



CFA

CONSERVATION  
FINANCE ALLIANCE

# 2020 PRACTICE STANDARDS FOR CONSERVATION TRUST FUNDS

---

Conservation Finance Pavilion  
September 4th



FONDS FRANÇAIS POUR  
L'ENVIRONNEMENT MONDIAL



KFW



# Speakers

- David Meyers - Executive Director, Conservation Finance Alliance (moderator)
- Amilcar Guzman - Partner, Wolfs Company
- María Luisa Hernández - Development Coordinator, RedLAC
- Sylvie Goyet – Advisor the the VP, Prince Albert II of Monaco Foundation, and CFA Executive Committee
- Anton Willems - Executive Director, PROFONANPE

# PRACTICE STANDARDS FOR CONSERVATION TRUST FUNDS

---

Content overview

Amílcar Guzmán Valladares  
Partner



September 4, 2021



# 2020 Practice Standards for CTFs

- Voluntary
- A tool for the design, management, and evaluation of CTFs
- Serve CTFs and funders
- Continue raising the bar



<https://www.conservationfinancealliance.org/practice-standards-for-ctfs-update>

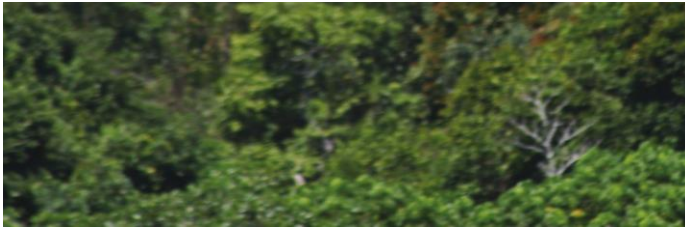
# Streamline 2014 Practice Standards

- Maintain organizing principle
- Add new Standards
- Edit some existing Standards
- Regroup some of the Core Areas and Standards
- Highlight Cross-cutting Themes



## Practice Standards for CONSERVATION TRUST FUNDS

Prepared by: Barry Spergel & Kathleen Mikitin



Funded by:



# Align with the 10-Year Review

- Evolution of CTFs and roles
- Vocabulary
  - Program Accounts
- Emerging trends
  - Private sector engagement
  - Accreditation
  - Risk Management
  - Mission Alignment of Investments



# What is new?

- **New Core Area:** Risk Management & Safeguards
- **Re-Groupings:** Institutional Effectiveness, Programs
- **Cross-Cutting Themes:** Communications, Human Resources, Monitoring and Evaluation, Technology
- **Life cycle** of a CTF
- Sample **assessment tools** added

# 2020 Practice Standards for CTFs

19 new standards

## 7 Core Areas

Institutional  
Effectiveness

II

Programs

III

Administration

IV

Asset  
Management

V

Resource  
Mobilization

VI

Risk  
Management  
and Safeguards

VII

Governance

I

## 4 Cross-cutting Themes

Communications

Human Resources

Monitoring & evaluation

Technology



# New core area: Risk Management and Safeguards (7 Standards)

Policies and procedures needed to identify and address risks and adopt national and internationally used environmental and social safeguards

## New in 2020 Standards

- ESIA – Environmental and Social Impact Assessment
- Conflict of interests
- Anti-Money Laundering
- Free, Prior and Informed Consent
- Gender mainstreaming
- Whistleblower protections

# Communications theme (7 Standards)

Report and disseminate information about the CTF to key audiences and media.

## From 2014 Standards

- Report to different audiences
- Convey values and program goals
- Comply with donor reporting requirements.

## Additional in 2020 Standards

- Staff delegation
- Internet presence
- Comprehensive communications policy

# Human Resources theme (12 Standards)

How CTFs organize and support staff to advance the mission and goals of the organization

## From 2014 Standards

- Full time CEO
- HR policies conform to country laws

## Additional in 2020 Standards

- Clear org charts
- Clear annual goals and performance reviews
- Safety and well-being of staff members
- Protect whistle-blowers

# Technology theme (7 Standards)

Internal controls and policies to manage technology use, increase efficiencies, and minimize risks in this digital age

## New in 2020 Standards

- Cybersecurity
- Internet presence
- Standardize operations
- Up-to-date software for key functions

ANNEX 1

## PRIORITIZING PRACTICE STANDARDS AT DIFFERENT STAGES OF CTF EVOLUTION



Ideally CTFs will strive to implement all of the Practice Standards; however, resource limitations, time, and experience will lead to prioritizing some standards over others at different stages of CTF evolution and to fit individual CTF needs. While by necessity somewhat subjective, for the purpose of this analysis the authors have used the following categorization of five stages in a CTF's evolution. This does not track directly with asset size as some relatively small CTFs may be effective national institutions with a multi-decade history while other CTFs with substantial assets are early in the operational phase.

### Five Stages in CTF Evolution

(adapted from Yabanex Batista)

1	Pre-registration	The period of design and legal incorporation
2	Start-up	Initial capitalization and staffing
3	Operational	Grant making, clear operating procedures, and increased resource mobilization and asset management
4	Institutional	Sophisticated asset management, multiple finance mechanisms, possible accreditation with multilateral institutions and program investments beyond grant making.
5	Termination	Final spend down of time-limited program accounts or forced closure due to financial challenges or changing institutional accords.

## Annex 1

ANNEX 1

## PRIORITIZING PRACTICE STANDARDS AT DIFFERENT STAGES OF CTF EVOLUTION

Ideally CTFs will strive to implement all of the Practice Standards; however, resource limitations, time, and experience will lead to prioritizing some standards over others at different stages of CTF evolution and to fit individual CTF needs. While by necessity somewhat subjective, for the purpose of this analysis the authors have used the following categorization of five stages in a CTF's evolution. This does not track directly with asset size as some relatively small CTFs may be effective national institutions with a multi-decade history while other CTFs with substantial assets are early in the operational phase.



## Annex 1

### 2020 Resource Mobilization Standards

### Evolutionary stages of a CTF

	Pre-registration	Start-up	Operational	Institutional	Termination
<b>Resource Mobilization Standard 1:</b> CTFs have strategies to diversify, multiply, and increase their short-term and long-term sources of financing, so as not to depend on a single source or a single funding mechanism.	X	X	X	X	
<b>Resource Mobilization Standard 2:</b> CTFs develop resource mobilization strategies and action plans to raise long-term capital as well as shorter-term funding for particular projects or programs.		X	X	X	
<b>Resource Mobilization Standard 3:</b> CTFs have policies to screen and determine which donor contributions and conditions they will accept.		X	X	X	
<b>Resource Mobilization Standard 4:</b> CTFs analyze and pursue opportunities for using funds from particular donors or government sources to leverage additional resources.		X	X	X	
<b>Resource Mobilization Standard 5:</b> CTFs analyze and explore opportunities to serve as financial intermediaries for donor programs, voluntary and mandatory cash flows, or other finance arrangements, to further the cause of environmental conservation and climate change adaptation and mitigation.			X	X	

## ASSESSING A CTF'S USE OF THE PRACTICE STANDARDS

The standards are presented to inspire ongoing improvements in CTF capacity, rather than as "certification" standards. Every Practice Standard in this document can be used in the assessment of a CTF. Each standard is an "evidence-based norm" that states what is commonly observed. CTF managers and staff or third parties can establish if the CTF has the characteristics, policies, manuals, skills and tools for each standard, but also whether it makes good use of them in accordance with accepted practice that is commonly applied in a Core Area.

### Assessment Tool Example

Program						
Program Standards	Evidenced by	Satisfactorily implemented (4)	Partially implemented (2)	Not implemented (0)	Not applicable	Comments
<b>Program Standard 1:</b> CTFs design programs/projects to include monitoring and evaluation indicators that support evidence-based reporting of conservation, sustainable development, or climate action impacts.	Instructions to grantees on submitting proposals Approved grant proposals Grant contracts between the CTF and its grantees					
<b>Program Standard 2:</b> When awarding grants, CTFs evaluate potential grantees by requiring them to submit key information and by making direct contact with them.						
<b>Program Standard 3:</b> CTFs establish well-defined grant award processes that aim to select high quality proposals in a timely manner through competitive means.						
<b>Program Standard 4:</b> CTFs conclude grant-award cycles with a signed contract with their grantees that sets out all important understandings and obligations related to the financing CTFs will provide.						

### Assessment Tool Example

Program (continued)						
Program Standards	Evidenced by	Satisfactorily implemented (4)	Partially implemented (2)	Not implemented (0)	Not applicable	Comments
<b>Program Standard 12:</b> CTFs conduct feasibility assessments to evaluate new program opportunities.	Strategic plan Annual plan or operational plan Risk assessment procedures					
<b>Numerical Score Programs</b>						
Sub-score Programs	0	0	0	0	0	
Total score Programs	0					
Total % score Program	Total score/(# standards * 4)					
<b>Summary of Implementation of the Program Standards</b>						
# Standards	12					
# Applicable Standards						
# Standards Satisfactorily Implemented						
# Standards Partially Implemented						
# Standards Not Implemented						

# Cross Cutting Themes

Communications

Human Resources

Monitoring & evaluation

Technology

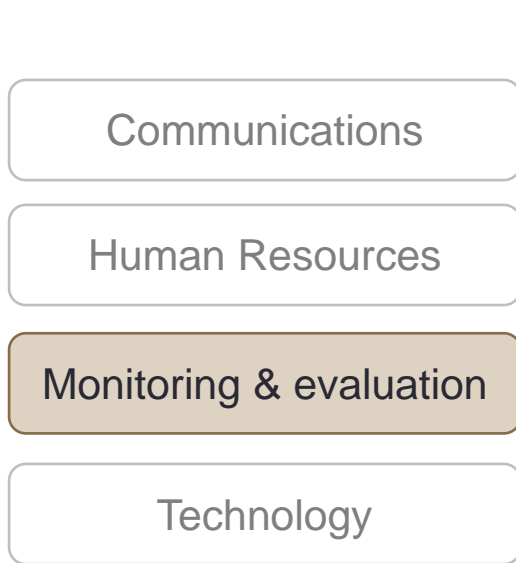


## Annex 3



# Content overview: Monitoring and Evaluation Cross Cutting Theme

## Cross Cutting Themes



## Core Areas



Standards 1, 4, 5 and 8

Standards 1, 6, 7 and 8

Standards 7, 8 and 9

Standard 4

ANNEX 4

# TRANSPOSITION TABLE BETWEEN THE 2014 AND 2020 PRACTICE STANDARDS

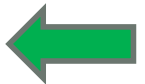
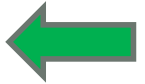
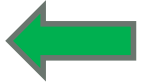
Changes were made in the organization and numeration between the 2014 edition and the 2020 edition of the Practice Standards. Annex 4 is a matrix that links the numeration from the structure of the 2014 Practice Standards to their new location in this 2020 edition. The purpose of this table is to help CTFs that have been doing an annual review of their organization relative to the standards, transition their past scores easily to the new structure.



## Annex 4

### Transposition Table Between the 2014 and 2020 Practice Standards

Institutional Effectiveness	
Practice Standards 2020 Revision	Practice Standards 2014
Institutional Effectiveness Standard 1: CTFs prepare strategic and financial plans that translate their values, broad vision, and mission statements into specific goals, objectives and activities.	Operations Standard 1: A CTF prepares a strategic and financial plan that translates its broad vision and mission statements into specific goals, objectives and activities.
Communications   Monitoring & Evaluation	
Institutional Effectiveness Standard 2: As public benefit organizations, CTFs actively pursue opportunities to collaborate with all relevant levels of national government(s) on achieving conservation and sustainable development priorities.	Operations Standard 2: As public benefit organizations, CTFs actively pursue opportunities to collaborate with all relevant levels of national government(s) on achieving conservation priorities.
Institutional Effectiveness Standard 3: CTFs actively seek partnerships at the national or international levels with key actors in donor agencies, businesses, non-governmental organizations, communities, and research and academic institutions.	Operations Standard 3: CTFs actively seek partnerships at the national or international levels with key actors in donor agencies, businesses, nongovernmental organizations, communities and research and academic institutions.
Institutional Effectiveness Standard 4: CTFs monitor and evaluate their programs in relation to their mission and strategic plan, and in relation to national-level and international-level conservation indicators, targets, and strategies	Reporting, Monitoring & Evaluation Standard 4: A CTF monitors and evaluates its programs in relation to the CTF's purpose and its strategic plan, and in relation to national level and international-level conservation indicators, targets and strategies.
Monitoring & Evaluation	
Institutional Effectiveness Standard 5: CTFs track their institutional evolution with internal reporting, monitoring and evaluation, and financial management reporting, to support informed decision-making by their governing bodies.	Reporting, Monitoring & Evaluation Standard 5: A CTF designs internal reporting, monitoring and evaluation, including financial management reporting, to support informed decision-making by its governing body about the functioning of the CTF as an institution.
Communications   Monitoring & Evaluation	
Institutional Effectiveness 6: CTFs actively manage their image, clearly convey their values, mission, program goals and impact, and define staff authority for communicating with external audiences through comprehensive communications policy.	
Communications   Monitoring & Evaluation	



# Standards reinforce the importance of CTF reputation and work quality

- Help nations implement the **SDGs**, **Climate Agreements** and other **international commitments**
- Link **global** resources with **local** capacity
- **Accelerate** use of new **financial mechanisms** for transformative land- sea-scale work
- Help fill the huge **biodiversity funding gap** with their experience to date



# Thank you to our donors



# Thank you to the Task Force

- **María Luisa Hernández and Zdenka Piskulich** (Asociación Costa Rica por Siempre)
- **Bryna Griffin** (BirdLife/Trillion Trees)
- **Pema Choephyel** (Bhutan Trust Fund for Environmental Conservation)
- **Yabanex Batista and Karen McDonald Gayle** (Caribbean Biodiversity Fund)
- **David Meyers** (Conservation Finance Alliance)
- **Veronica Chang, Judith Reyes, Andrew Schatz and Christopher Stone** (Conservation International)
- **Camila Monteiro** (Convergencia Sustentabilidade)
- **Fenosa Andriamahenina** (Fundação BioGuine)
- **Lorenzo J. de Rosenzweig and Karina Ugarte** (Terra Habitus A.C.)
- **Mark Zimsky** (Global Environment Facility)
- **María José González** (Mesoamerican Reef Fund)
- **Carl Bruessow** (Mulanje Mountain Conservation Trust)
- **Robbie Bovino and Munira Bashir** (The Nature Conservancy)
- **Stuart Dainton** (World Wildlife Fund-UK)
- **Melissa Moye** (World Wildlife Fund-US)
- **Ray Victorine, Tom Clements, and Katy Mathias** (Wildlife Conservation Society)
- **Scott Lampman** (United States Agency for International Development)



Thanks also to the CFA's Environmental Funds Working Group and the CTIS Advisory Committee for input and review



Thank you!



Amílcar Guzmán Valladares  
Partner

[www.wolfscompany.com](http://www.wolfscompany.com)

