

LANDSCAPES OF HOPE: A COLLABORATIVE PATH TO CONSERVATION

FIVE-YEAR STRATEGIC PLAN 2025-2030



TIERRA AUSTRAL
FUNDACIÓN



DRC-Protected Area: Parque Cuenca Andina, Maule Region.

Photo by Tomás Munita

EXECUTIVE DIRECTOR'S LETTER FOR THE 2025–2030 STRATEGIC PLAN

Over the past few months, at Fundación Tierra Austral we took the time to reflect, engage in conversation, and envision the future we want to build. We asked ourselves important questions, reviewed what we have learned, and dared to dream big. This is the result of that collective exercise.

With great pride, we present our Strategic Plan for the 2025–2030 period—a roadmap developed in a participatory way by everyone who is part of and works with Tierra Austral: our staff and consulting team; Board of Directors; and close collaborators, all dedicating time with commitment and generosity.

Neither the period nor the timing is a coincidence.

Our effort coincides with the 30x30 target of the “Marco Global de Biodiversidad” adopted by the State of Chile. Beyond the numbers that this goal proposes—conserving 30% of ecosystems by 2030—Tierra Austral is inspired by the certainty that we can make a meaningful contribution to this objective. We want to address difficult issues, unfulfilled dreams, and unreachable places.

This moment also aligns with advances that, five years ago, we would not have imagined. At the same time, it marks a new stage: one in which we must sustain what we have achieved, protect more, and ensure that we can continue doing so for many years to come. We have faith in our vision, and the energy to carry out this valuable and courageous mission. For this, we need others, we need to raise funds, and we need to communicate. Now, we have a solid plan to do so and to move forward.

Thanks to the Tierra Austral team, to Ignacio Céspedes who facilitated this process, to our Board of Directors, and to the friends who supported us along the way: José Gerstle, Juan Butazzoni, Patricio Vallespín, Francisco Solís, Diego Flores, Jane Hutchinson, and Ariadne Gorring.

The road ahead is challenging, and we are ready to walk it!

Victoria Alonso
Executive Director
Fundación Tierra Austral

Introduction

The Fundación Tierra Austral was founded in 2012 with the conviction that protecting Chile's extraordinary natural heritage is an urgent and shared responsibility. Today, through a combination of Tierra Austral's bold vision, hard work, steadfast commitment, and innovative approach, we have become an influential private lands conservation organization in Chile. Since our inception, we have worked to provide practical legal and technical tools and strategies to enable the permanent conservation of ecologically, scenically and culturally significant private lands in Chile. We are pioneers in the creation and first use of Chile's landmark private lands conservation law and agreement, the *Derecho Real de Conservación* (DRC), which is opening up bold new possibilities for the voluntary and effective conservation of the country's ecosystems.

Today, after more than 12 years of work, we live in increasingly challenging times in Chile. Although the Chilean Government estimates that about 23% of the national territory is under some kind of conservation status, most of this land is concentrated in the far south, leaving vast areas in the center and north of the country—many of them comprised of globally rare and gravely threatened ecosystems—without formal protection. We have also entered a transition period in which the prospect of creating new public protected areas anywhere in the country has also become more complex and challenging. This is because the country's new Biodiversity and Protected Areas Service (SBAP), whose creation is long overdue and has great potential, will require an extended period of time to define and codify its specific powers and functions. This will make the basic process of creating both public and private protected areas unsettled, especially concerning private land conservation.

This, combined with the steadily increasing negative impacts of biodiversity and habitat loss and fragmentation, climate change, and continued unsustainable land uses, requires new, collaborative and diverse strategies to address a truly grave socio-ecological crisis.

Faced with this uncertain scenario, Tierra Austral has taken a set of decisive and effective actions, supporting landowners, communities, and organizations in protecting thousands of hectares of critical ecosystems, and building strong networks of trust, collaboration, and care. In the five years since our last Strategic Plan, we have earned the respect of a diverse group of stakeholders and achieved enduring conservation results by implementing, facilitating,

safeguarding, and strengthening long-term private lands conservation tools and strategies, in particular the DRC, that complement the public system of protected areas, and that meaningfully advance the effective and equitable protection of Chile's natural heritage.

This Strategic Plan sets the stage for an ambitious, compelling and urgently needed new phase of growth for Tierra Austral and our partners. The plan has been created through an intensive and highly inclusive process that included Tierra Austral's Board of Directors and staff, and consultation with trusted external stakeholders. Our plan and our organization look ahead to 2030 with the desire and responsibility to create substantially more protected areas, steward the lands that we have played a role in conserving, and increase the capacity of landowners and new and existing organizations to protect a beautiful mosaic of public and private conservation landscapes throughout the country. These efforts will expand Tierra Austral's reach and deepen its impact.

We also realize, with humility, that we are just one participant in this conservation journey. Private lands conservation is still in its earliest stages in Chile, and Tierra Austral is committed to learning from other local, national and international experiences that offer us inspiration, lessons, and opportunities for collaboration, recognizing that conservation is only possible as a collective effort. We are embarking on this new phase of our work with inspiration, enthusiasm and a fierce commitment, which guides and propels us into the future.



DRC-Protected Area: Parque La Montaña, Maule Region. Photo By Fundación Tierra Austral

Conceptual Framework



Azulillo, native plant species. DRC-Protected Area:
Cerro Poqui Nature Sanctuary, O'Higgins Region.
Photo by Tierra Austral

The conceptual framework for Tierra Austral's new Strategic Plan encompasses the essential elements of our identity as a land conservation organization: our mission and vision, the principles guiding our actions, and the strategic pillars that will structure our work during the next five years.

Vision – The future we envision and hope to see

“Chile is a beautiful mosaic of private and public protected areas that permanently conserve biological diversity, species, habitats, and resilient human communities as an example for the planet.”

Mission – What we do

“Tierra Austral’s mission is to create, care for, and strengthen a mosaic of protected areas in Chile, working with landowners and other stakeholders to permanently conserve the country’s most significant landscapes.”

Organizational Principles

Three principles guide us as an organization: Integrity, Sustainability and Accountability.

Integrity

To be a trustworthy, diverse, and effective conservation organization with a collaborative and fair spirit.

We are committed to being an organization that inspires trust, both within and outside our structure. We believe that a strong and united team is key to building this trust, and we foster an organizational culture based on honesty and transparency. We are committed to upholding these principles, ensuring that our decisions and actions are consistent with the values we uphold. Similarly, members of our Board of Directors and staff team have a responsibility to act ethically and fairly, ensuring that our organization is a model of trust and integrity.

Sustainability

To be an organization that responds to and respects the cycles of nature and that strives to be a thriving, sustainable and long-term steward of Chile’s natural heritage.

We understand that conservation processes take time and that respect for natural cycles is essential to achieving positive conservation results. We are committed to working with a long-term vision, recognizing that the actions we take today will impact future generations, and recognizing that our organizational and project commitments will need to be enduring. To ensure the long-term viability of our initiatives, it is essential for us to have a solid financial foundation. Therefore, we are committed to pursuing diverse sources of income, and to participating in strategic alliances with public and private organizations.

Accountability

To be a respected and exemplary conservation organization both nationally and internationally.

We strive to be recognized as respected leaders in conservation, not only in Chile but also internationally. We will continue to achieve accountability by adopting and modeling best practices in governance and land conservation transactions, encompassing transparency in financial management, strong governance policies, rigorous land conservation practices, especially in the use of the Derecho Real de Conservación (DRC), and strict compliance with all relevant laws. We use practical and effective tools to ensure the proper administration of resources, which reinforces confidence in our work. Moving forward, we will promote these best practices to expanded private and public land conservation efforts throughout Chile and beyond.

Strategic pillars 2025-2030

At the heart of this Strategic Plan are four pillars that guide our work and our decisions. These pillars reflect and define Tierra Austral's core tools, strategies and programs, and represent a firm commitment to achieving ambitious and collaborative conservation outcomes.

Create

Since its inception, one of Tierra Austral's most significant accomplishments has been to create, implement, validate, and learn from Chile's landmark private conservation law and agreement, the Derecho Real de Conservación (DRC). While Tierra Austral is a national land trust, and works throughout Chile, our highest conservation priority is the Chile-Mediterranean habitat of the Central Valley, which is the country's rarest, most threatened and least protected ecosystem, one that is currently only 3.4% protected nationwide. To date, we have partnered with conservation landowners to establish 15 new private protected areas, totaling 21,000 hectares/51,892 acres, using the DRC. Tierra Austral is a science-based land trust, and we have protected this land using rigorous ecological criteria, with a special emphasis on climate change resilience, including prioritizing landscape connectivity, ecosystem-scale properties, and ecological health.

One of the central goals of Tierra Austral's 2025-30 Strategic Plan is to substantially increase the creation of new private protected areas using the DRC, often through partnerships with public and private organizations. Because Tierra Austral now has deep expertise in the use of the DRC, we believe strongly that this agreement, and the new and permanent protected areas

that it creates, is an enormously important strategy to address the dual crises of climate change and biodiversity loss. Private protected areas established through DRC agreements will enable Tierra Austral and our partners to continue to conserve critical species and habitats, and to safeguard the well-being of the human communities that are sustained by these landscapes. These actions will also help Chile meet its Global 30x30 climate change and biodiversity conservation goal.

Tierra Austral in Action: Parque Cuenca Andina

Location: Commune of Romeral, in the foothills of Maule Region, Central Chile.

Size of the property: 12,856-hectares/31,796-acres.

Conservation Status: 97% of the property (12,461.48 hectares/30,792.98 acres) is permanently protected through a Derecho Real de Conservación (DRC) agreement.

Context: This is Fundación Tierra Austral's first ecosystem-scale DRC. Cuenca Andina is a large and unfragmented landscape that is in excellent ecological condition; both are exceptionally rare characteristics for large properties in Central Chile. Parque Cuenca Andina is also of particular significance as an ecotone, a landscape where two critical habitats converge, in this case Mediterranean habitat and Temperate Forest, and as a climate refuge.

Conservation impact: The conservation of Parque Cuenca Andina will also help maintain the ecological health and hydrology of the Teno River basin, an essential source of freshwater locally and nationally. The property is of cultural importance as a place where arrieros/cowboys continue their historic and sustainable land uses.



Care

We strongly reaffirm our commitment to ensuring that these existing and new protected areas are managed to ensure their permanence, sustainability and ecological health. This will require Tierra Austral to strengthen our local capacities, create collaborative land management plans, and work effectively with partners and stakeholders to develop and implement effective monitoring and governance tools.

In order to fulfill its stewardship obligations, Tierra Austral will need to meet its long-term expenses, which it can accomplish by creating a permanent land stewardship fund, enabling

us and our partners to provide the highest management standards for the existing and new protected areas that we create together.

Tierra Austral in Action: Cerro Poqui Nature Sanctuary

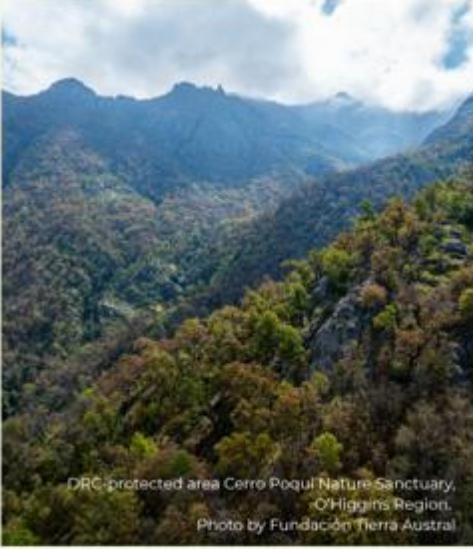
Location: Coltauco Commune, O'Higgins Region, Central Valley of Chile.

Size of the property: 1,095 hectares / 2,705 acres

Conservation Status: Protected under two legal conservation categories: Nature Sanctuary and a Derecho Real de Conservación (DRC) agreement, signed in 2021.

Context: The property hosts high biological diversity and a significant level of floral endemism.

Conservation impact: Fundación Tierra Austral established a governance framework in coordination with representatives of the local community, aimed at developing and adapting the Sanctuary's Management Plan and addressing one of its main threats: unregulated tourism. This process enabled the regulation of visitation in a balanced and sustainable manner. At present, the Cerro Poqui Nature Sanctuary is recognized as a model of private conservation, community engagement, and environmental education, and has welcomed more than 1,000 students.



DRC-protected area Cerro Poqui Nature Sanctuary, O'Higgins Region. Photo by Fundación Tierra Austral

Catalyze

We recognize that there is a great need to increase private lands conservation capacity, strengthen existing land protection mechanisms and create new incentives to catalyze much greater conservation activity across the country. By working with existing and new organizations to increase private lands conservation capacity and action, we expect an increase in the use of the DRC; including providing expert advice to other countries in Latin America that are interested in adapting the DRC to their own Civil Law jurisdictions.

Tierra Austral in Action: Protecting the Riverbanks of the Futaleufú River with a local partner

This work is the beginning of a landscape-scale conservation effort aimed at protecting the flora, fauna, and scenic value of the Futaleufú River and its tributaries.

The Futaleufú River is part of the UNESCO-designated "Temperate Rainforests of the Southern Andes" Biosphere Reserve and is recognized as a Zone of Tourist Interest (ZOT). Notable species in this area include the coigüe (*Nothofagus dombeyi*), the puma (*Puma concolor*), the güiña (*Leopardus guigna*), and the huemul (*Hippocamelus bisulcus*).

This project is a collaboration between Fundación Tierra Austral and Futaleufú Riverkeeper, a local non-profit organization and member of the Waterkeeper Alliance, an international network working to protect the waterways of our planet.

As part of this collaboration, Fundación Tierra Austral provides technical support to Futaleufú Riverkeeper to strengthen its organizational development and its role as a potential land trust in the area.



Futaleufú River, Los Lagos Region
Photo by Fundación Tierra Austral

Inspire

Tierra Austral firmly believes that the task of creating, nurturing, and consolidating conservation in Chile is a collective responsibility. We are committed to engaging with an increasing number of partners and stakeholders in this exciting and inspiring effort—as part of a broader and transformative movement.

To accomplish this, Tierra Austral will work to redouble and expand our fundraising efforts to ensure its future as a sustainable, thriving and effective land trust; investing in our communications efforts to significantly increase public awareness and use of the DRC, forging new and powerful public and private partnerships to enable Tierra Austral to meet its ambitious new land protection goals and to help Chile reach its 30x30 Goal, both of which will make the country an inspiring conservation example to the world.

Tierra Austral in Action: A Key Public-Private Partnership to Create a New National Park for Central Chile

Fundación Tierra Austral is working with the Ñuble Regional Government and The Pew Charitable Trusts to protect El Plan, a pristine 7,200-hectare (17,800-acre) property in the region. This would become Chile's first National Park in the Ñuble Region and one of the few national parks in Central Chile.

El Plan encompasses native Mediterranean habitat—the rarest, most threatened, and least protected ecosystem in Chile. This unique landscape, located at the foot of the Chillán volcano, is dominated by ancient native forests.

As part of this joint effort, Fundación Tierra Austral participated in the 2024 Land Trust Rally in the United States alongside a representative from the Regional Government. The purpose was to highlight the project's ecological importance and underscore the value of the public-private collaboration driving the creation of this new National Park. The Land Trust Rally brings together more than 2,000 private conservation practitioners, providing an inspiring and eye-opening forum on the significance of collective conservation efforts.



Victoria Alonso, Executive Director of Fundación Tierra Austral, with Pablo San Martín, representative from the Ñuble Regional Government. Presentation at the LTA Rally 2024. Photo by Fundación Tierra Austral

Objectives, Actions and Expected Outcomes

Each of the pillars has a corresponding Strategic Objective and a Specific Goal for 2030, which in turn helps define Tierra Austral's strategic directions from 2025-2030.

Pillar	Strategic Objective	Priority goal 2030
CREATE	Create new private and public-private protected areas throughout Chile, safeguarding critical species and habitats while promoting the well-being of communities.	Secure legal agreements (mostly DRCs) that conserve at least 300,000 hectare/741,000 acres throughout Chile, especially in the Mediterranean ecosystem.

CARE	Establish the enabling conditions necessary to ensure that the protected areas that Tierra Austral and its partners have already created, and will help establish in the future, are stewarded for their climate resilience, sustainability, and ecological health.	100% of the protected areas created by Tierra Austral are effectively and sustainably steward.
CATALYZE	Strengthen and validate the DRC as an effective, widely recognized, replicable, and long-term conservation tool.	Establish a robust legal, institutional, and operational framework that ensures the increased use and recognition of the DRC as one of Chile's bedrock land conservation tools and strategies.
INSPIRE	Inspire more actors and stakeholders to join the conservation effort by positioning private conservation as part of a collective and transformative movement.	Inform and activate a national and international network of public, private, and community stakeholders committed to conservation, expanding both the use and legitimacy of the DRC.



DRC-protected area Alihuen, Chiloé, Los Lagos Region
Photo by Fundación Tierra Austral

Funding for Institutional and Conservation Sustainability

General Context

Sustainable funding represents one of the most significant challenges to the permanence and sustainability of Tierra Austral in this new strategic planning cycle. During the years covered by the previous strategic plan, Tierra Austral benefited greatly from a multi-year grant from an international corporate charitable foundation. This grant was substantial and long-lasting, providing critical funds that enabled Tierra Austral to both implement, test and ultimately prove the practicality and importance of the DRC, and to hire a professional staff and expand and professionalize all facets of our organization. Tierra Austral has used this exceptional financial support to achieve meaningful results: we have completed 15 DRC projects, creating 15 new private protected areas, and have evolved into a nationally and globally respected and increasingly prominent and influential private lands conservation NGO.

However, this funding scenario has begun to change, which is a central challenge that must be addressed squarely in our new strategic plan. The multi-year grant is coming to an end, requiring Tierra Austral to take bold, decisive and disciplined action to formulate and implement a new fundraising plan for the coming years. We need to do this if we are to achieve the ambitious, compelling and realistic goals proposed in the new plan, and to ensure that Tierra Austral will be an enduring and impactful organization that leaves a positive land conservation legacy to future generations.

This strategic plan responds to Tierra Austral's changing financial circumstances by proposing the creation of a comprehensive, multi-faceted and proactive fundraising plan. Central to our plan is increasing the number of funding sources that would support our work; the plan is also well-suited to embracing ecosystem-scale land conservation opportunities and to meeting the long-term opportunities and challenges of effectively and sustainably stewarding a growing network of protected areas.

As we enter this next chapter of our work, we also need to address two core questions: How should we plan our operations, priorities, and scale of work in a sustainable manner? And what will be the most appropriate sources of funding to sustain this plan in a solid and consistent manner?

Tierra Austral in Action: Building a Conservation Movement with our First Meeting of DRC-Protected Areas

In the spring of 2024, Tierra Austral hosted the first gathering of the landowners who have taken action to protect their properties with DRC agreements.

The event, which was held at the San Jorge private protected area in the Valparaiso Region, brought together landowners and team members from properties ranging from Patagonia to Central Chile.

The landowners spent the day getting to know each other, comparing their experiences, and brainstorming about the opportunities and challenges of private lands conservation in Chile. This was an exciting day, one that helped foster future collaboration among our wonderful conservation landowners.



Current Sources of Financing

Although Tierra Austral has received the majority of its financial support from one charitable foundation, we have also worked in recent years to diversify our sources of income. We now receive funding from an increased number of (US) foundations, from Chilean corporations, and from fees-for-service generated through non-profit consulting projects.

This new support has been both encouraging and essential to sustain our ongoing operations and projects. The chart below describes the current, and some future, funding categories that together will comprise our comprehensive fundraising program.

Category	Sub-category	Definition
Donations or Grants	Individuals	Contributions from individuals inside and outside Chile who recognize the value of private and community conservation.

	Philanthropic foundations	Funds from philanthropic/charitable foundations inside or outside the country that share Tierra Austral's strategic conservation priorities.
	Government agencies	Direct allocations from government agencies, both national and regional, based on specific conservation initiatives.
	Corporate foundations	Contributions from national or international foundations related to companies in different industries, and whose missions coincide with those of Tierra Austral.
	Companies	Funds from national and international companies that demonstrate a commitment to conserving Chile's environmental heritage.
	Multilateral Funds	Income obtained through public-private international institutions that finance projects aligned with sustainable development, international cooperation, or climate action objectives.
Earned Income	Monitoring	Resources associated with ecological monitoring or legal compliance services in protected areas, developed in partnership with landowners.
	Non-profit private consultancies	Revenue generated by providing technical, legal, or strategic expertise to third parties—organizations, communities, or private individuals—seeking to implement conservation mechanisms such as the <i>Derecho Real de Conservación</i> .
	Non-profit public consultancies (responses to public tenders or bids)	Public resources made available through tenders by state agencies (Request for Proposals) to support technical expertise at both national and regional levels, complementing efforts in priority areas for biodiversity.

Industrial Compensation	-	Funds from environmental compensation strategies of companies whose actions or operations directly impact the environment.
Payments for ecosystem services	Biodiversity credits	Resources obtained through the issuance and sale of units representing the conservation, restoration, or measurable improvement of biodiversity.
	Carbon credits	Revenue generated from the sale of certificates representing the reduction or capture of carbon emissions, verified under regulated international standards.

The Challenge: Measuring to Plan and Act

One of the key steps that Tierra Austral is taking as part of this strategic planning process, and in response to the change in our funding situation, is to develop our best five-year estimates of the cost of both running our organization and implementing and, we hope, achieving the goals of the plan. Making these estimates, and making them as realistic and accurate as possible, is also essential to formulating an achievable fundraising plan moving forward.

This process requires addressing three fundamental areas of institutional work, each closely linked to the strategic objectives defined for this period:

Associated with Strategic Objective 1 – Create — These are the core costs of Tierra Austral’s land conservation/DRC work— staff field work, travel, analysis, negotiation, legal, preparation of baseline reports, GPS mapping, administrative support, local support, etc.

Directly related to Strategic Objective 2 – Care — These are the costs incurred by Tierra Austral, and sometimes by our landowners, after the DRC is completed. They include long-term annual monitoring (physical and remote) of the DRC for compliance; drafting of monitoring reports; regular communication with the landowner; etc.; and an increasingly wide range of technical support provided by Tierra Austral to the landowner, local NGOs, the local community, et al, on the long-term sustainable management of our DRC-protected properties. This is an expanding and vitally important role for Tierra Austral, and it is becoming more

expensive. It is also hard to fundraise for, and this is why it would be appropriate and advisable for us to secure a long-term DRC stewardship fund to support this work.

Linked to Strategic Objectives 3 Catalyze and 4 Inspire — These include both Tierra Austral's important and increasingly effective marketing and communications efforts, and the goal in the new strategic plan of training existing and new organizations to develop private lands conservation or land trust capacity, and working selectively with countries in Latin America that are interested in creating a DRC-type agreement and law.

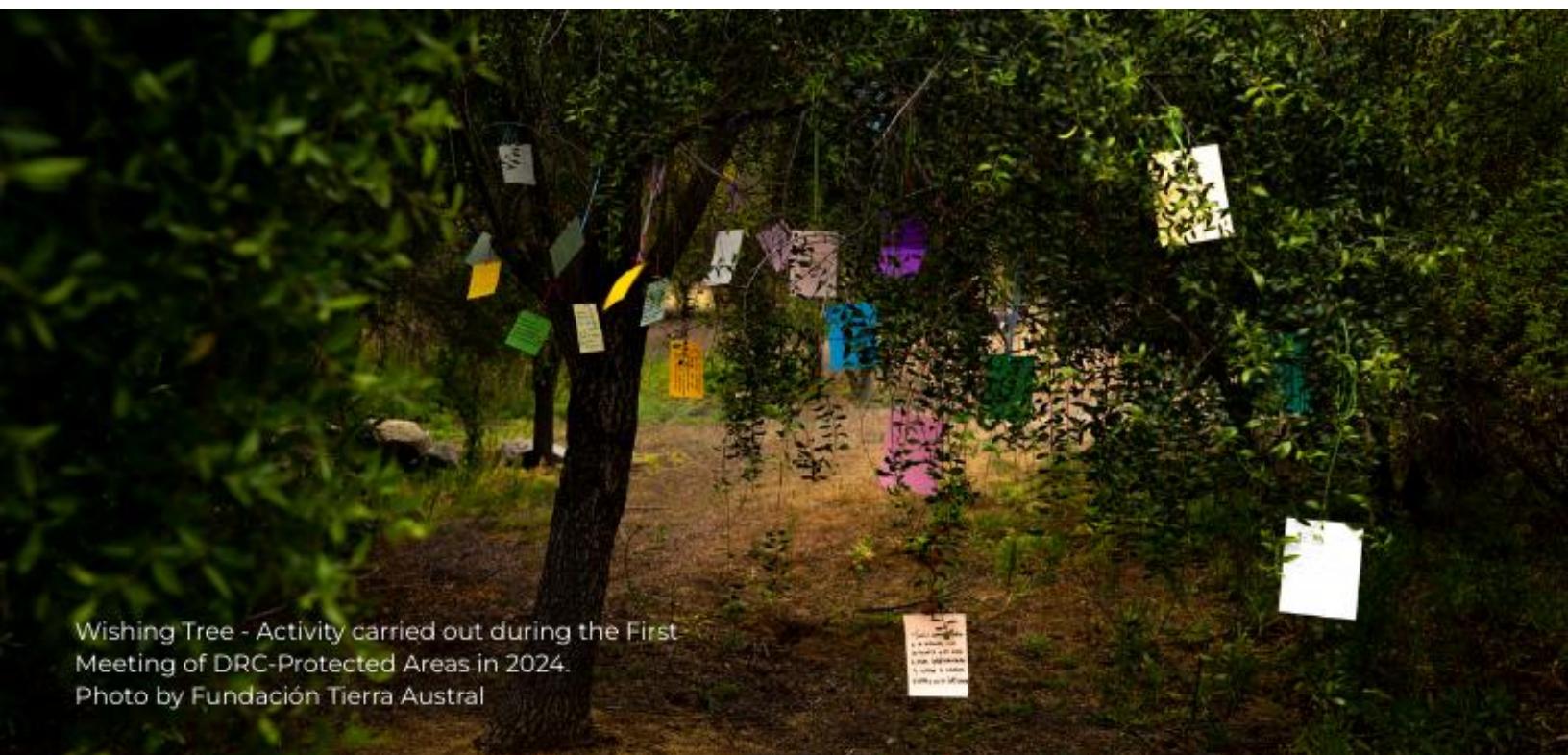
Conclusion

During the five years since its last strategic plan, Tierra Austral has grown into a respected and effective land conservation organization in Chile. We are proud of the comprehensive, tangible, and impactful progress that our organization has made to conserve Chile's natural heritage, including its rare, threatened, and ecologically significant habitats and species.

Tierra Austral is now poised to build on the strong institutional, programmatic and scientific foundation that we have worked so hard put into place since our inception, and we are adopting a set of goals, objectives and desired outcomes in our new plan that seek to make a truly transformational impact on the conservation landscape of Chile.

Our plan's pillars of Care, Create, Catalyze, and Inspire, and their bold goals, chart a path for achieving success at a new level of ambition, innovation and impact. We have an inspiring vision of Chile's conservation future in the year 2030, one in which Tierra Austral and its partners have created 300,000 hectares/741,000 acres of new protected areas, where existing and new organizations have the capacity to protect habitat and species by negotiating their own Derecho Real de Conservación agreements, where there is a greater awareness and use of the DRC across the country, and where Tierra Austral has the resources to be an enduring and positive force for effective and lasting land conservation in this country and beyond.

Tierra Austral has never been better prepared and more energized to seize the opportunities, meet the challenges, forge the partnerships, and secure the resources necessary to create a thriving and dynamic private lands conservation movement in Chile, one that protects and sustainably manages the country's beautiful and irreplaceable mosaic of public and private protected areas for present and future generations.



Wishing Tree - Activity carried out during the First Meeting of DRC-Protected Areas in 2024.
Photo by Fundación Tierra Austral

