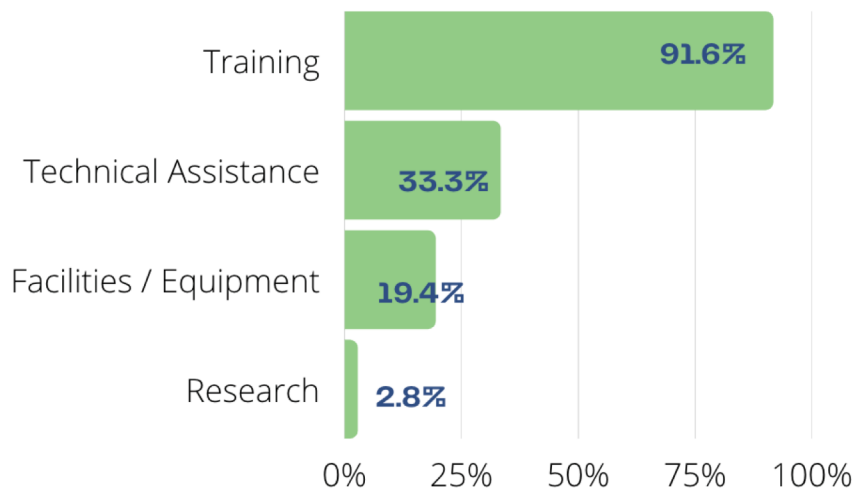


As shown in Fig. 4, multilateral schemes are placed as the second option meanwhile 8.8% of respondents stated that both schemes could work well as long as the parties involved were engaged in the process, proposed tasks, and outcomes.

### 3.3. Most Frequent Needs for Resources Mobilization

One essential aspect that has been explored through this survey was the needs of the recipients. In terms of this aspect, most respondents significantly stated that training is a resource that they needed the most, followed by technical assistance. The facilities, infrastructures, or equipment are in the third place, while research options came up as the least frequent need experienced by respondents, as shown in Fig. 5.

**Fig. 5. The most frequent needs for resource mobilization**

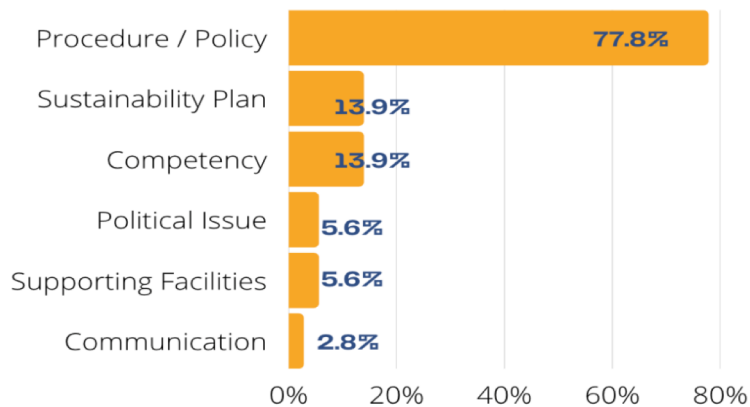


According to respondents, the needs in training-related areas could be in the form of scholarships, grants for undergraduate and graduate programs, professional development programs, planning support, hardware and software maintenance, and financial support. Respondents also mentioned the need for assistance in developing a proposal to get the scholarship.

### 3.4. Most Common Obstacles in Resource Mobilization, Partnerships, and Development Assistance

Like other projects, the process of resource mobilization activities and programs often find obstacles that make its implementation becomes even more challenging. In this regard, 77.8 % of respondents stated significantly that procedure/ policy is the most common obstacle in mobilizing resources from donor partners or Government, followed by sustainability and competency plan (13.9 %), while political issue and supporting facilities shares the same percentage of 5.6 %, as shown in Fig. 6

**Fig. 6. The most common obstacle in resource mobilization**



Further interview revealed that the obstacles in procedure/ policy could appear in terms of bureaucracy, authorization, specific regulations (i.e in finance, administration, and equipment importing), a lack of supporting technical policies (i.e no specific policy in weather, water, climate change and adaptation, disaster management, etc), lack of strategies of the recipient's country, budget restriction, lack of understanding of responsibility in each party, as well as the administration that is extremely time-consuming. Challenges in keeping sustainability were also captured in the form of poor project management and the change in the persons who managed the project as well as the limited implementation in the current situation (limited mobilization due to the COVID-19 pandemic) potentially causing some delays.

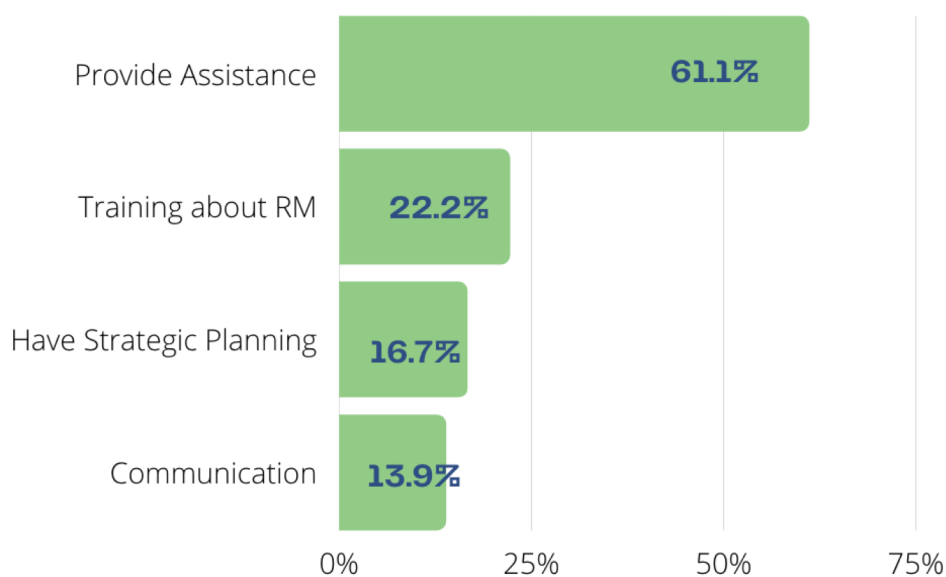
On the other hand, a lack of competencies appeared, such as a lack of skills and capacity in preparing and formulating the strategic proposal, technical document, concept note, and other supporting documents that fit the resource offer, and or the donor priorities. This will be challenging in the situation since most resource mobilization involves competitive processes and procedures (there are selection processes by donors).

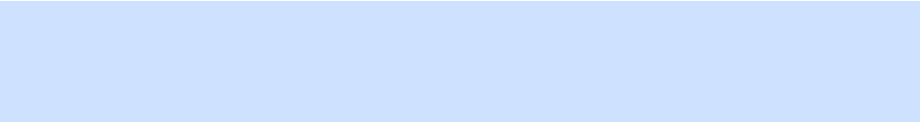
About 5.6% of respondents also indicated that they experienced political uncertainties. A similar percentage is also shown for the aspect of lack of supporting facilities. Communication is also mentioned as an obstacle.

### 3.5. Ways to Overcome Obstacles

Beside expressed their challenges and obstacles, through this opportunity respondents also shared their experiences and proposed advice on how to overcome the obstacles as shown in Fig.7

**Fig. 7. Ways to overcome obstacles and challenges**





As shown before, the most common challenge faced by the parties is procedures. In line with that, 61.1 % of respondents highlighted the importance of providing assistance to recipients in particular. This can be in form of partnership building and network development assistance, grant administration, advocating for funding through either Government, NGO, or other donors, supporting the recipient countries in formulating their needs for more competitive applications as well as in raising their profile and being more visible of the NMHS in their respective ministries/governments. The recipients should be equipped with sufficient capacity to convince and deal with the donors and sponsors. It is essential as well to have assistance in project management with the regional outlook available in order to have a broader view of resource mobilization programs.

It is included in this category, there are some recipients who recognized how specific supporting facilities can be provided as assistance to meet their needs, such as faster and more reliable internet bandwidth (especially in a global pandemic), the open cloud service for learning resources and data management. It is also indicated that a separate entity is required to collect all funding from international or national sources and agencies have to work together to access the resources needed in the targeted programs. Post-program management assistance is also necessary because in some countries their government can not provide operational support due to some other priorities. In this case, it is important to have engagement with private sectors and communities in the operational activities, with many people involved and organized.

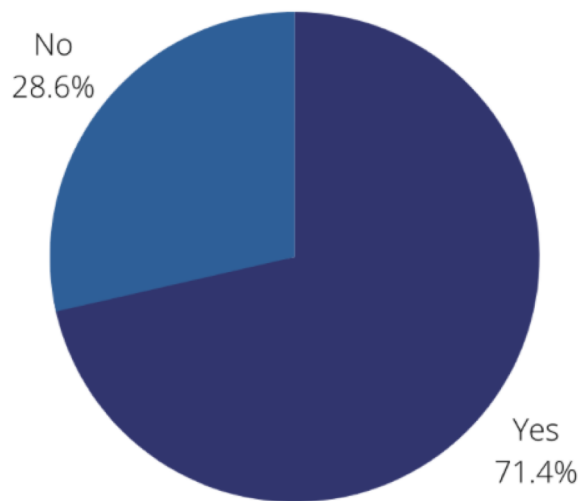
About 22.2 % of respondents had specifically shown their need for training about resource mobilization even more. Included in this advice is proposal development. Having strategic planning is also recognized by 16.7% of respondents as an essential way to overcome the challenge, especially one that clearly articulates the goals of the organization in a discrete time period and includes sustainable plans for investment.

Another 13.9% of respondents emphasized the importance of having sufficient communication among parties involved. This includes the clear responsibilities among entities working in a similar area, for instance between NMHSs and disaster management offices. More dialogues and collaboration could be promoted more intensively as well as to provide training in cross-agency topics. This is to give a more broader and comprehensive perspective of the entities involved so they can coordinate and cooperate more effectively. Developing joint project proposals with the relevant entities and or countries is also proposed as a way to deal better with the challenges. It is suggested that the relationship among the entities involved can be strengthened formally through the establishment of an MoU.

### 3.6. Resource Mobilization in Strategic Planning

One of the significant ways to sustain resource mobilization is having it stated in strategic planning for both the recipients and donors. This will be a legal aspect that forms the foundation for the activities related to resource mobilization and technical assistance.

**Fig. 8 Resource mobilization in Strategic Planning**

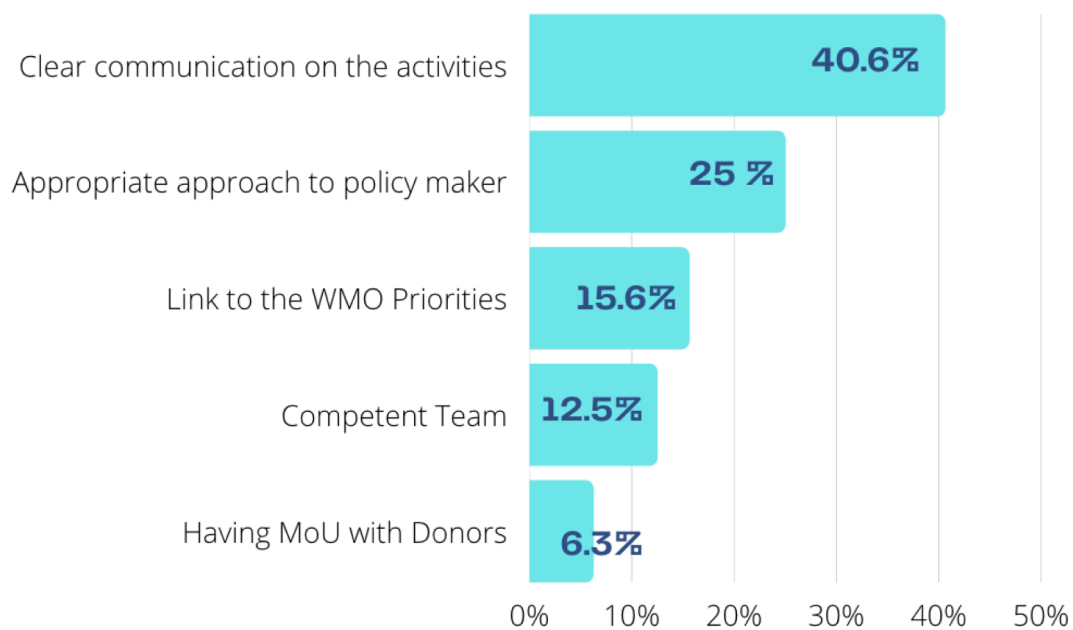


Even though 71.4% of respondents indicated they have resource mobilization in their organization, Fig. 8 shows us that 28.6% of respondents find an absence of this topic from their strategic planning.

### 3.7. Recommendation for Resources Mobilization

Some recommendations are available as a result of the survey. As described in Fig.9, we can see that clear communication on the activities had been proposed by 40.6% of respondents, followed by the provision of the appropriate approach to policymakers suggested by 25%.

**Fig. 9 Recommendation for resources mobilization**

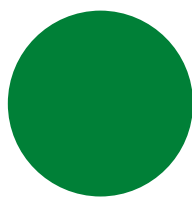


Another recommendation gained from the survey is to ensure that the resource mobilization program proposal is linked to the donor priorities programs (some respondents mentioned WMO specifically in this case). It is essential to have competent staff in technical and project management as well as having MoU with the donors to sustain existence and development of the program in the future.



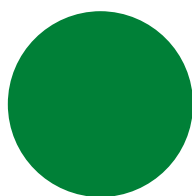
# CONCLUSION

The Survey on resource mobilization, partnership, and development assistance (RMPDA) program and activities had been conducted from July - October 2021, involving 36 respondents from 27 countries (from WMO Regional Association I - VI) and 2 organizations.



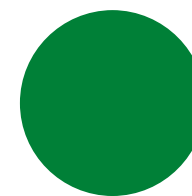
## **No. 01 – Implementation**

Resource mobilization has been implemented at various levels in many WMO Member Countries.



## **No. 02 – Program and activities**

Program and activities work quite well and have met the needs of the respondents



## **No. 02 – Challenges & Opportunity**

Countries experienced their own challenges in implementation. This challenge also provides some areas for improvement in order to ensure the effectiveness of the RMPDA program.

# RECOMMENDATIONS

It is essential to provide RMPDA-related training and assistance.

To get wider opportunities, recipients are suggested to make the appropriate approach with policymakers, to build clear communication on the program and activities as well as to ensure they are linked and matched with the priorities of Donors/ WMO.



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