

Conservation Strategy Fund 2021-2025 Strategic Plan

CONSERVATION STRATEGY FUND



“Conservation Strategy Fund was at the forefront of integrating economics into conservation twenty years ago and has been a major leader in the movement to mainstream conservation economics into environmental and development policy and planning ever since.”

- *Thomas Lovejoy, Senior Fellow, United Nations Foundation*

Conservation Strategy Fund

Conservation Strategy Fund was founded in 1998 on the conviction that economics can play a critical role in transforming conservation efforts around the world. By revealing the true tradeoffs of development, demonstrating the inherent value of nature, and generating financially viable environmental solutions, CSF used economic tools and insights to identify and inform others of the best possible development outcomes. Since then, we have been working with governments, conservationists, funders, farmers, fishermen, and others to raise economic literacy worldwide and create a better understanding of how economics can improve decision making.

Our 2021-2025 Strategic Plan builds on our history and experience delivering economic tools, trainings, and strategic advice to professionals all over the world to advance economic-based solutions to our most pressing environmental challenges.

Our Changing Landscape

The global COVID-19 pandemic disrupted our conventional way of doing business and upended the world order. Yet, the greater threat — and perhaps the greatest threat — is climate change. The devastating effects of climate change have already affected millions of people all over the world. Global biodiversity is declining at an accelerated rate, current extinction rates are climbing higher than ever before, and the carbon concentration in the Earth's atmosphere is reaching a tipping point that will determine the future of our planet and define generations to come.

As a society, we have struggled to catalyze the behavioral and policy changes needed to prevent the worst effects of climate change. Yet, if the pandemic offers any hope for our future, it is that the actions of individuals have the power to affect change in the larger population. At CSF, we believe that economics offers one of the best ways to realize change not just in human behavior, but in broader policy and decision making.

An aerial photograph showing a stark contrast between a deforested, brown, and charred landscape on the left and a lush, green forest on the right. In the foreground of the deforested area, there is a fire burning, with thick white and blue smoke rising. The text is overlaid on a semi-transparent dark band across the middle of the image.

We know that quantifying the value of natural capital and biodiversity makes a strong economic and environmental case for conservation. We also know that by training and equipping key stakeholders with the right economic tools and information, we can impact big policy decisions and the individual actions that lead to large-scale and transformative change.

We wrote our 2021-2025 strategy with the conviction that conservation and development can coexist, and that we can direct policies and people towards better outcomes for nature. By unleashing the power of economics, we believe we can address the most pressing existential crisis in our history, and ensure a healthy and verdant world for future generations.

Mission, Vision, & Values

“What I like most about working with Conservation Strategy Fund is their innovative approach blending economics with conservation. CSF has a unique value proposition, and provides a new and fresh perspective to old problems.”

- *Dr. Bahman Kashi, President, Limestone Analytics*

Mission

We use economics to
benefit people and nature.

Vision

We envision a world where policy and human behavior incorporate the understanding that economic development and the conservation of our limited natural resources are possible together.



Values



Integrity & Quality

We seek to uphold our mission and vision at all times. We are committed to operating ethically and responsibly, and maintaining the highest standards in all of our work.



Collaboration & Cooperation

We know that the best way to achieve our mission and implement our vision is to work together, and that means listening to and learning from our partners and collaborators.



Diversity & Inclusion

We recognize that environmental justice cannot exist without social and racial justice. We seek to collaborate with a diverse network of people with respect to our shared values in building a more equitable future for all.



Accountability & Transparency

We are bound by the belief that honesty is the foundation of credibility and trust. We seek to be accountable and transparent in all of our work and partnerships.

“Conservation Strategy Fund embodies the important idea of radical collaboration. By working with a diverse group of stakeholders and partners and using economics to make the case for conservation, CSF creates common ground, and proves that conservation and development are not at odds.”

- *Jennifer Morris, Chief Executive Officer at The Nature Conservancy*



2021-2025 Strategy

2021-2025 Strategy

In pursuit of our mission and vision, we have outlined two principal goals that will guide our organization and all of our work for the next five years:

- Raise the economic literacy of policy makers and resource users
- Build an economic and business case for a better environment



Raise the Economic Literacy of Policy Makers and Resource Users

Raising economic literacy worldwide means training, educating, and equipping professionals with the economic tools they need to make a more persuasive case for sustainability and conservation. Through our robust training programs and fellowships, we will train working professionals, as well as the next generation of conservation leaders and activists, so that they are well-positioned to use economics to defend and safeguard our shared resources, now and for future generations.

Individuals in provincial, state, and national governments will use economic insights in policy making and decisions that advance informed and balanced solutions to development and environmental challenges. In addition, we will expand the growing body of course alumni and fellows who are in leadership and decision-making positions and who are advancing sustainable development and conservation initiatives within government, non-governmental organizations, and other critical institutions.

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“Collaboration with Conservation Strategy Fund has contributed massively to the quality of our academic studies and research at FFMS-IPB, particularly the research we are dealing with related to the problems in fisheries governance in our country.”

- *Dr. Luky Adrianto, Dean of Marine and Fisheries Sciences at IPB University*

Build an Economic and Business Case for a Better Environment

While raising economic literacy requires equipping individuals with the right economic tools and knowledge, making an economic argument for the environment requires arming institutions, organizations, investors, companies, and governments with strategic, targeted and applied economic analyses. By providing smart and timely analyses to organizations and governments, we will ensure they have the evidence they need to build the best possible case for conservation.



Build an Economic and Business Case for a Better Environment

If we are successful in our goal of building a better case for conservation, governments will not only be using economic tools to improve sustainable financing for protected areas, but also state and non-state actors will incorporate the use of conservation economics into green financing-schemes in the future. In addition, there will be a concerted worldwide effort to access corporate sector financing for conservation projects, community-based enterprises founded on sustainability, and long-term financing for the acquisition and management of protected areas in perpetuity.

Mainstream industries, such as agriculture, textiles, and oil and gas, to name a few, still need to better understand the value of nature and ecosystem services, and the externalities, such as pollution, most often borne by society. Making the economic case — in addition to the financial case — will be one of the highest priorities for companies, as more businesses and shareholders will demand it.



“CSF's qualified team can produce the hard numbers that make the case for investing in conservation. This has proven to be an important way to generate buy-in from government ministries that tend to focus primarily on economic considerations.”

- *Megan MacDowell, Executive Director, Andes Amazon Fund*

How We Deliver On Our Goals



Analysis

We deliver robust, timely analysis that balances conservation and development outcomes.



Training

We educate conservationists and decision makers on how to use economics to be more effective in their work.



Communicating Results and Recommendations

We help communicate results and recommendations to key decision makers and resource-users to achieve better conservation and development outcomes.

“Conservation Strategy Fund has demonstrated their ability to implement an innovative tool developed by UNDP called *Targeted Scenario Analysis*, to capture and present the value of ecosystem management to policy decision makers. They have been instrumental in the successful application of this important tool in several countries and we look forward to many more.”

- *Andrew Bovarnick - Global Head, Food and Agricultural Commodity Systems; Nature, Climate & Energy, UNDP*

Theory of Change

CSF's three-tiered approach combining economic analysis, training, and communicating results and recommendations is the cornerstone of our Theory of Change.



CSF and its partners collaborate with those already working on conservation and sustainable development issues



We equip them with the right economic research, training, and/or technical assistance



Ultimately, better decisions are made for people and nature.

Strategic Areas



Infrastructure and Development

- Transportation and energy infrastructure
- Agriculture
- Water
- Development planning



Natural Resources and Commodities

- Fisheries
- Forestry
- Mining
- Illegal wildlife trade
- Incentive payments



Protected Areas and Sustainability

- Protected areas
- Sustainable finance
- Ecosystem service values
- Ecosystem restoration

Our Future Direction

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CSF's Future Direction

For more than 20 years, CSF has been a leading organization advancing conservation solutions to environmental challenges by building strategies that can be applied all over the world. Through our country offices, our teams provide strategic advice to our partners and stakeholders through economic analysis, capacity building, and technical assistance. Our on-the-ground teams then identify and catalyze solutions that advance conservation in their local communities, and that can be adopted to solve similar problems nationally and worldwide. Over the next five years, our country offices have identified a series of strategic goals and developed five-year plans to address critical threats to the conservation challenges unique to their countries.

Indonesia

In the next five years, our team in Indonesia will contribute to our mission of increasing economic literacy and making a better case for marine and land conservation by focusing on two priorities:

(1) Increasing the use and awareness of conservation economics amongst key government officials, policy makers, and future NGO leaders;

(2) Conducting targeted economic analysis to promote better decision making within key national and provincial government offices.



Five-Year Plan

- Continue to build the capacity of Ministry of Marine Affairs and Fisheries, Bappedas and other key agencies to understand and use economics in their policy making and planning.
- Continue to strengthen leadership capacity through our Marine and Groundwork Analysis fellows programs.
- CSF Indonesia will expand its training, research fellowships, and technical assistance programs, including implementing five courses on sustainable green finance and Payments for Ecosystem Services (PES) programs for 100 people in government and civil society organizations (CSOs), and training subnational government staff and relevant stakeholders in sustainable financing or PES in at least two jurisdictions.
- We will conduct extensive economic analyses on marine and fisheries management, sustainable development, and ecosystem services management, including identifying two sustainable green financing mechanisms and two PES schemes.
- We will then communicate the results from these pilots to the national government to increase support for sustainable initiatives and ensure the integration of our findings into the central government's budget priorities.

Five-Year Impact

- More than 30 new fellows will be ready for leadership positions within the government and NGOs.
- Green growth planning will be successfully implemented in Sintang, and will serve as a model for other provinces interested in developing and implementing green initiatives.
- If we are successful, 50% of CSF Indonesia course alumni will have used the concepts, methods, and tools introduced during our training in their work, and our course participants will have a grounded understanding of sustainable green financing options, PES programs, and business planning.
- Approximately 70k hectares of land will be protected through the employment of various economic and sustainable business solutions.
- Policy makers, particularly at the subnational level, will have used our analyses when designing and implementing sustainable green finance and PES programs, and sustainable green finance and PES schemes will be scalable to other provinces in Indonesia.

Brazil

Our team in Brazil will support our organizational efforts to raise economic literacy and make a better business case for conservation by providing tailored economic analysis to the private sector and government agencies on emerging issues and challenges, such as sustainable farming practices and production, ecotourism, non-timber forest products, and extractive activities.

Five-Year Plan

- We will work with three state governments to design, develop and launch new incentive policies for sustainable land-use activities.
- We will develop two economic models for a jurisdictional carbon-credit project based on restoration and conservation of protected areas.
- We will support government agencies and public prosecutors in the development of valuation tools, for use in compensation mechanisms and estimating the value of externalities.
- We will also support infrastructure agencies, such as the transportation and energy sector, in the development and/or improvement of planning tools.



Five-Year Impact

- If we are successful, three states will have launched new incentive policies for sustainable land-use activities using CSF's economic analysis and guidance.
- Through training, technical assistance, and analysis, policy makers will use economics as a framework for environmental policies and incorporate economic tools into development and infrastructure planning.
- New public-private funds will be used to finance sustainable activities and there will be an increase in sustainable agriculture and agroforestry production.
- State policies will provide the basis to attract private capital to co-finance incentives for sustainable production and conservation.



Latin America

In addition to focusing on our work in Brazil, CSF is also focused on increasing our impact in the larger Latin American region. To support our overall organizational goals of increasing economic literacy and building an economic case for conservation, our teams in Bolivia and Peru will focus on improving the long-term financial sustainability of protected areas and improving infrastructure planning through strategic analysis and training.

Five-Year Plan

- We will estimate the value of some of the most critical Protected Areas (PAs) in Chile and Peru to demonstrate the economic and social importance of these ecosystems to human well being.
- We will analyze, design, and implement new fundraising mechanisms for Peru and Chile to reduce PA system gaps, and implement a periodic adjustment of park entrance fees to promote conservation of the Patagonia Protected Area system.
- We will address the most critical road and dam infrastructure threats in Bolivia, Colombia, Mexico, and Peru with rigorous and timely analysis.



Five-Year Plan

(continued)

- We will train 120 professionals in Peru and Chile's park service on using economic and financial tools to improve financial management of PAs.
- We will train 60 professionals from the public and private sectors to improve their technical skills and understanding of the tradeoffs of infrastructure projects.
- We will aid the Bolivian government in evaluating how to achieve their Nationally Determined Contributions (NDC) to global greenhouse gas emission reductions, and adapt these tools for use by other Latin American countries.

Five-Year Impact

- If successful, Chile and Peru will optimize their park-entrance fees based on economic analysis, which will reduce pressures on the national government budgets and protected area system gaps.
- Chile and Peru will provide compelling case studies to other countries in the region on applying financial mechanisms based on ecosystem services and will pave the way for a more diverse set of financing options.
- Decision makers in Bolivia, Colombia, Mexico, and Peru will have used our analyses in their infrastructure planning for proposed dams, roads, and other infrastructure projects.
- If successful, 50% of the 180 trained professionals across Latin America will use the economic tools they learned about to improve the financial management of protected areas and address the most pressing infrastructure threats throughout the region.
- The Bolivian government will have applied our analysis to achieve their NDC targets in the most efficient manner and we will have piloted a method that can be applied across Latin America.

Southern and Eastern Africa

In addition to pursuing our country and regional goals for 2021, a programmatic priority of CSF in 2021 through 2025 will be to expand our capacity-building efforts and impact in Southern and Eastern Africa. As a part of these efforts, CSF will invest significantly in training programs and resources for capacity building, and identify and conduct extensive economic analysis that responds to pressing environmental challenges throughout the region.

Five-Year Plan

- Train more than 180 policy makers, conservation professionals, and government officials in one or more of the following areas: using economics to analyze the impacts of infrastructure and mining projects, identifying sustainable financing schemes for protected areas, and/or designing conservation incentive programs.
- Identify three promising conservation incentive programs that will be used by governments and communities to curb harmful environmental practices, such as deforestation and poaching.
- Identify and analyze three infrastructure projects that will serve as keystone studies to change the conversation around development and conservation in the region.





Five-Year Impact

- If we are successful, 50% of our trained 180 conservation professionals and government officials will be applying the skills they learned in their work.
- Other countries will be adopting the sustainable funding mechanisms we developed.
- The results of our analyses will be used by government officials to influence government budget priorities, investments, and regulatory standards, and wildlife and ecosystems in three areas are protected due to smarter infrastructure projects.
- Communities surrounding protected areas will be incentivized to be better stewards of their natural resources and have better livelihoods.

Numbers for Nature Training Institute

Increasing economic literacy requires expanding all of CSF's current educational offerings so that we can extend our reach and the reach of our alumni so they are better positioned to make the economic and business case for people and nature. To accomplish this, CSF needs to act quickly, to train more people in more places, and to provide access to those in previously hard to reach areas.

That's why CSF is launching the Numbers for Nature Training Institute (N4N): the new, comprehensive training arm of Conservation Strategy Fund through which we will train more professionals, leaders, and changemakers with virtual and in-person courses tailored to meet the evolving needs of our generation. By extending our virtual and online course offerings, we will be able to be in more places — and educate more people — in less time.

Five-Year Plan

- In the next five years, the Numbers for Nature Institute will host at least three to five online and virtual training courses per year, training at least 1,000 people so they have greater skills, knowledge, and capacity in economics and finance.
- We will also train 50 conservation organizations and institutions so they have a better understanding of the tradeoffs of conservation and development decisions.
- Finally, we will train 20 development agencies and institutions so they have a better understanding of the economic and financial benefits of a healthier environment.



Five-Year Impact

- If successful, at least 50% of N4N alumni will have sought additional education or have achieved career advancement.
- In addition, at least 50% of our course alumni will report a change in how they approach their work, and/or report conservation successes as a direct result of our course.
- CSF alumni will hold key government decision-making positions, influencing local, regional, and national-level decisions in favor of nature and people using the concepts, approaches, and tools taught by N4N.
- Ultimately this will mean improved strategies, decisions, and policies related to infrastructure, natural resources, commodities, protected areas, and sustainable livelihoods.



A full-page background image showing a sunset over a body of water. The sky is a gradient of orange, yellow, and purple. In the foreground, there are silhouettes of trees on the left and a person standing on the right, looking out at the water. The text is overlaid on the upper half of the image.

It is our conviction that by raising economic literacy and building a better case for conservation, we can direct human behaviour and decision making to support better outcomes for people and nature.



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NUMBERSFORNATURE®