

Cambridge Conservation Initiative Five Year Plan: Annexes

Annex 1: Detailed activities within the research to inform policy and practice programme

The activities below were drawn up by the Research to Inform Policy and Practice Working Group. For each of the 11 overarching Research to Inform Policy and Practice activities shown below (and published in the *CCI Five Year Plan 2015-2020*), the Working Group provided further detail on the nature of these activities. This further detail is not intended to be exhaustive, but more illustrative of the intended focus of CCI collaborative projects within each of these overarching activities.

Conservation interventions

- Finding solutions to improve the status of threatened species and monitoring their efficacy.
- Synthesising and disseminating information on the effectiveness of conservation interventions.
- Deciding where, and discovering how, to restore and conserve threatened sites, habitats and ecosystems (e.g. freshwater ecosystems, rainforest restoration removing non-native species) and degraded landscapes.
- Monitoring the efficacy of major policy interventions.
- Identifying the most effective ways to address the illegal wildlife trade.

The state of nature

- Quantifying changes in the state of nature (from species to landscapes).
- Improving monitoring of poorly monitored groups and entities and using citizen scientists, novel methods and technologies to help.
- Helping to set biodiversity targets (e.g. Aichi, favourable conservation status) and measuring progress towards them.
- Understanding population and ecosystem dynamics.
- Evaluating what 'naturalness' means in different contexts.

Threats to biodiversity

- Identifying and predicting threats, their likely severity and urgency.
- Determining where threats to biodiversity and ecosystem services are greatest.

Reconciling biodiversity conservation and other human needs

- Assessing the trade-offs in producing food, fibre, energy and infrastructure while conserving biodiversity; ensuring industry plays its part.
- Finding solutions to people - conservation conflicts.
- Understanding the implications of conservation for human well-being and livelihoods.
- Exploring limits to growth, ecological thresholds and planetary boundaries.

Natural capital and ecosystem services

- Understanding to what extent the flow of useful ecosystem services depends on stocks of natural capital and associated species and ecosystem diversity.

- Quantifying natural capital, estimating monetary values for it and incorporating these into policy.
- Creating markets or similar to provide incentives for resource users to conserve scarce ecological assets (e.g. Payment for Ecosystem Services, REDD mechanisms etc.).
- Assessing the ESs that important biodiversity sites deliver to people to inform more sustainable outcomes for biodiversity and people. Also understanding the circumstances under which ES delivery can be a threat to biodiversity conservation.

Understanding and influencing decision making and policy

- Determining how best to influence government decisions on conservation, measuring the impact of their policies, and discovering what factors are critical for policy success.
- Understanding the relative roles of science, values and politics in policy development.
- Understanding the relationship between science and the public, particularly on issues of risk and trust.

Protected Areas (PAs)/ important areas for biodiversity

- Informing the designation and management of PAs. For example: what is the significance of sites important for well-known taxa (e.g. birds) for other taxa, how important is it to connect sites, and what are the best ways to do so?
- Measuring the value and impact of PAs on biodiversity and people, and the impact of people on PAs; identifying the most effective governance structures for PAs; and identifying why policy is changing to favour extractive and other resource-dependent industries in PAs.

Engaging people with nature conservation

- Understanding how people benefit from, and connect to, nature.
- Discovering the best ways of changing behaviours (e.g. of citizens, business, decision-makers) in favour of biodiversity conservation?
- How best to empower local communities as effective agents for conservation.
- Understanding the effects of culture upon conservation priorities and success.

Climate change

- Identifying impacts of climate change on species and ecosystem services - particularly identifying those at greatest risk.
- Working out how management can help mitigate these impacts, and help nature adapt to a changing climate - for example, can ecosystem-based adaptation for people also help nature adapt?
- Understanding how the human response to climate change (e.g. geo-engineering, human migration) might impact biodiversity, and what is the role of protected areas in a changing climate.

Costing and funding conservation

- Discovering the costs of conservation and how these can be met.
- Understanding how a changing donor base might influence conservation delivery.

Research on conservation as a social phenomenon

- Understanding how conservation organisations work and why.

- Understanding the values held by conservationists and how these are expressed in conservation practice.
- Understanding the role of social and political factors in shaping the behaviour of conservationists and organisations.
- Understanding the role of leadership in shaping conservation practice and effectiveness.
- Identifying opportunities to improve the practice of conservation through better understanding of its dynamics as an industry.

Annex 2: Detailed activities within the capacity development and leadership programme

The activities below were drawn up by the Capacity Development and Leadership Working Group. For each of the 11 overarching Research to Inform Policy and Practice activities shown below (and published in the *CCI Five Year Plan 2015-2020*), the Working Group provided further detail on the nature of these activities. This further detail is not intended to be exhaustive, but more illustrative of the intended focus of CCI collaborative projects within each of these overarching activities.

Capacity for Conservation website

This activity intends to build on the success of the [Capacity for Conservation website](#), which has been developed as part of the Capacity for Conservation project with the aim of becoming a ‘one-stop shop’ source of reference for capacity development around the world. Further development of the website could include:

- the addition of more tools
- adapting existing tools to fit with the needs of conservation organisations, such as case studies, interactive discussion fora, mentoring, etc.

Develop international hubs for capacity development

This activity proposes the establishment of a small number of key international hubs from which capacity development activities could be delivered and co-ordinated with a CCI brand on a regional “Cambridge Campus”. Criteria for selecting hubs might be those located in regions of high conservation concern but relatively low capacity, or in locations with existing strong links to the CCI network. Such hubs could be used to run training courses and for sharing of experience / expertise between CCI partner staff based in the region. There may be opportunities for links to Research to Inform Policy and Practice activities.

Women in Conservation Leadership

This activity aims to impact global conservation by transforming the institutional culture of conservation organisations to enable them to achieve a more gender-balanced leadership. Potential areas for investigation within this activity include:

- within CCI, adapting and adopting the Athena Swan approach for women in non-university organisations
- beyond CCI, creating a network of senior women leaders
- determining how the current ratio of female leaders affects conservation impact within and beyond CCI
- examining how changes to the current ratio of female leaders might affect conservation impact.

Changing behaviour by mainstreaming capacity for conservation

This set of activities seeks to mainstream understanding of the importance of biodiversity conservation among the following key sectors:

a. Business

- Foster a greater understanding of the barriers that prevent businesses from implementing behaviour change around biodiversity conservation
- Investigate the opportunities for businesses to generate conservation gains
- Understand how to support a change in attitudes from the conservation sector towards business, and vice versa
- Build on the experience and expertise of the many CCI organisations that are already working in this arena
- Strengthen partnership work with business, transcending just capacity development, so as to include aspects such as environmental auditing and monitoring of impact

b. Politics

Capitalise on the work already being carried out by CCI partners around the world at national, local and international policy levels by creating the opportunity to collaborate with local partners to enhance the conservation capacity of these influential decision-makers and implementers, in order to enable more informed decision-making and effective deployment of resources.

c. Development community

- Explore and build on the areas of conservation that are also focal areas for the development community, e.g. agriculture, forestry, rural energy, health and humanitarian assistance
- Engage social scientists and economists in capacity development through a programme of multi-disciplinary outreach
- Recognise the areas where the conservation community can learn from the development sector in the area of capacity development, and consider ways in which learning from the conservation sector could be better shared with the development community
- Consider ways of fostering closer links between development organisations and CCI

d. Agriculture

- In combination with (c) – recognise the areas where the conservation community and the agricultural sector can work together through capacity development
- Forge links with those working in ‘smart agriculture and ‘conservation farming’ and recognise areas where there are shared goals as well as where there are potential conflicts of interest
- Run joint capacity development programmes that link to cutting edge research in the area of conservation and smart agricultural sectors

e. Donor community

- Engage in meaningful, two-way, dialogue between the conservation and donor communities, to foster enhanced mutual understanding of the way each community operates, with a particular view to supporting a deepened understanding of the challenges of how best to meet the mutual goals of these two communities for the greatest conservation impact
- Investigate ways in which the conservation community could have meaningful and positive input into donor investment strategies into the future

- Support the development of increased and appropriate investment from the donor community to secure the future for biodiversity
- Initial steps could include working together to better demonstrate the impacts of capacity development approaches, the time needed, and the metrics used.

f. General public

- Develop a greater understanding of the incentives and motivations for broad scale behavioural change within a wide group of issues, for example, to mitigate ongoing climatic change
- Define the sector and geographic scope of such change, through a combination of multi-disciplinary research and capacity development
- Investigate and build on the experiences of other sectors and learn from their operating models

Meeting training needs

A clear success of CCI activity to date has been the training provided to mid-term conservation professionals through the MPhil in Conservation Leadership. This programme is distinctive and ground-breaking, and required the full involvement of the CCI membership. Building on the success and experience of the MPhil, training activities for different audiences within the CCI partnership could include:

a. Conservation training to postgraduate and research degree level

- In recognition of the fact that a 'traditional' qualification such as a PhD may not offer the necessary flexibility in terms of residence, inter-disciplinarity, and fieldwork for individuals wishing to undertake a doctorate in international conservation, this activity seeks to establish a professional doctorate in conservation along the same principles as MPhil in Conservation Leadership, co-supervised by University and NGOs, to achieve greater flexibility. This builds on the University of Cambridge's suite of professional doctorates, e.g. EngD, EdD, VetMD, (MD) that allow professionals to undertake a doctorate that encompasses coursework, limited residence and research.
- Establishing partnerships with overseas universities that could offer an equivalent of the MPhil in Conservation Leadership part-time with special features, e.g. a regional focus could be developed that matches with proposed hubs such as in Nairobi or Singapore, or streams with specific focus such as marine conservation could be adopted within the MPhil.

b. Hosting training courses at the Conservation Campus

Harness the unique combined expertise of the CCI partners resident in the conservation campus to:

- Raise awareness of people in other sectors to make positive impacts on biodiversity; developing a series of modules, possibly tailored to different sectors, into which CCI partners each contribute particular components (which also has the potential to generate funds)
- Deliver training for others within CCI organisations, such as short courses on specific topics
- Use tried and tested MPhil in Conservation Leadership sessions to put together courses for CCI partner staff

c. Online training courses harnessing technology

- Adapt existing teaching materials to an online course-format and filming CCI lectures and talks
- Link up current training including the MPhil in Conservation Leadership, as well as new training, to make materials accessible online. Courses produced could be focused on specific audiences or

global needs, and could include contact provision, using a platform such as 'Moodle', or be freely available to as wide an audience as possible, perhaps in a 'MOOC' format. Filming developing CCI activities will also provide a valuable record, while creating additional teaching and outreach material.

Sharing expertise among CCI

- Link case studies, good practice, etc., to the Capacity for Conservation website
- Develop publications as part of a CCI series
- Link to hubs for capacity development
- Share information broadly
- Keep up-to-date information about expertise within different organisations
- Invest in co-ordination time to bring together expert groups within CCI to solve problems and share expertise
- Share existing MPhil in Conservation Leadership sessions among CCI partner staff
- Encourage a system of incentives to foster activities that move away from business as usual

Regional or country-specific focus

Where several CCI partners have ongoing activities and programmes, or an interest in engaging in the same country or region, there may be opportunities through increased alignment, cooperation and joint initiatives, to realise a capacity development impact that is greater than the 'sum of the parts'. Such an approach would bring together the different CCI areas of expertise and in-country networks/relationships to create a more comprehensive integrated approach to capacity development. Any approaches would need to be demand driven, and bottom up rather than top down. It would first be necessary to determine which regions are priorities. Initial steps would then include identifying potential countries/regions where there is sufficient CCI interest in this approach, to establish a process, and possibly structures to begin exploring the potential benefits of greater cooperation.

Developing a marine focus

Gaining an understanding of how or whether to address the current capacity gap in coverage of marine issues among CCI partners through such questions as:

- Could capacity in marine conservation be encouraged by a special Masters in Marine Conservation Leadership?
- Can marine conservation issues be tackled generically on the same Masters in Conservation Leadership?
- Is a Masters not the right vehicle to increase marine capacity?
- Might grants provide opportunities to undertake marine projects with mentor support from CCI partners?
- Are there sufficient marine organisations elsewhere, and would CCI be reinventing the wheel?
- Could working alongside businesses exploiting marine resources or offshore wind share learning based on best conservation outcomes?

Integrate capacity development with research strategies

- Integrate capacity development with research to ensure a two-way transfer of skills and knowledge between researchers and practitioners, to generate more effective ways of identifying potential problems and implementing sustainable solutions
- Include capacity development within the monitoring and assessment of impact of all conservation interventions

Future technology

- Harness developments in technology (e.g. computer games, high speed internet on mobile devices, better tele-conferencing facilities and new developments in GIS) to facilitate other conservation activities such as the Capacity for Conservation website and online training courses
- Catalyse emerging developments of new technology by harnessing CCI expertise with other Cambridge-based expertise/resources/spin-outs in business, technology and engineering
- Continue the development of relationships with influential technology companies

Monitoring impact

Explore the gaps in impact measurement of capacity development (and other) activities on conservation (especially policy) and further develop qualitative and quantitative measures to fill these gaps, to:

- Encourage greater acceptance of the importance of capacity development,
- Develop a better understanding of how to measure the impacts of capacity development
- Foster the wider recognition of the need for capacity development initiatives to be supported over the long-term

Annex 3: Indicators to be used to evaluate CCI

The following indicators will be assessed against a baseline established by CCI partners in 2015 to measure progress in delivering the CCI Five Year Plan.

1. Aim - Generate innovative approaches to conservation science and practice by creating a distinctive ideas-rich environment interconnecting researchers, practitioners and policy leaders.
 - *Indicator - The number of new approaches that solved or are addressing pressing conservation needs*
 - *Indicator – Demonstrate new, solution-oriented approaches by CCI and its individual partners through the number of scientific and other publications, number of citations (use e.g. ISI or Scopus citation index) and practical examples*
2. Aim - Strengthen and sustain the relationships between researchers, practitioners, teachers and policy makers and foster a culture of ongoing collaboration, generating innovative practical solutions and fostering behavioral change amongst decision makers.
 - *Indicator - The number and increase in the frequency of cross disciplinary projects being carried out*

- *Indicator - Existence of formal and informal mechanisms for learning from each other across CCI, and number of examples of how this led to application of the learning or collaboration*
 - *Indicator – The number of examples of collaborative arrangements between CCI and other leading conservation science institutions, including ones from developing countries*
3. Aim - Spread ‘the conservation message’ to new audiences throughout the world, harnessing CCI’s convening power to engage the wider international community in determining a sustainable future for biodiversity and humanity.
- *Indicator - Slate of programmes to communicate conservation and total number of participants as well as media articles and citations*
 - *Indicator - The number of programmes aimed at/including influential non-conservation audiences*
 - *Indicator - Development of a communications plan to reach out to non-traditional audiences, including joint communications with other specialised institutions on relevant topics (e.g. Hadley Centre on climate change issue, or Chinese Academy of Science)*
4. Aim - Transform conservation policy and practice by integrating the University’s world-class research and teaching with the practical actions and decisions taken in the field through CCI’s global networks of local NGOs and communities.
- *Indicator - The number of examples of conservation policy and/or practices improved or changed as a result of research and collaborations, as judged by the implementing organisations*
5. Aim - Expand conservation capacity and develop leadership skills by providing integrated student teaching, professional training and executive education in state-of-the-art facilities for future generations of leaders from government, business, NGOs and academia.
- *Indicator - Increase in the collaborative capacity development programmes offered through activities such as the Masters in Conservation Leadership, the Student Conference in Conservation Science and Executive Education (plus any other new tools developed by CCI partners)*
 - *Indicator – Demonstrate the involvement of experts in conservation sciences and practice from developing countries, through the growing number of teaching staff and professorships*
6. Aim - Scale-up conservation action at all levels, from CCI to its network and beyond.
- *Indicator – Number of examples of international reach and scale of actions catalysed by CCI, including collaborative efforts with other institutions including NGOs, corporate partners, governments and universities*