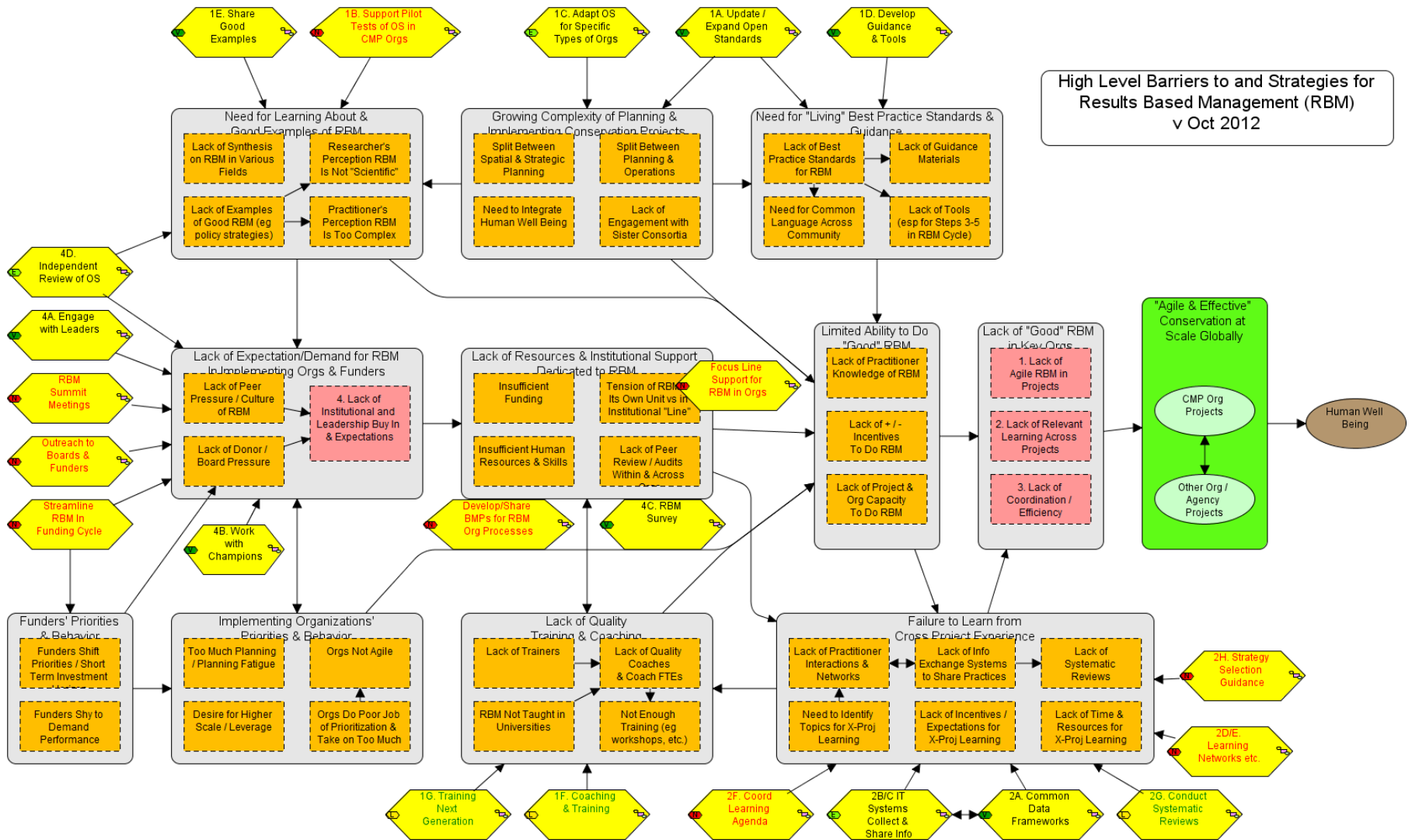# Appendices - CCNet FY2017 – FY2020 Strategic Plan

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Prepared By
CCNet Coordinating Team
Brad Northrup
Jora Young
John Morrison
Cristina Lasch
Marcia Brown
Olivia Millard

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Appendix A – Conservation Measures Partnership Situation Analysis Conceptual Diagram

High Level Barriers to and Strategies for Results Based Management (RBM) v Oct 2012

Strategy nodes (top):
- 1E. Share Good Examples
- 1B. Support Pilot Tests of OS in CMP Orgs
- 1C. Adapt OS for Specific Types of Orgs
- 1A. Update / Expand Open Standards
- 1D. Develop Guidance & Tools

Need for Learning About & Good Examples of RBM
- Lack of Synthesis on RBM in Various Fields
- Researcher's Perception RBM Is Not "Scientific"
- Lack of Examples of Good RBM (eg policy strategies)
- Practitioner's Perception RBM Is Too Complex

Growing Complexity of Planning & Implementing Conservation Projects
- Split Between Spatial & Strategic Planning
- Split Between Planning & Operations
- Need to Integrate Human Well Being
- Lack of Engagement with Sister Consortia

Need for "Living" Best Practice Standards & Guidance
- Lack of Best Practice Standards for RBM
- Lack of Guidance Materials
- Need for Common Language Across Community
- Lack of Tools (esp for Steps 3-5 in RBM Cycle)

Left-side strategy nodes:
- 4D. Independent Review of OS
- 4A. Engage with Leaders
- RBM Summit Meetings
- Outreach to Boards & Funders
- Streamline RBM In Funding Cycle

Lack of Expectation/Demand for RBM In Implementing Orgs & Funders
- Lack of Peer Pressure / Culture of RBM
- 4. Lack of Institutional and Leadership Buy In & Expectations
- Lack of Donor / Board Pressure
- 4B. Work with Champions

Lack of Resources & Institutional Support Dedicated to RBM
- Insufficient Funding
- Tension of RBM Its Own Unit vs in Institutional "Line"
- Insufficient Human Resources & Skills
- Lack of Peer Review / Audits Within & Across Orgs
- Focus Line Support for RBM in Orgs
- Develop/Share BMPs for RBM Org Processes
- 4C. RBM Survey

Limited Ability to Do "Good" RBM
- Lack of Practitioner Knowledge of RBM
- Lack of + / - Incentives To Do RBM
- Lack of Project & Org Capacity To Do RBM

Lack of "Good" RBM in Key Orgs
- 1. Lack of Agile RBM in Projects
- 2. Lack of Relevant Learning Across Projects
- 3. Lack of Coordination / Efficiency

"Agile & Effective" Conservation at Scale Globally
- CMP Org Projects
- Other Org / Agency Projects

Human Well Being

Funders' Priorities & Behavior
- Funders Shift Priorities / Short Term Investment
- Funders Shy to Demand Performance

Implementing Organizations' Priorities & Behavior
- Too Much Planning / Planning Fatigue
- Orgs Not Agile
- Desire for Higher Scale / Leverage
- Orgs Do Poor Job of Prioritization & Take on Too Much

Lack of Quality Training & Coaching
- Lack of Trainers
- Lack of Quality Coaches & Coach FTEs
- RBM Not Taught in Universities
- Not Enough Training (eg workshops, etc.)

Failure to Learn from Cross Project Experience
- Lack of Practitioner Interactions & Networks
- Lack of Info Exchange Systems to Share Practices
- Lack of Systematic Reviews
- Need to Identify Topics for X-Proj Learning
- Lack of Incentives / Expectations for X-Proj Learning
- Lack of Time & Resources for X-Proj Learning

Right-side strategy nodes:
- 2H. Strategy Selection Guidance
- 2D/E. Learning Networks etc.

Bottom strategy nodes:
- 1G. Training Next Generation
- 1F. Coaching & Training
- 2F. Coord Learning Agenda
- 2B/C IT Systems Collect & Share Info
- 2A. Common Data Frameworks
- 2G. Conduct Systematic Reviews

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Appendix B - MEMORANDUM OF UNDERSTANDING: CONSERVATION MEASURES PARTNERSHIP and the CONSERVATION COACHES NETWORK

January 2016 –December 2017

Background

The Conservation Measures Partnership (CMP)'s primary function is to keep the Open Standards for the Practice of Conservation (OS) relevant to the broad conservation community and to work on tools, methods, guidance, and new concepts that help with their implementation.

The Conservation Coaches Network (CCNet)'s primary function is to create cadres of coaches capable of teaching, training and inspiring conservation practitioners around the world, and to develop appropriate materials, training and methods for implementing and sharing best practice on the OS.

The April 2011 CMP & CCNet Collaboration Statement highlighted that by working together we will leverage far more experience and lessons, thereby ensuring improved conservation practice and increasing the potential for conservation impact. Since 2012, CMP & CCNet have formally collaborated in a number of program initiatives documented and managed through a series of MOUs.

Based on recommendations from a 2015 independent evaluation commissioned by CMP and CCNet, a joint Structure and Governance Working Group was formed to "explore possible alternative governance and structure mechanisms for CMP and CCNet". The working group concluded (from its survey, focus groups etc.) that neither organization was ready or felt it necessary to merge. However, there was overwhelming support to advance our formal collaboration and to better define and communicate our collaborative work. In looking at models of collaboration that lie between merger and our status quo, the working group recommends that a "strategic alliance" best defines CMP and CCNet's work together. A strategic alliance is "an agreement between two or more parties to pursue a set of agreed upon objectives while remaining independent organizations." Strategic alliances occur when two or more organizations join together to pursue mutual benefits such as (1) achieving joint strategic goals, (2) reducing risks while increasing rewards and, (3) leveraging resources. In fact, most aspects that define a strategic alliance are practiced already by CMP and CCNet, including formal statements of collaboration, joint MOUs, joint meeting, joint funding of projects and programs and a shared commitment to advance the Open Standards. We believe that formally adopting "alliance" as a term and approach that describes our joint efforts gives us a simple and effective way to convey to key audiences how we work together.

We are proposing as a working title for our future collaboration the "Alliance for the Advancement of Conservation Practice" (Alliance). Recognizing that this recommendation requires management to establish, communicate and maintain its objectives, this MoU provides an Initiative (A. 1. Below) to take this forward and, among other things, develop a charter that will provide clarity about the elements and goals of the Alliance.

Purpose

The purpose of this MOU is to define the vision and principles of the CMP and CCNet's work together; the priority areas for collaboration; and to identify ways in which we will collaborate.

This document is not a strategic plan; both organizations will revise their own plans in the early stages of this MoU. In a linked process, a set of measurable goals and objectives will be set out to reinforce this agreement.

Vision

The vision of the Alliance is that conservation organizations and professionals worldwide will increase the impact of conservation efforts. This vision is furthered by enabling the widespread adoption and application of the Open Standards for the Practice of Conservation, an effective approach to conservation which not only fosters focused conservation action but also the ability to share and learn across organizations and cultures

The main avenues for collaboration that characterize the Alliance are proposed below.
1. **Open standards promotion:** extending and strengthening adoption of the Open Standards across the conservation community;

2. **Tools and methods:** ensuring up-to-date and adequate tools, approaches and related materials for the OS and coaching;
3. **Capacity building:** building capacity and confidence in applying the OS and coaching at multiple scales;
4. **Learning:** sharing developments and insights: that will improve the practice of conservation.

Basic Principles

CCNet and CMP both aspire to advance the practice of conservation and maintain a harmonious language and approach to conservation practice that can cross organizations, scales, languages and cultures. It makes sense to work in close collaboration in order to achieve these aims. The basic principles of the Alliance are:

1. **Mutual Respect –** We will respect the Mission and functions of the Conservation Measures Partnership (CMP) and the Conservation Coaches Network (CCNet), recognizing that they are distinct bodies with a desire to work together on select initiatives.
2. **Communicative and transparent –** We will be proactive, transparent and open in our communications between CMP and CCNET, and jointly to our membership. This will ensure that our combined membership understands the benefits of the Alliance, and aspires to work more closely together.
3. **Commitment to Learning –** We commit to jointly improving the practice of conservation by sharing our experiences and learning together, regularly updating our methodologies and activities to reflect experience. We are interested in sharing not only success stories but also lessons learned from efforts that do not turn out as planned.
4. **Trust –** Working together makes us stronger than working apart from one another and enables us to avoid needless duplication of effort, thus making us all more efficient in achieving our personal and organizational goals. We acknowledge that achieving true collaboration requires mutual trust.
5. **Integrity –** CMP and CCNet must work together with great respect, honesty and clarity of purpose and we must have patience and a positive spirit as we grapple with complex issues and diverse perspectives.

Accountability and Oversight

The nature of the Alliance between CMP and CCNet means that accountability is a shared responsibility, and occurs at several levels. Individual members be they coaches or representatives of organizations (as in CMP) should act in a way that helps secure the vision, goals and objectives. The CMP and CCNet Boards have a key role in this shared accountability and responsibility, and will seek regular feedback from CMP and CCNet stakeholders.

Two Board Members, one each from CMP and CCNet, will provide oversight of this MOU, and will evaluate the effectiveness of, and adherence to, the agreement with the participation of members of each organization. External input will be sought as needed. At six-month intervals, concise reviews of progress and collaboration will be undertaken, and any adaptations to the MOU proposed.

Leadership of the initiatives will include members from each organization and progress on these initiatives is to be followed on a regular basis by CCNet and CMP Boards.

It is expected that the work of these initiatives will evolve and be adapted where appropriate during the period of this MOU.

Funding

This MOU is not a commitment of funds. However, CCNet and CMP will work together to identify specific program areas where joint fundraising is feasible and advantageous to both organizations. These areas may lead to the development of joint proposals with the intent to pursue funding.

Duration

This MOU is at-will, with a duration of two years, and may be modified and renewed by mutual consent of the CMP or CCNet Boards. It may be terminated with one month's written notice signed by the board of either organization.

Joint Initiatives

Based on the recommendation emerging from the 2015 CMP/CCNet independent evaluation and joint CMP & CCNet working groups, a set of initiatives were identified (some of these are ongoing endeavors). These were discussed at a joint Board meeting during the CCNet Rally (October, 2015) and approved by the CMP and CCNet Boards in early 2016. As mentioned above, this document is not a strategy but a MoU that provides a loose framework for the

Alliance to work more formally together. There will need to be some effort in the early stages of the MoU to develop goals, objectives and to undertake an "initiative" selection process that helps prioritize and/or sequence the initiatives/activities listed below, and look for gaps (using a shared theory of change).

Reflecting this process, the priorities for this MoU fall in five categories of activity (not listed in order of priority):
- A. Collaborative engagement in strategic planning and priority operational issues.
- B. Promotion and evolution of the Open Standards;
- C. Exploration of the impact and value added of the OS and coaching;
- D. Collaborative fundraising and outreach to shared audiences and donors
- E. Joint communications and meetings and shared knowledge management approaches;

A. COLLABORATIVE ENGAGEMENT IN STRATEGIC PLANNING AND PRIORITY OPERATIONAL ISSUES

1. **Alliance for the Advancement of Conservation Practice:** With this 2016-2017 MoU, CMP and CCNet will begin collaboration through a strategic "Alliance" (see "Background" discussion on page #1 of the MOU). To implement this commitment, we will take steps to develop a charter and communicate this to key audiences.
   a. **Alliance Charter**: To provide clarity and direction, a working group will be formed to draft a framework for the Alliance that will frame "the what" and "the how" the two organizations work together.
   b. **Alliance Marketing and Communications:** There is a need to communicate CMP and CCNet as an "Alliance for Advancement of Conservation Practice". The initiative will develop actions to introduce this to key audiences and stakeholders.

2. **Planning 2016:**
   a. Strategic Planning: It is expected that both CCNet and CMP undertake a coordinated review and revision of their strategic plans in 2016. During this process, at appropriate intervals, review sessions will be held to share drafts and plans.

3. **Full Cost Accounting:** CMP/CCNet both operate with very small budgets, relying significantly on contributions of time from people who are not paid. The volunteerism of members is admirable but creates challenges garnering resources to sustain ongoing strategic goals. CMP and CCNet will produce a "full-cost accounting" and establish a regular approach and report that recognizes the financial and in-kind contributions of board, organizational, and franchise members. We will share this information with key audiences to demonstrate the efficiency and leverage of our business model and incorporate this information into our fundraising and financial strategies**.**

4. **Risk Assessment:** There is a need to review and evaluate areas of organizational risk inherent in both organization's structure and products. With the growth in the number of our institutional members, franchises, products, etc., it is prudent to examine the level and priority of various risks. Priority topic areas include:
   i. Royalty and property rights: A key issue in any consortium effort is managing intellectual property (IP) rights. Some initial principles that can guide this conversation may include: (1) Distinguishing between IP that belongs to individual CMP/CCNet members versus IP that belongs to the CMP and/or CCNet as a collective, versus that which constitutes the "Conservation Commons"; (2) Commitments by CMP and CCNet to producing all their materials under the appropriate Creative Commons or other "Open Source" license, and to using the Alliance branding; (3) rights to use CMP/CCNet vs. Alliance brand names; and (4) rights to any royalties or other benefits derived from use of the IP.
   ii. Board Liability: Explore the level of risk, costs and options for providing Board liability insurance and other relevant forms of risk reduction.

B. PROMOTION AND EVOLUTION OF THE OPEN STANDARDS - This initiative will seek to (1) achieve a more proactive promotion of the OS in different organizations and sectors; to (2) collaborate closely on adaptations to keep the Open Standards relevant, and to (3) achieve use of the OS to develop a strong, shared learning system for the biodiversity conservation sector.

1. **Promotion of the Open Standards -** The 2015 CMP/CCNet independent evaluation found that few organizations have formally and fully adopted and supported the use of the OS. The CMP Board established an "Initiative on promotion of the OS" during the October 2014 technical meeting with CCNet members participating. The Alliance will establish a "Working Group on OS Promotion" to focus resources and renew its

efforts to achieve the objectives of this initiative building off of existing joint projects.

2. **Development of Tools, Approaches and Guidance**
   a. **Guidance Materials-** The Alliance will continue to review and evaluate publically available basic Open Standards guidance and tools for posting on the joint website. This initiative is ongoing. CMP/CCNet will also formally consider the role of the OS relative to a small but critical set of conservation frameworks that are viewed by many as alternative results based management approaches, e.g. Structured Decision Making.

   b. **Online Course -** The Alliance will develop, promote and mainstream OS through a (Massive Open Online Course - MOOC) on OS to grow capacities in all geographies, at scale and cost-effectively. The course is designed to be easily repeated on a regular basis. It can enhance permeability and prevalence of OS, with the goal to establish OS as the de facto "standard" for the biodiversity conservation sector.

   c. **Accreditation:** The Alliance will assess the applicability of a process for conservation coaches to receive formal accreditation from an independent source certifying they have met a defined level of competency for training others in coaching and the Open Standards.

Note: See also the "Joint Website" and "Joint Meeting" initiatives listed under "Joint Communication and Shared Knowledge Management" which will also contribute to OS promotion.

C. EXPLORATION OF THE IMPACT AND VALUE ADDED OF THE OS AND COACHING - The CMP/CCNet evaluators stated there are "no quantifiable data, documented baseline or counterfactual studies that provide evidence that use of the OS, or any other specific adaptive management framework, has led to improved conservation status." While the evaluators make an interesting and valid point, both CMP and CCNet have also long held that there need to be more stories, and evidence (even if qualitative) that the OS when applied bring great value across the conservation community. Therefore, this initiative will explore opportunities for CMP and CCNet to undertake or commission projects that provide quantifiable measures of the impact of their work on conservation status, and equally to seek out and share other evidence of the value of the OS to conservation. This could include:
1. **Set measurable goals and develop** methods to measure the impact of the open standards. Formally engage academic partners on this issue**.**
2. **Develop "test beds"** where decision-making bodies are willing to consider results of OS work in determining how and where to deliver conservation results**.**
3. **Bring together practitioners** to develop approaches for measuring the impact of the OS
4. **Create hubs or other mechanisms** for people to download, upload, link and most importantly to share the stories of the value add of the OS to conservation**.**

D. FUNDRAISING – Funding is one of our biggest constraints to advancing conservation practice – collectively we know what needs to be done, but we don't have the capacity to make it happen. Under the strategic "Alliance", there will be a focus on: developing a joint proposal as well as a next generation fundraising strategy for CCNet. CCNet is establishing a "Fundraising Working Group" with CMP participation to best use the experience and wisdom of both organizations (and some external advisors). The joint funding proposal would aim to meet the needs of both CMP and CCNet, and advance the vision and goals of the Alliance. The proposal would have a broad focus, and could provide for core operational costs, investments in improvements to training materials and tools, investment in research on the impact of the OS and coaching, etc. In addition to the proposal and the CCNet fundraising strategy, other recommendations will be brought to the CMP and CCNet Boards in 2016.

E. JOINT COMMUNICATIONS AND SHARED KNOWLEDGE MANAGEMENT - The 2015 CMP/CCNet independent evaluation documented the need to improve our outreach and influence with key audiences including, senior management of existing and prospective partners, member organizations, coaches, conservation scientists, and NGOs. Recognizing that CCNet and CMP have their own "brands" and limited resources we suggest that the focus of our joint communication work be on the following initiatives:

1. **Joint Website** – Continue active management and improvements to the joint website that supports the practice of the Open Standards, CCNet and CMP, and which is an important source of outreach to our constituents and source of access to information. This will include a strategic assessment of priorities for enhancement and the resources needed to improve and sustain this site. In addition, we will assess how the content of the site can be

enhanced to promote CMP, CCNet's and OS brands, and the shared interests of this Alliance.

2. **Joint Meetings and Board sharing**
Currently: Brad Northrup is the CCNet Rep on CMP and Sheila O'Connor the CMP Rep on CCNet Board. These roles and the individuals in these roles should be reviewed at the time of a renewal of the MoU, unless other changes require reconsideration at an earlier date.

Physical meetings will likely be limited to the following:
a.   Continue joint participation at Rallies - Lead: CCNet.
b.   CMP technical meeting in off years – Lead: CMP
c.   Joint Board meeting annually at either the rally or the technical meeting (Shared Board members to lead)

 Virtual meetings will occur more often and will be set up for each initiative by the leads. Any necessary documentation from these meetings should be shared on a Google doc that can be accessed through the shared website. The six monthly reviews/reports of the MoU (see Accountability and Oversight) will also be available on the website.

Appendix C - Best Practices for CCNet Franchises

This topic was the subject of a session at the 2013 CCNet Coaches Rally, facilitated by John Morrison, CCNet Coordinator, and Ilke Tilders, CCNet/Europe Franchise Co-Leader. After an overview of the development of franchises in the TNC Efroymson and CCNet Coaches Networks, the session focused on identifying desired best practices. Ilke presented what her European Franchise has been attempting to do - as a strawman. The assembled franchise leaders discussed each of the elements of franchise best practices (see figure below), and then voted for the top 8 practices. The assembled franchise leaders agreed that these 8 items were a reasonable minimum standard for franchise performance.

The top 8 identified best practices, arrayed by category were:

Leadership & Role Models

1. ensure that the franchise leader has the support of a core team who together drive the franchise ;
2. attempt to tap the talents of high energy individuals (university students, other NGOs, etc.);

Team of Active & Good Quality Coaches

3. ensure a variety of training opportunities;
4. maintain an overview of people that want to become a coach, and of coaches that would like to be involved in training other coaches;
5. all coaches should be encouraged to use the self assessment – based on which the franchise leads form an idea of overall training priorities. The overall category (trainer, coach, coach-in-training) should be visible to other coaches, but the details of the self-assessment need only be shared with the franchise leader(s);

Cadre of Well-Informed Coaches that Well Inform

6. a dedicated person is needed to ensure some kind of franchise web-presence and news distribution service (newsletter, etc.);

Shared Mission & Joint Delivery on Objectives

7. stay connected to global CCNet Coordinating Team (via email, Board Calls, feeding stories into the global newsletter, etc.);


Enablers

8. accessing a bit of working capital is helpful.

In addition to the above, a couple other principles popped up:

- PATIENCE IS IMPORTANT in developing a franchise;
- "Accept the onion" - there will always be variability in the activeness of coaches - including variability for individual coaches over time.

Under duress, the franchise leaders also agreed that a brief, 1-2 page annual franchise workplan sent to the CCNet Coordinator is reasonable.
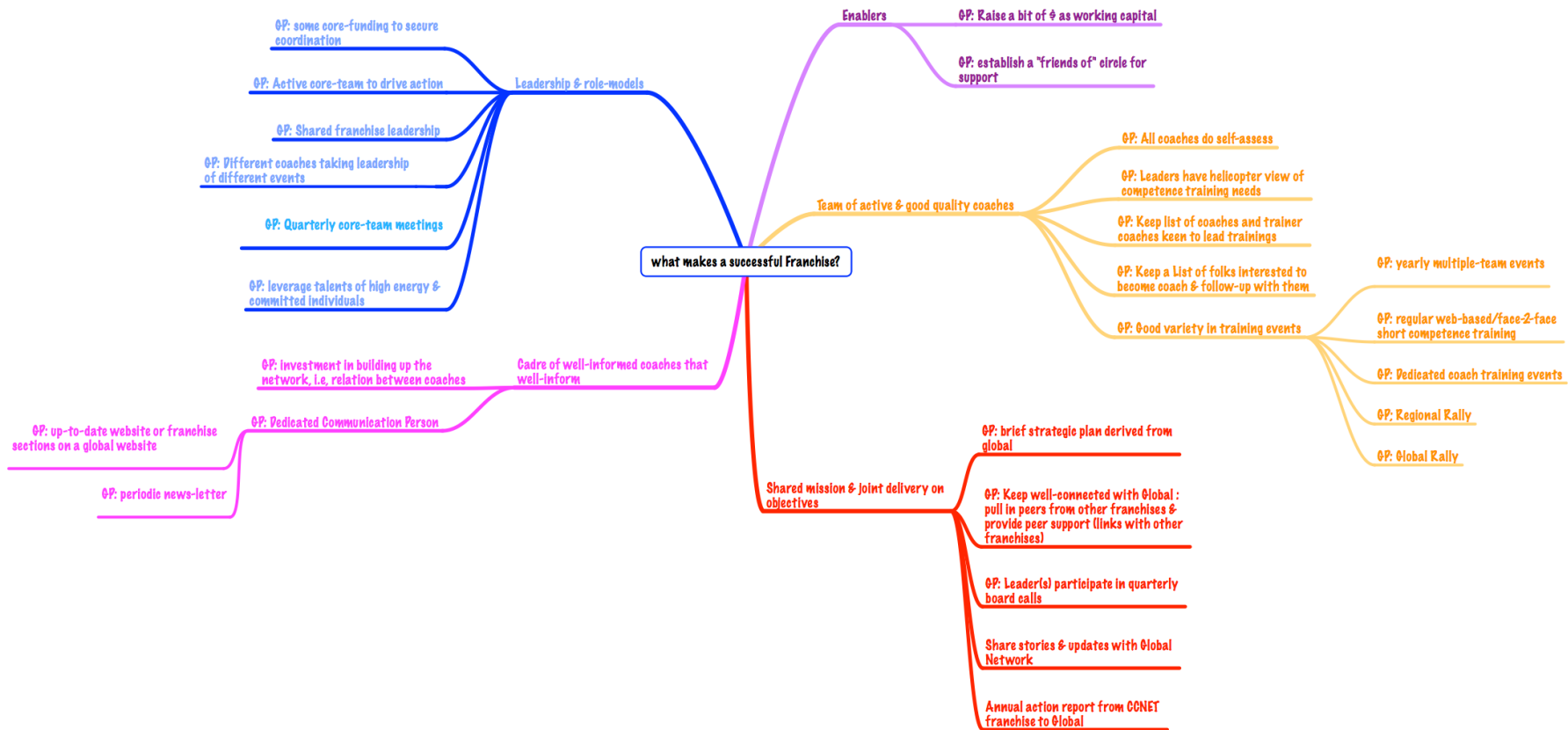
Figure 1. Ideal CCNet Best Practices

The mindmap above reflects the thoughts of a group of predominantly franchise leaders at the 2013 CCNet Coaches Rally. It was developed based on the developments in the CCNet/Europe Franchise – complemented by thoughts from other franchises represented in the Rally session.

Appendix D – List of CCNet Network Coordination Team and Board members

CCNet Network Coordination Team

Board Chair – Michael Looker

Global Coordinator – John Morrison, WWF

Technical Coordinator – Cristina Lasch, TNC

Member, Jora Young

Member – Marcia Brown, FOS

Member, Olivia Millard, TNC

CCNet Board of Directors

Africa Franchise Co-lead (West & Central Africa) - Anne Ntongho, WWF Cameroon

Africa Franchise Co-lead (East & Southern Africa) – Nancy Chege, GEF/UNDP

Europe Franchise Co-lead –Daniela Aschenbrenner, Eberswalde University for Sustainable Development / Independent Consultant

Europe Franchise Co-lead – Nico Boenisch, FOS

Europe Franchise Co-lead - Xavier Escute – Fundació Catalunya-La Pedrera

South Asia Franchise - Vacant

China Franchise Lead – Jin Tong, TNC

Mongolia Franchise Co-lead – Tuguldur Enkhtsetseg, TNC

Mongolia Franchise Co-lead – Munkhchuluun Basan, WWF

Australia Franchise Co-lead – Paul Koch

Australia Franchise Co-lead – Natalie Holland, TNC

Pacific Islands Franchise Co-lead (Micronesia) – Trina Leberer, TNC

Pacific Islands Franchise Co-lead (Hawaii) – Emily Fielding, TNC

South America Franchise Lead – Irina Montenegro, WWF Chile

Southeast Asia Franchise Co-lead – Felix Cybulla, Independent Consultant

Southeast Asia Franchise Co-lead – Annette Olsson, Conservation International

Southeast Asia Franchise Co-lead- Hui Shim Tan, WWF Malaysia

Mesoamerica Franchise Co-lead – Dave Kramer, Independent Consultant

Mesoamerica Franchise Co-lead – Yven Echeverria, Independent Consultant

North America Franchise Co-lead (California) – Sandi Matsumoto, TNC

North America Franchise Co-lead (California) –Andrew Bridges, Institute for Wildlife Studies

North America Franchise Co-lead (Rockies, Pacific Northwest, Canada) – Terri Schulz, TNC

North America Franchise Co-lead (Central US) – Doug Pearsall, TNC

North America Franchise Co-lead (Central US) – John Paskus, Michigan Natural Features Inventory

North America Franchise Co-lead (Eastern US) – Sara Gottlieb, TNC

North America Franchise Co-lead (Eastern US) – Robert Sutter, Enduring Conservation

WWF Partner Representative – Will Beale, WWF UK (also serves as CMP Representative)

WWF Partner Representative - Lydia Gaskell, WWF UK

TNC Partner Representative - Olivia Millard, TNC

Greening Australia Partner Representative – Todd Berkinshaw, Greening Australia

FOS Partner Representative – Nick Salafsky, FOS

Advisor and Friend - Dan Salzer, TNC

Appendix E. CCNet Coordination Team and Board Members Roles and Responsibilities

Governance: CCNet is governed by an approximately 15-member Board representing the partner organizations, leaders from the regional franchises, and senior advisors, who speak approximately quarterly in conference calls and meet face-to-face during biannual Coach Rallies. The board approves major decisions including strategic plans, charters, collaboration MOUs, annual work plans and budgets.

Global Coordination: CCNet is coordinated by a Network Coordination Team with partially hired staff from WWF (20% FTE – John Morrison, Global CCNet Coordination), TNC (50% FTE – Cristina Lasch, Global CCNet Operations Coordination; Olivia Millard, Senior Advisor on Knowledge-management (not paid by CCNet), and FOS (Marcia Brown, Coach Training (not paid by CCNet) and volunteer support (Michael Looker, CCNet Chair; Jora Young, Fundraising Advisor). CCNet is also seeking someone to provide part-time paid help for communications and fundraising, within this coordination team. The core team is responsible for coordinating board communications, following up on the strategic and annual work plan, organizing and running coach trainings and bi-annual in-person meetings called Rallies, developing, improving and translating guidance materials, organizing the work of the regional franchises, a newsletter and listserv, helping conservation projects locate appropriate coaches, and various administrative tasks. Finances are currently managed by TNC.

Regional Coordination: CCNet consists of more than 600 individually trained Conservation Coaches as well as subnetworks, called "Franchises" (not to be confused with profit-making commercial franchises) on each continent which provide additional support to the Coaches. Franchises and Franchise leaders are essential actors and stakeholders. Franchises represent clusters of Coaches who focus their "service area" around a common theme or geographic region. Franchises are the key appendages of CCNet's body that make work happen in real-life projects. Franchise leaders work cooperatively with the Coaches and the Franchise sponsor and conservation program directors whom they serve to identify the conservation planning needs within their geographic territories. On an annual basis, they review progress and develop plans of action to maintain progress and interact with the larger community.

BOARD		
Role	**Member names**	**Responsibilities**
Chair:	Michael Looker	Leadership to attain the Network vision and effective management of Board meetings. Includes strategic advice on external collaboration, fundraising, legal and other aspects. The CCNet Chair is also a member of the Conservation Measures Partnership board, where he represents the voice and interests of the CCNet community at large.
Partner representatives:	Todd Berkinshaw (Greening Australia) Nick Salafsky & Ilke Tilders (Foundations of Success - FoS) Will Beale (WWF & CMP) and Lydia Gaskell (WWF) Olivia Millard (TNC) Terri Schulz (TNC)	The Network was founded by four organizations: The Nature Conservancy, Greening Australia, World Wide Fund for Nature, and Foundations of Success. Network Partners are organizations, agencies, and institutions that are committed to implementing the Open Standards (or equivalent) within their organization, sponsoring a franchise or multiple franchise units, and providing financial support for the Network Coordination Team and the franchises they support. Since close collaboration exists between the Conservation Measures Partnership (CMP) and CCNet, several years ago the decision was made to include a board member from each partnership in our respective boards. Terri Schulz (TNC) represents CCNet on the CMP Board (see more on her responsibilities below), and Will Beale, who represents WWF also represents CMP on our CCNet Board. The role of partner representatives is to carry forward the voice and interests of their own organizations and key partners who may be affiliated CCNet members[1], and ensure an active participation from their organizations to promote Network activities identified in the strategic plan.

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[1] Affiliated members: CCNet members are affiliated with many other organizations. By 2016 CCNet included 179 institutions with least one active coach. Approximately half of our members work with non-profit organizations (TNC and WWF currently have approximately 100 active coaches each), followed by independent consultancies and government agencies representing close to 15% each, approximately 5% work with academic institutions and community-based and indigenous organizations, and less than 3% represent networks, foundations and land trusts.

Franchise leaders:	• **Africa:** Anne Ntongho (WWF) & Nancy Chege (UNDP) • **Australia (Papua New Guinea)** Natalie Holland (TNC) • **China:** Jin Tong (TNC) & Matt Durnin (JGI board) • **Europe:** Daniela Aschenbrenner (FoS Europe), Nicolas Boenisch (FoS Europe) & Xavier Escuté (Fundació Catalunya-La Pedrera) • **Latin America:** Anita Diederichsen (WWF), Cristina Lasch (TNC), Estuardo Secaira (independent consultant), Gustavo Gatti (Conserve Brasil), Irina Montenegro (WWF), • **Mongolia:** Munkhchuluun • Basan (WWF), Tuguldur Enkthsetseg (TNC) • **North America:** Doug Pearsall (TNC) & John Paskus (Michigan NFI) (Central); Sara Gottlieb (TNC), Robert Sutter (Enduring Conservation)(East); Terri Schulz (TNC)(RockyMts/NW/Canada); Andrew Bridges (IWS)(Sierras/CA) • **Pacific Islands:** Trina Leberer (TNC) (Micronesia); Emily Fielding (TNC) (Polynesia & Melanesia) • **South Asia:** Vacant • **Southeast Asia:** Felix Cybulla, Annette Olsson (CI), Hui Shim Tan (WWF • **WWF:** Will Beale & Lydia Gaskell (WWF-UK) • **Teaching Adaptive Management (TAM):** Vinaya Swaminathan (FoS)	Franchises are groups or clusters of coaches that share a geographic area or other specialized interest that work together on a regular basis to assess needs, set priorities, and support planning and training events in different languages. Franchises host training opportunities, support resource developments, translations and updates and some franchises have regional websites and specific newsletters. One franchise, CCNet Europe, has formally registered as a non-profit entity, to enable it to raise funds for regional activities. Franchise leaders work cooperatively with the Coaches and the Franchise sponsor and conservation program directors whom they serve to identify the conservation planning and training needs within their geographic territories. On an annual basis, they review progress and develop plans of action to maintain progress and interact with the larger community as a whole. Franchise leaders coordinate communications within their group and represent their group's needs and interests within the global CCNet.
Franchise leaders-at-large and CCNet representative on CMP Board:	• Terri Schulz (TNC)	The role of franchise leaders-at-large is to a grouping of Franchise leads and Coaches across geographic realms in meetings and working groups as defined by the Coordinating Team and Board. As representative of CCNet on CMP's Board, she ensures that CCNet is kept up-to date on CMP efforts, and proactively seeks opportunities for CCNet participants to collaborate. Responsibilities include attending CMP meetings and updating our annual MOU with CMP.
NETWORK COORDINATION TEAM		
Global Network Coordinator:	John Morrison (WWF)	Responsible for overseeing strategic plan development and implementation. Works closely with the board chair and specific members of the board (primarily with the Network Coordination Team, but also Franchise Leaders), to plan the work, provide coordination, support decision-making, monitoring and reporting, share lessons and build the Network. Oversees new coach trainings and coach certification.

Global Network Operations Coordinator & coach at large:	Cristina Lasch (TNC)	Coordinates network operations. Works closely with other members of the Network Coordination Team, to implement the strategic plan, specifically to carry out CCNet the Rally, publish the CCNet News newsletter with stories shared by coaches, maintain online presence and facilitate listserv. Also manages funds for CCNet, including income, expenses, contracts, grants, annual budget preparation and financial reports. The role of a coach-at-large is to be "the voice of active conservation coaches" in the Executive Committee, to make sure urgent decisions are grounded and help the board bear in mind the implications that a decision would have on the practice of coaches in the field.
Senior network advisor and fundraising coordinator:	Jora Young	Works closely with coordinator and board chair to secure funding and provide advice on network management.
Training coordinator:	Marcia Brown (FOS)	Works closely with network coordinator and specific members of the board (Network Coordination Team and Franchise Leaders), to implement the strategic plan, specifically to prepare updated training materials and help conduct new coach trainings.
Communities of Practice & Knowledge Management Advisor:	Olivia Millard (TNC)	Works closely with other members of the Network Coordination Team to keep abreast of trends in organizational approaches, communities of practice, network weaving and knowledge management. Also provides advice to ensure that CCNet is connected and contributing to the needs of member organizations.
CCNet Advisory Group Members:	Dan Salzer (TNC), Pip Walsh (Community Solutions)	The advisor's role is to provide professional advice on issues that relate to the functionality and development of the Network.

A. CCNet Global Three Year Strategy-Based Budget

OBJECTIVES AND STRATEGIC ACTIONS		THREE YEAR TOTAL (US$)
Objective 1. Recruit, Train and Support Coaches		
Support existing Franchises.		$ 34,900
Expand franchises to underserved regions.		$ 5,400
Produce materials in multiple languages to support local training for new coaches.		$ 10,800
Hold New Coach trainings at the request and discretion of Franchise leads, as needed.		$ 120,500
Design and implement other coach training opportunities with Franchise leads and/or partners.		$ 70,900
TOTAL BY OBJECTIVE: $ 1,364,500	**IN-KIND CONTRIBUTIONS: $ 1,122,000**	**CCNET CASH BUDGET: $ 242,500**
Objective 2. Establish a Clear Pathway towards Professional Conservation Coaching		
Establish an online self-assessment opportunity for coaches to assess their skills and experience.		$ 2,400
Promote a clear and flexible pathway for Coach development.		$ 5,400
Establish a 2nd party Coach certification process.		$ 24,900
TOTAL BY OBJECTIVE: $ 44,700	**IN-KIND CONTRIBUTIONS: $ 12,000**	**CCNET CASH BUDGET: $ 32,700**
Objective 3. Promote Efficient Knowledge Sharing		
Maintain and improve CCNet's website and share information in multiple languages.		$ 19,400
Maintain the CCNet Listserve.		$ 7,000
Produce 2 issues of CCNet News per year.		$ 17,400
Hold Coach Rallies approximately every two years in different locations around the world.		$ 161,700
Sponsor webinars through the Franchises.		$ 1,500
Support ongoing work streams (between and connecting the Rallies)		$ 0
Contribute to building a knowledge base, documented through Miradi Share, journal articles, etc..		$ 0
Provide mentorship opportunities.		$ 33,400
Work with partner organizations to leverage learning opportunities (e.g., TNC's CBD 2.0).		$ 15,500
TOTAL BY OBJECTIVE: $ 796,400	**IN-KIND CONTRIBUTIONS: $ 540,500**	**CCNET CASH BUDGET: $ 255,900**
Objective 4. Institutionalize and Strengthen the Network		
Develop an updated Charter that provides for multiple levels of contribution and risk management.		$ 1,600
Develop a coherent and inspiring strategic plan that can be implemented collectively.		$ 66,700
Engage a broad partner base that supports the Network.		$ 8,000
Engage a broad partner base that supports the Network.		$ 89,000
Invest in two part-time hires to support fundraising and communication actions		
Conduct full cost accounting to reflect the significant volunteer time that sustains CCNet.		$ 34,500
Position the role and brand of CCNet, so that it is widely known and respected.		$ 10,800
Build and strengthen alliances with CMP and other relevant groups that leverage organizational. assets, advance conservation practice and strengthen the use and evolution of the Open Standards.		$ 10,400
TOTAL BY OBJECTIVE: $ 447,500	**IN-KIND CONTRIBUTIONS: $ 226,500**	**CCNET CASH BUDGET: $ 221,000**
TOTAL CCNET CASH BUDGET		**$ 752,100**
TOTAL IN-KIND CONTRIBUTIONS		**$ 1,978,009**
CCNET GRAND TOTAL		**$ 2,721,109**

B. Detailed CCNet Three Year Budget by Strategic Actions

OBJECTIVES AND STRATEGIC ACTIONS	FY17	FY18*	FY19	THREE YEAR TOTAL
Objective 1. Recruit, Train and Support Coaches				
Support existing Franchises.	$ 12,400	$ 10,100	$ 12,400	$ 34,900
Expand franchises to underserved regions such as the Caribbean, Middle East, Indochina, and North Africa.	$ 1,800	$ 1,800	$ 1,800	$ 5,400
Produce materials in multiple languages to support local training for new coaches.	$ 3,600	$ 3,600	$ 3,600	$ 10,800
Hold New Coach trainings at the request and discretion of Franchise leads, as needed.	$ 36,500	$ 40,500	$ 43,500	$ 120,500
Design and implement other coach training opportunities, including multi-team workshops, peer-to-peer mentoring and other formats in coordination with Franchise leads and/or partner leads.	$ 23,400	$ 20,900	$ 26,600	$ 70,900
Objective 1 CCNET CASH BUDGET SUBTOTAL	$ 77,700	$ 76,900	$ 87,900	**$ 242,500**
Objective 1 IN-KIND CONTRIBUTIONS	$ 374,000	$ 374,000	$ 374,000	**$ 1,122,000**
Objective 2. Establish a Clear Pathway towards Professional Conservation Coaching				
Establish an online self-assessment opportunity for coaches to assess their skills and experience.	$ 2,400	$ 0	$ 0	$ 2,400
Promote a clear and flexible pathway for Coach development.	$ 1,800	$ 1,800	$ 1,800	$ 5,400
Establish a 2nd party Coach certification process.	$ 10,800	$ 8,900	$ 5,200	$ 24,900
Objective 2 CCNET CASH BUDGET SUBTOTAL	$ 15,000	$ 10,700	$ 7,000	**$ 32,700**
Objective 2 IN-KIND CONTRIBUTIONS	$ 5,000	$ 5,000	$ 2,000	**$ 12,000**
Objective 3. Promote Efficient Knowledge Sharing				
Maintain and improve CCNet's website and share information in multiple languages.	$ 6,400	$ 5,600	$ 7,400	$ 19,400
Maintain the CCNet Listserve.	$ 2,600	$ 1,800	$ 2,600	$ 7,000
Produce 2 issues of CCNet News per year.	$ 5,600	$ 5,800	$ 6,000	$ 17,400
Hold Coach Rallies approximately every two years in different locations around the world.	$ 9,500	$ 142,100	$ 10,100	$ 161,700
Sponsor webinars through the Franchises.	$ 500	$ 500	$ 500	$ 1,500
Support ongoing work streams (between and connecting the Rallies)	$ 0	$ 0	$ 0	$ 0
Contribute to building a knowledge base, documented through Miradi Share, journal articles, and other means.	$ 0	$ 0	$ 0	$ 0
Provide mentorship opportunities.	$ 12,200	$ 9,000	$ 12,200	$ 33,400
Work with partner organizations to leverage learning opportunities (e.g., TNC's CBD 2.0).	$ 6,500	$ 2,500	$ 6,500	$ 15,500
Objective 3 CCNET CASH BUDGET SUBTOTAL	$ 43,300	$ 167,300	$ 45,300	**$ 255,900**

Objective 3 IN-KIND CONTRIBUTIONS	$ 36,000	$ 481,500	$ 23,000	**$ 540,500**
Objective 4. Institutionalize and Strengthen the Network				
Develop an updated Charter that provides for multiple levels of contribution and risk management.	$ 800	$ 800	$ 0	$ 1,600
Develop a coherent and inspiring strategic plan that can be implemented collectively.	$ 16,600	$ 20,000	$ 30,100	$ 66,700
Engage a broad partner base that supports the Network.	$ 4,000	$ 0	$ 4,000	$ 8,000
Engage a broad partner base that supports the Network.	$ 10,000	$ 40,000	$ 39,000	$ 89,000
Invest in two part-time hires to support fundraising and communication actions	$ 0		$ 0	
Conduct full cost accounting to reflect the significant volunteer time that sustains CCNet.	$ 11,500	$ 11,500	$ 11,500	$ 34,500
Position the role and brand of CCNet, so that it is widely known and respected.	$ 4,400	$ 2,000	$ 4,400	$ 10,800
Build and strengthen alliances with CMP and other relevant groups that leverage organizational. assets, advance conservation practice and strengthen the use and evolution of the Open Standards.	$ 3,800	$ 2,800	$ 3,800	$ 10,400
Objective 4 CCNET CASH BUDGET SUBTOTAL	$ 51,100	$ 77,100	$ 92,800	**$ 221,000**
Objective 4 IN-KIND CONTRIBUTIONS	$ 75,500	$ 75,500	$ 75,500	**$ 226,500**
CCNET CASH BUDGET SUBTOTAL	$ 187,100	$ 332,00	$ 233,000	**$ 752,100**
IN-KIND CONTRIBUTIONS SUBTOTAL	**$ 490,500**	**$ 936,000**	**$ 474,500**	**$ 1,901,000**
Overhead (waived by TNC)	$ 20,788	$ 33,555	$ 22,666	**$ 77,009**
GRAND TOTAL	**$ 689,388**	**$1,301,555**	**$ 730,166**	**$ 2,730,109**

Note 1: In-kind contributions were estimated with information provided by franchise leaders, coordination team members, and based on past Rally contributions. However, these estimations are conservative and will be improved as we obtain more complete information from each franchise. Support is provided by partner organizations, franchise leaders and coaches who contribute personal time and cover travel, and foundations who offset costs for regional trainings.

Note 2: FY18 is a Rally year, that is why costs go up. However, we try to recoup as much as possible through contributions and registration fees.

C. CCNet Three Year Cash Budget and In-Kind Contribution Budget by Cost Categories

CCNET GLOBAL CASH BUDGET BY COST CATEGORY

COST CATEGORY	FY17	FY18*	FY19	THREE YEAR TOTAL
Personnel	$ 54,000	$ 70,000	$ 70,000	$ 194,000
Contracts	$ 55,500	$ 164,200	$ 85,000	$ 304,700
Communications	$ 2,500	$ 2,500	$ 2,500	$ 7,500
Travel	$ 30,000	$ 30,000	$ 30,000	$ 90,000
Supplies and Equipment	$ 2,500	$ 2,500	$ 2,500	$ 7,500
Occupancy	$ 2,600	$ 2,800	$ 3,000	$ 8,400
Other (includes Trainings & Meetings)	$ 40,000	$ 60,000	$ 40,000	$ 140,000
SUBTOTAL	$ 187,100	$ 332,000	$ 233,000	$ 752,100
Overhead (waived)				
TOTAL	$ 187,100	$ 332,000	$ 233,000	$ 752,100

CCNET IN-KIND CONTRIBUTIONS BY COST CATEGORY

COST CATEGORY	FY17	FY18*	FY19	THREE YEAR TOTAL
Personnel	$ 332,900	$ 487,900	$ 316,900	$ 1,137,700
Contracts	$ 0	$ 0	$ 0	$ 0
Communications	$ 0	$ 0	$ 0	$ 0
Travel	$ 25,500	$ 296,000	$ 25,500	$ 347,000
Supplies and Equipment	$ 0	$ 0	$ 0	$ 0
Occupancy	$ 0	$ 0	$ 0	$ 0
Other (includes Trainings & Meetings)	$ 132,100	$ 152,100	$ 132,100	$ 416,300
SUBTOTAL	$ 490,500	$ 936,000	$ 474,500	$ 1,901,000
Overhead (waived)	$ 20,788	$ 33,555	$ 22,666	$ 77,009
TOTAL	$ 511,288	$ 969,555	$ 497,166	$ 1,978,009