

IUCN SSC
Conservation Planning Specialist Group

Strategic Plan
2018-2020



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Conservation Planning Specialist Group

CPSG Strategic Plan 2018-2020

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1. Executive Summary

Our Mission is to save threatened species by increasing the effectiveness of conservation efforts worldwide.

We approach this by leading workshops, using science-based tools, and through extensive training programmes.

The challenge we face is to scale up the global conservation community's capacity to ensure that every species that needs a conservation plan is covered by an effective plan.

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

We have five overarching Strategic Goals:

- 1. Target species are prioritized, and conservation needs assessed, for conservation plan development, and conservation planning efforts are expanded.***
- 2. Context-specific, best practice planning methods are applied based on a One Plan Approach.***
- 3. Species conservation planning capacity is increased across SSC Specialist Groups and IUCN members.***
- 4. The ability of governments to meet international biodiversity targets is improved.***
- 5. Species conservation planning methods are evaluated for impact and effectiveness, leading to continual improvement.***

CPSG's staff, based in Minneapolis, support 11 Regional Resource Centres around the world.

Around 300 volunteers (conservationists, scientists, government and NGO personnel) are Members of CPSG.

Around 200+ Donor Institutions (mostly zoos and aquariums, zoo associations, individuals) support CPSG financially.

The twelve international Trustees of a 501c3 charity (called the Global Conservation Network) oversee the financial and governance matters of CPSG.

The CPSG Strategic Committee, composed of 40+ CPSG Members, discusses and advises the CPSG Chair (Chief Executive) on matters other than governance and finance.

A small Fundraising Committee works actively to secure funds for all CPSG activities (delivered to CPSG via GCN), and is in the process of ramping up its size and capabilities to meet the challenges described in the document.

The costs of all the new activity, described here, and intended to deliver the 5 Goals, is calculated to be \$1.3 over the next three years.

2. Our Mission, Approach, and Challenge

Our Mission

CPSG's Mission is to save threatened species by increasing the effectiveness of conservation efforts worldwide. For over 30 years, we have accomplished this by using scientifically sound, collaborative processes, bringing 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 thoughtful 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

Training lies at the heart of CPSG's work; by training a large group of facilitators, modellers and others from within the IUCN/SSC Specialist Groups, we shall be able to scale up the amount of conservation planning that will be needed in future.

Our collaborative, inclusive, and science-based approach to conservation **planning** ensures delivery of the most effective conservation **action** to protect future generations of threatened species.

Our Challenge

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

CPSG's own Strategic Plan 2018-2020 has been developed to meet this challenge. It consists of five goals that involve:

- Developing more efficient processes to move species from threat assessment, through conservation planning to action;
- More effectively including all individuals of a species in our decision-making processes - whether *in situ* or *ex situ* – so that we most effectively plan for the recovery of species;
- Increasing institutional and individual capacity for species conservation planning across IUCN SSC Specialist Groups, national authorities and other IUCN member organizations globally
- Enabling governments to meet their commitments to relevant Convention on Biological Diversity's (CBD) Aichi Targets and United Nations Sustainable Development Goals
- Evaluating the impacts of species conservation planning on the recovery of threatened species to ensure continued learning and improvement.

3. Introduction

We have lost more than 50% of wildlife in the last 40 years¹. With more than seven billion people on the planet and between 50 to 70% of the Earth’s land surface already modified for human activities, this loss is likely to increase. Unless, that is, **we can develop strategies which 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 3000, 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 (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 over 250 species with which we have worked to date.

Context

Given the escalating deterioration in the overall state of nature, the need for the IUCN SSC to substantially increase the scale and effectiveness of its conservation planning for species is clear. In recognition, the SSC in 2016 committed to working towards a world in which the status of species is improved through conservation planning to support governments and wider society in achieving United Nations Sustainable Development Goal-Target 15.5 “to take urgent and significant action to reduce degradation of natural habitat, halt the loss of biodiversity, and by 2020 protect and prevent the extinction of threatened species”. This commitment is reflected in the equally ambitious goal: Every species that needs a conservation plan will be covered by an effective plan and in the fact that, for the first time, the 2017-2020 SSC Strategic Plan includes a species conservation planning objective.

Since 1979, the IUCN SSC Conservation Breeding Specialist Group (CBSG) has been helping to guide the conservation of the world’s threatened and endangered species. Originally called the Captive

¹ 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

Breeding Specialist Group, our network of members and partners helped zoos and aquariums link their *ex situ* activities with *in situ* activities for conservation and provided tools to help them maintain genetically and demographically healthy populations. In 1994, CBSG's mandate expanded to include providing expertise on management of small, *in situ* populations. To better reflect this evolution, we changed our name from 'Captive' to 'Conservation', while remaining focused on integrated species conservation planning for both *ex situ* and *in situ* populations.

In November 2016, the SSC Chair formally requested the Conservation Breeding Specialist Group (CBSG) to take the lead in delivering the SSC species conservation planning objective, in collaboration with other Specialist Groups. CBSG has consequently been renamed the IUCN SSC Conservation Planning Specialist Group (CPSG) in recognition of this expanded mandate. CPSG's challenge is to facilitate an increase in the SSC's involvement in planning, with a focus on responding to the needs of governments to conserve and protect their biodiversity.

The CPSG network brings a great deal of expertise and resources to the table and the SSC, as a whole, has a long history spanning more than three decades of planning for species conservation designed to be responsive to the needs of the time. This includes the IUCN 'black book' Action Plans of the 1980s and 1990s, the Strategic Planning guidance of the 2000s, and a host of tailored activities by SSC Specialist Groups. CPSG will catalyze and coordinate these resources in an effort to maximize our collective contributions to conservation planning, make progress on the SSC Strategic Plan and, in turn, towards the international biodiversity targets to reduce the risk of extinction of the species with which we share this planet.

This IUCN SSC CPSG Strategic Plan is designed to provide a shape and direction to our response to the SSC's challenge, laying out how the CPSG network, with colleagues across the SSC, the Global Species Program and IUCN more broadly, and with the support of the Global Conservation Network (GCN), plan to deliver on our responsibility, contribute to achieving the relevant Key Species Results (KSRs) of the 2017-2020 IUCN SSC Strategic Plan, and increase substantially the effectiveness of the SSC's leadership in planning to avoid species extinctions.

In late February 2017, we convened a creative thinking meeting to gather advice and guidance from across the CPSG network, from other SSC Specialist Group Chairs, the Global Species Program, GCN and other partners. We also conducted an SSC-wide species conservation planning survey to identify planning priorities, technical and training needs, and expertise available in the Commission that can be brought together to meet those needs.

It is within this framework that the IUCN SSC CPSG Strategic Plan was crafted.

The Plan consists of 5 high level goals, with associated objectives and actions, which map directly to SSC Strategic Plan KSRs 15-18, 21 and 25. (see Diagram, page 7, below)

THE CONTEXT

The SSC Species Conservation Planning Vision

The status of species is improved through conservation planning to support governments and wider society in achieving United Nations Sustainable Development Goal-Target 15.5 “to take urgent and significant action to reduce degradation of natural habitat, halt the loss of biodiversity, and by 2020 protect and prevent the extinction of threatened species”.

The SSC Species Conservation Planning Goal

Every species that needs a conservation plan will be covered by an effective plan.

The SSC Species Conservation Planning Objective (Objective D, 2017-2020 SSC Strategic Plan)

To provide leadership in scaling up multi-stakeholder species conservation planning and priority setting in order to: i) support efforts to conserve and restore populations of species under threat; and ii) to halt species extinctions by 2020.

2017-2020 SSC Strategic Plan Key Species Results

| | | | | | | |
|--|--|--|--|--|---|--|
| <p>KSR 15. IUCN SSC species conservation planning efforts are significantly expanded, especially for priority species. A method for prioritization 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.</p> | <p>KSR 16. 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.</p> | <p>KSR 17. Species conservation planning capacity is built through expanded training programs. 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.</p> | <p>KSR 18. 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.</p> | <p>KSR 19. 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.</p> <p>KSR 20. The discipline of “Species Conservation Planning” is formally embedded in SSC’s organizational 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.</p> | <p>KSR 21. IUCN SSC is recognized 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.</p> | <p>KSR 25. Conservation Breeding, and links to the ex situ community. Advice and facilitation is in place to support ex situ species recovery programs.</p> |
|--|--|--|--|--|---|--|

4. Goals, Objectives, and Actions

These five goals, when taken together, will guide achievement of the SSC Key Species Results and, ultimately, the fulfillment of our shared vision.

Goal 1. Target species are prioritized, and conservation needs assessed, for conservation plan development, and conservation planning efforts are expanded (KSR15, 21)

Goal 2. Context-specific, best practice planning methods are applied based on a One Plan Approach (KSR18, 25)

Goal 3. Species conservation planning capacity is increased across SSC Specialist Groups and IUCN members (KSR17, 21)

Goal 4. The ability of governments to meet international biodiversity targets is improved (KSR21)

Goal 5. Species conservation planning methods are evaluated for impact and effectiveness, leading to continual improvement (KSR16)

Two additional KSRs (19 and 20) for which CPSG is responsible do not have corresponding goals in this plan.

KSR 19 is around financing for species conservation planning: *IUCN SSC species conservation planning is sufficiently and sustainably resourced*. The resources, human and financial, needed to implement the CPSG Strategic Plan are still being determined. Human resource needs are, in part, addressed in Goal 3 around capacity building. Once there is a clearer idea of the scale of the financial support required to sustainably resource species conservation planning within the SSC, a finance plan will be developed under the guidance of the Global Conservation Network (GCN), an independent charity incorporated to support the work of CPSG. The SSC Chair's Office and the GCN Board will work together to raise the necessary funds.

KSR 20 calls for the discipline of "Species Conservation Planning" to be formally embedded in SSC's organizational framework in a way that reflects its increasing importance to SSC's work. By expanding the mandate of CBSG, and changing the name to CPSG, the SSC Chair has clearly taken initial steps to meet this KSR. Through the application of Version 2.0 of the SSC Strategic Planning for Species Conservation guidance, and CPSG's successful implementation of the strategic goals around development of capacity and dissemination of a shared set of planning tools, species conservation planning will be firmly rooted in the SSC.

It is our intention to convene a strategic planning meeting in 2019 to review progress, adjust the plan as necessary and begin preparations for the 2021-2024 quadrennium.

Goal 1: Target species are prioritized, and conservation needs assessed, for conservation plan development, and conservation planning efforts are expanded (KSR 15, 21)

Through our Regional Resource Centers, SSC Specialist Groups, governments and non-governmental organizations (NGOs), we will assist in identification of those species for which the development of conservation plans would provide greatest net return (in terms of species conservation). We will respond (with the same commitment and enhanced capacity) to requests for assistance with urgent and/or high conservation value projects that come to us via traditional channels and from Specialist Groups. In collaboration with relevant stakeholders, efforts will be made to increase the number of species covered by effective plans.

CPSG Leads: Caroline Lees, Phil Miller

Introduction

Conservation planning identifies the conservation needs of species and connects them to those with the capacity and will to provide for them. Species conservation planning may be undertaken in a range of contexts and may be focused on a single species, on all members of a taxonomic group, or on multiple taxa residing in a particular ecosystem, area or country. Though it is the central focus of our work, we recognize that conservation planning is only one part of a sequence of steps involved in ensuring that all species receive the conservation attention they need (see Figure 2). The first step in this sequence is to understand what species there are (Inventory); next is to understand which are likely to need conservation support (Risk Assessment); conservation planning then helps us to understand what kind of conservation support is needed (Conservation Needs Assessment); and how we might best connect those needs to the will and capacity to act through evaluation of benefits, costs and feasibility of potential options (Species Conservation Action Planning); the implementation of resulting plans must be monitored (Implementation Monitoring); and finally, we need to review the effectiveness of all of the steps in delivering results for species, to see where improvements can be made (System-wide Review and Revision). We recognize that we need to expand significantly our capacity to produce a wider range of species conservation plans on behalf of the SSC and that this will mean moving more species, more rapidly, through this planning cycle. To help with this we will develop or employ additional tools and resources, find ways to make better and more efficient use of existing ones, and work to make smarter decisions about where to target our expanding capacity.

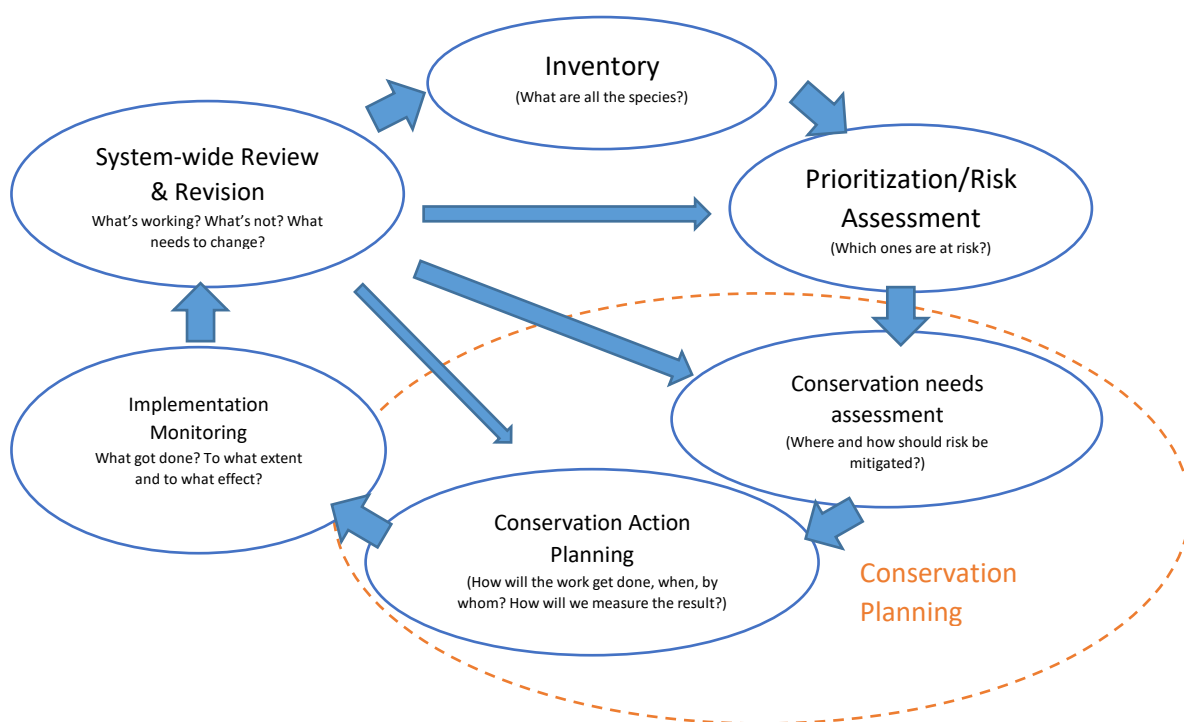


Figure 2. A generalized sequence of steps for providing species with the conservation attention they need (the broken orange line delineates the conservation planning steps).

Objectives

Objective 1.1

Explore deployment of a more rapid risk assessment tool for Specialist Group-driven risk assessments, particularly for species-rich taxonomic groups, to accelerate the diagnosis of taxa for which planning might be needed.

Red Listing, assessing conservation needs and action planning should be complementary rather than competing activities. In reality, at present, resources are such that prioritizing formal red-listing as the first step in the SSC’s approach to species conservation planning can mean delaying planning for some years, particularly where groups are dealing with large numbers of taxa. We will explore tools for rapidly diagnosing species potentially in need of planning and, where useful, enable broader access to them. We aim to do this in a way that complements rather than competes with, Red List resources.

Objective 1.2

Deploy a universally applicable conservation needs assessment tool.

The knowledge and experience of SSC Specialist Groups makes them the ideal not only for conducting risk assessments but also for taking the next step and identifying conservation needs in a systematic and transparent way. There is currently no specific SSC tool or process designed to elicit this additional layer of information and, if collected, no easily searchable place in which to store it (the Red List ‘conservation actions needed’ field is not mandatory, not systematically used, and not searchable). Part of the role of a universal conservation needs assessment tool would be to identify

whether the species should be the subject of conservation planning and if so, what kind of planning attention would be most appropriate (e.g. range-wide single or multi-species, or planning targeted at a specific threat, area or ecosystem). The IUCN's Key Biodiversity Areas tool will be relevant here.

Objective 1.3

Improve complementarity between Red Listing, conservation needs assessments, and conservation planning.

There are areas of overlap among these activities and, therefore, opportunities to create efficiencies and synergies.

Objective 1.4

Provide a generic process for species prioritization for planning, adaptable to a range of relevant situations.

Over one third of Specialist Groups responding to the recent SSC species conservation planning survey have no method by which to prioritize species for planning. In addition, respondents identified Red List categories as the most commonly employed factor in use by SSC Specialist Groups to identify species priorities for planning. Using this as a single criterion immediately excludes all taxa not yet assessed. Further, with limited conservation resources and more than 23,000 species identified as threatened, Red List category alone will not provide sufficient direction for the SSC on which species they should pursue planning for, or which they should pursue planning for first. Further, other conservation actors (governments, NGOs, community groups) will have viewpoints, values, and constraints that differ from those of Specialist Groups such that no single set of prioritization criteria will suit all circumstances. Though priorities are needed, it is important that they are generated transparently and are not divisive.

Objective 1.5

Increase the rate of conservation planning (number of species with identified conservation needs and actions).

By developing and implementing multi-taxa rapid assessment tools (Goal 2), and complemented by increased capacity for conservation planning (Goal 3), a larger number of species will be assessed more effectively and conservation actions identified.

Actions

| Action | Output | Outcome | Timeline | Resources |
|--|--|---|-------------|--|
| Objective 1.1. Explore deployment of a more rapid risk assessment tool for Specialist Group-driven risk assessments, particularly for species-rich taxonomic groups, to progress faster the diagnosis of taxa for which planning might be needed. | | | | |
| 1.1.1 Work with Specialist Groups to explore current status and potential utility of the assessment tool RAMAS RapidList. | RapidList is readily accessible to Specialist Groups. | Faster diagnosis of those taxa that are likely to be threatened and in need of planning support. | End of 2018 | Est. USD 3000 if reinstatement on Red List site needed |
| 1.1.2. If RapidList is found unsuitable, identify, or if necessary develop, a system similar to those used by Amphibian Ark (AArk), New Zealand Department of Conservation (NZDoc), or automated plant red listing process used in Brazil*. | A rapid risk assessment tool is readily accessible to Specialist Groups. | Faster diagnosis of those taxa that are likely to be threatened and in need of planning support. | End of 2019 | |
| Objective 1.2. Deploy a universally applicable conservation needs assessment tool. | | | | |
| 1.2.1. Identify, assess and compare relevant systems and resources (e.g. systems used by AArk and NZDoc, CAMP Section 2, relevant Red List classification standards). | Universal Conservation Needs Assessment (UCNA) tool developed and widely deployed, with adequate provision for both <i>in situ</i> and <i>ex situ</i> management needs, and for threat mitigation needs arising from the human dimension (e.g. climate change impacts, unsustainable development, displacement and migration of people; laws, enforcement, policy and practice; demand for wildlife products etc.) | Specialist Groups are supported to complete and report centrally on standardized conservation needs assessments for taxa. | End of 2019 | To be determined |
| 1.2.2. Use this analysis to develop a universal conservation needs assessment tool for broad application. | | | | |

| Action | Output | Outcome | Timeline | Resources |
|---|---|--|---------------------------------------|---|
| 1.2.3. Ensure appropriate consideration of potential <i>ex situ</i> conservation options in the UCNA. | UCNA includes assessment of <i>ex situ</i> management options in accordance with IUCN <i>ex situ</i> guidelines | Universal Conservation Needs Assessment incorporates <i>ex situ</i> management options | End of 2019 | |
| 1.2.4. Promote and support the use of the UCNA tool by SSC SGs. | SSC SGs are aware of, and actively conducting, UCNAs. | Universal Conservation Needs Assessment is seen as an essential element of every taxonomic Specialist Group’s remit. | By 2020 | |
| Objective 1.3. Improve complementarity between Red Listing, conservation needs assessments, and conservation planning. | | | | |
| 1.3.1. Support SGs to assess conservation needs in conjunction with Red List assessments, using the new tool (see above). | Methodology tested and deployed for including UCNAs in conjunction with Red List assessments. | Greater complementarity between Red Listing and UCNAs. More UCNAs conducted. | Ongoing – report annually on progress | CPSG staff time. SGs will need resources to do this – proceed opportunistically |
| 1.3.2. Work with SGs to ensure that outputs from at least all SSC facilitated or enabled planning projects, and ideally from any existing planning projects, are incorporated into the Red List database. | Red List includes data from at least all SSC facilitated or enabled planning projects. | Greater complementarity between Red List data and conservation planning outputs. | Ongoing – report annually on progress | CPSG staff time. RL office needs resources to make this possible – proceed opportunistically |
| Objective 1.4. Provide a generic process for species prioritization for planning, adaptable to a range of relevant situations. | | | | |
| 1.4.1. Based on a review of the literature, develop guidelines for prioritization approaches likely to be of value in typical planning prioritization scenarios. | Guidelines for species conservation planning prioritization | Relevant stakeholders have access to guidance on prioritization for planning – duplication in this area is reduced. | 2019 | No special funding needed. However, staff and volunteer time will need to be committed to it. |

| Action | Output | Outcome | Timeline | Resources |
|--|---|---|---|--|
| <p>1.4.2. Explore potential for an expert system that allows users to build their own prioritization tool using criteria developed and tested by others (e.g. IUCN Critically Endangered & Endangered; Evolutionarily Distinct and Globally Endangered (EDGE), Alliance for Zero Extinction (AZE), etc.).</p> | <p>Expert system for prioritizing species for planning attention</p> | <p>Specialist Groups, in-country wildlife departments, ex situ facilities, etc., can rapidly prioritize species for planning and action using widely recognized, well tested prioritization criteria, freely accessible to them through an expert system.</p> | <p>Report on feasibility and utility – mid-2018</p> | <p>No special funding needed. However, resources will need to be committed to it, in terms of both staff and volunteer time – amount dependent on design</p> |
| <p>Objective 1.5. Increase the rate of conservation planning (number of species with identified conservation needs and actions).</p> | | | | |
| <p>1.5.1. Apply the developed rapid assessment tools above, and multi-species planning tools (Goal 2) in CPSG-led or CPSG-inspired conservation planning activities to increase the number of species receiving conservation planning attention.</p> | <p>Rapid assessments, and single and multi-species planning projects are conducted.</p> | <p>Conservation needs and actions will be identified for species at a faster rate.</p> | <p>Dependent upon tool development and capacity building; increased rate starting in 2019</p> | <p>Staff time and funding to conduct assessments</p> |

** Application of such a tool would not replace a more detailed assessment, but would instead be an interim measure. Additional data required for a more thorough assessment could be gathered as part of the needs assessment and planning processes; thus these steps could feed back into red listing rather than wait for its completion.*

Goal 2: Context-specific, best practice planning methods are applied based on a One Plan Approach (KSR18, 25).

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 increased and 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.

CPSG Leads: Phil Miller, Caroline Lees and Kathy Traylor-Holzer

Introduction

The Conservation Breeding Specialist Group has always been recognized as a leader in the development and application of rigorous, science-based tools and processes for the purposes of strategic conservation planning for endangered species. As we evolve as an organization through our expanded role as the Conservation Planning Specialist Group, it is vital for us to retain this critical leadership role. As the science of conservation biology continues to evolve, and the theory of structured decision analysis for biodiversity conservation becomes more refined, we must continue to scan the horizon for cutting-edge tools that will help us produce more meaningful conservation plans for a wider range of threatened taxa than we have considered in our history. We firmly believe that developing and implementing a comprehensive “toolkit” of conservation planning elements – including both science-based analytical tools and process-based facilitative techniques – allows for the creation of a broader array of more effective plans that are responsive to the conservation needs and specific contexts of the many taxa requiring dedicated conservation planning activity.

In addition, we will promote, enhance and implement the One Plan Approach (OPA) to species conservation planning, facilitating further linkages between the global *ex situ* community and *in situ* management stakeholders; enhancing cross-fertilization of expertise between both communities; ensuring that intensively managed populations are as useful as possible to species conservation; accelerating the evolution of species conservation planning tools; and ultimately leading to a decline in the loss of biodiversity.

The One Plan Approach (OPA) to species conservation promotes the joint development of management strategies and conservation actions for all populations of a species by all responsible parties to produce a single comprehensive conservation plan for the species. This includes recognition, by both *in situ* and *ex situ* communities, of the diverse potential conservation roles of *ex situ* activities; systematic evaluation of benefits, costs, risks and feasibility of potential *ex situ* options for the species; and incorporation of *ex situ* activities, when and as appropriate, into species conservation plans. This approach results in comprehensive plans that can drive both *in situ* and *ex situ* activities to support species conservation and enables *ex situ* facilities to serve as true conservation partners. Field conservationists benefit by gaining additional tools, expertise and resources for addressing both short-term and long-term threats to species in the wild, and *ex situ* partners receive guidance and form partnerships that result in appropriately structured *ex situ* activities to support conservation. By including all stakeholders and evaluating all possible management options and populations, the One Plan Approach ensures that all potential conservation efforts are being used to save a species from extinction.

The current IUCN Guidelines on the Use of Ex Situ Management for Species Conservation outline an informed and transparent decision process that defines potential conservation roles and evaluates their feasibility, risks, and likelihood of success. This decision process is flexible and can form the basis of tools to support ex situ conservation (KSR25) and thereby the OPA.

In collaboration with other SSC members and partners, we will make freely available to all that require them a spectrum of conservation planning tools that harness the diverse approaches adopted across the IUCN and meet the needs of Specialist Groups, NGOs, governments and civil society groups engaged in planning for species.

Objectives

Objective 2.1

Explore opportunities to strengthen the tools and processes used for single-species conservation planning activities.

We will continue to use our traditional PHVA-based conservation planning process for intensive conservation planning of individual species or populations. This process must continue to evolve through the incorporation of components of other planning processes and through the assimilation of relevant new tools and technologies as these emerge.

Objective 2.2

Develop a suite of planning tools and templates that can be applied to planning activities for multiple species on a landscape.

Species conservation planning tools currently in use by CPSG and the wider SSC typically focus on one or a few species at a time. Though better plans may result from this more thorough but time-intensive approach, the time and costs involved restrict the rate of progress and place dedicated planning out of reach for most species. For many taxa, even a relatively simple approach to planning will likely be better than no planning at all. We will evaluate a number of existing strategies for multi-species planning for their applicability to our own expanding scope of work. For example, the IUCN's Key Biodiversity Areas (KBAs) initiative, which helps to identify areas that support high concentrations of threatened species, can provide an important framework for this activity.

Objective 2.3

Contribute to enhancing the SSC Species Conservation Planning Guidelines.

A new Version 2.0 of the IUCN SSC Species Conservation Planning Guidelines has been approved by the SSC Steering Committee. Key elements of CPSG's toolkit are a valuable addition. The new Guidelines are lengthy and attempt to cover a significant breadth of diverse topics; a more focused "Practitioner's Guide" aimed at planning facilitators could further improve the utility of this document.

Objective 2.4 (see Objective 3.2)

Increase the value to SSC planning of the IUCN SSC Species Conservation Planning Tools Library.

The IUCN SSC Species Conservation Planning Tools Library provides a central location for information about an array of tools of value to species conservation planning. For each tool, it identifies the step or steps in the planning process to which it is most relevant and provides details of its strengths and weaknesses for different planning situations.

Objective 2.5

Increase awareness and consideration of potential *ex situ* conservation roles and activities where appropriate among all species conservation planners and population managers.

Many wildlife managers and *ex situ* population managers are unaware of the potential direct conservation benefits of *ex situ* activities or do not consider the diversity of *ex situ* activities that can address primary threats, buy time in emergency situations, offset population instability, and/or restore wild populations. Raising awareness of these conservation options, and providing training in the decision process to evaluate them in the IUCN SSC Guidelines on the Use of *Ex Situ* Management for Species Conservation, promotes their appropriate consideration in the species conservation planning process and in *ex situ* collection planning.

Objective 2.6

Provide tools and processes for evaluating and incorporating *ex situ* options into species conservation and collection planning.

Historically, conservation planning efforts for *in situ* and *ex situ* populations of a species have been initially developed separately rather than as a collaborative and interactive exercise to most effectively address the conservation needs of a species. This is due in part to a lack of tools and processes to facilitate such integration. New tools will be explored and developed to facilitate application of the IUCN *ex situ* guidelines and its decision process into single and multi-species conservation planning and *ex situ* collection planning, including both process and modeling tools.

Objective 2.7

Promote integrated species conservation planning by involving both *in situ* and *ex situ* communities in OPA species conservation and collection planning processes.

It is important that species experts and managers from both communities are involved in planning for both *in situ* and *ex situ* populations. This is necessary for integrated planning under the One Plan Approach and builds relationships to facilitate future conservation collaborations. Access to data on both *in situ* and *ex situ* species status facilitates this integration.

Actions

| Action | Output | Outcome | Timeline | Resources |
|--|--|--|---------------------------|--|
| Objective 2.1 Explore opportunities to strengthen the tools and processes used for single-species conservation planning activities. | | | | |
| 2.1.1 Assemble and evaluate existing processes (Open Standards, Conservation Action Planning, Priority Threat Management, Human-Wildlife Conflict Analysis, etc.) for the applicability of selected components to PHVA-based planning methodology | Revised PHVA Handbook with expanded suite of appropriate tools for analysis and process facilitation, incorporated into <i>Practitioner's Guide</i> (see Action 2.3.2) | Continued improvements to CPSG's "trademark" planning process | Ongoing – report annually | None from CPSG budget initially, but will require staff time and perhaps funding for a dedicated workshop or two. |
| 2.1.2 Continue collaboration with and support for the Species Conservation Toolkit Initiative | An evolving toolkit that continues to meet the planning needs of the SSC | Planning for species is well-supported by SCTI tools | Ongoing | CPSG will need to commit time and energy to this and our partner, SCTI, will need to commit significant resources, both financial and human. |
| Objective 2.2 Develop a suite of planning tools and templates that can be applied to simplified planning activities for multiple species. | | | | |
| 2.2.1 Review existing approaches to multi-species conservation planning and adopt or adapt for general use. | Expanded suite of planning tools and templates drawing from multi-species conservation planning approaches | Ability to apply CPSG planning principles across a broader spectrum of situations (single/few/many taxa, simple to complex planning needs, etc.) | Ongoing – report annually | Will require staff time and funding for a dedicated meeting. |

| Action | Output | Outcome | Timeline | Resources |
|--|---|---|--------------------|---|
| <p>2.2.2. Explore the strengths and weaknesses of the theory and application of systematic conservation planning as a multi-species conservation planning process for potential use by CPSG</p> | <p>Internal document reviewing the use of systematic conservation planning and its potential for application within CPSG planning projects</p> | <p>Enhanced ability to decide if, when, and how to incorporate area-based conservation planning approaches into our work</p> | <p>End 2018</p> | <p>Coordinate with WCPA/SSC Joint Task Force on Biodiversity and Protected Areas</p> |
| <p>2.2.3. Explore utility and feasibility of developing a “project implementation tracking” tool to assist collaborators in assessing the extent of action plan implementation</p> | <p>A tool (likely MS Excel?) is created and available for tracking implementation of actions within species conservation planning documents</p> | <p>Enhanced follow-up information available to CPSG on the extent of action plan implementation and factors influencing implementation</p> | <p>End 2018</p> | <p>Staff time initially</p> |
| <p>Objective 2.3 Contribute to enhancing the SSC Species Conservation Planning Guidelines.</p> | | | | |
| <p>2.3.1 Contribute to the enhancement of version 2.0 of the IUCN SSC planning guidelines through incorporation of quantitative risk assessment, disease risk analysis, the One Plan Approach, and application of the <i>IUCN SSC Guidelines on the Use of Ex Situ Management for Species Conservation</i>.</p> | <p>Enhanced SSC Species Conservation Planning Guidelines document.</p> | <p>New SSC Species Conservation Planning Guidelines reflect CPSG's philosophy and toolkit.</p> | <p>2017</p> | <p>None - completed</p> |
| <p>2.3.2 Develop an SSC Species Conservation Planning "<i>Practitioners Guide</i>" (see Action 3.2.2)</p> | <p>A "<i>Practitioner's Guide</i>" for species planners.</p> | <p>A "<i>Practitioner's Guide</i>" supports capacity building and is in regular use by SSC species conservation planning facilitators.</p> <p>The SSC approach to species conservation planning is clear, recognized and available to SSC SGs, governments, and the broader conservation community.</p> | <p>End of 2018</p> | <p>A significant contribution of staff and volunteer time required as well as funding for a writing workshop.</p> |

| Action | Output | Outcome | Timeline | Resources |
|---|---|--|------------------------------------|---|
| Objective 2.4 Increase the value to SSC planning of the IUCN SSC Species Conservation Planning Tools Library | | | | |
| 2.4.1 Invite submissions from SSC conservation planners and the wider species conservation planning community. | Enhanced and well-used Species Conservation Planning Tools Library | Tools Library is a key resource for the growing network of SSC CPSG planning facilitators and other practitioners. Specifically: <ul style="list-style-type: none"> • number of tools increases annually; • diversity of tools increases; • tools are rated by users; feedback received and acted upon. | Ongoing. Review by mid-2018 | Minimal staff time initially. Estimated cost of upgrade (if needed) = USD 5,000-6,000 |
| 2.4.2 Add revised PHVA Handbook (see Action 2.1.1), "Practitioner's Guide" (see Action 2.3.2), Conservation Facilitator's Handbook (see Action 3.2.2) and OPA implementation resources (see Objectives 2.6 & 2.7) to the Tools Library. | | | | |
| 2.4.3 Add a user-driven "Rate Tool" facility to the Tools Library and invite SSC planners and networks to view, use and provide feedback on the Library's strengths and weaknesses. | Library rating tool created and made available to conservation community | Improved Tools Library | Mid-2018 | Some staff time required initially. Estimated cost of upgrade (if needed) = USD 5,000-6,000 |
| Objective 2.5. Increase awareness and consideration of potential <i>ex situ</i> conservation roles and activities where appropriate among species conservation planners and population managers. | | | | |
| 2.5.1. Produce publications describing the use of <i>ex situ</i> options for species conservation, targeting both <i>in situ</i> and <i>ex situ</i> communities. | Publication of articles, book chapters, and similar documents in different conservation fora. | Wildlife managers, field conservationists, and others involved in conservation planning for wild populations are aware of the diverse <i>ex situ</i> management tools that may support species conservation. | At least two publications in 2018. | Some staff time. Potential publication fees. |

| Action | Output | Outcome | Timeline | Resources |
|--|---|--|-----------------|--|
| <p>2.5.2. Give presentations at scientific and zoological conferences on the above topics. Consider convening a dedicated OPA conference.</p> | <p>Ensure that relevant OPA and <i>ex situ</i> conservation concepts have been presented to all relevant scientific and zoo association conferences or joint conferences.</p> | <p><i>In situ</i> and <i>ex situ</i> communities are each aware of the power and diversity of roles the other plays in support of species conservation.</p> | <p>By 2019</p> | <p>Potential staff time. USD 5000 to attend 2-3 conferences. A dedicated OPA conference could incur significant costs in time and funds</p> |
| <p>2.5.3. Engage with the botanic garden community in population management and species conservation planning.</p> | <p>Work with botanic gardens to identify appropriate application of the IUCN <i>ex situ</i> guidelines to botanical collections (may include publications and/or presentations at meetings)</p> | <p>Improved contributions of botanic gardens to plant species conservation</p> | <p>End 2018</p> | <p>Potential staff time. USD 2000 to attend conference ?</p> |
| <p>2.5.4. Provide online materials on the CPSG website regarding an overview of the OPA and application of the IUCN <i>ex situ</i> guidelines in species conservation or collection planning.</p> | <p>Provide relevant materials (documents and presentations) on CPSG website.</p> | <p>Species conservation planners are aware of and incorporate consideration of <i>ex situ</i> conservation tools into planning activities, as appropriate.</p> | <p>Mid-2018</p> | <p>CPSG staff time</p> |
| <p>2.5.5. Incorporate an overview of these topics, at the appropriate level, in all CPSG-led training courses. (see Obj 3.1)</p> | <p>Include OPA and <i>ex situ</i> conservation tools into training materials</p> | <p>CPSG-trained facilitators understand the process of evaluating <i>ex situ</i> conservation tools and incorporate the OPA into future planning activities.</p> | <p>Mid-2018</p> | <p>CPSG staff time</p> |

| Action | Output | Outcome | Timeline | Resources |
|--|--|---|-----------------|------------------------|
| <p>2.5.6. Incorporate identification and evaluation of <i>ex situ</i> options, at the appropriate scale, as a component in all species conservation planning workshops such as PHVAs.</p> | <p>Provide guidance on how to incorporate these concepts and considerations, as appropriate, into all CPSG-led training courses and conservation planning workshops.</p> | <p>CPSG-led conservation planning workshops will incorporate evaluation of <i>ex situ</i> tools, as appropriate</p> | <p>End 2018</p> | |
| <p>Objective 2.6. Provide tools and processes for evaluating and incorporating <i>ex situ</i> options into species conservation and collection planning.</p> | | | | |
| <p>2.6.1. Finalize development of the Integrated Collection Assessment and Planning (ICAP) tool to guide Taxon Advisory Groups or similar groups with a multi-species focus in strategic <i>ex situ</i> collection planning to support conservation.</p> | <p>Provide resources (documents and/or online materials) regarding ICAP process.</p> | <p>Conservation roles will be considered and evaluated by a joint in situ/ex situ team during <i>ex situ</i> collection planning, leading to the development of <i>ex situ</i> activities that are better designed to address species conservation needs and make better use of <i>ex situ</i> resources and expertise.</p> | <p>End 2018</p> | <p>CPSG staff time</p> |
| <p>2.6.2. Finalize and document the suggested workshop process for detailed evaluation of <i>ex situ</i> options for a single species <i>as a separate but supportive component</i> of a broader, integrated conservation planning initiative (i.e., separate workshop or process).</p> | <p>Provide resources (documents and/or online materials) regarding detailed evaluation of <i>ex situ</i> conservation options and feasibility.</p> | <p><i>Ex situ</i> conservation options will be considered and evaluated as part of species conservation planning, leading to the development and implementation of <i>ex situ</i> activities that are better designed to address species conservation needs.</p> | <p>Mid-2018</p> | <p>CPSG staff time</p> |

| Action | Output | Outcome | Timeline | Resources |
|---|---|--|-----------------|------------------------|
| <p>2.6.3. Finalize and document the suggested workshop process for evaluation of <i>ex situ</i> options within an integrated species conservation planning workshop (e.g., within a working group).</p> | <p>Provide resources (documents and/or online materials) on how to incorporate evaluation of <i>ex situ</i> options into species conservation planning (e.g. PHVA). Incorporate this process into CPSG <i>Practitioner’s Guide</i>.</p> | <p><i>Ex situ</i> conservation options will be considered and evaluated during species conservation planning, leading to the development and implementation of <i>ex situ</i> activities that are better designed to address species conservation needs.</p> | <p>Mid-2018</p> | <p>CPSG staff time</p> |

| | | | | |
|--|--|--|---|---------------------------------|
| <p>2.6.4. Assist Species Conservation Toolkit Initiative (SCTI) in enhancing population software tools (e.g. Vortex, PMx) for assessing <i>ex situ</i> management strategies as part of species conservation.</p> | <p>Enhanced options are available and documented for stochastic modeling of <i>ex situ</i> populations and for modeling species meta-populations across the management continuum, including genome banks. This may include a Vortex 'sub-manual' for modelling <i>ex situ</i> populations.</p> | <p><i>Ex situ</i> management options can be evaluated and developed, as appropriate, to support species conservation planning.</p> | <p>Initial documentation for Vortex by mid-2018 Draft Vortex sub-manual developed in concert with SCTI in 2018; ongoing</p> | <p>CPSG and SCTI staff time</p> |
| <p>2.6.5. In collaboration with SCTI, consider any tool modifications needed to adapt existing and new tools for plant species conservation planning.</p> | <p>Tools and processes available to assist botanic gardens and other plant <i>ex situ</i> facilities in contributing to species conservation planning</p> | <p><i>Ex situ</i> plant collections (botanic gardens, seed banks, etc.) are designed to best contribute to species conservation.</p> | <p>Ongoing</p> | |
| <p>Objective 2.7. Promote integrated species conservation planning by involving both <i>in situ</i> and <i>ex situ</i> communities in OPA species conservation and collection planning processes.</p> | | | | |
| <p>2.7.1. Involve stakeholders from both communities in all CPSG-led conservation planning workshops (e.g., PHVAs, ICAPs) as well as in SSC facilitated or enabled projects where applicable.</p> | <p>There will be <i>in situ</i> and <i>ex situ</i> stakeholder involvement in all CPSG-led conservation planning activities.</p> | <p>Better integration of conservation planning and management for all populations of a species</p> | <p>By 2018 and ongoing</p> | |
| <p>2.7.2. Explore the development or linking of databases that integrate <i>in situ</i> and <i>ex situ</i> data for species (e.g., Species360 ZIMS and Red List database).</p> | <p>Information on <i>in situ</i> or <i>ex situ</i> species status is more accessible</p> | <p>Improved communication and collaboration among all stakeholders managing populations of a species</p> | <p>By 2018</p> | |

Goal 3: Species conservation planning capacity is increased across SSC Specialist Groups and IUCN members (KSR 17)

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. Through 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 conservation planners sufficient to respond to global conservation planning needs, and 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.

CPSG Lead: Jamie Copsey

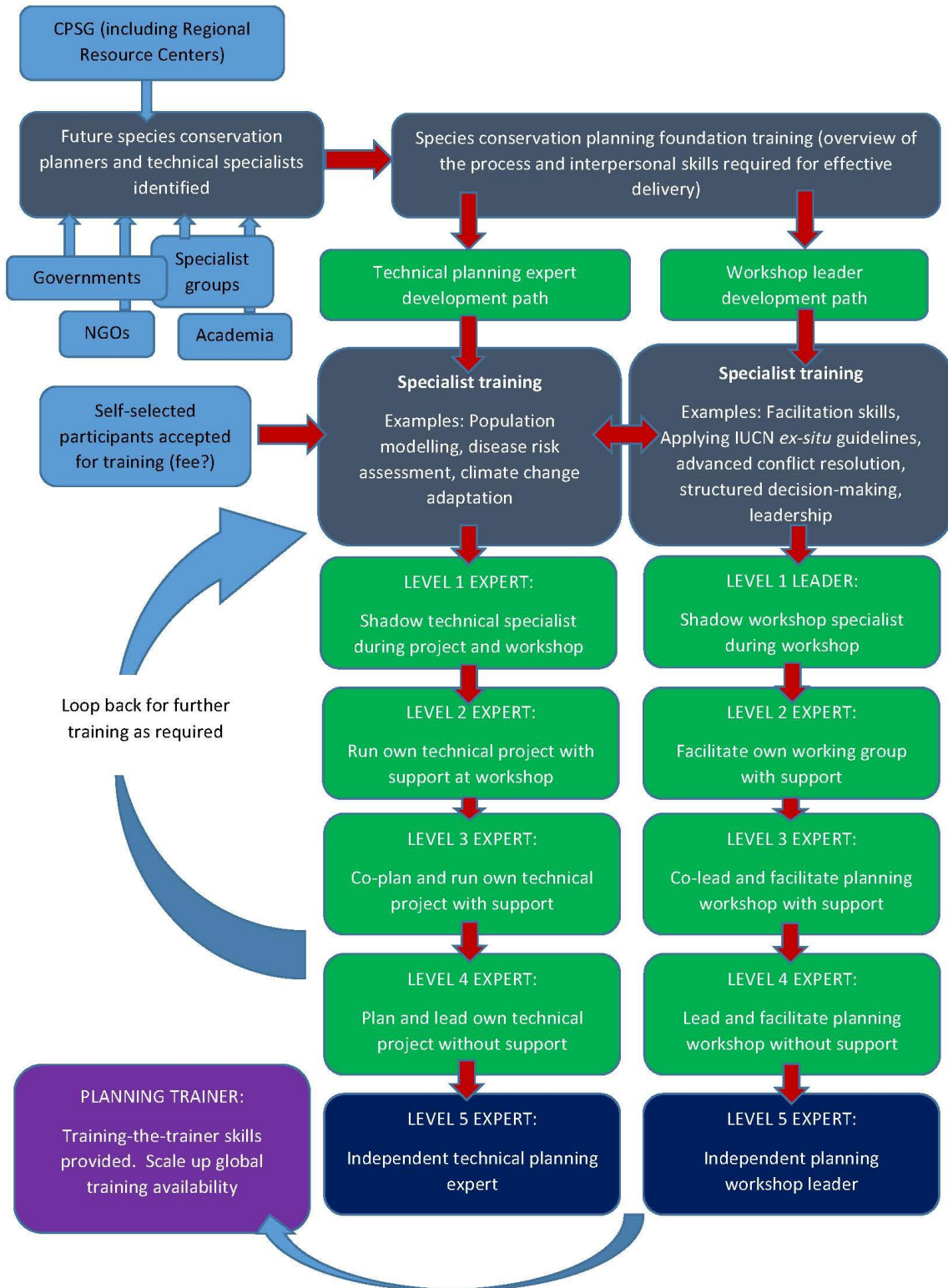
Introduction

With several thousand species currently requiring conservation plans there is a global need for more competent and confident conservation planners. Ninety-three percent of respondents to a recent SSC Specialist Group survey confirmed that there were species or species groups for which conservation planning would be helpful, providing examples ranging from plants, through invertebrates to mega vertebrates. Seventy-eight percent of respondents expressed a desire for more technical assistance in species conservation planning, with 72% expressing an interest in training in the area. If we can meet this need for capacity building within the SSC, then we can make a significant contribution to the conservation community's ability to plan more effectively for threatened species recovery.

The up-scaling of global capacity for species conservation planning (KSR17) will utilize and contribute to the innovation in conservation planning tools (KSR18), as the cadre of trained 'species conservation planners' grows, applies existing tools, learns, and informs the development of new tools. This expanding pool of trained conservation planners will facilitate the creation of new conservation plans for priority species and the refinement of existing plans, including those for *ex situ* management for species recovery (KSR15, KSR25). Monitoring and evaluation of key indicators of success for capacity building for species conservation planning (KSR16) will enable us to demonstrate the outcomes of our work and improve on our capacity building practice.

The following flow of logic (Figure 3) summarizes how we envisage the capacity building work stream to proceed. Our strategic focus is on the development of teams of experienced conservation planners able to proactively facilitate the development and delivery of a suite of conservation planning processes. Through them, the IUCN will be in a position to meet the growing need for species conservation planning support, contributing to the improved management of threatened species globally.

Figure 3. Conservation planner development path



Objectives

Objective 3.1

Establish and implement CPSG's Species Conservation Planning Training Program.

Training in species conservation planning does occur across the SSC but has to date not been coordinated in a systematic and comprehensive manner. This is important if we are to scale up capacity for species conservation planning to the level required to meet the global need. By 2020 we will have developed a suite of training courses delivered in a 'blended' way (online + face-to-face) to all SSC Specialist Groups and governments that require them to ensure they can meet their species conservation planning needs.

Objective 3.2

Create facilitation skill sub-section of the species conservation planning processes tools library.

With the development of the new SSC species conservation planning guidelines, there is now a body of literature that captures the steps involved in the process. To provide species conservation planners with support to turn these principles into practice, we need to complement these guidelines with a suite of tools to support the process. A process tools library has already been established by CPSG. We now see a role for a suite of facilitation skills resources to guide conservationists through the practicalities of making plans within cross-disciplinary stakeholder groups. By 2020 we will have created a suite of online and downloadable tools to support facilitators of species conservation planning processes in the design, delivery, and monitoring of workshop processes. This virtual library will support conservation planners in tailoring planning processes, resolving inter-stakeholder conflict and guiding species conservation planning initiatives that result in the creation of effective species conservation plans.

Objective 3.3

Launch Species Conservation Planners Development Path program.

While experienced facilitators and technical specialists of species conservation planning processes do exist across the SSC, our collective need is greater than the supply. To build this capacity we need to combine access to high quality training, with opportunities for one-to-one coaching, and on-the-job experience. By 2020 we will have a well-established Species Conservation Planner Development Path program (Figure 3) guiding future species conservation planners and technical experts along a professional development path to the point of expertise sufficient to lead their own technical working groups and multi-stakeholder planning processes. With this enhanced capacity we can contribute to meeting the needs of SSC Specialist Groups, CPSG Regional Resource Centers, zoos and aquariums and specific governments and NGOs to deliver on species conservation planning priorities.

Objective 3.4

Establish CPSG Species Conservation Planning Learning Network (sPLAN).

Facilitating species conservation planning processes can be complex and, as such, requires honing of skills, sharing of experiences, and the development of innovative ways to navigate the path through to completion of effective plans that are then put into practice. Learning networks are now well-established as means by which practitioners can receive constructive criticism and support from their peers (e.g. the Conservation Measures Partnership CCNET). By 2020 we will have established a global online learning network of species conservation planners exchanging tools, lessons-learned and to ensure that SSC Specialist Groups, CPSG Regional Resource Centers, zoos and aquariums and specific governments and NGOs are able to develop and deliver context-specific planning processes that lead to the implementation of conservation action and improved species status.

Actions

| Action | Output | Outcome | Timeline | Resources |
|---|--|---|---|---|
| Objective 3.1. Establish and implement CPSG's Species Conservation Planning Training Program. | | | | |
| 3.1.1. Develop training course program designed to meet the needs of target audiences (in particular the SSC Specialist Groups and governments). | SSC training needs assessment completed, online learning management system in place, training course program with materials produced, including face-to-face and online provision. By 2020 we are training more than 100 conservation planners per annum and will have helped establish teams of experienced species conservation planners in all SSC Specialist Groups and governments that require them to deliver on their planning needs globally. | SSC-wide training program in action, meeting the capacity needs of the SSC and governments and contributing to the development of species conservation plans for priority taxa. | SSC-wide training needs assessment completed October 2017; Review of most appropriate Learning Management System (LMS) completed end September 2017 and in place by December 2017; Initial trial online courses (2?) in place and launched by end January 2018; First face-to-face course delivered in partnership with RSG (Nov 2017); Facilitation skills course launched at Smithsonian Q1 2018. | Work with SCTI to identify most appropriate LMS. All courses have own financial plans including possible fee-paying option to cover costs. Online courses to draw on existing expertise across SSC where possible with the aim of minimizing costs. May be annual fee for management of LMS (<USD 5000?). |
| 3.1.2. Develop the financial plan to ensure the financial viability of the program. | Financial projections produced to demonstrate long-term sustainability of the program. | Financially-viable training program established meeting its costs and laying the foundations for long-term growth and development | Financial plan developed in line with CPSG annual budgeting procedures. | Staff time to develop plan. |

| Action | Output | Outcome | Timeline | Resources |
|--|--|---|---|--|
| <p>3.1.3. Establish monitoring and evaluation systems for program refinement and communication of outcomes.</p> | <p>Monitoring and evaluation (M&E) system established for objectives 3.1-3.4.</p> | <p>System of data flow established to monitor effectiveness of training program in building individual, organizational, and systemic capacity for species conservation planning and informing the development of future programs.</p> | <p>Initial review of M&E system during October 2017 Annual Meeting workshop. M&E system draft completed by mid-November 2017 for sign-off mid-December 2017. At least one paper summarizing program impacts by year-end 2018.</p> | <p>Ideally contract an intern to help with this process for 4 months. Total cost USD 6000. Alternatively use MSc student (Colby College? Imperial College?, etc.?)</p> |
| <p>Objective 3.2. Create facilitation skill sub-section of the species conservation planning processes tools library.</p> | | | | |
| <p>3.2.1. Produce initial suite of online support tools to complement existing CPSG tools library, focusing on the facilitation skills development.</p> | <p>Searchable and interactive facilitation skills resources developed and launched on CPSG website, including downloadable support documents, pre-recorded ‘how to’ sessions and examples, and instructions for further reading.</p> | <p>Greater support in place through SSC for species conservation planners looking to apply the IUCN species conservation planning guidelines.</p> | <p>Review of existing online facilitation tools relevant to species conservation planning processes completed end January 2018; Launch of initial suite of facilitation tools within existing tools library end of Q2 2018</p> | <p>Minimal cost assuming we can develop the tools in-house. Potential cost of equipment to record ‘how to’ sessions. Resources could be housed on the Learning Management System selected as additional resources for training program support</p> |

| Action | Output | Outcome | Timeline | Resources |
|---|---|---|--|---|
| <p>3.2.2. Write Conservation Facilitators Handbook as a compendium to the Practitioner’s Guide to Species Conservation Planning. (see Obj 2.4)</p> | <p>Production of Conservation Facilitators Handbook (downloadable for possible hard copy publication).</p> | <p>The SSC Community has the guidance needed to conduct effective species conservation planning.</p> | <p>Review of existing species conservation planning facilitation tools available online and gap analysis for development completed by end of 2017; Conservation Facilitators Handbook outline drafted by mid 2018 with contributors/editorial team identified (including production costs); Handbook drafted and out for review end Q3 2018 with final publication end Q4 2018</p> | <p>Costs mainly restricted to staff time to produce the handbook. More detailed cost analysis being conducted to go into the budget that will follow this plan</p> |
| <p>Objective 3.3. Launch Species Conservation Planners Development Path Program.</p> | | | | |
| <p>3.3.1. Develop Species Conservation Planning Development Path Program.</p> | <p>Selected cohorts passing through the program and achieving independent planner status. By 2020, a minimum of 50 participants will have passed through the development path and be leading their own species conservation planning processes, to meet the needs of SSC Specialist Groups and governments.</p> | <p>Iterative program of competency development and planning specialisms in place, sustaining capacity for the leadership of species conservation planning processes across the SSC and governments states. This will lead to more plans being developed more effectively to save more priority species.</p> | <p>Finalized conceptual map of the Species Conservation Planner Development Path, including details of agreed specialisms (end October 2017); M&E programme in place to track participants' success and obstacles encountered in developing and delivering on more conservation plants (end January 2018); first cohort of planners through programme by year-end 2018</p> | <p>Costs to be determined. Will be based in part on number of individuals we would like to put through the development process in 2018 and the extent to which we can absorb costs within existing CPSG species conservation planning workshops for 2018.</p> |

| Action | Output | Outcome | Timeline | Resources |
|---|--|--|--|---|
| <p>3.3.2. Identify and develop program of competency specialisms (e.g. advanced conflict resolution, applying disease risk assessment guidelines, Data Science) to follow core competency development around facilitation.</p> | <p>Individual planner specialisms achieved and utilized to support species conservation planning processes</p> | | <p>Planning competency specialisms identified mid-November 2017; Subject specialism experts identified and confirmed end Q1 2018; First round of specialism training for 2018 cohort achieved and evaluated by year-end 2018</p> | <p>Plan to identify subject specialists willing to give time at cost. Could involve travel and subsistence costs for individuals following the specialisms. Note: program could be opened to fee-paying individuals too. Draft budget developed to follow this plan</p> |
| <p>Objective 3.4. Establish CPSG Species Conservation Planning Learning Network (sPLAN).</p> | | | | |
| <p>3.4.1. Develop a Species Conservation Planner directory</p> | <p>Directory of existing, experienced species conservation planners developed</p> | <p>Core group of network members developed to form the hub for future growth</p> | <p>Online directory of existing planners completed by end of September 2017; Survey to ensure interest in forming network (end November 2017); Group established as core for network Q1 2018</p> | <p>No cost</p> |

| Action | Output | Outcome | Timeline | Resources |
|---|--|--|---|--|
| <p>3.4.2. Develop strategic plan for the learning network recognizing its purpose to sit between that of informal learning and a community of practice networks.</p> | <p>Strategic plan for learning network produced. By 2020, the network will consist of a minimum of 300 species conservation planners, from across all SSC Specialist Groups and governments that require support in delivering on their species conservation planning needs for priority taxa.</p> | <p>Active learning network established with regular exchanges of good planning practice between members and feedback generated on the strengths and weaknesses of existing planning tools to help with their ongoing refinement.</p> | <p>Concept reviewed October 2017, finalized mid-December 2017; Launch of network in Q1 2018, with first cohorts of CPSG alumni. Additional participation encouraged from participants of past CPSG courses and from target audiences (e.g. SSC Specialist Groups)</p> | <p>Based on feedback from other network managers, we would need to recruit a dedicated individual to run the network. Additional resources minimal, unless we build in face-to-face Learning Network meetings.</p> |

Goal 4: The ability of governments to achieve international biodiversity targets is improved (KSR21)

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

CPSG Leads: Phil McGowan, Louise Mair, Onnie Byers, Caroline Lees

Introduction

Conservation planning is an integral process in preventing species extinctions and improving species' conservation status. CPSG therefore has a vital role to play in assisting countries to make progress towards Target 12 and other biodiversity targets by providing frameworks, tools and approaches, and by building national-level capacity for conservation planning. CPSG seeks to work with colleagues throughout SSC, and IUCN more broadly, to increase substantially the effectiveness of SSC's leadership in planning to avoid species extinctions.

Progress has been limited on the achievement of Target 12: *By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.* The reasons for this are undoubtedly complex and varied, but the continued deterioration of species makes clear the urgent need for intensified effort on behalf of species conservation. Therefore, a strategic, systematic, and sustainable approach to achieving international biodiversity targets is urgently needed.

In order for CPSG to effectively assist countries, it is necessary to develop an understanding of why progress towards Target 12 has been limited. We therefore need to identify the current constraints faced by countries. We then need to analyse the availability of tools and approaches that could assist countries in overcoming these constraints, and identify and where possible fill any potential gaps. The fundamental aim of this process is to increase implementation. Tools and approaches should therefore be disseminated to the appropriate bodies, and training given, to improve national capacity and increase the uptake of conservation planning tools.

CPSG also seeks to look beyond the 2020 reporting date to consider and agree what species planning-related targets should be after 2020, both for the CBD and for various targets in the UN Sustainable Development Goals. We intend to take the opportunity to influence these discussions and place species conservation at the heart of future global biodiversity targets.

Objectives

Objective 4.1

Within our area of influence, develop a clear and practical response to the challenges facing countries in achieving Biodiversity Target 12 of the CBD 2020 Strategic Plan.

Objective 4.2

Assist governments to use the SSC species conservation planning process to help them meet their obligations under Target 12 of the CBD 2020 Strategic Plan.

Objective 4.3

Play a meaningful role in influencing the next iteration of biodiversity targets, post 2020, ensuring that species conservation planning is included in the next set of internationally agreed biodiversity conservation targets.

Actions

| Action | Output | Outcome | Timeline | Resources |
|---|--|--|-----------------------|---|
| Objective 4.1. Within our area of influence, develop a clear and practical response to the challenges facing countries in achieving Biodiversity Target 12 of the CBD 2020 Strategic Plan. | | | | |
| 4.1.1. Review the conservation planning literature with regard to obstacles to governmental implementation of relevant biodiversity convention targets | Professional publication | Identification of where CPSG (and other SSC entities) can have the greatest impact | Within six months | Newcastle University/CPSG postdoc plus support from CPSG staff as needed. |
| 4.1.2. Analyze the efforts and progress made by countries towards Aichi Target 12, and identify the main obstacles and challenges that limit progress. | Scientific publication (& potentially a CBD report on effort and progress made by countries towards Target 12. | Improved understanding of progress by countries towards halting extinctions informing the response of CPSG | Within a year | Newcastle University – CPSG postdoc position plus support from CPSG and other contacts within SSC, IUCN and CBD |
| 4.1.3. Using interviews and workshops, develop case studies that give a deeper understanding of obstacles, and identify existing approaches and mechanisms that could be used to overcome these. | Scientific publication reports | Understanding of obstacles and challenges to specific countries in meeting Target 12 and how SSC species conservation planning tools could assist. Identification of opportunities, including strategic alliances (NGOs and others) able to contribute to tool and guideline development, and also parties willing to be advocates for ambitious post-2020 targets | Over the next 2 years | Newcastle University/CPSG postdoc with support from CPSG and other contacts within SSC, IUCN and CBD, and financial support to host workshops |

| Action | Output | Outcome | Timeline | Resources |
|---|--|---|--------------------------|--|
| 4.1.4. Identify gaps in the process where they exist and, where feasible, develop tools and processes to fill the gaps. | A database/online resource collating available tools and processes; gap analysis and, where necessary and feasible, new tools to fill those gaps | Improved access to and uptake of available tools, and increased range of tools available | End of 2019 | Newcastle University/CP SG postdoc plus support from CPSG as needed |
| 4.1.5. Test, and revise as needed, the generalized process to produce a scalable decision-support tool or guidance materials that will allow national level policy officials and planners to understand how to make the most progress towards Target 12. | Strategic guidelines document presenting the generalized process and associated tools to assist governments to overcome obstacles to fighting extinction. | Nations develop strategic plans that efficiently and effectively result in progress towards Target 12 (while considering other Aichi targets and international commitments) and ultimately progress on halting extinctions. | End of 2020 | Newcastle University/CP SG postdoc plus support from CPSG staff as needed; Financial support to host workshops and other testing and development opportunities |
| Objective 4.2. Assist governments to use the SSC process to help them meet their obligations under Target 12 of the CBD 2020 Strategic Plan. | | | | |
| 4.2.1. Provide materials and training to interested governments to enable them to use the decision-support tool or guidance materials to develop their own Target 12 strategies. | In-country workshops and side events at international meetings (e.g. the Convention on Biological Diversity's (CBD) Subsidiary Body on Scientific, Technical and Technological Advice, <i>SBSTTA</i>); Trained staff, in-country. | Increased national capacity through training in, and uptake of, the decision-support tool. In-country government departments have staff trained in the application of SSC decision-support tools for species conservation planning. | End of 2020 (and beyond) | Regional contacts to assist with delivery, financial support for workshops |

| Action | Output | Outcome | Timeline | Resources |
|---|---|---|---------------------------|---|
| 4.2.2. Develop, and make available to relevant government CBD contacts, a database of SSC-assisted species conservation needs assessments and conservation planning initiatives. | An evolving, searchable database, to which nations are encouraged to contribute, to guide in-country planning | Increased information sharing resulting in improved implementation of the planning process through shared experience; Some information-related barriers to in-country planning are removed | End of 2020 | Technical support and regional contacts to collate database |
| 4.2.3. Include, at the outset of each species conservation planning initiative, consideration of the role of the initiative in contributing to delivery of Target 12 within the nation(s) of interest, and build this element into the next generation of SSC planning guidelines. | National-level assessment of how each planning initiative contributes to progress towards Target 12. Appropriate integration of SSC species conservation planning with in-country CBD (esp. Target 12-related) initiatives. | Improved understanding of progress towards Target 12. Where in-country government-led species conservation frameworks exist, SSC species conservation planning initiatives support and are supported by them. | End of 2020 (and beyond) | No additional resources. |
| Objective 4.3. Play a meaningful role in influencing the next iteration of biodiversity targets, post 2020, ensuring that species conservation planning is included in the next set of internationally agreed biodiversity conservation targets. | | | | |
| 4.3.1. In collaboration with the CBD Secretariat, present the decision support tool or guidance materials in relevant fora. | Presentations/workshops at CoP, SBSTTA and other relevant fora as opportunities arise | Increased awareness of the value of SSC conservation planning approaches and increased uptake by parties | Over the next three years | Colleagues at the CDB Secretariat |
| 4.3.2. Collaborate with other IUCN and SSC entities on opportunities to influence policy, legislation and conventions on species conservation planning | Evidence-based policy, legislation and convention recommendations for species conservation | The value of conservation planning is recognized in policy, legislations and conventions | Over the next three years | Colleagues across IUCN and SSC entities |

| Action | Output | Outcome | Timeline | Resources |
|--|---|--|----------------------------------|---------------------------------------|
| <p>4.3.3. Contribute to SSC’s post-2020 taskforce that will work where appropriate alongside the WCPA post-2020 taskforce, and involve relevant partners.</p> | <p>Evidence-based recommendations of post-2020 targets for species conservation</p> | <p>Conservation planning is placed at the heart of internationally agreed biodiversity targets</p> | <p>Over the next three years</p> | <p>Colleagues across SSC and WCPA</p> |

Goal 5: Species conservation planning methods are evaluated for impact and effectiveness, leading to continual improvement (KSR16)

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

CPSG Lead: Caroline Lees

Introduction

The following logic model (Figure 4) describes very broadly our current understanding of the route through which SSC planning will impact the status of species. In addition to a long-term study of the impact of SSC planning on species status, our evaluation approach will focus on intermediate steps in the process: the quality of the planning process, the planning outputs, and plan implementation. Evaluation data will be reviewed annually and new insights fed back into planning methods and tool development. This work will be done in collaboration with key partners, integrating the SSC's "Green List" approach as this becomes available.

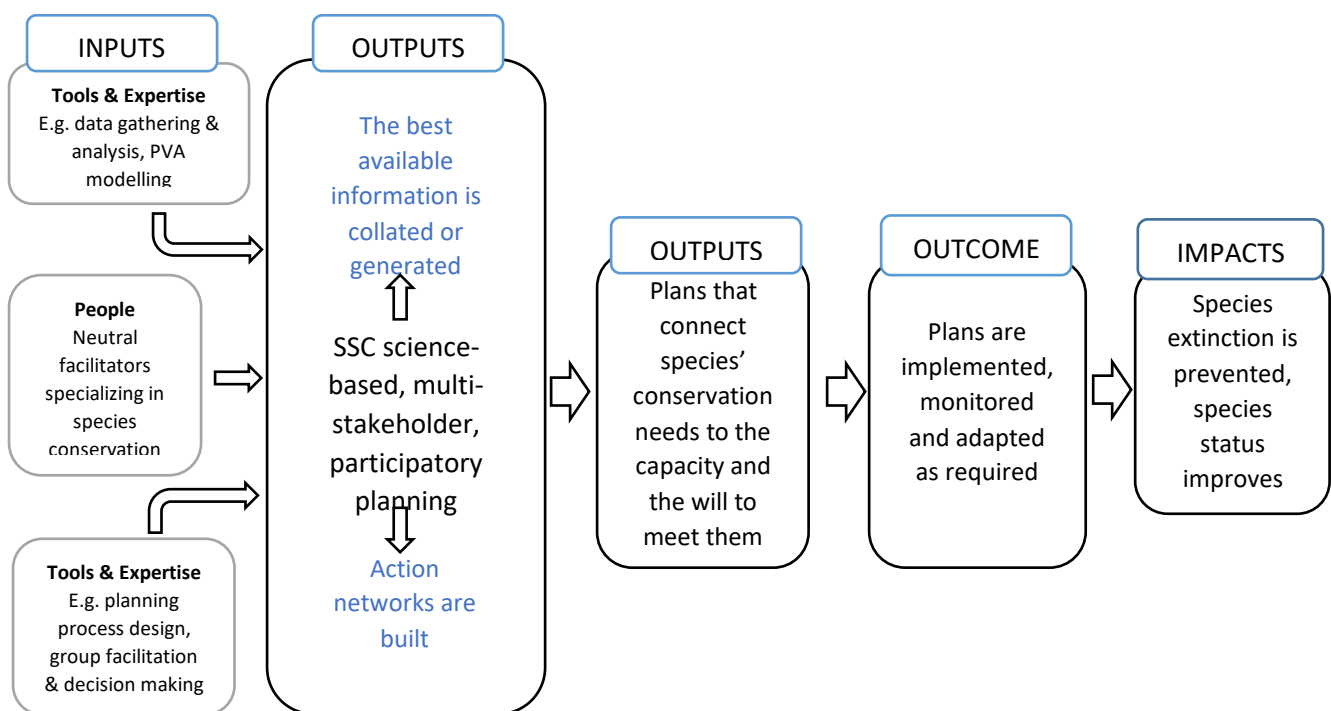


Figure 4. Logic model for species conservation planning activities in the SSC, as guided by CPSG.
(Modified from Westlev & Miller, 2003)

Objectives

Objective 5.1

Develop and test new mechanism(s) for evaluating the impact of conservation plans and enhancing the SSC's species conservation planning process to increase probability of implementation and facilitate future evaluation.

An SSC framework will be developed to monitor, evaluate, and report on the conservation impact of SSC-facilitated species conservation plans. Results will be used to refine planning process design and delivery. The framework will cover the following stages in the IUCN SSC CPSG logic model (illustrated above):

Quality of planning process and outputs: surveys will be used to examine the extent to which the SSC planning approach promotes the conditions for successful conservation action (as they are currently understood and described in the logic model above). The results of these surveys will be used to refine planning tools and approaches.

Plan implementation: we will not be responsible for monitoring the implementation and outcomes of planned actions within projects but will encourage this practice through the planning process and through our capacity-building arm. We will evaluate the extent to which plans are implemented, and the outcomes of implementation, through an agreed contact point designated for each planning project.

Impact on species status: multi-stakeholder, participatory planning is a relatively new approach to building conservation strategies for many organizations. CPSG has been using this approach for 30 years and is in a unique position to examine the long-term impact of this style of intervention and to use the insights gained to update its tools and approach. To progress this we will build on past CPSG evaluation studies and on the IUCN SSC's "Green List" approach as this becomes available.

Objective 5.2

Implement and manage the SSC monitoring and evaluation mechanism.

A body of information will be built that will allow the SSC to manage adaptively the evaluation of planning impact. Ready access to evaluation-related statistics will be key to ongoing assessments of effectiveness. Much of the relevant data are not currently collected routinely, are held in user-unfriendly formats, or are only partially collated. Centralized, standardized collection and curation will be key to a successful long-term program of evidence-led adaptation.

Actions

| | Output | Outcome | Timeline | Resources |
|--|---|---|--|---|
| Objective 5.1 Develop and test new mechanism(s) for evaluating the impact of conservation plans and facilitate future evaluation. | | | | |
| 5.1.1 Refresh and re-instate post-planning surveys to evaluate success. Repeat surveys at 1 and 3 years and report results annually. Refine understanding of conditions for success as new information becomes available. | Annual reports supporting ongoing, evidence-based understanding of the relationship between how participants view and experience the planning process, and downstream outcomes for species. | Ongoing, evidence-based refinements to planning processes towards improved outcomes for species and to facilitate future evaluation. | New evaluation scheme in place by early 2018. | Possible subscription to online survey application (TBD). |
| 5.1.2 Require, as a condition of SSC involvement in planning, a commitment from organizers to ongoing reporting on plan implementation and impact. Collate and disseminate a summary of project implementation results. | A standard form for organizer commitment is developed, and a publication produced summarizing extent and outcomes of implementation of SSC facilitated or enabled plans. | Ability to evaluate the extent and outcomes of plan implementation. | Pilot publication by mid-2018, then, if found to be useful, produced on a regular basis (bi-annually?) | None for the pilot. |
| 5.1.3 Evaluate and report the long-term impact on species status of CPSG-facilitated planning events. Use the new SSC "Green List" method and Durrell's work as a framework. | Report on the long-term impact on species status, of CPSG's planning approach. | Evidence base 1) for predicting the long-term impact on species, of CPSG's planning approach, and 2) for modifying approach to enhance positive impact. | Report by end of 2019. | Significant staff and volunteer time required. |

| Objective 5.2 Implement and manage the SSC monitoring and evaluation mechanism. | | | | |
|--|--|--|---------------------------------|---|
| 5.2.1. Set up and maintain a database of recent SSC facilitated or enabled conservation plans and associated details. | System for accessing relevant data relating to global species conservation planning needs and progress towards meeting them. | Ability to characterize the magnitude of the task ahead and to evaluate progress in the short, medium and long-term. | Specifications agreed mid-2018. | Staff time required. Additional resource needs to be reassessed once specifications agreed. |

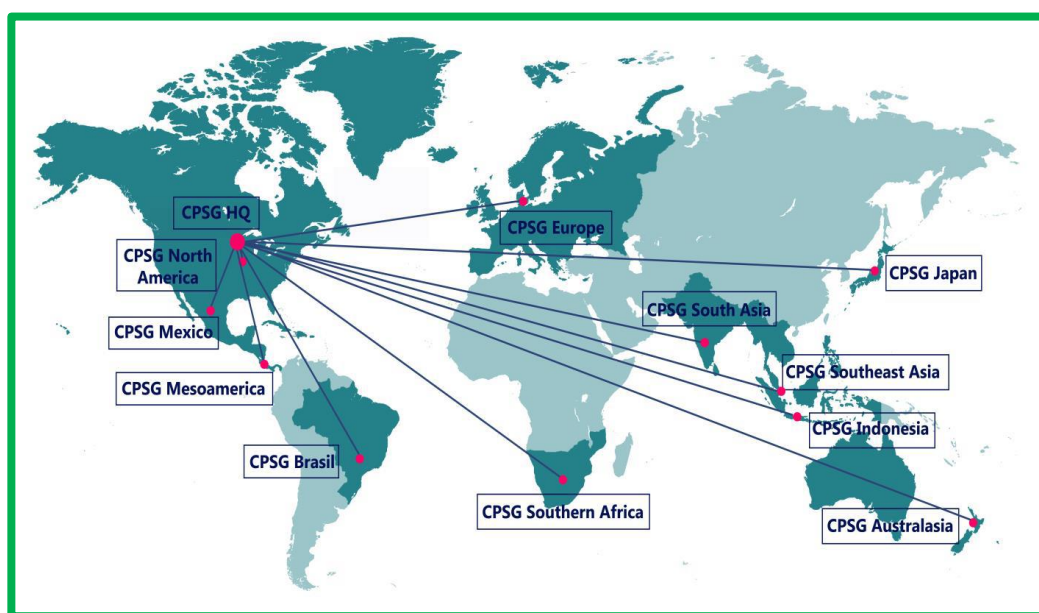
5. CPSG Structure and Governance

CPSG Staff

CPSG is led by its Chair, Dr Onnie Byers, with a Headquarters staff (6) in Minneapolis and other staff in UK, Australia and Denmark. Responsibility for coordinating and managing the delivery each of the Goals 1 – 5 above has been allocated to one or more specific members of staff.

Regional Resource Centers

A network of 11 Regional Resource Centers takes 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 fulfil our mission.

CPSG Donors

The work of CPSG is made possible by some 200 Institutions (zoos, aquariums, international, regional and national zoo associations, and others) and individuals, contributing sums between less than \$100 and more than \$25,000 a year. A significant proportion of these donors have made contribution ever since CPSG was founded by Dr Ulie Seal (as CBSG) in 1979. CPSG Donors are not necessarily or usually CPSG Members.

A full list (.pdf) of Donors can be found at: <http://www.cpsg.org/support-cpsg>

Global Conservation Network

CPSG financial affairs are overseen by the Global Conservation Network's Board of Trustees. GCN is an independent not-for-profit 501c3 Charity, incorporated in the state of Minnesota. It was set up by Ulie Seal in 1979 so that CPSG (then CBSG) would be able (a) to separate its financial management and (b) to fundraise internationally, to support all its activities. CPSG is thus

financially independent from IUCN/SSC, of which it is a constituent Specialist Group. GCN has a Board of 12 international Trustees, who oversee all aspects of the financial and risk management of CPSG. The Board meets once a year in person (at the Annual Meeting) and on 3 or 4 further occasions per year via a telephone conference call. 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 50 CPSG Members, whose purpose is to discuss, with the Chair and staff, matters of future strategic interest to CPSG. The group meets at least once a year (the day before the Annual Meeting, commonly with around 30+ Members and guests present) to receive reports from staff and to discuss general issues of strategy. It sometimes meets for a second time (usually at the CPSG mid-year business meeting); this usually consists of a smaller assembly.

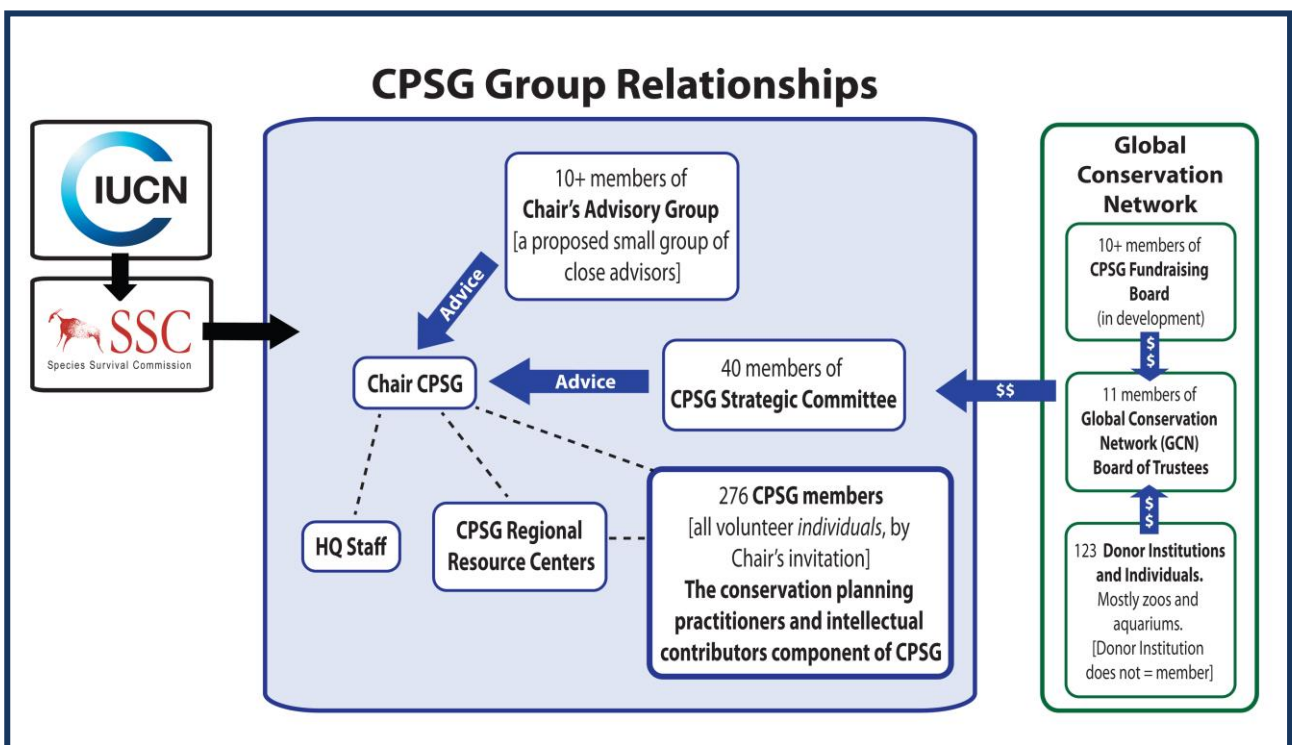
A list of members is here: <http://www.cpsg.org/about-cpsg/donors-strategic-committee>.

CPSG Fundraising Board

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, focussing 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 maximise 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.



6. Fundraising

We are actively seeking international funding for all the initiatives described in this document.

To this end, we have established a small and growing Fundraising Board (see CPSG Group Relationships diagram in Governance and Management Section, above) to coordinate all fundraising initiatives being undertaken by CPSG staff, GCN members, existing donors, and other CPSG members generally.

We have also created two versions of our **Case for Support** – a single-sheet summary, and a 12-page version with some more detail; both are fully derived from this Strategic Plan document.

- The one-page version is shown below.
- The 12-page version can be found at www.cpsg.org\xxxxxxxxxxxxx
 - **[Insert link here and in Appendix]**

Insert a picture here

CPSG Case for Support – Summary Sheet, front page



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 6th 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 (*Bugeranus 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.

CPSG Case for Support – Summary Sheet, back page



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**

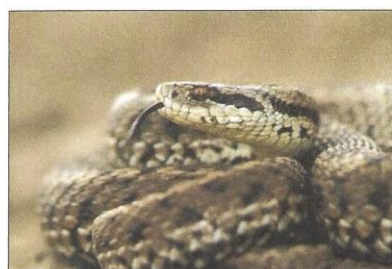
In conclusion

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 © Meghan 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.

7. Finance

CPSG already has a substantial and 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, fully to fund our expanded workload, is a little more than US\$1.3 million.

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

All these at January 2018 prices (inflation not allowed for)

8. Appendix

- Web Links

CPSG website: www.cpsg.org

- CPSG Annual Report 2017
 - <http://www.cpsg.org/latest-news/annual-reports>
- CPSG Strategic Plan 2018 – 2020 (this document)
 - Insert web page address
- CPSG Case for support (brief)
 - Insert web page address
- CPSG Case for Support (extended)
 - Insert web page address
- CPSG Donors
 - <http://www.cpsg.org/support-cpsg>
- CPSG Regional Resource Centers
 - <http://www.cpsg.org/about-cpsg/cpsg-regional-resource-centers>
- CPSG GCN members
 - Insert web page address
- CPSG Staff members
 - Insert web page address
- CPSG Volunteer members
 - Insert web page address
- CPSG Strategic Committee members
 - [http://www.cpsg.org/about-cpsg/donors-strategic-committee.](http://www.cpsg.org/about-cpsg/donors-strategic-committee)