A person wearing a white shirt and a hat stands on a rocky, grassy hillside, looking out over a vast valley. The background shows rolling hills and a clear blue sky. The overall scene is bright and open, suggesting a natural, outdoor setting.

Strategic Partners in Conservation: The Business Case for The Nature Conservancy and NatureServe Collaboration

April 29, 2010

Agenda

- Context and results of our recent collaboration efforts
- Presentation/discussion of the business case for our partnership
- Input/discussion of future collaboration

Total time: 1 hour

Purpose of Presentation

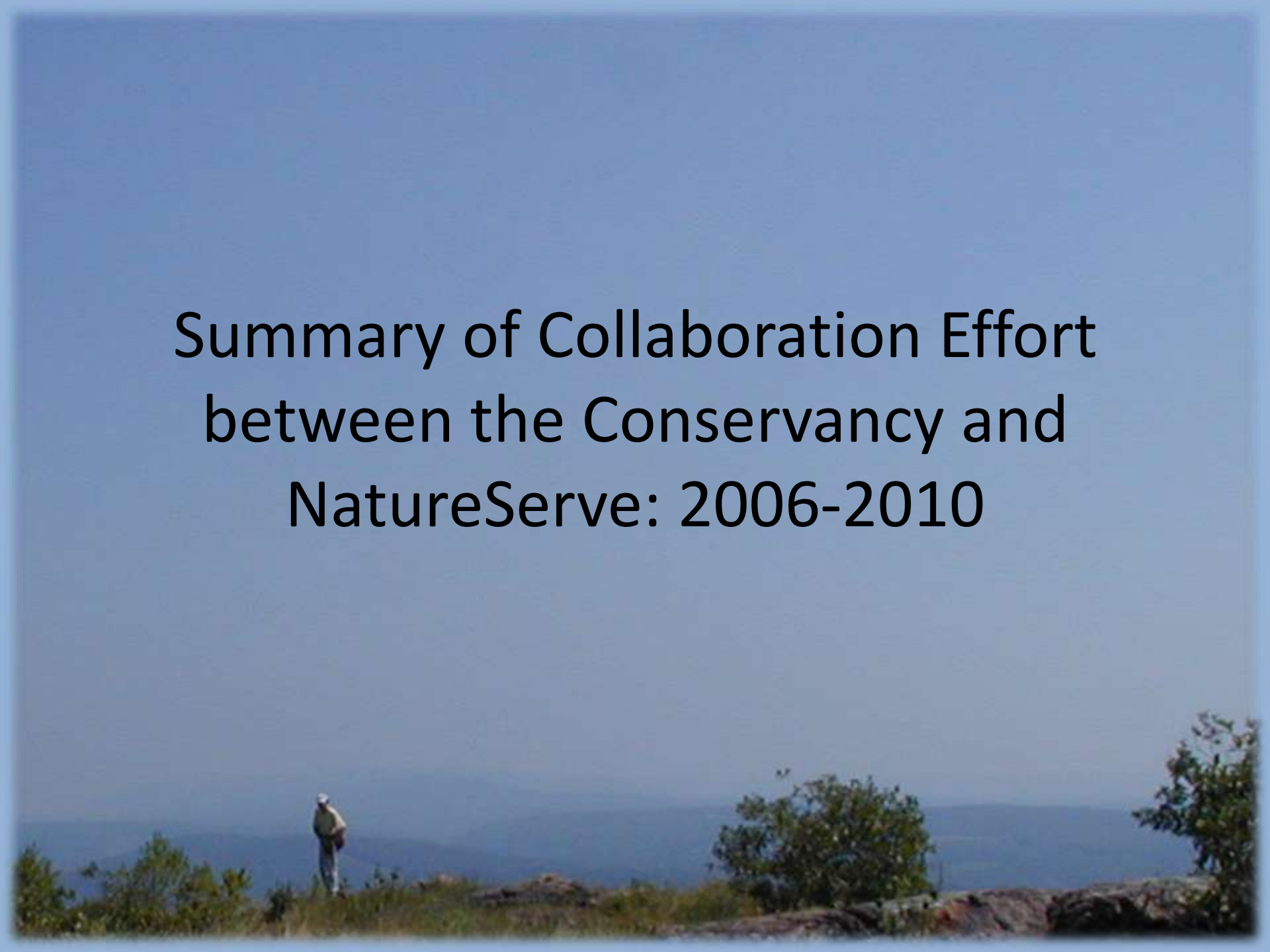
- Provide context and ideas to spur future partnerships
- Identify near term and longer term actions to support ongoing and new collaboration efforts



How do get our 'networks' of staff better connected so we can leverage strengths in each organization and achieve better outcomes?

Context

- In 1970s the Conservancy began creating Natural Heritage Programs across Western Hemisphere
- In 2001, the Conservancy supports formal creation of what is now NatureServe, including the transfer to NatureServe of many science and technical staff involved in the creation of methods and tools to support the network of Natural Heritage Programs
- 2001-2006
 - TNC: new leadership, reorganization to support 2015 Goal, Conservation by Design and thematic science focus
 - NatureServe: expanded client base including development of tools and methods that support science based conservation decisions and actions by federal, private and other non-profit organizations
- In 2006, NatureServe and TNC sign 3 year collaboration agreement

A person wearing a white shirt and a hat stands on a rocky, grassy hillside. The background shows a vast, hazy landscape with rolling hills and a clear blue sky. The text is centered over the upper portion of the image.

Summary of Collaboration Effort between the Conservancy and NatureServe: 2006-2010

Summary of Collaboration

- Team selected and worked together for 3 years
- TNC funding supported team selected projects aimed at 'demonstrating' collaboration opportunities
- Collaboration team met every few months to guide and evaluate collaboration efforts
- In Fall 2009, team disbanded in place of coordination through a few key TNC and NS staff (TNC: Joni Ward, and other staff depending on focus of collaboration NS: Pat Comer, Leslie Honey and Shara Howie)

Projects Approved and Funded by the Collaboration Team: 2006-2010

Baseline Conservation Data

- Advancing the Ecosystems Thematic Network of the Inter-American Biodiversity Information Network (IABIN)
- Workshops for improving biodiversity data management in China
- Ecological systems mapping in Africa

Technology Tools and Systems

- Improving technical collaboration and access to Element Occurrence data
- Strategic technology collaboration
- Integration of NatureServe Vista and Conservation Action Planning (CAP)

Conservation Planning & Influencing Decisions

- Reducing impact of infrastructure development in Latin America
- Integrating key ecological attributes into CAP
- Biodiversity conservation and mitigation for coal mining in Colombia

Total Funding: \$600,000

Key Results of Collaboration Team Funded Projects

Provided the opportunity for both organizations to bring their own unique mix of expertise, data and methods resulting in better outcomes for clients.

Key Results

of Collaboration Team Funded Projects

Examples include:

Methodology

- Integrating NatureServe’s methods for gauging ***ecological integrity into TNCs CAP process*** - strengthening methods and expanding use of methods by both organizations.

Technology Integration

- Better understanding of how NatureServe’s decision support system ***(Vista) can compliment the capacity of Miradi and CAP*** in guiding conservation planning and priority setting

Data Improvements/Conservation Planning

- Leveraging the Conservancy’s contacts and experience in understanding conservation needs in Africa, and NatureServe’s expertise in ecological system mapping, supported a scientifically driven method of identifying conservation priorities in the country.

Key Results

of Collaboration Team Funded Projects

Other examples include:

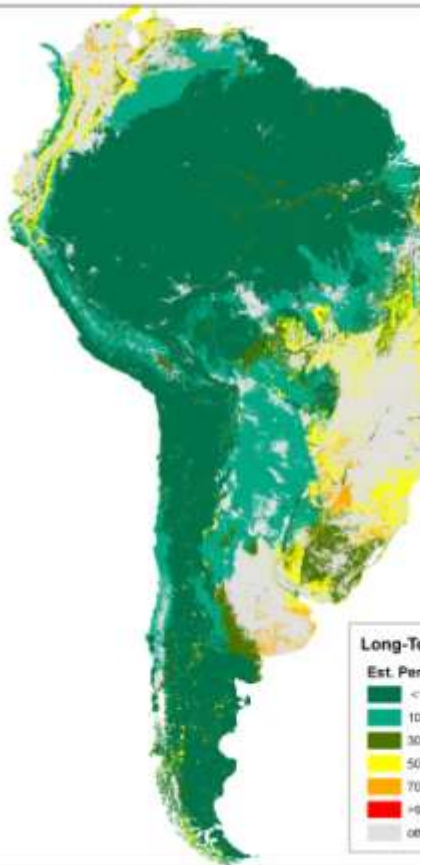
Conservation Planning

- Successful collaboration in the development of data and tools to assist the Inter-American Development Bank in the early screening of infrastructure projects. Resulting in other Multilateral Development Banks interested in utilizing a similar approach.

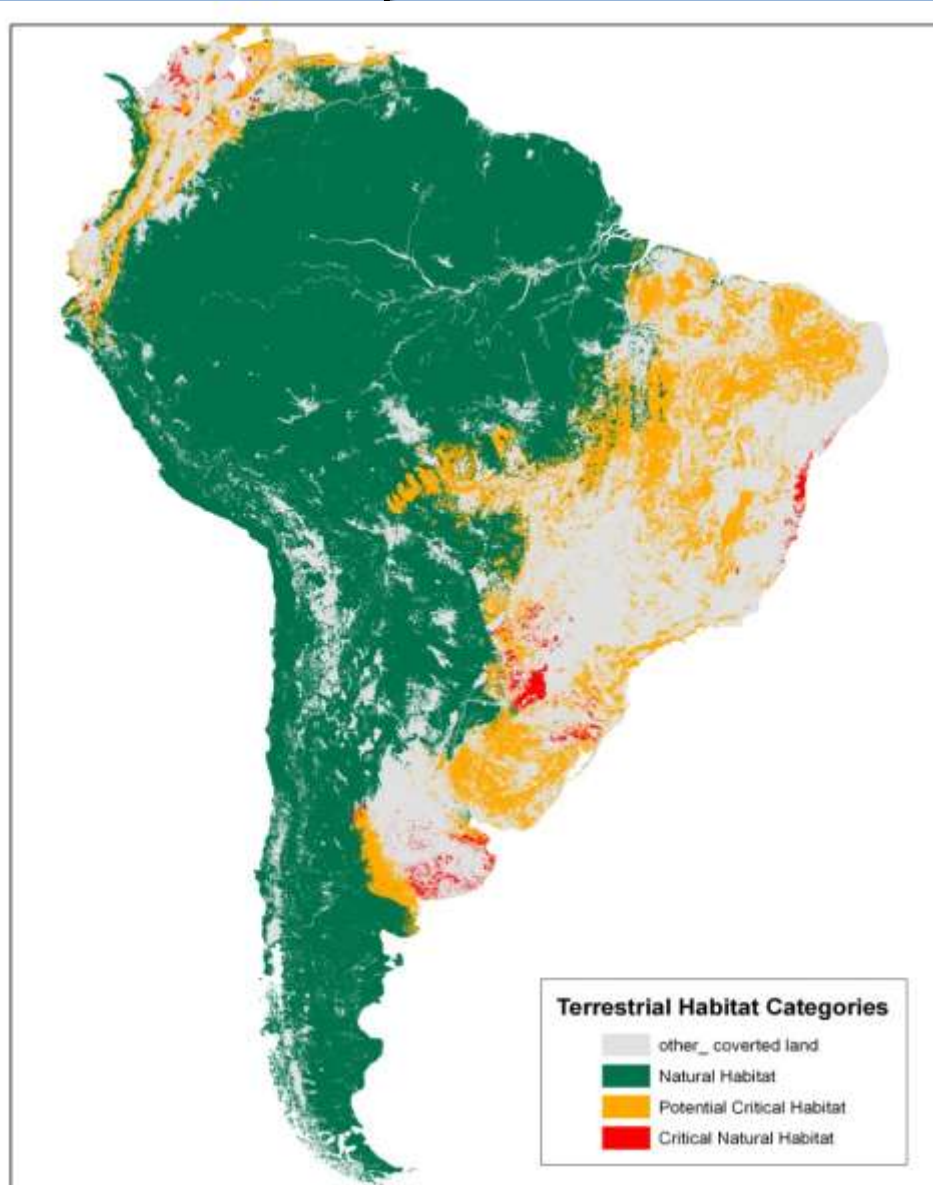
Data Improvements/Conservation Priority Setting

- Worked together to standardized databases for serving freshwater data and terrestrial ecosystem data through the IABIN Ecosystem Thematic Network so that it can be compared or completed with other national level data.

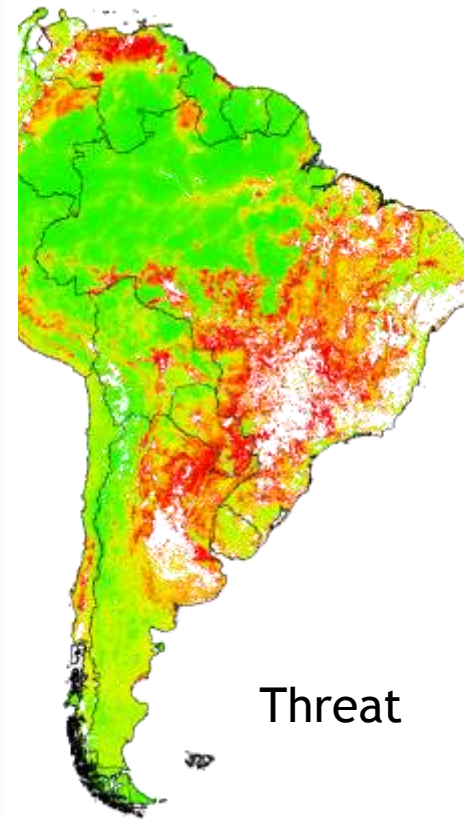
Critical Habitat Designation - Inter-American Development Bank



Extent - Long-Term

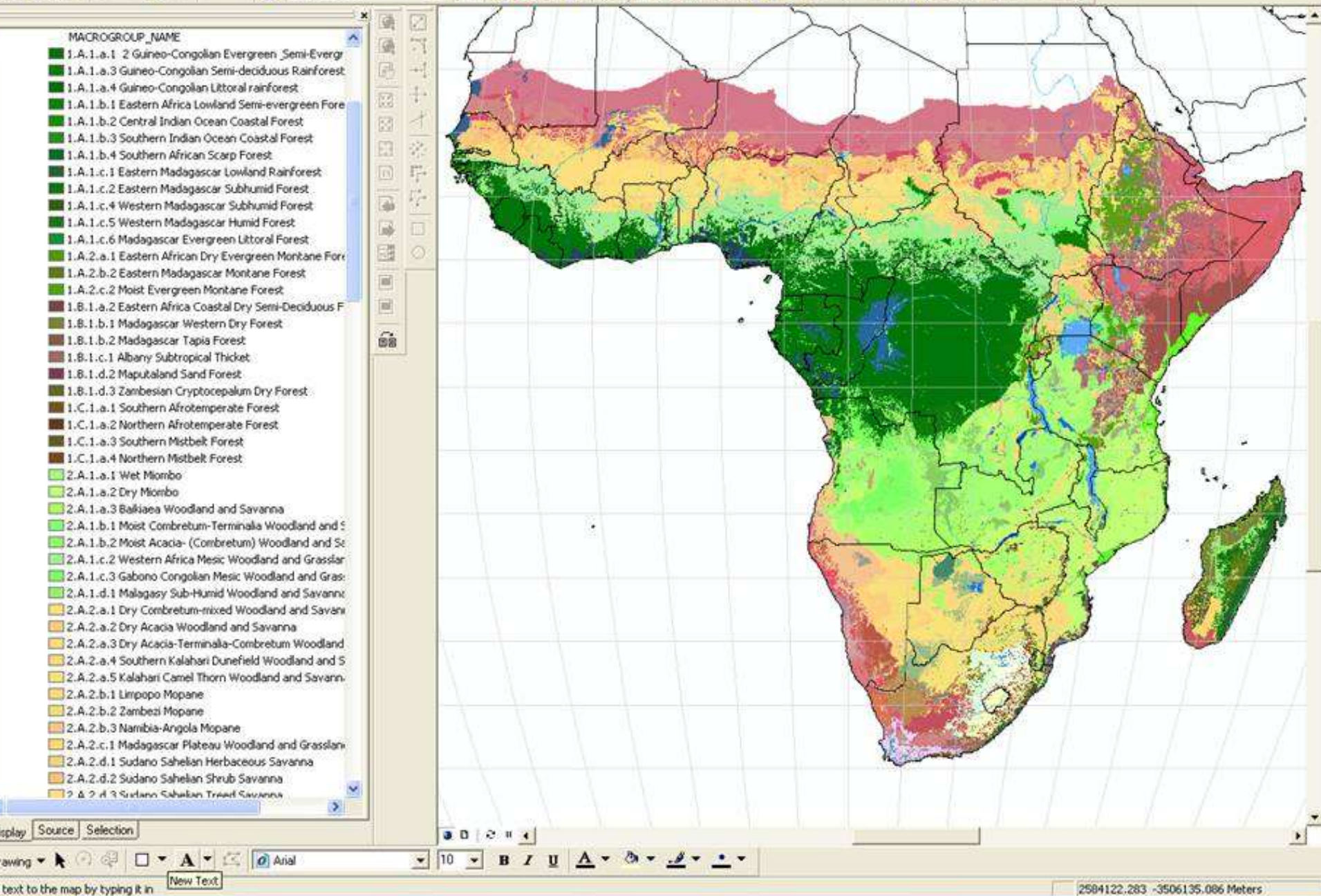


Habitat Designation



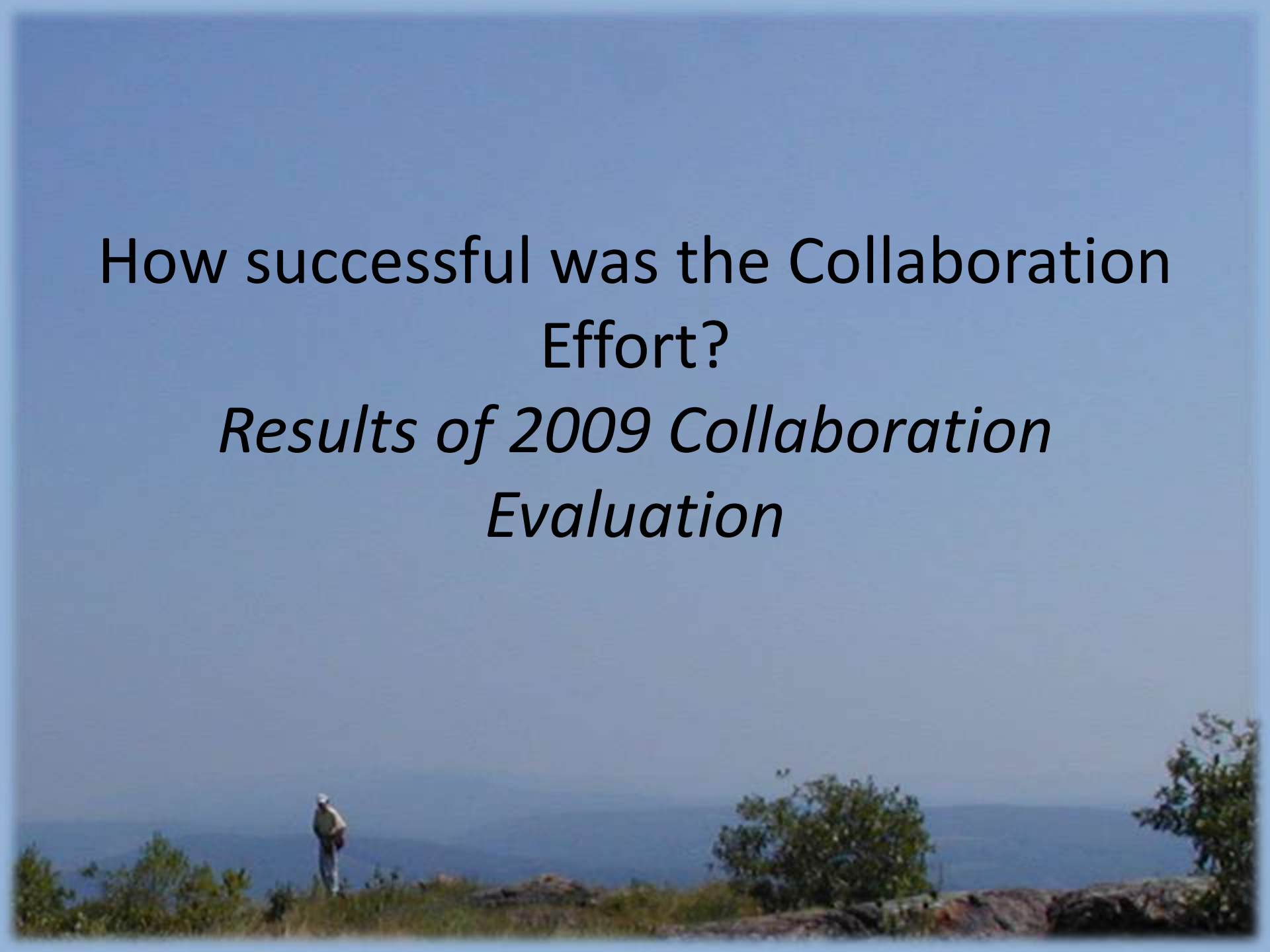
Threat

IVC Macrogroups for SubSaharan Africa (100+)



How successful was the Collaboration
Effort?

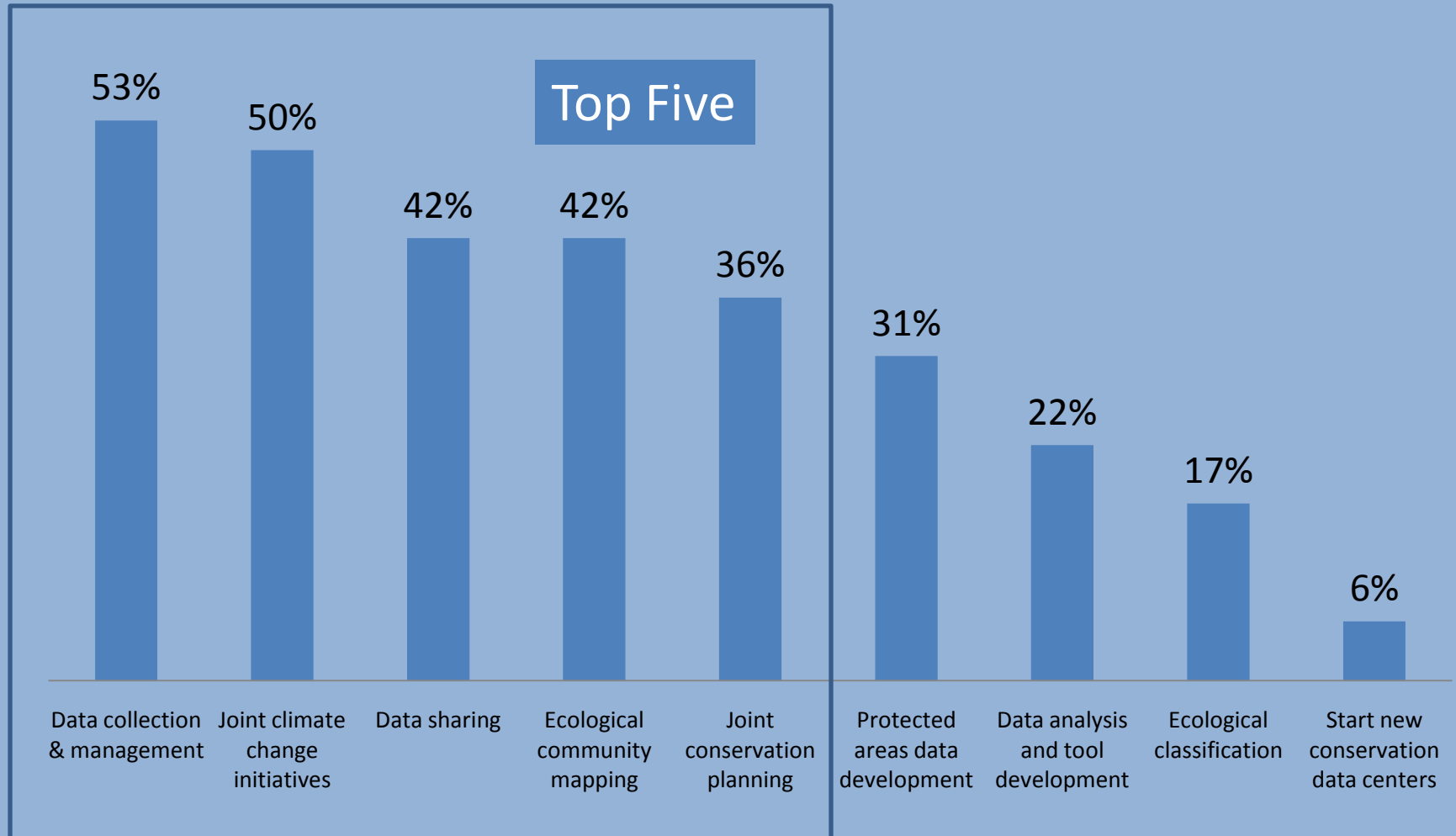
*Results of 2009 Collaboration
Evaluation*



Survey Results: Organizational Niche

- When asked about each organization's market niche, respondents generally classified NatureServe's role as developing data to inform decisions, and the Conservancy's role as implementing on-the-ground conservation.
- Major areas of overlap between organizations include:
 - data collection and management,
 - data analyses,
 - tools development,
 - and informing conservation decisions including conservation planning.

Survey Results: Areas to Focus Collaboration



Survey Results: Lessons Learned

The Good News

Joint projects fostered business relationships and supported our ability to work together in areas we had not worked on before (esp. conservation planning)

Results: Lessons Learned

The Challenges that Remain

- Collaboration projects were affected by shifts in Conservancy staff roles, assignments and focus, and lack of capacity - exacerbated by Conservancy staff reductions.
- Strategic vision for collaboration is hard to establish at staff level, which is better at focusing on specific projects – currently there is not agreement on the unique niche of each organization in accomplishing shared conservation goals.

Results from Collaboration Evaluation

Where do we go from here?

Desire for a **stronger, more comprehensive and strategic collaboration** in the future, with focus on the following:

- Clear business case needed.
- Strategic vision to guide staff level collaboration.
- Next phase of collaboration will need a leadership team with a different structure and mandate (informed by the business case).
- A strategic (less *ad hoc*) collaboration approach, promoted from the executive level, would result in cost savings to both organizations.

The Business Case for Partnership



The Case for Partnership

Real strategic power arises from:

- focusing internally on distinctive core strengths to create unique value, and
- establishing strategic alliances to harness complementary capabilities from other organizations.

The advantage of this approach is that it shifts the business relationship to one where ***we are working together to increase the size of the economic pie*** rather than further dividing the pie – creating more opportunity and mutual benefit.

What is the Case for Partnership?

The Conservancy and NatureServe both seek to advance the conservation of biodiversity, led by sound scientific data and analyses.

We have complementary core strengths, and could work together to further delineate unique strengths in each organization in order to reduce competition and confusion by partners and clients.

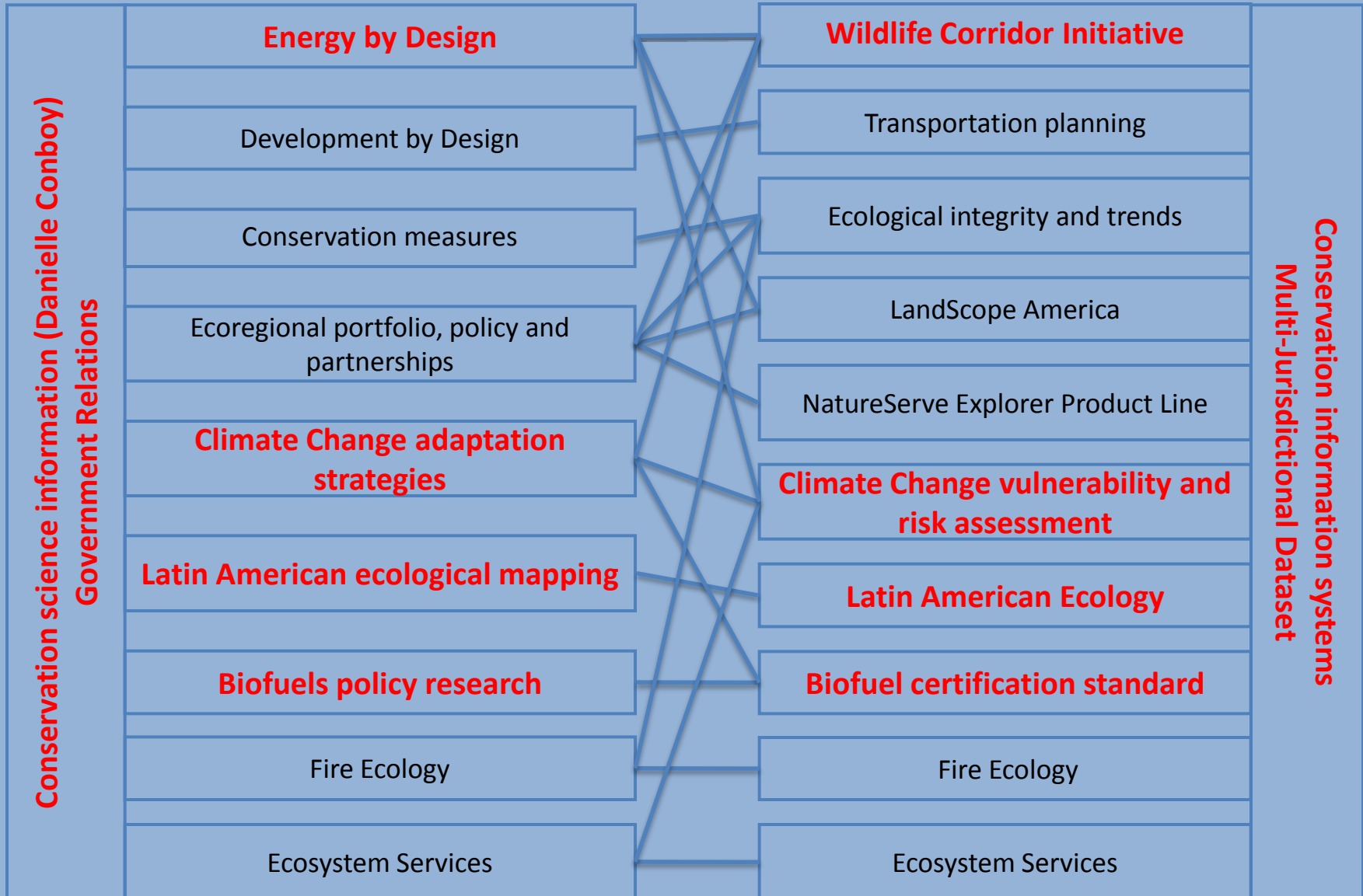
The Case for Partnership: For Example

- The Conservancy is a well known and well respected organization that values a 'science-driven' approach, and yet is uniquely positioned to ***influence governmental policies, land acquisitions and human behavior across the globe*** that are essential to achieving conservation goals.
- NatureServe is a well known and well respected organization who's expertise and technologies have manifested the ***most reliable and utilized data on imperiled species and ecosystems of the Western Hemisphere.***
- Acknowledging and supporting these and other complementary core strengths that, when combined through strategic partnership, will make both organizations stronger and thereby contribute more successfully to our shared conservation goals.

Strategic Business Unit Linkages

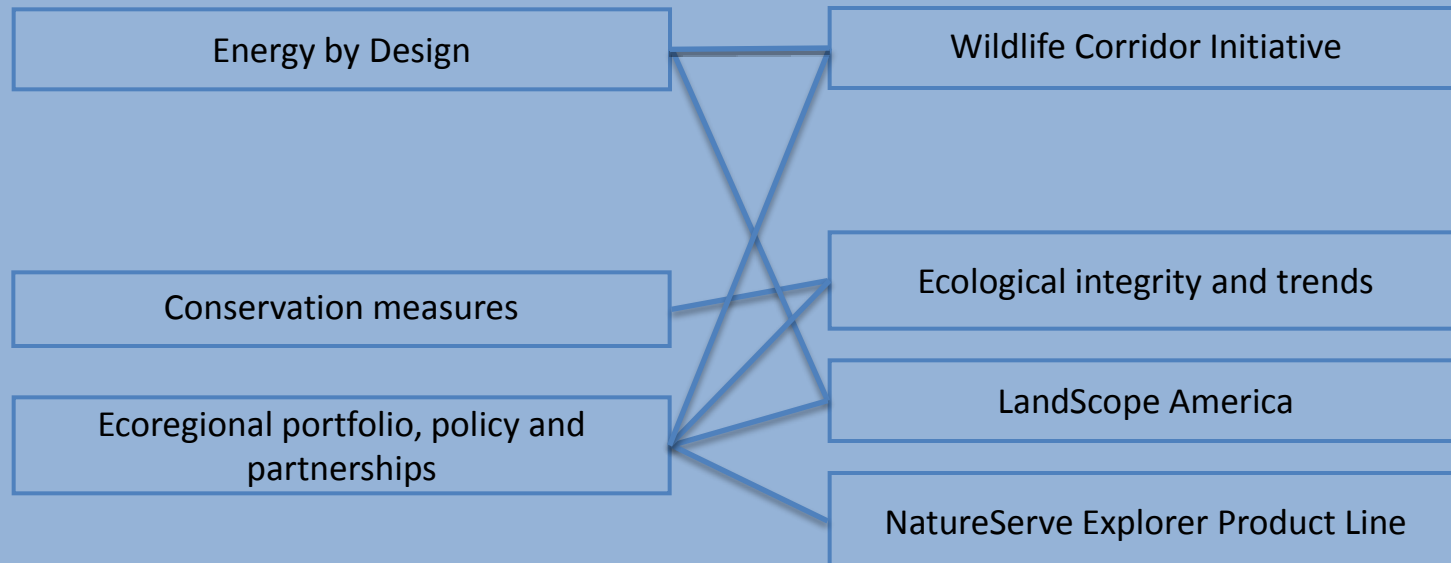
The Nature Conservancy

NatureServe



National Conservation Priority Blueprint

The Conservancy and NatureServe could work together to develop a method for improving the quality and usability of the Conservancy's Conservation Priority Blueprint, including coordination with State Wildlife Action Plans, and other landscape scale planning.



National Conservation Priority Blueprint

Benefits:

- Increase usefulness of targets, goals and strategies that can evolve as needed.
- Reduce data divergence and competitive or duplicative efforts.
- ***Increase influence and effectiveness*** of Ecoregional Assessments, State Wildlife Action Plans, and other regional planning and conservation efforts.
- Utilize the Conservancy's investment in federal agency leads to facilitate more multi-agency coordination.
- Utilize NatureServe's local agency contacts to support multi-agency working groups.
- Utilize NatureServe data and expertise to update targets, and determine climate change effects.
- Increase fund raising success - agencies more likely to fund joint efforts.

Very Recent Collaborations: Updating the TNC's U.S. Conservation Blueprint



Ecoregional Assessments

- Providing updated species and ecological system information by Conservation Area
- Working with member programs to eliminate 'sensitive species'
- Using western Ecoregional 'Roll-up' as a Model

<http://www.azconservation.org/>

Other Recent Collaboration Efforts:

Submitted joint proposal to USFWS for Land Conservation Cooperative in western Great Plains.

Landscape Conservation Cooperatives



1. **TITLE:** Climate Change Vulnerability Assessment and Adaptation Strategies for Priority Species and Habitats of the Great Plains LCC in Colorado and New Mexico.

2. CONTACT INFORMATION of AUTHORS

Patrick Comer – Chief Terrestrial Ecologist.

NatureServe

Patrick McCarthy –

Director, Southwest Climate Change Initiative. The Nature Conservancy

Critical Path to Success?

- **Key staff** communicate regularly to:
 - Share new information about these collaboration areas – policies, staff changes, programmatic updates, funding vehicles, emerging issues
 - Discuss possible joint funding opportunities
 - Share lessons learned based on projects underway with this or related sector
 - Discuss communication and information sharing opportunities via conferences, training, etc.

Critical Path to Success?

- **Executive staff of both organization** meet annually to:
 - Establish and review strategic collaboration objectives, considering whether new sectors of opportunity need to be considered, and address potential areas of competition and conflict
 - Support and reward development of joint proposals, and initiatives
 - Establish communication and information sharing opportunities - conferences, cross-training, etc.

Key Questions for Discussion

- How would you characterize the core strengths of each organization?
- **What are key 'areas' of collaboration?**
- How do we best address these?
- **How do we prevent duplication of effort or competitive situations?**
- What are the best structures and/or processes to facilitate ongoing collaboration?
- **How can we connect our two 'networks' of staff to leverage strengths and remedy capacity limitations that vary for both organizations?**
- Next Steps