



CDRI Infrastructure Resilience Accelerator Fund

PROJECT ANNUAL REPORT

Project Title:	Disaster Resilient Infrastructure – St. Kitts and Nevis (DRUI-SKN)	Project ID:	MPTF_00300_00106
		CDRI Project Code:	00141241 [to be filled in consultation with CDRI project owner]
Recipient Participating Organization:	Ministry of Public Infrastructure, Energy and Utilities, Domestic Transportation, Information, Communication and Technology and posts	Total Approved Budget [in USD]:	\$494,340
Project Start Date:	22.08.2025	Total Budget Received:	296,604.00
Project End Date¹:	21.08.2027	Annual Expenditure:	\$3,848.35
Reporting Period:	22.08.2025 to 31.12. 2025	Cumulative Expenditure:	\$3,848.35
Details of Budget Revision [if applicable]	N/A- Waiting for clarification on the procurement plan and explanation note	Utilisation 1.3 [%]: (% of total budget received)	Delivery Rate: 0.77 [%] (% of total approved budget)
		Delays & extensions (if any)	Inception Meeting

ANNUAL Report Submitted by:	Date of Submission:
Participating Organization <ul style="list-style-type: none"> ○ Name: Diana Ruiz ○ Title: Project Manager ○ Email address: druiz@caribbeanclimate.org 	30.01.2026

¹ If there has been an extension, then the revised, approved end date should be reflected here. If there has been no extension approved, then the current end date is the same as the original end date. The end date is the operational closure date when all activities must have been completed

ANNUAL Report Submitted to:	
Government² <ul style="list-style-type: none"> ○ Name: Hon Konris Maynard ○ Title: Minister of Public Infrastructure, Energy and Utilities, Domestic Transport, Information, Communication and Technology and Posts. ○ Email address: konris.maynard@gov.kn 	Government <ul style="list-style-type: none"> ○ Name: Josiah Burkett ○ Title: Senior GIS Officer, Department of Physical Planning ○ Email address: josiah.burkett@gov.kn
Government <ul style="list-style-type: none"> ○ Name: Auren Manners ○ Title: Director of the Department of Public Sector Investment Planning ○ Email address: auren.manners@gov.kn 	Fund Management Unit: <ul style="list-style-type: none"> ○ Name: Aishwarya Pillai ○ Title: Lead Specialist - IRIS ○ Email address: aishwarya.pillai@cdri.world

² In case of a multi-country project, all governments are recipients of the Project Annual Report.

I. Executive Summary (1 page)

The project aims to strengthen the knowledge, understanding, and decision-making capabilities of essential utility service providers in St. Kitts and Nevis by equipping them to better manage risks and vulnerabilities associated with multiple hazards impacting critical infrastructure. To achieve this, the project will undertake a comprehensive development process, including conducting vulnerability assessments, mapping risks, and creating a detailed vulnerability atlas. These findings will inform the development of a targeted project proposal designed to address identified deficiencies and enhance resilience. Additionally, the project will establish a unified coordination framework to improve preparedness, response capabilities, and strategic infrastructure upgrades, ensuring long-term sustainability and adaptability in the face of increasing natural hazards.

Objectives:

1. Map and evaluate the current state of critical infrastructure to identify vulnerabilities and assess their resilience against natural hazards.
2. Create a detailed vulnerability atlas that integrates infrastructure and social data with risk analysis, highlighting areas most at risk and informing targeted intervention strategies.
3. Develop and implement a unified coordination framework to enhance collaboration among utility providers, streamline emergency response, and improve overall disaster management.
4. Utilize the findings from the vulnerability assessments to develop a project proposal that addresses identified deficiencies, outlines targeted resilience-building interventions, and secures funding for infrastructure upgrades and disaster preparedness initiatives.

Impact

The project takes a comprehensive approach to strengthening utility resilience in St. Kitts and Nevis by enhancing the knowledge and decision-making capacity of service providers to manage risks and vulnerabilities affecting critical infrastructure. Activities are strategically designed to integrate data, assess vulnerabilities, support actionable planning, and improve coordination among utilities. Ultimately, this integrated approach will safeguard St. Kitts and Nevis while serving as a model for other Caribbean nations, fostering regional coordination, improved safety, and greater economic and social stability.

Key Achievements and Major Milestones

Since implementation commenced in August 2025, the CCCCC team embarked on reaching out to the technical focal to refamiliarize and strategize on the project. The Kick-off meeting with the CDRI team, CCCCC and national partners set the foundation for inception phase. The National Partners were represented by Auren Manners, Director of the Department of Public Sector Investment Planning, and Josiah Burket, Senior GIS Officer, Department of Physical Planning.

Following the meeting, the draft inception report was developed, circulated for review and comments from the National Partners, and subsequently submitted to the CDRI on 4 December 2025, in line with the timeline specified during the kick-off meeting.

Taking the project timeline into account, the CCCCC together with national partners prepared two Terms of Reference (TORs): one for the consultancy firm to carry out the Comprehensive Assessment, focusing on the collection and standardization of spatial data, and another for the technical officer to support A1.1.1 and A1.1.2. Additionally, the Ministry provided the vehicle specifications in alignment with Activity 1.1.1.

The CCCCC, guided by national partners, made efforts to organize the inception meeting and initially proposed 18 December 2025. However, this date coincided with national budgeting activities and the meeting could not be held. Subsequently, the national partners proposed two alternative dates in January for CDRI's consideration.

Challenges

Major challenge identified during implementation is that contract under Activity 1.1.1 is estimated at \$139,600.00 which exceeds CDRI's FMO Policy guidance of 20% disbursement which doesn't allow the CCCCC to commit the funds that exceed the allocated 20%. An explanatory note was submitted to CDRI requesting approval for additional funds representing 60% of the total project value to be able to proceed with contract signature.

Budget Utilization Summary

In August 2025, the CCCCC received the first disbursement of USD 296,604.00, representing 60% of the total project value. By December 2025, project expenditures totalled USD 3,848.35, primarily covering project management fees, as the project was still in its inception phase during this period.

Progress against sustainability plan (including resource mobilization)

The CCCCC is mandated by CARICOM³ Heads over Government to lead the region's response to managing and adapting to climate change. As the delivery partner for this project, the CCCCC brings over 15 years of experience in resource mobilization and program/project implementation, having developed and executed numerous initiatives across the Caribbean in alignment with its mandate.

The internal project team comprises a Project Manager, Procurement Officer, Financial Officer, and Project Administrative Assistant, who are responsible for the core day-to-day implementation. Technical backstopping is provided by the Lead Project Manager and the Head of the Project Development and Management Department. Additional technical support is offered by the Gender and Social Inclusion Specialist and the Monitoring, Evaluation & Learning Lead. In addition, a Project Development Specialist-tasked with developing the funding proposal for this project-has been nominated and actively participates in project meetings.

The CCCCC, together with national partners, has initiated discussions to identify representatives for the Project Steering Committee (PSC) and the Technical Advisory Group (TAG). The PSC will be composed of senior stakeholders to provide strategic oversight and governance, while the TAG will convene practitioners to guide the technical aspects of implementation.

Looking ahead

The CCCCC team is looking forward to resolving the disbursement issue outlined in the explanatory note, at the earliest opportunity. Despite this, the team is looking forward launching the following:

- Consultancy firm to carry out the A.1.1.1 Comprehensive Assessment, focusing on the collection and standardization of spatial data

³ Caribbean Community (CARICOM)

- Individual consultant -Technical officer to support A1.1.1 Comprehensive Assessment and 1.1.2 Combined Analysis of Infrastructural and Social Vulnerabilities
- Vehicle Purchase
- Development of Terms of reference for the remaining activities including Activity 1.1.2, Activity 1.1.3, Activity 1.2.1, and Activity 1.2.2

Progress rating:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

CCCCC: *On-Track with minor delays*

II. Progress Toward Objectives

Describe the status of project implementation against the approved workplan objectives, outputs, outcomes, budget, and timelines. Describe progress towards the outcome, including major output progress using the outcome indicators and output indicators. Discuss the implementation mechanism, highlight key partnerships, and explain how such relationships impacted the achievement of results. Also describe how the government was engaged in the implementation of the project.

During this reporting period, inception activities were undertaken, including the preparation and submission of the Inception Report, as well as the development of Terms of Reference for activities outlined under Output 1.

Project Output 1: Utility Resilience and Vulnerability Profile updated

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

CCCCC: *On-Track with minor delays*

Outputs are the more immediate results that your project is responsible for achieving. Report on the key outputs achieved in the reporting period, in relation to planned outputs from the project document, with reference to the relevant output indicator(s). Describe if any output indicator targets were achieved or explain any variance in achieved versus planned results during the reporting period. When relevant explain who the main beneficiaries were and include the type and number of beneficiaries

Not applicable until the next reporting period

Project Outcome 1

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

CCCCC: Not applicable until the next reporting period

Outcomes are the strategic, higher level of change that your project is aiming to contribute towards. If the project outputs started making a difference at the outcome level, please provide evidence of the progress (quantitative and qualitative) and provide examples of changes that the project has contributed towards and references to the relevant outcome indicator(s). Describe if any outcome indicators targets were achieved or explain any variance in achieved versus planned results during the reporting period.

Project Output 1.2: Enhanced Utility Coordination

Rate the current status of progress towards the output:

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

CCCCC: Not applicable until the next reporting period

Outputs are the more immediate results that your project is responsible for achieving. Report on the key outputs achieved in the reporting period, in relation to planned outputs from the project document, with reference to the relevant output indicator(s). Describe if any output indicator targets were achieved or explain any variance in achieved versus planned results during the reporting period. When relevant explain who the main beneficiaries were and include the type and number of beneficiaries

Not applicable until the next reporting period

Project Outcome 1.2

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

CCCCC: Not applicable until the next reporting period

Outcomes are the strategic, higher level of change that your project is aiming to contribute towards. If the project outputs started making a difference at the outcome level, please provide evidence of the progress (quantitative and qualitative) and provide examples of changes that the project has contributed towards and references to the relevant outcome indicator(s). Describe if any outcome indicators targets were achieved or explain any variance in achieved versus planned results during the reporting period.

Project Output 1.3: Project Proposal Developed

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

CCCCC: Not applicable until the next reporting period

Outputs are the more immediate results that your project is responsible for achieving. Report on the key outputs achieved in the reporting period, in relation to planned outputs from the project document, with reference to the relevant output indicator(s). Describe if any output indicator targets were achieved or explain any variance in achieved versus planned results during the reporting period. When relevant explain who the main beneficiaries were and include the type and number of beneficiaries

Not applicable until the next reporting period

Project Outcome 1.3

On-Track with significant results

On-Track with minor delays

Off-Track with significant delays

CCCCC: Not applicable until the next reporting period

Outcomes are the strategic, higher level of change that your project is aiming to contribute towards. If the project outputs started making a difference at the outcome level, please provide evidence of the progress (quantitative and qualitative) and provide examples of changes that the project has contributed towards and references to the relevant outcome indicator(s). Describe if any outcome indicators targets were achieved or explain any variance in achieved versus planned results during the reporting period.

Not applicable until the next reporting period

III. Highlights and Success Stories

Share key lessons learned and best practices that would facilitate future programme design and implementation, including issues such as governance arrangements, finances, and human resources. Please also include experiences of failure, which often are the richest source of lessons learned. Please mention if there has been any exchange of lessons at regional or global level or participation in CDRI knowledge management initiatives

Key Lessons:

- Involving national partners in the kick-off meeting facilitated a clear understanding of project expectations and reporting requirements.
- Early communication and coordination between CDRI and CCCCC are essential in effectively addressing budget-related issues

Knowledge exchange:

At COP30 in Belém, the CCCCC, represented by Ryan Zuniga, Lead Senior Project Development Specialist, participated in the session titled “**Strengthening Infrastructure Systems for Resilient SIDS**”, organised by CDRI. The session focused on knowledge exchange, alignment of resilience priorities, and the discussion of coordinated actions across technical, governance, and financing domains.

IV. Challenges and Adaptive Management

If the project is on-track, explain what went well, as well as any adaptations that improved results. If the project is off-track, explain the main challenges encountered, the impact they had, and the measures being taken to overcome the challenges. Please describe risks that materialized and new risks that were identified (i.e. changes in political situation, security situation, disasters, policy framework, approval of new programmes or projects). Taking all of the above into account, are any adjustments required in the project expected outputs and deliverables? Please describe any key programmatic revisions already undertaken during the reporting period.

The CCCCC submitted an explanatory note requesting approval for the utilization of additional funds disbursed in the first tranche, which represents 60% of the total project value. In consideration of the project timeline, the team proceeded with the development of two Terms of Reference. The CCCCC plans to publish these in the first quarter of 2026.

V. Cross Cutting Components

Gender Equality Disability and Social Inclusion (GEDSI): Describe how the project has integrated gender equality and social inclusion in the deliverables and results achieved as per the GEDSI Plan and which activities have contributed to promote gender equality, women empowerment and social inclusion in resilient infrastructure systems development and operations.

- Not applicable until the next reporting period

Communications: Describe which activities have contributed to increase the visibility of the project objectives and results at country level, and how the CDRI Coalition and the Fund partners’ contribution have been recognized at country, regional or global level.

- Not applicable until the next reporting period

Knowledge Exchange and Peer Learning: Describe any examples of knowledge exchange or peer learning that resulted from this project.

- Not applicable until the next reporting period

VI. Partnerships and Collaboration

National ownership and sustainability: Report on the implementation of the sustainability strategy as described in the project document. Please provide evidence (specific examples) of central and local government ownership, leadership, and commitment to project results. Describe how the project coordinated with government entities. Also describe partnerships and synergies built with ministries, line departments, banks/FIs, private or non-profit organizations, academia and relevant stakeholders as part of engagements.

As the project entered its inception phase, Mr. Josiah Burket, Senior GIS Officer in the Department of Physical Planning, was nominated as the lead technical focal point, supported by Mr. Auren Manners, Director of the Department of Public Sector Investment Planning. During this period, the technical focal point provided guidance in the development of Terms of Reference. In parallel, the CCCCC, together with the technical focal point, began the initial process of identifying the membership composition of the Project Steering Committee, which will provide strategic oversight, and the Technical Advisory Group, which will deliver technical inputs.

VII. Catalytic Effect

- Not applicable until the next reporting period

VIII. Indicators-based Performance Assessment

No.	Outcome/Output/Impact	Indicator	Baseline	Achieved			Target	Means of Verification
				2024	2025	2026		
0.1.1	Utility Resilience and Vulnerability Profile Updated							
1.1		% of critical infrastructure assets assessed across water, energy, and telecommunications sectors	0% (no comprehensive assessment exists for infrastructure assets)				100% of identified critical infrastructure assets assessed.	Assessment reports, GIS data layers, and inventory logs showing the number of assets mapped and evaluated.
1.2		Number of maps or charts generated to visualize combined vulnerabilities	0 (no existing maps combining physical, social, and climate vulnerabilities)				Ten (10) maps or charts generated and included in the Vulnerability Atlas.	Finalized atlas, digital map files, and workshop presentations showcasing maps or visualizations.
1.3		Number of stakeholders trained on how to use the vulnerability atlas for decision-making	0 (no training programs specific to the atlas have been conducted)				At least fifty (50) stakeholders trained, including representatives from utility providers, government agencies, and civil society.	Training attendance sheets, evaluation surveys, training materials, and post-training feedback reports.
1.4		Number of Asset Inventories and Vulnerability Atlases created	0 (no prior asset inventory or vulnerability atlas exists)				One (1) comprehensive Asset Inventory and one (1) Vulnerability Atlas created.	Finalized and published Asset Inventory and Vulnerability Atlas in both digital and print formats.
0.1.2	Enhanced Utility Coordination							
2.1		Number of policies and frameworks reviewed for alignment with resilience goals	0 (no comprehensive review conducted)				At least three (3) policies or frameworks reviewed.	Policy review report summarizing the findings, with documentation of reviewed policies.

2.3		Number of utility providers signing onto the Utility Coordination Framework or participating in coordination activities.	0 (no formalized participation in a unified utility coordination framework)				At least three (3) utility providers signing onto the Framework or actively participating in coordination activities.	Signed agreements, meeting attendance records, and documentation of coordination activities.
2.4		Indicator 2.4 % effectiveness on the coordination framework scorecard, reflecting improved collaboration, streamlined emergency response, and enhanced disaster management capabilities.	0 (not started)				At least 80% effectiveness on the coordination framework scorecard, reflecting improved collaboration, streamlined emergency response, and enhanced disaster management capabilities	Completed scorecards evaluating the coordination framework against established criteria, developed based on recommendations from the assessment.
01.3	Enhanced Utility Coordination							
3.1		Number of staff consulted and engaged in the development of the proposal across key sectors (water, energy, telecommunications).	0 (No consultations conducted at project inception)				At least 30 staff members engaged across the three sectors	Meeting minutes, attendance records, consultation reports, stakeholder feedback forms
3.2		Number of targeted interventions (infrastructure upgrades, policy improvements, capacity-building, etc.) proposed.	0 (No targeted interventions proposed at project inception)				At least 5 targeted interventions identified and incorporated into the proposal	Project proposal document and stakeholder validation reports

Variance: If there is any variance from the agreed indicators and targets. Please provide an explanation and details of the revised indicators and targets.

Annexure

Annexure 1 CDRI- Data Fields

Basic Information	
CDRI Unique Project ID	
Please highlight the suitable options in yellow	
Sector	Multi-Sector
	Health
	Education
	Transport Roads
	Transport Airports
	Transport Seaports
	Transport Bridges
	Transport Rail
	WatSan
	Water Resources
	Energy
	Telecommunications
	Finance
	Governance
Risk (highlight)	Multi-hazard
	Flooding
	Landslide
	Earthquake
	Tsunami
	Storms/Cyclone / Hurricane
	Extreme Heat
	GLOF
	Forest Fire
NbS (highlight)	Yes
	No
Geographies (highlight)	
<i>(multiple-options possible)</i>	Mountains
	Urban
	SIDS
	Coastal
Type of support/activity (highlight)	
<i>(multiple-options possible)</i>	Technical Study

	Technical Assistance
	National Capacity Assessment/development
	Regional Capacity Assessment/development
	Workshops
	Sub-National Policy Advocacy
	National Policy Advocacy
	Inter-Governmental Policy Advocacy

Outputs (highlight & mention)	
<i>(multiple-options possible)</i>	EWS (also includes sensors)
	Standards & Codes
	Training Modules
	Frameworks and M&E systems (also includes datasets, models and decision support systems)
	Toolkits
	SOPs, Guidelines and Manuals
	Assessment Reports, Feasibility Studies, Gap Analysis, Risk and Hazard Mapping
	Knowledge Product
People Trained (nos.)	
Outcomes (highlight & mention)	
<i>(multiple-options possible)</i>	National Policy influenced
	Inter-Governmental Policy Influenced
	Governance influenced
	\$ assessed for resilience for infrastructure pipeline
Beneficiaries (nos.)	Direct
	In-direct
Finance (\$\$\$)	
Catalysed: Eg. catalytic could be preparatory assistance for a larger investment	
Influenced: Eg.influencing could be improving the enabling environment, etc	
Infrastructure Assets Impacted (type & number)	

<i>(multiple-options possible)</i>	
Km of roads	
# health facilities	
# schools	
Km transmissions lines and distribution	
# power generation and distribution	
# Data centres	
Km of coastal area protected	