



**Northern
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Programme**

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European Union
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Business Plan

Northern Periphery Climate Change Adaptation Information and Training Service

Clim-ATIC NPP Project

5/20/2010



Clim-ATIC

This business plan sets out the Clim-ATIC project's proposals for the establishment of an appropriate financially sustainable model for an international climate change adaptation information and training delivery service, to be delivered by an international network of Northern Periphery organizations for a period of 5 years to come into effect on 1 March 2011 following the completion of the Clim-ATIC project.

1.0	EXECUTIVE SUMMARY.....	3
2.0	BACKGROUND.....	4
3.0	Clim-Atic PROJECT OBJECTIVES	6
3.1	Strategic Focus.....	6
3.2	Training Development.....	6
3.3	Information Provision	6
3.4	Dissemination.....	6
4.0	SERVICES PROFILE.....	7
4.1	Training Services.....	7
4.2	Information Services	8
4.3	Advice and Consultancy Services.....	8
4.4	Dissemination.....	9
5.0	OPERATING MODEL	11
6.0	PARTICIPATING PARTNERS	13
6.1	Emergent Organizations.....	13
6.2	Existing Dissemination Networks.....	13
7.0	COORDINATING STRUCTURE	15
7.1	Interim Stage.....	15
7.2	Transition Stage.....	16
7.3	Implementation Plan	17
7.4	Monitoring Arrangements.....	19
8.0	MARKETING STRATEGY.....	20
8.1	Overview of Existing Services	20
9.0	OPERATING COSTS.....	21
9.1	Training Costs.....	21
9.2	Information Costs	21
9.3	Advice Costs	21
9.4	Marketing.....	21
9.5	Administration	21
10.0	INCOME GENERATING ACTIVITIES	22
10.1	Practitioner Training Programmes	22
10.2	Information.....	22
10.3	Consultancy at Local Level	22
10.4	Knowledge Transfer.....	22
10.5	European and Nordic Research Funding	22
10.6	Commercial Activities.....	22
10.7	Curriculum and Educational Development and Provision.....	22

1.0 EXECUTIVE SUMMARY

The work undertaken by the Clim-ATIC partnership over the two years of the project to date has identified a need to provide support to businesses, communities and local authorities to address the climate change issues of Northern Periphery countries. Clim-ATIC has primarily worked with adaptation to climate change, but the partners involved have also touched upon the closely related issue of adapting to an anticipated tougher climate change mitigation regime. Furthermore, the issue of adaptation has in many cases been closely linked to the issue of climate change mitigation. Still, our main focus has been on climate change adaptation.

Clim-ATIC activities have been undertaken in five regions, yet the outcomes will also benefit other regions in the Northern Periphery and more widely in Europe through the active involvement of organisations from all Northern Periphery countries in dissemination events and the establishment and implementation of the proposed information and training service.

The delivery of these services through a dedicated national and trans-national network will realise the objectives of the Clim-ATIC project, generally, and work package five (WP5) specifically.

The main objective of the business plan is to identify a financially sustainable model, to be delivered by Northern Periphery organisations, for a period of 5 years to come into effect on 1 March 2011 following the completion of the Clim-ATIC project in February 2011.

The plan presents a range of services available to address climate change adaptation issues together with a proposed operating model for their delivery. It also provides an insight into the service needs in Northern Periphery countries and an indication of opportunities and costs for participating organisations.

The coordinating structure for the implementation of the plan is in two stages. First, the interim stage, lead by the Clim-ATIC project under work package 5, will identify those organisations that will comprise the national and trans-national network and provide services that are currently available for use. Second, the transition stage is the handover of the coordination and delivery of services to the network of organisations willing to take the activities forward for the next five years.

2.0 BACKGROUND

Clim-ATIC is a three-year (2008-11) project funded primarily through the European Commission's Northern Periphery Programme (NPP). The project is coordinated by the UHI Millennium Institute in Scotland, with partners in Finland, Greenland, Norway, Scotland, and Sweden. The stated overall objective of Clim-ATIC is to "develop, and create a sustainable, self-financing service to disseminate knowledge to support the sustainability of rural communities across the Northern Periphery, enabling them to adapt to likely direct and indirect impacts of climate change". Such a service would provide training and information as stated in the project proposal and will build on existing structures and institutions as much as possible as part of the delivery mechanism. It would also underpin the delivery of advice/consultancy at the national and sub-national (regional) levels in individual countries. Following extensive consultation over the last year, it is clear that there is agreement that the service would not directly provide advice/consultancy at a trans-national level, but added value will be the ability to draw on knowledge and expertise from across the trans-national network for delivery of advice at a local level.

Climate change adaptation is defined in 'Climate Change – the UK Programme' (2006) as any action taken to minimise the adverse effects or to take advantage of any beneficial effects of climate change. It can involve building adaptation capacity (creating information and conditions that enable adaptation actions to take place) or delivering adaptation actions (taking actions that will help to reduce vulnerability to climate risks or exploit opportunities). Adaptation is the responsibility of a wide range of stakeholders, and will bring benefits to the organisations, communities and individuals who adapt appropriately. The UK Climate Impacts Programme report 'Identifying Adaptation Actions' (2007) advises that adaptation measures should be fit for purpose, be based on a good evidence base, involve all stakeholders and aim to achieve SMART (Specific, Measurable, Achievable, Relevant and Timed) objectives.

The Clim-ATIC project focuses on four interconnected adaptation priority themes for the Northern Periphery in order to maximise the establishment of an appropriate national and trans-national network, maximise the learning potential of the project, and ultimately provide relevant knowledge to communities, businesses and local authorities across the region. These themes are:

- sustainable transport
- secure, local and sustainable energy
- tourism
- risk and response management.

The key issue is generally not lack of useful information (Clim-ATIC itself is contributing 30 case studies to the current body of adaptation knowledge), but how to make sure that it can be accessed and used by a wide range of users. Feedback from users in most countries noted interest in having access to, and being able to share, information and best practices from other countries. However, an information service has to be of direct relevance to users, and must be in the respective national language(s), and transformed into usable local knowledge.

Clim-ATIC will establish a financially sustainable, information and training service to communities, small businesses, and local administrations across the Northern Periphery that wish to significantly increase their capacity to adapt to the impacts of climate change. So that the service will be of the highest possible quality, it will be a comprehensive cross-sectoral and multi-national, ensuring that communities have

the best possible understanding of all issues associated with climate change adaptation. The new service will be self-sustaining, and will continue to compile and disseminate relevant new knowledge on climate change adaptation beyond the end of the Clim-ATIC project.

3.0 Clim-ATIC PROJECT OBJECTIVES

The following objectives are based on the deliverables of the WP5, Clim-ATIC project.

3.1 Strategic Focus

The strategic focus of Work Package 5 (WP5) is to establish a financially sustainable provision of training and information services to address the issues of climate change adaptation that will:

- Create a national and trans-national network to bring together the best available knowledge regarding climate change adaptation to communities, businesses and local authorities.
- Develop and pilot a climate change training course to support the successful adaptation of communities, businesses and local authorities.

3.2 Training Development

To develop a climate change adaptation short course for a targeted audience in English, and later in other languages, for use by local administrations, businesses and community organisations and teachers for the post project purposes of:

- Synthesising relevant materials from all Clim-ATIC work packages and delivering through training programmes.
- Review course content and feedback to ensure that training programmes deliver desired benefits to potential end users.
- Assess performance and relevance of training programmes to businesses, communities and local authorities and to identify new financially sustainable training opportunities.
- Assisting the development of training networks within Northern Periphery countries.

3.3 Information Provision

To bring together information and experience from the participating Clim-ATIC partnership and other Northern Periphery country organisations and to coordinate, where appropriate, the dissemination or sign posting of sources of climate change adaptation information and training support for the post project purposes of:

- Building national and trans-national capacity to adapt and deliver local climate change knowledge.
- Providing two-way information exchange with policy makers, businesses and communities.
- Initiate an effective database or repository of climate change information so that end-users are kept informed of activities.
- Present all information in an accessible format.

3.4 Dissemination

The objective of Clim-ATIC is to create a national and trans-national network of organisations from Northern Periphery countries to deliver project information through an international conference and the completion of a programme of events and to sign-post and disseminate climate change adaptation information and training services to promote understanding and good practice in businesses, communities and local authorities.

4.0 SERVICES PROFILE

Addressing the challenges of climate change adaptation provides opportunities for each country to develop and communicate knowledge at the national level providing insight and support for climate change adaptation challenges in other country contexts. Actions at the national level create patterns of social and ecological impact elsewhere in the world for which each country has a responsibility and from which others can learn.

The information and training services will be coordinated at the national and trans-national level to address social and economic climate change adaptation issues across the Northern Periphery countries. The provision of these services will ensure that everyone in these countries, whatever their age, gender, status, occupation and lifestyle, has access to the best available information and training services. These will provide:

- delivery by organisations with an existing remit.
- compilation of the best available information regarding climate change adaptation underpinned by business and community adaptation case studies relevant to Northern Periphery countries.
- provision of information to businesses, local government agencies and other organisations through the delivery and sign-posting of information activities.
- development and delivery of training programmes to facilitate successful climate change adaptation for businesses and community groups and local government.

The aim of this new training and information service is to bring together all regions to collectively contribute to a greater understanding of the impact and adaptation issues associated with climate change with the additional purpose of complementing existing national and trans-national training and information services. And, to build capacity to deliver two distinct outcomes:

- development of a critical mass of information on climate change adaptation issues,
- creating a gateway and process that draw together existing information and knowledge on climate change adaptation as well as new knowledge generated from other related climate change issues
- providing a national and trans-national network and a practical context within which a wide range of community members and stakeholders can work with each other to address climate change adaptation issues.

Views from a recent outreach and co-operation workshop on climate change adaptation, together with telephone conversations with organisations from Northern Periphery countries wishing to be involved in the provision of training and information services, are reflected in the following service profiles:

4.1 Training Services

There was a general consensus that the best way to increase understanding of adaptation at the local level was to deliver specific courses in those places and to involve as many key people and organizations as possible. The delivery of training is very important; different people and regional groups respond to training differently and need different approaches to become engaged. One deliverable of the Clim-ATIC project is to run a pilot course to 'train the trainers', using case studies and

other relevant materials from project work packages. A number of Northern Periphery country organizations have indicated an interest in developing and delivering such a course and a willingness to build capacity and widen its scope to deliver other courses and services in the Northern Periphery.

4.2 Information Services

The key issue is generally not lack of information, but how to make sure that it is accessed and used. People from key organisations in most countries noted interest among their users in having access to, and being able to share, information and best practices from other countries. However, this information has to be of direct relevance to users, and must be in the respective national language(s), and transformed into usable local knowledge.

Often, it is the understanding of processes and methodologies (how to do it) focusing on practical problems, rather than specific issues (what is to be addressed) that is needed. A database of projects and case studies may be of interest for lecturers (to be used for courses etc.), but most users at the local level may need a different way to access information.

Another key question is the 'level' down to which information should be translated. While it is possible to provide key headings in many languages, the cost of translating significant amounts of text into multiple languages is high; and this is compounded by the challenge (and cost) of needing to keep the information up-to-date. However, the Finnish Climate Change Response Portal will be available in Finnish, English and Swedish; the Norwegian portal will be in Norwegian and (much of it also in) English. A general principle would be that high-level information would be available in more languages (allowing searching in multiple languages), which more detailed information would be available principally in the language of origin.

4.3 Advice and Consultancy Services

The key need is for climate change adaptation measures to be mainstreamed, i.e., included into normal structures and processes (spatial planning, law, financial planning, community planning business planning etc.) rather than being regarded as a separate issue. At present, some aspects of planning take drivers for change, as well as weather variability into account, but rarely adaptation to climate change. In addition, planning tends to be sectoral whereas climate change adaptation requires working across sectors and planning for uncertainty.

There was a strong consensus (from participants both from climate change information providers and representing local government) that the most appropriate location for expertise relating to climate change adaptation is in local government associations, and not with independent consultants. This view was held for two reasons; firstly, because of the long-term issues involved and secondly, due to the fact that the reliability, continuity, and consistency of consultants is not assured. As is already the case for other issues, this expertise would then be available to all members of these organizations, as well as to other stakeholders, such as the voluntary and community sectors. One model might be a coaching programme operated between regions and nations where the 'stronger' ones support the 'weaker' ones.

It was noted that, as well as science-based information, traditional and historical knowledge based deeply in local experience should also be considered as an input

into adaptation information, training and advice services. A further suggestion, with regard to support for the business sector, is that expertise in climate change adaptation should be embedded and available in business NGOs, rather than consultants.

4.4 Dissemination

The EU Climate Change Clearinghouse is currently being developed and will be designed to work with existing information structures. A key challenge for any dissemination network is to link existing databases and national information portals.

Previous discussions have revealed a significant diversity in what is available in different countries. In some countries (Finland, Norway, Sweden, UK/Scotland), a well-developed portal or information system exist or is in an advanced stage of development; in others (Ireland), it is being developed; in others (Greenland, Iceland, Northern Ireland), it is only being talked about (though always regarded as desirable).

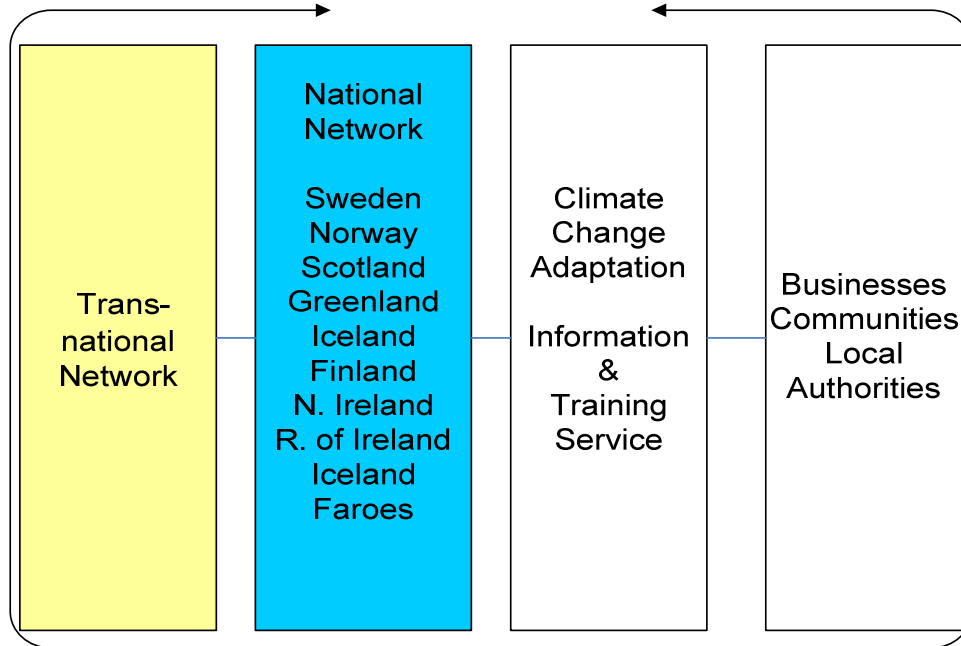
Key words are trans-national and common issues. Similar issues and problems are being confronted in different regions and countries, and often the most relevant information or experience may be available from another country. Also, changes that are currently occurring to the south may occur further north in the future. It is also important to embed climate change adaptation into other ongoing processes (e.g., territorial and spatial planning and River Basin Management Plans required under the EU Water Framework Directive).

The creation of a National and Trans-national network will complement existing training and information activities across Northern Periphery countries and help to build new capacity. It will provide a communication structure and create an evidence base to inform future, national climate change adaptation understanding for communities, businesses and local administrations. This will be achieved by:

- supporting community groups and stakeholders to make informed adaptation decisions.
- creating a structure to enable the exchange of ideas, experience and good practice between participating businesses, communities and local authorities at both national and international levels.

It is anticipated that the provision of these services will build on existing structures and organisations where possible and that the coordinating, central 'hub' will be linked to a participating 'node' or 'nodes' in each Northern Periphery country, including those organisations that are not directly involved in the Clim-ATIC project. Figure 1 provides a conceptual framework which demonstrates the operation of a national network (blue highlight) that would operate within each Northern Periphery country node.

Figure 1 National and Trans-national Services Delivery Concept

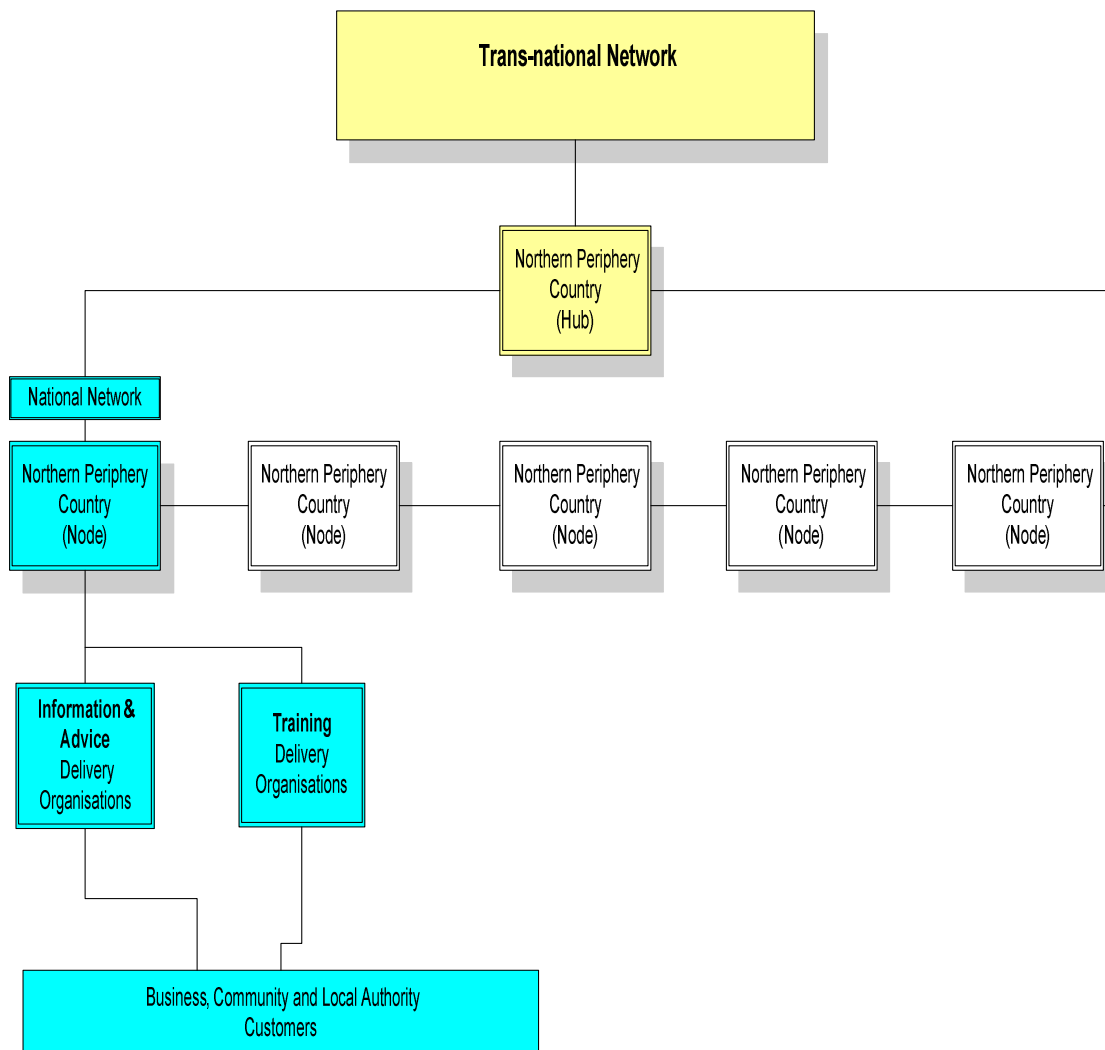


5.0 OPERATING MODEL

It is envisaged that the operating model for the provision of the services will be a 'hub' and 'node' configuration using an open source (internet) delivery structure.

The 'hub' will be an existing knowledge hub with an international remit. The 'nodes' will be existing or emerging climate change adaptation information and training service providers in each Northern Periphery country that can be accessed directly or via the central hub. The hub and node model forms the structure for the national and trans-national network (figure 2). There is no limit to the number of nodes that could be part of this shared knowledge network. The coordination and development of pilot training course material will be undertaken, during the interim stage, by the Clim-ATIC coordination team acting as the hub to form links with the partner nodes; these activities will be transferred on completion of the interim stage to the new service delivery partner(s) identified prior to the transition stage.

Figure 2 National and Trans-national Network:



To achieve and maintain relevance, each national network will be formed by a variety of complementary organisations able to deliver targeted training and information services to businesses, communities and local authorities (blue highlight in figure 2). This is a two way flow of information that can be made available to other countries through the trans-national network (yellow highlight in figure 2). The hub would be an identified organisation within a Northern Periphery country acting as a coordinator of training and information services across the Northern Periphery national networks and linking this to the trans-national network.

6.0 PARTICIPATING PARTNERS

Meetings and other communications have been held with Clim-ATIC partners and other relevant national organisations, and many would support the development of a national and trans-national network for the provision of information and training services. However, beyond the interim stage and the termination of the Clim-ATIC project, it appears that the participating organisations are unlikely to include many, if any, existing Clim-ATIC partners or existing associated partners and are more likely to come from an emergent group of organisations (table 1) that is currently being identified and will be invited to participate in the provision of these services in Northern Periphery countries. It is however likely that current Clim-ATIC partners and associated partners will either become users of the new service, if they are policy making organisations such as municipalities, or continue to be contributors to the information service's body of knowledge and research institutions. A number of Clim-ATIC partners who are in the teaching sector, such as ARTEK, UHI, University of Umea and the University of the Arctic may be interested in investigating a possible participation in the delivery of training either at the short course level or at the academic level.

6.1 Emergent Organizations

Other potential participating organizations, identified as 'emergent organizations' in table 1, have expressed an interest in further discussions with the interim stage coordination team to consider the options to engage with the delivery, dissemination and use of the proposed information and training services. One of the main tasks for the interim stage team is to increase the number of participating emergent organizations before the transition stage.

6.2 Existing Dissemination Networks

A number of organisations within the Northern Periphery countries have existing dissemination networks, or networks currently in development that have shown an interest in being or providing a national and trans-national network. The following are examples of service delivery categories where organisations can be involved in one or more categories:

- As a trans-national hub
- As a regional node
- As a regional delivery organisation

EU Clearing House – this is a proposed network initiative coordinated by the European Commission and European Environment Agency (EEA) and could provide a trans-national dissemination role within the network. The Clearinghouse network is a development in response to the legal and policy aspects of a current 'White Paper' on climate change adaptation and its potential impact on European countries. The proto-type for the Clearinghouse is expected to be ready by early 2011 and completed by the end of 2011. The EEA would manage the Clearinghouse on behalf of the Climate Change Association (a trans-national authority). The Clearinghouse is not designed to overlap or replicate existing networks but to link with them and work closely with other data centres such as the Water Information, River Basin Management and Biodiversity systems.

This table summarises the current list of possible 'emergent organizations' that may participate in the network. The list is expected to develop and firm up during the interim stage.

Table 1 Emergent Organisations

Organisation	Country	Organisations willing to be involved at interim stage.	Organisations involved in delivery at transition stage.	User/Activity
		Pre-Feb. 2011	Post-Feb. 2011	
International Recycling and Resource Institute	Scotland	Yes	Yes	Delivery of Services
Scottish Council for Voluntary Organisations	Scotland	Possible	Possible	Delivery of Services
Forward Scotland	Scotland	Possible	Possible	Delivery of Services
Scottish Environment Protection Agency	Scotland	Possible	Possible	User of Training Services
European Environment Agency 'Clearing House'	Denmark	Yes	Yes	Dissemination of Information
County Governor of Sogn og Fjordane	Norway	Possible	Possible	User of Services
Perth College (UHI)	Scotland	Possible	Possible	Delivery of Services
Cifal Findhorn	Scotland	Yes	Yes	Delivery of Services
Scotland Climate Change Impact Partnership (SCCIP)	Scotland	Possible	Possible	Delivery of Services
Municipalities Organisation of Greenland	Greenland	Possible	Possible	Delivery of Services
Norwegian Climate Change Adaptation Programme	Norway	Possible	Possible	Delivery of Services
National Training Centre for Civil Protection (NUSB)	Norway	Possible	Possible	Delivery of Services
The Norwegian Association of Local authorities and regions	Norway	Possible	Possible	User of Services
Swedish Meteorological and Hydrological Institute	Sweden	Possible	Possible	Delivery of Services
Qeqqata	Greenland	Possible	Possible	User of Services
Qaasuitsup	Greenland	Possible	Possible	User of Services
Ministry of Agriculture and Forestry	Finland	Possible	Possible	User of Services
Finnish Meteorological Institute	Finland	Possible	Possible	Delivery of Services
Northern Ireland Local government Association	Northern Ireland	Possible	Possible	User of Services
Environmental Protection Agency	Ireland	Possible	Possible	User of Services
Environice and office for Local Agenda 21	Iceland	Possible	Possible	User of Services

7.0 COORDINATING STRUCTURE

The coordinating structure for the delivery of the information and training services is determined by two stages; the interim stage and the transition stage.

7.1 Interim Stage

The interim stage will be coordinated by the Clim-ATIC WP5 coordination team (table 2) which will undertake the activities identified in the implementation plan (section 7.3). It will assist the development of the network at the national and regional levels until the handover to identified organisations at the transition stage (March 2011). Members of the interim stage coordination team will also lead the national node development with other (non-Clim-ATIC) organisations. The operating network for the interim stage is detailed in figure 3.

Table 2 Interim Stage Coordination Team

Name	Partner	Country
Clive Bowman	UHI Millennium Institute	Scotland
Kirsi Latola	Thule Institute, University of Oulu representing University of the Arctic	Finland
Carlo Aall	Western Norway Research Institute	Norway
Martin Price	UHI Millennium Institute	Scotland
Stephen Tinsley	UHI Millennium Institute	Scotland

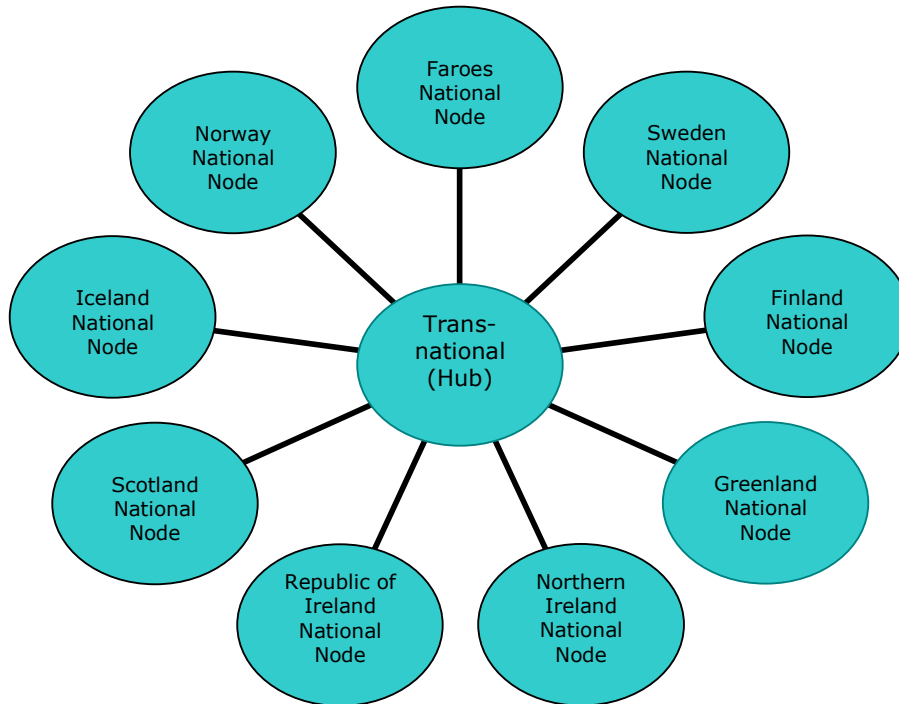
Figure 3 Interim Stage Network Model

7.2 Transition Stage

The completion of the implementation plan will signal the start of the transition stage and the formalisation of the national and trans-national partner network, the handover of the operational and maintenance activities of the network together with the delivery of identified services to one or more Northern Periphery partners (Figure 4).

The interim stage coordination team will identify a transition stage coordination team or national nodes from organisations that have expressed an interest to take on the coordination of the national and trans-national network and deliver information and training services at the termination of the interim stage and the NPP project in February 2011.

Figure 4 Transition Stage Network Model



7.3 Implementation Plan

The implementation plan is designed to detail the list of activities and actions to be undertaken by the interim stage coordination team through to the completion of the Clim-ATIC project and the start of the transition stage. Within the implementation plan the interim stage coordination team will identify the organisation(s) to form the national and trans-national network at the hub, node and delivery levels and devise the operational framework. It will identify those organisations willing and able to deliver the training and information services during the interim stage and those that wish to continue the delivery of the services at the transition stage. The implementation plan will involve the following key activities:

7.3.1 Establish National Networks

Identify those organisations in each Northern Periphery country that are able to become the coordinating centre (nodes) for the networking of local, regional and national climate change adaptation information and training services delivery organisations.

7.3.2 Delivery of Training Programme

One short course will be provided by Clim-ATIC (in English) to enable the national networks to deliver a training programme on climate change adaptation. The interim stage team will gather feedback and implement course improvements if necessary. Other course materials will be translated into other Northern Periphery country languages for wider delivery.

7.3.3 Formation of a Trans-national Network

The interim stage team will identify an organisation to provide the trans-national network and become the coordinating trans-national 'hub' to enable the national networks to exchange and disseminate climate change adaptation information and training services.

7.3.4 Delivery of Information

The knowledge and materials gained from the Clim-ATIC project will be used to build capacity and develop an operating plan for the delivery of climate change adaptation services to businesses, communities and local authorities and to identify sources of funding for future training and research opportunities for organisations involved in the delivery of services.

7.3.5 Marketing

A website for the Clim-ATIC project already exists; it is proposed to use this website during the interim stage to raise the profile of the networked organisations and to inform visitors to the website of the existing climate change adaptation network and the information and training services available from the participating organisations in Northern Periphery countries. The website will be used to inform visitors of climate change conferences, workshops, other events and publications of all participating organisations. The interim stage website will cease to function at the end of February 2011, but will remain on line as a static website for up to 5 years acting as a sign-post; beyond this point, the new services delivery organisations will utilise their existing websites. It would be advantageous if resources could be secured to provide a central online access point for all services provided by the network post Clim-ATIC.

7.3.6 Client Database

The interim stage team will create and maintain a database to house the materials from the Clim-ATIC project as well as other information sources and to start the process of organising case studies, business reports and detailing the services delivery profile and capacity of participating organisations. It would be advantageous if resources could be secured to provide a central database for all materials provided by the network post Clim-ATIC.

7.3.7 Detailed Action Plan

The ongoing action plan, for the delivery of the business plan and for the completion of Clim-ATIC activities through to project completion, is detailed in table 3.

Table 3 Detailed Action Plan

21 May 2010	Completion of approved business plan
1 June 2010 to February 2011	Start interim stage of business plan and commence discussions with organisations
August 2010	Development of promotional course literature, website pages and publicity material for proposed pilot course and eventual service.
1 June to 31 December 2010	Collation and assessment of knowledge gained from all work package activities by project partners, communities (including businesses and local administrations) and regional and national stakeholders, by new dedicated member of staff at Perth College
Mid September 2010	Delivery of free Pilot training course to invited representatives of local authority associations from Northern Periphery countries, followed by feedback
Early October 2010	Evaluation of feedback and course improvement
26-28 October 2010	Preview launch of the service at the Clim-ATIC international conference in Flora, Norway, in association with a poster session summarising the collation and assessment of knowledge gained from all work package activities
26 October – November 2010	Through initial discussion at the conference, begins the process to develop additional capacity through future research opportunities, literature reviews, and case studies. Identify sources of funding and likely sources of new knowledge relevant to the provision of an improved training or service.
1 October 2010 to 28 February 2011	Translation of content of course materials into other Northern Periphery languages for wider delivery
1 October 2010 to 28 February 2011	Finalisation of up to 30 case study reports from the knowledge gained from all work package activities by new dedicated member of staff at Perth College
28 February 2011	Official Launch of service: initial implementation of activities included in business plan.

7.4 Monitoring Arrangements

Two groups are identified to monitor the final activities of the Clim-ATIC project and the implementation stages of the business plan objectives;

7.4.1 Interim Stage

The interim stage coordination team will oversee the completion of the Clim-ATIC project (February 2011), monitor the quality of delivered services and ensure good governance in the operation of the national and trans-national network. They will meet on a monthly basis to assess the progress of the implementation plan and the objectives of the Clim-ATIC project. The team will ensure that the information and training service being offered reflects the needs of businesses, communities and local authorities in Northern Periphery countries. The interim stage will begin on 20 May 2010 with the completion of the business plan.

7.4.2 Transition Stage

The transition coordination team will comprise those organisations which, when identified, will work within Northern Periphery countries in the national and trans-national network. The transition stage team will ensure that the five year business plan for the delivery of climate change adaptation services is implemented and that the quality of services is of the highest level. The transition stage team will establish a management and reporting procedure and meet on a quarterly basis.

8.0 MARKETING STRATEGY

Use has been made of the existing Clim-ATIC's national findings regarding 'context and level of information services' and the 'online community adaptation survey' to identify gaps in the provision of information and training services, delivery mechanisms and the determination of national subject areas in Northern Periphery countries.

To further enhance the development of the national and trans-national network, the associated and non-associated partners of the Clim-ATIC project will identify and recommend organisations in Northern Periphery countries to promote and to deliver training and information services.

To raise awareness of the existence of these climate change adaptation services, pre February 2011, it is intended that the project website (www.clim-atic.org), along with newsletters and leaflets, and an international conference will allow continuous delivery of services to a global audience. After February 2010, the new service delivery partner(s) will utilise their existing websites and other related marketing tools. It would be advantageous if resources could be secured to provide a central online access point and a dissemination remit, for all services provided by the network post Clim-ATIC.

Presentations at Meetings

Clim-ATIC project partners will be encouraged to present papers, posters and other published materials at meetings in the Northern Periphery and in order to show case the Clim-ATIC project and to network with delegates to develop further collaborative opportunities.

Website

The existing Clim-ATIC website provides a comprehensive website that allows its Northern Periphery country partner organizations, and non-Northern Periphery countries worldwide, to view all ongoing activities. The outcomes of all Clim-ATIC work packages can be accessed via the website address www.clim-atic.org and details of the interim stage and transition stage activities can also be viewed. The website is also used to sign post visitors to other climate change adaptation sites for information and training.

Database

The existing Clim-ATIC database of contacts will be utilised for the communication of the events and actions of the interim stage and the implementation plan and used to invite organisations to provide or utilise the available climate change adaptation information and training services.

8.1 Overview of Existing Services

Extensive use of information and communication technology envisaged to deliver training programmes and provide information services in an effective manner to national and trans-national audiences. Annex A of the Business Plan provides a list of organisations, by country, that can currently supply climate change adaptation information and training services within Northern Periphery countries.

9.0 OPERATING COSTS

This business plan will operate for a five-year period beyond the start date of transition stage (March 2011). Activities undertaken during the interim stage will be funded by the existing Clim-ATIC project budget. At the completion of the project and the commencement of the transition stage, costs incurred in the delivery of information, and training services and the operation of the national and trans-national networks will be the responsibility of the participating organisations. The level of costs will depend on the size of the participating organisation and its current capacity to deliver the proposed services.

It is proposed during the interim stage to work with participating organisations to identify income and expenditure activities involved so they may develop their own operating plans. Outlined below is a list of cost items associated with the delivery of the information and training services:

9.1 Training Costs

- Venues
- Deliverer salaries
- Equipment
- Materials
- Promotion
- Assessment
- Travel and subsistence

9.2 Information Costs

- Database management
- Collation
- Dissemination
- Staff salaries
- Research

9.3 Advice Costs

- Consulting fees
- Travel and subsistence
- Venues

9.4 Marketing

- Website maintenance
- Leaflets
- Newsletters

9.5 Administration

- Registration
- Bookings
- Evaluation
- Accounting
- Reporting

10.0 INCOME GENERATING ACTIVITIES

The establishment of a national and trans-national network of organisations offers an opportunity to create a capability to develop and exchange a range of information and training services. This network will provide a mechanism to draw together existing knowledge on climate change adaptation and generate new knowledge from the network of organisations within the Northern Periphery countries and other trans-national users. During the interim stage, information will become available to assist the detailed development of operational budgets for participating organisations, the identification of regional, national and European funding bodies and details of potential income streams from the following possible activities:

10.1 Practitioner Training Programmes

The delivery of the pilot climate change adaptation training programme is an opportunity for organisations to build capacity with the promotion and delivery of existing or future related training programmes.

10.2 Information

The creation of a membership organisation to provide information, advice, workshops, seminars conferences to keep the members up to date with a range of climate change issues, best practice and solutions, personal and professional development.

10.3 Consultancy at Local Level

Create a central tendering and contracts service to enable consultancies to engage with clients seeking climate change adaptation support.

10.4 Knowledge Transfer

Attract national funding for the organisation of conferences, seminars, workshops and other climate change awareness raising events and activities.

10.5 European and Nordic Research Funding

Attract grant research income from research councils, European and Nordic programmes for the further development and understanding of climate change and related subject areas. Particularly, to secure such funding to support the implementation of a trans-national adaptation service over its initial years, and to support the development of a central hub online access point, a central database and marketing activities relating to adaptation to climate change activities.

10.6 Commercial Activities

Through the development of commercial activities that are responsive to the needs of key stakeholders and economic sectors in Northern Periphery countries.

10.7 Curriculum and Educational Development and Provision

Through the contribution to the development and delivery of short courses, continuing professional development and undergraduate programme modules in climate change adaptation.