

Jones, Gavin ORCID: <https://orcid.org/0000-0003-2627-6358> and Murphy, David F. ORCID: <https://orcid.org/0000-0001-8416-5627> (2024) The paradox of rewilding projects: exploring rewilding as projects, programs or portfolios. In: University of Maryland Project Management Symposium, 18-19 April 2024, University of Maryland, MD, US and online. (Unpublished)

Downloaded from: <http://insight.cumbria.ac.uk/id/eprint/7699/>

Usage of any items from the University of Cumbria's institutional repository 'Insight' must conform to the following fair usage guidelines.

Any item and its associated metadata held in the University of Cumbria's institutional repository Insight (unless stated otherwise on the metadata record) may be copied, displayed or performed, and stored in line with the JISC fair dealing guidelines (available [here](#)) for educational and not-for-profit activities

provided that

- the authors, title and full bibliographic details of the item are cited clearly when any part of the work is referred to verbally or in the written form
- a hyperlink/URL to the original Insight record of that item is included in any citations of the work
- the content is not changed in any way
- all files required for usage of the item are kept together with the main item file.

You may not

- sell any part of an item
- refer to any part of an item without citation
- amend any item or contextualise it in a way that will impugn the creator's reputation
- remove or alter the copyright statement on an item.

The full policy can be found [here](#).

Alternatively contact the University of Cumbria Repository Editor by emailing insight@cumbria.ac.uk.

University of Maryland

Project Management Symposium

NEXT SESSION

The Paradox of Rewilding Projects: Exploring rewilding as projects, programs or portfolios

Gavin Jones

Senior Lecturer in Project Management & Program Leader for the Online Project Management degree, Institute of Business, Industry and Leadership, University of Cumbria



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

This session will be recorded.

Project Management Symposium

The Paradox of Rewilding Projects

Gavin Jones *and* David F Murphy
University of Cumbria



PROJECT MANAGEMENT
CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department



Introduction

- **Gavin Jones** – Senior Lecturer in Project Management
- **David F Murphy** – Associate Professor of Sustainability & Collaborative Leadership
- **University of Cumbria**



What is Rewilding?

- Perspectives:
 - Aesthetics?
 - Ecology?
 - Wilderness?
 - Community?



What is Rewilding?

- At minimum rewilding is a human decision to abandon a place to **“nature knows best”**

(Rewilding Europe, 2024)



What is Rewilding?

- “...**rebuilding**... a natural ecosystem by **restoring** natural processes & the... food web at all trophic levels as a **self-sustaining & resilient ecosystem**... that would have been present had the disturbance not occurred”

(Carver *et al.*, 2021, p. 1888)



What is Rewilding?

- “Chris Packham says Glencoe is ‘sad’ to drive through”
 - “barren moorland”
 - “could be fixed by rewilding”



(Robertson, 2023)

What is a Project?

- “A **temporary** endeavour undertaken to create a unique product, service, or result” (PMI, 2021, p. 245)





What is a Program? ...a Portfolio?

- Program
 - “Related projects, subsidiary programs, and program activities that are managed in a coordinated manner to obtain benefits not available from managing them individually” (PMI, 2021, p. 245)
- Portfolio
 - “Projects, programs, subsidiary portfolios, and operations managed as a group to achieve strategic objectives” (PMI, 2021, p. 244)



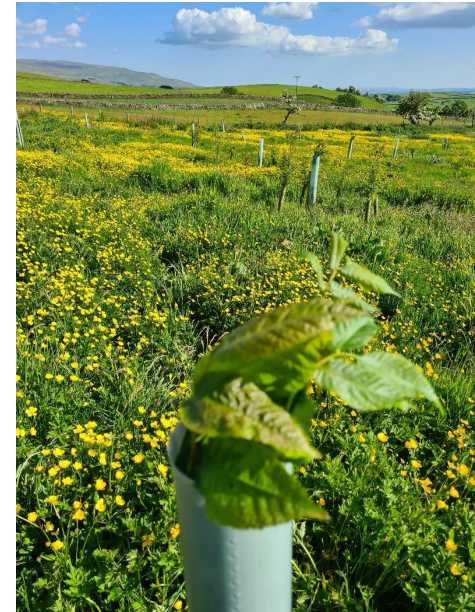
Rewilding – What is Success?

- What will it look like in 10 years?
 - “We don’t know. It’s going to look like whatever it looks like”
(Root-Bernstein *et al.*, 2018)



Rewilding is Collaboration

- “Collaboration is a necessary response to entanglement of matter and meaning” (Barad, 2007, p. x)





Rewilding is Uncertainty / Adaptability

- “Speculative wild experiments” (Peeren, 2019)
 - Natural processes are unpredictable
 - Adaptable vision required
 - Suited to Agile project management methods



A decorative graphic consisting of three overlapping chevron shapes in red, yellow, and black, pointing to the right.

Rewilding has Complexity

- “**Strong visionary leadership**” is needed to reconcile diverse stakeholder values & views... (Lynch, 2022, p. 17)
- ...and to communicate the vision in **simple accessible language** (Jiménez and Basurto, 2022)



Rewilding has Ambition

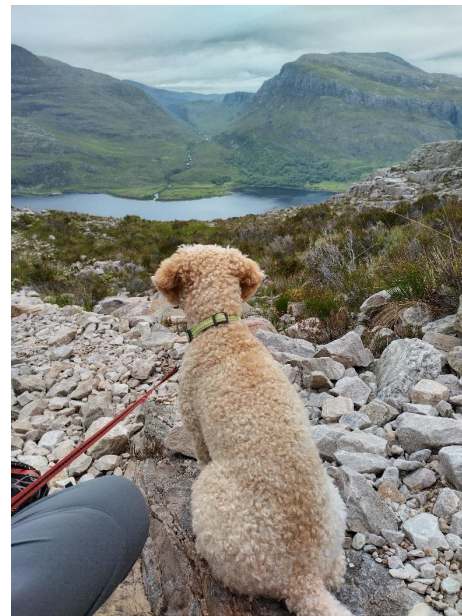
- “An 18,500-acre estate in Perthshire is set to be the home of a **100-year** rewilding **project** managed by Durrell”

(Durrell Wildlife Conservation Trust, 2023)



Rewilding has Scale

- **250-year** Trees for Life's Dundreggan rewilding project in Glen Affric in the Scottish Highlands (Couling, 2017)
- One of "...several of our **ongoing projects...**" (Trees for Life, 2023)



Rewilding has Partners

- Crosses boundaries
- Not constrained by targets and deadlines?
- **500-year** Wild Ennerdale rewilding **project** in English Lake District

(Root-Bernstein, *et al.*, 2018, p. 296)



Rewilding...

- 100+ year projects...
- ...landscape scale...
- ...with intervention...
- ...then leaving nature to it...
- ...seeing what happens...
- ...adapting the vision...
- ...modifying the intervention...



A stylized logo consisting of three overlapping chevron-like shapes in red, yellow, and black, forming an 'X' shape.

Funding

- Challenge 1: Vision driven or funding driven?
- Challenge 2: “Typically it takes 10–15 years for a change in the landscape to demonstrate results. When you think about it, that could be two to three parliaments and four to five environment ministers”

(Root-Bernstein *et al.*, 2018, p.298)

Rewilding – Is the word Project “plastic”?

- Adaptable (Agile PM?)
- Different stakeholder perspectives?
- Cross-disciplinary gaps:
 - A lack of PM expertise?
 - A lack of recognition of the need for PM?
 - A lack of monitoring and evaluation?



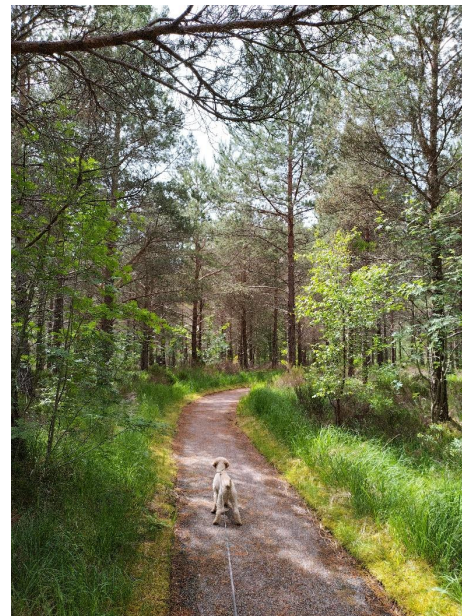
Rewilding – Transformation Program?

- Rewilding takes an environment from one state to another...
- ...*using multiple projects to do so?*



Rewilding – Portfolio of Projects?

- Trees for Life
 - Dundreggan – Rewilding Project
 - Nursery (Project and Operations)
 - Rewilding Centre / Experiences (Operations?)
 - Trails (Project and then Operations?)
 - Accommodation / Café (Operations?)





Benefits of Portfolio Management

- Dezhkam et al 2019 suggest
 - Higher collective value
 - Better decision-making / resource allocation
 - Greater strategic alignment



Conclusions

- Adaptable
 - Landscape level
 - Collaborative
- that are*
- Strategic
 - Transformative
 - Multi-project



Reflection

- Contested value
- Interdisciplinary
 - Socio-economic-ecological environment
 - Complex adaptive network
 - Natural world collaborations





Questions?

Primary Contact: Gavin Jones

gavin.jones@cumbria.ac.uk

Contact: David F. Murphy

david.murphy@cumbria.ac.uk



Evaluate Session



References

- Barad, K. (2007) *Meeting the Universe Halfway*. 1st edn. London: Duke University Press.
- Black, J., Milner-Gulland, E.J., Sotherton, N. and Mourato, S. (2010) 'Valuing complex environmental goods: landscape and biodiversity in the North Pennines', *Environmental Conservation*, 37(2), pp. 136-146
Available at: <https://doi.org/10.1017/S0376892910000597>.
- Carver, S., Convery, I., Hawkins, S., Beyers, R., Eagle, A., Kun, Z., Van Maanen, E., Cao, Y., Fisher, M., Edwards, S.R., Nelson, C., Gann, G.D., Shurter, S., Aguilar, K., Andrade, A., Ripple, W.J., Davis, J., Sinclair, A., Bekoff, M., Noss, R., Foreman, D., Pettersson, H., Root-Bernstein, M., Svenning, J., Taylor, P., Wynne-Jones, S., Featherstone, A.W., Fløjgaard, C., Stanley-Price, M., Navarro, L.M., Aykroyd, T., Parfitt, A. and Soulé, M. (2021) 'Guiding principles for rewilding', *Conservation Biology*; *Conserv Biol*, 35(6), pp. 1882-1893 Available at: <https://doi.org/10.1111/cobi.13730>.

A decorative graphic consisting of three overlapping chevron shapes in red, yellow, and black.

References

- Couling, S. (2017) *The journey of becoming a Conservation Week Leader*. Available at: <https://treesforlife.org.uk/the-journey-of-becoming-a-groupleader/> (Accessed: 29 July 2023).
- Dezhkam, M., Xue, S. and Liu, Z. (2019) 'Project portfolio management system, concepts and approach foundations', IOP conference series. *Earth and Environmental Science*, 310(5), article number 52081. Available at: <https://doi.org/10.1088/1755-1315/310/5/052081>.
- Durrell Wildlife Conservation Trust (2023) *Durrell Reveals Major New Scottish Rewilding Project*. Available at: <https://www.durrell.org/news/durrell-reveals-major-new-scottish-rewilding-project/> (Accessed: 29 January 2024).
- Jiménez, I. and Basurto, X. (2022) 'An organizational framework for effective conservation organizations', *2024 Project Management Symposium*, 28



A decorative graphic consisting of three overlapping chevron shapes in red, yellow, and black.

References

- Lamb, C.T., Willson, R., Richter, C., Owens-Beek, N., Napoleon, J., Muir, B., McNay, R.S., Lavis, E., Hebblewhite, M., Giguere, L., Dokkie, T., Boutin, S. and Ford, A.T. (2022) 'Indigenous-led conservation: Pathways to recovery for the nearly extirpated Klinse-Za mountain caribou', *Ecological Applications*, 32(5), article number e2581. Available at: <https://doi.org/10.1002/eap.2581>.
- Lynch, A.J. (2022) 'The 'Bush Capital'—A Review of 100+ Years of Integrative Spatio-Temporal Planning for a City in the Landscape and Nature in the City', *Land (Basel)*, 11(2), article number 169. Available at: <https://doi.org/10.3390/land11020169>.
- Mata, J.C., Buitenwerf, R. and Svenning, J. (2021) 'Enhancing monitoring of rewilding progress through wildlife tracking and remote sensing', *PloS one*, 16(7), article number 0253148. Available at: <https://doi.org/10.1371/journal.pone.0253148>.

A decorative graphic consisting of three overlapping chevron shapes in red, yellow, and black.

References

- Peeren, E. (2019) 'The affective economies and political force of rural wildness', *Landscape Research*, 44(7), pp. 834-845 Available at: <https://doi.org/10.1080/01426397.2018.1427706>.
- Project Management Institute (2021) 'A guide to the project management body of knowledge', in *The standard for project management and a guide to the project management body of knowledge*. 7th edn. Newtown Square, PA: Project Management Institute.
- Rewilding Europe (2024) *What is rewilding?* Available at: <https://rewildingeurope.com/what-is-rewilding/> (Accessed: Feb 5, 2024).
- Robertson, A. (2023) *Glencoe is 'sad', says Packham*. Available at: <https://search.proquest.com/docview/2881572377> (Accessed: 05 February 2024).

A decorative graphic consisting of three overlapping chevron shapes in red, yellow, and black.

References

- Root-Bernstein, M., Gooden, J. and Boyes, A. (2018) 'Rewilding in practice: Projects and policy', *Geoforum*, 97(December), pp. 292-304 Available at: <https://doi.org/10.1016/j.geoforum.2018.09.017>.
- Trees for Life (2023) *What Trees for Life does*. Available at: <https://treesforlife.org.uk/about-us/what-we-do/> (Accessed: Jan 29, 2024).
- Watson, D.M., Doerr, V.A.J., Banks, S.C., Driscoll, D.A., van der Ree, R., Doerr, E.D. and Sunnucks, P. (2017) 'Monitoring ecological consequences of efforts to restore landscape-scale connectivity', *Biological Conservation*, 206(February), pp. 201-209 Available at: <https://doi.org/10.1016/j.biocon.2016.12.032>.