

**A diverse world in which
nature and society thrive**

**Cambridge Conservation Initiative
Strategy 2021 – 2030**

**Cambridge
Conservation
Initiative**





Foreword by Sir David Attenborough, CCI Patron

“CCI has proved that when you bring the right people together within a global initiative, remarkable things do happen.”

We are reaching a tipping point for global biodiversity. The loss of pollinating insects threatens the food crops we depend on. The destruction of rainforests and other wild areas contributes to rampant climate change. Our oceans are being emptied of fish, while our irreplaceable soil is being lost to erosion. The natural processes on which all human life depends are being stretched to breaking point. Without rebuilding these processes, society will be imperiled by our own destruction of the natural world. This brief opportunity to reverse the damage to our planet is disappearing rapidly. Now is the time for the conservation and restoration of nature.

The threats facing our planet’s biodiversity are numerous and complex. They can only be addressed by people and organisations working together towards common solutions. It is precisely this collaborative approach that lies at the heart of the Cambridge Conservation Initiative, a partnership of 10 organisations dedicated to achieving a sustainable future for all life on Earth. CCI brings together leaders in biodiversity research, practice, policy and teaching to forge novel collaborations addressing this biodiversity crisis.

CCI recognises the imperative for rapid and large-scale action and, through this new Strategy, has set ambitious targets for the next 10 years. During this time CCI will focus on building large ecological restoration projects to bring life back to millions of hectares; strengthening the global infrastructure for conservation through training and; through cross-sectoral collaboration, building expertise in working with nature to heal our fragile planet.

CCI’s work to date is already restoring wild landscapes, creating novel methodologies, producing innovative policy recommendations and training a global network to protect and restore nature. CCI has proved that when you bring the right people together within a global initiative, remarkable things do happen.

This is the time for people around the globe to join together to change our future. If we make the right decisions at this critical moment we can safeguard our planet’s ecosystems, its extraordinary biodiversity and all its inhabitants. CCI has a vital role to play in transforming biodiversity conservation to ensure we create a healthy, flourishing and equitable planet for generations to come, and I commend its efforts from the bottom of my heart.

A handwritten signature in black ink that reads "David Attenborough". The signature is fluid and cursive, with a long, sweeping tail on the final letter.

Sir David Attenborough

Introduction from Mike Maunder, Executive Director, CCI

We are at a crucial nexus where centuries of exploitation of nature collide with the stark need to rebuild nature. Within the Cambridge Conservation Initiative there is a prevailing sense of urgency and a recognition that our collective efforts need to be dramatically increased and aligned to tackling the twin emergencies of biodiversity loss and climate change. COVID-19 has shown our vulnerability to profound shocks stemming from ecological disruption. Without sustained and transformative conservation there will be new and probably more dangerous shocks to nature and thus to society. The ongoing devastation of nature has exposed millions of people to the dangers of flood, landslide, drought, food insecurity and increasingly to disease. These impacts are pervasive and threaten to undermine global stability.

However, COVID-19 has also shown our potential to rise to a challenge and to employ new resources to counter a global crisis. This is the time to deliver a concerted and focused effort to rebuild nature as the foundation for a sustainable society and the fundamental basis for our individual health and collective quality of life.

We will be working alongside our peers in many other organisations to ensure that the global mechanisms of the Convention on Biological Diversity (CBD), the UN Framework Convention on Climate Change (UNFCCC) and the UN Decade for Ecological Restoration (2021 – 2030) are delivered to the maximum benefit for nature and society.

CCI was founded by the University of Cambridge and nine leading conservation institutions, who recognised that by building a collaborative hub and ethos they would deliver conservation at scale. This ambition has been supported and guided by the CCI Advisory Board and a group of extraordinary donors. Our positive impact over the next decade will be measured by what we have saved, by what we have restored and, importantly, by how effectively we have contributed to strengthening the global network of conservationists. Collectively we will work to strengthen the regenerative relationship between people and nature, recognising that nature underpins all economies, nurtures cultures and provides delight and inspiration.



The strategy and its associated implementation plans are the work of a committed team. CCI as a community has undertaken a long process of internal and external consultation to guide this document and identify the steps that are needed to achieve a diverse world where nature and society thrive.

Time is short and there is much to do.

Mike Maunder
CCI Executive Director



The **Cambridge Conservation Initiative (CCI)**, established in 2009, is a unique collaboration between the University of Cambridge and nine leading biodiversity conservation organisations. CCI exists to bring together a community of applied conservationists and researchers to focus their collective efforts on saving nature, ensuring that the best knowledge and experience feeds into practice and policy on the ground and is applied to the urgent challenges of biodiversity loss.

Our partnership comprises The University of Cambridge, BirdLife International, British Trust for Ornithology (BTO), Cambridge Conservation Forum (CCF), International Union for Conservation of Nature (IUCN), Fauna & Flora International (FFI), The Royal Society for the Protection of Birds (RSPB), TRAFFIC, Tropical Biology Association (TBA) and the UN Environment Programme-World Conservation Monitoring Centre (UNEP-WCMC).

The David Attenborough Building is our central hub and acts as the international headquarters for many of our partners as well as being the base for many key conservation resources. Over 3,000 conservation professionals are involved in the activities of the CCI partners worldwide, creating a network that spans over 180 countries.

The CCI Strategy 2021–2030 is the key document for shaping CCI's direction over the next decade.

“Species and landscapes are disappearing at an unprecedented rate. In the face of this threat CCI demonstrates a collective sense of urgency; it seems to me that every conversation at CCI is prefaced with the question:

how can we save nature at scale and in time? I see an unflinching determination and ambition across the CCI partners, both in Cambridge and globally, that drive them to tackle many of our biggest challenges by integrating research, policy, and action.”



Professor Dame Alison Richard, Vice-Chancellor Emerita, University of Cambridge and Chair of the CCI Advisory Board



Image credit: Eni Hidayati, UCCLAN

Eni Hidayati, MPhil in Conservation Leadership Alumna, conducting monitoring work with her team in Indonesia. Eni is active in increasing the awareness and knowledge of local, young people with active facilitation for decision making in their village



Vision

A diverse world in which nature and society thrive

Mission

CCI partners work together and with others to conserve and restore life on Earth

Values

- **We are collaborative, using the collective resources of CCI to engage with the global community**
- **We develop and test solutions that are innovative, creative and relevant to the real world**
- **We are informed by evidence from varied sources**
- **We are passionate about nature, and optimistic and ambitious for its recovery**
- **We strive for diversity and inclusivity**

“CCI’s member organizations are world-class experts in their respective fields, but working together means they become more than the sum of the parts. This is the type of collaboration the world needs: organizations bringing down institutional barriers and joining forces for the benefit of nature and people. I look forward to seeing CCI realise its full potential in the next few years.”

Lisbet Rausing, Co-Founder Arcadia Fund and CCI Advisory Board

The CCI approach

Collaborating enables us to develop innovative responses to conservation challenges in ways that could not be achieved by any one of our organisations operating alone. As CCI, we have committed to working closely together under a shared strategy and set of operating procedures. Our collaborative approaches ensure that collective delivery exceeds the sum of our parts.

Work across boundaries – We seek ways of breaking down barriers to enable collaboration to occur between those individuals and institutions best placed to shape a better world for nature and society. We cross and explore these boundaries through commitment, co-location and convening.

Apply our collective influence – We work towards common and shared positions, grounded in science and evidence, on key issues and policies affecting biodiversity. We provide evidence-informed policy papers and advocacy mechanisms. We are committed to openly sharing and disseminating the results of our work among the conservation community and beyond and using them to encourage conservation and sustainable development action.

Harness our collective convening power – Our work is based on strategic collaborations that generate ideas and foster their implementation. We use the strengths of CCI partners' individual and collective brands, our shared home in the David Attenborough Building and our global networks to draw together and influence a diverse range of experts and decision makers for the benefit of nature and society.

Engage and enthuse the public – We share our knowledge, evidence and passion with key public audiences to establish pro-nature values and behaviours, including in the local area around our base in Cambridgeshire. We recognise that science-based approaches often need supplementing with inspiration and delight.

Build careers for conservationists – We provide teaching, learning, training, and mentoring to build the capacity and leadership of individuals and institutions working for the conservation of nature. We work together to enhance our collective capacities to accelerate the effective delivery of conservation.

Invest in collaborations – We support collaborations across disciplines and organisations at the interface of research, education, policy and practice to discover and apply new solutions for the conservation of nature.





The years between 2021 and 2030 are pivotal for the conservation of nature

The COVID-19 pandemic that started this decade was in part a manifestation of the impacts that people can have on nature. Now is the time in which damage to, and loss of, biodiversity needs to be reversed in order to secure a sustainable and healthy future for our planet. Many international agreements, plans and frameworks are targeting 2030 as the year by which significant change must be underway, including the Sustainable Development Goals, the post-2020 global biodiversity framework and the UN Decade on Ecosystem Restoration.

By 2030 we will have:

- Contributed extensively to the recovery of nature through restoration of landscapes, seascapes and ecosystem services, the recovery of threatened species and the building of a global cadre of conservationists who are ready for the challenges of the mid twenty-first century.
- Continued to test, improve and apply collaborative models for working within CCI and beyond to ensure the full and effective use of our collective resources.
- Strengthened the recognition of the David Attenborough Building as a global hub for conservation and a model for a living building.
- Developed deeper strategic collaborations with researchers, universities, governments, business, communities and conservation organisations to create dialogues that leverage actions and deliver solutions.



Image credit: Razan Namir, UCCLAN

Razan Namir, MPhil in Conservation Leadership Alumna, advocating for conservation of a marine protected area and a newly inscribed UNESCO World Heritage site in Sudan

Priority areas of focus over the next decade

As part of our ecosystem of collaborative approaches, we have identified priority areas where we can deliver real change. We are focusing on immediate change, what we will deliver in the next decade, and preparing for long term responses, often intergenerational in their scope, that ensure a future where nature and society thrive.



Priority Area 1:
Addressing the biodiversity emergency with maximum benefit to climate and society



Priority Area 2:
Restoring land and seascapes for life



Priority Area 3:
Placing nature at the core of decision making



Priority Area 4:
Growing the capacity and capability for global conservation





Priority Area 1: Addressing the biodiversity emergency with maximum benefit to nature, climate and society

The erosion of biodiversity is accelerating in scale and impact and we have rapidly diminishing time to stop and reverse this decline. Biodiversity loss, whether measured through species extinctions or declines in abundance, loss of habitats or reductions in ecosystem services, continues largely unabated and threatens to undermine society. Biodiversity, while directly threatened by the climate crisis, will in turn play a pivotal role in tackling the crisis; the two emergencies are intimately linked and demand integrated approaches. CCI will contribute to reversing the biodiversity emergency through an approach that, while fundamentally focused on stopping the loss of biodiversity, will generate invaluable benefits to society, most notably through climate repair. Nature-based solutions can provide cost-effective climate mitigation and adaptation services while rebuilding nature.

“The potential contribution that actions designed to tackle the climate crisis could make to biodiversity conservation, and vice versa, is widely recognised. For example, restoring forests sequesters carbon and provides habitat for biodiversity, however, the wrong action in the wrong place such as afforesting grassland ecosystems with non-native trees has negative implications for biodiversity - but quantitative global assessments are lacking. Our project brings together the skills and expertise of CCI partners with external experts to quantify how restoring habitats under CBD and natural climate solutions to meet targets of UNFCCC could link to extend species habitat and sequester carbon from the atmosphere, to influence future convention targets.”



Graeme Buchanan, Head of International Conservation Science, RSPB, Collaborative Fund Project Co-Lead
Alison Eyres, Conservation Scientist, International Conservation Science, RSPB, Collaborative Fund Project Co-Lead

Graeme Buchanan, Head of International Conservation Science, RSPB, Collaborative Fund Project Co-Lead
Alison Eyres, Conservation Scientist, International Conservation Science, RSPB, Collaborative Fund Project Co-Lead

Collaborative Fund Project - Quantifying Global Level Synergies and Trade-offs between Biodiversity Conservation and Nature-based Climate Solutions.

CCI operates across all scales of biodiversity, with a particular emphasis on the conservation of species and habitats at landscape scale. This involves work with threatened species and the forces that are driving them towards extinction (for instance, habitat loss or unsustainable trade), building the resilience of important places and landscapes for biodiversity and linking the conservation of biodiversity with vital sustainability challenges and the repair of climate. Carefully designed nature-based solutions will be a key part of our response to the biodiversity emergency. The benefits are wide-ranging and include the restoration and conservation of ecosystems, lowered greenhouse gas (GHG) emissions, carbon sequestration and reduction in flooding and other disasters.

CCI's role in this Priority Area

CCI is a consortium of biodiversity conservation-focused institutions, and collectively has developed an extraordinary range of innovative biodiversity assessment, monitoring and management tools. Our practice of effective and proven cross-disciplinary collaboration ensures these tools are continually tested and refined. We have a particular opportunity to test new science and evidence-based approaches through our local-to-global networks to ensure adoption by policy makers and practitioners on the front line.

Over the next 10 years CCI will:

- Develop, test, enhance and deliver tools that assess and report on species status, halt extinctions and change entrenched land and sea management practices to reverse the trend of biodiversity loss.
- Expand our focus on rebuilding ecosystem services and securing globally unique biodiversity-rich landscapes.
- Focus on developing cost-effective, evidence-informed practical interventions that harness the power of ecosystems to reduce net greenhouse gas emissions, improve societal resilience, restore biodiversity, mitigate and adapt to climate change (for example store and sequester carbon, reduce disaster risk, provide livelihoods) and provide vital quality of life benefits.
- Work through partnerships to develop projects and approaches that demonstrate the role of nature in repairing climate and provide guidance on avoiding biodiversity damage from climate change interventions.
- Play an active and significant role in reversing biodiversity loss both with our partners around the globe and locally.



The Cambridge Conservation Forum (CCF) works to strengthen links and develop collaborations across the diverse community of conservation practitioners and researchers based in and around Cambridge; Granchester Meadows, Cambridge

Case Study: Collaborative Fund

Many of the collaborations between CCI partners that are delivering tangible change have their origins in CCI's Collaborative Fund for Conservation. The Collaborative Fund can be imagined as the mortar that holds together the CCI bricks: by providing funds for cross-disciplinary and multi-institutional working, the Collaborative Fund catalyses projects and models for collaborative working that would otherwise not be possible. Over the past 10 years Collaborative Fund projects have delivered impact on the ground by incorporating academic expertise with practical experience, built capacity across the global conservation community and beyond, and influenced policy decisions from global to national levels. Collaborative Fund projects have examined optimal agricultural land use strategies in tropical east Africa, flown drones over tropical forests to establish new ways to measure carbon storage, dived beneath the waves to assess the problem of plastic pollution on pelagic seabirds, and crunched huge datasets to develop novel models of assessing species' extinction risk.

Case Study: Influencing & Convening

Working together as CCI we use our convening power to influence decision-makers in government, business and civil society at local, national and international levels. CCI's work in engaging with the preparations for the new global framework for biodiversity is a case in point. In 2018 CCI convened an international meeting that brought together many key scientists, leading thinkers and communicators to review science perspectives and policy options for the post-2020 biodiversity strategy, and to consider how best to communicate the role of science evidence in shaping the development of the global framework for biodiversity. Outputs from that meeting were captured in an information document that was shared with the Subsidiary Body on Scientific, Technical and Technological Advice for the Convention on Biological Diversity. An expert Working Group within CCI continues to feed into the development of this critical international framework for the future of our planet.



Image credit: Paul Donald BirdLife International

A BirdLife International-led CCI Collaborative Fund project is evaluating the plastic encounter risk for seabirds and promoting collaboration between countries to conserve and govern marine areas, particularly on the high seas

“Understanding and conserving life on our planet is central to the University of Cambridge’s research and teaching. In 2007, the University formed a unique partnership with nine Cambridge-based conservation organisations to create the Cambridge Conservation Initiative (CCI). This ten-year plan shows how CCI will continue to transform the global conservation of biodiversity through research, education, policy and practice. CCI collaborates with specialist groups within the University to find sustainable solutions in areas such as land use, business and nature, climate change and food security. Our impact must be both local and global. Driving CCI’s research agenda is the University of Cambridge Conservation Research Institute, which brings together our own experts and colleagues on the front line of conservation work around the world. I am delighted that in 2020 the University adopted its first Biodiversity Action Plan. I look forward to CCI engaging with the whole University community to deliver a regenerative agenda that inspires our students, builds global links, and ultimately restores nature for the benefit of humanity and the other species that share our world.”



Professor Stephen J Toope, Vice-Chancellor of the University of Cambridge



Priority Area 2: Restoring land and seascapes for life

Strategies to address the biodiversity crisis recognise that it will be insufficient just to *conserve* what remains after centuries of human driven landscape change. We need to make significant efforts to *restore* nature and *re-connect* landscapes that provide the essential ecosystem services on which we all depend.

We therefore advocate the need for land and seascape-scale approaches that connect key areas important for biodiversity, to create ecosystems that have the capacity to maintain and enhance biodiversity through natural processes.

Landscapes rich in wildlife can be at the centre of thriving local economies, which respect and embrace cultural heritage, and where people can lead fulfilling lives. Restoration of biodiversity and ecosystem services creates new jobs, often linked to cultural traditions and skills, developed and evolved for a new era. Restoration builds natural capital that will mature over decades and deliver benefits to future generations.

CCI's role in this Priority Area

The UN Decade on Ecosystem Restoration (2021 – 2030) aims to mobilise effort and resources to deliver the ambitious restoration targets of international conventions such as the Convention on Biological Diversity (CBD) and the United Nations Framework Convention on Climate Change (UNFCCC). CCI has a major role to play to ensure that restoration delivers the hoped-for biodiversity benefits. Through the Endangered Landscapes Programme and the restoration work of the CCI partners we have a globally important set of skills and experience relating to large-scale, collaborative, evidence-based restoration. This evidence-based work will encompass a variety of landscapes including increasingly fragmented wilderness, wetlands and rivers and highly degraded post-industrial or agricultural landscapes.

Over the next 10 years CCI will:

- Deliver inspirational global case studies and guidance that demonstrate and inform the *where, what* and *how* of landscape-scale restoration.
- Lead a paradigm shift in the way that society and economic systems value restored landscapes and seascapes.
- Continue to respect and acknowledge local values, ownership and rights as a key part of restoration ecology.
- Catalyse the restoration of key biodiverse land and seascapes and vital migratory routes.
- Document and disseminate the lessons of partners and CCI programmes on experimental design, research funding, monitoring, the use of evidence and communications.

“Collaborations are core to the success and impact of CCI. From research to implementation, management to policy, UNEP-WCMC has benefitted greatly from the opportunities to partner with other world-leading conservation organisations in this unique hub of scientific excellence. CCI has personally provided countless opportunities for formal and informal discussions, training and innovative thinking with a broad range of highly skilled, dedicated and passionate individuals – ultimately shaping my career.”

Hazel Thornton, Programme Officer, UN Environment Programme World Conservation Monitoring Centre (UNEP-WCMC)





Image credit: Welsh Forest, Wales - Ben Porter

Case Study: Endangered Landscapes Programme

There is a growing understanding that we must do more than just conserve nature if we are to reverse biodiversity loss and address climate change; we must restore at the landscape scale and revive ecosystem services that both people and nature depend on. The Endangered Landscapes Programme, managed by CCI, is restoring landscapes across Europe; from steppe grasslands to forests, from montane to marine ecosystems. Approaches to implementing restoration depend on context. In Scotland's Cairngorm Mountains, for example, Sitka spruce plantations are being replaced with naturally regenerating native Scots Pine, while Romania's Făgăraş Mountains, where bison are now roaming free after an absence of over 200 years, illustrate the value of reintroducing keystone species. Alongside ecosystem restoration are interventions to support local economies. In Portugal's Côa Valley, where agriculture is in decline and farms and villages have been abandoned, a landscape-level business plan is providing a route-map for nature-based business linked to the return of wolves and lynx. Robust project monitoring will ensure that impacts of restoration are documented, and the lessons learned can be shared to help improve knowledge of what works and what doesn't. Analysis is also revealing the important contribution that restoration of these landscapes is making to climate change mitigation, through the sequestering of carbon in restored habitats.

“We must restore the health of ecosystems if we are to stop the collapse of biodiversity, combat climate change and establish sustainable local economies.”

David Thomas, ELP Director

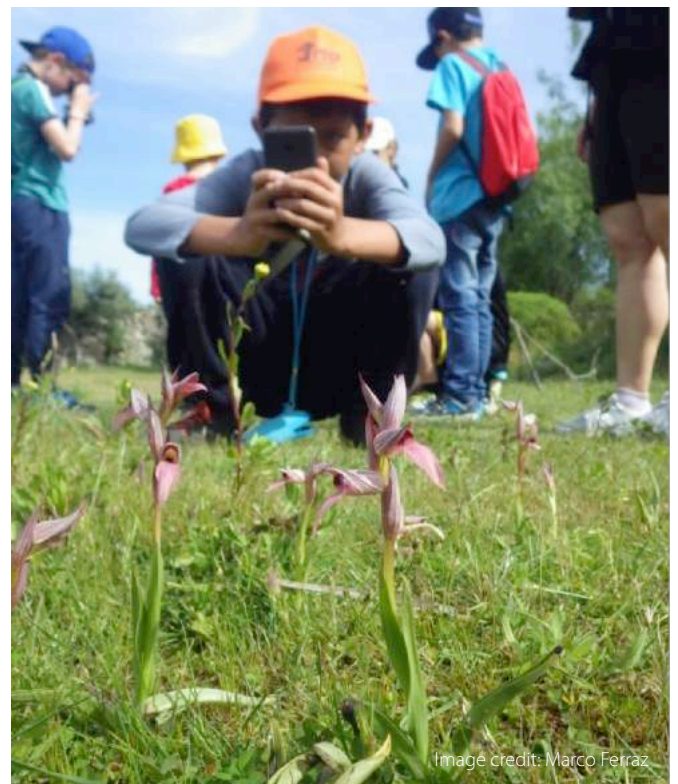


Image credit: Marco Ferraz

The Côa Valley project in Portugal is working with adults and youth to increase awareness of nature conservation and landscape restoration



Image credit: Zafer Kizilkaya

Breeding habitat is being restored to support Critically Endangered Mediterranean monk seal populations



Priority Area 3: Placing nature at the core of decision making

We urgently need to put nature at the core of decisions being made across government and business. This means making the often-invisible value of nature clearly visible to economic and social policy makers and to leaders in business. Effective conservation is undermined because the majority of decisions that negatively impact nature have focused on traditional models of growth and the short-term financial bottom line, rather than on sustainable or long-term business models.

An essential change in outlook is needed – one that moves away from seeing nature as a secondary consideration, to an approach that recognises nature as an intergenerational asset that underpins prosperous societies, countries, businesses, communities and households.

CCI's role in this Priority Area

CCI has expertise in science, practice and policy that connects economic, social and environmental agendas. Research into impactful policy that drives the protection and recovery of ecosystems and the livelihoods of people is a core strength of CCI. Relevant areas of expertise and experience in CCI include assessing the status of species and landscapes, assessments of the value of biodiversity and natural capital to trade and economic resilience, and relationships with human health and wellbeing. CCI continues to provide knowledge and advice to business, inter-governmental processes and national governments on such areas as macro-economic policy and legislative provisions.

Over the next 10 years CCI will:

- Continue to work with business and political leaders to incorporate the socio-economic case for valuing and incorporating nature into the full spectrum of government policy and business decisions.
- Support the reform of incentives to encourage the recovery of nature and climate.
- Provide scientific knowledge, analysis and information to reshape decisions in key sectors such as agriculture that are driving nature's loss and diminishing human health and wellbeing.
- Provide an analytical service that identifies the impediments to including nature in decision making. Essentially this will identify the range of options and their effectiveness.
- Build on globally leading planning and decision-making frameworks and tools produced by CCI partners that embed nature within planning and socio-economic decisions.
- Provide science-based information to the public to inspire pro-nature decision making.

"In the wake of the COVID-19 pandemic, there has never been a more important time to reconsider our relationship with nature. Responses to the pandemic, and the clear case for urgent and immediate action to protect public health have demonstrated that there are fundamental human values that need to drive public policy. CCI's work places nature, and the values that guide societal decisions, at the centre of dialogue about how humanity can make better choices for people and the planet, and for the future of life on earth."



Bhaskar Vira, Head, Department of Geography and Founding Director, University of Cambridge Conservation Research Institute



Image credit: Toby Smith

Case Study: Public Engagement

Conservation and biodiversity have gained much interest over recent years with the public, and are now beginning to be recognised for their importance to the persistence of humanity, and for the role they play in climate change. CCI oversees a public engagement programme that highlights the huge range of species, habitats and geographic locations that are the focus of the CCI partners' work. One of the key public engagement activities that CCI delivers arises from a collaboration with the Smithsonian Institution. Earth Optimism is a growing worldwide movement that is shifting how the environmental narrative is framed: from doom and gloom to solutions and success. Earth Optimism events aim to inspire and enthuse attendees, empowering them to make positive changes in their lives for the good of the planet. CCI's location at the heart of Cambridge, and particularly the co-location with the University of Cambridge Museum of Zoology provides many opportunities to reach wider audiences, especially young people and families. Throughout CCI's public engagement programme CCI is able to draw on the expertise and enthusiasm of CCI's partner staff, from PhD students and early career researchers through to CEOs, catalysing interactions between the CCI community and the public.

Case Study: Arts, Science and Conservation

The CCI Arts, Science and Conservation Programme (ASCP) recognises that the arts and cultural practice play a pivotal role in addressing environmental challenges and are a compelling route into understanding how people are connected to nature. With events, exhibitions and residencies, and a growing collection of art, ASCP has been exploring the relationship between nature and people since CCI was established in 2016. A growing range of artists – poets, painters, printer-makers, musicians, and others – have forged interdisciplinary collaborations with the CCI community, and explored new ways of thinking about conservation and the future. A long-standing collaboration with the artists, Ackroyd and Harvey, began with an exhibition: *Conflicted Seeds + Spirit*, including the public artwork *Seeing Red.. Overdrawn*, a celebration of the Red List (see below). In 2018, we co-hosted a retrospective for the artist-naturalist, Jonathan Kingdon, *Evolution as Inspiration*, with the Museum of Zoology (see also below). We host the annual *RSPB, BirdLife & CCI Rialto Poetry Competition on Nature and Place*, which has been judged by Simon Armitage, Ruth Padel, Michael Longley, Pascale Petit, and will be by Daljit Nagra in 2021. Collaboration with the cultural institutions in Cambridge, including the Fitzwilliam Museum and Kettle's Yard, is crucial to widening the conversations about nature and culture, and the deep-seated role the arts and science can play in societal wellbeing.

“Creating space for arts and science practitioners to collaborate in Cambridge, and in situ in key places, land and seascapes across the CCI community, is a key ambition, and brings new energy, insight and outcomes for conservation research, policy and practice.”

John Fanshawe, Curator of Arts, Science and Conservation, CCI



Priority Area 4: Growing the capacity and capability for global conservation

As the biodiversity crisis expands and national infrastructures for conservation mature and diversify, there will be a need for a new generation of conservation professionals. Conservation as a professional practice is undergoing massive changes in response to the complex threats to nature. Accordingly, CCI’s capacity building needs to be responsive to the needs of individuals and organisations as they retool and restructure.

Conservation training has dramatically changed over the last 10 years with a greater emphasis on collaborative training, the use of blended and online resources and a flowering of new training initiatives throughout the world. CCI has been at the forefront of these changes with an emphasis on collaboration, leadership, a diversification of offerings and a focus on supporting early career professionals.

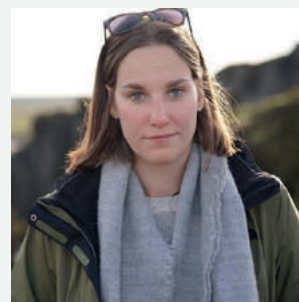
CCI’s role in this Priority Area

As a partnership between the University of Cambridge and nine leading conservation organisations with expertise in training and capacity building, CCI is ideally placed to play a vital role in training and mentoring new professionals. CCI holds remarkable assets and networks to support the delivery of conservation capacity. We harbour a wide range of multi-disciplinary expertise and skills that are available to build capacity worldwide. They are both complementary (e.g. targeting different topics, different audiences, different career stages in either classroom or field) and flexible to the needs of our partners and collaborators. We have the ability to work with both individuals and organisations. Training programmes led by CCI partners are building relationships and growing networks, our global alumni networks guide us, support us and ensure we are relevant.

Over the next 10 years CCI will:

- Scale-up and broaden our activities and consolidate CCI as a global training hub that fully integrates the expertise and assets of our partners.
- Support a global cadre of innovative emerging conservation professionals from diverse backgrounds to build their careers.
- Build a global network of training partnerships to provide cost-effective and relevant training in conservation.
- Deliver specialist training courses in areas of CCI expertise such as nature-based solutions, leadership, restoration ecology and biodiversity data management.
- Establish CCI as the place to start a conservation career through our training, mentoring and career development opportunities.
- Open our training to diverse and under-represented sectors of the conservation community.

“Working as part of CCI has allowed me to expand my network and learn from experts across the conservation sector, helping me develop my skills and adding so much value for my organisation.



The opportunities provided by the David Attenborough Building and the collaboration are endless.”

Faye Vogely, Social Media Manager, British Trust for Ornithology; CCI Communications Working Group Member and Co-ordinator of CCI Communications Networking Group

Case Study: MPhil in Conservation Leadership

As part of the Cambridge Conservation Initiative's strategic vision for addressing global environmental challenges, in 2010 the University of Cambridge and its partners launched a ground-breaking interdisciplinary Masters in Conservation Leadership. Since then, the Cambridge Masters in Conservation Leadership has gone from strength to strength and has now trained over 200 students from over 80 different countries. Hosted by the Department of Geography, University of Cambridge, and based in the David Attenborough Building, the course is taught by over sixty colleagues from multiple departments across the University and from CCI NGO partners. The course combines classroom modules with hands-on experiential learning through a group consultancy and an individual professional placement hosted by a conservation organisation. Graduates join a global alumni network, which is demonstrating collective leadership through its own projects and policy interventions. Alumni are creating positive change for conservation in NGOs, governments and private sector organisations from the local to the global level.

“The MPhil has been a turning point in my career as a marine conservationist from Madagascar. Working in conservation always feels like dealing daily with a lot of fires because of the current biodiversity crisis. The MPhil allowed me to reflect on how we do conservation. I learnt that we also need to address the root causes of biodiversity loss which often lie in global systemic issues and political economy. Since the MPhil, I have dedicated my career to address these drivers in fisheries management and marine conservation. The MPhil also opened the door to a strong network of conservationists from around the world whose insights and advice have been key in my current work.”



Mialy Andriamahefazafy, MPhil Alumni

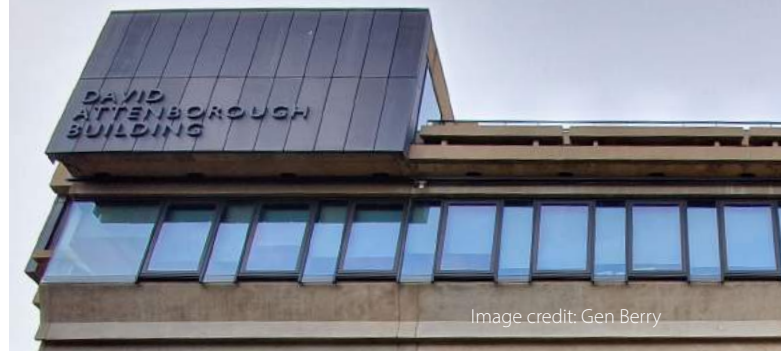


Image credit: Gen Berry

Case Study: David Attenborough Building

In bringing the Cambridge-based conservation community together on a conservation campus at the heart of the city, the University and its partners are strengthening their individual potential to effect change on the ground through collective action and co-location.

The Campus occupies three floors of an existing building on the New Museums Site in the centre of Cambridge. The building has been named the David Attenborough Building, in recognition of Sir David's pioneering work in bringing the wonders of the natural world to a global audience. In December 2015, the first of the CCI partners moved in, and by early 2016, all partners were established in the new space.

From the start of the project, ensuring the Campus was as 'green' a building as possible was at the heart of this refurbishment. Sustainability features of the refurbished building include: a large biodiverse green roof to promote urban biodiversity; greatly improved thermal comfort achieved through internal insulation; new double glazing and an efficient ventilation system that maximises natural ventilation; a low carbon heat supply from a combined heat and power system; rooftop electricity generation from solar photovoltaics and; metering infrastructure to facilitate competitive energy and water monitoring throughout the building.

“Conservation is a multifaceted discipline and the great strength of the CCI lies in the diversity of scales, geographies, approaches and organizational frameworks that these organizations as a group represent. For those of us who teach on the MPhil in Conservation Leadership, harnessing this incredible confluence of conservation experience into the teaching space provides an unparalleled opportunity for our students to learn from conservation professionals who are simultaneously at the top of their profession and working on the front-lines of conservation. This diversity of conservation experience is critical, as our students come from over 80 countries with a diversity of conservation experiences themselves.”



Howard P. Nelson, Lecturer in Conservation Leadership, Fauna & Flora International



Governance & Structure of CCI

CCI's overall direction and collaborative programmes are overseen by its Council and Advisory Board. The CCI Council comprises senior leaders from each of the partners and meets regularly to guide and assess progress on achieving the CCI Strategy and to provide oversight on CCI operations. Delivery of CCI activities is carried out by a series of Working Groups. The CCI Advisory Board provides guidance on the global niche and future direction of CCI, helping to identify new opportunities and secure support for CCI collaborative activities. The Executive Director's Office supports the partnership and comprises a CCI Executive Director and a team of specialist staff who drive forward the CCI Strategy and collaborative programmes on behalf of the partners.

“Professor Sir Partha Dasgupta recently reminded us of a simple truth: we are part of nature, not separate from it. Our failure to recognise this fundamental relationship is putting our very survival at risk.



Nature is in freefall, its loss driven by our excessive demands on its bounty, and the failure of our economies and markets to account for its true value.

Responsibility for change rests will all of us. And as a businessman, environmentalist, and philanthropist, I recognise the power of collaboration and collective endeavour – which is why the Cambridge Conservation Initiative can, and must, help all sectors of society protect and invest in nature over this next most vital of decades.

As we stand on the threshold of recovery from a pandemic born of our destructive encroachment upon nature, we cannot go back to business as usual. We must imagine another, better future, with health, justice, and prosperity for all.”

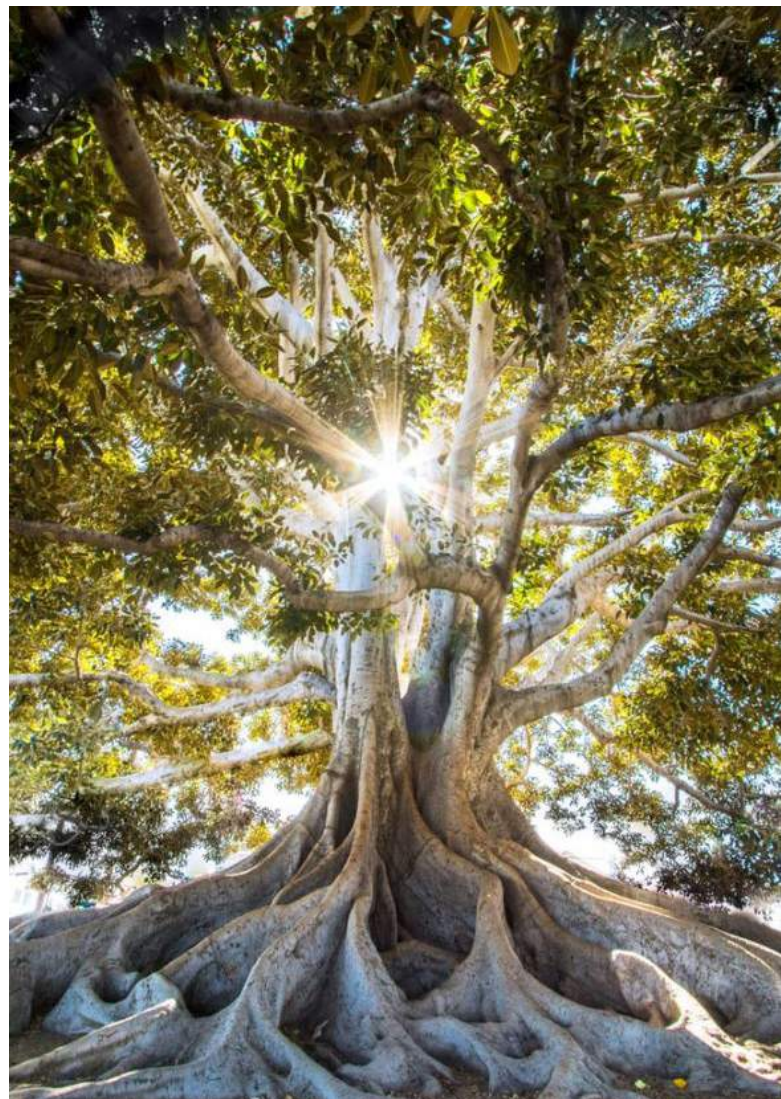
André Hoffmann, Vice-Chairman of Roche Holding and CCI Advisory Board Member

“The CCI Council provides an opportunity for senior leaders of each of the partner organisations to engage in discussions around shared ambitions and strategy alignment for tackling biodiversity loss as well as guide CCI’s programme of work.



Ffi is grounded in the principle of collaborating with local and international partners to deliver nature conservation impact across our global programme. We are pleased to be a founding partner of CCI, where this spirit of collaboration is epitomised at all levels of the Initiative’s work. As the current Chair of CCI Council I’m excited by the scope and intent of our partnership’s work over this critical next decade for nature”.

Joanna Elliott, Senior Conservation Director, Fauna & Flora International and CCI Council Chair (2020/21)



Artists have an extraordinary capacity to inspire memorable encounters with nature and shape new ways of looking at, listening to, and engaging with the sciences

Evolution as Inspiration

Jonathan Kingdon
Museum of Zoology, University of Cambridge, 2019

A collaboration between the artist, zoologist and author Jonathan Kingdon, CCI's Arts, Science and Conservation Programme, and the Museum of Zoology, *Evolution as Inspiration* explored a lifetime of observations in nature.

Kingdon has created a wealth of arts practice which seeks to explore and explain animal evolution. Kingdon's work and lifelong influence on conservation has been extraordinary, and the exhibition included a series of major paintings, sculptures and drawings, many of which were displayed among specimens of the animals that inspired them.



Crowned Crane Panelling, 1980, acrylic on wooden panels



Three Mkomazi Mind and Memory Map Transects, 1995, acrylic on canvas
Artwork courtesy of the artist, Jonathan Kingdon

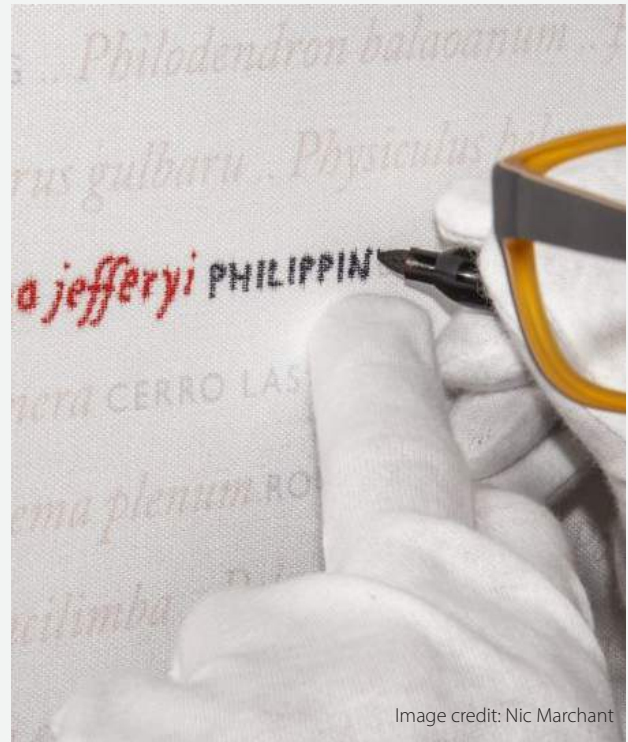


Image credit: Nic Marchant

Seeing Red.. Overdrawn

Ackroyd & Harvey
David Attenborough Building, Cambridge, 2016, 2018

Seeing Red.. Overdrawn takes its inspiration from the IUCN Red List of Threatened Species, and formed a key component of Ackroyd & Harvey's 2016 commission for the David Attenborough Building.

A large-scale text work, the names of all 4,734 Critically Endangered species were listed on a 7m wide canvas. Printed very faintly, the work was participatory, and one person at a time was invited to over-write a species with an indelible pen, drawing attention to it, and bringing it to visibility. In tandem, people's choices and justifications were recorded, and form the basis of a growing body of personal stories that explain how individual species can ignite and inspire our imaginations.

CCI staff have spent many years working on particular species, or began their careers as a result of key encounters with charismatic animals or plants, often in places crucial for conservation. Recognised as the most comprehensive, objective approach for evaluating the global status of plant and animal species, the IUCN Red List has become the world standard.

The IUCN Red List is updated at least once each year.

Next steps

This framework outlines the ambitions of CCI for the decade 2021 - 2030. A series of three successive implementation plans that outline activities, deliverables and budgets flow from this framework. The strategy and implementation plans will be reviewed annually.



The Tropical Biology Association (TBA) is giving aspiring African conservationists the skills and expertise they need to launch their careers



TRAFFIC works in and connects across some of the world's most critical wildlife trade hotspots to identify and help address both biodiversity conservation and sustainable development challenges and opportunities linked to trade in wild species.

The development of this Strategy

The development of this Strategy has been a collaborative effort. Staff from all of the CCI partner organisations, CCI Council, the CCI Executive Director's Office team, the CCI Advisory Board as well as key external stakeholders have all played important roles in identifying content and refining the text. The CCI community was involved through the CCI Strategy Listening Phase, a consultative process that included a series of strategy cafés, graffiti walls, questions of the week and expert workshops guided by a Strategy Champion from each partner organisation. Lindsey Elliott co-led the CCI Strategy Listening Phase. Strategy Champions included Faye Vogely (BTO), April Bagwill (BirdLife International), Hugo Rainey (CCF), Chloe Hodgkinson (FFI), Matea Osti (IUCN), Fiona Burns and Tom Swinfield (RSPB), Teresa Mulliken (TRAFFIC), Kevin Wallace (TBA), Holly Griffin (UNEP-WCMC) and Rachel Carmenta (University of Cambridge). CCI would like to thank everyone who contributed for their time and invaluable guidance. The consultation process enabled CCI to capture a far greater number of opportunities than could be included in the Strategy, and we look forward to continuing to explore their development throughout the decade ahead. CCI warmly thanks the CCI Advisory Board, chaired by Professor Dame Alison Richard, for stimulating significant debate and challenging the CCI Council and the Executive Director's Office team. The Board's input has been a hugely valuable addition to the Strategy development process.

The CCI Strategy 2021 – 2030 has been approved by the CCI Council on behalf of the CCI partners. CCI Council Members included: Andy Clements and Juliet Vickery (BTO), Melanie Heath (BirdLife International), Roger Mitchell and Humphrey Crick (CCF), Jo Elliott (FFI), Richard Jenkins (IUCN), David Gibbons and Martin Harper (RSPB), Steven Broad (TRAFFIC), Rosie Trevelyan (TBA), Corli Pretorius and Jonny Hughes (UNEP-WCMC), Chris Abell, David Coomes, Anne Ferguson-Smith, Chris Sandbrook and Bill Sutherland (University of Cambridge). The support of Professor Stephen Toope, Vice Chancellor, University of Cambridge has been invaluable. Particular thanks go to the Council members of the CCI Strategy Task Team: Andy Clements, David Gibbons and Chris Sandbrook as well as Mike Rands, founding CCI Executive Director. The support and guidance of the late Professor Chris Abell (1957 – 2020) was greatly appreciated. Leonie Bowles led the consultation, design and drafting processes, with support from Elizabeth Allen and Mike Maunder. We wish to acknowledge the full Executive Director's Office team for their contributions: Genevieve Berry, Isobel Cohen, Hannah Edwards, John Fanshawe, Julia Grosse, Joanna Holland, Georgina Mayhew, David Thomas, Nancy Ockendon and Vicky Reed. Further thanks to Matt Willatt for his skilful design of this final version of the Strategy.



Image credit: Toby Smith

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