AGENDA ITEM 4: CLIMATE SERVICES, SUPPORT TO CLIMATE ACTION AND CLIMATE RESILIENCE

AGENDA ITEM 4.2: GLOBAL FRAMEWORK FOR CLIMATE SERVICES (GFCS)

SUMMARY

DECISIONS/ACTIONS REQUIRED:

Adopt draft Decision 4.2/1 — Country-focused results-based framework and mechanism for WMO contributions to the Global Framework for Climate Services.

CONTENT OF DOCUMENT:

The Table of Contents is available only electronically as a Document Map*.

* On a PC, in MS Word 2010 go to “View” and tick the “Navigation Pane” checkbox in the “Show” section. In MS Word 2007 or 2003, go to “View” > “Document Map”. On a Mac, go to “View” > “Navigation Pane” and select “Document Map” in the drop-down list on the left.
THE EXECUTIVE COUNCIL,

Recalls:

(1) Resolution 64 (Cg-17) – Development of a results-based framework for WMO support to the implementation of the Global Framework for Climate Services, and further requests the Executive Council to implement and monitor a mechanism to advance the WMO contribution to the GFCS in line with the results-based framework, with participation from technical commissions, regional associations and co-sponsored programmes;

(2) Resolution 62 (Cg-17) – Relationship and interaction between the Intergovernmental Board on Climate Services and WMO constituent bodies;

(3) Resolution 6 (EC-67) – A mechanism to advance WMO contribution to the Global Framework for Climate Services;

Having considered the recommendations of the Joint Meeting of Presidents of Regional Associations and Presidents of Technical Commissions, Geneva, 21-22 January 2016,

Decides to endorse the country-focused results-based framework and mechanism for WMO contributions to the Global Framework for Climate Services (hereafter referred to as “the results framework for WMO contributions to the GFCS”), which have been informed by, and formulated through, discussion during a joint meeting of presidents of regional associations and presidents of technical commissions as decided in Resolution 6 (EC-67), as provided in the Annex to the present decision;

Requests the presidents of regional associations:

(1) To examine the terms of reference of the regional association working groups and focal points on climate and the GFCS and adapt them as necessary to support implementation of the results framework for WMO contributions to the GFCS, and otherwise make appropriate arrangements to support implementation;

(2) To inform their respective working groups or focal points on climate and the GFCS concerning the results framework for WMO contributions to the GFCS and the selection, by the GFCS Partners Advisory Committee, including WMO, of specific countries in which they will focus on providing coordinated, comprehensive support;

(3) To report on measures undertaken to establish the mechanism, and on activities and results achieved on implementation, at the next and subsequent annual joint meetings of the presidents of regional associations and presidents of technical commissions;

(4) To inform on activities and results achieved to the Intergovernmental Board on Climate Services (IBCS) Management Committee through their Members who are also members of the IBCS Management Committee;
Requests the presidents of technical commissions:

(1) To provide relevant support for WMO contributions to the GFCS according to the results framework, including its country-level action plans, and in particular requests the president of the Commission for Basic Systems to ensure the contribution of the Global Data Processing and Forecasting System to the implementation of the GFCS Climate Services Information System;

(2) To provide regular updates on activities and results achieved to regional associations through the mechanism, and feedback on lessons learned, through the joint meeting of presidents of regional associations and presidents of technical commissions;

Requests the chairpersons of the Global Climate Observing System Steering Committee, the World Climate Research Programme Joint Scientific Committee, and the Global Programme of Research on Climate Change Vulnerability, Impacts and Adaptation Scientific Steering Committee to review the results framework for WMO contributions to the GFCS and:

(1) To identify ways to contribution to implementation of the framework through underpinning climate observation, research and related technical development;

(2) To report back to the sixty-ninth session of the Executive Council on how to engage in the mechanism for implementation;

(3) To advise the Secretary-General on synergies and areas for improved coordination for implementation across the global, regional and country levels;

Requests the Secretary-General:

(1) To facilitate implementation of the results framework for WMO contributions to the GFCS, through support to the mechanism for implementation and through linking relevant WMO Programmes and activities, with special emphasis on strengthening support for implementation of the framework in GFCS priority areas for which no dedicated technical commissions exist, namely disaster risk reduction, energy and health;

(2) To raise awareness concerning the results framework for WMO contributions to the GFCS and the mechanism for supporting its implementation among the WMO community and partners;

Requests the president:

(1) To provide regular updates to the Executive Council on the progress of implementation of the results framework for WMO contributions to the GFCS based on input provided during the annual joint meetings of the presidents of regional associations and presidents of technical commissions;

(2) To bring the results framework for WMO contributions and mechanism for its implementation to the attention of the chairperson of the IBCS with a view to clarifying their respective roles and what is being done by WMO versus what is being done by others, and strengthening and refocusing existing structures.

Annex: 1
Annex to draft Decision 4.2/1 (EC-68)

COUNTRY-FOCUSED RESULTS-BASED FRAMEWORK AND MECHANISM FOR WMO CONTRIBUTIONS TO THE GLOBAL FRAMEWORK FOR CLIMATE SERVICES

1. Introduction

1.1 The following outlines a country-focused results-based framework for WMO contributions to the Global Framework for Climate Services (GFCS) as requested by the Seventeenth World Meteorological Congress (Resolution 64 (Cg-17)). It includes background and a rationale for the framework, and a narrative description, accompanied by a logical framework defining goals, objectives, outputs and indicative activities for WMO’s collective contribution to the GFCS over the 2016-2019 financial period. It describes how, through the purposeful and coordinated alignment of a substantial number of such activities, higher-level goals and objectives may be achieved than what can otherwise be accomplished through piecemeal approaches.

2. Rationale

2.1 The GFCS Implementation Plan (IP) defines the overarching structure of the GFCS, its priority areas, an institutional architecture for implementation and 2-, 6- and 10-year targets. The structure is built on five pillars – observations and monitoring; research, modelling and prediction; and a climate services implementation system – all interfacing with user stakeholders and supported by capacity development activities. The IP recognizes that GFCS implementation requires strong inter-linkages among these pillars, that requirements for climate services should be defined by user needs, and that responding to these needs will require strengthening of capacities at all levels of the Framework.

2.2 Cg-17 requested the Secretary-General to ensure that the framework is driven by country-level implementation support requirements, including through a focus on specific illustrative countries, as a means of making certain that WMO-supported activities and their outputs address particular identified needs in particular contexts at the same time emphasizing measures with broad applicability. Individual countries will have defined their national priorities and the climate services required to address them. Efforts to address those requirements will highlight the associated institutional capacities for providing the relevant services which require enhancement.

2.3 Acquiring the specific capacities needed to meet particular, illustrative priority needs for climate services in particular countries provides a means not only of providing specific services that lead to improvements in climate-related outcomes in those countries but also, eventually, in countries with similar geographic profiles sharing similar priority needs. Thus the requirements for particular climate services defined by user needs in specific contexts provide a clear basis for prioritization in the development of specific capacities, the filling of gaps, and the strengthening of linkages among pillars and between levels of the Framework.

2.4 Moreover, the process of strengthening linkages among the pillars and alignment between the levels of the Framework (national, regional and global) in order to address specific needs and demonstrate the value of climate services in achieving improved specific climate-related outcomes in particular contexts will itself have far reaching benefits in terms of reaching the IP targets. Along these lines, six-year IP targets include:
(a) Maintenance and improvement of engagement in institutional mechanisms;
(b) Identification of new projects and processes;
(c) Development of more refined technical guidance and training curricula;
(d) Awareness and partnership building in priority areas; and
(e) Expansion and continuation of existing projects.

2.5 These targets are precisely what is needed in order to begin to support implementation of specific climate services in support of the achievement of specific climate-related priorities in specific contexts, and vice versa.

2.6 Whereas the two-year IP targets emphasize establishing the governance arrangements, reporting processes, institutional relationships and pilots needs to launch the GFCS, the six-year horizon emphasizes a transition to national level implementation. Thus, a results-based framework driven by country-level implementation support requirements, including through a focus on specific illustrative countries, as a means of making certain that the activities and outputs address particular identified needs in particular contexts, at the same time emphasizing measures with broad applicability, is a direct contribution to meeting the six-year IP targets while setting the stage for wide scale provision and use climate services within the 10-year IP period.

2.7 Similarly, alignment of WMO contributions, from global and regional centres, NMHSs, technical commissions, regional associations, and co-sponsored programmes, towards the achievement of common specific objectives oriented towards addressing specific priorities for climate services in specific countries, will increase WMO capacity to support the GFCS in meeting specific needs for improving specific climate-related outcomes in specific contexts globally. In particular, this process is expected to assist and guide WMO global and regional centres in their efforts to increase access to available GFCS relevant data and products, including for country-level use, on a widespread basis. These may include, for example, historical climate data, monitoring products, forecasts on various time scales from intra-seasonal to multi-decadal, and climate change projections.

3. Background

3.1 In September 2014, the GFCS organized a meeting on implementation coordination focused on 16 illustrative countries. The meeting documented over 100 projects directly contributing to country-level climate services implementation in these countries, with a combined budget of over USD 700 million. The scale of these activities, often in the absence of an overall strategy or plan, or clear coordination mechanisms, led to recommendations to enhance GFCS coordination at country-level, amongst partners and donors, and in the implementation of activities in the different pillars and priority areas of the GFCS.

3.2 Taking the above into account, in November 2014, the IBCS-2 endorsed the idea of focusing efforts in a limited number of countries while continuing to provide support in as many countries as possible. These “path-finder” countries, where significant programme resources for GFCS-related activities have already been allocated, constitute opportunities to demonstrate that significant benefits can be achieved from climate services through better alignment among activities as well as through improved technical and scientific inputs to design programmes and guide implementation.
3.3 In April 2015, the GFCS Partners Advisory Committee (PAC) reviewed criteria for country selection and identified six countries – Burkina Faso, Tanzania, Bhutan, Papua New Guinea, Moldova and Dominica – in which PAC members agreed to coordinate their efforts, both for the purpose of strengthening framework implementation mechanisms as well as in order to tangibly demonstrate the benefits of climate services in the countries themselves. This decision will require that PAC members, including WMO, begin to further define their respective contributions to this particular, coordinated effort. As none of the countries identified by the PAC are in the WMO RA III Region, Colombia and Peru have been identified as candidates for additional coordinated WMO support.

4. Strategic focus

4.1 Achieving coordination and synergies across WMO technical commissions, regional associations and Programmes, including co-sponsored programmes, for supporting GFCS implementation at regional and country levels, has two goals. One is to demonstrate that comprehensive, coordinated support to selected countries, through alignment of WMO support efforts across its technical commissions, regional associations and Programmes, as well as with partners’ programmes, can contribute to substantially improved climate-related outcomes in GFCS priority areas. The other is to, in so doing, put in place the intra-institutional arrangements necessary for promoting the achievement of similar results more widely across all GFCS focus countries on a sustainable basis.

4.2 Cg-17 noted that WMO support for GFCS, while central, does not provide full coverage of all areas of the GFCS Implementation Plan, notably the exemplars. Cg-17 further noted that, although the agriculture and food security and water exemplars are supported by technical commissions focused on those areas, full support for these sectors requires partnership with entities mandated and competent to support climate services implementation sector-wide, to address areas outside the manageable interest of WMO and its Members. Cg-17 appreciated the support WMO provides for implementation of the health and disaster risk reduction exemplars but emphasized that, in the absence of dedicated technical commissions, partnerships focused on these areas are even more essential. Cg-17 therefore underscored the need for WMO to continue to clarify and define the nature and scope of its support vis-à-vis that of the other GFCS partners.

4.3 These observations by Cg-17 emphasize that significant improvements in climate-related outcomes in specific contexts cannot necessarily be achieved through WMO support alone. Significant contributions are required from additional stakeholders. Thus, the current framework identifying the specific WMO contributions to GFCS implementation and associated expected outputs over the next financial period is explicitly intended to be implemented in the broader framework of a PAC-wide effort to support the countries identified by the PAC for coordinated support.

4.4 The objectives of the results-based framework for advancing WMO contributions to the GFCS, on the other hand, are intended to be directly within WMO’s manageable interest. That is, the objectives are intended to be achievable through coordination and synergies across WMO’s technical commissions, regional associations and Programmes, including co-sponsored programmes, as well as through coordination of WMO’s network of global and regional centres, information systems, and other institutional assets. Regional associations and Members have a particularly important role in the achievement of objectives 1 (country level) and 3 (institutional architecture), for example. The contributions of technical commissions and co-sponsored programmes are particularly important for achievement of objectives 2 (practice support) and 3 (institutional architecture). Engagement of the Secretary-General, the co-sponsored programmes and individual Members is
essential for achievement of objective 4 (policy support). The mechanism for implementing the results framework for WMO contributions to the GFCS, described below, provides the means of achieving objective 5 (management).

4.5 While the client of the effort overall is the country, a significant client for WMO’s specific support is the NMHS or NHS and, in some cases, other national institutions mandated to provide climate services. Sustained and sustainable increases in the capacities of these institutions to deliver climate services are fundamental required contributions to successful GFCS implementation. Although WMO is not the only organization focused on NMHS capacity development these days – others such as the World Bank and other United Nations organizations also are devoting significant attention and resources to NMHSs through their programmes – WMO has a unique mandate and capabilities to ensure that NMHSs are effectively supported. At country level, therefore, WMO will need to pay particular attention to the development of durable NMHS human resource capacity and learning, technology and methodologies, systems and processes, and the interactions among these areas. Capacities at the country level can be complemented by “surrogate” services, as well as GFCS relevant climate data and products, from regional and global WMO centres, and targeted peer-to-peer cross-support from individual WMO Members.

5. Objectives of the results framework for WMO contributions to the GFCS

5.1 Objective 1 (country level) – At the country level, the focus is on putting in place the planning and stakeholder engagement processes necessary for identifying or defining the priorities for climate services and the coordination structures needed to guide collective action. These measures will identify the main needs and stakeholders and define for WMO what its contribution will be towards a larger, comprehensive multi-stakeholder effort. The GFCS Office itself is expected to play a lead role in putting the necessary core arrangements in place for supporting Member country-level planning and coordination capacities. Key outputs under this objective include adequate observing networks, data, data management, monitoring, and forecasting systems; and decision support tools, systems, products and services (identified, designed and improved, including any necessary research).

5.2 Objective 2 (practice support) – A key role for WMO technical commissions and co-sponsored programmes will be in quality assurance and in guiding implementation, including through provision of standards, guidelines, tools, methods, best practices, quality management frameworks, and other guidance materials needed to support country-level implementation. Work under this objective will include making existing guidance more accessible, developing additional materials, and, potentially in some cases, providing hands-on support for their uptake. WMO support can be further enhanced by “twinning” arrangements for peer-to-peer support by NMHSs and from major international initiatives with NMHS involvement. These contributions from WMO are not only expected to be central to WMO country-level efforts; their impact may be enhanced by partners’ investments through their being taken up by partner programmes.

5.3 Objective 3 (institutional architecture) – A third WMO contribution will be the strengthening of the regional and global infrastructure both for supporting implementation of climate services in the countries as well as for up-scaling the tools, lessons and capacities acquired through initial country level work more widely. This regional and global institutional infrastructure will create sustained support capacities that will be decreasingly reliant on project funding and increasingly institutionalize the provision of the necessary services and support functions. Under this objective, WMO regional and global centres will increase access to available GFCS relevant climate data and products as well as provide backstopping and surrogate services, and capacity development support for
subsidiary levels. This institutional architecture, and the GFCS relevant climate data and products and services made available through it, provide a means of up-scaling country-level support on a widespread basis globally.

5.4 Objective 4 (policy support) – Driven by concerns about climate change and the need for climate change adaptation, climate has moved to centre stage in the international development agenda, bringing with it visibility and an increasing number of actors. This objective focuses on an enabling policy environment, to ensure that NMHSs, WMO and the GFCS are understood as being central to international efforts to combat climate change (through climate services for energy), to adapt, and to reduce loss and damage associated with climate variability and extremes. This objective seeks to ensure recognition of the GFCS as an intergovernmental platform, supported by UN and non-UN partners, and as a valuable existing coordination mechanism for programmes and initiatives seeking to achieve high-level policy goals and objectives such as those under the UNFCCC Paris Agreement and the Sustainable Development Goals. This objective also promotes enhanced recognition of WMO as a key stakeholder on climate-related matters by major funding institutions and mechanisms.

5.5 Objective 5 (management) – A fifth objective provides the management measures needed to guide the above efforts. These include support for the mechanism established by the Executive Council for advancing the WMO contributions to the GFCS, for coordination within the WMO network and Secretariat, and for engagement with other GFCS partners. The mechanism engages the presidents of technical commissions and regional associations, representatives of co-sponsored programmes, and other stakeholders in supporting the provision of climate services. The annual Joint Meeting of Presidents of Regional Associations and Presidents of Technical Commissions provides a forum for convening these stakeholders. This mechanism is intended to provide clear guidance to the technical commissions and regional associations on the type of support to be contributed, and provide for periodic review of those contributions. WMO contributions through this process are harmonized and synchronized with those of other organizations through the GFCS PAC.

6. Mechanism for implementation of the results framework for WMO contributions to the GFCS

Composition and terms of reference

6.1 The mechanism for implementation of the results framework for WMO contributions to the GFCS will use existing structures and mechanisms, strengthened where necessary. The main contributors include the regional associations, technical commissions and co-sponsored programmes and specifically their presidents or chairpersons and relevant working groups or focal points on climate and the GFCS. These entities will be supported by relevant departments and coordination mechanisms within the Secretariat. Specific responsibilities include:

(a) Regional associations:

(i) Track what is happening in the countries including as relates to country priorities for climate services, NMHS and NHS priorities and needs, relevant partner activities and programmes, and progress on implementation of the results framework;

(ii) Align and coordinate work plans and schedules related to GFCS amongst technical commissions, WMO Programmes and relevant co-sponsored activities (such as DRR, GCOS, WIGOS, WCRP, WWRP, etc.);
(iii) Collect and develop coordinated specifications of requirements for the development of well-targeted and, to the extent possible, integrated GFCS projects and ensure coordination of WMO contribution to the projects;

(iv) Collect and develop coordinated specification of requirements for the development of GFCS information, underpinning research, products and services across the identified priority sectors and ensure coordination of WMO contribution to them;

(v) Ensure the engagement of WMO regional centres;

(vi) Share knowledge and information on implementation of climate services across countries;

(b) Technical commissions and co-sponsored programmes:

(i) Develop relevant regulatory material, as appropriate, and guidance to assist Members in the implementation of GFCS activities, taking into account the GFCS pillars and identified priority areas;

(ii) Contribute to the development and implementation of WMO and partner projects and programmes;

(iii) Contribute to the provision of GFCS relevant information, underpinning research, products and services across the identified priority sectors;

(iv) Ensure the engagement of WMO global centres.

**Operationalization**

6.2 Progress will be reviewed annually during the Joint Meeting of the Presidents of Regional Associations and Presidents of Technical Commissions and reported annually to the Executive Council and the IBCS. The entities supporting implementation of the results framework for WMO contributions to the GFCS through the mechanism will reflect, through all aspects of their work, any further guidance from the Executive Council such as may be given in relation to the implementation of WMO contributions to GFCS, including relative priorities for specific projects, products and services, and capacity development activities, and amend their terms of reference as required in accordance with Executive Council directions.

6.3 Support for the mechanism from the Secretariat and GFCS Office will entail, inter alia:

(a) Promotion of the use of the Country Profile Database for collecting information on what the countries need and tracking improvements;

(b) Enhancement of the GFCS website portal for Members to report on how they are implementing climate services, as well as for tracking needs and supporting regional association contributions;

(c) Strengthened coordination among the constituent elements of the World Climate Programme;

(d) Partner coordination through the GFCS PAC;

(e) Resource mobilization;
(f) Compilation of progress reports.

6.4 Monitoring and evaluation will be undertaken in accordance with the overall GFCS Monitoring and Evaluation Plan. It will include an initial baseline for the outputs under each objective established by the first annual report, to be updated subsequently through successive annual reporting.
EC-68/Doc. 4.2, DRAFT APPROVED, p. 11

**Expected WMO results 2016-2019 to support implementation of the GFCS**

**WMO strategic priority:** Implement climate services under the GFCS particularly for countries that lack them by: (a) establishing [or strengthening and sustaining] regional climate centres; (b) identifying user requirements for climate products; (c) developing the Climate Services Information System (CSIS) [building upon existing WMO infrastructure, including the GDPWS and WIS]; and (d) advancing the Sub-seasonal to Seasonal (S2S) Prediction Project.

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### Framework

**Goals:**

1. Climate services initiated or strengthened in selected countries at a scale and scope sufficient to significantly improve climate-related outcomes in priority climate-sensitive sectors (Target: 6-7 countries).
2. Demonstration of enabling and facilitation mechanisms for the developing and/or strengthening of knowledge, tools, methods, systems, institutional infrastructure, operating principles, policies, partnerships, and resources in place for sustaining GFCS implementation on a wide scale.

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### Objective 1 (country level): Institutional, technical, financial, and human resources mobilized for climate services planning, implementation, and results monitoring targeting climate-sensitive national priorities

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Activities/inputs</th>
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<tbody>
<tr>
<td>1) Identification of climate-sensitive national development priorities</td>
<td>1) Review/identification of climate-sensitive national priorities</td>
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<tr>
<td>2) Capacity assessments of key stakeholders (including NMHSs and NMSs)</td>
<td>2) Capacity assessments</td>
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<tr>
<td>3) National implementation plans/frameworks (e.g., NAPS or national action plans)</td>
<td>3) Missions and workshops</td>
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<td>4) Resources reviews of relevant on-going and planned partner projects</td>
<td>4) Dedicated in-country planning, coordination, and technical assistance support</td>
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<td>5) National planning, coordination, information sharing, and monitoring structures</td>
<td>5) Quality assurance</td>
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<tr>
<td>6) Adequate observing networks, data, data management, monitoring, and forecasting systems</td>
<td>6) Financing</td>
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<td>7) Decision support tools and systems (identified, designed and improved, including any necessary research)</td>
<td>7) Training</td>
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<tr>
<td>8) Capacity development services</td>
<td>8) Tool and system development</td>
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<td>9) Decision-support products and services (established or strengthened)</td>
<td>9) Research</td>
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<tr>
<td>10) Monitoring systems</td>
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### Objective 2 (practice support): Human resources, tools, methodologies, guidelines, and capacity development materials needed to support and ensure country-level implementation available

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Activities/inputs</th>
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<tbody>
<tr>
<td>1) Manuals and guidelines</td>
<td>1) Guidance formulation</td>
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<tr>
<td>2) Systems for accessing tools and information</td>
<td>2) Platforms to improve access to guidance</td>
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<td>3) Dedicated technical advisory services</td>
<td>3) Mechanisms for technical assistance deployment</td>
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<td>4) Training curricula</td>
<td>4) Training resources identification and development</td>
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<td>5) Support for capacity development</td>
<td>5) Quality assurance and quality management frameworks</td>
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<td></td>
<td>6) Research responding to decision-and policy-support requirements</td>
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<td></td>
<td>7) NMHS-to-NMHS support through “twinning” arrangements, as well as regional centre-to-NMHS support</td>
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Objective 3 (in institutional architecture): Institutional delivery systems in place and engaged at regional and global level for country-level implementation support and upscaling, including capacity development support services, and for provision of “surrogate” services as necessary to complement national (and regional) capabilities

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<thead>
<tr>
<th>Outputs</th>
<th>Activities/Inputs</th>
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<tbody>
<tr>
<td>1) Regional center (including RCC and RSMO) and regional institution data, products and services meeting identified country-level needs available and accessible on a widespread basis</td>
<td>1) Identification of country- and regional-level needs that can be addressed by regional and global institutions as part of WMO network</td>
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<tr>
<td>2) GPC and global institution data, products and services meeting identified regional and country needs available and accessible on a widespread basis, including multi-decadal forecasts and climate change projections</td>
<td>2) Identification of and engagement/partnerships with key regional and global WMO network institutions to coordinate provision of required services</td>
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<tr>
<td>3) Benchmarks of required institutional capabilities met</td>
<td>3) Missions and workshops for coordination and engagement</td>
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<td>4) Inter-operability, i.e. through WIS</td>
<td>4) Definition of institutional roles and contributions for meeting identified needs</td>
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Objective 4 (policy support): International policy environment, including as related to funding, aligned with, and supportive of GFCS and framework implementation

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Activities/Inputs</th>
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<tbody>
<tr>
<td>1) UNFCCC decisions and related high-level international policies and plans reflecting implementation needs</td>
<td>1) Engagement with relevant policy processes (e.g. UNFCCC, SDG and DRR)</td>
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<tr>
<td>2) GFCS recognized as a major coordinating framework and WMO as a key stakeholder on climate-related matters</td>
<td>2) Engagement with relevant financing processes and mechanisms</td>
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<td>3) Major funding sources accessible for implementation</td>
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Objective 5 (management): Management and coordination arrangements and resources in place to support framework implementation and link it to complementary partner efforts

<table>
<thead>
<tr>
<th>Outputs</th>
<th>Activities/Inputs</th>
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<tbody>
<tr>
<td>1) Coordination structures/arrangements and plans at all levels</td>
<td>1) Planning and coordination meetings and activities</td>
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<tr>
<td>2) Information sharing systems for upscaling and outreach</td>
<td>2) Information systems development</td>
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<td>3) Action plans at multiple levels</td>
<td>3) Administrative systems development</td>
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<tr>
<td>4) Sustained resources for GFCS implementation</td>
<td>4) Resource identification/mobilization</td>
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<td>5) Monitoring systems and results reports</td>
<td>5) Outreach and advocacy</td>
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<td>6) Outreach and communication materials</td>
<td>6) Partnership maintenance</td>
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<td>7) Partnership agreements</td>
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