

## Supporting the implementation of CPSG's Strategic Plan

CONVENORS: Jo Gipps and Brad Andrews

AIM: To consider ways in which the CPSG community can support the implementation of CPSG's Strategic Plan 2018-2020, particularly through securing additional funding.

BACKGROUND: The core of CPSG's Strategic Plan (the five Strategic Goals) was drafted by CPSG staff, following a meeting and workshop in Minneapolis in April 2017, and was discussed at the CPSG Annual Meeting 2017 in Berlin. Other sections of the Plan (Mission, Approach and Challenge; Introduction and Context; Governance; Finance; Fundraising) have been added subsequently. Two Fundraising Case for Support documents have also been drafted.

PROCESS: We shall quickly review the Strategic Plan, without attempting further editing. We will then review the Fundraising Case for Support documents (both the 1 page and the 12 page booklet versions, (see links below) to assess their viability, discuss appropriate audiences, and determine what, if any, additional tools may be required to assist the fundraising effort. We shall consider any major ideas, suggestions, concerns, or additions that emerge from our discussions. Some questions we will review are:

- How can CPSG best target its existing funder base while at the same time develop a new funder base to support delivery of the strategic plan?
- What potential partnerships exist for CPSG to strengthen its 'case for support'?
- Are there institutions out there that would commit significant and consistent staff time to help CPSG scale up its planning and capacity building for planning work?

OUTCOMES: Improvements in structure, reach and utility of all the work needed to deliver the Strategic Plan successfully.

PREPARATION: Please review the following documents:

[Conservation Pivot Points: Building Global Capacity for Species Conservation Planning](#)

[Building Global Capacity for Species Conservation Planning](#)



**Conservation Pivot Points:  
Building Global Capacity for Species Conservation Planning**



**Strategic Plan 2018 – 2020  
Fundraising Case for Support**

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

## A need for collaborative conservation action

*Unified conservation planning results in collaborative conservation action for Brazil's golden lion tamarin – an example of CPSG's impact on the recovery of threatened species worldwide*



**We have lost more than 50% of wildlife in the last 40 years<sup>1</sup>.** With more than seven billion people on the planet and between 50 to 70% of the Earth's land surface already modified by human activities, this loss is likely to increase. Unless, that is, we can develop strategies that recognize human needs alongside those of the biodiversity on which all life depends.

Success is possible. Where conservation actions have been implemented through a **collaborative planning process that is stakeholder-inclusive**, recognizing the multiple needs of diverse interest groups, significant species recovery can be achieved. In 1990, approximately 450 golden lion tamarins remained in scattered fragments across Brazil's Atlantic forest. Multiple conservation projects were undertaken, and with careful conservation planning and facilitation, these various projects became unified around concrete goals that dramatically reversed the species' decline. The population now stands at around 3,000, and work continues to connect and conserve the species' fragmented habitat.

The **Conservation Planning Specialist Group (CPSG)** is a member of the largest conservation organization in the world, the **International Union for Conservation of Nature's (IUCN) Species Survival Commission (SSC)**. CPSG has been working for more than 30 years "to save threatened species by increasing the effectiveness of conservation efforts worldwide." Through the development of collaborative planning processes, we bring together people with diverse perspectives and knowledge to catalyze positive conservation change. We have facilitated more than 600 workshops in 71 countries that have often acted as 'pivot points' in the conservation of the over 250 species with which we have worked to date.

**We now need to scale up these efforts substantially, to catalyze actions for the more than 25,000<sup>2</sup> species currently threatened with extinction.**

We are seeking financial support of **US\$ 1.3 million** over the next three years, to help scale up global capacity for collaborative conservation planning, and to make a significant and measurable impact on the current biodiversity crisis.

**We want to see many, many more of these 25,000 species moving towards a sustainable future, alongside human lives and livelihoods.**

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<sup>1</sup> McRae L, Freeman R & Marconi V (2016) 'The Living Planet Index' in: Living Planet Report 2016: Risk and resilience in a new era (ed. Oerlemans N). WWF International, Gland, Switzerland

<sup>2</sup> [http://www.iucnredlist.org/about/summary-statistics#Tables\\_3\\_4](http://www.iucnredlist.org/about/summary-statistics#Tables_3_4)

With the help of CPSG, two groups working to conserve the Okinawa rail joined forces under a common plan and goal, giving these living national monuments a second chance to thrive. With conservation efforts, the wild population of Okinawa rails has grown to around 1,500.



## Our Mission

**CPSG's Mission is to save threatened species by increasing the effectiveness of conservation efforts worldwide.** For nearly 40 years, we have accomplished this by using scientifically sound, collaborative processes that bring together people with diverse perspectives and knowledge to catalyze positive conservation change.

We provide species conservation planning expertise and training to governments, SSC Specialist Groups, zoos and aquariums, and other wildlife organizations.

## Our Approach

### Workshop Processes

Our workshops provide an objective environment, expert knowledge, and neutral group facilitation. They are designed systematically to address problems and develop focused solutions using sound science.

### Science-Based Tools

CPSG develops and employs a wide variety of tools to assist conservation professionals in developing effective strategies for averting extinction of endangered species.

### Training

CPSG provides training in the facilitation of species conservation planning workshops, and the use of a suite of planning tools, through on-line and face-to-face training courses.

## Our Challenge

**By 2020, the Species Survival Commission has committed to make significant impacts on the status of threatened species worldwide and, as central pillar of this plan, has asked CPSG to take the lead on scaling up species conservation planning. Therefore, over the next three years, we intend to increase the global conservation community's capacity to ensure that *every species that needs a plan is covered by an effective plan.***

CPSG's own Strategic Plan 2018-2020 has been developed to guide us toward achievement of this vision. It consists of five goals to:

1. Develop more efficient processes to move species from threat assessment, through conservation planning to action;
2. Ensure that planning efforts follow best practices using an adaptive, evidence-based approach, and integrating input from all conservation allies working for a species, whether inside (*in situ*) or outside (*ex situ*) the species' natural range
3. Increase institutional and individual capacity for species conservation planning across IUCN SSC Specialist Groups, national authorities, zoos and aquariums, and other IUCN member organizations globally;
4. Improve the ability of governments to meet their commitments to relevant Convention on Biological Diversity Targets and United Nations Sustainable Development Goals;
5. Evaluate the impacts of species conservation planning on the recovery of threatened species to ensure continued learning and improvement



*"...five or ten years down the road, everyone involved would look back on this [CPSG planning meeting] and see it as a turning point in the conservation of this endangered beetle. Ten years later that prediction is holding true."*

Bob Merz, Director of the Center for American Burying Beetle Conservation

## **Goal 1**

### **Target species are prioritized, and conservation needs assessed, for conservation plan development; conservation planning efforts are expanded.**

Through CPSG's Regional Resource Centers<sup>3</sup>, SSC Specialist Groups, governments, and non-governmental organizations (NGOs), we will assist in identifying those species for which the development of conservation plans would provide greatest net return (in terms of species conservation). In collaboration with relevant stakeholders, efforts will be made to ensure plans are developed and implemented.

### **Tangible results:**

- Processes are in place for IUCN SSC Specialist Groups and governments (a) to assess species status more rapidly and (b) to target species in need of immediate conservation action.
- There is significant and measurable up-scaling in the quantity of species conservation planning undertaken by CPSG, SSC Specialist Groups, governments, and conservation non-government organizations, more effectively and efficiently moving groups of species from assessment through to conservation action and initial signs of recovery.

### **Input required:**

- Staff time to develop processes in collaboration with other conservation planning organizations and web-developer time to design online systems for conducting rapid species assessments.
- Additional trained species conservation planners (developed through our training program – **Goal 3**) – will widen the cohort of planners able to support species conservation planning efforts worldwide.

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<sup>3</sup> CPSG has Regional Resource Centers in: North America, Mesoamerica, Mexico, Brazil, South Asia, Europe, Indonesia, Southern Africa, Southeast Asia, Japan, and Australasia. These centers are convened by teams of experienced conservation planners who volunteer their time to support governments and non-government organizations in strategic organizational and species action planning.





## Goal 2

### **Context-specific best practice planning methods are applied, based on a One Plan Approach.**

We will ensure that IUCN SSC species conservation planning efforts feature the proper application of best practices using an adaptive, evidence-based approach. Planning activities will be enhanced through the use of tools and processes that contribute to, and are informed by, emerging scientific and technological advances in conservation biology and related fields. A One Plan Approach (OPA)<sup>4</sup> will underpin this work.

#### **Tangible results:**

- Additional planning tools and guidelines developed are made freely available across the conservation sector, to enable all conservation organizations to plan more effectively for the recovery of threatened species, whether they are individual or large groups of species.
- The *ex situ* community will become more comprehensively integrated into conservation planning efforts to capitalize upon their skills and resources, including the animals they maintain in their care.

#### **Input required:**

- Predominantly staff time, with additional resources required to cover travel and accommodation costs incurred through our efforts to develop the tools in collaboration with other partners, and to promote the use of the tools at international meetings.



<sup>4</sup> The **One Plan Approach** to species conservation is the development of management strategies and conservation actions by all responsible parties for all populations of a species, whether inside or outside their natural range. CPSG supports an integrated approach to species conservation planning, through the joint development of management strategies and conservation actions by all responsible parties. We strive to ensure that a broad range of stakeholders is represented at each species conservation planning workshop. As a result, one comprehensive conservation plan for the species helps bridge the gap between wild and captive population management.



*"...ample opportunities for hands-on practice with a diverse array of facilitation tools, engaging instructors... and an expanded network of facilitation-savvy conservationists, all made for one of the best and most relevant short courses I have ever taken."*

CPSG Course participant, Facilitation Skills for Conservation Managers.

### **Goal 3**

## **Species conservation planning capacity is increased across SSC Specialist Groups, governments, zoos and aquariums and other conservation organizations.**

We will develop and implement CPSG's strategic approach for increasing capacity for species conservation planning across SSC Specialist Groups, governments, and the wider conservation community. By the development and delivery of face-to-face and online training courses and workshops, we will ensure that CPSG, through its Regional Resource Centers, has a cadre of facilitators sufficient to respond to global conservation planning needs. We will ensure that all SSC Specialist Groups that desire them have sufficient members in place who are equipped with the confidence and competence required to lead species conservation planning processes for their constituents.

### **Tangible results:**

- By 2020, we will have trained more than 300 conservation professionals from across SSC Specialist Groups, governments and other IUCN members who will be incorporated within a professional network of conservation planners and tracked to document their impact on scaling up planning for species recovery globally.
- Training programs will have been established that are accessible to all, to ensure that a lack of skills or knowledge is no longer a limitation on the extent to which Specialist Groups, governments and the wider conservation community can plan most effectively (and collaboratively) for threatened-species recovery.

### **Input required:**

- This goal requires the most significant investment to deliver face-to-face training courses worldwide at minimal cost to our target audiences, and staffing to meet the need for training across Specialist Groups, governments, and NGOs globally.
- Additional resources are required to develop and deliver a suite of online training courses to maximize access to the training.



*"[CPSG] created the right conditions for identifying the steps to build capacity in Tanzania prior to the toads' reintroduction".*

Jenny Pramuk, Woodland Park Zoo

## **Goal 4**

### **The ability of governments to achieve international biodiversity targets is improved.**

We will, in collaboration with the SSC's Post-2020 Task Force, assist governments in using the SSC CPSG species conservation planning process to help them meet their obligations under Aichi Target 12 of the Convention on Biological Diversity's (CBD) Strategic Plan for Biodiversity 2011-2020 and the United Nations Sustainable Development Goal - Target 15.5.

#### **Tangible results:**

- Identification of obstacles limiting progress towards preventing extinctions and improving the conservation status of threatened species.
- Tested and revised tools that will guide and support government officials and planners in overcoming planning-related obstacles and making substantial progress towards achieving Target 12.
- Collaboration with other IUCN and SSC entities to influence policy, legislation, and conventions on species conservation planning.

#### **Input required:**

- Funding is already in place (and actions underway) to identify existing barriers to governments' ability to respond most effectively to their commitments under Aichi Target 12 and to identify solutions.
- Technical support will be provided through partnerships with colleagues across the IUCN.
- Resources will be available to cover travel and accommodation costs to meetings and to maintain a presence within the on-going discussions concerning the post-2020 CBD era.





## **Goal 5**

### **Species conservation planning methods are evaluated for impact and effectiveness, leading to continual improvement.**

We will develop and implement evaluation approaches to measure, improve, and report on the impact and effectiveness of IUCN SSC species conservation planning efforts.

#### **Tangible results:**

- Systems are in place to monitor and evaluate the effectiveness of different species conservation planning processes, leading to ongoing learning and development of the processes, and the sharing of this information with conservation organizations worldwide.
- A database of planning projects, resulting plans, and evaluation of those plans will be established, providing a freely-available resource to Specialist Groups, governments and non-government conservation organizations.

#### **Input required:**

- This goal essentially requires staff time to be allocated.
- The establishment of a PhD position to undertake a comprehensive review of planning processes and their effectiveness (in terms of impacts on species recovery) would allow for a more in-depth baseline to be created and built upon.

## CPSG Structure and Governance

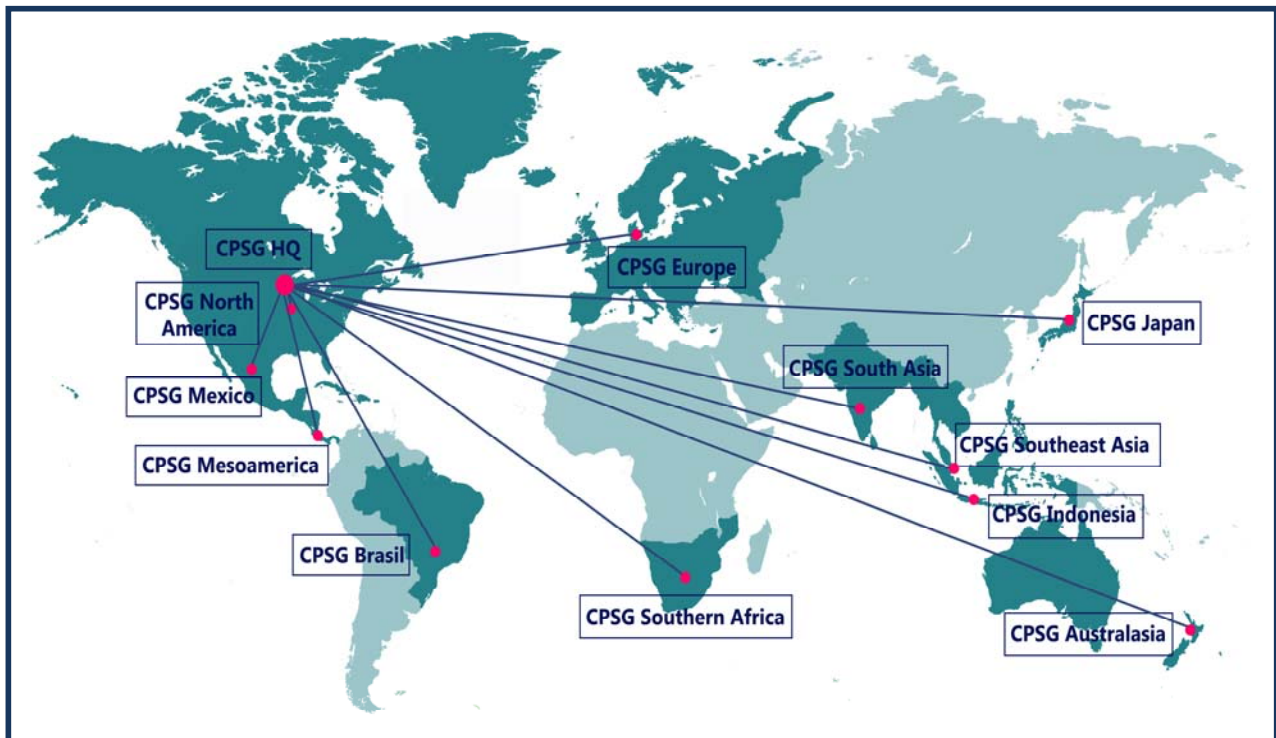
Please see our Annual Reports at: <http://www.cpsg.org/latest-news/annual-reports>

### CPSG Staff

CPSG is led by its Chair, Dr. Onnie Byers, with a Headquarters staff of 7 (5 in Minnesota, USA, one in New Zealand, and one in the UK).

### Regional Resource Centers

A network of 11 Regional Resource Centers take CPSG tools and principles into the local institutions of a region or country, allowing stakeholders to adapt our proven conservation techniques to meet their own unique needs. <http://www.cpsg.org/about-cpsg/cpsg-regional-resource-centers>



### CPSG Members

CPSG is supported by a global volunteer network of 270 professionals, who are invited to be Members by the Chair of CPSG. Most of our members work in conservation, and all are invited because they have unique expertise and knowledge upon which CPSG depends to fulfill our mission.

### CPSG Donors

The work of CPSG is made possible by our family of generous and loyal donors, a large portion of who have given annually to CPSG for over 20 years. A current list of donors to CPSG can be found at <http://www.cpsg.org/support-cpsg>.

### Global Conservation Network

The finances of CPSG are managed by the Global Conservation Network (GCN), a USA 501c3 charity founded to support the work of CPSG. CPSG is thus financially independent from IUCN SSC, of which it is a constituent Specialist Group. GCN has a Board of 11 international Trustees who oversee all aspects of the financial and risk management of CPSG. The GCN Board adopts the best-practice standards of

charity management, as articulated by the US government (where the Headquarters is based) and by the Charity Commission in the UK (where the Chair and several members are based).

**CPSG Strategic Committee**

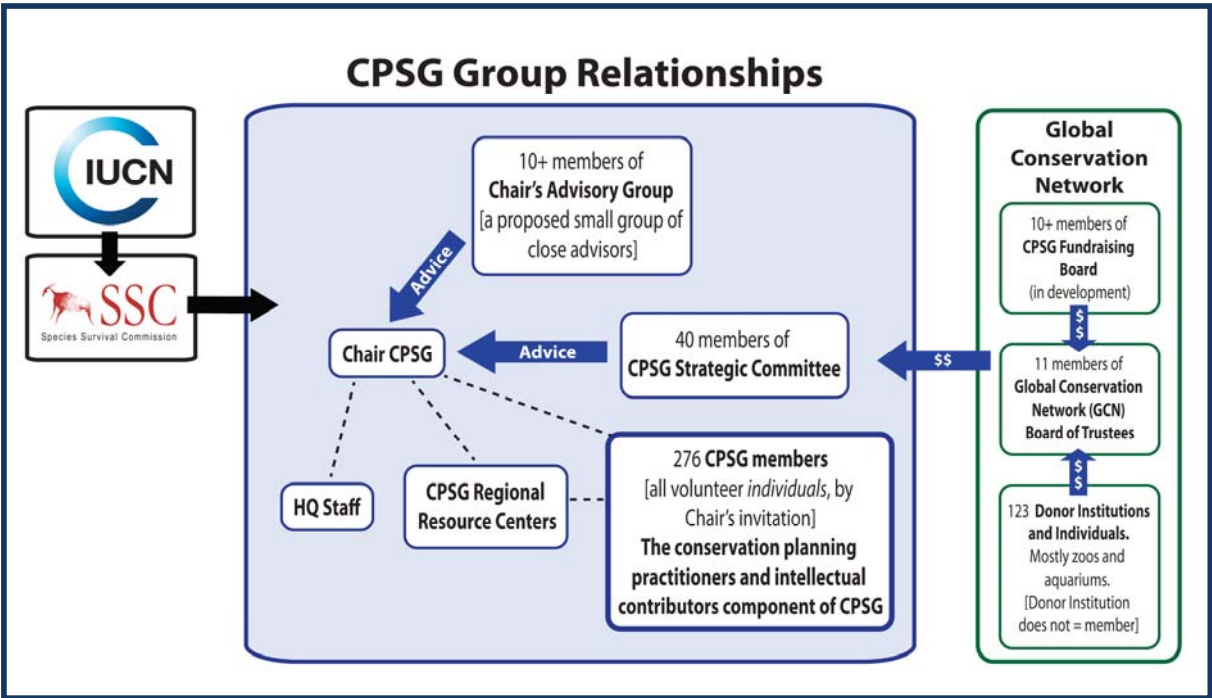
The CPSG Strategic Committee is an informal discussion group of some 40 CPSG Members, whose purpose is to discuss, with the Chair and staff, matters of future strategic interest to CPSG. A list of members can be found here: <http://www.cpsg.org/about-cpsg/donors-strategic-committee>.

**CPSG Fundraising Committee**

This informal committee is in the process of being formed from the pool of existing donors and members, plus some external support. There are currently two sub-groups, focusing on fundraising in the US and Europe respectively.

**Governance Structure**

The diagram below shows the relationships between the groups described above. The structure has been carefully planned to maximize the support available to the Chair and staff in their work in conservation planning, and to ensure that CPSG works in the most efficient way, both in terms of its mission-led activities, and financially.





**Finance**

CPSG already has a loyal donor base, and its current activities are well funded. We have carefully evaluated the costs, in US\$ and in time, of delivering each of the elements of each of our five Goals. We have also evaluated the *extra* costs, to the HQ and to the Regional Resource Centers, of delivering and supporting the achievement of the Goals.

Some of the work contained within Goals 1 – 5 can be done by existing staff redirecting some of their efforts, and by Members of CPSG and other SSC Specialist Groups who volunteer their time. However, given the scale of the increase in work required of the organization, we have determined the likely funding gaps.

The result is the table below, which shows the funding gaps for each of the next three years. The total needed, to fully fund our expanded workload, is a little more than US\$1.3 million.

<b>CPSG Strategic Plan: Incomes, Costs and Fundraising Targets: 2018-2020</b>				
	<b>Yr 2018</b>	<b>Yr 2019</b>	<b>Yr 2020</b>	<b>3 Yr Total</b>
<b>Core costs (current GCN budget)</b>	\$ 700,750	\$ 700,750	\$ 700,750	\$ 2,102,250
<b>Extra Goal-related costs</b>	\$ 556,650	\$ 478,550	\$ 440,950	\$ 1,476,150
<b>TOTAL Costs</b>	\$ 1,257,400	\$ 1,179,300	\$ 1,141,700	\$ 3,578,400
<b>TOTAL Income</b>	\$ 803,750	\$ 735,000	\$ 735,000	\$ 2,273,750
<b>TOTAL Surplus/-Deficit</b>				
<b>= Funding Gap/ Fundraising target</b>	\$ (453,650)	\$ (444,300)	\$ (406,700)	\$ (1,304,650)



*“I thought this tree kangaroo was just another animal to be hunted...but when I learned more about tree kangaroos from this workshop, I got excited. I will return to my village a happy man because in my wildlife area there are a lot of tree kangaroos. I am going to look after them.”*

Local stakeholder  
Tree kangaroo conservation planning workshop  
Papua New Guinea

## Additional information

**The Conservation Planning Specialist Group (CPSG) is a Specialist Group of the International Union for Conservation of Nature (IUCN), Species Survival Commission (SSC).**



The *International Union for Conservation of Nature* is the world's oldest and largest global environmental organization. It brings together states, government agencies, and a diverse range of non-governmental organizations, in a unique world partnership that seeks to influence, encourage, and assist societies throughout the world in conserving the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable. <http://iucn.org>



The *Species Survival Commission* is the largest of IUCN's six volunteer commissions, with a global membership of 8000 experts. The SSC advises the IUCN and its members on the wide range of technical and scientific aspects of species conservation and is dedicated to securing a future for biodiversity. <http://www.iucn.org/theme/species/about/species-survival-commission-ssc>

**Within its Strategic Plan 2017-2020, the Species Survival Commission has 43 Key Species Results (KSRs). Seven of these refer explicitly to Conservation Planning, and therefore, to the core work of CPSG.**

**KSR15.** IUCN SSC species conservation planning efforts are significantly expanded, especially for priority species. A method for prioritisation of species planning is developed and more conservation action planning is undertaken to halt the loss of biodiversity, and protect and prevent the extinction of threatened species.

**KSR16.** IUCN SSC species conservation planning efforts are monitored for impact and effectiveness. Evaluation approaches are developed and implemented to measure, improve and report on the impact and effectiveness of IUCN SSC's species conservation planning efforts.

**KSR17.** Species conservation planning capacity is built through expanded training programmes. Capacity is developed to expand effective species conservation planning efforts throughout the SSC network and beyond, and ensure that these efforts are considered valuable and accessible to all relevant parties.

**KSR18.** IUCN SSC provides rigorous guidance for species conservation planning through the continued development and application of cutting-edge, science-based tools and processes. IUCN SSC Species Conservation Planning features best practices using an adaptive, evidence-based approach, with application of tools and processes that contribute to, and are informed by, emerging scientific and technological advances in conservation biology and related fields.

**KSR19.** IUCN SSC species conservation planning is sufficiently and sustainably resourced. Funding and human resources are secured to ensure the growth and sustainability of IUCN SSC's species conservation planning.

**KSR20.** The discipline of 'Species Conservation Planning' is formally embedded in SSC's organisational framework in a way that reflects its increasing importance to SSC's work. A Species Conservation Planning structure is put in place, catalysing and guiding the governance and implementation of species conservation planning in SSC.

**KSR21.** IUCN SSC is recognised as a leader in species conservation action planning. IUCN SSC Species Conservation Planning processes are increasingly adopted or built upon, and evidently guide conservation actions and influence policy.





## Building Global Capacity for Species Conservation Planning

### About us

The Conservation Planning Specialist Group (CPSG) is a member of the world’s largest global conservation organization, the International Union for Conservation of Nature (IUCN), Species Survival Commission (SSC).

### Our Mission & approach

CPSG’s Mission is to save threatened species by increasing the effectiveness of conservation efforts worldwide. For nearly 40 years, we have accomplished this by using scientifically sound, collaborative processes that bring together people with diverse perspectives and knowledge to catalyze positive conservation change. We provide species conservation planning expertise to governments, other IUCN SSC Specialist Groups, zoos and aquariums, and other wildlife organizations.



**Golden lion tamarins (*Leontopithecus rosalia*)**

*In 1990, the population of golden lion tamarins was approximately 450. Multiple conservation projects were undertaken and, with careful conservation planning and facilitation by CPSG, these various projects have become unified around concrete goals, and the population now stands at around 3,000.*

### A need for collaborative conservation action

The average rate of vertebrate extinctions over the last century is around 100 times higher than the background rate, strongly supporting the claim that we are experiencing the Earth’s 6<sup>th</sup> mass extinction event; an event the likes of which have not been seen for at least 65 million years. But the good news is that conservation works.



**Wattled crane (*Bugenerus carunculatus*)**

*CPSG’s workshop for wattled cranes facilitated the aggregation of all data and research findings on the species, so that all groups working to conserve the wattled crane could jointly evaluate and plan for its future. The population of wattled cranes in South Africa has increased more than 60%.*

There is increasing evidence for the positive impact of conservation funding and conservation action. Conservation actions are having a real impact in reducing biodiversity loss, but are not yet implemented at sufficient scale to stabilize and ultimately reverse current trends. The loss of biodiversity remains one of our planet’s most critical problems, threatening valuable ecosystem services and human well-being. But it is clear that with effective, well-funded, and government-supported planning, we can change the trajectory.

We can achieve this through **collaborative conservation planning processes** that are stakeholder-inclusive and take an integrated approach to the conservation of biodiversity. This approach is at the core of CPSG’s Mission and philosophy and has proven to catalyze action to save threatened species worldwide.



**We now need to scale up our efforts substantially to catalyze action for the more than 25,000 species currently threatened with extinction.**

CPSG is seeking financial support of **US\$ 1.3 million** over the next three years to increase substantially the **global capacity for collaborative conservation planning**, and to make a significant and measurable conservation impact.

**Our challenge**

Over the next three years, CPSG will take a leading role in significantly building the global conservation community’s capacity to ensure that every species that needs a plan is covered by an effective conservation plan.

To achieve this, we will deliver on five strategic goals:

- 1. Develop more efficient processes to move our work for species from threat assessment, through planning for conservation, to conservation action**
- 2. Ensure that planning efforts follow best practices using an adaptive, evidence-based approach, and integrating input from all conservation allies working for a species, whether inside (*in situ*) or outside (*ex situ*) the species’ natural range**
- 3. Increase species conservation planning capacity across SSC Specialist Groups, national authorities, and IUCN members**
- 4. Improve the ability of governments to achieve international biodiversity targets**
- 5. Evaluate species conservation planning methods for impact and effectiveness, leading to continual improvement**

**In conclusion**

The need for effective conservation planning to save species is greater than ever before if we are to turn the tide of extinctions. CPSG’s conservation planning tools, processes and trainings have a proven track record of success in saving species.

Your support will allow us to ramp up our activities and to increase substantially the worldwide capacity for species conservation planning. ***Will you please help us?***

**Photo credits:**

Golden lion tamarins © Florence Perroux, Zoo de la Palmyre  
Wattled crane © Mehgan Murphy, Smithsonian’s National Zoo  
Hungarian meadow viper © Taviphoto, Dreamstime.com  
American burying beetle © Ray Meibaum, St. Louis Zoo



**Hungarian meadow viper (*Vipera ursinii rakosiensis*)**

*CPSG’s workshop for the Hungarian meadow viper brought stakeholders together to share data and identify assumptions in order to find a common understanding and collaboration. This led to the establishment of a conservation breeding program which has hatched over 2,000 Hungarian meadow vipers, and hundreds have been released into reconstructed grasslands nearby.*



**American burying beetle (*Nicrophorus americanus*)**

*Conservation efforts for the American burying beetle were at a standstill due to conflicts among stakeholder groups until a CPSG facilitated workshop showed them all their common ground, allowing them to move into action. Reintroduction efforts are currently making progress in several states.*