



Caribbean Community
Climate Change Centre

**THE CARIBBEAN COMMUNITY CLIMATE
CHANGE CENTRE STRATEGIC &
IMPLEMENTATION PLAN 2021-2025:
*EMPOWERING PEOPLE TO ACT ON
CLIMATE CHANGE***

September 2021

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EXECUTIVE SUMMARY

The Caribbean Community Climate Change Centre's (CCCCC) Strategic and Implementation Plan 2021-2025, Empowering People to Act on Climate Change¹ provides direction and focuses the efforts of the CCCCC on how to contribute to a Caribbean region that is better capable to cope with the adverse effects of climate change and contribute in relevant proportion, to reduce and avoid GHG emissions.

The Strategic and Implementation Plan (SIP) 2021-2025 reflects the results of a participatory process, involving the Centre's staff, Executive Management Team, and its Board of Governors; CARICOM and selected regional institutions; regional and international development agencies; climate change funding partners and other stakeholders.

Countries in the Caribbean region are experiencing, first-hand, the effects of climate change, with documented economic, social and environmental impacts at the national, community and ecosystem levels. Small Island Developing States (SIDS), including Caribbean SIDS, are recognized by the United Nations Framework Convention on Climate Change (UNFCCC) as countries most vulnerable to climate change. The region is heavily impacted by hurricanes, flooding and droughts, rising sea levels which cause loss of beaches that are critically important to the tourism sector.

The projections for the Caribbean are for rising sea levels, hotter temperatures, more variable rainfall with increased drying, increased sea surface temperatures, and more intense hurricanes. The impacts of these changes have far-reaching implications for regional economic performance, growth, productivity, and sustainability; impacting food security, public health, freshwater availability, infrastructure; livelihoods and quality of life². Reduced incomes from tourism and agricultural outputs threaten the long-term economic sustainability and the development capacity of the region. Moreover, the poorest and most marginalized communities are especially vulnerable and often reside in areas most heavily affected by flooding and erosion from storms and sea level rise.

The world is facing one of the greatest challenges of the 21st century with the onset of the novel corona virus (COVID-19) pandemic since December 2019. It has affected every aspect of the world's political, legal, economic, social, environmental and technological systems and the Caribbean region is no exception.

As of June 28, 2021, according to the Caribbean Public Health Agency (CARPHA), a multitude of Caribbean citizens totalling 923,661 have contracted COVID-19, of which 12,484 have died from the virus. The CDB estimates that regional GDP fell by about 7.2% in 2020 after averaging 2.2%

¹ A new tagline is being developed that will replace this.

² Climate Studies Group Mona (Eds.). 2020. "The State of the Caribbean Climate". Produced for the Caribbean Development Bank.

growth per year in the preceding five years. Only Guyana reported economic growth, boosted by the commencement of oil production.

The World Bank estimated that the region would suffer a 4.6 percent contraction in 2020 because of the pandemic. While the Bank projects a partial recovery in 2021 and 2022 estimated at about 2.6 percent, it also suggests that the impacts of plummeting oil and energy prices affecting commodity-dependent economies, the sharp drops in remittances, and dwindling demand from China, the U.S., and other G7 economies will inflict significant economic pain across countries. The effect on CARICOM Member States is expected to be far reaching, in terms of worsening debt, reduced fiscal space and difficulty in building their resilience capacity.

While the socio-economic impact from the pandemic continues to be devastating, the ongoing and future impacts from climate change will be significantly greater.

Officially opened in August 2005, the Caribbean Community Climate Change Centre is mandated to lead the region's response to managing and adapting to climate change in addition to serving as the main repository for regional and national information on climate change. The Centre is the only regional institution established specifically to address the impacts associated with Climate Change.

The Centre's Vision is: **A resilient and sustainable Caribbean region for all**. Its Mission is: **The Centre will initiate and coordinate the delivery of innovative, transformative and evidence-based climate change solutions to improve the resilience of the Caribbean and its people**.

Over the next five years, the Centre will pursue five strategic objectives to support the achievement of the Centre's Mission and Vision. These five Strategic Objectives (SOs) are as follows:

- SO1: Scale up actions to manage the effects of climate change
- SO2: Strengthen strategic partnerships for sustained climate change results within the region
- SO3: Increase the uptake of climate data and innovative tools for socio-economic development and evidence-based decision-making across the region
- SO4: Increase the Caribbean public's ability to make informed decisions in responding to climate change and its impact
- SO5: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added value to the region

If the Strategic Objectives are to be met, the following 11 outcomes need to be achieved:

- **Outcome 1.1.:** Increased ability of Member States to fulfil their commitments under United Nations Framework Convention on Climate Change (UNFCCC) and the Revised Regional Framework 2019-2029 (RRF)
- **Outcome 1.2.:** Increased financial flows to Member States to address climate resilience/climate change priorities

- **Outcome 2.1.:** Increased coordination/collaboration among key stakeholders including private sector and civil society to scale up climate change actions
- **Outcome 2.2.:** Increased engagements in global, regional and national multi-stakeholder climate change networks
- **Outcome 3.1.:** Increased capacity to generate and use climate change data for the expansion of scientific knowledge and improvements in predictive capabilities
- **Outcome 3.2.:** Increased access to high-quality climate change tools and technologies to strengthen national development planning and implementation
- **Outcome 4.1.:** Increased climate change communication across the region
- **Outcome 4.2.:** Increased involvement of private sector and civil society in climate advocacy
- **Outcome 5.1.:** Improved organizational capacity
- **Outcome 5.2.:** Improved institutional capacity for programme management
- **Outcome 5.3.:** Increased visibility of the Centre

The successful completion of several interventions, including facilitating the implementation of climate actions in Member States, strengthening institutional capacity through the provision of technical assistance to countries, undertaking resources mobilisation, promoting and catalyzing climate action at all levels produces associated outputs that catalyzes and delivers the intended outcomes.

Some of the key assumptions underpinning the achievement of SIP 2021-2025 include:

- Enabling social, economic, political, environmental, legal and technological conditions prevail for the achievement of results and sustainable impact.
- The COVID-19 pandemic and its impacts are largely mitigated.
- Availability of greater levels of international finance for the Centre and Member States to access.
- The Revised Regional Framework and IP are locally owned and are integrated into national plans of Member States.
- Increased access to available resources in the regional and global sphere by the Centre for resilience building.
- Member States have the absorptive capacity and political will to incorporate CC in their programming and planning and to adopt resilience-building actions against natural disasters and the effects of climate change.
- Strategic partners are committed and responsive to regional and national priorities.
- Political will to improve coordination exists in Member States.
- Climate data is available and accessible.
- Willingness of key stakeholders to adopt new technologies and practices.

- Commitment of successive government administrations for continuity of the programmes/policy on CC.
- Financial sustainability of the Centre is significantly improved

Implementing the SIP 2021-2025 will be a considerable undertaking given the need to bring into alignment, coordinate and harmonise the work of a wide range of stakeholders. Nonetheless, its implementation can transform the regional development landscape and significantly move the climate change agenda forward. SIP 2021-2025 will provide the guidance for the development and implementation of the work programmes of the Centre.

The implementation of SIP will be overseen by the BOG which is accountable to the COTED-CARICOM.

The Board will provide strategic leadership especially as it pertains to resource mobilization, be responsible for policy formulation and play an oversight role during the implementation and monitoring and evaluation of the Strategic Plan. The Centre will be the Technical Secretariat and, through the Executive Director, will ensure the overall coordination, implementation, monitoring, and evaluation of the SIP. The heads of units/departments will be responsible for the day-to-day operationalization of the SIP to ensure the planned activities are implemented.

Implementing the SIP 2021-2025 will require substantial additional financial resources especially as it seeks to scale up actions in Member States, implement commitments under global frameworks and importantly the Revised Regional Framework and to address the institutional capacity gaps. The estimated budget to achieve the five strategic objectives of the SIP over the five-year period is US\$26.8 million. The current funding streams are not sufficient to adequately address the development challenges facing the region in terms of climate change. This is further exacerbated by shifting geopolitical priorities at regional and international levels and competition for climate financing. It is expected that implementation of the Resource Mobilization Strategy and completion of the accreditation process to targeted climate finance entities will mobilize additional funding for implementation of the SIP 2021-2025.

Several key elements will contribute to the sustainability of the SIP 2021-2025. First, the programme will build on the existing strategic partnerships and in collaboration with Member States. Strengthened governance and management structures at all levels, including in Member States and the clarification of the roles and responsibilities for all stakeholders, will enhance coordination and alignment and support coherence in SIP implementation.

Other important elements that to ensure sustainability for implementation of SIP 2021-2025 include:

1. Availability of adequate and consistent resources to support implementation of activities especially priority actions.
2. Extensive knowledge sharing and training at the national level will enhance political will and capacity to achieve the desired impact.

3. Enhancement of technical capacity in results-based management (RBM) and monitoring, evaluation and reporting.
4. Ensuring strong, consistent and timely communications and engagement with the relevant stakeholders at international, regional and to the extent possible at national levels.
5. Continuously seek funding support from a variety of sources (domestic and external) to undertake implementation of critical and catalytic programme activities.
6. Gaining support from a wide cross-section of stakeholders such as specialised interest groups, academia, civil society, the private sector and those involved in the Regional Coordinating Committee on Climate Change will provide the basis for broad based consultations and consensus on relevant issues. Apart from the conglomeration of ideas and perspectives, this will also be useful in facilitating ownership and building capacity for implementation.
7. Increased use of climate change data/information for evidence-based decision making.
8. Ability of the Centre to implement institutional capacity strengthening measures as highlighted under SO5 and detailed in the Capacity Development Plan.

The success of the implementation of SIP 2021-2025 will depend heavily on the Centre's ability to monitor and evaluate its work and to make appropriate adjustments to the design and implementation of its initiatives based on results achieved. The Centre is committed to implementing a comprehensive results-based monitoring, evaluation, reporting and learning framework to improve delivery processes, document results, inform stakeholders about the relevance, effectiveness, efficiency of the Centre, and to mobilise political support for sustaining and expanding the programmes and actions therein.

The Centre will monitor the implementation of SIP's programmes and activities and prepare reports at the required frequency to assess the extent of achievement of set targets and inform the Board and management for decision making. This will be in keeping with CARICOM Secretariat's thrusts towards Results-Based Management (RBM).

ABBREVIATIONS & ACRONYMS

	Definition
ACP	African, Caribbean and Pacific
AOSIS	Alliance of Small Island Developing States
BCP	Business Continuity Plan
BOG	Board of Governors
CAF	Development Bank of Latin America
CARICOM	Caribbean Community
CARIFORUM	Caribbean Forum
CC	Climate Change
CCAP	Climate Change Adaptation Program
CCCCC	Caribbean Community Climate Change Centre
CCORAL	Caribbean Climate On-Line Risk and Adaptation tool
CDB	Caribbean Development Bank
CDEMA	Caribbean Disaster Emergency Management Agency
CIMH	Caribbean Institute for Meteorology & Hydrology
COP	Conference of Parties
COTED	CARICOM Council for Trade and Economic Development
CRFM	Caribbean Regional Fisheries Mechanism
EDR	Environmental Design Research
EU	European Union
FCROs	French Caribbean Outermost Regions
FDI	foreign direct investment
GCCA+	Global Climate Change Alliance Plus
GCF	Green Climate Fund
GCMs	Global Climate Models
GEF	Global Environment Facility
IADB	Inter-American Development Bank
IMELS	Italian Ministry of Environment, Land, and Sea
IRENA	International Renewable Energy Agency
IUCN	International Union for Conservation of Nature
KFW	German Development Bank
MACC	Mainstreaming Adaptation to Climate Change
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation, Reporting and Learning
MER	Monitoring, Evaluation, and Reporting
NGO	Non-Governmental Organization
OCTs	Overseas Countries and Territories
OECD	Organization for Economic Cooperation and Development
PIRS	Performance indicator reference sheets
PMF	Performance Measurement Framework
PSC	Project Steering Committee
QA	Quality Assurance
RBM	Results-Based Management
RCCCC	Regional Coordinating Committee on Climate Change
RCMs	Regional Climate Models
RIPS	Regional Investment Promotion Strategy
RPG	Regional Public Goods

Caribbean Community Climate Change Centre Strategic and Implementation Plan 2021-2025

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	Definition
SDGs	Sustainable Development Goals
SIDS	Small Island States
SIP	Strategic and Implementation Plan
SMEs	Small and medium-sized enterprises
SWOT	Strengths, Weaknesses, Opportunities, Threats
TOC	Theory of Change
TORs	Terms of Reference
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
UWI	University of the West Indies
WB	World Bank

1. INTRODUCTION AND BACKGROUND

This document is the Caribbean Community Climate Change Centre's (the Centre) Strategic & Implementation Plan 2021-2025, Empowering People to Act on Climate Change³. This strategic framework provides direction and focuses the efforts of the Centre 12 on how to contribute to a Caribbean region that is better capable to cope with and adapt to the adverse effects of climate change and, contribute in relevant proportion, to reduce and avoid GHG emissions.

The Strategic and Implementation Plan (SIP) 2021-2025 reflects the results of a participatory process, involving the Centre's staff, Executive Management Team, and its Board of Governors; CARICOM and selected regional institutions; regional and international development agencies; climate change funding partners and other stakeholders.

Through the Centre's actions at the regional level, the Strategy is also linked to how the region is contributing, through learning from experiences, research and implementation to global climate change discourse. A major emphasis of this Strategic Framework is the focus on results, that is, accountability for "climate justice" results across the region especially for CARICOM Member States.

This framework combines the recommendations and insights from the recent Institutional Assessment conducted by the Centre with a focus on the identified prioritised challenges in line with the opportunities presented in a changing context.

The SIP 2021-2025 is aligned with and supports achievement of the climate change aspects of several global, regional and national policy and strategic frameworks. These include the following:

- The CARICOM Declaration for Climate Action - 2015
- The Liliendaal Declaration on Climate Change and Development - 2009
- Regional Framework for Achieving Development Resilient to Climate Change 2009-2015
- Paris Agreement
- United Nations Sustainable Development Goals (SDGs) particularly,
 - Goal 7: Affordable and Clean Energy
 - Goal 12: Responsible consumption and production
 - Goal 13: Climate Action
 - Goal 14: Life below water
 - Goal 15: Life on land
 - Goal 17: Partnerships for the Goals
- CARICOM Strategic Plan 2015-2019⁴
- Revised Regional Framework for Achieving Development Resilient to Climate Change 2019-2029 (hereafter Revised Regional Framework)
- OECS Growth and Development Strategy 2019-2028

³ A new tagline is being developed that will replace this.

⁴ CARICOM is currently in the process of preparing a ten-year plan.

This document is organized as follows:

- **Section 1** provides the introduction and background to the document and the current global and regional context within which it is set. The section also makes special mention of the ongoing COVID-19 pandemic and some of the similarities with the climate change crisis.
- **Section 2** focuses attention on the Centre by highlighting the services provided, a summary of its strengths, weaknesses, opportunities and threats and achievements, challenges and lessons learnt. The section also presents a stakeholder analysis identifying the key stakeholders, their expectations and the Centre's expectations.
- **Section 3** outlines the strategy for the five-year period 2021-2025. The section starts by articulating and reaffirming the operating philosophy and values of the Centre including its vision, mission and core values and then delves into the strategic objectives, outcomes and outputs for the period.
- **Section 4** presents the SIP implementation framework which inter alia details the priority actions to be pursued, governance structures and organizational structure. It also presents the financial projections for the strategic plan. The risk factors that may affect the implementation of the strategic plan have been identified and appropriate mitigating factors recommended.
- **Section 5** presents a brief overview of the framework for monitoring and evaluation of the SIP.

1.1. SIP 2021-2025 Development Process

In August 2020, Le Groupe-conseil baastel Itée (hereafter Baastel), was contracted to facilitate the development of a five-year strategic implementation plan for the Centre, inclusive of an M&E framework. Between September 2020 and May 2021, the Centre undertook an Institutional Assessment (IA) exercise as a major underpinning for the development of SIP 2021-2025. Several areas of organization capacity were assessed, existing gaps found, recommendations for improvements made and a Capacity Development Plan (CDP) was proposed based on the findings.

The Institutional Assessment and overall development of SIP followed a participatory approach in which stakeholders, in particular the staff of the Centre and the Board of Governors, were identified and engaged throughout the process. The participatory approach was meant to build consensus on key issues to enhance ownership, establish and widen networks, linkages and partnerships that would be necessary for subsequent implementation.

The following methods of data collection were used in the SIP 2021-2025 development process: document review, online survey, interviews, and focus group discussions from September 2020 to present.

- **Document review:** This involved a comprehensive review of relevant documents. The consultancy team reviewed a range of documents including policies and manuals, strategic frameworks, and project documents. Please see Annex 1 for list of documents reviewed.
- **Online Surveys:** Three online surveys were conducted for staff, Board of Governors and Focal Points.

- i. *The Board of Governors Survey*: This online survey was launched late September 2020 to 10 members of the BOG. The survey comprised 20 items and was a mix of open and close-ended questions gathering perspectives on: satisfaction with board operations; Centre's key achievements, strengths, weaknesses, opportunities, and threats; and priority actions to pursue in the next five years.
 - ii. *The Rapid Organization Capacity Assessment (ROCA) Survey*: This survey was delivered to all staff of the Centre in mid-October 2020. It comprised approximately 100 items to which different categories of staff were directed to respond. These items represented 11 components and 15 sub-components of the organization's capacity.
 - iii. *The Focal Point Survey*: This survey was administered to 57 focal points for CCAP, Meteorological Services and UNFCCC in November 2020. It comprised 20 open and close-ended questions gathering perspectives on: Centre's tools, key achievements, strengths, weaknesses, opportunities, and threats; and priority actions to be pursued over the next period.
- **Key informant interviews**: Interviews were conducted utilizing by and large, semi-structured questionnaires. These interviews were conducted mostly by Zoom or telephone.
 - **Focus Group Discussions**: These took place in November. These discussions garnered feedback on a range of issues regarding the mandate, identified areas of consensus and generated additional information sources to tap into.

Please see Annex 2 for the consultation list.

Results from these lines of inquiry provided an appreciation of the Centre's institutional environment including strengths and weaknesses, inter-institutional linkages, existing capabilities and capacities, and key achievements and experiences to date. It also provided the political, economic, social, technological, legal and environmental contexts in which the Centre operates. A stakeholder analysis was also undertaken. This analysis identified and grouped the key stakeholders, their expectations of the Centre and the Centre's expectations. Please see Annex 3 for the CCCCC stakeholders' analysis.

1.2. Global and Regional Context for Climate Change

1.2.1. Global

The Revised Regional Framework highlighted that greenhouse gas emissions continues to rise and are more than 50% higher than in the early 1990s⁵. Annual average losses resulting from climate-related disasters, such as tropical cyclones and flooding, run into billions of dollars on a global scale. According to Munich Re, one of the world's leading providers of reinsurance, primary insurance and insurance-related risk solutions, global losses from natural disasters in 2020 came to US\$ 210 billion, of which only 39% or US\$82 billion was insured. On the global scale, climate change has increased its prominence as a critical issue requiring international cooperation and action and is included in

⁵ The Revised Regional Framework for Achieving Development Resilient to Climate Change (2019-2029), 2019, pg. 26.

several global political arenas. The culmination of almost two decades of negotiations on climate change resulted in the Paris Agreement. At the 21st session of the Conference of the Parties (COP) in December 2015, the Paris Agreement was adopted by the 196 Parties to the UNFCCC. Following wide-spread support and rapid ratification by Parties, the Agreement entered into force on November 4, 2016. The Paris Agreement provides a universal, legal framework to strengthen the global response to climate change. The Caribbean countries are signatories of the agreement. One of the operating entities of the financial mechanism of the Convention is the Green Climate Fund (GCF). The GCF is an important financial partner for the Centre and in the region is responsible for serving the Agreement by providing funding to support the efforts of developing countries to address climate change through mitigation and adaptation action. GCF has gathered initial pledges of USD10.3 billion aimed at investing in low-emission and climate-resilient development through providing grants, loans, equity or guarantees⁶.

Other significant global response mechanisms to climate change include the Sustainable Development Goals (SDGs)⁷ in particular Goal 13: Climate Action.

The assessment of the global context would not be complete without mention of the recent Sixth Assessment Report (AR6) of climate science from the Intergovernmental Panel on Climate Change (IPCC) which definitively ties climate change and global warming to human activities.

Table 1 highlights some of the key statements/projections on key climate change issues from the IPCC's AR6.

Table 1: AR6 Statements on Selected Climate Change Issues

Climate Change Focus Area	Selected AR6 Statements/Projections
Global temperature	Compared to 1850–1900, global surface temperature averaged over 2081–2100 is very likely to be higher by 1.0C to 1.8C under the very low GHG emissions scenario considered (SSP1-1.9), by 2.1C to 3.5C in the intermediate scenario (SSP2-4.5) and by 3.3C to 5.7C under the very high GHG emissions scenario (SSP5-8.5).
Ocean warming	Past GHG emissions since 1750 have committed the global ocean to future warming (high confidence). Over the rest of the 21 st century, likely ocean warming ranges from 2–4 (SSP1-2.6) to 4–8 times (SSP5-8.5) the 1971–2018 change.
Ocean acidification	Based on multiple lines of evidence...ocean acidification (virtually certain)...will continue to increase in the 21 st century, at rates dependent on future emissions.
Heat extremes	Every additional 0.5C of global warming causes clearly discernible increases in the intensity and frequency of hot extremes, including heatwaves (very likely).
Water cycle	There is strengthened evidence since AR5 that the global water cycle will continue to intensify as global temperatures rise (high confidence), with precipitation and surface water flows projected to become more variable over most land regions within seasons (high confidence) and from year to year (medium confidence).
El Niño & the water cycle	It is very likely that rainfall variability related to the El Niño–Southern Oscillation is projected to be amplified by the second half of the 21 st century in the SSP2-4.5, SSP3-7.0 and SSP5-8.5 scenarios.

⁶ *Ibid.*, pg. 28.

⁷ The SDGs came into effect in January 2016 and will guide UN's policy and funding until 2030.

Climate Change Focus Area	Selected AR6 Statements/Projections
Drought	Discernible changes in intensity and frequency of meteorological droughts, with more regions showing increases than decreases, are seen in some regions for every additional 0.5C of global warming (<i>medium confidence</i>). Increases in frequency and intensity of hydrological droughts become larger with increasing global warming in some regions (<i>medium confidence</i>).
Rainfall extremes	It is very likely that heavy precipitation events will intensify and become more frequent in most regions with additional global warming. At the global scale, extreme daily precipitation events are projected to intensify by about 7% for each 1C of global warming (<i>high confidence</i>).
Sea level rise	It is <i>virtually certain</i> that global mean sea level will continue to rise over the 21 st century. Relative to 1995-2014, the likely global mean sea level rise by 2100 is <u>0.28-0.55 metres</u> under the very low GHG emissions scenario (SSP1-1.9), <u>0.32-0.62 metres</u> under the low GHG emissions scenario (SSP1-2.6), <u>0.44-0.76 metres</u> under the intermediate GHG emissions scenario (SSP2-4.5), and <u>0.63-1.01 metres</u> under the very high GHG emissions scenario (SSP5-8.5). In the longer term, sea level is committed to rise for centuries to millennia due to continuing deep ocean warming and ice sheet melt, and will remain elevated for thousands of years (<i>high confidence</i>).

The good news from the Report is that humanity still has a chance to limit warming in the 21st century to 1.5°C, if decisive actions are taken. According to the report, limiting human-induced global warming to a specific level requires limiting cumulative CO₂ emissions, reaching at least net-zero CO₂ emissions, along with strong reductions in other greenhouse gas emissions. Strong, rapid and sustained reductions in CH₄ emissions would also limit the warming effect resulting from declining aerosol pollution and would improve air quality. The report expressed high confidence that if global net-negative CO₂ emissions were to be achieved and be sustained, the global CO₂-induced surface temperature increase would be gradually reversed but other climate changes would continue in their current direction for decades to millennia.

It is believed that this decade represents the last possible opportunity to avert worldwide catastrophic climate change.

1.2.2. Regional

According to the Revised Regional Framework, countries in the Caribbean region are experiencing, first-hand, the effects of climate change, with documented economic, social and environmental impacts at the national, community and ecosystem levels. Small Island Developing States (SIDS), including Caribbean SIDS, are recognized by the United Nations Framework Convention on Climate Change (UNFCCC) as countries most vulnerable to climate change. The region is heavily impacted by hurricanes, flooding and droughts, sea level rise and coastal erosion, which causes loss of beaches that are critically important to the tourism sector. The record breaking 2017 hurricane season significantly highlighted the economic, physical and social vulnerability of the region to climate related hazards.

As shown in Table 2, the projections for the Caribbean are for rising sea levels, hotter temperatures, more variable and heavy rainfall with increased drying, increased sea surface temperatures, and more intense hurricanes.

Table 2: Summary of Climate Trends and Projections for the Caribbean

HISTORICAL TREND	PROJECTION
RAINFALL	
<ul style="list-style-type: none"> Caribbean region has a defined dry (December to April) and wet (May to November) season. Caribbean countries can be divided into six rainfall zones, based on the pattern of rainfall received. Central Caribbean (Zones 3 and 4) receives smaller rainfall amounts (2-17 mm/month) while the far western and southern Caribbean (Zones 1 and 6) receive rainfall amounts ranging from 2 to 27 mm/month. More than 70% of the rainfall occurs in the wet season for each zone. In the long-term historical record (1900-2014), the Caribbean has not gotten wetter or drier (no significant observed linear trend). Decadal variations account for 7% of the observed variability in Caribbean rainfall. Year-to-year (interannual) variations account for up to 91%. The number of consecutive dry days is increasing, as well as the amount of rainfall during rainfall events. 	<ul style="list-style-type: none"> The Caribbean as a whole will gradually become dry through to the end of the century. Drying is expected to be less in the far north Caribbean and more in the south and southeast. Global Climate Models (GCMs) suggest for the central and southern Caribbean basin, drying up to 20 per cent for annual rainfall, while Regional Climate Model (RCM) based projections suggest up to 25 and 35 per cent less rainfall by the end of the century GCMs suggest that mid-2020s will see up to 2% less rainfall in the annual mean. By the 2050s, the region is in the mean up to 6% drier, and by the end of century, the region may be up to 17% drier. The Caribbean drying trend is likely driven by drying in the late wet season (September-November). Dry season rainfall generally shows small increases or no change. RCMs suggest sub-regional variation in projections with some parts of the region being more significantly impacted by drier conditions than others. A general pattern is for Belize in the far west Caribbean (Zone 1) and the Lesser Antilles and southern Caribbean (Zones 5 and 6) to be the most severely impacted once drying has begun, as well as the central Caribbean (Zone 4) to a lesser extent. Changes to mean annual rainfall in the far north and north Caribbean (Zones 2 and 3) may suggest slightly wetter conditions through to mid-century, which change to drier conditions by the end of century. It is important to note however, that even for the far north Caribbean, the rainy seasons are projected to dry from as early as the 2020s. Small to large increases in consecutive dry days are projected across the region.
AIR TEMPERATURES	
<ul style="list-style-type: none"> Most of the variability observed (~65%) in temperature in the Caribbean is due to a significant upward (linear) trend. Increase in temperature in Caribbean is consistent with global warming trend. There is an increasing trend in very warm days and nights for the Caribbean as a whole. 	<ul style="list-style-type: none"> The Caribbean as a whole will gradually warm through to the end of the century. Minimum, maximum and mean temperatures increase irrespective of scenario through the end of the century. The mean temperature increase (in °C) from GCMs will be 0.48-0.56°C by the 2020s; 0.65-0.84°C by the 2030s, 0.86°-1.50°C by the 2050s, and 0.83-3.05°C by the end of the century with respect to a 1986-2005 baseline over all four RCPs. RCMs suggest higher magnitude increases for the downscaled grid boxes - up to 4°C by end of century.

HISTORICAL TREND	PROJECTION
	<ul style="list-style-type: none"> • Temperature increases across all seasons of the year. • There are regional variations in warming evident in the RCM results. The far western Caribbean (Zone 1) and the southern Caribbean (Zone 6) show slightly higher warming than the rest of the region. • Projections based on statistical downscaling show an increase for both warm days and warm nights by the end of the century - warm days ranged between 51 and 251 days, and warm nights between 24 and 360 days for RCP 8.5. • The trend is for a decrease in both cool days and nights. The range for cool days was between 1 and 41 days, and between 1 and 32 days for cool nights for the end of century under RCP 8.5.
SEA SURFACE TEMPERATURES	
<ul style="list-style-type: none"> • Range from 25°C to 30°C over the period of the year and follows a normal distribution pattern, with the lower temperatures in December/January and the highest temperatures in July. 	<ul style="list-style-type: none"> • Recent warming trend in SSTs will continue in the future. <ul style="list-style-type: none"> • Under a business-as-usual scenario, SSTs increase by $1.76 \pm 0.39^\circ\text{C}$ per century in the wider Caribbean. • The mean annual SST range ($\sim 3.3^\circ\text{C}$) currently observed in the Caribbean Sea is projected to contract to 2.9°C in the 2030s, and to 2.3°C in the 2090s. By the end of the century, years of coolest projected SSTs fall within the range of the warmest years in the present.
SEA LEVELS	
<ul style="list-style-type: none"> • There is a general increasing trend in the sea level of the Caribbean region: • A regional rate of increase of 1.8 ± 0.1 mm/year between 1950 and 2009. • Higher rate of increase in later years: 1.7 ± 1.3 mm/year between 1993 and 2010. • Caribbean Sea level changes are near the global mean. • Larger sea level increases observed for post 2000 period during which hurricane intensity and sea level interannual variability have both increased. 	<ul style="list-style-type: none"> • There is a general increasing trend in the sea level of the Caribbean region: • A regional rate of increase of 1.8 ± 0.1 mm/year between 1950 and 2009. • Higher rate of increase in later years: 1.7 ± 1.3 mm/year between 1993 and 2010. • Caribbean Sea level changes are near the global mean. • Larger sea level increases observed for post 2000 period during which hurricane intensity and sea level interannual variability have both increased.
HURRICANES	
<ul style="list-style-type: none"> • Significant increase in frequency and duration of Atlantic hurricanes since 1995. • Increase in category 4 and 5 hurricanes; rainfall intensity, associated peak wind intensities, mean rainfall for same period. 	<ul style="list-style-type: none"> • No change or slight decrease in frequency of hurricanes. • Shift toward stronger storms by the end of the century as measured by maximum wind speed increases of +2 to +11%. • +20% to +30% increase in rainfall rates for the model hurricane's inner core. Smaller increase ($\sim 10\%$) at radii of 200 km or larger.



HISTORICAL TREND	PROJECTION
	<ul style="list-style-type: none"> An 80% increase in the frequency of Saffir-Simpson category 4 and 5 Atlantic hurricanes over the next 80 years using the A1B scenario.

Source: *The State of the Caribbean Climate*




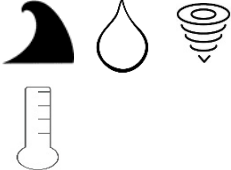
The impacts of these changes have far-reaching implications for regional economic growth and development⁸. Reduced incomes from tourism and agricultural outputs threaten the long-term economic sustainability and the development capacity of the region.











The following Table 3 on the potential impacts of climate change taken from the RRF summarizes the potential impact of climate change on selected resources and economic sectors in the region.

Table 3: Potential Impacts of Climate Change in the Caribbean







Resource/ Sector	Description	Climatic drivers	Potential impacts
Coastal and marine ecosystems	Coral reefs, mangroves and other coastal ecosystems provide essential ecosystem services including stabilization of coasts; protection of shores during extreme events; provision of habitats for marine species; and also serve as attractions for reef-based tourism.		Widespread coral bleaching and mortality Degradation of mangrove forests Coastal erosion Increased impacts from tropical storms Reduced income from coastal fisheries and tourism activities Loss of livelihoods Loss of coastal biodiversity Loss of culturally important landscapes Declines in fish production Alterations in the fecundity of marine organisms Dissolving of the exoskeleton of shelled organisms
Water resources	Availability of freshwater is a significant factor in economic and social development. Many islands rely on rainwater as the primary source of water supply.		Most islands projected to see reductions in rainfall Saline intrusion into groundwater reserves Decreased freshwater availability Increased incidents of drought Declining agricultural productivity Impacts on other sectors such as Health, Tourism, Industry.

⁸ Climate Studies Group Mona (Eds.). 2020. "The State of the Caribbean Climate". Produced for the Caribbean Development Bank.

Resource/ Sector	Description	Climatic drivers	Potential impacts
Biodiversity	The region has a high proportion of endemic species making it one of the world's greatest centres of biodiversity. The region is recognized as a hotspot for globally threatened species.		Degradation of important marine and terrestrial habitats Loss of biodiversity Extinction of threatened species
Forest ecosystems	Forests provide protection for watersheds and soils; prevent erosion and landslides; are part of the water supply system; support nature tourism; and are critical in carbon sequestration and climate regulation. Forests in the region vary in size, ecological and economic importance and are also threatened by deforestation and unsustainable lumbering.		Forest thinning Changed forest composition Reduced tree and wildlife populations Increased incidents of landslides Loss of endemic tree species Loss of subsistence materials: food, wood fuel, medicines Loss of aesthetic appeal Loss of livelihoods Loss of culturally important landscapes Reduction of water resources Desertification
Human settlements and infrastructure	Intensive coastal development and the concentration of people and infrastructure in coastal zones is common in the region. Many nations display 'coastal squeeze'-concentration of physical infrastructure along the coastline preventing coastal ecosystems from moving inland as sea levels rise.		Increased damages from tropical storms Displacement of communities Permanent migration of people Increased loss and damage of critical infrastructure Diminished income from tourism activities Decay of the social and cultural fabrics of communities
Human health	The tropical climate of the region is favourable for the transmission of tropical vector and water-borne diseases. Extreme events often result in injuries or deaths. Heat stress is a challenge in non-climate controlled environments.		Increased diseases such as malaria, dengue, filariasis, chikungunya, zika and leptospirosis Increased incidents of ciguatera fish poisoning Increased incidents of heat stress and heat stroke Decreased productivity of workers in non-climate controlled environments Increased injuries and deaths associated with tropical storms

Resource/ Sector	Description	Climatic drivers	Potential impacts
Agriculture and food security	Subsistence and commercial agriculture are vital to SIDS economies, contribute to nutritional status and social well-being and are a source of livelihoods.	   	Shifts in agricultural productivity Changes to altitudinal zonation, vegetation type and location Loss of livelihoods Loss of agricultural lands Decreased food security Alterations in fecundity Decreases in pollinator populations
Tourism	Tourism is a key industry for the region and contributes substantially to the economies of many islands. The region is largely reliant on the attractive climate and environment to draw in visitors.	     	Degradation of beaches and coral reefs and other natural attributes that are important to the industry Loss of and damage to critical tourism infrastructure Less predictable weather patterns affecting visitor experiences Loss of tourism related livelihoods Decreased tourism revenue

References: Adapted from Alongi, 2008; Bueno et al., 2008; IPCC, 2014; FAO, 2014; Nurse et al., 2014; Schleussner et al., 2016; Thomas and Benjamin., 2018

LEGEND			
Sea level rise		Increased sea surface temperatures	
Ocean acidification		Changes in rainfall patterns	
Increased air temperatures		Increased intensity & frequency of tropical cyclones	

Source: RRF 2019-2029

The poorest and most marginalized communities are especially vulnerable and often reside in areas most heavily affected by flooding and erosion from storms and sea level rise. Climate change affects the most vulnerable in the population and those on the margins of society more than other groups. It further acts as a multiplier of existing vulnerabilities and magnifies current inequalities. Children, pregnant women, elderly people, the malnourished, and people who are ill or immunocompromised are particularly vulnerable when a disaster strikes and take a relatively high share of the disease burden associated with emergencies. Poverty and its common consequences such as malnutrition, poor housing, homelessness, and destitution is a major contributor to vulnerability and those in poverty are also most affected by lower productivity or loss of traditional livelihoods such as fisheries or subsistence agriculture as a result of climate change impacts. This became apparent in recent times as evidenced by the emergence of climatic conditions that are not only unfamiliar, but also unprecedented. The 2017 hurricane season provided valuable insight into what the Caribbean might face in the future under climate change. Far surpassing any upper limits of devastation in prior

experience, the 2017 hurricane season was among the deadliest on record, and the costliest to date - estimated at over US\$350 billion globally⁹.

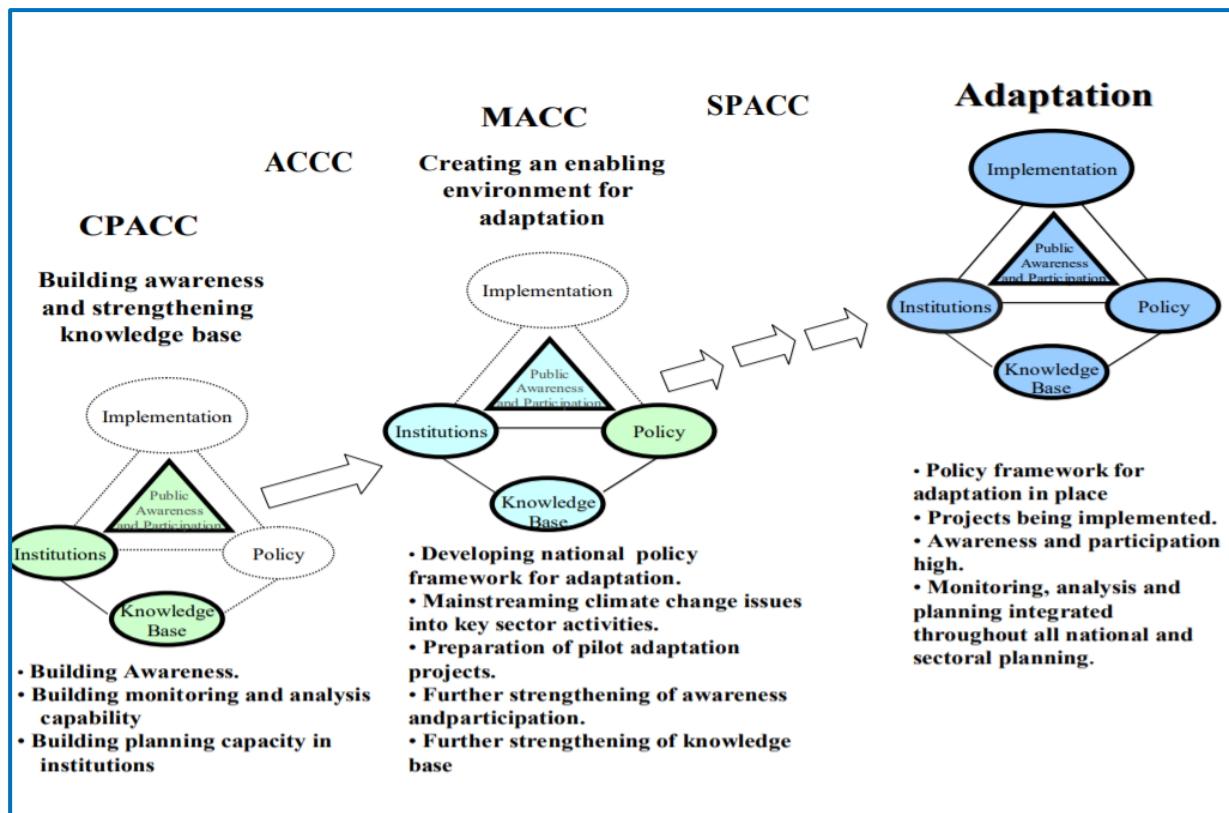
The economic costs associated with climate change for the Caribbean are cause for significant concern, as highlighted by the devastating impacts of the 2017 and 2019 hurricane seasons. As global temperatures continue to rise, the region may face losses of US\$350-550 million per year due to tropical cyclones alone. However, hurricanes have the potential to inflict far more intense damages as shown by 2017 Hurricane Maria that inflicted damages and losses of approximately US\$1.3 billion for Dominica alone, almost 225% of the country's 2016 GDP. The devastating impact of Hurricane Dorian in the Bahamas in 2019 imposes a compelling entreaty for immediate regional and national action to build climate change resilience¹⁰.

To this end, Caribbean countries have carried out significant analytical work on adaptation to climate change, through regional projects such as: Caribbean Planning for Adaptation to Climate Change (CPACC); Adaptation to Climate Change in the Caribbean (ACCC); and Mainstreaming Adaptation to Climate Change (MACC). These projects have supported countries with developing National Adaptation Plans and UNFCCC National Communications and have provided learning – particularly regarding strengthening institutional arrangements and knowledge-sharing for bolstering continued efforts as well as improving decision-making across Member States and Regional Institutions. Please see Figure 1.

⁹ Climate Studies Group Mona (Eds.). 2020. "The State of the Caribbean Climate". Produced for the Caribbean Development Bank.

¹⁰ CCCCC. 2019. Climate Change and the Caribbean: The Revised Regional Framework for Achieving Development Resilient to Climate Change (2019-2029)

Figure 1: Pioneering Climate Change Projects in the Region¹¹



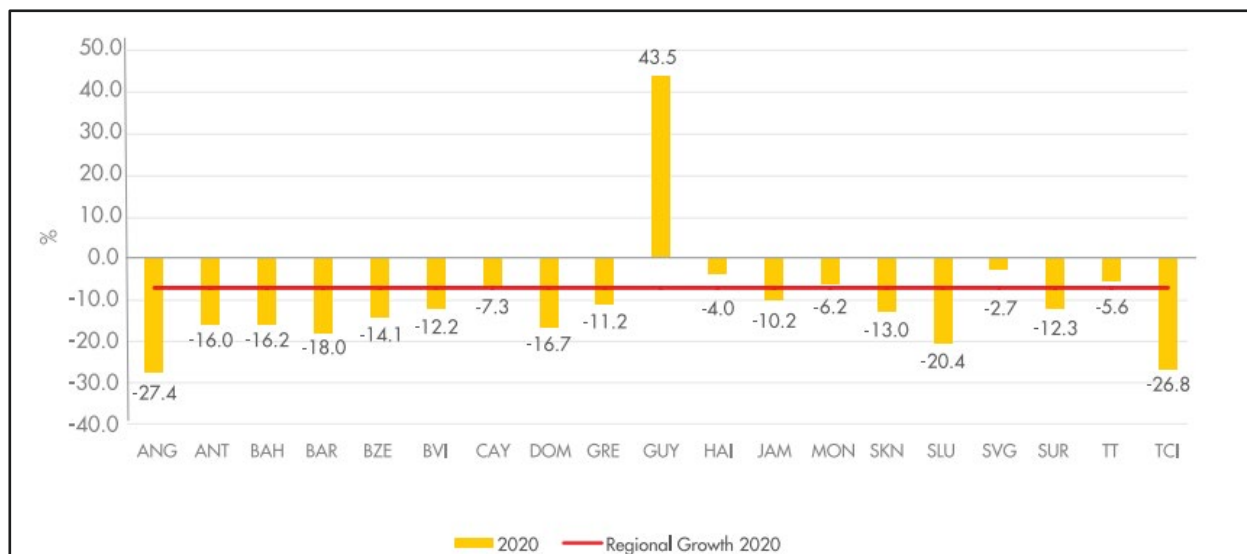
1.2.3. COVID-19 Pandemic and the Climate Change Crisis

The world is facing one of its greatest challenges of the 21st century with the onset of the novel corona virus (COVID-19) pandemic since December 2019. It has affected every aspect of the world’s political, legal, economic, social, environmental, and technological systems.

As of June 28, 2021, according to the Caribbean Public Health Agency (CARPHA), a multitude of Caribbean citizens totalling 923,661 have contracted COVID-19, of which 12,484 have died from the virus. The CDB estimates that regional GDP fell by about 7.2% in 2020 after averaging 2.2% growth per year in the preceding five years. Only Guyana reported economic growth, boosted by the commencement of oil production. Please see Figure 2.

¹¹Source: https://www4.unfccc.int/sites/napc/events/LDCSM2015/Shared%20Documents/1.6_Adaptation%20Planning%20in%20the%20Caribbean.pdf

Figure 2: Real GDP Growth on the Caribbean Region



Source: CDB

The World Bank estimated that the region would suffer a 4.6 percent contraction in 2020 because of the pandemic. While the Bank projects a partial recovery in 2021 and 2022 estimated at about 2.6 percent, it also suggests that the impacts of plummeting oil and energy prices affecting commodity-dependent economies, the sharp drops in remittances, and dwindling demand from China, the U.S., and other G7 economies will inflict significant economic pain across countries. The effect on CARICOM Member States is expected to be far reaching, in terms of worsening debt, reduced fiscal space and difficulty in building their resilience capacity. This is clearly demonstrated in the collapse of the tourism industry with many pundits claiming that recovery may be years in the making, possibly permanently changing the face of industry¹².

Whilst the pandemic was raging in 2020, global temperatures were rising. The National Oceanic and Atmospheric Administration (NOAA) recently announced that 2020 was the second hottest year on record for the planet, coming a mere 0.02° C behind 2016, the hottest year on record. Data captured by NOAA also showed that August 2020 was recorded as the warmest summer on record for the northern hemisphere, while June to December 2020 all showed hot streaks across the globe¹³. NOAA recently declared July 2021 as the hottest July and month ever recorded in human history¹⁴. Thus, while there was a temporary dip in greenhouse gas emissions from the slow-down in economic activity due to COVID, the reminder is that climate change remains an existential threat to the Caribbean. The COVID-19 pandemic and climate change alike are exposing the many social and economic

¹² Caribbean Community Climate Change Centre. 2020. Status Update on the Development of the Regional Framework.

¹³ NOAA. January 14, 2021. *2020 was Earth's 2nd-hottest year, just behind 2016*. <https://www.noaa.gov/news/2020-was-earth-s-2nd-hottest-year-just-behind-2016>.

¹⁴ <https://www.noaa.gov/news/its-official-july-2021-was-earths-hottest-month-on-record>

vulnerabilities that characterise the region and are challenging the region's capacity to adequately and effectively respond¹⁵.

While the socio-economic impact from the pandemic continues to be devastating, the ongoing and future impacts from climate change will be significantly greater. A look at figures used by Hedge Fund managers and investors show that “the global economic impacts from climate change by 2100 is estimated to be close to \$600 trillion, if global greenhouse gas reduction commitments are met, and over \$800 trillion, if they are not met. This, they posit, “will be equivalent to roughly 1.8 times COVID-like global economic contractions each year for the next 80 years.”¹⁶

¹⁵ Caribbean Community Climate Change Centre & Baastel. February 22, 2021. Is Climate Change A Covid Patient? A Look at the intersections between Covid 19 and Climate Change. <https://www.caribbeanclimate.bz/wp-content/uploads/2021/02/5C-Feature-revised4.pdf>

¹⁶ <http://www.stjohns.ca/media-release/climate-change-and-economy>

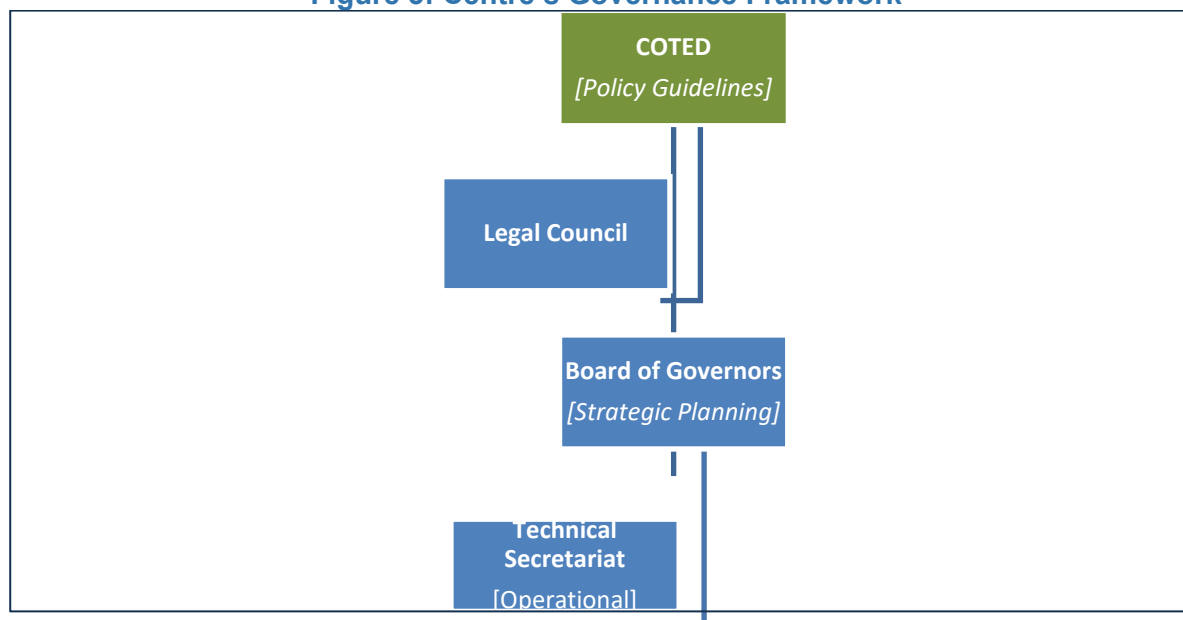
2. THE CARIBBEAN COMMUNITY CLIMATE CHANGE CENTRE

The Caribbean Community Climate Change Centre is mandated, by the CARICOM Heads of Governments, to lead the region's response to managing and adapting to climate change in addition to serving as the main repository for regional and national information on climate change. The Centre is the only regional institution established specifically to address the impacts of Climate Change. The Centre is driven by the philosophy established and nurtured by foundation-setting policies and activities including the Liliendaal Declaration, Nassau Declaration, CPACC, ACC and MACC projects.

2.1. Legal and Governance Framework

The Centre was established as a non-profit regional organization among Member States of CARICOM, by an Intergovernmental Agreement which entered into force on 4th February 2002. The Centre became operational in 2005 and was legally registered as an International Inter-Governmental Organisation under Article 102 of the United Nations Treaty on 27th March 2014 and having its registered office at 2nd Floor, Lawrence Nicholas Building, Ring Road, P.O. Box 563, Belmopan, Belize. Pursuant to legal requirements in the Host country, the Agreement establishing the Centre was passed under the laws of Belize pursuant to the Act, Act No. 6 of 2015, dated 29th July 2015. The Centre is one of 19 CARICOM Community Institutions and exists as a separate legal entity with its own governance arrangements. It reports, through its Board of Governors (BOG), to the **CARICOM Council for Trade and Economic Development (COTED)**, which provides policy guidelines through the Ministers with responsibility for environment or climate change. Please see Figure 3 below.

Figure 3: Centre's Governance Framework



Source: <https://www.caribbeanclimate.bz/about-us/governance-structure/>

COTED is the organ of CARICOM tasked with the responsibility for promoting trade and economic development in the Community. As per Article 15 of the Revised Treaty of Chaguaramas, some of the specific responsibilities of COTED include: a) promote and oversee the development and operation of the CSME, b) promote measures to enhance production, quality control and marketing of goods, c) promote measures to accelerate structural diversification of industrial and agricultural production, d) promote measure for the accelerated development of service, e) develop policies for environmental protection and enhanced transportation, etc. The agenda is often extensive due to the wide mandate of the COTED.

Key findings from the Institutional Assessment Report revealed that:

- COTED (trade) meets regularly but for nine consecutive years there was no meeting/forum of the Council of Ministers of the Environment. Consequently, it has been a challenge for the Centre to elevate issues of regional importance to the Council of Ministers. The Centre has, however, been invited to make presentations at the Heads of Government meetings.
- The Centre has participated in only one meeting of the Council of Ministers on Environment.
- Regular meetings of the Energy ministers take place at COTED and by virtue of the energy-climate change nexus, the Centre sometimes participates in these meetings.
- Environment/Climate Ministers meet mostly in preparation of COPs but hardly meet outside of this window. Environment/Climate Ministers' Agenda is driven by negotiations for COP.

The Centre is overseen by a **Board of Governors (BOG)** selected by the Council of Ministers designated for this purpose by the CARICOM Heads of Government. The Board is the central decision-making body for the Centre and comprises representatives from Members States and both public and private institutions. Current Board membership stands at 11 persons. The Board is headed by the Chair. The norm over the last 15 years was for the Board to meet annually. Since 2020, however, and with onset of COVID-19 and the Centre's financial sustainability challenges, it has been meeting quarterly through a virtual platform.

The operational arm of the Centre is a **Technical Secretariat** that supports the Board and bears the primary responsibility for ensuring that their decisions are carried out. The Technical Secretariat is headed by an Executive Director and has a staff complement of 37 persons with males making up 30% of the total. Approximately 59% (22 persons) provide administrative support to the Centre whilst the remaining (15 persons) are technical staff. A total of 28 staff (76%) are locals from Belize and the remainder are nationals from other CARICOM countries. Average number of years with the Centre is 5.65 years, with five staff being there 10 years and over. There are two women (Head of Finance, Head of Human Resources) and four men (Executive Director, Assistant Executive Director, Head of PDMU and Project Development Lead) being part of the management team.

2.2. Mandates, Objectives and Functions of the Centre

The Centre's two mandates, according to the Agreement to establish the Centre, are:

1. **To coordinate the regional response to climate change and the region's efforts to manage and adapt to the impacts of climate change, and**

2. To develop a financial mechanism to support its operations.

The objectives and functions of the Centre are highlighted in Table 4.

Table 4: CCCCC's Objectives and Functions

Objectives	Functions
1. Protection of the climate system of members of the Centre for the benefit of present and future generations	a) Collecting, analysing, storing, retrieving and disseminating meteorological and sea-level data relevant to the observation of climate change and facilitating, in collaboration with specialised Caribbean agencies, the collection of information about the impact of climate change on the economic sectors in the Caribbean.
2. Enhancing regional institutional capabilities for the coordination of national responses to the negative effects of climate change	b) Facilitating and co-ordinating the development of Caribbean positions on global climate change and serving as an authoritative technical source for Caribbean countries to, inter alia, fulfil their responsibilities under the United Nations Framework Convention on Climate Change.
3. Providing comprehensive policy and technical support in the area of climate change and related issues and spearheading regional initiatives in those areas	c) Assisting Members, on request, in realising the equitable benefits resulting from the implementation of financial mechanisms under the Kyoto Protocol.
4. Performing the role of executing agency for regional environmental projects relating to climate change.	d) Providing, on request, Members and Associate Members with strategic assistance for public education and awareness campaigns at the national and regional levels to involve all regular stakeholders, both public and private.
	e) In collaboration with Members and relevant agencies, developing special programmes to address implications in the Region for coastal zone management, disaster management, and potentially vulnerable sectors such as tourism, health, agriculture, and insurance.
	f) Promoting the sharing of resources, technical co-operation and information exchange with other global climate change Initiatives, in particular In Small Island Developing States and Latin America.
	g) Co-ordinating and initiating the development of regional research programmes, including adaptation of global climate and impact modelling efforts and specialised training focussed on effective adaptation to global climate change.

2.2.1. Financing

The Centre was established with the understanding that it would not receive budgetary support from Member States for its operations. This was part of the process that allowed for the CCCCC to be approved by CARICOM with the understanding that there was no financial support from this organization nor from its Member States. The Centre therefore has traditionally relied mainly on grant funding and project management fees it receives from acting as a project implementing and executing agency to finance its programme of work and carry out its daily operations.

There are, however, exceptions where the Centre receives/received small contributions from three Member States, namely; (i) the Government of Belize, which, as a host country, bears a portion of the current fixed costs of the Centre; (ii) the Government of Barbados, which has provided a small contribution for most of the life of the Centre, from funds which were placed in their annual budget to

help the Centre; and (iii) the Government of Trinidad and Tobago contributed funds that were held in a reserved fund to assist the Centre with its operational and administrative expenses.

2.3. Services Provided

The Centre's relevance is demonstrated in the work it does in providing the following services to its stakeholders:

1. **Information for decision-making:** The Centre provides an array of data and climate modeling services essential to its mainstreaming functions and remains the largest repository for climate change data for use by Member States. Except for LIDAR services, the tools featured in Annex 3 are free of charge to Member States and the public and are available for use on the Centre's website. On average, over 14,000 documents per month are downloaded by the Regional Clearing House.
2. **Project development and support:** Since 2006, the Centre has functioned as a project executing agency for development partners and national governments in keeping with Article 4 (d) of the Agreement Establishing the Centre. The Centre is a regional accredited and delivery partner of the GCF for projects ranging from US\$10m to US\$50m per project. The Centre supports national governments or institutions in the formulation of projects for submission to the Fund. The Centre also acts as the Implementing Entity for projects on behalf of national governments or institutions.
3. **Capacity building/strengthening:** The Centre develops and conducts appropriate training courses for various organizations on climate change related issues. These courses allow for capacity building or strengthening in the use of climate models; the assessment and monitoring of climate impacts, including the use of tools developed by the Centre; and other technical areas.
4. **Consultancy services:** The Centre conceptualizes, plans, develops, implements, monitors and evaluates projects and programmes in areas related to climate change.
5. **Joint venture services:** The Centre provides collaborated joint venture research and development in renewable energy both with public and private sectors.

2.4. Key Achievements

The following are some key achievements of the Centre. It is not an exhaustive nor prioritized list, but it is significant given the small size of the organization and the fact that it does not receive subventions from CARICOM Member States like other regional institutions.

2.4.1. Development of the Revised Regional Framework

In 2019, through intensive consultation with CARICOM Member States and development partners, the Centre updated the regional strategy for addressing the impacts of climate change on development - Climate Change and the Caribbean: The Revised Regional Framework for Achieving

Development Resilient to Climate Change (2019-2029). This was developed to guide the climate change agenda across the region especially in Member States. The original strategy was also developed by CCCCC at the request of CARICOM Heads of State and endorsed by Heads in 2009 - Climate Change and the Caribbean: A Regional Strategy for Achieving Development Resilient to Climate Change (2009-2015). The Revised Regional Framework has 11 strategic elements as in Figure 4 below.

Figure 4: Strategic Elements of the Revised Regional Framework



The Regional Coordinating Committee on Climate Change (RCCCC) which was established in 2014 under the original Regional Framework and Implementation Plan is expected to:

- Review progress of members in delivering Strategic Elements and Goals
- Assess execution of the implementation of the framework
- Provide guidance/advice on advancing resilience-building

The Centre will have primary responsibility for providing technical support and guidance as required by the RCCCC, implementing agencies and Member States.

2.4.2. Coordinating the region's strategy in relation to the Paris Agreement

The Centre's competitive advantage builds on its niche position as the **only climate change Centre of Excellence** in the Caribbean region. Moreover, the Centre has a stellar reputation as the go-to regional institution on climate change matters and enjoys recognition as an "authority" on climate change issues within the global and regional climate change arena. The Centre was able to influence the Paris Agreement (COP21) through its early adoption of the 1.5 to Stay Alive campaign, and, as a

consequence, language that reflects concerns of small island developing states (SIDS) was infused into the Agreement through the stellar work of CARICOM climate change negotiators, who form part of AOSIS. Consolidating the regional position on climate change and have those expressions delivered at the meetings of the COP, as one cohesive unit from the region was a major achievement for the Centre.

2.4.3. Project delivery mechanism channeling climate finance to the region

The Centre is a proven CARICOM delivery partner with expertise, experience and capacity to mobilize climate finance at scale to improve the Region's climate resilience. The Baseline Report: Operational and Project Portfolio (2019) highlighted that a total of 56 projects totalling over US\$260 million have been adopted, planned or implemented since the Centre's establishment in 2005. Aligned to this are the demonstrable actions that the Centre takes to pursue and implement innovative, transformative and impactful projects to build resilience to climate change impacts.

Since GCF accreditation, the average project funding value has approximately doubled to US\$5.7 million from US\$2.8 million prior to accreditation. Most of the projects (30) were to support resilience building/strengthening and adaptation. Table 5 provides a summary of the Centre's project up to December 2019.

Table 5: Summary of Projects

	Pre - 2015	2015 Onwards	Total
Projects started	20	24	56
Funding value	US\$ 55, 975,931	US\$ 205,639,538	US\$ 261,615,289
Number of mitigation projects	1	0	1
Number of resilience or adaptation projects	9	21	30
Number of cross-cutting projects	1	4	5

Adapted from the CCCCC's Baseline Report: Operational and Project Portfolio (2019)

Over the years, many projects ranging from small to large were conducted by the Centre as Regional Public Goods (RPGs). Examples of regional public goods include climate information, data, training and education and data and climate modeling services essential to its mainstreaming functions. Most of these RPGs are produced and disseminated through governmental and non-governmental partners. Some are available without charge through the Centre's website including the Caribbean Climate Online Risk Adaption tool (CCORAL), intended to guide both public and private sector entities through climate change impact assessments when planning projects, investments, and policies. The website also links to a Clearinghouse Search Tool for accessing the Centre's archive of climate change related documents, databases, and publications¹⁷.

¹⁷ Please see link at http://clearinghouse.caribbeanclimate.bz/?db_type=0&country=&collection=V501&s=§or=&topic=

Other examples of RPGs include:

1. Provision of **automatic weather stations**, in collaboration with CIMH, across the region and breaking the cycle of reliance on global models. The Centre provides real time data to CIMH, Climate Studies Group Mona UWI among others for assessing the impact of various scenarios, inclusive of a 1.5 and 2 degree centigrade temperature rise on the Caribbean and continue to provide the data needed for vulnerability assessments.
2. **Set-up of coral reef early warning stations**, part of a larger global effort, in collaboration with NOAA. The EU-GCCA, EU GCCA+ and the four-year (July 2016 to September 2020) USAID Climate Change Adaptation Program (CCAP) was integral in establishing these stations (both CREWS and AWS).
3. The **1.5 to Stay Alive Campaign** - Cognizant of the threat climate change poses to the region's survival and continued development, the Centre launched the two-tiered campaign in December 2009 ahead of COP15. The campaign sought to sensitize citizens across the Caribbean region about the impact of climate change on livelihoods in the region, and make a convincing case at the global level for the reduction of GHG emissions to a level not exceeding 350 parts per million (ppm) as an effective means of stabilising global warming.

The 2020 Rosenberg Report on the Centre estimated RPG projects to be approximately US\$12 million between the period 2005 and 2015. The main partners supporting the Centre with resources were the World Bank, IDB, GEF, EU, DFID, Climate and Development Knowledge Network (CDKN), United Nations Institute for Training and Research (UNITAR), Governments of Italy and Greece.

Of note is that the **Centre won Energy Globe Award for Renewable Energy and Potable Water Project in Bequia, St Vincent and the Grenadines in 2015**. – The project was executed on the island of Bequia in Saint Vincent and the Grenadines and focused on the production and provision of clean drinking water for more than 1,000 people. This was done through the acquisition and installation of a reverse osmosis desalination plant. The project was deemed highly sustainable as the water input is inexhaustible sea water and the energy used is solar, a renewable, carbon-free source. The landmark project was also presented by Energy Globe as part of a global online campaign (www.energyglobe.info) on World Environment Day. The private sector was involved in this project.

2.4.4. GCF accreditation and projects

The Centre was the first in the region to be accredited to the Green Climate Fund, the largest global funding mechanism, which has enhanced the region's access to financing for climate change adaptation and mitigation actions. The Centre undertook the arduous process involved in obtaining GCF accreditation and in July 2015, the Centre was accredited and is now eligible to submit project proposals/programmes valued at US \$10 – 50 million per project/programme. The Centre's accreditation to GCF enables the formulation of Project Concepts to support the following modalities:

- Readiness Proposals
- National Adaptation Plans

- Project Preparation Facility Proposals
- Simplified Funding Proposal
- Funding Proposal

The Centre continues to work with countries to develop concepts and proposals for submission to the GCF and other international sources of financing. Up to August 2021, the Centre has 17 ongoing GCF projects in its portfolio totalling approximately US\$38 million. The Baseline Report: Operational and Project Portfolio (2019) highlighted that since GCF accreditation, the average project funding value has approximately doubled to US\$ 5.7 million from US\$2.8 million prior to accreditation.

For ongoing projects, an overall average of approximately 50% of the budget has been spent. Four of the 17 projects are expected to be completed at the end of calendar year 2021 and the remaining projects by December 2022. Please see Annex 4: Status of the Centre's GCF Project Portfolio.

2.4.5. Largest repository of climate change data in the region

The Centre has the largest repository of Caribbean specific climate change data – accessible to all – to inform project design and development, policy and decision-making, and resilience building solutions. The Centre has been the lead coordinator in the promotion of the downscaling of regional climate models and has developed the online climate risk assessment tool, CCORAL, which is now used by countries in their planning processes. The Centre has in its possession, the only regionally owned LiDAR system that can generate high resolution data (e.g., floods maps, early warning systems etc.) to support evidence-based decision-making for resilience building.

Investment in Advanced Airborne Research LIDAR System – In 2018, the Centre obtained the LiDAR system through the combination of US\$2.5 million from USAID with US\$1.5 million from the CDB, US\$600,000 from the Government of Italy, US\$700,000 from the Centre itself, and a private sector partnership with a national airline for use of an aircraft to carry out the surveys. The LIDAR provides detailed type geospatial high-resolution information, both from a mathematical and topographical point of view that will enable the Centre to support countries to produce more accurate shoreline maps, make digital elevation models for use in geographic information systems, to assist in emergency response operations, disaster-risk mitigation, articulate evidence-based adaptation plans, and in many other applications. The Final CCAP Report had this to say: *“The acquisition of the LiDAR system is probably the most significant investment relating to data capture in the Caribbean putting the region in a place that allows it to manage captured data that would be on par with that of developed countries.”*¹⁸

The Centre is currently piloting the LIDAR across 11 Member States with anticipated scale up of its services through the development of a Marketing Strategy to be approved by the BOG, once the pilot has been completed.

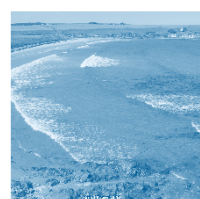
¹⁸ CCAP Final Report, p.64.

Please see Annex 5: The Centre's Data and Information Tools.

2.4.6. Successful partnerships have been established

The Centre is cognizant of the fact that it cannot accomplish all its goals on its own and has actively pursued a path of collaboration with complementary regional and international institutions to advance the regional climate change agenda. These partnerships and collaborations, including those shown in Figure 5, assist the Centre to provide a range of services to its constituents, in particular the CARICOM Member States.

Figure 5: Examples of the Centre's Regional and International Partners



CCCC Regional Partners

- Caribbean Agricultural Research and Development
- Caribbean Public Health Agency
- Caribbean Development Bank
- Caribbean Disaster Emergency Management Agency
- Caribbean Institute for Meteorology and Hydrology
- Caribbean Regional Fisheries Mechanism
- Caribbean Water and Wastewater Association
- Instituto de Meteorología de Cuba
- Organization of Eastern Caribbean States
- University of Bahamas
- University of Guyana
- University of West Indies



CCCC International Partners

- European Union
- Green Climate Fund
- Global Environmental Facility
- International Atomic Energy Agency
- Inter-American Development Bank
- Italian Ministry for the Environment, Land and Sea
- Kreditanstalt Für Wiederaufbau (German Development Bank)
- Potsdam Institute
- United Kingdom Meteorological Hadley Centre
- United Nations Development Programme
- United States Agency for International Development
- United States NOAA

Some Governments outside the region have also provided significant collaboration and support to the Centre. The Governments of Italy and the Hellenic Republic of Greece have supported the operationalization of the Centre for a long time. The Government of Australia helped the Centre to gain the institutional strengthening required to become an Accredited Regional Institution under the UNFCCC Green Climate Fund. These Governments, as well those of the USA, the UK and Federal Republic of Germany are regular funders of projects at regional, country and/or sector level.

2.5. Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis

The following prioritised SWOT analysis (please see Figure 6 below) emanated from extensive consultations with internal Centre staff, key stakeholders across Member States and desk review of pertinent documentation. For the Centre to be able to remain relevant and meet the needs of the future, the SWOT below helps in understanding both the internal and external environments.

The SIP 2021-2025 will consolidate Centre's strengths including the Centre's positive reputation at the regional and international community levels and its ability to mobilize GCF funding up to US\$50 million. It will also harness and maximise opportunities including increased mobilization of available global and regional climate funds and getting re-accredited to the GCF. It will be important for SIP to manage challenges such as insufficient monitoring and evaluation and less than optimum business processes and procedures as it relates to programme management and delivery. Mitigating, minimizing, neutralizing or avoiding threats including competition for climate change financing and shifting donor priorities will be critical during the strategic period.

Figure 6: SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ▪ Highly qualified technical staff to carry out core functions. ▪ Recognized Centre of Excellence within the climate change arena. ▪ Only CARICOM institution with a mandate specifically on climate change. ▪ Positive reputation at the regional and international community levels. ▪ Systems in place to access financing (regionally and internationally) to deliver projects at both national and regional levels. ▪ GCF accredited entity with access to grant financing up to US\$50 million. ▪ Good financial management. 	<ul style="list-style-type: none"> ▪ Centre's funding base not sufficiently diversified to support execution of mandate. ▪ Insufficient strategic/operational planning. ▪ Insufficient M&E to measure organization performance and inform decision-making. ▪ Insufficient technical and human resources capacity in specific areas to deliver the project portfolio in an effective and efficient manner. ▪ Internal business processes and procedures not streamlined and sufficiently coordinated.
Opportunities	Threats
<ul style="list-style-type: none"> ▪ Increased availability of climate change financing regionally and globally. ▪ Potential for joint advocacy and programming with CARICOM regional institutions. ▪ Accreditation to other bodies/entities (Adaptation Fund, EU Pillar assessment). ▪ GCF re-accreditation. ▪ Strengthening of strategic relations/partnerships including with non-English speaking Caribbean and Latin America and the private sector. ▪ Explore and secure fee-for-services and other non-project-based funding opportunities for the Centre. ▪ The US/USAID's re-engagement in the Paris Agreement. 	<ul style="list-style-type: none"> ▪ Development challenges facing Member States (further exacerbated by COVID-19). ▪ Shifting geopolitical priorities at regional and international levels. ▪ Some regional donors' interests are shifting to other regions in the world. ▪ Competition for development financing. ▪ Challenges related to implementation of the Revised Regional Framework. ▪ COVID-19 pandemic and its potential impacts of project/programme delivery

2.6. Institutional Capacity Gaps

During the recent Institutional Assessment exercise conducted by the Centre, knowledge management was highlighted as a significant area of capacity for the Centre. Findings from the Rapid Organizational Capacity Assessment (ROCA) Survey done as part of the IA also revealed that:

- 74.29% of respondents agreed that knowledge exchange and innovation are valued in the CCCCC.
- 65.71% of respondents indicated that the Centre has a repository and system to capture, document, and disseminate knowledge for programme improvement, organizational learning, and sharing within the organisation and with external stakeholders.

The Centre is also noted for good financial management and has done well over time in terms of partnerships, external relations and networking. Selected findings from the Institutional Assessment are presented in Annex 6. The Centre nevertheless requires improvements in areas such as human resources management; resources mobilization; programme and services planning, implementation and monitoring and evaluation; and communication (both internal and external). The areas presented below in Table 6 require from low to high levels of capacity strengthening.¹⁹ These areas all have important implications for the effective, efficient and successful implementation of SIP 2021-2025.

¹⁹ High level of capacity strengthening = areas averaging 49% and under in the Rapid Organizational Capacity Assessment (ROCA) Survey and expert judgement based on document review and key informant interviews. Medium level of capacity strengthening = areas averaging 50% and under 70% in ROCA Survey and expert judgement based on document review and key informant interviews. Low level of capacity strengthening = areas averaging 70% and above in ROCA Survey and expert judgement based on document review and key informant interviews.

Table 6: Proposed Areas for Capacity Development

Capacity Issue	Seriousness of Issue		
	High	Medium	Low
1. Legal Arrangement and Governance	High		
2. Strategic Leadership			
<i>a. Leadership</i>			Low
<i>b. Strategic planning and M&E</i>	High		
3. Financial Management			
<i>a. Financial Planning</i>			Low
<i>b. Financial Accountability</i>			Low
4. Resource Mobilization	High		
5. Human Resource Management			
<i>a. Human Resource Administration</i>		Medium	
<i>b. Human Resource Development</i>	High		
6. External Communication & Public Education		Medium	
7. Internal Communication		Medium	
8. Infrastructure (IT)		Medium	
9. Programme and Services Management			
<i>a. Planning</i>	High		
<i>b. Programme and Services Implementation</i>	High		
<i>c. Programme and Services Monitoring and Evaluation</i>		Medium	
10. Inter-institutional Linkages (Partnerships, External Relations and Networks)			Low
11. Motivation			
<i>a. Mission and Vision</i>			Low
<i>b. Organization Culture including internal communication</i>	High		

NOTES:

- High level of capacity strengthening required = areas averaging 49% and under in the Rapid Organizational Capacity Assessment (ROCA) Survey and expert judgement based on document review and key informant interviews.
- Medium level of capacity strengthening required = areas averaging 50% and under 70% in ROCA Survey and expert judgement based on document review and key informant interviews.
- Low level of capacity strengthening required = areas averaging 70% and above in ROCA Survey and expert judgement based on document review and key informant interviews.

3. THE STRATEGY

3.1. Vision, Mission, Core Values and Value Proposition

Our Vision

- A resilient and sustainable Caribbean region for all

Our Mission

- The Centre will initiate and coordinate the delivery of innovative, transformative and evidence-based climate change solutions to improve the resilience of the Caribbean and its people

Our Core Values

- **A**ccountability
- **T**ransparency
 - Integrity
 - **R**espect
- **E**xcellence

Figure 7: Core Values Expanded

A ccountability	We are responsible and answerable to our stakeholders.
T ransparency	We are open and straightforward, ensuring visibility and clarity in the processes and results.
I ntegrity	We uphold the highest standards of ethics and professionalism.
R espect	We appreciate and value everyone's rights, differences and contributions.
E xcellence	We endeavour to provide the highest standards and quality of service delivery.

Our Value Proposition

The Centre - A proven and trusted partner delivering efficient and effective climate solutions for governments and citizens to act and build regional resilience to climate change.

3.2. Guiding Principles

The Strategy is underpinned by the following key principles:

- **'Three-ones' approach:** This approach is adopted from the RRF and represents "one framework for coordinated action by all partners, one co-ordinating mechanism to manage implementation; one monitoring and evaluation framework to measure progress, transparency and value for money at both regional and national levels".
- **Results-based management (RBM) approach:** The Centre will build on the existing strategic frameworks and systems grounded in the RBM framework approach over the next five years. This life-cycle approach is designed to improve both project and programme planning, monitoring, reporting, and accountability towards the achievement of results in a transparent manner that engages all stakeholders. The Centre's strategies and plans will continue to embrace this approach.
- **Data-driven approach:** Scientific knowledge, research, and local understanding, and using assessments of vulnerability and green-house gas emissions and other empirical inputs to inform decision-making are preconditions for achieving good results on the ground. Ensuring that Member States and development partners embrace evidence-based decision-making

through timely access to and application of the Centre's repository of climate data and tools, lessons learnt and success stories from programme implementation is critical. The Centre is also committed to partnering with non-traditional stakeholders to improve access to accurate and targeted information including national-level data on climate impact, address climate risks capture and disseminate lessons from scaled-up of projects.

- **Comprehensive and integrated:** Climate change is an emerging and complex development issue which affects all aspects of the economy. There is urgent need for timely, integrated, focussed and programmatic approach to addressing the multiplicity of issues affecting the region. This principle speaks to coherently undertaking adaptation and mitigation actions across a range of sectors in Member States, whilst supporting broader regional initiatives and high-level priorities of national institutions where possible and appropriate.
- **Demand-driven approach:** This approach is adopted from the Global Facility for Disaster Reduction and Recovery (GFDRR) which posits that *“development programs can only have a deep and lasting impact if they emerge from, and are embedded in, national priorities and institutions.”* The Centre will ensure consistency with national policies and international commitments, and integration with Member States' sustainable development goals, strategies and Nationally Determined Contributions. Ownership and commitment to their own sustainable development will also help countries to coordinate support more effectively from other development partners.
- **Leveraging concessional financial resources:** As the urgency, complexity and scope of the climate change issues increase, the need for additional concessional financial resources becomes more apparent. The Centre has had a long and relatively successful history of mobilizing resources to support implementation of programmes and projects across the region. The Centre will implement a resource mobilization strategy (RMS) aimed at providing the Centre with strategies, tools and guidance on how to achieve long term financial sustainability. In keeping with the RMS, the Centre will work closely with the CARICOM Secretariat, Caribbean Development Bank, other Regional Institutions, Member States and development partners to implement initiatives aimed at mobilizing resources towards achievement of key SIP results.
- **Partnerships and strategic collaborations:** Effective and meaningful partnerships are essential to enable a climate-resilient region. The International Trade Centre succinctly highlights that *“partnerships increase depth and scope of interventions and reduce inefficient duplication.”* Building on its decade long experience, the Centre will strengthen and forge strategic partnerships, consistent with SDG goal 17, with a wider range of stakeholders including CARICOM regional institutions, international development agencies, multilateral and bilateral institutions, private sector, non-governmental organisations and community-based organisations, academia and research institutions, and national governments outside of the region.
- **Participatory and inclusive approach:** The SIP- 2021-2025 will integrate the values and principles of stakeholder participation towards the achievement the objectives and the results over the 5-year implementation period. Climate resilient development cannot be achieved without the involvement of all stakeholders in all phases of planning and implementation. The Centre will ensure that the voices of all stakeholders, including local communities, governments, private sector, advocates (with particular attention to marginalized groups) will be heard. Targeted support will be geared at the people and communities most vulnerable to climate impacts across the region.

- Best practices and replicability:** The implementation of SIP 2021-2025 will build on best practices or proven experiences of the Centre which can be replicated across Member States and the region. Crosscutting themes such as gender, youth, social and environmental assessments will be mainstreamed across all programmes and interventions implemented. As it relates to gender, the Centre will continue to pursue gender equality, increase gender awareness and mainstreaming gender in development and implementation of adaptation and mitigation projects, programmes and policies.

3.3. Strategic Objectives and Expected Results

There are five strategic objectives to support the achievement of the Centre’s Mission and Vision. These objectives are highlighted in Figure 8.

Figure 8: Five Strategic Objectives for SIP 2021-2025



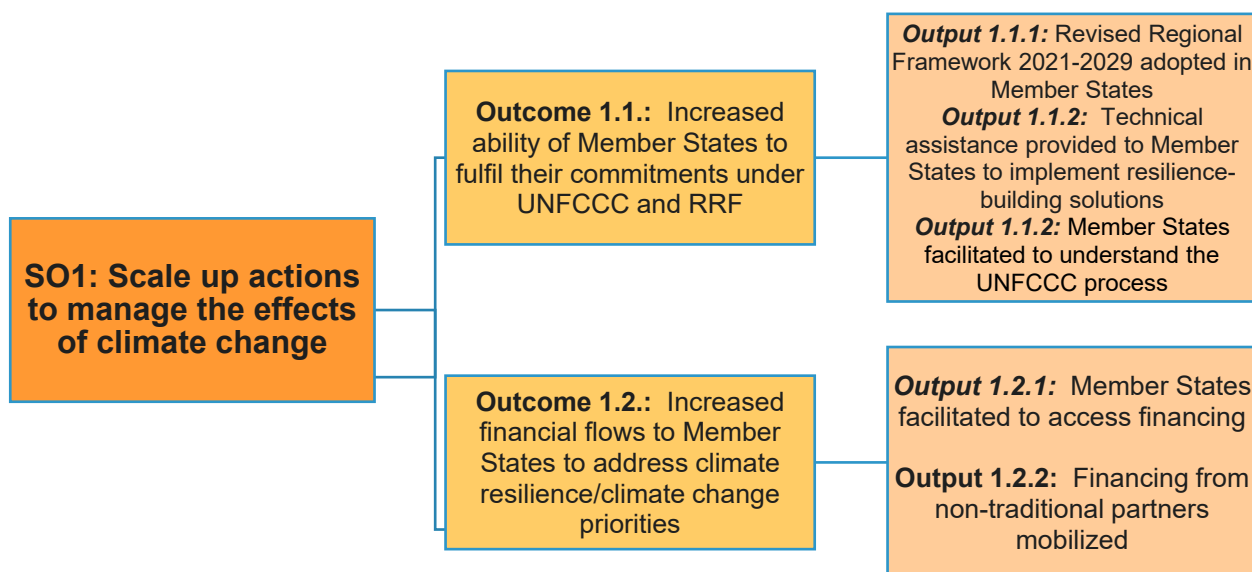
3.3.1. Strategic Objective 1: Scale up actions to manage the effects of climate change

It is generally agreed that strong and urgent actions are required to counter the effects of the rapidly changing climate. This SO focuses the Strategy and the Centre's efforts on the strengthening of Member States' capacities to fulfill their commitments under various regional and international climate frameworks including the Revised Regional Framework, the UNFCCC, the Paris Agreement, the SDGs and other relevant frameworks on sustainable development and the environment and disaster risk reduction. These frameworks all speak to the scale-up and replication of proven, successful and cost-effective, sustainable adaptation initiatives and building resilience to scale. The Centre will engage more directly with Member States to: initiate, identify, formulate and implement transformative climate change policies, strategies/plans, projects and programmes; strengthen climate resilience across built infrastructure and ecosystems, including at the community level; sharpen understanding of international climate change negotiations, instruments and processes in particular delivering their Nationally Determined Contributions (NDCs) and other commitments.

The need for sustainable financing continues to be a key challenge that requires immediate focus. Scale-up actions necessitate increasing national and regional capacity to access climate financing. As part of its efforts to increase financial flows to region and especially for Member States, the Centre will capitalize on existing partnerships as well as develop new arrangements with non-traditional partners to secure funding. Efforts to mobilize funding from innovative financial instruments including debt for climate swaps and green bonds will be pursued. Enabling the crowding in of private sector financing at scale will also be prioritised.

By end 2025, it is expected that the Centre, along with its partners, will achieve the following results as highlighted in Figure 9.

Figure 9: SO1 Results



3.3.2. Strategic Objective 2: Strengthen strategic partnerships for sustained climate change results within the region

Strong partnerships are at the core of the Centre's work and a key for the Centre to increase its impact across the region. The Centre is cognizant that it cannot accomplish its goals all on its own and will continue to actively pursue a path of collaboration with complementary regional and international institutions to advance the regional climate change agenda. Over the past years, the Centre has cultivated strong and meaningful partnerships with academia, international organizations, regional institutions and governments outside of the region. Throughout the recent Institutional Assessment of the Centre, strategic partnerships and engagements were highlighted as clear and present opportunities for the Centre. This was linked directly to the continued relevance of the Centre and its financial sustainability. These partnerships and collaborations are expected to assist the Centre to provide a range of services to its constituents, in particular the CARICOM Member States, to ramp up adaptation actions.

The Centre will pursue several strategies to increase collaboration and partnerships including to deepen relations with targeted CARICOM regional institutions and implement joint advocacy and programming measures. The Centre will also seek to establish or strengthen strategic relations/partnerships including with non-English speaking Caribbean and Latin America and the private sector.

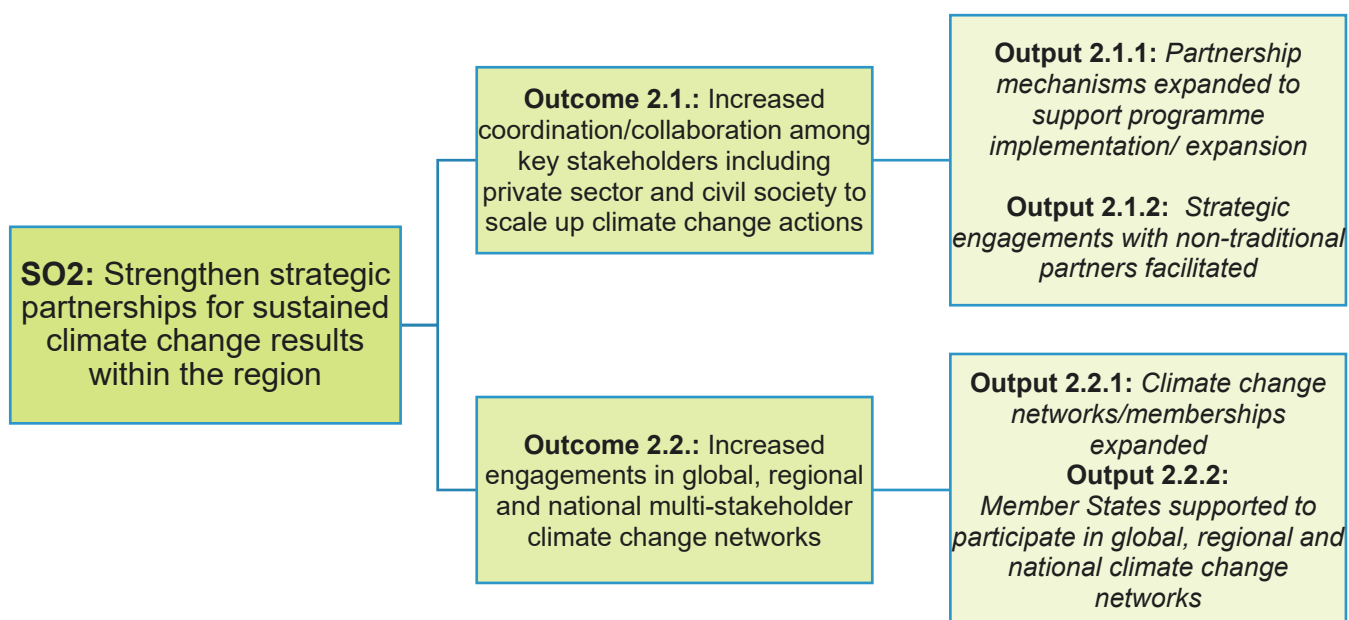
One key area of partnership is to identify complementarity of mandates and implementation plans among the different organizations. The Institutional Assessment highlighted those regional institutions

including CDEMA, CIMH and CRFM that have adjusted their programming to ensure compliance with the Regional Framework and its Implementation Plan (IP). The Centre will continue to leverage these relationships and develop new ones to ensure that SIP is integrated for successful implementation.

The Centre will continue its advocacy at the global and regional levels to influence regional and international dialogues and negotiations to the benefit of Member States and the region overall. It will continue to participate and support the participation of Member States and regional institutions and the private sector. The Centre will also strengthen its own capacity to maintain, encourage and grow meaningful partnerships establishing functions specially dedicated to “client relations” and developing and implementing a Partnership Engagement Strategy. Establishing and maintaining an up-to-date partners’ database will also be critical.

By 2025, the results to be achieved under SO2 are outlined in Figure 10.

Figure 10: SO2 Results



3.3.3. Strategic Objective 3: Increase the uptake of climate change data and innovative tools for socio-economic development and for evidence-based decision-making across the region

Insufficient climate data and innovative tools is a key constraint to (i) managing the risks associated with climate change in Member States and (ii) mobilizing climate financing at scale. The Centre and its partners such as CIMH and UWI have been at the forefront of providing climate data and tools through their research programmes in the region. At the same time, various sources highlight that

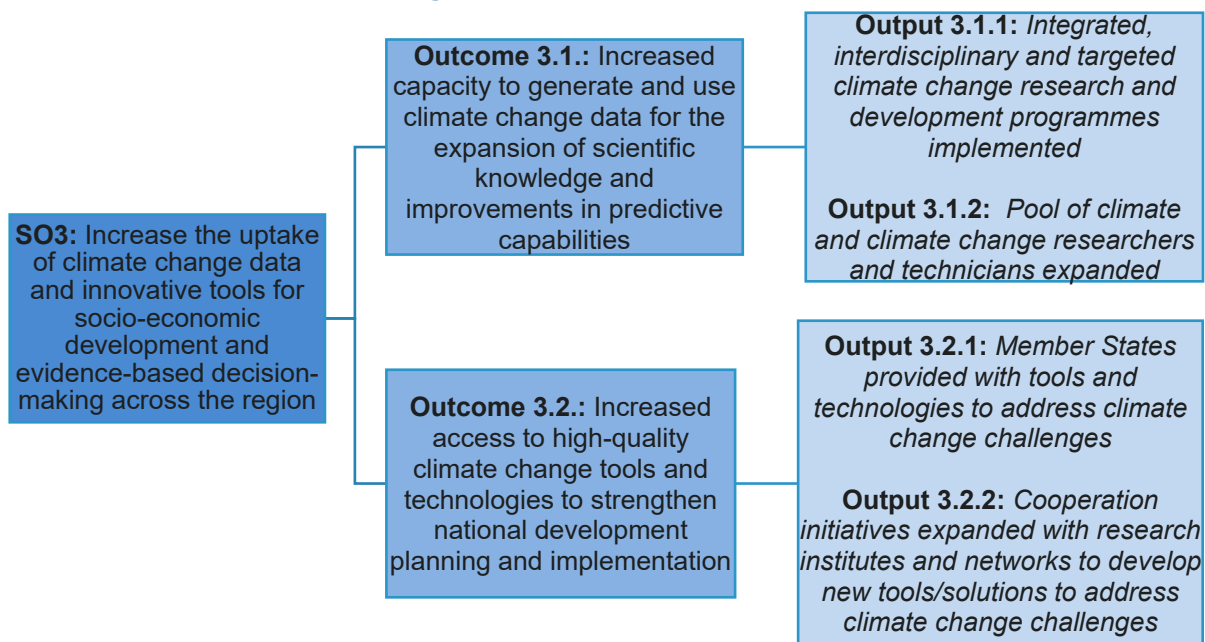
there are still significant gaps in the climate data generated for the region, and that there is a need to deepen efforts at converting, analysing and using the data for decision-making purposes. According to the CCAP Final Report, more climate data is required to strengthen the quality of climate modelling and make planning tools like CCORAL more powerful. The report also highlighted that the types of data required include consistent weather tracking, increasing climate variability, digitized historical data, information on health of coral systems, and topographic and bathymetric data. The State of the Caribbean Climate report also makes a compelling case for the production and use of tailored, user-driven climate information for the sustainable development of the region.

This Strategic Objective is positioned as crosscutting and seeks to ensure that decision-making and the implementation of climate change actions, including advocacy, are underpinned by the best available science, tools and data. SO3 also speaks to the preparation and delivery of climate data and innovative tools to meet users' needs. The Centre will employ several strategies to support achievement of SO3. Some of these include to:

- Strengthen capacity for research and development. Actions to coordinate and mobilise financial resources for R&D are important. Other actions include expanding the cadre of climate researchers and climate information providers via internships, mentorships and scholarship programmes.
- Raise awareness about existing tools and technologies including LIDAR. The acquisition of the LiDAR system by the Centre is probably the most significant investment relating to data capture in the Caribbean putting the region in a place that allows it to manage captured data that would be on par with that of developed countries.
- Expand training of stakeholders to use and apply tools and technologies. This involves support for capacity strengthening of institutions and individuals to acquire the know how to manipulate, adapt and apply relevant tools and technologies.
- Facilitate national and regional forums to share research, information and experience in adaptation and mitigation of climate change in different jurisdictions.
- Collaborate with partners to ensure a consistent approach to regional climate projections, climate change impact modelling and reporting.

By 2025, it is expected that the Centre, along with its partners, will achieve the following high-level results for SO3 as shown in Figure 11.

Figure 11: SO3 Results



3.3.4. Strategic Objective 4: Increase the Caribbean public's ability to make informed decisions in responding to climate change and its impact

The Centre recognizes the critical role of communication and advocacy about climate change to support the regional climate change response. While much has been done over the past few years, the level of public awareness of the impacts of climate change on lives and livelihoods in the Caribbean leaves a lot to be desired. More needs to be done to promote changes in lifestyles, attitudes and behaviours needed to foster low-emission, climate-resilient and sustainable development.

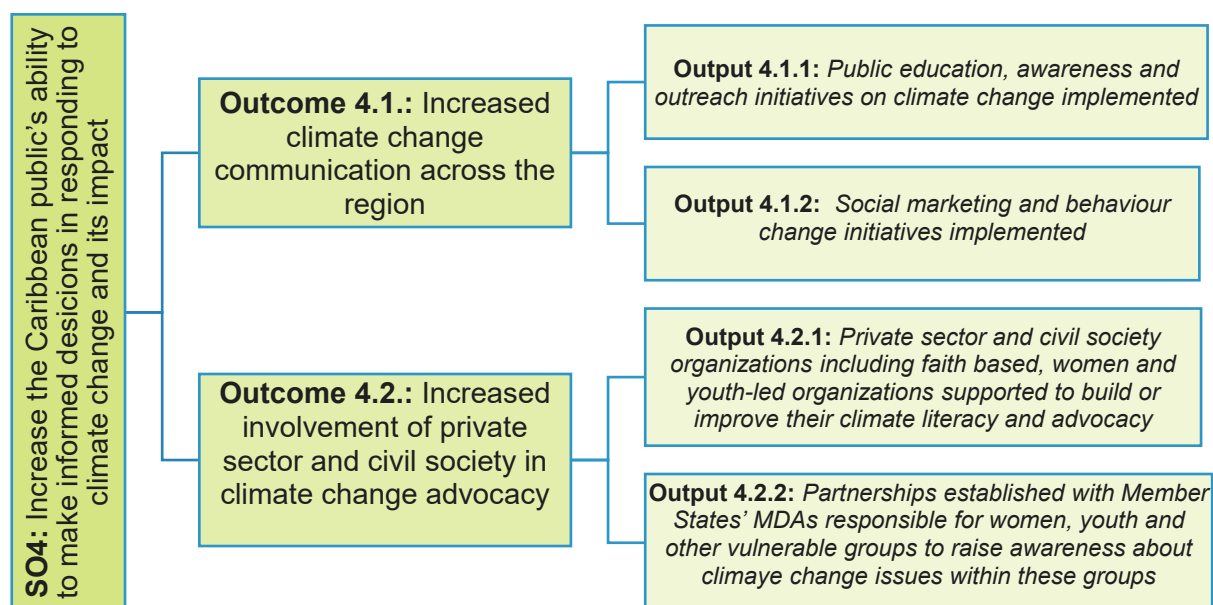
Strategic Objective 4 is therefore concerned with increasing awareness and understanding of the general public and encouraging appropriate actions from the various segments of the population to respond to climate change and its impacts. There is recognition by the Centre that the private sector and civil society are important allies to help to raise awareness of how a changing climate may affect individuals, families, businesses, and communities as well as to reach vulnerable groups in Member States including youth, women, and people living with disabilities (PWD). Under this SO, the Centre will seek to increase the involvement of the private sector and civil society in climate change advocacy.

The Centre will forge strategic partnerships with multi-sectoral actors (inclusive of media, private sector, international development partners, academia, NGOs and other civil society actors) at regional, national and community levels to promote outreach strategies, and other public education

and awareness measures throughout the Region to increase climate change understanding and promote behaviour change.

By 2025, it is expected that the Centre along with its partners will achieve the following high-level results under SO4 as shown in Figure 12.

Figure 12: SO4 Results



3.3.5. Strategic Objective 5: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added value to the region

Specifically, this objective speaks to strengthening the internal enabling framework that is necessary for the Centre to be fit for purpose to execute its mandates and the SIP. The recent Institutional Assessment highlighted several organizational capacity gaps that the Centre must address over the planning period.

One of the main strategies of SO5 is therefore to fully implement the Capacity Development Plan (CDP) prepared as part of the Institutional Assessment of the Centre to address the capacity gaps. The CDP encapsulates efforts to: strengthen human resource capacity; ensure the financial sustainability of the Centre; strengthen governance and accountability mechanisms including the implementation of the proposed organizational structure; improve programme management; further strengthen internal administrative, procurement and financial procedures; improve strategic planning, monitoring and evaluation; and strengthen the ICT infrastructure to one that is modern and drives organizational performance.

Specifically for **human resource management capacity**, the Centre will prioritise initiatives to empower and motivate staff including employee performance management and appraisal, staff training and professional development, and staff reward and recognition programmes. Another area of strategic focus relates to the development or revision (as relevant) of HR policies, manuals, guidelines and procedures to support the Centre's operations.

In terms of **financial sustainability**, the Centre is in the process of developing a comprehensive **resource mobilization strategy (RMS)**, including defining modalities of engagement, outlining goals and expected outcomes. The RMS aims to provide the Centre with strategies and directions on how the Centre could achieve long term financial sustainability. In addition, the RMS provides several specific ideas on where to go for financial support and what it would take the Centre to get it. The RMP also identifies actions necessary to implement it. In many cases, the necessary resources are not only financial but also human, goods and services as well as other relationships and partnerships.

The revised draft RMS highlights the following two objectives and associated actions to support the Centre's resource mobilization efforts:

Objective 1: Secure adequate and diversified income levels to cover the core operating expenses of the Centre during the implementation of the SIP and in the future.

- **Action 1:** Continue generating income from sources that have a good track record within the Centre.
- **Action 2:** Identify and implement new activities, business ventures and viable entrepreneurial initiatives that will produce income in the short term.
- **Action 3:** Research on other potential sources of income that could be piloted in the future, given the potential high level of investment from the Centre.

Objective 2: Institutionalize the implementation of the RMP as a key function and source of expertise of the Centre, including improved capacity within the Centre.

- **Action 4:** Equip the Centre with the knowledge and skills to acquire resources for funding; training in managing small and large fundraisers; resources to provide business consultancy services; improved negotiation skills and business management to engage the private sector and other entities; build and maintain relationships with current and future sources of financing; build on the value proposition and the extensive experiences and success stories of the Centre.

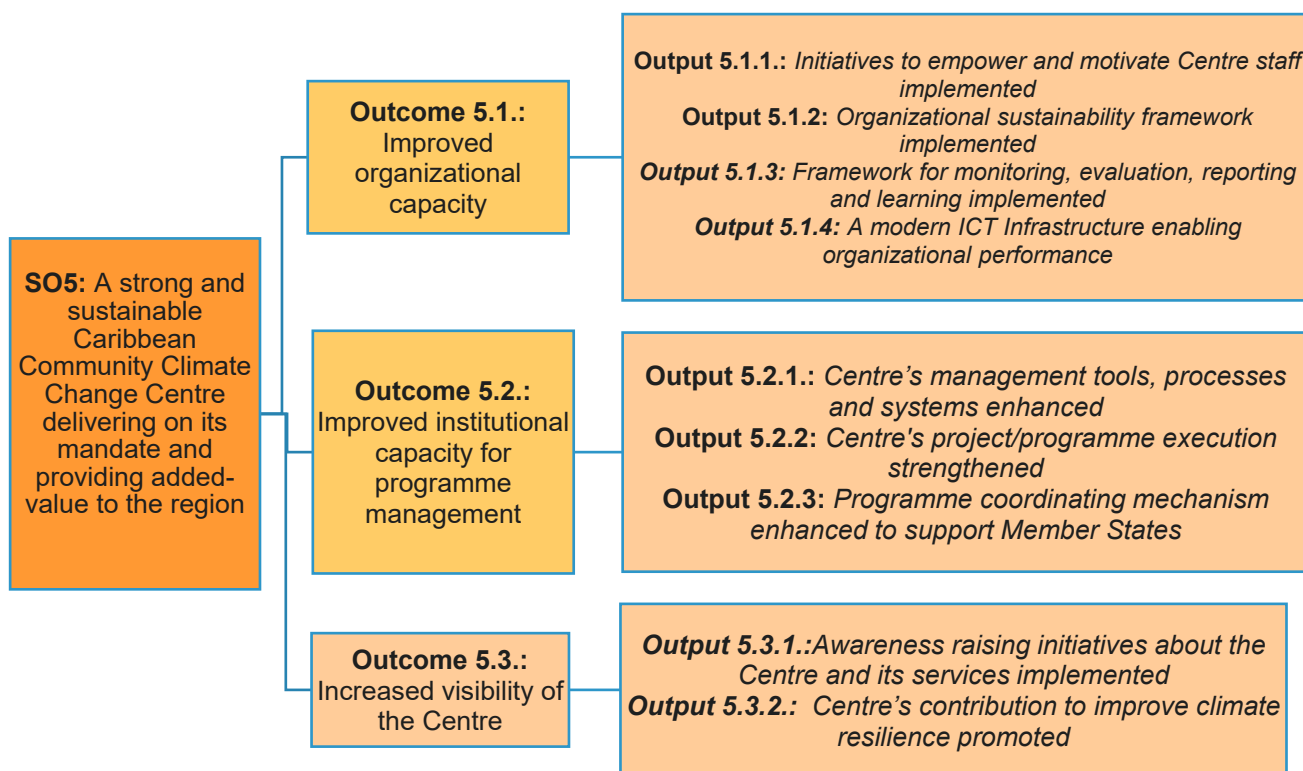
To address the issue of insufficient **programme management capacity**, the Centre will seek to enhance project management tools, processes and systems; strengthen project/programme execution and strengthen the Centre's regional coordinating mechanisms to support programme delivery across Member States. Through improvements in programme management and oversight practices, the Centre will ensure that programmes and projects achieve their goals on schedule and within budget and will provide an improved framework for routine monitoring and evaluation of programme performance. Other priority activities that will be pursued over the period include: improving internal workflow processes and streamlining procurement processes at regional and national levels ensuring consistent project implementation, monitoring and reporting.

Despite being the only Centre of Excellence for climate change in the Caribbean region, visibility for the Centre remains low. Over the five-year period, the **Centre will seek to increase its visibility** by promoting its role, services, achievements and ongoing work. A priority action for the SIP is the implementation of the Centre’s **Communication Strategy**. The Strategy aims to raise the profile of the Centre’s strategic activities/projects; promote the role of the CCCCC and its partners; and, promote understanding, and adoption of the risk mitigation and livelihood benefits that would arise from mainstreaming multi-sectoral adaptation strategies across the Caribbean. The proposed communication vision is: ***The Centre will be widely known and respected throughout the region for excellence in Climate Change Action towards a sustainable future for all.***

Reducing the Centre’s carbon footprint will also be a key strategy and will involve efforts to cut emissions associated with travel (flights); electricity consumption and fuel consumption.

By 2025, it is expected that the Centre will achieve the following outcomes for SO5 as shown in Figure 13.

Figure 13: SO5 Results



3.3.6. High Level Targets

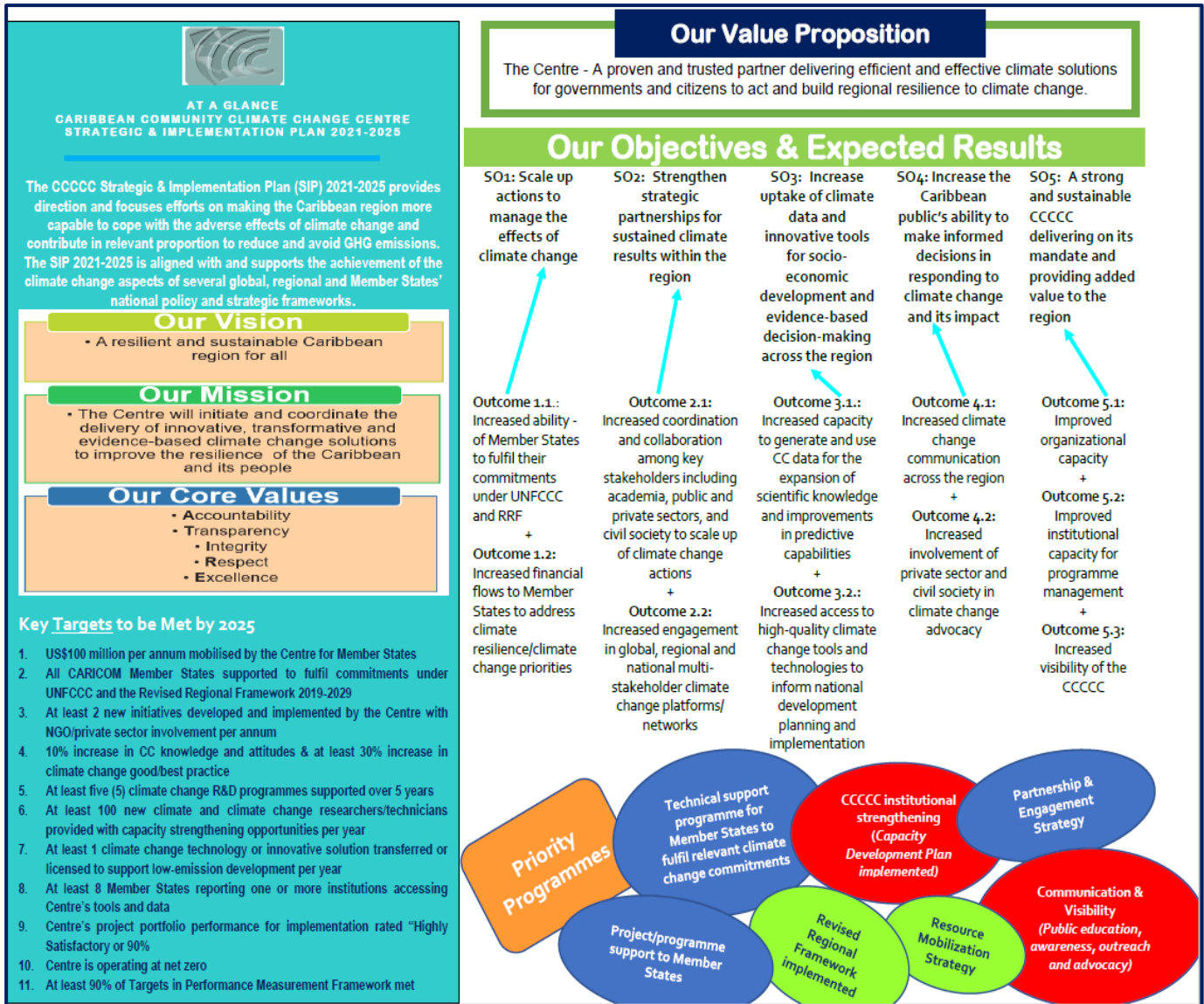
To assess the effectiveness and efficiency of the SIP, the following 11 targets must be achieved by 2025. One or more of these targets are associated with at least one strategic objective.

1. **US\$100 million per annum mobilised by the Centre for Member States**
2. **All CARICOM Member States supported to fulfil commitments under UNFCCC and the Revised Regional Framework 2019-2029**
3. **At least 2 new initiatives developed and implemented by the Centre with NGO/private sector involvement per annum**
4. **10% increase in CC knowledge and attitudes & at least 30% increase in climate change good/best practice**
5. **At least five (5) climate change R&D programmes supported over 5 years**
6. **At least 100 new climate and climate change researchers/technicians provided with capacity strengthening opportunities per year**
7. **At least 1 climate change technology or innovative solution transferred or licensed to support low-emission development per year**
8. **At least 8 Member States reporting one or more institutions accessing Centre's tools and data**
9. **Centre's project portfolio performance for implementation rated "Highly Satisfactory or 90%**
10. **Centre is operating at net zero**
11. **At least 90% of Targets in Performance Measurement Framework met**

3.3.7. Strategy at a Glance

Figure 14 presents the Strategy at a glance and can be adjusted as necessary as part of the communication toolbox.

Figure 14: Strategy at a Glance



4. IMPLEMENTATION

Implementing the SIP 2021-2025 will be a considerable undertaking given the need to bring into alignment, coordinate and harmonise the work of a wide range of stakeholders. Nonetheless, its implementation can transform the regional development landscape and significantly move the climate change agenda forward. SIP 2021-2025 will provide the guidance for the development and implementation of the work programmes of the Centre.

4.1. Strategic Action Plan

Strategic Action Plan Matrix (Table 7) presents the priority activities to be implemented for delivery of outputs and eventual achievement of the outcomes and strategic objectives for SIP 2021-2025. The matrix also presents the timeframe for completion of these strategic actions and the associated budget.

Table 7: Strategic Action Plan Matrix

Outputs	Priority Activities	Timeframe					Budget (Indicative)	Responsibility
		2021	2022	2023	2024	2025		
SO1: Scale up actions to manage the effects of climate change								
Outcome 1.1.: Increased ability of Member States to fulfil their commitments under United Nations Framework Convention on Climate Change (UNFCCC) and the Revised Regional Framework 2019-2029 (RRF)								
Output 1.1.1 Revised Regional Framework 2019-2029 adopted in Member States	1.1.1.1 Facilitate endorsement of Revised Regional Framework 2019-2029	X					15,000	CCCCC
	1.1.1.2 Complete revision of Implementation Plan for the Revised Regional Framework and facilitate endorsement of Implementation Plan by CARICOM Heads of Government		X				120,000	CCCCC
	1.1.1.3 Assist Member States to incorporate goals and strategic elements of the Revised Regional Framework 2021-2029 into sectoral and national development plans	X	X	X	X	X	10,000	CCCCC
	1.1.1.4 Improve awareness of RRF and IP among CARICOM Member States	X	X	X	X	X	300,000	CCCCC
Output 1.1.2: Technical assistance provided to Member States to implement resilience-building solutions	1.1.2.1 Provide technical support to Member States to fulfil UNFCCC commitments including delivering on NDC commitments	X	X	X	X	X	500,000	CCCCC
	1.1.2.2 Support Member States to implement transformative initiatives to support resilience-building solutions ²⁰	X	X	X	X	X	200,000	CCCCC
Output 1.1.3: Member States facilitated to understand the UNFCCC process	1.1.3.1 Provide sensitization sessions to Member States on the various aspects and processes of the UNFCCC including to formulate NDCs/NAPs ²¹	X	X	X	X	X	50,000	CCCCC
	1.1.3.2 Develop an online, user-friendly and easily updated “How To” Manual and PPT to improve Member States understanding of UNFCCC’s requirements		X	X			30,000	CCCCC
							1,225,000	
Outcome 1.2.: Increased finance flows to Member States to address climate resilience/climate change priorities								
Output 1.2.1: Member States facilitated to access financing	1.2.1.1: Provide technical support to Member States to design and implement CC programmes/projects	X	X	X	X	X	2,000,000	CCCCC

²⁰ Refers to south-south cooperation; exchanges between regions/states

²¹ 1 Regional workshop per year over 5 years @ \$10K per year

Outputs	Priority Activities	Timeframe					Budget (Indicative)	Responsibility
		2021	2022	2023	2024	2025		
	1.2.1.2: Strengthen capacity of Member States to access finance	X	X	X	X	X	3,000,000	CCCCC
	1.2.1.3: Develop strategic relations and partnerships with existing and new funding entities	X	X	X			2,000,000	CCCCC
	1.2.1.4: Support/provide required guidelines for Member States to access the Centre's strong and responsive project pipeline	X			X		12,000	CCCCC
Output 1.2.2: <i>Financing from non-traditional partners mobilized</i>	1.2.2.1: Engage with non-traditional sources Mobilize funding from innovative financial instruments including debt for climate swaps and green bonds etc.	X	X	X	X	X	500,000	CCCCC
	1.2.2.2: Enable the crowding in of private sector financing at scale	X	X	X	X	X	400,000	CCCCC
							7,912,000	
SO2: Strengthen strategic partnerships for sustained climate change results within the region								
Outcome 2.1.: Increased coordination/collaboration among key stakeholders including private sector and civil society to scale up climate change actions								
Output 2.1.1: <i>Partnership mechanisms expanded to support programme implementation/expansion</i>	2.1.1.1: Develop, approve and implement Partnership Engagement Strategy	X	X	X	X	X	60,000	CCCCC
	2.1.1.3: Strengthen strategic engagements/alliances with key partners to support programme planning and implementation, advocacy, public awareness, etc.	X	X	X	X	X	25,000	CCCCC
Output 2.1.2: <i>Strategic engagements with non-traditional partners facilitated</i>	2.1.2.1: Engage with new regional and global partners, including non-English speaking entities to support initiatives (including technical assistance/transformational solutions)	X	X	X	X	X	60,000	CCCCC
	2.1.2.2: Engage philanthropic organisations to support the Centre's initiatives	X	X	X	X	X	200,000	CCCCC
							345,000	
Outcome 2.2.: Increased engagements in global, regional and national multi-stakeholder climate change networks								
Output 2.2.1: <i>Climate change networks/ memberships expanded</i>	2.2.1.1: Plan, host and participate in regional CC conferences and exhibitions ²²	X	X	X	X	X	500,000	CCCCC
Output 2.2.2: <i>Member States supported to participate in global,</i>	2.2.2.1: Strengthen the coordination of Member States and increase participation in regional and	X	X	X	X	X	3,500,000	CCCCC

²² Similar to the one held in T&T

Outputs	Priority Activities	Timeframe					Budget (Indicative)	Responsibility
		2021	2022	2023	2024	2025		
<i>regional and national climate change networks</i>	global dialogue and to undertake negotiations on CC							
	2.2.2.2: Engage vulnerable groups (including women and youth) to effectively participate in CC dialogue and action	X	X	X	X	X	150,000	CCCCC
							4,150,000	
SO3: Increase the uptake of climate data and innovative tools for socio-economic development and evidence-based decision-making across the region								
Outcome 3.1.: Increased capacity to generate and use climate change data for the expansion of scientific knowledge and improvements in predictive capabilities								
Output 3.1.1: <i>Integrated, interdisciplinary and targeted climate change research and development programmes implemented</i>	3.1.1.1 Support targeted institutions to strengthen climate data collection, analysis, information management, sharing and reporting capabilities	X	X	X	X	X	TBD ²³	CCCCC
	3.1.1.2: Conduct a stock taking and data/human capacity gaps analyses of the instrumentation network	X	X				150,000	CCCCC
	3.1.1.3: Encourage and support dissemination of climate change research findings including in easy-to-understand language and via non-traditional media	X	X	X	X	X	300,000	CCCCC
Output 3.1.2: <i>Pool of climate and climate researchers and technicians expanded</i>	3.1.3.1.: Develop new or expand capacity development programmes/ initiatives including internship, mentorship, coaching and scholarship programmes	X	X	X	X	X	300,000	CCCCC
							750,000	
Outcome 3.2.: Increased access to high-quality climate change tools and technologies to strengthen national development planning and implementation								
Output 3.2.1: <i>Member States provided with tools and technologies to address climate change challenges</i>	3.2.1.1.: Assess Member States needs for tools and technologies to address climate change priorities	X	X				50,000	CCCCC
	3.2.1.2.: Support Member States to adapt and use CC tools and technologies		X	X	X	X	240,000 ²⁴	CCCCC
Output 3.2.2.: <i>Cooperation initiatives expanded with research</i>	3.2.2.1.: Undertake/support joint research of current, new and innovative technologies		X	X	X	X	500,000 ²⁵	CCCCC

²³ Will require consultation with targeted institutions

²⁴ Workshops in 10 Member States.

²⁵ CTCN

Outputs	Priority Activities	Timeframe					Budget (Indicative)	Responsibility
		2021	2022	2023	2024	2025		
<i>institutes and networks to develop new tools/ solutions to address climate change challenges</i>	3.2.2.2.: Advocate for technology transfers and low carbon technology adoption within Member States		X	X	X	X	40,000	CCCCC
							830,000	
SO4: Increase the Caribbean public's ability to make informed decisions in responding to climate change and its impact								
Outcome 4.1. Increased climate change communication across the region								
Output 4.1.1: Public education, awareness and outreach initiatives on climate change implemented	4.1.1.1: Implement public education, awareness and outreach initiatives in keeping with the Centre's Communication Strategy	X	X	X	X	X	1,300,000	CCCCC
	4.1.1.2.: Develop, promote and disseminate climate change <i>knowledge products</i> in easily understood language	X	X	X	X	X	Included in above Comms Strat budget	CCCCC
	4.1.1.3.: Support curricula review and the development of learning materials to integrate climate change into education system ²⁶²⁷		X	X	X	X	500,000	CCCCC
	4.1.1.4: Support decision/policy makers (local, regional and national) to advocate for climate change issues including development/revision of relevant policies/laws	X	X	X	X	X	250,000 ²⁸	CCCCC
Output 4.1.2 Social marketing and behaviour change initiatives implemented	4.1.2.1: Implement activities highlighted in Communication Strategy relevant to <i>social marketing and behaviour change</i>		X	X	X	X	Included in budget for output 4.1.1	CCCCC
							2,050,000	
Outcome 4.2.: Increased involvement of private sector and civil society in climate change advocacy								
Output 4.2.1: Private sector and civil society organizations including faith based, women and youth-led organizations supported to build or improve their climate change literacy and advocacy	4.2.1.1: Design/develop/deliver specific programmes/courses for target audience to improve their climate literacy and advocacy	X	X	X	X	X	450,000	CCCCC
	4.2.1.2: Undertake capacity building/strengthening programmes for targeted groups on how to conduct policy and regulatory reviews, lobby for changes and get heard	X	X	X	X	X	275,000 ²⁹	CCCCC

²⁶ Pattern the successful 1.5 Stay Alive initiative for schools in Belize in other Member States.

²⁷ Ensure consultation/collaboration with the Caribbean Examination Council (CXC).

²⁸ At least one workshop per Member State.

²⁹ 1 Regional per year @ \$10K Each over 5 years = \$50K; 1 Regional @ \$3K per Member State per year over 5 years = \$45K x 5 = \$225K

Caribbean Community Climate Change Centre Strategic and Implementation Plan 2021-2025

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Outputs	Priority Activities	Timeframe					Budget (Indicative)	Responsibility
		2021	2022	2023	2024	2025		
	4.2.1.3: Convene sessions with private sector entities, decision-makers, civil society organizations or influencers across the region to support engagement with governments of Member States	X	X	X	X	X	275,000 ³⁰	CCCCC
Output 4.2.2: Partnerships established with Member States' MDAs ³¹ responsible for women, youth and other vulnerable groups to raise awareness about climate change issues within these groups	4.2.2.1: Identify and engage with responsible entities in Member States	X	X	X	X	X	15,000	CCCCC
	4.2.2.2: Develop MOU for integrated communication and collaboration and facilitate joint awareness programmes	X	X	X	X	X	150,000 ³²	CCCCC
	4.2.2.3: Convene workshops with MDAs and civil society groups to raise public awareness about CC	X	X	X	X	X	50,000 ³³	CCCCC
	4.2.2.4: Coordinate/collaborate to undertake research on burning climate change issues and to disseminate findings		X	X	X	X	600,000 ³⁴	CCCCC
							1,815,000	
SO5: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added value to the region								
Outcome 5.1.: Improved organizational capacity								
Output 5.1.1.: Initiatives to empower and motivate Centre staff implemented	5.1.1.1.: Strengthen human resource capacity of the Centre in keeping with the recommendations of the Capacity Development Plan	X	X				75,000	CCCCC
	5.1.1.2.: Implement staff engagement and motivation initiatives	X	X	X	X	X	10,000	CCCCC
	5.1.1.3.: Develop/update (as relevant) HR policies and procedures to support the Centre's operation	X	X				45,000	CCCCC
	5.1.2.1.: Strengthen Centre's governance and accountability mechanisms	X	X				2,200,000	CCCCC

³⁰ 1 Regional Workshop per year (@ \$10K Each over 5 years = \$50K); 1 Regional Private Sector Workshop in each of the country per year (\$45K x 5 = \$225K)

³¹ Ministries/Departments/Agencies

³² 1 Human Interest Story/Video per country @ \$10K per story/video

³³ 1 Regional Workshop per year @ \$10K per year

³⁴ Research on burning issue on climate change @ \$150K per year over 4 years; e.g. Water, Tourism, Health, Waste Management

Caribbean Community Climate Change Centre Strategic and Implementation Plan 2021-2025

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Outputs	Priority Activities	Timeframe					Budget (Indicative)	Responsibility
		2021	2022	2023	2024	2025		
Output 5.1.2: <i>Organizational sustainability framework implemented</i>	5.1.2.2.: Implement resource mobilization measures in keeping with Resource Mobilization Strategy	X	X	X	X	X	1,800,000 ³⁵	CCCCC
	5.1.2.3.: Integrate/incorporate risk management ethos and implement risk management strategies (ERM and staff training)		X	X	X	X	75,000	CCCCC
	5.1.2.4.: Undertake and complete GCF re-accreditation, Adaptation Fund accreditation and EU Pillar assessment	X	X	X			200,000	
Output 5.1.3: <i>Framework for monitoring, evaluation, reporting and learning implemented</i>	5.1.3.1: Finalize and start implementation of the results-based MEL Framework	X	X				-	CCCCC
	5.1.3.2: Undertake all routine monitoring, evaluation, learning and reporting actions with respect to SIP 2021-2025	X	X	X	X	X	300,000 ³⁶	CCCCC
Output 5.1.4: <i>A modern Information and Communications Technology (ICT) infrastructure enabling organizational performance</i>	5.1.4.1: Strengthen the human resource capacity of the ICT Unit	X	X	X	X	X	300,000	CCCCC
	5.1.4.2: Strengthen the integration of ICT in all aspects of the Centre's operations	X	X	X	X	X	220,000	CCCCC
	5.1.4.3: Review and upgrade the Centre's software architecture for climate change tools and improve data capture and analysis		X	X	X	X	1,500,000	CCCCC
							6,725,000	
Outcome 5.2.: Improved institutional capacity for programme management								
Output 5.2.1.: <i>Centre's management tools, processes and systems enhanced</i>	5.2.1.1.: Undertake review of the Centre's operations and workflow processes and implement recommendations ³⁷						500,000	CCCCC
	5.2.1.2.: Revise existing policies/ guidelines and develop new ones as necessary to in alignment with global best practices	X	X				75,000	CCCCC
	5.2.1.3.: Mainstream ESSF and Gender considerations across Centre's operations	X	X	X	X	X	-	CCCCC
	5.2.2.1.: Ensure consistent project implementation monitoring and reporting on key project indicators	X	X	X	X	X	-	CCCCC

³⁵ To be adjusted when the RMS is finalized.

³⁶ To include all routine monitoring and evaluation and midterm/end of term monitoring and evaluation actions etc.

³⁷ Integration of ICT.

Caribbean Community Climate Change Centre Strategic and Implementation Plan 2021-2025

Outputs	Priority Activities	Timeframe					Budget (Indicative)	Responsibility
		2021	2022	2023	2024	2025		
Output 5.2.2: Centre's project/ programme portfolio efficiently executed	5.2.2.2.: Strengthen Centre's regional coordinating mechanisms to support programme delivery across Member States	X	X	X	X	X	-	CCCCC
Output 5.2.3.: Programme coordinating mechanism implemented to support Member States	5.2.3.1.: Plan and execute high level coordination meetings with Member States		X	X	X	X	240,000 ³⁸	CCCCC
							815,000	
Outcome 5.3.: Increased visibility of the Centre								
Output 5.3.1: Awareness raising initiatives about the Centre and its services implemented	5.3.1.1: Implement measures relevant to increasing the Centre's visibility in keeping with the Communication Strategy	X	X	X	X	X	Included in budget for output 4.1.1	CCCCC
	5.3.1.2: Promote the Centre's wide range of tools, their utility and the benefits derived by key stakeholders			X	X	X	50,000	CCCCC
	5.3.1.3: Share/exchange best practices, lessons learnt and success stories including from the implementation of climate resilience projects ³⁹	X	X	X	X	X	30,000	CCCCC
Output 5.3.2: Centre's contribution to improving climate resilience promoted	5.3.2.1: Facilitate, contribute and support peer reviewed publications on climate change	X	X	X	X	X	100,000	CCCCC
	5.3.2.2: Showcase the Centre's operations through energy efficiency and reduced emissions		X	X	X	X	-	CCCCC
	5.3.2.3: Provide training to staff on emission reduction calculations ⁴⁰ and how to use other available tools including the Resilience Assessment Tool						Staff Time	CCCCC
							180,000	
Total Estimated Budget for SIP 2020-2025							26,797,000	

³⁸Two regional meetings/workshops per annum; one Virtual @ \$10,000 and one Face to face@ \$50,000.

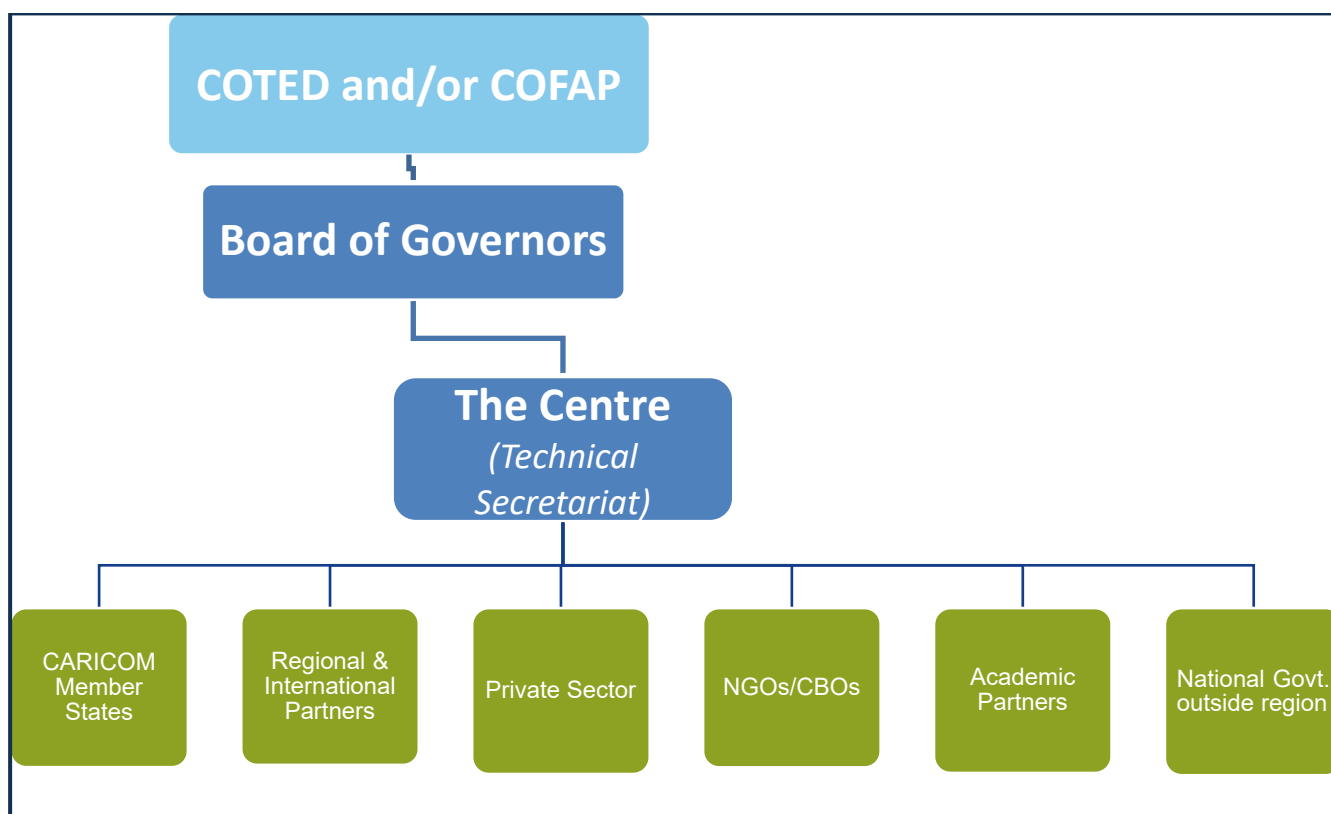
³⁹ Include infomercial about the Centre, its work and the SIP over the next 5 years.

⁴⁰ This will benefit both the measurement of performance that can be provided to project funders, but also can be counted towards national GHG accounting calculations.

4.2. Proposed Institutional Roles

Proper institutional arrangements are critical for ensuring the effective implementation of the SIP. The Centre will seek to strengthen its institutional capacity and put in place the requisite implementation and coordination frameworks to be able to successfully implement the SIP. The organizational arrangement for implementation of SIP is shown in Figure 15.

Figure 15: Proposed Governance Arrangement for SIP Implementation



The implementation of SIP will be overseen by the BOG which is accountable to the CARICOM's COTED. One recommendation from the Institutional Assessment is that the BOG consider reporting also at the level of Finance Ministers through the Council for Finance and Planning (COFAP) given that climate change is an economic/finance development issue with impacts on all sectors of economies.

The Board will provide strategic leadership especially as it pertains to resource mobilization, be responsible for policy formulation and play an oversight role during the implementation and monitoring and evaluation of the Strategic Plan. The Centre will be the Technical Secretariat and through the Executive Director will ensure the overall coordination, implementation, monitoring, and evaluation of the SIP. The heads of units/departments will be responsible for the day-to-day operationalization of the SIP to ensure the planned activities are implemented.

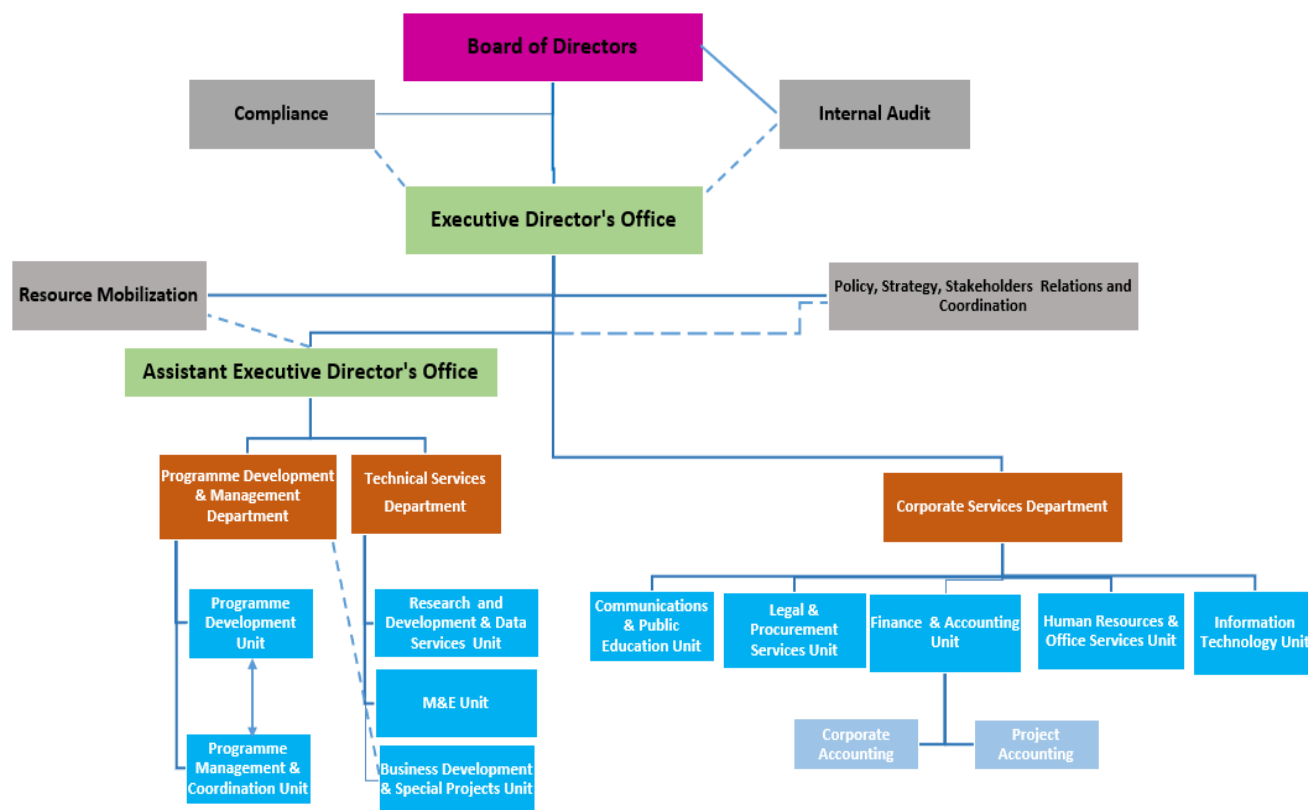
Some specific roles and responsibilities are highlighted in Table 8.

Table 8: Proposed Roles and Responsibilities of Selected Actors

Entities	Roles/Responsibilities
CARICOM COTED/ COFAP	<ul style="list-style-type: none"> ▪ Provides policy oversight of SIP and its implementation
CCCCC Board of Governors	<ul style="list-style-type: none"> ▪ Approve the SIP and accompanying Monitoring, Evaluation and Learning (MEL) Framework ▪ Provide oversight for the implementation of the SIP and for the achievement of its targets ▪ Receive, review and approve progress monitoring and evaluation reports submitted by the Centre ▪ Make recommendations to COTED on matters relating to the implementation of the SIP and its MEL Framework ▪ Act as mechanisms for ongoing dialogue, analysis, coordination and issues identification towards the achievement SIP's targets ▪ Flag areas requiring technical and financial support and recommend strategies for funding ▪ Provide input and feedback on SIP Progress Reports and selected MEL Framework outputs ▪ Communicate implementation progress or setbacks and recommend solutions at the level of COTED or COFAP.
Technical Secretariat	<p>Specifically, the Technical Secretariat will:</p> <ul style="list-style-type: none"> ▪ Act as primary focal point to oversee the implementation of the SIP and accompanying MEL Framework ▪ Provide technical support and guidance to Member States and other stakeholders including the alignment of their work programme SIP and accompanying MEL Framework ▪ Coordinate overall data collection, verification and analysis of the SIP and accompanying MEL Framework from Member States and other relevant sources ▪ Prepare SIP progress reports at the required frequency ▪ Facilitate the conduct of evaluations in accordance with MEL implementation schedule ▪ Support increased awareness, knowledge and understanding about the SIP and accompanying MEL Framework ▪ Facilitate communication, coordination and collaboration with regional and international partners towards the implementation of the SIP and accompanying MEL Framework ▪ Undertake resource mobilization to implement the SIP and accompanying MEL Framework.
Implementing Entities, Agencies & Organisations	<ul style="list-style-type: none"> ▪ Participate, as required, in the implementation of SIP's priority activities through designated officers ▪ Provide data and statistics to support performance monitoring, reporting and evaluation of the SIP ▪ Prepare periodic reports as requested by the Centre ▪ Assist in public awareness raising/understanding of climate change issues.
International Development Community	<ul style="list-style-type: none"> ▪ Exchange/share knowledge/good practices with the region that can address its climate change management challenges ▪ Provide resources for climate resilience building.

It is proposed that Standard Operating Procedures (SOPs) for both internal and external stakeholders be established to ensure successful implementation of the SIP. This approach is not new and would be in keeping with Article 3 Membership, Section 5 of the Agreement establishing the Centre where it highlighted that associate membership of the Centre “shall be invited by the Council to participate in the work of the Centre on mutually agreed terms and conditions.”

Figure 16: Proposed Organizational Chart for the Centre



The organizational structure presented in Figure 16 above is under review by the Board and the Centre awaits their additional feedback and approval. The option presented is based on the use of good organization design principles to enable value creation by optimizing the use of the Centre’s human resources as well as enabling adequate span of control and sufficient managerial and technical oversight for the respective functions. The proposed structure requires at least eight individuals at an estimated US\$550,000 per annum or US\$2.2 million over the SIP programme period⁴¹.

The benefits of the proposed structure include the following:

⁴¹ This was calculated using the current salaries of technical (contracted) staff at the Centre. It is understood that these salaries are benchmarked against United Nations Salary scales.

- Provides a structured and focused attention to all the core and support functions in the Centre's value chain.
- Enables management accountability for all areas and sets the stage for effective individual performance management and accountability.
- Introduces the Technical Services Department to direct the Centre back towards fully achieving the Mission.
- Provides greater senior level management oversight for all the functions.
- It also frees up the Executive Director to focus less on the day-to-day operational activities in these areas and to focus more on the strategic engagements with donors, Member States and private sector to support the sustainability of the Centre.

Please see Annex 7: Draft summary functions and core competencies for the proposed structure.

4.3. Indicative Budget Requirements

The budget to achieve the five strategic objectives of the SIP is estimated US\$26,797,000. Please see Table 9.

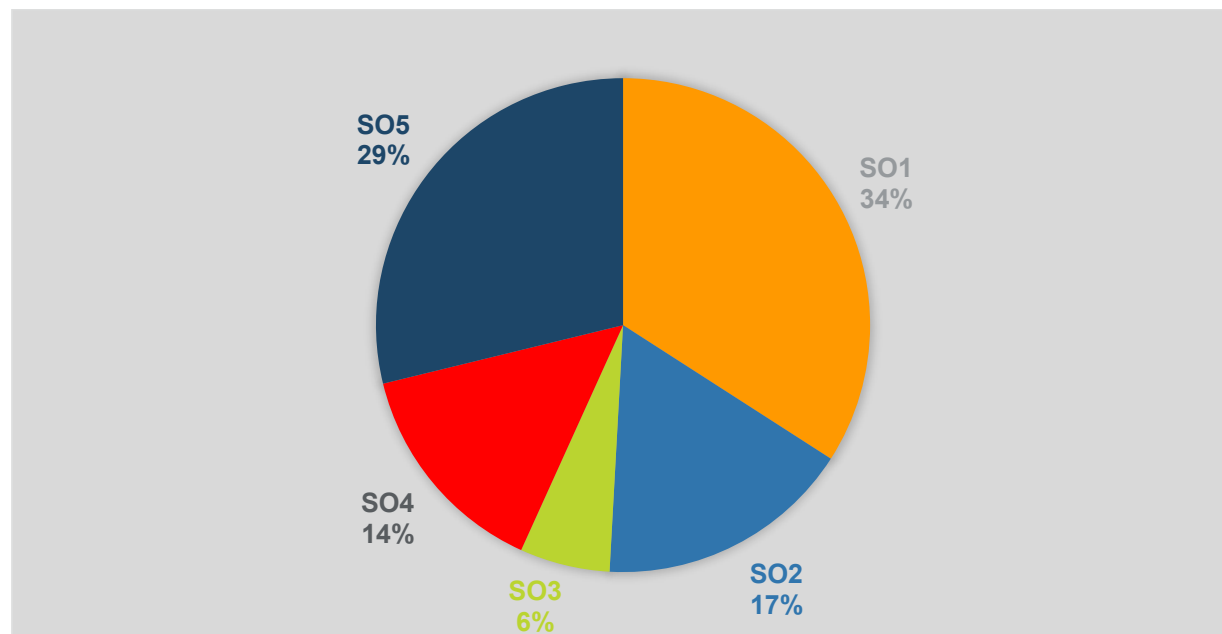
Table 9: Estimated Budget per Strategic Objective

SOs & Outcomes	Estimated Budget (US\$)
SO1: To scale up actions to manage the effects of climate change	9,137,000
Outcome 1.1.: Increased ability of Member States to fulfil their commitments under United Nations Framework Convention on Climate Change (UNFCCC) and the Revised Regional Framework 2019-2029 (RRF)	1,225,000
Outcome 1.2.: Increased finance flows to Member States to address climate resilience/climate change priorities	7,912,000
SO2: To strengthen strategic partnerships for sustained climate change results within the region	4,495,000
Outcome 2.1.: Increased coordination/collaboration among key stakeholders including private sector and civil society to scale up climate change actions	345,000
Outcome 2.2.: Increased engagements in global, regional and national multi-stakeholder climate change networks	4,150,000
SO3: To increase the uptake of climate research and innovation for socio-economic development and evidence-based decision-making across the region	1,580,000
Outcome 3.1.: Increased capacity to generate and use CC data for the expansion of scientific knowledge and improvements in predictive capabilities	750,000
Outcome 3.2.: Increased availability of high-quality climate change tools and technologies to strengthen national development planning and implementation	830,000
SO4: To increase the Caribbean public's ability to make informed decisions in responding to climate change and its impact	3,865,000
Outcome 4.1. Increased climate change communication across the region	2,050,000
Outcome 4.2.: Increased involvement of private sector and civil society in climate change advocacy	1,815,000

SOs & Outcomes	Estimated Budget (US\$)
SO5: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added value to the region	7,720,000
Outcome 5.1.: Improved organizational capacity	6,725,000
Outcome 5.2.: Improved institutional capacity for programme management	815,000
Outcome 5.3.: Increased visibility of the Centre	180,000
TOTAL	26,797,000

SO1 accounts for the majority – 34% - of the total SIP estimated budget for the period. This level of expenditure reflects a heavy emphasis on building, strengthening and sustaining institutional and Member State’s capacities over the period. SO5 is the second largest expenditure representing 29% of the estimated budget. Actions under SO5 are critical for the Centre to sustain itself and effectively and efficiently deliver on the other four strategic objectives and ultimately its vision and mission. SO2 accounts for third largest share at 17% of the required resources. SO3 and SO4 account for only 6% and 14% respectively of the budget which in no way diminishes their importance as crosscutting priorities for the Centre. Please see Figure 17.

Figure 17: Distribution of Indicative Budget per SO



4.3.1. Financing the SIP

Implementing the SIP 2021-2025 will require substantial additional financial resources especially as it seeks to scale up actions in Member States and implement the Revised Regional Framework. The current funding streams are not sufficient to adequately address the development challenges facing the region in terms of climate change. This is further exacerbated by shifting geopolitical priorities at regional and international levels and competition for climate financing.

It is expected that implementation of the Resource Mobilization Strategy and completion of the accreditation process to targeted climate finance entities will mobilize the additional funding for implementation of the SIP.

Critical to improving the Centre's financial sustainability are the following:

- Recruit a resource mobilization specialist to ensure focused implementation of the RMS including deriving revenue from LIDAR.
- Position the Centre to benefit from implementation of the relevant actions in the CARICOM Strategic Plan 2020-2030 including the establishment of a proposed Disaster Relief Fund.
- The Centre should ensure strong monitoring and evaluation, regular and timely reporting and good auditing/accounting mechanisms to track progress. A good track record of accountability and results will attract potential partners and funders who will be assured that the resources will be utilised efficiently.
- The Centre should seek to make the best use of available financial resources by prioritizing 'high impact/ low cost' solutions and matching actions with the most appropriate funding mechanisms.
- To the extent possible, the Centre, its partners/stakeholders will engage in joint planning, agree on what is needed (strategic actions) and mobilize funding together to minimise competition, and avoid overlapping of activities and duplication of effort.

In moving forward with implementation, a key task for the Centre will be to discuss with stakeholders the quantity of resources – whether substantial or not to - required to implement critical and catalytic SIP 2021-2025 actions. These discussions should result in the development of funding strategies and plans so that financing can be sought in a structured and coherent manner to ensure implementation. In the absence of subventions, the Centre should continue to encourage in-kind contributions from Member States including ensuring that technical assistance is in place to hosting services for conferences and events.

4.4. Risks Management

There are several risks to the implementation of this strategic plan, including vulnerability to shocks such as COVID-19 and the attendant downturn in the timely availability of resources and human resource capacity. This requires that possible risks are analyzed to enable the adoption of precautionary measures in good time and prevent implementation failure.

Table 10 presents some risks that could affect the implementation of SIP 2021-2025.

Table 10: Risk Assessment Matrix

Risk Category	Description of Risk	Likelihood of Risk Materializing (Unlikely (1) to Very Likely (5))	Impact Score (Low (1) to Significant (5))	Mitigating Action
			Mitigation Strategies	
Reputational Risks	Regional institutions, Member States and project beneficiaries have unrealistic expectations of the Centre.	Unlikely	Low	Stakeholders will be consulted regarding the mandate and Revised Regional Framework and will be involved in the selection of projects for funding. Participation of beneficiaries will be ensured throughout the project lifecycle
Strategic Risks	Changes in CARICOM policy direction/ can impact Centre's mandate	Unlikely	Moderate	Strategic engagement of CARICOM/COTED and COFAP to support multilateral cooperation and resource mobilization strategies for the Centre. Integrating the Centre's SIP and annual workplans especially on crosscutting areas in support of climate change resilience into CARICOM's finalized Strategic Plan 2020.
	Deficiencies in regional interagency partnerships and collaboration impacts programme outcomes outputs and schedule.	Likely	High	The Centre will establish/strengthen strategic relations/partnerships including with non-English speaking Caribbean and Latin America and the private sector.
Economic Risks	Current global macroeconomic environments and financial markets will affect the implementation of some the Centre's resource mobilization efforts. The current regional economic situation is dire, aggravated by the global COVID-19 pandemic.	Likely	Significant	Systems are in place to access financing (regionally and internationally) to deliver projects at both national and regional levels. GCF accredited with access to grant financing up to US\$50 million. Current plans are underway to enable accreditation to other bodies/entities (Adaptation Fund, EU Pillar assessment) as well as GCF reaccreditation.
Operational Risks	Inability to implement the Centre's Capacity Development Plan including to put in place the proposed organizational structure and to retain/attract staff	Likely	High	Implement the Resource Mobilization Strategy and help to minimise cash flow situation

Risk Category	Description of Risk	Likelihood of Risk Materializing (Unlikely (1) to Very Likely (5))	Impact Score (Low (1) to Significant (5))	Mitigating Action
	The level of external approvals that are required prior to implementation from external agencies may create time lags.	Highly Likely	High	Early stakeholder engagement and approved by Executive Management collectively which should diminish the external time lags during project design phases. Multi-sectoral stakeholder engagement (NDAs, Permanent Secretaries, oversight entities/implementing partners) throughout all phases of the project cycle will be done to ensure that all required actions are done timely to ensure the project is implemented as planned.
	Inadequate capacity of national contractors can affect programme implementation.	Very Likely	Significant	Particular attention will be placed on the qualification information submitted by contractors to ensure that selected contractors have adequate resources, (equipment, financial and human) to effectively carryout the works across Member States and regional levels.
Project Risks (Political and Administrative Risks)	Delays in implementation and reporting due to a plethora of issues including changes in NDA, Government, project managers or technical staff ⁴² and lengthy procurement processes.	Very Likely	Significant	Implement a GCF Readiness and Preparatory coordinating body, with a designated portfolio coordinator, that will meet on a periodic basis during each reporting period. This will improve coordination among project managers and technical staff directly involved in the implementation of CCCCC's GCF Readiness and Preparatory Portfolio.
				Improve the coordination mechanism both internally and externally to improve the reporting efficiency
				effective and integrated planning processes and procedures are needed to enable streamline procurement processes at regional and national levels to be d as well as to enable buy in and coordination

⁴² GCF Belize Audit II Report (1st January 2020 to 31st December 2020).

Risk Category	Description of Risk	Likelihood of Risk Materializing (Unlikely (1) to Very Likely (5))	Impact Score (Low (1) to Significant (5))	Mitigating Action
Environmental Risks	<p>The region is extremely susceptible to natural hazards and disasters.</p> <p>Hurricanes of higher intensity than before have the potential to inflict enormous economic and other damages.</p> <p>COVID-19's impact on project/programme implementation</p>	Very Likely	Significant	<p>at national levels to prevent project delays.</p> <p>The Centre provides Member States and Caribbean Catastrophe Risk Insurance Facility (CCRIF) with data/information for improved decision-making: information clearing house, climate modeling, environmental scan, LIDAR surveys.</p> <p>Partner with CCRIF to raise awareness in Member States about parametric insurance market and the availability of affordable climate insurance products.</p> <p>Ensure that the Centre's Business Continuity Plan is updated and comprehensive and provides the guidance for resumption of operations and services.</p>

Several key elements will contribute to the sustainability of programme outlined under SIP 2021-2025. First, the programme will build on the existing strategic partnerships and in cooperation with Member States. Strengthened governance and management structures at all levels including in Member States and the clarification of the roles and responsibilities for all stakeholders will enhance coordination and alignment and support coherence in SIP implementation.

Other important elements that to ensure sustainability for implementation of SIP 2021-2025 include:

1. Availability of adequate and consistent resources to support implementation of activities especially priority actions.
2. Extensive knowledge sharing and training at the national level will enhance political will and capacity to implement the SIP.
3. Enhancement of technical capacity in results-based management (RBM) and monitoring, evaluation and reporting.
4. Ensuring strong, consistent and timely communications and engagement with the relevant stakeholders at international, regional and to the extent possible at national levels.
5. Identification of champions at regional, and to the extent possible at Member States level to promote the SIP and its importance to advance climate resilient development in the region.
6. Continuously seek funding support from a variety of sources (domestic and external) to undertake implementation of critical and catalytic programme activities.

7. Gaining support from a wide cross section of stakeholders such as specialised interest groups, academia, civil society and the private sector will provide the basis for broad based consultations and consensus on relevant issues. Apart from the conglomeration of ideas and perspectives, this will also be useful in facilitating ownership and building capacity for implementation.
8. Ability of the Centre to implement institutional capacity strengthening measures as highlighted under SO5 and detailed in the Capacity Development Plan.

5. MONITORING, EVALUATION, REPORTING AND LEARNING FRAMEWORK

The success of the implementation of SIP 2021-2025 will depend heavily on the Centre's ability to monitor and evaluate its work and to make appropriate adjustments to the design and implementation of its initiatives based on results achieved. The Centre is committed to implementing a comprehensive results-based monitoring, evaluation, reporting and learning framework to improve delivery processes, document results, inform stakeholders about the relevance, effectiveness, efficiency of the Centre, and to mobilise political support for sustaining and expanding the programmes and actions therein.

The Centre will monitor implementation of SIP's programmes and activities and prepare reports at the required frequency to assess the extent of achievement of set targets and inform the Board and management for decision making. This will be in keeping with CARICOM Secretariat's thrusts towards Results-Based Management (RBM).

5.1. Results-Based Management

Results-Based Management (RBM) is a broad management approach focused on identifying, assessing, and learning from the changes – or results – of development interventions. The Organization for Economic Cooperation and Development (OECD) defines RBM as **a management strategy focusing on performance and achievement of outputs, outcomes and impacts.**⁴³ RBM aims to improve project and programme design, implementation, monitoring, learning, and accountability through a continuous focus on desired results over its entire life cycle.

“RBM is not a tool; it is a mindset, a way of working that looks beyond processes, activities, products and services to focus on the actual social and economic benefits of projects and programmes at the level of the beneficiaries.”

Source: United Nations Human Settlement Programme (UN Habitat). Results-Based Management Handbook: Applying RBM concepts and tools for a better urban future 2017.

RBM shifts the focus of monitoring from **completion of activities to evidence of change**. RBM also prompts thinking about how and why change is achieved, what we can learn from the change process, and consequently what aspects of a project or programme may require adjustment.

⁴³ OECD, Glossary of evaluation and results-based management (RBM) terms. 2010.

5.2. Features of the results-based MEL Framework

The results-based Monitoring, Evaluation, Reporting and Learning (MERL) Framework is presented as a comprehensive, utility-focused⁴⁴ system based on a set of tools and processes including:

- Logic model and Theory of Change (TOC). The Logic Model serves as an ongoing point of reference for the Centre's programme partners to easily understand the causal or logical relationship between strategic components of the SIP. It is a communication tool among stakeholders and serve to ensure everyone involved has the same understanding of the SIP. It is a foundation for evaluations. Please see Annex 8.
- Performance Measurement Framework. The Performance Measurement Framework (PMF) will be the main tool to guide overall monitoring of the SIP. This tool ensures that performance information is collected for all expected results regularly and on time. The PMF contains a set of measurable and attainable performance indicators for the objectives and result areas (impact, outcome and output) of the logic model. Baseline and targets will need to be established for each indicator per result area. Please see Annex 10.
- Evaluations: It is proposed that two independent evaluations (mid-term and end of term) of the SIP be conducted. These evaluations will provide a more comprehensive assessment of achievements, challenges, and processes, for both learning and accountability. Through these evaluations, the Centre, its partners and other stakeholders will seek to determine as objectively as possible how achievements under the SIP compare to what was planned and expected, whether any other relevant changes – positive or negative – have occurred, how results were achieved, and what problems or unexpected developments were encountered. Please see the accompanying SIP MEL Framework document for additional insights.
- Learning reviews: Monitoring or learning reviews are team meetings during which staff and, in if relevant or appropriate, partners or other stakeholders, examine monitoring data and discuss progress towards results. The purpose is to identify bottlenecks, challenges, successes, or unexpected developments encountered in carrying out planned activities with a view to gaining better understanding of the project and its context. This forms the basis for making any course corrections or adaptations that might be needed to address problems or capitalize on opportunities.

5.3. Roles and Responsibilities

Monitoring, evaluation, reporting and learning of SIP 2021-2025 will be the overall responsibility of the Centre. This requires coordination and communication at various stages between the different actors and institutions concerned. Most importantly, the allocation of responsibilities needs to be clarified at the very beginning of the process to ensure continuity and coherence throughout the

⁴⁴ Utilisation-focused monitoring is designed with end-users in mind, focusing on practical processes which will minimise data collection burdens and promote simplicity and systematisation of frameworks.

process. The Centre's own capacity will need to be strengthened to ensure that this important function is carried out.

During this Strategic Planning period, the Centre will contract an individual (in the first instance) to undertake the responsibility of monitoring and evaluating of SIP programmes and activities. At a later stage during the period, the Centre may consider establishing a Monitoring and Evaluation (M and E) Unit or retaining a consultancy firm to undertake the responsibilities on a required basis.

The Centre's results-based MEL Framework will be further elaborated as a separate and companion document to this strategic framework.

6. ANNEXES

6.1. Annex 1. List of References

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6.2. Annex 2: Consultation List

Position/Organization
Executive Director, Caribbean Community Climate Change Centre (CCCCC)
Head, Programme Development and Management Unit/USAID Climate Change Adaptation Programme Manager, CCCCC
Former Executive Director, CCCCC
Chair of the Board of Governors, CCCCC
Former Deputy Executive Director, CCCCC
Former Chair of the Board of Governors, CCCCC
Former Board Member, CCCCC
Former Procurement and Legal Adviser, CCCCC
Staff, CCCCC
Principal, CIMH
Regional Manager – Caribbean & Brazil, GCF
Regional GCF Advisor for the Caribbean, GCF
Environmental Educator, Ministry of Economic Planning, Sustainable Development in St. Vincent and the Grenadines
Focal Point for water and sanitation in the Caribbean for IDB Water and Sanitation Division, Inter-American Development Bank
Head, Multilateral Environmental Agreements Unit, Ministry of Planning and Development, Trinidad and Tobago, UNFCCC Focal Point
Executive Director, CDEMA
European External Action Service (EEAS); EU Delegation; GCF Regional & International Stakeholders & Informants
European External Action Service (EEAS); EU Delegation; GCF Regional & International Stakeholders & Informants
Section Head, Division of Technical Cooperation for Latin America and the Caribbean, International Atomic Energy Agency (IAEA)
Representatives, International Atomic Energy Agency (IAEA)
International Atomic Energy Agency (IAEA)
Programme Manager for Energy and Head of the Energy Unit at the Caribbean Community Secretariat
Executive Director, Caribbean Public Health Agency
The Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE)
Representatives of the Environmental Sustainability Unit, Caribbean Development Bank
Representatives, Department of Environmental Planning and Protection, Ministry of the Environment and Housing, Bahamas
Representatives, Department of Sustainable Development, St. Lucia

6.3. Annex 3: CCCCC Stakeholders' Analysis

The Centre works closely with a range of external stakeholders including national governments, regional and international development partners, academia, civil society organizations, the private sector, and the general public. Internal stakeholders including the Board of Governors and the Centre's staff are also critical partners. Using the information from the Institutional Assessment, a stakeholder analysis was undertaken which identified and grouped the key stakeholders, their expectations of the Centre and the Centre's expectations.

Stakeholder Category	Stakeholder Expectation	CCCCC Expectation
External Stakeholders		
Member States	<ul style="list-style-type: none"> ▪ Channelling of climate financing support to enable the implementation of prioritised CC actions ▪ Implementation of GCF and other donor-funded programmes or projects ▪ Dissemination of accurate and timely data and information on Climate Change issues 	<ul style="list-style-type: none"> ▪ Timely disbursement of project funds to support the implementation of the Revised Regional Framework ▪ Timely approvals and No Objections to project proposals ▪ Information sharing and progress updates on project implementation
Regional Institutions	<ul style="list-style-type: none"> ▪ Dissemination of accurate and timely data and information on Climate Change issues ▪ Mutual capacity building and strengthening, ▪ Exchange of data and learning, and building political influence regarding climate change. 	<ul style="list-style-type: none"> ▪ Strategic partnerships to support the acceleration of transformative and innovative actions towards low greenhouse gas emissions and climate-resilient development in the Caribbean region ▪ Information sharing and reporting
Development Partners	<ul style="list-style-type: none"> ▪ Prudent use of resources ▪ Information sharing and periodic reporting ▪ Adherence to grant agreements ▪ Participation in international fora on CC 	<ul style="list-style-type: none"> ▪ Technical and financial support to implement conventions and agreements at the regional and national levels ▪ Information sharing ▪ No subsidization of project/programme delivery by Centre
Academia/ Research Institutions	<ul style="list-style-type: none"> ▪ Collaborate on research and data exchanges ▪ Capacity development ▪ Disseminate research findings 	<ul style="list-style-type: none"> ▪ Collaborate in research and data exchanges ▪ Capacity development ▪ Disseminate research findings

Stakeholder Category	Stakeholder Expectation	CCCCC Expectation
Private Sector	<ul style="list-style-type: none"> ▪ Business opportunities for scaling up CC solutions in targeted sectors ▪ Disseminate research findings 	<ul style="list-style-type: none"> ▪ Support resource mobilization efforts ▪ Implement programmes to support reduced greenhouse emissions ▪ Strategic partnerships to support scaling up of programmes across the region
Civil Society Organizations	<ul style="list-style-type: none"> ▪ Technical and financial to support climate change advocacy ▪ Information sharing ▪ Dissemination of accurate and timely information on Climate Change issues 	<ul style="list-style-type: none"> ▪ Coordinated approach at international for a on Climate Change ▪ Information sharing
General Public	<ul style="list-style-type: none"> ▪ Dissemination of accurate and timely data and information on Climate Change issues ▪ Efficient service delivery at regional and national levels ▪ Timely communication on CC issues 	<ul style="list-style-type: none"> ▪ Compliance with CC policies and laws ▪ Feedback on research and other disseminated data and information
Media	<ul style="list-style-type: none"> ▪ Disseminate accurate and timely data and information on climate change issues and related matters ▪ Timely communication on CC issues 	<ul style="list-style-type: none"> ▪ Raise awareness about climate change issues ▪ Report on climate change matters in a manner for all to understand ▪ Fair and accurate reporting on climate change issues and related matters
Internal Stakeholders		
Board of Governors	<ul style="list-style-type: none"> ▪ Efficient management of resources ▪ Effective performance as per mandate and planned targets ▪ Good governance 	<ul style="list-style-type: none"> ▪ Strategic guidance and oversight ▪ Strategic leadership ▪ Policy guidance and oversight ▪ Resource mobilization
Staff	<ul style="list-style-type: none"> ▪ Effective remuneration ▪ Welfare and personal development ▪ Conducive and motivating work environment ▪ Grievance redress mechanisms 	<ul style="list-style-type: none"> ▪ Efficient and effective performance and service delivery ▪ Adherence to statutory, rules, laws, circulars and memos ▪ Adherence to core values of the Centre

6.4. Annex 4: Status of CCCC GCF Project Portfolio

Source and Project Name	Start	End	Status at Jan 1, 2021	Global Project Budget	Project Balance at Aug. 31, 2021	% Spent to date
GCF Project Preparation Funding: Arundo Donax Renewable Bio-mass Fuel for Belize – Feasibility Study and Funding Proposal preparation (GCF-PPF-005)	Jan-18	Dec-20	Closed	694,000.00	0.00	85.5
GCF: Strengthening Bahamas NDA and Developing its Country programme (BHS-RS-001)	Jan 17	Oct 20	Closed	300,000.00	0.00	82.1
GCF: Bahamas Readiness II GCF and Readiness and Preparatory Support in the Bahamas Strategic Frameworks support for the Bahamas (BHS-RS-002)	Dec-18	Dec-21	Ongoing	359,950.00	92,997.98	74.2
GCF: Bahamas Readiness IV: Building Blocks for Strengthening The Bahamas Country Programme (BHS-RS-004)	Nov-19	May-22	Ongoing	951,903.00	422,433.96	55.6
NDA Strengthening and Country Programme (GCF-BZE-RS-001)	Jul 17	Aug 19	Closed	300,000.00	0.00	60.7
GCF: Belize Readiness II Building Capacity for direct access to Climate Finance) (GCF-BLZ-RS-002)	Jan-19	Jun-21	Ongoing	355,365.00	66,013.59	81.4
GCF: Building Capacity for a Regional Approach to Climate Action in the Caribbean Community Climate Change Centre (LAC-RS-001)	Jan-18	Jun-22	Ongoing	1,802,657.00	854,646.60	52.6
GCF: Building the Adaptative Capacity of the Sugarcane Farmers in Northern Belize (GCF-PPF-032)	Aug- 20	Mar 22	Ongoing	594,357.79	189,940.80	68

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Source and Project Name	Start	End	Status at Jan 1, 2021	Global Project Budget	Project Balance at Aug. 31, 2021	% Spent to date
GCF: Grenada GCF Readiness: Strengthen Institutional and Implementation capacity for Delivery of Climate Change Investment Projects. (GCF-GRD-RS-003)	Jan-19	Jun-21 (Extension to Oct 2021)	Ongoing	399,929.00	15,038.31	96.2
GCF: Haiti Readiness III: Institutional Strengthening and Preparatory Support for the Republic of Haiti (GCF-HTI-RS-003)	Jan-19	Jun-22	Ongoing	403,390.00	238,277.93	40.9
GCF: Three R's (Reduce, Reuse and Recycle) for climate resilience wastewater systems in Barbados (3R-CReWS) (GCF-PPF-022)	Jan-19	Jul-21 (Extended to Dec 2021)	Ongoing	1,029,192.00	113,668.40	89
GCF: GCF: Readiness and Preparatory Support in St. Lucia: Strengthening St. Lucia NDA and Developing its Country Programme (GCF-LCA-RS-001)	Mar-18	Jan-21	Closed	375,100.00	0.00	84.1
GCF: Saint Vincent and the Grenadines Readiness II: Strengthening, Country Programming and Access to Climate Finance (GCF-VCT-RS-002)	Dec 19	Jun-22	Ongoing	627,346.00	190,902.37	69.6
GCF: T&T Readiness: Strengthening Trinidad and Tobago's NDA and Developing its Country Programme (GCF-TTO-RS-002)	Nov-19	May-22	Ongoing	662,306.00	435,513.99	34.2
GCF: Water Sector Resilience Nexus for Sustainability in Barbados WSRNS Barbados	Jan-19	Apr-24	Ongoing	27,605,010.00	13,351,170.67	51.6
GCF: Bahamas V: Developing a climate resilient health system in The Bahamas. (GCF-BHS-RS-005)	Dec-20	Dec-22	Ongoing	749,975.00	717,684.01	4.3

Caribbean Community Climate Change Centre Strategic and Implementation Plan 2021-2025

Source and Project Name	Start	End	Status at Jan 1, 2021	Global Project Budget	Project Balance at Aug. 31, 2021	% Spent to date
GCF Saint Kitts & Nevis: Capacity building to support Accreditation, Planning, Programming and Implementation of GCF-Funded activities in St., Kitts and Nevis (GCF-KNA-RS-003)	Jan-21	Dec-22	Ongoing	599,950.00	476,706.02	20.5
GCF: Saint Lucia Readiness: Enhancing Saint Lucia's understanding, capacity, institutional and strategic frameworks to access climate finance for low-emission climate resilient pathways (GCFLCA-RS-002)	Dec-20	May-22	Ongoing	662,065.00	543,236.74	17.9
GCF Haiti: Empowering Municipalities in Haiti to plan for, manage and respond to the impacts of climate change (GCF-HTI-RS-005)	Dec-20	Dec-22	Ongoing	449,149.00	392,289.42	12.7
GCF: T&T Readiness: Building Climate Resilience into Trinidad and Tobago's Healthcare (GCF-TTO-RS-004)	Dec-20	Dec-22	Ongoing	375,986.00	362,656.15	3.5
GCF T&T III: Addressing pre-accreditation gaps for the Environmental Management Authority of Trinidad & Tobago (GCF-TTO-RS-003)	Dec-20	Dec-22	Ongoing	388,794.00	376,958.87	3
TOTAL				39,686,424.79	18,840,135.81	

6.5. Annex 5: CCCCC Data and Information Tools

Tool	Description
Caribbean Climate Online Risk and Adaptation tool – CCORAL	CCORAL is an online support system for climate resilient decision making. The tool is intended to help decision makers to see activities through a 'climate' or 'climate change' lens. It aims to identify actions that minimize climate related loss, take advantage of opportunities and build climate resilient development.
LIDAR Surveys	<p>Advanced Airborne Research Lidar system which is expected to provide unique capabilities to conduct surveys on:</p> <ul style="list-style-type: none"> ▪ nearshore bathymetry and topography, ▪ coral reefs, ▪ benthic habitats ▪ coastal vegetation, and ▪ sandy beaches
Regional Clearinghouse Database	<p>The Caribbean Community Climate Change Centre's (CCCCC) Regional Clearinghouse Database is the main repository of regional information and data on climate change. This dedicated climate change resource was first explored during the Caribbean Planning for Adaptation to Climate Change (CPACC) project (1997 to 2001).</p> <p>It helps users to:</p> <ul style="list-style-type: none"> • search, access, request and contribute digital documents, project reports and scholarly articles related to climate change in the Caribbean. • View climate projections by country. • Search the CCCCC hardcopy and CD library. • Access the 2011 Regional Project Stock Take.
Tourism Sector Emission Calculator	The Tourism Sector Emission Calculator was developed by the Caribbean Carbon Neutral Tourism Project to support the calculation of Carbon dioxide emissions from tourism facilities.
Knowledge Navigator	The Knowledge Navigator project has developed a web-based interactive Widget that helps users to search for other appropriate climate change platforms.
Coral Reef Early Warning System	Coral Reef Early Warning System (CREWS) stations consist of a basic suite of sensors, plus additional ones, depending upon local research the stations hope to support, and upon available funding. The basic suite of meteorological and air-based sensors measures air temperature, wind

Tool	Description
	<p>speed and direction, barometric pressure, photosynthetically available radiation (PAR) and ultraviolet radiation (UVR). The basic suite of oceanographic sensors measure salinity, sea temperature, PAR (at 1m nominal) and UVR (at 1m nominal). Data from CREWS stations allow development of climate models and ecological forecasting in coral reef ecosystems.</p>
<p>Caribbean Weather Impacts Group (CARIWIG)</p>	<p>For the CARIWIG web portal provides information and datasets concerning:</p> <ul style="list-style-type: none"> • The observed climate of the present day • Regional Climate Model projections of the future climate • Future scenarios of weather downscaled from the Regional Climate Model projections • Scenarios of weather derived from hypothetical tropical cyclone events.
<p>Caribbean Assessment of Regional Drought (CARiDRO)</p>	<p>CARiDRO is a web-based online tool to facilitate the development of assessment of drought events at regional and grid point levels using modelled and observed base datasets.</p> <p>The tool provides results based on one of the following drought indices, the Standardized Precipitation Index (McKee, 1993) or the Standardized Evapotranspiration-Precipitation Index (Serrano et al, 2010).</p>
<p>C-READ Portal</p>	<p>C-READ is an integrated data management platform developed for enhancing the monitoring of environmental change in the wider Caribbean region.</p>

6.6. Annex 6: Selected Findings from Institutional Assessment

Capacity Area	Selected Findings
1. Governance	<ul style="list-style-type: none"> a) Strengthen relationship at the level at COTED, need for more engagement including getting the Revised Regional Framework endorsed. b) Explore feasibility of reporting/engaging at level of COFAP. c) Need for more engagement in Members States at the political level (with both government and oppositions leaders). d) Need to address provisions of the Agreement Establishing the Centre that require revision/execution/adherence ensuring relevance to today's contexts.
2. Strategic Leadership	<ul style="list-style-type: none"> a) Need for Board evaluation. b) Absence of core board subcommittees c) Need to review and approved an organizational structure that is more in line with the Centre's functions. d) Absence of organizational wide strategic plan with M&E Framework. e) Low visibility of the Centre, its work and worth across the region including Belize, where it is located. f) Financial sustainability and the urgent need to diversify the Centre's revenue base. g) Leveraging strategic partnerships. h) Staff engagement and motivation specifically relating to low morale and the high-pressure environment. i) Centre's organizational structure needs to be more in line with Centre's core functions. j) Successful in coordinating the region's common position as it relates to climate change at international conventions including the Paris Agreement k) secure climate change financing for the region consistently through a wide range of partners regionally and internationally. l) developing and making accessible several important tools for use by a variety of sectors in Member States.
3. Financial Management and Accountability	<ul style="list-style-type: none"> a) Over the 5-year period, the Centre's current ratio has moved from a high of 3 in 2016 to a low of 1 for the last three periods of 2017-2019. b) The Centre's consistent low rates of both the Current and Quick Ratios suggest that its liquidity position have been less than desirable for some time. one of the major contributing factor to this position is the failure to achieve established projects milestones that are triggers for on time collection of fees. c) The Centre generally utilizes good accounting reporting practices.
4. Resource Mobilization	<ul style="list-style-type: none"> a) The historic arrangements, both financial and governance, have made the Centre dependent on external sources (projects) of funding for its operating costs. b) Absence of a consistent and proactive strategy or plan to fulfil resource mobilization mandate/function. c) Need for resource mobilization hire at the Centre.

Capacity Area	Selected Findings
5. Human Resource Management	a) Absence of key HR functions: The Centre does not include the following HR functions: <ul style="list-style-type: none"> o Developing and training employees o Managing employee performance o Recognizing and rewarding employee b) Staff do not feel rewarded for their work (75% based on online staff survey). c) 55.6% of the total respondents do not feel like they are being adequately compensated for work undertaken. d) Absence of the psychosocial support during stressful periods including during the pandemic and staff relocation. e) No documented policies or procedures for the Administration Section. f) Both the HR and Administration processes are manual.
6. External Communication & Public Education	a) Less than adequate staff in both IT and Communication units. b) Insufficient equipment and material resources c) Communications Unit could benefit from more equipment (software, hardware in the form video equipment for podcasting and software for photo and video-editing, printing and dissemination of reports) d) Insufficient visibility of Centre's achievements, best practices and lessons learnt
7. Infrastructure (IT)	a) Inadequate staff in IT Unit
8. Programme and Services Management	a) Less than optimum Internal Workflow Processes b) Delays in Project/Programme Execution c) Insufficient Monitoring and Evaluation to measure programme performance d) Internal processes and procedures require improvements, particularly the simplification of the workflow processes. The Centre businesses' processes are not efficient. There is significant room for streamlining and strengthening of processes and procedures. e) Need for amendments/revision of key guidance documents
9. Inter-institutional Linkages (Partnerships, External Relations, Networks)	a) The Centre does not have a clear strategy to maintain, encourage and grow partnerships. b) No evaluation of the past partnerships and their value addition. c) No dedicated team for "client relations" and servicing. d) External relationship building/strengthening with organizations is done by the ED and selected Executive Management staff.
10. Motivation and Organization Culture	a) Mission statement can be adjusted to make it shorter and more meaningful to staff. b) High level of commitment and willingness by staff to work and serve the organization c) No formalized Core Values for the Centre d) Low staff morale generally; staff do not feel valued e) High pressure environment

6.7. Annex 7: Summary Functions and Core Competencies for Proposed Structure

Offices/ Departments	Summary Functions	Core competencies/skills
Office of the Executive Director	<ul style="list-style-type: none"> • Strategic Leadership • Corporate Governance • Lead Strategic engagements/ partnerships (political directorate, IDPs, NGOs, private sector etc.) • Strategic planning • Resource mobilization and strategic partnership initiatives • Performance monitoring and reporting including projects' M&E • Strategic and Operational Planning 	<ul style="list-style-type: none"> • Leadership and governance • Strategic planning • Diplomacy • Programme coordination, monitoring and evaluation • Understanding of the region's political landscape and the operations of Governments • Understanding of the IDP's landscape and how to navigate them • Managing organizational change
Office of the Deputy Executive Director	<ul style="list-style-type: none"> • Coordinates and oversees operations of the core functions • Supports ED with strategic engagements/partnerships and special strategic initiatives • Supports the EDs office with Resource mobilization • Coordinate the identification of business opportunities for current and potential services offered by the Centre <p>Establish a sustainable business model for the Agency including marketing LIDAR and other Centre services</p> <ul style="list-style-type: none"> • Assist the OED with Strategic and Operational Planning 	<ul style="list-style-type: none"> • Communication • Emotional intelligence • Impact and influence • Diplomacy • Negotiating • Relationship building • Marketing • Understanding of the IDP's landscape and how to navigate them • Understanding of product/service development • Understanding of the region's political landscape
Programme Development & Management	<ul style="list-style-type: none"> • Programme identification and development support to Member States • Implement and manage the Centre's project portfolio • Programme development for fee service • Project management for fee services 	<ul style="list-style-type: none"> • Project management • Team leadership • Technical and reporting writing • Technical expertise in a combination of areas such as: Environmental or other Earth Sciences, Environmental Management, Business, Economics, Engineering, Biology, Chemistry, Public Policy etc.

Offices/ Departments	Summary Functions	Core competencies/skills
<p>Technical Services Department</p>	<ul style="list-style-type: none"> • Research & development (including for research for policy preparation and revision) to drive technical support and advisory services to MSs • Fee-based technical support and advisory services • Management of the technical resources databases (clearing house) • Thought leadership and technical papers • Technical alliances, relationship building and management • Monitoring, Evaluation, Reporting and Learning both at programme and SIP levels <p><u>Business Development/Special Projects (incl. LIDAR)</u></p> <ul style="list-style-type: none"> • Execute marketing strategy and the execution of plans for existing products (including LIDAR) • Evaluate new product opportunities, demand for potential products, and customer needs and insights. • Identify business opportunities for current and potential services offered by the Centre 	<ul style="list-style-type: none"> • Research • Data/statistical analysis • Consulting • Training design and delivery • Technical and reporting writing • Technical expertise in a combination of areas such as: Environmental or other Earth Sciences, Environmental Management, Business, Economics, Engineering, Biology, Chemistry, Public Policy, GIS, Quantity Surveyor etc. <p><u>Business Development & Special Projects (incl. LIDAR)</u></p> <ul style="list-style-type: none"> • Marketing • Communication • Negotiating • Relationship building • Business Administration • Project Management
<p>Corporate Services Department</p>	<ul style="list-style-type: none"> • Coordinates and oversees the delivery of services from all core support/enabling functions (i.e., HR, Finance, Procurement, IT and Communications and Public Education) • Provide relevant information and support for the preparation of financial reports and budgets • Direct, manage, and develop the capacity of administrative staff to guarantee smooth operations and the provision of accurate and timely information to DED and ED. • Supervises operational functions to streamline - financial, administrative, policy and legislative issues such as compliance with regulations) and plan and implement related strategies. • Corporate Governance and management • Corporate culture • Oversees Performance Monitoring Appraisal System 	<ul style="list-style-type: none"> • Leadership and governance • Portfolio/Programme/Project Management • Coordination • Interpersonal skills • Supervision Management • Resource management • Effective Communicator • Relationship building • Fiduciary • Change Management

6.8. Annex 8: Theory of Change and Logic Model

The overarching theory of change (TOC) envisioned for the SIP is based on the premise that in five years' time, with sufficient resources or inputs (human, technical, financial and material), significant contributions can be made by key stakeholders to implement a set of strategic priority actions across specific areas. Through collaborative efforts, stakeholders (including Member States, private citizens, businesses, civil society) will deliver a range of products and services (outputs). The successful completion of these several interventions – including facilitating the implementation of climate change adaptation and mitigation actions in Member States, strengthening institutional capacity through the provision of technical assistance to countries, undertaking resources mobilisation, promoting and catalyzing climate action at all levels – will support the achievement of the intended outcomes and ultimately the strategic objectives.

The Theory of Change coheres around five strategic objectives:

- SO1: Scale up actions to manage the effects of climate change
- SO2: Strengthen strategic partnerships for sustained climate change results within the region
- SO3: Increase the uptake of climate data and innovative tools for socio-economic development and evidence-based decision-making across the region
- SO4: Increase the Caribbean public's ability to make informed decisions in responding to climate change and its impact
- SO5: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added value to the region

The successful achievement of these objectives is expected to result in the following long-term impact: ***A resilient and sustainable Caribbean region for all.*** This works in tandem with the strategic elements of the Revised Regional Framework (2019-2029).

If the Strategic Objectives are to be met, the following 11 outcomes need to be achieved:

- **Outcome 1.1.:** Increased ability of Member States to fulfil their commitments under United Nations Framework Convention on Climate Change (UNFCCC) and the Revised Regional Framework 2019-2029 (RRF)
- **Outcome 1.2.:** Increased financial flows to Member States to address climate resilience/climate change priorities
- **Outcome 2.1.:** Increased coordination/collaboration among key stakeholders including private sector and civil society to scale up climate change actions
- **Outcome 2.2.:** Increased engagements in global, regional and national multi-stakeholder climate change networks
- **Outcome 3.1.:** Increased capacity to generate and use climate change data for the expansion of scientific knowledge and improvements in predictive capabilities

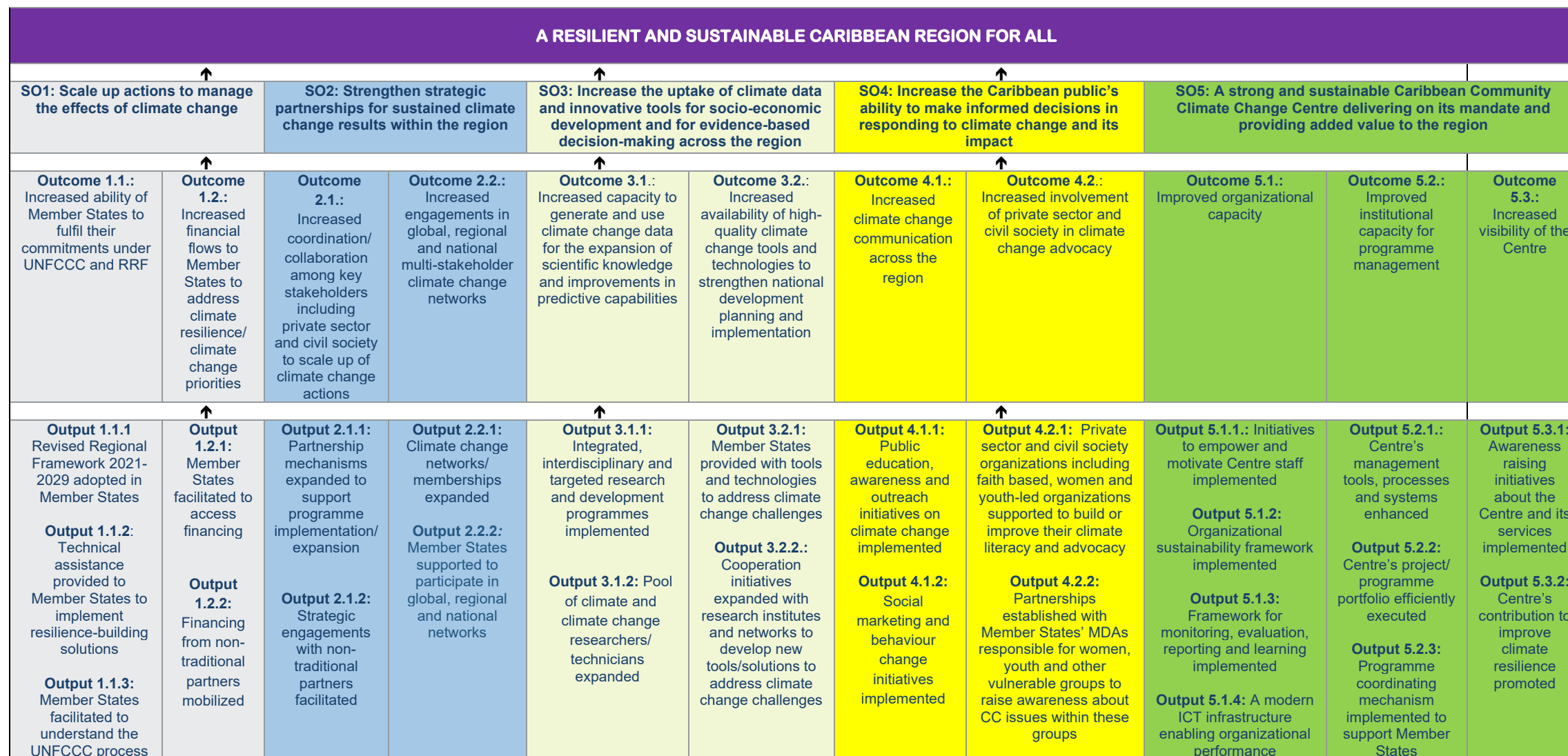
- **Outcome 3.2.:** Increased access to high-quality climate change tools and technologies to strengthen national development planning and implementation
- **Outcome 4.1.:** Increased climate change communication across the region
- **Outcome 4.2.:** Increased involvement of private sector and civil society in climate advocacy
- **Outcome 5.1.:** Improved organizational capacity
- **Outcome 5.2.:** Improved institutional capacity for programme management
- **Outcome 5.3.:** Increased visibility of the Centre

Some of the **key assumptions** underlying the change process described include:

- Enabling social, economic, political, environmental, legal and technological conditions prevail for the achievement of results and sustainable impact.
- The COVID-19 pandemic and its impacts are largely mitigated.
- Availability of greater levels of international finance for the Centre and Member States to access.
- The Revised Regional Framework and IP are locally owned and are integrated into national plans of Member States.
- Increased access to available resources in the regional and global sphere by the Centre for resilience building.
- Member States have the absorptive capacity and political will to incorporate climate change in their programming and planning and to adopt resilience-building actions against natural disasters and the effects of climate change.
- Strategic partners are committed and responsive to regional and national priorities.
- Political will to improve coordination exists in Member States.
- Climate data is available and accessible.
- Willingness of key stakeholders to adopt new technologies and practices.
- Commitment of successive government administrations for continuity of the programmes/policy on CC.
- Financial sustainability of the Centre is significantly improved

Detailed assumptions underpinning the TOC are found in Annex 9 below.

Logic Model for the CCCCC SIP



ASSUMPTIONS

6.9. Annex 9: Detailed Assumptions

Expected Result	Assumptions
Impact: A resilient and sustainable Caribbean region for all	<ul style="list-style-type: none"> The requisite resources are available, accessible and delivered in a timely manner Policymakers are willing to adopt the paradigm shift and allocate adequate resources An informed and involved populace
SO1: Scale up actions to manage the effects of climate change	<ul style="list-style-type: none"> Sufficient proof of concept exists for scaling up actions to address the impacts of CC The resources, inclusive of data and information, are available, accessible and disbursed on a timely basis Climate finance flows under UNFCCC mechanism are scaled up (e.g 100B/yr) through GCF, Adaptation Fund etc.
Outcome 1.1.: Increased ability of Member States to fulfil their commitments under United Nations Framework Convention on Climate Change (UNFCCC) and the Revised Regional Framework (RRF) 2019-2029	<ul style="list-style-type: none"> MS have the requisite capacity to fulfil these commitments MS have the resources to build capacity [their capacities] to meet their commitments
Output 1.1.1 Revised Regional Framework 2021-2029 adopted in Member States	<ul style="list-style-type: none"> There is alignment between Member States' development and climate change agenda and the RRF The RRF is socialised at all levels in Member States Heads agree to place RRF on CARICOM Heads' Agenda
Output 1.1.2: Technical assistance provided to Member States to implement resilience-building solutions	<ul style="list-style-type: none"> Technical assistance is available and accessible to Member States Technicians in Member States are available for training The absorptive capacity is present within Member States Adequate resources are identified to provide technical assistance
Output 1.1.2: Member States facilitated to understand the UNFCCC process	<ul style="list-style-type: none"> People are available to attend the facilitation sessions Adequate resources identified to conduct training (physical and virtual) sessions
Outcome 1.2.: Increased financial flows to Member States to address climate resilience/climate change priorities	<ul style="list-style-type: none"> Capacity is enhanced in the region to access funding opportunities High quality proposals are submitted for funding The rules for accessing climate financing are fully understood, become more flexible and streamlined Developed countries meet their financial commitment under the UNFCCC
Output 1.2.1: Member States facilitated to access financing	<ul style="list-style-type: none"> Member States have the requisite human resource available for training Member States are responsive to available [the] training opportunities [provided] Increase in the number of Direct Access Entities Private Sector entities can access climate financing directly from global funds
Output 1.2.2: Financing from non-traditional partners mobilized	<ul style="list-style-type: none"> Modalities for accessing funding are known and understood
SO2: Strengthen strategic partnerships for sustained	

Expected Result	Assumptions
climate change results within the region	
Outcome 2.1.: Increased coordination/ collaboration among key stakeholders including private sector and civil society to scale up climate change actions	<ul style="list-style-type: none"> Actors in the state and non-state sectors will receive the necessary incentives to collaborate and undertake coordinated climate change actions Member States create enabling environment to facilitate engagement of non-state actors
Output 2.1.1: Partnership mechanisms expanded to support programme development and implementation expansion	<ul style="list-style-type: none"> There are like-minded partners with the desire to establish partnership mechanisms Value proposition of the Centre/potential partner is clear to potential partners
Output 2.1.2: Strategic engagements with non-traditional partners facilitated	<ul style="list-style-type: none"> There are like-minded non-traditional partners with the desire to establish partnership mechanisms Value of proposition of the Centre/potential partner is clear
Outcome 2.2.: Increased engagements in global, regional and national multi-stakeholder climate change networks	<ul style="list-style-type: none"> Information about these engagements exist or will be easily accessed The Centre has an effective information gathering/dissemination network The Centre and Member States will pursue deliberate and strategic steps/action to access and participate actively within these networks with a view to maximizing benefits to the Centre and region Adequate resources are available to participate in these networks
Output 2.2.1: Climate change networks/memberships expanded	<ul style="list-style-type: none"> Information on these networks and criteria for joining/partnering are known Expansion of such networks does not place a burden on the Centre's finances Value added proposition is clear
Output 2.2.2: Member States supported to participate in global, regional and national networks	<ul style="list-style-type: none"> A repository of such meetings exists or will be developed The resources for participation will be secured "No Member State left behind", that is, all countries are provided with the opportunity to participate at least one time.
SO3: Increase the uptake of climate data and innovative tools for socio-economic development and for evidence-based decision-making across the region	<ul style="list-style-type: none"> There is an awareness of such tools and their efficacy The tools are easily accessible, and their application understood Tools are functional, maintained and populated with adequate data There is a willingness to pursue evidence-based decision making in the Region
Outcome 3.1.: Increased capacity to generate and use CC data for the expansion of scientific knowledge and improvements in predictive capabilities	<ul style="list-style-type: none"> CC data are downscaled to sufficient granularity to make them useful to MS Climate data is available and accessible MS have the capacity to utilise the data generated
Output 3.1.1: Integrated, interdisciplinary and targeted climate change research and development programmes implemented	<ul style="list-style-type: none"> Countries define their research interests MS can/will collectively agree on a targeted climate change research agenda for the region and it will be adequately resourced Research agenda is demand driven/coordinated across participating entities
Output 3.1.2: Pool of climate and climate change researchers/ technicians expanded	<ul style="list-style-type: none"> The resources needed to facilitate increased research and pool of researchers are available Citizens interest in climate change increase

Expected Result	Assumptions
Outcome 3.2.: Increased access to high-quality climate change tools and technologies to strengthen national development planning and implementation	<ul style="list-style-type: none"> • Knowledge about the existence of these tools and their application exists and will expand • Tools are relevant, affordable, accessible and easy to use • Data to improve the predictive capabilities of tools are provided/generated
Output 3.2.1: Member States provided with tools ⁴⁵ and technologies to address climate change challenges	<ul style="list-style-type: none"> • Human and technical capacities exist in Member States to utilise the tools • Tools are accessible and easy to use
Output 3.2.2.: Cooperation initiatives expanded with research institutes and networks to develop new tools/solutions to address climate change challenges	<ul style="list-style-type: none"> • Needs-based assessment about gaps in tools completed • Research institutes are interested in pursuing joint initiatives
SO4: Increase the Caribbean public's ability to make informed decisions in responding to climate change and its impact	<ul style="list-style-type: none"> • Caribbean public interest in climate change increased • Public awareness of climate change increase
Outcome 4.1.: Increased climate change communication across the region	<ul style="list-style-type: none"> • The technology for information dissemination is present across all MS • Appropriate, audience-specific knowledge products that are needed to effect positive behavioral change in the form of proactive adaptation actions, are developed and disseminated • Adequate resources available to generate and disseminate knowledge products/content
Output 4.1.1: Public education and outreach initiatives and awareness on climate change implemented	<ul style="list-style-type: none"> • MS are willing to integrate CC related issues within their education curricula • Caribbean audiences are responsive to the education and sensitization messages and efforts • Adequate resources available to generate and disseminate knowledge products/content
Output 4.1.2: Social marketing and behaviour change initiatives implemented	<ul style="list-style-type: none"> • The CC messages are reaching the targeted populations • Bright spots are captured and disseminated
Outcome 4.2.: Increased involvement of private sector and civil society in climate advocacy	<ul style="list-style-type: none"> • Stakeholders are aware of the benefits of climate actions or lack thereof • Information on the impacts of climate change on these groups is easily accessible
Output 4.2.1: Private sector and civil society organizations including faith based, women and youth-led organizations and indigenous groups supported to build or improve	<ul style="list-style-type: none"> • Entry point to these organizations known • Adequate resources to improve literacy and advocacy available (e.g translation into local languages) • Value proposition for each group clearly indicated

⁴⁵ New and existing tools.

Expected Result	Assumptions
<i>their climate literacy and advocacy</i>	
Output 4.2.2: <i>Partnerships to raise awareness about CC issues established with Member States' Ministries, Departments and Agencies (MDAs) responsible for women, youth and other vulnerable groups</i>	<ul style="list-style-type: none"> • Political interest to engage with the Centre in these areas is present • Adequate resources available to meaningfully engage partners
SO5: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added value to the region	<ul style="list-style-type: none"> • The Centre is able to [can] access the requisite financial, technical and human resources for this effort • Capacity development plan implemented
Outcome 5.1.: Improved organizational capacity	<ul style="list-style-type: none"> • The requisite resources are available to improve capacity
Output 5.1.1.: <i>Initiatives to empower and motivate Centre staff implemented</i>	<ul style="list-style-type: none"> • Performance appraisal instituted • Motivation, [award] reward and incentive programmes implemented • Payscale instituted • Gender components included in Centre's policies, contracts, TORs
Output 5.1.2: <i>Organizational sustainability framework implemented</i>	<ul style="list-style-type: none"> • Full implementation of the SIP • Adequate resources to implement SIP are realized
Output 5.1.3: <i>Framework for Monitoring, evaluation, and reporting implemented</i>	<ul style="list-style-type: none"> • Resources available for the implementation of the MEL • M&E personnel with adequate capacity procured
Output 5.1.4: A modern ICT Infrastructure enabling organizational performance	<ul style="list-style-type: none"> • The required resources are available
Outcome 5.2.: Improved institutional capacity for programme management ⁴⁶	
Output 5.2.1.: <i>Centre's management tools, processes and systems enhanced</i>	<ul style="list-style-type: none"> • Adequate resources and capacity are available to acquire, maintain and use tools • Identified capacity gap in Gap Assessment filled
Output 5.2.2: <i>Centre's project/programme portfolio efficiently executed</i>	<ul style="list-style-type: none"> • Adequate capacity exists within the PDMU • Centre able to scale size of portfolio to achieve economies of scale
Output 5.2.3: <i>Programme coordinating mechanism implemented to support Member States</i>	<ul style="list-style-type: none"> • Political will exists to improve coordination amongst Member States

⁴⁶ Programme management includes planning, implementing and monitoring programmes/projects. The Institutional Assessment of the Centre assessed this

Expected Result	Assumptions
Outcome 5.3.: Increased visibility of the Centre	<ul style="list-style-type: none"> • Platform for visibility is available • Capacity of communications enhanced • Resources to implement Communications Strategy secured
Output 5.3.1: Awareness raising initiatives about the Centre and its services implemented	<ul style="list-style-type: none"> • Implementation of required public awareness (communications) actions • Resources to implement Communications Strategy secured • Marketing strategies developed and implemented
Output 5.3.2: Centre's contribution to improve climate resilience promoted ⁴⁷	<ul style="list-style-type: none"> • SIP is successfully implemented • Continued political support for Centre's mandate

⁴⁷ Output/Indicators (all sections highlighted in yellow under Output 5.3.2) – it was noted that these are not aligned to Outcome 5.3

6.10. Annex 10: Performance Measurement Framework

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
Impact: A resilient and sustainable Caribbean region for all	I1: Human Development Index (HDI)	91 (average)	+5	Official reports, National Statistics Office (NSO)	Document review	5 years (End of SIP)	CCCCC
	I2: Direct economic loss attributed to climate change related disasters in relation to gross domestic product (GDP)	4.7 (average as at 2020)	2.5	Official reports, National Statistics Office (NSO) https://www.imf.org/external/pubs/ft/	Document review	Every two years	CCCCC
	I3: % change in GHG tCO2 emissions	TBD ⁴⁸	N/A	Official reports, National Communications & UNDP Index	Document review	Every two years	CCCCC
	I4: % change in renewable energy consumption (KWH/annum)	TBD ⁴⁹	N/A	Official reports, National Statistics Office (NSO) CCREE Reports	Document review	Annually	CCCCC
	I5: Climate Change Vulnerability Index	TBD ⁵⁰	N/A	Official reports, National Statistics Office (NSO), German Watch Report ⁵¹	Document review	Annually	CCCCC
SO1: Scale up actions to manage the effects of climate change							
Outcome 1.1.: Increased ability of Member States to fulfil their commitments	1.1.1. # of Member States meeting 50% of their UNFCCC commitments including gender equality related commitments ⁵²	N/A	14 Member States	UNFCCC Report	Document review	Every two years	CCCCC

⁴⁸ Actual indicator value to be inserted when calculated by CCCCC or received/found from an official source for the agreed baseline year.

⁴⁹ *Ibid.*

⁵⁰ *Ibid.*

⁵¹ https://germanwatch.org/sites/default/files/20-2-01e%20Global%20Climate%20Risk%20Index%202020_14.pdf

⁵² NDC Reporting is determined by UNFCCC Requirements

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
under United Nations Framework Convention on Climate Change (UNFCCC) and the Revised Regional Framework (RRF) 2019-2029	1.1.2. # of Member States meeting at least 50% of their RRF commitments including gender equality related commitments	Revised Regional Framework 2019-2029 in place. Commitments will be articulated in the RRF IP that is yet to be completed	14 Member States	RCCC Report	Document review	Annually	CCCCC
Output 1.1.1: Revised Regional Framework 2019-2029 adopted in Member States	1.1.1.1: # of Members States who referenced the RRF in their national development plans and/or program/documents	Revised Regional Framework 2019-2029 in place	14 Member States	Country Level Reports	Document review	Annually ⁵³	CCCCC
Output 1.1.2: Technical assistance provided to Member States to implement resilience-building solutions	1.1.2.1: # of technical assistance support activities provided to Member States by the Centre, by type and value of the assistance	N/A	10% increase per annum	CCCCC Progress Report	Document review	Annually	CCCCC
Output 1.1.3: Member States facilitated to understand the UNFCCC process	1.1.3.1: # of inputs or recommendations provided to Member States by the Centre to complete and/or submit NDCs or NAPs	N/A	TBD	CCCCC Progress Report	Document review	Annually	CCCCC
Outcome 1.2.: Increased financial flows to Member States to address climate resilience/climate change priorities	1.2.1 % change in financial flows to the region, by source ⁵⁴	TBD ⁵⁵	TBD	CCCCC Progress Report	Document review	Annually	CCCCC

⁵³ Programmes/Projects will be tracked annually; National Development Plans will be tracked when completed.

⁵⁴ Since efficient use of funds mobilised by the Centre for the Member States is critical, consider another indicator such as % change in expenditure (actual) for climate change by Member States.

⁵⁵ Actual data available and will be provided.

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
Output 1.2.1: Member States facilitated to access financing	1.2.1.1: Amounts (\$) mobilised by Member States as a result of Centre's support	US\$57 million	US\$100 million per annum ⁵⁶	CCCCC Progress Report	Document review	Annually	CCCCC
Output 1.2.2: Financing from non-traditional partners mobilized	1.2.2.1. # of initiatives funded by non-traditional ⁵⁷ partners, by amount, type, source(s) of funding	N/A	At least 5 per annum	CCCCC Progress Report	Document review	Annually	CCCCC
SO2: Strengthen strategic partnerships for sustained climate change results within the region							
Outcome 2.1.: Increased coordination/ collaboration among key stakeholders including private sector and/or civil society to scale up of climate change actions	2.1.1. # of CARICOM positions (including gender-responsive positions) adopted at COP	TBD	At least 1 CARICOM positions adopted per annum	COP & AOSIS Reports & CARICOM Briefs	Document review	Annually	CCCCC
	2.1.2. # of new initiatives developed and implemented by the Centre with private sector and NGO sector involvement to address CC priorities	N/A	At least 2 new initiatives developed and implemented by the Centre with NGO/private sector involvement per annum	CCCCC Progress Report	Document review	Annually	CCCCC
Output 2.1.1: Partnership mechanisms expanded to support programme development and implementation/expansion	2.1.1.1. # of new working groups ⁵⁸ established and operating to support programme development and implementation/expansion	N/A	At least 2 new working groups established and operating per annum	CCCCC Progress Report	Document review	Annually	CCCCC

⁵⁶ Co-financing will count as long as it is from external sources.

⁵⁷ Non-Traditional is defined as untapped, non-mainstream partners.

⁵⁸ Working groups represent one type of partnership/collaboration mechanism.

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
Output 2.1.2: Strategic engagements with non-traditional partners facilitated	2.1.2.1. # of formal cooperation mechanisms (e.g. MOUs) established ⁵⁹ with non-traditional partners	N/A	At least 2 formal cooperation mechanisms established with non-traditional partners per annum	CCCCC Progress Report	Document review	Annually	CCCCC
Outcome 2.2.: Increased engagements in global, regional and national multi-stakeholder climate change networks	2.2.1. # of peer-reviewed research /theses by Centre supported Caribbean women and men and youth researchers disseminated ⁶⁰ at global/regional/national networks/foras on climate change	N/A	At least 10 peer-reviewed research/theses published per annum ⁶¹	CCCCC Progress Report (ICH)	Document review	Annually	CCCCC
Output 2.2.1: Climate change networks/memberships expanded	2.2.2.1. # of new engagements with climate change networks/memberships including women-led networks	N/A	At least 1 new engagement per annum	CCCCC Progress Report	Document review	Annually	CCCCC
Output 2.2.2: Member States supported to participate in global, regional and national climate change networks	2.2.2.1. # of experts (males and females) from all Member States supported to participate in global, regional and national climate change networks	N/A	100 experts (males and females) per annum	CCCCC Progress Report	Document review	Annually	CCCCC

SO3: Increase the uptake of climate data and innovative tools for socio-economic development and for evidence-based decision-making across the region

⁵⁹ Consider including the term “and under implementation” to show progress beyond establishing the formal cooperation mechanisms.

⁶⁰ Disseminated includes published, presented and debated/discussed and knowledge shared.

⁶¹ Indicator also demonstrates strengthened research capacity in climate change research by Caribbean women and men and youth researchers. Consider the inclusion of an additional target for the # of Caribbean women and men and youth researchers who have been capacitated to engage in these settings.

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
Outcome 3.1.: Increased capacity to generate and use CC data for the expansion of scientific knowledge and improvements in predictive capabilities	3.1.1. # of Member States who have institutionalised the Centre's tools and data for evidence-based decision making	N/A	TBD	CCCCC Progress Report (ICH)	Document review	Annually	CCCCC
Output 3.1.1: <i>Integrated, interdisciplinary and targeted climate change research and development programmes implemented</i>	3.1.1.1. # of climate change R&D programmes including women-led programmes supported by the Centre	N/A	At least five (5) climate change R&D programmes supported over 5 years	CCCCC Progress Report	Document review	Annually	CCCCC
Output 3.1.2: <i>Pool of climate and climate change researchers/technicians expanded</i>	3.1.2.1. # of new climate and climate change researchers/technicians provided with capacity strengthening opportunities in climate change as a result of Centre's support, by sex, age, type of opportunities	N/A	At least 100 new climate and climate change researchers/technicians provided with capacity strengthening opportunities per year	CCCCC Progress/Training Reports	Document review	Annually	CCCCC
Outcome 3.2.: Increased access to high-quality climate change tools and technologies to strengthen national	3.2.1 # of technologies or innovative solutions ⁶² transferred or licensed to support low-emission ⁶³ development in Member States and facilitated by the Centre	N/A	At least 1 technology or innovative solution transferred or licensed to support low-	CCCCC Progress Report	Document review	Annually	CCCCC

⁶² Including Centre's tools/technologies in particular LiDAR.

⁶³ Should we specify low-emission or should we leave it broad? Does LIDAR for example support low emission per se?

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
development planning and implementation			emission development per annum				
	3.2.2 # of institutions in Member States ⁶⁴ accessing Centre's tools and data for national development planning	N/A	At least 8 Member States reporting one or more institutions accessing Centre's tools and data	CCCCC Progress Report	Document review	Annually	CCCCC
Output 3.2.1: Member States provided with tools and technologies to address climate change challenges	3.2.1.1. # of women and men trained across all Member States to utilise tools and technologies to tackle climate change priorities	No training of Member States to use tools	At least 100 women and men trained per year	CCCCC Progress Report	Document review	Annually	CCCCC
	3.2.1.2.# of new tools or substantially updated tools and technologies developed and accessible to all Member States to address climate change priorities	CCCCC has a repository of 8 tools Contingent on available financing, new tools will be developed in 2022	At least 100 new tools or substantially updated tools and technologies developed and accessible	CCCCC Progress Report	Document review	Annually	CCCCC
Output 3.2.2.: Cooperation initiatives expanded with research institutes and networks to develop new tools/solutions to address climate change challenges	3.2.2.1. # of cooperation agreements established or under implementation for development of new tools and technologies to address climate change challenges	N/A	At least 1 cooperation agreement established or under development per year	CCCCC Progress Report	Document review	Annually	CCCCC
SO4: Increase the Caribbean public's ability to make informed decisions to respond to climate change and its impact							

⁶⁴ Tracking would also be done for the number of persons in each of the Member State.

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
Outcome 4.1.: Increased climate change communication across the region	4.1.1 % change in climate change knowledge, attitudes and practices in the region, by age, sex, sector/target group	TBD ⁶⁵	10% increase in CC knowledge and attitudes & at least 30% increase for practice over the Baseline ⁶⁶	JCCP KAP Report, KAP Reports	KAP Survey Document review	5 years	CCCCC
Output 4.1.1: <i>Public education, awareness and outreach initiatives on climate change implemented</i>	4.1.1.1. # of public education, awareness and/or outreach initiatives implemented, by type and target audience	2	At least 3 annually	CCCCC Progress Report	Document review	Annually	CCCCC
Output 4.1.2: <i>Social marketing and behaviour change initiatives implemented</i>	4.1.2.1. # of persons (males and females) reached by social marketing and behaviour change initiatives, by target groups	N/A	10,000 persons (males and females) annually	CCCCC Progress Report	Document review	Annually	CCCCC
Outcome 4.2.: Increased involvement of private sector and civil society in climate change advocacy	4.2.1 # of climate change policy recommendations/actions ⁶⁷ promoted by non-state actors with the support of the Centre	N/A	25 climate change policy recommendations /actions promoted over 5 years	CCCCC Progress Report	Document review	Annually	CCCCC
Output 4.2.1: <i>Private sector and civil society organizations including faith based, women and youth-led organizations and indigenous groups supported to build or</i>	4.2.1.1. # of women and men from targeted private sector and civil society organizations trained in climate advocacy and resilience building actions	N/A	At least 100 women and men trained	CCCCC Progress Report	Document review	Annually	CCCCC

⁶⁵ Need to verify JCCP date to use as baseline

⁶⁶ Need to establish the baseline over previous KAP surveys

⁶⁷ "Actions" mean: policies (regulations/laws), programs, projects and/or initiatives

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
<i>improve their climate change literacy and advocacy</i>							
Output 4.2.2: <i>Partnerships established with Member States' Ministries, Departments and Agencies (MDAs) responsible for women, youth and other vulnerable groups to raise awareness about climate change issues within these groups</i>	4.2.2.1. # of instruments (MOU, cooperation agreements) signed with Member States' MDAs responsible for women, youth and other vulnerable groups	N/A	At least 5 instruments (MOU, cooperation agreements) signed	CCCCC Progress Report	Document review	Annually	CCCCC
SO5: A strong and sustainable Caribbean Community Climate Change Centre delivering on its mandate and providing added-value to the region							
Outcome 5.1.: <i>Improved organizational capacity</i>	5.1.1 % of Capacity Development Plan ⁶⁸ implemented	Proposed capacity development plan prepared	At least 80%	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.1.1.: <i>Initiatives to empower and motivate Centre staff implemented</i>	5.1.1.1. # of staff rewarded or recognized for above average performance, by sex	No performance appraisal system yet in place	6 staff per year	CCCCC Progress Report	Document review	Annually	CCCCC
	5.1.1.2. # of staff benefitting from professional development opportunities ⁶⁹ , by sex	No formal plan/programme for staff professional development yet in place	At least 25 staff per year	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.1.2: <i>Organizational</i>	5.1.2.1. Annual operational surplus	Annual operating surplus of	5% surplus achieved per year	CCCCC Progress Report	Document review	Annually	CCCCC

⁶⁸ Capacity Development Plan: IA & Activities Matrix.

⁶⁹ Professional Development Opportunities/Training shall be contingent on Centre resources and time availability.

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
<i>sustainability framework implemented</i>		US\$178,530 (2020-2021) ⁷⁰					
Output 5.1.3: <i>Framework for monitoring, evaluation, reporting and learning implemented</i>	5.1.3.1. % of performance targets for SIP met by the Centre	Formal approval by BOG of SIP to take place by end of October	At least 90% of performance targets met at the end of 5 years	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.1.4: <i>A modern Information and Communications Technology (ICT) infrastructure enabling organizational performance</i>	5.1.4.1. % of time ICT system is available ⁷¹	ICT system not yet in place	99% availability	CCCCC Progress Report/IT Tools	Document review	Annually	CCCCC
Outcome 5.2.: Improved institutional capacity for programme management ⁷²	5.2.1 % change in size (\$M) of the Centre's programme portfolio	57M ⁷³	100M per year ⁷⁴	CCCCC Progress Report	Document review	Annually	CCCCC
	5.2.2 Portfolio performance rating for implementation (% rated Satisfactory to Highly Satisfactory)	N/A	90% over 5 years	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.2.1.: <i>Centre's management tools, processes and systems enhanced</i>	5.2.1.1. % of modules of the Management Information System (MIS) implemented	Enterprise architecture consultancy report to articulate the # of tools, systems and processes	100% over 5 years	CCCCC Progress Report	Document review	Annually	CCCCC

⁷⁰ May change after Audit exercise.

⁷¹ Available means operational and is being used.

⁷² Programme management includes planning, implementing and monitoring programmes/projects.

⁷³ At June 2021, excluding MiTE phase II projects

⁷⁴ Target is 100M per year, not compounded as per 1.2.1.1

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
	5.2.2.1. % of projects implemented within the approved timeframe	N/A	At least 75% 2021-2022 90% 2022-2023 100% thereafter	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.2.2: Centre's project/programme portfolio efficiently executed	5.2.2.2 # of projects with an expenditure rate of at least 90%	N/A	All Projects	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.2.3: Programme coordinating mechanism implemented to support Member States	5.2.3.1. # of coordination meetings with Member States	N/A	2 Meetings per Member State per year	CCCCC Progress Report	Document review	Annually	CCCCC
Outcome 5.3.: Increased visibility of the Centre	5.3.1.: # social media followers	Approximately 11,000 2020/2021	20,000 per year	CCCCC Progress Report	Document review	Annually	CCCCC
	5.3.2.: % change in number of mentions of the Centre in the media (print/social)	N/A	100% increase per year	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.3.1: Awareness raising initiatives about the Centre and its services implemented	5.3.1.1. # of presentations on the Centre made at global regional and national conferences by the Centre's experts, by sex of presenter	N/A	At least 50 per year	CCCCC Progress Report	Document review	Annually	CCCCC
Output 5.3.2: Centre's contribution to improve climate change resilience promoted	5.3.2.1. # of registered users who visit the Centre's online data system and download data, by sex, age	Visits: 12K per year; Downloads: 156K per year (2018) ⁷⁵	250K over 5 years	CCCCC Progress Report	Document review	Annually	CCCCC

⁷⁵ Average # of document retrievals – 13K per month (156K per annum for 2018); Average # of visits – 3-4K per month (12K per year)

Expected Result	Indicators	Baseline (2019 unless otherwise denoted)	Targets	Data Sources	Methods of Data Collection	Frequency	Responsibility
	5.3.2.2. Net Annual CO2 emissions ⁷⁶ avoided by the ⁷⁷	120.5 t CO2 (2018) ⁷⁸	Centre is operating at net zero by 2025	CCCCC Progress Report	Document review	Annually	CCCCC

NOTES

1. N/A means **Not applicable** and applies to new/relatively new indicators that will be consistently tracked for the first time at the start of the SIP 2021-2025. It indicates that the Centre had no systematic process or tools that were previously used to collect information for these indicators. Measurement of indicators denoted with N/A will start in either year 1 (2021) - beginning of SIP - or year 2 (2022). Target values will be compared against the data values for the year when the indicator is first measured in the absence of baseline values.
2. TBD means **To be determined** and denotes that at the time of writing the SIP, information is still being collected or being discussed on baseline or target values. The PMF is a living document/tool with flexibility built in to adjust as appropriate over time.
3. See Annex for Assumptions relating to the expected results.

⁷⁶ This indicator measures CCCCC operational emissions which will be calculated through records of air travel, road transport fuel and electricity purchases.

⁷⁷ Calculated for Air travel emissions, road travel emissions and electricity emissions (Aether Report-GCF Readiness).

⁷⁸ The majority of which (108.2 tonnes) was attributable to air travel.

