CREWS CLIMATE RISK & EARLY WARNING SYSTEMS

Resource Mobilization Strategy

2026–2030

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Resource Mobilization Strategy

2026–2030

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).

The Secretariat had developed an initial resource mobilization strategy, in 2022, and currently maintains contact databases, engagement tracking systems and bilateral partners' priorities mapping.

A strategic review 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.

This Resource Mobilization Strategy was approved by the 23rd Steering Committee. It notably outlines the critical importance of the next 5 years to achieve global early warning targets and the urgency to secure predictable resources to deliver on 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.

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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.

This Strategy is aligned with global commitments and CREWS reporting cycles:

- → 2024: Measurement baseline, anchored to the adoption of the CREWS MEAL framework
- → 2026: Strategy implementation begins upon Steering Committee approval
- → 2027: Early Warnings for All milestone—an important waypoint for the CREWS Strategy 2030
- → 2028: Mid-term target and mid-term measurement and reporting
- → 2030: Strategy 2030 target, aligned with the SDGs, Sendai Framework, and Global Goal on Adaptation

The next five years are the critical delivery period for the Early Warnings for All initiative, whose initial implementation horizon runs to 2027, and for the closing years of the Sendai Framework and the 2030 Agenda for Sustainable Development. Early warning services are an enabling investment for the SDGs most exposed to climate and disaster risk — SDGs 1, 2, 11 and 13 in particular — and CREWS' 2026–2030 delivery window is the same window in which these global commitments must be met.

The Resource Mobilization Strategy 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 the following objectives:

- → Mobilize USD 100 million in additional contributions by 2028 and USD 175 million cumulatively by 2030.
- → Finance the endorsed pipeline (USD 124.25 million across 49 countries, re-aligned to the CREWS 2030 Strategy) and build a forward-looking pipeline of emerging country and regional demand aligned with the CREWS Strategy 2030 and Operational Plan 2026–2030.
- → Sustain the Accelerated Support Window as a rapid and flexible pathway for readiness, piloting and gap-filling support.
- → Consolidate the GCF–CREWS Scale-Up Framework and adapt the scale up approach with at least one additional climate fund or financing institution by 2030 — with the Adaptation Fund, the Fund for Responding to Loss and Damage, the GEF and selected MDBs as priority counterparts.
- → Retain and renew existing contributors, while broadening the contributor base in a politically realistic and targeted way.
- → Build and tap into strategic partnerships across public, private and philanthropic actors — including Implementing Partners, climate funds, MDBs, regional institutions, foundations and responsible private-sector partners — to multiply the reach and impact of pooled contributions.
- → 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.
- → Maintain flexibility and resilience in the resource mobilization approach so CREWS can adapt to a volatile funding landscape, manage concentration and currency risk across the contributor base, and protect predictable delivery against shocks in ODA, climate finance and exchange-rate conditions.

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 the CREWS Strategy 2030 and the CREWS Operational Plan 2026- 2030, which together set out the priorities, indicators and delivery model that contributions to CREWS are financing.

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 constrained and volatile global financing environment, with intensified competition for ODA, climate finance, and multilateral grant resources. Grant-based ODA is under pressure in many contributor countries, requiring CREWS to demonstrate clear value for money, maintain flexibility in funding targets and pipeline sequencing, and build resilience against ODA volatility, contributor concentration risk, and currency fluctuations;
- → 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. CREWS is one primary multilateral investment vehicle for delivering Early Warnings for All, and the only dedicated mechanism that works across the full early-warning value chain — from risk knowledge and observations through forecasting, warning dissemination and last-mile communication, to anticipatory action and preparedness. A contribution buys a pathway from risk exposure to country readiness, from fragmented support to coherent, system-wide national and regional approaches, 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.

Investment case: CREWS works across the full EWS value chain

Risk knowledge	Observations & data	Forecasting & warnings	Last-mile communication	Preparedness & early action	Scale-up finance
hazards • exposure • vulnerability	NMHS capacity • standards	impact-based forecasting • CAP	inclusive alerts • low-connectivity	protocols • pre-arranged triggers	GCF • MDBs • other funds

- *CREWS is a **primary multilateral investment vehicle** for EW4All in LDCs and SIDS, and the only dedicated mechanism working across the full early-warning value chain*
- *At the same time, CREWS is **aligned with the 2030 horizon** of the SDGs, Sendai Framework and the Global Goal on Adaptation*

The **investment case** remains **people-centered:** warnings reaching communities and triggering timely early action

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 pipeline is evolving – current and forward-looking

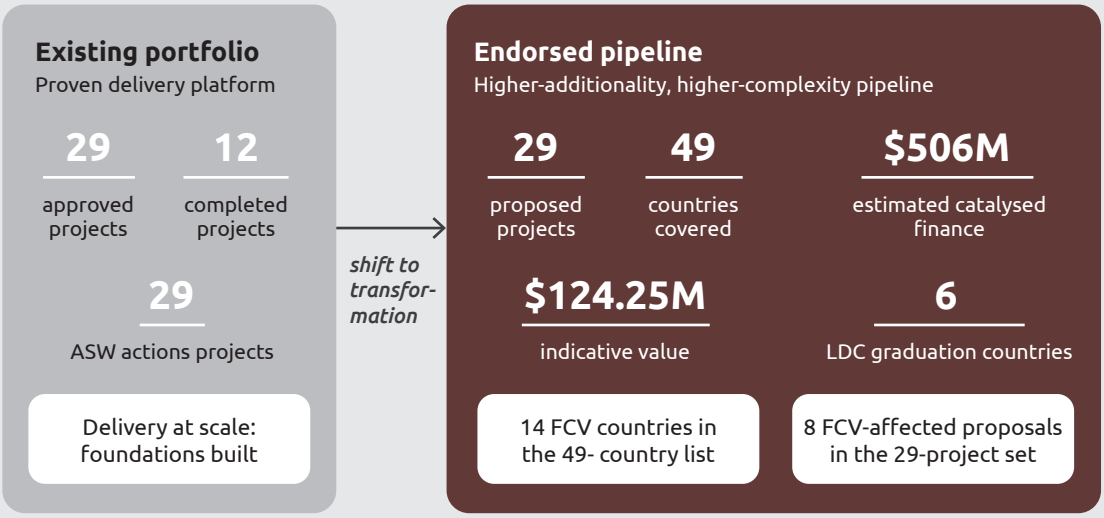
The CREWS pipeline is shifting in character. The endorsed pipeline—comprising 29 proposed projects across 49 countries with an indicative value of USD 124.25 million—reflects a move from project-by-project delivery toward a portfolio that is more programmatic, more partnership-based, more focused on anticipatory action and impact-based forecasting, and more attentive to FCV and institutional-fragility considerations.

The endorsed pipeline is dynamic, not fixed. It establishes the validated investment base for 2026–2030, but will evolve through:

- → Annual Steering Committee review and sequencing decisions
- → Implementation learning and emerging country demand
- → New Implementing Partner engagement, particularly from IFRC and ITU following accreditation
- → Scale-up pathways and alignment with climate finance windows
- → Proposals updated by Implementing Partners to reflect CREWS Strategy 2030 priorities

How the CREWS endorsed pipeline is different

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



What changes in the endorsed pipeline

	From proven delivery		Toward transformation
Delivery model	Project-by-project delivery	→	Programmatic portfolio linking national readiness, regional public goods and scale-up finance
Technical emphasis	EWS foundations and service delivery	→	Stronger focus on anticipatory action, impact-based forecasting and innovation
Country context	More ready-to-programme contexts	→	Greater exposure to FCV and institutional fragility; requires disciplined, flexible delivery
Timing rationale	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.

The forward-looking pipeline—projects expected to emerge over 2026–2030 beyond the endorsed set—will deepen these features further, with stronger emphasis on regional public goods, scale-up readiness, anticipatory action, last-mile delivery, and innovation.

Implementing Partners and beneficiaries are invited to develop new proposals, and review and, where appropriate, update proposals against the following criteria:

1. Alignment with the CREWS Strategy 2030 priorities
2. Leveraging and scale-up potential
3. Joint programming potential
4. Private sector and complementary finance
5. People-centred and gender-responsive design
6. Impact clarity, with measurable outcomes linked to CREWS MEAL indicators

5.3 What the next contribution will unlock

Additional contributions over the 2026–2028 mid-term horizon — the period required to keep the current pipeline moving and to secure a credible trajectory toward the 2030 targets — would unlock the following results, expressed both as delivery actions and as impact for people at risk:

- → Lives protected and losses avoided — additional people reached with reliable, end-to-end early warning services across LDCs and SIDS (+100 million additional people by 2028 and +200 million by 2030 under the Strategy 2030 scenario, against the 2024 baseline of 397.6 million).
- → Last-mile delivery and early action — anticipatory action protocols, community-level preparedness, inclusive alert dissemination (including in low-connectivity, FCV and SIDS contexts), and pre-arranged financing triggers that convert warnings into timely action on the ground.
- → 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.

The endorsed pipeline refers to the 29 projects already validated for CREWS programming (USD 124.25 million across 49 countries); the priority pipeline (USD 40.75 million) is the subset of those projects approved for immediate full proposal preparation in 2026.

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.

CREWS do not passively rely on larger funds to scale its investments. CREWS prepares, de-risks, and pairs investments so that larger climate finance can move faster and with greater confidence. Scaling up operates through four distinct pathways:

Pathway	Description
Sequenced	CREWS readiness support → proof of concept → larger finance follows
Paired	CREWS support delivered alongside funds or MDB programming in parallel
Influenced	Strong CREWS-supported concepts, evidence, and institutional readiness shape fund approvals for related investments
Replicated	The GCF–CREWS Scale-Up Framework model adapted with at least one additional fund or financing institution by 2030

Each scale-up partnership—whether with the Multilateral Climate Funds, or MDBs—will be tailored to the governance, modalities, and comparative advantages of that institution.

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
Moderate scenario (Stress case)	USD70-75million by 2028 USD 130–140 million by 2030	25-27 projects funded; 2-4 scale up approvals; 10m ASW allocation by 2030	+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. Does not meet endorsed pipeline. Useful as stress test; should not be treated as ambition.
Strategy 2030 scenario (Core Ambition)	USD 175 million by 2030	32-36 projects funded; 6-8 scale up approvals; 15m ASW allocation by 2030	+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. This is the minimum credible path to meet adopted ambition.

Scenario	Resource mobilization level	Portfolio implication	Coverage implication	Strategic meaning
Optimal scenario (Acceleration)	USD 120-125m by 2028 USD 210-220 million by 2030	41-44 projects funded; 15 scale up approvals; 20m ASW allocation by 2030	+140–150 million additional people by 2028; +280–300 million by 2030	CREWS accelerates beyond the current pipeline and compounds impact through scale-up finance. Demonstrates non-linear returns: incremental investment yields more impact through leverage.

The scenarios are 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: Strategy 2030 is the core ambition

The conservative case is useful as a stress test, but it does not meet core needs and should not be treated as an ambition.

Moderate (stress case)	Strategy 2030 (core ambition)	Optimal (acceleration)
Resource mobilization **USD 130-140M**	**Resource mobilization** **USD 175M**	**Resource mobilization** **USD 210-220M**
Portfolio implication 25-27 projects 4-6 scale-up approvals USD 10M ASW	**Portfolio implication** 32-36 projects 11-13 scale-up approvals USD 15M ASW	**Portfolio implication** 41-44 projects 15+ scale-up approvals USD 20M ASW
Coverage implication **+140-150M people by 2030**	**Coverage implication** **+200M people by 2030**	**Coverage implication** **+280-300M people by 2030**
Does not fully meet core needs; requires deferral and prioritization.	Keeps CREWS on track with the Operational Plan and sustains ASW/scale-up.	Expands beyond the endorsed pipeline and compounds impact through scale-up.

Strategy 2030 is the minimum credible path to meet the adopted ambition

6. FINANCING NEED AND TARGETS

CREWS has mobilized USD 142.4 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 142.4 million	Historical baseline and credibility
Approved and implemented projects	29 projects; 12 completed as of end-December 2025	Portfolio track record
Catalysed financing to date	Over USD 900m	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 inside the current 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
2030 leverage target	Approximately USD 1 billion	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.
Scale-Up Frameworks	Strategic amplification mechanism that connects CREWS-prepared countries and concepts to larger GCF financing.	Sustain GCF engagement and prioritization of the GCF–CREWS Scale-Up Framework, and secure at least one adapted scale-up agreement with another climate fund or financing institution by 2030.

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 and 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 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 adapt the scale-up approach with at least one additional fund or financing institution by 2030, tailored to the governance, accreditation modalities, and comparative advantages of each partner. Active engagement underway with the Adaptation Fund, the Fund for Responding to Loss and Damage, the GEF and selected MDBs. Discussions with the FRLD have started. Each arrangement will reflect the specific requirements of the partner institution rather than replicating the GCF model directly.

Strategic partnerships and leverage: multiply impact, not substitute contributions

CREWS pooled finance remains the core ask-partnerships convert that pooled finance into better projects, larger finance, broader delivery channels and stronger evidence.

1 Implementing Partners & joint programming

WMO GFDRR/World Bank. UNDRR IFRC. ITU

Pipeline intelligence, technical quality, results evidence and selected senior outreach.

Guardrail: align roles and avoid competition for funds or visibility.

2 Climate finance scale-up

GCF-CREWS Framework is the proof point: CREWS prepares and de-risks concepts for larger finance.

Ambition: secure at least one replication agreement with another fund or financing institution by 2030.

3 Regional & thematic partnerships

Regional institutions, met-to- met cooperation, SOFF, EW4ALL, REAP and anticipatory action platforms.

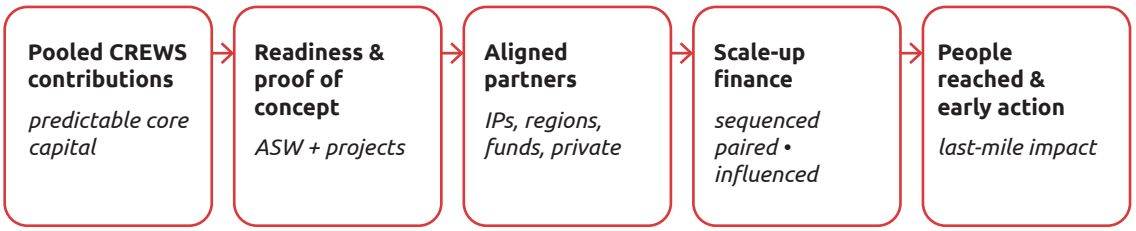
Value: reduce fragmentation, support regional public goods, and leave capacity in institutions that remain after projects close.

4 Private sector & innovation partnerships

Engage beyond "technology vendors": public-interest delivery, co-investment, technical assistance and in- kind support.

Guardrail: Trustee/IP fiduciary, procurement, transparency and conflict-of-interest standards.

How partnerships create leverage



Partnerships are not a substitute for contributions to the FIF; they are how CREWS turns pooled contributions into scaled, credible and more resilient delivery.

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. It should be noted that the CREWS/REAP Alliance operates under governance, oversight, operational and reporting modalities approved by the Steering Committee on 6 June 2026 (CREWS/SC.23/infdoc.6).

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.

From strategy to operating capability

Resource mobilization depends on a chain of mutually reinforcing elements. The endorsed pipeline creates the financing ask. MEAL and communications evidence make the ask credible. The partner dashboard turns the ask into targeted outreach. Steering Committee champions open political doors that the Secretariat alone cannot open. Implementing Partners provide technical evidence and project credibility. Secretariat capacity holds the system together. If any of these elements remain underdeveloped, the Strategy risks becoming a document rather than an operating capability.

The minimum operating package for 2026–2027 includes:

- Clean contributor/partner dashboard: Decision windows, likely ask, risk level, assigned lead, champion identification, and next actions for each target
- Common outreach package: Two-page investment case, pipeline snapshot, ASW brief, scale-up brief, Chair/SC talking points
- Light Champions Group: Willing Steering Committee members, LDC/SIDS representatives, and selected champions for political openings and introductions
- Semi-annual RM reporting: Contributions mobilized, pipeline movement, outreach progress, leverage tracked, organizational readiness status

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.

Element	Maturity status	Current position	Priority action
Contributor intelligence	Maturing	Members/contacts dashboard exist 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	The Secretariat will increase RM capacity through an additional Resource Mobilization Officer and engagement of a Senior Resource Mobilization Adviser. Consultant support is available during this phase.	Prioritize RM functions, maintain dashboard, produce outreach materials and report semi-annually to the SC.
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.

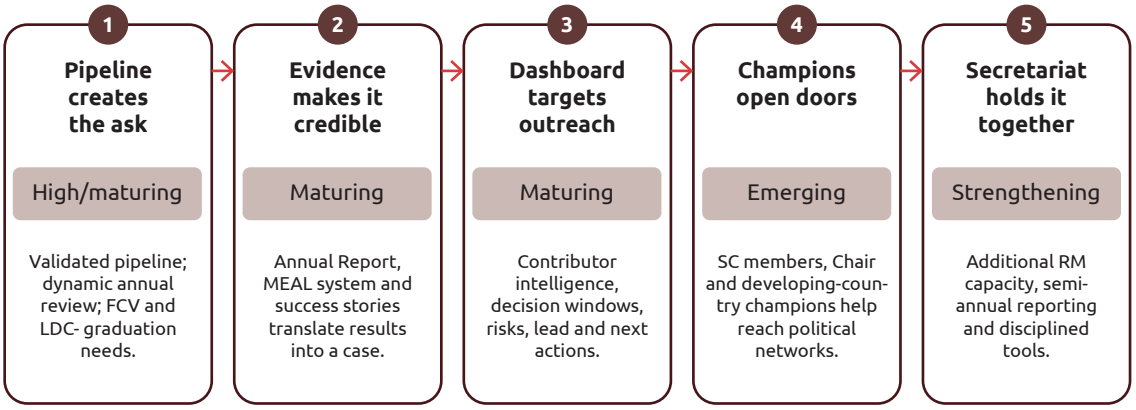
Organizational readiness: from strategy to operating capability

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 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.
- → Scenario tracking: Assessment of which fundraising scenario is materializing, reported at mid-term 2028 review, with recommendations on pipeline sequencing, targeting strategy, or trajectory adjustments if the moderate scenario appears likely.

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.

CREWS CLIMATE RISK & EARLY WARNING SYSTEMS

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