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*United Nations Decade of Sustainable Energy For All (2014-2024)*

**Seventh Session of the Assembly of SIDS DOCK  
Via Telephone and Videoconferencing  
21st September 2022/22nd September 2022  
400 p.m. to 6:00 p.m. EDT – Eastern Daylight Time  
9:00 a.m. to 11:00 a.m. TO – Tonga Time**

REFERENCE **SIDS DOCK/019/2022**

7 March 2022

Dear Dr. Jackson,

Thank you for facilitating the recently concluded Second Retreat of the Executive Board of the Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE), held from 2-4 February 2022, in Barbados, and virtually.

As you are aware, the SIDS DOCK Organization has significant reporting responsibilities regarding the CCREEE and is accountable to the Member States of the Assembly of SIDS DOCK and to the Executive Council of SIDS DOCK, and to the SIDS DOCK Institutional Partner, the United Nations Industrial Development Organization (UNIDO), and by extension, through our Memorandum of Understanding (MoU) with the Federal Ministry for European and International Affairs of Austria. In this regard, and to assist with the SIDS DOCK Secretariat's preparation of its report to the Executive Council at its upcoming meeting, the Secretariat would be grateful if you could transmit a request for the following information and documents and status reports, noted below, with reference to the Executive Board Retreat.

One of the main functions and responsibilities of the Executive Director is to implement the decisions and recommendations of the CCREEE Executive Board and Technical Committee. During the course of the Retreat, there were several references for the need to review the structure and function of the current Executive Board, and in the case of the Technical Committee, which, if I recall, was alluded to having individuals using the CCREEE's projects for personal advancement, competing and hampering the CCREEE's efforts.

Mr. Gary Jackson, PhD  
Executive Director  
Caribbean Centre for Renewable Energy and Energy Efficiency (CCREEE)  
Bridgetown, Barbados

The SIDS DOCK Secretariat is of the opinion that there is need for an informed discussion on the functions and structure of the Board, based on the lessons from the First Operational Phase of the CCREEE. We would be grateful for any additional information, including examples on the Technical Committee challenges, and reports from meetings detailing case(s) of conflict of interest and competition with CCREEE, for funding.

We would also be grateful for documentation on the issues which you referred to during your presentation at the Retreat, about the failures/weaknesses of the Executive Board and its resulting impact on the CCREEE's performance during the First Operational Phase. We would also be grateful for details on your proposal to recruit future members of the Executive Board to have a more effective Board in the Second Operational Phase. Under the Rules establishing the CCREEE, neither the Executive Director nor current members of the Board are responsible for selection of any Board Member. Member countries are responsible for the designation of four of the nine board Members. The other five are designated by organizations, therefore, clarification is needed on what is meant by recruiting of board members, and how will this address the problems being experienced. The Secretariat welcomes the clarification that all members of the Executive Board can chair committees established by the Board, which up until now, was restricted to the chair of the Technical Committee and to representatives from Member Countries.

The Secretariat takes your comments seriously, that the Board is not doing enough to support fundraising efforts, that you are an introvert so you are not the best fundraising face to put forward, and that the time has come to review the structure and decisions of the Board. We would appreciate further information as to the specifics of the changes to the Executive Board, and how they address the weaknesses in resource mobilization. We also note your proposed new organizational structure where only three persons are now reporting to the Executive Director, with the majority of staff reporting to a new position. There is a request for job descriptions, and when submitting them, we would like some clarification as to the term of "Junior Experts" designated for positions under the proposed revised organizational structure. Could you also indicate if these changes are also linked to improving resource mobilization, if not the rationale for the changes.

The CCREEE is part of the UNIDO GN-SEC and is built on Partnerships that allow the CCREEE to play a strategic role in promoting sustainable energy and its paramount importance in the context of resilience and adaptation to climate change; partnership development is a guiding principle for building the capacity of the GN-SECs in the spirit of the Samoa Pathway. Board members serve in their capacities as government, donor and private sector representatives, and there is no compensation given to Board members across the GN-SECs. It would be good to understand the reports questioning why, CCREEE Board members are not compensated and the basis for this report.

It is critical that the CCREEE indicate to its partners that the institution is operating in line with the agreed to structure and functions of the Board. Prior to you raising this matter at the Retreat, I cannot recall hearing the matter about compensation raised by any member of the Board. As part of its functions, it is the responsibility of the CCREEE Secretariat to develop a strategy to support the appointment of new members. Does the Secretariat have a briefing package for new Board Members which provides new members with information about their roles and responsibilities? If yes, we would be grateful if you could share the package.

The 2022 budget and implications for future budgets remains a concern for the Secretariat, and there are reservations about how realistic it is, further, the discussion during the Retreat on resource mobilization was not comforting. The Secretariat is of the opinion that too much funding is earmarked to support top-heavy human resources<sup>1</sup> and administration exceeds project funding, and in our opinion, this is taking the organization away from the mandates of the Board and COTED, by shifting priorities, with one identified as the “heartbeat” of the CCREEE’s work.

A significant part of the expected co-funding needs to be mobilized by the Executive Director and the staff of the centre. Fund mobilization is a core activity of the Executive Director and the Centre staff, and an important performance criterion for the staff and the Director. As noted in the CCREEE project document, “The expansion of the project portfolio shall be a requirement for the expansion of staff and administrative costs.” Based on the CCREEE Secretariat’s proposals for the changes to the governance structure, organization of staffing, and re-prioritizing of activities, for which limited justification has been documented, the SIDS DOCK Secretariat will be recommending to the Executive Board, to conduct an organisational audit of the CCREEE Secretariat’s capacities focusing on organisational/human resources and electronic data processing/information, communication and technology within the organisation.

It is essential that the Executive Board receives a report on the assessment of the mandates, functions, projects and programmes of the Secretariat, as well as selected CCREEE projects in in CARICOM member countries. The assessment of the CCREEE Secretariat is to specifically determine the optimum capacities and the consequential support that may be required for the implementation of support to the CCREEE Secretariat, particularly within the context of the implementation of the Second Operational Phase.

There are two specific areas of interest on which we would like further information:

1. *The Project Preparation Facility (PPF) & Partnerships* are important mechanisms to support fundraising efforts for projects. We recommend that before doing any further engagement in promotion of the PPF, that an evaluation report is prepared to determine why the resources dedicated to this activity “did not result in projects?” Further, the CCREEE announced at the launch of the PPF in Dec 2020, that the PPF was being established through a partnership between the CCREEE, Private Financing Advisory Network (PFAN) and GET.invest, yet, the Board was informed at the Retreat that the CCREEE has been pursuing a formal Partnership with PFAN and GET.invest to support the work within the PPF, but this has not yet materialised due to their institutional/programme arrangements. We would appreciate clarification as to what transpired and how that has affected the output of the PPF and implications going forward, including on the staff members. We would like to receive a listing of the projects that the PPF has worked on to date.
2. *The CARICOM Energy Knowledge Hub (CEKH)* has the power to reduce energy information poverty across the region. Select areas of intervention were mentioned to have

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<sup>1</sup> It would be good to see the TOR for a “Junior Expert”, as we need to be careful in the classification (including compensation) as expert is a person who has immense comprehensive and authoritative knowledge of or skill in a particular area, versus a junior employee, who has lesser experience, lesser knowledge and know-how of their work.

the potential to generate revenue to support other activities, with a revolving funding mechanism with our human resources proposed. Is there a Background Paper or Concept Note to substantiate that this is the route to take?

As noted earlier, the Secretariat would be grateful if you could transmit the request for the following information and documents and status reports, noted below, with reference to the Executive Board Retreat:

1. Proposed organizational plan and copies of all Terms of References (TORs), Job Descriptions, Expression of Interest (EOIs) and Request for Proposals (RFPs), reflecting new additions/changes in staff and areas of operation.
2. Detailed and Itemized Explanatory Notes: Activity and Budget Projections (2022) for the CCREEE Secretariat.
3. Terms of Reference for the CCREEE Procurement and Recruitment Committee, list of current members, current chairman and deputy of the Committee.
4. Latest draft of the CCREEE Resources Mobilization Strategy.
5. Status of the implementation of the Fundraising Strategy, based on the successful model in the ECOWAS region.
6. List of activities that the CCREEE participated in or initiated as a member of the UNIDO GEN-SEC, from 2020, and supporting documentation.
7. Status of the CCREEE Indicative Project Pipeline (with projects at various stages of development), prepared on behalf of CARICOM Members States.
8. Report on the work done and strategy for capacity building going forward, for the Thematic Hubs (TH) and National Focal Institutions (NFI).
9. Concept on the proposed Revolving Fund Mechanism for the CARICOM Energy Knowledge Hub (CEKH).
10. Status report on the USD 100,000, from TAPSEC, to undertake ocean thermal energy activities.
11. Status report on the PPF and the Waste to Energy Project submitted by SIDS DOCK/UNIDO in 2020.
12. Report on the development and implementation of the C-SERMS and SIDS DOCK targets in cooperation with the CARICOM Energy Unit and SIDS DOCK.
13. Report on preparation of project proposals to be/or co-funded by local or international development partners; call for proposals that the CCREEE participated in.
14. Report on consultations with CARILEC, the National Focal Institutions (NFIs), Thematic Hubs (THs) and other key market enablers in the region.

The Secretariat of SIDS DOCK would be grateful to receive the above information by **Friday, 15 April 2022**. Once again, thank you for facilitating the Second Retreat of the Executive Board, and we look forward to receiving the documentation and information requested.

Sincerely,

Albert Binger, PhD  
Secretary-General