Terms of Reference for IUCN Consultancy

Title: Consultant for Strengthening Business Models for Community Land Users & Implementation of an Incentive Mechanism for Livestock Enterprises

The objective of the Consultancy

This consultancy has the following objective(s):

- To develop and strengthen business models for community land users, ensuring economic viability and sustainability of land management practices.
- To design and implement an incentive mechanism for livestock enterprises, enhancing their resilience and profitability while promoting sustainable grazing practices.
- To integrate financial sustainability and policy coherence into business models, ensuring alignment with national policies and strategies.
- To develop a structured monitoring and evaluation (M&E) framework to assess the success of the business models and incentive mechanisms.
- To create a roadmap for the long-term sustainability of the developed business models and incentive mechanisms.

Background

This consultancy supports the GEF 7 Sustainable Land Management (SLM) Project (Ref: PO4090, Donor Ref: 10179). The project aims to promote sustainable land use, restore degraded landscapes, and enhance the livelihoods of rural communities in the Limpopo and Northern Cape provinces of South Africa. Existing analyses from the Policy Coherence Report and Draft Finance Strategy Report provide critical insights into financial sustainability and policy alignment. The consultant is expected to build upon these reports, ensuring that new business models and incentive mechanisms are designed for practical implementation.

About IUCN

IUCN (International Union for Conservation of Nature) is a membership Union uniquely composed of both government and civil society organizations. It provides public, private, and non-governmental organizations with the knowledge and tools that enable human progress, economic development, and nature conservation to take place together.

Created in 1948, IUCN is now the world's largest and most diverse environmental network, harnessing the knowledge, resources, and reach of more than 1,400 Member organizations and around 15,000 experts. It is a leading provider of conservation data, assessments, and analysis. Its broad membership enables IUCN to fill the role of incubator and trusted repository of best practices, tools, and international standards.

IUCN provides a neutral space in which diverse stakeholders, including governments, NGOs, scientists, businesses, local communities, Indigenous people's organizations, and others, can work together to forge and implement solutions to environmental challenges and achieve sustainable development.

Working with many partners and supporters, IUCN implements a large and diverse portfolio of conservation projects worldwide. Combining the latest science with the traditional knowledge of local communities, these projects work to reverse habitat loss, restore ecosystems, and improve people's well-being.

www.iucn.org
https://twitter.com/IUCN/

About the Project

The GEF 7 Sustainable Land Management (SLM) project seeks to promote sustainable land management practices to combat land degradation, improve livelihoods, and enhance ecosystem services in the Limpopo and Northern Cape provinces of South Africa. The project targets the restoration of degraded ecosystems, biodiversity conservation, and increasing resilience to climate change through the implementation of SLM techniques.

Key objectives of the project include:

- **Improving land productivity** by applying sustainable agricultural and land management techniques.
- **Enhancing resilience** to climate change and environmental threats.
- **Biodiversity conservation** through the restoration of ecosystems and habitat protection.
- **Socio-economic development** by engaging local communities and improving livelihoods.
- **Capacity building** to strengthen stakeholders' ability to scale sustainable land management practices.

The GEF 7 SLM project contributes to global efforts to address land degradation and achieve the Sustainable Development Goals (SDGs), focusing particularly on environmental sustainability, poverty reduction, and climate resilience.

Description of the Assignment

The consultant will refine and implement business models tailored for community land users, integrating best practices from sustainable land management and market-based approaches. This includes:

- Stocktaking and evaluating existing income-generating activities and livestock value chains and identifying new revenue streams.
- Developing structured guidance on the types of business models to be considered (e.g., cooperative models, value chain integration, payment for ecosystem services, livestock enterprise clusters).

- Ensuring alignment with financial sustainability recommendations from the Draft Finance Strategy Report and policy recommendations from the Policy Coherence Report.
- Developing and piloting an incentive mechanism for livestock enterprises, detailing a clear approach for structuring the mechanism (e.g., performance-based payments, market access incentives, ecosystem service rewards).
- Conducting stakeholder consultations and developing a stakeholder engagement plan, including mapping key stakeholders such as local governance structures, community groups, financial institutions, and development partners.
- Designing a monitoring and evaluation (M&E) framework with measurable indicators to assess the success and impact of the developed business models and incentive mechanisms.
- Outlining a roadmap for the long-term sustainability of the business models, including financial sustainability, institutional support, and policy integration.
- Developing funding models and exploring potential financial partnerships to support implementation.
- Integrating gender and cultural considerations, including access to benefits from proposed business models, in the business model design and implementation.
- Identifying key risks and challenges associated with business model development and incentive mechanisms and proposing mitigation measures.

Duration of the Assignment

The consultancy is expected to be completed within 6 months. This duration allows for comprehensive stakeholder consultations, the development of the monitoring framework, and the integration of policy and financial sustainability strategies.

Deliverables and Activities

The consultant will provide the following deliverables and carry out the following activities:

Deliverable/Activity	Description	Deadline
Inception Report	Detailed work plan, methodology, and timeline.	**Month 1**
Business Model Development Report	• Assessment of current business models for community land users. • Baseline and context analysis of current value chains and business models. • Development of refined and new business models, ensuring financial viability. • Inclusion of a funding model and potential financial partnerships.	**Month 3**
Incentive Mechanism Design Report	• Structured approach for incentive mechanism design. • Feasibility analysis of an incentive mechanism for livestock enterprises. • Recommendations for pilot implementation and alignment with policy frameworks.	**Month 4**
Stakeholder Engagement Report	• Stakeholder mapping and engagement documentation	**Month 5**

Final Report	A consolidated report with the final Knowledge Management Platform, pilot finance solutions findings, and actionable recommendations for scaling and sustaining both initiatives with M & E Framework A final report on the strategy for **Strengthening Business Models for Community Land Users & Implementation of an Incentive Mechanism for Livestock Enterprises.**	**Month 6**

Payment Schedule

The Timetable below summarises the chronological order of deliverables and indicates milestones at which IUCN will pay the Consultant.

Deliverable	Milestone payment
Inception Report	20% upon approval of the Inception Report
Business Model Development Report	25% upon submission of the draft design
Incentive Mechanism Design Report	25% upon completion of the feasibility study
Stakeholder Engagement Report	15% upon completion of the stakeholder engagement report
Final Report	15% upon submission and approval of the Final Report

Skills and Experience

The consultant must have the following skills, education, and experience as a minimum:

- **Education**: A master's degree in environmental management, Finance, Sustainable Development, Land Management, or a related field.
- **Experience**:
    - Minimum of 5 years' experience in sustainable land management, community-based enterprises, or livestock business development.
    - Proven track record in developing business models and incentive mechanisms for rural enterprises.
    - Demonstrated expertise in financial sustainability planning, funding model development, and policy alignment.
    - Experience in stakeholder engagement, particularly working with local governance structures, community groups, and financial partners.
    - Familiarity with gender-sensitive and culturally appropriate business model development approaches.
    - Experience in risk assessment and mitigation planning for business initiatives.

Supervision and coordination

The consultant will report to the **Project Manager** of the GEF 7 SLM Project. Regular updates will be provided, with bi-weekly meetings scheduled to review progress.