# IUCN - Incubator for Nature Conservation (INC) Consultancy

**Division:** Environmental Law Center (ELC) of the Internatonal Union for the Conservation of Nature (IUCN)

**Location:** Windhoek, Namibia

**Consultancy Position:** Specialist in Business and Financial Management for Protected Areas

**IUCN**

The International Union for the Conservation of Nature (IUCN) is a membership organization comprised exclusively of government and civil society organizations. It provides public, private and non-governmental organizations with the knowledge and tools that allow human progress, economic development and nature conservation to develop together. Created in 1948, IUCN has become the largest and most diverse environmental network in the world. It provides the experience, resources and reach of its 1,300 member organizations and the contribution of some 10,000 experts. IUCN is the world authority on the state of the natural world and the necessary measures to safeguard it. Our experts are organized into six commissions dedicated to the survival of species, environmental laws, protected areas, social and economic policies, ecosystem management and education and communication.

**INC**

Managers of protected areas can benefit from the experience and expertise of commercial and financial managers. Protected areas require sufficient income to pay for development, governance, legal and operational expenses, always with a view to ensuring the conservation of biodiversity and important cultural values. Similar to many businesses, protected areas often need help to obtain sufficient funding to carry out their operations, and plan, implement and manage financial systems. However, they generally lack the financial expertise necessary to carry out these essential tasks. IUCN will provide this assistance to the Greater Sossusvlei-Namib Landscape Association (GSNLA), a non-governmental organization in Namibia, through its financial incubator initiative (INC). The INC has been established by IUCN to provide technical knowledge, guidance, advice and resources to protected areas seeking to improve their business model and achieve financial sustainability, and has selected 10 initial pilot sites to test and validate this approach, including the work of GSNLA with the Greater Sossusvlei-Namib Landscape (GSNL) in Namibia (<http://www.landscapesnamibia.org/sossusvlei-namib/>). The demonstration sites will serve as a model to establish viable financing systems in protected areas around the world. Lessons and successes will be shown through PANORAMA. The ultimate goal will be to prepare each site to meet the standard of the IUCN Green List of protected and conserved areas.

**Responsibilities**

INC will provide technical and financial support to GSNLA to request and select a specialist in commercial and financial management with work experience in the management of renewable natural resources, management of protected areas, ecosystem services, forest management and sustainable agriculture. The specialist will work directly with GSNLA staff based in Windhoek, Namibia to help them develop an internal business development, capitalization, and financial management plan. The specialist will also visit the GSNL region in order to understand the social, economic, and ecological risks, challenges, and opportunities, and receive technical support provided by a specialist from the IUCN Conservation Incubator (INC). The specialist will work directly with the GSNLA team for an initial six-month period starting in January 2019, and potentially renewable for a second 6 month period based on results from the initial phase of work. The results from this work will produce a draft financial strategy and business plan that will specifically support the responsibilities of GSNLA to manage their interests and commitments in the GSNL region. The specific tasks that will be included in the development of this draft financial and commercial plan will include the following:

* Carry out initial orientation tasks that include an evaluation of the role of GSNLA and identification of opportunities for innovative financing and collaboration, through:
	+ Review of existing background literature on previous fundraising and resource development activities carried out by GSNLA (including previous consultancies carried out on this and similar topics), and on other organizations operating in the same technical and geographic space;
	+ Consultation, as feasible, with experts and key professionals in conservation finance; organizations that operate in the same technical and geographic space as GSNLA; representatives of selected bilateral and multilateral donors and private foundations; and private philanthropists.
	+ Identification of the existing funding sources for GSNL, including the possible products and services that GSNLA can provide and the relationship of these services with its mission and organizational vision for the management of GSNL.
* Prepare and deliver a summary document that evaluates the local, national and international financing options that may be available for GSNLA to support their work in GSNL, and describes how they can contribute to sustainable financing for the management of GSNL. The document will include:
	+ **Introduction**: a summary of GSNLA's organizational vision and mission for the management of GSNL, which includes an overview of existing financial resources (endowment, grants and other funds), and an analysis of projected funding gaps for GSNL;
	+ **Capitalization**: a summary and evaluation of the currently untapped financing options that may be available for GSNLA and GSNL, including innovative entrepreneurial schemes and income generators, private funds and public donor funds that may be available to maintain GSNL while other sustainable options are developed. The summary will include the following detailed evaluation for each financing option identified:
		- Estimation of the range of income or potentially accessible income
		- Technical, administrative, legal or other necessary resources to develop the option, including an estimate of the costs to carry out these development actions
		- Reference information about people, organizations or other people who can provide support, guidance, lessons learned and other resources to support the development of the option.
		- Identification of potential risks, threats or other obstacles to the development of the option.
* A summary of financing options that are not realistic for GSNLA and GSNL at this time, and an analysis of the reasons for deselecting each option;
* Preparation of a business plan to support the commercialization of the capitalization strategy, which includes a marketing plan for GSNLA's products and services and a preliminary market survey.
* Preparation of a suitable grant template for use by GSNLA as opportunities arise with potential sponsors;
* Preparation of a fundraising field for use by GSNLA board members, staff and others
* Preparation of an implementation and an action plan to include a schedule for the development of each preferred option, milestones to guide the evaluation of results and determination of responsible parties to supervise each task.
* Conclusions and Recommendations;

The following products are expected at the end of the consultation:

* Draft report that provides a summary and analysis of financing options, GSNLZ business plan and fundraising materials
* A comprehensive business plan for tourism, which serves as a guide for the period from 2019-2024.
* Summary strategy to engage impact investors in GSNLA’s conservation efforts, along the lines of ideas outlined by the Credit Suisse Group AG or its affiliates, and McKinsey & Company

(<https://www.credit-suisse.com/media/assets/corporate/docs/about-us/responsibility/environment/conservation-finance-en.pdf>)

* Development of at least one "value chain" option, such as adaptation to climate change, nature-based tourism, etc. in order to take advantage of new innovative opportunities.
* A one-day workshop organized with GSNLA and the INC technical support specialist, and including a group of financial advisors and other invited professionals to summarize, evaluate and finalize the findings in the draft report.
* Integration of the results of the draft report and the workshop into an adaptable, accessible and institutionally expansive set of tools and an implementation action plan.

**Qualifications Required**

The specialist will have at least 5 years of professional experience and expertise in the following areas:

* Experience in planning, development and business administration, with specific experience demonstrated in the design, development and implementation of medium to large scale financing schemes for protected areas in emerging economies.
* Ability to work and build trusting relationships with multiple stakeholders, including government officials, investors, banks, development finance institutions, local and indigenous communities, NGOs and communications experts, among others.
* Experience in research and writing.
* Strong written and oral communication skills in English.
* Demonstrated ability to work both independently and as a team.
* Degree: university degree from accredited universities in social sciences, economics, finance, political science, environmental sciences, other related areas.

***IUCN does not sponsor visas of any kind.***

Applicants must have personal health insurance coverage to apply.

**Stipend for Services:** U.S.$12,000.00

**Duration:** 6-month contract, potentially renewable for an additional 6 months

**Start/end months:** January 2019 (with some flexibility, as necessary)

**How to apply:** Qualified applicants must submit their application online at Justine.Brossard@iucn.org. The application should include the following:

* A cover letter not to exceed 2 pages in length that describes your prior experience working with fund-raising, financial planning and management, particularly as it may have engaged or affected protected areas and environmental conservation; your experience working in development and emerging economy contexts; and any prior experience you may have in the proposed project area.
* An updated Curriculum Vitae (resume).
* 3 unrelated references who can speak to the quality of your work.

**Deadline for Submissions**: December 7, 2018