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**CARTAGENA CONVENTION SECRETARIAT (CCS)
RESOURCE MOBILIZATION STRATEGY**

For reasons of economy and the environment, Delegates are kindly requested to bring their copies of the Working and Information documents to the Meeting, and not to request additional copies.

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Cartagena Convention Secretariat (CCS) Resource Mobilization Strategy

December 2024

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EXECUTIVE SUMMARY

The **Resource Mobilization Strategy (RMS)** has been developed to provide the UNEP-hosted **Cartagena Convention Secretariat (CCS)** with a structured and actionable framework to diversify its funding base, deepen donor engagement, and achieve long-term financial sustainability. The Secretariat serves as the operational hub for implementing the Cartagena Convention—the only legally binding framework dedicated to the WCR’s marine and coastal protection, and its three Protocols. The Caribbean’s marine ecosystems are vital to its economy, culture, and global biodiversity. However, they face significant threats from pollution, climate change, and industrial activities. The Cartagena Convention and its protocols address these challenges by fostering regional collaboration and actionable solutions. CCS collaborates closely with UNEP and 28 signatory countries, 26 of which are Contracting Parties, fostering regional cooperation to combat marine pollution, conserve biodiversity, and mitigate climate impacts. By coordinating technical assistance, capacity-building, and policy implementation, CCS plays a crucial role in translating voluntary contributions into tangible environmental outcomes.

The RMS aligns with global frameworks like the 2030 Agenda for Sustainable Development and UNEP’s Medium-Term Strategy (2022–2025) and updated draft Strategy for the Cartagena Convention Secretariat 2023-2030 (CEP Strategy). **Its goal** is to secure sustainable funding to protect the Caribbean Sea and its resources, ensuring resilience against threats like pollution, climate change, and biodiversity loss. To achieve results the RMS focuses on four key pillars:

1. **Opportunity 1: Building Staff Capacity (Internal Focus)**
Specific goal: Training and mentoring staff in donor research, networking, and proposal development to enhance CCS’s ability to mobilize resources and engage effectively.
2. **Opportunity 2: Developing Information Management System (Internal Focus)**
Specific goal: Creating an effective communication channel by building an information management system that allows for real-time sharing of fundraising information, tools, and insights.
3. **Opportunity 3: Enhancing Communication and Visibility (Bridging Focus)**
Specific goal: Develop targeted, high-quality communication materials to showcase CCS’s achievements and strengthen its position as a preferred partner in environmental conservation.
4. **Opportunity 4: Strengthening Donor Engagement and Partnerships (External Focus)**
Specific Goal: Networking strategically with government donors, multilateral agencies, private sector partners, and foundations to expand and deepen partnerships.

The RMS assesses internal capacity and the external environment and includes a detailed calendarized action plan (see Annex A) that integrates robust monitoring. The development of the RMS is underpinned by an internal capacity assessment using a staff survey completed by nearly 70% of staff, as well as key informant interviews, and document review. The assessment report is attached as Annex B. In addition, an extensive donor mapping and analysis of identified funding prospects was completed. The full donor mapping and a report on the methodology used are attached as Annex C and Annex D.



SITUATIONAL ANALYSIS

Funding Situation & Internal Analysis

Funding Situation

CCS operates under the UNEP Caribbean Regional Coordinating Unit (CAR/RCU) and is primarily funded through the **Caribbean Trust Fund** (CTF) with additional, mostly project-based resources coming from a range of donors.

CCS operations are financed through various sources, including contributions from Contracting Parties and Member Countries, funding from international organizations and agencies, and donor grants. Partnerships with regional and international organizations, governments, and NGOs further leverage resources and expertise. Despite these efforts, the growing biannual work program demands more sustainable financing to effectively address new and complex challenges.

Contributions to CTF from member states remain a concern and since the establishment of the CCS a large gap of nearly US\$5.2 million between pledged and actual contributions. In addition, a significant number of state parties have not made any contribution, and this trend has not shown improvement over the past years.

CTF Contributions 2022-2024 (in US\$)

	Pledged	Actual	Shortfall	State Parties Contributing (T=34)
2022	1,264,308	1,079,696	184,612	16 (47%)
2023	1,258,283	871,795	386,488	14 (41%)
2024 (to be confirmed)	1,264,308	900,000	364,308	12 (35%)

Source: UNEP CAR-RCU Member Countries Contributions to CTF Budget - October 29, 2024

The resulting contribution shortfall creates significant challenges for CCS operations and project execution. Persistent non-payment affects the long-term financial stability of CCS, limiting its ability to plan and implement programs effectively. While expenditures have remained within budget during the last biennium, this discrepancy underscores the need for a sustainable long-term resource mobilization strategy to support the Secretariat's functions. The Secretariat has managed to balance its operations through significant cost-saving measures, tapping into cash reserves, and attracting project-based funding. These mitigating strategies have impacted CCS's operational capability. A concerted effort that aims for 100% of state parties to contribute (even if below the pledged amount) and increasing actual contribution amounts will be vital.

The core budget supports staff salaries, operational overheads, and the execution of technical and intergovernmental meetings. However, it has often been insufficient to cover all planned activities, especially in areas such as technical meetings, language services, and participant travel from developing countries. Consequently, extra-budgetary projects have been necessary to fund critical sub-program work plans. Project funding is frequently used to cover funding gaps, diverting staff time and resources away from critical

core functions. This situation results in CCS often operating in a "project mode" rather than focusing on its core responsibilities.

The persistent gap between income and expenditure highlights the need for more robust and coordinated funding mechanisms. Securing additional financing is crucial to support expanding programs. In addition to increasing member contributions, exploring additional funding avenues will be essential to ensure long-term sustainability. By managing existing and new funding effectively, CCS can enhance its regional coordination and capacity-building efforts, maximizing the impact of its projects. It is also essential that project funding does not strain organizational core functions, and covers associated expenses fully, including staff time. Implementing a robust go/no-go decision process for project selection and engaging temporary staff (e.g., UN Volunteers, Junior Professional Officers (JPOs), consultants, or secondments) could alleviate the strain on core staff.

The funding needs for 2025-2026 show that such concerted resource mobilization activity is required to prevent a continuing potential shortfall and fully cover all budgetary needs.

	CTF	Other Funding	Annual Expenditures	Potential Shortfall
2025	900,000	tbc	tbc	tbc
2026	900,000	tbc	tbc	tbc
Total	1,800,000	tbc	tbc	tbc

Regional Activity Centers

While out of the scope of this RMS, it is worth highlighting that the Cartagena Convention and its Protocols are supported by four specialized Regional Activity Centers (RACs): RAC-REMPEITC-Caribe (hosted by the Government of Curaçao); SPAW-RAC (hosted by the Government of France in Guadeloupe); RAC-IMA (hosted by the government of Trinidad and Tobago); and RAC-CIMAB (hosted by the Government of Cuba). There are also several Regional Activity Networks (RANs) that provide mainly technical support.

The RACs do not receive funding from the CTF for their maintenance and staffing, but instead rely on external donors, including government contributions, private foundations, NGOs, and smaller contributions from corporations and individuals. These financial resources are crucial for the sustainability of RACs and RANs, allowing them to implement their work plans and achieve their conservation and environmental objectives. This RMS could be adapted for use by RACs to grow its support base.

RACs and RANs could play a mutually beneficial key role in bridging the CCS funding gap. Both engage with a broad range of stakeholders and donors and potentially can provide an entry point for CCS engagement with these actors. They can also increase the visibility and appeal of CCS to potential donors. Joint programs can generate support for all parties, while also strengthening the position of CCS as closely aligned with donor objectives.

Internal Capacity Assessment

To assess CCS's internal capacity, we conducted a comprehensive process that included a staff survey, in-depth interviews, and a detailed document review. Key personnel actively participated through surveys and

discussions, providing valuable insights that shaped the RMS. Additionally, findings from the document review of materials shared by CCS have been integrated throughout this strategy. The full survey results have been included as Annex B.

Highlights	Key Findings	Recommendations
Staff Involvement and Engagement in Resource Mobilization	CCS comprises a small team limiting capacity.	While this allows for flexibility and close collaboration, it requires all staff to play a meaningful role.
	Involvement varies widely, with some staff not engaged.	Strengthen collaboration across staff levels.
	Engagement in core activities like donor research and proposal writing varies significantly.	Implement tailored training for different roles, focusing on direct resource mobilization skills.
Training and Capacity-Building	No structured training plan is currently in place.	Introduce a tiered training system starting with the induction for new staff.
	Diverse experience levels among staff.	Create mentorship and peer-learning programs.
		Organize regular knowledge exchange forums.
Incorporating Resource Mobilization into Work Plans	Resource mobilization responsibilities are not integrated into individual work plans.	Embed these roles into staff work plans and learning goals.
		Set specific targets for donor engagement and process improvements.
		Develop performance metrics to track contributions.
Partnerships and Donor Engagement	Governments, multilateral organizations, and trust funds are considered the most promising donors.	Prioritize partnerships with governments and key donors (GCF, GEF).
	Corporate and individual giving is less viable.	Emphasize the social and environmental benefits of CCS's work to attract partners.
Communication and Collaboration	Donors value clear communication, benefits, and project updates.	Improve donor communication with regular updates.
	Internal collaboration needs improvement.	Foster internal collaboration and cross-office feedback.

	Need for country-specific advocacy and communication tools to illustrate CTF contributions.	Develop and update country-specific fact sheets.
Strategic Planning for Resource Mobilization	No comprehensive strategy is currently in place.	Develop a clear resource mobilization strategy with defined activities and responsibilities.
		Explore joint fundraising with regional organizations like CBF and CRFM.
Expanding Donor Networking and Tools	Limited engagement with certain donors, e.g. the private sector.	Seek partnerships with new types of donors, including the private sector and foundations.
	Donor research tools are underutilized.	Invest in donor research tools and staff training on these resources.
Enhancing Organizational Systems & Knowledge Management	Need for better donor knowledge and information sharing within CCS.	Utilize existing internal systems and develop a robust Information Management System (IMS).
		Train staff on using and updating the IMS.
		Establish a shortlist of KPIs and a monitoring framework to assess IMS impact.
Navigating Organizational Policies and Processes	UNEP's new partnership policies might create constraints, particularly in engaging with private-sector donors.	Adopt an informal, technical-level approach to initial partner engagement, before formalizing partnerships.
	New partnership policies require some time to be fully embedded in internal processes.	Share clear guidelines to minimize complexity for staff.

External Analysis and Funding Landscape

A comprehensive donor mapping exercise was conducted in November 2024 to identify potential funding prospects for CCS. This mapping targeted diverse funding sources, including bilateral donors (Foreign Ministries and Development Agencies), regional development banks, global private foundations, multilateral agencies (e.g., UN trust funds and GEF), and public-private partnerships. The results indicate that while significant potential exists, many funding avenues remain underexplored.

During the mapping process, potential donors were evaluated and ranked based on their relevance to CCS's funding needs, with categories labeled as "high," "medium," or "low." The findings revealed that 154 prospective donors or funding schemes were identified, with 50 highly aligned with CCS's priorities and strategic goals. These findings are included in Annex C as a detailed table of donor prospects.

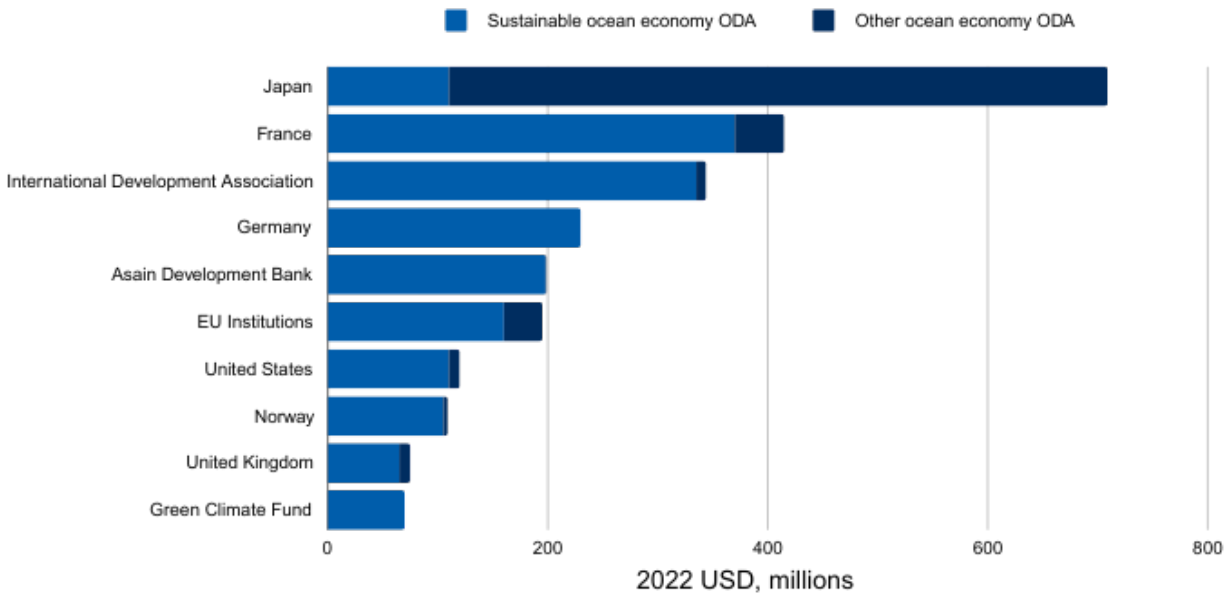
Moving forward, CCS's strategic focus must include enhancing its donor engagement strategy, broadening its funding base, especially with private foundations, and reducing its reliance on a narrow group of contributors. By leveraging its unique role in marine conservation and governance in the WCR, CCS can position itself as a compelling partner for donors seeking impactful environmental initiatives.

Type of Donor	High	Medium	Low	Total
Bilaterals (ODA)	17	13	8	38
Development Banks, IFIs, and Trusts	13	12	16	41
Foundations and Others	20	15	40	75
Total	50	40	64	154

Bilaterals (ODA)

While disaggregating Official Development Assistance (ODA) funding specifically allocated to CCS presents challenges, available data from the OECD Statistical Database offers valuable insights into key donors supporting the Caribbean region. A significant proportion of global bilateral support for environmental initiatives continues to stem from a select group of core donor countries. In recent years the development cooperation on sustainable ocean economies has gained momentum. Discussions within the OECD Development Assistance Committee (DAC) stress the importance of supporting small island developing states (SIDS) and enhancing data and capacity-building efforts for sustainable ocean economies. The DAC and non-DAC donors have identified the ocean economy as a cross-cutting theme, connecting innovation, finance, science, and sustainable resource management. The recent commitments made at COP29 where developed nations pledged at least US\$300 billion annually to the global fight against climate change also provide additional scope.

In 2022, ODA for the ocean economy reached US\$3.5 billion, reflecting a 45% increase from 2021, though it still accounted for only 1% of total ODA. Of this amount, US\$2.4 billion (69%) was directed toward the sustainable ocean economy, with a focus on enhancing the sustainability of ocean-related sectors and advancing marine conservation. ODA from Development Assistance Committee (DAC) members supported a range of policy objectives, with substantial allocations for gender equality (42%), climate change adaptation (45%), and climate change mitigation (26%). Furthermore, ODA aimed at combating plastic pollution rose by 39% in 2022, totaling US\$1.5 billion.



Source OECD ODA for a Sustainable Ocean Economy in 2022: A Snapshot

These donors primarily focus on areas such as ocean protection and the sustainability of ocean-based sectors. In 2021-22, three sectors—maritime transport, marine protection, and fisheries—accounted for approximately three-quarters of both ODA for the ocean economy and ODA for the sustainable ocean economy. Japan, France, and the International Development Association were the leading donors of ODA for the ocean economy. Historically, ODA allocations to the Caribbean region have reflected donors’ priorities for high-impact environmental and social projects. For example, countries such as France and Germany have supported marine and coastal ecosystem conservation in the Caribbean as part of their broader climate commitments, while the US and UK have contributed to disaster resilience and climate adaptation programs in Small Island Developing States (SIDS), including Caribbean nations.

Consistent CTF contributions from the United States (US\$393,975), France (US\$291,597), and Venezuela (US\$170,375) in 2022 also show commitment and interest that can potentially be translated into additional funding from these and other multilateral and bilateral sources beyond CTF. Such support can take the form of project specific funding (aligned with CCS’s strategic priorities); staff funding or secondments; in-kind contributions.

The donor mapping research has also identified several non-DAC bilateral donors as potential sources of support for CCS. Of the 38 identified bilateral donors (both DAC and non-DAC) in the donor mapping table, 17 were marked as high, 13 as medium, and 8 as low potential sources of support, compared to other sources in the same table. Several countries within this ranking, including Japan, France, Germany, and Norway, are emerging as significant sources of support for CCS. To fully leverage this potential, CCS must develop a robust donor engagement plan that includes strategic marketing of its work, highlighting the importance of donor support for the Caribbean region and the vital role these contributions play in advancing regional environmental goals.

CTF & Government Financing for Membership Contributions

As highlighted earlier, while for the 2023-2024 biennium total pledged contributions amounted to over US\$2.5 million, only an estimated 60-70% of these pledges are expected to materialize. The governing documents state that “CCS shall be provided with the necessary financial and other resources to perform its functions effectively by voluntary contributions from CCS Member Countries.” Ensuring that all members

contribute, even if not at the full pledged amount, can both improve contributions, as well as show clear commitment - both important motivators for other external donors.

Progress towards this goal can be made using a so-called “**100% CTF**” **campaign modality** – where both CCS and contributing members advocate for all to participate. Broad strategies to increase contributions include: A regular **appeal** to members, including through the 100% campaign, but also during conferences and meetings, emphasizing the importance and advantages of contributing. Where possible, **high-level advocacy** by CCS supporters, e.g. senior UNEP/UN leadership, government leaders/Ambassadors, current donor countries, and company CEOs. CCS should continue to regularly provide detailed **reports on arrears**, linking these to the risks of under-funding. Emphasize that apart from core contributions to the CTF, resource mobilization efforts are aimed primarily at funding that will directly support countries, reinforcing the importance of member state contributions. **Giving recognition** to members for their contributions should also be highlighted in these reports. During regional meetings, CCS can organize discussions on increasing contributions and a possible **pledging (side-)event** where members publicly announce their intended contributions which adds an element of accountability. Stressing the **increased influence** in CCS governance and decision-making may also incentivize members. **Informally earmarking** certain contributions for activities that benefit the member directly could also promote additional contributions.

Encouraging in-kind support in the form of office premises, supplies, staffing, travel, telecommunications, etc. may also motivate members to contribute. CCS should continue to highlight the benefits of the secretariat to members, ensuring that support is not seen as an expense, but rather an investment that provides a real return and can have a multiplier effect. CCS should leverage member states’ endorsement and networks to facilitate introductions to potential donors in their respective countries. A win-win for all parties.

UN Thematic and Trust Funds

CCS primarily relies on the CTF for its operations and has engaged with pooled funds through the UN Multi-Partner Trust Fund Office. Expanding funding sources to include UN thematic, vertical, and other specialized funds can help ensure financial sustainability and scale up impact in the Wider Caribbean Region (WCR). The successful collaboration between CCS and the Global Environment Facility (GEF)-funded CLME+ project is a good example of such. GEF-funded projects have supported CCS’s marine and coastal initiatives and CCS can adopt similar models to secure funding from both GEF and other thematic trust funds, such as the Adaptation Fund or the Green Climate Fund (GCF), which prioritize climate resilience and sustainable ecosystems.

Vertical funds like the Joint SDG Fund are designed to support cross-sectoral initiatives aligned with the Sustainable Development Goals (SDGs). By tapping into these funds, CCS can expand its capacity to implement integrated solutions addressing marine and coastal sustainability. Collaboration with niche funds, such as those under the UN system, offers opportunities to explore innovative financing mechanisms, such as blue bonds and carbon credits, which are gaining traction in the sustainable development space. Enhancing collaboration with other UN agencies and regional entities can lead to joint program development. This approach has proven effective in accessing thematic funds for projects focusing on climate adaptation, sustainable livelihoods, and ecosystem restoration.

IFIs and Banks

International Financial Institutions (IFIs) and trust may also offer potential for CCS. CCS could position its expertise to IFIs to promote sustainable, human-centered economic pathways.

The donor mapping identified several IFIs and Banks as potential sources of support for CCS. Of the 41 identified IFIs and Banks in the donor mapping table, 13 were marked as high, 12 as medium, and 16 as low potential sources of support, compared to other sources in the same table. Several within this ranking such

as the IFC, CDB, and KfW Development Bank are coming online as quite significant sources of support for Caribbean countries. By advocating for investments in environmental sustainability, CCS can align its mission of protecting marine and coastal ecosystems in the WCR with the broader development agendas of IFIs.

To develop fruitful IFI partnerships, CCS must develop partnerships with IFIs at global, regional, and national levels. CCS could actively market its expertise and programs to IFIs, emphasizing the urgent need for investment in marine and coastal conservation and the critical role IFI support plays in the Caribbean region. By leveraging its connection to UNEP and other UN agencies, CCS can position itself as a key stakeholder in IFI-supported initiatives.

Private Foundations

The global landscape of grant-giving private foundations, estimated at 400,000+, offers a significant pool of potential funding. The mapping identified several foundations relevant to CCS. Expanding mapping beyond DAC countries revealed additional opportunities in non-traditional countries. The donor mapping identified 75 private foundations as potential sources of support for CCS, with varying levels of engagement. Of these, 20 were ranked as high potential, 15 as medium potential, and 40 as low potential funding sources. Philanthropic donations supporting the achievement of SDG 14 (Life Below Water) averaged US\$173 million annually in 2021-22. The largest contributors included the Gordon and Betty Moore Foundation (US\$33 million annually), the Bloomberg Family Foundation (US\$28 million annually), and the Bezos Earth Fund (US\$22 million annually). In 2021-22, private investment in the ocean economy reached an annual average of US\$346 million, marking an 18% increase from 2019-20. **Source OECD ODA for a Sustainable Ocean Economy in 2022*

Caribbean nations are disproportionately vulnerable to climate change, making them a focal point for foundations prioritizing high-impact environmental and social interventions. CCS's initiatives, such as the CLME+ project for sustainable marine habitat management, align well with some private foundations' goals.

Many private foundations focus on biodiversity, marine conservation, and climate resilience—areas directly addressed through CCS's protocols, including SPAW, which emphasizes the protection of endangered marine ecosystems and sustainable development. Initiatives like habitat restoration, pollution mitigation, and reef conservation align closely with foundation interests.

CCS has successfully collaborated with private entities in the past, including the Coca-Cola Foundation, the Ocean Foundation, and the Mesoamerican Reef Fund. These partnerships demonstrate CCS's capacity to attract and effectively manage foundation funding, showcasing its ability to deliver impactful results. Streamlining the integration of UNEP's 2024 partnership policies will be crucial, focusing initially on high-priority engagements. Due diligence processes for engaging private foundations should be aligned with these new procedures to ensure compliance while maintaining flexibility in engaging donors.

Corporate Donors

Corporate donors offer significant potential for CCS to advance its initiatives, particularly through partnerships with businesses aligned with environmental conservation, disaster preparedness, and marine protection. These partnerships are driven by corporations' commercial interests and their social responsibility goals, positioning them as valuable collaborators for CCS's mission. Corporations operating in sustainable tourism, marine logistics, and renewable energy sectors often prioritize regions like the Caribbean due to their ecological significance. For example, Thales, a global leader in technology and innovation, supports environmental initiatives, including marine conservation, demonstrating the synergy between corporate objectives and CCS's work. Similarly, entities such as the corporate Mirova Foundation and RedSea by RedSea Fish have contributed to coral restoration projects, showcasing corporates' interest in biodiversity and habitat protection. These alignments present opportunities for funding projects under

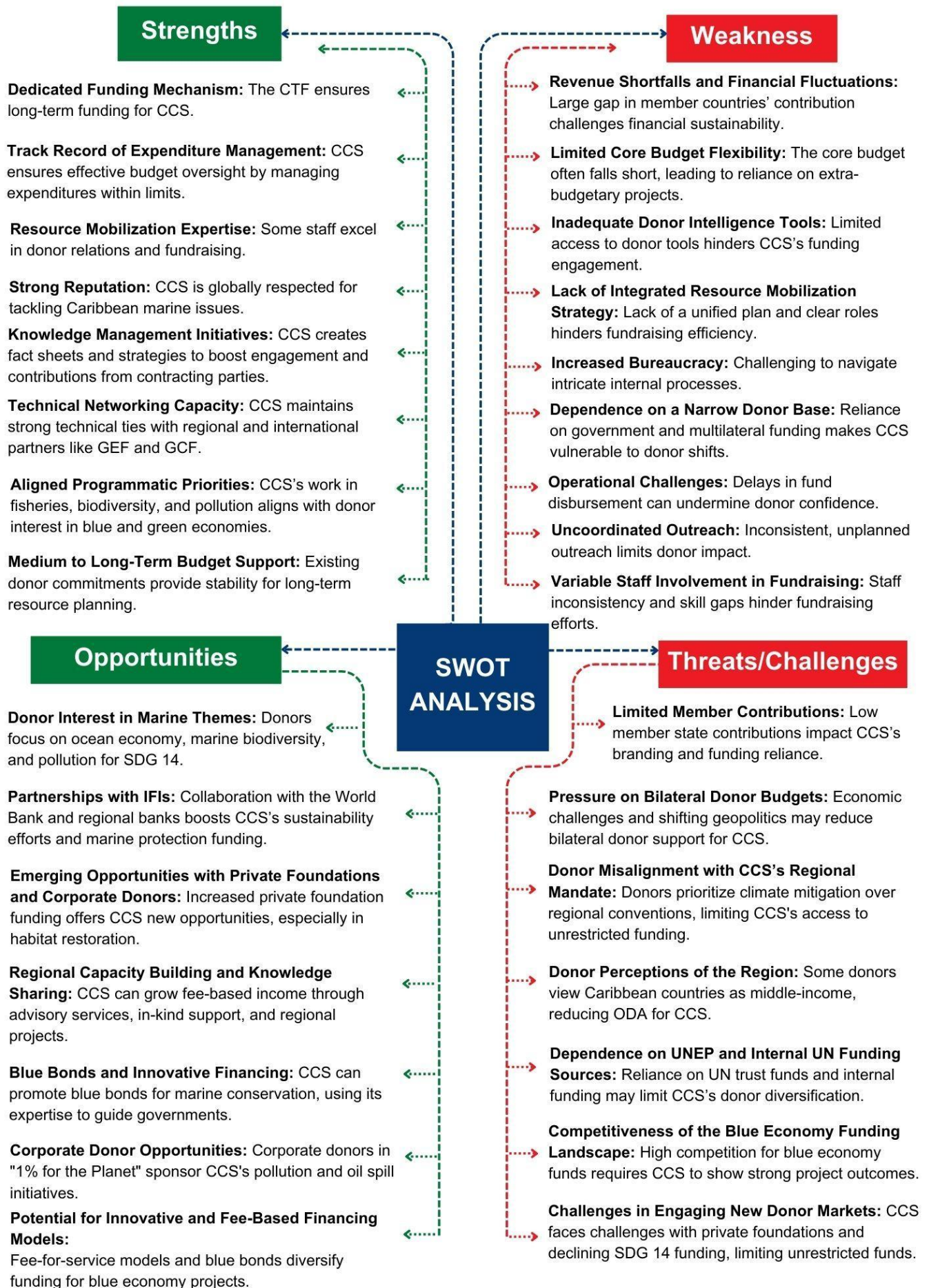
CCS protocols, including SPAW, LBS, and CLME+. Beyond funding, corporates could sponsor CCS's knowledge products, such as training modules on marine pollution management or disaster risk reduction. In-kind contributions, such as technology, logistics, or expertise, could also bolster CCS's initiatives, particularly for activities like oil spill management under the LBS Protocol. Corporations are increasingly committing to global sustainability initiatives, such as the "1% for the Planet" program, where businesses pledge a portion of their profits to environmental causes.

Supporting CCS allows companies to address key global challenges, including biodiversity loss, climate adaptation, and resilience building in vulnerable regions like the Caribbean. By strategically engaging with corporations that have demonstrated interests in marine and environmental conservation, CCS can attract funding and support for high-impact projects. Positioning its work within the framework of international sustainability trends and aligning with corporate social responsibility objectives further enhances CCS's appeal to corporate donors, paving the way for transformative partnerships. As highlighted, CCS should ensure that all corporate engagements mitigate reputational risk and align with UNEP's partnership policies.

Innovative Financing

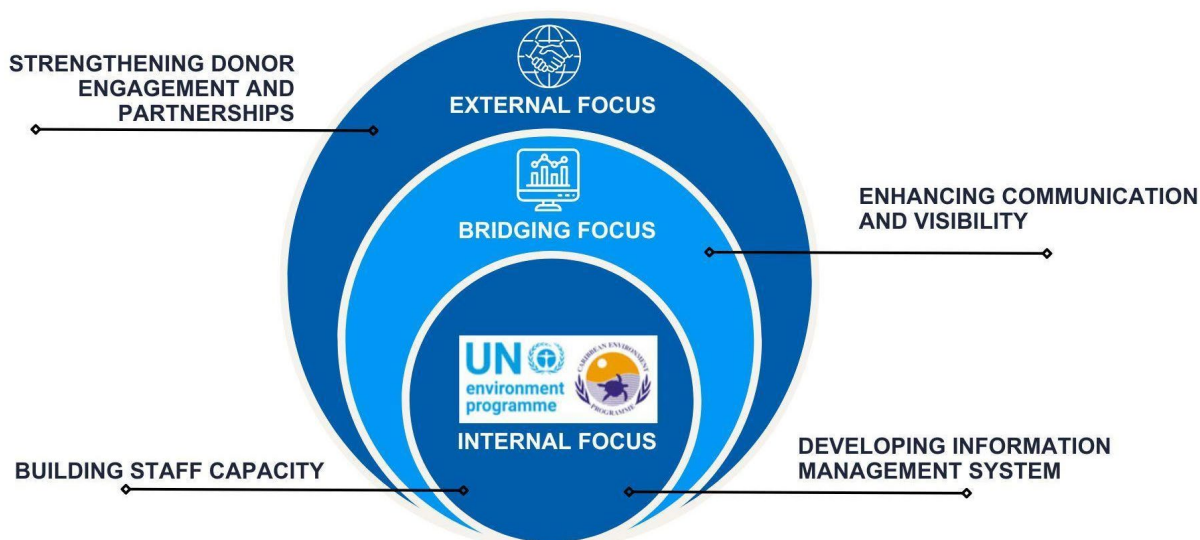
Where organizational capacity permits, CCS may consider broadening its financial base by adopting innovative fee-for-service strategies, similar to those successfully implemented by other UN agencies. This approach leverages CCS's expertise in environmental sustainability, marine conservation, and climate adaptation to generate income while aligning with its core mission. Key opportunities might include:

- **Knowledge Services:** CCS can provide specialized training, capacity-building workshops, and consultancy services to governments, NGOs, and private sector entities on topics such as marine conservation, pollution management, and climate adaptation.
- **Research and Data Analysis:** Offering tailored technical reports, environmental assessments, and policy recommendations to stakeholders addressing marine and coastal challenges.
- **Convention Facilitation:** Hosting regional conventions or thematic summits, generating revenue through event fees, sponsorships, and partnerships.
- **Public-Private Partnerships:** Facilitating collaborations between businesses and governments to advance Blue Economy goals.
- **Innovative Financing Mechanisms:** Providing technical support to the development of tools like debt-for-nature swaps, ecosystem service payments, and blue bonds.



STRATEGIC OPPORTUNITIES & ACTION PLAN

The internal and external analyses have identified **4 key strategic opportunity areas** that provide a roadmap for improving resource mobilization results with the **overall goal** of “*Diversifying the CCS funding base, deepening donor engagement, and achieving long-term financial sustainability.*” Each opportunity area has a set of key strategic recommendations that are concrete, assignable, and easily implementable, to guide the next steps.



Internal Focus

Opportunity 1: Building Staff Capacity (Internal Focus)

Specific goal: Training and mentoring staff in donor research, networking, and proposal development to enhance CCS's ability to mobilize resources and engage effectively.

CCS' ability to effectively mobilize resources is limited by inconsistent staff capacity in key areas such as donor research, networking, and proposal development. Staff often lack the skills needed to engage with donors, draft compelling proposals, or identify funding opportunities. Survey feedback highlights the need for structured training, mentorship, and ongoing support to enhance resource mobilization efforts. CCS operates with a small team, which presents both a strength and a challenge. While this allows for flexibility and close collaboration, it also means roles and responsibilities need to be shared effectively. Building staff capacity across the entire RMS cycle is crucial. While not all staff will be expected to write proposals or engage donors, all can contribute to overall resource mobilization within their work streams.

Strategic Action Plan

1. Assess Training Needs and Define Objectives
Begin by evaluating the current resource mobilization capabilities of the staff through surveys and performance reviews. Identify key areas where skills are lacking. Use these insights to establish clear training objectives that align with the Secretariat's resource mobilization goals.

2. Map Training Options
Asses internal and external training opportunities available, both virtual/online as well as in-person.
3. Develop a Tailored Training Program
Design a multi-level training program that addresses the specific needs identified. Focus on foundational skills for new staff and more advanced techniques for experienced team members. Include practical exercises like role-playing donor meetings or drafting proposals to ensure staff can immediately apply what they learn.
4. Incorporate Training into Staff Development
Integrate training into staff development by making resource mobilization skills a part of staff job descriptions/TORs and performance reviews.

Resources Needed: Moderate. May require investment in online training or hiring training consultants. Sustained in-house commitment is essential for achieving and monitoring progress.

Outcome: By investing in staff capacity building, CCS will cultivate a skilled workforce capable of driving resource mobilization success. Enhanced capabilities will lead to more effective donor engagement and an increased win-rate for funding opportunities pursued.

Opportunity 2: Developing Organizational Systems and Information Management (IMS) - (Internal Focus)

Specific goal: Creating effective and efficient donor engagement and outreach by building organizational systems and IMS that include real-time sharing of fundraising information and materials.

CCS often faces challenges in internally sharing actionable information leading to effective donor outreach. Effective information sharing and a systems approach will improve resource mobilization efficiency and outcomes. It will also help in demonstrating the CCS value proposition and impact on (potential) donors, including in articulating the direct outcomes of CTF contributions. To successfully mobilize resources, it's essential to have strong internal systems in place a robust IMS that allows for sharing of donor information and fundraising materials. Setting up an easy-to-use online information-sharing tool will only require a small investment of time for initial setup and will be very low maintenance afterward. A well-designed IMS can improve funding success (win rates), actively support donor opportunity identification, and create institutional memory for future action.

Strategic Action Plan

1. Assess Information Needs and Donor Priorities
Begin by evaluating the internal information requirements and gaps, linking it to various donor types.
2. Integrate Resource Mobilization in Internal Sharing
Ensure regular (e.g. quarterly) staff meetings on resource mobilization as a venue for information sharing and action setting. Meeting outcomes should include clear to-do lists with assigned responsibilities
3. Equip Staff with Resource Mobilization Tools
Provide access to essential tools such as online donor databases, templates, and CRM software. Organize hands-on sessions to train staff on using these resources efficiently, helping them streamline their donor research, outreach, and proposal development processes.
4. Create an IMS for Resource Mobilization Materials
Establish a shared digital library platform (e.g. SharePoint) where donor research, fact sheets, program reports, donor-specific materials, proposals, and other resources can be shared and accessed by staff. Organize the repository by type and purpose to facilitate quick retrieval and customization. The IMS will be for CCS use, while CCS can add to and use the UNEP partner portal for more comprehensive donor management.

5. Monitor Fundraising Progress and Adjust as Needed

Track progress at least quarterly by selecting key indicators to monitor and make improvements. These can include defined KPIs like the number of proposals submitted, the number of donors met, the success rate of proposals, and the increase in average grant size and duration.

Resources Needed: Moderate. Requires small investment in digital library platform and staff time (e.g. to collect donor data). Sustained in-house effort is needed for updating and maintaining materials.

Outcome: By setting up internal systems and developing a comprehensive IMS, CCS can effectively prioritize resource mobilization activities, demonstrate impact, foster stronger donor relationships, and enhance its ability to secure external funding and CTF contributions.

Bridging the Internal and External Focus

Opportunity 3: Enhancing Communication and Visibility (Bridging Focus)

Specific goal: Develop targeted, high-quality outreach and communication materials (including proposals) to showcase CCS's achievements and strengthen its position as a partner of choice in environmental conservation.

CCS is well-positioned to make a significant impact in the region, drawing on its strong track record, regional expertise, and established partnerships. To maximize this impact, CCS needs to cultivate and maintain strong relationships with both current and potential donors and partners. The ability to attract and retain donors is closely tied to how effectively CCS communicates its achievements and value. While CCS has developed quality communication materials, gaps still exist, which can lead to inconsistencies in quality, delays in delivery, and impact. The absence of structured (country-specific) communications resources also limits the ability to connect with donors and to present tailored, compelling narratives that showcase value for money. As a result, communications sometimes lack coherence, don't effectively highlight the impact, and may not fully leverage storytelling to engage target audiences. However, CCS can still mobilize resources even if the funds don't go directly through the Secretariat, but instead to RACs, RAN partners, or partner countries. This approach will also help demonstrate value for money by supporting work done through partners. By developing high-quality, tailored materials for specific donor audiences, CCS can more effectively demonstrate its value and position itself as a key player in tackling environmental challenges. The updated Communications Strategy that CCS is developing will be central to ensuring that communication and resource mobilization efforts are aligned. This updated strategy should include outreach components that also integrate resource mobilization elements. The strategy should be adaptable for use by RACs as well, to ensure consistent communication across all levels.

Strategic Action Plan

1. Define Target Audiences and Communication Objectives

Conduct a stakeholder analysis to identify key audiences, including donors, governments, and private sector entities linked to resource mobilization. Determine what specific messages resonate with each group and set clear objectives. This should also include a focus on the governments and stakeholders that can direct funds to further the mission, even if they are not channeled through the CCS.
2. Develop a Suite of High-Impact Communication Materials

Create a diverse range of materials, including pitch documents, brochures, infographics, videos, and case studies, tailored to the interests of different stakeholders. Emphasize CCS's achievements, innovation, and tangible impacts. Highlight storytelling, case studies, and concrete examples of impact in communication materials to effectively engage both new and existing donors. Use success stories to demonstrate the significant outcomes of donor investments in environmental initiatives,

particularly focusing on the three CCS protocols. Customize materials for specific sub-programmatic areas to appeal to donors with targeted interests.

3. **Develop Comprehensive Country-Specific Fact Sheets**
Create a standardized template for fact sheets to ensure consistency across countries and territories, while allowing customization for country-specific details. Include key sections like program objectives, financial overviews, impact metrics, and case studies for each. These should also showcase how CCS, through its partners, drives impactful work in the region, even when funds do not support CCS operations directly.
4. **Improve Donor Proposals and Reports**
Adapt proposal and report formats to meet the expectations of donors, including the private sector and foundations. In the short term, continue to task existing staff with the development of relevant proposals and reports. In the medium- to long-term, review the possibility of having one staff member fully responsible for coordination and quality control. This should also include ensuring that proposals consider the potential for partner-driven execution, which could be part of the “go/no-go” decision-making process.
5. **Leverage Donor-Centric Communication Channels and Online Media**
Use varied communication channels to keep donors informed and engaged, including newsletters, online seminars, and print media, offering updates on project progress, financial transparency, and future funding needs. Optimize CCS’s website and social media channels as primary platforms for showcasing materials. Use these channels to share updates, success stories, and impact metrics regularly. Make sure to recognize donors in program activities, media outreach, and on social media, exceeding the basic donor visibility requirements in grant agreements.
6. **Host Visibility-Building Events**
Organize targeted events, such as webinars, donor roundtables, program launches, events, etc., to showcase achievements directly to existing and potential donors. Use these events to distribute communication materials, answer donor queries, and foster deeper engagement. These events should also reinforce the idea that CCS can mobilize resources for both direct projects and through partners to achieve impactful results.

Resources Needed: Moderate to high. Involves significant staff time and staff involvement for developing communication material. Potentially hiring external consultants/editors and organizing visibility-building events.

Outcome: By improving communication and visibility, CCS will build a stronger reputation as a trusted leader in the sector and three CCS Protocols, known for delivering meaningful, results-driven solutions in environmental conservation. These efforts will help retain existing donors, attract new donors, keep them engaged, and encourage CCS’s signatories to both keep their CTF commitments and become more actively involved.

External Focus

Opportunity 4: Strengthening Donor Engagement and Partnerships (External Focus)

Specific Goal: Networking strategically with government donors, multilateral agencies, private sector partners, foundations, and others to expand and deepen partnerships and improve CTF contributions.

Effective donor engagement is the cornerstone of sustainable resource mobilization. CCS currently engages with a limited range of partners, relying heavily on CTF and traditional donors such as governments and multilateral agencies. Increasing CTF voluntary contributions will continue to be critical and require additional effort. While these partnerships are instrumental, expanding engagement to include others,

including private sector entities and foundations, can unlock new funding opportunities. There is a clear need for a more proactive, targeted approach to networking relationship building, and maintaining long-term donor trust, thereby increasing resources.

Strategic Action Plan

1. **Review Mapping and Prioritize Donors**
Regularly review the comprehensive donor mapping outlined in Annex C, which identifies and ranks (potential) donors. Ongoing review ensures that networking and donor outreach efforts remain targeted and focused on high-potential opportunities, aligning with evolving donor priorities.
2. **Develop an Engagement Plan and Calendar**
Incorporate the new targeted communication strategy for each donor group, ensuring that CCS uses donor-specific stories and case studies to illustrate how CCS's work aligns with their priorities. Given capacity constraints, CCS can focus on informal planning rather than creating individualized strategies for each donor. However, a donor networking calendar that assigns clear tasks and responsibilities (e.g. a dedicated focal point or relationship manager) for each key donor will help ensure success.
3. **Strengthen Relationship-Building Activities**
Schedule regular, proactive touchpoints with current and prospective donors through meetings, calls, and updates. Leverage high-visibility events, such as international conferences and environmental summits, to engage (potential) partners.
4. **Leverage Existing Networks and Partnerships**
Focus on partnership models that emphasize mutual benefits. Strengthen CCS's impact by leveraging established partnerships with the RACs and RANs. This includes collaborating with regional organizations, the UN, NGOs, and environmental agencies to co-host events, submit joint proposals, and access shared networks and funding opportunities, driving collective environmental action.
5. **Monitor and Evaluate Effectiveness**
Given limited capacity, CCS can track just a few key KPIs such as the number of meetings attended; the number of donor interactions; the number of donors invited to events, etc. Reviewing networking activities for increased CTF contributions is also worthwhile. Simplifying the evaluation process by reviewing these KPIs on a quarterly basis will help identify strengths and areas for improvement, ensuring efficient donor management and alignment with organizational goals.

Resources Needed: Moderate to high. Requires internal resources for continuous review of donor mapping, building engagement strategies, and relationship-building activities such as meetings and conferences. Significant staff time is required to network effectively.

Outcome: By engaging strategically with diverse donors, CCS will expand its funding base, while at the same time improving CTF metrics. Strategic engagement with new partners, including private sector entities and foundations, will unlock new funding opportunities, foster cross-sector collaborations, and enhance CCS's financial resilience.