



Strategic Management for Conservation (ACBA7007)

Alissa Flatley

a.flatley@uwtsd.ac.uk



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Module Learning Outcomes

On successful completion of this module students will be able to:

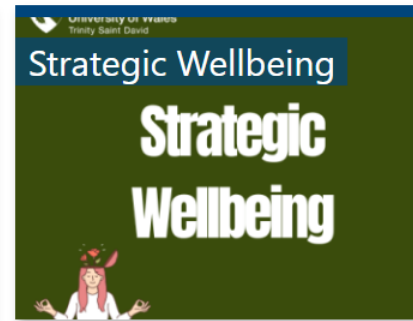
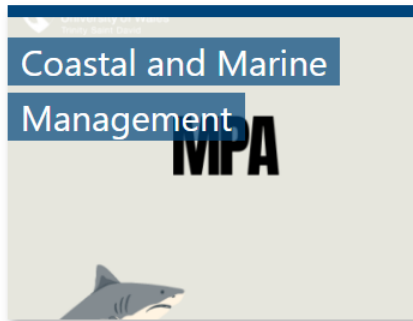
- Demonstrate an in depth understanding of the environmental implications of developing strategic management including that of 'enterprise', and application to specific case studies.
- Analyse and evaluate strategic management and environmental policies based on contextual analysis.
- To critically assess management processes, utilising present business models, when applied to specific anthropogenic and natural processes.
- To consider the ramifications of climate change within the natural and business environment, and the strategies for minimising anthropogenic impacts.

Course Structure

- Moodle
- [Course: Strategic Management for Conservation \(ACBA7007\) \(uwtsd.ac.uk\)](http://uwtsd.ac.uk)
- **Assessment:**
 - COP Assessment (**70% of the module mark**) - 4000 word report
 - 20 Minute SLS + A4 Summary Sheet (**30% of the module mark**)
- **Lectures:** Wednesday 1-3PM IQ102

🗨 Announcements

📄 ACBA7007 Assessment PDF document



Indicative Content



An introduction to strategic management



The importance of strategic management and environmental policy in different contexts specifically, commercial, industrial and, conservation.



Application of specific strategic goals through the utilisation of management techniques, which include investigation into Environmental Management Systems, and their accreditation.



Analysis of the business environment using PESTEL and SWOT frameworks including environmental assessment.



The relationship between the environment, business culture, entrepreneurship and consumer attitudes which include Reverse logistics, 'green' marketing, packaging and eco-labelling.



Strategic position and choice. Environmental policy formulation and implementation for business.



Environmental management systems and strategies and their relevance to reducing human impacts on the natural environment, utilising specific examples from a circular economy approach.



Environmental Management Systems, their design and implementation e.g. ICM.

Course Delivery

Activity type	Hours	Percentage
Scheduled learning	48	24%
Independent learning	152	76%
Placement learning	0	0%
TOTAL	200	100%

Independent Learning

- Assigned papers
- Suggested materials
- Weekly Icebreaker activities
- Current affairs
- Student reflections

Lecture schedule:

Week	Session Date	Topic	Lecturer	Assessment
1	04-Oct-23	Introduction to Strategic Planning	AF	
2	11-Oct-23	Why make environmental decisions	AF	
3	18-Oct-23	Strategic Management in Wales	AF	
4	25-Oct-23	Strategic Management Reporting	AF	
5	01-Nov-23	Management in the EU	AF	
6	08-Nov-23	International Strategic Management – the case of the UN	AF	
7	15-Nov-23	Strategic Management of National Parks	AF	
8	22-Nov-23	Green Economy Conference, Swansea (off-site)	AF	
9	29-Nov-23	SLS – COP Presentations and Assignment Clinic	AF	SLS – COP Presentations: 29th November, 2023
10	03-Dec-23	Circular Economy	AF	
11	13-Dec-23	Ecosystem Services	AF	
	20-Dec-23	Christmas Break		

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11	13-Dec-23	Ecosystem Services	AF	
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Conference schedule:

Wed 22nd November 2023

A major **regional conference and exhibition**, new for 2023, bringing together projects, businesses, organisations and key stakeholders in South West Wales' **green economy**, together with people of all ages and from all walks of life, for **an unmissable day** of connecting, showcasing and knowledge sharing, with the goal of getting everyone **working together** for a resilient, **sustainable future** for the region.



[Green Economy Conference](#)
- 4theRegion

This event is brought to you by 4theRegion cic



Conference schedule:



10am

Opening Session - Regional Update
Leaders or CEOs of the four councils

11:30

COMMUNITY
Food, Nature, Resilience, Energy...

13:00

ENERGY
Hydrogen, FLOW, Tidal, Celtic Freeport...

14:30

TRANSPORT
SWW Metro, hydrogen, EVs, Active Travel...

16:00

CONSTRUCTION
MMC, circular economy, standards, skills...

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SWW Metro, hydrogen, EVs, Active Travel...

16:00

CONSTRUCTION
MMC, circular economy, standards, skills...



Register here:

[Green Economy
Conference : South
West Wales Tickets,
Wed 22 Nov 2023 at
09:30 | Eventbrite](#)

Christmas Break



Lecture schedule:

	20-Dec-23	Christmas Break		
	27-Dec-23			
	03-Jan-24			
12	10-Jan-24	Strategic Management Guest Lecture	-	
13	17-Jan-24	Wellbeing and Future Generations	AF	
14	24-Jan-24	Environmental Auditing	AF	
15	31-Jan-24	Corporate Social Responsibility	AF	
16	07-Feb-24	Corporate Environmental Strategy	AF	
17	14-Feb-24	Environmental Management in the Future	AF	
18	21-Feb-24	Strategic Management of the Coast	AF	
19	28-Feb-24	Rewilding	AF	
20	06-Mar-24	Urban strategic management; Swansea Council (Tour)	-	
21	13-Mar-24	COVID and environmental management	AF	
22	20-Mar-24	Misinformation, misrepresentation and greenwashing	AF	Final Reports due: 29 th March, 2024
	27-Mar-24	Easter Break		
	03-Apr-24			
	10-Apr-24			
23	17-Apr-24	Professional Exercises		
24	24-Apr-24	Course re-cap		
25	01-May-24	Individual Feedback		

Outline

- What is Strategic Management?
- Why do we need to make strategic environmental decisions?
- Global v Local
- COP & Assessment
- SWOT/PESTEL



Definition

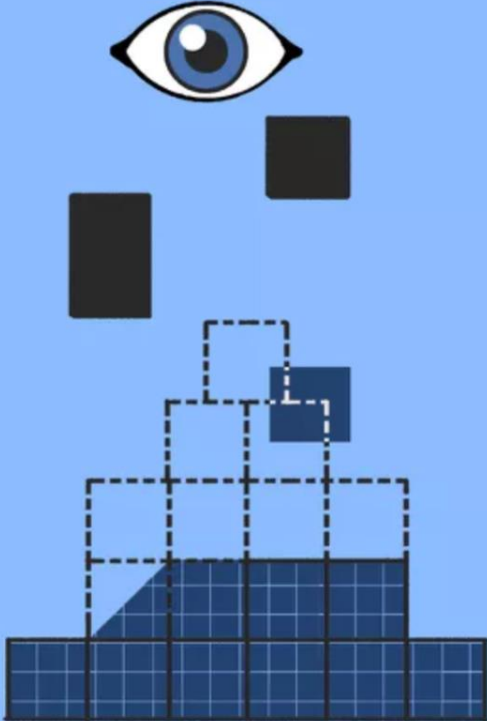
- **Strategic management** is the ongoing planning, monitoring, analysis and assessment of all necessities an environmental organisation needs to meet its goals and objectives. **Environmental and societal changes will require environmental institutions to constantly assess their strategies for achieving their aims.**
- The strategic management process helps institutions take stock of their present situation, draft strategies, implement them and analyse their effectiveness.
- Future proofing and provides fundamental direction of the environmental organisation. Not a 'once and done' plan. It is flexible and iterative. Continuously plans, monitors and tests strategy policies.





Definition

- [What Is Strategic Management? \(investopedia.com\)](https://www.investopedia.com/what-is-strategic-management/)



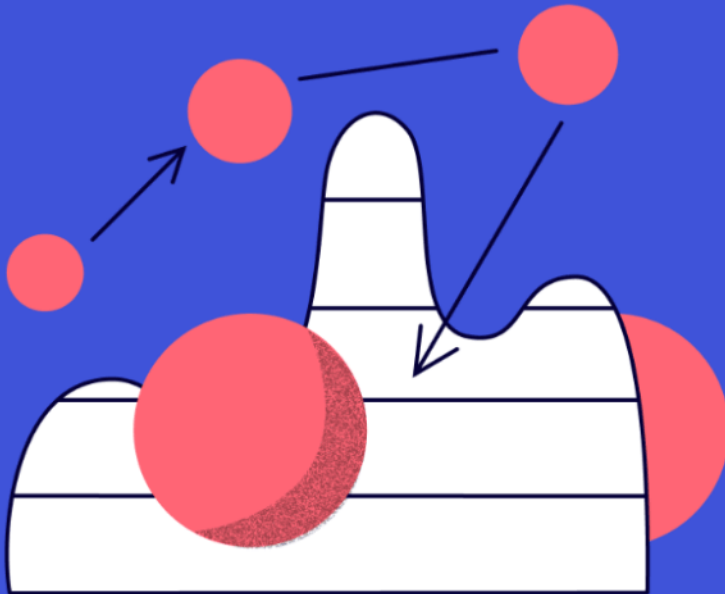
Strategic Management

[strə-'tē-jik 'ma-nij-mənt]

The ongoing process of setting an organization's high-level goals, developing plans of action, and effectively allocating resources to execute those plans.

 Investopedia

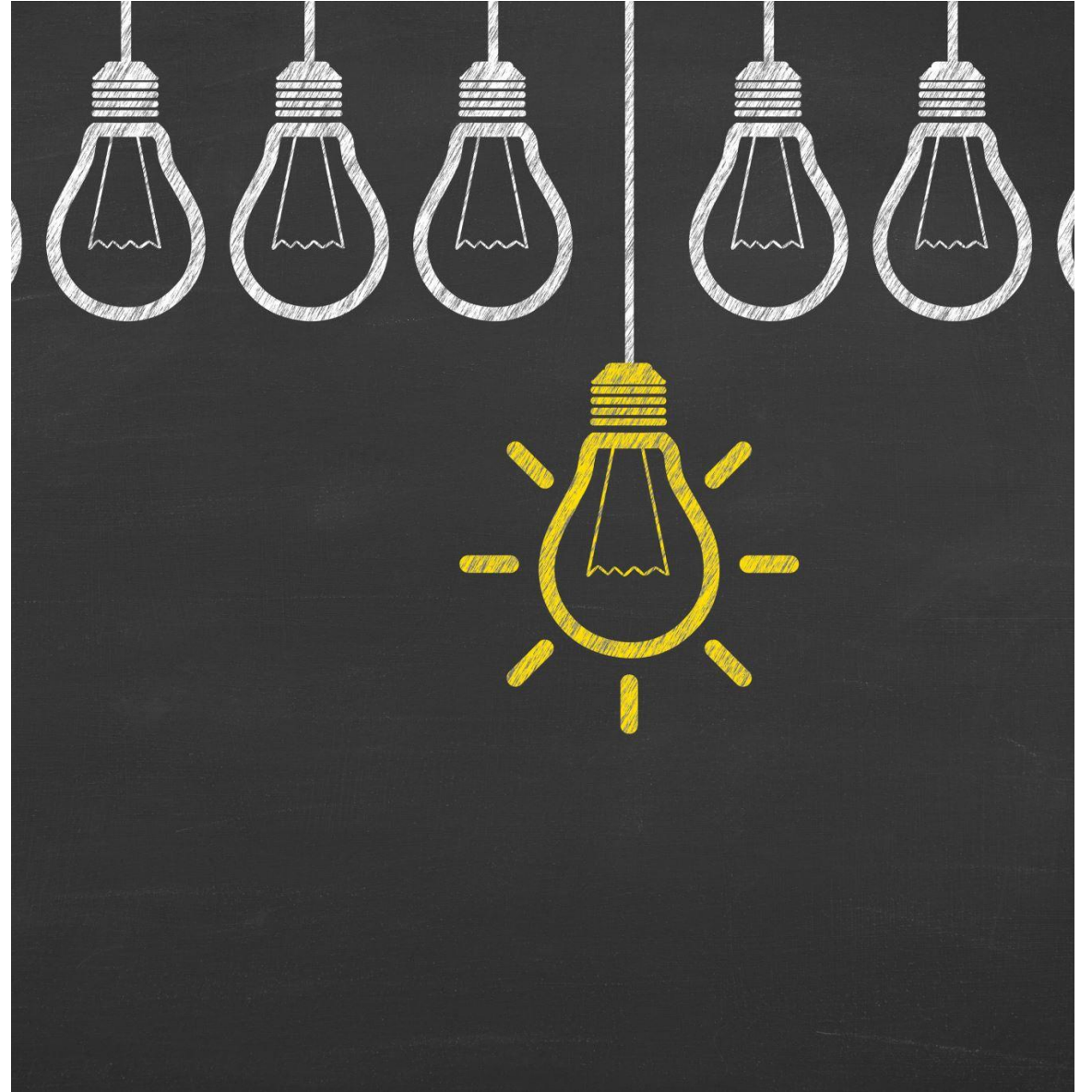
Follow These Five Steps to Effectively Develop Your Strategic Management Process

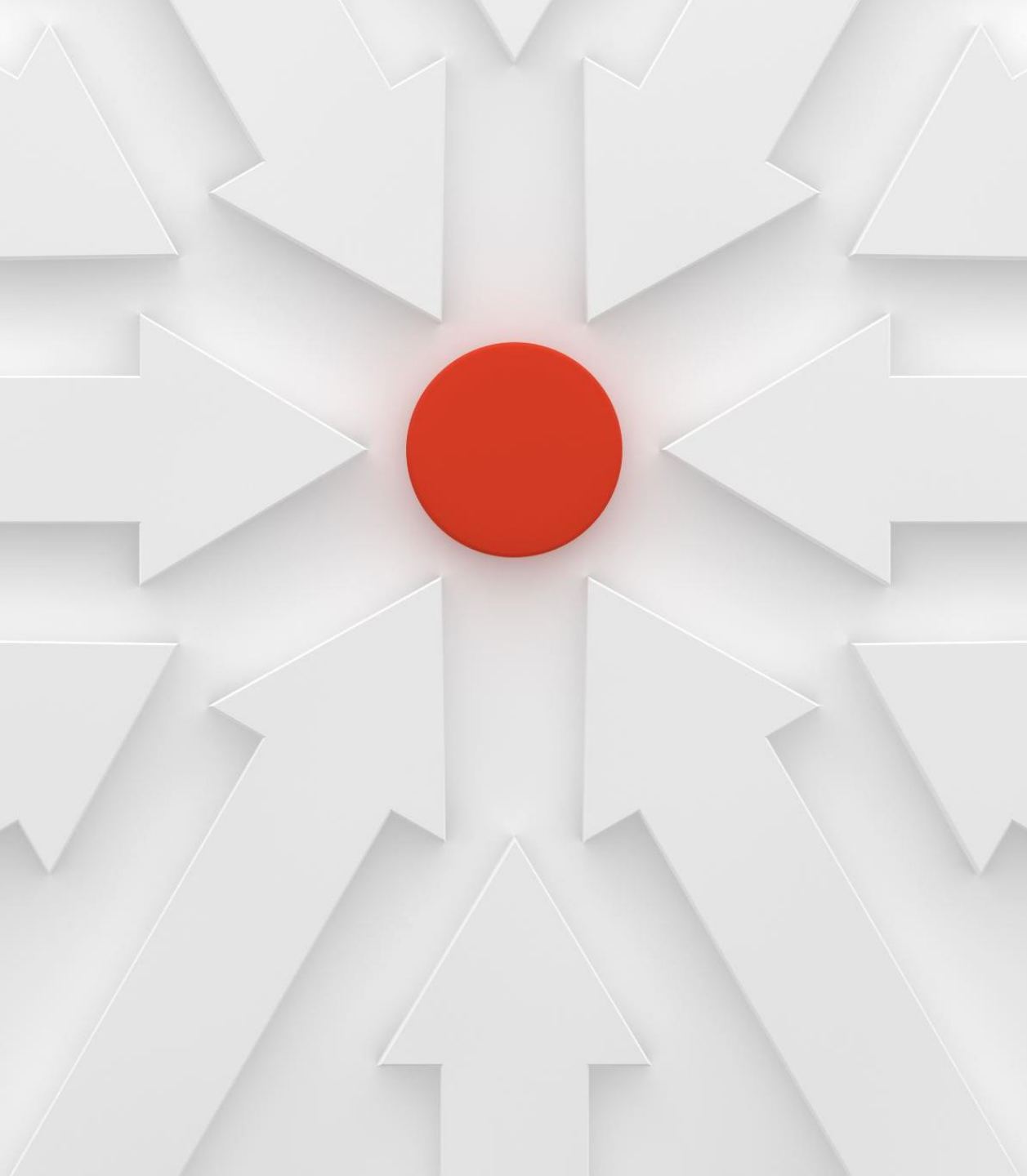


- 1 Goal setting
- 2 Environmental scanning and analysis
- 3 Strategy formulation
- 4 Strategy implementation
- 5 Strategy evaluation

5 stage process

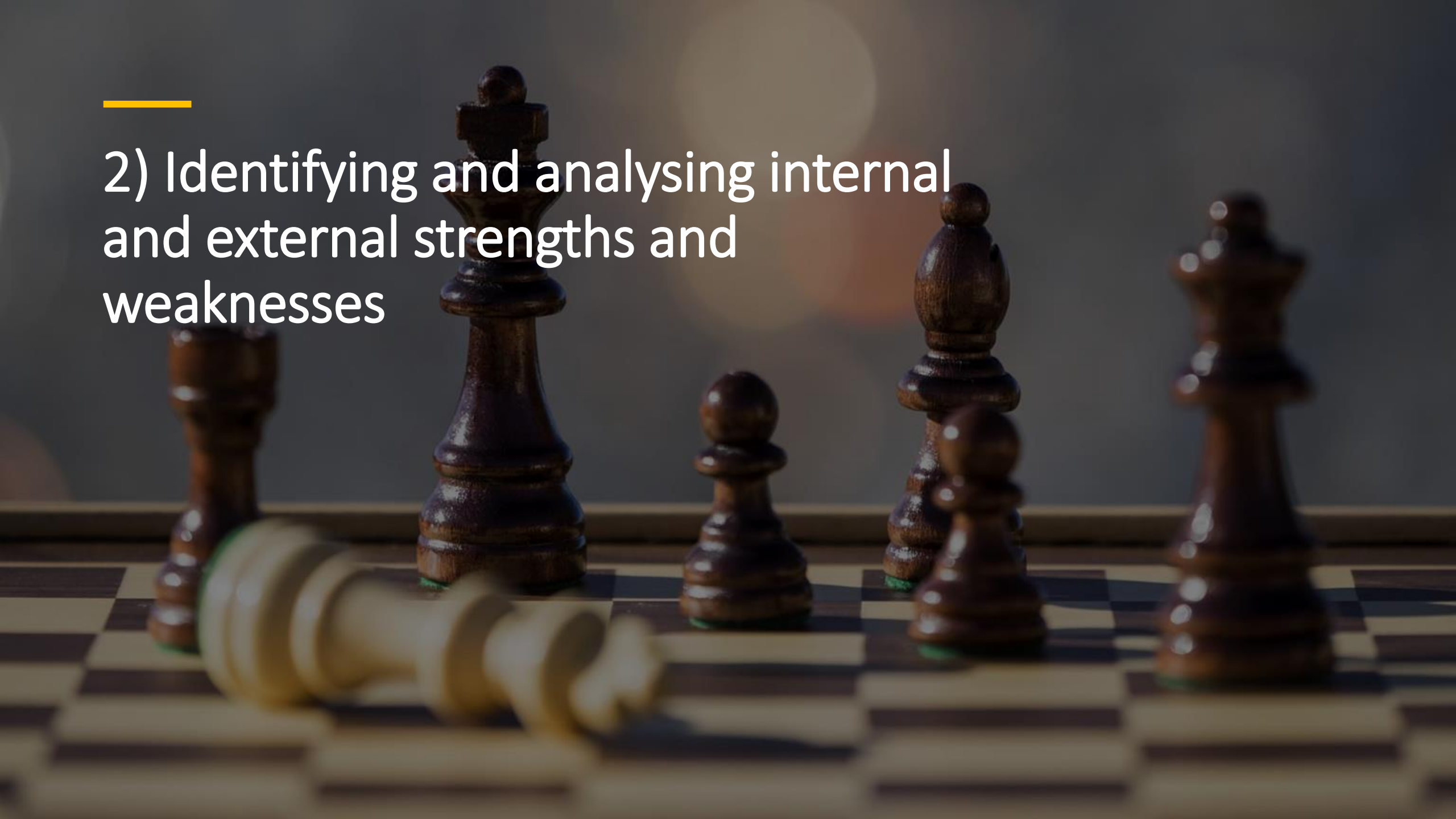
- Strategic management has many frameworks. However, it consist of five basic strategies and can differ in implementation depending on the situation (Rouse, 2020).





1) Assessing current strategic direction

2) Identifying and analysing internal and external strengths and weaknesses



3) Formulating action plans

A collection of abstract geometric shapes in the top-left corner, including a large grey semi-circle, a small grey circle, a yellow circle, a yellow leaf-like shape, a yellow hexagon, a grey curved shape, a yellow curved shape, a grey circle, a yellow rectangle, and a grey V-shape.

4) Executing action plans

5) Evaluating to what degree action plans have been successful and making changes when desired environmental results are not being produced.



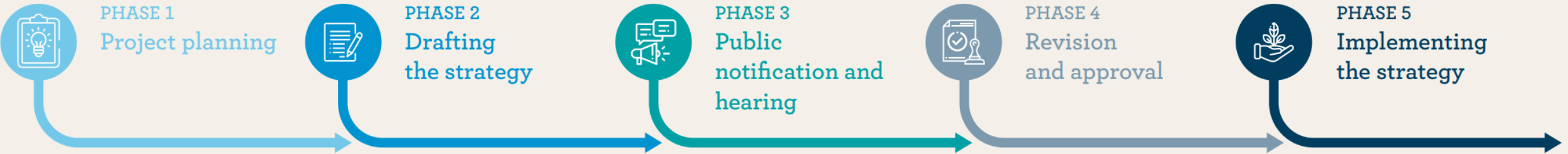


Conservation management strategies (CMS) timeline



Department of
Conservation
Te Papa Atawhai

Conservation management strategies (CMS) timeline



What happens during this phase?

- Begin project planning.
- DOC, relevant Treaty partner & Conservation Board establish an agreed joint engagement approach to the CMS review.
- Minister is made aware that the process has started, and her views are sought.
- Finalise project and communications plans.

Who is involved?

DOC Director-General delegate and project staff | Conservation Board | Treaty partner | New Zealand Conservation Authority (NZCA)

What happens during this phase?

- DOC project staff, Conservation Board and Treaty partner prepare draft strategy.
- Hold internal and external project hui and workshops to understand issues, opportunities and outcomes for the draft strategy.
- Consult with key stakeholders.
- Confirm key policy approaches and milestones.
- Carry out internal peer review of the draft strategy checking for national issues, legal issues, consistency with legislation and Conservation General Policy.
- Minister is informed of policy direction and themes in the draft prior to notification.

Refer to the Conservation Act 1987

- Section 17F(a) – draft shall be prepared by the Director-General in consultation with the Conservation Boards affected by it and such other persons or organisations, as the Director-General considers practicable and appropriate.

Who is involved?

DOC Director-General delegate and project staff | Conservation Board | Treaty partner | Key stakeholders

What happens during this phase?

- Publicly notify the draft strategy in newspapers and online (for no less than 40 working days).
- Notify Treaty partner and appropriate stakeholders, including regional councils and territorial authorities.
- Establish a hearing panel comprising DOC, Conservation Board and relevant Treaty partner.
- Collate submissions on the draft strategy.
- Organise hearing venues and arrange hearing times with submitters who wish to be heard.
- Hold the submission hearings.
- Prepare the summary of submissions.
- Minister is informed of submissions received and issues raised in submissions.

Refer to the Conservation Act 1987

- Section 49(1)... the Minister shall publish a notice ... in some newspaper circulating in the area ...
- Section 17F(a) to (h)

Who is involved?

DOC Director-General delegate and project staff | Conservation Board | Treaty partner | Key stakeholders | General public | Hearing panel

What happens during this phase?

- DOC considers submissions and public opinion, revises the draft and sends it to the Conservation Board.¹
- Minister is informed of key changes to draft prior to being sent to the Conservation Board.
- DOC supports the Conservation Board in its consultation obligations.
- The Conservation Board considers the revised draft strategy and sends it to the NZCA for approval.²
- Minister is informed of key changes to the draft prior to being sent to the NZCA.
- The NZCA considers the revised draft strategy and undertakes any consultation that may be required as a result of Treaty settlement(s), or may seek further consultation.
- The NZCA makes amendments and sends the draft strategy to the Minister for comment.
- The Minister considers the draft strategy and sends it back to the NZCA with any written recommendations.
- The NZCA considers the Minister's recommendations and either approves the draft or sends it back to the Minister for further consideration. Before it approves the draft.

PHASE 5 Implementing the strategy

What happens during this phase?

- Notify Treaty partner and key stakeholders of the decision and the operative date of the strategy.
- Publish and notify the approved strategy.
- Minister is informed that the Strategy has been approved.
- Begin implementing the CMS – brief and upskill internal staff, the Conservation Board and key stakeholders.
- Debrief the CMS process.

Refer to the Conservation Act 1987

- Section 17N(4) to (6) – availability and notification of approved CMS

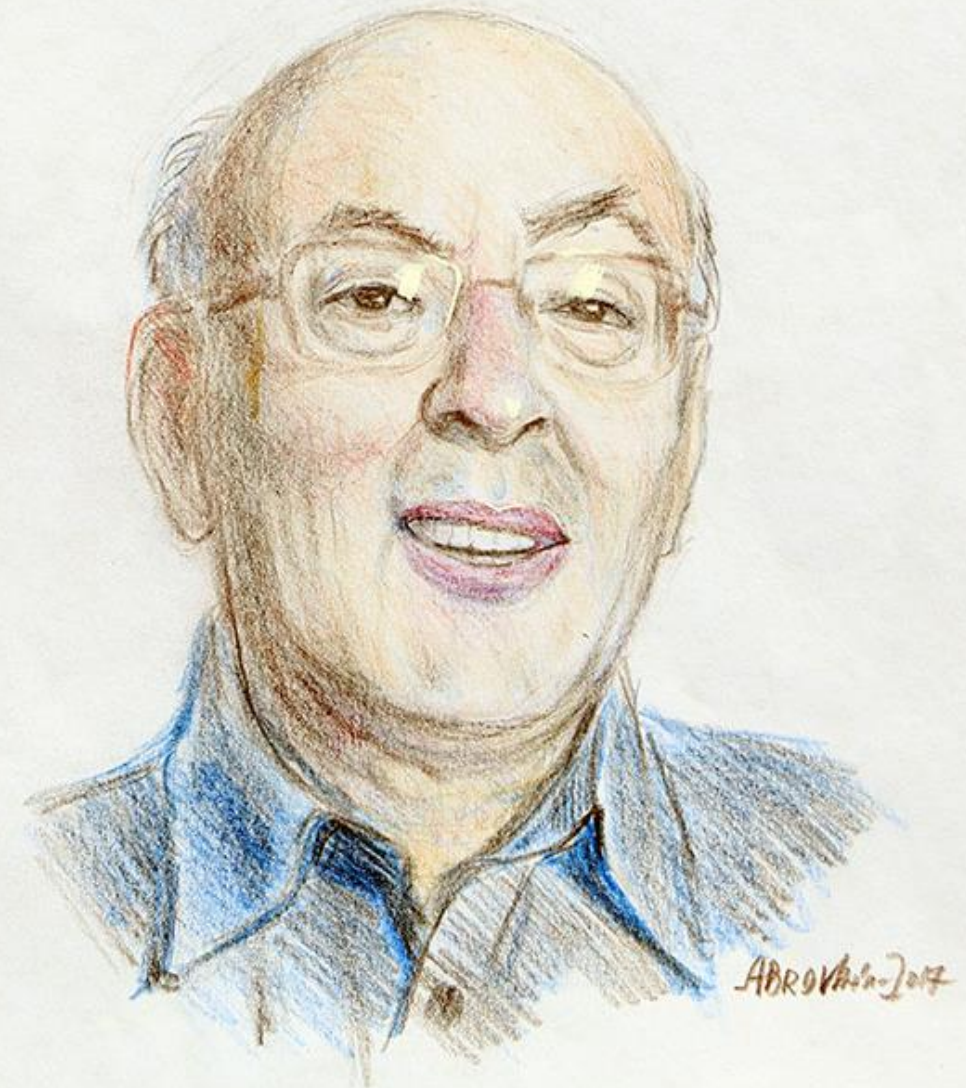
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DOC Director-General delegate and project staff | Conservation Board | Treaty partner

The Strategy Concept I: Five Ps for Strategy (Henry Mintzberg, 1987)

- **Plan:** Strategy as a consciously intended course of action to deal with a situation.
- **Ploy:** Strategy as a maneuver to outwit a competitor, which can also be part of a plan.
- **Pattern:** Strategy stemming from consistency in behavior, whether or not intended and which can be independent of a plan.
- **Position:** Strategy as a mediating force or match between the organization and environment, which can be compatible with any or all of the Ps.
- **Perspective:** Strategy as a concept or ingrained way of perceiving the world -- e.g., aggressive pacesetter vs. late mover -- which can be compatible with any or all of the Ps.

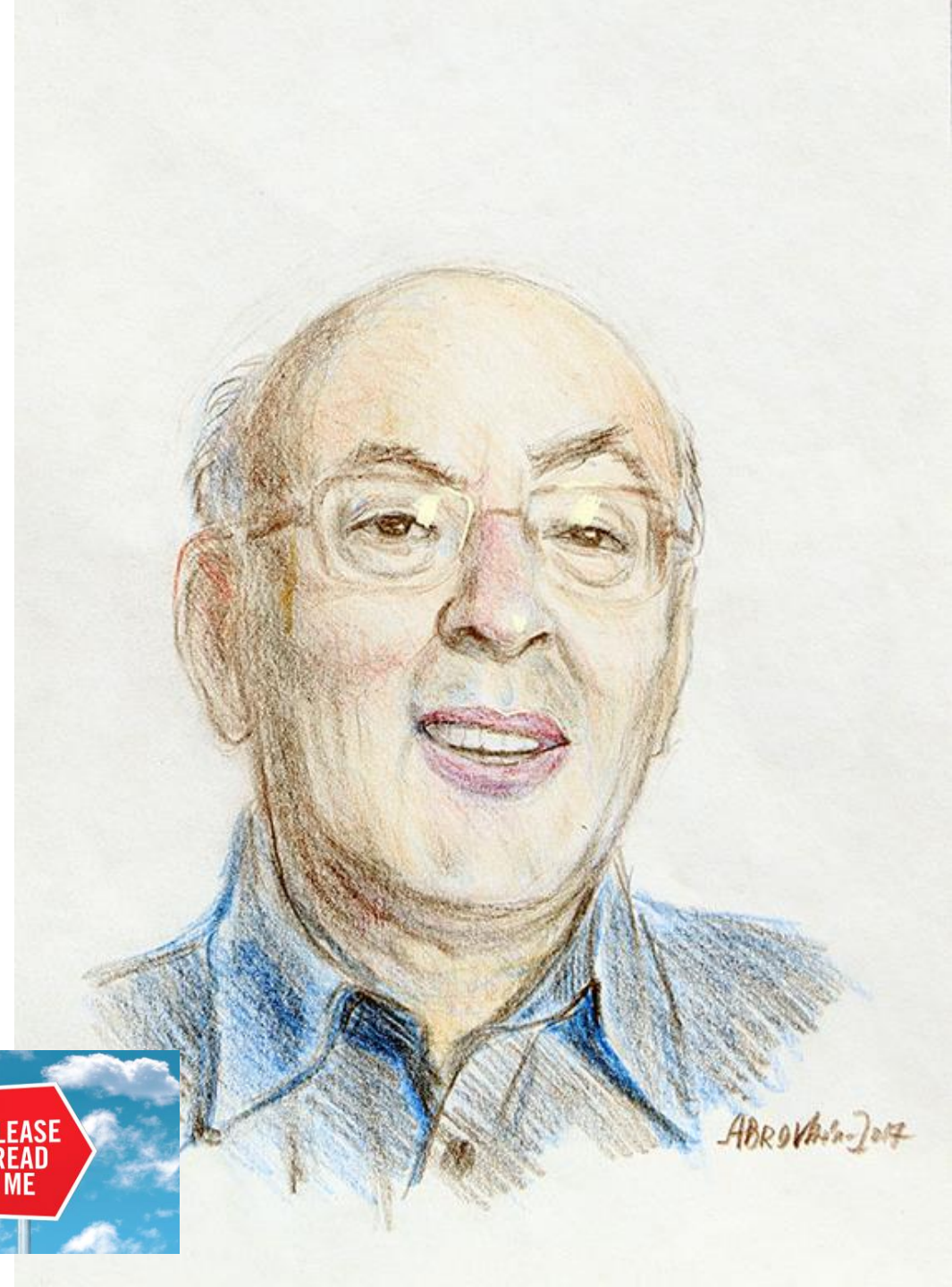
[The Strategy Concept I: Five Ps for Strategy \(sagepub.com\)](http://sagepub.com)

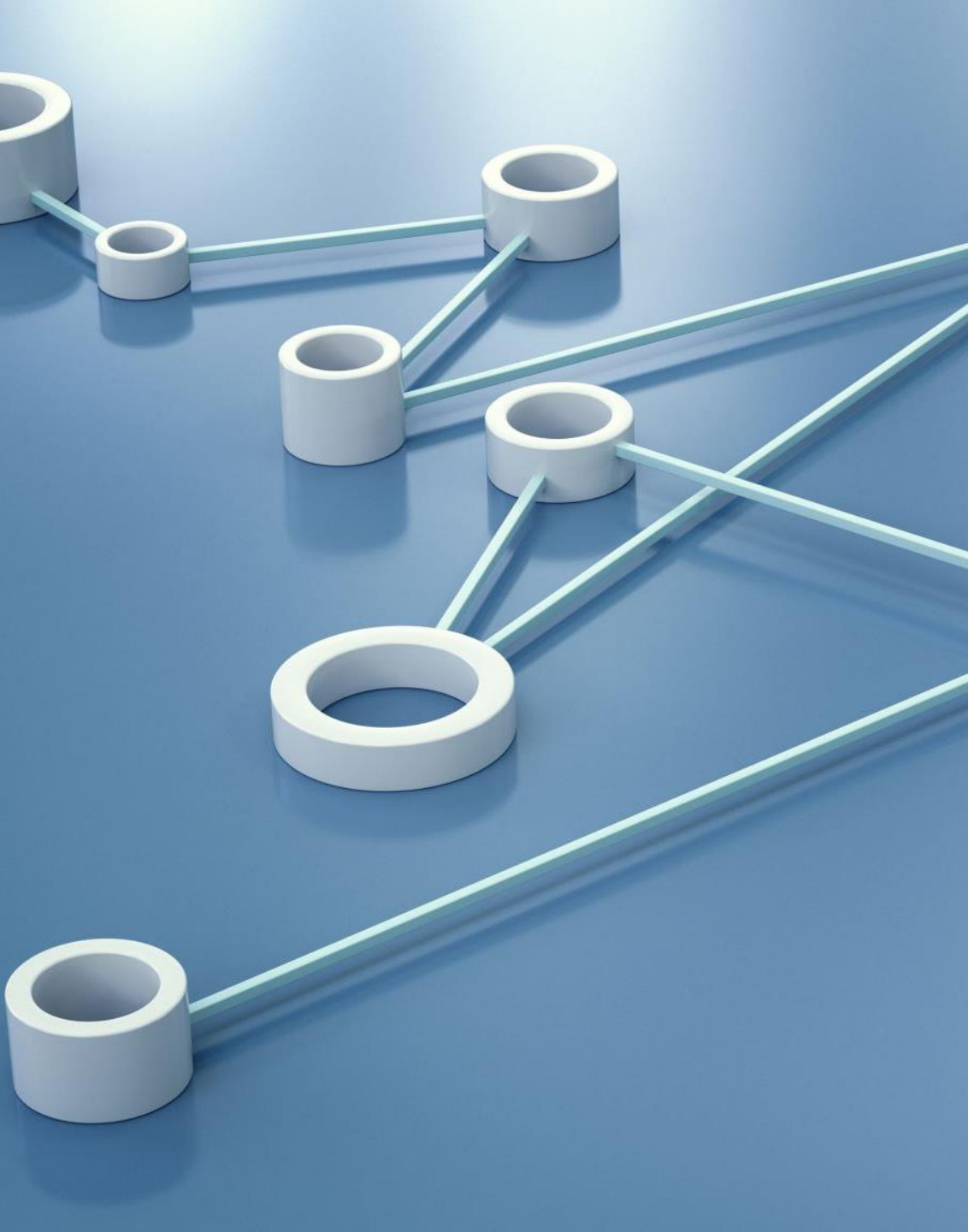


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Communication

- Effective communication, data collection and organisational culture also play an important part in the strategic management process
- Lack of communication and a negative corporate culture can result in a misalignment of the strategic management plan

Culture

- Organisational culture can determine the success and failure.
- Culture is a major factor in the way people in an environmental organisation outline objectives, execute tasks and organise resources.
- In the environment it is often based on strong values and belief systems
- A strong organisational culture will make it easier for leaders and managers to motivate employees/volunteers.
- e.g., At organisations where lower-level managers and employees are expected to be involved in the decision-making and strategy, the strategic management process should enable them to do so.



• 5 min break





Why do we need to make strategic environmental decisions?



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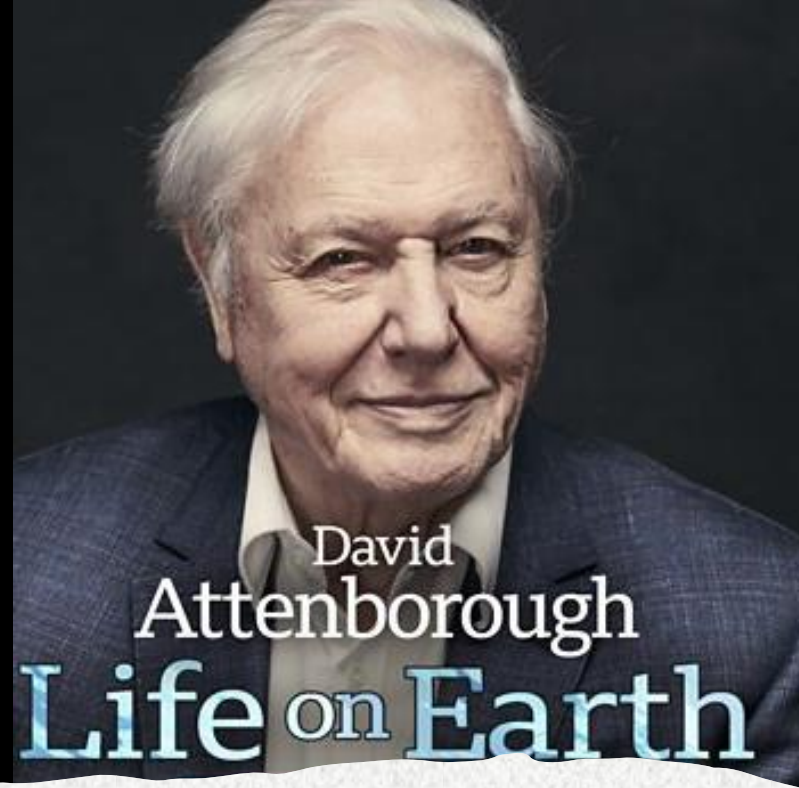


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why?



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David Interview September 2020

- [9 min link](#)
- In what ways is David emphasising the importance of environmental governance? Stop, discuss and restart.



"Are you just pissing and moaning, or can you verify what you're

From moaning about it to
achieving it.
Can governance help?



Governance?



Governance is the process of making and enforcing decisions within an organization or society. It is the process of interactions through the laws, social norms, power or language as structured in communication of an organized society over a social system.

Governance?

[What do we mean by 'governance'? | World Economic Forum \(weforum.org\)](https://www.weforum.org)

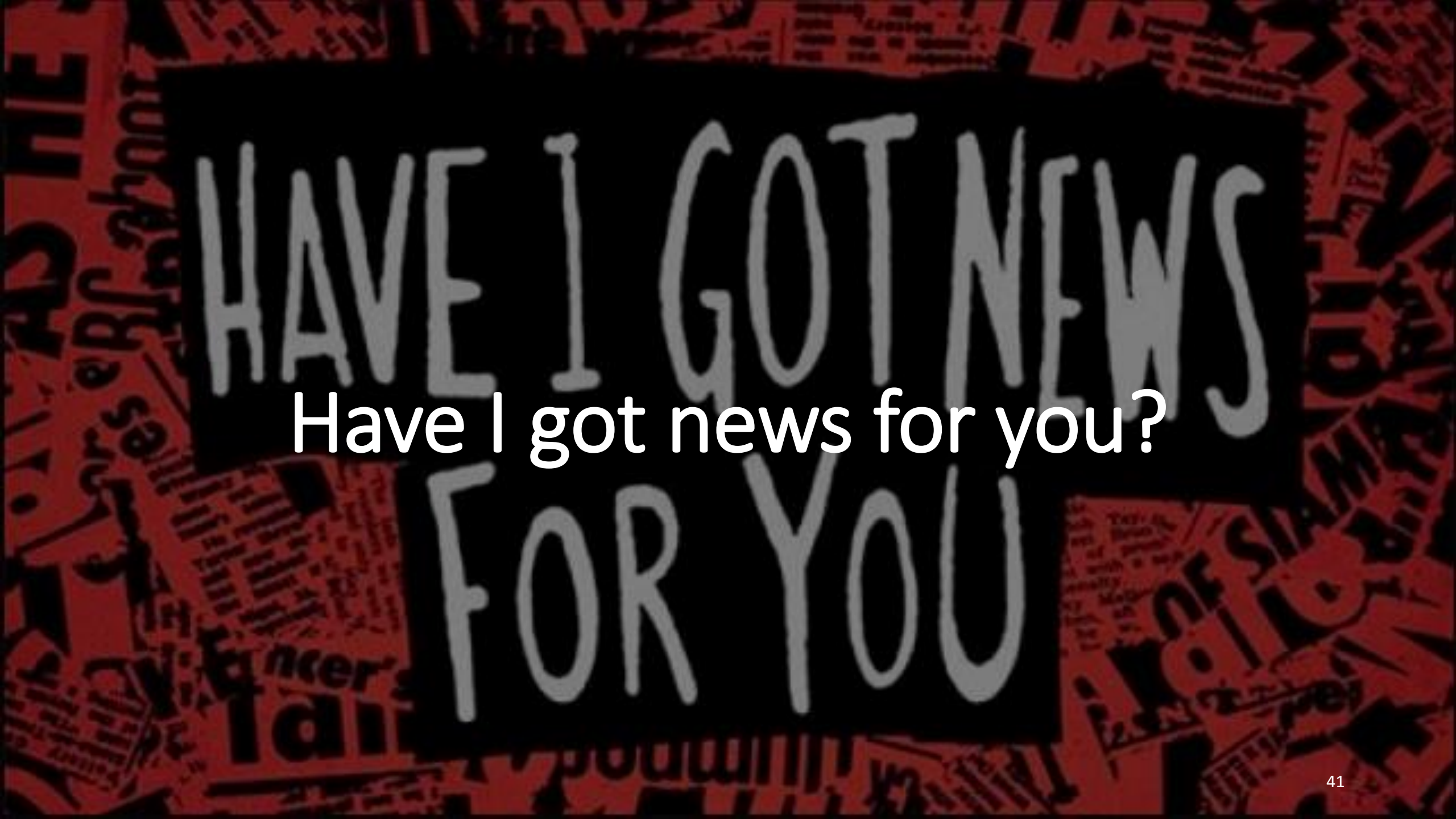
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HAVE I GOT NEWS
FOR YOU

Have I got news for you?

Governance?



See Sunak's green retreat for what it is: a ruthless short-term electoral gamble
Martin Kettle

936



Rivers
Treated and untreated sewage greatest threat to river biodiversity, says study

9h ago



- Weekly
- Find an article related to the environment and consider how governance influences its message.
- [Big businesses say they are helping to restore ecosystems – but proof remains elusive \(theconversation.com\)](https://theconversation.com)
- PowerPoint slide / Critical thinking / What's your take?



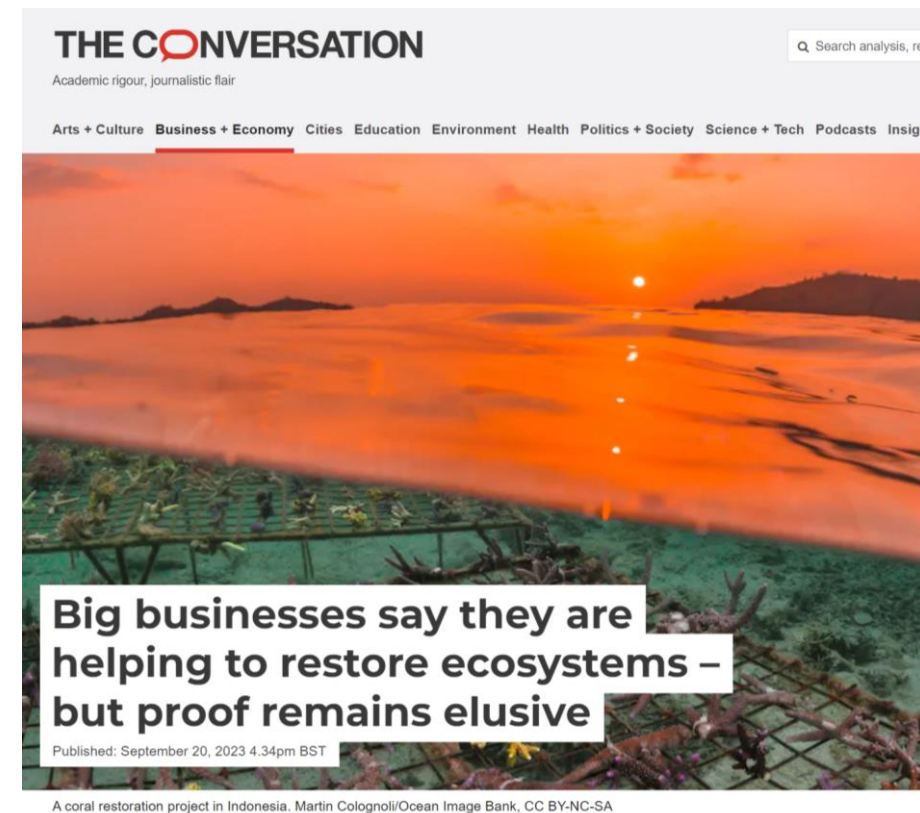
LIVE We will hit net zero, says PM, after adviser criticises 'wishful thinking'

UK Politics

Big businesses say they are helping to restore ecosystems – but proof remains elusive.

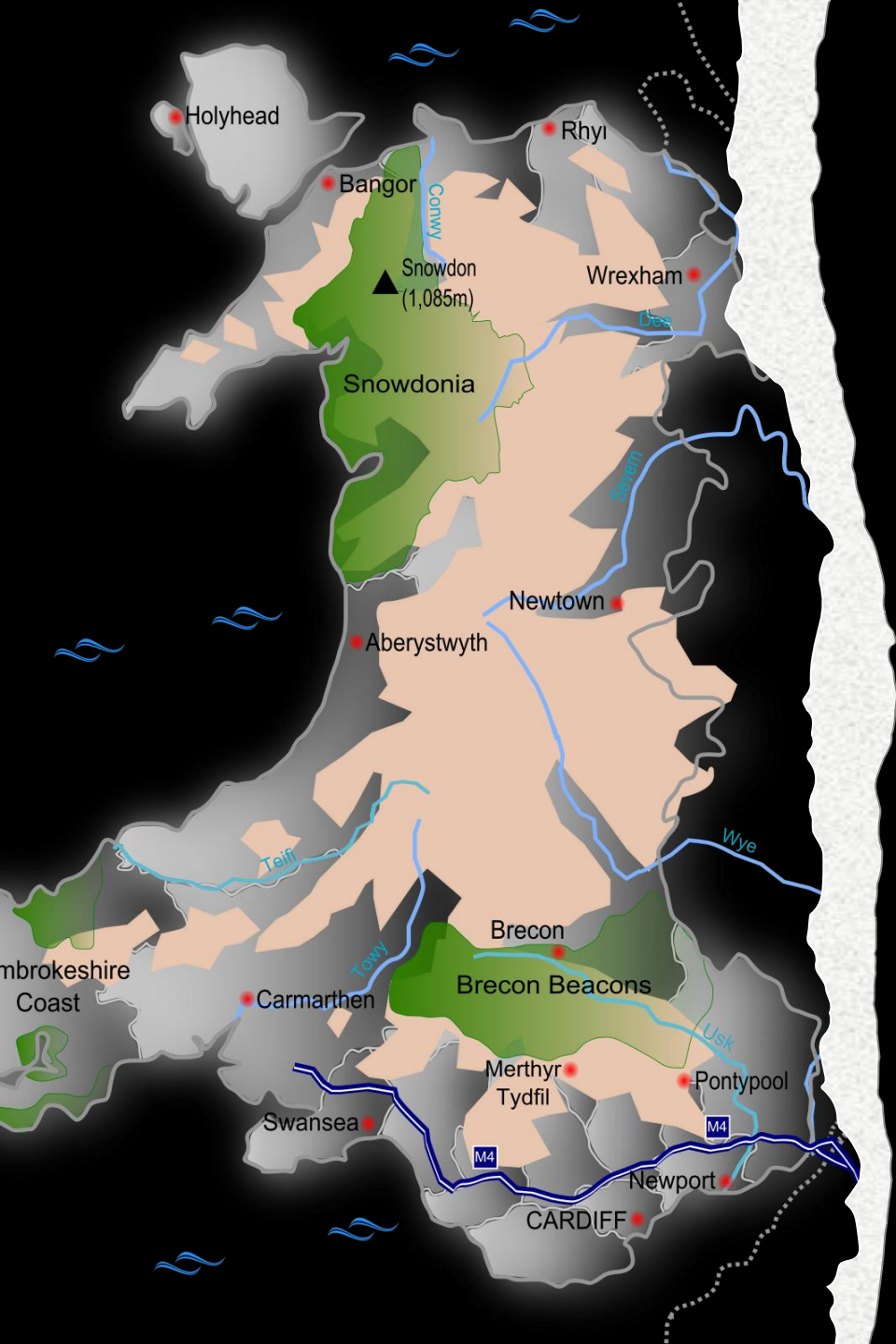
The Conversation (Published: September 20, 2023 4.34pm BST)

Imagine a world where corporations use their vast finances, labour forces, manufacturing capabilities and social influence help rebuild forests, wetlands, savannas and coral reefs around the globe. It's a vision of corporate responsibility that goes beyond mere compliance with environmental regulations.



Take home

- Expanding restoration efforts at the rate required will only be possible with committed buy-in from local communities, regional and national governments, civil society and – crucially – the corporate sector.
- The authors delved into the publicly available sustainability reports of 100 of the world's biggest businesses. Their aim was to summarise the extent of their restoration work and its impacts.
- We can't be sure whether large corporations are making good on these environmental promises.



Global Conservation - A Continuum of the Local and global

Environmental Problems

Some of the environmental problems we need to deal with.

Global environmental problem

Problem of waste disposal



The world food problem



Changes in the Earth's climate



Impoverishment of biological diversity



Air pollution, the greenhouse effect



Land pollution, destruction of soil cover



The depletion of fresh water? pollution of the world ocean



Destruction of the ozone layer



Environmental issues that need solving

- Create a table that splits the following images into local and global
- What does this table tell you about environmental problems and policies?

Global	Local

Waste Disposal



21 JANUARY 2000 PHUKET, THAILAND
GREENPEACE TODAY CONDEMNED THE PHUKET WASTE INCINERATOR,
BY PROTESTING THE DANGERS OF TOXIC ASH AT THE SITE.

The demo follows a release of a scientific report which reveals serious contamination in ash dumped beside the facility.
©GREENPEACE/YVAN COHEN



Water Pollution



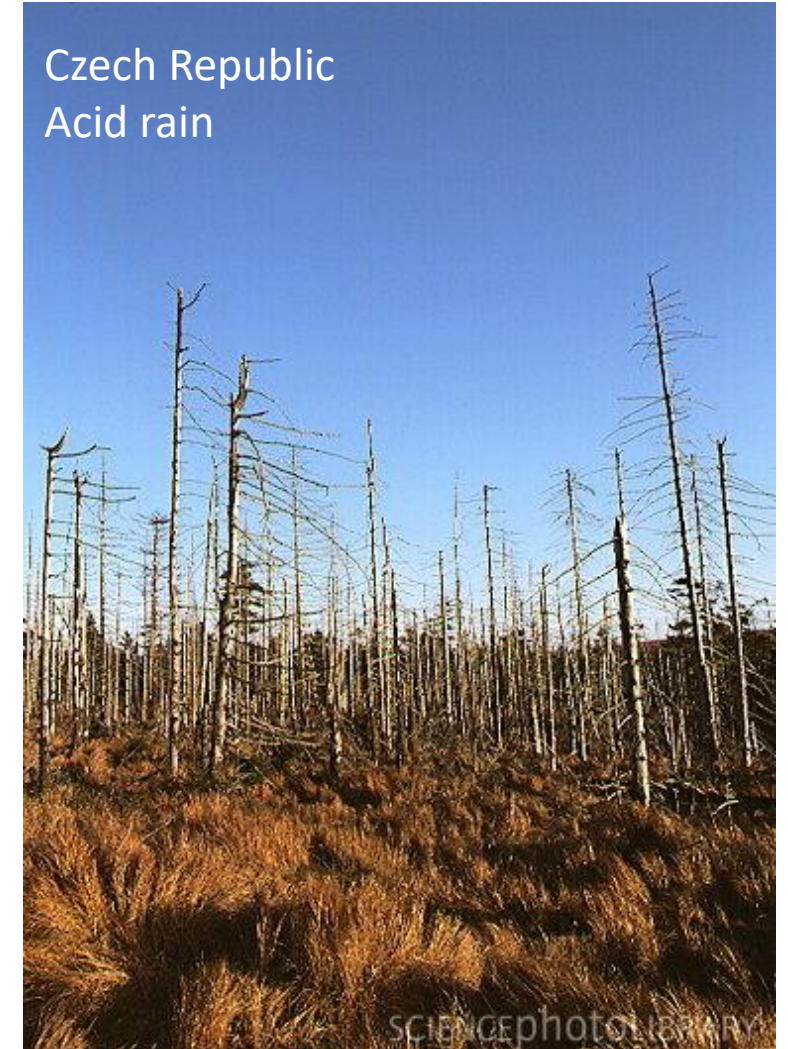
Environmental Health



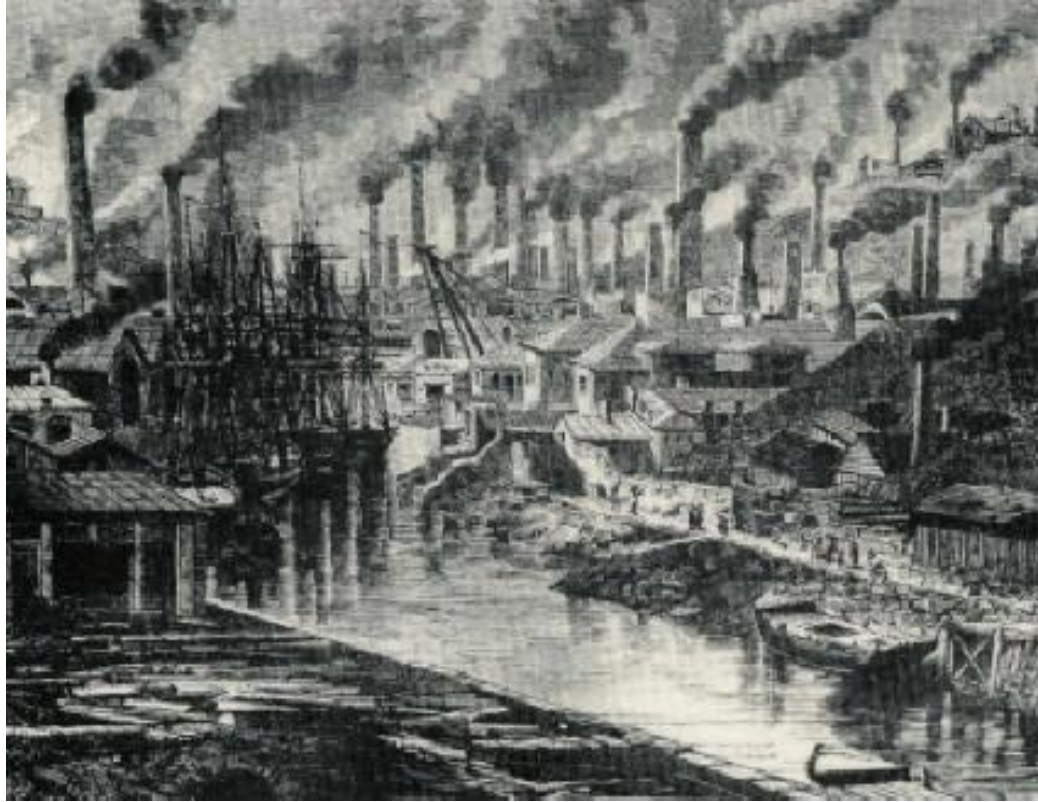
['The Science Is Clear': Declining Environment Will Kill Millions Each Year, UN Says \(globalcitizen.org\)](https://www.globalcitizen.org/en/content/declining-environment-kill-millions-un/)



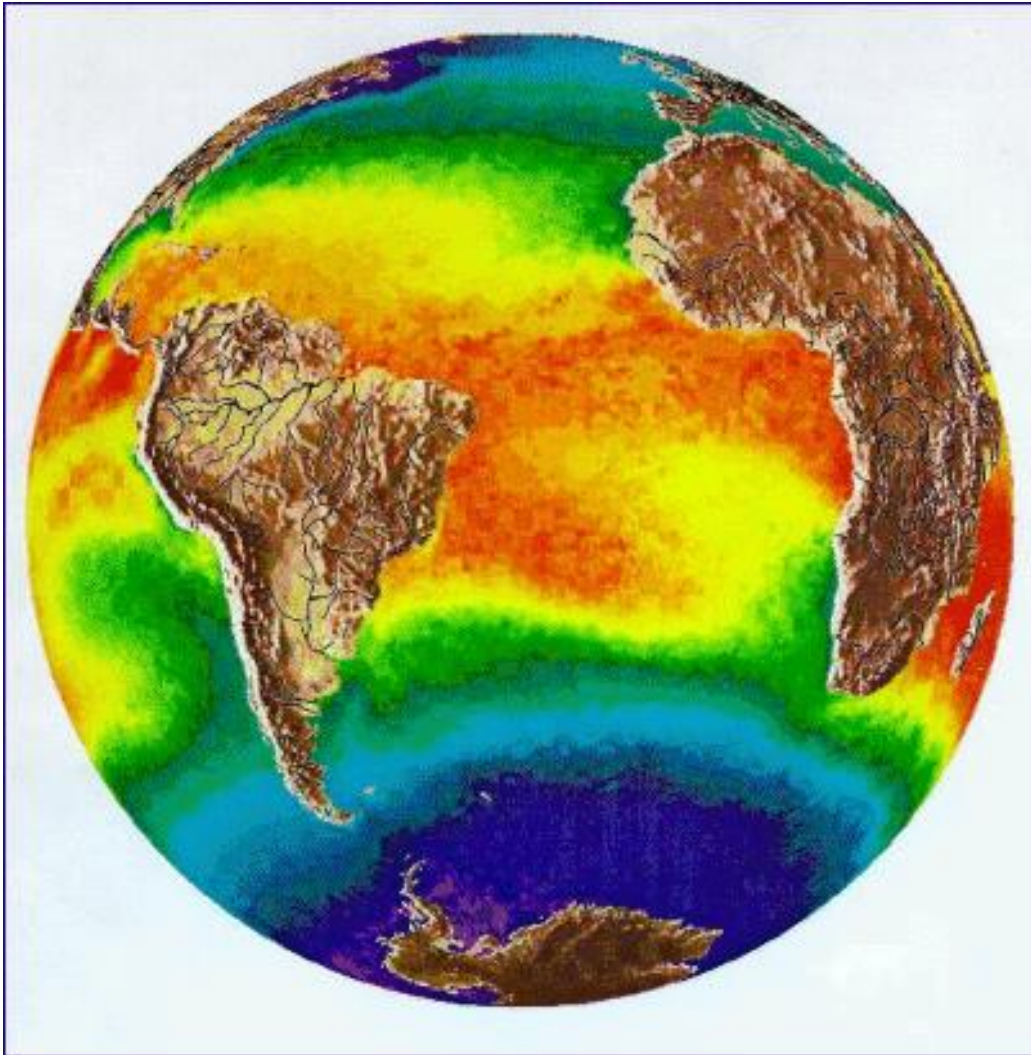
Habitat Deterioration



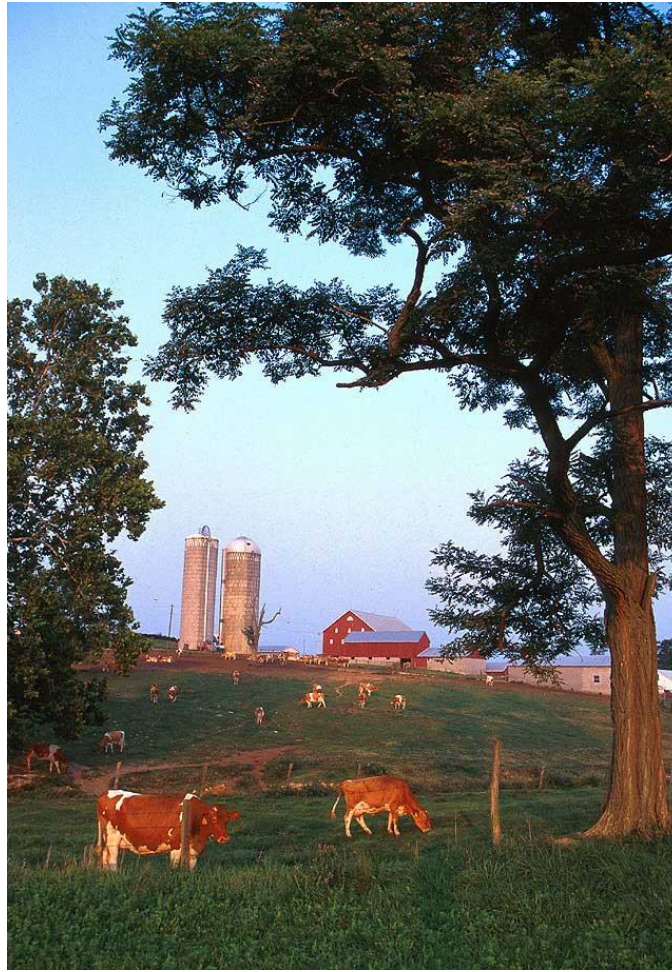
Air Pollution



Climate Change



Animal Welfare



Urban Environmental Concerns



[Cities of the future | National Geographic](#)

Exploitation of natural resources



Tourism



Discussion

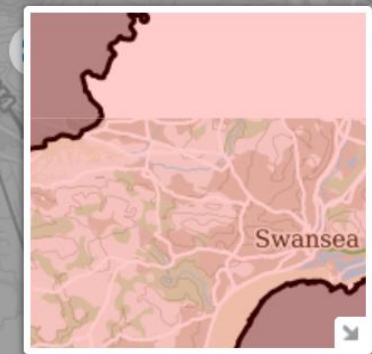
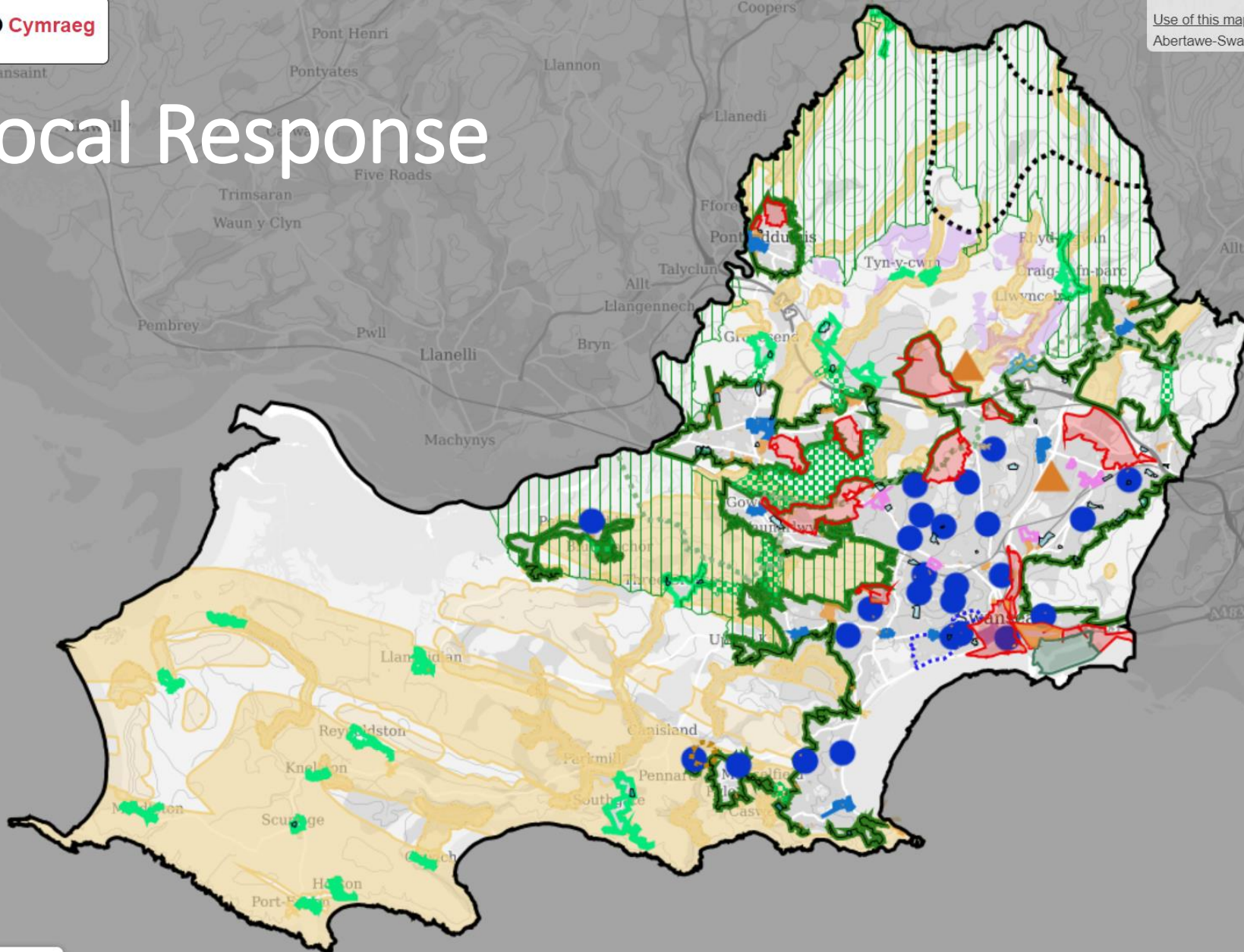
- What does the table tell us about environmental problems?
- What does the table tell us about environmental decisions?
- What does the table tell us about how we need to deal with conservation issues?



Local Response



Local Response



National Response



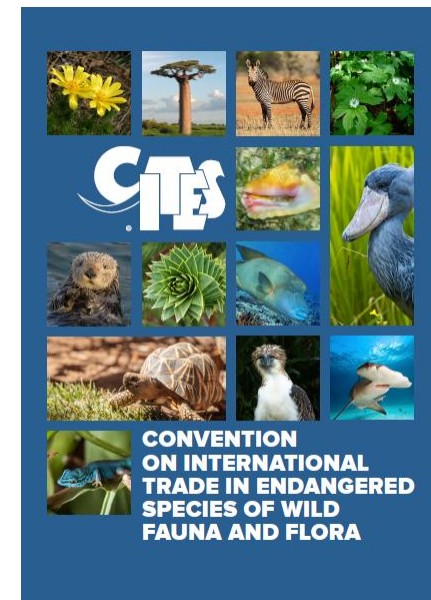
The National Plan is a large piece of the planning jigsaw in Wales. The hierarchy of development plans is:

- Future Wales: The National Plan 2040
- Strategic Development Plans (SDPs)
- Local Development Plans (LDPs)

National and International Response

G

GREENPEACE





COP 27



What issues are more important to the world?

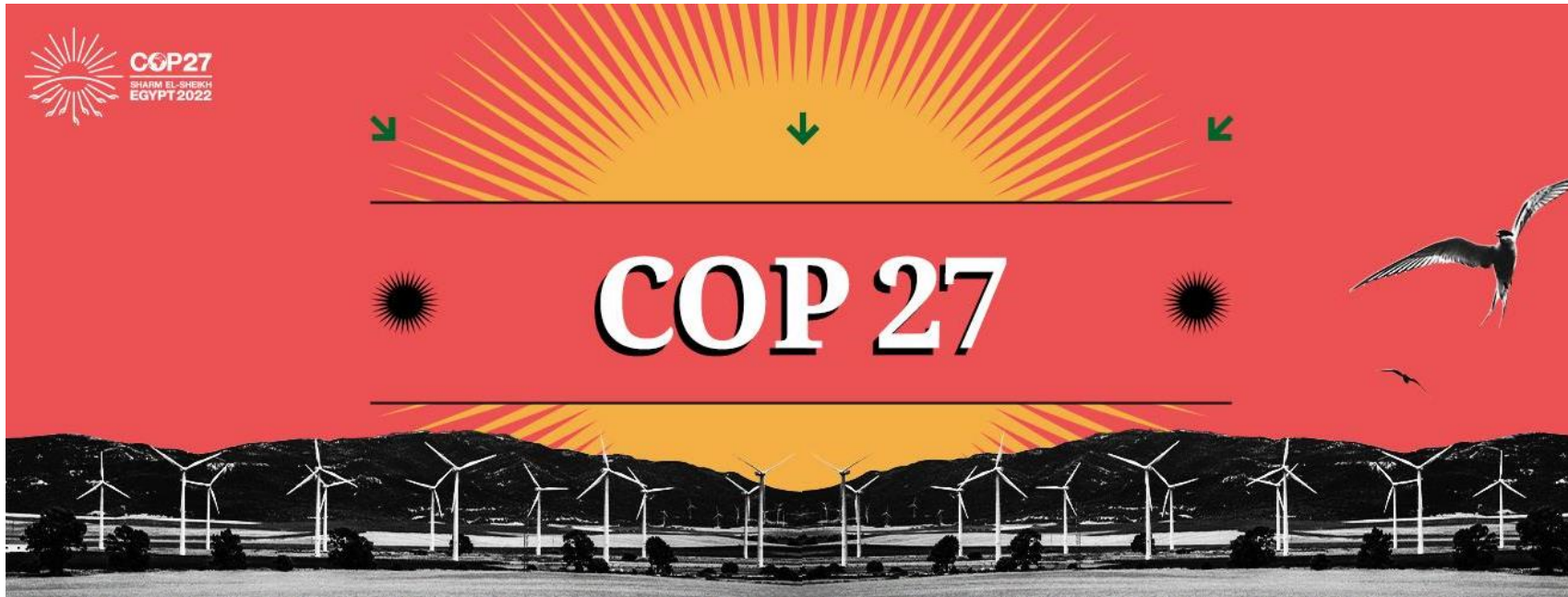


What is the COP?

- The COP is the supreme decision-making body of the Convention. All States that are Parties to the Convention are represented at the COP, at which they review the implementation of the Convention and any other legal instruments that the COP adopts and take decisions necessary to promote the effective implementation of the Convention, including institutional and administrative arrangements.

What? When? Why?

- From 6 to 20 November, COP27 held high-level and side events, key negotiations, and press conferences, hosting more than 100 Heads of State and Governments, over 35,000 participants and numerous pavilions showcasing climate action around the world and across different sectors.



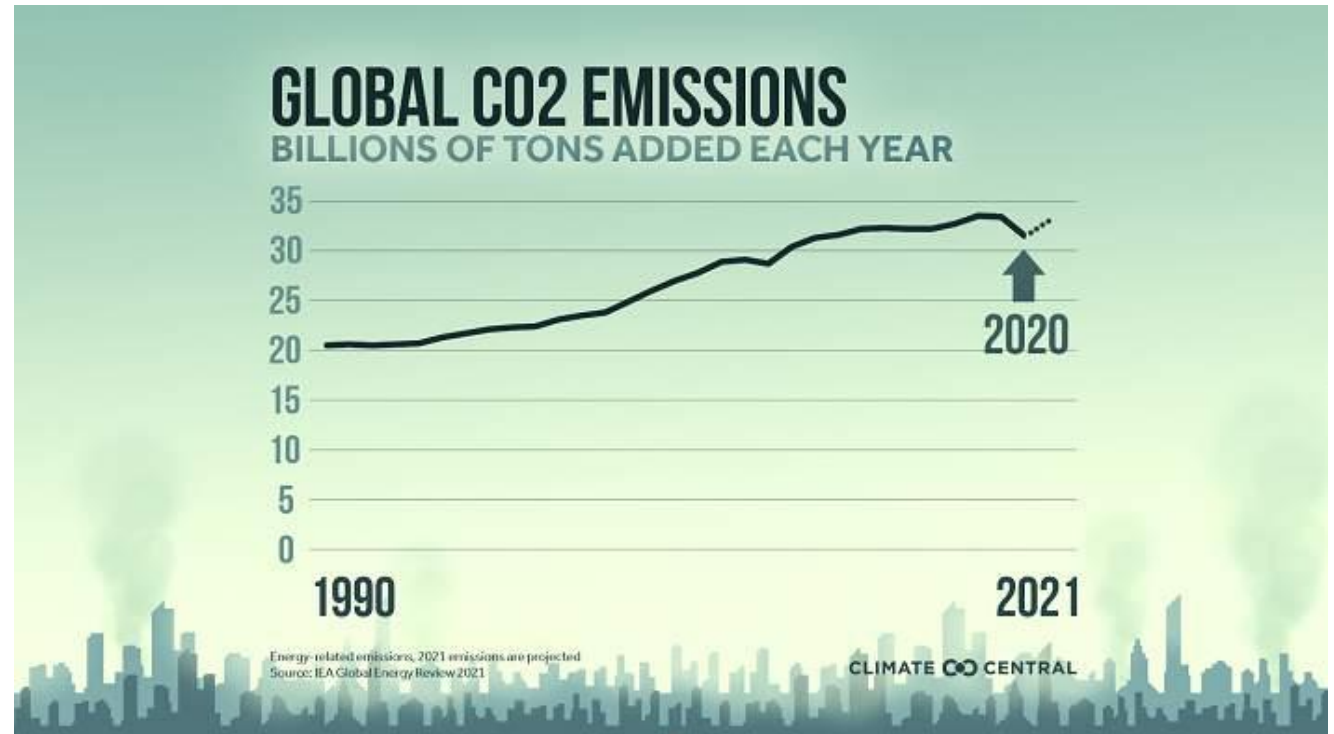
What issues are more important to the world?



[Cop26 must not overshadow Kunming: we need joint climate and biodiversity goals | Ma Jun | The Guardian](#)

Read Guardian Article and discuss.
Hyperlinked above

Carbon or Biodiversity?



But what about COP 28?

[Climate Issues to Watch in 2023: Toward COP 28 and Faster, More Urgent Climate Action | unfoundation.org](https://unfoundation.org/2023/01/12/climate-issues-to-watch-in-2023-toward-cop-28-and-faster-more-urgent-climate-action/)

- **Do you have a particular interest in any of these topics? Why?**

- Action on Climate and SDGs
- Adaptation and resilience
- Capacity-building
- Climate Finance
- Climate Technology
- Education & Youth
- Gender
- Global Stocktake

- Innovation
- Land Use
- Local Communities and Indigenous Peoples Platform
- Market and Non-Market Mechanisms
- Mitigation
- The Ocean
- Pre-2020 Ambition and Implementation
- Science



COP28UAE
UNITE. ACT. DELIVER.



UN CLIMATE CHANGE CONFERENCE UK 2021

Sharm el-Sheikh, Egypt	<u>COP 27</u>	<u>Sharm el-Sheikh Climate Change Conference - November 2022</u>
Glasgow, United Kingdom of Great Britain and Northern Ireland	<u>COP 26</u>	<u>Glasgow Climate Change Conference – October-November 2021</u>
Madrid, Spain	<u>COP 25</u>	<u>UN Climate Change Conference - December 2019</u>
Katowice, Poland	<u>COP 24</u>	<u>Katowice Climate Change Conference – December 2018</u>
Bonn, Germany	<u>COP 23</u>	<u>UN Climate Change Conference - November 2017</u>
Marrakech, Morocco	<u>COP 22</u>	<u>Marrakech Climate Change Conference - November 2016</u>
Paris, France	<u>COP 21</u>	<u>Paris Climate Change Conference - November 2015</u>

Previous COP

[Conference of the Parties \(COP\) | UNFCCC](#)



Africa's 'Shocking' Climate Injustice

The United Nations' climate change summit opened in the Red Sea resort of Sharm el-Sheikh, Egypt, on Sunday with a warning from the Egyptian foreign minister and COP27 president, Sameh Shoukry, that world leaders must recognize the “magnitude of the climate challenge” faced and address concerns around “backsliding” on financial pledges.

A flashpoint of COP27 is a demand that those who have contributed the most to the planet's pollution pay the costs of the “[loss and damage](#)” caused and not only focus on curbing future impacts.

What issues are more important to the world?

For your assignment in this subject you will select a topic from the COP 27 Conference and assess to what extent **previous COP** conferences addressed it.

1. Action on Climate and SDGs

2. Adaptation and resilience

3. Capacity-building

4. Climate Finance

5. Climate Technology

6. Education & Youth

7. Gender

8. Global Stocktake

9. Innovation

10. Land Use

11. Local Communities and Indigenous Peoples Platform

13. Mitigation

14. The Ocean

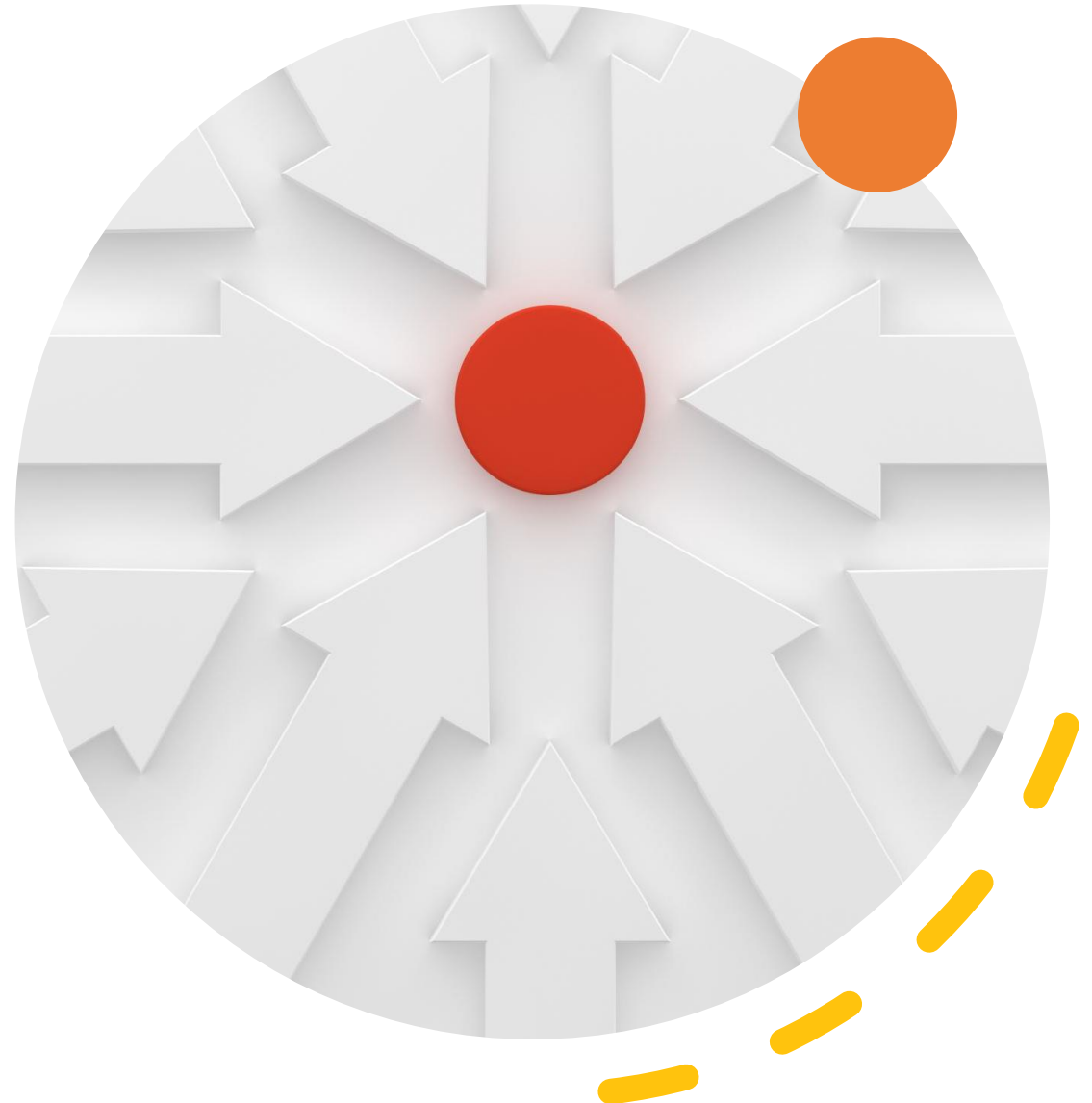
15. Pre-2020 Ambition and Implementation

16. Science

12. Market and Non-Market Mechanisms

SWOT

- A SWOT analysis is one of the types of strategic management frameworks used to build and test strategies
- A SWOT analysis identifies and compares the **strengths** and **weaknesses** while contextualising the external **opportunities** and **threats**.
- The SWOT analysis clarifies the internal, external and other factors that can have an impact on environmental goals and objectives...



S

STRENGTHS

- Things your company does well
- Qualities that separate you from your competitors
- Internal resources such as skilled, knowledgeable staff
- Tangible assets such as intellectual property, capital, proprietary technologies etc.

W

WEAKNESSES

- Things your company lacks
- Things your competitors do better than you
- Resource limitations
- Unclear unique selling proposition

O

OPPORTUNITIES

- Underserved markets for specific products
- Few competitors in your area
- Emerging need for your products or services
- Press/media coverage of your company

T

THREATS

- Emerging competitors
- Changing regulatory environment
- Negative press/media coverage
- Changing customer attitudes toward your company

PESTEL Analysis

- A **PESTEL** analysis is a framework or tool used by marketers to analyse and monitor the macro-environmental (external marketing environment) factors that have an impact on an organization, company, or industry. It examines the Political, Economic, Social, Technological, Environmental, and Legal factors in the external environment. A PESTEL analysis is used to identify threats and weaknesses which are used in a SWOT analysis.
- **Political** factors include government policies, leadership, and change; foreign trade policies; internal political issues and trends; tax policy; regulation and de-regulation trends.
- **Economic** factors include current and projected economic growth; inflation and interest rates; job growth and unemployment; labor costs; impact of globalization; disposable income of consumers and businesses; likely changes in the economic environment.
- **Social** factors include demographics (age, gender, race, family size); consumer attitudes, opinions, and buying patterns; population growth rate and employment patterns; socio-cultural changes; ethnic and religious trends; living standards.
- **Technological** factors affect marketing in (1) new ways of producing goods and services; (2) new ways of distributing goods and services; (3) new ways of communicating with target markets.
- **Environmental** factors are important due to the increasing scarcity of raw materials; pollution targets; doing business as an ethical and sustainable company; carbon footprint targets.
- **Legal** factors include health and safety; equal opportunities; advertising standards; consumer rights and laws; product labeling and product safety.

Assessment

- Moodle
- [Course: Strategic Management for Conservation \(ACBA7007\) \(uwtsd.ac.uk\)](https://uwtsd.ac.uk)
- COP Assessment (**70% of the module mark**) - 4000 word report - **Final Reports due: 29th March, 2024**
- 20 Minute SLS + A4 Summary Sheet (**30% of the module mark**) – to be held on **29th November, 2023**



Summary

- Definition of Strategic Management
- Why do we need to make strategic environmental decisions?
- Global v Local
- COP & **Assessment**
- SWOT/PESTEL

What does a SWOT analysis look like?



Class Activity



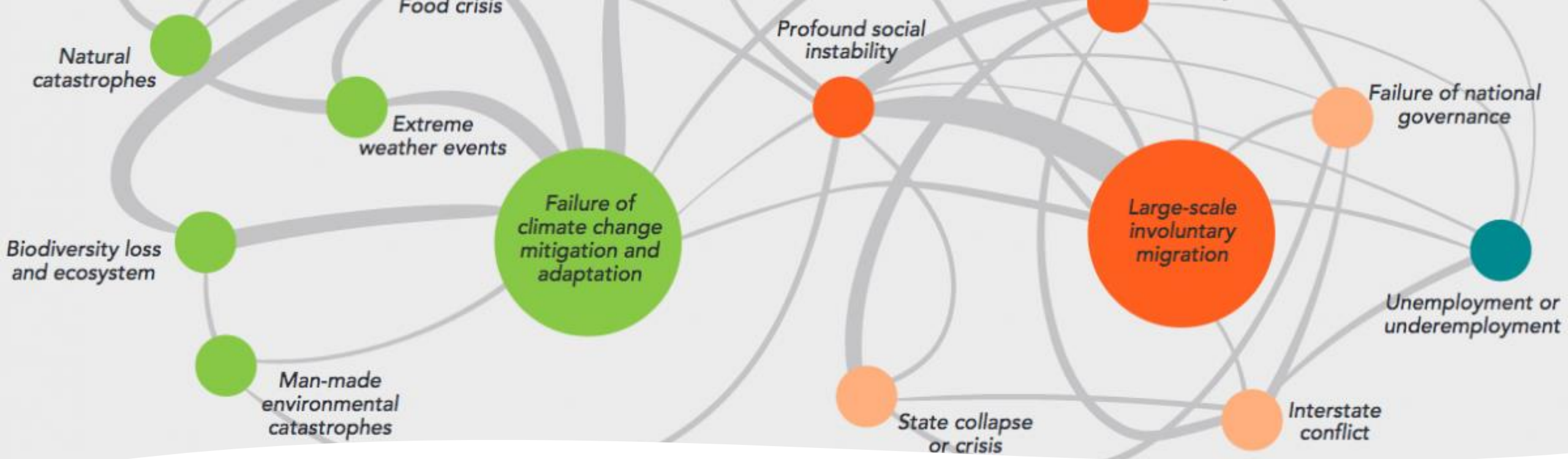
- Pick a mystery scenario from Alissa.
- Conduct a mini SWOT analysis on your scenario
- Make notes of your analysis on the Miro Board: [Miro Board for Strategic Management for Conservation](#)
- Present your SWOT analysis to the group



Class Activity

- [Is the world a better place 2030?](#)
[Michael Green](#)
 - 15 minutes discuss
 - Implications or future direction of COP?
 - You are an advisor to the UK Prime minister. What key messages would you like to get across at the next COP?
- 





Some examples
Environmental factors
have, together with other
factors, always acted as a
driver of human mobility
(weADAPT, 2021)

- Interconnections of climate change and migration, adapted from Global Risks Interconnections Map 2016 of the WEF Global Risk Report 2016. Green: Environmental Risks; red: Societal Risks, orange: Geopolitical Risks, blue: Economic Risks

A person is walking away from the viewer across a vast, cracked, and dry landscape. The ground is a deep orange-brown color, with numerous deep, irregular cracks forming a grid-like pattern. The person is wearing a red t-shirt, dark pants, and a white backpack. They are walking towards a distant, hazy horizon under a pale, overcast sky. The overall mood is one of desolation and journey.

Climate change impacts

- The impact of climate change on migration will increase in the future. There is, however, low confidence in quantitative projections of changes in mobility, due to its multi-causal nature.
- Sudden-onset disasters such as flooding, storms and earthquakes have displaced 26.4 million people each year.
 - The effects of gradual changes are likely to have an even greater impact on the movement of people in the future than extreme events.

Climate Change and Global Environmental Drivers

- Climate change and global environmental changes affect migration but are not the sole drivers.
- Global environmental change exacerbates existing challenges in urban areas such as unbalanced population structures, lack of social cohesion and social inequality. The extent to which policies create an enabling framework beneficial to migrants and inhabitants will determine to a large extent how functional a city will be.
- Migration is increasingly considered in the discussion of climate change, while environmental and climate issues are included in policy processes on migration. Nevertheless, there is still a lack of comprehensive policy responses on migration and the environment. COP 26?



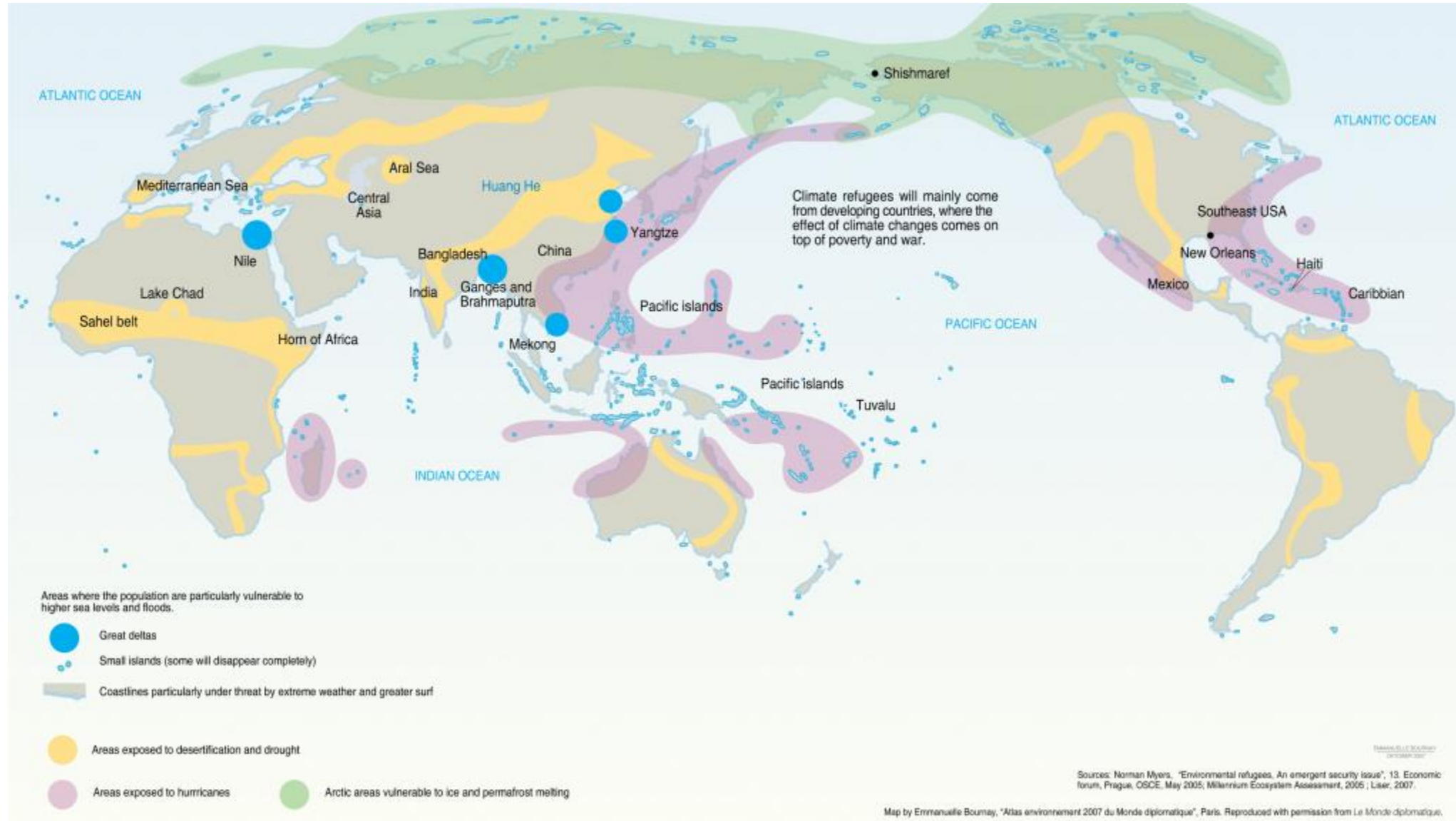
Population and resources

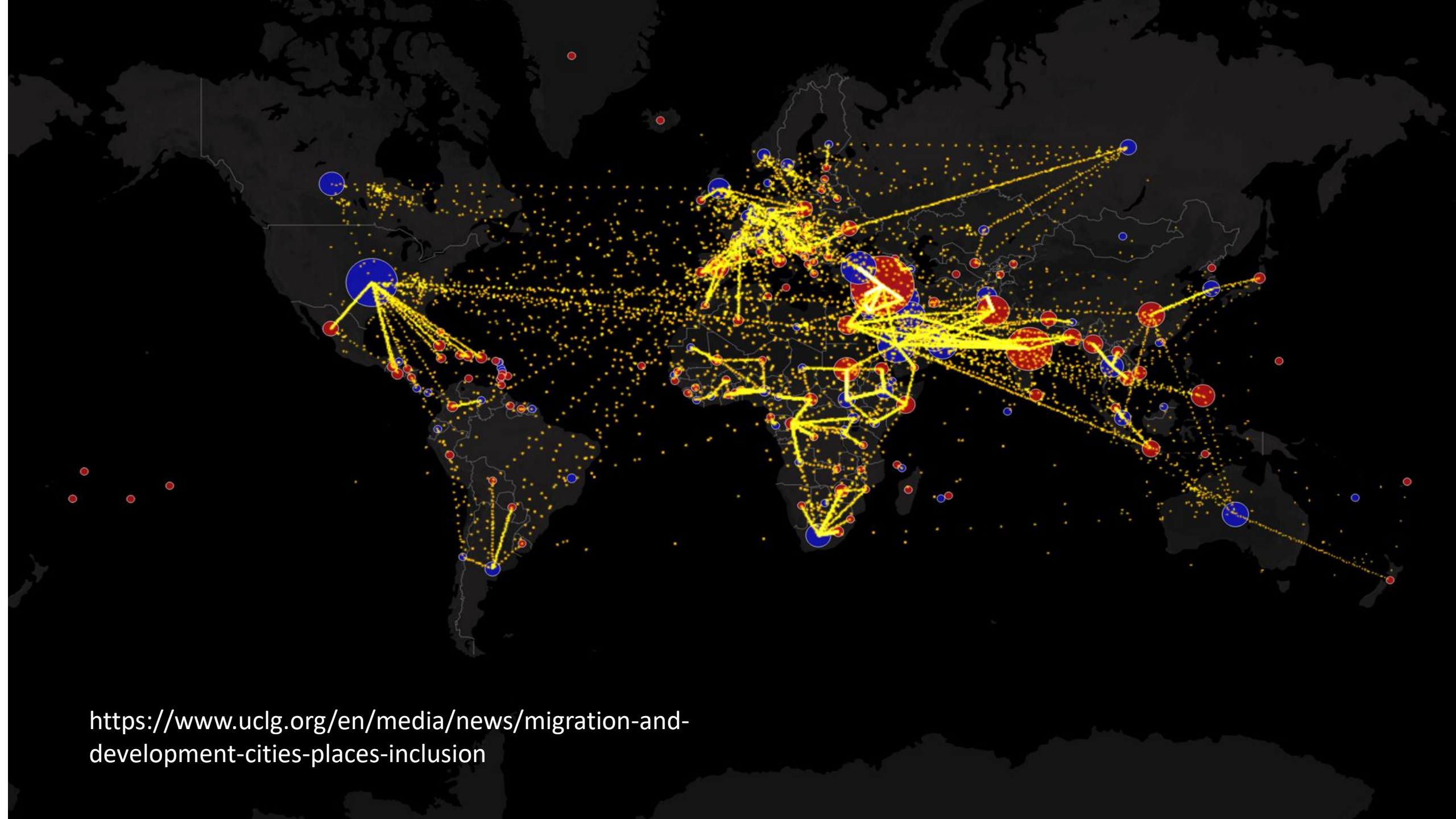
- Populations with limited resources may not have the means to benefit from migration as an adaptation strategy and therefore find themselves trapped in vulnerable situations. Is money enough?
- Classic strategies of development cooperation in rural areas, such as livelihood diversification and sustainable management of natural resources, seem to be valid approaches for climate change adaptation and for reducing the pressure to migrate to urban areas. Agree?
- Swiss Agency for Development and Cooperation (SDC) has identified the need to further enhance the knowledge base, and to foster interaction and intersectoral cooperation on the nexus between climate change and migration.



Geography of environmental migration

(International Organization for Migration, 2021)





<https://www.uclg.org/en/media/news/migration-and-development-cities-places-inclusion>



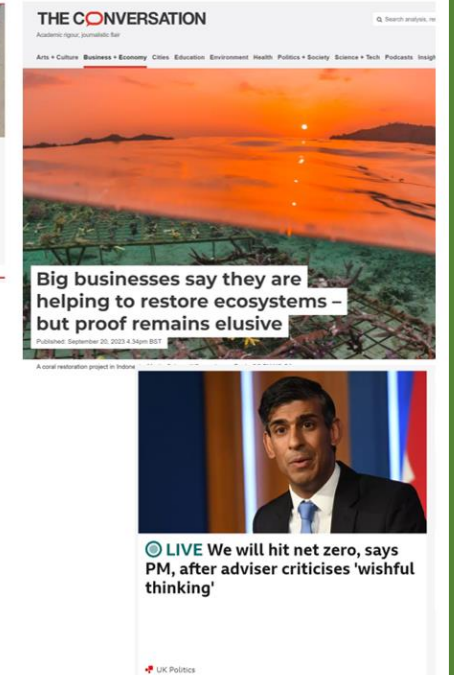
Next Week

- Strategic Management in Wales



Governance?

- **Weekly**
- Find an article related to the environment and consider how governance influences its message.
- [Big businesses say they are helping to restore ecosystems – but proof remains elusive \(theconversation.com\)](https://theconversation.com/big-businesses-say-they-are-helping-to-restore-ecosystems-but-proof-remains-elusive-178551)
- PowerPoint slide / Critical thinking / What's your take?



For next week ...

- Strategic Management in Wales
- Governance News Article (Powerpoint slide)
- Independent background reading on COP to date