



**Caribbean Community
Climate Change Centre**

TERMS OF REFERENCE

**Strategic Framework Consultancy for the Caribbean Community Climate Change
Centre**

March 2020

I. BACKGROUND

Officially opened in August 2005, the Caribbean Community Climate Change Centre (the CCCCC) 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 CCCCC was formed by an Inter-Governmental agreement among CARICOM Member States and is driven by the philosophy established and nurtured by foundation-setting activities such as that of the Caribbean Planning for Adaptation to Climate Change (CPACC) project, Adapting to Climate Change in the Caribbean (ACCC) project, and Mainstreaming Adaptation to Climate Change (MACC) project. The CCCCC manages its portfolio of responsibilities through its network of national, regional and international collaborating agencies and institutions.

The CCCCC was established with the following, but not limited, objectives:

- To protect the climate system of Members of the CCCCC for the benefit of present and future generations and their peoples;
- To enhance regional institutional capabilities for the coordination of national responses to the negative effects of climate change;
- To provide comprehensive policy and technical support in the area of climate change and related issues and spearheading regional initiatives in those areas as well as performing the role of executing agency for regional environmental projects relating to climate change; and,
- To advance national and regional approaches in the pursuit of a risk management ethos for transformative action in the face of a changing climate.

The work of the CCCCC is guided by the CARICOM Regional Framework for Achieving Development Resilient to Climate Change (Regional Framework) which provides the platform for countries to systematically address the challenges posed by climate change for the Caribbean. The Revised Regional Framework briefly examines the global and regional context of climate change and threats to the development prospects of the world and the Caribbean region, highlighting the region's vulnerability to climate change. The Framework further proposes a number of strategic objectives aimed at building resilience to a changing climate and provides a guide for implementing the framework.

The CCCCC prepared the original framework document, at the request of CARICOM Heads of State participating in the First Congress for the Environmental Charter and Climatic Change, held at Ávila Mountain, Caracas, from 11-13 October 2007. The original framework was valid for the period 2009-2015 primarily focusing on the identification and consolidation of resilience-building activities across all regional institutions. The Regional Framework has been revised through broad consultations with Member States and Development Partners to ensure its continued relevance with the emerging landscape of international and regional climate resilience-building frameworks.

Within the above mandate, the CCCCC is, inter alia, engaged in: (i) collecting, analyzing, storing, retrieving and disseminating meteorological and sea-level data relevant to the observation of climate change; and (ii) facilitating, in collaboration with specialized Caribbean agencies, the collection of information about the impact of climate change on the economic sectors of the Caribbean in order to achieve its objectives.

In July 2015 the CCCCC was accredited to the Green Climate Fund (GCF) and is now eligible to submit project proposals/programmes valued at US \$10 – 50 million per project/programme. The

CCCCC has since been working with countries to develop concepts and proposals for submission to the GCF and other international sources of financing. The CCCCC however continues to receive support for resilience-building activities from international agencies and governments such as the USAID Climate Change Adaptation Program (USAID CCAP).

The Mission therefore of the Caribbean Community Climate Change Centre (CCCCC) is to support the people of the Caribbean as they address the impact of climate variability and change on all aspects of economic development through the provision of timely forecasts and analyses of potentially hazardous impacts of both natural and man-induced climatic changes on the environment, and the development of special programs which create opportunities for sustainable development.

Against this background, the CCCCC is in the process of restructuring its internal architecture to enable it to respond more effectively to its clients across the Caribbean and beyond. The rapidly changing geopolitical, climate and environmental landscape requires from the CCCCC, more acute responses, coordination across planned interventions and investments and a platform of engaging partners in a framework of positive collaboration.

II. OBJECTIVE OF CONSULTANCY

This Strategic Framework consultancy aims to deliver the following key outputs: (i) Institutional Assessment, resulting in the development of a Capacity Development Plan, (ii) Strategic & Implementation Plan, (iii) Resource Mobilisation Plan and (iv) Communication Strategy for the Caribbean Community Climate Change Centre (CCCCC).

The Institutional Assessment should describe the various factors which come to play in institutional development: 1) forces in the external environment (administrative and legal, political and economic, social and cultural - this includes stakeholder analysis); 2) institutional factors (history and mission, culture, leadership, structures, human and financial resources, formal and informal management systems), 3) assessment of performance; and 4) inter-institutional linkages. Using the information gathered from the Institutional assessments and analysis, the Consultant is required to propose a **Capacity Development Plan**.

This consultancy will also prepare a Strategic & Implementation Plan for the period 2020- 2025 to guide and support the CCCCC mandates from Member States and its need to becoming financially sustainable. The Strategic Plan to be developed will allow the CCCCC to: (1) revise its direction and priorities; (2) establish a common platform for planning and implementation; (3) institutionalise an action oriented internal mechanism for more effective and efficient decision-making; (4) align the Centre's priorities with the emerging geopolitical, climate and environmental priorities; and, (5) improve coordination and communication to all publics, governments and partners.

Once the strategic directions of the CCCCC is agreed, a Resource Mobilization Strategy is essential to implement actions to realise its strategic objectives. This consultancy will develop a comprehensive Resource Mobilisation Strategy that provides: (1) an overview of the strategic directions of the CCCCC; (2) a critical analysis of the utilization of past and existing resources; and, (3) identify opportunities for the future with recommendations for the optimal allocation and utilisation of resources. Resource Mobilization Strategy will also map source interests, priorities,

funding windows, typical funding amounts, focal points, samples of successful project applications, and points to clear actions that should be taken to mobilise funds and develop/maintain relationships with several agencies including but not limited to: the public sector, private sector, bilateral and multilateral arrangements, foundations and philanthropy organisations and climate finance mechanisms.

The consultant will provide the CCCCC with a Communication Strategy, which sets out a strategic approach to: (1) raise the profile of the Centre’s activities/projects; (2) promote the role of the CCCCC and its partners; and, (3) promote understanding, and adoption of the risk mitigation and livelihood benefits that would arise from mainstreaming multi-sectoral adaptation strategies across the Caribbean.

III. SPECIFIC TASKS AND RESPONSIBILITIES

The consultant is expected to produce:

1. A Report titled, “**Institutional Assessment / Capacity Development Plan for the Caribbean Community Climate Change Centre (CCCCC) future Growth and Development**”.

The Institutional Assessment should focus on but not be limited to the following:

- Review the CCCCC’s evolution to date from 2005 to 2020 and identify the lessons learnt, including successes and pitfalls;
- Assess the relevance of the CCCCC’s Vision and Mission to its legal mandate and overall organizational objectives;
- Review the institutional and organizational structures of the CCCCC and *inter alia*: (i) identify capacity gaps vis-à-vis the CCCCC’s mandate; (ii) assess institutional development needs; (iii) assess the capacity requirements for the CCCCC to sustain independence and self-sufficiency; (iv) identify ways to strengthen relationships with external stakeholders;
- Assess the performance of the CCCCC project intervention, project management, technical and resource mobilization mandates: identifying the strengths, limitations, successes and level of impact, where possible;
- Assess the CCCCC administrative, operational and programmatic processes and information, equipment and communications technology to determine quality assurance and quality control in program delivery;
- Assess the CCCCC’s efficiency, effectiveness and relevance relative to its mandate/mission and vision;
- Review and assess the CCCCC capacity to deliver on the Regional Framework and implementation Plans approved by the Heads of Governments current strategic plan and its alignment to institutional and organizational goals and objectives.
- Assess the effectiveness of CCCCC accreditation to the Green Climate Fund (GCF) and potential for updates to its current accreditation to the GCF and accreditation to other entities.
- Conduct a rationalization exercise regarding the relevance of the existing regional framework and implementation plan and make recommendation for streamlining;
- Assess the CCCCC’s internal and external communication and reporting structures and the quality of the information presented as a function of program and service delivery.

- Recommend adjustments to existing institutional, organizational and programmatic arrangements to enable the CCCCC to improve its delivery as an important, strategic and necessary entity in the climate change space.
2. Strategic & Implementation Plan, titled, “**The Caribbean Community Climate Change (CCCCC) Strategic & Implementation Plan, Empowering People to Act on Climate Change, 2020-2025**”.

The Strategic & Implementation Plan should include, but not be limited to:

- Analysis and definition of the Center’s mission and vision in line with the institutional assessment and mandate of the Member States.
 - Analysis and definition of the objectives as an enabler, at various strategic levels, (including Corporate, Business and Functional).
 - Recommendations and strategies to be employed for achieving the CCCCC’s mission and strategic objectives and mandate.
 - Implementation Plan with timelines and resources required for achieving the mission and objectives.
 - Process for monitoring strategy delivery and performance including updating and revising as necessary the CCCCC’s Monitoring and Evaluation Manual.
 - Plan for monitoring and assessing performance of delivery of strategic objectives, including recommending on the use of appropriate tools and techniques, including the Balanced Scorecard.
 - A plan for addressing gaps in CCCCC accreditation and consideration for upgrading to medium size projects, on-granting, on-lending and/or blending.
3. Resource Mobilisation Plan titled, “**The Caribbean Community Climate Change (CCCCC) Resource Mobilisation Plan, Mobilising Resources for Climate Action in the Caribbean, 2020-2025**”.

The Resource Mobilisation Plan should include but not be limited to:

- An overview of the situation, a critical analysis of the utilization of past and existing resources and identify opportunities for future with recommendations for the optimal allocation and utilisation of resources.
- Funding gaps and make recommendations to fill these gaps and financial sustainability model.
- Various scenarios through which the CCCCC can mobilise resources to achieve its strategic goals and objectives.
- Information on resources available via several agencies including the public sector, private sector, bilateral and multilateral arrangements, foundations and philanthropy organisations and climate finance mechanisms.
- A database of donor interests, priorities, funding windows, typical funding amounts, focal points, samples of successful project applications and resources needed to realize access (including time) and points to clear actions that should be taken to mobilise funds and develop/maintain relationships with donors.
- A set of actions for updating and maintaining the database and a mechanism for tracking funding needs.

- Capacity building needs of the CCCCC for mobilising and leveraging resources and developing and maintaining strategic partnerships and engagement with key donors at all levels: nationally, regionally and internationally.
4. Communication Strategy, titled, “**The Caribbean Community Climate Change (CCCCC) Communication Strategy, Towards Climate Change awareness and knowledge management in the Caribbean, 2020-2025**”.

The Communication Strategy should include, but not be limited to:

- A vision, goal and strategic objectives of the strategy.
- Alignment with the Strategic & Implementation Plan for the CCCCC.
- Details on the communication processes and products associated with the work of the CCCCC.
- Guidelines for the utilization of the CCCCC’s logo.
- The target audiences and appropriate communication channels, dissemination methods and media such as video, print, web/online media, traditional media, and social media, among others, to effectively communicate key messages to specific stakeholders.
- The core themes and sectors around which messages will be framed, as well as corresponding communication objectives, audiences, messaging, associated communication activities/products and lead organisations/collaborators.
- Branding material for the CCCCC.
- Best practices for utilising and maximising visibility through social media platforms.
- Conceptual designs, templates and sample products for presentations, information dissemination and increased visibility of the CCCCC’s work, especially projects.
- A standard publication layout for projects and programme to be used for publications and press releases.
- An action plan for the implementation of the communication strategy.
- A monitoring and evaluation tool(s) for the evaluation of the communication strategy.

IV. DELIVERABLES

The main deliverables of this consultancy include:

1. **Inception Report**, to be submitted following an inception meeting with CCCCC’s core management team will held within first week of contract award. The Inception Report will include the assessment design, methodology, questions, data sources and collection analysis tool for each data source and the measure by which each Task will be implemented. The Inception Report will also include any matters that require decision-making.
2. Draft and Final Reports, including annexes, as follows:
 - a. A Report titled, “**Institutional Assessment / Capacity Development Plan for the Caribbean Community Climate Change Centre (CCCCC) future Growth and Development**”.

- b. A Report titled, “**The Caribbean Community Climate Change (CCCCC) Strategic & Implementation Plan, Empowering People to Act on Climate Change, 2020-2025**”.
- c. A Report titled, “**The Caribbean Community Climate Change (CCCCC) Resource Mobilisation Plan, Mobilising Resources for Climate Action in the Caribbean, 2020-2025**”.
- d. A Report titled, “**The Caribbean Community Climate Change (CCCCC) Communication Strategy, Towards Climate Change awareness and knowledge management in the Caribbean, 2020-2025**”.

3. Presentation of the Draft and Final Reports identified at 2a-2d above.

V. METHODOLOGY

An interactive, consultative and participatory approach is a requirement to achieve the aforementioned deliverables. The consultant should propose a detailed methodology to undertaking the service. Access shall be given to the consultant to actively engage staff through the necessary means of eliciting information. Although the consultant must provide a detailed methodology, the consultant is expected, at the minimum, to become familiar with the various strategic documents of the CCCCC and engage all of the CCCCC’s key constituents and partners locally, regionally and internationally via cost efficient means.

The methodology for delivering the aforementioned deliverables must include:

- a. Review of secondary information available including but not limited to:
 - i. Revised Regional Framework for Achieving Development Resilient to Climate Change and Implementation Plan (2011-2021).
 - ii. CCCCC Polices including Gender Policy, Anti-Fraud and Corruption Policy, Financial and Accounting Policy Manual, Environmental and Social Safeguards Policy and Performance Standards.
 - iii. Procurement Handbook (under revision)
 - iv. Project Formulation Manual
 - v. Project Monitoring, Evaluation and Reporting Manual
 - vi. Standard Operating Procedures for Project Cycle Management
 - vii. CCCCC Mission and Goals and Organogram and Governance (including Ethics Committee, Finance and Audit Committee, Internal Audit)
 - viii. Grievance Redress and Complains Mechanism
 - ix. CCCCC’s Baseline Report Operational and Project Portfolio
 - x. Project documents and reports for past, ongoing and pipeline of projects
 - xi. The CCCCC First Ten Years Supporting the Member States of the Caribbean Community.
 - xii. GCF Accreditation Master Agreement and Framework Agreement
 - xiii. The CCCCC’s current organogram and staff descriptions.
- b. Consultation with CCCCC, CARICOM member states, partners (regional and international) and other stakeholders. The consultant is expected to liaison with staff at various level of the CCCCC to gather information pertinent to conducting the institutional assessment and shaping a strategic direction of the CCCCC. It is also important that the consultant engage with CARICOM member states and donors to collect pertinent information (primary and secondary

data collect) to development of the various strategies and plans envision as part of the consultancy.

- c. Utilise a combination of participatory tools and methodologies (e.g. desk research, self-assessment, SWOT, stakeholders' analysis, interviews with key stakeholders) and group facilitation techniques.
- d. Coordinate and work closely with the CCCCC management team throughout the entire process.
- e. Presentation of the findings of the draft and final reports to the relevant stakeholders. It is envisioning that virtual means can be utilized for this presentation.

The proposed approach to this consultancy should indicate the team lead that will be responsible for the consultancy and day-to-day engagement with the CCCCC. It should also detail the roles and responsibilities, person-days and proposed timeline for execution of activities necessary to realise the deliverables set out in the previous section.

VI. LOCATION AND DURATION OF ASSIGNMENT

- a. The consultant's team will be expected to work from their home base.
- b. No more than two (2) of the Consultant's Key Experts will be required to travel to the CCCCC Head Quarters in Belmopan, Belize for consultations.
- c. Any necessary consultations with personnel in the CCCCC's member states will be by virtual means.
- d. The Draft and Final Reports will be presented by virtual means.
- e. The intended commencement date is around May 18, 2020.
- f. The level of effort for this assignment is not anticipated to be of more than 200 man days over 10 months' duration.

VII. MANAGEMENT ARRANGEMENT

The consultancy will be commissioned by CCCCC. The Consultant will report to the Executive Director, CCCCC or his designated representative for contractual and administrative purposes. Other staff members of the CCCCC will provide technical advice and inputs. The Consultant is expected to liaise with all relevant stakeholders across the Caribbean but will ultimately report to CCCCC. The CCCCC will own the data set collected by the Consultant, and these data will be made available to the CCCCC for analysis, validation and storage.

VIII. QUALIFICATIONS AND KEY EXPERTISE

The assignment is to be undertaken by a suitably qualified Consulting Firm. The selected Consulting Firm is required to possess the minimum competency requirements listed hereunder. The selected Consultant may sub-contract any portion of the assignment with the written consent of the CCCCC, but will be ultimately responsible for all required/specified deliverables to the CCCCC, as well as assume responsibility for all activities geared towards achieving the objectives of these terms of reference.

General Areas of Expertise/Experience

The Consulting Firm is expected to demonstrate expertise in the following areas:

- Minimum of ten (10) years of relevant experience in conducting institutional assessment and strategic planning for the Public Sector and/or international organizations.
- Minimum of five (5) years' experience with climate finance mechanism and donor assistance programmes for development//climate change financing.
- Minimum of five (5) years' experience in communications at the national or international level, including experience developing knowledge products, media relations, producing social media posts and trends and creating a distinct social grouping.
- Expertise in organizational behavior with emphasis on strategic planning, climate change, planning and management and expertise in financial planning, management, auditing, resource mobilization.
- Experience and or familiarity with CARICOM frameworks and agencies will be an asset.
- Experience in coordination and working with national counterparts (including senior government officials at national and state level), partners or donors.
- Knowledge about climate change impact in the Caribbean, National Adaptation Plans (NAPs), the Nationally Determined Contributions (NDCs), UNFCCC National Communications and the Paris Agreement will be an asset.
- Knowledge of project development, management and or monitoring, verification and evaluation systems.
- The team should include at least one CARICOM national and at least 25% of Key Experts must be female.

Specific Areas of Expertise/Experience

In addition, the Consultant / Consulting Firm must specify the qualifications and relevant experience of each Key Expert to be assigned to this assessment. For the purpose of this assessment, the relevant indicative experience for the assignment is expected to include but not limited to the following four (4) Key Experts:

1. Institutional Development Expert (Team Leader)

Education:

- An advanced University degree (Masters or equivalent) in public administration, planning, economics, political sciences, social sciences or related field.

Experience:

- A minimum of 10 years of experience at national or international level in providing relevant institutional development / capacity building experience;
- Strong experience in institutional development and management of human resources, as well as, in the design and development of policies and programmes that include inter alia human capacity planning and institutional modernization and reform;
- Experience with intergovernmental / international organisations would be an asset.

2. Strategic Planning Expert (Consultant #2)

- Minimum Master's Degree in Strategic Planning, Strategic Management, Business Administration, Economics, Development and Planning, or a related field.
- At least 10 years' experience in strategic planning or other similar institutional assessments, institutional monitoring (tracking) and performance evaluation, project management, adaptive planning/management, stakeholder engagement, group facilitation and meeting management, technical writing, and active listening.

- Strong background and experience in business development, marketing, and developing networks of contacts.
- Experience and or familiarity with CARICOM frameworks and agencies.
- Experience in coordination and working with national counterparts (including senior government officials at national and state level), partners or donors.
- Demonstrate knowledge about climate change and governing national, regional and international frameworks.

3. Finance/Resource Mobilisation Expert (Consultant #3)

This consultant should possess the following mix of expertise and qualifications:

- Minimum Master's Degree in Social Studies, Finance, Development and Planning, Business Administration or a related field.
- At least 10 years' experience in the banking, financing, development and planning, preferably experience related to fundraising and resource mobilisation
- Experience with climate finance mechanisms and donor assistance programmes for development/climate change financing.
- Experience in coordination and working with national counterparts (including senior government officials at national and state level), partners or donors.
- Experience in mobilizing philanthropic sources of funding will be an asset
- Demonstrate knowledge of the investment/donor criteria and funding modalities.
- Demonstrate knowledge and expertise in mobilizing innovative sources of funding

4. Communication Specialist (Consultant #4)

- Minimum Bachelor's Degree in Political Science, Social Studies, Communication, Journalism, Public Relations, Social Sciences, Development, Planning, Business Administration, communication or a related field.
- At least 7 years' experience in the mass communications field with a track record of communication strategy development and implementation in the Caribbean.
- At least five (5) years of relevant experience in developing, designing, production and publishing/dissemination/airing of communication products using various media, and organising, and producing major events of regional or international nature;
- Experience in developing and managing information sharing, social and knowledge management platforms.
- Demonstrated experience in developing effective, efficient and innovative communication strategies using social media platforms
- Experience producing educational and promotional materials for diverse audiences.
- Demonstrate strong track record delivering/organizing workshops and public outreach events in the Caribbean.

This Consultancy will be conducted in English. All identified Experts must be proficient in English Language (reading and writing).