



TERMS OF REFERENCE

PROYEK INVESTING IN THE KOMODO DRAGON AND OTHER GLOBALLY THREATENED SPECIES IN FLORES

Development of a Financial Framework, Business Development, Market Analysis, and Business Plan in Ngada Regency

I. BACKGROUND

Flores Island is a conservation priority at national and global levels, as it serves as the main habitat for rare and endangered species, including the Komodo dragon (*Varanus komodoensis*), and features unique terrestrial and coastal ecosystems. In this context, the Riung sub-district in Ngada Regency holds a particularly strategic position. This area includes the 17 Riung Islands Nature Tourism Park (TWA), biodiverse coastal waters, and community-based villages whose livelihoods are heavily dependent on natural resources.

In villages such as Latung, Lengkosambi, West Lengkosambi, East Lengkosambi, Sambinasi, West Sambinasi, and Tadho, most households depend economically on capture fisheries, dryland agriculture, small-scale livestock, and the harvesting of non-timber forest products (NTFPs). Despite the region's considerable natural and cultural potential, it continues to face several structural and systemic challenges, including:

- Limited market access is caused by inadequate infrastructure and low community bargaining power.
- Low business capacity and financial literacy among residents, including in group business management;
- Traditional business models that are poorly adapted to climate change, market demands, and sustainability principles;
- Limited access to finance for small community enterprises, including weak links with financial institutions, CSR programmes, or conservation funds.

In response, the IN-FLORES project, implemented by UNDP and the Ministry of Environment and Forestry (KLHK), introduces an innovative, community-based conservation approach that aims to strengthen local economies and institutions. Component 2 of the project especially emphasises the importance of creating an enabling environment for species conservation through institutional reform, policy enhancement, and the integration of community livelihood and financing strategies.

One key strategy is to support the development of environmentally sustainable community enterprises by creating business models that advance conservation goals, increase household incomes, and enable access to inclusive finance.

As part of this strategy, a Business Development Consultant will be engaged to produce technical documentation, including the following tasks:

- Identify land- and sea-based local economic potentials that can be developed sustainably;
- Analyse market structures and value chains for key commodities in the target villages;
- Develop practical, conservation-oriented community business plan prototypes.
- Design local financing and investment strategies, including Village Funds (Dana Desa), CSR, cooperatives, and Payment for Ecosystem Services (PES) schemes.

Through this approach, the project aims to develop an intervention model that connects natural resource and key species protection with improvements in community welfare, while also enhancing the capacity of villages and communities to manage enterprises with a long-term perspective independently.

By incorporating ecological, economic, and sociocultural aspects in a contextualised manner, this work will play a vital role in achieving the overall objectives of the IN-FLORES project in Ngada Regency.

II. OBJECTIVES OF THE ACTIVITY

A. General Objective

To support the achievement of Outcome 2 of the Investing in the Komodo Dragon and Other Globally Threatened Species in Flores (IN-FLORES) Project, which states:

Strengthen enabling conditions at local and landscape levels to support the implementation of integrated threatened species conservation strategies and landscape/seascape governance.

In particular, the activity contributes to:

- a. Indicator 13: “Market analysis and business plan completed for viable livelihood enterprises.”
- b. Indicator 14: “Financial and development frameworks developed for the landscape.”

This activity aims to:

Develop a financial and business development framework for community enterprises in coastal and inland villages in Riung Sub-district, promoting conservation-based, financially sustainable, and socially inclusive business models linked to medium-term financing strategies and market access.

B. Specific Objectives

To support the overall objective, this activity is based on the following specific goals:

1. Develop a Conservation-Responsive Financial and Business Development Framework

- Identify naturally occurring, socio-cultural, and local economic resources that hold business and conservation value.
- Develop a conceptual framework that describes the relationship between business models and their role in area and species conservation.
- Map local institutions, social capital, and business initiatives as the basis for developing the business model.

2. Conduct Market and Value Chain Analysis for Potential Commodities or Services

- Evaluate the feasibility of key commodities (e.g., non-timber forest products, sustainable fisheries, ecotourism, agroforestry) using a Rapid Market Appraisal method.
- Illustrate the local supply chain structure, identify market barriers, profit margins, and opportunities to improve community-level value addition.
- Offer strategic recommendations to reduce supply chains, strengthen bargaining power, and enhance production efficiency.

3. Develop Business Plan Prototypes for Community-Based Enterprises

- Design at least two viable, eco-friendly, and possibly replicable community business models — one land-based and one marine-based.
- Prepare comprehensive business plan documents, including: market analysis, cost structure, profit projections, marketing strategy, governance structure, and a 2-year business development roadmap.
- Provide an implementation roadmap and metrics for measuring success for the businesses.

4. Develop Accessible Conservation Enterprise Financing Schemes for Communities

- Identify funding opportunities within the village and through external partners such as Village Funds, BUMDes, CSR, PES, cooperatives, and micro-finance.
- Identify institutional mechanisms for transparent and sustainable management and distribution of funds.
- Design draft proposals, memoranda of understanding (MoUs), and submission formats to request support from village governments, development partners, or private partners.

5. Enhance Village and Enterprise Group Preparedness to Manage Conservation Enterprises

- Promote the participation of women's groups, youth, traditional fishers, and BUMDes managers in developing business plans.
- Support consultation and validation processes with community leaders, village, and sub-district authorities to ensure local ownership of the business models.
- Offer initial input to support future empowerment and capacity-building strategies throughout project implementation.

C. Expected Final Outputs

- A comprehensive Financial and Business Development Framework completed for the intervention villages in Riung Sub-district.
- A Market and Value Chain Analysis Report for selected potential economic sectors.

- At least two Community Business Plan documents have been prepared for follow-up and implementation.
- A compilation of supporting documents, including draft proposals, financing schemes, and partnership agreement templates.
- Increased awareness and foundational skills among community members to run sustainable conservation-based enterprises.

III. EXPECTED OUTPUTS

1. Output 1: Framework Document for Financial and Business Development in Intervention Villages

Deliverables:

- a. Main document outlining the Community Financial and Business Development Framework for seven villages in Riung sub-district.
- b. Map of local economic potentials (products/services) based on natural and cultural resources.
- c. Matrix of local economic actors, including their roles, strengths, and capacity-building needs.
- d. Diagram showing the link between community business activities and their role in conservation.
- e. Executive summary (2 pages) for distribution to village governments and partners.

2. Output 2: Market & Value Chain Analysis Report for Priority Sectors

Deliverables:

- a. Market Analysis document for at least two key sectors (e.g., Non-Timber Forest Products and marine ecotourism).
- b. Value Chain Map for each sector, outlining actors, relationships, and economic margins.
- c. SWOT Analysis Table of potential commodities and services in each village.
- d. Strategic recommendations to strengthen bargaining power and market connectivity.
- e. List of potential partners (buyers, off-takers, distributors, digital platforms, etc.).

3. Output 3: Business Plan Documents for a Minimum of 2 Community-Based Conservation Enterprises

Deliverables:

- a. At least 2 Business Plans – one land-based, one marine-based.
- b. Each plan must include:
 - Business description and conservation value
 - Organisational/management model
 - Cost structure and revenue projections
 - Marketing and promotion strategy
 - 2-year implementation roadmap

- Key Performance Indicators (KPIs)
- c. Infographic or Business Model Canvas (BMC) for each enterprise
- d. One-page executive summary for each business plan, to be used in donor and partner presentations.

4. Output 4: Draft Community- and Village-Based Conservation Financing Scheme

Deliverables:

- a. Framework document on the conservation financing scheme (including convergence of Village Funds, CSR, PES, cooperatives, etc.).
- b. Map of funding opportunities at local and national levels (public, private, and donor sources).
- c. Community funding proposal templates and executive summary formats.
- d. Draft a MoU or Cooperation Agreement (PKS) between business groups and supporting partners, where possible.
- e. A practical 3–5 page guide for community groups to access conservation funding schemes.

Additional Documents (Final Outputs):

- a. Final report covering methodology, findings, challenges, and follow-up recommendations.
- b. Executive presentation slides (max. 15 slides) for dissemination to PMU, local government, or multi-stakeholder forums.
- c. All documents to be delivered in the following formats:
 - Word/PDF
 - Infographics/diagrams in PowerPoint (PPT) or PNG
 - Excel files for data analysis and financial calculations
 - Both soft copies and print-ready versions

IV. SCOPE OF ACTIVITIES

The preparation of the Financial Framework, Business Development Plan, Market Analysis, and Business Plans for the villages in Riung Sub-district will involve the following series of activities:

1. Document Study and Secondary Data Collection

Objective: To understand the ecological, social, economic, institutional, and policy context as the basis for analysis and planning.

Activities:

- a. Review IN-FLORES project documents (Prodoc, PRF, baseline study, and technical reports).
- b. Access RPJMDes (Village Development Plans), village profiles, PODES, business group data, and regional potential from district and sub-district authorities.
- c. Compile a list of relevant economic and conservation stakeholders (village governments, business groups, BUMDes, fisherfolk, women, youth, etc.).

2. Field Survey and Rapid Participatory Assessment

Objective: To promote community participation and gather primary data on economic resources, business potential, and institutional conditions in the field.

Activities:

- a. Conduct visits to seven target villages: Latung, Lengkosambi, Lengkosambi Barat, Lengkosambi Timur, Sambinasi, Sambinasi Barat, and Tadho.
- b. Conduct direct observation of local economic activities and natural resources (forests, farmland, coastal areas).
- c. Organise FGDs and interviews with community leaders, entrepreneurs, village governments, women, youth, and customary groups.
- d. Identify potential conservation-related economic activities (NTFPs, fisheries, ecotourism, traditional crafts, agroforestry).

3. Market & Value Chain Analysis

Objective: To analyse the market potential and value chains of environmentally and economically sustainable commodities and services.

Activities:

- a. Identify key commodities in each village (e.g., forest honey, seaweed, local maize, dried fish, marine tourism).
- b. Develop supply chain maps that span from upstream to downstream, including producers, processors, distributors, and consumers.
- c. Identify constraints in production, packaging, distribution, and marketing.
- d. Conduct economic margin analysis and provide strategic intervention measures.

4. Preparation of Community Business Plans

Objective: To develop business plans that are viable, environmentally sustainable, and ready for execution.

Activities:

- a. Select two community business models, land-based and marine-based, as prioritised by the villages.
- b. Utilise the Business Model Canvas and appoint the pilot projects (cost structure, revenue, break-even).
- c. Develop strategies for managing institutions, operations, marketing, and enhancing group capacity.
- d. Draft a 1–2 year implementation roadmap.

5. Development of Conservation Financing and Business Support Scheme

Objective: To develop a financing and partnership framework accessible to business groups and village administrations.

Activities:

- a. Identify potential sources of financing: Village Funds, BUMDes, cooperatives, CSR, environmental grants, banks, PES.
- b. Identify challenges and capacity-building requirements to access these funds.
- c. Draft funding proposal templates and MoU/Partnership Agreement formats with potential partners.
- d. Develop a concise, practical guide for villages or business groups to apply for conservation funding.

6. Validation, Reporting, and Dissemination of Results

Objective: To ensure the quality of the document and enhance local stakeholder ownership.

Activities:

- a. Validate results with villages and stakeholders through FGDs or limited dissemination sessions.
- b. Revise documents according to field inputs and technical feedback from the PMU.
- c. Prepare the final report and supporting materials (presentation, infographics, ready-to-use templates).

Final Outputs Produced:

- a. Community Financial and Business Framework Document (1 document)
- b. Market & Value Chain Analysis Report (Single Document)
- c. Business plans for two community business models (two documents)
- d. Draft Conservation Financing Scheme, including proposals and MoU templates
- e. Comprehensive Final Report and Executive Presentation Slides

V. METHODOLOGY

The implementation of this activity will adopt a participatory, collaborative, and evidence-based methodological approach, combining both qualitative and quantitative methods. It will also ensure the inclusion of vulnerable groups in the business planning and conservation processes.

The methodology comprises five primary approaches:

1. Desk Study and Area Context Assessment

Objective:

To understand the ecological, social, economic, and institutional contexts of the intervention villages as the basis for developing conservation-based business plans.

Activities:

- a. Review of IN-FLORES project documents, baseline studies, PRF, conservation policies, RPJMDes (Village Development Plans), and village profiles.
- b. Initial assessment of economic potential, natural resources, village institutions, and local economic actors.
- c. Analysis of policies concerning village financing, community-based conservation, and other funding opportunities.

Output:

Baseline matrix of village situations per sector (land and coastal), stakeholder maps, and local context summary document.

2. Rapid Participatory Field Assessment

Objective:

To gather primary data directly and participatorily from communities concerning business potential, challenges, capacities, and local ecological-economic relationships.

Activities:

- a. Field visits to seven target villages: Latung, Lengkosambi, Lengkosambi Barat, Lengkosambi Timur, Sambinasi, Sambinasi Barat, and Tadho.
- b. FGDs and in-depth interviews with:
 - Village governments
 - Community and customary leaders
 - Business groups (women, youth, fishers, farmers)
 - BUMDes/cooperative managers
- c. Direct observation of ongoing or potential conservation-based business locations.

Principles:

Applying a do-no-harm approach, respecting social structures, and ensuring the active involvement of vulnerable groups.

Output:

Village-level findings summaries for each sector, a list of initiatives or businesses with development potential, and field photo documentation or visuals.

3. Market and Value Chain Analysis (VCA)

Objective:

To conduct an in-depth feasibility analysis of community enterprises by reviewing the value chain, market demand, and potential for enhancing value addition.

Activities:

- a. Identify land-based (e.g. forest honey, organic coffee, local maize) and coastal-based (e.g. seaweed, dried fish, marine tourism) key commodities.
- b. Analyse production structures, distribution flows, economic margins, and actor relationships within the value chain (producers–processors–collectors–markets).
- c. Conduct SWOT and market feasibility assessments for each product or service.
- d. Study prices, demand trends, and quality standards.

Method:

A mix of desk review, FGDs, and field observations using the Rapid Market Appraisal (RMA) and Value Chain Mapping frameworks.

Output:

Value chain maps, matrices of business weaknesses and potentials, and strategies to reinforce weak points.

4. Business Model Design and Business Plan Preparation

Objective:

To design prototypes of viable community business models grounded in conservation principles and aligned with the villages' socio-ecological contexts.

Activities:

- a. Select two community businesses (one land-based, one coastal-based) to develop business plans.
- b. Develop a Business Model Canvas (BMC) for each.
- c. Develop cost–revenue analyses (cost structure, revenue streams), profit projections, and break-even points.
- d. Develop a 1–2 year operational roadmap: human resources, marketing, legal compliance, and risk management.
- e. Define managing institutions (BUMDes, community groups, cooperatives).

Tools:

Business Model Canvas (BMC), SWOT Analysis, UNDP/partner templates, and fundamental spreadsheet calculations.

Output:

Two complete business plan documents, executive summaries, and supporting infographics.

5. Analysis of Financing Schemes and Partnerships

Objective:

To develop practical and inclusive schemes for community conservation and enterprise financing.

Activities:

- a. Identify potential sources of funding: Village Funds, CSR, PES, cooperatives, district programmes, and donors.
- b. Analyse community accessibility to each source (eligibility, readiness, opportunities).
- c. Prepare funding proposal templates, draft MoUs/Partnership Agreements, and technical guidance for accessing financial support.

Method:

Focus group discussions with village stakeholders, BUMDes, CSR representatives, and microfinance institutions.

Output:

Funding opportunity map, draft community business proposals, cooperation frameworks, and technical guidance documents.

6. Cross-Cutting Approach

All activities will also apply the following principles:

- a. Gender responsive: ensuring women's participation in FGDs and business planning.
- b. Promoting conservation via economic incentives: ensuring each business plan contributes to conservation outcomes.
- c. Capacity building: enhancing community understanding of business and financial management.

VI. DURATION AND LOCATION

Duration: 2 Months (August – September 2025)

Activity	W1	W2	W3	W4	W5	W6	W7	W8
Desk study and collection of secondary data	✓	✓						
Field visit Phase I (4 villages) – assessment & FGDs		✓	✓					
Initial data analysis, drafting of the financial framework			✓	✓				
Field visit Phase II (4 villages) – verification & enterprise profiling				✓	✓			

Activity	W1	W2	W3	W4	W5	W6	W7	W8
Preparation of business plans & conservation financing schemes					✓	✓		
Finalisation of documents, final report, and presentation to PMU/multi-stakeholders							✓	✓

Location : Districts: Boleng, Komodo, South Lembor, and Macang Pacar, West Manggarai Regency

- a. Tanjung Boleng Village
- b. Pontianak Village
- c. Golo Mori Village
- d. Warloka Village
- e. Nanga Bere Village
- f. Bari Village
- g. Nanga Kantor Village
- h. West Nanga Kantor Village

VII. QUALIFICATIONS OF THE BUSINESS DEVELOPMENT CONSULTANT

1. Education

- a. Minimum of a bachelor's degree (S1) in Economics, Business Management, Regional Planning, Development Studies, Forestry, Marine Studies, or other relevant fields.
- b. A Master's degree (S2) in Business Planning, Environmental Economics, Sustainable Finance, or Regional Development is preferred.

2. Professional Experience

a. At least 5 years of relevant experience in:

- Developing market analyses, business plans, and business models for local communities or micro/community enterprises based on natural resources.
- Implementing programmes for the green economy or conservation-focused enterprises in rural and remote areas.
- Facilitating value chain mapping, local product marketing strategies, or local financing mechanisms.
- Providing consultancy or support to businesses in the forestry, marine, fisheries, ecotourism, or sustainable agriculture sectors.

b. Preferred candidates will have:

- Experience in donor-funded projects such as those supported by GEF, UNDP, or other multilateral agencies.
- Work experience in community-based or Indigenous settings, especially in conservation areas or underdeveloped regions in Eastern Indonesia.

3. Technical Competencies

- a. Ability to develop comprehensive business plans, including market analysis, SWOT, business models, income estimates, cost projections, and sustainability strategies.
- b. Skilled in market evaluation methods and identifying local economic potential based on natural resources.
- c. Ability to develop inclusive community-based business interventions that are attuned to local socio-ecological contexts.
- d. Able to develop conservation finance frameworks to promote livelihood diversification and sustainability incentives.

4. Communication and Outreach Skills

a. Able to actively engage with:

- Village/customary communities, women’s and youth groups,
- Village/sub-district/district governments,
- Village-owned enterprises (BUMDes), local cooperatives, and small business actors.

b. Skilled in facilitating focus group discussions (FGDs), interviews, and practical training using participatory approaches.

5. Additional Competencies (Preferred)

- a. Familiarity with principles of the circular economy, sustainable finance, or community-based conservation funding.
- b. Networked with local business support institutions (e.g., Office of Cooperatives/SMEs, Trade Office, Regional Craft Council - Dekranasda).
- c. Experienced in drafting professional documents in a communicative yet structured format.

VIII. BUDGET PLAN (RAB) – All-Inclusive

No	Budget Component	Volume	Unit	Unit Price	Total (IDR)
A	Consultant Honorarium	2	Months	Rp 30,000,000	Rp 60,000,000
B	Field Transport & Accommodation	2	Trips	Rp 15,000,000	Rp 30,000,000
C	Document Printing & Business Plan Preparation	1	Package	Rp 7,000,000	Rp 7,000,000
D	Layout, Editing, and Digital Dissemination	1	Package	Rp 3,000,000	Rp 3,000,000
TOTAL					Rp 100,000,000

No	Deliverables	Submission Time	Payment Term
1	Desk study and secondary data collection	First Week of August 2025	20%

No	Deliverables	Submission Time	Payment Term
2	- First field visit (4 villages): Assessment & Focus Group Discussions (FGDs) - Initial data analysis and draft financial framework	Fourth Week of August 2025	40%
3	- Second field visit (4 villages): Verification and enterprise profiling - Preparation of community business plans and conservation financing scheme - Finalisation of documents, final report, and presentation to PMU/multi-stakeholder forum	Fourth Week of September 2025	40%

IX. CLOSING

This Terms of Reference (ToR) is prepared as a guide for implementing activities related to recruiting a Business Development Consultant, who will be responsible for developing a Financial Framework, Community Business Development Plan, Market Analysis, and Business Plans for Ngada Regency, particularly in Riung Subdistrict and the priority villages of the IN-FLORES project.

This activity aims to produce key reference documents that accurately identify local economic potentials, design sustainable and inclusive business development strategies, and strengthen the foundations for active community involvement in conservation practices based on economic incentives. Its success will contribute to achieving the outcomes and outputs of the IN-FLORES project, especially in developing alternative livelihoods that support the preservation of key species and ecosystems in Flores.

Close collaboration is essential among the consultant, local government, local communities, and the IN-FLORES project team to ensure that the results achieved have a lasting impact on strengthening the local economy while promoting long-term environmental conservation.