



Terms of Reference

Position title:	Perform Policy, Legal and Financial assessments related to enhancing Marine Protected Area (MPA) Activities for the EMPAC Project targeting the Caribbean region
Location:	Flexible within the Caribbean
Eligible for:	Consultancy firms, consortiums, groups of individual experts

I. BACKGROUND

The Caribbean Biodiversity Fund (CBF) is a regional environmental fund whose mission is “to ensure continuous funding for conservation and sustainable development in the Caribbean.” Established in 2012, and with a flexible structure, the CBF is designed to accommodate the receipt, investment, distribution and monitoring of conservation funding throughout the region. Currently, the CBF has three programs: (i) a Conservation Finance Program, anchored by a USD 94 million endowment fund and (ii) a Climate Change Program, focused on Ecosystem-based Adaptation (EbA), with a USD 60 million sinking fund and (iii) a Nature Based Economies Program, focused on Advancing Circular Economy principles, with a USD 25.5 million sinking fund.

Under the Conservation Finance Programme, the CBF provides financial resources through eligible National Conservation Trust Funds (NCTFs) who lead the grant-making at the national level. Activities financed under this program may include, but are not limited to, support for Protected Areas (PA) management and establishment (including management plans), infrastructure within and outside PAs for natural resources management, environmental education, community engagement, environmental policy, and research. The NCTFs can include government, NGOs, small private associations, and research and academic institutions. The Conservation Finance Programme includes an organizational development component aimed at strengthening the network of conservation trust funds that are part of the Caribbean Sustainable Finance Architecture ("the Architecture").

The Architecture is composed of one regional trust fund: the CBF, and a group of NCTFs, who have signed a partnership agreement with the CBF. Its final objective is to support activities that contribute substantially to the financing and long-term conservation and maintenance of biodiversity in the region. As it is consolidated, the Architecture will address two challenges related to financial flows for conservation in the Caribbean:

1. Create a pole of attraction and reference for financial and technical partners, offering financial conditions of performance, diversification and investment security that are reassuring for them
2. Develop the absorptive capacity of the area in the biodiversity sector, to effectively deploy these financial resources and achieve concrete results and increased impact on biodiversity.

More information about the CBF can be found at <http://www.caribbeanbiodiversityfund.org>

More about the Project:

In May 2023, the CBF signed an Agreement with Conservation International on behalf of the Blue Nature Alliance for the financing of the 'Effective Marine Protected Activities for the Caribbean (EMPAC)' Project, for an amount of USD 750,000.00.

Project objective: Enabling partnerships for a Caribbean Action Plan towards achieving sustainable funded, effective marine management.

The EMPAC project consists of 2 key interventions or components:

Key Intervention 1: Advance regional political engagement on ocean conservation targets: By 2025, a regional platform that advances political support for the 30x30 political Call to Action is implemented in the Caribbean region, locking-in regional high-level collaboration within the Caribbean Challenge Initiative (CCI) and CBF political network and catalyzing the development of regional MPA policy frameworks and initiatives aligned with 30x30 ambition.

Activities under this Key Intervention:

1. Develop a Stakeholder mapping & Advocacy strategy.
2. Review and analyze the legal framework on creating/expanding MPAs for the region.
3. Develop an updated MPA Gap Analysis for the Caribbean
4. Elaborate and Implement a communication strategy to promote and raise advocacy on MPA implementation to support the 30x30 Ocean Conservation

Key Intervention 2: Scale regional sustainable financing for MPAs: To develop a MPA Finance Facility through a collaboration with the CBF fostering investment into regional and national MPA activities, national sustainable financing mechanisms are identified and capacity to implement them is built, and regional knowledge on appropriate finance mechanisms to advance management effectiveness is shared and replicated.

Activities under this Key Intervention:

1. Conduct a Financial gap analysis supported by the McKinsey team. Analysis could extend beyond an initial focus on costs and existing financing streams, to an analysis of potential new revenue sources that could be developed or targeted by the CBF MPA Facility
2. Design the Operational framework for the MPA facility
3. Organize fundraising symposium or conference for the CBF MPA Facility, with the aim to support countries to implement their 30x30 goals.

II. POSITION SUMMARY

The CBF seeks a Consulting Firm to perform Policy, Legal and Financial assessments related to enhancing Marine Protected Area (MPA) Activities for the EMPAC Project targeting the Caribbean region with a proven record in working and achieving results and impact with donor-driven projects such as the EMPAC Project. The consultancy firm is expected to deliver on the following assessments, including providing the CBF with strategic and technical assistance to advance the full execution of the EMPAC project:

- **A policy MPA Gap Analysis of the Caribbean** - The gap analysis would focus on reviewing the current gaps in MPA progress, including reviewing progress towards national and regional MPA targets, identifying, highlighting and explaining key gaps in progress including but not limited to financial and funding gaps, policy and legislative gaps, capacity building and technical assistance gaps, governance and institutional gaps, strategic partnership gaps and gaps in political will in the Caribbean region, focusing on the countries within the CBF network utilizing stakeholder consultations, government engagement, desk research and other relevant means of data collection. The consulting firm is also expected to provide recommendations on approaches and strategies to address key gaps in progress, including identifying challenges and solutions at the national and regional level. The consulting firm is also expected to review the Caribbean's progress towards achieving global biodiversity targets particularly the Convention on Biological Diversity Global Biodiversity Framework targets and biodiversity targets captured under the Cartagena Convention, and relevant regional and international Blue Economy plans and Ocean governance frameworks. The MPA gap analysis can consider the development of a mechanism to support and build advocacy and capacity for MPA management including adopting a regional voluntary guideline of best practice as a platform for knowledge sharing, information exchange and empowerment amongst other relevant recommendations.
- **A Legal Analysis of Caribbean MPA Policy Frameworks** – The legal analysis would review the current gaps in policy and legal frameworks for MPAs in the Caribbean region at the regional and national level and provide recommendations on ways to enhance and improve policy and legal frameworks to align with global biodiversity targets, particularly the Convention on Biological Diversity Global Biodiversity Framework targets and relevant national and regional targets formalized by governments, including biodiversity targets captured under the Cartagena Convention, Blue Economy plans and Ocean governance frameworks.
- **An Financial Gap Analysis for MPA Financing** – The financial gap analysis would review the current gaps in financing for MPAs in the Caribbean, including providing recommendations on relevant and appropriate sustainable finance mechanisms relevant to the regional and national level context to advance support to targeted countries to implement their 30x30 goals. The consulting firm is also expected to work with McKinsey and Company consultants and the Blue Nature Alliance to advance the execution of the financial gap analysis, including advancing data collection across targeted countries and contributing to relevant assessments to inform the design of the MPA Facility including the operational framework for the facility as well as advancing stakeholder consultations as well as convening a funding symposium or conference. The financial gap analysis can consider the progress and lessons learned from the GIZ implemented Sustainable Marine Financing Project to fashion planned interventions and also advance recommendations to develop capacity with MPAs to implement sustainable financing mechanisms.

This position is open to Consulting firms or consortiums or teams of experts. Preference for experts based in the Caribbean. The budget available for this contract is USD 150,000.

III. DUTIES AND RESPONSIBILITIES

Duties and responsibilities of the Consulting Firm to deliver **on Policy, Legal and Financial assessments related to enhancing Marine Protected Area (MPA) Activities for the EMPAC Project targeting the Caribbean region:**

Main Responsibilities

- The Consulting firm will work closely with the EMPAC Project Coordinator and other partners in the region to develop a MPA Gap Analysis for the Caribbean and an analysis, and review of the legal framework on creating/expanding MPAs for the **Caribbean region** to advance activities *under Key* Intervention 1 : Advance regional political engagement on ocean conservation targets: By 2025, a regional platform that advances political support for the 30x30 political Call to Action is implemented in the Caribbean region, locking-in regional high-level collaboration within the Caribbean Challenge Initiative (CCI) and CBF political network and catalyzing the development of regional MPA policy frameworks and initiatives aligned with 30x30 ambition.
- The Consulting firm will work with the EMPAC Project Coordinator, McKinsey and Co, the Blue Nature Alliance and other relevant partners in the region to develop a financial gap analysis for MPA Financing for the Caribbean region to advance activities under Key Intervention 2: Scale regional sustainable financing for MPAs: To develop a MPA Finance Facility through a collaboration with the CBF fostering investment into regional and national MPA activities, national sustainable financing mechanisms are identified and capacity to implement them is built, and regional knowledge on appropriate finance mechanisms to advance management effectiveness is shared and replicated.
- The consultant is also expected to provide recommendations to the CBF and its partners and relevant next steps based on the outcomes of the analysis to advance political advocacy and regional political engagement on ocean conservation targets as outlined within Key Intervention 1 and to advance the design and operation of an MPA Facility as outlined within Key Intervention 2.
- Focus countries include: Antigua & Barbuda, Barbados, Bahamas, Cuba, Dominica, Dominican Republic, Grenada, Guyana, Haiti, Jamaica, St. Lucia, St. Kitts and Nevis, St. Vincent and the Grenadines and Trinidad and Tobago.
- The consultant will work closely with CBF strategic partners, NCTFs within the CBF network, EMPAC co-implementers as well as key regional and national stakeholders including but not limited to government and regional bodies responsible for MPA management or ocean governance, national and regional organizations responsible for MPA management or ocean governance including, national and regional stakeholders responsible for MPA management and other organizations where data on MPA statistics, management financing and policy can be leveraged, included relevant international bodies and organizations and international NGOs. The consultant can suggest new and additional sources of data where relevant including leveraging work completed by GIZ, The Nature Conservancy, BIOPAMA, SPAW RAC, MPA Connect and GCFI, and others as appropriate.

IV. SCHEDULE AND DURATION OF ASSIGNMENT

The Assignment is expected to commence on June 3, 2024 and be completed by May 31, 2025 (12 months). The Firm is to prepare a detailed schedule of activities as part of the technical submission. A tentative timetable for deliverables is provided below.

LOGISTICS

The overall assignment will be implemented through desk research from the home-base of the Consulting Firm, a combination of virtual and in-person meetings/workshops, and travel to specific Caribbean countries, as deemed strategic and necessary, to engage with the stakeholders.

All activities will be approved by the responsible CBF EMPAC project coordinator.

Deliverable Schedule

Deliverable /Activities	Timelines
1. Develop a workplan of activities to outline milestones and timeline of execution	Within 15 days of signing contract
2. Provide a desktop review and analysis of key sources	Within 15 days of signing contract
3. Provide a stakeholder mapping framework	Within 30 days of signing contract
4. Provide a plan for data collection including potential travel and data collection approaches.	Within 30 days of signing contract
5. Initiate implementation of data collection and outreach and provide a progress report to the CBF.	Within 40 days of signing contract to last for up to 6 months within the calendar year.
6. Provide a first draft of the MPA Analysis on policy and legal framework and the financial gap analysis	Within 8 months of signing contract.
7. Provide a second draft of the MPA Analysis	Within 11 months of signing contract
8. Work with the CBF Communications team to develop and design an external version of the MPA Analysis for key stakeholder audiences.	Within 11 months of signing contract
9. Provide up to 3 presentations of the results of the MPA Analysis for the Caribbean to all relevant stakeholders including CBF network, strategic partners and EMPAC co-implementers, governments, NCTFs and other relevant regional and national groups.	Within 12 months of signing contract

V. REQUIRED EXPERIENCE AND SKILLS (evaluation criteria):

The team of experts need to have experience in Policy, Legal and Financial assessments related to enhancing Marine Protected Area (MPA) Activities for the EMPAC Project targeting the Caribbean region. The candidates must provide evidence of the following skills and abilities:

A. Minimum qualifications and experience:

1. A team of experts and professionals with technical acumen in environmental policy, environment law and legislative analysis, financial analytic and assessment skills, including knowledge of innovative financing mechanisms:

Team Leader with a minimum of 10 years' experience in participatory assessment for environmental policy related to MPAs in the Caribbean or other SIDS

- At minimum, a master's degree in the field of natural resource management or similar field
 - Team leader in at least 2 related assignments in the last 5 years.
 - Five (5) years minimum experience in the Caribbean region in assignments similar to this Consultancy (working with wide variety of stakeholders, Participatory Diagnosis in Biodiversity Conservation, specifically on MPAs)
 - Proven record of oral, written communication and presentation skills in English. Spanish and French fluency both oral and written will be a strong asset.
2. The other team members should possess at minimum undergraduate degrees in the following: natural resource management, environmental science and policy, political science, environmental management biology, environmental legal science, financial management, or other closely related discipline, from a recognized university is required.
 3. The firm or the individual experts should have at least 5 years of experience in executing similar consultancies in the Caribbean region, working with regional organizations, small island governments, Caribbean governments and stakeholders, local stakeholders, CSOs, NGOs
 4. Exemplary verbal and written skills in English. French and/or Spanish knowledge (conversational, reading and writing) will be considered a strong asset.

B. Technical Skills:

1. **Technical and Strategic Analysis:** Demonstrated experience in developing, implementing and executing analysis and assessments, including identifying and collecting relevant data and data sources and working independently. Demonstrated experience in writing reports, memoranda and similar documents.
2. **Thematic knowledge:** Demonstrated knowledge and understanding about Marine Protected Areas policy and regional coordination on issues of conservation and natural resources management.
3. **Monitoring, Evaluation and Learning:** Demonstrated experience and ability in monitoring, evaluation and learning.

B. Other Skills:

1. **Interpersonal and communication skills:** Excellent interpersonal and communications skills, and the ability to work with diverse groups and organizations.

2. **Proactive behavior:** Be a highly energetic, self-starting, entrepreneurial and creative individual who can express/recognize ideas, opportunities, and communicate goals and objectives clearly. Ability to undertake actions, decisions, and achieve results in an independent manner and assume the responsibility for the actions taken.
3. **Assertiveness:** Capacity to solve problems or conflicts in an assertive manner

VI. HOW TO APPLY?

This call is open to firms and or groups of experts only. Applicants shall submit applications via e-mail to the following address: procurement@caribbeanbiodiversityfund.org with Subject Line: “Proposal - Perform Policy, Legal and Financial assessments related to enhancing Marine Protected Area (MPA) Activities for the EMPAC Project targeting the Caribbean region” addressing the overall concepts and methodologies to attain the work’s objectives (see Section II), the specific tasks (see Section III and IV), and addressing the evaluation areas contained in the evaluation criteria (see Annex 1).

The following documents shall be submitted as part of the application:

1. The technical proposal should not exceed 10 pages, excluding the CVs of each expert. CVs of each expert should not exceed 3 pages per CV and these need to be included. The technical proposal should be clear on the responsibilities of each team member and should clearly outline who takes responsibility as team leader. Proposed work plan including delivery timelines. The work plan is expected to include: the experience of the firm and or team of experts for the previous 10 years minimum, the methodology for implementing this consultancy, timeline for deliverables and relevant activities, inputs from different experts, and other relevant information as outlined in this TOR to deliver this consultancy.
2. Financial proposal outlining the breakdown budget, as detailed as possible. The budget needs to be aligned to the deliverables and needs to be accompanied by a separate travel budget. The Financial proposal should not exceed 4 pages.

Selection Process:

1. A compliance check for documents listed in above will be conducted.
2. All complete applications will be reviewed by a Selection Committee against the evaluation matrix found in Annex 1.

Consulting Contract

The Proposal of the successful Tenderer will become part of the Contract to be concluded. The CBF, however, reserves the right to negotiate and adapt those parts of the Tenderer's proposal which are considered inadequate with the requirements of the work.

Application Deadlines:

Applications shall be submitted by **May 3, 2024, at 11:59 PM US EST** via e-mail to the following address: procurement@caribbeanbiodiversityfund.org with Subject Line: “Proposal: Perform Policy, Legal and Financial assessments related to enhancing Marine Protected Area (MPA) Activities for the EMPAC Project targeting the Caribbean region”. Late submissions will be automatically eliminated. The language

of the Proposal and of all communication with CBF shall be English. The currency of the Proposal shall be USD.

Questions may be submitted by **April 18, 2024** via e-mail to the following address: procurement@caribbeanbiodiversityfund.org with Subject Line: “Questions: Perform Policy, Legal and Financial assessments related to enhancing Marine Protected Area (MPA) Activities for the EMPAC Project targeting the Caribbean region”.

If necessary, the CBF will provide answers at the latest **10 days (April 23, 2024) before the submission deadline.**

Annex 1

Evaluation Grid

TECHNICAL EVALUATION CRITERIA

Evaluation criteria and sub-criteria of the tender		Maximum points
A.	CONCEPT AND METHODOLOGY	30
A1	Rationale: comments on the TOR, and opinion on key issues related to the achievement of contract objectives and key deliverables	5
A2	Strategy: outline of approach, description of tasks necessary to achieve the contract objectives	15
A3	Timetable of Activities: timing, sequence, and duration of the proposed tasks, taking into account travel time and identification and timing of major milestones	5
A4	Back-up function: Description of access to support staff or experts	5
B.	QUALIFICATIONS AND EXPERTISE OF THE FIRM	20

B1	At least 3 prior assignments with outputs related to participatory assessments in the field of MPA governance and management	5
B2	In-depth knowledge of conservation actors in the MPA sector in the Caribbean Region, including government, NGOs, and others	5
B3	Experience with the preparation/implementation or monitoring of small grants for biodiversity conservation.	5
B4	Access to communication/translation services in French and Spanish.	5
C	QUALIFICATIONS AND EXPERIENCE OF THE PROPOSED STAFF	50
	Team Leader	30
C1	At minimum, a master's degree in the field of natural resource management or similar field	5
C2	Team leader in at least 2 related assignments in the last 5 years.	10
C3	Ten (10) years minimum experience in the Caribbean region in assignments similar to this Consultancy.	10
C4	Proven record of oral, written communication and presentation skills in English. Spanish fluency both oral and written will be a strong asset. Working knowledge of French an asset.	5
	Other required expertise	20

C5	Experience with legal assessment and analysis of MPA management in the SIDS, with preference in the Caribbean SIDS	5
C6	Experience with financial assessment and analysis as it relates to biodiversity conservation, with preference in MPA management	5
C7	In addition to the Team Leader, other team members must have 3 years' experience in the Caribbean region in assignments similar to this Consultancy	5
C8	Knowledge of Conservation Trust Funds or other grant funding organizations/entities.	5
	Total	100