



GLOBAL PUBLIC POLICY  
INSTITUTE

# 2023 Stocktake for the Risk-informed Early Action Partnership (REAP)

**Final Report**

---

November 2023

---

By:  
ALEXANDER GAUS  
JULIA STEETS

---

## **Disclaimer**

The findings presented in this report were independently developed by GPPi as part of the Partnership Stocktake assessment. While the REAP Secretariat completed a review of the report and a quality assurance process, the findings do not necessarily reflect the views or opinions of the REAP Secretariat. GPPi had full discretion in accepting or rejecting the suggestions made by the Secretariat during the quality assurance process.

The authors are thankful for comments on earlier drafts from the REAP Secretariat, the Technical Advisory Group and the Board of REAP. They are particularly grateful to Simon Loveday from the REAP Secretariat for his support throughout the study and wish to acknowledge the excellent editing from Allisa Jones Nelson and the copy-editing contributions of GPPi colleagues Katharina Nachbar, Amanda Pridmore and Sonya Sugrobova.

# Table of Contents

<b>Executive Summary</b>	<b>1</b>
<b>1 Background</b>	<b>4</b>
<b>2 REAP Has Made Tangible Contributions to Scaling Early Action</b>	<b>7</b>
<b>3 A Number of Strengths Account for REAP's Success</b>	<b>14</b>
<b>4 REAP Needs to Address a Number of Critical Challenges to Fully Leverage Its Strengths</b>	<b>22</b>
<b>5 Up Next? Choosing REAP's Future Niche</b>	<b>27</b>
<b>6 Recommendations</b>	<b>36</b>
<b>List of Key Informants</b>	<b>41</b>
<b>Endnotes</b>	<b>43</b>

# Executive Summary

In 2019, a group of governments, donors, UN agencies, and NGOs launched the Risk-informed Early Action Partnership (REAP) during the United Nations Climate Action Summit. REAP pursues the ambitious goal of making 1 billion people safer from disasters by 2025 by advocating for improved early warning and early action.

REAP's Governing Board commissioned the Global Public Policy Institute (GPPi) to conduct a stocktake of the Partnership at the mid-point of its operations. This report presents the findings of this Partnership Stocktake.

## Approach and focus of the Partnership Stocktake

The Partnership Stocktake is guided by three main assessment questions:

- 1) *Is REAP's general approach and specific partnership model suitable to help achieve its mission and goals?*
- 2) *Is REAP's approach enabling a marketplace for early action that connects and scales up existing efforts on early warning and early action by diverse actors?*
- 3) *What contribution has REAP made towards scaling up early warning and early action?*

To answer these questions, GPPi reviewed documents related to the Partnership, conducted interviews with experts closely involved in REAP, and collected written feedback from Partners through a survey as well as by email.

## REAP contributed to advancing early action in various ways

Generally, Partners perceive REAP to be effective in advancing early warning and early action. It is highly valued by many and recognized for its relevance and contribution to strengthening early action, which can be grouped into three key drivers of change.<sup>1</sup>

**Tangible commitments on early action:** The Stocktake finds that REAP played a significant role in facilitating global commitments on risk-informed early action. Particularly noteworthy is REAP's access to and active engagement in high-level political processes, such as within the G7, G20 and COPs, as well as with the European Commission and individual donor governments. In a number of instances, REAP's efforts demonstrably led to an uptake of the agenda it promotes by strengthening commitments and leading to concrete actions on early warning and early action.

**Country-level leadership:** REAP also demonstrated effective influence at the country level, shaping Partners' prioritization of early action and advising governments on how to integrate early action into disaster risk reduction strategies. For example, REAP Partners supported the Indian Government in developing and piloting a Climate Resilience Information System and Planning Tool and aided the Maldives in mainstreaming a comprehensive risk management approach. In addition, REAP helped convene discussions on early action in Nepal, and collaborated with Partners to enhance anticipatory action in East Africa as well as disaster risk financing in Asia.

**Advancing collaboration among Partners:** Many Partners hailed REAP's ability to bring together different communities and sectors that are focused on advancing early action – including in the form of a 'marketplace' – as a key benefit and value of the Partnership. While REAP's stakeholders hold diverging views on the design, setup and functioning of REAP's marketplace, the Partnership created many opportunities for collaboration among Partners. REAP produced a number of country case studies

showcasing successful early warning and early action activities; the REAP Secretariat facilitated broad-based consultation on key strategies developed by early warning and early action stakeholders; REAP has been closely involved in the Early Warnings for All initiative, actively working to enable an inclusive dialogue; and REAP established a Risk Communication Working Group to help advance people-centered early action through a greater focus on the inclusion of at-risk groups in the design of early warning systems.

### **A number of factors have contributed to a successful Partnership**

The accomplishments and contributions outlined above can be traced back to at least six strengths that have led to the Partnership's success:

1. REAP is an effective convener and honest broker for a broad group of stakeholders engaged in early warning and early action.
2. REAP's high-reaching and time-bound targets signal urgency and ambition.
3. REAP continues to attract new members, which amplifies its ability to credibly advocate for scaling early action and broadens the knowledge base from which it can draw.
4. REAP establishes strong connections across relevant early warning and early action initiatives that help to amplify REAP's goals.
5. REAP develops valuable knowledge products that influence the discourse and actors' positions on early action.
6. REAP has a small but highly effective Secretariat that has proven critical for the overall success of the Partnership.

While no single factor in isolation can account for REAP's multifaceted contributions to enhancing early action, its success and value rests on the combination of them all.

### **Challenges exist that prevent REAP from achieving its full potential**

Both REAP's positive impact on advancing early action as well as its different strengths highlighted above validate the partnership model and point to aspects that should be reinforced as the Partnership continues. At the same time, the Partnership Stocktake finds that REAP should address the following challenges to reach its full potential:

1. Partners have diverging and shifting expectations regarding the role and priorities of the Partnership. This is particularly true in relation to the quickly evolving global early action landscape, which has seen a number of new initiatives emerge in recent years. While some Partners emphasize REAP's coordinating role, others prioritize its role as an information hub, its role in developing new knowledge on early action, or see value in REAP being an early action project facilitator, which comes with a focus on resource mobilization and financial matchmaking.
2. As REAP tries to fulfill a host of functions simultaneously, many stakeholders feel that it lacks a clear, sharp value proposition – or, at least, that it does not communicate it effectively.
3. REAP's lean Secretariat – despite its dedication and expertise – and the Partners' voluntary inputs are not sufficient to deliver on all the various roles that Partners expect or wish to see from REAP.
4. REAP lacks adequate representation from the Global South, which constrains its ability to systematically and credibly integrate and represent the perspectives of those most in need of support for early action and to promote people-centered early action.

5. While most interviewees praised the REAP Secretariat for its quality and effectiveness, they criticized some of the working groups for being partially redundant, overly process-oriented and not sufficiently focused on results.

### **The way forward**

Most of the challenges pinpointed in the analysis reflect the normal growing pains of a dynamic initiative. The Partnership only started at the end of 2019, had its inaugural Governing Board meeting on December 1, 2020, and formally launched its “Framework for Action” in early 2021. It had to adapt to a quickly changing environment that has seen new initiatives emerging around strengthening early warning and early action as well as to a rapidly growing number of members who have different expectations of REAP.

That said, the value that REAP offers to its Partners is clearly evidenced by the fact that a majority of those surveyed stated that they perceive a role for REAP after 2025. While support for the future of REAP is strong, its way forward is less clear: there are diverging opinions on exactly what role the Partnership should play, and there is a desire for REAP’s future to be decided through an inclusive, Partner-led process. The ways in which REAP changes will also need to be informed by the broader early action field, and what REAP’s specific value proposition is vis-à-vis other relevant initiatives.

# 1 Background

In 2019, when the Risk-informed Early Action Partnership was launched at the United Nations Climate Action Summit, addressing the important linkages between early warning and early action to reduce the impact of climate hazards was not yet a mainstream phenomenon. Through its novel multi-stakeholder approach – connecting the humanitarian, development, and climate communities – REAP sought to close this gap by 2025, with the ambitious goal of “mak[ing] 1 billion people safer from disaster by delivering new and improved early warning systems and helping communities prepare the plans and resources needed to respond when disaster strikes.”

At roughly the halfway mark in March 2023, REAP’s Governing Board commissioned the Global Public Policy Institute (GPPi) to conduct a detailed assessment of its internal environment (the Partnership Stocktake) as well as of the progress made in 2023 toward the goals of strengthening early warning and early action globally (the State of Play Report 2023).

## **Purpose and focus of the Partnership Stocktake**

The primary objective of the Partnership Stocktake is to provide REAP stakeholders – the Partners, the Governing Board, the Secretariat, as well as other key stakeholders – with an assessment of REAP’s added value and its strengths, as well as any areas currently limiting REAP’s impact. Additionally, the Stocktake seeks to explore the Partners’ perspectives on REAP’s future direction and to propose strategies that will accelerate progress towards the Partnership’s 2025 goals.

Three main assessment questions, each specified in additional sub-questions, have guided the Partnership Stocktake (please see the Inception Note for further details):

- 1) Is REAP’s general approach and specific partnership model suitable to help achieve its mission and goals?
- 2) Is REAP’s approach enabling a marketplace for early action that connects and scales up existing efforts on early warning and early action by diverse actors?
- 3) What contribution has REAP made towards scaling up early warning and early action?

This findings report answers these questions, providing a detailed assessment of the Partnership and informing the development of practical recommendations as the next step moving forward.

## **Assessment methods**

To gather the necessary data and information to address the different assessment questions, GPPi used several research methods. These included conducting semi-structured interviews, a Partnership Stocktake survey as well as asking Partners for written feedback on specific aspects related to the Partnership, analyzing relevant documents, and reviewing interview data previously collected for the *Early Action: The State of Play 2022* report. Combining different methods and data sources allowed us to develop a well-rounded understanding of REAP, to collect different perspectives across a variety of stakeholders, and to triangulate the findings.

- Interviews: GPPi conducted 32 semi-structured key informant interviews as part of the main data collection phase, selecting interview partners based on guidance and suggestions from the REAP Secretariat. Of these interviews, 9 were conducted with

representatives from REAP's Governing Board, 3 with members of the REAP Secretariat, 2 with experts external to the Partnership, and the remainder with REAP Partners. GPPi interviewed a total of 24 different Partners during the main data collection phase. In addition, GPPi reviewed interview notes from previous interviews conducted for the latest *State of Play* report that specifically addressed the Partnership itself. This expands on the data that formed the basis for the Partnership Stocktake, offering valuable insights and perspectives on REAP's partnership dynamics. It is important to note that there was little overlap between the previous *State of Play* interviews and those conducted in April and May 2023.

- Partnership Stocktake survey: GPPi created an online survey, which the REAP Secretariat distributed to its mailing list, totaling approximately 400 contacts. The survey was open between April 20 and May 8, 2023. In total, 37 individuals participated and provided responses to at least one of the substantive questions. Of these participants, 32 provided detailed responses to most of the survey questions and thus constitute the basis for the survey information presented in this report. These participants represent at least 19 different REAP Partners. In some cases, multiple representatives of the same Partner completed the survey; 13 respondents chose not to disclose their affiliation.
- Written feedback: To facilitate a broader range of input, GPPi developed a small set of questions covering the added value of REAP, its challenges, as well as future directions of the Partnership, which the REAP Secretariat sent to a number of Partners who could not be interviewed or who were unable to partake in the survey. Answers from 5 Partners were received.
- Document analysis: GPPi reviewed documents relevant to the Partnership's design and management. These included REAP's "Framework for Action" and its "Theory of Change," as well as key knowledge products such as the *Glossary of Early Action Terms* and the *State of Play* reports. Additionally, we also examined documents detailing the progress of related initiatives and the activities of REAP's Partners. This extensive document analysis provided valuable contextual information and contributed to the overall assessment of REAP's operations and its collaborative efforts.

## **Gaps and limitations**

It is important to acknowledge that the findings presented in this report are subject to limitations.

- GPPi conducted slightly less interviews than initially planned. Overall, we conducted 32 key informant interviews, which is at the low end of the intended range of 30–40 interviews. Although we approached a large number of potential interviewees with assistance from the REAP Secretariat, some informants were unable to participate, either because they did not initially respond or because mutual difficulties arose in scheduling suitable interview times. To ensure as much input from Partners as possible, GPPi extended the initial interview period, reached out to additional key informants during the finalization of the Partnership Stocktake report and gave a group of Partners not covered through interviews and the survey the opportunity to provide written feedback about REAP.
- The findings are almost exclusively based on the perspectives of "insiders" who are closely involved in REAP. Most of the information presented in this report comes from REAP's Partners, particularly those who are closely involved in the Partnership. It has proven difficult to capture true "outsider" perspectives (i.e., those of experts who are knowledgeable about REAP but are not involved as Partners or otherwise closely associated) due to the many connections REAP has



established within the field of early warning and early action. Only two of the interviewees can be considered external to the Partnership. Consequently, the findings may exhibit some bias, possibly resulting in an overly positive portrayal of the Partnership as a whole or of individual contributions – although it should be noted that some interviewees also shared views that were more critical of REAP. Additionally, informants may have provided answers they perceive as favorable in order to present REAP in a positive light. These factors should be taken into consideration when interpreting the findings.

- The findings capture insights from less well-represented groups of REAP Partners only to a limited extent. Despite our efforts to ensure diversity by including interviewees from different types of Partners (such as countries, international organizations, and civil society organizations) and different sectors/communities, the sample of key informants still represents a relatively narrow range of Partners. Informants from the humanitarian community seem particularly overrepresented. Therefore, the findings may not fully capture the perspectives and experiences of less well-represented and engaged Partners and may portray REAP to some extent from a more humanitarian perspective. While the survey partially offsets this limitation, it should nevertheless be taken into account when interpreting the findings.

## 2 REAP Has Made Tangible Contributions to Scaling Early Action

Evidence suggests a growing trend of increasing attention to and funding for early action in recent years, although monitoring and tracking specific indicators in this area is challenging.<sup>2</sup> The topic of early action has made it onto the agendas of high-level political fora such as the G7 and the G20, signaling a recognition of early action's relevance at the global level.<sup>3</sup> Furthermore, more and more funds and financial instruments that seek to close the gap between early warning and early action have been established or have changed their allocation guidelines to facilitate funding for early action.<sup>4</sup> Major donors have also pledged significant amounts of money to finance early action. In 2021, donors committed US\$ 700 million specifically for early action.<sup>5</sup> In 2022, Germany made a commitment to allocate at least 5 per cent of its humanitarian funding to anticipatory action by 2023, which amounts to around € 150 million.<sup>6</sup> Discussions on relevant funding arrangements for climate losses and damages have also rapidly advanced following a landmark agreement on the subject at COP27, and within these discussions anticipatory action is frequently raised as a relevant area that requires more attention for its potential contribution to responding to losses and damages.<sup>7</sup>

### **REAP is generally seen as effective in contributing to scaling early action**

How has REAP contributed to this general upward trend around early action? To what extent is REAP making progress toward the goal of making 1 billion people safer from disasters by 2025? It is difficult to answer these questions with certainty, for several reasons:

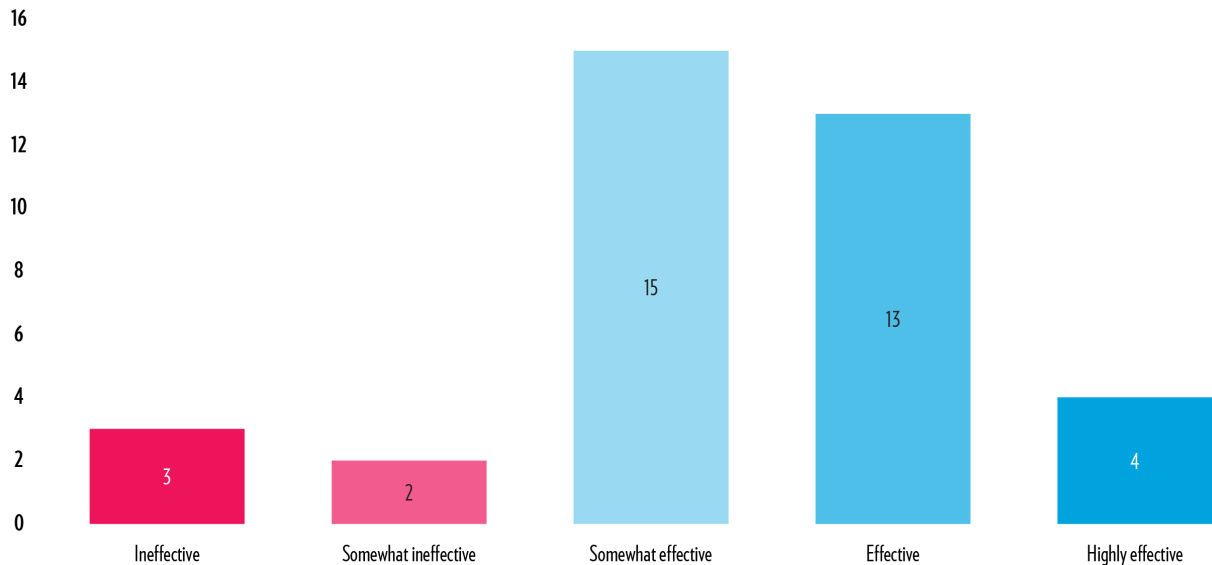
- A limited sphere of direct influence: As a non-operational entity without a budget for funding action toward its four targets, the REAP Secretariat relies on its ability to encourage or motivate REAP Partners to change their practices and to prioritize activities accordingly. It is beyond the scope of this Stocktake to assess systematically the early action activities of all Partners over the past three years.
- The challenge of attribution: Distinguishing REAP's distinct impact on scaling early action from the various other influences that contribute to increased attention in this domain is challenging. One interviewee cautioned against directly attributing broad changes to REAP, since "it is not the only entity that moves the needle" when it comes to early action.
- Time lag: REAP pursues systems-level change, which requires a longer timeframe for achieving meaningful outcomes. Therefore, the effects of REAP's various activities are likely not immediately evident in terms of increased early action for people affected by disasters, and it is challenging to predict which specific activities will have long-term impacts. Moreover, as one interviewee stated, REAP's first years were in part devoted to building up and organizing the Partnership as such. Even now, a significant share of REAP's work involves helping Partners and the broader community of early warning and early action stakeholders to make sense of a constantly evolving early warning and early action environment.
- Lack of monitoring data: Since its inception, REAP has faced several challenges around the lack of comparable data on early action and the absence of consensus on such data's availability, format, and collection methods. REAP has made efforts to address this issue by means of roundtables with donors and its *State of Play* reports. However, it is important to note that the monitoring system is still in its early development stages, and systematic monitoring data is not yet available for

reference. REAP is actively working toward implementing a robust monitoring framework to enhance its data collection and analysis capabilities.

- Scope of the Stocktake: Finally, it is important to note that this Partnership Stocktake is not designed as a comprehensive evaluation of REAP’s overall impact, but as an assessment of the Partnership and its approach. The next *State of Play* report will provide further information on REAP’s and its Partners’ most recent contributions toward scaling early action.

Despite these limitations, the survey, interviews, and review of documents related to early action – including REAP’s *State of Play* and *Finance for Early Action* reports – nevertheless offer initial insights into REAP’s value and its contributions to scaling up early action. For instance, the Partnership Stocktake survey finds that respondents largely perceive REAP to have been broadly effective in enhancing early warning and early action initiatives since 2019 (Figure 1). This positive perception was further reinforced in interviews, with interviewees generally acknowledging REAP’s valuable contribution to scaling early action.

**Figure 1: How effective would you say REAP has generally been since 2019 in contributing to early warning and early action at greater scale?**



Source: Partnership Stocktake survey

At the same time, some Partners are more critical about REAP’s contribution, stating that REAP still has a long way to go in helping to scale up access to predictable financing for early action, or increased coverage and effectiveness of early warning systems, for example.

In addition to these general perceptions of REAP’s effectiveness, we have drawn on REAP’s “Strategic Vision”<sup>8</sup> and “Framework for Action”<sup>9</sup> documents as reference points to assess the extent to which REAP has delivered on those drivers of change it identified as its main means of advancing the four targets, and which are also squarely within its sphere of influence:

- Driver of Change 1: “Securing global commitments on policy and practice”;
- Driver of Change 2: “Promoting and facilitating country-level leadership”;
- Driver of Change 3: “Creating a space for collaboration and matchmaking between Partners in the form of marketplaces”.

Selected examples (see the next section) illustrate REAP’s key contributions in the respective areas and demonstrate that REAP has already helped in advancing early action in notable ways in a relatively short period of time.

However, we refrain from establishing direct links between these examples and REAP’s four overarching targets due to the aforementioned challenges concerning attribution and time lag.

### **REAP’s tangible contributions to commitments on early action**

Interviewees highlighted REAP’s various contributions to securing global commitments on policy and practice. They see REAP’s access to and active engagement in high-level political processes as particularly relevant. In the words of one interviewee: “I think they’ve got excellent buy-in at high levels, where it matters, and that adds a level of purpose and focus and efficiency, I think. It feels like that they can influence at a meaningful level.” From the Secretariat’s vantage point, such access is interpreted as “a really good sign of the trust that we’ve built [...] we’re able to get access to a lot of discussions that are quite senior – politically and strategically.”

The following examples illustrate how REAP’s access translated into securing global commitments on enhancing early action:

- G7/G20: In collaboration with and building on Partners’ own efforts, REAP as a collective has sought to inject the topic of early action in response to natural hazards and climate-related disasters into G7 and G20 processes. Both a recent G7 “Statement on Strengthening Anticipatory Action in Humanitarian Assistance” and a G7 development ministers’ meeting communiqué closely align with REAP’s targets.<sup>10</sup> Recently the REAP Secretariat began supporting India’s G20 presidency in its initiative to establish a new workstream on disaster risk reduction, which has identified early warning systems as its first priority issue.<sup>11</sup> The REAP Secretariat provided both technical expertise and input papers to help shape this new G20 workstream’s approach. The inaugural meeting of the G20 working group on disaster risk reduction at the end of March 2023 also featured a side event on “Early Warning–Early Action.”<sup>12</sup>
- UN climate change conferences: REAP and its Partners have sought to elevate the importance of early action within various processes related to the Conference of Parties (COP) to the United Nations Framework Convention on Climate Change. This has occurred during each COP and COP-related process since REAP was established and has included side events that gathered high-level speakers to discuss the need for early action (at COP26 and COP27), as well as inputs to processes such as the deliberations over the Santiago Network, and the fund and funding arrangements for loss and damage. Notably, on behalf of REAP Partner the United Arab Emirates, holding the COP28 Presidency, the REAP Secretariat has convened different REAP Partners in preparation for COP28. The objective has been to gather inputs for the formulation of non-negotiated outcomes that strengthen commitments to early warning and early action, as an integral part of the COP process. In pursuit of this goal, the REAP Secretariat recently facilitated a roundtable discussion involving key donors, implementing agencies, and other stakeholders to begin a process of sensemaking leading to the fulfilment of this aim.
- Individual donors: According to key informants, internal deliberations about the extent to which the US Government (represented in the Partnership by USAID, the United States Agency for International Development) could commit to addressing early action were directly related to REAP’s four targets. In this way, REAP helped to inform the commitments made by the US government at COP26. As a result, as

part of the US president's PREPARE initiative, in 2021 the US government committed US\$ 30 million to increasing early warning systems in Pacific small island developing states and in Africa. To support regional risk insurance pools, the US government committed US\$ 12 million to the Africa Disaster Risk Financing Program and US\$ 12 million to African Risk Capacity Ltd. Moreover, USAID announced US\$ 33 million in funding “to provide communities at risk of climate-prone disasters with access to effective early warning systems.”<sup>13</sup>

- EU: In 2023, the Swedish Government (a REAP Partner), which held the EU Council Presidency at the time, introduced the topic of “responding to climate-induced humanitarian crises and scaling up anticipatory action” as one of its five priority topics for the Working Party on Humanitarian Aid and Food Aid (COHAFA), which is a mechanism within the EU Council to inform member states and shape EU policy priorities.<sup>14</sup> According to an informant, OCHA, the Start Network (both Partners of REAP), and the REAP Secretariat itself have been able to support the Swedish government in framing the topic so as to emphasize that anticipatory action is not strictly humanitarian, but also requires climate financing and other development financing to act ahead of climate-related and environmental crises. This messaging was then carried to the European Humanitarian Forum and shared with a broad range of humanitarian stakeholders.
- Green Climate Fund (GCF): The REAP Secretariat has actively contributed to new funding guidelines for the GCF, the *Sectoral guide: Climate information & early warning systems*,<sup>15</sup> which is currently under development, as well as convened REAP Partners to provide consultative inputs to the draft document. REAP's efforts to ensure that these guidelines factor in risk-informed early action are reflected in the fact that the draft now includes “promoting impact-based MHEWS [multi-hazard early warning systems] and early action” as one of three paradigm-shifting pathways. In addition, the guidelines suggest focusing on ensuring that early warning information also covers the last mile and reaches affected communities. Also linked to the GCF is a new climate information and early action/early warning program for the Southern African Development Community, which was initiated by UNDP, one of REAP's Partners. This program aims to mobilize resources from the GCF for a multi-country program that will strengthen countries' capacities to forecast and better respond to climate-induced disasters. The focus is on the last mile, ensuring that communities are fully involved.<sup>16</sup>

These selected examples indicate the breadth and impact of REAP's work in driving strategic advocacy and securing commitments to advancing early action.

### **REAP has promoted and facilitated country-level leadership**

REAP's second driver of change is “promoting and facilitating country-level leadership.” Interviews and *State of Play on Early Action* reports show that REAP is successfully promoting change at the country level. REAP does so either directly, by shaping how Partners prioritize early action themselves, or indirectly, through Partners who advise governments on how to take early action into account when developing national disaster risk reduction schemes:

- The International Institute for Environment and Development and the UK's Foreign, Commonwealth and Development Office (both REAP Partners) supported the Indian Government in developing and piloting a Climate Resilience Information System and Planning Tool for the Mahatma Gandhi National Rural Employment Guarantee Scheme (CRISP-M). This tool provides drought early warning and involves communities in verifying response planning and monitoring. Through it, the Mahatma Gandhi National Rural Employment Guarantee Scheme

is able to deliver shock-responsive social protection benefits to those covered. According to one interviewee, REAP is now trying to support CRSIP-M's various partners in rolling out the tool more broadly, beyond the three pilot locations.

- The Maldives is currently developing a comprehensive national disaster risk reduction and climate change adaptation strategy as part of an integrated and inclusive climate and disaster risk management system, with support from UNDRR, which is a REAP Partner. UNDRR promotes an integrated approach in line with REAP's goal of combining the expertise of the humanitarian, development, and climate communities.
- In 2021, REAP published a series of country reports under the title *Anticipatory Action: The Enabling Environment*.<sup>17</sup> Following the release of the case study for Nepal, the British High Commission in Kathmandu expressed its interest in and support for convening a national-level conversation – to be led by the government of Nepal – to discuss and agree on next steps to scale up early action. A roundtable workshop was held in April 2022, facilitated by the Red Cross and UN partners, to help identify opportunities and obstacles around anticipatory action. As a result, Nepal's Disaster Management Authority signaled its interest in establishing foundations for greater in-country coordination with all governmental and non-governmental partners by setting up a dedicated unit on anticipatory action to provide technical guidance and strategic direction to organizations that are working or plan to work in this area.
- The Regional Roadmap on Forecast-Based Financing and Anticipatory Action for East Africa aims to support efforts to scale up the implementation of anticipatory action in the Inter-Governmental Authority on Development (IGAD) region. Its goals include establishing a regional technical working group on anticipatory action and developing additional resources for member states, as well integrating anticipatory action into government disaster risk-management and financial systems. The Roadmap was developed by several REAP Partners – FAO, IFRC, and WFP – with input from the REAP Secretariat. This enabled closer engagement with ICPAC, an IGAD agency, and has led to a stronger articulation of regional bodies' priorities and needs, including in relation to initiatives such as Early Warnings for All. This relationship with ICPAC has also strengthened REAP's connections with the African Union (AU). This in turn lead to exchanges between the REAP Secretariat and the AU on specific and contextual financing needs for early action at the regional level.
- Most recently, REAP and the Asian Disaster Preparedness Center (ADPC) have initiated a collaboration around government-led disaster risk finance (DRF). Following a joint exploration phase on this topic, ADPC joined REAP in March 2023 and is now working with the Secretariat and others to support ADPC member states in taking stock of their existing DRF capacities and potential. This collaboration aims to support a demand-led approach to developing DRF instruments as well as connecting ADPC member states to REAP Partners to help mobilize and implement financing for early action.

### **REAP's marketplace approach enables collaboration among Partners, while varied views on its design and purpose exist**

REAP's third driver of change is establishing a space for collaboration and matchmaking between Partners, with the aim of “connect[ing] and scal[ing] up existing efforts on early warning-early action by diverse actors” (this is referred to as the “REAP Marketplace” in the REAP “Framework for Action,” among other documents).

Interviews revealed different interpretations of what this Marketplace entails, and also what Partners expect from it. For some, the Marketplace should be a (online) platform for matching Partners who are planning early action activities with donors. Others

understand the Marketplace less as a technical solution for matchmaking and more broadly as the sum of opportunities created via REAP to enable intentional networking among Partners, or the development of joint activities. Over the course of the Partnership Stocktake, it has become evident that stakeholders are not aligned on the scope and purpose of the REAP Marketplace, and that this third driver of change remains less concrete and less tangible overall.

However, the REAP Secretariat has made a number of efforts to shape the REAP Marketplace against the backdrop of available resources and Partner needs:

- In June 2021, the REAP Secretariat conducted a review of its “Marketplace” offerings, outlining and emphasizing its role in coordinating activity around early action, and once again stating that it would not prioritize the task of creating an online platform to match funding requests with offers. According to the REAP Secretariat, this approach is “intentional, seeking to bridge the gap between the expectations of some Partners, and what is feasible and adds value within the resources available to the Partnership and Secretariat.”
- Simultaneously in 2021, the REAP Secretariat established a Marketplace Working Group to connect diverse actors and provide a dedicated space to brainstorm, identify trends, and use the network and its collective intelligence to identify new opportunities.

Overall, as one member of the Secretariat explained, the REAP Secretariat’s steering of the Marketplace is “light touch”; the Secretariat maintains a noticeboard of opportunities<sup>18</sup> and posts what it is “aware of in terms of funding mechanisms that people can go and look into and see if it matches what the organization is working on.” In this way, the ‘physical’ REAP Marketplace at the moment is essentially an offering that largely depends on Partners actively engaging with other REAP members, using their shared membership as a springboard for joint action.

Although it may not be possible to attribute the below outcomes to a specific ‘Marketplace’, several examples illustrate how REAP has facilitated collaboration and fostered organic interactions among its members, resulting in concrete outcomes. These include developing knowledge products, identifying gaps and opportunities, and initiatives related to scaling early action:

- REAP members worked jointly to identify good practices related to developing concrete early warning and early action activities, using institutional or country-related examples. This collaborative effort across REAP Partners produced three short case studies designed to showcase how bringing diverse actors together can drive high-impact activities.
- The REAP Secretariat is actively collaborating with experts from across Partner and external organizations to develop a public resource that will guide users on the constituent elements of a comprehensive early warning early action system. This guide will serve as a resource for facilitating greater understanding across stakeholders, and enable REAP to hold more nuanced conversations with both existing and prospective Partners.
- REAP convened Partners to jointly provide feedback on reports or strategy documents written by stakeholders involved in early warning and early action. This included feedback and comments on, among others, UNDRR’s *Words into Action Guide to Multi-Hazard Early Warning Systems*; the Green Climate Fund’s *Climate Information and Early Warning Systems*; and CREWS’s *Operational Procedures for People-Centered Risk-informed EWS*.
- In addition, on behalf of the Partnership, the REAP Secretariat has been working to enable Partners’ involvement in supporting the Early Warnings for All initiative

and all lead agencies for the initiative are now REAP Partners. In this way, REAP has successfully established connections between experts in relevant topics and the Early Warnings for All initiative, effectively matching the expertise required for operationalizing early warning systems.

- The Marketplace Working Group identified a need to better integrate the views and needs of at-risk groups into the design of early warning and early action activities. As a result, REAP established a new Risk Communication Working Group in April 2022 to ensure that the needs of the most at-risk groups continually inform the design and delivery of early warning systems. REAP Partners then developed and implemented regional engagement strategies on early action for the Caribbean, East Africa, and Southeast Asia and the Pacific.



# 3 A Number of Strengths Account for REAP's Success

REAP's added value and tangible accomplishments can be traced back to several key elements, which together represent REAP's strengths. The interviews, the survey, and our analysis of REAP's activities enabled us to identify that: 1) REAP is an effective convener and honest broker; 2) REAP's high-reaching targets signal urgency and ambition; 3) a growing Partnership of committed Partners continues to attract new members; 4) strong connections across the relevant early warning and early action initiatives amplify REAP's goals; 5) valuable knowledge products shape policy and practices; and 6) REAP's effective Secretariat provides much more than a simple support function.

While none of these elements is sufficient in itself to account for the different contributions REAP has made to strengthening early action, the combination of these mutually reinforcing strengths explains REAP's success and value. Partners are more likely to engage with REAP if they align on mutually agreed targets and see that other Partners are also committed. REAP's diverse membership is the result of its Secretariat seeking out those stakeholders most relevant to driving its mission forward and then lobbying for their participation. REAP's knowledge products only have impact when its Partners see their value, use them, and advocate for changes in practice, both within their own organizations and among others.

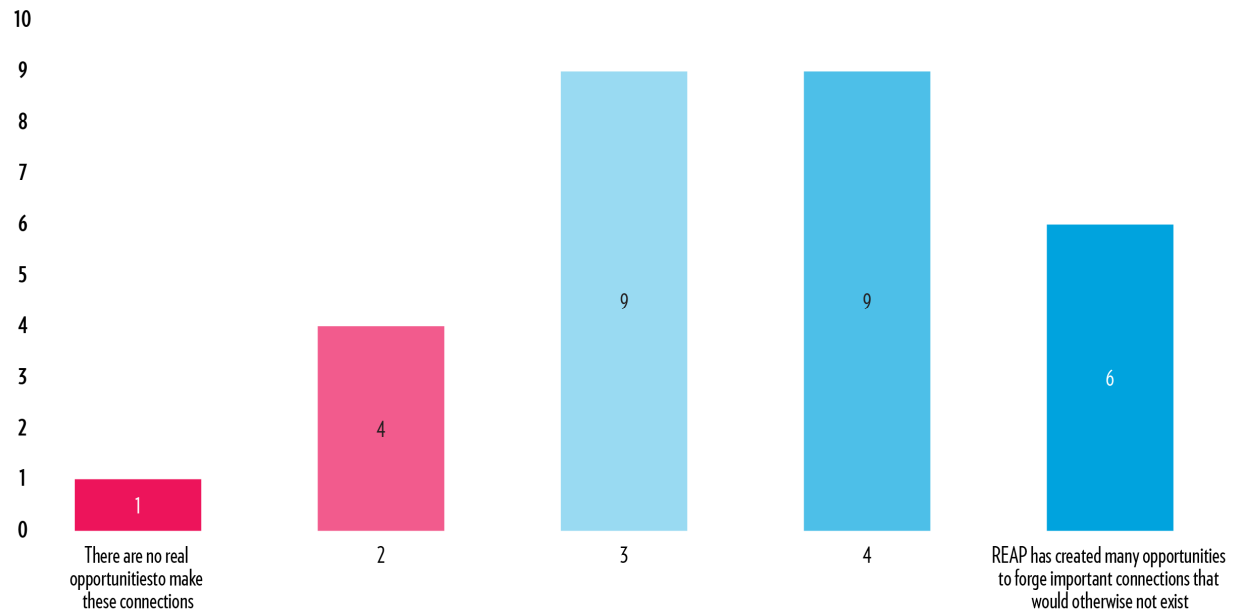
## **REAP is an effective convener and honest broker**

The Partnership received considerable praise, both in interviews and in the survey, for its effectiveness as a convener. Interviewees consistently highlighted REAP's ability to "bring together" a community of practitioners, experts, and diverse stakeholders from different sectors as one of its most significant contributions to enabling early warning and early action at scale. This theme resonated across the responses survey respondents gave when asked to identify REAP's most important contribution. These responses emphasize the Partnership's role in fostering collaboration and knowledge sharing among stakeholders.

Closely related to this is the idea of building a network and creating networking opportunities. Some interviewees see REAP as a very effective place for Partners to connect and forge networks, giving them access to other organizations that would otherwise be more difficult to obtain. In particular, the monthly partnership meetings were valued by many Partners. One interviewee highlighted REAP's role as a connector: "It's like the oil in the machinery; it's the conversations that are much more easily had, the doors that are opened, and sort of the softer diplomacy skills or the [...] things that are maybe harder to measure, but the networks, the partnerships that have been made." For another interviewee, REAP is "the only multi-partnership mechanism existing as of now where we have such a specific focus with multiple organizations engaged, as well as a good level of political backing from member states who are also important for us, and hence it is good to be visible in that space as well."

The survey confirms these perceptions of REAP as a place where Partners are given many opportunities to make relevant connections with other REAP Partners, which enable greater collaboration (Figure 2).

**Figure 2: Views on Opportunities for Connecting With Other Partners Through the REAP Network**



Source: Partnership Stocktake survey

Interviews highlighted two aspects in particular as contributing to REAP’s effectiveness as a convener. First, several interviewees described REAP as a neutral actor that prioritizes advancing the issue of early action over promoting specific self-interests. One of the interviewees from the Secretariat also recognized that REAP has “no skin in the game,” meaning it does not compete for funding and is not bound by specific positions or expectations that may be driven by resource-oriented interests. While REAP does have its own interests, such as promoting early action on a broader scale and garnering attention, interviewees perceived these as distinct from the interests of stakeholders with more resource-oriented objectives. Second, REAP received praise for its accessibility and positive culture: “I find it very accessible. So if you are kind of looking for collaboration or reaching out to people, it feels like everyone’s [...] working towards the same thing and very eager to engage with each other.”

That said, a number of interviewees also remarked that while REAP has created an environment that enables Partners to work together, true cross-sectoral collaboration is still in its infancy. As one interviewee put it, REAP “has not been able to bridge different communities properly. I would say they’re able to bring them together on one platform.”

### **High-reaching targets signal urgency and ambition**

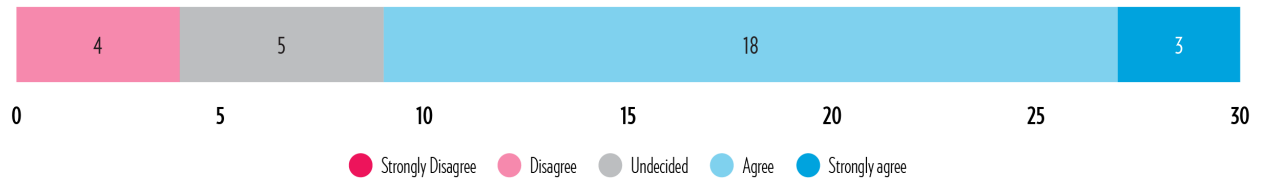
The Partnership has four ambitious targets to achieve by 2025: 50 countries will have adopted comprehensive risk management approaches to reduce climate change impacts (target 1); 1 billion more people will be covered by early action plans (target 2); US\$ 500 million will have been invested in early warning systems that target early action at the community level (target 3); and 1 billion more people will be covered by new or improved early warning systems (target 4).

Some interviewees criticized the targets as unrealistic for a partnership that has no independent means of implementation and is fully dependent on actions taken by its

Partners to achieve its goals. Those with a historical memory of how the REAP targets were developed also felt that this happened “in a real hurry” (see chapter 5 for further details on the targets).

However, the survey data show that an overwhelming majority of respondents see the four targets as well suited to bringing attention to and achieving early action on a broader scale: 21 respondents either agree or strongly agree that REAP’s four targets are the right goalposts for enabling early warning and early action at scale, while only 5 are undecided, 4 disagree, and none disagree strongly (Figure 3).

**Figure 3: Level of Agreement Among Survey Respondents That REAP’s 4 Targets Are the Right Goalposts for Enabling Early Warning and Early Action at Scale**



Source: Partnership Stocktake survey

According to the interviewees, REAP’s targets have had positive effects on its way of working as well as external perceptions of the Partnership:

- Motivation and focus: The four targets give the REAP Secretariat a clear sense of purpose and direction, and enable it to rally the Partners around a common goal. Having clear targets helps encourage Partners to invest time and energy in seeking ways to achieve them. One interviewee framed the effect as follows: “Having your target be time-bound, specific so that people have something to work on, or work toward, instead of just talking about it. I think that’s critically important.” One donor representative suggested that “REAP has a mission that is more crisp than partnerships sometimes have, and so it’s easier to stay on point.” The interviewees thought that four targets was the right number – not overly restrictive, but also not arbitrary.
- Innovation and learning: Interviewees also feel that the four targets spur learning and reflection on REAP’s progress and approaches within the Secretariat, since they are so ambitious that a static approach is unlikely to be sufficient. While REAP’s high-reaching targets are not the only catalyst, interviews suggest that they contribute to a culture of sharing knowledge, seeking opportunities, and adapting to an evolving environment, leading to a resilient Partnership that builds connections with those individuals and organizations most relevant to achieving REAP’s targets.
- Stakeholder engagement: Additionally, a number of interviewees think that REAP’s targets attract the attention and engagement of various stakeholders, including donors. The four targets were meant to signal REAP’s commitment, vision, and ambition, thus making it more appealing for external entities to align and collaborate with the Partnership, and to ensure that it grows.
- Collaboration and partnerships: Finally, interviewees believe that the ambitious nature of the targets drive the underlying idea of the Partnership, since they can only be achieved through collaboration and shared practices across different sectors. This requires donors to deliver more complementary financing across

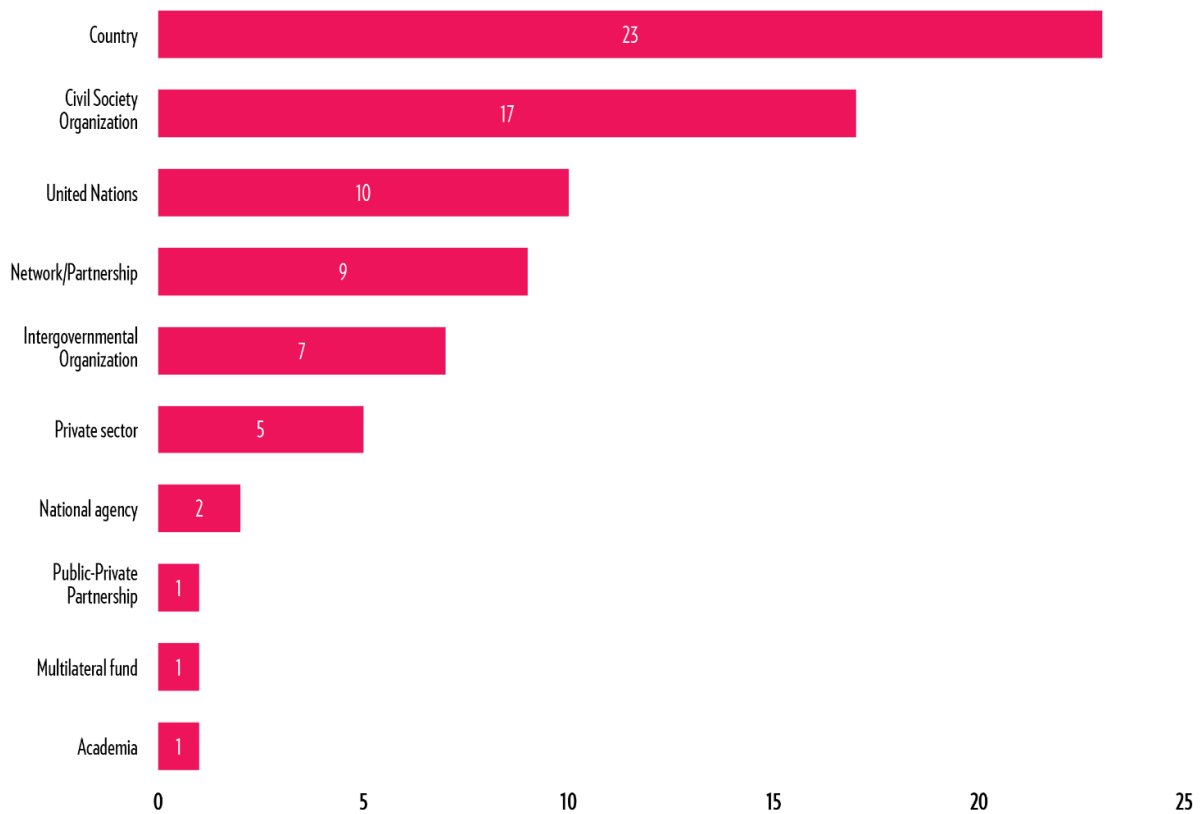
budget lines, implementing partners to jointly develop their programs to advance early action, and various members to advocate for policy alignment.

### A growing partnership continues to attract new members

As of March 2023, REAP counted 76 organizations as members of the Partnership, 34 of which were founding members. After only a small increase in new Partners joining REAP in 2020 (6 Partners), interest in becoming a Partner increased substantially in 2021 (20 new Partners) and 2022 (12 new Partners). At the assessment date, 2023 had seen a similar growth trajectory as 2022, with 4 new Partners joining by March 2023. For one interviewee, REAP’s “tremendous and rapid growth” is clear proof that the Partnership “is relevant and timely, and important for many.” While this sentiment links REAP’s growth to relevance, it is difficult to determine whether this is universally valid for all types of Partners and the sectors they represent. For instance, interviewees have hinted that REAP’s relevance is less pronounced for humanitarian actors seeking exchange on the technical aspects of anticipatory action, since the Anticipation Hub is well recognized in this area. On a policy level, however, one donor with a large humanitarian portfolio praised REAP for its advisory function.

Overall, REAP has managed to attract a fairly diverse set of Partners when it comes to types of Partners and the sectors they represent (Figure 4).

**Figure 4: Distribution of Partners by Category as at March 2023**



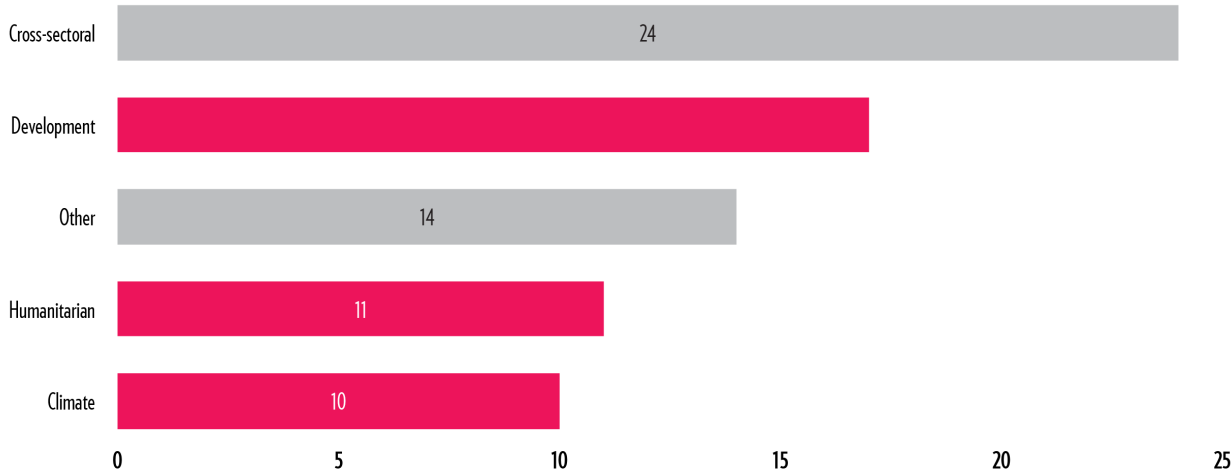
Source: REAP membership directory

Analyzing REAP’s own membership directory, “countries” (represented by relevant national ministries, for example) and civil society organizations are by far the two largest member groups, but REAP is not restricted to these two. Among its Partners are

also many UN agencies closely involved in some form of early action activity, and many networks and other partnerships – such as the Anticipation Hub, the Global Resilience Partnership, and the Start Network – are members as well. Private sector organizations are also represented, although there are comparatively few.

REAP’s Partners are also fairly evenly distributed across the main sectors with which REAP seeks to engage (Figure 5). There are 17 Partners from the development sector, 11 from the humanitarian sector, and 10 from the climate sector; 24 Partners are cross-sectoral, and 14 do not fit into these distinct categories (for instance, insurance providers and Hydromet agencies).

**Figure 5: Distribution of Partners by Sector as at March 2023**



Source: REAP membership directory

Overall, REAP has managed to attract a large set of influential stakeholders from across sectors, all of whom are actively engaging and using REAP as a platform to shape early action policy and practices. A number of interviewees commented positively on different Partners’ levels of engagement, saying that they perceive the Partnership as very active. Furthermore, the interviewees highlighted this large and engaged membership as one of REAP’s key strengths, because it enables the Partnership to a) capture and synthesize different viewpoints, policy positions, and learnings into a coherent policy approach for which to advocate; b) feed back policy positions and good practices on early action to its members, who can themselves become advocates for these positions; and c) signal the legitimacy of REAP’s advocacy agenda to those outside the Partnership, increasing the chances of broader buy-in to that agenda.

**Strong connections exist across relevant early warning and early action initiatives**

REAP operates within a dynamic landscape of initiatives focused on advancing early warning and early action, including the Anticipation Hub, the Climate Risk and Early Warning Systems (CREWS) Initiative, the Green Climate Fund, the Global Shield, and the Early Warnings for All initiative.

While REAP is itself influenced by these initiatives, both the interviews and our analysis of REAP’s connections highlight its strong engagement with key players in the broader ecosystem and its ability to provide technical expertise that is instrumental in raising early action’s profile:

- Anticipation Hub: The Anticipation Hub is one of REAP’s Partners, and REAP is also a formal member of the Anticipation Hub. To delineate their respective areas of work, both initiatives have agreed on a coordination document and also hold monthly coordination meetings to exchange information, align activities, and agree on common priorities.
- InsuResilience Global Partnership (IGP)/Global Shield: REAP was not an official partner of the InsuResilience Global Partnership (now the Global Shield), but it has actively participated in its Integrated Approaches Working Group. IGP and REAP also agreed a written Understanding of Cooperation that detailed areas of common interest. In collaboration with the Anticipation Hub, the REAP Secretariat previously co-chaired the Sectoral Community on Linking Risk Financing and Anticipatory Action, which was launched in March 2021. Notably, one member of the REAP Secretariat was one of the editors of a think piece published by the Sectoral Community on how to link anticipatory action with risk financing<sup>19</sup>.
- Early Warnings for All: The REAP Secretariat is actively engaged in this new initiative, and the lead agencies on all four pillars are REAP Partners. REAP helped to convene an Early Warnings for All Advisory Group, which provided expert advice from diverse perspectives to the WMO/UNDRR consultant who laid the groundwork for the “Early Warnings for All Executive Action Plan.” REAP also directly supports ITU and IFRC in their respective roles as lead facilitators of the initiative’s Pillar 3 (on warnings and communication) and Pillar 4 (on preparedness and response). Moreover, REAP has supported the collaboration between the different pillars of the Early Warnings for All initiative and regularly offers introductions to external stakeholders. The REAP Secretariat continues to be closely involved in the initiative and actively seeks opportunities to share and consolidate the diverse perspectives of its Partners within the Early Warnings for All framework.

These connections – as well as those with other initiatives dedicated to early warning and early action – enable REAP to enhance its advocacy for risk-informed and people-centered early action, actively contributing to shaping approaches within the broader landscape of initiatives. Importantly, REAP provides the opportunity to feed shared ideas and expertise into these different high-level initiatives, something many of REAP’s individual Partners rarely have the opportunity to do by themselves.

Even though REAP’s active involvement in these initiatives does not automatically translate into adoption of the positions for which REAP advocates, its close proximity to these other initiatives is a necessary condition for influence.

### **Valuable knowledge products help to shape the debate on early action**

REAP has released a series of reports and documents that have garnered praise from interviewees for expanding the knowledge base on early action and advancing the debate on how to enhance it. In particular, interviewees highlighted the *Glossary of Early Action Terms: 2022 Edition*, the two *State of Play* reports, and the *Finance for Early Action: Tracking Commitments, Trends, Challenges and Opportunities* report as key knowledge products that help to raise awareness among donors and implementers on the importance of early action.

One donor representative mentioned that the *Glossary*, for example, has become the go-to resource in internal discussions, particularly when it comes to defining early action and explaining the nuances of related concepts and approaches to other colleagues, which in turn facilitates a shared understanding of early action within different branches of government. Other interviewees also noted that the *Glossary* plays an

important role in helping to harmonize understanding around early action and reducing the complexity that surrounds early action for those seeking to enter the field.

*Finance for Early Action* also received positive feedback, both for its content and because it has helped to structure two roundtables facilitated by Wilton Park, where donors and implementing organizations discussed how to take the report’s recommendations forward and how to align them with other major early action financing initiatives, such as the new Global Shield.

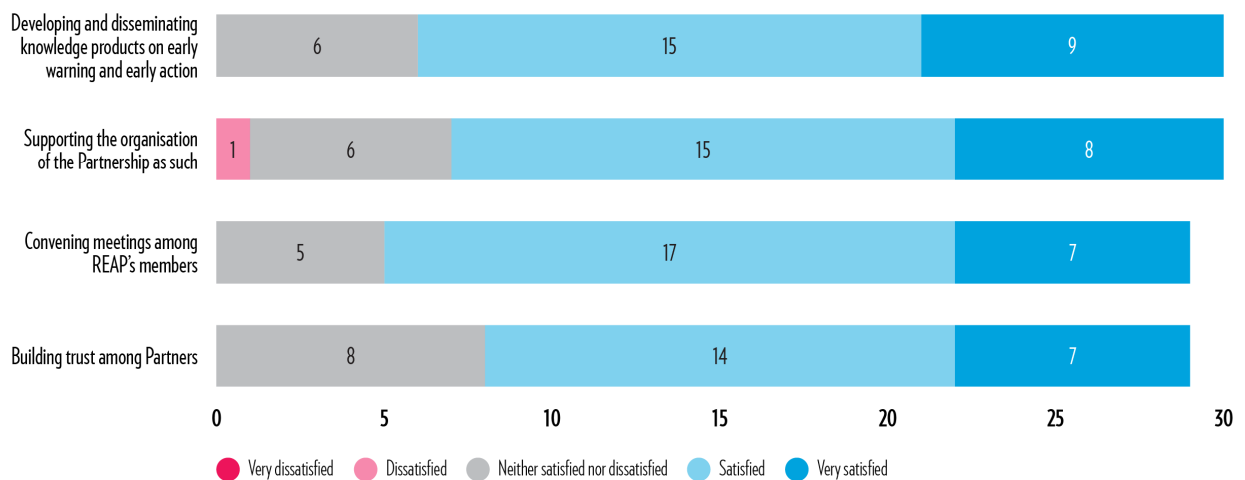
### **An effective and dedicated Secretariat drives the Partnership forward**

A recurring theme in most of the interviews was that the REAP Secretariat is widely recognized for its excellent work. It is seen as highly effective, actively engaged, dedicated to REAP’s mission, and responsive to new developments – particularly given its small size. One interviewee eloquently captured this general sentiment: “I’m very impressed by the Secretariat. [...] How much they do with how few people they are. And I like this idea of them being open to challenging questions.”

Overall, many interviewees believe the Secretariat plays a significant role in REAP’s overall success and is a key driver of the different strengths outlined above, whether brokering connections across communities that otherwise often work in silos, actively engaging across relevant early warning/early action initiatives, or steering the development of new knowledge products that advance thinking and practice on early action and establish REAP as a thought leader in this area. Interviewees also frequently characterized the Secretariat as very cost-effective and good value for money, given its small size and many outputs.

Having asked REAP members to rate the Secretariat’s work in building trust among Partners, convening meetings, managing the Partnership as such, and developing and disseminating knowledge products on early warning and early action, the Partnership survey confirms this overall positive view of the Secretariat’s work (Figure 6). The survey respondents are overwhelmingly either satisfied or very satisfied with the Secretariat across all of these aspects.

**Figure 6: How do you rate the work of the Secretariat on the following aspects?**



Source: Partnership Stocktake survey

Beyond the Secretariat’s actual work, we also asked survey respondents whether they are satisfied with the composition of and skills present in the REAP Secretariat. All the

survey respondents who answered this question said they were satisfied. However, one interviewee shared a more critical perspective, remarking that the Secretariat is “very European, white male,” and as such reflects the Partnership itself, which another interviewee called “Western-dominated” (see chapter 5 for a more in-depth discussion of this topic). On the question of whether “REAP’s organizational setup (e.g., a small secretariat) is able to provide the intended support functions for the Partnership,” 18 survey respondents agreed or strongly agreed that it is, whereas only 5 disagreed or strongly disagreed. Despite some critical voices throughout, the REAP Secretariat receives high praise overall for its management of the Partnership.



# 4 REAP Needs to Address a Number of Critical Challenges to Fully Leverage Its Strengths

Despite the many contributions to scaling early action and the distinct strengths of the Partnership, REAP faces several critical challenges which have prevented the Partnership from reaching its full potential. These include issues related to the Partners' diverging interests and priorities, the Partnership's unclear focus and value proposition, the limited diversity of its membership, the Secretariat's limited capacity to address all demands, and an approach that is at times too process-centric and not focused on results.

Most of these challenges reflect the normal growing pains of a dynamic initiative. The Partnership only started at the end of 2019, had its inaugural Governing Board meeting on December 1, 2020, and formally launched its "Framework for Action" in early 2021. It had to adapt to a quickly changing environment as well as to a rapidly growing number of members who have different expectations of REAP.

Addressing the different challenges detailed below will be essential for REAP to reach its full potential in driving change in the field of early action. Importantly, many of the issues outlined here are within REAP's sphere of influence and can be addressed with leadership from REAP's Governing Board and Secretariat.

## **Partner interests and priorities diverge**

The global early action landscape has evolved quickly, especially over the last two years, as new initiatives such as the Global Shield and Early Warnings for All were created. At the same time, many of the important early action stakeholders are driving the agenda of early action based on their respective mandates and particular strategic priorities. In such a dynamic environment, members' expectations of REAP and its role and priorities unsurprisingly diverge – and also change, given that new initiatives create new opportunities and offerings for the different stakeholders (see Chapter 5 for a detailed discussion of this).

With regard to REAP, some Partners, for example, see REAP's coordination function as the core priority, while others identify its role in brokering collective commitment to early warning and early action, its role as an information hub, knowledge platform, or early action project matchmaker as the core priority or primary focus of the Partnership. For instance, one survey respondent thinks that REAP is best placed to "facilitate collaboration to develop shared, coherent programming and project frameworks based on the evidence and expertise of REAP." A number of survey respondents also see "a bigger engagement at the regional level" as a priority for REAP.

Other Partners, by contrast, see resource mobilization and financial matchmaking as a (future) key priority for REAP. This could range from the Partnership offering its members information on potential funding opportunities and decision-making processes to REAP providing a platform through which Partners can access resources for joint projects. The notion of resource mobilization as one of REAP's main priorities was also seen as a potential source of disengagement by some Partners in case it does not materialize since "some agencies may not see the value [REAP] brings without the finance support it promised." This is not unrealistic since some of REAP's Partners are heavily dependent on donor funding. Along these lines, one survey respondent also suggested that REAP ought to help "attract investments to countries and regions." Yet

another stream of Partner interest and priorities circled around collective advocacy, for instance through joint campaigns. Others saw all of the above as REAP's priorities.

These many diverging visions mean that REAP has a very difficult task to accomplish in (re-) setting its priorities to the satisfaction of the Partnership as a whole, in particular given that the Secretariat also has to respond, at least to some extent, to singular Partner interests. The different visions outlined here would also require different types of expertise and technical capacity from REAP.

### **REAP's focus and value proposition are not clear enough**

Many interviewees felt that the Partnership's priorities and what it seeks to focus on as means to reach its targets were unclear, and that REAP tries to fulfill many functions at the same time – which is unsurprising, given the diverging priorities Partners are attaching to the Partnership, as outlined above. While almost all the informants who participated in the interviews and the survey value REAP's role as a convener and its ability to connect different stakeholders, many also suggested that REAP lacks a clear, sharp value proposition – or is at least not communicating it effectively.

One issue is the way REAP communicates its role. Currently, the four overarching targets of the Partnership are the primary tool to communicate what REAP is about. On the one hand, the targets add value because they demonstrate ambition and remind Partners of the impact they seek to achieve, both jointly and as members of the Partnership. On the other hand, the targets do not adequately communicate REAP's contribution to making “1 billion people safer from disaster,” given that the Partnership is not operational and does not have funding to implement. The REAP Secretariat has additionally identified how it seeks to address the Partnership's “drivers of change,” but beyond references in REAP documentation, this approach seems not (yet) clearly visible to Partners or external stakeholders.

Without defining clear strategic priorities and identifying REAP's distinct contribution, the Partnership risks getting lost amidst the “noise” generated by the various other initiatives involved in early action. Many interviewees would therefore welcome a scenario in which REAP defined clearer priorities that enable it to find a distinct space in the broader landscape of such initiatives.

### **REAP does not have sufficient capacity to do it all**

In an environment in which other initiatives try to promote early warning and early action as well, being the go-to partnership for any one of the functions mentioned above requires specialized capacities and products. REAP's current, lean Secretariat and the voluntary inputs provided by the Partners are not sufficient to deliver all the various roles outlined above. One survey respondent remarked that the REAP Secretariat's engagement “on concrete actions beyond knowledge sharing has been quite sparse,” and that “more staff are needed to ensure that [the] REAP Secretariat has the capacity to follow up on potential connections and have more bilateral engagement with Partners.”

Some Partners suggested that REAP would benefit from a more diverse composition of its Secretariat and governing bodies, for example, if it wanted to increase its focus on bringing in Partners from the global South and from community-based organizations. By contrast, if REAP wanted to increase its contribution to global advocacy and coordination, one interviewee suggested that it would benefit from more high-level diplomatic experience and status. Another interviewee highlighted that if REAP aims to engage more Partners at the country level, then this would necessitate allocating

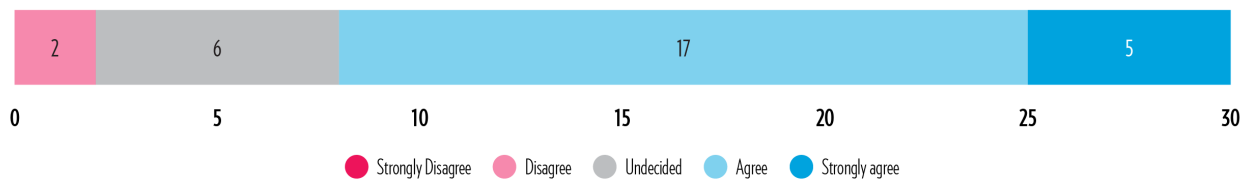
resources at that level. This could involve providing funding support to local Partners or establishing Secretariat outposts to enhance the Partnership’s presence and activities in specific countries.

### REAP lacks adequate representation from the Global South

While the continuous growth of the Partnership is a sign of REAP’s relevance and can be seen as an indicator of success, survey respondents and interviewees have voiced criticism of the composition of REAP’s membership. While more than two-thirds of the survey respondents think that the Partnership is inclusive and offers a forum for diverse stakeholders (Figure 7), only 14 out of 30 survey respondents believe that the membership base is appropriate to achieve REAP’s targets (Figure 8).

**Figure 7: The Partnership is inclusive and a forum for diverse stakeholders.**

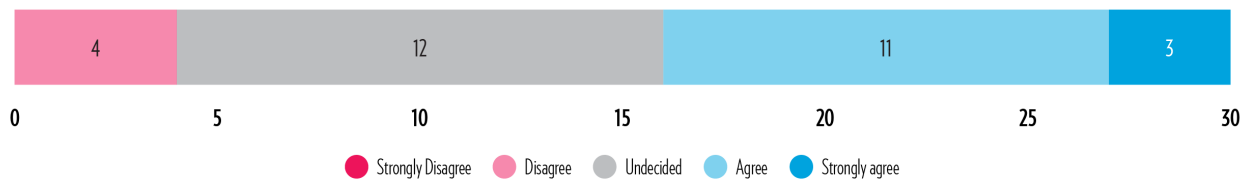
The Partnership is inclusive and a forum for diverse stakeholders.



Source: Partnership Stocktake survey

**Figure 8: REAP’s membership base is appropriate to achieve REAP’s targets.**

REAP’s membership base is appropriate to achieve REAP’s Targets.



Source: Partnership Stocktake survey

Two stakeholder groups in particular are not well represented in REAP. Currently, REAP has only a few members from developing countries. Only 2 of the 23 country members are low-income countries, and only 4 of the 53 member organizations (excluding countries) are headquartered in Africa, for example. REAP also has little participation from community-led organizations or umbrella organizations representing community-led organizations. REAP currently has no community-led organizations as partners, and out of the 17 civil society organizations, 16 are operating globally and 1 has a regional focus. One survey respondent suggested that the lack of “engagement from climate-vulnerable countries and small-medium sized organisations, particularly those from the Global South,” is REAP’s biggest challenge because “these actors have the most potential to contribute in terms of expertise, evidence, and delivery. However, they are less likely to have the time to engage in the various forums (working groups, Board, etc.)”

Overall, REAP lacks representation from the Global South, which constrains its ability to integrate the perspectives and demands of those most in need of early action, as well as to represent community perspectives systematically and credibly. This gap is particularly problematic considering REAP’s claim that it wants to promote people-centered early action. Many interviewees note the lack of diversity in REAP’s working groups in particular, in which mainly global or “Western” stakeholders participate. Many interviewees felt that this lack of representation of those most in need of early action was one of REAP’s key challenges. Unsurprisingly, some respondents referred to the Partnership as suffering from a Western-, donor-, and UN-centric bias.

This is not news. The REAP Secretariat is very aware of this problem and has been trying to address it. Yet the REAP Secretariat’s efforts to include Southern-based networks and organizations have met with difficulties, as these potential partners often face resource constraints and have limited availability to participate fully in the Partnership’s activities, and neither REAP nor its Secretariat has arrived at a solution to support these stakeholders in overcoming such barriers. The issues of limited time and resources to actively engage in the different REAP activities was a common theme across survey respondents’ answers to the question of why their organization has not engaged with REAP, or has only engaged to a limited or moderate extent. An interviewee from a UN organization highlighted that another underlying reason for this pattern could be that REAP is not primarily an operational partnership, and Southern Partners may find it more relevant to engage with initiatives that offer direct access to funding.

### **Some of REAP’s working groups focus more on process and less on results**

While most interviewees praised the REAP Secretariat for its quality and effectiveness, they also criticized some of the working groups for being overly process-oriented and not sufficiently focused on results. This criticism, while not applicable to the same extent across all of REAP’s working groups and not universally shared among all Partners, honed in on several more general aspects:

- Overlaps and redundancies with the working groups of various other initiatives: Several other recent initiatives on early warning and early action also involve working groups. Some of these overlap thematically with REAP’s working groups. Some interviewees report that the working groups can feel like “echo chambers” because they discuss similar topics with similar participants in different initiatives. This redundancy is inefficient and can cause confusion. Many interviewees therefore recommended reducing the number of working groups REAP has and defining clearer objectives for them in a way that ensures that the discussions complement those of other initiatives. This would also create incentives for Partners to engage more actively in REAP’s working groups, as they would then provide a unique offering and focus not found elsewhere.
- Insufficient focus on results: Some interviewees also felt that many working group sessions focused on information sharing and did not lead to tangible results. They noted a tendency among participants to showcase their own achievements when sharing information as opposed to more technical-level discussions on specific aspects. Interviewees in turn recommended greater participation by technical experts as well as introducing more engaging formats that encourage critical conversations – for example, on the obstacles or hurdles Partners encounter and how they can be addressed, or on the gaps in the collective effort and how these could be bridged. Some Partners also worried that REAP might not be sufficiently prepared to hold Partners accountable on critical issues because the initiative needs to protect its relationships with important actors at the global level. In addition to encouraging more frank discussions, some interviewees suggested focusing

working groups on concrete products or joint initiatives, using more innovative facilitation methods to deliver more tangible outcomes.

- Inadequate participation and engagement: The perception that there is a proliferation of working groups and a lack of tangible outputs, as noted above, has had a negative effect on attendance at and levels of engagement in some of the working groups. For one interviewee, this is a direct consequence of the limited results achieved by one working group so far. Other Partners report that they simply struggle to find time to participate in all the groups. With limited capacities, their primary focus is on implementing their projects and delivering on commitments they have made. This limits their ability to actively engage in discussions that could benefit the Partnership as a whole. Regional bodies and networks based in the Global South find it particularly difficult to find the necessary time and resources to participate actively, contribute to developing products between meetings, or get involved in co-chairing meetings. Limited participation and engagement in turn make the working groups less effective and make it harder for them to deliver tangible outcomes.

# 5 Up Next? Choosing REAP’s Future Niche

The findings presented so far show that REAP has drawn on its strengths to make important contributions to scaling early action and to deliver on its ambitious targets. However, REAP also faces a number of issues that challenge its current approach. Taken together, the findings on contributions, strengths, and challenges suggest that REAP could continue to play an important role beyond 2025, but that it needs to address the limitations outlined in the previous chapter head-on while finding a suitable role and focus for itself in a dynamic environment.

## A dynamic environment creates both opportunities and challenges for REAP

Considering that REAP operates within a dynamic, growing ecosystem of initiatives and processes focused on early warning and early action, it is important to assess REAP’s future role and focus not purely based on its own strengths, but in the context of the broader environment and the opportunities and challenges this creates for REAP. Crucially, the current ecosystem of early warning and early action is different from the one that existed when REAP was initiated in 2019. It has become, as one Partner suggested, a highly fragmented field with “a plethora of new initiatives”, which warrants a closer analysis of some key stakeholders and their offerings (see Table 1).

**Table 1: Overview of Key Initiatives and Processes Related to Early Warning and Early Action (selection)**

<b>Year</b>	<b>Initiative</b>
2015	Sendai Framework for Disaster Risk Reduction
2015	Paris Agreement under the United Nations Framework Convention on Climate Change
2015	International Network for Multi-Hazard Early Warning Systems (IN-MHEWS)
2015	The Climate Risk and Early Warning Systems Initiative (CREWS)
2017	InsuResilience Global Partnership for Climate and Disaster Risk Finance and Insurance solutions
2018	Global Commission on Adaptation (discontinued)
<b>2019</b>	<b>REAP</b>
2019	Santiago Network (for Loss and Damage)
2019	HydroMet Alliance
2020	Anticipation Hub
2021	G7 (Financial Commitments to early action and losses and damages)
2021	High Level Climate Champions Race to Resilience
2021	Global Risk Modelling Alliance (GRMA)
2021	Systematic Observations Finance Facility (SOFF)
2022	Early Warnings For All
2022	G7 (Statements on Anticipatory Action)
2022	Global Shield against Climate Risks
2022	Sharm el-Sheikh Implementation Plan under the United Nations Framework Convention on Climate Change
2023	G20 Disaster Risk Reduction Working Group
2023	Transitional Committee (on the operationalization of the new funding arrangements and fund for responding to loss and damage)

The purpose of the Partnership Stocktake is not to undertake a comprehensive and exhaustive analysis of the entire landscape of early action initiatives and processes. Such an analysis may be required after the Stocktake concludes, as REAP further considers what function it could perform in the future. At this juncture, we have selected three initiatives dedicated to early warning and early action for further examination, as they were launched after REAP, have a (partial) thematic overlap with REAP, and also draw significant attention from different stakeholders relevant to REAP. They are the Anticipation Hub, which is closely linked to the humanitarian community; the Global Shield against Climate Risks, a new initiative highly relevant for the climate community; and the recent Early Warnings For All initiative, which was launched by the UN Secretary-General in March 2022 and has attracted particular attention from UN agencies and donors alike. All three were frequently mentioned in interviews as particularly relevant to REAP, creating both opportunities and challenges for the Partnership.

While these are not the only initiatives relevant to greater early action and REAP is already contributing to them in different ways, they share some similarities with REAP's mission and approach, and are thus important variables that should be taken into account when discussing and deciding on REAP's future directions.

### **The Anticipation Hub**

Launched approximately one year after REAP, the Anticipation Hub, led by the (German) Red Cross, serves as a technical forum dedicated to advancing anticipatory action within the humanitarian field.<sup>20</sup> Operating in close partnership with the REAP Secretariat's host, the International Federation of Red Cross and Red Crescent Societies (IFRC), the Anticipation Hub focuses on knowledge exchange, learning, guidance, and advocacy related to anticipatory action. Since its establishment, the Anticipation Hub has successfully positioned itself as the leading global initiative in anticipatory action from a humanitarian perspective. Notably, some interviewees indicated that the Anticipation Hub has gained more relevance for humanitarians than REAP has, as it provides a thriving platform for experts to connect on a technical level and facilitates a variety of global and regional exchanges specifically focused on anticipatory action.

The strengths of the Anticipation Hub in advancing early action from a humanitarian perspective present an opportunity to recalibrate and sharpen REAP's focus and offerings. One survey respondent remarked that such a recalibration would be very important, since "collaboration with the Anticipation Hub" is REAP's biggest challenge at the moment. On the one hand, REAP is well placed to complement the strengths of the Anticipation Hub by playing to its own strengths in mobilizing governments and influencing policy around people-centered early action. On the other hand, the fact that the Anticipation Hub continues to attract the attention of humanitarians interested in early action presents an opportunity for REAP to further emphasize its intention to engage with the development and climate communities, and to position itself as an effective translator capable of framing the topic of early action in ways understood and appreciated by the different communities. For example, one of REAP's current focus areas is broadening funding for early action beyond the humanitarian community, as outlined in its *Finance for Early Action* work plan. REAP is well placed to be such a translator, given that it has sought from the outset to establish connections within different communities, but at the same time also has strong humanitarian DNA.

To summarize, the Anticipation Hub's success in the humanitarian sphere allows REAP to redirect its efforts toward a different set of stakeholders. To effectively navigate this shift, better and more consistent communication regarding the respective roles of both

initiatives is crucial and called for by some Partners – an aspect that may also require improved coordination and adjustments to their respective offerings in the future.<sup>21</sup>

### **The Global Shield against Climate Risks**

The Global Shield is another new initiative likely to affect REAP. It is a mechanism initiated jointly by the G7 and the Vulnerable Twenty Group of Ministers of Finance of the Climate Vulnerable Forum (the V20) that seeks to increase the availability of pre-arranged finance, which is then to be “disbursed quickly and reliably before or just after disasters happen.”<sup>22</sup> It was launched at the 2022 COP27 climate conference and is currently supported by a technical secretariat hosted by the InsuResilience Global Partnership, which itself was established in 2017 with the intention to protect 500 million poor and vulnerable people through climate and disaster risk finance and insurance by 2025. Substantial funding has flowed to programs facilitated by the InsuResilience Global Partnership, and significant pledges are now made to the Global Shield, which seeks to facilitate sovereign risk financing as well as forecast-based financing at the household level. The Global Shield also aims to support policy reforms, to build capacity, to build early warning systems for anticipatory action, and to ensure close connections with the development and climate communities while doing so.<sup>23</sup> For example, the Global Shield Finance Facility, an enhanced version of the World Bank’s Global Risk Financing Facility (GRiF), recently provided a grant to the new UNICEF Today and Tomorrow Initiative, which finances preparedness activities in addition to pre-arranged and trigger-based financing for future cyclone disasters in a select number of regions, with a specific focus on children.<sup>24</sup>

While the Global Shield against Climate Risks is a new mechanism and is currently setting up its different structures, its broad reach and potential relevance for advancing early action is already evident: it has the backing of key donors (early funding pledges were made by France, Germany, Canada, Ireland, Denmark, and the US, with a total volume of € 232.3 million); it can draw on the network of more than 120 members previously established by the InsuResilience Global Partnership; it has a comparatively large secretariat, while building up an additional resource center; and it has selected “pathfinder countries” and regions to identify financial protection needs to be covered by the Global Shield.

Due to the way it has been structured and its stated areas of work, including forecast-based financing, some interviewees expect that the Global Shield will be able to contribute to scaling early action and thus also support REAP’s goals. As mentioned above, the REAP Secretariat has already made efforts to engage constructively with the Global Shield in pursuit of advocating for scaled-up early action. While both initiatives can be mutually reinforcing, REAP should not discount a scenario in which the Global Shield receives more attention and buy-in from developing countries or implementing organizations than REAP does. Some interviewees suggested that a number of members were expecting to access financing through their REAP membership, and that this has not materialized sufficiently. With REAP not known to facilitate early action financing, those members might gravitate more toward the Global Shield in the future. It therefore seems critical for REAP to better define the different offerings that make it attractive for countries to partner with REAP, given that many partners are forced to weigh the costs and benefits of engaging with the different initiatives due to the limited time and capacity assigned staff members have.

### **The Early Warnings for All initiative**

In March 2022, the United Nations Secretary-General launched the Early Warnings for All initiative with the ambitious goal of ensuring that every person on earth is protected



by early warning systems by 2027. Crucially, the initiative acknowledges the importance of people-centered Multi-Hazard Early Warning Systems (MHEWS) and seeks to build up preparedness and response capabilities at national and community levels as part of its four-pillar approach, which focuses on different dimensions related to establishing early warning systems. The initiative is spearheaded by WMO and UNDRR, with additional support from other key stakeholders, including the IFRC and the ITU, who have taken on the responsibility of acting as pillar leads. Since the key actors behind the Early Warnings for All initiative are REAP Partners, the REAP Secretariat was involved early on in facilitating the broader inclusion of other Partners' perspectives, such as NGOs, academia, the insurance sector, regional bodies, and donor countries. REAP remains involved, for instance by leveraging the technical capacity and networks of its working groups to provide expertise and ideas to the Early Warnings for All pillar leads.

REAP's close involvement in the Early Warnings for All initiative provides a boost and an opportunity, but also potentially a challenge. It is a boost because it elevates the topic of early action to a new level, brings new high-level political backing and extensive financial resources to some of REAP's targets, and even has ambitions that exceed REAP's targets. It published its "Executive Action Plan" at COP27, which calculated that US\$ 3.1 billion are needed to make universal early warning coverage a reality. Supporting the Early Warnings for All initiative in securing such funding would be a big boost for early action. It is also an opportunity because REAP has the potential to complement and enhance the Early Warnings for All initiative through its ability to facilitate the collaboration between the different pillars of the initiative, drawing on its experience engaging with different stakeholders. Additionally, REAP can play a crucial role in advocating the importance of people-centered early action and enabling organizations from developing countries to be represented in the new UN-led initiative. Similarly to the translation function discussed above, REAP could be a door opener for local-level organizations in case the Early Warnings for All initiative falls short on this aspect.

Yet the Early Warnings for All initiative may also become a challenge for REAP because it potentially draws attention away from the Partnership. One interviewee suggested that this is because the initiative has similar targets but seeks to advance them on a much larger scale and with greater political visibility than REAP. A number of Partners have indicated in interviews that they have limited time to follow all the different initiatives closely, and at least one interviewee suggested that this forces them to gravitate to the one that has the most political visibility and promises the most concrete results – in this case, the Early Warnings for All initiative. One survey respondent representing a donor government suggested that this is the biggest challenge for REAP: "the UNSG's call for 'Early Warning for All' helped to advocate for advancing early warning and early action. However, it also shifted the focus of many involved in REAP towards the high-level UN process and UN entities leading the effort. REAP needs to closely coordinate on the effort and carve out its space in this initiative." Another survey respondent suggested that Early Warnings for All will likely play a "competing role" for stakeholder attention, given that the focus should now be on implementing early warning and early action activities, something which is not REAP's mainstay. When deciding on REAP's future, one should acknowledge the new dynamics potentially introduced by the Early Warnings for All initiative, and that finding a complementary role may require REAP to adjust its offerings and communicate its (new) role clearly.

The Anticipation Hub, the Global Shield against Climate Risks, and the Early Warnings for All initiative are three recent additions to the dynamic environment around early warning and early action. Though they are not the only ones, they are nevertheless clear

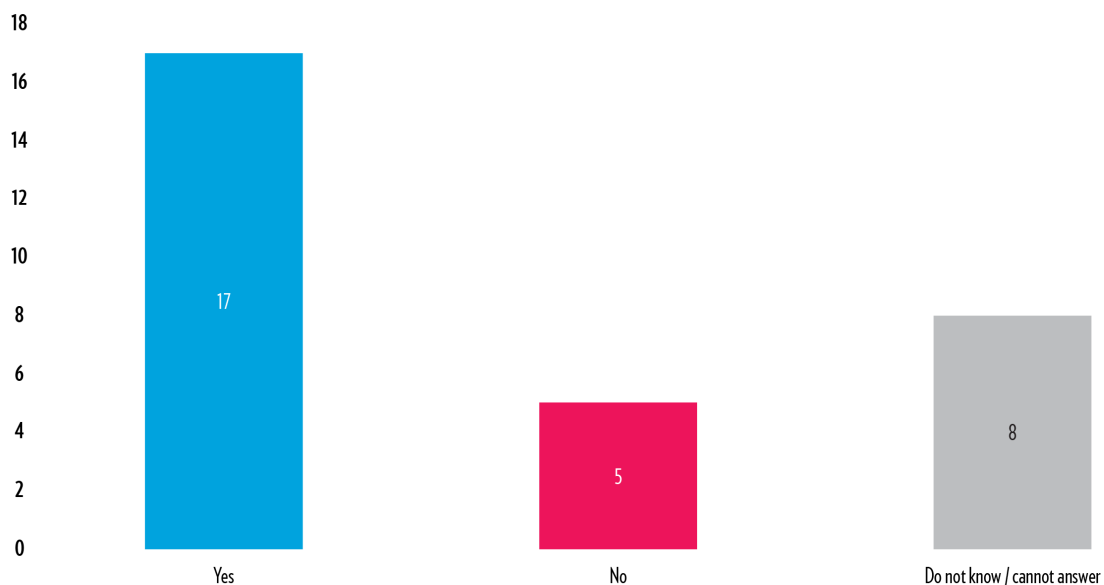
signs that the humanitarian, development, and climate communities now pay significantly more attention to early warning and early action, all of which is squarely in line with REAP’s advocacy and an important boost in helping REAP to achieve its goals. They also introduce new dynamics that affect REAP. Humanitarians seeking technical support on anticipatory action are likely to gravitate toward the Anticipation Hub; countries seeking funding to offset climate-related losses and damages have the promise of a concrete offering through the Global Shield; and donors and countries aiming to fund the build-up of early warning systems are likely to coalesce around the Early Warnings for All initiative. We strongly suggest that REAP should be mindful of these new dynamics as it decides on its future.

### **A strong call to continue REAP after 2025...**

This section presents the different viewpoints expressed by interviewees and survey respondents about REAP’s future, focusing on their perceptions of REAP’s distinct contributions and their assessment of the demand for the Partnership’s continuation beyond 2025.

REAP is designed as a time-bound initiative, set to complete its mission in 2025, but a strong majority of key stakeholders consulted for the Partnership Stocktake call for REAP to continue beyond 2025. “I think it would be a shame for REAP to disappear and fall off the radar. I think it would almost be a waste of all the partnerships that they’ve created and the amount of Partners that they have under the REAP banner – that has quite a powerful kind of name to it now.” This quote from an interviewee eloquently captures the general sentiment reflected in the collected data on the question of whether REAP should continue beyond 2025. While some interviewees feel it is important for REAP to honor its sunset clause and conclude the initiative in 2025 as originally foreseen, the clear majority of Partners who shared their opinions in the interviews, the survey and written feedback strongly advocate for extending the Partnership beyond 2025. Asked in the survey whether or not they think REAP could still perform a useful function after 2025, for instance, 17 felt this is the case, whereas only 5 disagreed (Figure 9).

**Figure 9: REAP was set up with four very ambitious targets, and with an intention to achieve those targets by 2025. Do you think that REAP could still perform a useful function after 2025?**



Source: Partnership Stocktake survey

The main reason why key stakeholders believe that REAP should continue to exist beyond 2025 is that they see a continued demand for collaborative work on early warning and early action, in particular given the increasing impacts of climate change. Interviewees emphasized that the work on early warning and early action would “never be done, [...] even if we met all of our milestones and by 2025 [...] the targets were achieved.” Even in such a scenario, the climate crisis would require efforts to scale early action beyond the targets set by REAP and its Partners in 2019. Responding to climate-related emergencies is already an important priority for the international system and will only become more central in the coming decades. Addressing the climate crisis is such an urgent need that it will require all available means, including initiatives like REAP that can contribute by connecting stakeholders, developing knowledge on early action, and advocating for more actors to get involved in early action on climate-related risks. Some interviewees also emphasized that other initiatives, such as the Global Shield and the Early Warnings For All initiative, have a longer time horizon than 2025 and would benefit from REAP’s continued support beyond that date.

Stakeholders not only recognize the need for continued action and advocacy on early action, but more specifically see a demand for what one interviewee called a “democratized space” that enables those most affected by climate risks and in need of early action to contribute their positions and develop early action in a way most suitable to their needs. Partners see an important role for REAP, for example, in creating a bridge between these less-visible stakeholders and the large, UN-led initiatives such as Early Warnings for All that may otherwise be more difficult for them to access. Due to this demand, a number of interviewees believe that a new network very similar to REAP would emerge if REAP were discontinued. In this view, continuing and adapting REAP would be far more effective and efficient than building a new partnership.

Lastly, interviewees also noted that the decision on extending REAP beyond 2025 should not depend on the initiative reaching its four targets. Interviewees with a historic memory of the targets’ development remarked that they primarily served to signal ambition on early action and ensure donor buy-in to this agenda. According to these interviewees, the benchmark should therefore not be how much REAP has contributed to meeting the four targets, but how valuable its contribution to the broader effort of scaling early action is and what contribution it could make in the future.

### **... alongside words of caution**

Despite such positive feedback on continuing REAP beyond 2025, a few words of caution were also raised and should be factored in to the debate about REAP’s future. Most prominent is the idea that REAP’s sunset clause – the formal end date of the Partnership, set for the end of 2025 – should not be dismissed lightly when deliberating about REAP’s future:

- Sticking to discontinuing REAP by 2025 creates the urgency necessary to achieve the ambitious targets. There is a fear that this urgency would fade with an extension: “having that countdown is helpful to create a sense of urgency, because again, that sense of urgency is something that is clearly lost at all the COPs.”
- Time-bound initiatives are rare in international relations, and it would be an important signal for others who start similar initiatives to also consider a sunset clause in addition to clearly defined goals that can be met in the given time.
- There is a danger of creating inertia and losing the ability to adapt if REAP continues beyond 2025, grows with the addition of more Partners, and gives itself even more ambitious targets.

REAP also should not continue simply because of the “emotional attachment” those who are closely involved in the Partnership may have developed, but because it addresses a need and can effectively contribute to scaling early action in a way other initiatives do not or cannot.

### **Opinions diverge on REAP’s future setup and focus**

Suggestions about what REAP should focus on in the future are less uniform than the widely shared view that REAP should continue beyond 2025. A desire emerged among interview and survey respondents for more in-person engagement, facilitated by REAP, to build stronger connections across early action stakeholders. However, beyond this shift in ways of working – something which could be achieved within REAP’s current set-up – four potential future directions for REAP emerged, each of which is illustrated below with quotes from interviews and validated through the open-ended responses on REAP’s future collected in the partnership survey.

- Focusing on advocacy: “I mean, I see them more as an advocacy partner. I don’t think REAP could be an operational entity. Because REAP is actually formed through IFRC or Red Cross – there is already a Red Cross movement there. I don’t see them actually doing that role in the future. But I think they could play a role as an advoca[te] for early warning.” While this call for (high-level) advocacy is sensible given REAP’s track record of injecting early action into fora such as the G7 or G20 and into the build-up of other initiatives, the question is whether REAP will continue to be best positioned for this – given that, for instance, the Early Warnings for All initiative will likely attract extensive buy-in from UN agencies and states alike. Whether or not REAP can carve out a space for itself to do (high-level) advocacy not only depends on the future trajectory of the Early Warnings for All initiative and how REAP positions itself toward it, but also on the extent to which the Partnership sees itself as a promoter of the positions of Southern Partners, which are significantly less represented in the Partnership at the moment and also lack credible representation. REAP also lacks a well-known diplomatic leader who could represent the Partnership and act as an early action champion at high-level events. While this is not an insurmountable challenge, it would require a different approach in terms of advocacy and technical support, and it would change the tasks of the REAP Secretariat accordingly.
- Becoming the central node within the network of early warning and early action initiatives: “One element that REAP could continue after 2025 is this cross-fertilization with other mechanisms. For instance, the Global Shield, the Anticipation Hub. I have seen the efforts to invite the Global Shield to REAP meetings, but I don’t think this is cross-fertilization quite yet. We know that there are a lot of opportunities to ensure that there is a stronger fertilization among these different entities, but I haven’t seen it happening in practice.” This function has already been universally praised as one of REAP’s key strengths and would be a natural continuation of REAP’s core business. Yet it would be important to design the network function in such a way that it also produces tangible results on early action. The at times limited output-orientation of the working groups is a case in point. Focusing more on the network function would also require much greater investments in increasing the participation of currently underrepresented actors and ensuring they not only become Partners in name, but have opportunities to shape REAP’s agenda and use it as a platform to advocate for their own positions.
- Taking on a support function for new global initiatives: “REAP can play a key role in supporting the Early Warnings for All multi-stakeholder forum, which is something that is going to be organized annually. And as you know, they’re already in touch with UNDRR and [...] WMO over this. The famous last-mile outreach on early

warning is the weak link of the overall early warning value cycle. Therefore, REAP as a partner and with its membership really plays an important role.” Related to the point above on becoming a central node is the idea of REAP investing more in supporting other global initiatives and positioning REAP as an “honest broker” that captures and synthesizes different positions and feeds them upwards into global fora and initiatives. REAP already has experience in this, having supported the Early Warnings for All initiative (and contributed technical expertise to other initiatives), and this could be a useful way for REAP to leverage its expertise and existing network of Partners. Such a focus, however, also depends on the demand and acceptance of other initiatives. It would also require the Secretariat to invest its resources in following the activities of these other initiatives ever more closely and becoming a network with less agency itself.

- Focusing more on REAP’s engagement at the regional and country levels: Some interviewees think that REAP should “[e]ngage with climate vulnerable countries and Global South organisations and see how best to engage with debates on loss and damage, without getting sucked into the UNFCCC politics,” and also “be more open, inclusive, and ideally Southern-focused and led”; “hold regional meetings, identify nodal agencies / partners at the regional level to coordinate these activities.” While frequently raised in interviews about REAP’s future direction, the suggestion to pay greater attention to support at the regional and country levels was not uniformly supported. This was not necessarily because it is not deemed relevant, but because of the very different resources and practices Partners assumed would be required to support country-level engagement on early action effectively. While establishing a regional presence and regional networks is not universally seen as a key priority for REAP, the idea of encouraging more participation from Southern stakeholders to leverage REAP’s access for greater “Southern” and community-led advocacy commands more consensus. To do this legitimately would then require considerable more engagement with (and potential leadership from) regional organizations and Southern community-led organizations. Another alternative is for REAP to become a more elaborate learning platform for sharing information on people-centered early action that is relevant for Southern stakeholders. This would require different types of knowledge products and close connections at the country level to develop learning materials that are needed and useful. In such a scenario, REAP would focus much more on technical details.

While these suggestions are not necessarily mutually exclusive, some combinations may be less feasible to implement effectively. For instance, if REAP were to function primarily as a knowledge platform and concentrate its advocacy efforts at the country level, it would be challenging to simultaneously engage in high-level advocacy. Shifting priorities and pursuing a different focus would require adequate resources and the capacity to effectively implement and oversee the Partnership’s activities. Ultimately, REAP’s future direction will depend on the collective decisions and priorities established by the Partnership, taking into consideration the feasibility of different approaches and the availability of necessary resources to support its implementation.

That said, it would also be important to balance the urgent need to redesign REAP with the need to generate buy-in from its membership. A few interviewees mentioned that deciding on REAP’s future requires time for consultations with Partners to validate ideas and to seek buy-in for a new course. This process must be initiated early on, and those involved should not expect it to be quick. Closely related to the suggestion to start early was the notion of treading carefully. Some interviewees also cautioned against alienating Partners as REAP redefines its purpose, focus, and targets, since this might result in losing their support. While respondents see the UK’s voice as very relevant,

they also pointed out that this cannot be left for the funder to decide, but that any decision on the contours of a new or redesigned REAP should result in “some sense of satisfaction by the members as well.”

## 6 Recommendations

The examples of REAP's contributions to advancing early action, its many strengths that help it deliver on its mission as well as relatively limited number of challenges that can be addressed with the right level of commitment and investment all point to a well-functioning initiative with further potential. Overall, REAP's partnership model offers, from the vantage point of many Partners, "value for money" in the sense that they are collectively able to work towards scaling early action in a supportive environment and benefit from their engagement individually.

Correspondingly, REAP is not in need of fundamental changes but of more subtle adjustments in the short- to medium-term to address the different challenges outlined in the report and make the Partnership even more effective in advancing risk-informed early action. Moving ahead, any changes or adjustments to the Partnership following the Partnership Stocktake should be made in a way that preserves REAP's strengths as well as the effective functioning of the Secretariat. REAP relies on the engagement and input of Partners as well as on its active Secretariat to manage and steer the Partnership, and these aspects must both be cultivated further to ensure that the Partnership remains effective and relevant.

The recommendations below seek to balance the need for continuity, to maintain and build upon REAP's contributions to advancing early action, and the adjustments necessary to adapt to a rapidly changing environment. They seek to guide the Partnership through a more immediate change process.

Beyond outlining ways to strengthen the Partnership in the short term, questions about REAP's long-term future remain. While the report captured the Partners' general support for continuing REAP beyond 2025, it is beyond the purpose of the Midterm Stocktake to provide a blueprint for REAP's long-term future.

### Centre REAP's actions around its drivers of change

In the short term, the three drivers of change outlined in REAP's Strategic Vision and Framework for Action should be paramount in guiding REAP and in communicating about its added value as they define the priorities of the Partnership. Over the long term, the strategic prioritization exercise suggested below should revisit the drivers of change to explore whether any additions or adjustments are necessary considering future priorities. In the short term, REAP should:

- **Continue and increase its global-level advocacy and further strengthen REAP's visibility in high-level fora.** In line with its first driver of change, the Partnership should continue working towards increasing the influence of its messaging in high-level processes. The members of REAP's Governing Board are well-placed to play a key role in global-level advocacy and in strengthening the visibility of REAP's messaging in key fora. Individually but also collectively, Board members should use all available opportunities to advance REAP's messaging and advocate for greater investment and coordination across early warning and early action initiatives, partnerships and activities. If this is not possible, or if the desired impacts do not materialize, the Board may consider engaging a high-level representative to champion REAP and to increase its visibility and influence in relevant processes. The Partnership would benefit from this representative having an origin in a non-Western, climate-vulnerable country to balance out the Western-centric composition of the Partnership and Secretariat and to improve exchange on how REAP can become more relevant for a broader range and geographic

distribution of stakeholders. How to finance this position as well as candidates' requirements and concrete responsibilities should be discussed and decided upon in a consultative process led by the Board with support from the Secretariat.

- **Focus on promoting and facilitating country-level leadership on risk-informed early action.** Building on the second driver of change and recognizing that the capacity of the Secretariat is limited, REAP should encourage and enable more ownership among individual or groups of Partners for the work of the Partnership. For example, it could identify Partners to act as ambassadors for the Partnership and its activities in priority countries, facilitating knowledge exchange between the government and other REAP Partners and supporting national agenda setting and policy development in line with REAP's goals. This activity would increase the Partnership's reach without overburdening the Secretariat and re-define REAP's role as a marketplace. It would build on the Partners' expertise and networks and could support the country-level implementation of global initiatives, such as Early Warnings for All and the Global Shield.
- **Strengthen meaningful collaboration among Partners and across sectors.** As called for by REAP's third driver of change, the Partnership should take steps to strengthen the collaboration among its own Partners and actively reduce remaining silos between the different sectors contributing to early action. One, REAP should increase opportunities for interactions among Partners. REAP could organize, for example, in-person meetings for Partners at the margins of international conferences or political events. This was done at COP27 to very positive feedback. REAP should give priority to opportunities enabling the participation of non-Western stakeholders and across different sectors and communities. While also relevant, in-person meetings in Geneva or in New York should not be a priority. Two, REAP should initiate a more detailed review of its working group setup. The Stocktake suggests that working groups should allow for more technical dialogues, more varied facilitation techniques, and aim for broader participation beyond advocacy experts – as well as ensuring that the working groups continue to remain relevant. REAP should therefore engage working group members in a review to determine changes that can be made to improve the efficacy of the working groups; the scope for merging any working groups with those of other initiatives; and whether any work streams need to be (temporarily or permanently) discontinued. Following the review, action plans with tangible outcomes for implementing the necessary changes must be developed.

To support the implementation of these recommendations, REAP stakeholders should:

<ul style="list-style-type: none"> <li>– <i>Identify and share opportunities for Partners to engage in high-level advocacy at both global and country level.</i></li> <li>– <i>Support REAP's country-level/government engagement by taking leadership, with support from the Secretariat, for the Partnership's shared agenda at the national level.</i></li> <li>– <i>Participate in future in-person meetings and steps to review the working group structure.</i></li> </ul>	<p>➔ REAP Partners</p>
<ul style="list-style-type: none"> <li>– <i>Agree what activities the Board will undertake to ensure greater advocacy successes for the Partnership, in particular by considering:</i> <ul style="list-style-type: none"> <li>○ <i>The role of individual Board members in acting as champions for the shared agenda of REAP and raising the profile of the Partnership during interventions at relevant high-level fora.</i></li> <li>○ <i>The need for an additional high-level representative for REAP, and subsequently working with the Secretariat to</i></li> </ul> </li> </ul>	<p>➔ REAP Governing Board</p>



<p><i>define the role and requirements, to clarify how the position would be resourced, and to identify and secure the support of a suitable candidate.</i></p> <ul style="list-style-type: none"> <li>– <i>Work with the Secretariat to identify where regional or national organizational capacity can be leveraged to further the aims of the Partnership at the national level.</i></li> </ul>	
<ul style="list-style-type: none"> <li>– <i>Communicate the relevance of REAP’s drivers of change to the Partnership and to external stakeholders.</i></li> <li>– <i>Implement/support the decisions of the Governing Board vis-à-vis ensuring greater advocacy successes.</i></li> <li>– <i>Identify a group of target countries which could benefit from Partner leadership in terms of government engagement.</i></li> <li>– <i>Plan for more in-person meetings at the margins of international conferences and events with the explicit intention as well as suitable approaches to connect different fields.</i></li> <li>– <i>Initiate a review of REAP’s working group structure including suggestions for new facilitation approaches.</i></li> </ul>	<p>➔ REAP Secretariat</p>

**Clarify and communicate REAP’s role as a connector across early warning and early action initiatives**

A growing number of initiatives seek to advance some form of early warning and early action. The Midterm Stocktake showed how REAP is linked to a set of initiatives, including the Climate Risk and Early Warning Systems (CREWS) initiative, the Green Climate Fund, as well as the Santiago Network (for Loss and Damage), the Hydromet Alliance, the Systematic Observations Finance Facility (SOFF) and the work being undertaken within the ambit of the G7 and G20. The Stocktake also analysed the links between REAP and the Anticipation Hub, the Global Shield against Climate Risks, and the Early Warnings for All initiative.

REAP, to a certain extent, already plays a unique role in this broader landscape and connects stakeholders from, amongst others, the humanitarian, development, and climate fields. However, many Partners have reported limited capacity to follow all initiatives closely and some Partners find the conversations across initiatives duplicative to some extent. To avoid further confusion and fulfil its convening role, REAP needs to better articulate its unique offering in a sometimes crowded space, and what benefits Partners can expect by joining the Partnership. It should do so by:

- **Initiating conversations with relevant initiatives and organisations (including those named above) to identify concrete areas of coordination and mutual support, or to review existing agreements in place.** Agreements should be documented and clearly communicated to the Partnership and relevant stakeholders. These documents should also be shared with prospective or new Partners to clarify what they can expect from REAP vis-à-vis other early action fora.
- **Elevating its role as a central node between early warning and early action initiatives in its strategy and communications.** REAP should make it explicit that one of its roles is to offer its Partners access to and insights into these initiatives without them being members themselves or having to invest considerable efforts. Moreover, the Partnership can shape the agendas and directions of these initiatives based on the Partners’ shared interests and priorities.

To support implementation of these recommendations, REAP stakeholders should:

<ul style="list-style-type: none"> <li>– <i>Actively participate in Partnership dialogues and engagements to ensure broad-based inputs to relevant initiatives.</i></li> </ul>	<ul style="list-style-type: none"> <li>➔ REAP Partners</li> </ul>
<ul style="list-style-type: none"> <li>– <i>Act as advocates within their institutions and initiatives for greater and more explicit collaboration and champion REAP’s role as a connector.</i></li> <li>– <i>Where relevant, encourage the development of formal documentation establishing how REAP works together with similar initiatives, setting out areas of mutual collaboration.</i></li> </ul>	<ul style="list-style-type: none"> <li>➔ REAP Governing Board</li> </ul>
<ul style="list-style-type: none"> <li>– <i>Provide clarity to Partnership stakeholders on REAP’s function within the broader early warning early action landscape.</i></li> <li>– <i>Lead conversations on collaboration and alignment between REAP and other initiatives.</i></li> </ul>	<ul style="list-style-type: none"> <li>➔ REAP Secretariat</li> </ul>

## Expand engagement to a broader range of stakeholders

The Stocktake identified the limited inclusion of stakeholders outside of Western circles or international organizations, including governments and civil society (for example, community-based and locally-led organizations), as a clear gap. This is especially relevant for REAP’s goal of advancing people-centered early action. Adding to past efforts of the Secretariat and Partnership, REAP should:

- **Generally, prioritize bringing a more diverse range of governments and more civil society organizations into the Partnership over the next two years.** For the former, REAP should coordinate closely with Early Warnings for All and the Global Shield, among others, to identify the most appropriate countries. For the latter, REAP should focus on NGO networks or umbrella organizations from Non-Western countries and regions particularly exposed to climate hazards to maximize REAP’s reach and to elevate the legitimacy of REAP as an advocacy organization capturing and sharing their particular positions, needs and concerns. Partners with already established connections should play a key role as champions for linking both types of actors to REAP and the Board should make it a priority to engage more with key stakeholders from the Global South.
- **As a concrete action, develop an outreach plan for increased engagement with these stakeholders in early 2024.** To generate quick wins and create lessons on engaging civil society organizations, REAP should identify a small number of NGO networks or umbrella organizations from different regions with high potential for participating in the Partnership and define a clear task list with milestones and deadlines for engaging with these organizations in early 2024. Existing Partners with links to the identified organizations can support this activity by undertaking a support role for the new civil society Partners.

To support implementation of these recommendations, REAP stakeholders should:

<ul style="list-style-type: none"> <li>– <i>Help identify potential non-Western civil society Partners and how the Partnership can help to scale up their work.</i></li> </ul>	<ul style="list-style-type: none"> <li>➔ REAP Partners</li> </ul>
<ul style="list-style-type: none"> <li>– <i>Actively work to bring new Partners in and support outreach to potential non-Western governmental and civil society Partners.</i></li> </ul>	<ul style="list-style-type: none"> <li>➔ REAP Governing Board</li> </ul>
<ul style="list-style-type: none"> <li>– <i>Identify governments, civil society networks or umbrella organizations that should be actively approached for participation in REAP.</i></li> <li>– <i>Develop, consult on, and lead an engagement plan to bring additional key Partners into REAP.</i></li> </ul>	<ul style="list-style-type: none"> <li>➔ REAP Secretariat</li> </ul>

## Agree the way forward for the REAP agenda beyond 2025

Over its first three years, REAP has proven successful at high-level political advocacy, at building and sharing knowledge, and at convening a community of stakeholders seeking to advance early action. The Stocktake has identified where REAP’s strengths and challenges lie. For the next two years, the recommendations formulated above suggest prioritizing adaptations to strengthen its drivers of change as well as to expand its role as a connector across early action initiatives and outreach to non-Western governments and civil society actors.

The Stocktake also captured a strong sentiment that the Partnership should continue after 2025. Partners articulated varying interests in other potential areas of engagement for REAP, including, for instance, facilitating access to finance, closely monitoring the field of early action, or engaging more with stakeholders from different regions or countries at high risk of disasters. At the same time, many Partners recognize that REAP has limited capacity and cannot do everything.

The final answer to the question “should REAP continue beyond 2025?”, as well as the actions necessary to implement a potential new iteration of REAP will therefore require time for in-depth consultation with Partners; to identify critical and persistent gaps in understanding and implementation of early warning and early action, to validate ideas of how REAP could address these, and to seek buy-in for the preferred course of action. This process must be initiated soon, and those involved should not expect it to be quick. To this end, REAP should establish a Partnership-wide consultation over the next two years to agree on the future for REAP beyond 2025, including a strategic prioritization exercise to ensure that the greatest number of needs of people at risk can be met, should REAP continue to operate. This exercise should also address diversifying funding for REAP away from a single donor. Critically, this process must be owned by Partners. Given the limited resources of the Secretariat, Partners must dedicate time to collectively develop and co-design REAP’s future agenda and way of working, and then to take ownership of implementing them.

To support implementation of this recommendation, REAP stakeholders should:

<ul style="list-style-type: none"> <li>– <i>Actively participate in upcoming deliberations on REAP’s future role and priorities.</i></li> <li>– <i>Define for themselves to what extent they are able to contribute to a continued and potentially expanded Partnership.</i></li> <li>– <i>Reflect on and share the value added of being a Partner.</i></li> </ul>	<p>➔ REAP Partners</p>
<ul style="list-style-type: none"> <li>– <i>Provide leadership in the Partnership-wide consultation process on the future of REAP.</i></li> <li>– <i>Generate buy-in among the Partnership for the directions taken collectively and support the Secretariat in communicating REAP’s future.</i></li> <li>– <i>Guide the Partnership in diversifying funding and engage in donor outreach to secure additional donor funding.</i></li> </ul>	<p>➔ REAP Governing Board</p>
<ul style="list-style-type: none"> <li>– <i>Design, clearly communicate, and support an inclusive, Partnership-wide process for identifying what the future for REAP should be beyond 2025.</i></li> <li>– <i>Collect and share relevant monitoring and evaluation data on REAP’s contributions to strengthening early warning and early action in support of the Partnership-wide discussion on the way forward beyond 2025.</i></li> </ul>	<p>➔ REAP Secretariat</p>

# List of Key Informants

Interviews conducted as part of the inception phase:

<b>Name</b>	<b>Organization</b>
Eleanor Hevey	Centre for Disaster Protection
Gemma Tanner	Foreign, Commonwealth & Development Office (FCDO)
Mark Harvey	Resurgence
Ritu Bharadwaj	International Institute for Environment and Development (IIED)

Interviews conducted as part of the main data collection phase:

<b>Name</b>	<b>Organization</b>
Ahmed Amdihun	IGAD Climate Prediction and Applications Centre (ICPAC)
Amy Mintz	United States Agency for International Development (USAID)
Animesh Kumar	United Nations Office for Disaster Risk Reduction (UNDRR)
Bapon Fakhruddin	Green Climate Fund (GCF)
Ben Webster	REAP Secretariat
Carina Bachofen	Red Cross Red Crescent Climate Centre (RCCC)
Christina Bennett	START Network
Christopher Ball	Global Network of Civil Society Organisations for Disaster Reduction (GNDR)
Dominique Burgeon	Food and Agriculture Organization of the United Nations (FAO)
Emma Flaherty	REAP Secretariat
Gavin White	REAP Secretariat
Gen'ichiro Tsukada	Ministry of the Environment, Japan
Helen Bye	Met Office, United Kingdom
Kara Devonna Siahaan	Anticipation Hub
Kathryn Stahlberg	United States Agency for International Development (USAID)
Kimberly K. Louis	Permanent Mission of Saint Lucia to the United Nations, Saint Lucia
Kipkorir Koskei	Insurance Development Forum (IDF)
Lara Evans	United States Agency for International Development (USAID)
Lesley Ndlovu	African Risk Capacity
Lisa Robinson	BBC Media Action
Mauricio Vazquez	Overseas Development Institute (ODI)
Mirianna Budimir	Practical Action
Nikolas Scherer	Anticipation Hub
Outi Myatt-Hirvonen	Ministry for Foreign Affairs, Finland
Pankaj Mishra	Save the Children
Paola Albrito	United Nations Office for Disaster Risk Reduction (UNDRR)
Rainer Rapp	Federal Ministry for Economic Cooperation and Development, Germany

Ronald Jackson	United Nations Development Programme (UNDP)
Sumati Rajput	World Bank
Susanna Acland	GSMA
William Martin	United States Agency for International Development (USAID)
Xavier Castellanos Mosquera	International Federation of Red Cross and Red Crescent Societies (IFRC)

Additional written feedback on key assessment question:

<b>Name</b>	<b>Organization</b>
Carina Fearnley	University College London Warning Research Centre
Frode Neergaard	Ministry of Foreign Affairs Denmark
Joel Myhre	Pacific Disaster Center
Lucy Mtilatila	Department of Climate Change and Meteorological Services, Government of Malawi
Tecla Fontenard	Caribbean Community Climate Change Centre (CCCCC)

# Endnotes

<sup>1</sup> See REAP's "Strategic Vision" and "Framework for Action".

<sup>2</sup> REAP, *Finance for Early Action: Tracking Commitments, Trends, Challenges and Opportunities*, [https://www.early-action-reap.org/sites/default/files/2022-06/20220613\\_Finance%20for%20Early%20Action\\_FINAL.pdf](https://www.early-action-reap.org/sites/default/files/2022-06/20220613_Finance%20for%20Early%20Action_FINAL.pdf) [last accessed June 6, 2023].

<sup>3</sup> "G7 Foreign Ministers' Statement on Strengthening Anticipatory Action in Humanitarian Assistance," <https://www.auswaertiges-amt.de/en/newsroom/news/g7-anticipatory-action/2531236> [last accessed June 6, 2023]; "Achieving the Sustainable Development Goals in times of multiple crises: G7 Development Ministers' Meeting Communiqué," <https://www.bundesregierung.de/resource/blob/974430/2041312/aa2f4b131c4e0463bcb1a9be5eadac5a/2022-05-19-g7-development-ministers-data.pdf?download=1> [last accessed June 6, 2023]; "New Working Group on Disaster Risk Reduction in G20 is timely," <https://ndma.gov.in/sites/default/files/April23NL/images/G20-DRRWG.pdf> [last accessed June 6, 2023].

<sup>4</sup> Examples of new or adapted funding mechanisms are the Global Risk Financing Facility (GRIF), the Disaster Response Emergency Fund (DREF), the Central Emergency Response Fund (CERF), the InsuResilience Solutions Fund (ISF), the Start Ready fund, regional risk pools (e.g., the African Risk Capacity Group, the Southeast Asia Disaster Risk Insurance Facility), and national anticipatory action funds such as the Nexus Anticipatory and Emergency Response Fund.

<sup>5</sup> *Finance for Early Action: Tracking Commitments, Trends, Challenges and Opportunities* [see above].

<sup>6</sup> "German FFO publishes review on its approach to anticipatory action," <https://www.anticipation-hub.org/news/german-ffo-publishes-review-on-its-approach-to-anticipatory-action> [last accessed June 6, 2023].

<sup>7</sup> "Funding arrangements for responding to loss and damage associated with the adverse effects of climate change, including a focus on addressing loss and damage," [https://unfccc.int/sites/default/files/resource/cma4\\_auv\\_8f.pdf](https://unfccc.int/sites/default/files/resource/cma4_auv_8f.pdf) [last accessed June 6, 2023]; "The Global Shield Against Climate Risks. Presentation for the Transitional Committee Workshop 30 April 2023," [https://unfccc.int/sites/default/files/resource/Presentation\\_Global\\_Shield\\_SJA\\_TC\\_Workshop.pdf](https://unfccc.int/sites/default/files/resource/Presentation_Global_Shield_SJA_TC_Workshop.pdf) [last accessed June 6, 2023].

<sup>8</sup> REAP, "Strategic Vision," [https://www.early-action-reap.org/sites/default/files/2021-06/20210627\\_Reap\\_StrategicVision.pdf](https://www.early-action-reap.org/sites/default/files/2021-06/20210627_Reap_StrategicVision.pdf) [last accessed June 6, 2023].

<sup>9</sup> REAP, "Framework for Action," [https://www.early-action-reap.org/sites/default/files/2021-06/20210627\\_Reap\\_Framework.pdf](https://www.early-action-reap.org/sites/default/files/2021-06/20210627_Reap_Framework.pdf) [last accessed June 6, 2023].

<sup>10</sup> "G7 Foreign Ministers' Statement on Strengthening Anticipatory Action in Humanitarian Assistance"; "Achieving the Sustainable Development Goals in times of multiple crises: G7 Development Ministers' Meeting Communiqué" [see above].

<sup>11</sup> "G20 India Presidency's First Disaster Risk Reduction Working Group Meeting to be held in Gandhinagar from March 30 to April 1, 2023," <https://www.g20.org/en/media-resources/press-releases/mar-23/drrwg/> [last accessed June 6, 2023].

<sup>12</sup> "G20 India Presidency's First Disaster Risk Reduction Working Group Meeting to be held in Gandhinagar from March 30 to April 1, 2023" [see above].

<sup>13</sup> REAP, *Early Action – The State of Play 2022*, [https://www.early-action-reap.org/sites/default/files/2023-02/20230214\\_REAP\\_StateofPlay\\_FINAL.pdf](https://www.early-action-reap.org/sites/default/files/2023-02/20230214_REAP_StateofPlay_FINAL.pdf) [last accessed June 6, 2023].

---

<sup>14</sup> “Work Programme of Swedish Presidency for COHAFAs Working Party 1 January – 30 June 2023,” <https://data.consilium.europa.eu/doc/document/ST-5387-2023-INIT/en/pdf> [last accessed June 6, 2023].

<sup>15</sup> *Green Climate Fund Climate Information and Early Warning Services Sectoral Guide. First draft*, <https://www.greenclimate.fund/sites/default/files/document/gcf-climate-information-early-warning-systems-sectoral-guide-consultation-version-1.pdf> [last accessed June 6, 2023].

<sup>16</sup> “UNDP welcomes UN Secretary-General’s announcement on Early Warning Systems,” <https://www.undp.org/news/undp-welcomes-un-secretary-generals-announcement-early-warning-systems> [last accessed June 6, 2023].

<sup>17</sup> REAP country case studies: “Building the early warning capacity of hydrometeorological agencies: the Finnish approach,” <https://www.early-action-reap.org/building-early-warning-capacity-hydrometeorological-agencies-finnish-approach> [last accessed June 6, 2023]; “People-centered approach to EWEA: Connecting Liechtenstein and the Climate Centre in the Pacific,” <https://www.early-action-reap.org/people-centered-approach-ewea-connecting-liechtenstein-and-climate-centre-pacific> [last accessed June 6, 2023]; “Improving weather information services for high-risk communities: The DARAJA project in Jamaica,” <https://www.early-action-reap.org/improving-weather-information-services-high-risk-communities-daraja-project-jamaica> [last accessed June 6, 2023].

<sup>18</sup> See <https://padlet.com/reapsecretariat/early-warning-early-action-opportunities-noticeboard-ng6eujet1n3tlj4e> [last accessed June 6, 2023].

<sup>19</sup> See <https://www.early-action-reap.org/igp-sectoral-community-linking-anticipatory-action-risk-financing-compendium-think-pieces-members> [last accessed June 6, 2023].

<sup>20</sup> The Anticipation Hub and REAP share a common history and were conceived by a core group with many of the same stakeholders.

<sup>21</sup> “How the Anticipation Hub and REAP relate and collaborate,” <https://www.anticipation-hub.org/download/file-1244> [last accessed June 6, 2023].

<sup>22</sup> “The Global Shield is a G7 / V20 collaborative partnership empowering countries with the tools, knowledge, and support to financially prepare themselves against climate risk,” <https://www.insuresilience.org/knowledge/global-shield/> [last accessed June 6, 2023].

<sup>23</sup> “The Global Shield Against Climate Risks. Presentation for the Transitional Committee Workshop 30 April 2023,” [see above].

<sup>24</sup> “UNICEF calls for investment in world’s first child-focused climate risk financing solution,” <https://www.unicef.org/press-releases/unicef-calls-investment-worlds-first-child-focused-climate-risk-financing-solution> [last accessed June 6, 2023].