**A/4/7**

Distribution: General

28 August 2018

Fourth Session of the Assembly of SIDS DOCK

ECOSOC Chamber

United Nations Headquarters

New York, New York

29 September 2018

**THE SIDS DOCK FOUNDATION**

***ISLAND ENERGY FOR ISLAND LIFE***



**STRATEGIC PLAN**

**2018-2028**

**Approved by**

**The SIDS DOCK Executive Council**

**21 July 2018**

**TABLE OF CONTENTS**

**OVERVIEW OF THE STRATEGIC PLAN**

**INTRODUCTION – THE PLANNING PROCESS**

**SUSTAINABLE ENERGY AND CLIMATE CHANGE ADAPTATION CHALLENGES:**

**SIDS DOCK FOUNDATION’S ARENA**

**THE STRATEGIC PLAN**

**OUR WAY INTO THE FUTURE: “LEAVE NO ONE BEHIND”**

**OBJECTIVES OF THE PLAN**

***The SIDS DOCK Foundation Strategic Plan 2018-2028*** articulates the mission and vision of the Foundation and gives a succinct overview of the organisation’s strategic framework for action. The Strategic Plan is not meant to be a blueprint; it is a living document which is regularly updated to take into account sustainable energy and climate resilience developments at the national, regional and international levels, and to reflect the Foundation’s progress in implementing its strategic plans. It gives an indication of the challenges and changes facing SIDS DOCK Members, and efforts the Foundation is making to address them.

**MISSION STATEMENT**

*“Our mission is to support the SIDS DOCK Organization’s Goal of* ***Island Energy For Island Life: 25-50-25 by 2033****, by identifying and implementing the needs for sustainable energy and climate resilience building in Small Island Developing States (SIDS) in the areas of investment financing, technical capacity, transfer of SIDS-Appropriate Technologies, carbon trading, and education. The appropriate programmes will then be funded by grants from our strategic investments and with our alliance partners.”*

**SIDS DOCK FOUNDATION VISION**

*“Our vision for the future is one in which the SIDS DOCK Foundation is a recognised leader in promoting* ***Island Energy For Island Life****. We embrace the challenge of strengthening the capabilities of the SIDS DOCK Foundation and seizing strategic opportunities and forging partnerships to achieve this vision. In creating this Plan, we feel that we have developed strategies that are focused on assisting Islands Nations faced with growing climate threats to their future survival; forward-thinking yet realistic with detailed specific and measurable actions to achieve our goals. These strategies and actions are the key elements of this Strategic Plan.”*

**CORE STRATEGIES**

1. Become the leading SIDS Strategic Organisation in promoting sustainable energy and climate resilience in small islands.
2. Promote *Island Energy For Island Life: 25-50-25 by 2033*, and work to help transform the SIDS to low carbon, “Blue-Green Economies.”
3. Increase the capacity of SIDS to become less vulnerable and more capable to respond and recover from the disruptions and destruction associated with increasing GHG atmospheric concentrations.
4. Build the Foundation’s organisational capacity to accomplish its mission.
5. Build the SIDS DOCK Foundation’s capacity to increase contributions, generate investment returns with a triple bottom line – social, environment and economic - and build an administrative endowment.

**SIDS DOCK PARTNERSHIP CORE VALUE STATEMENT:**

**UNITED IN IMPLEMENTING PROJECT ACTIVITIES**

The Importance of Partnership – A Core Value of The SIDS DOCK Foundation

We Recognise that The SIDS DOCK Foundation’s Effectiveness Relies on the

Strength of our Partners

**OVERVIEW OF THE STRATEGIC PLAN**

**Background**

The SIDS DOCK Foundation is a unique trust that focuses on sustainable energy and climate resilience issues in small islands and low-lying developing states, working actively promoting the transformation of the energy sectors of the various Small Island Developing States (SIDS) to be low-carbon, energy efficient, and primarily based on renewable energy sources.  The Foundation was formed in 2017, is in start-up mode and currently relies heavily on volunteers to do its work, including a part-time administrator and then in 2019, growing that position to Development Director, and hiring a Programme Officer to do outreach, education, and SIDS stewardship of the Oceans. The SIDS DOCK Foundation would be overseen by the SIDS DOCK Membership Organization: its Assembly, Executive Council, Secretary-General and Secretariat.

SIDS DOCK, considered “*an organisation with great potential*” that was created by Small Island Developing States (SIDS) to help finance climate change adaptation, has been described by international development organisations and donor agencies as, “innovative,” “radical,” and “transformative,” whereas for small islands, it is all that and much more - it is a survival mechanism intended to help avoid following a path that will in all likelihood be worse than the worst case scenario for climate change generated by the Intergovernmental Panel on Climate Change (IPCC). SIDS DOCK Goals are to increase energy efficiency by 25 percent (2005 baseline) and to generate a minimum of 50 percent of electric power from renewable sources and a 25 percent decrease in conventional transportation fuel use: ***Island Energy for Island Life 25-50-25 by 2033.***

The purpose of this strategic plan is to articulate the long‐range direction and priorities for the SIDS DOCK Foundation. The objectives and strategies described in this document have been approved by our board of Directors on (DATE) and will guide the Foundation’s efforts and investments over the coming ten (10) years. It provides the Foundation with a 10-year roadmap for support, services and organisation development. The Board of Directors and staff will review progress bi-annually, and will review and update the plan annually, as needed. This is the first version of a strategic plan ever developed by the Foundation.

The strategy addresses one of the biggest questions facing SIDS DOCK, the Sustainable Energy and Climate Resilience Organization, “How do we make ***Island Energy For Island Life: 25-50-25 by 2033*** an attractive investment? The Strategic Plan provides attractive investments for the private sector and non-governmental institutions, but the principle applies, with minor modification, in the public sector, where Public-Private Partnerships (PPPs) are promoted – the strategy is based upon Partnerships, an outcome of the United Nations Third International Conference on Small Island Developing States, in Samoa, in September 2014 - the S.A.M.O.A. Pathway[[1]](#footnote-1). The Foundation’s strategy will relate directly to the *SIDS DOCK Work Programme 2016-2022 (A/2/7)* and will assist SIDS DOCK to promote education and awareness of SIDS DOCK’s mission of promoting the development of renewable energy technology for SIDS and to mobilize financial and technical resources to support SIDS DOCK’s mission.

The SIDS DOCK Members identified some of the most important development challenges facing the SIDS community, recognizing that a serious and severe environmental, social, economic, political, and cultural challenge in the form of human-induced global climate change, and its adverse consequences, confronts small islands and low lying coastal developing states. These challenges fall into four broad categories listed below[[2]](#footnote-2):

1. Adverse consequences of human-induced global climate change are likely to be accelerated and aggravated by globalization and increasing demand for fossil fuels.
2. Aggressive and excessive coastal zone development and inadequate safeguards.
3. Limited/inadequate measures to mitigate the harmful emissions of greenhouse gases.
4. Inadequate measures and extremely limited resources for highly vulnerable SIDS to adapt to the adverse consequences of human-induced global climate change, including rising sea levels, increased temperatures and carbon dioxide concentrations in the oceans and seas leading to the destruction of ecologically fragile and valuable marine ecosystems critical to population livelihoods and national economy.

Hundreds of leading climate scientists warned that the increasing concentration of greenhouse gases resulting in global warming is accelerating beyond the worst predictions and there is a significant probability that many of the trends will accelerate, leading to an increasing risk of abrupt or irreversible climatic shifts with catastrophic consequences for small islands. The SIDS are convinced that a *business as usual* approach to global warming will not provide the level of assistance SIDS will need to deal with these impacts. The relentless long-term dynamics of the greenhouse gases already in the atmosphere inevitably make adaptation to climate change an imperative to all societies. The fact that past emissions of carbon dioxide and other gases reside in the atmosphere for a long time, creates an unavoidable momentum, which implies that despite future emissions reductions, the physical impacts of anthropogenic climate change that we already observe, will continue, and likely become more severe, for decades to come. We now have dramatic examples of the serious disruptions that the impacts of climate change are having on states, regions and populations, as well as how they are trying to cope with them. This is what we mean by adaptation to climate change. Therefore, adaptation constitutes a key pillar of the dual, long-term objectives of creating low carbon, climate resilient societies.

In this plan, we present five compelling objectives to be achieved by 2028. Informing all of these objectives is The SIDS DOCK Foundation’s commitment to focus on serving the SIDS DOCK Members to increase their quality of life and build resilience to the negative and devastating impacts of a changing climate by helping them increase energy security, reduce greenhouse gas emissions (GHG), and generate resources for investment in adaptation to climate change. The 10‐year time horizon reflects our belief that the complex and interrelated issues facing SIDS can only be addressed through a long‐range effort and sustained commitment. At the same time, we recognise the need to pursue these objectives with alertness and adaptability to new challenges, opportunities, and lessons, as they emerge.

This plan is the product of a three-year process led by the SIDS DOCK Executive Council, SIDS DOCK Secretariat and board members of The SIDS DOCK Foundation[[3]](#footnote-3). A central focus of the strategic planning effort was to solicit and listen to the diverse voices of the SIDS community. This was achieved through establishment of four Interregional Working Groups in 2013/2014 that involved nearly 1,200 individuals, including members of the public, donors, and leaders from the non-profit, business, and public sectors. Additionally, there were discussions involving hundreds of individuals attending the SIDS DOCK Side Events: *Critical Role of the Energy Sector In Climate Resilience, Climate Change Adaptation and Sustainable Development in Small Island Developing States (SIDS)*, 1-4 September 2014, at the Third SIDS Conference in Apia, Samoa.

We know that the Foundation will only exist because of public support. We take very seriously our obligation to earn the public’s trust. The SIDS DOCK Foundation will be accountable to the public for our operations. To that end, we reaffirm our belief in these values, which can provide assurance to our donors, SIDS DOCK Members and the SIDS community that we will protect the assets entrusted to our care, make fair and unbiased, intentional decisions, and be a trusted organisation for philanthropic endeavours aimed at achieving ***Island Energy For Island Life.***

In addition, as a newly-established foundation, like most strategic plans, this one does not address implementation, budgeting, and detailed tactics. In the months immediately following board approval of this plan, our staff, working closely with our board, SIDS DOCK members and development partners, will develop an aligned implementation roadmap and budget for the Foundation.

**INTRODUCTION – THE PLANNING PROCESS**

The SIDS DOCK Foundation (SDF) was established on October 3, 2017, by members of the SIDS DOCK Foundation Board of Trustees and SIDS DOCK Members who wanted an independent organisation which would be able to help finance adaptation through the transformation of Small Island Developing States (SIDS) to low carbon economies, thereby generating significant savings from avoided imports of petroleum which in some countries require more than 100 percent of export earnings. During the evolution of the SIDS DOCK Organization throughout the last decade, the organization operated according to a profound core value, a core value that underpins the work of the Foundation - *United in Implementing Project Activities*. The Foundation is focused on meeting the needs of its beneficiaries and changes within the sustainable energy and climate change fields, as well as ensuring the continued strength of the SIDS DOCK Foundation in years to come.

*The SIDS DOCK Foundation Strategic Plan 2018-2028* provides direction and a planned pursuit of the vision and mission of the organization for the next 10 years. In October 2017, the SIDS DOCK Foundation embarked on a strategic planning process. In (DATE), SIDS DOCK Board members reviewed the draft of the Strategic Plan. A final version of the plan was approved by unanimous consent by the Board of at its (DATE) meeting.

The plan contains a vision and mission, values statement, and five goal areas that are critical to the SIDS DOCK Foundation exceeding beneficiaries’ expectations. This plan represents the direction and focus of the organization from 2018 to 2028. It provides the organization with the ability to channel resources in a direction that yields the greatest benefit to SIDS. The strategic planning processes will enable the Foundation to plan and execute continuous organisational improvements. Furthermore, another desired goal is to achieve competitive advantage in order to generate sufficient revenue to support our programmes. The benefits of strategic planning include:

* Focuses the Foundation’s resources on the programmes and activities that are essential to increasing SIDS satisfaction, lowering costs, and increasing donor value.
* Creates a planning and implementation system that is responsive, flexible, and disciplined.
* Facilitates cooperation among all SIDS DOCK Foundation staff.
* Reinforces the continuous improvement environment of the organization.
* Empowers managers and employees by providing them with the authority to carry out the planned activities.
* Promotes the efficient use of resources which minimises duplication, unnecessary and wasteful activities.
* Provides a “picture” of SIDS DOCK Foundation’s strategies - as a result, employees and beneficiaries and donors know where the organization is headed.

SIDS DOCK goals are to assist the small island member states mobilize financing (grants, debt, and loans) in excess of USD 20 Billion, by 2033, to invest in the transformation of the Small Island Developing States (SIDS) Energy Sector to achieve a 25 percent (2005 baseline) increase in energy efficiency, generation of a minimum of 50 percent of electric power from renewable sources, and achieve a 25 percent decrease in conventional transportation fuel use in order to increase availability of financial resources to invest in building climate resilience in SIDS. SIDS account for less than one percent of the world’s population. On average, in every small island developing state there is almost 30 percent of the population living below 5 metres above sea level. With the exception of two island nations, all countries are more than 90 percent dependent on the importation of fossil fuels. With rising oil prices, fuel import bills now represent up to 20 percent of annual imports of 34 island nations and between 5 to 20 percent of their Gross Domestic Product (GDP). Small islands are haemorrhaging precious foreign exchange, as each year, they import over 220 million barrels of petroleum fuels which cost more than USD 40 billion.

Our strategies are guided by the scientific research which projects that the people of SIDS will be among the first and most adversely affected by the impacts of a changing climate and sea level rise, as they are small in size, and the most dependent on environmental services for their livelihoods. Some islands are faced with almost total destruction and loss of multiple lives and livelihoods, others with the growing likelihood of large displaced populations due to global temperature increases beyond 1.5 degrees Celsius – the threshold for survival in many SIDS. The cruel irony of this situation is that SIDS emit the lowest amounts of greenhouse gases – much less than one percent of global emissions, and there are high levels of carbon sequestration from their forest and marine areas - the majority of SIDS are carbon negative societies.

An uncertain future lies ahead for the population of small island states. Climate change is a clear and present danger to Small Island Developing States (SIDS) and Low-Lying Developing States. Even the oil companies, like Exxon and Shell, after decades of denial, have now publicly accepted the science of climate change and the need for international action to address the issue. There now exists more reasonable grounds to fear that projections of more frequent, ferocious and intense hydro-metrological events like never seen before in humanity will impact SIDS, first, and the worst. Through our programmes we will promote ***Island Energy For Island Life: 25-50-25 by 2033***. Planned projects will address sustainable energy and climate resilience issues in SIDS; promotion of the SIDS DOCK Indicative Project Pipeline; development of capacity building and training programmes in renewable energy and energy efficiency and conservation (RE&EEC); a knowledge platform for information sharing and exchange; gender mainstreaming through support to the Island Women Open Network (IWON); resource mobilisation; and public education and awareness on the SIDS DOCK Organisation.

The SIDS DOCK Foundation thanks the Board of Trustees, the Executive Council, SIDS DOCK Members, the SIDS DOCK *pro bono* attorneys, Squire Patton Boggs, members of the SIDS community, the private sector and development partners, who participated in the long process to develop the plan. Many people were involved in developing the organisation’s future. All of these people have played a part in setting a foundation and sustainable path for our operational excellence.

**SUSTAINABLE ENERGY AND CLIMATE CHANGE ADAPTATION CHALLENGES:**

**SIDS DOCK FOUNDATION’S ARENA**

Small Island Developing States (SIDS) are among the most petroleum-dependent nations in the world, spending more than 30 percent of annual foreign exchange earnings on hydrocarbons, reducing energy security, increasing macroeconomic vulnerability and leading to exorbitant electricity tariffs. At the same time, SIDS are at the leading edge of climate change, suffering disproportionately from rising sea levels and weather-related disasters.

SIDS are facing acute challenges in the power sector. Energy tariffs are among the highest in the world due, primarily, to a reliance on expensive imported petroleum products. This constrains economic growth, increases external debt and contributes to high levels of greenhouse gas emissions. Further, although access to electricity is generally high (>90%, with the exception of Haiti), off-grid back-up systems are commonly used due to frequent black-outs and low reliability of grid networks. Renewable energy is particularly suited to SIDS as it offers a practical solution: it fits utility and small-scale projects, costs are competitive with traditional sources of energy and it is specifically adapted for decentralised power networks, such as that of small islands.

There is significant technical potential for renewable energy across the SIDS which has been recognised by national governments and reflected in their NDCs. Realising this potential would result in a significant reduction in expenditure on petroleum products, alleviating constraints on GDP growth and improving trade balances. It would also advance “true” electricity access (i.e. availability of electricity, not just a connection). However, this potential is far from being achieved. Investment in new renewable energy capacity requires significant upfront capital expenditure, which many national utilities and governments cannot currently afford. Private sector involvement is therefore crucial but, with few exceptions, there has been relatively little private investment to date in the Caribbean renewable energy sector. This is due to a number of factors including:

* A shortage of local development capital for renewable energy project developers;
* Limited access to long-term debt, equity and risk mitigation instruments due to high perceived risk and transaction costs;
* Institutional capacity constraints to develop enabling environments for private sector participation.

**SIDS DOCK Foundation’s Unique Strengths and Assets**

SIDS DOCK is unique in that it is the only United Nations (UN)-recognized international platform with all the rights and privileges representing SIDS. SIDS DOCK is a unique mechanism, as its leadership is represented by high-level officials - Heads of Government and State and UN Ambassadors, with the SIDS DOCK Portfolio primarily coming under the Ministry of Foreign Affairs. Like the UN-System, and now that SIDS DOCK is part of that system, it is expected that in any given year, the Foundation will deal with representatives of all 32+ SIDS DOCK countries, including Heads of State and Government, as well as others who will interface with the Foundation in an official capacity. Establishment of The SIDS DOCK Foundation was also in response to a situation where SIDS Embassies and High Commissions and Permanent Missions to the United Nations are seeing a marked increase in enquiries from foreign companies and institutional, sovereign and private funds seeking to invest in RE&EE projects in SIDS.

The Foundation’s expertise in addressing SIDS vulnerabilities and aspirations for achieving the SIDS Barbados Programme of Action, the Mauritius Strategy, the S.A.M.O.A. Pathway and the UN Sustainable Development Goals (SDGs), relies on years of research conducted by the SIDS DOCK Secretariat and its partner island organizations the Caribbean Community Climate Change Centre (CCCCC/5Cs) and the Secretariat of the Pacific Regional Environment Programme (SPREP). SIDS are typically small enough that they can be considered micro-economies and are severely limited by their size in the range of activities that their economies can support. SIDS rely heavily on environmental services and trade to drive growth, hence the volatility of their growth. Promoting diversification and innovation in SIDS economies is relevant as the majority of SIDS depend heavily on the tourism sector, which accounts for 25 percent of gross domestic product (GDP) and upwards of 70 percent of foreign exchange earnings used to purchase petroleum fuels. Climate change is projected to have a devastating impact on coastal environments and freshwater resources in SIDS, substantially impairing the tourism sector’s ability to generate foreign exchange. Promoting diversification in SIDS economies into new sustainable energy-related industries, as well as encouraging greater education and understating of the critical role of the energy sector in helping to address issues of waste management, freshwater resources, employment generation, agricultural diversification, sustainable land use, and high energy inputs into tourism, will help to offset the predicted negative impacts on tourism and other economic sectors.

In 2012, the SIDS DOCK Secretariat developed criteria for the identification, assessment, and categorization of both supply and end-use energy technologies as SIDS-Appropriate to be deployed in SIDS to achieve sustainable development. This required the creation of a new methodology to properly assess and categorize energy technologies as suitable to SIDS[[4]](#footnote-4). Building on this research, in 2015, the SIDS DOCK Secretariat, along with the Swedish Energy Agency (SEA) and the Costa Rica-based Tropical Agricultural Research and Higher Education Center (CAITE), using four pilot countries in the Caribbean, developed a new process-based, participative methodology (PBM) and applied it in participating countries to help local stakeholders make decisions about building resilience to climate change through the use of sustainable energy (energy efficiency and renewable energy), attempting to identify solutions and rank them according to certain criteria that include energy and economic viability, as well those areas where synergistic solutions that lead to greater co-benefits. The methodology includes an analysis of interactions between the productive and service sectors (energy, water, agriculture, tourism, waste management and transportation) and specific identification of co-benefits for each alternative considered[[5]](#footnote-5).

These SIDS-specific centred research has allowed intimate understanding of the SIDS economies, ascribing a unique and organic strength to the Foundation like no other organisation. For example, the Foundation would oversee promoting diversification, innovation and sector synergy in SIDS through the coordination of technology capacity building, and promotion of and support for small and medium enterprises (SMEs) in SIDS. Micro and small enterprise growth in SIDS suffer from perennial undercapitalization. The key overall research question revolves around gaining an understanding of the most pressing needs that micro and small enterprises face in SIDS. Targeted assistance in meeting these needs could better the rate of success for these businesses – we already know that on average, energy costs account for 30 percent of overall operations, making SIDS one of the most uncompetitive groups of countries.

The SIDS DOCK Foundation’s greatest strength lies in the Foundation’s database of consultants which includes scientists, energy, climate change and environmental specialists, lawyers, finance, economic and education specialists, social and community specialists, other key sector professionals and members of community interest groups. This network enables us to work as credible, global activists for the transformation of the SIDS energy sector and helping to build climate resilience. Our efforts are aimed at local, national, regional and international levels. With our ability to mobilise SIDS action through our network, and our focus on sustainable energy and climate resilience, we intend to promote a number of significant projects intended to strengthen people’s livelihoods and increase awareness of sustainable energy and climate resilience issues through educational programmes aimed at the public and private sectors, schools and communities, and the general public. Our urgent mission, our diverse network, our unique management team, our national and regional presence, and international notoriety all add up to make us much more than a sustainable energy and climate resilience group.

The SIDS DOCK Island Women Open Network (IWON) is also an important asset with a 500-strong network of women committed to assisting women in SIDS who are on the frontlines of climate change and who are being left behind in the drive for sustainable energy for all. Due to SIDS vulnerabilities and its special case, there was disappointment in the limited reporting level on Island Women in major UN gender-focused publications, in general, and even more limited when it comes to sustainable energy. The UN system and the international development community currently plan around regions: Africa, Americas, Asia and the Pacific, Europe and Central Asia, and the Middle East. However, despite sub-regional reporting, general regional analysis usually does not include references to Pacific Island Women, who are lumped with countries such as China and India; nor Caribbean Island Women, who are also an appendage to the Spanish-speaking Americas region; while African Island Women’s energy needs are quite different from African Women on the mainland, for example, Sub-Sahara Africa. This has led to major reporting gaps, unequal reporting which does not accurately convey the sustainable energy needs for Island Women, and language barriers that prevent women from accessing information and resources.

**SIDS DOCK Foundation’s Challenges and Opportunities**

While we are proud of the history and accomplishments of the SIDS DOCK Organization, we recognise that we face a number of challenges in starting up and operationalizing the SIDS DOCK Foundation. We view these challenges as opportunities for growth and improvement. Our successes to date, and indeed the very reasons for our inception, have been based upon reactive responses to the climate-related disasters which represent a major source of risk for the poor in SIDS, and the losses caused are seen as a major threat to the achievement of the United Nations (UN) Sustainable Development Goals (SDGs) and SIDS’ efforts to fulfil ambitions under their Nationally Determined Commitments (NDCs), which are at the heart of the 2015 Paris Agreement. Immediate adaptation action is required, as the economic costs of climate-related disasters are high and continuing to rise.

There were 330 natural catastrophe events in 2017, that generated economic losses of USD 353 billion, of which 97 percent (USD 344 billion) was due to weather-related events, including Hurricanes Harvey, Irma and Maria in the United States (US) and the Caribbean, plus Typhoon Hato in China and Cyclone Debbie in Australia. The people of the Caribbean experienced two Category 5 storms in just over two weeks - damages in the region estimated are over USD 10 billion. SIDS infrastructure is also a major source of vulnerability; one of the few studies done on costing of climate impacts in the Caribbean, estimated that from a one-meter sea level rise, infrastructure damages would be in the region of USD 100 billion. Another study on the costs of climate inaction, by Tufts University, shows that the Caribbean’s annual cost of inaction is projected to total USD 22 billion annually by 2050 and USD 46 billion by 2100. These costs represented 10 percent and 22 percent, respectively, of the Caribbean economy in 2008[[6]](#footnote-6).

In order to address the growing threats to our natural resources and livelihoods, as well as the increased frequency and ferocity of natural catastrophe events, we feel that we must become more proactive. Since we recognize that our effectiveness will rely on the strength of the SIDS DOCK Secretariat, it is critical that we improve our partner support by providing them with the appropriate tools that are easy to implement on the national and regional levels. We must also enable the SIDS DOCK Secretariat to become more effective in maintaining existing programmes, as well as identifying the need for new or improved interventions for sustainable energy and climate resilience, by helping the Secretariat to identify appropriate resources and partnerships within the communities where we work.

The SIDS DOCK Foundation will set goals and provide greater leadership and direction to the SIDS DOCK Secretariat and its partners to ensure that our programmes and education efforts are grounded in sound policies and science. We will strive to communicate our achievements so that victories and accomplishments are recognised and can be replicated in other areas. With these efforts, we hope to become an effective force for promoting ***Island Energy For Island Life*,** while continuing to explore opportunities to bring our methods and message to the national, regional and international arena.

**THE STRATEGIC PLAN**

**Strategic Planning Process**

In October 2017, the SIDS DOCK Foundation Board of Trustees and staff realised the need to critically evaluate the Foundation’s organisational focus and to establish a clear direction for the future with the formulation of this first strategic plan. In the process of developing this plan, interviews were conducted with the Board of Trustees, SIDS DOCK Members, partners, staff of other not-for-profit organisations, energy, climate change, economics, environment and education professionals, specialists, and others who were knowledgeable about Small Island Developing States and the SIDS DOCK Organisation. We sought to gain as much insight and perspective as possible about our strengths and weaknesses and areas of opportunity. We also reviewed the SIDS DOCK’s history to gain a deeper understanding of our roots, and to more clearly articulate our role and the uniqueness of our culture among energy, climate change and environmental organisations. The SIDS DOCK Foundation Strategic Plan (2018-2028) that resulted from this process provides a living document for action over the next 10 years, to ensure progress in fulfilling the SDF’s mission.

The strategic planning process began in October 2017. At that time strategic planning meetings to develop preliminary key strategies for the Foundation were held. A series of discussions were also held to receive feedback from stakeholders, partners and donors. Key questions included:

* What are the three most important issues you believe the Foundation should address?
* What three things do you believe the Foundation is capable of does well or can provide?
* Do you believe that the SIDS DOCK Foundation can meet your expectations? Why? What would it take to exceed your expectations?
* Ten years from now, what programmes/services should the SIDS DOCK Foundation provide?
* Any other comment that would help the SIDS DOCK Foundation prepare for the future.

Subsequent to gathering feedback from the community, the Foundation’s management team met to refine the key strategies that addressed the following factors:

* Beneficiary and market needs, expectations and opportunities;
* Competitive environment (for donor funding) and capabilities relative to other NGOs;
* Strengths and weaknesses;
* Opportunities to redirect resources to higher priority programmes, services, or areas;
* Financial, societal and ethical, regulatory, and other potential risks;
* Changes in the SIDS economy;
* Factors unique to the Foundation.

The management team then refined FIVE key strategies and associated goals. The purpose of the key strategies is to establish direction and to continue to build on the legacy that led to the creation of the SIDS DOCK Organisation, years ago. The strategies include:

1. Become the leading SIDS Strategic Organisation in promoting sustainable energy and climate resilience in small islands.
2. Promote ***Island Energy For Island Life: 25-50-25 by 2033***, and work to help transform the SIDS to low carbon, “Blue-Green Economies.”
3. Increase the ability of SIDS to become less vulnerable and more capable to respond and recover from the disruptions and destruction associated with increasing GHG atmospheric concentrations.
4. Build the Foundation’s organisational capacity to accomplish its mission.
5. Build the SIDS DOCK Foundation’s capacity to increase contributions, generate investment returns with a triple bottom line – social, environment and economic - and build an administrative endowment.

Between January to March 2018, meetings were held to brainstorm ideas about objectives in support of the organisational strategies. Several objectives were developed. The management team then prioritised the list to the manageable few. Over the next 10 years, the SIDS DOCK Foundation will implement five main strategies, which are described below. To the extent that a strategic plan is a “road map,” our objectives describe the desired “destination” – *where we want to be in* *2028*. Our strategic objectives translate our long-range vision into a more focused, actionable set of outcomes. Our long‐range aspirations are organized into three main categories: Programmes, Public Education and Awareness and Partnerships.

**Programmes**

To strengthen and build on our interventions and sustainable energy and climate resilience focus, the Foundation will facilitate the dissemination of up-to-date information at the national, regional and international levels. The Foundation can accomplish this most effectively through the development of programmes for implementation that are closely aligned with the *SIDS DOCK Organization Work Programme 2016-2022*. The Foundation’s programmes will work because they will be used at the national and regional levels and support adaptation, resilience building, enterprise and sustainable livelihoods. The programmes and the data they generate educate SIDS DOCK Members, the public, and sustainable energy and climate change/environmental management agencies about local, national and global sustainable energy and climate change issues and problems, while giving them lessons, data and tools they can apply in their own islands.

The Foundation’s programmes are linked to the Thematic Programme Areas of the SIDS DOCK organization Work Programme 2016-2022. The thematic areas are based on the Objectives in the SIDS DOCK Statute, Article II. We will allocate one-half to two-thirds of the Foundation’s discretionary non-capital dollars annually, to address critical SIDS issues. Projects must meet specific criteria (TBD).

**Public Education and Awareness Programme (PEP)**

Citizen participation is an important element for a successful transition to a low carbon economy in SIDS. The low carbon economy message has been delivered to many SIDS in the Caribbean, Pacific, Atlantic and Indian Ocean regions. In order to achieve our strategic goals, we will use the media and internet technology to carry the Foundation’s message to the donors, SIDS DOCK Members and the public at large. We will endeavour to make our actions effective by better communicating our activities and accomplishments using a variety of media. The objective of the  *PEP* is to promote, publicize, and facilitate education of the benefits of a low carbon economy in SIDS - *25-50-25 by 2033*, for the purpose of encouraging the public to reduce the use of fossil fuels, increase the use of alternative energy sources and increase energy efficiency and conservation. A public education and awareness effort will be required to help educate key public and private sector officials and the general public about transforming the current SIDS economy to a low carbon economy.

**Partnerships**

For the 2014 Third United Nations International Conference on SIDS, leaders, in recognition of the vast challenge to sustainable development posed by a changing climate, established Partnerships as the cornerstone of the conference and called for the “strengthening of collaborative partnerships between SIDS and the international community”. SIDS leaders were emphatic in their support for “genuine and enduring partnerships” as critical to successfully addressing new and emerging challenges and opportunities for the sustainable development of Small Island Developing States. Creative SIDS government leaders have developed partnerships with the private sector to provide essential services, with clear agreement on shared objectives for delivery of public infrastructure and/ or public services. Also, governments realise that the combined capital and intellectual resources of the public and private sectors can result in better, more efficient services.

The SIDS DOCK Executive Council has identified bilateral partnerships as a priority for the mobilization of technical and financial resources. Recognizing the increasing nature of the challenge facing SIDS, as GHG emissions continue at record pace despite the UNFCCC best efforts, the SIDS DOCK Secretariat has continued the work started under the former SIDS DOCK Steering Committee[[7]](#footnote-7) to identify and develop partnerships with the private sector in order to make possible the formation of public-private partnerships (PPPs) for the transfer of technology and support for project development and implementation.

The SIDS DOCK Foundation will magnify the effectiveness in achieving our goals by providing an expanded platform for development of more genuine and lasting partnerships with other national, regional and international organisations. By joining our efforts with those other sustainable energy, climate change and environmental organisations and stakeholders, philanthropic organisations and those who have similar commitments to combating climate change, we can provide standardised, high-quality data to inform the decision-making process for achieving ***Island Energy For Island Life***.

**Strategies & Programmes**

**STRATEGY 1: BECOME THE LEADING SIDS STRATEGIC ORGANISATION IN PROMOTING SUSTAINABLE ENERGY AND CLIMATE RESILIENCE IN SMALL ISLANDS**

To excel in our leadership role, we will need to focus the Foundation’s resources (staff and Board time and grant dollars) cultivating donors, sovereigns and foundations as co-investors, convene key stakeholders frequently around SIDS issues, periodically advocate for improved public policies and programmes and publicise the Foundation’s leadership efforts more effectively with our key constituencies. Success would be measured by the effectiveness and impact of the SIDS DOCK Organization Work Programme and efforts we support, growth in the number of internal and external donors participating as co-investors, our ability to leverage significant dollars from Foundation donors, sovereigns and other funding sources and our ability to foster, with our partners, the necessary changes in public policies and programmes.

The Foundation attaches special importance to information, communication and the projection of its institutional image, in order to position itself as an international foundation that is recognised and respected as a strategic partner, one that is capable of making a key contribution to helping SIDS adapt to climate change through the transformation of the SIDS energy sector. In this regard, the strategy is intended to make the Foundation the preeminent organisation assisting SIDS with the transfer and deployment of RE&EE technologies to address energy needs of the SIDS, and contribute to societal progress, especially for women and those living in rural areas. This element of the strategy defines the organisation’s goals and objectives and provides the basis for systematic and continuous improvement. The Foundation will employ good management practices, defining its mission and setting measurable objectives.

**Goal 1: Advocate for Renewable Energy Development in SIDS**

Ocean energy is the largest renewable energy resource common to all SIDS. Technological progress in Japan and France, driven by clean energy concerns have seen increased levels in investment in ocean energy technologies. Beginning with the SIDS technology fair in Mauritius, as part of the Second UN International Conference on Sustainable Development of Small Island Developing States, ocean energy technologies have been identified as a priority for SIDS.

**Objective 1: Support and allocate funding for a Proposal for the Development & Establishment of a Small Island Ocean Energy Feasibility Facility.** The proposal is in response to a mandate from SIDS DOCK Members desirous of undertaking detailed business planning for ocean energy projects and thereby advance the commercialization of ocean energy technologies and low carbon business models. The ocean is SIDS largest renewable resource and SIDS play major roles as custodies of the oceans and seas. While relatively small in landmass, SIDS govern over and serve as the “Blue Guardians” of their Exclusive Economic Zones (EEZs), vast ocean territories extending up to 200 nautical miles from their coastlines. As such, oceans and coasts play a disproportionately large role in the lives and livelihoods of island populations. Together, the SIDS have rights to govern ocean areas more than 15 times the size of the European Union land mass and represents their largest natural resource endowment.

**Objective 2:** **Promote the SIDS DOCK Heads of State & Government OTEC Initiative 2023: *Bring Dominique Home***. Ocean Thermal Energy Conversion (OTEC) technology is uniquely fitted to addressing challenges in SIDS, as it is a multi-product technology with potentially economic viable income streams. OTEC uses the thermal and biological resources of the ocean to generate energy, desalinated water, mari-culture products (abalone, lobsters, crabs, fish and high value seaweed), as well as the recovery of Lithium. OTEC plant produces electricity all the time and that we can rely on. That’s baseload power. Based on classification as a renewable energy technology, OTEC is the most unique system and the one most suited to developing the vast potential of SIDS’ oceans and seas in a sustainable manner.

**Objective 3: Support the Blue Guardians Programme.** Being developed in partnership with GRID-Arendal Foundation from Norway, and private sector partners the project, is focused on piloting the development and strengthening of national capacities to better utilize science, information and technology to build national climate resilience of coastal communities and economies and to provide improved stewardship for the management of tropical oceans which represent the largest natural resource endowment of islands nations.

**Objective 4: Expand the current list of potential Oceans Programme Partners.** Currently, partners include the Japanese Government, Japanese Private Sector, and the Japan Export Bank, UNIDO, IIASA, Government of France, and the Inter-American Development Bank, and other private sector partners.

**Goal 2: Member Support to Benefit from Evolution of Renewable Energy**

The coastal waters of the SIDS are critical to its tourism and food security. Failures or inadequate capacity for management of waste (solid and liquid) are degrading the coastal environment, putting at risk livelihoods and the future of the critical tourism industry. SIDS DOCK Secretariat in partnership with the Governments of Antigua and Barbuda, Dominica, Grenada, and St Vincent ad Grenadines, with assistance from the Government of Sweden, implemented a pilot project to identify and develop a pipeline of potential waste-to-energy projects which could be further assessed for feasibility. Work by the Secretariat in these countries confirm that improper disposal of waste and in particular organic effluent waste and plastics, are resulting in degradation of the coastal ecosystems critical to tourism, food security, and protection from coastal erosion. Conversion of the existing organic waste streams to energy sources, energy products and agricultural inputs provide a feasible option for significant improvements in managing nutrient rich waste streams.

**Objective 1: Support the Development of a Regional Organic Waste Conversion Sub-Sector to Increase Coastal Resilience and Climate Change Impacts and Protect Freshwater Resources in SIDS**. Resulting from the First Caribbean Regional Waste-to-Energy Technology Expo and Conference, in 2016, in Grenada, a number of potential projects have been identified and support continues from the SIDS DOCK Secretariat to further develop these possible projects as well as identify new ones. Solid Waste Characterization Studies have been completed in Antigua and Barbuda, and ongoing in Dominica. The work is proceeding in partnership with UNIDO, Swedish Energy Agency, CARICOM Energy Unit, and the CCCCC. It is planned to have similar activities in the Pacific in partnership with the regional organizations to develop a regional programme in collaboration with the Pacific Centre for Renewable Energy and Energy Efficiency (PCREEE), established in 2017, in Tonga, as a partnership between the SIDS DOCK and the United Nations Industrial Development Organization (UNIDO), with funding from the Government of Austria. Support includes development or projects and feasibility studies to access commercial financing for implementation.

**Objective 2: Support the organisation of the First Pacific Waste-to-Energy (WtE) Technology Expo and Conference.** Although waste management was one of the priority areas of the Barbados Programme of Action (BPoA), no elaborated strategy was developed to help guide Small Island Developing States (SIDS) in the implementation of sustainable waste management systems. Consequently, waste management is now emerging as a major concern for SIDS as the consequences become manifested in areas such as declining coastal environment quality, high level of nutrient accelerating the growth of algae on coral reefs, pollution of coastal aquifers, and reduced fisheries habitat, and threats to tourism. It is therefore an urgent necessity for SIDS’ waste management experience to be studied, in order to identify approaches that are more socially equitable, less costly to operate, more environmentally friendly and less demanding on the limited land resources. Furthermore, it must be done in manner that will help the islands protect coastal biodiversity and help coastal communities minimize their vulnerability to water stress.

**Goal 6: Mobilizing Financial and Technical Resources**

**Objective 1: Develop capital campaign to help meet the cost - in excess of USD 20 billion - to achieve the SIDS DOCK goals by 2033**. Small islands are haemorrhaging precious foreign exchange, as each year they import over 220 million barrels of petroleum fuels which cost more than USD 40 billion.

**Objective 2: Support Energy Efficiency Programmes to increase energy efficiency by 25 percent (2005 baseline) increase energy efficiency by 25 percent (2005 baseline) in SIDS.** In partnership with the CCCCC, and with funding from the GEF, a Pilot Energy Efficiency Project for buildings in being implemented in five (5) Caribbean Member states – the *UNEP-GEF Energy for Sustainable Development in Caribbean Buildings*. The SIDS DOCK Secretariat provides technical assistance to the CCCCC as the implementing agency; additional technical assistance is being provided by US Department of Energy, National Renewable Energy Lab (NREL). The SIDS DOCK Secretariat has been supporting the CCREEE leadership in reaching Agreement with the Austrian Development Agency (ADA) for the provision of an energy efficiency expert to support development of the regional energy efficiency programme and building on the lessons learned during the pilot.

**Objective 3: Support and promote Geothermal development in five SIDS DOCK Member countries - Dominica, Grenada, St Kitts and Nevis, St Lucia, and St Vincent and the Grenadines**. The Caribbean Development Bank (CDB) and the European Union entered into an agreement in 2017, to kickstart the development of geothermal energy production in the Eastern Caribbean. The EU has granted the Geothermal Risk Mitigation Programme for the Eastern Caribbean the amount of €12 million, to be administered through the CDB. The project will facilitate the development of up to 60MW of geothermal energy capacity in the five countries. Dominica, St. Kitts and Nevis and St. Vincent and the Grenadines have received technical assistance from the SIDS DOCK in the form legal and financial support, provided primarily through SIDS DOCK’s pro bono Legal Counsel, Squire Patton Boggs.

**Goal 4: Promotion of Sustainable Use of New and Renewable Energy and Energy Efficiency**

The transportation sector is by far the biggest users of imported fuels in the SIDS, about seventy70 percent of imported fuel is used for transportation. Gasoline and diesel oil used primarily for land transport represent the largest share followed by maritime transportation and aviation. SIDS account for less than one percent of the world’s population. On average, in every small island developing state there is almost thirty percent (30%) of the population living below 5 metres above sea level. With the exception of two island nations, all countries are ninety percent (90%) dependent on the importation of fossil fuels. Collectively, all island states spend over USD $67 million, each day, for more than 900,000 barrels of oil (price of USD $75 per barrel) and the majority spends in excess of thirty percent (30%) of their foreign exchange earnings annually to buy fossil fuels. With volatile and rising oil prices, fuel import bills now represent up to twenty percent (20%) of annual imports on 34 island nations and between five and twenty percent (5-20%) of their Gross Domestic Product (GDP). Each year, SIDS spend in excess of USD $20 billion importing fossil fuels.

Promoting the sustainable use of new and renewable energy and energy efficiency technologies is linked to the SIDS DOCK goals for increased green electricity generation, and transportation fuels substitution as the biomass produced can also be converted to substitute fuel for compression ignition engines (diesel). The land base transport sector is comprised of private, commercial, public passenger, and in some countries rail. Private transportation consists mainly of passenger cars, SUV and pick-up trucks. Retiring internal combustion engine vehicles, especially among fleet operators, will significantly reduce the importation of gasoline and diesel fuels, and will contribute to improving balance of trade and foreign exchange reserves in addition to reducing GHG emissions and improving local air quality.

**Objective 1: Support the Belize Biomass Research and Development Project. Support the Belize Biomass Research and Development Project.** Developed by the SIDS DOCK Secretariat in partnership with the Government of Belize, the CCCCC, and private sector partners with support from the Green Climate Fund (GCF) and the Government of Italy. The research is to determine the agricultural practices for growing indigenous, fast-growing grasses found in Belize, on lands that are not viable for food production. The project would reduce the need for the importation of fossil fuel generated power from, and provide new employment in rural communities. Assistance is being provided by U.S. Department of Energy, National Renewable Energy Lab (NREL) in addressing issues related to biodiversity. This project is directly linked to the SIDS DOCK goals for increased green electricity generation, and transportation fuels substitution as the biomass produced can also be converted to substitute fuel for compression ignition engines (diesel), and future projects are in planning for the production of liquid fuel substitute.

**Objective 3: Support the Development of a Renewable Energy Finance PlatForm (REFF): Risk Financial Facility for Projects.** The proposed project was developed in partnership with regional development banks, the Caribbean Community Climate Change Centre (CCCCC/5Cs), the Secretariat of the Pacific Environment Programme (SPREP), and the private sector to support a cross-cutting risk mitigation project initially focused on the Caribbean Community (CARICOM). This facility is intended to provide resources and services to promote investment by both local and foreign entities through provision of services and products to address the identified bottle necks including limited availability of: Development capital and expertise by renewable energy project developers; Expertise in financial structuring and lack of access to long-term debt, equity and risk mitigation instruments (due to high perceived risk and high transaction costs); Requisite institutional capacity to develop supportive policy environments for private sector participation in renewable energy project development; Existing private sector with medium- to large-scale service industry track record.

**Objective 4: Support the Development of a Captive Insurance Facility.** A self-owned and managed insurance mechanism that would provide SIDS DOCK members with insurance against climate change impacts for economic assets in countries where risk instruments are becoming increasingly costly as a result of the more frequent occurrence of weather related disasters; or, in countries where the market is too small and consequently there is no availability.

**Objective 5: Support the Development of and Electric Vehicle (EV) Transportation Partnership for Small Islands (EV PPP - Public-Private Partnership).** The aim is to reduce importation of petroleum fuels by accelerating EV deployment across the SIDS in the Caribbean, Pacific, Atlantic and Indian Ocean, through development of a Pilot Project that would focus on aggregated procurement, by SIDS governments, of fleet vehicles (taxis, public sector transportation, and corporate entities including car/bike rental agencies operating in the tourism industry). The SIDS DOCK organization wishes to develop an EV Transportation Partnership for Small Islands (EV PPP - Public-Private Partnership), to reduce importation of petroleum fuels by accelerating EV deployment across the SIDS in the Caribbean, Pacific, Atlantic and Indian Ocean, through development of a Pilot Project that would focus on aggregated procurement, by SIDS governments, of fleet vehicles (taxis, public sector transportation, and corporate entities including car/bike rental agencies operating in the tourism industry). The proposal is based on the following economic realities: SIDS governments have very limited financial resources, 10 of the 14 most indebted economies per capita, in the world, are SIDS, and they have major trade imbalances relative to their GDP, which is aggravated by the volatility in petroleum prices; Reducing capital expenditures, recurrent foreign exchange demands, such as payment for imported fuels, and providing new jobs is critical for each country; severe trade imbalances in several SIDS.

**Goal 5: Promotion of Conservation & Sustainable Consumption and Production Efforts**

**Objective 1: Support the Development of an Energy Efficiency and Renewable Energy Financing Facility (EEREFF).** SIDS DOCK wishes to eliminate as far as possible, barriers that currently reduce the attractiveness of Energy Efficiency (EE), Energy Conservation (EC) and Demand-side Management (DSM) projects to investors and project financiers in the small island states. To assist in doing this, it wishes to examine the concept of establishing a sustainable financing facility that would be used to finance studies and prepare projects seeking project financing based on, *inter alia*, a revolving contingently recoverable loan mechanism. This facility would re-cycle the funding repaid from resources which were able to attract commercial financing after they had been properly defined to benefit other projects.

**Objective 2: Promote and Support the Development of a Caribbean Energy Service Companies (ESCOs) Association.** To promote energy efficiency project development in SIDS, a program is being developed, in partnership with the CARICOM Energy Unit and the UNEP-GEF Energy for Sustainable Development in Caribbean Buildings Project, with assistance from the NREL, to enhance opportunities for Energy Services Companies (ESCOs). The objective of this effort is to support ESCOs across the Caribbean region to encourage business partnerships that develop energy conservation and renewable energy projects in the Caribbean. This is accomplished by fostering strategic alliances among Caribbean and international ESCOs to promote regional and international cooperation, and technology transfer, and leverage financial resources from international lending institutions in an effort to ensure that ESCO partners are successful in developing energy efficiency projects. The benefit of these partnerships is that the partners can combine their talents and strengths to offer clients and financiers attractive turnkey projects with reduced risk and transaction costs.

**Goal 6: Reduction of Greenhouse Gases (GHG)**

**Objective 1: Support the SIDS DOCK Secretariat in exploring low carbon options that could be readily implemented and have significantly lower capital costs.**

The multiple activities in pursuit of attaining the objectives contained in the Statute, are intended to contribute to the reduction of GHG. The current Indicative SIDS DOCK Project Pipeline which is currently being updated, represents investment opportunities in excess of USD 5 billion and mobilizing partnerships and co-financing will require significant effort on the part of the Foundation and the SIDS DOCK Secretariat. The SIDS DOCK Secretariat, in addition to working on the development of RE and EE projects and programmes, has also explored low carbon options that could be readily implemented and have significantly lower capital costs. The SIDS DOCK Secretariat is currently working on a report on low carbon options to bring about significant reduction in GHG emissions and reduce and provide long-term stable prices for energy services.

**STRATEGY 2: PROMOTE *ISLAND ENERGY FOR ISLAND LIFE: 25-50-25 BY 2033*, AND WORK TO HELP TRANSFORM THE SIDS TO LOW CARBON, “BLUE-GREEN ECONOMIES.”**

The literature review clearly shows that a ***blue-green economy in SIDS*** is possible, but it will require significant deviation from the *business-as-usual* approach to development in SIDS. It will present many challenges, some well-known, others like climate change, the magnitude is yet to be fully understood, as are the real magnitude of its threats to the current economy in the vast majority of SIDS. The largest single common renewable energy resource for all SIDS is ocean energy in its various forms (wave, tidal, current, and thermal). SIDS ocean energy potential exceeds total global energy consumption by orders of magnitude. It could be argued that given sustainable energy is the foundation of sustainable development then ocean energy should be a priority energy source in the development of a blue-green economy, yet ocean energy technologies attract very low levels of investment and consequently is the least mature of the sustainable energy technologies.

The analysis of the literature concludes that for SIDS to successfully make this transition and place themselves on the path to sustainable development will require collective action of an unprecedented manner, as individual actions by countries has little chances of success based on the nature of the challenges. For SIDS, adapting to climate change and developing a blue-green economy will require significant additional resources and investments, given the low level of investments in SIDS, compared to other group of countries and the increased risk posed to SIDS by climate change. The technologies that would provide a foundation for a blue-green economy in SIDS are at a disadvantage due to relatively high initial costs which have served to slow the rate of commercialization.

Transformation of the SIDS energy sector is crucial, as climate change is an energy-related issue, as an estimated 60 per cent of greenhouse gas (GHG) is generated by the energy sector, primarily from combustion of fossil fuels. The Intergovernmental Panel on Climate Change (IPCC) noted that GHG emissions resulting from the provision of energy services have contributed significantly to the historic increase in atmospheric GHG concentrations[[8]](#footnote-8). In the face of growing scientific evidence on the climate change impacts and the vulnerability of SIDS, these countries need to act as the catalyst to prompt decisive actions at the global level to reduce GHG emissions. Climate change is listed as the major challenge to the sustainable development of SIDS, thus, transformation of the energy sector will help in addressing energy and climate change challenges, as well as the promotion of economic development in an uncertain and unpredictable global economic environment. Transitioning from a primarily fossil fuel-based economy to a low carbon economy is in keeping with some of the tenets of the “green economy,” as proposed by the United Nations Environment Programme (UNEP). UNEP developed a working definition of a “green economy” as one that results in, improved human well-being and social equity, while significantly reducing environmental risks and ecological scarcities. While there is no consensus on the concept of a green economy, for SIDS, transitioning to a low-carbon economy is directly linked to the critical importance placed on marine and ocean resources.

**Goal 1: Promote and Support the SIDS DOCK Public Education and Awareness Programme (SIDS DOCK PEP)**

**Objective 1: Promotion of the use of cleaner and more efficient energy technologies and alternative energy sources.** Educating the general public about the benefits of a low carbon economy is intended to help them make wise consumer choices and provide the political environment to bring about needed policies and key interventions on the part of government, and this is critical to the success of the effort as a whole.

**Objective 2: Promote and support Consultations on the People’s Energy Vision for SIDS.** Necessary to inform the public of the direction that the SIDS DOCK Members has arrived at in association with development partners, which is identifying the most appropriate energy future for the SIDS, which is transition to a low carbon economy. Key objectives of the consultations are: To provide citizens with both access to information and opportunities to participate in the process. To encourage public participation outside of formal government procedures.

**Objective 3: Support for the SIDS DOCK Web Platforms.** To provide a platform for all country activities, create an operational on-line platform for SIDS DOCK National Coordinators, create a network to facilitate meetings and conferences, project execution and implementation, and exchange, learning and sharing of relevant knowledge. Relevant information in this context means knowledge about technologies and best practices related to renewable energy (RE) and energy efficiency and conservation (EEC), applicable in the member countries;

**Objective 4: Support for the SIDS DOCK Children’s Programme.** Saving energy in schools and making energy efficiency a lesson for students is fundamental in shaping a new generation of energy efficiency leaders. We want to teach management of resources and conservation of energy at public school facilities by using education and the implementation of energy saving devices, renewable energy sources, and the exploration of new practices and technologies in order to increase environmentally sustainable actions and behaviours among students, staff and school community, to manage and conserve energy and resources at Primary/Elementary Public School facilities by using education and the implementation of energy saving devices, renewable energy sources, and the exploration of new practices and technologies in order to reduce energy use among participating schools, and to publicise energy costs and savings - when people know how much it costs to power their school, they can see why it’s worth some extra effort to avoid waste. Schools spend more on energy than any other expense except personnel.

**Objective 5: Support the SIDS DOCK Island Women Open Network (IWON).** Women make up one-half of the world’s human capital. Worldwide, women are expected to outnumber men within the next fifty years. And every issue women face is one that affects us all. Establishment of the IWON, a SIDS DOCK Women’s Sustainable Energy and Climate Resilience Network, is intended to help build the capacity of women at the community and grassroots levels in small islands and low lying developing states to participate in the transformation of the SIDS energy sector to achieve the SIDS DOCK goal of 25-50-25 by 2033. The objective is to ensure that gender equality issues are integrated in the concept, design, implementation and evaluation of sustainable energy and climate change-related projects in the SIDS DOCK Indicative Project Pipeline, by establishing a SIDS association that provides networking opportunities that promote empowerment of women to help build community resilience to a changing climate and sea level rise through capacity building, education and awareness, demonstration of SIDS-Appropriate Technologies, and financing for sustainable energy projects.

**Objective 6: Support the development, production and dissemination of SIDS DOCK PEP Public Education and Marketing Collateral.** These materials will stimulate awareness among the general public, and provide introductory information on the practical relevance of climate change, SIDS DOCK and its objectives. The Foundation will informational materials and promotional merchandise which will be produced and disseminated regularly throughout the SIDS DOCK PEP.

**STRATEGY 3: INCREASE THE ABILITY OF SIDS TO BECOME LESS VULNERABLE AND MORE CAPABLE TO RESPOND AND RECOVER FROM THE DISRUPTIONS AND DESTRUCTION ASSOCIATED WITH INCREASING GHG ATMOSPHERIC CONCENTRATIONS**

The SIDS DOCK-Swedish Energy Agency Project, ***“Building Resilience To Climate Change In Islands Through The Energy Sector: North-South Cooperation For Sustainable Energy Development In Island States,”*** is a partnership among the SIDS DOCK, the Caribbean Community Climate Change Centre (CCCCC/5Cs) and the Swedish Energy Agency (SEA), where the partners entered into a cooperative agreement in 2015, to develop a methodology – ***Process-Based Methodology (PBM)*** that identifies the role of Renewable Energy and Energy Efficiency and Conservation (RE and EE&C) through the development of three inter-related components that can define the role and those of the various actors at the individual, institutional and systemic levels. In 2016, in continuation of testing the PBM, four pilot countries identified several national sustainable energy projects, a priority outcome of the deliberations of the established Working Groups. The project has several components, with multiple activities, including capacity building at the tertiary level. The aim of the SIDS DOCK-SEA Regional Sustainable Energy and Climate Resilience Initiative is to provide an appropriate methodology that can assist countries to undertake sustainable energy option comparisons that will inform decision making, including a definition of climate resilience for island communities and national economies.

**Working Definition of Resilience Building in Island States:** *The ability of a small island to become less vulnerable and more capable to respond and recover from the disruptions and destruction associated with increasing greenhouse gas concentrations, including more ferocious and frequent hydro-metrological events, severe impacts from sea-level rise, and increasing ocean temperature and acidity, by development and efficient use of the natural resource endowment.* *The ability to respond and recover is linked to national capacity which determines the ability to extract and efficiently utilize energy, food and water from the natural resource base.*

**Goal 1: Support the SIDS DOCK Programme for Building Resilience to Climate Change in Islands through the Energy Sector: North-South Cooperation for Sustainable Energy Development in SIDS**

**Objective 1: Support the SIDS DOCK Secretariat to continue testing the Process-Based Methodology (PBM)**. Developed in partnership with the CCCCC, the Swedish Energy Agency, and CAITE, Costa Rica, it was designed to help provide answers and assist decision-makers identify the concrete steps needed to allow for countries to improve their climate resilience through the use of renewable energy and energy end-use efficiency. This requires creating market conditions that allow for competition, a system that promotes a level playing field in the evaluation of renewable sources, and proper analysis of potential co-benefits of the different options to maximize climate resilience. The critical output of this Process-Based Methodology is to identify the key decisions that need to be made, when they need to be made and by whom, in order to achieve the desired scenario. Decision-makers require a set of instruments or tools to evaluate and prioritize among sustainable energy measures in small island states, targeting climate resilience, both social and environmental co-benefits. As defined here, measures can range from individual projects, to programmes, policies and national strategies.

**STRATEGY 4: BUILD THE FOUNDATION ORGANISATIONAL CAPACITY TO ACCOMPLISH ITS MISSION**

Our mission statement can be a powerful force to clearly define the Foundation’s purpose for existence. In the beginning, the Foundation was formed to accomplish something that did not exist in the philanthropic arena, and to do a better job than existing organisations. What was that special purpose? To find a unique solution to financing adaptation to climate change and to build resilience – and this was found possible through the transformation of the SIDS Energy Sector to achieve low carbon economies. Our staff understand our “call to action,” and each day are committed to transferring this into individual action every day. Above all, our mission is driven by the overarching mission of the SIDS DOCK Organization and this to achieve ***Island Energy For Island Life: 25-50-25 by 2033***.

**Goal 1: The SIDS DOCK Foundation will need to ensure that it has the institutional capacity to sustain and support sustainable energy and climate resilience activities that lead to achievement of Island Energy For Island Life and the Sustainable Development Goals (SDGs), particularly Goal 7: Affordable and Clean Energy**

**Objective 1: Formalise our efforts to train project officers in strategic planning, project management, and leadership skills.** Determine the sufficient number of individuals needed with the required capacity in energy management and policy. Effective planning, management and development of RE and EE systems require a critical capacity of skilled personnel to competently perform RE and EE technologies assessment and evaluation programmes. Necessary in order to provide our project officers with the tools necessary to effect proactive, sustainable management.

**Objective 2: Formalize the Foundation’s operations to create a proactive, well-organized and focused work plan; an efficient working environment; and facilitate improved staff and beneficiary relationships with the Foundation.** Consistent with the Strategic Plan, Foundation staff will conduct annual planning to identify staff priorities and management objectives; identify gaps in staff expertise; and develop staffing and fundraising plans.

**Objective 3: Determine the necessary increase in capacity that is needed in order to achieve the SIDS DOCK Goals of 25-50-25.** Provide recommendations targeted at eliminating the gaps and establishing a critical path moving forward.

**Objective 4: Identify critical SIDS issues where the Foundation’s leadership can make a measurable difference.** We will identify where we can work with strong partners and leverage support. This will include commissioning research on selected SIDS issues to help foster an informed discussion of public policy choices.

**Objective 5: Allocate grant dollars to support the day-to-day management and operation of the SIDS DOCK Secretariat and its affiliated services**. The objective of the SIDS DOCK Secretariat is to provide essential administrative and logistic support for the Assembly, Executive Council, and National and Regional Coordinators, both in the Policy Level and in the Operational Level, and different Technical Working Groups of the SIDS DOCK, in order to facilitate the achievement of their objectives and specific tasks in close collaboration between the energy and other sectors, and its development partners. The SIDS DOCK Secretariat serves as a hub for information sharing for the various levels of the SIDS DOCK.

**STRATEGY 5: BUILD THE SIDS DOCK FOUNDATION’S CAPACITY TO INCREASE CONTRIBUTIONS, GENERATE INVESTMENT RETURNS WITH TRIPLE BOTTOM LINE – SOCIAL, ENVIRONMENT AND ECONOMIC - AND BUILD AN ADMINISTRATIVE ENDOWMENT**

The Foundation will be proactive, as it relies on grants and a small number of major donors which can be particularly vulnerable because of the inherent unpredictability and variability of such revenue sources. Therefore, the financial sustainability of the Foundation is a major priority of its leadership team and board. That’s why financial sustainability is incorporated into both our ongoing management decisions as well as our longer-term strategic planning. Strategic plans are often the foundation for how a non-profit performs. A recent report in Forbes Magazine[[9]](#footnote-9) noted that one in five of the largest non-profits (those over USD 5 million) are running without a written plan. More than half of those who do have plans, note that their plans are not reviewed or checked at least quarterly. So, even those organizations who have a plan, may not actually use the plan to make adjustments and stay on course during the year. This increases the chance that the organization will go adrift and fail to meet its objectives.

We are always reminded that non-profits are businesses. The term “Non-profit” is a tax status - not a business model. Research shows that those organisations that invest in technology, talent, and professional development end up making greater gains. Mobile access, mobile devices and the experience on the internet has changed user expectations and has also provided non-profits with a more level playing field. We will have to be innovative and “disruptive” or at least very different from doing *“business as usual.”* We will have to learn to leverage technology to deliver on our mission - today’s technology allows any sized organisation the ability to communicate, educate, and engage on a greater scale than ever before, at a reduced cost.

**Goal 1: Build the sustainability of the Foundation to support the SIDS DOCK Secretariat’s activities in support of low carbon economic growth and to help generate financial resources to support adaptation to climate change in SIDS**

**Objective 1: Establish donor-based activities to support capacity building, non-commercial initiatives and SIDS DOCK Secretariat support activities.** A proposed operating model, in line with much of the foundation field, will be predicated on the continued viability and growth of donor‐advised funds. The Foundation will support its operations by assessing a fee (e.g., average 1-2 percent per year) on the funds it administers. Changes in tax regulations, increased competition for donor‐advised funds, or unforeseen factors could render this assumption less valid with limited advance notice.

**Objective 2: Work to strengthen our funding base by diversifying income resources.** Foundation staff will engage and develop relationships with potential benefactors including international donors, foundations, individuals, government agencies and the private sector, in order to achieve our mission and goals.

**Objective 3: Create a for-profit entity in order to provide financial sustainability for the Foundation so that the organisation can help increase the capabilities of the SIDS DOCK Secretariat to support its members.** The objectives are to: Improve the financial sustainability of the Foundation by developing business partnerships with the private sector that support enterprise development programming; Promote micro-enterprise development where individuals and communities can make a living in a competitive market place which factors in considerations of economic activities that are “viable, restorative and protect ecological integrity”; Promote SIDS-Appropriate Technologies for alternative income generating activities; Conduct training, education and skills programme in entrepreneurship. As the changing climate becomes more ferocious and frequent, it becomes even more important for organisations like the SIDS DOCK Foundation to experiment with new asset-based strategies to support the development of “climate-proof” sustainable livelihoods.

**OUR WAY INTO THE FUTURE: “LEAVE NO ONE BEHIND[[10]](#footnote-10)”**

The SIDS DOCK Members have entrusted The SIDS DOCK Foundation to be a responsive and agile servant to the Island Nations. This strategic plan embodies our commitment to listen to the diverse voices of the SIDS community, deepen our partnerships in every sector, and share the lessons and benefits that emerge from our work. As we look to the future, accelerating change, increasing complexity, and continued uncertainty define the strategic landscape. In the midst of these challenges, our intent is clear: The SIDS DOCK Foundation will learn and adapt in order to achieve ***Island Energy For Island Life*** for our people. This plan sets us on a trajectory for deepening our impact and building every aspect of our new operation. As we carry out this plan, we anticipate seeing a number of important benefits.

As the new millennium speeds towards the SIDS DOCK 25-50-25 by 2033 goal, it will bring increasing pressures on the fragile SIDS environment, as well as unimaginable challenges, and based on recent history, challenges that some Island Nations might not be able to overcome. Effective activism toward ***Island Energy For Island Life*** for Small Island Developing States is needed now, more than ever. In this strategic plan, we have examined the critical sustainable energy and climate resilience issues that we face, set goals for the SIDS DOCK Foundation, and outlined strategies to achieve those goals. This plan sets us on a course to be a successful organisation and represents our best understanding of the challenges and circumstances we currently face. The SIDS DOCK Foundation will work to implement this plan over the next 10 years, and will strive to be skilful in seizing new opportunities to further our goals and achieve our mission.

We see this plan as a dynamic road map – one that describes where we want to be in 10 years, but also will continue to evolve as the landscape changes. As we develop the specific tactics and actions in the coming months to implement this strategic plan, we will invite input from our members, staff, the SIDS DOCK Secretariat, donors, and other key partners in ways that significantly shape what implementation looks like. Additionally, as we encounter the challenges and paradoxes inherent in philanthropy and social change, we are committed to remaining connected to our mission and core values – those enduring ideals that serve as a compass for our staff and trustees as we navigate our way into the future, a future where Small Island Developing States need a threshold of less than *1.5 To Stay Alive!* Members of SIDS DOCK are likely to be the largest economic losers with large displaced populations if average global temperatures go beyond 1.5 degrees Celsius, corresponding to 350 ppm, which is considered the threshold for the continued survival of ecosystems essential to livelihoods in Small Island Developing States and low-lying coastal States.

Mankind has already surpassed that threshold of *1.5 To Stay Alive!*

1. SIDS Accelerated Modalities of Action [S.A.M.O.A.] Pathway. Outcome of the Third International Conference on Small Island Developing States (SIDS Conference), 1-4 September 2014, Samoa. Document. A/CONF.223/10. Available at: <http://www.sids2014.org/index.php?menu=1537>  [↑](#footnote-ref-1)
2. Statute Establishing the SIDS DOCK, signed in Apia, Samoa, between the 1st and 5th September 2014, and in Belmopan City, Belize from 6th September 2014 onwards. [↑](#footnote-ref-2)
3. Third Meeting of the SIDS DOCK Executive Council, 30 November 2016. *SIDS DOCK Work Programme Briefing Note - SIDS DOCK Institutional Structure* [↑](#footnote-ref-3)
4. *The SIDS DOCK Platform: Policy Harmonization, Technology Assessment & Capacity Building*. Presented at the First SIDS DOCK AIMS Regional Meeting, July 24-27, 2013, Hotel Oásis Atlântico Porto Grande, São Vicente, Cabo Verde [↑](#footnote-ref-4)
5. *Adaptation to Climate Change and Building Resilience in Small Islands: A SIDS/DOCK-SEA Process-Oriented Methodology and Case Studies to Assess Critical Challenges to Build Resilience to Climate Change*, SIDS DOCK Secretariat, October 2017. [↑](#footnote-ref-5)
6. SIDS DOCK Work Programme Briefing Note: *Concept Paper - Proposal for an Energy-Focused Captive Insurance Multi-Window Facility for Small Island Developing States (SIDS): Adapting to Climate Change by Creating Affordable Insurance-Related Solutions* [↑](#footnote-ref-6)
7. The SIDS DOCK Steering Committee, established in 2010, was the forerunner to the SIDS DOCK Executive Council, established in 2016 with the coming into force of the SIDS DOCK Treaty [↑](#footnote-ref-7)
8. Intergovernmental Panel on Climate Change (IPCC), 2007, *Fourth Assessment Report, Climate Change 2007: Synthesis Report, An Assessment of the Intergovernmental Panel on Climate Change*. Available at: <http://www.ipcc.ch/pdf/assessment-report/ar4/syr/ar4\_syr.pdf> [↑](#footnote-ref-8)
9. *Half Of Nonprofits Are Set Up To Fail -- How About Your Favorite?* < https://www.forbes.com/sites/ianaltman/2016/03/20/half-of-nonprofits-are-setup-to-fail-how-about-your-favorite/#69026fe24619> [↑](#footnote-ref-9)
10. The rallying call of the post-2015 UN Sustainable Development Goals (SDGs). [↑](#footnote-ref-10)