



**22nd Meeting of the Steering
Committee**

Sunbird Mt. Soche Hotel
Blantyre, Malawi
09:00 – 17:30 South Africa Standard
Time (UTC+2)
13 February 2026

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Provisional Agenda Item 4

Secretariat Staffing Capacity and Functions Assessment

Summary

The Staffing Capacity and Functions Assessment is presented, by the Director a.i. to inform a discussion and decision by the Steering Committee under agenda item 4.3

CREWS Secretariat Staff Capacity and Functional Assessment

Purpose

1. The assessment evaluates the current staff capacity and functions and their alignment with the ambitions of the CREWS Strategy 2030 and its Operational Plan. The assessment focuses on staff capacity for fixed term, seconded and short-term/consultants/interns and functions/skills to inform decisions on staffing, structure, and resources.

Secretariat roles and responsibilities

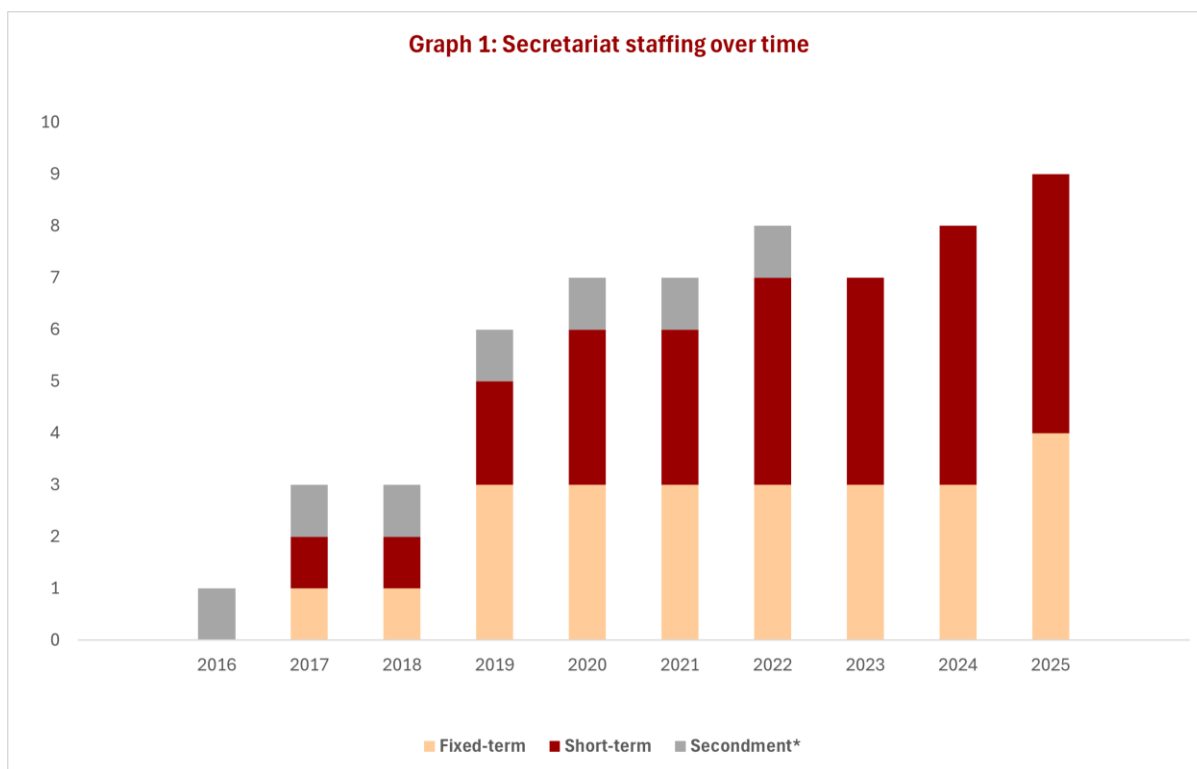
2. The roles and responsibilities of the Secretariat are outline in the *CREWS Governance Document*.
3. The Secretariat is established to support the work of the Steering Committee and is accountable to the Steering Committee for the performance of its functions.
4. The CREWS Secretariat is hosted by WMO in Geneva under WMO management and applicable policies and procedures. The CREWS Secretariat staff are recruited under WMO policies and procedures.
5. The functions of the Secretariat, as set out in the Governance Document, include:
 - organizing meetings of the Steering Committee and preparing and circulating minutes of Steering Committee discussions for their approval;
 - receiving and reviewing Project Proposals to ensure completeness and consistency with the Governance Document and relevant operational guidelines before transmitting to the Steering Committee for consideration;
 - developing and regularly updating a monitoring and evaluation framework and appropriate reporting guidelines and internal procedures for CREWS for review by the Steering Committee, receiving and consolidating progress and other reports from the Implementing Partners for submission and review by the Steering Committee;
 - collaborating with the Trustee to ensure that the Trustee has all the information necessary to carry out its responsibilities including notification to the Trustee of Allocations approved by the Steering Committee;
 - preparing operational guidelines relating to eligibility, process and a common format for Project Proposals and reporting implementation results on each Project for the Steering Committee approval;

- approving terms of reference of the Secretariat staff to maintain impartiality;
 - compiling and providing public information on activities funded by the CREWS Trust Fund, including on a website to be created;
 - fundraising for the CREWS Trust Fund and coordination with contributors.
6. The Steering Committee approves the budget for the running of the Secretariat, called administrative budget, on an annual basis (World Bank fiscal year, July to June). The administrative budget includes the funding for fixed-term staff positions for the Secretariat. Short-term staff, consultants and interns are funded through activities approved in the Secretariat administrative budget. The Secretariat develops its annual costed work plan, which is reviewed mid-term and reports to the Steering Committee annually.
7. The Director of the Secretariat leads, manages and develops the objectives, activities and staff of the CREWS Secretariat. He/she manages and monitors the budget to quality and time standards; ensures activities are carried out in a timely fashion and guides and trains staff under his/her supervision.
8. The Director reports to the Assistant Secretary General at the World Meteorological Organization (WMO), an office in WMO that is different from the offices responsible for coordination and implementation of the CREWS funded operations.

Current Staffing Overview

9. The Secretariat is currently composed of (see graph N° 1):
- i. Four fixed-term staff:
 - a. Director a.i.
 - b. Programme Officer
 - c. Monitoring and Evaluation Officer (probation year)
 - d. Senior Administrative Assistant
 - ii. Four short-term staff:
 - a. Associate Analyst (one year)
 - b. Assistant Communication Officer (9 months)
 - c. Senior Consultant Annual Report (6 months)
 - d. Resource Mobilization Intern (6 months)

Job descriptions and terms of reference are available for each position.



* The Head of the Secretariat was seconded by UNDRR from 2016 to 2018.

* SDC seconded a staff to the Secretariat from 2019 to 2022.

Overview of staff functions

10. The functional mapping is a self-assessment of the estimated staff time allocated to the core secretariat functions (see graph N° 2).

11. Staff work is currently organized across the following core functional areas:

- **Support to Steering Committee and Operational Coordination Group:** organize meetings, produce report, prepare guidance, advise and deliver strategic policies
- **Programme / Service Delivery:** Programme pipelines, operational procedures, review of projects and Accelerated Support Window, roll-out of the GCF/SAP – CREWS Scaling-up Framework
- **Monitoring and evaluation:** manage M&E tracking system, reporting requirements, annual report production

- **Resource mobilization:** outreach, explore other potential sources of funding, conduct resource planning with clear timelines, manage the donors' dashboard
- **Communications, website and analytical work:** Communications, stakeholder engagement, fundraising, and partnerships
- **Strategic partnerships:** manage relations with operational partners, alignment with and identification of partnership modalities with targeted development partners and climate funds



Key Findings

- Overall, core functions have remained unchanged and are effectively aligned with the three priorities of the CREWS Strategy 2030 and its Operational Plan, however, the scale and complexity of work has increased. Core program and service delivery functions are operating at or near capacity during peak periods
- The growing number of Implementing Partners and scale of operations, including new funding pathways such as the Accelerated Support Window require additional time in managing programming procedures.
- Strategic partnerships such as the GCF/SAP – CREWS Scaling-up Framework on Early Warning, and its roll-out call on the Secretariat to work with the GCF Secretariat, recipient countries and a wide range of development partners/accredited entities on the development of proposals.
- The fast-changing development aid environment, higher scrutiny by donors, regarding value for money and growing competition between institutions for

financing has resulted in the Secretariat taking on more resource mobilization functions, as it can rely less on its Implementing Partners.

16. This includes developing more elaborated online monitoring and evaluation tools and related analytical work on the impact and relevance of the initiative.
17. Early warning is recognized as a policy priority in a growing number of global and regional agendas (Climate Change, EW4All, Financing for Development, SIDS and LDC agendas, G20, G7 and several regional initiatives) requirement additional and more targeted outreach and communication efforts by the Secretariat on the role and impact of CREWS.

Steering Committee Considerations (Next Steps)

18. Current staffing capacity, with some functional realignment, does allow the CREWS Secretariat to carry out minimum core functions. However, staff capacity constraints may limit growth or expansion in the following areas:

- Meeting the CREWS financial targets, as set-out in the Operational Plan 2026-2030;
- Scaling-up operation regarding the Accelerated Support Window, which requires time sensitive response and the roll-out of the GCF/SAP – CREWS Scaling-up Framework, and replicating the model with other climate funds and/or financial institutions;
- Ensuring sufficient visibility of the CREWS initiatives, its impact/results and unique value proposition in an increasingly ‘crowded’ early warning space.

19. The Steering Committee could consider:

1. **Recommending the prioritization of certain functions and consider implications for future staffing and resource planning.**
2. **Inviting the Director to make recommendations based on Steering Committee guidance to strengthen the Secretariat staffing.**
3. **Seconding staff/JPOs to the Secretariat to strengthen priority functions.**

The CREWS Initiative gratefully acknowledges the support of:

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