

# WWF NATURE PAYS: - Scaling a Global Community of Excellence & Knowledge Management - TOR

In 2018, the markets team led an analysis of the community enterprise footprint within WWF's conservation programme and there was a clear need identified to strengthen and catalyse this area of work to:

- Build **internal capacity** to support community enterprise programming from a market access perspective
- Raise awareness of this work across the WWF Network
- Develop unusual partnerships (e.g., with the private sector, social NGOs, innovation incubators & impact investors)
- Establish long term **fundraising** to ensure the sustainability of the Hub and priority enterprises
- Raise WWF's profile in this space to be the **go-to environmental NGO** for conversation community enterprise programming

Excellent progress has been made in the start-up phase of this critical work in terms of immediate needs, but we are now looking to focus energy and resources on more medium-long term interventions, especially around scaling our highly popular capacity building program, co-created with Impact Hub, and strengthening our vibrant global community. Considering this strategic direction, we are seeking specialist consultancy support to drive forward a number of key projects:

## What do we need?

1. Facilitate the creation of Nature Pays global community strategic plan for next 1-3 years inc. road map, budget, resourcing, KPIs, risks, quick wins, etc
2. Implementation of agreed enabling strategic activities over a period of 6-12 months, which are likely to include:
  - Coordination of the 2<sup>nd</sup> phase of scaling Nature Pays capacity building training program internally and externally, in collaboration with Impact Hub
  - Coordination and content curation of Nature Pays community exchange platforms, including workplace, googlesite, network webinars
  - Scale up and roll out of the innovative microlearning program that is currently in creation in partnership with Panda Labs
  - TBC: Key liaison point with Cambridge University MBA pro-bono management consultancy team (March-April 2021) re: microlearning capacity building adaptation

## Who are you?

**You will have strong technical expertise in the following areas:**

- Social/community enterprise development, ideally at a grass roots level with indigenous peoples.
- Global community building & knowledge management
- Social development inc. market-based approaches, livelihood diversification,

- People-centred/inclusive conservation
- Fostering an enabling environment for innovation & intra/entrepreneurship
- Eco-trepreneurship
- Virtual global facilitation
- Business landscape, trends & dynamics

**You will have the following skills/attributes:**

- Excellent written and spoken English, any other languages/s an asset
- Extremely well organised and strong organisational networker
- Comfortable with ambiguity & change
- Empathetic
- Resilient
- Experience working in global south (America, Africa, Asia).
- Agile, dynamic self-starter
- Strong commercial acumen
- Ability to interact with people from all cultures and countries

**TIMEFRAME:** Preferred start date: March 2021 for one year.

**BUDGET:** £12000-15000 (inc. VAT)

**Expressions of interest to Hina West – [hwest@wwf.org.uk](mailto:hwest@wwf.org.uk) by 31 January 2021, to include:**

- **Proposed approach to outlined activities, inc. budget, availability, expected timeframe (max 2 pages)**
- **CV**

# BACKGROUND CONTEXT

**WWF MISSION:** We are living in a time of unprecedented risk but also unparalleled opportunity for the future of our planet and our society. A time where the world's wildlife has halved in less than a generation; oceans, rivers and forests are struggling to cope with our growing pressure upon them; and where we are still on a path toward catastrophic climate change impacts. But it's also a time when the science is clearer than ever before, awareness is at an all-time high, commitments are more ambitious and innovation more impactful. A growing number of corporations are committing to address climate change, assuming responsibility for using natural resources sustainably and greening their supply chains.

Hundreds of millions of people are also making their voices heard about the future they want. The world is more conscious of the problems and solutions and more committed to addressing them than ever before. These massive opportunities are why WWF, together with existing and new partners, has transformed the way we work. We drive powerful and influential partnerships, innovative solutions, sustainable financing, in-depth monitoring and large-scale mobilization of people. From numerous initiatives, priority areas and priority species, the entire WWF Network focuses on six major goals - forests, oceans, wildlife, food, climate & energy, and freshwater – and three key drivers of environmental problems – **markets**, finance and governance.

**MARKETS PRACTICE VISION:** Accelerate the achievement of WWF's Goals by deploying effective market-based change mechanisms to measurably shift local, regional, and global markets towards sustainable production and consumption

**NATURE PAYS FOCUS:** housed within the markets practice team, the Nature Pays Hub aims to **accelerate market access** for community/social enterprises within WWF's conservation programming to promote livelihoods and land/seascape conservation (see infographic below or [Practitioner Guide](#) for further details). The Nature Pays Hub aims to foster a community, share best practice and spur innovation

Community based enterprises that develop conservation friendly products and services – such as non-timber forest products, medicinal plants, rattan, sustainable crops (coffee, cocoa, rice, palm oil, etc.), tourism services, forest management, etc. – are a key conservation strategy employed across the WWF Network. The rationale is that communities are the front line for conservation but need to see an economic value from conservation and participate in economic growth. Almost all WWF offices support small scale enterprises as a conservation strategy, with 200+ projects identified in 50+ offices. This work has also become even more critical in light of the global pandemic and it's drastic impact on the tourism sector and urgent need to create and diversify livelihoods for the communities WWF supports.

## Nature Pays Objectives:

- Improve access to formal markets and enable demand
- Reduce the pressure on environmental resources
- Ensure conservation benefits are equitably distributed, resulting in positive social impact

## Three-pronged approach:

- *Community of Excellence:* Capture knowledge, capacity build, and share best practices
- *Advisory Services:* Internal advisory capability for WWF enterprises, programs, and proposals
- *Design Innovation:* Shift the paradigm through business model and tech innovation

# WWF Nature Pays model of support

370 million indigenous people make up less than 5% of the total human population but manage or hold tenure over 25% of the world's land surface and support about 80% of global biodiversity

1



## SUCCESSFUL CONSERVATION = FOR NATURE AND PEOPLE

Local communities and indigenous peoples are critical to conservation, but for conservation to be successful, it must benefit people.

2



## COMMUNITY CONSERVATION ENTERPRISES - MAKING NATURE PAY

WWF supports more than 200 Community Conservation Enterprises (CCEs) in over 50 countries. CCEs are local businesses that benefit communities and contribute to conservation.

3



## NATURE PAYS - CCEs SUCCEED

Building successful CCEs comes with a host of practical and logistical challenges. Nature Pays is helping communities overcome these by providing support in 6 areas:



**COMMUNITY ORGANIZING**  
Establishing legal rights and access to decision-making



**PRODUCT DESIGN**  
Developing viable and sustainable products



**OPERATIONAL CAPABILITIES**  
Building business essentials



**ENVIRONMENTAL MONITORING**  
Establishing environmental standards



**INVESTMENT**  
Connecting with sources of funding



**MARKET ACCESS**  
Reaching the right customers in the right markets