

# Development Partner Roundtable... CCRIF's Vision and Strategic Direction to 2030

---

Session 1: Governance and Partnerships for  
Sustainability

---



# Focus of Presentation

---

CCRIF... Our Impact and Footprint

---

CCRIF as a Development Insurance Company

---

CCRIF's Strategic Framework

---

CCRIF's Organizational Framework

---

CCRIF's Governance Framework

---

CCRIF's Performance

---

Donor Support and Capitalization

## OVERALL FOCUS OF PRESENTATION

- The evolution of CCRIF over the years
- CCRIF's Current Strategic Framework
- CCRIF's Governance Arrangements
- Institutional Arrangements

# CCRIF – Our Impact and Footprint

<b>Membership</b>	<ul style="list-style-type: none"><li>• has increased to 26, including 4 members from Central America and 3 electric utility companies</li></ul>
<b>Reach and Footprint</b>	<ul style="list-style-type: none"><li>• Has extended beyond the Caribbean to include Central American countries</li></ul>
<b>Products</b>	<ul style="list-style-type: none"><li>• 4 additional products are on offer – excess rainfall, COAST (fisheries) and water and electric utilities products, bringing the total number of products to 6</li></ul>
<b>SPC</b>	<ul style="list-style-type: none"><li>• the Facility became a segregated portfolio company (SPC) in 2014 which allows it to offer coverage to other regions and sectors and also to introduce new products to cover additional perils</li></ul>
<b>Resourcing and Financing</b>	<ul style="list-style-type: none"><li>• a second MDTF was established by the World Bank to support the development of CCRIF SPC's new products for current and potential members and facilitate the entry of Central American countries and additional Caribbean countries. Accessing financing from other partners such as the Caribbean Development Bank, Government of Ireland and the European Union</li></ul>
<b>Coverage</b>	<ul style="list-style-type: none"><li>• currently providing over US\$1 billion in coverage compared to US\$500 million when the Facility started in 2007</li></ul>

# Key Achievements 2022-2023



# CCRIF as a Development Insurance Company commits to:

<b>Support</b>	Our members following catastrophic natural disasters and in times of crises by providing quick liquidity
<b>Seek out</b>	Opportunities to enable our members to enhance resilience to current and future natural hazards by providing new parametric insurance products
<b>Engage</b>	Development partners to secure additional financing and opportunities
<b>Negotiate</b>	The best prices for reinsurance, to continually make insurance products more affordable to members and to enable them to purchase levels of coverage consistent with their needs
<b>Collaborate</b>	With members and national, regional, and international organizations on programmes designed to enhance resilience at the national and community levels
<b>Advance</b>	Comprehensive disaster risk management and ecosystems-based adaptation solutions for the betterment of the peoples of the Caribbean and Central America

---

# CCRIF'S STRATEGIC FRAMEWORK



**Vision, Mission and Strategic  
Objectives**

# CCRIF Strategic Plan 2022 - 2025

2023



**CCRIF SPC**  
FORMED 2007

The world's first multi-country risk pool based on parametric insurance

Coverage Purchased  
**>US\$1.2 Billion**

**26** MEMBERS

**63** PAYOUTS TOTALING **US\$267 MILLION** to 17 member governments

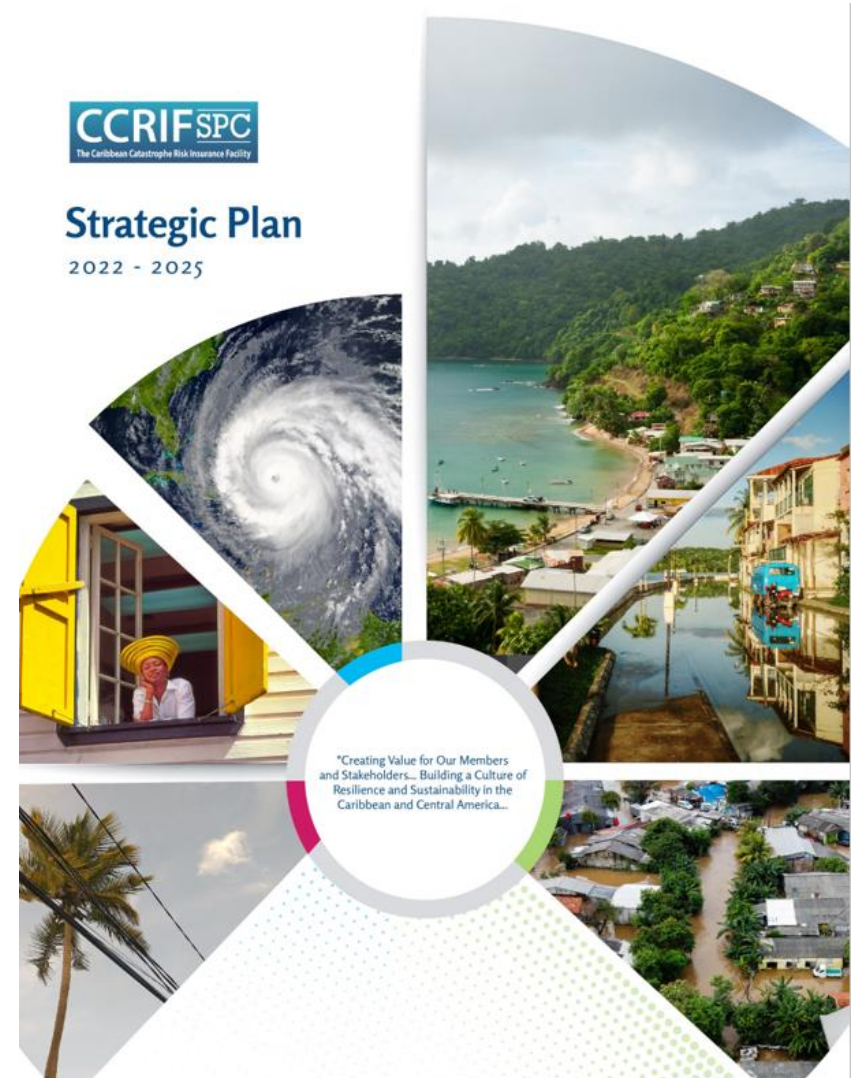
**PRODUCTS**

Parametric Catastrophe Insurance for:

- Earthquakes
- Tropical Cyclones
- Excess Rainfall
- Fisheries
- Electric Utilities
- Water Utilities

Persons Benefitting from Payouts >3.5 Million  
Population of the Caribbean and Central America 50 Million

64: \$268m



**CCRIF SPC**  
The Caribbean Catastrophe Risk Insurance Facility

**Strategic Plan**  
2022 - 2025

\*Creating Value for Our Members and Stakeholders... Building a Culture of Resilience and Sustainability in the Caribbean and Central America...

## Our Vision

A leading global development insurer, providing disaster risk financing products and services to member countries to improve lives and livelihoods, building resilience and advancing sustainable development agendas.

## Our Mission

Our mission is to assist member governments and their communities in understanding and reducing the socioeconomic and environmental impacts of natural catastrophes. We do this by being a global exemplar in providing immediate liquidity through a range of affordable insurance products, developing innovative and dynamic tools and services, engaging in effective partnerships and operating in a way that is financially sustainable and responsive to the needs of the members.





# CCRIF Strategic Objectives

**SO1 INNOVATIVE AND RESPONSIVE PARAMETRIC PRODUCTS**

- To provide products, services and tools responsive to the needs of members

**SO2 RESILIENCE**

- To enhance capacity for disaster risk management and climate change adaptation

**SO3 FINANCIAL SUSTAINABILITY**

- To sustain financial solvency and integrity

**SO4 CORPORATE GOVERNANCE**

- To sustain corporate integrity

**SO5 MEMBER RELATIONS AND ENGAGEMENT**

- To deepen our relationships with our member governments and to strengthen engagement with members

**SO6 SCALING UP**

- To increase member coverage, expand membership and develop new products and services

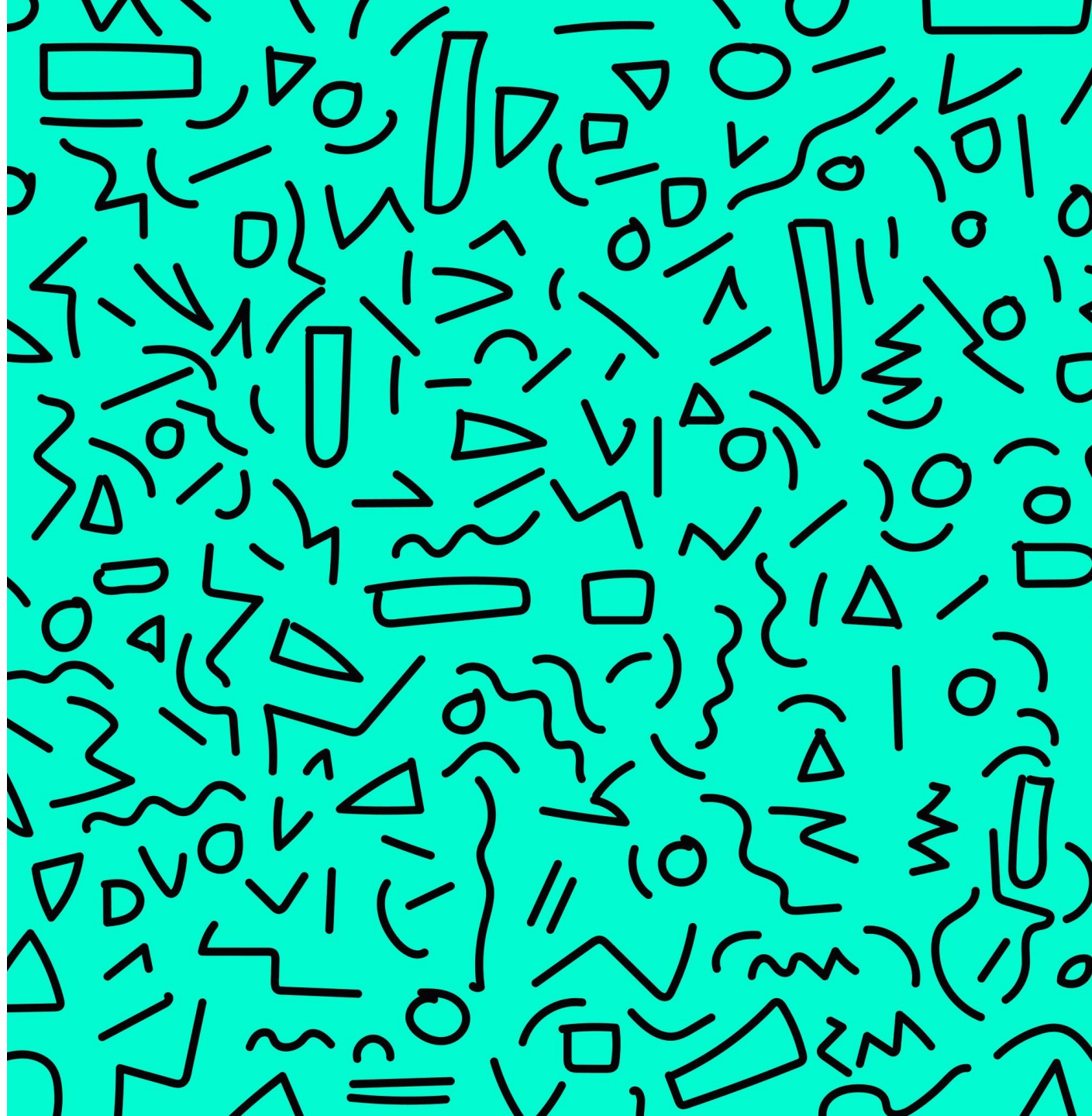
**SO7 STRATEGIC PARTNERSHIPS**

- To expand and deepen strategic partnerships

---

# GOVERNANCE FRAMEWORK ARRANGEMENTS

**Our Board, Board Committees,  
Policies**



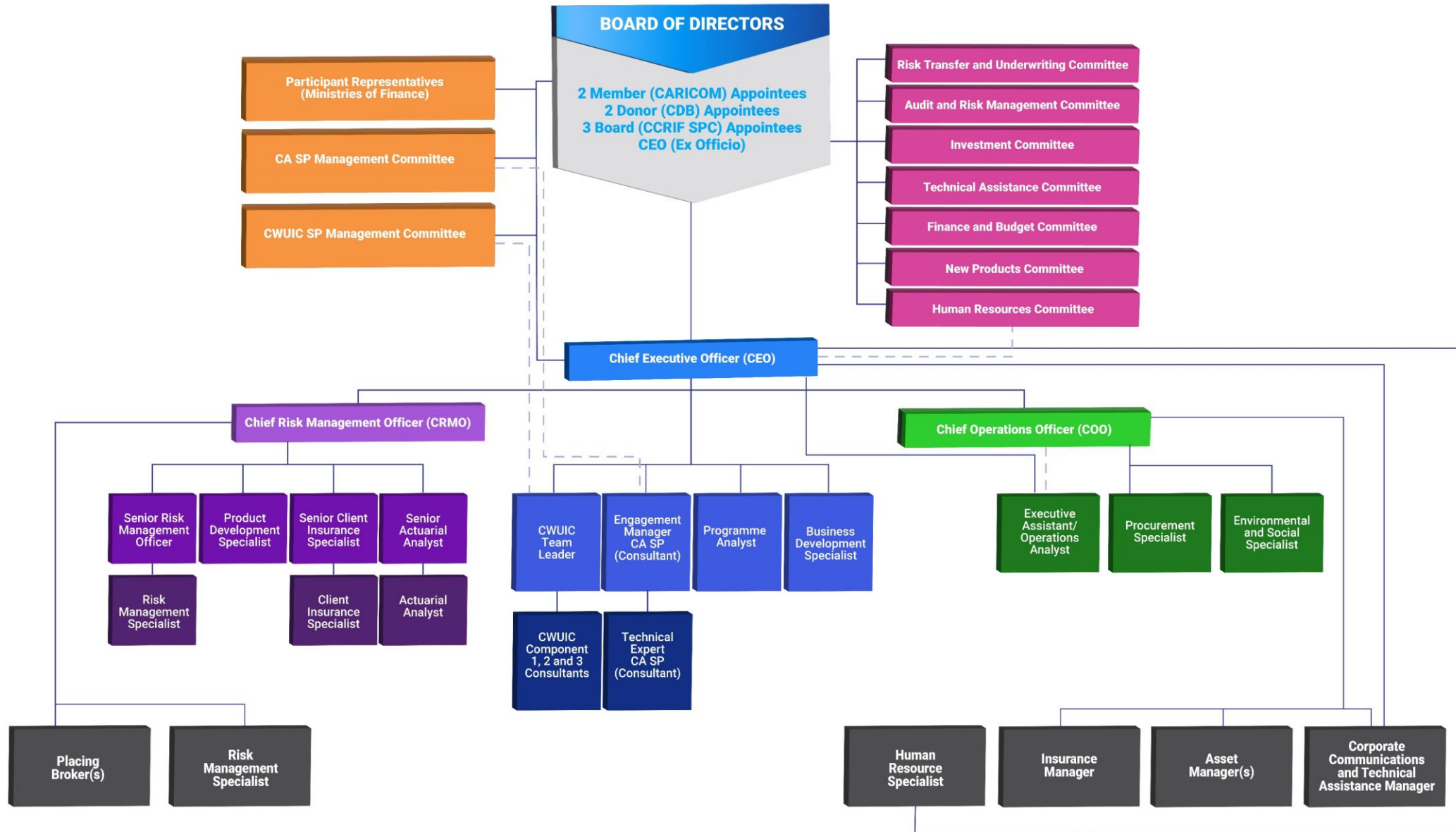


# WHO WE ARE AS AN ORGANIZATION

---

**The CCRIF Organizational Structure and Institutional  
Arrangements**

# CCRIF SPC Organizational Structure



# CCRIF SPC Board Members

<b>Role</b>	<b>Name</b>
Chairperson	<b>Timothy Antoine</b> (CARICOM Appointee)
Deputy Chairperson	<b>Sandra Bailey</b> (Board Appointee)
CDB Appointees	<b>Deniece Yarde</b> (Donor Representative) <b>Ingrid Lashley</b> (Finance Specialist)
CARICOM Appointees	<b>Michael Gayle</b> (Insurance Expert)
Board Appointees	<b>Aidan Harrigan</b> <b>Mariame McIntosh-Robinson</b>

**CCRIF SPC  
Board  
Committees**

**RISK TRANSFER AND UNDERWRITING**

**AUDIT AND RISK MANAGEMENT**

**INVESTMENT**

**TECHNICAL ASSISTANCE**

**FINANCE & BUDGET**

**NEW PRODUCTS**

**CA SP MANAGEMENT**

**HUMAN RESOURCES**

**CWUIC MANAGEMENT**

# CCRIF Operations Manual – A Snapshot

- **Introduction**
- **Governance**
- **Operational Development and Changes**
- **Code of Conduct**
- **Financial Reporting Framework**
- **Environmental and Social (E&S) Policy**
- **Regulatory and Anti-Money Laundering Compliance**
- **Risk Management & Compliance**
- **Dynamic Financial Analysis**
- **Insurance Administration**

# CCRIF Operations Manual – A Snapshot

- **Roles & Responsibilities**
- **Performance Appraisals**
- **Fiscal Responsibility**
- **Tender and Re-Tender of Service Contracts**
- **Special Policies for Selection of Asset Manager & External and Internal Auditor**
- **External Relations**

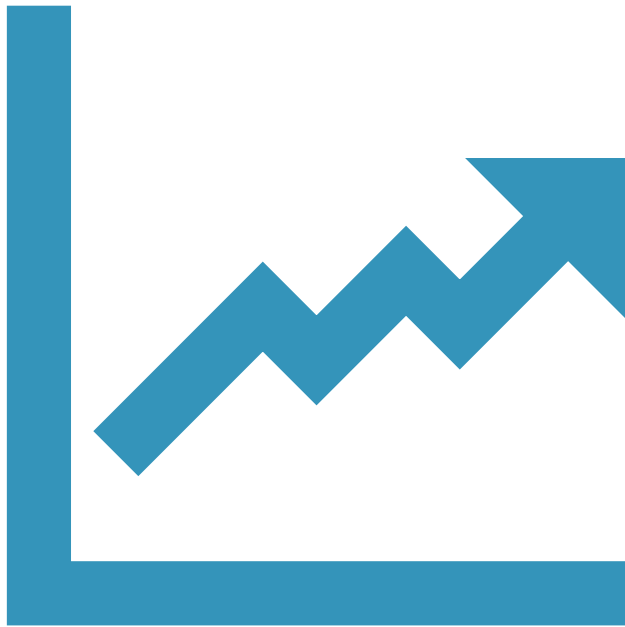


# CCRIF Operations Manual – A Snapshot

- **Corporate Social Responsibility**
- **Information and Operating Procedures Specific to CCRIF SPC on Behalf of Central America**
- **Information and Operating Procedures Specific to CCRIF SPC on Behalf of Caribbean XSR SP**
- **Information and Operating Procedures CCRIF SPC on Behalf of EQ/TC SP**
- **Information and Operating Procedures CCRIF SPC on Behalf of CPU SP**
- **Information and Operating Procedures CCRIF SPC on Behalf of Coast SP**

# CCRIF SPC Policies

- Several Policies governing CCRIF SPC's operations. Policies annexed to the Ops Manual include:
  - *Risk Transfer & Underwriting Policy*
  - *Pricing and Financial Security Strategy*
  - *Reinsurance Buying and Risk Control Policy*
  - *Investment Policy*
  - *Conflicts of Interest Policy*
  - *Claims Protocol*



# How are we Performing?

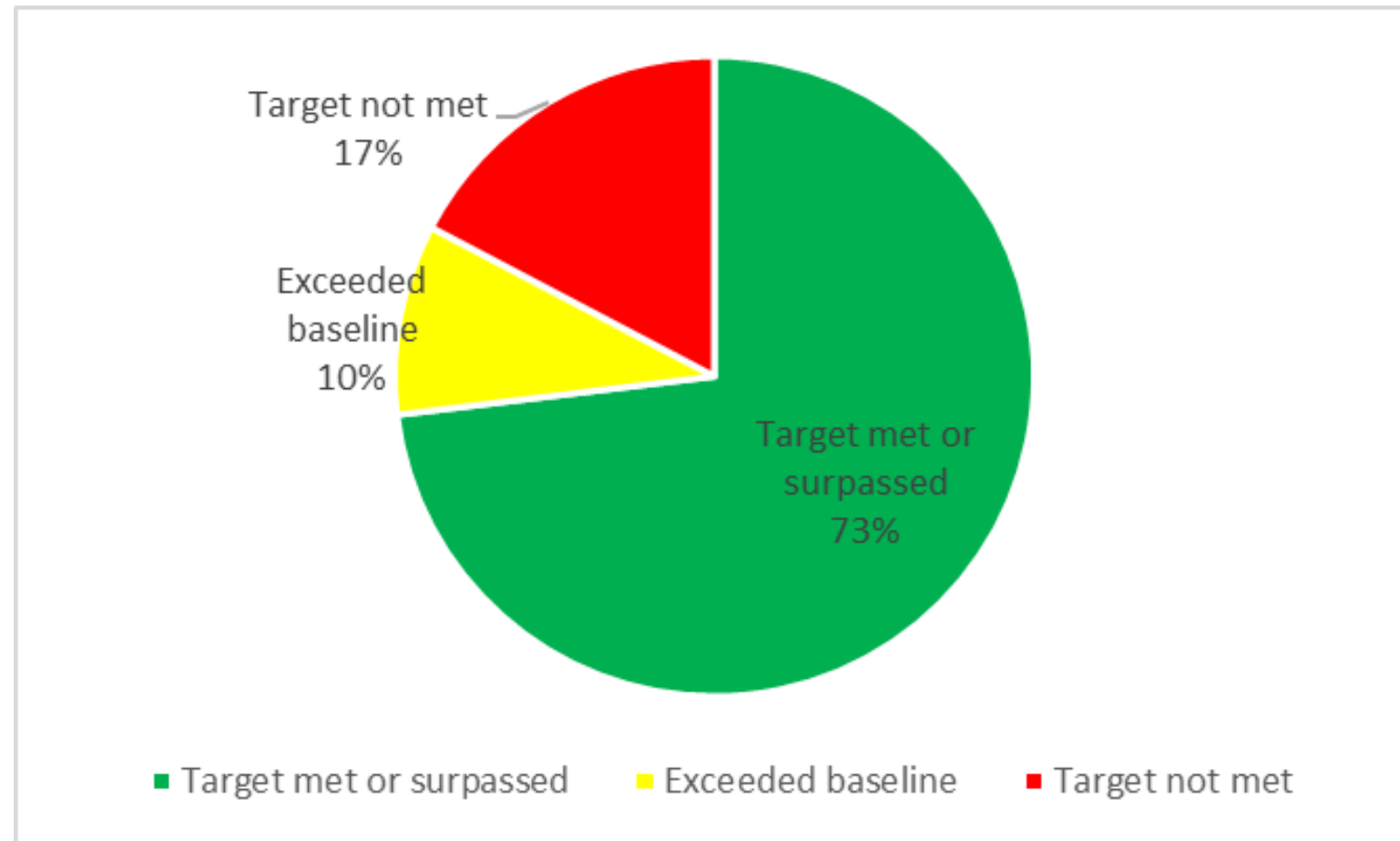
## A Snapshot of our Progress against Targets

# Strategic Objectives

## Progress Against Targets

### PY 2022-2023

#### June 1 2022 – May 31 2023








# Update on Strategic Objectives/Progress PY 2023-2024: June – November 2023 (Some Examples)

Indicators Achieved	Indicators Likely to be Achieved	Not Achieved
% increase in value of coverage (coverage limit) – CA policies	Increase # COAST policies (new and existing members)	% increase in value of coverage (coverage limit) – TC policies
% increase in value of coverage (coverage limit) – COAST policies	CCRIF facilitates increased access to the LPP amongst vulnerable people	% increase in value of coverage (coverage limit) – EQ policies
% increase in value of coverage (coverage limit) – Electric utilities policies	# publications	% increase in value of coverage (coverage limit) – XSR policies
Increase # policies (new and existing members)	Premium collections (% outstanding premiums)	
Membership increased – new electric utility added	# countries that participated in training	
# persons on stakeholder list	# participants trained	
Recipient governments report on use of payouts within 6 months	# TA work plans in place	
Recipient governments report on use of payouts within 6 months	Implementation rate of MOU work plans	
Minimum claims-paying capacity (US\$)	# stakeholder engagements – Caribbean	
Financial strength of reinsurers and bondholders - rating	# stakeholder engagements – Central America	



**How our Members View our  
Performance ... Revisiting the CCRIF  
Stakeholder Assessment 2022/23**

# Some Indicators of Member Satisfaction

	 Very Dissatisfied	 Unsatisfied	 Neutral	 Satisfied	 Very Satisfied
	1	2	3	4	5
Being a member of CCRIF is beneficial					4.6
CCRIF is working well for the Caribbean and Central America				4.3	
CCRIF has been successful in meeting the disaster risk financing needs of my country				3.6	
Understanding of CCRIF and the products and services it provides				4.2	
The Ministry of Finance and Technical Officers in DM and Met offices understand the CCRIF models for tropical cyclones, excess rainfall and earthquakes				3.8	
CCRIF is a responsive organization				4.2	

— **CCRIF'S  
SUSTAINABILITY –  
DONOR SUPPORT  
AND  
CAPITALIZATION**





# Summary of CCRIF's Financial Strength

At 30 November 2023, the Consolidated Balance Sheet of CCRIF SPC showed Shareholders Equity of US\$222.6 million despite the challenges in recent years:

- Global recession resulted in the first year of negative investment returns in 2021/22 with slow recovery and a high level of uncertainty
- Hard reinsurance market (EQ/TC SP 15%, XSR SP 24%, CA SP 15% in real terms in 2023/24) despite lines being over subscribed. Cost largely absorbed by CCRIF.
- Limited growth potential during/post COVID and the need for donor support mechanisms to encourage increased coverage

Combined capital of US\$222.6 million is relatively sound given donor funds of approximately US\$180 million injected to date, with payouts to date amounting to US\$268 million

CCRIF maintains its strong claims-paying capacity and long-term shadow rating of A/A+. CCRIF remains solvent with its long-term sustainability intact financially

# Summary of Financial Strength

The Shareholders Equity in the Caribbean EQ/TC segregated portfolio (SP) and Caribbean XSR SP amounted to US\$82.32 million and US\$34.69 million respectively at 30 November 2023. The Core maintains Shareholders Equity of US\$50.4 million, which is held in reserve and may be transferred to the Caribbean SPs as required.

Since its inception and recognizing the fiscal constraints faced by members, CCRIF has provided a range of discounts over the last 10 years. **Total discounts to members over the 5 years 2013/14 - 2017/18 amounted to US\$35 million and over 2018/19 - 2022/23 amounted to US\$28.7 million. Total=US\$63.7 million**

# Sustainability Requirements

- While the current solvency is satisfactory, moderate growth and reinsurance cost increases will diminish solvency, hence restrict growth
- Additional donor funds will allow CCRIF to increase the portfolio without compromising solvency. Additionality can be improved through the establishment and scaling of new products with targeted donor contributions
- Expansion into new products and territories will improve diversification and premium income, reduce reinsurance costs through scale, thereby strengthening the capital accumulation in the long run

## OUR DEVELOPMENT PARTNERS AND DONORS *through the Years*

The World Bank

European Union

### Governments of:

Bermuda, Canada, France, Germany, Ireland, Japan, Mexico  
United Kingdom, United States of America

Caribbean Development Bank

KfW, Germany

# A SNAPSHOT OF DONOR CAPITALIZATION OF CCRIF FROM INCEPTION

Year	Amount	Donor	US Equiv
Inception	US\$70 million	MDTF	\$ 70,000,000.00
2011	EUR 608,880.00	MCII	\$ 657,592.56
2015	US\$19.5 million	MDTF	\$ 19,500,000.00
2016	EUR 200,001	MCII	\$ 216,001.08
2017	US\$23.75 million	MDTF	\$ 23,750,000.00
2017	US\$14 million	CDB	\$ 14,000,000.00
2018	US\$835,500	World Bank Coast	\$ 835,500.00
2019	EUR 1 million	Irish Aid	\$ 1,080,000.00
2020	US\$530,000	CDB(Agri Product)	\$ 530,000.00
2020	EUR559588	MCII	\$ 604,355.04
2020	US\$2.4	MDTF (Coast)	\$ 2,400,000.00
2021	EUR 1 million	Irish Aid	\$ 1,080,000.00
2021	EUR 261,800	MDTF (EU)	\$ 282,744.00
2021	US\$11 million	MDTF	\$ 11,000,000.00
2021	EU 10 million	MDTF (EU)	\$ 10,800,000.00
2023	EUR 4.5 million	MDTF (EU)	\$ 4,860,000.00
2023	US\$25 mill	FCDO (CWUIC)	\$ 25,000,000.00
2024	US\$650,000	CDB (CWUIC)	\$ 650,000.00
	Donor funds		\$187,246,192.68
	<b>CCRIF SPC Combined Capital at Nov 2023</b>		<b>\$222,621,962.00</b>

# Snapshot: Partnerships with Regional Organizations

 Atlantic Council	Adrienne Arsht-Rockefeller Foundation Resilience Center
	
	Association of Caribbean States
	Caribbean Centre for Development Administration
	Caribbean Community Climate Change Centre

	Caribbean Disaster Emergency Management Agency
	Caribbean Institute for Meteorology and Hydrology
	Caribbean Regional Fisheries Mechanism
	Coordination Center for the Prevention of Disasters in Central America and the Dominican Republic
	Council of Ministers of Finance of Central America, Panama and the Dominican Republic
	Global Risk Pools: African Risk Capacity Limited and Pacific Catastrophe Risk Insurance Company
	

	Guardian General Insurance Limited
	Institution of Structural Engineers
	Organisation of Eastern Caribbean States
	UN Economic Commission for Latin America and the Caribbean
	The University of the West Indies

# CCRIF's Road Map to 2030... Advancing the Sustainability of the Facility – Main Elements

## Improve

Premium affordability while keeping sound solvency standards as CCRIF gains scale, through strategies to improve its risk transfer structure

## Increase

The capacity of the Facility for research and development and ensure that the organizational structure of the Facility is revised to accommodate an expanded secretariat

## Enhance

Partnerships with members, development partners, private capital markets, and regional organizations to effectively facilitate scaling up

## Garner

Support of development partners to meet the expressed needs of existing and prospective members