

Accelerating the shift to sustainable natural resources



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Who we are

EnviroStrat is a multi-disciplinary organisation that brings together the complex applied science, economics, public policy, legal and commercial elements necessary to innovate and enable the shift to sustainable natural resources.

Our work goes beyond regulatory compliance to help our clients turn risks and challenges into commercial and non-commercial opportunities, with positive environmental impact at its core.

We have contributed to hundreds of projects over the past 12 years, providing impact-focused natural resource advisory and project development services to central and regional government, nonprofit and philanthropic organisations, indigenous communities, multilateral banks and multinational corporations in New Zealand and around the world.

This has included:

- Contributing to policy and regulatory reforms, creation and implementation of new services
- Generating over NZ\$30 million in grant funding for our clients
- Leading major change programmes
- Leading research into new and innovative sectors and solutions
- Researching and adapting global approaches to the New Zealand context.

What we do

Our full-service model encompasses the entire project life cycle, from strategy, research and analysis to impact project development, project and programme management, and monitoring, evaluation and independent review. We can support customers with specific elements of their initiative or combine our skill sets to provide a comprehensive end-to-end partnership providing seamless integration with their internal teams and partners.

Strategy, research and analysis

Our multidisciplinary team applies environmental and natural resource industry and policy knowledge to ensure objective assessment of strategic issues and in-depth research into some of the key challenges and opportunities in the natural resources sector. Our scientific, economic, policy, legal and commercial expertise ensures holistic and comprehensive strategy development, research and analysis.

Our services:

- Research and analysis
- Options analysis
- Strategic assessments
- Restoration strategies
- Market and investment strategies
- Strategic policy recommendations.

We have:

- Developed and co-led research into restorative economies and the framework for the future of New Zealand's seaweed industry
- Led and contributed to global and national research in the agriculture, water, climate change and blue economy sectors
- Adapted international research into nature-based solutions, natural capital accounting and development of innovative blue carbon markets into a New Zealand context.

Case study: Building a seaweed sector for New Zealand

Seaweed has huge potential to contribute to New Zealand's blue economy. The fledgling but highly dynamic seaweed sector currently operates at small scales, with gaps and barriers limiting the potential for growth. With the right framework grounded in ecosystem-based management principles, a thriving commercial seaweed farming sector could be possible. EnviroStrat is co-leading the development of a Seaweed Sector Framework, starting with a review of the current state, working with iwi, stakeholders, industry, researchers and government agencies that currently do or plan to operate in the seaweed sector and are testing the framework using seaweed case studies and a pilot scheme to understand how it can effectively operate across different scales.

Impact project development

We are New Zealand's leading environmental impact investment project developer. Using applied science and technology, environmental analysis and investment expertise, we create and execute projects that deliver financial returns alongside environmental and social benefits.

Our services:

- Feasibility studies
- Due diligence
- Investment cases
- Stakeholder and investor engagement
- Economic analysis
- Financial modelling
- Project financing
- Execution of projects
- Impact measurement and reporting.

We have enabled clients to:

- Unlock financially self-sustaining opportunities to create environmental and social impact
- Design more effective solutions to mitigate the impacts of land and resource use, valuing ecosystem services and ensuring at-scale impact
- Create investable opportunities at the landscape level (catchment, region) and in the marine and coastal environments.

Case study: An innovative approach to large scale land use change

The Waipa catchment is a significant contributor to the sediment and nutrient load of the Waikato and Waipa River catchments. Waikato River Authority and Waikato Regional Council engaged EnviroStrat to conduct a feasibility study to investigate whether impact investment could enable accelerated land use and/or land cover change to achieve multiple environmental and social benefits, whilst delivering a positive financial return.

Our feasibility study looked at the current mix of land uses and identified priority areas for changing land use, we conducted a hot spot analysis and considered what sorts of alternative land uses could potentially deliver both environmental improvements and return on investment. We developed an environmental calculator that enabled us to understand the impact of different interventions and the associated cost. This was then fed into a financial model and showed the deferred impact metrics.

The study provided the foundation for due diligence for impact investment and enhances the capabilities and collaboration of policy makers, conservation-oriented organisations, businesses and financial institutions in supporting accelerated land use change.

While focused on the Waipa catchment, the project insights help build a blueprint for deploying impact investing to other parts of New Zealand when seeking viable solutions to climate change, biodiversity and water quality issues. We are now working with the Southland Regional Council and Kaipara Moana Remediation to replicate and adapt this approach to their region.

Project and programme management

We deliver expert project and programme management across the environmental, natural resource and impact investment sectors, providing tailored end-to-end project management across the entire project life cycle. We are a trusted project initiator, providing an effective foundation for project execution, as well as proven experience managing complex projects and programmes involving multidisciplinary and multi-sector teams and contracts.

Our services:

- Project and programme mobilisation
- Project coordination and project management office
- Project and programme planning and execution
- Stakeholder engagement.

We have:

- Experience managing multiple contracts and disciplines in fast moving and high-profile projects and programmes in both the public and private sectors
- Run large scale programmes developing policy and regulatory components of public sector reforms
- A proven track record in complex stakeholder engagement and management
- The ability to lead or coordinate the full lifecycle of a project
- A multi-disciplinary team with expertise to understand and lead complex projects.

Case study: *Chatham Rock Phosphate*

EnviroStrat successfully led the opposition to a proposal for deep sea phosphate mining on the Chatham Rise on behalf of Te Rūnanga o Ngāi Tahu. We instituted a collaborative approach with other tribes, the deep water fishing sector and Te Ohu Kaimoana. This joined-up approach enabled the sharing of budget, expert witnesses, and strategy to refute the evidence presented by the applicant. There were a number of issues that were of concern, including the impact on existing fisheries and cultural interests and the reliance of modeling as a proxy for baseline environmental information in a deep sea environment. Our collaborative strategy was successful, with the Environmental Protection Authority Board of Inquiry declining the application by Chatham Rock Phosphate for a marine consent to mine phosphorite nodules on the Chatham Rise because it would “cause significant and permanent adverse effects” with only modest economic benefits.

Monitoring, evaluation and independent review

We have proven capability in monitoring and evaluation of environmental and environment-related programmes, and extensive experience conducting independent reviews. We underpin our monitoring and evaluation capability with a strong understanding of results-based management (RBM). This provides a sound framework for strategic planning and management and commitment to achieving expected results. RBM is a powerful tool in effective monitoring and evaluation, showing the causal relationship between inputs and activities, outputs, outcomes and impact over time.

Our services:

- Mid-programme and end-programme reviews
- Independent reviews of team and organisational performance
- Development of outcome monitoring frameworks
- Development of impact metrics for impact investment projects.

We have enabled clients to:

- Understand and communicate the effectiveness and outcomes of projects and programmes (and changes required to improve effectiveness)
- Implement consistent and comprehensive monitoring and reporting of progress and outcomes
- Conduct effective evaluations
- Determine process and governance shifts to ensure optimal impact.

Case study: *Fresh Start for Fresh Water Clean-up Fund*

EnviroStrat was commissioned by the Ministry for the Environment to evaluate the effectiveness and outcomes achieved from each of the seven projects funded through the Fresh Start for Fresh Water Clean-up Fund. EnviroStrat initially reviewed the projects to understand the effectiveness and outcomes achieved. We then developed a monitoring and evaluation framework for the Fund, drawing on our experience with freshwater investment and global best practice. The framework is a guide for those administering the funds and implementing the projects on how to undertake monitoring and evaluation to ensure the funds effectively achieve the objectives of the project and the overall programme.

Areas of specialisation

With technical roots in marine and terrestrial environmental science, our team have built a reputation as domestic and international thought leaders in sustainable management, delivering a number of 'New Zealand firsts' in the development and application of intellectual property in climate change adaptation, land and water management and the coastal, marine and blue economy.



We are a trusted blue economy advisor and developer, taking an assessment and investment approach that understands the roles of government, philanthropic and private entities, as well as the environmental and social opportunities and challenges associated with the blue economy.

We recognise that to create scalable, high quality, investable blue economy projects it is essential to develop innovative approaches that financing new initiative approaches to financing and developing new initiatives. That is why our impact investment expertise and network of aligned entities is of such value to our clients.

Some examples of what we do:

- Provision of world-class guidance on blue economy development, including our methodology from 'assessment to investment'
- Identification and prioritisation of blue economy opportunities:
 - Stakeholder engagement and analysis to understand aspirations and drivers
 - Mapping the ocean economy and determining baselines
 - Analysis of natural and human capital
- Detailed analysis and development of investable projects:
 - Investor engagement
 - Scenario analysis
 - Detailed due diligence
 - Financial modeling and deal structuring
 - Developing comprehensive investment cases
 - Securing and executing investment
- Developed blue economy initiatives from concept to investment
- Executed multiple impact-focussed projects
- Led the writing team for Tai Timu Tai Pari Sea Change – New Zealand's first Marine Spatial Plan
- Led regulatory and policy development
- Led independent reviews of multiple projects and programmes in the coastal and marine sector.

Case study: World Bank

The World Bank and Government of India had been collaborating to develop a long-term programme to direct funding and resources to coastal and marine management. The *Enhancing Coastal and Ocean Resource Efficiency* (ENCORE) programme will help India enhance its coastal resources, protect coastal populations from pollution, provide new marine protected areas, mitigate erosion and sea level rise exacerbated by climate change and improve livelihood opportunities for coastal communities.

EnviroStrat was asked to provide a practical step-by-step approach on how to undertake an assessment of blue economy opportunities in a state or island group with a view to future investment, ensuring a focus on identifying future blue economy opportunities. We also updated the Indian guidelines on Integrated Coastal Zone Management Planning to ensure both marine spatial planning and blue economy development are recognised as key components of future coastal and marine development in India.

While the guidelines are specific to the Indian context, the approach can be applied and is replicable for different scales across other countries.



We are an innovative, multi-disciplinary advisor and researcher on landscape scale land and water management solutions. Recognising that many of the solutions to New Zealand's land and water challenges have been successfully developed and deployed elsewhere, our work often originates with a concept or practice we have observed being successfully used overseas and adapting it to our unique context. We also have core capability in understanding and adapting food systems as they relate to land and water management.

Some examples of what we do:

- Preparation of regional freshwater accounts, using a 'natural capital chart of accounts' approach
- Preparation, research and input to regional and national fresh water and land use policy and implementation
- Preparation of large-scale restoration strategies, using a mix of economic and scientific analyses
- Linking current and future food systems to land use, fresh water and climate change at both a macro and micro level
- Developing high impact projects from concept through to execution, with integrated consideration of climate change, water and biodiversity at their core, including:
 - Investor engagement
 - Scenario analysis
 - Detailed due diligence
 - Financial modeling and deal structuring
 - Developing comprehensive investment cases
 - Securing and executing investment
- Led the restoration strategy for the largest catchment in New Zealand, including adapting the Investment Framework for Environmental Resources (INFFER) for the first time to be deployed in New Zealand
- Scoped a suite of potential impact investment projects as a means of financing restoration of a major lake and its catchment
- Co-led the two most *Organics Aotearoa New Zealand* market sector reports
- Led a strategic roadmap for the development of a viable domestic food production approach
- Led a review of the *Our Land and Water* National Science Challenge to understand how its research programme is contributing to national and regional freshwater policy
- Led the preparation of Water Accounts for Hawkes Bay region to enable councils and water users to fully understand the implications of their policy and decision making on availability and quality of fresh water
- Led a series of economic, policy and scientific initiatives as part of the New Zealand central and regional government freshwater reforms
- Led the analysis of catchment scale land use options as part of an impact investment project.

Case study: *Hawkes Bay water accounts*

There is strong interest across New Zealand, specifically from Hawkes Bay Regional Council and Territorial Local Authorities, in water accounting based on the premise that we cannot manage what we do not measure. Water accounting is a way to provide detailed data on all water stocks, source, users and their related ecosystems. An effective water accounting system is considered a powerful tool for providing timely measurement, recording and reporting of actual water use and decision making on allocation. Water accounting is also fundamental for supply and demand management and conservation strategies, including investment.



Climate change and adaptation

We provide project development and advisory services on climate change solutions, including climate resilience and adaptation, carbon accounting and mitigating and aligning solutions with other core areas of expertise such as land and water management, economics and markets.

Some examples of what we do:

- Developing high impact projects from concept through to execution, designed with climate change at their core:
 - Investor engagement, including strategic advice in securing interest and partnership exploration
 - Scenario analysis under different financial and climate targets
 - Detailed due diligence
 - Financial modeling and deal structuring
 - Developing comprehensive investment cases
 - Securing investment and executing projects
- Preparation of greenhouse gas inventories, including both 'looking back' at the scale and source of emissions, and 'looking forward' to assist regions, districts and sectoral groups with adapting for the future
- Integrating climate change into other sectoral or thematic work we lead, including both marine and terrestrial
- Developing data system solutions to climate change as support for decision making and risk management.
- Provided analysis and strategy development for generating climate-related impact revenue as a means of funding large scale, long term restoration with multiple benefits
- Originated and developed a regenerative ocean farming model that will deliver multiple climate benefits along the value chain
- Undertaken regional, local and sectoral greenhouse gas inventories and associated planning responses
- Led the development of a blue carbon methodology in New Zealand which will incorporate 'blue to green' attributes
- Led Social Impact assessments and Social Return on Investment analyses associated with climate hazards in coastal areas
- Undertaken research and analysis of financial instruments and opportunities for climate focused investment and finance for a global bank.

Case study: Waikato greenhouse gas inventory

EnviroStrat has developed the greenhouse gas inventory for the Waikato Region. This applies the global community protocol methodology. Revisiting the inventory in 2020 is going to provide a breakdown of emissions for each district within the Region, which will inform both regional and local responses to climate change.



Energy and resources

The efficient use of energy and resources is critical as we transition to a zero emission's economy. We work with businesses, local and central government and developers to enable energy and resources projects at scale, from pre-feasibility to feasibility and investment ase development. We have experience in sustainability strategy development and project delivery.