



TERMS OF REFERENCE

Business Plan for the development of the IUCN Green List of Protected and Conserved Areas

PROJECT	Achieving and recognising fair and effective Protected and Conserved Areas through the IUCN Green List Standard
SUBJECT	Consultancy services
WORKSTREAM	<i>The Green List Program generates adequate and sustainable financial resources to help all committed sites and countries improve their effectiveness</i>
WORKING DAYS ESTIMATION	25-30 days
DURATION	September – December 2023
CONTACT PERSONS	<i>IUCN Headquarters, Protected and Conserved Areas Team</i> Siska Sihombing Thierry Lefebvre

A. BACKGROUND INFORMATION

The IUCN Green List Protected and Conserved Areas is the first global and unique Standard of best practice for area-based conservation. The Green List Standard aims to become the metrics for area-based conservation effectiveness, providing a global benchmark for how to meet the environmental challenges of the 21st century, particularly the Global Biodiversity Framework targets, Goal A and 30x30 challenges.

The IUCN Green List is also a programme of certification for protected and conserved areas (PCAs) that are effectively managed and fairly governed. It acts as an incentive and offers a stepwise programme that can help make PCAs fit for the future and thus secure past successes and future investments. Enrolled sites become part of a network and benefit from technical support to improve their performance and impacts.

The 30x30 challenge is a global target which aims to halt the accelerating loss of species and protect vital ecosystems that are the source of our economic security. More than 100 countries are committed globally to increasing spatial targets to protect or effectively conserve at least 30% of the planet - land and sea - by 2030. Effective management of protected and conserved areas and public and private financing are needed to ensure long-term management, local governance, and precise implementation mechanisms to put nature recovery by 2030.

To support this ambition, IUCN is currently implementing Gordon and Betty Moore Foundation and IUCN Strategic Partnership project to secure at least 1,000 equitable and effective protected and conserved areas in places of importance for biodiversity through scaling the IUCN Green List Standard, to offer a meaningful pathway to implement the new Global Biodiversity Framework and 30x30 ambitions to secure biodiversity and climate benefits.

The IUCN Green List operations have been funded mainly through a portfolio of projects. Still, IUCN will seek opportunities to generate direct financial support for participating sites based on their commitment to achieving the Standard and their demonstrated progress and good performance. At the same time, IUCN and partners require sustained financing to support

Green List operations, evaluation and Assurance, communications and outreach to ensure quality and credibility in the Green List Standard and certification process.

Some new approaches will help move from a **project-based model** to a **sustained financing programme** for the Green List operations and the participating sites:

- map the existing opportunities and challenges of financing mechanisms for nature conservation
- identify and promote innovative financing mechanisms and tools to support the participating sites;
- explore further the series of additional revenues and funding to support an efficient secretariat and credible Assurance;
- find synergies between national and regional projects, and improve the allocation of resources to Green List development priorities;
- link the sustainable financing efforts to the overall vision of 30x30 challenges;
- link the capacity to demonstrate positive impacts on biodiversity and society to available financial investment and stimulate collaboration with existing financial mechanisms, such as trust funds and special granting programmes.

B. PURPOSE AND ACTIVITIES

The Business Plan will operationalise the Green List and ensure resources are available to implement the programme. This sustainability in financing the overall programme aims to strengthen the governance and the core operations of the IUCN Green List at the global and regional levels.

The Green List Business Plan (GLBP) should strategically identify one or more innovative mechanisms to support GL resources and capacities to 2030 and describe all the resources and capacities that will have been secured as increased financing assets. It will define a business model to strengthen fundraising and financing mechanisms. It may include new sources of income, key partnerships, marketing and outreach strategy and optimising the cost structure.

The GLBP can also be consulted by committed protected and conserved areas. Every site can benefit from creating a clear, concise, easy-to-follow business plan to follow its GL pathway. The GLBP is a tool to understand financial gaps in implementing GL objectives. It can monitor progress, show accountability, control the direction and guide GL actions to achieve successful outcomes. It should also help attract funding from public and philanthropic sources and become a necessary instrument for unlocking private investment in the GL programme and the basis for presenting business case studies to investors.

The Green List Business Plan may include examples of all other IUCN tools, plans, and strategies (Nature-based Solutions, Red List, Nature Positive, etc.) to share lessons learnt and methodologies.

The IUCN Green List Secretariat is searching for a consultancy service to establish a sustainable business plan for the overall Green List operational activities.

The Green List Business Plan will comprise the list (not exhaustive) of deliverables as follow:

DELIVERABLE	TARGET GROUPS
1. Description Familiarise with the foundational documentation, develop purposes for implementing the IUCN Green List Business Plan, list of target groups, etc.	IUCN GL Secretariat

<p>2. Identification of new sources of financing and funding</p> <p>Develop financing models and fund mobilisation strategies for developing the Green List programme. Identify options for transforming the operations from a “cost-based model” to a “revenue-generating model”.</p> <p>a) Fundraising strategy for the GL programme</p> <ul style="list-style-type: none"> • Project portfolio optimisation • Marketing and outreach strategy • Map potential donors and identify tender sources • Identify various fundraising approaches <p>b) Financing mechanisms (particularly for the GL participating sites and GL programme)</p> <ul style="list-style-type: none"> • Identify opportunities (investment products) to integrate the GL Standard as a metric to measure the investment impact • Identify options for innovative financing mechanisms for supporting GL partner countries and participating sites • Propose an approach for private sector engagement in the Green List 	<p>IUCN GL teams (Secretariat and Regional Offices)</p> <p>Partner countries</p> <p>Other stakeholders (donors, financial institutions, private sector)</p>
<p>3. Concept for the Green List Trust Fund <i>(or can be named differently)</i></p> <p>A Green List Trust Fund could act as a vehicle for multiple financing mechanisms to operate with advised accounts for targeted investment impact and allow revenue streams to sustain IUCN Green List operations. It would provide long-term funding and sustainable global/regional partnerships for the participating Green List sites and global operations.</p>	<p>IUCN GL teams (Secretariat and Regional Offices)</p>
<p>4. Concept for the Green List Investment Forum <i>(or can be named differently)</i></p> <p>The Green List Investment Forum aims to gather donors, foundations, and investors to support committed sites and conduct crowdfunding, gathering local businesses in and around sites to pitch. It may be a permanent donor-meet-project and innovative financing solutions platform facilitating direct exchanges between sites and financial institutions.</p> <p>The Forum will ensure inclusive financing for PCAs governance, support the implementation of Payment for Ecosystem Services for fair PCAs, etc.</p>	<p>IUCN GL teams (Secretariat and Regional Offices)</p> <p>Participating sites</p> <p>Partner countries</p> <p>Other stakeholders (donors, financial institutions, private sector)</p>
<p>5. Final note</p> <p>Short conclusion to achieve sustainability for financing until 2030: short-term (1y), medium-term (3y), long term (until 2030) that will compile all results above into IUCN GL Business Plan.</p>	<p>IUCN GL Secretariat</p>

Coordination meetings, results workshops with IUCN teams and partners, review, follow-up, and other tasks will also be considered during the mission.

C. TECHNICAL REPORTING

The Consultant will report to IUCN Protected and Conserved Areas Team on all activities conducted and deliverables.

The tentative reporting timeline is below:

Type of report	Period (from-to)	Submission
Green List Business Plan		
Kick-off, preparation, coordination	Early September 2023	
Regular meetings with IUCN GL Secretariat (bi-weekly): preparation, process	September 2023	
Identification of new sources of financing and funding	September – November 2023	
Concept for the Green List Trust Fund	October – November 2023	
Concept for the Green List Investment Forum	October – November 2023	
Final Green List Business Plan		31 December 2023

D. SOURCE OF EXPERTISE

Skills and Qualifications

- Academic degree in business development, finance, or related analytical discipline preferred
- Have an entrepreneurial mindset, a natural curiosity and a “big picture” personality
- Minimum of 10 years of professional experience with responsibilities of business plans and business model
- Financial management experience with planning, forecasting, and financial analysis
- Experience with nature conservation or environmental topics, experiences with ESG and CSR
- Knowledge of different IUCN tools is an added value, particularly IUCN Green List
- Experience conducting market research, including analysing and synthesising research reports and conducting primary research
- Excellent spoken and written communication; confidence in interviewing stakeholders (PCA site managers, GL regional coordinators, etc.)

E. APPLICATION

The application, in a single PDF file, must include (i) a cover letter outlining clearly how the candidate meets the requirements of the position, (ii) a detailed CV and/or company profile and (iii) a technical and financial proposal max. 5 pages.

Consultants must submit their applications no later than Midnight CET time on September 7th 2023 by e-mail to:

Siska Sihombing : Siska.SIHOMBING@iucn.org
Thierry Lefebvre : Thierry.LEFEBVRE@iucn.org

The subject heading of the e-mail shall be "Application: IUCN Green List Business Plan".