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Intergovernmental Board on Climate Services Management Committee Taskforce on Governance, Management and Resources of the GFCS

*Proposals on the Governance, Management and
Finances of the GFCS*

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1. Background and context

The increasing socio-economic and environmental impacts from extreme weather and climate events manifested through floods, droughts, heatwaves, severe storms, etc., have led to the rise of climate on the international agenda and with it, the need and explosion of climate-related activities and financing that could be expected to rise in the following years. Under this context, the international community at the World Climate Conference-3 (WCC-3) in 2009 established the Global Framework for Climate Services (GFCS) to strengthen the production, availability, delivery and application of science-based climate prediction and services in support of decision making. The *Vision of the GFCS is to enable better management of the risks of climate variability and change, and adaptation to climate change, through the development and incorporation of science-based climate information and prediction into planning, policy and practice on the global, regional and national scales.* In other words, the GFCS was established to provide a credible, integrative and unique platform for guiding and supporting activities implemented across pillars or components of the GFCS (User Interface Platform; Climate Services Information System; Observations and Monitoring; Research, Modelling and Prediction; and Capacity Development) and within climate-sensitive investment areas, notably agriculture and food security, energy, disaster risk reduction, human health and water resources management in support of both climate adaptation and mitigation. In pursuing its remit, the GFCS is guided by eight principles:

- 1. High priority for the needs of climate-vulnerable developing countries;*
- 2. Primary focus is better access and use of climate information by users;*
- 3. The Framework will address needs at three spatial scales: global, regional and national;*
- 4. Climate services must be operational and continuously updated;*
- 5. Climate information is primarily an international public good and governments will have a central role in the Framework;*
- 6. The Framework will encourage global, free and open exchange of climate-relevant data;*
- 7. The Framework will facilitate and strengthen, not duplicate;*
- 8. The Framework will be built through partnerships*

To enable implementation, in 2012, the Extraordinary Session of the World Meteorological Congress established the Intergovernmental Board on Climate Services (IBCS) and adopted the GFCS Implementation Plan for subsequent consideration by the IBCS. In 2013, at its first session, the IBCS approved the Implementation Plan of the GFCS, which defined deliverables and targets to be realized over 2-, 6- and 10-year horizons starting in 2013.

Since its establishment in 2009 major contextual changes have occurred particularly in the period post 2015. During the period prior to 2015, the major global frameworks and agendas were the Hyogo Framework for Action (2005-2015) and the Millennium Development Goals (MDGs) with its eight goals. Climate financing was

1 primarily from the Global Environmental Facility (GEF), established at the Rio Summit in 1992 serving as the
2 main financial mechanism of major UN conventions (Convention of Biodiversity, Convention on Climate Change,
3 Convention to Combat Drought and Desertification, Convention on Persistent Organic Pollutants and the
4 Minimata Convention on Mercury). The Adaptation Fund, set up under the Kyoto Protocol to the United Nations
5 Framework Convention on Climate Change (UNFCCC) launched in 2007 provided substantial resources for
6 adaptation projects and programs together with multilateral, bilateral and other funds. The period post 2015
7 saw the adoption of the Sendai Framework for Disaster Risk Reduction 2015-2030 (March 2015), the United
8 Nations 2030 Agenda for Sustainable Development adopted at the Summit on Sustainable Development
9 (September 2015), and the Paris Agreement adopted at COP 21 of the UNFCCC (December 2015). The year 2015
10 also saw the operationalization of the Green Climate Fund (GCF), the main financial mechanism for supporting
11 climate action under the Paris Agreement. Established in 2010, the GCF is to assist developing countries in
12 adaptation and mitigation practices to counter climate change. To succeed, these and preceding agreements
13 and frameworks require relevant scientific data, information products and services to support effective action,
14 explaining the dramatic rise in climate-related activities and financing.

15 In addition to the above contextual changes, issues surrounding the GFCS, some of which were corroborated by
16 the findings of the Mid-term review, as described below were of concern to the IBCS:

- 17 • The current governance of the GFCS was seen as ineffective on the following main grounds: (i)
18 duplication of IBCS with the World Meteorological Congress due to the fact that the representation of
19 the IBCS does not reflect the breath of users interested in climate services; (ii) the role of the Partner
20 Advisory Committee (PAC) with the IBCS (placing “partner” organizations in a lesser, advisory role), and
21 (iii) linkage of WMO structures with the IBCS. Additionally, the governance structure was thought to be
22 costly and bureaucratic, and has left many people questioning its role and fitness for purpose;
- 23 • The funding of the GFCS has not materialized as anticipated raising the issue about the need to revisit
24 the scope of the GFCS and the optimum mechanisms and opportunities to enhance the implementation
25 of GFCS priorities;
- 26 • The current nature of the GFCS partnerships has not enabled pulling of partner expertise and resources
27 in support of the GFCS to its full potential. WMO carries most of the weight of the partnership by
28 supporting the GFCS Secretariat/Office and its operations as well as the communication of the GFCS;
- 29 • The level of resources (human and financial) for the effective implementation of the GFCS as conceived
30 has not been adequate. Despite some progress made on GFCS implementation, action was limited due
31 to the fact that priority activities for implementation as articulated in the Implementation Plan of the
32 GFCS (Priority Needs for the Operationalization of the GFCS 2016-2018), besides some projects, were
33 not funded. To enhance action, resources have to be commensurate to the scope of the GFCS;
- 34 • Progress on monitoring and evaluating advances being made in climate services by Members and
35 partners has been limited. In addition, GFCS communication was seen as a weakness due to lack of
36 dedicated human resources. Owing to this, it is likely that many GFCS efforts are going unaccounted for
37 and unnoticed;
- 38 • The world of climate services is fragmented and diffuse. Funding for climate services projects lacks
39 coordination despite the organizing frameworks laid out by the GFCS. The majority of climate services
40 projects have been conducted outside of the GFCS, without any plan for aligning their efforts with other
41 projects, resulting in duplicated efforts and gaps in user needs;
- 42 • The User Interface Platform (UIP) purpose and how it works is not well understood by many climate
43 services producers and users.

1 Based on the above considerations, the Management Committee of the IBCS at its third session held in October
2 2015, recommended that a review of the GFCS be conducted at the beginning of the second phase of GFCS
3 implementation (i.e., 2015-2018). The Task Team on Monitoring and Evaluation of the GFCS was requested to
4 develop the [Framework for the Mid-Term Review](#) based on experiences from other reviews. The *purpose of the*
5 *Mid-Term Review was to assess progress of implementation of the GFCS to help in providing guidance on how to*
6 *further improve implementation of the GFCS and measure the success of the activities implemented so far. To*
7 *conduct the Mid-Term Review a team from the University of Arizona (UoA) was selected through a competitive*
8 *process to conduct the review over a period of four months (April to September 2017). The team produced*
9 *the [Mid-Term Review Report](#) which was considered by the fifth Session of the Management Committee of the*
10 *IBCS (Reading, UK, 19-20 October 2017).*

11 Key findings of the Mid-Term Review are summarized below. The specific recommendation put forward by the
12 UoA can be found in the Review Report:

- 13 • The GFCS has elevated the awareness of climate services and the role they can play in development
14 across global, regional, and national scales. This achievement should not be understated. The
15 terminology, meanings, and methodologies that define climate services are new and emergent, and the
16 GFCS is helping to create shared understanding. Increased awareness is a building block for funding and
17 priorities, and the GFCS has had some impact on global research agendas, like the European
18 Commission's Horizon 2020 efforts, as well as national activities;
- 19 • Principal stakeholders of the GFCS are the National Meteorological and Hydrological Services (NMHS)
20 that the WMO represents. The GFCS is helping to legitimize these NMHSs as leaders of climate services
21 within their countries. Importantly, the GFCS promotes an interdisciplinary approach that is helping to
22 shift the theory and practice of information provision and development. Collectively, people are seeing
23 the efficacy of climate services as based in a user-centric, demand-driven approaches to climate services;
- 24 • The GFCS has engaged in partnership-building across global, regional, and national levels. The PAC
25 reflects an impressive array of organizations. The formalization of a Joint Office and other partnerships
26 has brought in new expertise to the WMO and GFCS. And, at the regional and national levels, the
27 National Frameworks for Climate Service (NFCS) behave as an impetus for new relationships;
- 28 • After five years of GFCS activity, and across the diverse groups of people with whom the Review
29 consulted, there is an overwhelming sense that the GFCS is as necessary today as when it was created in
30 2009. There are, of course, differing opinions about the form the GFCS should adopt. Nonetheless, the
31 GFCS has a built-in ability to adapt and evolve.

32 Major weaknesses identified, include:

- 33 • The Framework put forth by the GFCS is widely accepted. It outlines a scope that extends across
34 geographic, sectoral, and technical scales and that draws on diverse methods, partnerships, and
35 expertise. The GFCS, however, is attempting to be the engine with inadequate human and financial
36 resources, and in ways that do not maximize the advantages of its contributors;
- 37 • The GFCS has a governance structure that was approved under a set of expectations that have not
38 materialized (in terms of expected funding and broader representation). Additionally, the governance
39 structure is costly and bureaucratic. Therefore, the governance structure in its current form is no longer
40 fit for purpose;
- 41 • Overall, there is a lack of clarity around roles and responsibilities within the GFCS, from issues of
42 governance and project management, to its relationship to the WMO and contributions to major global
43 agendas. Greater clarity is needed to best maximize potential and strengthen partnerships;

- 1 • The implementation of GFCS projects are perhaps the main source of contention within the GFCS
2 network. Many view project implementation as no longer a strategic niche for the GFCS;
- 3 • The GFCS is a network of activities and organizations, one that requires active stewardship and a
4 commensurate financial commitment. However, the human and financial resources dedicated to the
5 GFCS Secretariat/Office are inadequate for its mandate, and both the resources and scope of work need
6 to be re-assessed.

7 **2. Purpose and scope of the Taskforce**

8 To respond to the key findings and recommendations put forward in the Mid-Term Review Report, the fifth
9 Session of the Management Committee of the IBCS (Reading, UK, 19-20 October 2017) that reviewed the Report
10 took a number of decisions that included the establishment of a Taskforce to address issues around governance,
11 management and finances of the GFCS. The Taskforce is chaired by Mr. David Grimes (Canada) with
12 representation from the British Caribbean Territories, Japan, Russia, South Africa, Switzerland and the United
13 Kingdom. It also includes members of the PAC, namely, the European Commission (EC), Food and Agriculture
14 Organization of the United Nations (FAO), Norwegian Refugee Council (NRC), and the World Bank. The Taskforce
15 was supported by a broader consultative group that included members of the Management Committee,
16 members of the PAC and the Chair and Vice-Chair of the Task Team of the Operational and Resources Plan of the
17 GFCS.

18 The purpose of the Taskforce is to provide recommendations for improving the governance of the GFCS, the
19 management structures in place and funding of the GFCS for the consideration of the sixth Session of the
20 Management Committee of IBCS (Rome, October 2018). The scope of the work includes:

- 21 • Review of the outcomes of the Mid-Term Review and the recommendations of the PAC and
22 Management Committee on the Mid-Term Review to develop a proposal for the focus of the GFCS,
23 including the purpose, roles, and scope of the GFCS in ways that strengthen the original identity of the
24 GFCS as a Framework;
- 25 • Assess strengths, weaknesses and sustainability of the governance structure of the GFCS and propose
26 appropriate governance structure options for delivering the GFCS goals taking into account the WMO
27 reform process;
- 28 • Assess the adequacy of the GFCS arrangements in place (funding, human resources for the GFCS
29 Secretariat/Office) for meeting GFCS goals;
- 30 • Provide strategic guidance on principles, mechanisms and opportunities for enhancing implementation
31 of GFCS priorities given limitation of resources and the unique nature of the GFCS;
- 32 • Prepare specific recommendations in consultation with PAC for the consideration of the next session of
33 Management Committee of the IBCS. Based on feedback from the Management Committee, prepare
34 recommendations for the consideration of WMO Cg 18.

35 To conduct its work the Taskforce used the Mid-Term Review Report as an essential source of information. It
36 also conducted a desktop review of IBCS and WMO documents, particularly those related to the WMO reform.
37 In addition, it reviewed UN and other frameworks to inform the proposals of the options on governance,
38 management and resources of the GFCS.

3. Purpose and scope of the document

The purpose of this document is to provide an analysis of the current governance, management and resourcing arrangements of the GFCS to identify weaknesses with a view to recommend appropriate options which would enhance effectiveness and sustainability of GFCS implementation. In developing the document the Taskforce was guided by the following success factors for the GFCS:

- *Do no harm* – the proposed options on governance, management and resourcing of the GFCS should ensure smooth transition and implementation into the new structures;
- *Ensure future ability to deliver and respond* – the proposed options should establish a sustained and dynamic design of administrative and technical structures with the flexibility to respond to emerging issues and user needs;
- *Better joined up* – should provide for improved coordination and strategic alignment, through reducing duplication and increasing efficiency;
- *Capacity building* – should support the building of all WMO Members abilities to develop, have access to and apply climate services;
- *Optimize resources* – the proposed options should attract and use all the best expertise and link initiatives, where appropriate;
- *Affordability* – the proposed options should be affordable, achievable and do-able (will have the appropriate resources available for implementation).

4. Purpose and scope of the GFCS

The purpose and scope of the GFCS as articulated in the report of the High-Level Taskforce for the GFCS “Climate Knowledge for Action: A Global Framework for Climate Services – Empowering the Most Vulnerable” are in the sub-sections that follow:

4.1 Purpose of the GFCS

- Reducing the vulnerability of society to climate-related hazards through better provision of climate information;
- Advancing the key global development goals through better provision of climate information;
- Mainstreaming the use of climate information in decision-making;
- Strengthening the engagement of providers and user of climate services;
- Maximizing the utility of existing climate services infrastructure.

4.2 Scope of the GFCS

Successful implementation of the GFCS requires that a wide range of activities are implemented that would result in the following:

- Decision-making and investments in climate sensitive sectors are improved through co-development and use of climate services;
- Sustained mechanisms are established or enhanced to support effective user-driven climate services at regional and national levels;
- Implementation of climate services is enhanced through targeted improvements in the foundational technical and scientific capabilities (as described under the pillars below).

4.3 Role of the GFCS

The role of the GFCS is to coordinate, facilitate and strengthen collaboration among institutions to avoid duplication of efforts. It is built through user–provider partnerships that include all stakeholders, and is based upon the following five components or pillars to address user needs in the priority areas of the GFCS, namely agriculture and food security, disaster risk reduction, energy, human health and water resources management:

- **User interface Platform:** a structured means for users, climate researchers and climate information providers to interact at all levels;
- **Climate Services Information System:** the mechanism through which information about climate (past, present and future) will be routinely collected, stored and processed to generate products and services that inform often complex decision-making across a wide range of climate-sensitive activities and enterprises;
- **Observations and Monitoring:** ensures that climate observations and other data necessary to meet the needs of end users are collected, managed and disseminated and are supported by relevant metadata;
- **Research, modelling and prediction:** To foster research towards continually improving the scientific quality of climate information, providing an evidence base for the impacts of climate change and variability and for the cost-effectiveness of using climate information;
- **Capacity Development:** addresses the particular capacity development requirements identified in the other pillars and, more broadly, the basic requirements for enabling any Framework-related activity to occur.

5. Status of GFCS Implementation

Phase I of GFCS implementation has been completed, Phase II is nearing completion and Phase III is about to commence. As a result, this represents a timely juncture to assess the achievements to date of the GFCS implementation with the view that any deficiencies identified can be addressed in Phase III – resources permitting. The following summarizes the GFCS implementation achievements to date:

- Some funding has been secured and is being used to support the implementation of the GFCS:
 - The WMO Secretariat currently provides partial funding for the operation of the GFCS Secretariat/Office. From 2011-2017, the Secretariat provided ~CHF 5,345,750 to various activities related to the operations of the GFCS in the cost of core staff and running costs in the GFCS Secretariat/Office;
 - The GFCS Trust Fund was established in 2011 to advance GFCS implementation, which includes two components:
 - **Non ear-marked resources:** the Trust Fund has received a total of ~CHF 4.5 million in contributions from 16 countries. Annual contributions to the Fund have consistently declined from a high of ~CHF 1.327 million in 2013 to ~CHF 311,000 in 2017. These resources have been used to support additional staffing of the GFCS Secretariat/Office, pilot programmes, communications, consultancies and the IBCS and its substructures (Management Committee activities, task teams and working groups). Figure 1 of Annex 1 shows that annual expenditure from the Trust Fund currently exceeds annual inflows creating an unsustainable situation that threatens the solvency of the Fund and the sustainability of the programmes and the support it provides including to the management and governance activities;
 - **Ear-marked resources:** These resources managed by the GFCS Secretariat/Office represent a quantum of funds which the contributors earmarked for specific GFCS implementation related activities. Approximately CHF 22.6 million has been contributed by 6 countries indicating that this may be a preferred modality for Members to contribute to GFCS implementation through the GFCS Secretariat/Office. This modality allows countries to support GFCS implementation through the GFCS Secretariat/Office in a manner consistent with their international priorities;
 - Other resources are currently being mobilized in collaboration with the GFCS Secretariat/Office through the following modalities:

- Approximately CHF 200 million in resources from a range of global partnerships (influenced by the GFCS process) including: Intra-ACP Climate Services and Related Applications, the Climate Risk Early Warning Systems initiative and the call for proposals under the European Commission's – Human Dynamics of Climate Change – Climate Services for Africa.
 - GFCS fund raising activities has secured ~USD 1.2 million;
 - Members and institutions have been providing in-kind support in the form of training opportunities;
 - Secondment of experts to the GFCS Secretariat/Office.
- GFCS governance and management structures, including the GFCS Secretariat/Office, have been established and are operating through support from the established Trust Fund and funding from the WMO Secretariat:
 - The Intergovernmental Board of Climate Services (IBCS) has been established and has met yearly in its first two year and should meet every 4 years post-2014;
 - The Management Committee of the IBCS has been established and meets once a year.
- The GFCS Secretariat/Office has been established with WMO Secretariat support. Global implementation actions:
 - GFCS website and portal has been established for the GFCS Secretariat/Office to communicate GFCS activities, opportunities and experiences. The site is current and regularly updated (<http://GFCS.wmo.int>);
 - Over 230 GFCS related events (including climate outlook forums, climate service training activities as well as national and regional consultations) have been conducted globally from 2011-2017 (<http://gfcs.wmo.int/past-events>) - many with the support of the GFCS Secretariat/Office. From 2011-2016 the annual number of such events ranged between 25-45 (Figure 2, Annex 1) with the peak occurring in 2014 and the mentioned low occurring in 2011 – the commencement year of the GFCS Secretariat/Office. The number of such events reported in 2017 was 16 with to-date 17 events planned and/or complete by October 2018;
 - Over 120 reports on GFCS activities worldwide have been developed since 2011, many with the assistance of the GFCS Secretariat/Office, and made available to the public through the GFCS website (<http://gfcs.wmo.int/projects-documents>). Future availability of documents in all official UN languages may be compromised by the lack of funding;
 - Fact sheets communicating the various aspects of climate services have been published in hard copy and electronic formats - including publications in the 6 official UN languages related to the original GFCS priority areas (http://gfcs.wmo.int/fact_Sheets);
 - Preparation and publication of the GFCS Implementation Plan including its associated Annexes and Exemplars in the 6 official UN languages which provide a comprehensive framework for implementing the GFCS at global, regional and global levels (<http://gfcs.wmo.int/implementation-plan>);
 - A compendium of 40 projects that advance GFCS implementation has been developed and published (http://gfcs.wmo.int/sites/default/files/COMPENDIUM-ON-GFCS-PROJECTS-24.3.14-2_1.pdf);
 - Eleven GFCS projects, funded through a range of member and partner supported initiatives have been or are currently being initiated – several of these projects have been completed (<http://gfcs.wmo.int/projects-list>) – and 15 GFCS contributing projects have been implemented (<http://gfcs.wmo.int/contributed-projects>);
 - Development of the Climate Services Toolkit by WMO.

One of the significant shortcomings of the GFCS implementation has been that significant direct support from UN agencies to the implementation of the GFCS through the GFCS Secretariat/Office has not materialized even though it was called for by the Extraordinary Session of the World Meteorological Congress in 2012. To date, support has only been through the WMO/WHO Joint Climate and Health Office, the Joint WMO and the Global Water Partnership (GWP) Office and the liaison Officer Placed by the WFP in the GFCS Secretariat/Office. However, it is recognized that UN agencies are working through others mechanisms to support the global implementation of the GFCS. However, modalities to communicate these contributions are not defined.

1 6. Governance Structure

2 6.1 Introduction

3 The Mid-term review indicated several areas of improvement regarding the current governance of the GFCS¹. Of
4 critical concern is the duplication between the IBCS and the World Meteorological Congress. The cause for
5 concern is that representation in the IBCS is mainly ensured by Directors of NMHS being at the same time the
6 Permanent Representatives of WMO member states. As a consequence, there is a costly parallelism between
7 the IBCS and the World Meteorological Congress that should be avoided. Furthermore, the current governance
8 structure has clear limitations in its ability to integrate partner organizations of the GFCS into its decision-making.
9 Last but not least, the current governance structure has not been able to guarantee a sustainable, high level
10 political anchoring of the GFCS that would be required to sustain implementation of its fairly ambitious mission.
11 The governance options presented in this report tackle all of these issues including (i) avoidance of duplication
12 between the IBCS and the World Meteorological Congress, (ii) increase inclusion of partner organizations in the
13 GFCS decision making, and (iii) establishment of an institutional environment that increases the political visibility
14 of the GFCS.

15
16 Furthermore, the future governance must be an enabler for the GFCS to fulfill its main proposed functions
17 including: 1) Partnership & Inclusion; 2) Technical Coordination and Support; 3) Monitoring & Review and 4)
18 Resource Mobilization for financing the Management structure of the GFCS². The governance structure
19 presented in this report would be able to comply with all of these functions. However, it is not compatible with a
20 GFCS Secretariat/Office that is directly involved in the co-design and co-implementation of climate services
21 interventions, and the management of related funds. If the GFCS management and governance structures are
22 meant to fulfill this task in the future, the governance suggested in this report might not be fit for purpose.

23
24 The current GFCS-governance is of an intergovernmental nature (PAC, as a non-intergovernmental body, is not
25 being considered as an element of the governance as it has no direct influence in the decision making of the
26 GFCS). For the future governance, a structure is proposed with both, intergovernmental and non-
27 intergovernmental elements. The purpose is to increase inclusivity of key stakeholders of the GFCS, some of
28 them being of non-intergovernmental nature. In implementing the new structure caution would have to be
29 exercised to avoid conflict of interest from members of the governance structure who might be involved in
30 implementation of activities.

31
32 Last but not least, a two-step approach is suggested for implementing the new governance:

- 33 • Step 1) – Two of the main disadvantages of the current structure (duplication between IBCS and
34 World Meteorological Congress; unsatisfactory integration of partner organizations) would be
35 tackled. This step could be decided by Congress-18 taking place in 2019.
- 36 • Step 2) – opportunities would be assessed to better anchor the GFCS on the political level. Such
37 assessment would result in recommendations to the extraordinary Congress most probably
38 taking place in 2021. In principle, the four main functions of the GFCS mentioned above can be
39 fulfilled already with the Step 1 governance. However, functions 1 and 4 would profit from
40 additional “push” after implementation of Step 2.

¹ Annex 2 summarizes the thinking and decisions steps that lead to the current governance structure of the GFCS. Annex 3 shows the main elements of the current governance. An overview of strengths and weaknesses of the current governance structure is included in Annex 4 to this document.

² whereas 2) and 3) could be summarized as “Tracking and Advisory Services”

6.2 Step 1 “Avoid Duplication; Increase Participation”

The first stage of suggested organizational changes related to the GFCS governance would include the following elements:

- dissolve the IBCS ;
- dissolve the Management Committee of the IBCS;
- dissolve the PAC;
- dissolve the existing ad hoc Task Teams (TT-ORP and TT M&E);
- World Meteorological Congress to establish an interdisciplinary, non-intergovernmental Executive Committee accountable to the World Meteorological Congress;
- Establish thematic Working Groups established by, and under the supervision of the Executive Committee.

A. Congress

The World Meteorological Congress would remain the supreme governing body of GFCS and the parallel dissolution of the IBCS would avoid the current duplication in membership. Functions of the IBCS would be taken over by the World Meteorological Congress.

B. Executive Committee

As it is the case between the IBCS and its Management Committee, WMO-Congress would “delegate” task and responsibilities to a subsidiary body. In the new governance structure, this subsidiary body would be the “Executive Committee”. The Executive Committee shall operate under the guidance of, and be accountable to, the World Meteorological Congress. A clear and extensive delegation of decision powers to the Executive Committee is important to guarantee sufficient and sustainable ownership of the members of this Committee. Its nature is non-intergovernmental. The Committee will be given the mandate to carry out decisions and requests of the Congress during the intersessional period. As such, the Executive Committee plays a crucial role in guiding, monitoring and reviewing the GFCS implementation progress. This task asks for access to relevant knowledge and experience in strategic and operational aspects of Climate Services throughout the GFCS pillars and the GFCS priority areas. Furthermore, the Executive Committee must establish and maintain a broad network in the Climate Services community.

The Executive Committee must be limited in size to guarantee effective and efficient management of meetings (max. 20 formal members). It shall be composed of high level representatives (executive level) of organizations playing a key role within the implementation of the GFCS. High level representation is paramount in order to increase ownership of the represented organizations, and to allow for efficient and effective decision making in the Executive Committee. Furthermore, the Executive Committee will have to deal with issues that might require decisions to be taken by the governance of institutions represented in the Committee (e. g. WHO will have to decide on health related data to be made available for the GFCS, the FAO on agricultural data, etc.). In such cases, it is crucial that the respective requests are swiftly and reliably transferred to the competent decision making authorities. However, it remains to be seen if the desired high-level representation is achievable in a governance that has the World Meteorological Congress as its superior body. This might be an argument for a swift implementation of the Step 2 governance (see below).

The final selection of the organizations/institutions represented in the Committee, and the election of the respective representatives would be done by World Meteorological Congress, e.g. on a four years’ basis. The

1 Chair of the Executive Committee would be elected by World Meteorological Congress as well, also for a four
2 years' term (non-renewable).

3
4 As an indicative sample, the following organizations could be considered for being represented in the Executive
5 Committee. Further information on these examples can be found in Annex 5:

- 6 • *Representatives of GFCS-Pillars*: WMO, GCOS, WCRP, International Federation of Red Cross and Red
7 Crescent Societies (IFRC), UNDP or UNESCO;
- 8 • *Representatives of GFCS-Priority Areas*: FAO, WHO, UNISDR, International Renewable Energy Agency
9 (IRENA), Global Water Partnership (GWP), other (possible future priority areas, e. g. tourism, etc.);
- 10 • *Major global Financing / implementing organizations*: World Bank , GCF, etc. Due caution would be
11 needed to avoid conflict of interest, for which the Terms of Reference of the Executive Committee
12 would have to be very specific;
- 13 • *Regional Institutions actively involved in the GFCS*: There are several possible modes to ensure a regional
14 representation in the Executive Committee. Considering its strong participation in the GFCS so far, a
15 participation of the European Commission and other key players in the Executive Committee could be
16 considered. With regard to institutional representation of other regions in the Executive Committee,
17 such decisions might depend on the priorities laid down in the strategy and the Implementation Plan, as
18 well as on the specific input being expected by the Committee from a regional level;
- 19 • *Representatives of countries with specific circumstances such as Least Developed Countries (LDC), Small
20 Island Developing States (LDCs) and Countries with Economies in Transition*;
- 21 • *Others like the Global Landscapes Forum (based on specific expertise, network, political influence, etc.)*.
- 22

23 **C. Working Groups**

24 The Executive Committee has the possibility to establish working groups (and to define their Terms of Reference
25 and membership) as required, in carrying out its work. The working groups would be established on a temporary
26 basis, depending on the needs and priorities resulting from the GFCS strategy and the Implementation Plan.
27 Working Groups can be built alongside the GFCS Pillars, the priority areas, regional aspects and funding issues or
28 be related to specific functions associated with implementation of the GFCS (e.g. Monitoring & Review).
29 Participation in a Working Group requires in depth knowledge and expertise in the specific areas being covered
30 by the Group. The members are elected by the Executive Committee following a nomination or application
31 process. Each Working Group would be chaired by a member of the Executive Committee (representing the
32 Working Group in the Executive Committee). Alternatively, the Executive Committee member can designate an
33 alternate for chairing the Working Group, whereas such alternate must be part of the management team of the
34 same organization as the Executive Committee Member. With the exception of the Chair, the members of the
35 Working Groups are different from those of the Executive Committee.

36 **6.3 Step 2 “Stronger Political Anchoring”**

37 It has been noted in the Mid-term review that since its establishment in 2009, a number of new developments
38 have occurred such as the Paris Agreement, the Sendai Framework, the 2030 Agenda, and the Green Climate
39 Fund (GCF). However, there seems to be a lack of appreciation and political awareness regarding the GFCS and
40 its ability to effectively contribute to these major global agendas. This might be one of the reasons why some of
41 the original expectations, e.g. in terms of funding, have not materialized to desired levels. Accordingly, it is
42 suggested as a Step 2, to evaluate a further development of the governance with the objective to increase the
43 political anchoring, visibility and influence of the GFCS. Such evaluation would only refer to the superior level of

1 the governance structure (being the World Meteorological Congress according to the Step 1-structure). The
2 Executive Committee and the Working Groups would, in principle, remain unchanged.

3
4 Two alternative models have been discussed in the Taskforce (see Annex 6 for illustration) for improving political
5 anchoring:

- 6 • Alternative 1): Establishment of a Special Representative of the UN Secretary General (SRSG) on Climate
7 Services. The SRSG would be directly accountable to the UN Secretary General, who itself is reporting to
8 the UN General Assembly. A similar structure has been chosen for UNISDR. An anchoring of the GFCS in
9 the superior structures of the UN system could lead to stronger political recognition, and, as a potential
10 consequence, better accessibility of the GFCS to funding streams needed to strengthen its management
11 structures.
- 12 • Alternative 2): Attachment of the GFCS to the UNFCCC structures. Article 7 of the Paris Agreement
13 includes strong wording related to climate change adaptation and could serve as a justification to help
14 strengthening the GFCS under the UNFCCC umbrella.

15
16 Both options require in depth analysis of possible implementation scenarios, political and organizational
17 feasibility, etc. Furthermore, the advantages and disadvantages of taking the superior governance of GFCS out of
18 WMO need to be assessed in detail. As such work cannot be finished until Congress-18 in 2019, the necessary
19 clarifications for the refinement of a possible Step 2 governance would be prepared for the extraordinary
20 Congress taking place most probably in 2021.

21 22 **6.4 Cost Breakdown**

23 A rough cost breakdown (including a comparison between the current and the potential future governance
24 structure according to Step 1) is shown in Annex 5.

25 **6.5 Global/Regional Platform on Climate Services**

26 One additional item that has been discussed is the organization on a regular basis of a “Global/Regional Platform
27 on Climate Services” (in reference to the Global/Regional Platforms on DRR). Such a platform would be used to
28 bring together the broad community in the Climate Services’ area, in order to share information, promote
29 innovation, and discuss on priority matters. It could serve the Executive Committee as a non-intergovernmental
30 forum of reflection.

31
32 This idea has not been further pursued for the time being, mainly because such a platform would not be a true
33 element of the governance structure itself. Furthermore, the organization of such a platform is costly and the
34 required funds are currently not being available. Last but not least, a new platform would have to take into
35 account similar structures already existing (DRR Global Platform; International Conference on Climate Services
36 (ICCS)) in order to prevent duplication / to gain synergies. It remains to be said that initial discussions have taken
37 place between the GFCS Secretariat/Office and the Climate Services Partnership (CSP) to evaluate closer co-
38 operation, e.g. regarding the organization of the ICCS.

39 40 **6.6 Recommendations**

41 It is recommended to the Management Committee of the IBCS:

- 42 1. to agree with the main elements of the “Step 1” governance structure;
- 43 2. to mandate the GFCS Secretariat/Office

- 1 • to prepare a Resolution to be submitted to Congress-18 taking place in 2019, requesting the
2 World Meteorological Congress:
 - 3 a. to dissolve the IBCS
 - 4 b. to agree with the suggested role of the Congress as the supreme governing body of the
5 GFCS
 - 6 c. to establish the Executive Committee, to approve related ToRs, and to make the
7 appropriate selection and election of Committee members;
- 8 • to prepare for a Resolution to be submitted to the IBCS to dissolve the IBCS Management
9 Committee, the PAC, and the two ad-hoc Task Teams (TT-ORP and TT-M&E);
- 10 • to establish a transformation and communication plan linked to the “Step 1” changes in the
11 GFCS governance;
- 12 3. to mandate the Taskforce on GFCs governance, Management and Finances:
 - 13 • to prepare the Draft ToR of the Executive Committee for adoption by Congress; and
 - 14 • to refine the list of potential members of the Executive Committee along the suggestions made
15 in the present document (in particular its Annex 5), and to clarify with the selected
16 organizations/institutions their interest and availability for membership in such Committee.
- 17 4. to agree with the main concept of the “Step 2” governance structure;
- 18 5. to mandate the GFCs Secretariat/Office:
 - 19 • to prepare a Resolution to be submitted to Congress-18 taking place in 2019, requesting
20 Congress:
 - 21 a. to mandate the WMO Secretary General (alternatively the WMO President or the
22 Executive Committee) to further evaluate the opportunity and feasibility of a possible
23 attachment of the GFCs to the UN- or UNFCCC-structure and to prepare a respective
24 draft resolution for adoption by the extraordinary WMO-Congress taking place in 2021.

25

1 7. Management Structure

2 7.1 Introduction

3 The management of the GFCS is understood in this document as the part of GFCS that represents the day-to-day
4 implementation of GFCS priorities, which in the GFCS implementation plan³ is described as the Framework
5 Secretariat, also referred to as the GFCS Secretariat/Office. The GFCS Secretariat/Office, works under the
6 guidance of the Management Committee of the Intergovernmental Board on Climate Services, which has
7 delegated mandate by the Intergovernmental Board on Climate Services to carry out decisions and requests of
8 the Board in the intersessional period. In addition, the Partners Advisory Committee also plays a role in GFCS
9 management, by providing advice to the Management Committee. Being located within the WMO Secretariat,
10 the WMO Secretary-General has oversight of the GFCS Secretariat/Office. Each structure is described more in
11 detail below.

12
13 **A Management Committee** of the Intergovernmental Board on Climate Services was established by Resolution 1
14 (IBCS-1) which was amended by Resolution 2 (IBCS-2). The Committee is accountable to the IBCS. The
15 responsibilities of the Committee, amongst others, include *'to carry out the decisions and requests of the Board
16 during the intersessional period (...) provide advice and recommendations on technical, scientific or
17 organizational issues to the IBCS and take decisions on behalf of the IBCS on specific matters as defined in the
18 Terms of Reference'*, thus performing some management functions.

19
20 **The Partners Advisory Committee (PAC)** was established at IBCS-1 in 2013. The PAC operates under the
21 guidance of the IBCS and is mandated to discuss stakeholder issues related to the implementation of the GFCS.
22 The PAC provides expert advice and recommendations on such issues to the IBCS, raises awareness among
23 stakeholders and prepares and shares of information among stakeholders. The PAC receives no funding for its
24 various activities from the IBCS. The Partners Advisory Committee (PAC) is not considered as part of
25 management, and not addressed in this chapter.

26
27 The GFCS Implementation plan describes the Secretariat as follows *'The GFCS Framework Secretariat is
28 established within the WMO Secretariat to provide support to the Intergovernmental Board and Framework
29 implementers. The Framework Secretariat will be accountable to the WMO Secretary-General. Its roles and
30 responsibilities will include providing administrative, management, financial, documentary and public relations
31 support to the Board and its subsidiary bodies, including analytical material in reviews and reports.'*

32
33 The Implementation plan further describes the role of the Secretariat by including coordination and information
34 sharing;

35
36 *'The Secretariat (...) will also produce a catalogue of climate-related activities to which countries and partnering
37 organizations can voluntarily contribute and will list the priority activities requested by the Intergovernmental
38 Board in the Compendium.'*

39
40 The Implementation plan noted the importance of a strong Secretariat, which could lead and manage the
41 functions of the Framework for it to be successful. However, the GFCS Secretariat/Office was never sufficiently
42 equipped to become the strong Secretariat that was envisaged. This was also the conclusion of the mid-term
43 review, stating amongst others that *'The GFCS (...) requires active stewardship and a commensurate financial
44 commitment. This GFCS Secretariat/Office would be this steward. However, the human and financial resources*

³ https://www.wmo.int/gfcs/sites/default/files/implementation-plan//GFCS-IMPLEMENTATION-PLAN-FINAL-14211_en.pdf

1 dedicated to the GFCS Secretariat/Office are inadequate for its mandate, and both the resources and scope of
2 work need to be re-assessed.

3
4 Based on this experience, it is a strong recommendation of this report to align the stated ambition with the
5 resources currently available to the GFCS Secretariat/Office. The following paragraphs will recommend a more
6 focused Secretariat. This chapter offers recommendations for the shorter term or ‘Step 1’, i.e. for the next two
7 years. This step could be decided by Congress-18 in 2019. The longer term, or ‘Step 2’, should build on lessons
8 learned during step one, and lead to recommendations to the extraordinary Congress proposed for in 2021.

9 10 **Tasks of the GFCS Secretariat/Office:**

11 The GFCS Priority Needs Document 2016-2018 described the priorities of GFCS to be:

- 12 • Improve decision making in health, agriculture, disaster risk reduction, water and energy
- 13 • Enhance technical and scientific capacity relating to observation and monitoring, research, modelling
14 and prediction, climate services information systems and capacity development to deliver user-driven
15 climate services, and
- 16 • Connect user needs with climate services.

17
18 The same document also gives examples of activities that the GFCS Secretariat/Office should engage in:

- 19 • coordination towards GFCS governance and advisory bodies;
- 20 • direct support at national, regional and global levels;
- 21 • identify priority support needs through targeted engagement of technical expertise;
- 22 • support national and regional stakeholder mapping and communication plans; and
- 23 • Sharing best practices, tools, documents and materials based on user needs, and create a GFCS help
24 desk with tools, policy documents and case examples.

25 **7.2 Step 1**

26 **a) Priority tasks of the new Secretariat – More targeted, serving countries and regional levels**

27 With reference to the financial constraints of GFCS described in the finance chapter, this report suggests a more
28 targeted Secretariat (see details in Annex 7). It is recommended that the Secretariat to a greater extent focuses
29 on the needs of country and regional levels, and that such support is prioritized over support to the Board and
30 other internal structures.

31
32 This report recommends that tasks of the new Secretariat be focused on four main areas, as illustrated in the
33 first row in the table below. The table provides concrete tasks under each area.

34 35 **Priority Tasks for GFCS Secretariat/Office**

36 Partnership and inclusion	Technical coordination support	Monitoring and review	Resource mobilization⁴
Organize knowledge sharing events with key partners and stakeholders, including private sector	Facilitate/coordinate and identify capacity development needs on climate information	Publish a ‘State of climate services’ evaluation regularly, building on regular WMO assessments and reporting globally,	Enables countries’ and regions’ access to climate finance

⁴ It is important to note that the Resource Mobilization is not to secure funding for the GFCS Secretariat/Office itself, but to enable funding for countries and regions, as has been in the INTRA-ACP project (Euro 84 million) and the Call on Climate Services for Africa (Euro 24 Million), neither of which will be implemented by the GFCS Secretariat/Office.

		regionally and nationally	
Enable coordination of initiatives and communication regarding climate services	Offer tracking and advisory services and climate expertise to countries and regions		Strengthen rationale for climate services-related proposals
Presence in relevant climate events such as COP sessions to enable a unified framework, alliance or other mechanism to coordinate and strengthen climate services worldwide.	Promote development of standards for climate services		
Global/regional platform for climate services			

Table 1: Recommended tasks for the new GFCS Secretariat/Office in Step 1

b) The GFCS Secretariat/Office location and structure

In step 1, this report suggests to keep the Secretariat within WMO. The report recommends that in addition to WMO also new, alternative hosts are considered for Step 2.

Regional presence: The regional and/or national presence of the GFCS Secretariat/Office is currently limited. The mid-term review reads; *‘At the regional level, the GFCS network includes RCC’s, a GFCS regional coordinator office located in West Africa (Senegal)...In addition, two seconded experts supporting the work of the GFCS are based in West Africa. Increased ‘local’ presence, for example during the development and launch of National Frameworks for Climate Services, might be beneficial for countries’ national coordination efforts.*

The GFCS implementation plan states that Regional Climate Centres (RCCs) can play an important function in supporting regions with weak/non-existent NMHS;

‘...a network of strong Regional Climate Centers can play an important role in quickly supporting improved development and delivery of national climate services (...). Improving and standardizing methods and tools for Regional Climate Centers, plus building technical and communication skills of personnel, will result in better, more reliable products and enhanced interaction with users.’

RCCs provide an established structure that the GFCS Secretariat/Office could benefit from. Other regional climate structures may also prove useful. Presence of GFCS experts at RCCs or similar structures could be advantageous for these centers by adding to their technical capacity. It is suggested that current national and regional experts in Africa (the only region that currently has GFCS experts) are re-located to RCC-structures during Step 1. In Step 2, should funds allow it, GFCS experts with specific skill sets could be recruited to RCC’s/regional structures, creating a more decentralized GFCS. There is considerable uncertainty regarding future funding of the GFCS. Implementation of increased regional presence would depend on donors and partners coming together to support this. Finally, it should be noted that increased regional presence of GFCS can contribute towards achieving fully operational RCCs.

National presence: With the current financial situation, this report does not find it realistic to recommend externally funded presence at national levels in Step 1 or 2. However, WMO Representatives, in this case the heads of NMHS, could have a role in promoting GFCS objectives. It is a goal that the regional presence will support countries and that staff based here frequently visit countries in their respective regions.

1 **c) Composition of the Secretariat**

2 The current Secretariat consists of five staff; a Director, a Senior Programme Manager, a Programme Manager,
3 one staff for the WHO-WMO joint climate and Health Office, and one administrative staff (see Secretariat
4 Structure in Annex 8). The three GFCS experts currently deployed by NRC-NORCAP are considered as part of the
5 GFCS Secretariat/Office. The secondees are managed by and report directly to the GFCS Office. It is essential to
6 note that for the GFCS to work as a Framework, technical expertise at the global level will not be able to cover
7 all the needs, especially not with such a lean secretariat. The GFCS Secretariat/Office has to be able to rely on
8 the expertise available from its partners.
9

10 Pending available resources, it is recommended that a recruitment process is started as soon as possible to fill
11 the positions described in the new Secretariat. The recruitment of a new Secretariat will ensure a more diverse
12 representation of secretariat staff, and answer some of the criticism relating to GFCS being 'WMO-centric'. The
13 profiles to be recruited should be highly skilled at transformative processes and building relationships. A larger
14 management structure is not feasible during Step 1, due to resource constraints.
15

16 The positions suggested in the new Secretariat are described below. With regards to details of how these
17 positions will be funded, please refer to Annex 1 and the Finance Chapter.
18

- 19 1. **Director** leading the Secretariat, implementing the direction given by the Executive Committee and
20 governing documents. The director must be able to build networks to connect GFCS with the right
21 expertise, to expand its outreach beyond the staff that are employed at the secretariat level.
22 Responsible for results and financial reporting to the Executive Committee, the Director should ensure
23 effective and efficient work processes and procedures and work closely with the Governance structure
24 to develop a funding plan for GFCS. The need to engage in external relations is of vital importance.
- 25 2. **External Relations Officer (fund raising)**, supporting the Director and the Governance structure to
26 achieve resource mobilization targets (P4 level).
- 27 3. **Three Technical Experts** on climate services to ensure the overall coordination of GFCS implementation,
28 including support to National Frameworks for Climate Services:
 - 29 a. One **P5** level
 - 30 b. Two at **P4s** level (includes the Joint WMO/WHO Climate and Health Officer)
- 31 4. **Administrative Assistant** responsible for administrative support system.
32

33 Currently, a joint WMO-WHO office is part of the GFCS structure. This joint office, along with joint offices in
34 other sectors, may continue if funding allows.

35 **7.3 Step 2**

36 **a) Tasks**

37 The four priority areas in Step 1 will remain in Step 2, however, while it is suggested that the GFCS
38 Secretariat/Office focuses on partnership and inclusion and resource mobilization for countries during Step 1,
39 technical coordination and support and monitoring should be prioritized in Step 2.
40

41 While this report will not go into detail on the job description of staff in Step 2, the report strongly recommends
42 that additional resources are used to increase capacity to coordinate technical support to countries and regions.
43 Such expert/advisors, to the extent possible, should be placed at regional levels (RCC's) rather than at
44 headquarters.
45

46 **b) Location/structure**

1 As noted in the mid-term evaluation (2017), the GFCS Secretariat/Office is hosted in the WMO and staff is
2 funded by WMO resources. This has led to a perception of the GFCS as being led by WMO and that it is not an
3 equal partnership amongst UN organizations, as was set out in the Implementation Plan. Thus, in addition to a
4 renewal of Secretariat staff, this report suggests that alternative future hosts express their interest to host GFCS
5 before the World Meteorological Congress in 2021. A decision on location will then be made by the 2021
6 Congress. This implies that the GFCS Secretariat/Office may have a new host from 2021. However this would
7 depend on Congress' view as well as the interest of organizations and agencies.

9 c) Composition of the Secretariat

- 11 1. **A Director** (as in step 1)
- 12 2. **Two External relations specialist/fundraising officer**, responsible for achieving annual goals for resource
13 mobilization. The two experts will have as part of their ToRs a responsibility of securing a sound funding
14 basis of the Secretariat. However, even more importantly, the experts will enable countries and regions
15 access climate funds and climate finance. It is suggested that at least one of the two experts is based
16 with an RCC;
- 17 3. **Minimum four technical experts** on climate services/meteorology to ensure the science/technical
18 quality assurance. These experts can help organize and give input to National Frameworks on Climate
19 Services as well as other national strategies relating to Climate Services, and support development of
20 national/regional funding proposals. It is suggested that all four experts should be based with RCCs;
- 21 4. **Two administrative assistants** responsible for administrative support system. One assistant should be
22 designated to support regional levels.

23 7.4 Recommendations

24 It is recommended to the Management Committee of the IBCS:

- 26 1. To agree with the main elements of the 'Step 1' and 'Step 2' management structure;
- 27 2. To mandate the GFCS Secretariat/Office to prepare a Resolution to be submitted to Congress-18 taking
28 place in 2019, requesting Congress:
 - 29 b. to dissolve the IBCS Management Committee;
 - 30 c. to approve of the four areas of activity of the new GFCS Secretariat/Office and related
31 ToRs, with a focus on partnership and inclusion and resource mobilization in step 1;
 - 32 d. to clarify the role of the WMO Regional Associations at the regional level and decide
33 which role the RCCs and other regional centres/entities will have for GFCS regional
34 activities;
 - 35 e. to facilitate alternative hosting of the GFCS Secretariat/Office from 2021.
- 36 3. To mandate the Taskforce on GFCS Governance, Management and Finances:
 - 37 • to prepare the Draft ToR of the GFCS Secretariat/Office for adoption by Congress;
 - 38 • to prepare the recruitment process of a new GFCS Secretariat/Office;
 - 39 • to refine the list of potential members of the Executive Committee along the suggestions made
40 in the present document (in particular its Annex 5), and to clarify with the selected
41 organizations/institutions their interest and availability for membership in such Committee.

1 8. Resources / Finances

2 8.1 Introduction

3 This chapter focuses on the financing and resourcing of the GFCS. The High-Level Task Force charged with
4 conceptualizing the GFCS recognized the ability of the GFCS to grow and provide continuous tangible benefits to
5 the world's most vulnerable states. This would depend on resourcing levels, including a steady and sustained
6 level of funding essential for driving the development and transfer of data, information products, knowledge,
7 knowhow and technology.

8
9 The High-level Task Force conceptualized that most, not all, of the resources necessary to support the
10 implementation of the Framework would come from national and regional contributions provided on a
11 voluntary basis from governments and stakeholder organizations. It assumed that resources received would be
12 placed in a central facility with appropriate management and governance structures, while partners and various
13 stakeholders could directly implement activities that would contribute to the GFCS outcomes. It was further
14 assumed that successful demonstration of the socio-economic benefits that could be derived from the
15 implementation of the GFCS would attract further investments that would extend the implementation of the
16 Framework into new regions, countries and communities. It was recognized that the proposed resourcing model
17 faced the following risks that could deter significant long-term investment:

- 18
19 1. Slow implementation of programme activities leading to slow returns on investment that could lower
20 investor interest and stakeholder confidence;
- 21 2. Inappropriate management and governance models and operating processes could fail to attract significant
22 investment;
- 23 3. Low levels of engagement at national and regional levels could signal a lack of interest in the Framework.

24
25 The Task Force assumed that an adequate level of resources would be provided to the GFCS Secretariat/Office
26 charged with managing the implementation of the GFCS's programs. Based on this assumption, the Task Force
27 defined a broad set of expenditures in target areas for the initial three-phases of GFCS implementation [Phase 1:
28 2013-2014 approximately USD 8-18 million; Phase 2: 2015-2018 approximately USD 229-284 million; and Phase
29 3: 2019-2022 approximately USD 189-237 million]. These projected expenditures were developed assuming the
30 initial 4 GFCS priorities areas (agriculture and food security, disaster risk reduction, energy, and water)
31 recognizing that energy was added as a GFCS priority in 2015.

32
33 The Task Force noted that the long-term success of the GFCS implementation would be measured by its ability
34 to (i) undertake projects funded by aid agencies and other donors and (ii) attract the resources necessary to
35 sustain its on-going and long-term activities. A key focus of this chapter is to assess whether these metrics have
36 been achieved and to assess alternative approaches, if required.

37 38 8.1.1 Initial Approach to Resource Mobilization for GFCS Implementation

39 Successful implementation of the GFCS required resources for: (a) implementation of GFCS-related projects and
40 activities as contained in the implementation plan of the GFCS; (b) support for the functioning of the governance
41 structure of the GFCS; and (c) support to the management structures of the GFCS and in particular the GFCS
42 Secretariat/Office to enable it to coordinate and manage a broad range of GFCS related activities.

43

1 The 16th World Meteorological Congress urged Members to resource the global implementation of the GFCS
2 through a series of actions and activities summarized in WMO-No. 1102 (2012), page 10. These activities
3 included:

- 4 • Sharing of expertise, knowledge, know-how and technology;
- 5 • Strengthening of NMHSs to deliver climate services;
- 6 • Strengthening data collection, rescue, storage and sharing mechanisms as well as derived products
7 and information;
- 8 • Strengthening research institutions to support the development and delivery of climate products and
9 services;
- 10 • Working closely with the GFCS Secretariat/Office in communicating the development and progress in
11 the implementation of the Framework, and in promulgating its benefits;
- 12 • Facilitating studies highlighting the socio-economic benefits of climate services.

13 The 16th Congress “urged Members to make use of existing and functioning climate funds for the
14 implementation of the GFCS and to support the NMHSs in their efforts to access these funding options for
15 national or regional projects”. This recommendation suggests local and regional funding models for the
16 implementation of the GFCS and is consistent with the notion of GFCS-supporting programs and activities - i.e.,
17 project and programs that support GFCS outcomes but are not necessarily funded through the GFCS mechanism.
18

19 The GFCS Implementation Plan recognized that:

- 20 • Implementing and sustaining the GFCS in the developing world is challenged by the lack of local resources and
21 will require:
 - 22 - Commitment from governments and development agencies using the full spectrum of national and
23 international development financing mechanisms;
 - 24 - Leveraging related financial and technological initiatives and partnerships.
- 25 • Private sector engagement is also required with the nature and level of private sector interaction dependent
26 on:
 - 27 - Regional and national circumstances and practices;
 - 28 - Enabling and facilitation mechanisms embedded in programme resourcing arrangements.
- 29 • Utilizing financial mechanisms that reinforce cooperation, enhanced by knowledge exchanges between
30 developed and developing countries are essential.
- 31 • Attempts to acquire resources for the implementation of the GFCS at national and regional levels must take
32 into account national and regional development goals and the contribution of the GFCS to achieving these
33 goals.
34

35 An important aspect of this chapter is the identification of potential resources and mechanisms to advance the
36 implementation of the GFCS, their intended use and how they may be accessed.

37 **8.1.2 Findings and Recommendations of the Mid-term Review of the GFCS** 38 **Implementation Related to Financing and Resource Mobilization**

39 Key findings of the review related to the financing and resourcing of the GFCS are contained in Annex 9. The
40 consensus of the findings as they relate to financing may be summarized as:

- 41 • The human and financial resources dedicated to the GFCS Secretariat/Office are inadequate for its mandate -
42 both the resourcing and scope of work need to be re-assessed;
- 43 • Partnerships and resources envisioned under the GFCS have not materialized as envisaged and so the WMO is
44 tasked with carrying most of the weight intended for the partnerships;
- 45 • The GFCS has not effectively engaged and accessed the increasing resources being made available for climate
46 based initiatives;

- 1 • Funding for climate services initiatives at all levels lack coordination leading to significant inefficiencies in the
2 implementation of the GFCS;
- 3 • Resources required to support the GFCS governance structure have not materialized and as a result, the
4 structure places an inordinate burden on the limited available finances to implement the GFCS.

5
6 The review recommended that as the implementation of the GFCS moves forward consideration should be given
7 to:

- 8 • Increasing investment in the GFCS Secretariat/Office - Increased investment in the GFCS could help meet
9 milestones articulated in the Implementation Plan, support governance of the GFCS, and, more importantly,
10 steward the GFCS partnership in ways that lead to amplified benefits in future years;
- 11 • Invest in more regional offices - The GFCS regional office in West Africa has played an important role in
12 supporting GFCS activities in 12 African countries. The review saw this as a “good practice” that should be
13 utilized in other regions with multiple regional coordination offices serving the entire community;
- 14 • Increase awareness of GFCS - The review recommended the GFCS continue to enhance its ability to
15 communicate its role in supporting other major global agendas. The review further encouraged the GFCS to
16 increase its awareness of what is happening in other global agendas and to leverage this information to attract
17 funding.

18 19 **8.1.3 Key Consequences of Limited or Unsustained Funding of the GFCS**

20 The consequences of limited and unsustained funding of GFCS implementation can be summarized in the
21 following:

- 22 • Management and coordination activities of the GFCS Secretariat/Office have increased since its inception and
23 are expected to continue to increase during Phase III of GFCS implementation especially given the introduction
24 of the 5th priority area “energy”:
 - 25 - Failure to expand the technical staff of the GFCS Secretariat/Office beyond current levels to a level
26 commensurate with global implementation needs puts the sustainability of the long term implementation
27 effort at substantial risk;
- 28 • An IBCS governance arrangement not fit for purpose:
 - 29 - While there is an expressed need to revisit the existing governance arrangement due in part to its cost,
30 the arrangement should be adequately funded until a new equitable cost-effective governance
31 arrangement can be implemented. Without this arrangement, implementation of the GFCS may suffer
32 due to the absence of an effective decision-making body.
- 33 • Non implementation of the compendium of 40 projects and other activities worldwide that would demonstrate
34 the global, regional and national benefits of the GFCS and accelerate implementation of the Framework:
 - 35 - Many of these activities have not been implemented due to limited access to resources. As a result, many
36 countries, regions and stakeholders have not experienced the significant benefits associated with GFCS
37 implementation leaving many concerned.

38 **8.2 Financing the GFCS Governance and Management Structures**

39 The mid-term review, as well as Figure 1 in Annex 1 which shows that annual contributions to the GFCS Trust
40 Fund have been exceeded by expenditures from the Fund since 2014 (with the exception of 2015), indicates that
41 lack of, or limited availability of stable financial resources is becoming a major hindrance to the sustainable
42 implementation of the GFCS at the global level in particular in Developing Countries and specifically in LDC and
43 SIDS. Three core areas of GFCS implementation will need to be appropriately financed to sustain GFCS
44 implementation: (i) the governance model, (ii) the management model and (iii) the implementation of projects
45 and programs that contribute to GFCS outcomes-

1 **8.2.1 The Governance Model:**

2 The IBCS was established at the Extraordinary Congress of the WMO in 2012 and is accountable to the World
3 Meteorological Congress. The IBCS, with the assistance of its Management Committee and the GFCS
4 Secretariat/Office, oversees and provides the overall management of the design and implementation of the
5 GFCS including coordination efforts to global and regional levels. All Members of the WMO are eligible to
6 participate in the IBCS process including meetings that are held every 4 years. Core elements of Annex 1 to
7 Resolution 2 (Cg-Ext.(2012)), Section IV “Funding of sessions” outlines how the GFCS Trust Fund should be used
8 to fund various sessions of the IBCS. The cost to the GFCS Trust Fund for hosting the quadrennial meeting is
9 ~CHF 350,000 while the demonstrated cost associating with hosting all IBCS meetings over the quadrennial is
10 approximately CHF 650,000.

11
12 It is unlikely that the global governance model of the GFCS will be financed by external parties in the near future
13 although it is expected that, parties external to the WMO membership, will play an increasing role in the
14 governance arrangement through the PAC, or similar arrangement, which requires that they cover their
15 participation costs. However, it is expected that within the near to mid-term, any changes to the cost of the
16 governance arrangement may have to be borne by the WMO in accordance with existing resolutions and
17 decisions.

18
19 While not often discussed, regional and national institutional structures support the implementation of the
20 GFCS. While the funding and functioning for these structures may be influenced by the global governance
21 arrangement of the GFCS, funding for these structures is often derived from national governments, regional
22 organizations, development agencies and programs. Nevertheless, the impacts of any proposed changes in the
23 global governance arrangement of the GFCS on the functioning of regional and national governance
24 arrangements will have to be assessed.

25
26 Chapter 6 of this report introduced a new structure for the governance of the implementation of the GFCS as
27 well as the financial resources required to implement the structure. Based on the analysis provided, it is
28 estimated that the quadrennial cost of the new arrangement would be approximately CHF 670,000. As a result,
29 the new structure results in a marginal increase in the cost of the governance associated with the
30 implementation of the GFCS. However, it is recognized that the potential cost variance associated with the new
31 proposal relative to the existing arrangement is much smaller as the number of Members requiring support to
32 attend IBCS related meetings and the costs associated such participation can vary significantly when compared
33 to the more constrained costs associated with the new proposal.

34 **8.2.2 The Management Model:**

35 Management of the global implementation of the GFCS is a shared responsibility between the GFCS
36 Secretariat/Office and the IBCS Management Committee. The annual Management Committee meeting serves
37 as the forum to address high level management issues associated with the global implementation of the GFCS.
38 The IBCS Management Committee, which meets annually, supports the management and governance activities
39 of the GFCS implementation. The cost to the GFCS Trust Fund associated with hosting this annual meeting is
40 ~CHF 75,000.

41
42 The current day-to-day implementation of GFCS activities are managed by the GFCS Secretariat/Office housed in
43 the WMO Secretariat. As noted earlier, the total cost of human resources cost of the Office is currently ~CHF
44 1.11 million, with the WMO Secretariat currently covering ~CHF 645,500 of that amount for 3 staff and the
45 remaining amount coming from the GFCS Trust Fund. This total human resources cost provided does not take

1 into account seconded staff paid through external mechanisms. It is important to note that the WMO Secretariat
2 also provides non-staff related support to the GFCS Secretariat/Office on an annual basis. This support reached a
3 peak of ~CHF 937,000 in 2014 and a low of ~CHF 108,000 in 2012. Since 2014, the non-staff contribution has
4 declined to ~CHF 159,000 in 2017.

5
6 It is important to note that as of 2016, withdrawals from the GFCS Trust Fund to cover the salaries of the two
7 staff in GFCS Secretariat/Office who are paid from these funds exceeded annual contributions to the Fund
8 making the current arrangement unsustainable (Figure 1, Annex 1). Any new annual management oversight
9 structure proposed should fit within the available resources of the GFCS Trust Fund recognizing that
10 contributions to the GFCS Trust Fund have been declining (Figure 1, Annex 1) or be funded through a new
11 mechanism altogether.

12
13 The reforms proposed in Chapter 7 are built on a two-step process where the core size of the GFCS Office staff is
14 increased with the inclusion of an External Relations Officer in Step 1, followed by a second and longer term step
15 which sees the core staff size of the GFCS Office expanded and modified and the office possibly being relocated
16 to another institution. Secondments under the two steps are not accounted for in the analysis as these costs are
17 borne by the institution providing the individuals to the WMO. The following discussion focuses on financing the
18 two steps proposed:

19
20 **Step 1:**

21 The cost associated with staffing the implementation of Step 1 is ~CHF 1.3 million up from the current ~CHF
22 1.11 million. This represents an increase of ~CHF 207,250 to account for the cost of the new External
23 Relations Officer position which is budgeted at the P4 level in the WMO compensation scheme. It is
24 assumed that the new position will be funded by the WMO Secretariat, as the GFCS Trust Fund would be
25 unable to provide the funding required for the position given the current low rate of replenishment. As a
26 result, the WMO Secretariat's contribution to funding positions in the GFCS Office would increase from
27 ~CHF 645,500 to ~CHF 853,250. The two positions currently being funded by the GFCS Trust Fund would
28 continue to be funded via this mechanism. Costs associated with the activities of the External Relations
29 Officer would more than likely be billed to the GFCS Trust Fund. It is expected that such costs would be kept
30 less than ~CHF 30,000 and would likely be consumed through travel to meetings with key stakeholders
31 associated with the implementation of the GFCS. This additional cost would likely be split between the
32 GFCS Trust Fund and the WMO Secretariat non-staff contribution.

33
34 **Step 2:**

35 Chapter 7 proposes increasing the expenditure on the GFCS Office under Step 2 to ~CHF 1.68 million – an
36 approximate 32 percent increase compared to the current expenditure and the proposed expenditure for
37 Step 1. This increase reflects the proposed staffing complement of the GFCS Office. Step 2 is complicated by
38 the proposal to possibly relocate the GFCS Office away from the WMO Secretariat. If the GFCS Office
39 remains at the WMO under Step 2, it is likely that the WMO will at least continue to fund the GFCS Office
40 staff at the current level with an ~CHF 1 million to be raised through various financial mechanisms including
41 the GFCS Trust Fund to the extent that it remains solvent. Should the GFCS Office be relocated to another
42 institution, it is uncertain whether (i) the WMO commitment to the GFCS Office and the GFCS
43 implementation would remain the same, (ii) the GFCS Trust Fund would continue to receive the level of
44 funding from WMO members that it currently enjoys and (iii) what new institutional commitments would
45 be made available to fund the GFCS Secretariat/Office.

46
47 From a financial perspective, the implementation of Step 1 appears financially feasible in the near term but has
48 similar risks to the current model – limited WMO Secretariat financial support to staff the GFCS

1 Secretariat/Office and declining Member contributions to the GFCS Trust Fund limit the support the Fund can
2 provide to staffing the Secretariat/Office and programme activities. There are currently no resources available to
3 effectively fund the implementation of Step 2 and, as a result, a round of successful resource mobilization will be
4 required to advance this step.

5 **8.3 De-risking the GFCS Implementation Model**

6 The limited resources mobilized to advance implementation of the GFCS at national, regional and global levels
7 were a concern raised in the Mid-Term review. The review notes that while substantial new resources have been
8 put in place since 2009 to support climate adaptation, the GFCS has been slow to tap into them. This situation is
9 changing as GFCS implementation is shifting from a largely top down global implementation strategy to a more
10 decentralization model in which implementation of the GFCS is being driven by national and regional entities
11 that are increasingly recognizing the importance of the GFCS in their climate change adaptation strategies,
12 climate resilience programs and food production and security programs, among others. The decentralized model
13 discussed in this section focuses primarily on strengthening regional and national implementation of the GFCS
14 through (i) increasing the capacity of institutions to attract and implement national and regional projects and (ii)
15 increased alignment of national and regional programs. This section compliments the discussion in chapter 7.

16
17 This decentralized approach to the implementation of the GFCS essentially de-risks the implementation
18 processes by removing bottlenecks that exist in the top down approach including the challenges faced by the
19 less than ideal structure of the GFCS Secretariat/Office to support global implementation of the GFCS. The
20 decentralized model recognizes that different regions and countries are at different levels of development and
21 that some countries and regions have appropriate levels of capacity and resources (or access to resources) to
22 implement some GFCS related actions in timeframes consistent with regional and national priorities. The model
23 also facilitates countries and regions to integrate priorities areas, not contained in the GFCS priority areas, into
24 their national and regional climate service strategies (Annex 10 provides more details).

25
26 Additional advantages of the decentralized model for implementation of the GFCS are:

- 27 • It allows GFCS implementation activities to co-designed, co-developed, co-managed, co-financed, scaled and
28 sequenced within the context of national and regional priorities, partnerships and funding arrangements;
- 29 • Multilateral regional and sub-regional development banks and development partners are increasingly seeking
30 partners with regional knowledge, proven regional partnership networks, and experience to support or manage
31 regional and national climate change adaptation and mitigation programs as well as climate resilience activities
32 to encourage national and regional ownership and sustainability of such programs;
- 33 • The cost of regional and national implementation is often cheaper compared to global implementation making
34 it particularly ideal for programs with small budgets;
- 35 • It facilitates the blending of global resources with national, regional and institutional resources (including the
36 resources of stakeholder organizations) through flexible arrangements to support and sustain national and
37 regional investments;
- 38 • There is exists regional and national experience implementing climate adaptation and resilience programme.

39
40 Recognizing the advantages of the decentralized model, there may be nevertheless some challenges with its
41 implementation and operationalization within the context of the GFCS. These may include:

- 42 • Limited programme development and management skills and/or implementation deficits of regional and
43 national GFCS implementation partners - some partners may lack the fiduciary skills to manage large amounts
44 of financing thereby limiting the size of programs that can be managed;
- 45 • Weak partnership arrangements between GFCS implementation partners and national and regional
46 development partners leading to either GFCS implementers not being aware of opportunities or development
47 partners wanting to utilize the services of GFCS implementing partners;

- 1 • Significant bureaucratic processes and governance arrangements may hinder direct partnerships between
2 national implementation entities and investment partners;
- 3 • Lack of effective coordination of activities across all levels of implementation;

4
5 Many of these challenges present opportunities for GFCS investments with long-term benefits. For example:

- 6 • The GFCS Secretariat/Office could facilitate joint capacity and institutional building programs with other WMO
7 programs and GFCS partners to build or expand the capacity of regional implementation partners to attract and
8 better implement resources at national levels;
- 9 • Regional and sub-regional WMO Offices could work with national and regional GFCS implementing partners to
10 (i) enhance and/or expand relationships with regional institutions with mandates and resources that could
11 support to the GFCS implementation, (ii) identify financing opportunities;
- 12 • The GFCS Secretariat/Office could facilitate the identification of priorities under the pillars and priority areas of
13 the GFCS to inform investments;
- 14 • Monitoring and reporting frameworks, coordinated by Regional Associations and the PAC, could be established
15 to support reporting on implementation activities or Regional Climate Centres, which are expected to
16 coordinate significant levels of GFCS implementation can be tasked with this responsibility.

17
18 A cost benefit analysis of the decentralized approach to the implementation of the GFCS should be explored to
19 better understand the conditions under which it works best.

20 **8.4 Financing Mechanisms**

21 Existing and emerging global funds and finance mechanisms are becoming increasingly available to support
22 climate resilience, climate change adaptation and mitigation and environmental sustainability programs in the
23 developing world. Many of these global funds are supporting actions consistent with the aims of the GFCS but
24 unfortunately these actions are often not coordinated with the GFCS or through any global coordination
25 mechanism. The GFCS Secretariat/Office notes that approximately USD 2.5 billion is being spent on projects and
26 programs globally that are consistent with the aims of the GFCS but many of these projects are (i) not
27 coordinated with the GFCS, (ii) generally uncoordinated and (iii) often duplicative.

28
29 An analysis of adaptation-related projects shows that as of February 2018, of the USD 2.5 billion invested in
30 adaptation, only USD \$385 million, approximately 15 percent of the total volume supported NMHSs and
31 Hydrometeorological climate services. Despite this, progress has been modest mostly due to the fact
32 investments often focus on infrastructure and expert services and do not address, in a coordinated manner, the
33 entire value chain for the production and application of climate services. While considerable attention has been
34 given to the provision of climate services in support of adaptation-related projects, opportunities are emerging
35 for the application of climate services to support climate mitigation projects in industries such as renewable
36 energy where considerable amounts of investments are occurring globally.

37
38 Although significant levels of funding are becoming available globally to support climate related interventions,
39 the majority of these funds are being made available in the form of either conventional loans or through
40 concessional financing and, as a result, are not directly accessible to many global and regional partners
41 implementing GFCS programs. Nevertheless, significant levels of grant funding are available to support GFCS
42 implementation at regional and global levels. Where this is happening, implementation deficits are limiting the
43 uptake of funds.

44
45 The discussion in this section and the associated Annex 11 recognizes that many members of the PAC have
46 extensive networks in many of the areas discussed below and considerable experience mobilizing resources for
47 programme implementation in the developing world. While the PAC is not explicitly referenced in this section, it

1 is expected that its experience and know how in the areas discussed below could be leveraged to support
2 resourcing GFCS implementation.

3
4 Mechanisms for funding GFCS implementation globally, regionally and nationally include but are not limited to:

- 5 • Global development funds including the Green Climate Fund, the Climate Adaptation Fund and the Global
6 Environmental Facility, among others;
- 7 • National government budgetary allocations;
- 8 • Multilateral development banks in global, regional and sub-regional banks;
- 9 • Government-based development agencies including USAID, the European Development Fund and DfID, among
10 others;
- 11 • Foundations and Non-Governmental Organizations;
- 12 • Private partnerships, public partnerships and public/private sector partnerships;
- 13 • Co-implementation financing models in which stakeholders assist with implementation of specific GFCS related
14 activities;
- 15 • Bottom-up financing approaches including micro-financing and crowdfunding.

16
17 To keep the size of this document manageable, extensive discussions of many of these mechanisms, their
18 applicability and opportunities are contained in Annex 11.

19
20 It is important to note that the introduction of revenue models with GFCS implementation has not been widely
21 explored and as such, the GFCS implementation is largely focused on public good activities. However, significant
22 untapped potential exists within the GFCS implementation for implementing agencies to develop and deliver
23 commercial services to private sector entities. Revenue generated in this way can be used to resource public
24 activities.

25 **8.5 Contextual changes and their implications on the GFCS**

26 The discussion in this section recognizes change in the following areas since the inception of the GFCS and the
27 need to reposition elements of the GFCS to take advantage of emerging opportunities resulting from these
28 changes:

- 29 • Emerging high-level global and regional climate and development policy initiatives aligned to climate service
30 delivery;
- 31 • A large and growing global programme portfolio addressing climate adaptation and climate resilience and
32 disaster risk reduction all requiring varying levels of climate services;
- 33 • An increasing number of actors engaged in various areas of the sustainable development discussion who
34 require access to climate skills, products and services;
- 35 • Lack of governing/coordination structures for aligning climate action efforts among stakeholders, leading to
36 fragmentary and piecemeal policy implementation.

37 Emerging from an examination of these changes are several potential opportunities that could be integrated
38 into the GFCS implementation at global, regional and national levels to enhance in an efficient manner the
39 mobilization of resources. Some of the following have already been alluded to in sections section 8.3:

- 40
41 • Tracking and advisory services to climate related projects and programs and their outcomes through appropriate
42 monitoring and evaluation systems and subsequently using such information to (i) provide/support advisory
43 services to implementing agencies as part of a logical extension of the climate information service envisioned
44 under the GFCS and (ii) better align programme implementation to support effective and cost-efficient
45 implementation of GFCS;
- 46 • Co-design, co-submission and co-implementation of climate service interventions through the alignment of multiple
47 stakeholder interventions to enable more efficient, cost-effective and sustainable activities. This approach disrupts

1 the piece-wise project/programme approach which often focuses on one component of a much larger system
2 where the pathway to completing the system is unclear;
3

4 8.6 Recommendations

5 Noting the status of GFCS implementation and the challenges financing the implementation, the following
6 recommendation are provided:

- 8 • High priority recommendations
 - 9 - Given the declining contributions to the GFCS Trust Fund and the resulting risks posed to the management
10 and governance of the GFCS implementation processes:
 - 11 ▪ It is recommended that WMO provides the resources to fund the full operation of the GFCS
12 Secretariat/Office in accordance with the recommendations and decisions of the 16th World
13 Meteorological Congress.
 - 14 • In the event that this is not achievable, Trust Fund resources are urgently needed for
15 those staff currently funded out of the GFCS Trust Fund until such time that alternative
16 funding arrangements can be put in place if the current pace of GFCS implementation is
17 to be sustained;
 - 18 ▪ It is further recommended that the WMO Secretariat considers assisting the GFCS
19 Secretariat/Office with funding the participation of delegates to the 2019 IBCS meeting, in a
20 manner consistent with Annex 1 to Resolution 2 (Cg-Ext.(2012)), Section IV “Funding of sessions”,
21 in the event the GFCS Trust Fund lacks appropriate levels of resources to support participation, to
22 ensure all countries have an opportunity to participate in critical discussions related to the future
23 governance and management of the GFCS implementation;
 - 24 - Given the critical importance of the GFCS Trust Fund to governance and management of the GFCS
25 implementation process:
 - 26 ▪ It is recommended that the WMO Secretary General and Chairman of the IBCS urgently prepare a
27 correspondence to the WMO membership outlining the critical role the GFCS Trust Fund plays,
28 and will likely play in the future, in the implementation of the proposed changes in governance
29 and management of the GFCS and urging Members to consider making annual or regular
30 contributions to the Fund to ensure that the GFCS delivers benefits to those most in need in the
31 developing world.
 - 32 ▪ It is also recommended that the GFCS Secretariat/Office prepares a report for the 2019 meeting
33 of the IBCS and the 18th World Meteorological Congress highlighting the achievements of the
34 GFCS implementation to date demonstrating the contributions made by the GFCS Trust Fund,
35 Members and partner organizations;
 - 36 ▪ It is further recommended that the GFCS Secretariat/Office prepares brochures and a poster
37 highlighting successful achievements of the GFCS implementation to date, for presentation to
38 the 2019 meeting of the IBCS and the 18th World Meteorological Congress;
 - 39 ▪ It is recommended that starting in 2019, the GFCS Secretariat/Office shares its work plan,
40 associated budget and risk mitigation strategy for GFCS implementation for the following year
41 along with the status of the GFCS Trust Fund with Members and partners to encourage
42 contributions to the fund.
- 44 • Additional recommendations for future consideration
 - 45 - New approaches to finance and expand implementation of the GFCS in a sustainable manner be explored
46 at all levels of implementation including:
 - 47 ▪ Joint programming of implementation activities at all levels with partners to leverage resources;

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- Closer alignment of elements of the GFCS programme to appropriate national and regional climate resilience and climate change mitigation and adaptation programs;
 - Decentralized models that blend regional and national resources, partnerships and priorities and remove challenges associated with more top down centralized models;
 - Identify and build new partnerships with regional multilateral development banks, NGOs and Foundations;
 - Assist regional/national implementation partners with building sustainable business/operating models appropriate to their mandates and functions;
- Strengthen resource mobilization at all levels of GFCS implementation by building and sharing a searchable database of national, regional and global funding agencies and their priorities;
 - Improved monitoring and reporting of GFCS related activities at global, regional and national levels to avoid duplication of efforts among partners and improving alignment of implementation activities;
 - Resource mobilization effort to enhance the implementation capacity of regional and national implementing partners;

1 **9. Summary of Conclusions and Recommendations**

2 There is a need for a unified framework, alliance or other mechanism to coordinate and strengthen climate
3 services worldwide. Organizations that are key drivers of climate services, must unite resources around one
4 initiative that can provide unified awareness, assistance and support, and that fragmentation and competing
5 initiatives are avoided.

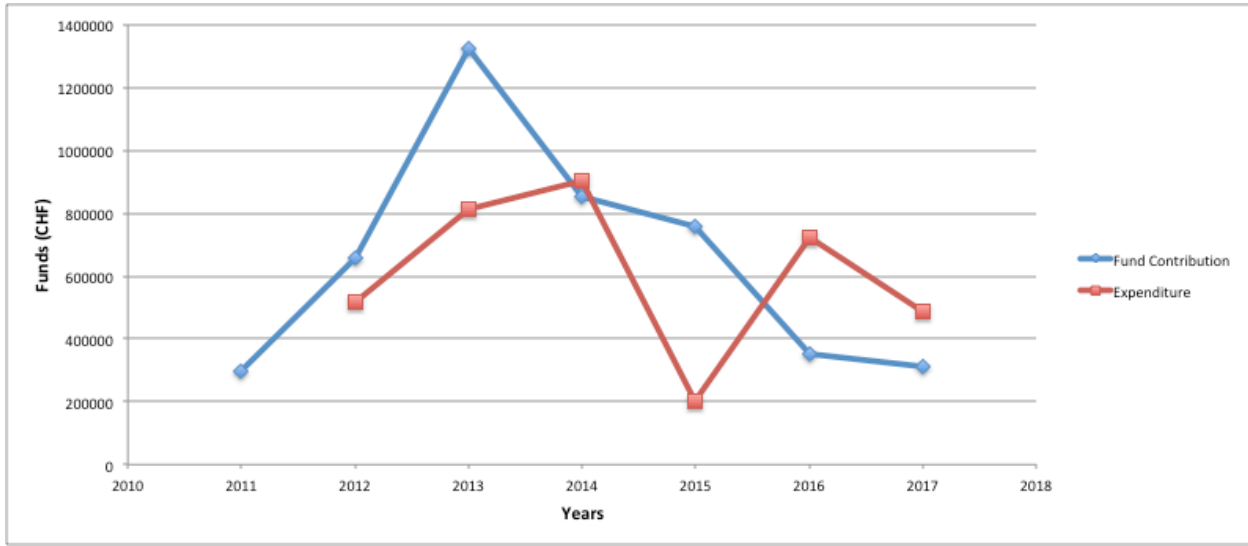
6
7 The GFCS is needed to provide credible, integrative an unique platform for guiding and supporting activities
8 implemented across the pillars of the GFCS and within climate-sensitive investments areas in support climate
9 adaptation and mitigation decision making.

10
11 The Taskforce on the Governance, Management and Finances of the Management Committee of the
12 Intergovernmental Board on Climate services is requested to consider the proposals and recommendations
13 articulated under the chapters on Governance, Management and Finances with a view to formulate the final
14 recommendations for the consideration of the sixth meeting of the Management Committee to be held in
15 Rome.

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1 **Annex 1 - GFCS Financing Achievements**

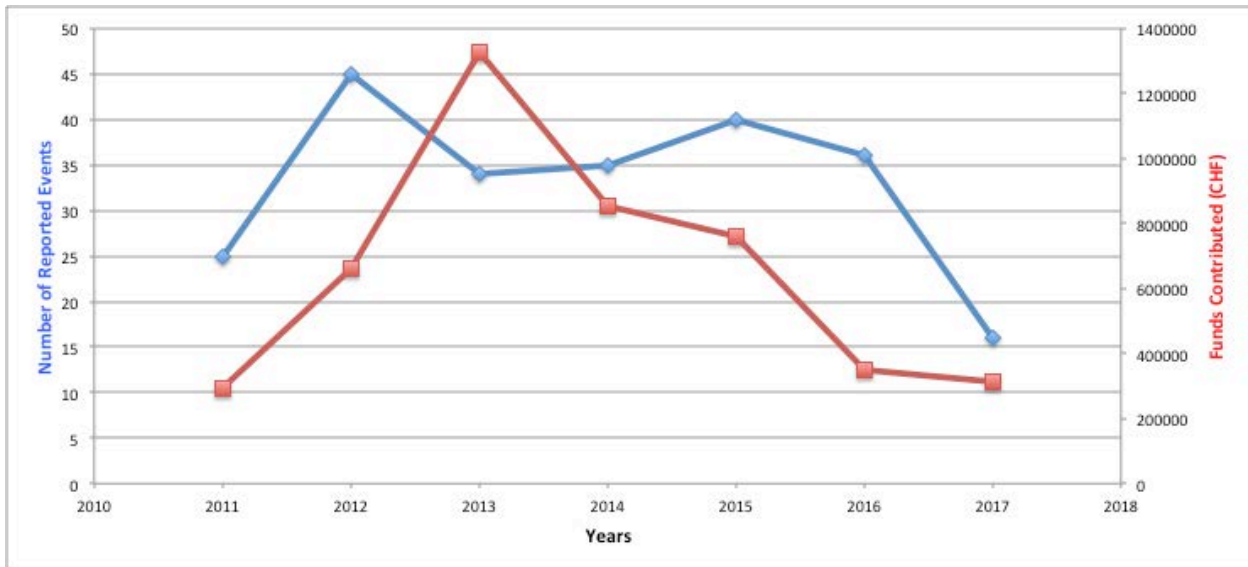
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3
4 Figure -1: GFCS Trust Fund annual contributions vs annual expenditures – post 2013 and with the exception of
5 2015, GFCS annual expenditures have exceeded annual contributions [2015 represents an anomalous year in
6 which staff costs were covered under a different mechanism.

7

8



9
10 Figure 2: Effective decline in global events in 2017 with the prospects for 2018 not significantly better. As of
11 August 15, 2018, 14 events were reported as completed with a further 3 planned up until October 31, 2018.

12

13

1 **Annex 2 – the way to the current governance structure**
2

3 The High-level Taskforce formulated the main requirements for the GFCS governance. Given the public good
4 nature and public financing of climate information and services, governments were meant to have a central role
5 in governance and implementation. However, the user interests of relevant sectors should be strongly
6 represented in governance as well, to achieve a high-level engagement of partner organizations. It was agreed
7 that the UN system would provide the right home for implementing and governing the GFCS in order to use
8 existing multi-lateral mechanisms and synergies with other UN entities. Finally, the governance mechanisms
9 should reflect common principles such as efficiency, transparency, accountability, flexibility, equity and
10 participation. Based on these requirements, the Taskforce evaluated five options for a governance structure:

- 11 (A) The creation of an intergovernmental board within the UN system;
- 12 (B) A joint board within the UN system and hosted and convened by an existing agency;
- 13 (C) The creation of a new UN agency;
- 14 (D) Hosting the framework within an existing UN entity;
- 15 (E) Creating a not-for-profit foundation outside the UN system.

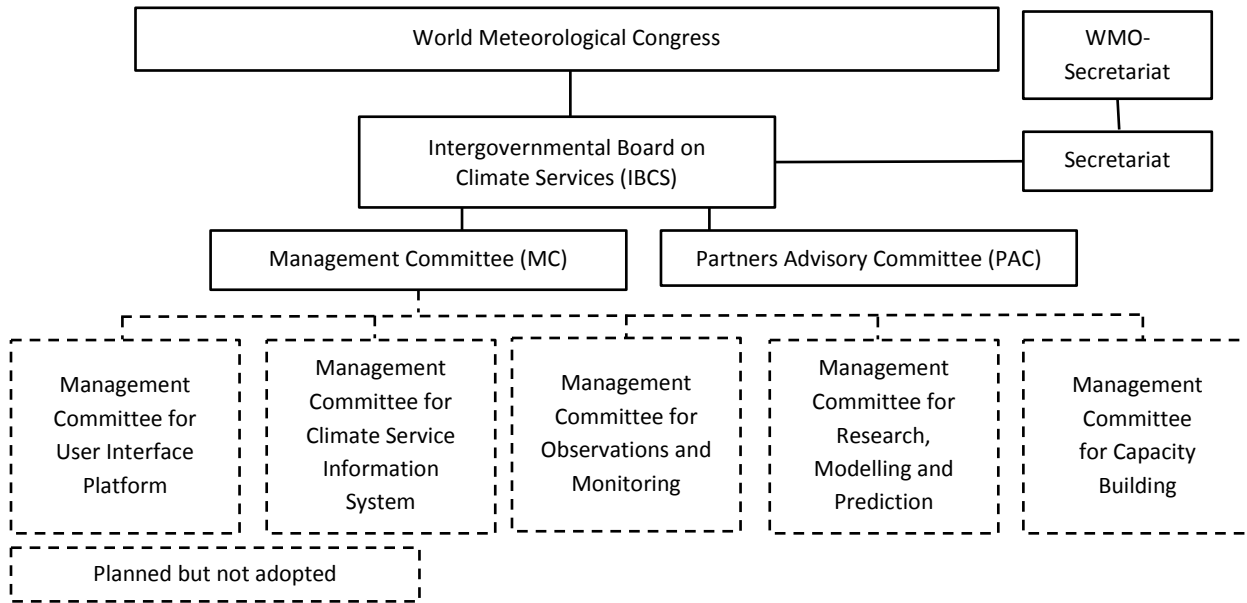
16 The creation of a new UN agency was rejected for political and financial reasons. The not-for-profit foundation
17 was rejected because intergovernmental capabilities, universal memberships and governmental linkages could
18 not be provided easily. In the end, options A and B have been explored in more detail. Option A took the
19 Intergovernmental Panel on Climate Change (IPCC) as a relevant model. Further show cases have been the
20 Intergovernmental Oceanographic Commission as well as the Group on Earth Observations (GEO). The main
21 advantages of Option A have been seen in the clear and independent realm of responsibility, direct
22 accountability to governments, strong involvement of national technical experts and good access to the UN
23 entities and processes. The user community engagement was intended to happen at technical level, in the
24 interaction between technical Committees, and at management level with key stakeholders nominated by
25 governments to participate in the intergovernmental process.

26
27 In Option B, a joint board of relevant UN entities (agencies, organizations, programs, departments and
28 independent funds) would have been created and convened by WMO, regularly reporting to the UN Chief
29 Executives Board. The joint board, meeting on an annual basis, would have been open for participation by all UN
30 entities. This option also considered an Executive Committee, and a Management Committee for each of the
31 five pillars of the GFCS (similar to Option A). Possible models for this system were UN Water, UN Energy and
32 UNISDR. Option B was similar to Option A but the driving-forces of the framework would have been more firmly
33 located in the UN and its technical agencies. It was seen that the framework's implementation could be quicker
34 through the engagement of many UN mechanisms. Furthermore, the required financial resources were
35 estimated to be lower. However, significant challenges with this option have been identified: Firstly, to bring the
36 needs of the GFCS onto the heavy agendas of numerous UN entities and, secondly, to obtain coherent and
37 timely decisions from the many intergovernmental processes involved.

38
39 The Taskforce recommended Option A which was decided by the World Meteorological Congress (Extraordinary
40 session) in 2012.
41

1 **Annex 3 – Presentation of existing governance structure (bodies, roles and responsibilities)**

2



3

4

5 The Intergovernmental Board on Climate Services (IBCS) operates within the mandate of WMO and is
 6 accountable to the World Meteorological Congress, which decides on policies, principles, overall strategy and
 7 key budget parameters. The Board oversees the development and implementation of the GFCS and provides for
 8 coordination at the global and regional levels. Plenary sessions of the IBCS meet periodically (intervals not
 9 exceeding four years). Decisions follow the processes of the World Meteorological Congress. Each member of
 10 WMO is entitled to appoint a principal member normally coming from a NHMS. To ensure the participation and
 11 advice of major stakeholders such as UN entities and relevant technical organizations (e.g. ECMWF, EUMETSAT),
 12 a Partners Advisory Committee (PAC) has been established (Resolution 7 at IBCS-1). The PAC operates under the
 13 guidance of the IBCS and has the mandate to discuss stakeholder’s issues, provide expert advice and
 14 recommendations relating to the implementation of the GFCS. PAC is composed of 21 institutions and is open to
 15 UN organizations, non-UN intergovernmental organizations, international organizations, international
 16 development partners, international non-governmental organizations in strict compliance with the UN and
 17 WMO policies and regulations. The members of the PAC do not have the right to vote or to put forward
 18 candidates. IBCS further established a Management Committee (MC) (Resolution 1 at IBCS-1). The MC operates
 19 under the guidance of and is accountable to the IBCS. The Committee has the mandate to carry out the
 20 decisions and requests of the IBCS during the intersessional period. The MC is composed of 28 members with
 21 consideration of regional balance, gender balance and required expertise. The membership is limited to
 22 principal members of the IBCS. However, there has been a recent evolution to integrate PAC members as
 23 observers in the meetings of the MC. The governance is supported by the GFCS Secretariat/Office attached to
 24 the WMO Secretariat. The High-level Taskforce further proposed high level Technical Management Committees
 25 for each of the five pillars of the Framework that would meet on an intergovernmental basis. These Committees
 26 should be comprised of representatives of major stakeholders from the providers and users of climate services
 27 and be linked to existing mechanisms of the UN system to avoid duplication of efforts. However, these Technical
 28 Management Committees have not been established due to financial restrictions.

29

30

31

1 **Annex 4 – Strengths and Weaknesses of the current governance**

2
3 **a. Strengths**

4 The IBCS has helped to lead the GFCS with a stable, formal and consensus based governance structure that has
5 been able to respond and adapt to changing circumstances. The current governance structure formalizes
6 collaboration and intergovernmental coordination between different countries and partner organizations by
7 sharing a common language and adopting shared principles. The Board brings together NMHSs to strengthen
8 climate services production, delivery and use at the global, regional and national levels and thus contributes to
9 enable and evaluate progress of the framework’s agenda.

10 By adopting the WMO governance modalities and processes, IBCS members (especially the NMHSs) are
11 operating in a familiar setting with well-known formalities and processes. This provides consistency and
12 predictability and hence stability to the GFCS.

13 Worth mentioning is also the influence of the IBCS on specific funding streams (e. g. EU H2020). Linkages with
14 partners such as the WBG and UNDP help ensure that investments of key multilateral mechanisms such as the
15 International Development Association (IDA), Green Climate Fund (GCF) and Adaptation Fund could be aligned
16 to maximize the benefits of investments and minimize duplication.

17 Furthermore, the existence of the Management Committee provides for a structure that helps following up on
18 activities decided by the IBCS. The PAC has led to a certain commitment of partnering institutions to the
19 development and implementation of the GFCS. It acts as a forum of partnering institutions preparing and
20 discussing GFCS-related input as a feedback to the IBCS and the Management Committee.

21
22 **b. Weaknesses**

23 *WMO-centric structure*

24 Users and non-NMHSs providers are generally excluded from the governance mechanisms, which undermines
25 the broad mission of the GFCS. The range of stakeholders involved in the production and in the application of
26 climate services, including different user groups, the private sector and academia, are underrepresented by the
27 Board (and by the Management Committee). PAC members, given the role they play in climate service
28 implementation, would like a greater say in the decision-making process of the IBCS. Currently the IBCS is
29 controlled by WMO Members and confers to the PAC only an advisory role.

30 The fact that any decision put forward by the IBCS must be approved by the World Meteorological Congress
31 further reinforces the perception that the GFCS is a WMO-owned and controlled initiative and that the
32 duplication between World Meteorological Congress and IBCS is questionable. This might demotivate other UN-
33 and partner agencies/institutions from engaging directly in the GFCS governance and coordination mechanisms,
34 albeit they still support climate services.

35
36 *Lacking political visibility and anchoring*

37 Despite the fact that a broad political commitment is at the core of the GFCS, the political visibility and
38 anchoring of the Framework has been continuously diminished in the past. This might be the result of the WMO-
39 centric structure. Furthermore, lacking influence of partner organizations in the governance/decision making
40 processes has led to decreasing ownership of such organizations towards the GFCS.

41

1 *Limited influence of PAC*

2 The role of the PAC is unclear, and it remains undefined whether it is a management or a governance body (or
3 something in-between). Due to its unclear role and limited authority/influence, the PAC has not reached its
4 potential.

5 This situation has led to a decreasing ownership by PAC members, as well as and other multilateral, non-
6 governmental and private sector actors towards the GFCS. As a consequence, the PAC has been focusing more
7 and more on operational aspects of GFCS. The latter has led to a lack of interest of high level decision makers of
8 partnering institutions to participate in the PAC.

9

10 **c. Sustainability**

11 The GFCS Mid-term review reveals a dissatisfaction with the current governance. However, the structure in
12 place is perceived differently, depending on whether an institution is part of the IBCS, the Management
13 Committee or the PAC. In principal, there is a need for a governance leading to less duplication, and better
14 integration of partner organizations of the GFCS.

15

16 **d. Major Conclusions**

- 17
- 18 • IBCS should not be a duplication of the World Meteorological Congress;
 - 19 • Key stakeholders in relevant sectors and in particular the user community should be better integrated in
20 the structure in order to create a more balanced governance;
 - 21 • governance structures, processes and mechanisms should be uncoupled from those of WMO to avoid
22 duplication and inefficiencies;
 - 23 • Partnering institutions should have a more direct and decisive role in the governance;

The GFCS-pillars and priority areas need to be adequately reflected in the governance

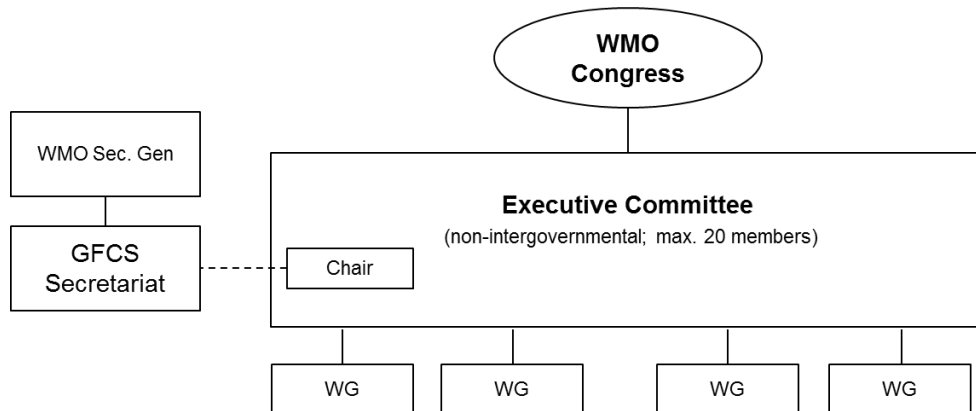
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1 **Annex 5 – Further information regarding the short term governance (Step 1)**

2
3 **1. Illustration of the proposed governance structure**



19 **2. Essential functions of the different elements of the governance (non-exhaustive)**

20
21 **a. Congress**

- 22 - to review the GFCS strategy, objectives and targets, the Implementation Plan, and associated budget;
- 23 - to guide, monitor and evaluate GFCS implementation progress;
- 24 - to consider recommendations of the Executive Committee;
- 25 - to make recommendations to the constituent bodies of WMO and to partner organizations, on matters relating to the GFCS;
- 26 - to develop international standards, recommended practices and guides for methods, procedures and techniques for the production of climate information and provision of climate services;
- 27 - to oversee the financial and institutional resources allocated to the GFCS, and to consider/approve funding streams for the Framework;

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32 **b. Executive Committee**

- 33 - to ensure oversight of the work of the GFCS Secretariat/Office;
- 34 - to facilitate effective mobilization of resources needed for operating the GFCS Secretariat/Office;
- 35 - to support the World Meteorological Congress in carrying out decisions and requests in the intersessional period;
- 36 - to support the World Meteorological Congress in making recommendations to the constituent bodies of WMO and to partner organizations, on matters relating to the GFCS;
- 37 - to propose to World Meteorological Congress thematic and sectoral priorities in implementing the GFCS during the intersessional period;
- 38 - to identify priorities for implementation at global, regional and national levels through the GFCS implementation Plan;
- 39 - to establish a reporting mechanism for such projects and initiatives;
- 40 - to establish a monitoring and evaluation function regarding the GFCS and to manage/guide its implementation;
- 41 - to report to World Meteorological Congress on progress made regarding the Implementation Plan and the monitoring and evaluation function;
- 42
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- 1 - to establish appropriate sub-structures (Working Groups) of the GFCS governance and define related
2 ToRs.
3

4 **3. Representation in the Executive Committee (indicative list – non exhaustive)**

5 6 *a. Representatives of GFCS-Pillars:*

- 7 - WMO: Represents several main pillars of the GFCS and establishes a link to the governance and Program
8 structure of WMO; representation should be ensured either by the Secretariat (executive level) or by
9 Presidents of the (future) Technical Commissions;
10 - GCOS: Represents the observations pillar and the related community; representation should be ensured
11 by the Chair of the GCOS Steering Committee;
12 - WCRP: Represents the Research, Modelling and Prediction pillar; representation should be ensured by
13 the Chair of the Joint Scientific Committee;
14 - International Federation of Red Cross and Red Crescent Societies (IFRC): Represents the User Interface
15 Platform Pillar (supplier-user dialogue); representation should be ensured by the Secretariat (executive
16 level);
17 - UNDP or UNESCO: Represents the Capacity Development pillar; representation should be ensured by
18 the Secretariat (executive level).
19

20 *b. Representatives of GFCS-Priority Areas:*

- 21 - FAO: Represents the priority area “Agriculture and food security”; representation should be ensured by
22 the Secretariat (executive level);
23 - WHO: Represents the priority area “Health”; representation should be ensured by the Secretariat
24 (executive level);
25 - UNISDR: Represents the priority area “Disaster Risk Reduction”; representation should be ensured by
26 the Secretariat (executive level);
27 - International Renewable Energy Agency (IRENA): Represents the priority area “Energy”; representation
28 should be ensured by the Secretariat (executive level);
29 - Global Water Partnership (GWP): Represents the priority area “Water”; representation should be
30 ensured either by the Secretariat (executive level) or by the Chair of the Steering Committee;
31 - Other (possible future priority areas, e. g. tourism, etc.)
32

33 *c. Major global Financing / Implementing organizations*

- 34 - World Bank (representation on executive level should be ensured)
35 - GCF (representation on executive level should be ensured)
36

37 *d. Regional organizations / Institutions actively involved in the GFCS*

38
39 There are several possible touch points to ensure a regional representation in the Executive Committee.
40 Considering its strong participation in the GFCS so far, a participation of the European Union (European
41 Commission) in the Executive Committee would be justified. With regard to institutional representation of other
42 regions in the Executive Committee, such decision might depend on the priorities laid down in the strategy and
43 the Implementation Plan, as well as on the specific input being expected by the Committee from a regional level.
44 The following institutional networks could be considered as relevant for the GFCS from a regional perspective:

- 45 - Regional Development Banks
46 - WMO Regional Associations
47 - WMO RCC / RTC

- 1 - UN Regional Commissions
- 2
- 3 e. *Others (based on specific expertise, political influence, etc.)*
- 4 - *Specific NGOs like the Global Landscapes Forum*
- 5 - *Academia*
- 6 - *Private sector*
- 7

8 **4. Cost breakdown**

9

10 a. *Costs of the current governance*

11 Assumptions:

- 13 - costs are calculated on a 4-year term basis;
- 14 - no cost are calculated for Congress meetings dedicated to the GFCS;
- 15 - organization of one IBCS meeting every four year;
- 16 - organization of one IBSC Management Committee meeting per year;
- 17 - organization of one meeting per Task Team every second year (TT ORP, TT M&E).

18

19 Comment:

- 20 - no costs result from the PAC meetings (costs are borne by the meeting participants);
- 21 - no Technical Committees have been established so far.

22

in CHF	Year n	Year n+1	Year n+2	Year n+3
IBCS	500'000	0	0	0
IBCS MC	90'000	90'000	90'000	90'000
PAC	0	0	0	0
Technical Committee	0	0	0	0
TT ORP	15'000		15'000	
TT M&E	15'000		15'000	
Total per year	620'000	90'000	120'000	90'000

23

24 The total estimated costs on a 4 year term are roughly 920'000 CHF (these costs need to be rationalized with the

25 GFCS Office as they are over estimated)

26

27 b. *Costs of future governance structure (step 1 option)*

28

29 Assumption:

- 30 - organization of one Congress meeting dedicated to GFCS every four year;
- 31 - organization of one Executive Committee meeting every year;
- 32 - organization of one Working Group meeting per year (assumption: 4 Working Groups)

33

34 Comment:

- 1 - no costs are indicated for the Congress as the GFCS related aspect would be one of several regular items
- 2 being put on the agenda of the Congress. Furthermore, although GFCS has been put on the Congress
- 3 agenda already in the past, the respective costs have not been taken into account in the above table;
- 4 - as some potential members of the Executive Committee are located in Geneva, the costs might be lower
- 5 than indicated in the below table
- 6

7

in CHF	Year n	Year n+1	Year n+2	Year n+3
Congress	0	0	0	0
Executive Committee	56'000	56'000	56'000	56'000
Working Group (costs per WG: CHF 28000)	112'000	112'000	112'000	112'000
Total per year	168'000	168'000	168'000	168'000

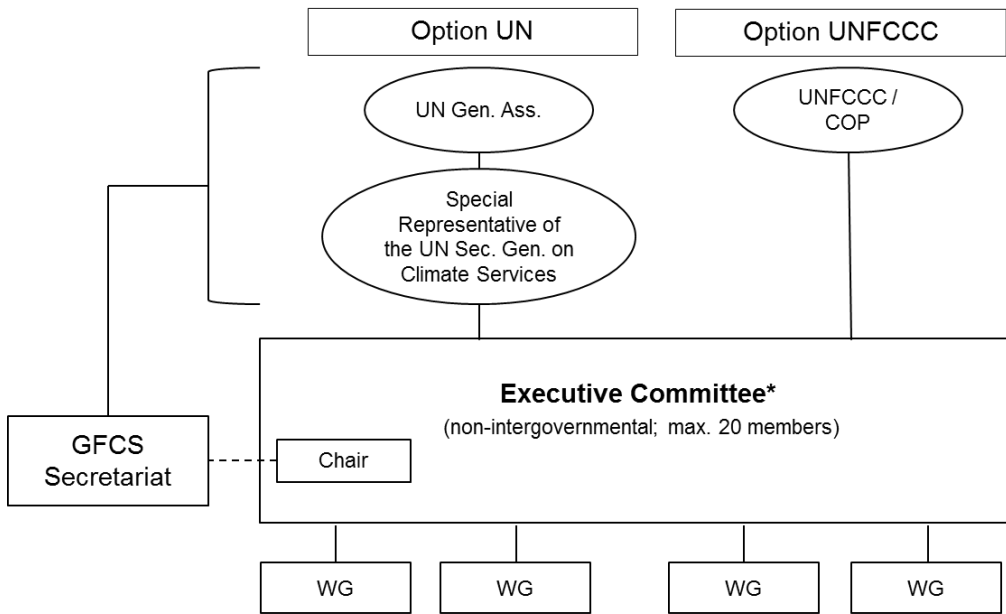
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9 The total estimated costs on a 4 year term would be roughly 670'000 CHF

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1 **Annex 6 – Illustration of the long term governance (Step 2)**



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22 * Composition of the Executive Committee according to «step 1» structure

1 **Annex 7: Cost**

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3 **Step 1:**

Title	Level	Annual running cost (USD)
Director	D1	277625
Technical expert	P5	242100
External relations specialist	Equivalent to P.4	207750
Two Technical expert	P4	415500
Admin assistant	G6	160125
Total		1303100

4

5

6 **Step 2:**

7

Title	Level	Annual running cost (USD)
Director	Equivalent to D1	277625
2x External relations specialist	Equivalent to P.4	415500
4x Technical expert	Equivalent to P.3	710,600
2x Admin assistant	G6 and G4	276750
Total		1680475

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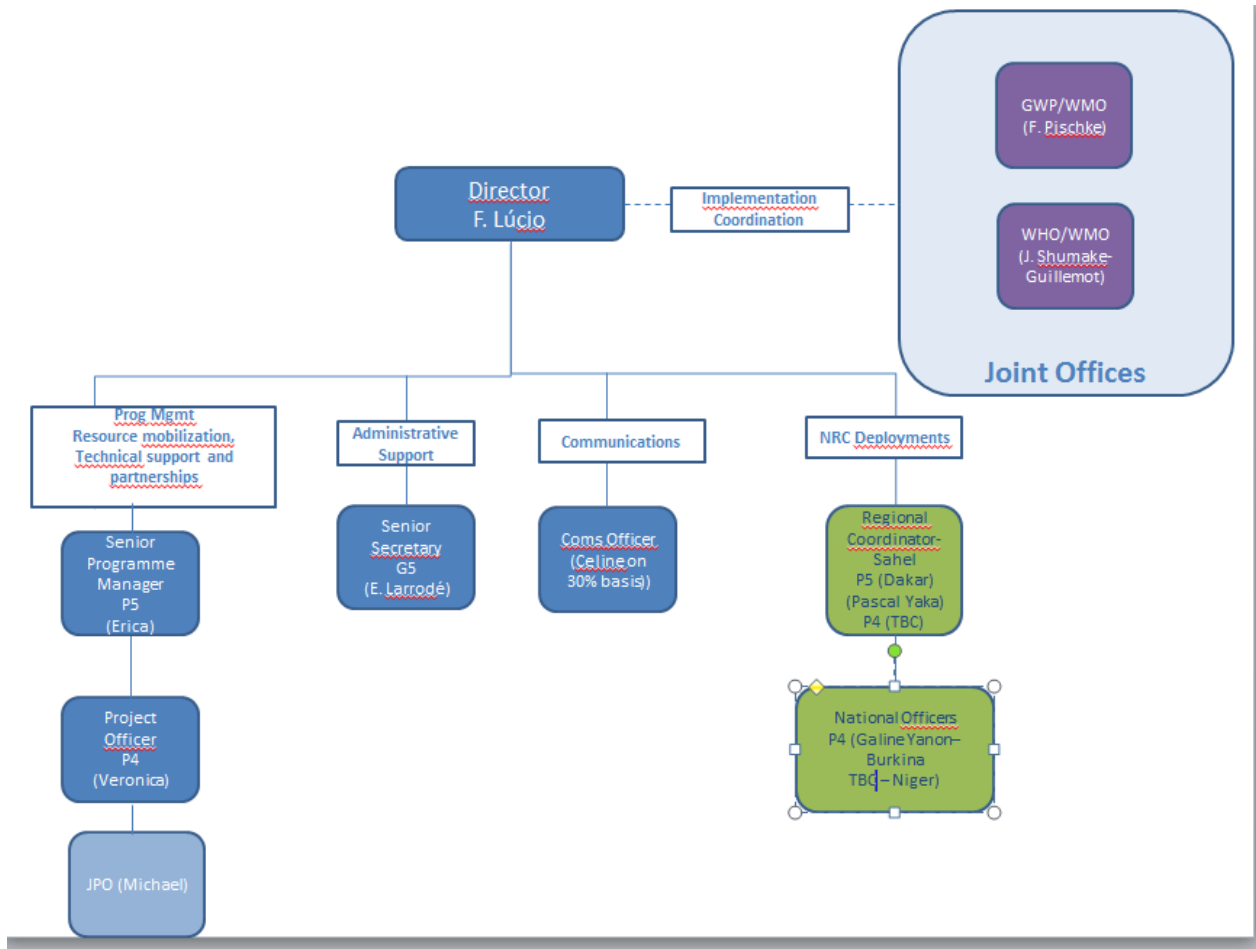
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2 **Annex 8: Current structure of the GFCS Secretariat/Office**

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4

5 **Note:** The Director position as well as the Senior Programme Manager and the Administrative support are
6 currently funded by WMO regular budget. The Programme Manager and the staff of the joint WHO-WMO Joint
7 Climate and Health Office are funded by the GFCS trust fund.

8

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1 **Annex 9** - Key findings of the Mid-term Review Related to Financing of the GFCS:

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- The GFCS partnerships have not enabled pulling of partner expertise and resources in support of the GFCS to its full potential. The WMO carries most of the weight of the partnership by supporting the GFCS Secretariat/Office and its operations as well as the communication about the GFCS.
- The GFCS is a network of activities and organizations, one that requires active stewardship and a commensurate financial commitment. However, the human and financial resources dedicated to the GFCS Secretariat/Office are inadequate for its mandate, and both the resources and scope of work need to be re-assessed.
- Since the establishment of the GFCS in 2009, several new developments have occurred including the Paris Agreement, the Sendai Framework and the 2030 Agenda. In addition, the Green Climate Fund (GCF) has been established, capitalized and operationalized and is now able to fund national and regional development projects with an underlying climate basis. During this same period, the expected resources to fully fund the implementation of the GFCS have not materialized. ***The new developments juxtaposed with the funding realities of the GFCS provide a basis to revisit the scope of the GFCS and the optimum mechanisms and opportunities to enhance the implementation of the GFCS priorities.***
- The level of resources (human and financial) for the effective implementation of the GFCS as conceived has been adequate. Despite some progress made on GFCS implementation, action was limited due to the fact that priority activities for implementation, besides the projects, were not funded. To enhance action, resources have to be commensurate to the scope of the GFCS.
- Funding for climate services projects lacks coordination despite the organizing frameworks laid out by the GFCS. The majority of climate services projects have been conducted outside of the GFCS, without any plan for aligning their efforts with other projects, resulting in duplicated efforts and gaps in user needs.
- Progress on monitoring and evaluating advances being made in climate services by Members and partners has been limited. In addition, GFCS communication is a weakness due to lack of dedicated Human Resources to this activity. Therefore, it is likely that many related GFCS efforts are unaccounted for and unnoticed.
- The GFCS has a governance structure that was approved under a set of expectations that have not materialized (in terms of expected funding and broader representation). Additionally, the governance structure is costly and bureaucratic. Therefore, the governance structure in its current form is no longer fit for purpose.

1 **Annex 10 - Roles of the GFCS Secretariat/Office**

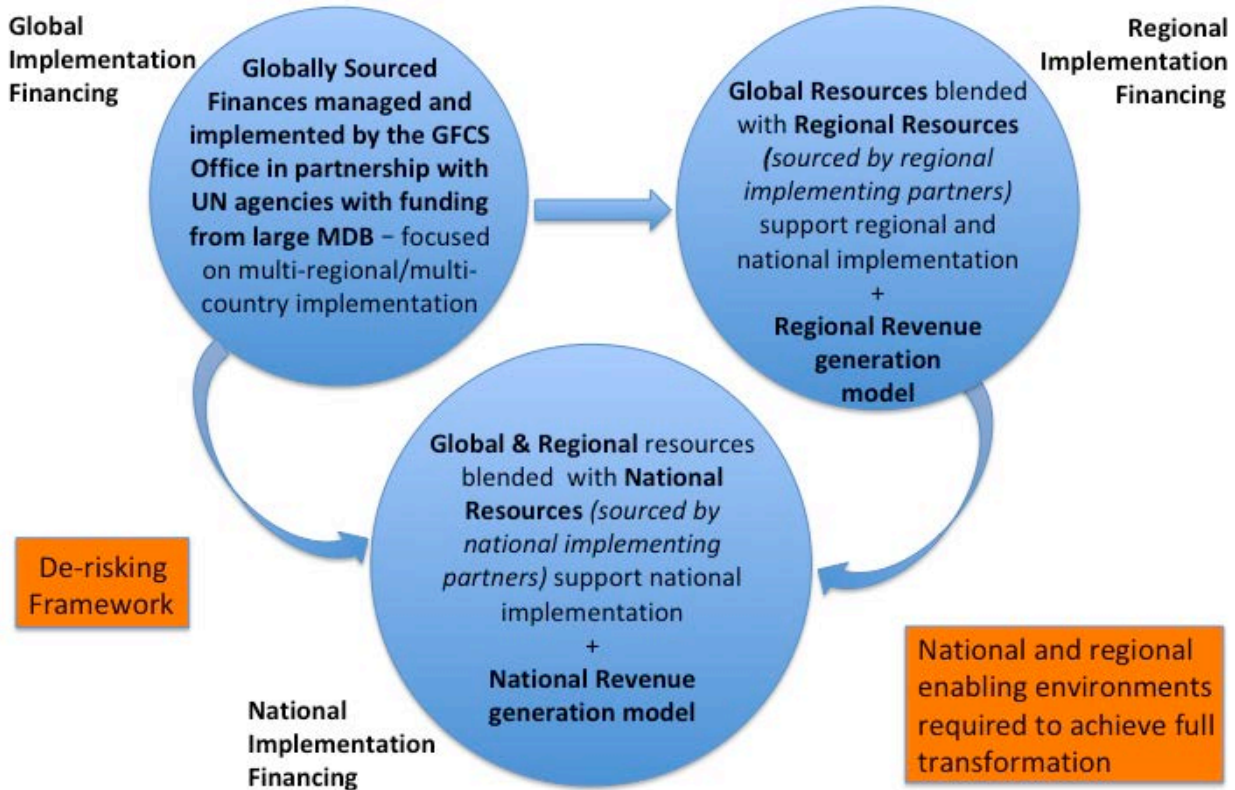
2 Key roles of the GFCS Secretariat/Office include, but are not limited to:

- 3
- 4 ● Provide administrative, management and communication support to the Board and its subsidiary bodies, including the organization of the sessions, preparation of documents and reports;
- 5
- 6 ● Assist the Board in preparing a draft multi-year rolling strategy, updates to the Implementation Plan, annual work plans, progress reports, annual work and expenditure reports as requested by and for
- 7 consideration by the Board;
- 8
- 9 ● Maintain the compendium of projects and initiatives;
- 10 ● Administer the GFCS trust fund in accordance with directions of the Board and provisions of the Financial
- 11 Regulations of the WMO and to provide financial reports to Members;
- 12 ● Support the preparation of reviews and reports on GFCS-relevant matters and case studies of successful
- 13 GFCS initiatives, as designated in decisions of the Board;
- 14 ● Maintain and make available a database of projects and initiatives carried out through national, bilateral
- 15 and other efforts, shared by donors on a voluntary basis;
- 16 ● Facilitate the provision of technical support to Members;
- 17 ● Carry out other GFCS-related tasks as may be assigned to it by the Board and the Secretary-General.
- 18



20 **Figure 1: Current implementation framework for the GFCS reflecting generally weak resourcing and**
21 **implementation structures at the national and global levels.**
22

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Figure 2: Proposed de-risking model based on strengthening regional and national resourcing and implementation capabilities.

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Figure 3: Proposed monitoring and evaluation framework for the GFCS.

1 **Annex 11 - Resource Mobilization**

3 **D).1 Global Development Funds**

5 The GFCS aligns with many of the global and regional development programs and the funds that support their
6 implementation. Global development programs that the GFCS aligns with include but are not limited to UN
7 Sustainable Development Goals, the Sendai Framework, the Paris Agreement on Climate Change and the
8 SAMOA Pathway among others.

10 Considerable resources have been mobilized through various agreements to establish development funds to
11 address climate change adaptation and mitigation at global, regional and national levels. Many of these funds
12 make financing available through grants, concessional loans and conventional loans. Opportunities exist within
13 these funds to support the GFCS across all levels of implementation. In particular, a frequent concern of many
14 fund managers, and a particular concern raised by the Green Climate Fund (GCF), is the lack of a strong climate
15 basis to support grant proposals. Providing the climate rationale to support such proposals aligns with a core
16 objective of the GFCS's - development and management of climate information systems.

18 Examples of global funds that align with the GFCS's objectives at global, regional and national levels and are
19 particularly align to the decentralized model discussed earlier include:

- 21 ● Green Climate Fund - <https://www.greenclimate.fund/home>
- 22 ● Global Environmental Facility - <https://www.thegef.org>
- 23 ● Climate Adaptation Fund - <https://www.adaptation-fund.org>
- 24 ● Climate Investment Fund - <https://www.climateinvestmentfunds.org>
- 25 ● Climate Risk Early Warning Systems - <https://www.crews-initiative.org/en>
- 26 ● Global Energy Efficiency and Renewable Energy Fund - <http://geeref.com>

28 A comprehensive list of climate related funds, many of which align to the objectives of the GFCS, and which
29 should be consulted on a regular basis for programme funding is maintained
30 at <https://www.oecd.org/env/cc/Climate-Fund-Inventory-Background-report-OECD.pdf>.

32 **D).2 Multilateral Development Banks**

34 The main Multilateral Development Banks include the (i) World Bank, (ii) International Fund for Agriculture and
35 Development, (iii) European Investment Bank, (iv) Islamic Development Bank, (v) Asian Development Bank, (vi)
36 European Bank for Reconstruction and Development, (vii) CAF-Development Bank of Latin America, (viii) Inter-
37 American Development Group, (ix) African Development Bank and (x) Asian Infrastructure Investment Bank.

39 In addition to these major MDBs are smaller "subregional" MDBs including the (i) Caribbean Development Bank,
40 (ii) Central American Bank for Economic Integration, (iii) East African Development Bank, (iv) West African
41 Development Bank, (v) Black Sea Trade and Development Bank, (vi) Economic Cooperation Organization Trade
42 and Development Bank, (vii) Eurasian Development Bank and (viii) New Development Bank (formerly the BRICS
43 Development Bank).

45 Increasing awareness of the impacts of climate change and extreme weather events on development along with
46 increasing demands for structured investments to support climate change mitigation and adaptation efforts
47 around the world (including support for building and expanding the human and technical capacity of critical
48 institutions involved in these activities) helped catalysed MDBs to come together in 2011 to develop a

1 methodology to track climate finance flows in a consistent, comparable and transparent manner. These
2 institutions are currently working to align their finance flows to support low green gas emissions and climate
3 resilient development as agreed in the Paris Agreement. In advancing their agenda to align with the Paris
4 Agreement, the MDBs have established a common set of goals including but not limited to (i) developing
5 stakeholder capacity, (ii) creating enabling environments and (iii) ensuring programme clarity.
6

7 According to Climate Home News (<http://www.climatechangenews.com>), funding from MDBs increased to USD
8 35 billion in 2017, a 28 percent increase compared to the previous year. Of the total investment, 79 percent
9 funded climate mitigation projects with the remaining funds USD 7.4 billion funding climate adaptation projects
10 in emerging and developing nations with the primary beneficiaries being Latin America and the Caribbean, Sub-
11 Saharan Africa, East Asia and the Pacific. Approximately 8 percent (USD 598 million) of the funding for
12 adaptation projects supported institutional capacity building and/or technical assistance, 35 percent (USD 2.6
13 billion) supported water and wastewater actions, 26 percent (USD 1.938 billion) supported energy and other
14 built environment and infrastructure, 12 percent (USD 871 million) went towards agricultural and ecosystem
15 resources and 11 percent (USD 798 million) financed crop and food production. Several of these investment
16 areas align to the GFCS priority areas with the institutional capacity support or technical assistance providing a
17 potential avenue for strengthening/modernizing NMHSs. Of the funds supporting adaptation, USD 673 million
18 was provided as grants.
19

20 The World Bank noted the 2017 was a record setting year for it from the perspective of climate financing due to
21 its deliberate effort over the past few years to mainstream climate considerations into its operations.
22

23 **D).3 Governmental-based Development Agencies**

24
25 Achieving the ambitious goals set out in the UN 2030 Development Agenda requires a significant scaling up
26 resources from public and private sources. Developing countries have underscore that Overseas Development
27 Assistance (ODA) should continue to play an important role in the Least Developed Countries and Small Island
28 Developing States and in leveraging other sources of finance. Available information indicates that Climate-
29 related Official Development Assistance has been increasing in absolute and relative terms since 2002. However,
30 total ODA to the poorest countries is falling as their vulnerability to climate variability and change increases.

31 Recognizing the above, ODA provides another mechanism for financing GFCS implementation. Here ODA is
32 treated separately from the funds WMO Members have contributed to the various GFCS trust funds and VCP
33 programs that support GFCS implementation. ODA provided through agencies such as US Agency for
34 International Development (USAID), UK Department for International Development (DfID), Foreign Affairs
35 Canada, and the European Development Fund (EDF) has targeted national and regional development programs
36 in the developing world. Increasingly, some of these investments have targeted national and regional climate
37 change adaptation and resilience building initiatives. In some cases, funding for GFCS implementation activities
38 has occurred after development partners appreciated the importance of the GFCS to supporting many of the
39 traditional development programs supported through ODA assistance. Increased dialogue between ODA
40 partners and GFCS implementation partners is expected to produce increase support especially if the
41 importance of the support to national and regional development priorities can be well documented.
42

43 **D).4 Foundations and Non-Governmental Organizations**

44
45 Foundations and Non-governmental Organizations (NGOs) provide effective mechanisms for funding the
46 implementation of the GFCS at global, regional and national levels. Many foundations and NGOs are particularly
47 active in climate change adaptation and, as a result, may already be indirectly supporting the implementation of

1 the GFCS. In many instances, GFCS implementation provides products and services that support the goals of
2 NGOs and foundations. For example, the development and provision of climate services to climate sensitive
3 socio-economic sectors such as water, health and agriculture often align with the goal of broad goals NGOs and
4 foundations making joint programming possible.

5
6 Exploring partnerships with the UN Foundation and its partners is encouraged as its objectives align with the
7 GFCS. The Foundation supports the UN in areas of energy and climate change by working closely with the
8 Executive Office of the Secretary-General, the UN Framework Convention on Climate Change, the
9 Intergovernmental Panel on Climate Change, UN agencies, and Sustainable Energy for All. The Foundation notes
10 that as a champion of the work of the United Nations, it is working to advance the Paris Agreement on climate
11 change by engaging with countries, sub-national leaders, and the private sector.

12
13 A range of philanthropic funds exist that have the potential to fund or co-fund GFCS implementation activities in
14 the developing world. Many of these funds including the Bill and Melinda Gates Foundation, and the Rockefeller
15 Foundation are already supporting GFCS implementation related activities. For example, the Bill and Melinda
16 Gates Foundation grant making priorities in the following areas of agriculture and food production
17 (<https://www.gatesfoundation.org/What-We-Do/Global-Growth-and-Opportunity/Agricultural-Development>)
18 show considerable alignment to GFCS implementation priorities:

- 19 ● Research and development in crop and natural resource management to help farmers better manage and protect
20 their staple crops and livestock through better soil management, water resource management, and minimizing of
21 crop and livestock waste due to spoilage, weeds, pests, disease, and other threats.
- 22 ● Evidence-based policy and decision making particularly as it relates to (i) data collection and analysis and (ii)
23 mitigation of risks that may impact production.

24
25 Examples of websites providing relevant information on grant opportunities that align with GFCS
26 implementation priorities include but are not limited to:

- 27 ● <https://www.rockefellerfoundation.org/our-work/grants/>
- 28 ● <https://www.insidephilanthropy.com/fundraising-for-climate-change/>
- 29 ● <https://www.climateworks.org/portfolios/grants-database/>

30 31 **D).5 Private Sector Financing**

32
33 Private sector financing provides an approach for financing the implementation of the GFCS. Currently, the
34 amount of private sector resources being used to finance GFCS implementation is unknown.

35
36 Private sector finance accounted for approximately 60 percent of global climate financing over the period 2012-
37 2016 as reported by the Climate Policy Initiative in 2017. Much of this expenditure focuses on climate change
38 mitigation measures; in particular, the implementation of new green energy programs. The implementation and
39 operation of much of this new infrastructure offers new opportunities for climate service providers.

40
41 Private sector financing to support GFCS implementation is already occurring through direct financing of
42 implementation efforts or through indirect approaches including in-kind support. Direct investments include co-
43 financing for (i) observational and early warning networks, (ii) sector based training and (iii) the provision of
44 scholarships and grants to support education, training and research. Private sector entities are also procuring
45 goods and services from climate service providers including data and forecasts products.

1 In recent years, MDBs have reported leveraging significant levels of private sector finance to support climate
2 change financing. The World Bank reported securing USD 8.6 billion in private financing for climate change in
3 2017 - an increase of 27 percent compared to 2016.

4
5 **D).6 Bottom-up Financing**
6

7 The UNFCCC has recognized that bottom-up financing approaches including community based approaches such
8 as microfinance and crowdfunding represent credible sources of largely untapped financing for climate change
9 adaptation and mitigation in the developing world ([https://unfccc.int/sites/default/files/paper_-
10 _microfinancing_.pdf](https://unfccc.int/sites/default/files/paper_-_microfinancing_.pdf)). In particular, the report noted that crowdfunding provides an alternative approach to
11 private sector financing while microfinance give direct access to micro and small entrepreneurs and community
12 organizations otherwise excluded from formal finance. This form of financing can enable such organizations to
13 undertake sustainable small-scale climate actions with significant adaptation potential. Mobilizing resources
14 through crowdfunding and distributing it through microfinance institutions can be achieved within a matter of
15 days or weeks with lower transaction costs compared to more traditional means of financing. Within the GFCS
16 framework, bottom-up financing can be undertaken by NGO organizations, and small cooperatives to sustain
17 local early warning systems and conduct small-scale studies and investments in priority areas.

18
19 In 2015, Reading University successfully completed a crowdfunding effort that raised Sterling 33,000 to improve
20 statistical literacy in Africa. The fund financed improvements to its free InStat software that is popular with the
21 climate community and facilitated the participation of selected students in training on the updated tool.
22