Summative Evaluation of Conservation Measures Partnership and Conservation Coaches Network to Strengthen Results-Based Management in Conservation

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TABLE OF CONTENTS

Executive Summary

The evaluation: The Conservation Measures Partnership (CMP) and the Conservation Coaches Network (CCNet) both promote the use of adaptive management in conservation practice. As part of their commitment to practice what they advocate, both coalitions have developed guiding documents charting a course for organizational adaptive management and commissioned an independent, summative evaluation of their work. The purpose of the evaluation is to provide a comprehensive review and determine the extent to which their collective efforts have strengthened Results Based Management (RBM) in the conservation sector. As laid out in the Request for Proposals (RFP), the comprehensive evaluation is to be a third party assessment of outcomes and impacts that have resulted from CMP and CCNet activities. A second objective of the evaluation is to document learning regarding efforts of these coalitions to influence the fundamental strategic design and management practices of a major non-profit sector. The evaluation is primarily a retrospective assessment of CMP's and CCNet's strategic development and programmatic implementation with a focus on developing and advancing the adoption of the Open Standards for the Practice of Conservation (OS). The time frames included in this review are 2002-2013 for CMP and 2009-2013 for CCNet.

The evaluation process was divided into three principal data-gathering efforts:

1. Interviews: Interviewees belonged to three main informant groups: a) individuals principally associated with the CMP and the development of the OS; b) individuals closely associated with CCNet; or c) individuals with a deep background in the recent history of conservation. We conducted a total of 73 interviews including 34 people with expertise in CMP, 20 people with expertise in CCNet, and 19 people with broad knowledge of the conservation field.
2. Web-Survey: We developed a web-based questionnaire to survey a large pool of practitioners regarding their use of Results Based Management, and their experience being coached in use of the OS and delivering coaching in the OS. The web survey was sent to over 700 email addresses, was received by a total of 668 people, and completed by 250 individuals (a 37% completion rate). The survey population represented a diversity of organizations, regions, and range of professional experience.
3. CMP and CCNet provided copies of over 50 internal documents that supplied key information. These documents included strategic plans, charter documents, meeting minutes, budgets, grant proposals, Powerpoint presentations, workshop assessments and other useful information. These sources were supplemented by internal organizational documents provided by WWF, FOS and a self-analysis by the CMP Board.

Organizational background - CMP:
Launched in 2002, the Conservation Measures Partnership is a coalition of conservation implementation and funding organizations that seeks to advance the practice of conservation. The CMP mission is to "advance the practice of

conservation by developing, testing, and promoting principles and tools to credibly assess and improve the effectiveness of conservation actions." This mission stems from a vision that global conservation efforts will be more efficient and effective as the conservation community learns how to replicate successful practices based upon credible measurement of effectiveness and open sharing of lessons learned. CMP began with six member organizations and in 2014 has grown to 26 members.

CMP has pursued a range of initiatives designed to advance its core mission of improving the practice of conservation through its 12 year history. The earliest and most significant CMP effort was to develop a set of standards for designing, implementing, and assessing conservation projects, the OS. Focal efforts during the early years included 1) preparing for the development of the OS; 2) developing, deploying, and revising the OS; and 3) various enabling initiatives. In 2012, CMP developed a strategic plan that codified its work to date in a set of four goals (only three of which are currently being pursued): 1) improving projects and programs through working with practitioners; 2) enabling cross project learning through sharing of information; and 3) increasing organizational uptake of OS based on influencing senior leadership of conservation organizations and their funders.

Organizational background - CCNet:
The Conservation Coaches Network has a distinct but related history, evolving from The Nature Conservancy's (TNC) Efroymson Coaches Network. The Efroymson program was created in 1998 to respond to requests throughout the world to learn TNC's version of the Open Standards: Conservation Action Planning (CAP). In 2009 CCNet was expanded into an organization chartered by the WWF, The Nature Conservancy, Greening Australia and Foundations of Success. As of 2014, CCNet supports a globally distributed network of thirteen franchises with nearly 400 active coaches from 125 organizations operating in 52 countries on five continents.

The CCNet mission is to "catalyze transformational conservation by empowering people to develop, implement, evaluate, adapt and share effective strategies that achieve tangible conservation results benefitting people and nature all over the world." The 2012 CCNet strategic plan focuses on overcoming key barriers to effective project management through application of the OS. Focal practices of CCNet consist of providing quality coaching support to practitioners, sharing lessons learned through practice, ensuring innovation and improvement of the OS, expanding and sustaining its network of practitioners, and encouraging conservation decision-makers to adopt the OS as a common language and practice of conservation.

Major findings – CMP:
As an organization CMP is unprecedented and remains unique in its mission to create a cross-institutional community of practitioners to develop, maintain and disseminate standards of practice for conservation. CMP has worked with an

agile strategic design, adopting the practice of starting initiatives when there is a constituency and a need for the effort and then ceasing initiatives when they are no longer productive. The earliest and most significant effort CMP undertook was to develop a set of agreed-upon standards for designing, implementing, and assessing conservation projects, the OS. Developing, deploying and revising the OS has remained the core of CMP's work and taken much time and effort. Through CMP's highly effective work, the OS, as *open* standards have been widely adopted, though not always with that name, or using all of the five steps. In one form or another, fully or partially, the OS are now used by the world's two largest implementing conservation NGO organizations (WWF and TNC) and by a dozen other small and medium-sized conservation organizations. The OS have reached thousands of practitioners and been used on tens of thousands of projects around the world.

Due to the concentrated effort on development and adoption of the OS by practitioners, many of CMP's other goals have not been pursued with the depth of attention, or success demonstrated on the OS. In particular the goal of organizational adoption of RBM as a consequence of influencing senior management of NGO's and funders remains a major challenge and unfulfilled opportunity.

CMP has operated as an efficient organization with a small budget. However, there is a significant reliance on the time of people not paid by CMP, but by their home institution. For example, Foundations of Success (FOS), a CMP member and the coordinating organization to date, has devoted considerable unpaid time to ensuring smooth operation of the organization. These off-budget costs have been essential to the operating of CMP and have allowed CMP to operate largely on members' dues. This lack of "full-cost" accounting, however, poses potential problems for CMP's sustainability over the long term because it obscures the actual operating costs of the work being done by CMP and makes difficult careful financial planning.

Major findings – CCNet: CCNet uniquely fills a niche of creating a globally distributed, cross-institutional networked community of practice through which to develop and share lessons learned from the practice of conservation to improve conservation outcomes. CCNet operates with a strategic plan built on a theory of change defined by a conviction that:

- building a community of practice around the Open Standards will drive change through the work of the practitioner community;
- developing a strong community of practice will drive institutional acceptance; and
- this community of practice will create a positive feedback loop leading to continued network development and the strengthening of conservation practice in general.

CCNet defines a suite of strategies to continue to build a coaching community of practice from the bottom up. Strategic activities include: training coaches

through workshops; building a network through activities such as coach rallies, electronic communication (user forum, webex seminars), and a coach database; and encouraging innovation in the OS through user-rated guidance documentation. CCNet has already demonstrated achievement for their quantitative target of 250 engaged coaches as stated in their 2012 strategic plan. Similarly, CCNet can demonstrate achievement of 2012 strategic plan goals for creating a well-trained coaching network that is both globally and culturally diverse and well-connected, based on their coach self-reporting database. These goals have been achieved in roughly half the time allocated in the strategic plan. In contrast, CCNet has been less successful at its objective to institutionalize the network. For example, CCNet has not succeeded at engaging organization leadership as demonstrated by attracting new contributing member organizations. In addition, CCNet has struggled to sustain the interest among top leadership from the two largest core conservation organizations (TNC, WWF) that have been integral to CCNet success to date.

CCNet has achieved its considerable accomplishments efficiently, working with partial commitments of three staff, whose collective CCNet-compensated work sums to about one full time staff person. A sizeable part of these accomplishments are attributable to the efforts of unpaid franchise leaders, whose work effectively sums to another staff person equivalent. Given the large, and growing, role of engaged franchise leaders a robust network is being developed. Currently, this network benefits substantially from the strong central CCNet core. Some franchise leaders felt so positively about their community that they felt that their franchises could persist even if the core was no longer able to provide the support it currently does.

Major findings – CMP and CCNet combined: Though evaluated separately, CMP and CCNet goals are aligned in the vision of creating a community of conservation practitioners who use the OS for adaptive management.

The major accomplishment of both organizations has been to create a broad community of practitioners using the OS. The OS are fully adopted in the world's two largest conservation NGO's, as well as fully or partially adopted in a globally distributed suite of small to mid-sized NGO's. The CMP member NGO's represent over $1 billion in annual conservation spending. Spending of an unknown, but sizeable, fraction of these funds is influenced by the OS. In addition, there have been nearly 10,000 downloads of Miradi, the computer software support for the OS, which demonstrates the broad use of the OS. Since it's launch in 2009, there have been 1200-1500 new subscribers each year. Although this is a remarkable achievement, the majority of this adoption has taken place in the US-based conservation NGO sector, and in the WWF family of organizations. Indications are that this adoption is in the process of broadening out to: (a) the US-based governmental sector (Federal and State), (b) a diverse suite of smaller international NGO's; (c) independent consultants; and (d) a number of local government agencies (https://www.google.com/maps/d/viewer?mid=zVIk_mOyCERE.kUksYcwwfYB

w). Thus, a broad spectrum of global conservation actors are increasingly adopting the OS, contributing to its expanding influence.

Broad adoption of the OS by the conservation community has resulted in:

1. Increased conservation funding*:* The OS helps alleviate resource constraints for conservation projects. We found strong support from both the web survey and interviews that increased funding for conservation projects is one of the benefits derived from using the OS.

2. Increased stakeholder participation*:* Conservation requires effective stakeholder participation to succeed whether it is through local community action or agency policy revision. We found strong support for the contention that the OS brings stakeholders to the table and provides a common language for improving conservation decision-making.

3. Increased efficiency of implementation of actions: We found support for the fact that the OS improves practitioners' capacity to deploy effective conservation actions. In order to reduce threats to biodiversity, conservation managers must make good choices and deploy effective actions. A strong majority of survey respondents report average to significant positive contributions of the OS toward elements of good project management.

4. Increased investment in learning*:* Monitoring has been one of the primary challenges of conservation. It is broadly recognized that conservation under-invests in learning from actions. Over 90% of web respondents felt that the OS contributed to developing monitoring plans. However, advancing to this part of the OS cycle remains a challenge, and nearly half of all respondents report not starting this stage of the process in their projects.

5. Increased sharing of lessons: We found mixed evidence for the OS to increase organizational capacity to share lessons across projects. We found evidence that the OS can have a positive impact on cross-project and cross-institution learning. Despite the fact that fewer than half of survey respondents have formally closed the adaptive management loop, there remains a strong contingent of practitioners who believe that the OS improves cross-project learning as well as cross-organizational learning. In contrast, CMP interviewees felt that sharing learning was only partially achieved and substantial work still needs to be done both by practitioners as well as institutions increase shared learning across institutions.

Reducing threats to biodiversity, and improving biodiversity outcomes: We found circumstantial, opinion-based evidence of threats reduction and improved biodiversity status through use of the OS. Our expert opinion after examining comments provided by 250 web survey respondents, interviewing over 50 individuals, and examining dozens of documents is that use of the OS has significantly impacted biodiversity in positive ways in numerous locations around

the globe. Backing that statement with quantifiable data, however, remains out of reach.

Proving Impact: We found no 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. The available evidence of reported positive biodiversity impacts driven by OS-guided practices is all correlational and/or anecdotal. As organizations, CMP and CCNet do not impact biodiversity directly. Similarly, the work of these organizations to broaden the implementation of the OS does not directly impact biological diversity. CMP and CCNet are organizations designed to promote the use of OS by conservation practitioners and not the accomplishment of conservation *per se*. Proof of impact can only be measured indirectly through the actions of practitioners and organizations who deploy the OS in their project management. The indirect evidence of a positive impact of the OS on biodiversity outcomes is strong, but circumstantial, anecdotal and based on the strong convictions of OS practitioners.

Sustainability: There is no precise way of knowing the degree to which the RBM movement would be sustained in the absence of CMP and CCNet. However, several indicators suggest that the use of OS is on the way to becoming a self-sustaining movement, at least in the conservation NGO world. This opinion is based on a suite of growth indicators: the growing number of Miradi subscribers; the growing number of OS projects in Miradi Share; the growing number of private consultants using OS; the large number of organizations into which CCNet has penetrated; and the capacity of some franchises to autonomously expand their numbers of coaches. However, sustaining the current rate of growth of the OS into untapped conservation markets appears to require champions. Although CMP and CCNet have developed inroads to users in many organizations and countries, it remains to be seen whether new champions have been created who could fully replace CMP and CCNet should they no longer exist

II. Introduction

The modern practice of conservation was in its adolescence in the 1980s and early 1990s, practiced largely with passion and drive by people based on personal experience and expertise (and often post-graduate biology degrees). There was a lack of explicit goals and strategies, a lack of project documentation, and little sharing of best practices. Conservation organizations were often loosely knit groups of dedicated practitioners using whatever tools they found most useful. Finally, there was limited accountability with the push being to raise and spend money, not to explain how it was being spent and what results were obtained. This limited accountability was not unique to conservation but was part of a general condition of non-profit organizations, trusted by their constituencies to make good decisions.

Several events combined to drive change in accountability amongst non-profits or strengthen efforts that were already underway. Within the U.S. increased accountability was signaled by the passage of the Government Performance and Review Act of 1993 that has driven massive changes in government reporting and accountability. Calls for increased accountability have continued to increase and have spread to the non-profit sector through concerns about how the donations are used. Particular examples of such concerns were complaints of misused funds after the attack on the World Trade Center and the aftermath of Hurricane Katrina. This drive for accountability was amplified by the economic downturn in 2008 and a greater concern that donors were not receiving value for their investments. Movements towards greater accountability were accelerated by the rise of the "charity watch-dogs" (e.g. Charity Navigator)– those organizations whose mission is to provide public scorings on charities financial effectiveness.

The push towards increased accountability in the non-profit sector also affected conservation organizations. Accountability has become both a required function of NGOs and an expectation by funders, boards, and members. For example, the increasing involvement of wealthy individuals from the business sector in the conservation community has led to expectations of operations more similar to those of the business world. In particular, concepts like "Return on Investment," are increasingly prominent in evaluations of an organizations' success.

Accountability was also important at more than just the organizational level, but was needed to further the practice of conservation itself. Conservation during this period was diversifying from a largely protectionist perspective to a more integrated approach that worked to incorporate human livelihoods while fostering conservation. The era of conservation and development projects brought both hope for a more inclusive conservation practice, and also concern that development and conservation were not always mutually achievable. This shift signaled stronger competition for resources, and an increased need to demonstrate effectiveness of actions.

As a consequence of these many moving pieces, a handful of conservation practitioners recognized the need for results-based planning, financial accountability, incentives to monitor outcomes, and the development of specific performance measures against which progress could be measured -- in other words implementation of adaptive management. To address these needs, in 2002 a group of people representing several organizations decided to form the Conservation Measures Partnership (CMP). The goal of this consortium of conservation organizations was to create a "community of practice that invests in measuring and sharing success and failure in a common evaluation framework [that] will increase conservation effectiveness and reduce biodiversity loss." The group recognized that neither conservation effectiveness nor impact was being measured, and in the rare cases where they were, different systems were being used that prohibited comparisons. Thus, the establishment of CMP was a direct result of both the increasing support of accountability and a growing concern in the conservation community that different institutional structures kept the community from achieving effective conservation.

The CMP was established as a voluntary, informal organization of practitioners who believed that improving the professional practice of conservation is critical to saving Earth's biodiversity. Its mission is to advance the practice of conservation by developing, testing, and promoting principles and tools to credibly assess and improve the effectiveness of conservation actions. The formation of the CMP revolutionized the way conservation practitioners collaborate by bringing together practitioners from the world's largest conservation NGOs to create a common language and process for the practice of conservation. CMP is an organization-based network, represented by 1-2 individuals from each member organization. The individuals are responsible for the exchange of ideas between CMP and the organization and are intended to be senior enough to influence their organization and to speak on its behalf.

As of 2014 CMP has 26 organizational members. While most of the organizational members are conservation organizations, some of which are significant funders, CMP has pushed to include organizations that only fund conservation practice, particularly private foundations.

The Conservation Coaches Network (CCNet) was formed out of the same impulse to improve the practice of conservation. However, its roots are found within the community of practitioners whose goal was to find, teach, and implement ways to improve their practice. The CCNet evolved from The Nature Conservancy's (TNC) Efroymson Coaches Network, launched in 1998. The Efroymson Fellowship was created to respond to requests from all over the world to learn TNC's version of the Open Standards: Conservation Action Planning (CAP). In 2009 CCNet was expanded into an organization chartered by the WWF, The Nature Conservancy, Greening Australia and Foundations of Success. As of 2014, a network of thirteen formal CCNet Franchises supports more than 400 active Coaches from 125 organizations operating in 52 countries on five continents.

CCNet's goal is to improve the effectiveness of project teams. It does this by providing well trained coaches experienced in the Open Standards and facilitation skills, by identifying and fostering "useful problem-solving tools" that contribute to local conservation action, and by building and sustaining a practitioner's network as a multi-institutional decentralized community of practice. Through these actions CCNet aspires to strengthen project teams with improved project designs and adaptive management approaches leading to more effective conservation.

CMP and CCNet are both pursuing the same goal of improving conservation practice. Although having different origins, they are increasingly coordinating their work in strategic ways with overlapping groups of people. As a result, it is not always possible to separate the impacts of each group's work and for certain issues they need to be evaluated together.

III. The Evaluation and Methodology

As two groups devoted to adaptive management CCNet and CMP decided that it was important to commission an independent evaluation of their work. The purpose of the evaluation is to develop a comprehensive view of the extent to which their collective efforts have strengthened Results Based Monitoring (RBM) in the conservation sector during the period 2002-2013. In particular, as laid out in the Request for Proposals (RFP), the evaluation is to provide a comprehensive, third-party assessment of outcomes and impacts to date and to document learning regarding efforts of these coalitions to influence the fundamental strategic design and management practices of a major non-profit sector. The evaluation primarily focuses on looking back to assess CMP's and CCNet's efforts, with a particular focus on their work to develop and advance the adoption of the Open Standards. The time frames for the evaluation are: CMP: 2002-2013 and CCNet: 2009-2013.

This is a summative evaluation of both the Conservation Measures Partnership and the Conservation Coaches Network. It was commissioned by a Steering Committee representing both organizations and consisting of: Alan Holt, Brad Northrup, Sheila O'Connor, Elizabeth O'Neill, and John Robinson.

The major audiences for the evaluation include: senior leadership of conservation implementing and funding organizations, the general membership of CMP and CCNet, the CMP/CCNet Boards, and past and potential funders of both groups.

The Request for Proposals (RFP) laid out five criteria for the evaluation that are used to structure the evaluation:

1. Relevance and quality of strategic design: ultimate beneficiaries and related goals, relevance to context, priorities of stakeholders, and objectives, strength of strategic approach.
2. Efficiency: financial resources; human resources; CMP-CCNet relationship.

3. Effectiveness: achievement of planned results; significance of progress; return on investment.
4. Impact: evidence of change in biodiversity status; evidence of change in ability of conservation community; impact of 'standards-compliant' projects.
5. Sustainability: evidence for sustainability.

These criteria, together with their sub-criteria, were extensively reviewed with members of the Steering Committee resulting in some consolidation of sub-questions. The RFP specified that most questions were to be addressed for CMP and CCNet as individual organizations, as joint activities and efforts have been fairly limited to date. However, as both organizations are engaged in using the similar tools to pursue the same ends, in some places we assessed their combined efforts. In particular, we combined our evaluation of CMP's and CCNet's "impact" on conservation outcomes and also the "sustainability" of the organizations' work.

We worked closely with the Steering Committee to develop questions for both the interview and web survey portions of this evaluation (see full list of questions in Appendix 1). An Appendix (Appendix 6) entitled "Comparing 2010 and 2014" has been added to allow a brief comparison between an earlier survey developed by Elizabeth O'Neill, Matt Muir and colleagues (Muir 2010) and the results of this evaluation.

Our evaluation process was divided into three principal data-gathering efforts:

1. Interviews: We interviewed a) people principally associated with the Conservation Measures Partnership (CMP) and/or the OS and/or with a deep background in the recent history of conservation; and b) a diverse suite of people principally associated with the CCNet;
2. Web-Survey: We developed a web-based questionnaire to survey a large pool of practitioners regarding: a) their use of Results Based Management, b) being coached in use of the Open Standards, and c) delivering coaching in the Open Standards (Appendices 3, 4 and 7 contain details on the suite of people queried with the web survey, questions asked and responses obtained); and
3. Document review: We reviewed documents provided by both organizations, plus those gathered through other avenues.

We use evidence from all of these sources, as well evidence collected by CMP and CCNet in their work of self-evaluation, in evaluating the five designated criteria.

Interviews: Three categories of interviews were conducted for CMP (Table 1):

- representatives of organizations belonging to CMP who were from exclusively funding organizations, mostly US-based foundations (7 people from 6 organization);

- representatives of organizations belonging to CMP who were from mostly implementing conservation organizations, although some are also donors (19 people from 17 organizations)
- the entire CMP Board (see Appendix 2 for people interviewed).

All representatives interviewed regarding CMP were given the opportunity to comment on CCNet as well. To maintain confidentiality, no responses are tied to individuals or organizations.

Representatives from all CMP member organizations were contacted but it was not possible to interview all of them. We conducted a total of 73 interviews, with 69 people from 26 institutions (Table 1). We examined the sample of CMP organizations that were exclusively funders separately based on the separation made in Muir et al (2010). However, this distinction proved of limited usefulness as a number of organizations are both funders and implementers and clear distinctions were not found.

TABLE 1: Categories of people interviewed for this evaluation

	CMP	**CCNet**	**Both**
Organization Reps (non-funders)	20		
Org. reps (funders)	7	4	
Franchise Leaders		13	
Staff and Board lead	7	4	
"Wise" people			19
TOTAL	**34**	**20**	**19**

Three categories of interviews were conducted for CCNet:

- Franchise leads (n=13), partner organizations representatives (n = 4),
- CCNet staff and board chair (n = 4), and
- other "wise people" with strong connections to the organization (n = 4) (Table 1).

The Steering Committee provided additional names of people to contact, but time constraints limited the total number of people we could interview. Patterns of responses were robust through the 25 interviews conducted. Although this number is smaller than the number of people interviewed for CMP, this pool represents the universe of franchises and the CCNet organizations. Information on CCNet was extensively supplemented with results from the web survey, given that most respondents were from the CCNet contact list.

Finally, we interviewed a separate group of "wise people" with long experience in the issues of conservation effectiveness and implementation relevant to both organizations (n=19).

Web-Based Survey: The Web Survey was designed by the evaluation team with input from the Steering Committee (SC) and beta-testing by 10 individuals. It was sent to a list of 668 practitioners generated from the CCNet list of coaching workshop attendees and supplemented with names provided by CMP member representatives and by the SC. Two hundred-fifty individuals completed the survey resulting in a 37% completion rate. These individuals represent a diversity of organizations, regions, and range of professional experience (Table 2; Appendix 3).

The survey respondents are non-random in that they had virtually all (96%) managed projects or programs using Results Based Management, mostly (71%) through the Open Standards (Appendix 7). As a result they should be considered a "friendly" sample. Consequently, we took particular note of negative feedback. Despite this, there is no reason to consider the population biased with respect to questions that detail project completion and the relative utility of different tools within the OS. Time and resource limitations made it impossible to survey a random selection of conservation practitioners to compare their responses with the OS-experienced set we surveyed.

TABLE 2: Survey respondents by region and organization

A. Region	**Percent**	**Count**
Latin America & Caribbean	37.80%	88
US & Canada	24.90%	58
Asia	24.00%	56
Africa	23.60%	55
Australia & Pacific Islands	17.60%	41
Europe	12.00%	28
B. Organization	**Percent**	**Count**
The Nature Conservancy	21.90%	51
WWF	18.90%	44
Independent consultant	8.60%	20
Wildlife Conservation Society	3.40%	8
CONANP	2.60%	6
Bush Heritage Australia	2.20%	5
Foundations of Success	2.20%	5
ICMBio	1.30%	3
Rainforest Alliance	1.30%	3
RARE	0.90%	2
USFWS	0.90%	2
African Wildlife Foundation	0.40%	1
Wildlife Conservation Network	0.40%	1
Conservation International	0%	0
Defenders of Wildlife	0%	0
Greening Australia	0%	0
Other Organizations (69)	35.20%	82

Documents: CMP and CCNet provided documents that provided key information. These included strategic plans, charter documents, meeting minutes, budgets, grant proposals, Powerpoint presentations and other documents with useful information. These were supplemented by several documents provided by WWF, FOS and a self-analysis conducted by the CMP Board.

Terminology: There is a marked lack of agreement on terminology in this field. For example, several names are used to refer to results-based, or adaptive, management. This is at least in part because the "Open Standards" approach was designed so it could be rebranded within organizations allowing each to individually establish a unique organization-associated name for the process. Therefore, in the RFP and in this evaluation, when "Open Standards" is used it is meant to refer to the OS or any framework used by an organization that follows the "spirit of the law" of the OS. Occasionally we use "Results Based Management" (RBM) or Adaptive Management (AM) to refer to a broader practice than just the OS, although all of these terms are often viewed as synonymous. There is likewise no community-wide agreement on how to define a "project" or a "program" so throughout this evaluation we used either "program/project" or "project" interchangeably.

IV. CONSERVATION MEASURES PARTNERSHIP - CMP

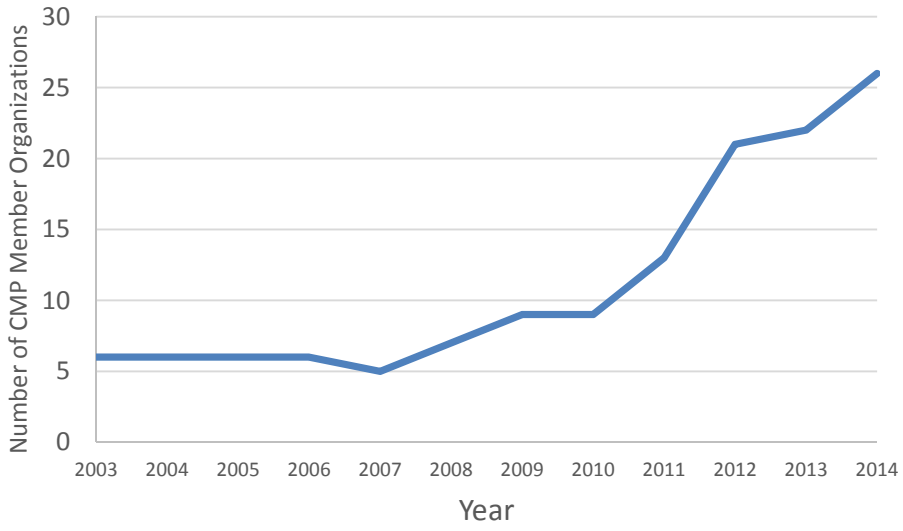
1. Strategic Design: What was proposed to be done and why?

Launched in 2002, the Conservation Measures Partnership (CMP) is a coalition of conservation implementing and funding organizations that seeks to advance the practice of conservation. The CMP mission is to "advance the practice of conservation by developing, testing, and promoting principles and tools to credibly assess and improve the effectiveness of conservation actions." This mission stems from a vision that global conservation efforts will be more efficient and effective as the conservation community increasingly knows how to leverage or replicate what works based upon credible measurement of effectiveness and open sharing of lessons learned. There are no other similar efforts in the conservation community with the scale, scope and ambition of CMP.

CMP has its origins in both the conservation and donor communities. During the July 2002 meeting of the Society for Conservation Biology, members of the USAID-funded Global Conservation Program called together conservation practitioners who shared similar questions and concerns about how to monitor and measure conservation success and recognized that they had fundamental difficulties in comparing their work due to the lack of a common language and approach. This initiative was strengthened by building on TNC's work on Conservation Action Planning and by the newly formed Foundations of Success (FOS).

CMP began with six member organizations, and in 2014 has grown to 26 members (Figure 1 and Appendix 8). These organizations represent a combination of conservation organizations and conservation funders. Each organization within CMP has biodiversity conservation as one of its primary goals, is focused on achieving tangible conservation results, and is working to improve approaches to project design, management, and assessment. Collectively, this group of organizations represents close to $2 billion in annual conservation investment and includes the world's largest implementing conservation NGOs and foundations with conservation missions. The CMP mission, to date, has focused on collective action of the private sector for conservation.

Figure 1: CMP Membership Organizations 2003-2014



CMP was created to respond to a clear need in the conservation community and it has evolved as the community itself has changed. Through its membership structure CMP has been closely connected to its stakeholders and engaged in work that was highly relevant to its objectives. CMP has pursued a range of initiatives designed to advance its core mission of improving the practice of conservation, by first focusing on the NGO sector. The earliest and most significant effort undertaken by CMP was to develop a set of agreed-upon standards for designing, implementing, and assessing conservation projects, the Open Standards for the Practice of Conservation (OS). The OS were built on the best elements of existing conservation planning and management frameworks of several CMP members, including WWF, The Nature Conservancy (TNC), and Foundations of Success (FOS). Developing, updating (now at OS 3.0) and promoting adoption of OS became CMP's flagship initiative. CMP undertook a variety of additional initiatives, many of which ultimately became part of, or complementary to, the OS. Other initiatives were tried and terminated (e.g., conservation audits) and others were revisited periodically (e.g., strategies and threats classification). Throughout its history CMP has remained focused on

production, deployment and improvement of the OS and this has taken the majority of its time.

CMP's initiatives, as detailed in the CMP Charters prior to 2012, were developed to serve three major purposes (Table 3: modified from RFP appendices):

1) *Preparing the ground for OS* – this involved developing the intellectual framework and vocabulary and cross-walking different existing approaches. The two initiatives in this category – the Threats and Strategies classification of the Rosetta Stone --were critical in setting the stage for the deployment of the OS. The Threats and Strategies Classification is currently in its second iteration, reflecting its on-going value in helping create a common language for the OS, and the Rosetta Stone is scheduled to be updated;
2) *Developing the OS* – this involved developing CMPs main tool to help practitioners do adaptive management. The OS are on their third iteration and have evolved based on extensive use and feedback from practitioners. The OS 3.0 version was expanded to include human wellbeing and climate change, reflecting the changing foci of conservation itself and the responsiveness of CMP to such changes. Because the OS are the main tool by which CMP works to achieve its mission, they are addressed at length in other parts of this evaluation.
3) *Supporting the OS* – this involved working to create enabling conditions for OS adoption, creating software to increase use of the OS, and developing tools to increase the power and reach of the OS. These initiatives were designed to develop a common language for cross-project and cross-organizational learning and potential collaboration. This common language (e.g. project, strategy, threat) ensures that a project developed and managed using the OS is understandable by other practitioners and can be used to share and compile results. The initiatives supporting the OS consist of a variety of efforts that CMP tested to see what could best be deployed to expedite use of the OS. The Miradi software initiative has remained a critical part of OS outreach. The Audits, Effectiveness Exchange Standards and Summits were experiments that were tried and found not effective enough to continue. The Actions Database is a recent addition and has a clear purpose in line with the OS. Sponsorship of the CCNet Rally is part of the increasing cooperation between CMP and CCNet (see later section in evaluation); and
4) *Developing the 2012 Strategic Plan*. Prior to 2012 CMP had not developed a formal strategic plan, though there was some early work in 2006. In Charter documents (2003, 2006, 2008, 2011) CMP laid out a set of objectives that remained reasonably constant, focusing on the OS. They were supported by a set of evolving initiatives (summarized in Table 3). This work was brought together in the 2012 Strategic Plan based on a conceptual model (Appendix 5). This 2012 Plan has what the Steering Committee called "lofty and aspirational" goals that did not flow in a simple fashion from the objectives laid out in the four Charter documents (see below) but fairly depicted the desired path forward.

Table 3. Major CMP initiatives linked to the CMP timeline. Version numbers depict how these different initiatives evolved over time. Gray shaded areas indicate the period of time that initiative was pursued.

CMP INITIATIVES	YEARS										
	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
PREPARING THE GROUND FOR OS											
Rosetta Stone of Conservation Practice											
Threats and Strategies Classifications					1st draft	ConBio	Rebuttal				Revise
THE OS											
Open Standards		v 1.0			v 2.0						v 3.0
Table 3. Continued.											
IN SUPPORT OF OS											
Miradi Adaptive Mmgnt Software					v 1.0	v 2.0	v 3.0	v 3.1/2	v 3.3		v 4.0
Conservation Auditing				Manual	Lessons Learned Study						
Conservation Effectiveness Data Exchange Standards								v 1.0			
Measuring Effectiveness Summit								#1	#2		
Conservation Actions & Archival Measures Database											v 1.0
Co-Sponsor CCNet Rally											
Conservation Investment Accounting											
OTHER											
CMP Strategic Plan				v.1						v.2	

Another way to look at CMP's activities prior to 2012 is to compare the "objectives" listed in the 2003, 2006, 2008 and 2011 Charter documents (Table 4). These pre-2012 objectives can be connected to those outlined in the 2012 Strategic Plan using the Objectives detailed therein (Table 4). We have depicted only those objectives listed whose priority listing was "high" or "very high" and have combined closely related 2012 objectives. The 2012 initiatives do not directly map onto the earlier initiatives, but represent a strategic consolidation and refocusing.

Table 4: The list of CMP stated objectives/goals identified by the guiding document in which they appear where gray shading represents time during which the initiative was pursued. These are compared to Strategic Plan initiatives (only those listed as "high" and "very high")

"Objective"	CMP Charter				Strategic Plan
	2003	2006	2008	2011	2012 Initiatives
Project cycle standards		OS			1a, 1c, 1d, 1e, 2a, 2b, 2c
Reporting impact					
Conservation audits methods					
Conduct audits					
Communicate with practitioners and donors					1e. 2a-c, 4a-d
Develop & measure effectiveness and impact					1e, 2a, 2b, 2c
Effectiveness and impact data to global community					1e, 2a-c, 4a-d
Global /regional biodiversity indicators					
Fundraise					Goal 5
Communicate with broader communities					1e, 2a-c, 4a-d
Cross-project learning					
Coaching in OS					

The conceptual model (Appendix 5) and the 2012 Strategic Plan based on it follow a theory of change that states:

- many conservation projects could achieve greater results if they were designed and implemented using a RBM approach such as the OS;
- use of the OS requires additional supporting tools that include improving advice in strategy development, increasing access to the work of peers, more trained coaches, and support from funders and senior leaders of conservation organizations;
- if the OS is adopted in the majority of conservation projects, the resulting improvement in performance will benefit the entire conservation movement by achieving greater impact, an increased ability to document and share results, and greater credibility fostering stronger societal support; and
- adopting and continually improving the OS will cost less than continuing current practice.

As this Theory of Change was made explicit only in 2012, it is too early to examine it systematically. However, it reflects an understanding of the basic lack of systematic use of RBM by the conservation community (particularly the NGO portion) - a situation that has been present throughout much of the early existence of CMP and largely continues to be the predominant practice of NGO driven conservation.

The Strategic Plan lays out four goals that can be classified into three categories based on CMP established priorities. Although prepared in 2012, these goals reflect the work of the organization throughout its history.

I. *Continual refinement of OS*:
Goal 1. Improve projects & programs - Promote greater conservation effectiveness through improved project/program design, management, and assessment.
Goal 2. Enable cross project learning - Enable cross-project learning about improving conservation effectiveness through networked sharing of information and knowledge management.

II. *Create enabling conditions for enhanced collaboration:*
Goal 3. Streamline & enhance collaboration - Promote streamlined planning, funding, and evaluation processes among organizations to create enabling conditions for enhanced collaboration. *(Note that CMP has decided to not work directly on this goal during the implementation of this 5-year plan.)*

III. *Proactively promote adaptive learning*:
Goal 4. Promote organizational uptake of Results Based Management (RBM) – Enable a "critical mass" of the senior leadership of conservation organizations and their funders to manage and operate their entire organizations, not just projects, following the core principles of results-based management.

CMP's strategic design incorporated all of the components of its own Open Standards, although these principles are not organized in the fashion that the OS are most often presented. The history of the founding of the organization clearly reflects considerable thought on the conceptualizing stage that was articulated in the four Charter documents (2003, 2006, 2008 and 2011) and formalized in the 2012 Strategic Plan. These same documents contain lists of actions (second stage of the OS: plan actions and monitoring) that are relatively constant (though modified as some of the Initiatives started and were terminated). However, prior to the 2012 plan there was little attention paid to formalizing the actions as SMART objectives with planned monitoring. As a result of these multiple efforts at strategic planning, the stopping, and sometimes restarting of initiatives and the fact that the formal strategic plan was completed only two years ago it is difficult to make a single pronouncement at this point on whether the CMP goals were overly or appropriately ambitious. This is because the goals did not stay the same for longer than a few years at a time. But in general the goals seem to have been appropriately ambitious and have pursued with varied achievement (see below).

In the third step of the OS -- implementing actions and monitoring-- action by CMP member organizations were undertaken with verve and much was accomplished (see below). Again, however, little monitoring was done across the

range of actions taken. This CMP experience reflects the broader conservation community's lack of investment in monitoring (e.g., Muir et al. 2010 report).

The fourth stage of the OS, analyzing data and using the results, has been pursued with much less vigor as demonstrated in the responses to the web survey. Despite the lack of structured attention to activities of this goal, however, CMP adapted its actions considerably based on less formal assessments of what was and wasn't working.

The fifth stage of the OS -- capturing and sharing learning -- was achieved by CMP member organizations. CMP did share experience between members through its regular meetings, phone calls, and the website. Much less attention was paid, however, to formal sharing between CMP institutions and the non-CMP communities. It also commissioned a review of the "conservation audits" initiative, shared lessons through MacArthur-supported activities, shared lessons in the Summit meetings, and conducted a meeting in Europe that brought in a whole new group of practitioners. In contrast, there was little effort paid to the larger conservation community (e.g. only one published paper in the peer-reviewed literature outlining CMP's core methods).

Major barriers: We add a supplemental approach to evaluating strategic design by linking design elements to the major barriers and critical factors that CMP identified for itself. CMP's strategic design as articulated in the 2012 Strategic Plan is structured around three "*major barriers*" and eight "*critical factors*" (Table 5). Each critical factor is designed to address the barrier of a lack of good RBM in projects and organizations.

TABLE 5. Major barriers and Critical Factors identified by CMP

Major Barriers
1. Lack of agile RBM in projects
2. Lack of relevant learning across projects
3. Lack of coordination/efficiency

Critical Factors
1. Need for "living" best practice standards and guidance
2. Growing complexity of planning and implementing conservation projects
3. Need for learning about and good examples of RBM
4. Failure to learn from cross project experience
5. Lack of quality training and coaching
6. Implementing organizations' priorities and behaviors
7. Lack of resources and institutional support dedicated to RBM
8. Lack of expectation/demand for RBM in implementing organizations and funders

The four Charter documents do not contain explicit concern for these or any other pressure points but the changing deployment of objectives suggests that at least some of these were understood implicitly. CMP documentation makes it clear that the list of *major barriers* and *critical factors* is based on a careful consideration of a decade of work to develop and implement the OS.

Advancing the OS by action on initiatives: Comparing the documentation of what was envisioned and what was done shows that, to a large extent, CMP has worked on the right things to fulfill its mission. Interviews and documents show that CMP has been disciplined in focusing its work on the overall goal of improving conservation practice by addressing the lack of deployment of good RBM in projects and organizations. However, the work done by CMP is done by people employed by other organizations and therefore CMP initiatives are only developed when a set of representatives are willing to work together to advance a CMP priority.

Using the taxonomy laid out above, the "preparing the ground for OS", and "in support of OS" initiatives were clearly organized to advance the OS – the central thrust of CMP's work. CMP has appropriately experimented with initiatives that when proved ineffective or unsupported, were dropped (e.g. Global Indicators). The majority of the CMP work effort has focused on developing, deploying, and improving the OS; other work that is critical to advance the CMP mission, given the Theory of Change, has received less attention. But CMP initiatives, successful or failed, have all been clearly linked to the overall CMP goal.

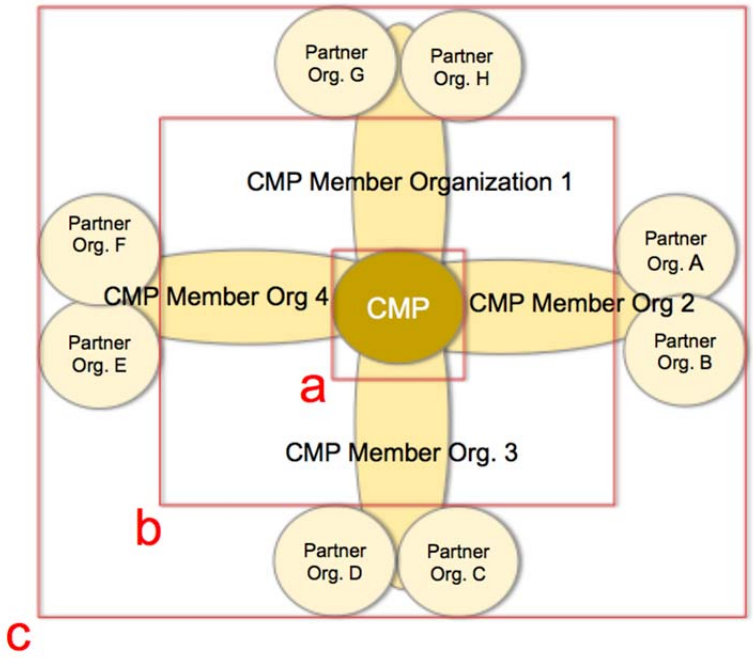
Over the history of CMP there has been consideration of tools developed within other conservation frameworks. This consideration has consisted of encouraging the use of tools that help advance best practices within the OS framework. CMP, however, has not embraced these tools to the point of developing guidance on where, how, and when to use spatial planning tools, for example, nor developed and offered training modules on tools that could be used to augment OS in particular situations. Many of these tools are embedded within alternative frameworks that would likely be characterized as RBM by their proponents. Some of these tools and aspects of their frameworks might also contribute to the use of 'good' RBM in conservation projects. In particular they might help ameliorate: 1) lack of agile RBM in projects; 2) lack of learning across projects (e.g., evidence based conservation); and 3) lack of coordination. In fact in CMP documents "RBM" is usually used as a synonym of "OS." Some of this consideration has happened in earlier stages of CMP and there are plans for such thinking underway currently (more discussion on this topic is found in the Recommendations).

CMP's focus on goal 1 reflected its expertise and the interests and skills of the organizational representatives that have participated in CMP. The other goals have received less attention, particularly the fourth goal. Interviews conducted for this evaluation showed that the least progress has been made on influencing senior management of NGOs, followed by communicating with the larger

conservation and donor communities. Goals 2 and 4 likely received little attention because of the difficulty in accomplishing these objectives given the CMP structure and the different skills it requires. Documentation clearly identifies these as important objectives, and the challenges facing CMP are also clearly linked to CMPs lack of accomplishment in these areas (see conclusions and recommendations).

Scale and delimitation issues in defining CMP: Operationally CMP is a meeting place where member organizations overlap and work on cooperative efforts. But CMP can be delimited in increasingly broader senses, including all of its members and even the members plus their sets of partners (Figure 4). Through partner training and university courses CMP could operationally be extended even further. The further one moves away from CMP, defined in a strict sense, the more difficult it becomes to assess the work that is being done and its efficiency, effectiveness, etc. In this evaluation we look mostly at CMP delimited strictly ("a" in Figure 4) with some attention to CMP as delimited by the work of its official member organizations ("b" in Figure 4).

Figure 2: Different ways to delimit CMP: a. strictly speaking, just the consortium itself; b. The union of CMP and the work of its formal member organizations – WWF, TNC, WCS, etc; c. The union of CMP, its formal member organizations and the partners of each member organization (e.g. Kenya Rangeland Trust or Biodiversitas or CONABIO).



In summary, CMP has worked with an adaptive design that was responsive to changes in the conservation community. Its design and evolving set of initiatives has allowed it to pursue appropriate ends at the right times and stop actions that

either did not work or ceased having backing from its membership. Prioritization has been more challenging in all areas except for developing and pursing deployment of the OS, where CMP has excelled.

2. Effectiveness: What was achieved?

Evaluation of Initiatives

CMP engaged in at least 24 initiatives in pursuit of its mission. Combining the list of initiatives (from the RFP appendix) the "objectives" (from the four CMP Charter documents) and "high" and "very high" initiatives (from the Strategic Plan) provides a full list of CMP initiatives 2003-2013. These are assessed as having "high", "medium" and "low" achievement based on documents, interviews, the web survey and our experience. Several initiatives are discussed in greater detail under the "Evaluation Goals" section.

TABLE 6: Integrated list of CMP initiatives with rating of contribution to effectiveness (see text for source of "initiatives"). Some of the initiatives are covered in greater detail below.

Initiative	Achievement (High, Medium, Low)	Contribution to Effectiveness	Source of Evidence
PREPARING THE GROUND FOR OS			
1. Rosetta Stone of Conservation Practice	**High**	The Rosetta Stone enabled organizations using different planning methodologies to translate between them and laid a foundation for the OS. It was instrumental in getting the OS started.	Interviews; documents
2. Threats and Strategies Classifications	**High**	This too was instrumental in preparing the foundation for the OS by providing standardized terminology. Publishing the classification in the peer-reviewed literature gave credibility to CMP's efforts and increased its visibility. It is used by many within the CMP family (over 60%).	Interviews; documents; survey
***THE OS – Improve Projects/Programs* (Goal 1)**			
3. Open Standards (including expanding, updating and customizing)	**High**	The main effort of the CMP, this has served as the basis for many organizations and practitioners to improve their practice of conservation. It has gone through three versions with improvements based on considerable experience with implementation (see discussion below under Goal 1).	Survey; interviews; documents
4. Guidance on OS use	**Medium**	Guidance documents help practitioners to properly and fully implement the different stages of the OS. Good guidance is available for the first two steps but there is only basic guidance available for steps 4 and 5. Interviewees have highlighted the lack of such guidance as being a contributing factor to the limited use of these final two steps.	Interviews
5. Share good examples	**Medium-Low**	Sharing examples of good practice has the ability to improve practice through learning. CMP has created ways of sharing good examples between member organizations through conference calls, meetings, the website, and Summits (medium rating). However, there is little sharing with those outside the CMP umbrella (low rating).	Interviews

Table 6 continued			
IN SUPPORT OF OS			
6. Conservation Auditing	**Low**	Audits were designed to help CMP member organizations to start using the OS and to check on their progress. Though in theory this should have been successful, it was not embraced by member organizations and was discontinued. Its tenure did not appear to substantially increase the adoption of the OS. See fuller discussion in Appendix.	Interviews; documents
7. Conservation Effectiveness Data Exchange Standards	**Medium**	Proposed in 2007 this initiative was designed to develop a set of standards that govern the exchange of data among databases around the world and would allow cross-project learning. Though not pursued by itself, this effort was folded into the common data standards work where it has helped build a common basis of collaboration.	Documents
8. Measuring Effectiveness Summit	**Low-Medium**	The aim of the summit was to follow up on the Consensus Statement signed at the first Measuring Conservation Effectiveness Summit in 2010 and to advance RBM across the conservation community to help achieve CMP's mission. It was aimed to bring senior leaders and funders together and share results on RBM use. Results of the first evaluation of CMP were presented. There was a hope that the summit would greatly increase support amongst both senior leaders and donors – neither of which happened. However, the Consensus Statement that was developed has proved to be an important document in showing broad support from the conservation community for RBM and in recruiting new members – which happened. Considerable learning and sharing also took place, including from the results of the first evaluation. The summit approach did not prove effective in changing the behavior of senior management at member institutions and was shelved for other options.	Documents; interviews
9. Conservation Actions & Archival Measures Database	**unknown**	Begun in 2013, this initiative is part of Miradi Share and outside the scope of this evaluation.	
10. Co-Sponsor CCNet Rally	**Medium**	The CCNet rally in 2013 was co-sponsored by CMP to build support and linkages. This has contributed to a growing strategic coordination by the two groups that increases the achievement of CMPs effectiveness through provision of coaching to spread the use of OS.	Interviews
11. Ensure coaching	**Medium**	Specified only in 2011 this initiative is directed at the need for more coaches to strengthen and extend the use of the OS. It is allied to the co-sponsorship of the CCNet rallies.	documents
12. Conservation Investment Accounting	**Low**	This initiative was designed to measure the flows of money associated with conservation actions and outcomes. It also hoped to increase support for the OS by enlisting senior managers, particularly those in charge of institutional management. Engagement with such people was not sustained, the exercise was difficult and did not receive broad support.	Interviews; documents
13. Fundraise	**Medium**	Though CMP has not raised a great deal of money, it has not required a great deal. Membership fees are the major source of support, except for Miradi, and the increasing number of members has increased the available support. The greatest fundraising success has been for the Miradi software. See fuller discussion under "sustainability" section.	Interviews; documents
14. Global/regional biodiversity indicators	**Low**	This initiative was one of the early initiatives considered by CMP with strong support from a limited number of member organizations. There was little work done on this effort but renewed interest has caused it to be reestablished.	Interviews
15. Effectiveness and impact data to global community	**Low**	Specified in 2006 and 2008 this initiative was designed to facilitate the provision and analysis of data on impacts and effectiveness through global and regional networks. There is no evidence of significant progress or increase in effectiveness. Further work is recommended.	Documents

Table 6 continued.			
CROSS-PROJECT LEARNING (Goal 2)			
16. Miradi Adaptive Mmgnt Software++	**High**	Miradi is the software platform used to support implementation of the OS. It has gone through 3 iterations. It has led to greater use and more comprehensive use of the OS. See more discussion below.	Interviews; documents; survey
17. Data cloud	**unknown**	This is mostly an FOS project with limited uptake by CMP organizations to date. However, this has only very recently begun and it is too early to evaluate it.	Documents; interviews
ORGANIZATIONAL UPTAKE OF RBM (Goal 4)			
18. Engage with leaders	**Low**	This initiative was designed to address one of the major obstacles to OS adoption, lack of support from senior management. There is widespread evidence that this continues to be a major obstacle and the little work that CMP has done on this initiative has produced few results. See more discussion below.	Interviews; survey
19. Work with champions	**Unknown**	This initiative, designed to increase uptake of OS, has only recently been formulated with little work done to date.	Documents
20. RBM survey	**Medium**	Conducted in 2010 by Muir and O'Neill this survey of members was used in developing the strategic plan and the template for this evaluation.	Interviews, documents
21. Independent review	**unknown**	This initiative has resulted in the current review.	Documents
OUTREACH			
22. Communicate with practitioners and donors	**Low**	This initiative is related to the "share good examples" above. However, it is specifically directed at those outside the CMP family. There has not been much progress made in sharing the lessons learned by CMP with others.	
23, Streamlining effectiveness	**Low**	This initiative was designed to increase the capacity of conservation funders and implementers to use results-based management through streamlining/consolidating of applications and grantee reporting templates. After initial attempts it was terminated due to lack of interest by member organizations	
OTHER			
24. CMP Strategic Plan	**Medium**	The Strategic Plan was developed in 2012. It is early to determine the effectiveness this initiative. However, it is comprehensive, well thought out document that is a major improvement over the previous planning documents. It includes SMART objectives, theories of change, prioritized actions, and an assessment of resources required. As such it shows promise to increase CMP effectiveness.	Documents; interviews

Twenty-four initiatives were undertaken and/or are being undertaken by CMP. Of these four are too early in their deployment to evaluate for effectiveness, five were rated as "low" in effectiveness; four as "low-medium"; seven were rated as "medium" and four as "high." These will be discussed in more detail below.

Evaluation of Goals

GOAL1: "*Improve projects and programs – promote greater conservation effectiveness through improved project/program design, management and assessment.*"

Use of OS: Based on the consistent prominence in all CMP documentation, this is the central, and most important CMP goal. Developing, deploying and improving the OS has been the major work done to achieve this goal. This goal is based on a theory of change that working "bottom-up" – starting with technical staff in organizations -- will drive adoption of RBM and thereby improve conservation work.

Adoption by practitioners

The OS is widely used, in whole or in part by a wide range of practitioners. There are over 10,000 subscribers to Miradi, software support for deploying the OS. CCNet reports members in 125 organizations in 52 countries (C. Lasch, personal communication). Although principally begun as an NGO-centered program, some state and federal agencies have adopted the OS, at least for some set of projects. Seventy-one percent of web survey respondents use the OS for program management (n=231) with an additional 11.3% using a different RBM approach (although even a large fraction of those are alternative names for the OS, such as Conservation Action Planning). The OS is not only popular, but it is more popular than other approaches familiar to respondents. Thirty-five percent of those queried stated that they used to use a different approach but now use OS and only 3.4% have dropped OS for another approach. An evaluation of the reasons given by survey respondents for dropping the use of the OS shows they either switched to an OS-embedded RBM process (TNC's Conservation Business Planning) or their job shifted such that they no longer do project management.

This broad scale use of the OS is not paralleled by the use of the name "OS." Organizations like WWF, TNC and NFWF do not call their processes "OS" even though their processes are based on the methodology. This reflects the expectation of CMP, which deliberately created the standards as "open" so they could be adopted, renamed and used as desired. Some institutions like NFWF use only part of the OS cycle, wrapping it into development of their grantee "business plans." Renaming, and partial use are still to be considered successful adoption of the OS.

Adoption by institutions: Interviews show that CMP member organizations have only partially adopted the OS and those that have, are only partially enforcing its use (Table 7). This pattern is borne out in the Survey with only 37.5% of the respondents saying that OS is required by their organizations (n=184).

Table 7: Organizational commitment to mandating and enforcing use of the OS

		yes	**partial**	**no**
CMP members-non-funders	Mandated	8		5
	Enforced	4	2	5
CMP members – Funders	Mandated	1		4
	Grantees	1	4	

This analysis is based on all organizations being equivalent, which they are not, as WWF and TNC are significantly larger than the other organizations. Size of organization could be used as a proxy for "extent" of adoption and promulgation. Both of these two organizations have firmly adopted the OS in their planning structures and project implementation – though in both cases it is not known by the OS name. Amongst mid-sized and smaller organization there is no strong link between budget size and adoption of the OS (see also discussion in "Impact" for assessment of size).

The first CMP Goal, to improve projects, is based on the assumption that project improvement involves use of all the steps of OS. However, interviews make it clear that most projects/programs do not formally use all of the steps of the OS (Table 8) – they do not go full cycle. The web survey, likewise suggests that many active and enthusiastic OS practitioners are not going fully around the cycle (Figure 2). The interpretation of these outcomes however is complex. For example, three interviewees said that practitioners are going full cycle but not formally recognizing it as such. Table 9 lists some of the reasons interviewees gave for lack of formal cycle completion (full answers to the question are included in Appendix 9).

Table 8. Full definitions of shorthand OS sub-stages used in Figures 2 and 3.

Conceptualize 1	Scope, vision, & human well-being and/or conservation targets defined
Conceptualize 2	Threats identified & prioritized, situation analysis conducted
Planning 1	Goals, strategies, objectives developed
Planning 2	Monitoring & evaluation plan developed
Planning 3	Operation plan developed
Implementation 1	Work plan, timeline, & budget developed
Implementation 2	Work, operations, & monitoring plans implemented
Analyze/adapt 1	Data used to assess changes in target status & effectiveness of actions
Analyze/adapt 2	Strategic plan adapted
Learning 1	Learning documented
Learning 2	Learning shared internally and/or externally

Figure 3. The number of respondents who, in thinking about a particular project, had accomplished step of OS/RBM at least once (green line); partially accomplished the task (gray line) or not accomplished or not attempted (red line) a stage. See Table 8.

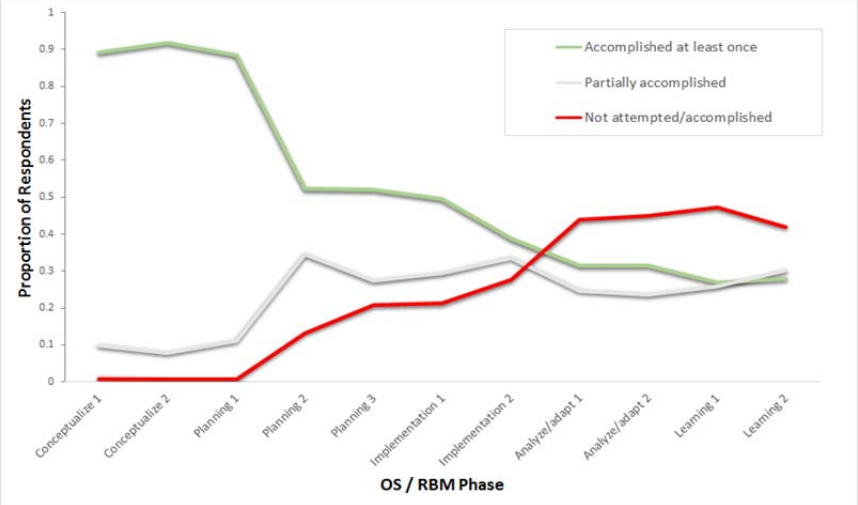
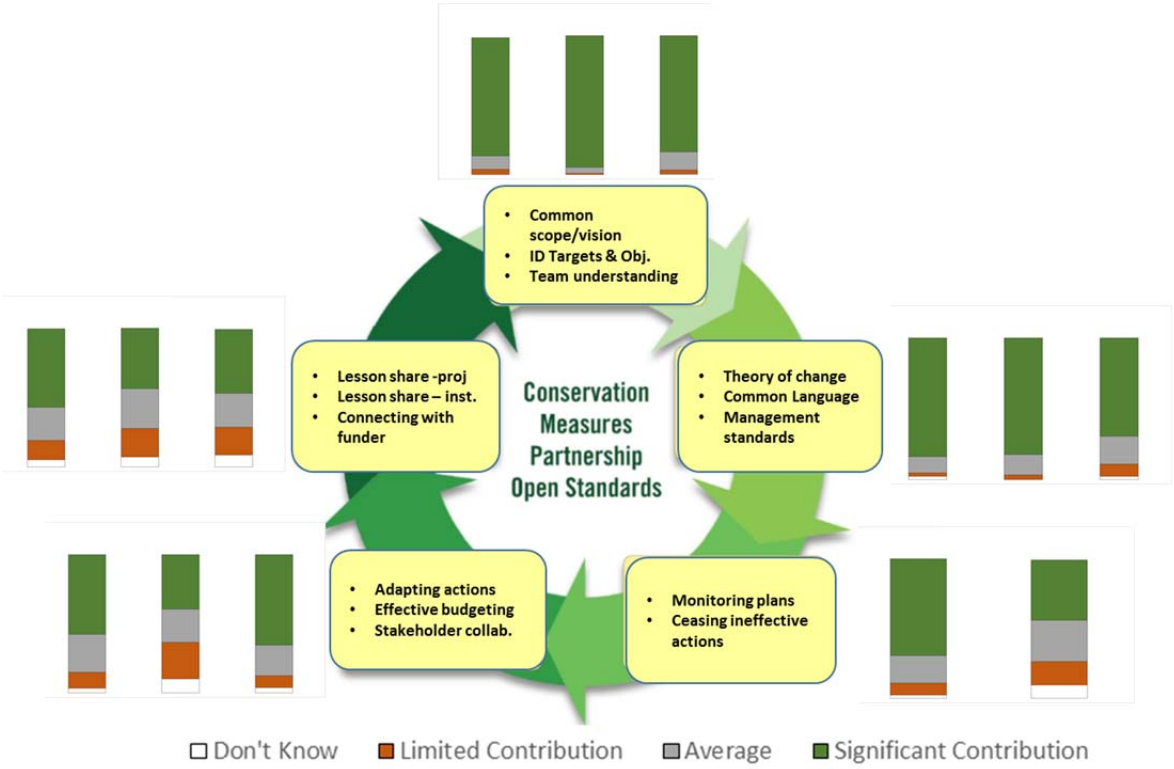


Table 9: Interviewee stated reasons for projects failing to complete the full OS cycle.

Funding cycles are shorter than grant cycles
Changes in organizational mission
Lack of institutional support and demand for results from full-cycle
Understaffing and underfunding
Rewards are for planning and doing not learning
Donors aren't asking for all stages
Lack of good guidance for all stages

When asked to identify the extent to which each of the OS stages contributed to *effectiveness*, most respondents considered most OS/RBM stages highly effective (Figure 3). A similar pattern emerges when looking at what is accomplished at each stage (Figure 2). The planning stages are again rated highest in terms of effectiveness (Figure 3). Interestingly, later stages are viewed as effective (Figure 3), even though they are often not accomplished (Figure 2).

Figure 4. A composite figure of survey responses assessing the contribution of the OS to project-program effectiveness. Aspects assessed are loosely associated with steps of the OS. Green represents the fraction of the survey respondents who felt OS contributed significantly to effectiveness, gray represented an average contribution and orange a limited contribution. See Appendix 7, Question 12 for a full description of each attribute assessed.



Forty percent of respondents report not accomplishing all the tasks (Figure 2), and yet report the OS to be useful or highly useful between 64% (multiple sites with a single target) and 91% (single site with multiple targets) of the time (Web question 14). This suggests that even partial cycle accomplishment helps improve projects. Web survey comments by respondents suggest strong support for the idea that better planning resulting from use of the OS leads to better conservation independent of cycle completion.

Interviewees were more mixed in their opinions of RBM and conservation effectiveness. A strong majority of interviewees (14 of 18) claim that there is insufficient evidence to evaluate whether increased use of RBM has improved conservation effectiveness. This may seem contradictory to the web survey respondents' strong belief that RBM increases effectiveness. However, interviewees, unlike survey respondents, were asked to focus on evidence of effectiveness. Despite a lack of hard evidence, interviewees and survey respondents alike believe that RBM improves effectiveness, and provide a suite of reasons for this conviction (Table 10; See Appendix for full responses). Four of 12 "Wise people" interviewed also questioned the existence of evidence to show the effectiveness of OS implementation. However they provided a number of

reasons that they thought OS use did increase effectiveness (Table 11; Appendix for extended answers).

Table 10. Interviewees' responses to "To what extent does increased use of OS/RBM lead to improved effectiveness?"

Leads to development of better strategies
Caused people to think critically about strategies and interventions
Allows application at broader scales
More monitoring data
Focus on desired outcomes
Better choice of targets has improved plans and projects
Better use of limited funds
Helps in working with partners
Getting managers to ask if their interventions are working
Knowing your assumptions is critical

Table 11. "Wise people's" responses to "Has adoption of OS/RBM led to more effective conservation?"

A foundation's grantees wrote better proposals
Yes, the "assess/adapt" part of the cycle
Gotten managers to ask "is this working?"
Major help in review of a particular country program in getting them to reprogram money towards their goal
Directs money to the right places
Never seen a major conservation investment shaped by OS or shaped as a result of results from use of OS

Other organizations

Although the discussion has focused on CMP organizations, the second CMP target is "other organizations", and the Strategic Plan objective (1-2.2) is for a set of "key" organizations to have formally committed to the OS by 2015. Some of these other organizations are taking steps towards formal commitment (e.g. Puget Sound Partnership, Disney and MAVA Foundation). Other significant players in the conservation community like USAID are seriously considering incorporating the OS in parts of their institution. Without a specific list of targeted institutions it is difficult to determine the significance of this adoption although converting a handful of major players like USAID would be expected to have a significant impact on broader use in the field.

While we cannot know why organizations have not adopted the OS (since we did not interview or survey these groups), plausible reasons for non-adoption can be derived from the responses of those we did speak to regarding attempts to expand the number of adopting organizations. There are a number of reasons

provided by interviewees for poor achievement on the goal of further broadening the suite of adopting organizations. Interviewees provided a broad range of barriers to institutional adoption with a selection of these responses listed in Table 12 (full responses in Appendix 11). The same question was asked of the "wise people," who had a different, but overlapping, set of reasons. Their most frequent reason was "lack of clear decision making/accountability" followed by "lack of senior leadership support" (full set of answers in the Appendix 11).

Table 12. Interviewee comments on major barriers to adoption of OS.

	Interviewees	"Wise people"	Total
Lack of clear decision making/accountability	4		4
Not suitable for all organizations – especially larger ones – due to heterogeneity and other factors		4	4
Lack of senior leadership support	1	3	4
Too complicated/costly	2	2	4
Lack of practitioner demand	1	2	3
Lack of demand from donors	2		2
Senior staff focus on crises/short attention span	1	1	2
Disinclination to admit failure		2	2
Inertia of existing projects	1		1
Desire to maintain institutional brand		1	1
Business side of organizations don't see its advantage		1	1
Turnover in senior leadership		1	1
Time	1		1

GOAL2: *"Enable cross project learning – enable cross project learning about improving conservation effectiveness through networked sharing of information and knowledge management."*

This goal is a means to greater efficiency in achieving Goal 1 – by increasing learning between groups it should be possible to improve conservation effectiveness through not only individual practice but through learning from the practice of others. The hypothesis underlying this Goal is that having the common language of the OS will allow individuals and organizations to better share lessons.

Those interviewed believe that there is evidence of cross-project learning, though 3 of the 14 felt that there were no or few compelling data to make this case. Interviewees report cross-project learning across a very broad spectrum of organizational connections (left column) but express concerns about substantive barriers to expanding this process (Table 14, full responses are given in Appendix 12).

The major way of delivering and structuring the OS is though a software platform, Miradi, which is designed to also enable cross-project learning. The utility of Miradi was assessed on the web survey and most respondents found it to be a useful tool, particularly for structuring an OS project, but also for attributes related to CMP Goal #2 (Table 13; Appendix 7). One organization adopted the OS because it was underpinned with Miradi. In fact, they used Miradi to develop plans that were then tied to reporting and budgeting – other organizations are similarly working to link Miradi to broader planning efforts. Others found Miradi useful to coordinate planning with other fields, including agriculture and health.

Table 13: Components of conservation work the interviewees found improved through the use of Miradi.

Process	% finding Miradi:	
	Useful	Very useful
Structuring an OS/RBM project/program	23	62
Facilitating cross-project learning	33	29
Facilitating cross-organization collaboration	29	29
Capturing and managing information	28	47
Reporting to donors	25	24

TABLE 14: Have you seen evidence of cross-project learning?

Places where cross-project learning has been observed	Concerns with cross-project learning
US state agencies	Not being done at scale
Project teams	No systems in place to gather, transmit and receive
Corporate collaborators	Donors aren't learning from each other
Donors working on a single project	Complicated, rigorous, and demanding
Between conservation groups	
Between CMP members	
Within organizations	

There is progress reported by CMP in achieving cross project learning (Table 14). The sharing between organizations within CMP was highlighted as evidence of achieving this goal. This has allowed CMP itself to create a learning culture, as evidenced by the two updates of the OS as well as the request for this evaluation. The use of a common language also facilitated sharing outside of the conservation communities, including with agricultural organizations and business organizations. The creation of Miradi Share is a strong step in the direction of building learning and sharing tools. Sharing is taking place even without use of the OS – with some organizations setting up mechanisms to encourage such learning within their organizations as well as with others.

GOAL3: *"Streamlining and enhanced collaboration – promote streamlined planning, funding, and evaluation processes among organizations to create enabling conditions for enhanced collaboration."*

This goal is not addressed in the evaluation as action on it has been deferred by CMP.

GOAL4: *"Organizational uptake of RBM – a 'critical mass' of the senior leadership of conservation organizations and their funders are managing and operating their entire organizations, not just projects, following the core principles of results-based management."*

Goal 4 is based on the assumption that senior leaders are the rate-limiting step in adoption of the OS and that only with their support can wide spread adoption be achieved. The Goal is set very high - stating that it is not just projects but the whole institution that will be based on RBM. Given the constrained success CMP has had with getting even projects to adopt OS, it is not surprising that this Goal has remained elusive.

As discussed above there is limited adoption of the OS institution-wide among CMP institutions. There are exceptions. Two member organizations have strong CEO support for adoption of the OS and this support is driving use of the OS throughout the organization. This demonstrates the importance of senior management support. One representative felt that their organization was on the way to changing the mind of its CEO in favor of adoption. Interviewees report a variety of reasons for lack of success on this goal (Table 15; full list of responses in Appendix 13).

Little progress has been made on this goal because little of CMP's focused energy seems to have been devoted to it and achieving success requires a skill set very different from that used successfully to achieve goal 1. The first CMP Summit held in 2010 included a number of CEOs or senior leaders from conservation NGOs – along with funders. The assumption was that the presence of donors would incentivize CEOs to come and vice versa. Two former CEOs who were present at the meeting recounted the widespread lack of support from their CEO colleagues, despite their own personal willingness to champion CMP. They ascribed various reasons to this that included egos, history, inertia, desire for branding, and a general lack of cooperation evident in the conservation industry.

Table 15: Reasons for lack of senior management support

Interviewee quote	Implication
There is not enough guidance from CMP on the costs and benefits, or the process of adoption to stimulate the uptake of the OS by new organizations.	Members do not have the proper tools to convince senior managers of the importance of implementing.
Little high level institutional interest in making operational decisions at this level of detail.	High level leaders might be the wrong target – at least in large organizations. Senior program leaders might be a more appropriate target.
CMP doesn't have the senior people as members so that they can to talk to their peers across organizations.	There might be better luck for peer-to-peer arguments using CEOs of fully adopting organizations.
Few carrots and fewer sticks.	Incentive structures do not exist in organizations to reward those who use OS and sanction those who don't.
Too much variation within any given organization to make it practical to mandate a single approach.	It may be that the whole organization is the wrong target – particularly in large organizations. CMP might target programs that are more homogeneous, and more likely to adopt OS.

It may be that CMP does not have the right type of institutional representatives to achieve the necessary institutional changes. It may be that the logic of the goal is flawed, at least for larger institutions. It may be that the CMP focus might be better placed on influencing thought-leaders instead of senior leaders. There are a few such individuals in CMP who are credited with having achieved significant change within their own institutions. These individuals have also helped inspire others to seek such change in their own institutions. Such individuals are the 'change agents' who may be more effective to focus on than senior leaders – as acknowledged in one of the new initiatives in the Strategic Plan.

Evaluating effectiveness using self-reporting:
An additional means of evaluating the goal of being effective is to compare the importance ratings of initiatives rated "high" and "very high" listed in the 2012 Strategic Plan with a 2014 self-rating of these same initiatives by the CMP Board (October 2014) (Table 16; Appendix 14, for a full statement of the Board's ratings and accompanying comments). In this comparison, CMP performs well. As we would expect of an efficient and effective organization, they set priorities, they worked on their highest priorities, and they mostly have done well at accomplishing these high priorities. We assigned a numeric rating of 1-5 to the ratings from "low" to "very high" to examine where we find variance between

stated priorities and accomplishment. High concordance between objective importance in 2012 and evaluation of performance in 2014 indicates a highly effective and efficient organization. Strong negative deviations would indicate a lack of accomplishment, while positive deviations would indicate that CMP has been accomplishing lower priority objectives. Given that the ratings of success are based on less than two years of progress these should be regarded as indicative rather than definitive.

This analysis shows no cases of over-performance, indicating that the organization is not taking on and fully accomplishing possibly easier, but lower priority tasks. This analysis shows 5 of 15 initiatives achieving expected performance, indicating organizational satisfaction with progress on a third of the CMP objectives. Finally, this analysis indicates under-performance on 10 of 15 objectives; an outcome that should be expected at mid-point of the lifespan of a strategic plan. Looking across goals the lowest scores are in Goal 4 and the highest in Goal 1. This scoring is only a rough indicator of progress but agrees with the assessments derived from interviews, and described above: organizational uptake remains a large and difficult challenge for CMP.

Table 16: Comparison of ratings of CMP initiatives between the Strategic Plan and a self-rating by the CMP Board (October, 2014)

Goals and associated initiatives	**Importance rating in Plan**	**Self-rating by CMP Board**	**Deviance between the two scores**
Goal 1: Improve projects			Mean= -0.5
Initiative 1a	Very High	Very High	0
Initiative 1b	Low	Low	0
Initiative 1c	High	High	0
Initiative 1d	Very High	Medium	-2
Goal 2: Cross project learning			Mean = -0.5
Initiative 2a	Very High	High	-1
Initiative 2b	Very High	High+	-0.5
Initiative 2c	High	High	0
Initiative 2d	Low	Low +	0.5
Initiative 2e	Low	o	-1
Initiative 2f	Low	Very low	-1
Goal 4: Organizational uptake			Mean = -1.5
Initiative 4a	Very High	Low	-3
Initiative 4b	High	Low	-2
Initiative 4c	Very High	High	-1
Initiative 4d	High	High	0
Goal 5: Efficient and effective operations			Mean = -1
	Very High	High	-1

Starting and stopping initiatives:
Given the nature of CMP as an informal, volunteer-driven organization of people with shared interests, we expect that initiatives would start and stop as individual interests vary through the process of institutional learning. And, indeed CMP is continually experimenting with ways to achieve its mission. The fact that it has had 24 initiatives (or objectives as defined in the Charter documents) shows active trial and error. Some of the initiatives stopped, some of them were absorbed into other initiatives, and others were restarted when there was a need to update the effort (see Table 6). Most of the changes in status of initiatives were not accompanied by documented analysis of why the changes were made. The exception is the conservation audit program that was reviewed by Elizabeth O'Neill (a summary is in Appendix 15).

TABLE 17. The critical obstacles faced by CMP and how its initiatives addressed them

Critical Obstacles to Address	**Initiatives that address the barrier/factor (numbering from Table 6)**
Major Barriers	
1. Lack of agile RBM in projects	1, 2, 3, 4, 5, 7, 9, 16, 17
2. Lack of relevant learning across projects	1, 3, 4, 5, 9, 16, 22
3. Lack of coordination/efficiency	5, 16, 23
Critical Factors	
1. Need for "living" best practice standards and guidance	6, 9,
2. Growing complexity of planning and implementing conservation projects	13, 16, 17, 23
3. Need for learning about and good examples of RBM	5, 6, 9, 22
4. Failure to learn from cross project experience	6, 9, 16, 17, 22
5. Lack of quality training and coaching	10, 11, 13
6. Implementing organizations' priorities and behaviors	8, 18, 19, 20, 21, 23
7. Lack of resources and institutional support dedicated to RBM	8, 12, 13, 14, 15, 18, 19, 21, 23
8. Lack of expectation/demand for RBM in implementing organizations and funders	8, 12, 14, 15, 18, 19, 20, 21, 23

Documents and interviews suggest that decisions to stop, amalgamate and restore initiatives were made based on clear, though not well-documented evidence. As initiatives are formulated and carried out by members (and vetted by the Board) there is an organic quality to the exploration of new areas by CMP and to decisions to stop the work. This has allowed CMP to be responsive to members' wishes without having to continue to support initiatives that are no

longer productive. The creation of the Strategic Plan has formalized and directed the creation and pursuit of initiatives.

The development and deployment of specific initiatives was done informally through 2012. The four CMP charters laid out objectives to help achieve the mission, but they were not linked through an explicit plan or formal theory of change. The Strategic Plan of 2012 represents a major step forward in institutional formality. Using the classification of "major barriers" and "critical factors" created in the 2012 plan it is possible to look at how the initiatives listed in Table 17 address these previously identified critical obstacles. Though not made explicit in the earlier documents there appears to have been a collective understanding that these barriers and critical factors had been impeding achievement of its mission from its creation. It is clear from the Table that the initiatives have been directed strategically.

Synthesis

A synthetic look at the aggregate evidence shows CMP to be an active, experimenting organization with a clear eye on its overall mission. Though it took nine years until CMP developed a formal strategic plan, four planning documents between 2003 and 2011 provide evidence of CMP learning what was working, trying new approaches when needed, and letting go of initiatives that were not bearing fruit. This is particularly true with the first goal – focusing on improving projects/programs was, and continues to be, the place where a large portion of the work is directed. The hard work and creativity of CMP has borne fruit as the OS is in its third iteration and is strongly supported by creative, effective and broadly used software. With this achievement as a base, many organizations, most particularly those conservation NGOs based in the US, including the two largest conservation organizations (TNC and WWF), have adopted the OS and the impact is beginning to be widely felt. While adoption has been uneven, particularly among private foundation members of CMP, indications are strong that some significant governmental donors, including USAID, are in the early stages of possible adoption of the OS.

Less attention has been paid to CMP's other goals. There is little non-anecdotal evidence of progress on the goal of cross-project learning (goal 2) though the logic that underpins it seems unassailable and there seems to be a readiness on the part of members of the community for cross-project and cross-institutional learning. The main platform for this sharing (Miradi-Share) is too new to evaluate its success. Nevertheless, organizational incentives to "own" results and a lack of incentives to "share" will need to be overcome to achieve this goal.

The fourth goal, working with senior management to increase OS uptake is particularly underserved. Evidence from two organizations shows that CEO endorsement of the OS can spur organization-wide adoption. Partial adoption in other organizations suggests that other avenues need to be sought to ensure full-

scale adoption. Some of the new initiatives not examined in this evaluation may prove more successful in achieving this goal.

The rise in accountability was a broad societal phenomenon, as discussed above. This raises the question of whether the shift towards accountability in the conservation sector was due to the work of CMP or just a part of the larger change. Interviewees were asked to evaluate CMP's role in the rise of conservation accountability (Table 18; full list of responses in Appendix 16). CMP is credited with playing a major role, but not the sole role. Other factors listed by interviewees included the response to donations after Hurricane Katrina, lessons from the practice of medicine, the increase in the influence of wealthy individuals and the rise in power of civil society.

In conclusion, CMP has been an effective organization, both strictly defined as the set of member organizations and in the broader sense of the work of its members. When "wise people" were asked about CMP's achievements (Table 19), their responses reflect the extent to which CMP, although a small, little-funded organization, was able to both begin changing the state of conservation practice within major conservation NGOs as well as create some promising inroads with government and non-US based NGOs. These achievements would not have been possible without the cooperative nature of CMP. CMP has demonstrated the power that can result from a set of conservation organizations working together.

Table 18: Responses to the question "To what extent can increased use of RBM be attributed to CMP?"

Significance	**Number of interviewees**
Significant to very significant	8
CMP was just part of a general shift towards accountability inside and outside conservation	6
It is the members' work that has been important	2
Other comments	
Hard to assign attribution to a single actor	
Can't disaggregate CMP's action from those of its members	
Has not contributed nearly as much as hoped	
In US-based organizations more, outside US less	
CMP was joined by groups already interested in this field	
Hard to distinguish CMP from organizational members from individuals	
CMP has been "an angel on the shoulder of the conservation community"	

Table 19: Achievements of CMP according to "wise people"

Hugely valuable as a consensus of many organizations
Creation of standards used across the community
Being underpinned by Miradi was crucial
Creation of a community of practice with credibility
Having common standards across projects offers an opportunity to learn from others
Adapted itself as the community changed
A forum for exchange of ideas

3. Efficiency: Did the organizations operate efficiently?

CMP is an organization that operates on a relatively small budget with an annual average between 2003 and 2014 of just $ 73,406 (Table 20). CMP has no staff on budget. Each year CMP appoints a coordinating organization that is compensated for its work. The coordinating organization has consistently been FOS which receives $25,000/year to perform a variety of core functions. The total budget for these years was $807,460, which consisted of 62% membership dues and 38% grant funds. This does not count the funds raised specifically for Miradi (Table 21) that totaled $2,388,668. Of the total sum, the largest pieces were from member organizations (38%) and from the Moore Foundation (40%). If the Miradi budget is combined with the operating budget then the average annual budget was $290,557.

Table 20. CMP Funding, 2003-2013 (data supplied by FOS, October 2014)

Year	#Members	Dues ($)	Other ($)*	Comment
CY2003	6	55,000	250,000	250,000 from MacArthur for Open Standards and Conservation Audits
CY2004	6	55,000		(does not count 200,000 from the Moore Foundation for what became Miradi)
CY2005	6	55,000		None
CY2006	6	55,000	38,060	40,000 from USAID for Open Standards, Audits Lessons, Audits Manual pass thru WWF
CY2007	5	45,000		None
Jan 08-Jun 09	7	16,250		CMP accounting changed from calendar year to Jul-Jun fiscal year. *Audubon prorated dues $1,250
FY2010	10	22,900		None *Rainforest Alliance prorated dues $400

Table 20	continued			
FY2011	16	34,625		*7 new members dues prorated.
FY2012	21	49,375	22,500	*CATIE, ELAP, Forever CR dues prorated. Additional funds / in kind for Measure Summit
FY2013	22	55,000		None
FY2014	22	53,750		* ELAP dropped membership, Wildteam dues prorated,
	TOTAL	**$496,900.00**	**$310,560.00**	**$ 807,460.00**

Table 21: Miradi Fundraising (data from FOS, October 2014)

Contributors	2005-2006	2007	2008	2009	2010	2011	2012	2013	TOTAL
Moore			$955,000						$955,000
Hewlett (e-AM)	$125,000								$125,000
Packard (e-AM)		$250,000							$250,000
Benetech	$14,926								$14,926
FOS	$25,000	$25,000	$15,000	$15,000	$15,000	$15,000	$15,000	$15,000	$140,000
TNC	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$200,000
WWF	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$200,000
WCS	$25,000	$25,000		$15,000	$15,000	$15,000	$15,000		$110,000
Rare	$25,000	$25,000	in-kind	in-kind	in-kind	$15,000	$15,000	$15,000	$95,000
Audubon			$25,000	$25,000	$25,000	$25,000	$25,000	$25,000	$150,000
PSP						$25,000		$25,000	$50,000
Misc licenses				$1,650	$15,450	$15,567	$23,325	$42,750	$98,742
TOTAL	**$264,926**	**$375,000**	**$1,045,000**	**$106,650**	**$120,450**	**$160,567**	**$143,325**	**$172,750**	**$2,388,668**
Expenses	**2005-2006**	**2007**	**2008**	**2009**	**2010**	**2011**	**2012**	**2013**	**TOTAL**
FOS	$50,785	$33,430	$74,254	$76,479	$48,632	$42,530	$48,310	$36,400	$410,820
Benetech	$212,565	$211,294	$324,290	$414,830	$344,340	$146,344	$149,912	$85,049	$1,888,624
TOTAL	**$263,350**	**$244,724**	**$398,544**	**$491,309**	**$392,972**	**$188,874**	**$198,222**	**$121,449**	**$2,299,444**

CMP's model of work is based on the willingness of conservationists to work on projects without direct compensation from CMP. Though not "volunteers" strictly speaking (because they are being paid by their member organizations), the time spent by people working for CMP is not covered on CMP's budget.

There is no accurate bookkeeping of this time but a sample of 14 CMP members averaged 25.3 days a year spent on CMP work. Most who responded also made the point that it is difficult for them to clearly distinguish the time they spend on CMP business from the time spent on related, but not clearly CMP work.

Considering 260 working days a year, this total of 25.3 days/year is equivalent to 9.7% of an FTE. If you assume 25 member organizations of CMP and 1.5 CMP representatives per organization then the total time spent by member organizations on CMP business is 949 days in a year, or 3.65 FTEs. Further, assuming an annual salary of $50,000 plus 45% benefits, this number of FTEs represents an additional $265,000/year. These numbers are only approximations but give an idea of the "shadow budget" represented by the investment of representatives' time.

Beyond the time of "volunteers" the CMP budget is subsidized in a second way (Table 22). As the CMP coordinator FOS receives $25,000 a year although it has also been compensated for additional expenses (data were not available to evaluate this latter statement). Other organizations take on occasional coordinating functions as well. Using the number of days spent by FOS on CMP work, and calculating an average of $900/day as FOS' rate, then FOS invested about $750,000 dollars in CMP work between 2005 and 2013. These calculations do not include any reimbursements to FOS – these are not recorded on the available budget data. For this they were compensated a total of $225,000. This means that approximately $525,000 worth of work was donated by FOS to CMP over this time period, or approximately $59,000 per year. Again, these are approximations but help build a picture of the "real costs" of CMP.

Table 22. Days FOS spent on CMP business

Year	Total Days	FOS daily rate ($900) x days	FOS payment from CMP
2013	77.1	$69,390	$25,000
2012	115.4	$103,860	$25,000
2011	184.4	$165,960	$25,000
2010	139.9	$125,910	$25,000
2009	48	$43,200	$25,000
2008	30.5	$27,450	$25,000
2007	71.3	$64,170	$25,000
2006	41.3	$37,170	$25,000
2005	127.5	$114,750	$25,000
TOTAL	**835.4**	**$751,860**	**$225,000**

CMP has succeeded in attracting organizational representatives and maintaining a level of interest that has carried it through a decade. Organizations have continued their membership and though there has been a turnover there are new members that continue to join (see Figure 1). Most of the largest organizations are members and their presence continues to be a vital part of the "legitimacy" and influence of CMP.

One of CMP's strengths is its governance. Starting as early as 2003 in its first charter document, CMP enunciated explicit statements of CMP purpose, principles, values, actions, membership rules, governance, coordination and operations. The rules have evolved over the years and were updated as the membership increased to include a board. Interviewees all felt positively about CMP's governance.

It is not possible to precisely measure the efficiency of CMP as calculated by cost per result or impact. As discussed above, careful calculation of CMP's impacts and results are fraught with methodological difficulties that include the lack of full cost accounting, the imprecision of delimiting CMP and the lack of a consistent set of initiatives.

However, examining CMP's annual budget at $73,000, $290,000 or $375,000 it is clear that a tremendous amount was achieved for this small sum. CMP member organizations programmed approximately US$1.2 billion dollars in annual conservation program funding (Appendix 18). Not all of this was impacted by the OS and other CMP work, but some portion of it certainly was. If we assume the highest budget and that half the total amount programmed by members was impacted by CMP then this is a ratio of 1:1600 – a very significant leverage and even if significantly less, should be considered highly efficient. This leverage is even greater when considering that there are no full time staff members. It is much more difficult to calculate efficiency for CMP as delimited by all of its member organizations.

4. Sustainability: Will results be sustained over time?

Sustainability can be assessed both at the level of CMP itself and as the collective work of CMP and its member institutions. Here we address CMP as narrowly defined. We address the sustainability of CMP in the larger context together with CCNet in the section on impact and sustainability – looking at the sustainability of the results realized by the two organizations working together.

Interviews suggest that the bonds that hold most (but not all) people to CMP are weak and the structure of the organization itself is not well developed. In fact, the Strategic Plan refers to CMP as an "informal association." As a result there are few who have thought at all deeply or in detail about the question of sustainability of the organization. Asking interviewees about CMP's sustainability yielded a variety of responses (Table 23; full list in Appendix 17).

There is a range of opinions with some stating strong support for CMP and others concerned that CMP is no longer as relevant as it once was and perhaps does not need to continue. Sustainability of CMP *per se* does not seem to be on the minds of many people, most of whom are focused on the sustainability of CMP's work.

Table 23: Interviewee responses to the question of "What do you think of the issue of sustainability of CMP?"

It is cost-effective
Important in orienting new staff
Intellectual capital is fantastic
CMP needs to build tools to help representatives say why CMP is important
Now that the central "problem" has been solved with OS not clear what group is doing
Mismatch between organization's priorities and CMP priorities
CMP has stopped adding value to our organization
The power is as a place to learn from other groups
Should CMP become a certification organization?
If we want more output we'd need paid staff
Faltering; lots of great things done but not as many as should have been
Energy and engagement has dropped off
Lacks flash and recognition
Where is the younger generation to replace the leaders of CMP?
CMP treated with "benevolent disinterest" by donors
Foundations won't fully adopt OS because they are too heterogeneous
Donors seem to think adaptive management is "done" and are not interested in funding it
Representatives have not been good conduits to and from their organizations
As a voluntary organization it will always be slower and less effective
In danger of losing donors - partially because of loss of key individuals
Home institution doesn't see benefit so worries about continued involvement
Hard to continue justifying dues as we don't see value
Our Foundation will probably stop being a member of CMP with no staff interested

Sustainability of CMP can be assessed along four parameters:

1. Policy support;
2. Adoption by targeted groups;
3. Institutional capacity; and
4. Technical and economic factors.

1. *Policy support:*

Complete community policy support is not in place in CMP member organizations to ensure CMP's sustainability. Six implementing organizations reported that the OS were not mandated. Seven other implementing organizations reported that they were not mandated, although in some cases an OS framework was used, but without all steps. When asked if there was enforcement of the use of the OS, four said "yes" and five "no" with other

responses including “to some extent”, “selectively” and “we’re in progress.” CMP members who are funding organizations are key players in encouraging the incorporation of RBM. They are not, however, across the board strong supporters of the practice either in their own institutions or with their grantees.

As an extended enterprise CMP is also not yet operating with adequate policy support that would sustain the progress that has been made. Few private foundation donors we interviewed are requiring use of the OS by their grantee – which would be a significant step towards sustainability. However, a major bilateral donor, USAID is showing signs of moving towards supporting the OS – a major step towards sustainability. There is a growing expectation in the conservation community (well behind the development community) that projects should be able to demonstrate evidence of impact. This trend should help create conditions to improve prospects of policy sustainability.

2. *Adequate knowledge and adoption of OS by targeted groups:*
There is no explicit CMP strategy to target selected groups for adoption of the OS. However, due to their size, breadth, and conservation capital WWF and TNC play a disproportionate role in influencing the conservation movement as a whole and they are both adopters of the OS.

WWF, at least the WWF-International family, has expressed its support for the OS and has instituted a set of practices and policies to mandate its use. For example, WWF has an online course that covers Steps 1 and 2 of the OS and is offered internally and to select partners -- with intentions of expanding to cover the whole cycle. WWF also does in-depth training seminars, offers orientation to incoming senior staff, trains coaches and has a RBM group that oversees these activities. Interviewees from organizations other than WWF were asked if they promote OS to partners and others. Ten responded positively, listing contractors, volunteer work in other organizations, grantees and partners as targets for this promotion.

A category of groups targeted for OS adoption by CMP have been funders - particularly private foundations. As discussed above funders have not proved to be a “natural” category to target for OS adoption, with tremendous variation between as well as within organizations. Interviewees indicated that such heterogeneity impeded institution-wide adoption of OS. CMP’s engagement with funders has to date not produced either significant financial resources or a strong base of support creating enabling conditions for achieving its aims. Interviewees told us that there are promising indications that this may change.

The general societal move towards accountability carries forward the missions of CMP and CCNet. There is a limited amount known about individual motivations for OS adoption beyond the continually expressed desire to see more effective conservation and a stronger conservation community. Interviewees report that there has not been widespread success in getting CEOs interested in the OS. Interviewees from some organizations did say that their Boards had interest in

RBM but that this was a level of detail that was too much "in the weeds" for them to address personally. Rather the Boards assumed such programs were taking place within organizations.

There is some attention by CMP to teaching younger generations of conservation practitioners about OS. For example, FOS' "Tomorrow's Leaders Program" is early in its development and shows promise. FOS is also tied with TNC for coaching the greatest number of people based on survey respondents. Some outside the CMP community are teaching university courses on OS (e.g. University of California, Davis). An additional effort undertaken by CMP and CCNet that is contributing to adoption of the OS is the Teaching Adaptive Management (TAM) program (http://www.ccnetglobal.com/franchises/teaching-adaptive-management-network/). This serves faculty, staff, students, and coaches who are involved or interested in adaptive management courses at universities or other academic institutions by creating ways to include the Open Standards into applied conservation curricula. The current list of members includes over 30 universities teaching OS-based courses.

Finally, CMP is strongly skewed toward the developed world, generally, and North America specifically. This skew is evidenced by institutional membership and expressed through institutional culture. The growth of CCNet is helping to alleviate this cultural bias. Three interviewees expressed concern that by having mostly US-based organizations CMP is limiting its impact and its potential support. Despite such limitations, CMP is working to overcome some of these biases through its close affiliation to CCNet.

3. *Adequate institutional and organizational capacity*
CMP member organizations are not adequately supporting the general fields of monitoring and evaluation. There is a very significant variation in the number of Full Time Equivalents (FTEs) devoted to adaptive management, OS or monitoring and evaluation work ranging from 0.5% to 50% with an average of 11.5% - above the 5-10% that has been recommended as necessary. However, eight of the ten organizations fell below this average. This should be considered only a coarse approximation as many interviewees found it difficult to specify a number. Interviews show that organizations were about evenly split between having and not having specific funding for the monitoring and evaluation function.

Much of CMP's work is being carried out by a few highly motivated and highly skilled individuals. Spreading of the word and the work has been accomplished through an equally motivated group gathered together under CCNet. Together these people are reaching hundreds of practitioners. Interviewees suggest that there is not in place a set of institutional rewards for those excelling at practicing RBM, or likewise, a set of disincentives for those not using RBM. The sustainability concern is that when individuals who are major OS advocates leave their institutions they may not be replaced by people with a similar orientation.

Not all members of CMP are equal in terms of contributing to its sustainability. In particular WWF and TNC, as the largest conservation organizations, are vital to the past and future success of CMP. TNC, for example, played a key role in contributing "institutional genetics" to the development of CMP and in jump-starting the effort. Smaller organizations like the "imprimatur" that they get from being part of CMP. For all organizations there appears to be a mismatch in costs and benefits with many of the benefits accruing to individual practitioners, their teams, and their projects whereas the costs are borne by the institution as a whole. This has the potential to limit enthusiasm amongst leaders for supporting continued institutional fees.

Of the organizations most involved the greatest admiration, and concern, is directed at FOS, which is seen by interviewees and through our observation as playing a key role in the running of CMP. FOS staff are some of the top contributors to the work accomplished by CMP (e.g. coaching) and are not paid for the majority of this time (see above). Their willingness to continue doing this is a part of what must be considered when thinking about sustaining CMP's current level of work.

4. *Technical and economic viability and financial sustainability*
CMP sustainability is assessed in a number of ways. Its governance through the Charter is praised. With no paid staff and with work done by people not paid by CMP, there are not strong connections between the budget and activities. Reliance on volunteers is seen as positive by some interviewees with the motivations of individuals organized in initiatives, being the prime driver. However, this reliance on unpaid representatives also limits the ability of CMP to plan strategically and to sustain efforts after individuals move on.

Reliance on this sort of volunteer based work is also problematic in terms of sustainability, with representatives of three groups saying that they have support from their institutions only to engage in attending meetings, and nothing else. The evaluators have gained the sense that only a few people have the time and inclination to be extensively involved with CMP and a few individuals have played major roles in promoting the adoption of OS. The impact of these individuals is often revealed only when they leave the institution: in two cases, after the departure of a key person, the institutions have stated that it no longer had much interest in OS and CMP.

Summary

We feel there are concerns about CMP sustainability given that the organization is driven *de facto* by a few individuals representing a few organizations and is therefore highly dependent on these individuals. With some of the people with the longest investment in CMP now in their 50's and 60's there is a need to consider who will replace them and their passion. This challenge has been somewhat met by CMP and recent meetings have been strongly populated by

mid-career individuals who are increasingly central to CMP activities. The individuals who represent their institutions at CMP may also not be the best people to help achieve CMP's goals by leveraging their institutions. This is both due to their supporting, rather than implementing roles and their limited ability, often as less-senior people, to affect change in their own organizations. In parallel, these individuals are less likely to be in positions to learn, and report back, on the most important developments within their own organizations that may impact the OS.

CMP has achieved a great deal but its current structure may no longer be fit-for-purpose. At the time of its establishment there was a strong, common purpose to get the OS written and launched. Once launched, some interviewees report that this common purpose and energy has dissipated. Responses were mixed and without a clear pattern when asked directly if they, or their organization, would miss CMP if it ceased to exist. The only function that was clearly named as justifying continued existence of CMP was updating the OS.

The sustainability of CMP may also be threatened by the inevitable centripetal force operating on an institution that is only loosely held together. Whole organizations, rather than just institutional representatives, will need to see benefit to their CMP membership to continue to affiliate with CMP. CMP is well aware of the issues concerning its own structure as raised in interviews with board members.

The central question of sustainability is whether the work that has been achieved will continue on its trajectory if CMP were to cease existing. This section has addressed only CMP as an organization, the larger question of the sustainability of the overall enterprise is discussed below in the "Impact" section.

V. CONSERVATION COACHES NETWORK

1. Strategic Design: What was proposed to be done and why?

The CCNet evolved from The Nature Conservancy's (TNC) Efroymson Coaches Network, launched in 1998. The Efroymson Fellowship was created to respond to requests from all over the world to learn TNC's version of the Open Standards: Conservation Action Planning (CAP). In 2009 CCNet was launched as an organization chartered by the WWF, The Nature Conservancy, Greening Australia and Foundations of Success. CCNet begins this 2012 strategic plan with a statement from the heart, referencing Hawken's *Blessed Unrest* description of restoring grace, justice and beauty to the world through local community action as "the largest social movement in the history of the earth." CCNet identifies itself as a part of that movement. The focus of this movement, as reported by CCNet, is to improve the effectiveness of project teams by providing well trained coaches experienced in the Open Standards and facilitation skills, identify and foster "useful problem-solving tools" for people to take local action and build and

sustain a network as a multi-institutional decentralized communities of practice. Through these actions CCNet aspires to strengthen project teams with improved project designs and an adaptive management approaches leading to more effective conservation.

The CCNet mission is to "catalyze transformational conservation by empowering people to develop, implement, evaluate, adapt and share effective strategies that achieve tangible conservation results benefitting people and nature all over the world." CCNet is unique in its mission to improve the practice of conservation by creating a globally networked, cross-institutional community of practice for conservation. The design of the strategic plan focused on CMP's five key barriers to better project management (Table 24). CCNet activities to increase the number of coaches through workshop training is designed to directly address the lack of training and coaching, and indirectly contribute to overcoming the other barriers through the CCNet envision Theory of Change (Table 25).

Table 24. CMP's five major barriers to good conservation practice adopted to guide the efforts of CCNet.

Lack of examples of good RBM;
Lack of best practice standards for RBM;
Lack of expectation and demand for RBM in projects and organizations;
Lack of training and coaching;
Lack of cross-project learning mechanisms.

The CCNet Theory of Change envisions that partner support would increase as a consequence of success with building the network, resulting in more RBM adoption. Similarly, building a network of coaches would lead to more conservation projects adopting OS across a broader range of geographies and organizations; that more OS usage will lead to broader expectations of OS, and more full cycle completion among projects. These, in turn, will lead to reduction in biodiversity threats and improved biodiversity status.

A challenge represented in this Theory of Change is the embedding of performance metrics within the statements with little rationale for their wording. After consultation with 'wise people' we learned that the goal of 1000 projects (step 6) was likely a carry-over from the TNC when an assessment of the TNC portfolio suggested that this would capture a substantive portion of that organization.

Further, CCNet has little capacity to drive many of these goals. For example, its interest is to train coaches and encourage those coaches to coach. What these coaches coach is a matter of individual initiative; hence CCNet has no direct way of measuring if coaching occurs in projects of most interest to CCNet (Table 25, bullet #7).

Table 25. The CCNet Theory of Change from the 2012 Strategic Plan.

1. By institutionalizing and strengthening the Network to function as a multi-organizational collaborative, we will increase buy-in and support from Partner organizations to the work and implementation of the strategic plan of CCNet.
2. As a result, Partner organizations and other organizations will commit more people and more resources to training new Coaches and supporting existing Coaches and other aspects of the Network's strategic plan and more members of CMP will actualize their commitment to applying and supporting the Open Standards.
3. This will lead to more new Coaches being trained and more teams gaining access to a Coach to help them effectively implement the Open Standards.
By enhancing Coach competency, the skills and knowledge of Coaches will improve to better serve projects that need help.
4. By enhancing knowledge sharing, active Coaches will increase and improve connectedness. This will result in their sharing the best content more frequently, sharing new ideas and adaptations more regularly and helping each other across organizational and geographic boundaries with greater frequency.
5. By establishing a user-rated "marketplace" of relevant tools for each of the OS steps and related practices online--while offering an updated collection of well-regarded Open Standards workshop and instructional materials and resources online--we will contribute to innovations and increase training and support for the full OS cycle and improve the quality of the Coaches' outreach to project teams.
6. By recruiting and retaining at least 250 active, well-trained, experienced Coaches representing a diversity of cultures, skills, institutions and regions around the world--the diversity, reach and number of Coaches will increase, and by 2016 Open Standards will expand into underserved regions and at least 1000 projects will be served.
7. As a result of these actions, at least 1000 teams representing the projects of most importance to members of the CMP will have strong results based management plans in place, which will lead to better implementation of an adaptive management approach and improvements in conservation work.
8. Our efforts will empower project teams and people worldwide to implement work that will contribute to threat reduction and more effective conservation, and the evidence of these results will be found in healthy and resilient ecosystems and human well-being in projects around the world.

CCNet strategic objectives focus primarily on developing a global network of coaches trained in the Open Standards (Table 25). These objectives were based on the substantial experience garnered through the Efroymson Coaches Network. CCNet coaches are envisioned as being sufficiently competent in the Open Standards and confident in their coaching skills that they help others develop better conservation plans and actions. The 2020 objective is to foster improvement in 1000 projects through coordinated teams involving conservation coaches.

CCNet has worked on two core *activities* to provide quality coaching support to practitioners. First, and foremost, CCNet hosts coaching workshops (10 workshops in 8 countries since 2012). Each workshop has approximately 20 attendees, resulting in 60-80 new potential coaches trained each year. Second, CCNet hosts coach rallies (2010, 2013) to bring coaches together, network, and reinforce the community by sharing tools and experiences. Many workshops have targeted new geographies, organizations and communities.

Table 26. The five CCNet strategic objectives mapped onto the five CCNet core practices, linked to the 2016 performance metrics for each.

Objective	CCNet Core Practices	2016 Performance Measure
1. Recruit and retain coaches	(1) Provide quality coaching support to practitioners	250 active coaches from a diversity of geographies and cultures
2. Enhance coach competencies	(1) Provide quality coaching support to practitioners	>50% as coaches or coach trainers
3. Enhance knowledge sharing	(3) Share best practices and lessons learned	Every coach connected 5+ others; 20% of coaches are super connected
4. Maintain & Improve Materials	(2) Ensure Innovation and continuous improvement to the OS	Updated suite of training materials
5. Institutionalize & Strengthen Network	(4)Encourage decision makers of private and public organizations worldwide to apply this common language and framework; (5) Expand and sustain a well-functioning network;	(a) a coherent and inspiring plan; (b) Committed leadership, partners, franchises and coaches; (c) Sustainable core funding; (d) committed advocates; (e) Widely known network leadership

CCNet also engages in five core *informational services* to provide coaching support. A suite of training materials helps coaches who would like to host training. Second, a newsletter keeps coaches informed of activities and up to date on the network. Third, an active listserve provides a forum for coaches to discuss issues. This also serves to foster innovation. Fourth, individual franchises host webex sessions to provide support for coaches. Finally, CCNet provides a database of coaches that allows project managers to find a coach to help train and facility their project. These resources can all be found on an easily navigable website (www.ccnetglobal.com).

CCNet core activities associated with the third objective, enhancing knowledge sharing, appear to be envisioned as a by-product of activities to support the first two objectives (recruit and retain coaches, build coach competencies). Workshops, rallies, listserve, and webex events all directly connect people to one another. Members report that each of these has been important to some individuals in connecting them to others. Connecting coaches is occurring as a benefit of providing coaching services.

CCNet's core activities designed to address the fourth objective, maintain and improve materials, are centered on the OS. Focal activities of CCNet have included revision, updating, streamlining, and translating training materials and guidance for project management using the OS. These training materials include guidance on leading workshops in training on the OS. Members of CCNet view CCNet as an organization built around the OS, although core CCNet staff, board members, franchise leads and experienced coaches all point to the network as

broader than just the OS. These leaders suggest that CCNet coaches may deploy a variety of tools (e.g., spatial planning tools such as Marxan) in support of a project problem. Nevertheless, workshop trainings focus exclusively on the OS process for project management.

The successful and rapid growth of coaches in the coaches network, described below, is evidence that CCNet targeted a key barrier with respect to their mission (lack of training and coaches, Table 24). CCNet interviews clearly indicate, from all portions of the organization, that the rate of CCNet network growth is constrained by the financial capacity to host workshops and other activities, not by the community of people wanting to be trained through workshops.

Strategic activities associated with the final objective, institutionalizing and strengthening the network are largely a board-driven fund-raising effort. Again, there has been considerable strengthening of the network as an epiphenomenon of coaching and expanding the coaches network. There has been tremendous growth in the breadth of member organizations and countries. Nevertheless, there is little in the documentation received, or in the interviews that suggests strategic, rather than opportunistic, deployment of coaching workshops for network growth.

CCNet has demonstrated success in defining key contextual factors and stakeholder interests among practitioners. CCNet members clearly view the CCNet mission and objectives as compelling and conceptually clear. All 13 franchise leaders that we interviewed expressed enthusiasm for the CCNet endeavor. All but one of these franchise leads was eager to engage their franchise in more activities and participate in more workshops and rallies. In particular, the leadership of new franchises reported that their membership was enthusiastic and eager for coaching opportunities. Participant reviews of CCNet activities (rallies and workshop reviews) strongly confirm the value of both training and networking to members, and trainee enthusiasm. Similarly, web survey respondents place a high value on coaching for on-the-job training and believe that both coaching and being coached improved their conservation practice.

The CCNet Franchise leads feel that it is too soon to judge whether the five core objectives are addressing key pressure points, overcoming critical barriers to good conservation practice, or moving CCNet through the TOC. Updating the web materials (objective 4) has just happened in 2014, and while most interviewees think that this is a good idea, most web participants had not yet had a chance to utilize and respond to new materials. Similarly, efforts to assess coach competency and connectedness are new and it is too early to see whether or not these strategic choices effectively propel CCNet to achieve its over-arching mission. Logically it would seem that these actions are strategic, and participant enthusiasm for these objectives is high. Thus, we feel that CCNet is headed down the right path, but evidence to judge the efficacy of the strategic design is yet unavailable.

The strategic plan identifies a need to build long-term sustainability through increasing the number of partnering organizations and raising funds through philanthropic giving. CCNet has reached out to organizations that have developed significant numbers of active coaches, but has not expanded the resource base of contributing organizations. CCNet established a fund-raising committee to achieve these goals and they are working on the difficult problem of convincing donors to fund CCNet. The CCNet TOC speaks directly to success at building the network leading to increased organization support. Although the projected budget numbers have been reached, and activities have been maintained, growth in support has not matched the growth in the network.

Three key obstacles, or challenges, to achieving CCNet's strategic objectives can be identified. Though not called out explicitly in the strategic plan, each is strongly suggested and recognized by interviewees when asked. The first obstacle is that the high level commitment of key institutional members is difficult to maintain. This may, in part, be due to the fact that the benefits received from coaching accrue to the project teams and coaches, and to a lesser and lesser extent moving upward through an institution. Thus, there is a dissociation of members cost from benefit, since organizations are asked at the highest levels to pay the cost of membership whereas the benefits accrue more to the projects and their leaders.

The benefit to member institutions of having coached teams and dedicating staff time to coaching is apparent at the project level: 83% of 133 practitioners report that their organizations support their coaching efforts, while just 4% report that their supervisors do not support practitioners receiving coaching. Similarly, 57% of 72 coaches reported that their investment in coaching was supported by their supervisors, while just 6% said that it was not supported. Thus, the immediate supervisors of coaches are supportive. However, this sentiment does not appear to be found at higher management levels in larger organizations. Specifically, support for CCNet work does not track well upstream in TNC and WWF to the level of management that would authorize financial support for CCNet. TNC announced in 2012 that it would reduce its support for CCNet and being an independent network makes it more difficult for WWF to raise and share out central pots of money since internal needs are prioritized.

The second key obstacle is developing sufficiently competent and confident coaches. Confident and competent is defined by CCNet as equated with 'engaged.' Being an engaged coach is defined as coaching one project per year - a relatively low threshold. The measures for evaluating competence and confidence are relatively weak, and self-reported. Some key informants felt that delivering training through short workshops often falls short of creating the confidence and competence required to develop active coaches. Part of this may be that workshops attract practitioners with diverse skill levels, including some with minimal background in OS. CCNet staff report that they include workshop participants on the list of coaches (with their permission). This may provide a numeric sense of the substantial training that CCNet delivers, but may inflate the

CCNet success at achieving their objective of *competent* and *confident* coaches. Some franchise leaders report that their newly trained coaches are struggling with confidence to coach, and opportunities to ease into coaching. Striving for confident and competent coaches is the right sentiment, but the evidence fails to make the case that the current core strategies achieve the objective for a high enough fraction of trainees. This problem is likely to expand in scope as CCNet expands further from its core base of WWF and TNC.

The third key obstacle is that the strategic objectives of CCNet though SMART, are not necessarily strategic. The Efroymson Coaches Network strove to saturate TNC with trained coaches. The current CCNet objectives are an extension of the Efroymson objectives, and apparently based on the numeric growth that would be required to influence only TNC's project portfolio. There is compelling evidence, however that CCNet influence and impact might be maximized through strategic, rather than numeric growth. Strategic growth, for example, may be to target franchises in regions where foundation support for OS is high and therefore there is an opportunity to build a community of practice that can connect to a funder base eager to see projects using OS. USAID and Africa would be a good example. We use this example specifically because it appears to have been a strategic choice that CCNet made to build activities in Africa. Although strategic thinking may have actually occurred, none of this thinking is apparent in the strategic plan, or accomplishment reporting; the plan merely states an effort to build a broad geographic and cultural base.

Deciding whether the elements of the CCNet strategic plan are the right strategic choices depends on the strength of the CCNet theory of change (Table 25). This theory of change, fundamentally, holds that building a community of practice around the Open Standards will drive change through the work of the practitioner community; that a strong network will drive institutional acceptance, which will create a positive feedback loop into building the network and strengthening conservation practice in general. This is based on a 'bottom-up' philosophy reflected in the CCNet reference to Harken's call for local community action. If there is one aspect of the strategic design on CCNet that stands out as in need of careful examination it is that most conservation organizations do not set institutional priorities solely based on the experiences and needs of their practitioners.

2. Effectiveness: What was achieved?

CCNet engages in five primary activities (workshops, rallies, developing training material, group communication, and franchise development) in support of its 2012 objectives. The record of accomplishment is impressive. CCNet hosted 10 workshops between 2012 and September 2014, training 156 people in the process. CCNet held a rally in 2013 that was well attended and received strong positive reviews from attendees. CCNet invested a large amount of time and energy in 2013-2014 in updating web materials and creating a user ranking system as a 'marketplace' for 72 updated Powerpoint training presentations.

Within the realm of group communication, CCNet publishes a periodic newsletter and hosts a user's forum that typically gets numerous responses to queries, and many franchises host webex events to discuss OS practices. Finally, CCNet has developed a suite of 13 franchises distributed around the world with 1-2 additional franchises anticipated in the coming year.

Actively working in this diverse array of activities has propelled CCNet to two primary accomplishments. First, CCNet has established metrics for measuring progress on their objectives. Just two years ago they did not have the means to assess whether or not coaches fit their criteria of 'active.' Second, applying these metrics, CCNet has achieved its 2016 targets for most of its objectives (Table 27). For example, the current CCNet "find a coach" database lists 391 coaches (Oct 25, 2014) that has already exceeded the 2016 target. This accomplishment is attributable to both growth in the network (378 people have attended CCNet hosted trainings) as well as to growing network information. Our web survey received 250 responses all but three were from CCNet source lists.

However, a subset of CCNet's objectives does not yet have objective measures. For example, CCNet has defined an "active" coach as one who stays current, engages with the CCNet community and participates in CCNet activities, or coaches at least every other year. This is not a terribly high bar of engagement, and one could argue should not be the definition of 'active'. However, CCNet is working towards collecting information on coach activity through coach self-assessments. At present, 'active' coaches were identified through conversations with practitioners and franchise leaders, and through completed self-assessments. Franchise leads, in interviews, report approximately 300 active coaches.

Other subjective performance measures include "a diversity of geographies and cultures" and all coaches being connected, and 20% being 'super-connected.' CCNet has an objective of having coaches be well connected (>5 connections to other coaches). There is no obvious rationale presented for why five connections is the measure of a connected coach. Nevertheless, these subjective measures did not strike us as unreasonable, nor did interviewees find them objectionable.

A 2012 network analysis, conducted by Sara Gottlieb and focused on TNC coaches, demonstrated that the desired level of connectivity existed among the 149 respondents of that survey. Since 2012, CCNet has initiated several activities (e.g. franchise hosted webex sessions) to increase connectivity. Interviews with franchise leaders revealed that franchises are mostly active and engaged with their coaches, providing opportunities to engage the coaching community and build collegial connections with other coaches.

Table 27. The CCNet objectives and progress toward objective accomplishment.

Objective	*Performance Target*	Progress	Activities to achieve success, and comments on effectiveness	Source of Evidence
1. Recruit and Retain Active, Well-Trained, Experienced Coaches across Multiple Institutions	250 active coaches by 2016, diverse geographies, cultures, institutions	Complete	10 workshops since 2012 with 156 attendees reported trained. 2013 Rally. Workshops have been hosted in 8 countries with diverse sets of participants, expanding coach membership to 126 organizations in 52 countries.	CCNet Coach Database listing 392 active coaches in fall 2014
2. Enhance Coach Competency.	>50% of all active coaches are trained at the 'coach' of 'coach trainer' level.	Unclear, but likely complete	Until being an "active" coach is defined and accounted, progress cannot be accurately measured. Indirect evidence in support of full attainment of this objective. CCNet has developed a self-assessment form. Newly released web materials support building core competencies in coaches.	CCNet Coach Database listing 392 active coaches in fall 2014
3. Enhance Knowledge Sharing.	Coaches connect to 5 other coaches; 20% are super-connected	Complete	This goal is likely achieved. A recent network analysis by S. Gottlieb evaluates these measures for the network as it existed in 2012;. Primary tools to accomplish network building are workshops and rallies, as well as the list serve and webex sessions hosted by franchises. CCNet has been very active in communication.	S. Gottlieb network analysis. Interviews with CCNet staff
4. Maintain and Improve Tools and Materials	Open Standards training materials available online. Create an expert and user-rated "marketplace" of tools.	Complete	This objective is achieved. CCNet launched a new website in April 2014. On this website are, currently, 72 documents. These documents are categorized in a coaching notebook that provides background on CCNet, provides supporting material for sponsors and coordinators, materials to lead a workshop, and materials to guide a workshop through the Open Standards. These documents are ranked by users. An Open Standards coaches' marketplace is just being launched.	CCNet website; interviews
5. Institutionalize and Strengthen the Network	5 key attributes	Partial completion	CCNet has a plan that inspires members. CCNet has strong leaders from the Board, through the staff and Franchise leads. CCNet has a fragile support base. There are committed advocates for CCNet, but their access to conservation organization leadership is variable. CCNet does not appear to be broadly recognized yet.	Interviews.

Another subjective measure is the endeavor to develop a cultural and geographically diverse community of coaches. With coaches from 52 different countries on all six inhabited continents, it would be difficult to argue that CCNet has not met this objective despite their lack of a specific performance measure. Additional planned franchises in the near future continue this effort to create a global community of practitioners.

From its origins as a TNC effort, the network is now comprised of three quarters of coaches from outside TNC. In fact, of the 392 registered active coaches just under half (186) are from the four founding organizations (TNC, WWF, Greening Australia, and Foundations of Success). This means that CCNet is evolving away from its organizational roots from within TNC and reaching out to a much broader community of practice than it had just 5 years ago. Again, there are no specific metrics of diversity but organizational diversity is one measure, and CCNet is making inroads into organizations around the world. Some of these are becoming strong adopters of the OS (Bush Heritage, RARE, WildTeam). This is an impressive diversification in a short period of time.

The fifth objective of CCNet is to institutionalize and strengthen the network. This objective separates into two core practices of CCNet (Table 26): expand and sustain the network, and encourage decision makers to adopt the common language and framework of the OS. With respect to strengthening the network, there are no measurement criteria associated with this objective. Common sense, however, suggests that the observed increase in coaches, the increase in diversity of coaches, and the creation of new franchises around the world all speak to the effectiveness of their core training activities in strengthening the network.

The second component, convincing decision-makers to adopt the OS as the language and framework for conservation, likewise does not have a measurement criterion. The word “institutionalize” in the objective leads us to interpret the intent of this objective to be to increase the number of partnering organizations committed to supporting CCNet, and increasing the financial commitments of funders to CCNet. In fact, the CCNet Theory of Change argues that growth of the coaching network will stimulate institutional adoption (Table 25, step 8). The critical portions of achieving this objective are (a) attaining committed *external* advocates, (b) broad brand recognition and (c) sustainable core funding for the program. This objective is impossible to validate because it is defined by the normative terms “strong”, “functional” and “sustainable.”

Although not strictly measurable with respect to success, it is measurable with respect to lack of success. The four founding organizations remain the only financially supporting organizations. Financial commitments from those organizations have been reduced in some instances, rather than grown. CCNet has not achieved the success in this objective that it has in other objectives. Board members and staff report that they have not actively sought new partnerships, but have been responsive to queries from adopting organizations (Jane Goodall

Institute, Bush Heritage). Other key organizations (e.g. WildTeam) are strong adopters of the OS and are successfully growing as organizations.

The lack of success on the fifth CCNet objective is at least in part attributable to a lack of investment in the effort. Focal activities are strongly directed toward bottom-up growth of the network by building a robust conservation coaches community of practice. Although there is a fund-raising committee for CCNet, it is comprised of senior board members and former board members. Fundraising for the greater endeavor, and creating an environment to entice individuals and organizations to lend financial support for the common good of the network does not appear to be a primary task of staff or franchise leads. Giving the institutionalizing of the network a low priority has resulted in minimal effectiveness in achieving this objective.

Fully achieving four of the five CCNet objectives in the first two years of a five year plan suggests a high degree of effectiveness in achievement. However, CCNet has left the arguably most difficult objective to last, and interviews suggest few concrete plans to strategically tackle this objective.

3. Efficiency: Did the organization operate efficiently?

CCNet has achieved much growth with a relatively small input of human and financial resources, operating on between $150,000 and $250,000 each year, depending on whether or not a rally is hosted. Staff budget comprises ~$100,000/year. Non-staff budget items include costs for workshops (~$40,000 per workshop); the website (~$15,000) and the remainder in logistical support (financial management, supplies, travel). Rallies are the largest single budget item and cost ~$100,000 and require special fund-raising effort.

This budget, however does not reflect the cost of operating CCNet at the level at which it is currently functioning. In total, we estimate that just under 3.0 FTEs are actively working for CCNet on an annual budget that barely supports one FTE. This extra value comes from a variety of sources.

The four core funders provide funds that cover approximately one full time equivalent (FTE) position (~$100,000), split amongst three people. Each of the three (John Morrison, Cristina Lasch, Marcia Brown) reports overlapping professional performance expectations between their CCNet duties and their NGO job. Much of what each does for CCNet also has benefit to their NGO employer, and as such, CCNet likely gets more output than they actually pay for. Board members, as well as the fund-raising committee, dedicate time to CCNet, as well. Morrison and Brown have estimated their in-kind contribution to be ~$15,000.

CCNet has developed 13 franchises, with 16 franchise leads or co-leads who are unpaid. Querying franchise leads on time spent on CCNet activities generated

widely varying estimates among individuals (2-19 hours/month) and widely varying estimates within individuals (5-19), depending on specific activities. Although high variance is expected, it also makes estimation of this contribution difficult. The estimated average is 11 hours/month of CCNet work per franchise, leading to an effective second FTE (11 hours x 13 franchises = 143 hours/month). This estimate of the effective human resources is approximate and derived from interviews.

Our estimate does not incorporate certain types of in-kind contributions from partnering organizations, such as franchise-driven logistical planning for workshops. Workshop leaders are supported in their travel and lodging, but generally donate their time – another subsidy from member organizations. Hence, the net effective cost of running CCNet is likely to be between $400,000 and $500,000/year with the larger fraction of CCNet strategic action being financed outside the budget. Developing a process for capturing that added value may be difficult, but is a CCNet priority as reported by the staff and board leadership.

Income is generated by annual commitments from the four founding organizations (TNC, WWF, FOS, Greening Australia) totaling approximately $125,000. Other income is generated from fees to attend workshops and rallies ($36,000 in 2013), and other contributions from foundations, private donors, franchises and local chapters of TNC and WWF (~$76,000 in 2014).

As a result CCNet can host 3-4 workshops per year and accomplish tasks suited to the effective 3 FTE from whom they receive work. The net result is that CCNet is a very efficient organization, easily doubling the investment of its donors in terms of human and financial resources through leveraging shared opportunities with organizations that partner to host workshops and trainings. However, it also means that the actual CCNet budget does not reflect the real cost of carrying out the activities in which it engages.

We cannot estimate the total conservation budget influenced by CCNet. However, we can take at least two coarse estimates of what that might be. Assuming the highest budget for CCNet ($0.5 million/year), CCNet is facilitating a network that is comprised of the CMP conservation organizations ($1.2 billion) plus an additional 100+ organizations. If even just 1% of this $1.2 billion is influenced by CCNet, this represents a return on investment of 24:1. Alternatively, if we assume that each of the ~400 currently listed 'active' coaches actually coaches the minimum amount to be considered an active coach (1 project every other year) , and that each of these projects leverages $50,000. This would result in a current payoff of 20:1. The actual return on investment is likely to be higher. As the network grows, this benefit increases.

We can also evaluate effectiveness relative to the CMP's human and financial resource inputs. Our findings show good value as measured in outputs. Updating web resources and managing a suite of coach exchange resources (newsletter,

listserve, coaches' marketplace) are time consuming endeavors. CCNet organized people around these important tasks and got them done over a short period of time. The CCNet website and materials found there are professional in appearance and content with resources that are highly valued by those that use them. Over 98% of web respondents who use CCNet resources (web materials, rallies, workshops, newsletter) find them useful to highly useful (although some of the new functions do not yet have a large user base.) We could not construct a formal metric of efficiency for the production of CCNet's coach support documentation, but they are professional documents that are user endorsed and completed at a very low cost to the organization.

Workshops attract 20-25 attendees, leading to 60-100 new coaches per year. If most (>50%) of these trained coaches go on to coach, then this leads to potential increases in 75+ coached conservation projects each year. Coach training evaluations are exceedingly positive according to CCNet collected workshop assessments and rally assessments. The workshops appear to be highly effective at engaging new coaches.

Interviews and organization documentation point to particular places around the world where focused attention has resulted in CCNet crossing a tipping point of influence. For example, successful expansion in Australia is aided by the complete adoption by 4 large Australian NGOs (TNC, WWF, Greening Australia, Bush Heritage). CCNet coach training has been integral in organizational adoption in Australia and the Open Standards have become an important part of working with local indigenous groups. This type of focused regional effort is underway in other locations (e.g., Mongolia, Madagascar), with some success. Mongolia is launching a new franchise with close government linkages; CCNet coaches report projects in numerous developing countries that have explicitly engaged government agencies (https://www.google.com/maps/d/viewer?mid=zVIk_mOyCERE.kUksYcwwfYBw). These could pay huge dividends in the future of conservation practice in regions with important biodiversity resources.

Many of the significant achievements of CCNet can be attributed to the remarkable work of individuals. For example, interviewees repeatedly commended the CCNet staff (Morrison, Lasch) for their critical help in launching workshops. Similarly, a few individuals (e.g., M. Durnin, J. Morrison) have been critical to expansion of CCNet to new parts of the world (Mongolia, Malaysia). Finally, the individual efforts of others (e.g., P. Walsh, A. Barlow) have been instrumental in organizational adoption of the OS (e.g., Bush Heritage, WildTeam). It is difficult to place a value on these individuals as champions of the CCNet mission, but like most human efforts, most progress is attributable to a few heavily invested contributors.

Finally, we address efficiency relative to the governance of CCNet. Nonprofit organizations often struggle with board composition and function. Some CCNet franchise leader/board member respondents referred to the board as challenging because of its size (18 members including all franchise leads). Respondents appreciate the egalitarian inclusiveness of having all franchise leads on the board. However, some report that it can be a difficult venue in which to be heard, given the size and the necessity for remote participation. CCNet has operated under an efficient governance structure that encourages franchises to develop local plans and initiatives, fosters engaging central support for local actions, and provides coaching resources.

In total, CCNet took great advantage of the TNC experiences with the Efroymson Network and has launched itself with ambitious goals for growth that have been accomplished efficiently with modest resources. One of the major successes of CCNet has been the expansion of franchises onto all continents. Some of this expansion has crossed a threshold and the franchises themselves have become strong enough to be potentially self-sustaining (Europe, Australia, some in North America). Others are new, small, and will likely continue to require additional inputs and efforts in order to continue growth (e.g., Africa). The efficiency of developing a franchise to become strong and potentially self-reliant will vary depending on the local conservation context. Some key smaller organizations (WildTeam, Bush Heritage) are playing an integral role in the growing strength of some franchises. CCNet does not, as yet, have regional strategies, or ways to account for efficiency in developing a program within different geographies. This is not surprising given the age of the organization and its remarkable initial success.

4. Sustainability: Will results be sustained over time?

CCNet, as a young organization, remains in a fragile condition with respect to institutional sustainability. Some erosion of financial support from founding institutions threatens the sustainability of CCNet. TNC has adopted institutional policies (e.g., conservation business planning) that initially distanced TNC from CCNet. There is a risk that this could result in a financial distancing as well. Similarly, WWF is struggling to remain financially engaged owing to international office funding policies and priorities. The shifting landscape of TNC conservation policies and practices threatens sustainability beyond simple finances. CCNet has historically relied heavily on coaching and innovation from TNC staff. As TNC program priorities have shifted toward people and conservation, many people are entering the organization who lack the institutional familiarity with the OS framework.

TNC has, over the past several years, been a large contributor of in-kind donations of staff time (franchise interviews). Coaches in some, but not all or even most, TNC-directed franchises are now actively discouraged from that participation. TNC support for subsidized volunteerism on behalf of CCNet activities (e.g., coaching, workshops) is highly dependent on local program and field office policies, and the sustainability of future actions will depend on how TNC continues to participate in CCNet activities.

CCNet has had strong results in building a sustainable community of coaches. CCNet has not had success in engaging its members' organizations or other targeted groups to join by committing resources to support CCNet. CCNet has not yet succeeded in developing a brand name that is well recognized across the global conservation community. Additionally, despite having active members from over 50 countries and 125 organizations, interviewees generally report a broad lack of institutional recognition of what CCNet is, and how it can help the mission. Thus, CCNet is not fully successful at building strong connections to targeted groups to attain sustainability through member's institutions. Within this context, there are several bright spots. Franchise leaders and CCNet leadership all pointed to a select suite of smaller conservation organizations (Bus Heritage, WildTeam, RARE) that have adopted the OS and may carry a larger role in carrying CCNet forward.

Many people knowledgeable about CMP do not know what CCNet is or does. CCNet has failed to link into some key opportunities. For example, there is a CCNet Franchise in California and, California has adopted OS for their State Wildlife Action Plan. In addition, key individuals are using OS to develop USFWS refuge plans. Yet, many people responsible for applying the OS to the State Wildlife Action Plan as well as US Fish and Wildlife planners using the OS do not know what CCNet is, or what it does. CCNet has not yet succeeded at developing global recognition.

CCNet has experienced changes in leadership both within the organization as well as within the core supporting organizations. CCNet appears well orchestrated for a healthy future as many of the franchise leaders are young, energetic and engaged. However, leadership change in the core founding organizations (especially TNC), threatens sustainability. CCNet appears to be structured such that, were existing institutional support to falter, many of the current functions (e.g., maintain web resources, listserve) could be maintained at least temporarily by some of the robust franchises. Workshops and Rallies already require additional fund-raising to deploy, and both have been successfully sustained thus far.

CCNet interviewees acknowledge the challenge the institution faces in maintaining financial support. Financial support is the one weak link in a strong sustainable organization; all the other components are in place. CCNet is currently working to establish a donor base, philanthropic gifts, foundation support, as well as contributing organization support. CCNet leadership reports optimism for future success, but that success has not yet been realized.

The Sustainability of CCNet can be considered along four lines: policy support, adoption by targeted groups, institutional capacity and technical and economic factors. We have touched upon each of these factors previously, but refer to these four here by way of summarizing our assessment of the sustainability of CCNet. CCNet has enthusiastic policy support from small, heavily participating NGO's and from some of the field offices and country programs of TNC and WWF. This policy support is not entirely matched at the upper levels of the larger NGO's. CCNet has been very successful at adoption by targeted groups. The network has expanded greatly. The degree to which a tipping point can be reached so as to sustain the entirety is unknown, however, the program is clearly gaining a lot of value from the existence of a strong core of staff and franchise leaders. Building the institutional capacity of CCNet will require careful consideration of the various models for organizational structure including joining with CMP. Managing the logistics of this institutional structure raises the issue of technical and economic challenges. CCNet has explored a variety of opportunities for raising funding support from the organizations to which its members belong. These remain a primary challenge for CCNet.

VI. CMP and CCNet Working Together: Impact and Sustainability

1. The Impact of CMP and CCNet on Conservation Outcomes.

The mission of both CMP and CCNet is to transform conservation through the spread of better adaptive management practices. Where we can distinguish impacts of CMP or CCNet we do so, but given the overlap in their missions and work, we frame the discussion of impact as a joint achievement of the two organizations. Attributing specific impacts of the use of OS to specific institutions (e.g. CMP, CCNet or their member organizations) is fraught with problems (e.g. how much of the expansion of OS use is attributable to CMP through Miradi, CCNet through workshops, or WWF through programs?). Like most complex joint endeavors, credit for most successes can be justifiably shared by many.

We distinguish intermediate from ultimate impact measures. The ultimate impact of interest is whether the condition of target biodiversity has improved as a consequence of the application of the Open Standards. However, we reiterate the point raised by several interviewees: OS is a process for doing conservation; the OS does not itself do conservation. Hence, biodiversity may be improved through the use of OS, but not by Open Standards *per se*. Since OS is a process for managing conservation projects, evidence to support biodiversity impacts

requires a results chain rationale for how the OS contributed to biodiversity benefit. Intermediate stage impacts along this results chain can also be considered evidence for improved biodiversity status, if we can demonstrate strong impacts of OS on those intermediate steps and we have a strong reason to believe that accomplishment of the intermediate OS steps lead to improved biodiversity condition.

With the emergence of CMP as a concrete step toward building conservation effectiveness by supporting actions through a logic model, we can use that same logic to create a simple results chain that describes how CMP/CCNet envision conservation impact: the OS provides a framework from which to promote better conservation project management and practices; applying the OS reduces the threat of poor conservation project management; and reducing poor conservation project management results in healthier and more resilient ecosystems and improved biodiversity status (Figure 8). The CMP/CCNet model envisions reduced threats to biodiversity through improved project management, hence reducing the threat of poor conservation management (purple box). The overarching CMP/CCNet strategy (yellow hexagon) involves developing, maintaining, and promoting the use of the Open Standards, which is envisioned to expand the use of the Open Standards (leftmost blue box). There are numerous ways in which the use of the OS is envisioned to reduce the threat of poor project management. We then discuss five ways that are either major stages of the OS, or are reported by OS practitioners as impacts they observe in their use of OS. We argue that assessing impacts of the CMP and CCNet efforts requires assessing impacts for each of the intermediate stages as well as the ultimate outcome of improved biodiversity status

The OS are broadly used. We found strong support for the assertion that the OS are broadly used and influence a sizeable component of the private conservation portfolio. The OS are fully adopted in the two largest conservation NGO's, as well as fully or partially adopted in a globally distributed suite of small to mid-sized NGO's (Table 28). The group of CMP member NGO's represents over $1 billion in annual conservation spending, some fraction of which is influenced by the Open Standards. Other evidence in support of the contention that OS is broadly used is that there have been nearly 10,000 downloads of Miradi, the computer software support for the Open Standards (C. Stem personal communication). Needless to say, there remains a long way to go. Breaking into the market of government agencies is a large task. Nevertheless, CMP and CCNet report that OS has been used by national or local government agencies to develop performance measures of environmental management in 23 locations and 14 countries (M.Muir, personal communication).

Figure 5. A simplified results chain depicting the CMP/ CCNet ultimate objective of healthier and more resilient ecosystems (green circle) through improved biodiversity status.

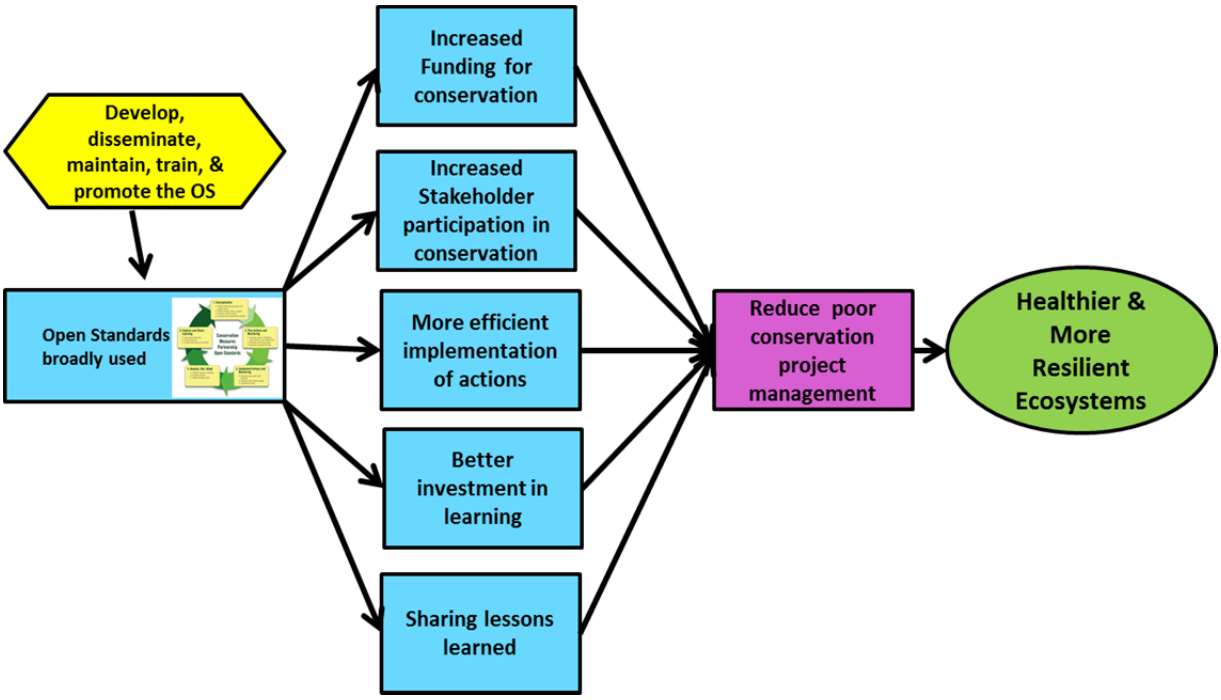


Table 28. A table of CMP and CCNet conservation practice organizations classified by the size of their conservation budgets and whether they self-report as fully or partially adopting the Open Standards. Organizations for which we were not able to collect the data are not included

	Fully Adopted	Partially Adopted
Large (> $100 million)	The Nature Conservancy, WWF Network, WWF-UK	Conservation International
Medium ($20-100 Million)	FOS, IFAW, National Audubon Society, Rainforest Alliance, Greening Australia	NFWF, Wildlife Conservation Society, Defenders of Wildlife
Small (< $20 million)	WildTeam, Bush Heritage, RARE	Wildlife Conservation Network
Not Sure		ELOP, ICMBio, CONANP, Forever Costa Rica

2. Impacts through Contributing Factors

Application of the OS increases conservation funding. We found strong support from both the web survey and interviews for the contention that increased funding for conservation projects is one of the benefits derived from using the OS. It is generally thought that conservation is resource-limited; hence actions that increase the capacity to fund conservation are likely to contribute to improved biodiversity outcomes. Over 78% of web respondents report that the OS contributed to better engaging with conservation funders. Both funder and practitioner interviewees report that developing a clear project plan that includes a clear theory of change is a strong plus for attracting conservation funding, and over 95% of web survey respondents felt that OS made an average to significant contribution to their success in articulating a theory of change for projects. Nine respondents even felt that the increasing the capacity to obtain conservation funding was the most significant contribution of the Open Standards. One practitioner from Africa reported receiving unexpected funding for a third phase of a project because the donor was pleased with the careful accounting of progress to that point. The OS helps alleviate resource constraints for conservation projects.

Application of the OS increases stakeholder participation. Conservation requires effective stakeholder participation to succeed whether it is in local community action or in agency policy revision. We found strong support for the contention that the OS brings stakeholders to the table and provides a common language for improving conservation decision-making. Interviewees consistently reported the value of OS in developing a common language to use amongst cooperating organizations and communities on a wide array of projects. Over 91% of web survey respondents report improved collaboration with stakeholders as a consequence of using the OS. A total of 24% of respondents reported that improving stakeholder cooperation was the most important impact of OS on their project. Australian interviewees reported that the OS was responsible for progress in working with aboriginal landowner groups and across NGO's that was inconceivable a decade ago.

Application of the OS increases efficient implementation of actions. We found support for the contention that OS improves the capacity of practitioners to deploy effective conservation actions. In order to reduce threats to biodiversity, conservation managers must make good choices in deploying effective actions. The adaptive management literature makes a case for conservation outcomes being constrained by inefficiencies caused by ineffective actions, a failure to learn from failed interventions and a failure to share learning across projects. Strong majorities of survey respondents report average to significant positive contributions of the OS to achieving the elements of good project management. These include attributes such as encouraging increased institutional standards from project management (91%) and ceasing ineffective actions (81%). One practitioner from a medium-sized NGO reported that "activities were aligned to outcomes, activities with less impact were eliminated."

Application of the OS increases investment in learning. Monitoring has been one of the primary challenges of conservation. It is broadly recognized that conservation under-invests in learning from actions. Over 92% of web respondents felt that the OS contributed to developing monitoring plans. A respondent from Australia reported that deployment of the OS was singularly responsible for developing and conducting a monitoring plan that resulted in re-ranking of noxious weed invasions, a shift in actions, and better overall programmatic weed control in natural areas. However, getting to this part of the OS cycle remains a challenge, and nearly half of all respondents report not even starting this stage of the process in their work. This is supported by interviewees who felt that this is a difficult stage for practitioners to get to in project management.

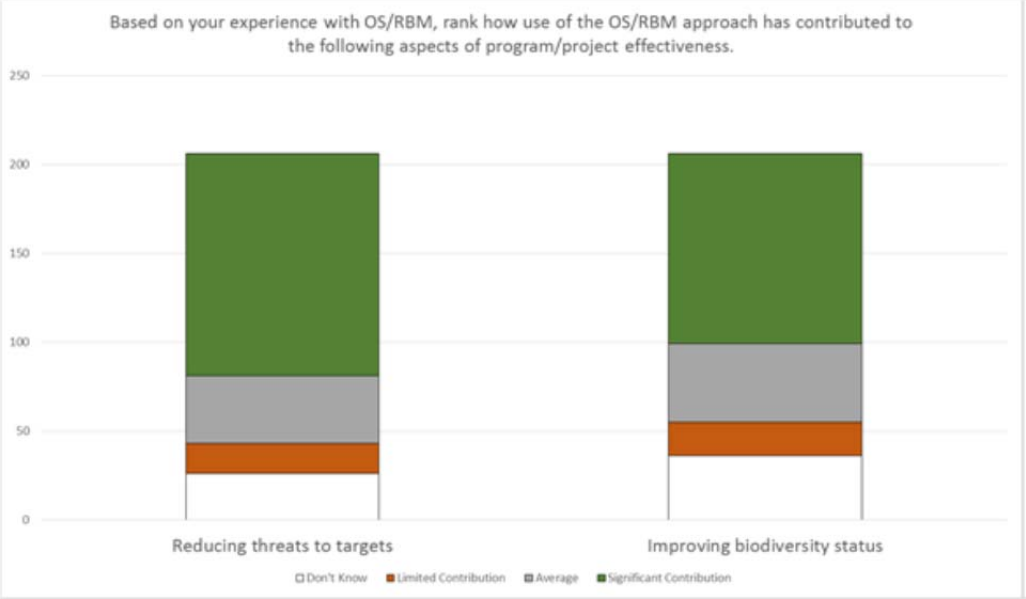
Application of the OS increases sharing lessons. We found evidence of a positive impact that OS can have on cross project and cross-institution learning. Despite the fact that not many people close the adaptive management loop (Figure 2), there remains a strong contingent of people who believe that OS improves cross-project learning (85% of web respondents) as well as cross-organizational learning (78%). These beliefs are supported by the strong support web respondents have for coaching. Over 95% of respondents who had received coaching felt that their planning actions were improved through coaching. Only 60% of those coached received coaching on sharing lessons, yet they felt that coaching improved their capacity to share learning across projects (81%) and across institutions (73%). Similarly, 79% of respondents who engaged in coaching felt that their own conservation practice was more effective as a consequence of that sharing. Supporting the notion that few practitioners successfully engage in this stage of the OS loop, the evaluation of CMP was not as positive in that interviewees felt that goal 2 was only partially achieved with substantial work still needing to be done both by practitioners as well as institutions. So, whereas use of OS can improve the sharing of lessons, this is not taking place at the systematic level necessary to realize the power of using a common tool.

3. Reducing threats to biodiversity

We found circumstantial, opinion-based evidence of threats reduction (90%) and improved biodiversity status (88%) through the web survey (Figure 6). We asked web respondents to recount stories of where OS had an impact on conservation outcomes. Their responses ranged across many different topics, and may allow CMP/CCNet to develop critical OS test beds (Appendix 20). Vignettes that emerge from web-based responses and interviews varied in the nature of those stories. Reports from projects on dispersing tigers in Bangladesh and golden-lion tamarins make strong cases for a direct increase in the numbers of threatened species that are documentable through OS projects. These case studies, and others, however, represent just that, case studies - and we have not examined the strength of the claims -- and do not provide concrete evidence that the use of OS caused these improvements in biodiversity status. Our expert opinion after

examining comments on 250 web surveys, interviewing over 50 individuals, and examining dozens of documents is that the use of the OS has impacted biodiversity in positive ways in numerous locations around the globe. Backing that statement with quantifiable data, however, remains out of reach.

Figure 6. Interviewee responses to how use of the OS had 1) reduced threats to targets; and 2) improved the biodiversity status. Color codes indicate: green – significant contribution; gray average contribution, orange – limited or no contribution; white – don't know.



4. OS Impact Evaluation on Biodiversity Outcomes

We found no completed baseline or counterfactual studies that provide evidence to say that the use of the OS, or any other specific adaptive management framework, has led to improved conservation status. Hence, evidence that we present to support our contention that there are positive biodiversity impacts driven by use of the OS are all correlational and/or anecdotal. The following quote from an interviewee summarizes the problem: "... it is really hard to attribute any of the project outcomes directly to the application of the Open Standards, and I'm loathe to even attempt it. The changes I can think of may be in response to the application of an intervention that was developed in a conservation planning context, but who knows if the intervention wouldn't have been similarly developed in some other way?" In other words, this respondent is seeking the answer to the counterfactual question, "what would have happened in the absence of OS?"

A second response that we received regarding assessing conservation impact is that OS, in and of itself, cannot have biodiversity impact. One respondent said: "it is the strategies that lead to impact, not the OS. Do we know of strategies that

have been formulated using the OS approach and that lead to an impact? Yes, plenty. Would the same strategy be chosen in a different process? Most likely. Would that strategy be as powerful? I have no way of assessing that. But is OS leading to impact? Of course not!" Similar thinking was shared by most of the 14 people queried at the CMP meeting in October, 2014. This makes sense because CMP and CCNet are organizations designed to promote the use of OS by conservation practitioners and not the doing of the conservation *per se*. By definition, neither CMP nor CCNet have direct impacts on conservation outcomes. Because of the indirect nature of linking use of OS to outcomes, a very serious effort aimed specifically at collecting counterfactual data would be required to develop a statistically rigorous defense of OS impact on biodiversity.

The challenge of developing a counterfactual is made more difficult by two additional problems. The first is that conservation practitioners struggle to make it around the adaptive management cycle. Although there are many reasons for this, until there is an adequate body of experience that has developed around project assessment, it will be difficult to fully assess impact. The second is that the OS are not uniquely distinct from other guiding structures for conservation practice. Virtually all conservation practitioners report that they do adaptive management; all actual adaptive management programs draw a set of similar principles (plan, act, learn, adjust). Cleanly distinguishing OS projects from mostly OS, or non-OS projects is likely more difficult than it appears on the surface.

Attributing impact, because it is difficult, has become a scientific field unto itself. Within the broader field there is a robust and growing literature on evaluating conservation impacts. Several researchers call for more careful evaluation of evidence (References in Appendix 19). Although the argument for assessing impacts is compelling, the result of a decade of attention to the problem is discouraging, For example, the Conservation Evidence literature has grown year by year with systematic reviews assessing the effectiveness of various implementations, yet a recent review of this literature found that few synthetic reviews can build a statistically significant case for the effectiveness of actions. Making the case for the impacts of a process to develop actions, such as OS, would be much more difficult.

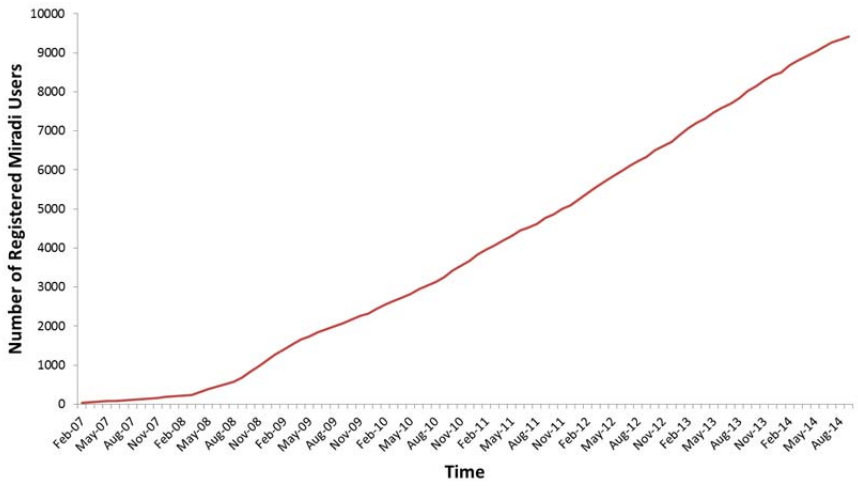
The CMP and CCNet can choose to invest in a future where they can quantify impacts of the use of OS on biodiversity outcomes. Efforts to date fall short of the kinds of exacting data that would be required. Miradi-Share, for example begins to amass a database on projects and outcomes, but does not contain non-OS projects as a counterfactual. As a consequence, the only ways to assess impacts using project dossiers such as Miradi-Share is as a before and after comparison. CMP and CCNet already have a suite of compelling stories of how things did get better with the use of the OS. This is good, but it is also circumstantial because we cannot rule out things getting better because of whatever else these practitioners might have done in the absence of OS.

5. The Sustainability of the Open Standards

There is no precise way of knowing the degree to which the combined efforts of CMP and CCNet have developed a global practice of results based management that would be sustained in the absence of the organizations. There are, however several indicators that can be used to suggest the degree to which the OS is on the way to becoming a self-sustaining movement.

A compelling piece of information to suggest a sustainable and sustained accomplishment is to examine the rate at which Miradi is being downloaded (Figure 10). These data show that about 4200 new users registered to use Miradi during a period in which CCNet trained about 160 people through workshops (Jan 2012 to Aug 2014). CCNet workshops are just one way to foster new OS use, but this indicates that the rate of adoption far exceeds the rate of organizational training. These new users are coming from somewhere, and it seems to be the reputation of the OS that is generating a substantial number of new users. This is a strong indicator of a sustainable impact.

Figure 7. The number of registered Miradi users as a function of time.



A separate way to evaluate the sustainability of the OS is to examine why people stop using the OS. Our survey results showed that there were very few people who either stopped using the OS, or considered it to be less useful than whatever else they used. We examined the comments of these detractors and droppers carefully as an indication of why OS may falter. None of these respondents expressed concern that the OS was the wrong way to practice conservation. In fact, people who ceased using OS, generally did so because their jobs changed and they no longer had reason to use the process. Those who felt that it did not help appeared

to be using the OS in inappropriate projects, or had unresolved conflict issues that hindered project process. All told, there was not a single comment that suggested that OS was not a good project management process given the right context.

Other evidence of the sustainability of the OS is the robust nature of adoption by some organizations (TNC, WWF, Greening Australia) and the strength of some CCNet franchises. More than one franchise expressed the sentiment that they appreciate the support that CCNet provides, but that they would continue their work if CCNet were to disappear. Together, these pieces of information strongly suggest that the movement toward adopting OS is robust and increasing.

These accomplishments represent broad and substantial successes in spread of the use of OS.. Using the 2013 annual reports of the CMP organizations, we show that together, these organizations constitute approximately US$1.2 billion dollars in conservation program funding by implementing organizations (Appendix 20, Table 20.1). In addition, members of the CMP that are principally conservation funders (e.g., George and Lucille Packard Foundation; USAID) comprise what is likely at least another $1 billion in conservation funding (Appendix 18, Table 20.2).

Yet, there is much yet to achieve. To place in perspective the conservation funding touched by the OS, management of biological resources by the United States' four major land managing agencies (Bureau of Land Management, US Forest Service, US Fish and Wildlife Service, National Park Service) was $4.1 billion in 2013 (Appendix 18, Table 20.3; excluding wildland fire management). Land Trusts within the US (not including national land trusts such as TNC) report a 2010 budget of close to $500 million, as reported in the 2010 Land Trust Alliance national census. We do not have a ready estimate of global conservation, but a conservative estimate would have to be on the order of US$10 billion. Further, frameworks that may be viewed, at least partially, as competitors of the OS are rapidly making inroads in some of these larger governmental agencies. The National Conservation Training Center offers online training and numerous workshops each year (http://training.fws.gov/NCTCWeb/catalog/CourseSearch.aspx). The US Fish and Wildlife Service encourages their resource managers to attend. Training in The National Fish and Wildlife Foundation offers webinars in Vulnerability assessment and US National Park Service is currently under a federal mandate to conduct a resource vulnerability assessment. The National Park Service has also invested substantially in scenario planning. Both scenario planning and vulnerability assessment are components of Futures Research or Strategic Foresight.

Impressive as it is that OS may influence an unknown fraction of the ~US$1.2 billion, there is a much larger pool of conservation resources that remains to be illuminated by OS. With limited capacity for resource managers to learn, adopt

and deploy frameworks for their actions, the OS are placed in competition with these other frameworks for influencing these communities.

Taken together, we conclude that the sustainability of OS appears high. However, the global footprint of natural resource management is very large. Sustaining the current growth of OS into these untapped markets requires champions and strategies. Although CMP and CCNet have developed inroads to users in many organizations and countries, it remains to be seen how many champions have been created that would take the place of these organizations should they no longer exist.

VII. CONCLUSIONS

1. CMP and CCNet were created in response to a significant problem in conservation, the need to improve the efficiency and impact of conservation work and to allow for greater accountability to society. These organizations have focused on the NGO sector and have been closely connected to changes in the practice of conservation. The creation of CMP and CCNet was part of a broad scale movement towards greater accountability across many different sectors. The two organizations are unparalleled in their scope and ambition to create common standards of conservation practice and set the standard for cooperation between conservation organizations.
2. The earliest and most significant effort CMP and CCNet undertook was to develop a set of agreed-upon standards for designing, implementing, and assessing conservation projects, the Open Standards for the Practice of Conservation (OS). Developing, deploying and revising the OS has remained central to CMP and CCNet's work and taken much time and effort.
3. Based on long-established cycles like the engineering "design, test, build" cycle, the OS is a logical, sensible and coherent framework that organizes conservation project design and assessment. Not all steps in the OS cycle are used, however, and there is sharp attenuation in use after the planning stages. This is due to a variety of factors, including lack of demand from donors, the fact that grant cycles are shorter than project cycles, and lack of institutional enabling environments. The full power of the OS to transform the conservation community through improved practices such as cross-project learning will be fully realized when the OS are used broadly and through the full cycle.
4. CMP's goals focused outside the OS have not been pursued with the same level of effort or success as the group's OS-focused goals. In particular the goal of influencing senior management to increase organizational adoption of RBM remains a major challenge and opportunity.
5. CMP has been very agile, starting initiatives when there was a need and a constituency and stopping initiatives that ceased being productive.
6. Both CMP and CCNet have practiced what they advocate by using the OS to guide planning, action, monitoring and evaluation.

7. Both organizations have accomplished a great deal. They have brought the US-based conservation NGO community to recognize the vital importance of building RBM into its conservation practice. They have also started to make inroads into both the global and government agency conservation communities.
8. All of these accomplishments have been achieved in a scant 12 years for CMP and only five years for CCNet. Given that nothing less than complete sectoral change is the objective, this is a remarkable amount to have accomplished in such a short time.
9. Cooperation between conservation organizations is not common. CCNet and CMP show that strategic gains can result from working together, to give collaborative RBM efforts greater credence and power. As such they have raised the collaborative standards across the conservation sector.
10. Both CMP and CCNet are strategic alliances maintaining loose ties with each other and with member organizations. CMP calls itself an informal association of members, while CCNet calls itself a network. They both operate with very small budgets, relying significantly on contributions of time from people who are not paid by CMP or CCNet. The volunteerism of CMP and CCNet members is admirable but creates challenges garnering resources to sustain ongoing strategic goals.
11. There is a mismatch within funding institutions between who accrues the rewards of CMP and CCNet membership and who bears the costs. Rewards of applying the OS accrue largely to conservation programs, their managers and immediate supervisors. As such, perceived value to CMP and CCNet is strongest amongst the practitioner community; from the base up. However, the majority of CMP and CCNet costs are born by centralized institutional managers (through membership fees). For small organizations, the value seems well recognized due to short chains of command within these organizations. However, for large institutions, individuals responsible for annual contributions are not closely linked to the practitioners in their organizations, and continued support is more challenging.
12. CCNet and CMP developed along different trajectories but have been growing closer to one another due to their strategic decisions and the similarity in their work. Many people from within the organizations believe that the trajectories of the two organizations are indeed merging, but slowly.
13. Not all members of CMP and CCNet are equal. The historic role of TNC in starting CCNet's precursor and in developing the antecedent to the OS, combined with its size, global reach, and continued use of the OS make it a vital player in both organizations. WWF's size and enthusiastic embracing of the OS and fostering of the coaching work make it another key player. Smaller institutions gain great benefit from their association to these two organizations. Keeping TNC and WWF involved and actively engaged is vital for the health of both CMP and CCNet.
14. For a different set of reasons Foundations of Success (FOS) is also an organization essential to CMP directly and CCNet indirectly. FOS serves as the administrative hub for CMP, is a driver of many CMP actions, actively pursues the CMP mission, and substantially subsidizes CMP's work. Some

view the relationship FOS has with CMP and CCNet as too close, but no other groups have stepped forward to fill this role. As a key partner in the continuing development of the OS, FOS is also important to CCNet.

15. The dominance of TNC and WWF as primary members of CCNet network is waning with fewer than half of current CCNet coaches belonging to these two organizations. This diversification brings challenges and opportunities. RARE, Bush Heritage and Wild-Team provide good examples of small organizations that have fully engaged with the OS to build organizational strength and provide examples of OS impact.
16. Donors are vital to achieving the missions of both organizations yet there has been limited success in getting private foundations to be fully engaged in CMP and CCNet, to adopt RBM, to fund the organizations, or to leverage adoption by donors to the larger community. There are a variety of reasons offered for this including the desire for foundation autonomy and the heterogeneity within foundations. There appears to be more impending success in working with bilateral organizations including USAID.
17. CMP is at a crossroads. It has succeeded in achieving its major initial objective – creation, deployment and improvement of the Open Standards - though not perhaps at the scale and depth hoped for. The OS are used by "thousands of conservation professionals in hundreds of organizations in dozens of countries" yet very few of the organizations have fully adopted (and enforce the use of) the OS. The CMP Strategic Plan lays out the central choice facing CMP: 1) to focus narrowly on continual refinement of the OS for use by those who choose to adopt them, 2) to more proactively promote adoption of the OS in different organizations and sectors, or 3) to use the OS to help establish a strong, shared learning system for the biodiversity conservation sector.
18. CCNet is also at a crossroads. CCNet has demonstrated success at building a community of practice, training people to be coaches, and in broadening the application of OS. Yet, with large member NGOs not fully committed to the OS, CCNet faces a variety of choices for future direction, CCNet can continue its "bottom-up" approach to create a coaches network, or adopt more of a "top-down" approach and seek strategic alliances with targeted organizations. CCNet can retain a strong link to the OS brand, or expand its "we are here to help each other in whatever capacity" approach. Expansion may require thinking about specialty coaches (e.g., a MARXAN coach) for specialty problems.
19. The combined efforts of CMP and CCNet have created a community of practice that is changing the way conservation is done in one of the most influential of conservation sectors – the NGO practitioners. It is not yet clear that this change is sustainable, such that ongoing work by both organizations continues to be necessary. It is now clear that global momentum is growing, and that RBM may become an expected part of doing conservation in the near future.

VIII. Recommendations.

Though this is a summative evaluation, there was interest from the Steering Committee in the enumeration of a limited number of recommendations.

1. CMP and CCNet: Open the question of what frameworks to use for which conservation problems

There are a variety of conservation frameworks currently in use by conservation professionals (Table 29). Tools within these frameworks are acknowledged and embraced in their capacity to support the OS by CMP. However, the frameworks themselves are not formally recognized by CMP as alternative ways to think about conservation practice. Now may a good time for CMP/CCNet to consider formally the role of the OS relative to a small but critical set of conservation frameworks that are viewed by many as alternative RBM approaches. There are three reasons for CMP/CCNet to consider the relationship between the OS and these other frameworks. First, some of the tools embedded within other frameworks have significant backers (e.g., USFWS, USNPS) for solving some specific conservation problems. Second, from interviews with program managers to conversations with colleagues (outside the formality of this review), we find many practitioners, scientists and agency administrators who remain uninterested in the OS. We think that cultivating some of these influential people is in the interest of CMP and conservation. Third, there are components of conservation project management with which the OS has struggled (e.g., human well-being targets within a human-centered project) that could be addressed by non-OS tools (consequences tables). Engaging in a process to understand if there is a need to consider divergent frameworks would send a strong signal to the conservation world that the OS is *really* open.

TABLE 29. Conservation frameworks that operate within the space of OS providing planning processes that are consistent with adaptive management (but aren't adaptive management frameworks, per se). These frameworks offer tools that could augment the OS toolbox as much as OS offers tools (e.g., results chains) that may augment these frameworks.

Alternative Framework	Key Examples	Champion(s)	Key Planning Tools
Futures Research or Strategic Forecasting	Cape Cod National Seashore; Alaska National Parks; Joshua Tree Nat. Park; Sequoia/Kings Canyon Nat. Park	US National Park Service; National Wildlife Federation	Scenario Planning, Horizon Scanning, Vulnerability Assessment, Back-casting
Systematic Conservation Planning	Great Barrier Reef; Cape Floristic Province	New South Wales National Parks; The Australian National Government, South African National Parks	Marxan, Zonation, Stakeholder working sessions
Structured Decision Making	Whooping crane management; marine reserves in South Australia	US Fish and Wildlife Service; US Geological Survey; Australian Center for Excellence in Environmental Decision Making	Consequence Tables, Influence diagrams, cost-benefit
Evidence Based Conservation	Solar power installations in Sweden	Conservationevidence.com; Centre for evidence-based conservation	Systematic Reviews,

2. Managing CCNet Growth

In a short time period CCNet has shown that the conservation community has a keen appetite for coaching. In fact, growing demand suggests a need for CCNet to differentiate and prioritize among potential dimensions of future growth. Possible dimensions to build into strategic growth include geographies of need (where conservation capacity need is greatest); institutions of importance (identifying key institutions to spread good practices through coaching); developing a hierarchical coaching model (e.g., training in introducing the OS to individuals and organizations who have no prior experience), or develop specialty coaches (e.g., spatial conservation planners) who can deploy specialized tools (e.g., Marxan) within the context of an OS project.

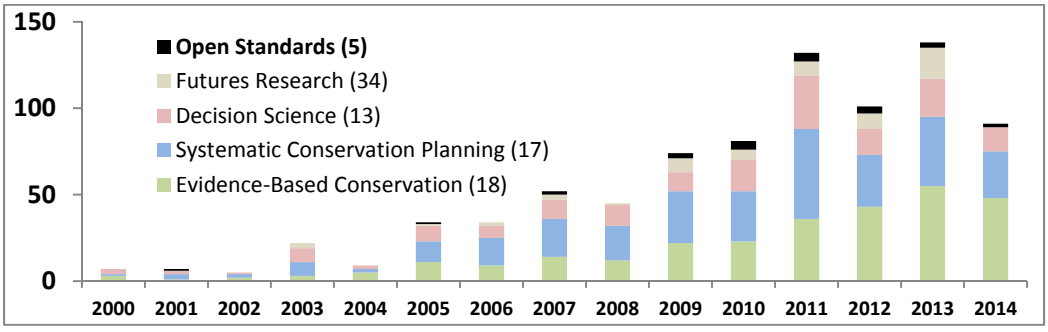
3. CCNet and CMP as One

Several people we interviewed said that it was time for CCNet and CMP to integrate their functions under a common umbrella or to unite into one organization. The two organizations have virtually the same goal, use the same framework, include overlapping sets of institutions and partners, seek funds from a similar set of donors, and complement one another's efforts. Current collaboration in planning, training and a website shows that they can work together and the existing CMP-CCNet MOU has a specific action to move forward with the consideration of integrating these two coalitions. CCNet stands to gain because it is little known outside its circle of coaches; six of 11 of the wise people interviewed had either never heard of CCNet or did not know what it did, and 7 of 13 didn't know how they related to one another. Thus, in combining with CMP, CCNet would be able to better achieve its mission of creating a global community of practice. Similarly, CMP would also gain because it is already relying on CCNet to provide training for outreach and could better deliver on this work with tighter coordination. Clear complementarity between the two organizations, and the lack of clear reasons to stay separate, make it advisable to seek ways of integrating. Such a process would need to be done with care and attention to the differing constituencies, cultures and histories and consider a range of alternative structures.

4. Publish to Build More Buy-in

Conservation work done by practitioners of the OS has rarely been published in the peer-reviewed literature. This stands in marked contrast to work done using some of the other approaches (Figure 8). Producing more peer-reviewed articles by CMP and CCNet practitioners would help make the case for the efficacy of the OS, build knowledge amongst the conservation community, and provide evidence to be used in convincing organizations to adopt the OS.

Figure 8. The number of publications found in ISI Web of Science (4 October 2014) found on a topic word search of "conservation" or "biodiversity" or "resource management" along with words describing each body of literature. These were: (a) Open Standards – "open standards", "situation analysis" or "results chain"; (b) Futures Research: "scenario planning", "vulnerability assessment" or "horizon scanning"; (c) Decision Science: "decision science", "decision theory" or "structured decision making"; (d) Systematic Conservation Planning: "systematic conservation planning"; and € evidence-based conservation: "evidence based conservation". Parenthetic numbers by each category (X) reports the average number of times a published paper has been cited.



5. How to Measure Impact of CMP Members' Projects

The most daunting challenge in RBM is to demonstrate how conservation action informed by the OS can improve biodiversity conservation. Awareness of the severity of this challenge is found across the individuals and organizations interviewed for this evaluation. There is no clear path to overcome this challenge. There are no agreed-upon best practices to apply and little activity directed towards measuring impact. There are four ways that impact could be measured

1. Opportunistic Before and After Control Impact (BACI) designs: Comparing projects' outcomes prior to and after use of OS;
2. Counterfactual evidence gathering: Conducting a large scale analysis of outcomes of existing projects paired to projects with similar attributes, but lacking OS project management.
3. Planned Experiments: initiating projects that do, and do not apply OS so that outcomes for equivalent projects can be tested;
4. Case studies: Developing a compelling body of literature around case studies.

The fastest, lowest cost, and easiest option is the development of case studies. This is not a statistically robust approach, but one that has been successful for other frameworks. We recommend that CMP/CCNet develop a set of "test beds" – areas where decision-making bodies are willing to consider results of OS work in determining how and where to deliver conservation results. Other approaches (Table 28) have applied their methods to conservation implementation in the Cape Floristic Province of South Africa and the Great Barrier Reef of Australia. Work with Australian aboriginal landowners such as done by Bush Heritage might be a good example of a 'test-bed' where OS could be deployed. Work done in these areas would be analyzed and written for publication in collaboration with academics or graduate students. The desired outcome would be a set of peer-reviewed publications from a broad range of settings that demonstrate that use of OS improves impact at lower cost.

6. Incorporate the Science of Changing Minds

Underpinning the efforts of both CMP and CCNet is the need to get people to change their minds and their practices. Yet there is little to no attention paid by CMP/CCNet practitioners to how and why people change their minds. The field of behavioral economics focuses on just such questions and has shown that people are, by and large, not strictly rational decision makers, instead relying on things like tipping points, price anchoring and social norms. We recommend that CMP/CCNet reach out to practitioners of behavioral economics and related disciplines and begin to apply their careful, quantitative approaches to the why's and how's of decisions making.