



**23<sup>rd</sup> Meeting of the Steering  
Committee**

WMO building, 7 bis avenue de la  
Paix, Geneva, Switzerland  
09:00 – 17:00 CET  
30 June 2026

Hybrid: connection details for online  
participants available upon request

**CREWS/SC.23/workdoc.4**

Provisional Agenda Item 4.1

# Resource Mobilization Strategy 2026–2030

## **Summary**

The Resource Mobilization Strategy is presented, by the Secretariat, for review and approval by the Steering Committee under agenda item 4.1. It includes, as an Annex, the outline of a draft Resource Mobilization Plan.

1. At its 22nd Meeting the Steering Committee invited the Secretariat, in consultation with the Chair, to develop a Resource Mobilization Strategy aimed at encapsulating CREWS' ambition to deliver on its 2030 Strategy (Decision 4.1/Item 4/22nd Meeting).
2. The Secretariat had developed an initial resource mobilization strategy, in 2022, and currently maintains contact databases, engagement tracking systems and bilateral partners' priorities mapping.
3. A strategic review, carried out by a senior consultant, informs the updated draft CREWS Resource Mobilization Strategy. The review focused on several areas:
  - Confirmed the financial and impact figures that form the basis for the Strategy and Plan and its strategic framing;
  - Reconciled programme and financing targets (portfolio baseline, current financing position, funding pathways, pipeline framing and priorities) and related gaps and missing information to complete the Strategy;
  - Quality assessed existing resource mobilization tools and material, including the current resource mobilization dashboard and investment case;
  - Clarified roles and responsibilities, outreach and organizational-readiness issues to implement the Strategy.
4. A draft Resource Mobilization Strategy is presented to the Steering Committee for review and approval. The draft Resource Mobilization Strategy notably outlines the critical importance of the next 5 years to achieve global early warning targets and the urgency to secure predictable resource to deliver of the ambitions of the CREWS Strategy 2030 and its Operational Plan. It provides the strategic case for renewed and expanded support, sets out the financing target, investment case, funding pathways, partner engagement approach and organizational readiness actions required to support delivery of the CREWS Strategy 2030 and its Operational Plan.
5. An outline of a Resource Mobilization Plan is included as an Annex to this document. The Steering Committee is invited to provide views and comments on the outline. It will be developed into a comprehensive Resource Mobilization Plan, by the Secretariat, following the meeting to operationalize the Strategy, with detailed actions, contributor / partner targeting, outreach material, responsibilities and monitoring arrangements.

#### **Proposed Steering Committee Decisions:**

**Decision 4.1/Item 4/23rd Meeting: Approve the CREWS Resource Mobilization Strategy 2026-2030 as the strategic framework for mobilizing resources to deliver on the CREWS Strategy 2030 and its Operational Plan. This includes:**

- a. **Endorsing the resource mobilization targets of USD 100 million by 2028 and USD 175 million by 2030.**
- b. **Invite Steering Committee members to act as CREWS champions within their networks, including through peer outreach, political introductions and support for high level engagement.**

- c. Establish a light Resource Mobilization Working Group or Champions Group, with willing Steering Committee members, LDC/SIDS representatives and selected champions, to support implementation.**
- d. Request annual [or semi-annual] reporting by the Secretariat and the Trustee to the Steering Committee on resource mobilization progress, financial contribution status, outreach and organizational readiness.**

**Decision 4.2/Item 4/23rd Meeting: Requests the Secretariat, in consultation with the Chair, to finalize a Resource Mobilization Plan 2026-2030 and a detail Implementation Plan for 2026-2027 with detailed actions, contributor / partner targeting, outreach materials, responsibilities and monitoring arrangements.**

# Contents

1. Context and rationale.....	4
2. Purpose and objectives.....	4
3. Drivers .....	5
4. Process.....	6
5. CREWS investment case: what contributors buy .....	6
5.1 Why CREWS now .....	7
5.2 How the incoming pipeline is different.....	7
5.3 What the next contribution will unlock .....	8
5.4 The leverage proposition .....	9
5.5 Fundraising scenarios and what is at stake.....	9
6. Financing need and targets .....	10
7. Funding pathways.....	11
8. Partner segmentation and outreach approach.....	12
9. Strategic partnerships and leverage .....	14
9.1 Implementing Partners and joint programming .....	14
9.2 Climate finance scale-up .....	14
9.3 Regional and thematic partnerships.....	15
9.4 Private sector and innovation partnerships.....	15
10. Organizational readiness.....	15
11. Monitoring and review .....	18
Annex 1. CREWS Resource Mobilization Plan 2026–2030 .....	20

## 1. Context and rationale

CREWS enters the 2026–2030 period with a stronger portfolio, a clearer pipeline and a more demanding resource mobilization challenge. The global development and climate finance environment is becoming more constrained, while demand for early warning finance is increasing. LDCs and SIDS continue to face compounding risks from floods, droughts, cyclones, heat and other weather-, water- and climate-related hazards, often with limited fiscal space and weak institutional capacity to sustain end-to-end early warning systems.

The next five years are also the critical delivery period for Early Warnings for All (2027) and for the remaining years of the Sendai Framework. The political commitments and roadmaps developed during 2023–2025 now need to become operational systems that reach communities, inform early action, protect lives and reduce disaster losses. CREWS is positioned as a dedicated pooled multilateral mechanism designed specifically to help LDCs and SIDS build these foundations and link them to larger-scale finance.

The updated Resource Mobilization Strategy is submitted to the 23rd CREWS Steering Committee for discussion and approval. It is a strategic document for the Steering Committee, current contributors, prospective contributors, implementing and operational partners. The detailed Resource Mobilization Plan will be prepared separately as a Secretariat working document, with contributor and partner targeting, outreach materials, responsibilities, milestones and monitoring arrangements.

## 2. Purpose and objectives

The purpose of this Resource Mobilization Strategy is to secure predictable, pooled and catalytic resources to deliver the CREWS Strategy 2030 and Operational Plan 2026–2030. It provides the strategic case for renewed and expanded support, defines the financing targets and funding pathways, and clarifies the role of the Steering Committee and Secretariat in moving from endorsement to implementation.

The Strategy is built around seven objectives:

- Mobilize USD 100 million in additional contributions by 2028 and USD 175 million cumulatively by 2030.
- Finance the current CREWS pipeline and maintain a dynamic future pipeline aligned with country demand, need, and leveraging potential.
- Sustain the Accelerated Support Window as a rapid and flexible pathway for readiness, piloting and gap-filling support.
- Support the GCF–CREWS Scale-Up Framework and explore replication with other climate funds and financing institutions.

- Retain and renew existing contributors, while broadening the contributor base in a politically realistic and targeted way.
- Strengthen CREWS visibility, evidence and communications around lives protected, institutional strengthening and catalytic leverage.
- Increase organizational readiness to implement resource mobilization consistently across the Secretariat, Steering Committee, Implementing Partners and strategic champions.

## CREWS Resource Mobilization Strategy 2026–2030

### Strategic objectives

#### Headline resource ask

Mobilize predictable, pooled contributions that turn CREWS' current pipeline into scaled early warning impact.

**USD 100M**

additional contributions by 2028

**USD 175M**

cumulative contributions by 2030

Contributions enable CREWS to fund current priorities, sustain ASW, and de-risk larger climate finance through scale-up partnerships.

#### What contributors enable

- 1 Finance the pipeline:** Support the current CREWS pipeline to ensure the development and strengthening of foundational capacities within national institutions required to sustain early warning services, while keeping future investments aligned with country demand, need and leveraging potential. Invest in a pipeline with higher additionality and higher impact.
- 2 Sustain ASW:** Keep a rapid, flexible pathway for readiness, piloting and gap-filling support.
- 3 Scale what works in portfolio:** Back the GCF–CREWS Scale-Up Framework and explore replication with other climate funds and financing institutions.
- 4 Broaden the contributor base:** Retain and renew existing contributors while cultivating new contributors in a targeted and politically realistic way.
- 5 Strengthen evidence:** Communicate lives protected, institutions strengthened and catalytic leverage in a clearer, more visible way.
- 6 Build organizational readiness:** Increase CREWS' capacity to implement RM consistently across the Secretariat, Steering Committee, IPs and champions.

*Strategic frame: pooled contributions → current pipeline + dynamic future pipeline → readiness, scale-up and measurable protection outcomes.*

## 3. Drivers

The Strategy is driven by the following inter-related factors:

- a more constrained and competitive development-finance environment, with intensified competition for ODA, climate finance and multilateral grant resources;
- rapid transformation of the global development and humanitarian financing landscape - characterized by intensified competition for ODA and multilateral funding
- stronger Contributor expectations for demonstrable results, accountability, transparency, and credible evidence of impact
- growing demand for pooled, and partnership-based financing mechanisms that reduce fragmentation and align resources behind country-owned priorities, while preserving clear governance and allocation discipline

- continued prioritization of climate adaptation, disaster risk reduction and resilience in LDCs, SIDS and fragile contexts, where early warning and climate services are essential to protect lives, livelihoods and development gains;
- increasing attention to averting, minimizing and addressing loss and damage associated with climate change impacts, including through early warning, anticipatory action, risk-informed planning and timely access to climate information; and
- the need to convert CREWS' demonstrated track record, validated impact metrics, operational financing pathways and project pipeline into a clear and actionable **resource mobilization plan** for 2026–2030.

In this context, the Resource Mobilization Strategy must do more than identify funding needs. It must show why CREWS is a credible and catalytic investment platform; identify which funding pathways are operational and realistic; prioritize partners based on policy fit and contribution potential; and define the organizational arrangements needed to implement outreach, track progress and report results to the Steering Committee.

#### 4. Process

The Strategy will be operationalized through the separate Resource Mobilization Plan. The Plan will translate this strategic framework into contributor and partner targeting, outreach materials, responsibilities, milestones, dashboard updates and reporting arrangements. It will be maintained by the Secretariat as a working document and updated as implementation progresses.

#### 5. CREWS investment case: what contributors buy

A contribution to CREWS finances more than an individual project. It buys a pathway from risk exposure to country readiness, from fragmented support to coherent national systems, and from small catalytic grants to larger climate finance. For countries that are highly exposed but with limited capacity to access or absorb larger financing, CREWS provides the institutional, technical and operational foundations that make early warning systems work and make larger investments possible.

The value proposition is simple: CREWS is the pooled mechanism that helps LDCs and SIDS move from early warning ambition to sustained early warning services and systems. It does this by investing in the parts of the system that are often under-financed but essential: national meteorological and hydrological services, disaster risk information, coordination between warning producers and response institutions, alert dissemination, community engagement and preparedness, anticipatory action, regulatory frameworks and the evidence base required to attract larger finance.

CREWS is built around national capacities from the onset, provides the best available technical expertise from its Implementing Partners and over 100 operational partners responsive on country demand and ensures application of established standards with people-centered approaches at its core.

## 5.1 Why CREWS now

The timing matters. The current pipeline includes countries and regions that are now ready for programming. Some now have national climate services frameworks, early warning investment plans, EW4All roadmaps, national demand, clearer partner configurations, and more developed project concepts. Others are in fragile or conflict- or violence- affected contexts where the need is high, but country readiness and delivery risks require careful preparation and sensitivity. In these cases, CREWS has a distinctive role: it can provide the first layer of catalytic support that allows systems to be designed realistically, implemented with trusted partners and connected to larger finance when the foundations are strong enough.

The current pipeline also captures time-sensitive opportunities. Some proposals are Phase 2 or continuity investments, where delayed financing risks losing earlier gains. Others are linked to LDC graduation, where institutional foundations should be consolidated before countries transition away from LDC status. Others are aligned with major parallel financing windows, including GCF, World Bank, Adaptation Fund, SOFF and regional initiatives. Acting now allows CREWS to preserve momentum, reduce fragmentation and leverage larger investments that are already moving.

## 5.2 How the incoming pipeline is different

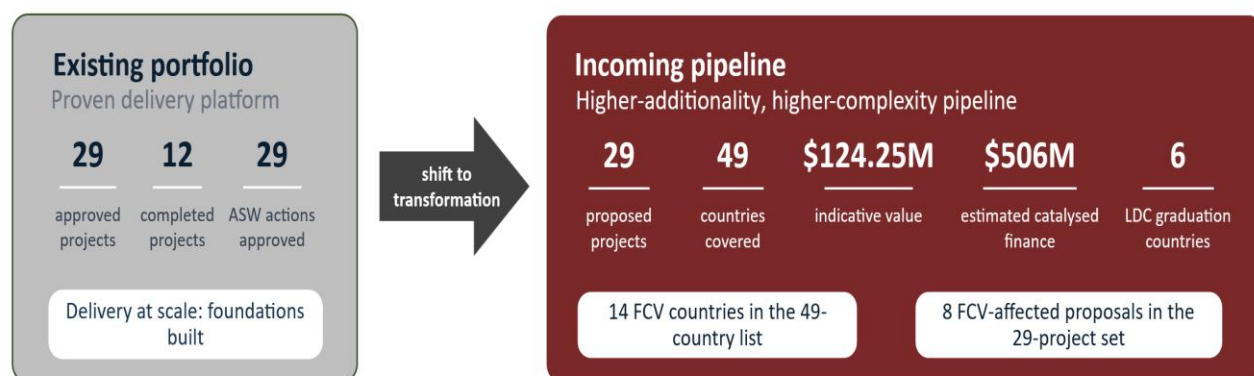
The current pipeline is not simply a larger version of the existing portfolio. It is more programmatic, more partnership-based, more focused on anticipatory action and impact-based forecasting, and more exposed to FCV and institutional fragility considerations. It reflects a shift from project-by-project delivery toward a portfolio that connects national readiness, regional public goods, innovation and scale-up finance.

It comprises 29 proposed projects covering 49 countries, with an indicative value of USD 124.25 million. It includes 14 countries operating in FCV settings within the 49-country pipeline list. Of the 29 current project proposals, 8 are in FCV-affected settings. This is important for the investment case. It means that the pipeline increasingly reaches the countries where the protection value of early warning is especially high, but where delivery requires stronger operational discipline, trusted partners, conflict-sensitive approaches and flexible implementation modalities.

The pipeline also includes six countries facing LDC graduation during the Operational Plan period: Bangladesh, Nepal, Comoros, Solomon Islands, Myanmar and Senegal. In these cases, CREWS can help protect development gains by strengthening the early warning and climate services foundations that countries will need after graduation. Comoros and Solomon Islands will retain SIDS eligibility, reinforcing the importance of a transition-sensitive but mandate-consistent approach.

## How the incoming CREWS pipeline is different

Not simply a larger portfolio — a more programmatic, partnership-based and higher-additionality investment platform



### What changes in the next pipeline

	From proven delivery	Toward transformation
<b>Delivery model</b>	Project-by-project delivery	Programmatic portfolio linking national readiness, regional public goods and scale-up finance
<b>Technical emphasis</b>	EWS foundations and service delivery	Stronger focus on anticipatory action, impact-based forecasting and innovation
<b>Country context</b>	More ready-to-programme contexts	Greater exposure to FCV and institutional fragility; requires disciplined, flexible delivery
<b>Timing rationale</b>	Consolidating past investments	Protecting gains before LDC graduation and using current EW4All/GCF windows

Investment case: contributors are buying protection where early warning value is greatest — and helping CREWS de-risk larger climate finance where readiness is lowest.

### 5.3 What the next contribution will unlock

Additional contributions over 2026–2028 would unlock six practical results:

- Immediate project preparation and financing decisions for the USD 40.75 million priority pipeline — Africa Continental and Malawi Phase 2 are already under full proposal development but have not yet been submitted for funding; the remaining priority proposals — Bangladesh, Central African Republic, Haiti Phase 2, Senegal, Southern Africa and Yemen — remain subject to Steering Committee decision and available resources.
- Continuity for countries where CREWS has already built foundations and where Phase 2 support can convert pilots into sustained national systems.
- Support for high-need FCV and fragile settings where conventional programming is harder, but where early warning can have high protective value.
- Acceleration of EW4All delivery by converting roadmaps, gap analyses and national demand into financed national and regional programmes.
- Leverage of larger climate finance through GCF, MDBs and other funds by making countries investment-ready and providing proof of concept.

- Sustained ASW capacity to respond quickly to emerging country demand, fill gaps and prepare countries for larger investments.

## 5.4 The leverage proposition

CREWS has a credible leverage story because its investments are not isolated grants. They are designed to prepare, align and de-risk larger investments. The current pipeline has an estimated average leverage potential of USD 17.4 million per project and estimated catalysed financing of USD 506 million. By 2030, the Operational Plan targets an additional USD 1 billion in leveraged finance through scale-up, co-financing and programmatic alignment.

Leveraging should be reported carefully and credibly. CREWS should distinguish between direct or prerequisite finance, where CREWS support directly enables or unlocks additional financing, and programmatic contribution, where CREWS technical assistance, capacity building or systems strengthening informs and improves the design of a larger investment. This distinction will help avoid double counting and maintain contributor confidence.

## 5.5 Fundraising scenarios and what is at stake

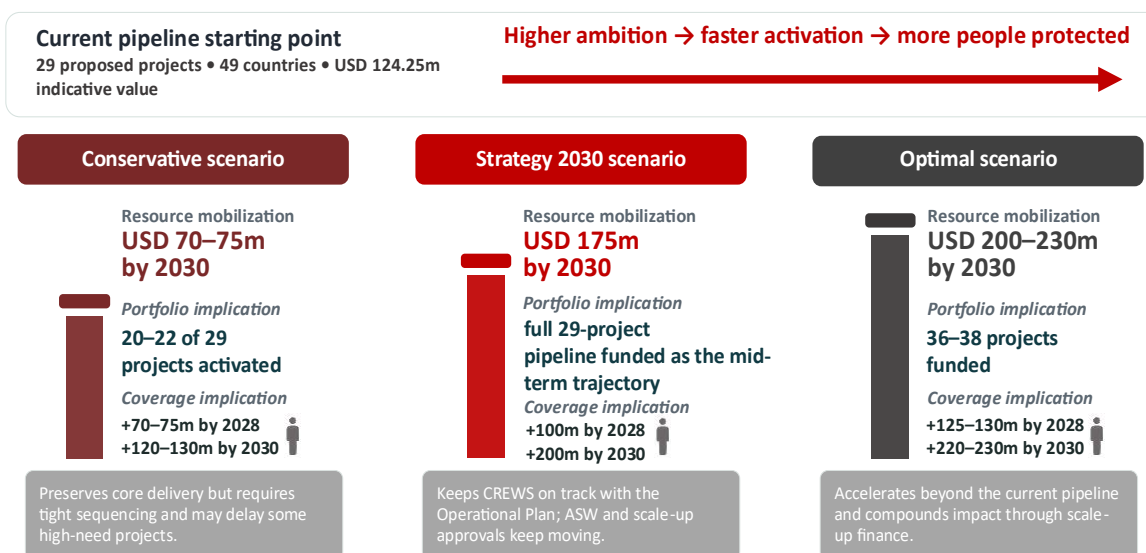
Scenario	Resource mobilization level	Portfolio implication	Coverage implication	Strategic meaning
Conservative scenario	USD 70–75 million	Approximately 20–22 of 29 projects activated	+70–75 million additional people by 2028; +120–130 million by 2030	CREWS preserves core delivery but must sequence tightly and may delay some high-need projects.
Strategy 2030 scenario	USD 175 million	Full 29-project pipeline funded as the mid-term trajectory	+100 million additional people by 2028; +200 million by 2030	CREWS stays on track with the Operational Plan, maintains ASW and keeps scale-up approvals moving.
Optimal scenario	USD 200–230 million	Approximately 36–38 projects funded, with pipeline expansion	+125–130 million additional people by 2028; +220–230 million by 2030	CREWS accelerates beyond the current pipeline and compounds impact through scale-up finance.

The scenarios should be treated as planning instruments, not forecasts. Actual coverage will depend on which projects are financed, since projects vary significantly in country population, hazard profile and delivery context. Their value is to show the Steering Committee what different

levels of resourcing will buy. The difference between the conservative and Strategy 2030 scenario is not only a financial difference; it is the difference between partial pipeline activation and a credible trajectory toward the full 2030 ambition.

## Fundraising scenarios: what is at stake

Resource mobilization levels determine how fast CREWS can activate the pipeline, reach people, and compound scale-up finance



The base case keeps CREWS on track; the optimistic case expands protection and leverage; the conservative case forces delay and prioritization.

## 6. Financing need and targets

CREWS has mobilized USD 142.36 million since 2015. As of end-December 2025, 29 projects had been approved and implemented, of which 12 had been completed. CREWS has also approved 29 ASW actions, of which 6 have been completed. This gives CREWS a strong delivery record, but the current financing position is tight relative to the near-term pipeline.

The current pipeline provides a concrete investment base for the 2026–2030 period. It comprises 29 proposed country and regional projects across 49 countries, with an indicative value of USD 124.25 million. The priority pipeline approved for full proposal preparation totals USD 40.75 million. The RM Strategy should therefore communicate both the long-term target and the immediate need to keep the project pipeline moving.

Item	Figure	Strategic relevance
Mobilized since 2015	USD 142.36 million	Historical baseline and credibility
Approved and implemented projects	29 projects; 12 completed as of end-December 2025	Portfolio track record

ASW actions	29 approved; 6 completed as of end-December 2025	Rapid-response and readiness pathway
Available FIF balance	USD 12.32 million as of 31 March 2026	Near-term resource position
Expected May–June 2026 approval/ submissions	USD 4.95 million	Three ASW actions and Dominican Republic project; Dominican Republic is now approved and counted in the 29-project portfolio baseline.
Forecast/projected FY27 approvals	USD 18.5 million	ASW and four projects
Current pipeline	29 projects, 49 countries, USD 124.25 million	Main 2026–2030 investment platform
Priority pipeline	USD 40.75 million	Near-term full proposal preparation and financing need
Resource mobilization target	USD 100 million by 2028; USD 175 million by 2030	Operational Plan financing trajectory

## 7. Funding pathways

CREWS will mobilize resources through three operational funding pathways. These pathways are distinct but mutually reinforcing. They allow CREWS to respond rapidly, support multi-year systems building, and connect early-stage investments to larger climate finance.

Pathway	Function	RM implication
Accelerated Support Window	Rapid, small-scale support to respond to demand, test approaches, fill gaps, and prepare countries for larger investments.	Maintain an annual envelope of USD 2 million.
Multi-year country and regional projects	Core CREWS investments that strengthen national and regional early warning systems and institutional foundations.	Activate the priority pipeline and then the full 2026–2030 pipeline.
GCF–CREWS Scale-Up Framework	Strategic amplification mechanism that connects CREWS-prepared countries and concepts to larger GCF financing.	Support continued GCF engagement and prioritization of the GCF–CREWS Scale-Up Framework, while exploring replication with other funds and MDBs

All contributions to the CREWS FIF remain fully pooled. Contributor engagement materials may highlight how CREWS contributes to themes, regions or strategic priorities, but allocation decisions

remain subject to CREWS governance and established funding pathways. Foundations, philanthropies and private-sector entities may contribute through the FIF, subject to World Bank Trustee legal and fiduciary checks and applicable CREWS governance requirements. Innovation should be financed through existing pathways, unless the Steering Committee later agrees otherwise.

Within this pooled funding model, CREWS grant finance should continue to be prioritized for strong public-good interventions that are unlikely to attract commercial or cost-recovery finance but are essential for effective, end-to-end early warning systems. These include institutional strengthening, risk knowledge, public warning functions, last-mile dissemination, regulatory frameworks, community preparedness, anticipatory action readiness, and support in fragile, low-capacity or highly vulnerable settings.

At the same time, where activities have clear revenue potential, operational cost-recovery prospects, or the ability to attract private co-investors, CREWS will increasingly explore whether blended, co-financing or non-grant structures can complement grant resources. This should be done carefully and selectively, without creating additional burdens for countries that need grant support the most. In practice, the Resource Mobilization Plan should explore these options first in countries where there is meaningful private-sector engagement potential and where early warning system readiness is moving from Stage 1 to Stage 2, or from Stage 2 to Stage 3, under the WMO readiness categorization.

The purpose is not to replace grant finance, but to use grants more strategically: reserving scarce grant resources for public-good and readiness functions, while mobilizing complementary finance for activities that can credibly attract co-investment, technical assistance, cost-sharing or other non-grant support.

## **8. Partner segmentation and outreach approach**

The outreach approach should be politically balanced and practical. CREWS should not present resource mobilization as a generic expansion campaign. It should recognize the different realities facing current contributors, recent or former contributors, observers, close contacts, emerging sovereign partners, climate funds, philanthropies and private-sector partners. The detailed country-by-country targeting, contribution asks, decision windows and contact history should sit in the separate RM Plan and partner dashboard.

The Strategy frames the partner base in four tiers:

Segment	Strategic objective	Outreach approach
Tier 1: current and recent contributing partners	Retain, renew and where possible increase predictable support.	Maintain trust, align with contributor budget cycles, support multi-year commitments, and invite championing roles where politically feasible.
Tier 2: observers and close contacts	Convert selected partners into contributors or structured technical/financial partners.	Prioritize realistic prospects, including those already engaged in early warning, hydromet, climate finance or South-South cooperation.
Tier 3: new sovereign prospects	Cultivate a small number of credible prospects rather than a broad low-probability list.	Use policy fit, regional leadership, EW4All relevance, climate finance profile and decision windows to sequence engagement.
Tier 4: philanthropic, private-sector and technical partners	Mobilize complementary finance, technical assistance, in-kind support and innovation partnerships without compromising CREWS' pooled funding model, grant focus on public goods, or governance discipline.	Use direct FIF contributions where possible, and otherwise explore co-financing, project-level co-financing, technical assistance, in-kind support and blended or non-grant structures where activities have revenue potential or can attract responsible private co-investment. These options should be pursued selectively, subject to Trustee checks, Implementing Partner standards and country readiness, and should not shift costs or risks to countries that require grant-based support.

Secretariat data indicates that 12 countries have contributed to CREWS, with a smaller group currently active and several others having potential for renewed or increased support. CREWS has a strong contributor base, but it needs renewed predictability and a broader coalition to deliver the Operational Plan. The RM Plan should then translate this into a confidential outreach calendar and partner dashboard.

For 2026–2027, the Strategy will emphasize three outreach priorities. First, protect the existing contributor base and support contributors that are considering renewal, increase or multi-year commitments. Second, convert a small number of observers or close contacts that have clear policy fit and realistic decision windows. Third, use high-level championing by willing Steering Committee members, the Chair, WMO leadership and selected developing-country champions to open doors that the Secretariat alone cannot open.

This approach should remain realistic. Some current contributors face difficult ODA or domestic budget contexts. Some high-potential partners require sustained political engagement before CREWS can be prioritized. Non-traditional partners may be useful but should not be presented as a

substitute for sovereign contributions. The core of the strategy remains predictable pooled contributions to the FIF.

The RM Plan will convert this tiering into a confidential contributor/partner dashboard, including decision windows, next actions, potential champions, risk level and assigned leads.

## **9. Strategic partnerships and leverage**

CREWS does not deliver alone. It delivers through a joint programming model with its Implementing Partners and through a wider set of strategic and operational partnerships that multiply impact across the three Strategy 2030 priorities. The updated Operational Plan places strategic partnerships at the centre of CREWS' move from delivery to transformation. The RM Strategy should use this architecture to explain how additional contributions fund projects and strengthen an ecosystem for early warning finance.

### **9.1 Implementing Partners and joint programming**

The Implementing Partners bring the technical, operational and institutional capacity required to deliver end-to-end early warning systems. WMO, GFDRR/World Bank, UNDRR, IFRC and ITU contribute distinct mandates and comparative advantages across forecasting, risk knowledge, governance, last-mile dissemination, anticipatory action, telecommunications and climate finance linkages. The RM Plan should clarify how Implementing Partners can support resource mobilization through pipeline intelligence, results evidence, technical inputs and selected senior-level outreach, while avoiding competition for funds or visibility conflicts.

### **9.2 Climate finance scale-up**

The GCF–CREWS Scale-Up Framework is the clearest demonstration of CREWS' catalytic role. It is operational, with 2 projects approved in 2025 and at least 12 in the pipeline at various stages of development. CREWS does not need to mobilize the GCF resources directly; its role is to ensure that countries, concepts and evidence are strong enough for GCF prioritization and approval. The Strategy presents this as a strategic amplification mechanism, not as a substitute for contributions to the FIF.

The next stage is to explore replication with other funds and institutions, including the Adaptation Fund, the Fund for Responding to Loss and Damage, the GEF, MDBs and other climate finance actors. Discussions with the FRLD have started. This is an important part of the longer-term resource mobilization narrative: CREWS resources buy readiness and proof of concept that can attract larger financing from others.

### 9.3 Regional and thematic partnerships

Regional institutions, met-to-met cooperation, and local community partners are central to the pipeline. The current pipeline includes regional public good investments, such as Africa Continental and Southern Africa, and builds on regional mechanisms, including SADC, ACMAD, AGRHYMET, RSMCs, SOFF peer advisers and regional hydromet forums. These partnerships reduce duplication, improve coherence and allow CREWS to support countries through institutions that will remain after projects close.

CREWS should also continue to work with EW4All, REAP and other anticipatory action and resilience platforms. These partnerships help keep CREWS visible in a crowded early warning landscape while reinforcing its distinctive role: translating roadmaps and political commitments into financed national and regional systems.

SOFF should be presented as a complementary partner that strengthens the observing-system foundations on which CREWS-supported end-to-end warning services can build.

### 9.4 Private sector and innovation partnerships

Private sector engagement should be framed carefully. CREWS should not position the private sector only as a technology vendor, nor should it create governance risks by over-promising co-investment models. The Operational Plan points to a more disciplined approach: private-sector engagement can support innovation, data, delivery channels, co-financing and in-kind support, but must remain subject to the fiduciary, procurement, transparency and conflict-of-interest standards of the Implementing Partners and Trustee.

The RM Plan should therefore distinguish between private-sector engagement for public-interest delivery, private-sector engagement as a co-investment opportunity, and private-sector engagement as a provider of technical or in-kind support. This distinction will help CREWS identify where grant finance remains essential and where blended or non-grant structures may be appropriate.

## 10. Organizational readiness

Resource mobilization will only succeed if the organization has the systems, roles and capacity to implement it. CREWS has important foundations in place: a clear Strategy 2030, a revised Operational Plan, a validated pipeline, operational funding pathways, a growing MEAL system, an existing partner dashboard and a Steering Committee that recognizes the need for resource mobilization. However, the maturity of these elements is uneven. The Strategy should therefore treat organizational readiness as a central implementation issue, not as an administrative afterthought.

Element	Maturity status	Current position	Priority action
Strategic direction	High	Strategy 2030 and Operational Plan provide a clear frame, targets and priorities.	Ensure RM Strategy mirrors the Operational Plan and avoids creating parallel priorities.
Portfolio and pipeline	High / maturing	Portfolio baseline is now updated; pipeline is evidence-based and aligned to needs, demand and leverage.	Continue annual portfolio review and maintain clear distinction between approved portfolio, active pipeline, full pipeline, ASW and scale-up pipeline.
Funding pathways	High	ASW, multi-year projects and GCF–CREWS Scale-Up Framework are operational.	Maintain pooled funding discipline and avoid new windows unless agreed by SC.
Contributor intelligence	Maturing	Members/contacts dashboard exists and is maintained by the Secretariat.	Clean and maintain dashboard; add decision windows, next actions, risk level, lead and milestone.
Communications and evidence	Maturing	2024 Annual Report remains the validated source; impact and success stories exist.	Prepare common outreach package: investment case, pipeline snapshot, impact dashboard, ASW brief, scale-up brief and SC champion talking points.
Governance and championing	Emerging	RM is primarily Secretariat-led but shared with the Steering Committee; SC members are asked to champion CREWS.	Establish a light RM Working Group or Champions Group with willing members, LDC/SIDS representatives and selected developing-country champions.
Implementing Partner coordination	Maturing	IPs have strong technical and operational roles; executive-level outreach has potential.	Clarify IP roles in contributor intelligence, evidence, selected outreach and pipeline development while managing competition risks.
Secretariat capacity	Constrained / strengthening	Secretariat will increase RM capacity through an additional Resource Mobilization Officer and engagement of a Senior Resource Mobilization Adviser;	Prioritize RM functions, maintain dashboard, produce outreach materials and report semi-annually to the SC.

Element	Maturity status	Current position	Priority action
		consultant support is available during this phase.	
Non-traditional finance	Early stage / Strengthening	FIF can accept non-traditional contributions subject to Trustee checks; co-financing and technical assistance are possible. CREWS is also beginning to explore where blended or non-grant structures may be appropriate for activities with revenue potential or private co-investment prospects, while reserving grant finance for strong public-good and readiness functions	Develop due diligence and engagement guidance before active outreach to foundations or private sector actors. In the RM Plan, identify where blended or non-grant structures could be explored selectively, focusing first on countries with private-sector engagement potential and sufficient EWS readiness, and ensure that this does not create additional burdens for low-capacity or highly vulnerable countries.
Monitoring and review	Maturing	Online M&E system and annual reporting are being developed; ASW dashboard and SC reporting exist.	Track RM progress semi-annually and connect RM reporting to pipeline activation, leverage and results.

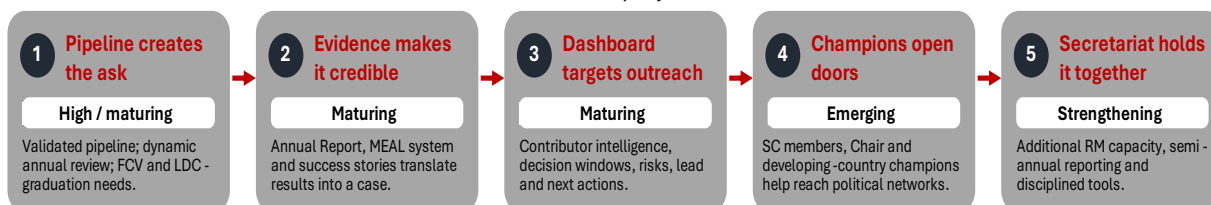
The interaction among these elements matters. The pipeline creates the financing ask; MEAL and communications make the ask credible; the partner dashboard turns the ask into targeted outreach; Steering Committee champions open political doors; Implementing Partners provide the technical evidence and project credibility; and Secretariat capacity holds the system together. If any of these elements remain underdeveloped, the Strategy risks becoming a document rather than an operating capability.

## Organizational readiness: from strategy to operating capability

Resource mobilization will work only if pipeline, evidence, outreach, champions, partners and capacity function as one system.

**Foundations are in place, but maturity is uneven. The Strategy should treat readiness as an implementation condition—not an administrative afterthought.**

**How the system connects** Each element strengthens the next; weak links reduce the Strategy’s ability to convert demand into contributions and projects.



**Readiness heat map: current maturity and first-order actions**

High maturity elements provide the base; maturing and emerging elements require active management through the RM Plan.

Strategic direction	High	Portfolio & pipeline	High	Funding pathways	High
Contributor intelligence	Maturing	Communications & evidence	Maturing	IP coordination	Maturing
Governance & championing	Emerging	Monitoring & review	Maturing	Non-traditional finance	Early
Secretariat capacity	Strengthening				

**Priority action:** convert readiness into a maintained operating system — dashboard, outreach package, champions group, IP evidence inputs and semi-annual SC reporting.

If any link remains underdeveloped, the RM Strategy risks becoming a document rather than an operating capability

## 11. Monitoring and review

The Steering Committee should be able to see whether resource mobilization is on track and whether adjustments are needed. Monitoring should therefore focus on a small number of strategic indicators, with detailed operational tracking in the RM Plan.

- Contributions mobilized against the USD 100 million 2028 and USD 175 million 2030 targets.
- Contributors retained, renewed or increased.
- New contributors and observers engaged.
- ASW envelope maintained and ASW actions approved, tracked through the ASW dashboard and regular reporting.
- Priority pipeline financed and moving through proposal preparation.
- Leverage and scale-up finance tracked using agreed definitions.
- Outreach progress against the RM Plan and partner dashboard.

- Organizational readiness actions implemented, including dashboard maintenance, outreach materials and RM staffing.

RM progress should be reported to the Steering Committee semi-annually, with a concise update that links contributions, pipeline financing, outreach progress and organizational readiness. The 2028 mid-term review should be used to assess which fundraising scenario is materializing and whether the pipeline, targeting strategy or resource mobilization trajectory should be adjusted.

## Annex 1. CREWS Resource Mobilization Plan 2026–2030

This annex provides the proposed structure of the RM Plan. The full Plan will be prepared separately by the Secretariat as an internal working document.

The RM Plan will be prepared as a Secretariat working document to operationalize the Strategy, with detailed actions, contributor / partner targeting, outreach materials, responsibilities and monitoring arrangements. As a Secretariat working document, the RM plan should be practical, confidential where needed, updated as required and dashboard driven.

### 1. Purpose and scope

The Plan covers 2026–2030 but provides detailed implementation actions for the first 12–18 months, to be updated annually. It is the implementation roadmap of the CREWS Resource Mobilization Strategy and supports the delivery of the CREWS Operational Plan for 2026 – 2030.

### 2. Confirmed evidence base and financing baseline

This section will contain full data table that includes how much mobilized; projects approved and implemented; completed projects; ASW actions approved, completed; amount available as of 31 March 2026; expected May–June 2026 submissions; forecast/projected FY27 approvals; priority pipeline; full pipeline; 2028 and 2030 mobilization targets.

### 3. Financing gap and pipeline prioritization

This should include the approved portfolio; active pipeline; full pipeline; ASW annual allocation; GCF scale-up pipeline; priority pipeline list. Secretariat confirmed approved portfolio already financed, active pipeline is immediate investment horizon, full pipeline is longer-term demand landscape, ASW has no fixed pipeline, and GCF scale-up is a strategic amplification mechanism.

### 4. Contributor / partner segmentation and prioritization

Information from RM Dashboard including Tier 1 contributors; Tier 2 observers / close contacts; Tier 3 sovereign prospects; Tier 4 philanthropy/private sector/technical partners. For each partner, RM Plan includes the status; contribution history; policy fit; decision window; likely ask; champion/influencer; next action; risk level; assigned lead; deadline.

### 5. Outreach strategy by tier

More operational than the Strategy, and will include:

- **Tier 1: Retain and renew** - renewal calendar; likely contribution windows; renewal package; senior-level outreach; champion role.

- **Tier 2: Convert observers / close contacts** -top candidates; entry pathway; first contribution options; governance/value proposition; champion support.
- **Tier 3: Cultivate realistic prospects** - 3–5 prospects only for 2026–2027; policy fit notes; first meeting targets; possible entry contribution or observer status.
- **Tier 4: Pilot philanthropy/private-sector** - shortlist themes; due diligence requirements; FIF route vs in-kind/co-financing route; technical partnership concept notes.

## 6. Contributor / partner targeting milestones and schedule

The RM Plan will include an outreach calendar which will be useful for planning and tracking resource mobilization efforts of the Secretariat.

Period	Target group	Key action	Product needed	Lead	Milestone
June 2026	X members		Briefing note	Secretariat/ Chair	

## 7. Outreach materials and common communications package

The RM Plan will specify the first common materials to be developed such as - First tranche: two-page investment case; one-page financing need and pipeline snapshot; impact/results dashboard; ASW brief; GCF scale-up brief; Chair/SC talking points. Second tranche: standard pitch deck; Contributor-specific annexes; renewal letters; observer-to-contributor template; pooled funding/FIF FAQ.

The Staffing Assessment notes that resource mobilization now requires more targeted outreach and communications on CREWS’ role and impact, particularly because early warning is increasingly visible in global and regional agendas and the space is crowded.

## 8. Fundraising guidelines

The RM Plan should include practical rules such as contributions are pooled; no earmarking should be implied; thematic relevance may be highlighted in communications; innovation is funded through existing pathways; foundation/private-sector contributions require Trustee checks; GCF scale-up is not a direct CREWS fundraising target; leverage should be reported using the agreed definition.

## 9. Roles and responsibilities

The RM Plan should clarify the distribution of roles:

- Secretariat: dashboard, outreach coordination, materials, reporting;
- Director: senior-level outreach and prioritization;

- Chair: high-level championing;
- Steering Committee members: peer outreach and political openings;
- Implementing Partners: pipeline intelligence, results evidence, technical input, selected joint outreach;
- Trustee: contribution information and legal/fiduciary checks;
- Leadership of Implementing Partners: high-level advocacy.

The Staffing Assessment confirms that fundraising and coordination with contributors are Secretariat functions, and that the Director leads and manages Secretariat objectives, activities and staff.

## **10. Monitoring and reporting**

This can include monthly internal dashboard update; quarterly Secretariat review; annual SC update; contribution tracker; outreach tracker; pipeline financing gap tracker; leverage tracker; ASW dashboard; online M&E system, partner movement tracker.

## **11. Risks and mitigation**

The plan should consider practical RM risks such as ODA decline; contributor fatigue; insufficient Secretariat capacity; weak contributor / partner intelligence; unclear champion role; over-reliance on non-traditional finance; reputational/fiduciary risks from private/philanthropic contributions; over-claiming impact/reach; and GCF scale-up delay.

## **12. Annexes**

Proposed annexes, include

- Annex 1: Contributors' intelligence dashboard
- Annex 2: Priority pipeline table
- Annex 3: Outreach calendar
- Annex 4: Materials production plan
- Annex 5: Contributor / partner meeting note template
- Annex 6: Contribution tracker
- Annex 7: Impact metrics and methodology note
- Annex 8: Roles and responsibilities matrix

The CREWS Initiative gratefully acknowledges the support of:

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