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Twentieth Intergovernmental Meeting on the Action Plan for the Caribbean Environment Programme and Seventeenth Meeting of the Contracting Parties to the Convention for the Protection and Development of the Marine Environment of the Wider Caribbean Region.

Oranjestad, Aruba, 5 October 2023

## **TERMS OF REFERENCE FOR DEVELOPING A RESOURCE MOBILIZATION STRATEGY FOR THE CARTAGENA CONVENTION SECRETARIAT**

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# Terms of Reference for Developing a Resource Mobilization Strategy for the Cartagena Convention Secretariat

## 1.0 Background

The United Nations Environment Programme (UNEP) established the Caribbean Environment Programme (CEP) as one of its Regional Seas Programmes in recognition of the importance and value of the WCR's fragile and vulnerable coastal and marine ecosystems, including endemic plants and animals and the importance of these resources to the sustainable development of the region. This led to the adoption of an Action Plan in 1981 and the development and adoption of the **Cartagena Convention for the Protection and Development of the Wider Caribbean Region** on 24 March 1983. The Convention, which came into force in 1986, aims to protect and preserve the Caribbean Sea's marine environment by promoting cooperation among the countries of the Wider Caribbean Region.

The Cartagena Convention Secretariat (CCS) plays a crucial role in facilitating communication and collaboration among the member countries, organising meetings, providing technical assistance, and coordinating efforts to address the region's various environmental issues. It also supports the implementation of the Convention's three Protocols:

1. **The Oil Spills Protocol (1983):** Focused on the prevention, control, and reduction of oil spill incidents in the WCR.
2. **The Specially Protected Areas and Wildlife (SPAW) Protocol (1990):** Aims to protect endangered and threatened marine and coastal species and their habitats in the WCR.
3. **The Land-Based Sources of Marine Pollution (LBS) Protocol (1999):** Addresses pollution from land-based activities, such as sewage, agricultural runoff, and industrial discharges, which can harm the marine environment.

The Cartagena Convention and its Protocols are supported by four specialised Regional Activity Centres (RACs): the Regional Marine Pollution Emergency Information and Training Center for the Wider Caribbean (RAC-REMPEITC-Caribe), hosted by the Government of Curaçao working in close collaboration with the International Maritime Organization in support of the Oil Spills Protocol; the Regional Activity Centre for Specially Protected Areas and Wildlife (SPAW-RAC), hosted by the Government of France in Guadeloupe in support of the SPAW Protocol; and the Institute of Marine Affairs in Trinidad and Tobago (RAC-IMA) and the Centre of Research and Environmental Management of Transport in Cuba (RAC-CIMAB), hosted by the Governments of Trinidad and Tobago and Cuba respectively, both in support of the LBS Protocol.

The operations of the CCS are financed through a combination of sources. These include contributions from member countries, funding from international organisations and agencies, donor funding and grants, and partnerships and collaborations with other regional and international organisations, governments, and non-governmental organisations (NGOs) to leverage their resources and expertise for implementing various projects and initiatives under the Convention.

Even with the above, the growing need for the Secretariat to assist the Member States and respond to new challenges and an expanding work programme requires access to sustainable funding sources. While the Caribbean Trust Fund (CTF) plays an essential role in financing the activities and initiatives of the CCS, there is growing need to meet the increasing demands and financial needs of the various programmes, projects, and initiatives carried out under the Cartagena Convention and its protocols.

At the Fifth Meeting of the Scientific and Technical Advisory Committee (STAC) to the Protocol Concerning Pollution from Land-based Sources and Activities in the Wider Caribbean, Virtual, 15–17 March 2021, amid concerns regarding the dwindling financial flows, Contracting Parties proposed that the overall budget for the Secretariat and implications be considered during the Cartagena Convention COP XVI and that a comprehensive presentation on the financial status is made including what project funding will be available and what resources will be needed by the Secretariat from the CTF for effective programme and project implementation.

## 2.0 Rationale for the Resource Mobilisation Consultancy

While the Cartagena Secretariat has sought to support Member States in meeting their objectives, meeting those obligations places a substantial financial burden on the Secretariat, particularly as the interests of Member States widen and the work programmes are expanded. Such a model requires immediate steps to plan for sustainable management of resources to ensure their sustainability and provide the mechanism for greater coordination and capacity building at the national level.

Moreover, Contracting Parties have generally not approved any proposed increases to the level of Contributions or to their current contributions to the Trust Fund. Considering, therefore, various geopolitical changes and financial realities, securing additional funding is essential for the Cartagena Convention Secretariat to effectively address the complex and evolving challenges facing the marine environment in the Wider Caribbean Region, expand the scope and impact of its activities, and ensure the long-term success and sustainability of its programs and initiatives.

The CCS is, therefore, seeking a resource mobilisation expert with up-to-date knowledge of the work of the Cartagena Convention to develop a resource mobilisation strategy with a proposed results-oriented action plan.

The overall purpose of the consultancy is to undertake a financial landscape analysis and partnerships mapping toward the realisation and achievement of the outcomes of the Cartagena Convention Strategy. This calls for a robust, forward-looking resource mobilisation strategy that considers the changing donor landscape and assesses lessons learned from current resource mobilisation efforts and the pivotal role of the CCS in providing the platform on which other regional and international initiatives are grounded. This strategy must, therefore, explore new aid modalities and actors, outline a systematic and strategic approach to leveraging existing and new funding strategies, explore the attraction of new partnerships, and recommend strategies for diversifying the resource base.

## 3.0 Objective

The main objective of the consulting assignment is to develop a comprehensive resource mobilisation strategy for the Cartagena Convention Secretariat to ensure the sustainable financing of its activities and the effective implementation of the Convention and its associated protocols.

## 4.0 Scope of Work

Consult with a wide array of key stakeholders, including Coordinators, RACs' Directors, host Governments and other Regional Seas Programmes and Action Plans, which also have established RACs, civil society, and non-governmental partners. At least three virtual meetings are expected to be held with RACs, the Cartagena Convention Secretariat, UNEP headquarters, and National and Technical Focal Points of the Cartagena Convention to ensure adequate consultation with all critical stakeholders.

The specific tasks and responsibilities the consultant is expected to undertake include the following:

- a. Conduct a situational analysis to assess the current funding landscape, existing resource mobilisation efforts, and the Secretariat's financial needs.
- b. Map donor interests, priorities, and funding windows and point to clear actions that should be taken to mobilise funds and develop/maintain relationships with these donors.
- c. Identify potential funding sources, such as international organisations, development agencies, governments, private sector entities, and philanthropic organisations.
- d. Develop a diversified funding strategy, outlining the most effective approaches for securing funding from each source. This could include developing funding proposals, establishing partnerships and collaborations, engaging the private sector, securing grants and other funding opportunities, and leveraging social media and other communication channels.
- e. Explore new resource mobilisation avenues for RACs and RANs, as an integral part of the CCS Resource Mobilisation Strategy, including possible voluntary Funds in support of the Cartagena Convention, to complement the CTF core Secretariat functions, initiatives and projects that ensure progress towards achieving agreed targets.
- f. Provide guidance on enhancing the visibility and communication of the Secretariat's work to attract additional resources and support.
- g. Develop a capacity-building plan to strengthen the Cartagena Convention Secretariat's capacity to mobilise resources. This could include training staff on fundraising and proposal development, establishing a fundraising team or unit, and improving communication and engagement with potential donors.
- h. Develop a monitoring and evaluation plan to track progress in implementing the Resource Mobilization Strategy. This should include performance indicators, targets, and timelines for achieving fundraising goals.
- i. Prepare a detailed Resource Mobilization Strategy document, including an implementation plan, timeline, and budget.

#### 4.1 Deliverables

The expected deliverables are as follows:

- a. An inception report, including a detailed work plan and travel schedule.
- b. A situational analysis report on the current funding landscape and the Secretariat's financial needs, including a proposed outline for the Resource Mobilization Strategy.
- c. A comprehensive Resource Mobilization Strategy document, including an implementation plan, timeline, and budget.
- d. A training and capacity-building programme for Secretariat staff and member states in mobilising and leveraging resources and developing and maintaining partnerships for the CCS.
- e. A final report summarising the consultancy's activities, findings, and recommendations.

#### 4.2 Methodology

Under the supervision of the CCS Coordinator and his team, the consultant shall interact with partners and donors regionally and internationally, fundraising experts and consultants and others as required.

#### 4.3 Timeframe

The duration of the consultancy is six months. It is expected to commence in November 2023 and end in April 2024.

### 5.0 Qualifications

- a. A master's degree in environmental management, international development, or business administration.

- b. Excellent communication, writing, and presentation skills in English, preferably in other languages (Spanish and French) relevant to the region.
- c. Strong analytical and strategic thinking abilities.
- d. Familiarity with monitoring and evaluation frameworks and methodologies.

### 5.1 Experience

- a. Ten years of experience in resource mobilisation, fundraising, and partnership development, preferably in the environment, ocean governance, or related areas.
- b. Knowledge of the Cartagena Convention and the Caribbean region's environmental context.
- c. Five years of relevant experience in corporate fundraising, preferably in an international setting.
- d. Proven track record of generating significant funding.
- e. Experience and expertise in developing and maintaining good relationships with institutional donors or corporations.

### 5.2 Desirable:

- a. Experience working with significant funding agencies or other development partners.
- b. Knowledge of the Wider Caribbean context and funding initiatives

## 6.0 Reporting

Under the supervision of the CCS Coordinator and his team, the consultant shall interact with partners and donors regionally and internationally, fundraising experts, designated focal points in the Member countries, and others as required.

## 7.0 Application Process