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

29 October 2014

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IX. APPENDICES

Appendix 1. RFP Questions

CRITERION 1—RELEVANCE AND QUALITY OF STRATEGIC DESIGN

· **Ultimate beneficiaries and related goals:** Did each organization have a clear and relevant definition of ultimate success in terms of how the status of biodiversity and related benefits to human welfare were expected to change as a result of the organization's activities?

· **Relevance to context, priorities of stakeholders, and objectives:** Were key contextual factors (e.g., obstacles, opportunities) and stakeholder interests well understood (including interrelationships) and targeted? Were SMART objectives defined, indicating desired future condition of key contextual factors?

· **Strength of strategic approach:** Did CMP and CCNET take the 'best-alternative,' most efficient, sufficient, and appropriate strategic approaches to attain their stated objectives and ultimate goals? Were the approaches guided by a clear, logical theory of change? To what extent have the approaches of the two coalitions complemented one other, such that the whole is greater than the sum of the parts?

CRITERION 2—EFFICIENCY

· **Financial resources:** Have financial and program plans been consistent with one another (i.e., sufficient financial resources to support planned activities; priorities have been developed against different funding scenarios)? What has worked or not worked well with regard to financial planning and resourcing (i.e., dues, fundraising, and in-kind support)?

· **Human resources:** Have human resources been appropriate, adequate, and efficiently organized and operating/communicating/collaborating effectively? What has worked/not worked well with regard to how CMP and CCNET have been structured and operated over the years (volunteerism approach, membership models, board structures and functions, contracting of central coordinators)? Are there key takeaway lessons that can be extrapolated with regard to multi-institution, primarily volunteer-based collaborations?

· **CMP-CCNET relationship:** Has the CMP-CCNET relationship been operating well, including clear role definition, collaboration points, and communications? What have been the strengths and areas for improvement?

CRITERION 3—EFFECTIVENESS

· **Achievement of planned results**: Focusing on stated objectives/outcomes (as opposed to delivery of activities and outputs), what has and has not been achieved (both intended and unintended)? What anticipated and unanticipated factors have promoted or impeded progress?

· **Significance of progress**: What is the significance/strategic importance of CMP's/CCNET's progress to date to efforts to conserve biodiversity? More specifically, to what extent have CMP's and CCNET's efforts influenced the critical factors determining the extent of application of "Good" RBM in Projects and Organizations?

· **Return on investment**: Have CMP and CCNET each delivered value for money/effort (cost/effort expended versus results realized)?

CRITERION 4—IMPACT *(note: it is recognized that impact will be particularly hard to assess in this evaluation, however, proposals of innovative and appropriate proxies that approach answering the questions below are strongly encouraged)*

· **Evidence of change in biodiversity status**: To what extent have CMP's and CCNET's efforts effected positive change in the status of biodiversity?

· **Evidence of change in ability of conservation community:** To what extent have CMP's and CCNET's efforts effective positive change in the ability of the conservation community to positively affect biodiversity status? To what extent have CMP's/CCNET's efforts affected the most critical barriers to effective and efficient conservation action?

· **Impact of 'Standards-compliant' projects:** Are the conservation projects that have applied the Open Standards "smarter" and "more likely to succeed"? Are Standards-compliant projects more effective than non-compliant projects and ultimately having greater impact for money/effort (value for money, ROI)?

CRITERION 5—SUSTAINABILITY

· **Evidence for sustainability:** Is there evidence that the following key ingredients are being established or exist to the extent necessary to sustain/ensure the desired long-term positive impacts of CMP's & CCNET's efforts?

    o Necessary policy support measures (these would likely be policies internal to targeted conservation implementing and funding organizations).

    o Adequate knowledge and adoption by targeted groups, as well as necessary motivation and leadership by relevant individuals and groups.

    o Adequate institutional and organizational capacity and clear distribution of responsibilities as needed to ensure continuity of activities or impacts.

    o Technical and economic viability and financial sustainability (as necessary to sustain outcomes realized)

Appendix 2. People Interviewed

Semi-structured interviews were conducted with 56 different people knowledgeable of the CMP and CCNet. Five individuals were interviewed with respect to both CMP and CCnet, bringing the total number of interviews to 61. Specific comments are not attributable to individuals, however the table below lists all individuals interviewed.

Table A2.1 CMP Interviews

CMP Member organizations – non-funders:
1. Audubon: Kevin Pearson
2. Conservation International: Madeline Bottrill
3. Defenders of Wildlife: Natalie Dubois and Martha Surridge
4. ELAP- (Latin American School for Protected Areas): Allan Valverde (partial response)
5. Foundations of Success: Richard Margoluis and Nick Salafsky
6. International Fund for Animal Welfare: Amelie Dewan
7. National Fish and Wildlife Foundation: Christina Kakoyannis
8. Rainforest Alliance: Elizabeth Kennedy
9. RARE: Kevin Green
10. The Nature Conservancy: Jeff Hardesty
11. United States Agency for International Development: Marco Flores Santiago and Cynthia Gill
12. United States Fish and Wildlife Service: Matt Muir
13. Wildlife Conservation Network: Jean-Gael Collomb
14. Wildlife Conservation Society: David Wilkie
15. WildTeam: Adam Barlow
16. World Wildlife Fund International: Sheila O'Connor
17. World Wildlife Fund UK: Will Beale

CMP Member Organizations - funders
1. Helmsley Trust: Bob Cook and Roz Becker
2. MacArthur Foundation: Kate Barnes
3. Margaret A. Cargill Foundation: Alan Holt
4. Moore Foundation: Heather Wright
5. Packard Foundation   : Walt Reid
6. Walton Foundation: Cheri Recchia

"Wise People"
1. Guillermo Castilleja: Chief Program Officer, Environmental Conservation, Moore Foundation
2. Bertina Ceccarelli: Wildlife Conservation Department
3. Bill Ginn: Executive Vice President, Global Conservation Initiatives, TNC
4. Sara Gottlieb: TNC Georgia
5. Craig Groves: Senior Scientist, TNC
6. Peter Kareiva: Chief Scientist, TNC
7. Jim Leape: Former CEO, WWF-International
8. Steve McCormick: Former CEO The Nature Conservancy; former CEO Moore Foundation
9. Jensen Montambault: Senior Scientist, TNC

10. Elizabeth O'Neill: Independent Evaluation Specialist; Former Moore Foundation evaluation officer
11. Karen Poiani: Director of Evaluation and Learning, Moore Foundation
12. Carter Roberts: CEO WWF-US
13. John Robinson: Executive Vice President, WCS
14. Steve Sanderson: Former CEO, WCS
15. Annette Stewart: BushHeritage, Australia

Table A2.2. CCNet Interviews

Franchise Leads
1. Nancy Chege (Africa)
2. Anne Ntongo (Africa)
3. Adam Barlow (South Asia)
4. Lucy Boddam-Whetham (South Asia)
5. Matt Durnin (Asia-former)
6. Natalie Holland (Australia)
7. Tina Hall (Central US)
8. Sara Gottleib (Eastern US)
9. Ilke Tilders (Europe)
10. Trina Leberer (Pacific Islands)
11. Terri Schulz (Rocky Mountains)
12. Sandi Matsumoto (Sierra Nevada / California)
13. Lydia Gaskell (WWF)

Organization Representatives
1. Sheila O'Connor (WWF)
2. Hilary Toma (TNC)
3. Nick Salafsky (FOS)
4. Mark Anderson (Greening Australia)

Staff and Board Leadership
1. John Morrison (WWF)
2. Cristina Lasch (TNC)
3. Marcia Brown (FOS)
4. Brad Northrup (formerly TNC)

"Wise People"
1. Jora Young (formerly TNC)
2. Dan Salzer (TNC)
3. Matt Brown (TNC-Africa)
4. Matt Muir (USFWS)

Appendix 3. The Web Survey Response Rate and Population

The Web Survey was sent to a list of 701 practitioners provided by the Steering Committee, supplemented with names provided by CMP member representatives. This list was partially generated from the CCNet list of coaching workshop attendees and from Cristina Lasch and John Morrison and is strongly represented by people who have participated in CCNet activities. 33 email invitations bounced, leaving a population of 668 that received the survey.

The web survey was open for 23 days (19 August through 10 September 2014). A total of 255 people initiated the Survey, and 243 people completed the survey. We sent two reminders, on day 7 and 15, resulting in increased returns after each reminder (Figure A3.1). We ended with a 36% response rate. We consider that a mark of high responsiveness and enthusiasm. Anecdotally, most invitations for free responses resulted in over 100 comments. Generally, people spent a good deal of time providing thoughtful free response answers.
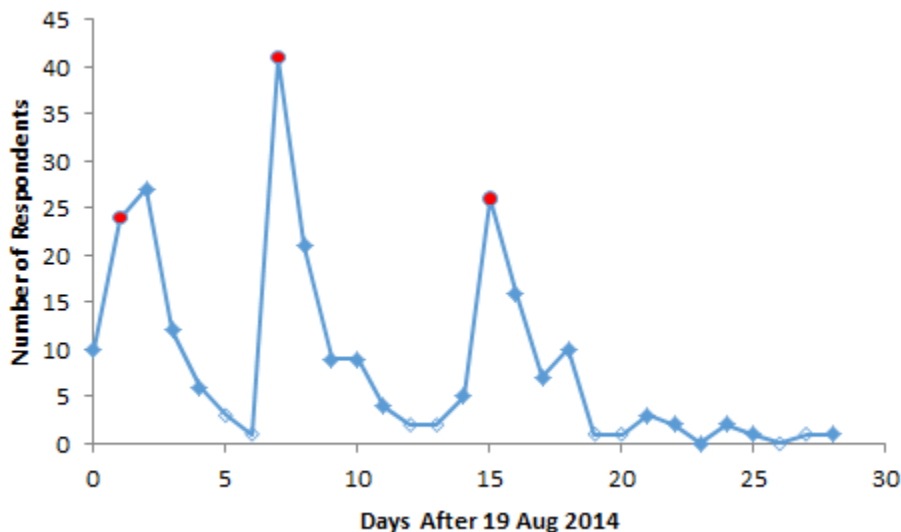
Figure A3.1. Number of completed surveys by date from the release date of August 19 until a final data collection date of September 15. Red dots represent dates of email notifications or reminders. Clear dots represent weekend days. The initial 10 responses were beta testers. The trailing response was used as evidence of having saturated our population at a total of 243 responses, 36.4% of those queried.

The survey respondents were well represented geographically as well as across organizations (Table A3.1). In addition, the respondents tended to be experienced, with 53% having 10 or more years of conservation experience, and 90% with 4 or more years experience.

Survey respondents were directed to different sets of questions based on their experience. Among the respondents, 225 reported OS/RBM project management experience and were directed toward questions related to project management and RBM; 172 reported receiving coaching and 102 reported delivering coaching,

and were directed toward questions focused on receiving and delivering coaching, respectively. All questions beyond the introductory ones were optional. A general minimum of 100 respondents answered regarding receiving coaching and 70 respondents answered regarding delivering coaching.

Among respondents, 97% used RBM, and 22.8% had used RMB in more than 10 projects, while 71% had RBM experience on 3 or more projects. The respondents were also familiar with non-RBM conservation practice, with 28.4% reporting non-RBM experience in more than 10 projects and 69% with non-RBM experience in 3 or more projects.The overwhelming *majority* (98%) of respondents report using OS/RBM, although *most* (78%) also use or have used non-RBM approaches, leaving just 22% of respondents who use RBM to have only used RBM; 7 respondents report having ceased using RBM. A solid majority of 71% of respondents reported using the Open Standards as their primary approach; with many "other" free responses using what we consider synonymous frameworks (e.g., Conservation Action Planning). The types of projects or programs that constitute experienced upon which these results are based includes a range from single site / single target projects (26%) to multi-site, multi-target and multi-organization programs (68%), although the largest fraction of experience has been with single site, multiple conservation target type projects (e.g., a single reserve). Among the respondents, the largest fraction were trained in the Open Standards through employer run training (49%) with the remainder distributed across various non-employer run training opportunities, including training run by other organizations (17%), individual mentorship 8%), being self-taught (7%), and university classes (4%).

Table A3.1. The geographic and organizational distribution of survey respondents.

A. Region	Percent	Count
Latin America & Caribbean	37.8%	88
US & Canada	24.9%	58
Asia	24.0%	56
Africa	23.6%	55
Australia & Pacific Islands	17.6%	41
Europe	12.0%	28
B. Organization	**Percent**	**Count**
The Nature Conservancy	21.9%	51
WWF	18.9%	44
Independent consultant	8.6%	20
Wildlife Conservation Society	3.4%	8
CONANP	2.6%	6
Bush Heritage Australia	2.2%	5
Foundations of Success	2.2%	5
ICMBio	1.3%	3
Rainforest Alliance	1.3%	3
RARE -Center for Tropic Conservation	0.9%	2
USFWS	0.9%	2
African Wildlife Foundation	0.4%	1
Wildlife Conservation Network	0.4%	1
Conservation International	0%	0
Defenders of Wildlife	0%	0
Greening Australia	0%	0
Other Organizations (69)	35.2%	82

Conservation Measures Partnership (CMP) and Conservation Coaches Network (CCNet) Survey

The Conservation Measures Partnership (CMP) and the Conservation Coaches Network (CCNET) have commissioned an external evaluation to look at the relevance, effectiveness, impact and sustainability of their work.

You are being sent this survey because you were identified as someone with experience with Results Based or Adaptive Management, e.g. Open Standards for the Practice of Conservation (OS) or a related organization-specific approach (Box 1), and/or have experience with CMP or CCNET (Box 2). In particular, you have been identified as:

- directing a conservation program/project at a CMP member or CCNet partner organization,
- receiving or providing coaching in the Open Standards or a related organization specific approach, and/or
- being an individual who provides training in the Open Standards and is affiliated with CCNet.

We encourage you to participate because your experiences are critical to CMP and CCNET's own process of adaptive management. As **an added incentive**, completing this survey will automatically place you into a raffle for one of two **iPad Airs** (64 GB, retina display, MD510LL/A).

This Survey is designed to:

1. Assess the degree to which CMP and CCNet have achieved their stated goals and objectives;
2. Assess the degree to which the best practices laid out in the Open Standards, or equivalent framework, are being followed by the conservation community;
3. Understand the successes and constraints of engaging in full-cycle adaptive management (Plan, Do, Analyze and Adapt);
4. Assess whether adoption of the OS, or equivalent framework, is associated with improved conservation outcomes;
5. Learn about effectiveness and impact of training coaches in the Open Standards and of the subsequent training they provide.

The results of this work will be made publically available, however, all answers to survey questions will be held in confidence. Identifying attributes will not be linked to individual responses, appear in report summaries, or be released to organizations.

We appreciate your help and the time you spend on this. The survey should take between 30 and 45 minutes depending on how you have engaged with the Open Standards or other similar practice.

Thank you and we hope to hear from you.

Definitions

IMPORTANT: PLEASE READ CAREFULLY BEFORE PROCEEDING**:**

BOX 1. Definition of The Open Standards (OS) and Equivalent Organizational Frameworks:

The Conservation Measures Partnership (CMP) has worked over the past decade to combine principles and best practices in adaptive management and results-based management (RBM) from conservation and other fields to create the Open Standards for the Practice of Conservation (Open Standards, OS).

The Open Standards are organized into a five-step project management cycle; (see diagram below):

- **STEP 1 Conceptualize the Project Vision and Context**
- **STEP 2 Plan Actions and Monitoring**
- **STEP 3 Implement Actions and Monitoring**
- **STEP 4 Analyze Data, Use the Results, and Adapt**
- **STEP 5 Capture and Share Learning.**

While the 'Open Standards' have been developed by CMP, other organizations have adapted the general principles to develop organization-specific planning and management frameworks.

For the purpose of this survey, when we refer to the OS, we refer to all methodologies that follow the same basic system of project planning, implementation, monitoring, and adaptation that is laid out in the OS. For example, we equate Results Based Management, Adaptive Management, the OS, and equivalent organization specific approaches.

As a result, please answer questions referring to the OS as they are practiced in your institution (e.g., for WWF, this is the PPMS and for TNC, this is CAP).

BOX 2. Other definitions – For the purposes of this survey, terms are defined as follows:

1. The Conservation Measures Partnership (CMP): CMP is a consortium of conservation organizations whose 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. 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.

2. The Conservation Coaches Network (CCNET): The mission of the Conservation Coaches Network 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.

3. Results-based Management: A form of project management with a methodology that includes an explicit system of: project planning, implementation, monitoring, and adaptation.

4. Project: an umbrella term to capture any unit of planning/management around which the individual or institution organizes its thinking and work.

5. Program: a collection of jointly managed projects.

6. Coach: A person who provides personalized advice, mentorship and/or teaching about the use & implementation of the OS or equivalent.

7. Coaching: Personal mentorship provided on the use of the Open Standards. This differs from 'training,' which can occur via a course or lecture, but does not necessarily involve personal teaching.

8. Effectiveness: A measure of the extent to which the intended outcomes—its specific objectives or intermediate results—have been achieved.

9. Impact: A measurable change (positive or negative, expected or unforeseen) in the status of biodiversity metrics and/or human well-being factors in response to the conservation intervention.

<u>Classifying questions</u> - Gauging conservation background & experience with the Open Standards (OS)

All questions in this section are required**.**

1) For what organization do you work? *(required)**
( ) African Wildlife Foundation

( ) Bush Heritage Australia

( ) CONANP

( ) Conservation International

( ) Defenders of Wildlife

( ) Foundations of Success

( ) Greening Australia

( ) ICMBio

( ) Independent consultant

( ) Rainforest Alliance

( ) RARE - Rare Center for Tropic Conservation

( ) The Nature Conservancy

( ) USFWS

( ) Wildlife Conservation Network

( ) Wildlife Conservation Society

( ) WWF - International

( ) WWF - UK

( ) WWF - US

( ) Other: _____

2) In what region are you based? *(required)**
( ) Africa

( ) Asia

( ) Australia & Pacific Islands

( ) Europe

( ) US & Canada

( ) Latin America & Caribbean

( ) Other: _____

3) In what region(s) do you work? *(required)**
[ ] Africa

[ ] Asia

[ ] Australia & Pacific Islands

[ ] Europe

[ ] US & Canada

[ ] Latin America & Caribbean

[ ] Other: _____

4) How many years have you worked in conservation program/project management? *(required)**
( ) <1

( ) 1-3

( ) 4-6

( ) 7-9

( ) ≥10

5) Over your career in conservation, how many programs/projects have you helped manage* that used the Open Standards (OS) or other similar Results Based Management (RBM) practice and how many programs/projects have you managed that have not used OS or RBM-based adaptive management? *(required)*

(*helped manage = played a substantial role in directing planning, actions, analysis, or adaptation)*

	0 programs/projects	**1-2**	**3-5**	**6-10**	**>10 programs/projects**
Used OS/RBM	( )	( )	( )	( )	( )
Did not use OS/RBM	( )	( )	( )	( )	( )

6) Please characterize your project management experience. *(required)**

( ) I only ever use OS/RBM

( ) I now use OS/RBM, but formerly didn't

( ) I don't use OS/RBM, but formerly did

( ) I sometimes use OS/RBM and sometimes use non-OS/RBM

( ) I never use OS/RBM

Validation: Open text with **Title Case**

7) What is the planning and management framework you use for planning _most_ of your programs/projects? *(required)**

( ) The Open Standards (OS)

( ) A different Results Based Management (RBM) method; Please specify:

_____

( ) A planning strategy that is not a (RBM) method; Please specify:

_____

( ) Other: _____

8) Please check all of the types of conservation projects for which you have had professional experience. *(required)**

[ ] a single site with a single conservation target

[ ] a single site with multiple conservation targets

[ ] multiple sites with a single target

[ ] multiple sites with multiple targets

[ ] a program that spans multiple sites, multiple targets, and multiple organizations

[ ] other; please describe.:

_____

9) With regard to your exposure to and knowledge of the OS/RBM, have you received coaching on the OS within the past 5 years? *(required)**

( ) Yes

( ) No

10) Do you provide coaching/training on the Open Standards (OS)? *(required)**

( ) Yes, as a CCNet affiliated coach

( ) Yes, but NOT as a CCNet affiliated coach

( ) No

Contribution of Open Standards (OS) implementation to program/project effectiveness & impacts

Effectiveness - A measure of the extent to which the intended outcomes - its specific

objectives or intermediate results - have been achieved.

Impact - A measurable change (positive or negative, expected or unforeseen) in the status of biodiversity metrics and/or human well-being factors in response to the conservation intervention.

For the following questions please refer to the Conservation Measures Partnership Open Standards diagram below (from CMP website), or consider the similar process your organization uses.
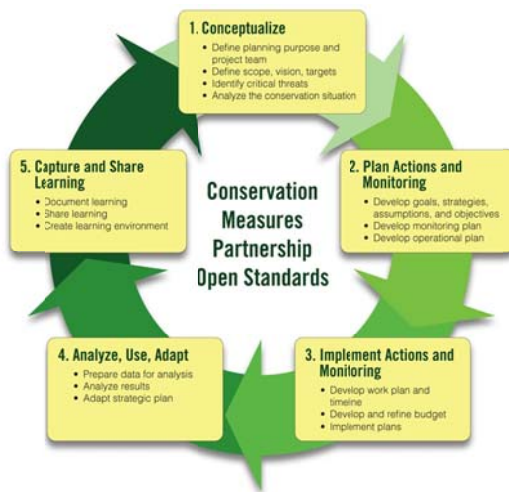
11) How were you trained in the Open Standards or similar practice?

( ) Employer run training

( ) Non-employer run training

( ) Individual coaching/mentorship

( ) Self-taught

( ) A university class

( ) Other (describe):

_____

12) Based on your experience with OS/RBM, rank how use of the OS/RBM approach has contributed to the following aspects of program/project effectiveness.

	Does not contribute	Limited contribution	Average contribution	Above average contribution	Significant contribution	Don't know
Building a common program/project scope & vision	( )	( )	( )	( )	( )	( )
Identifying conservation targets & objectives	( )	( )	( )	( )	( )	( )
Increasing team understanding of the program/project	( )	( )	( )	( )	( )	( )
Developing & documenting clear theories of change for the program/project	( )	( )	( )	( )	( )	( )
Creating a common project language	( )	( )	( )	( )	( )	( )

Encouraging increased institutional standards for programs/ project management	( )	( )	( )	( )	( )	( )
Ceasing ineffective actions	( )	( )	( )	( )	( )	( )
Developing monitoring plans	( )	( )	( )	( )	( )	( )
Sharing lessons across projects	( )	( )	( )	( )	( )	( )
Sharing lessons across institutions	( )	( )	( )	( )	( )	( )
Adapting actions based on learning	( )	( )	( )	( )	( )	( )
Undertaking more effective budget allocation	( )	( )	( )	( )	( )	( )
Engaging with	( )	( )	( )	( )	( )	( )

funders/fund-raising to accomplish strategic objectives						
Increasing collaboration with stakeholders	( )	( )	( )	( )	( )	( )
Reducing threats to targets	( )	( )	( )	( )	( )	( )
Improving biodiversity status	( )	( )	( )	( )	( )	( )

13) How would you rate your capacity to achieve the listed phases of adaptive management using OS/RBM compared to what you previously used?

	I have always used OS/RBM	capacity significantly decreased using OS/RBM	decreased slightly using OS/RBM	stayed the same	increased slightly using OS/RBM	capacity increased greatly using OS/RBM
Planning	( )	( )	( )	( )	( )	( )
Implementation	( )	( )	( )	( )	( )	( )
Monitoring	( )	( )	( )	( )	( )	( )

Analyzing & Learning	( )	( )	( )	( )	( )	( )
Adapting	( )	( )	( )	( )	( )	( )
Sharing learning	( )	( )	( )	( )	( )	( )

For those project phases where "capacity greatly decreased" due to the use of OS/RBM, please provide information on how capacity decreased and any thoughts you may have for why capacity decreased. *(optional)*

_____

_____

_____

_____

Please describe any other goals, strategies or barriers that you feel OS/RBM addresses, and how effective it is at addressing those issues.

_____

_____

_____

_____

14) Based on your experience, rank the utility of OS/RBM when used on the following kinds of conservation projects.

	not useful	somewhat useful	useful	very useful	don't know
A single site with a single conservation target	( )	( )	( )	( )	( )
A single site with multiple conservation targets	( )	( )	( )	( )	( )
Multiple sites with a single target	( )	( )	( )	( )	( )
Multiple sites with a multiple targets	( )	( )	( )	( )	( )
A program that spans multiple sites, multiple targets and multiple organizations	( )	( )	( )	( )	( )

Validation: Max character count = 3000

For those items marked "not useful", please provide any information on why you did not find the item useful? *(optional)*

_____

_____

_____

_____

15) Which tools and guidance materials have you used to inform your use of OS/RBM in programs/projects?

	not useful	somewhat useful	useful	very useful	don't use it
The Open Standards 1.0 documentation	( )	( )	( )	( )	( )
The Open Standards 2.0 documentation	( )	( )	( )	( )	( )
The Open Standards 3.0 documentation	( )	( )	( )	( )	( )
Miradi software help documentation	( )	( )	( )	( )	( )
CMP/IUCN threat taxonomy	( )	( )	( )	( )	( )
The conservation audits guidance	( )	( )	( )	( )	( )
The Conservation Rosetta Stone	( )	( )	( )	( )	( )
MiradiShare project database	( )	( )	( )	( )	( )

For those items marked "not useful", please provide any information on why you did not find the item useful? *(optional)*

_____

_____

_____

_____

16) If you have used Miradi, do you think it is an effective platform for:

	not useful	somewhat useful	useful	very useful	I don't use Miradi
Structuring an OS/RBM program/project?	( )	( )	( )	( )	( )
Facilitating cross-project learning	( )	( )	( )	( )	( )
Facilitating cross-organization collaboration	( )	( )	( )	( )	( )
Capturing & managing information about projects	( )	( )	( )	( )	( )
Reporting to donors	( )	( )	( )	( )	( )

Please enter any comments you may want to convey related to Miradi as a platform for OS/RBM.

_____

_____

_____

_____

17) The OS is envisioned to improve program/project execution as iterative cycles are completed. If you have been involved in a program/project that has addressed each step at least once, please comment on your experience with program/project improvement during subsequent iterations.

_____

_____

_____

_____

18) Do the following groups ask for programs/projects using an OS/RBM structure?

	no	some	most	all
Senior management	( )	( )	( )	( )
Partners	( )	( )	( )	( )

Funders	( )	( )	( )	( )

Contribution of Open Standards (OS) implementation to program/project effectiveness & impacts (cont)

<u>We would like to understand how the use of the Open Standards or similar practice altered the success of a project of your choice.</u>

♦ Answer the following questions with a single project in mind.

Identify a program/project you managed that employed the OS or a similar practice. *(required)**

_____

Validation: Open text with **Title Case**

Identify the project's location. If the program/project spans multiple locations, you may select more than one. *(required)**

[ ] Africa

[ ] Asia

[ ] Australia & Pacific Islands

[ ] Europe

[ ] US & Canada

[ ] Latin America & Caribbean

[ ] Other: _____

19) Why did you apply the OS/RBM to this program/project? *(Select all that apply)*

[ ] OS/RBM is required by my organization

[ ] OS/RBM is required by my manager

[ ] A colleague recommended it to me

[ ] Presence of a champion for OS/RBM within my organization

[ ] I heard about OS/RBM and thought it would improve program/project effectiveness & impact

[ ] I was involved in a different program/project that used OS/RBM and it improved effectiveness & outcomes

[ ] There is dedicated funding for OS/RBM

[ ] There is a dedicated OS/RBM program with staff supporting its implementation

[ ] other: _____

[ ] other: _____

[ ] other: _____

20) For your chosen program/project, determine the extent to which you accomplished each of the following OS/RBM stages.

	stage not attempted	**not accomplished**	**partially accomplished**	**fully accomplished once**	**fully accomplished more than once**
Conceptualize 1: (scope, vision, & human well-being and/or conservation targets defined)	( )	( )	( )	( )	( )
Conceptualize 2: (threats identified &	( )	( )	( )	( )	( )

27

prioritized, situation analysis conducted)					
Planning 1: (goals, strategies, objectives developed)	( )	( )	( )	( )	( )
Planning 2: (monitorin g & evaluation plan developed)	( )	( )	( )	( )	( )
Planning 3: (operation plan developed)	( )	( )	( )	( )	( )
Implement ation 1: (work plan, timeline, & budget developed)	( )	( )	( )	( )	( )
Implement ation 2: (work, operations , & monitorin g plans implement ed)	( )	( )	( )	( )	( )
Analyze/a dapt 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)	( )	( )	( )	( )	( )

21) For your chosen program/project, assess the difficulty of accomplishing each of the following OS/RBM stages.

	stage not attempted	not difficult	moderately difficult	very difficult
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)	( )	( )	( )	( )

22) For your chosen program/project, assess the overall impact of accomplishing each OS/RBM stage on program/project outcomes.

	stage not attempted	no impact	low-moderate impact	high impact	don't know the impact
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)	( )	( )	( )	( )	( )

23) If you <u>have not</u> managed to complete iterative cycles of all major steps (conceptualize, plan, implement, analyze/adapt, learn), identify the barriers to completion. *Please choose the largest barriers by assigning a value to each that adds up to 100%.*

_____The OS/RBM process is too complex

_____Lack of money

_____Lack of time

_____Lack of interest from program/project staff

_____Lack of incentives to change the status quo

_____Lack of demand from upper management

_____Lack of demand from donors

_____Lack of clear best practice standards for OS/RBM

_____Lack of available guidance materials – e.g., Miradi help function

_____Lack of coaches/trainers who can train practitioners in the use of OS/RBM

_____Lack of courses to train practitioners in the use of OS/RBM

_____Lack of training materials to help practitioners implement the OS/RBM – e.g., powerpoint, presentations, YouTube, workshop materials

_____Lack of information for the system or species

_____Other (if other, please specify in comment box below)

Comments:

24) We want to understand how representative the program/project you chose is to other programs/projects. How effective is the program/project you chose compared with other OS/RBM programs/projects with which you are familiar?

	less effective	**about the same**	**more effective**	**don't know**
compared to: your overall suite of projects	( )	( )	( )	( )
compared to: the programs/projects worked on in your organizational unit (e.g. "Latin America Program")	( )	( )	( )	( )
compared to: the programs/projects in your institution	( )	( )	( )	( )
compared to: the same project before you applied OS/RBM	( )	( )	( )	( )

25) Please identify all agency/NGO collaborators that are participating in your identified project. *(Select all that apply)*

[ ] African Wildlife Foundation

[ ] Bush Heritage Australia

[ ] CONANP

[ ] Conservation International

[ ] Defenders of Wildlife

[ ] Foundations of Success

[ ] Greening Australia

[ ] ICMBio

[ ] Rainforest Alliance

[ ] RARE - Rare Center for Tropic Conservation

[ ] The Nature Conservancy

[ ] USFWS

[ ] Wildlife Conservation Network

[ ] Wildlife Conservation Society

[ ] WWF

[ ] other: _____

[ ] other: _____

[ ] other: _____

Questions for those receiving coaching

The following questions will allow us to gauge how helpful having a coach present when applying OS/RBM practices has been to you, and its influence on program/project outcomes.

Coach - A person who provides personalized advice, mentorship and/or teachinga bout the use & implementation of the OS or equivalent.

Coaching - Personal mentorship provided on the use of the OS. This differs from 'training,' which can occur via a course or lecture, but does not necessarily involve personal teaching.

---

26) How often have you worked with a coach to apply OS/RBM?

	0	1-3	4-6	7-9	10 or more
# of programs/projects	( )	( )	( )	( )	( )

# of workshops	( )	( )	( )	( )	( )

27) On average, how would you rate the quality of the coaching you received in terms of improving your ability to deploy OS/RBM?

	very poor	poor	adequate	above average	excellent	no opinion
Knowledge of core OS/RBM practices	( )	( )	( )	( )	( )	( )
Confidence in ability to teach OS/RBM practices	( )	( )	( )	( )	( )	( )
Availability for appropriate program/project support	( )	( )	( )	( )	( )	( )
Well networked to other coaches	( )	( )	( )	( )	( )	( )

28) Based on your experience, rank how receiving OS/RBM coaching/training has contributed to your capacity to:

	Does not contribute	Limited contribution	Average contribution	Above average contrib	Significant contribution	Don't know

				ution		
Build a common program/ project scope & vision	( )	( )	( )	( )	( )	( )
Identify conservati on targets & objectives	( )	( )	( )	( )	( )	( )
Develop & document clear theories of change for the program/ project	( )	( )	( )	( )	( )	( )
Develop monitorin g plans	( )	( )	( )	( )	( )	( )
Share lessons across projects	( )	( )	( )	( )	( )	( )
Share lessons across institution s	( )	( )	( )	( )	( )	( )
Adapt actions based on learning	( )	( )	( )	( )	( )	( )

Undertake more effective budget allocation	( )	( )	( )	( )	( )	( )
Engage with funders/fund-raising to accomplish strategic objectives	( )	( )	( )	( )	( )	( )
Increase collaboration with stakeholders	( )	( )	( )	( )	( )	( )

29) Does your organization value the coaching you received?
( ) no   ( ) minimally ( ) neither values nor does not value   ( ) moderately
( ) highly   ( ) don't know

30) Would you recommend to your peers a coach for help in using OS/RBM? <u>Why or why not?</u>
( ) definitely not   ( ) probably not   ( ) maybe   ( ) probably   ( ) definitely

Comments:

31) Have you sought, or are you planning to seek training to become an OS/RBM coach?
( ) no   ( ) I may become a coach   ( ) I place high priority on becoming a coach
( ) I am training to be a coach   ( ) I am a coach

Questions for those receiving coaching

We would like to understand how having the assistance of a coach has influenced conservation outcomes on a program/project of your choice.

♦ Answer the following questions with a single project in mind.

Identify a program/project for which you received coaching. *(required)**

_____

32) Identify the project's location. If the program/project spansmultiple locations, you may select more than one. *(required)**

[ ] Africa

[ ] Asia

[ ] Australia & Pacific Islands

[ ] Europe

[ ] US & Canada

[ ] Latin America & Caribbean

[ ] Other: _____

33) For what organization does your coach work? *(required)**

( ) African Wildlife Foundation

( ) Bush Heritage Australia

( ) CONANP

( ) Conservation International

( ) Defenders of Wildlife

( ) Foundations of Success

( ) Greening Australia

( ) ICMBio

( ) Independent consultant

( ) Rainforest Alliance

( ) RARE - Rare Center for Tropic Conservation

( ) The Nature Conservancy

( ) USFWS

( ) Wildlife Conservation Network

( ) Wildlife Conservation Society

( ) WWF - International

( ) WWF - UK

( ) WWF - US

( ) Don't know

( ) Other: _____

34) Is your coach part of the Conservation Coaches Network (CCNet)? Please give the name of your coach in the comment box.

( ) Yes

( ) No

( ) Not sure

Comments:

35) How often did you consult your coach on issues concerning this program/project?

( ) Infrequently (

( ) Intensely for a brief period (e.g. a month or two), but rarely after that

( ) Consistently (weekly to monthly for a year or more)

( ) other: _____

36) For your program/project, specify the OS/RBM steps listed below for which the coaching you received produced the greatest change in effectiveness.

	I did not receive significant coaching for this stage	**coaching did not alter effectiveness**	**coaching somewhat altered effectiveness**	**coaching moderately altered effectiveness**	**coaching greatly altered effectiveness**
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)	( )	( )	( )	( )	( )
Implement ation 1: (work plan, timeline, & budget developed)	( )	( )	( )	( )	( )
Implement ation 2: (work, operations, & monitoring plans implement ed)	( )	( )	( )	( )	( )
Analyze/ad apt 1: (data used to assess changes in target status & effectivene ss of actions)	( )	( )	( )	( )	( )
Analyze/ad apt 2: (strategic plan adapted)	( )	( )	( )	( )	( )
Learning 1: (learning documente	( )	( )	( )	( )	( )

d)					
Learning 2: (learning shared internally and/or externally)	( )	( )	( )	( )	( )

37) Did having a coach on this program/project contribute to the use of OS/RBM by others in your organization?

( ) Yes

( ) No

( ) Don't know

38) Did your coach provide support for you on issues other than the implementation of OS/RBM?

( ) Yes, please specify.:

_____

( ) No

( ) Don't know

Questions for individuals who provide coaching in OS/RBM

The following questions will allow us to understand how the types and support CCNet provides to coaches and gauge the influence coaches that are affiliated with CCNet have on program/project outcomes.

Coach - **A person who provides personalized advice, mentorship and/or teaching about the use & implementation of the OS or equivalent.**

Coaching - **Personal mentorship provided on the use of the OS. This differs from**

'training,' which can occur via a course or lecture, but does not necessarily involve personal teaching.

39) How often have you provided OS/RBM coaching?

	o	1-3	4-6	7-9	10 or more
# of programs/projects	( )	( )	( )	( )	( )
# of workshops	( )	( )	( )	( )	( )

40) What is your current coaching status within CCNet?

( ) Coach - lapsed

( ) Coach-in-training

( ) Coach

( ) Coach/trainer

( ) Don't know

41) How do your 'coach-ees' (those you coach) view you? *(select all that apply)*

[ ] as a coach affiliated with CCNet

[ ] as a mentor sponsored by my organization

[ ] as a mentor sponsored by a different organization

[ ] other, specify::

_____

42) Which tools and guidance materials have you used to guide your use of OS/RBM in programs/projects?

	not	somewhat	useful	very	don't

	useful	**useful**		**useful**	**use it**
CCNet tools	( )	( )	( )	( )	( )
Rallies	( )	( )	( )	( )	( )
User Forum (website)	( )	( )	( )	( )	( )
Coach resources (web)	( )	( )	( )	( )	( )
Project database	( )	( )	( )	( )	( )
CCNet newsletter	( )	( )	( )	( )	( )
Coaches marketplace	( )	( )	( )	( )	( )
Personal interactions with coach	( )	( )	( )	( )	( )

43) How often do you contribute to the following:

	never	**1-3 times/year**	**4-6 times/year**	**7-10 times/year**	**>10 times/year**
CCNet listserve ('The User Forum')	( )	( )	( )	( )	( )
CCNet newslette	( )	( )	( )	( )	( )

r					

44) How does your organization value the time you spend providing coaching on the OS/RBM?
(e.g., does your supervisor rate this work as being valuable when you are evaluated)
( ) very unfavorably ( ) unfavorably ( ) neutral ( ) favorably ( ) very favorably ( ) don't know

45) How well supported are you by CCNet in your role as an OS/RBM coach?
( ) very poorly ( ) poorly ( ) adequately ( ) well ( ) very well

46) Thinking of all the programs/projects for which you provided coaching, for how many has your coaching improved the conservation outcomes specified by the program/project?
( ) hardly ever ( ) occasionally ( ) sometimes ( ) frequently
( ) almost always ( ) don't know

47) Thinking of the program/projects you have coached, how much of your coaching has been at each of the below listed program/project stages?.

	none	**some**	**most**
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)	( )	( )	( )

48) Within the organization where you work, how do you rate the quantity and quality of OS/RBM coaching?

	not sufficient	sufficient	don't know
Quantity of coaching (% of programs/projects with active coaches)	( )	( )	( )
Quality of coaching	( )	( )	( )

49) Why do you value being a coach? *(Choose as many as you want from the below list.)*

[ ] It is a job expectation

[ ] I am rewarded in my job for delivering coaching

[ ] It builds my network of colleagues

[ ] I gain experience by seeing others face challenges

[ ] It increases the effectiveness of my own conservation work

[ ] Other: _____

[ ] Other: _____

[ ] Other: _____

50) If being a coach has increased the effectiveness of your own conservation work, how has it done so?

_____

_____

_____

_____

51) Do you provide coaching on conservation program/project management topics beyond OS/RBM?
(e.g., personnel management, time management, technical expertise)

( ) Yes, specify.:

_____

( ) No

Final question!

Thank you for all of your input... We have just one more question. We are very interested in understanding impacts of OS/RBM on conservation outcomes.

52) Describe concrete evidence that conservation outcomes were improved as a consequence of applying OS/RBM.

Program/project name:

_____

Your role in the program/project:

_____

Program/project location:

_____

Evidence:

_____

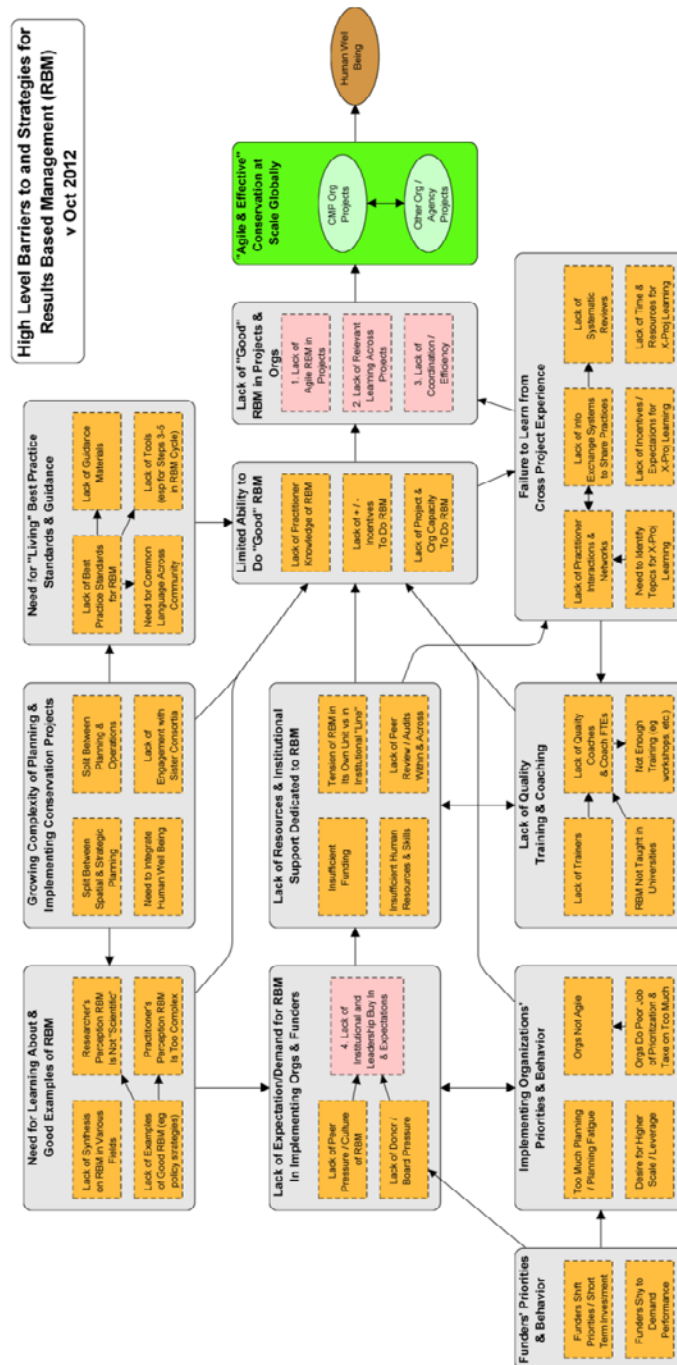# Thank You!

Thank you for taking our survey. Your response is very important to us.

Appendix 5. CMP's Mission and Objectives 2003 and 2006

CMP Logic Model showing high level barriers to and strategies for results-based management in conservation (v Oct 2012) (from CMP and CCNet Evaluation RFP Appendices).

Overview of the CCNet Strategy Logic Model (from CCNet Strategic Plan FY2013-2016).
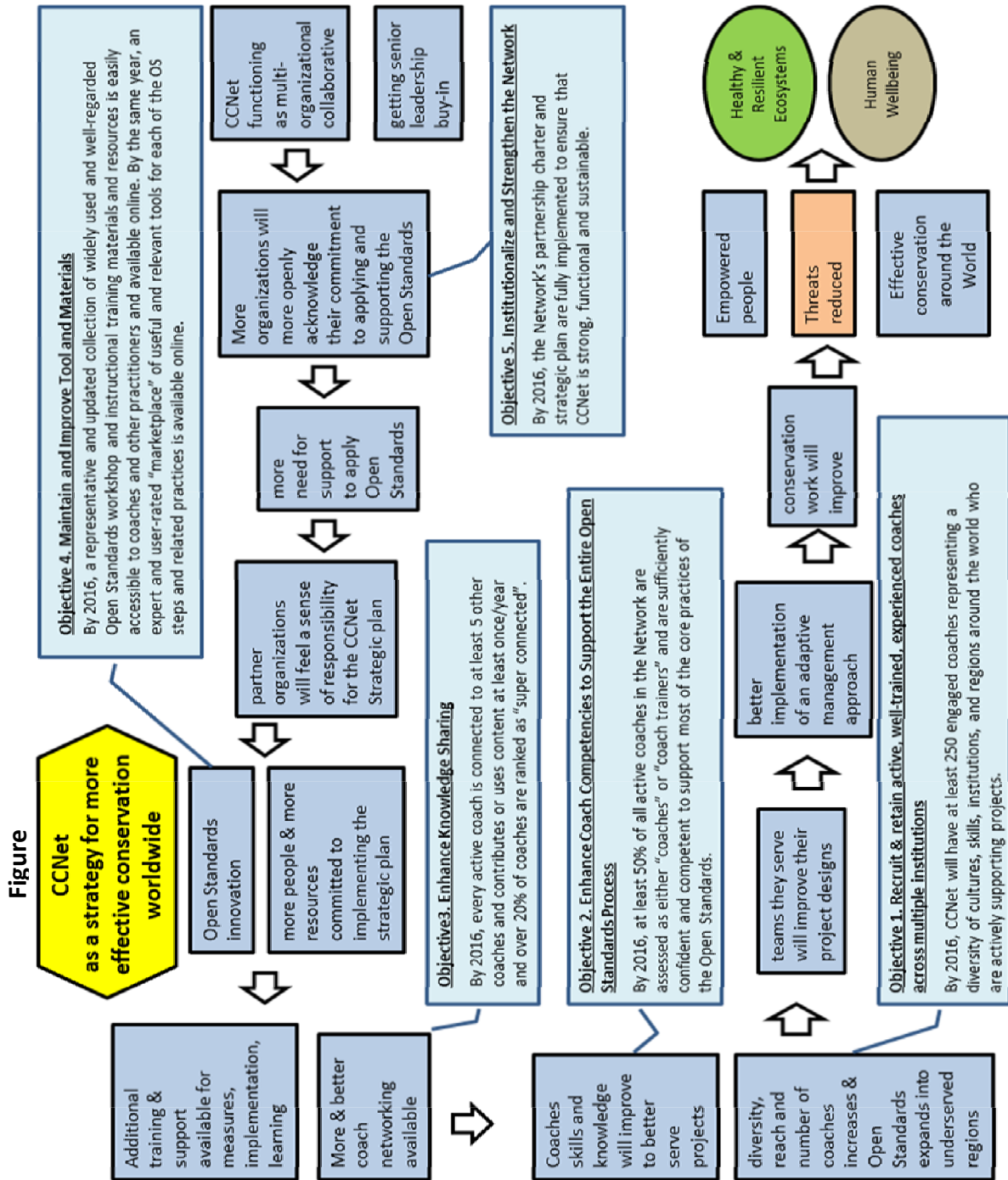
Appendix. 6. Muir 2010 Comparison

<u>Comparing 2010 and 2014</u>

In advance of its 2010 Summit CMP commissioned a survey of leading conservation NGOs and environmental foundation programs (Muir 2010). Twenty-nine organizations responded of which 15 were implementing organizations, compared to the 17 CMP-only implementing organizations for this Evaluation. There is an overlap between these organizations of only seven. Strict comparison between Muir's results and those of this evaluation is not possible on all points as different questions were used and in 2010 a single person was asked to assess his/her entire organization whereas in 2014 multiple people from the same organizations were interviewed and more general questions were avoided. The survey produced five key results that are compared to results from this Evaluation.

1. *RBM is viewed as important:* In 2010 70% of surveyed NGOs and 90% of foundations had a positive attitude towards RBM; almost 95% of NGOs said it was important to understand whether conservation actions are having their intended consequences. This Evaluation did not directly address this question. However, respondents were asked whether they thought RBM increased their capacity to achieve adaptive management. Between 72 and 95% of respondents felt that RBM increased their capacities, depending on the stage (Planning through Sharing and learning). There was no one interviewed (n = 66) who did not express strong support for incorporation of RBM into their conservation practice and the practice of their organization.

2. *RBM is not widely practiced and quality varies a lot*: In 2010 good RBM occurred patchily within organizations with reports that only 10-30% of all conservation spending was guided by RBM. In 2014 there continued to be patchy application of RBM (see discussion under Goal 1) with only 37.5% of survey respondents reporting that it was required in their organizations.

In 2010 only 5% of all projects were reported to have completed later RBM practices like monitoring and evaluation. In 2014 respondents were asked to rank their capacity to *accomplish* steps within OS/RBM, the perceived *difficulty* achieving these steps and the *impact* of those achieving those steps in conservation outcomes. Respondents were asked to rank each of 11 OS/RBM steps (2 sub-steps within each of the five major Open Standards steps, with 3 planning steps) along a three point scale from "not accomplished" to "fully accomplished" (using 11 instead of 20 RBM steps see Figure 1). In parallel to 2010, there is an attenuation of completion from the initial step of project conceptualization through to learning and sharing learning. In contrast to 2010, however, we found a higher fraction of projects had fully accomplished the conceptualization and initial planning stages, although this may be a consequence of our population being principally OS practitioners, as opposed to employees of institutions (the survey population of the Muir sample).

3. *RBM does not happen because it is not a priority in conservation culture*: In 2010 lack of money was the #1 ranked obstacle to RBM implementation followed by time and

few dedicated staff. In 2014 the results were similar with lack of time ranked overwhelmingly first, followed by lack of money and lack of demand from upper management. All other factors trail off, with little support for the idea that lack of training capacity inhibits RBM completion.

4. *Senior leadership and donors have a key role in the quality of RBM*: In 2010 where RBM had been implemented, about 90% of NGOs said that an institutional mandate was very important or essential; over 80% of donors cited reporting requirements as important to RBM being adopted. What donors asked of their grantees gets done and little else. In 2014 there are clear examples where adoption and enforcement of OS was driven by the CEO. However, more common is adoption and incomplete or partial implementation. Some organizations said their Boards were interested, but more commonly RBM was said to be too detailed for Board involvement. CMP Goal 4, which is about top-down adoption, has not been extensively achieved making the comparison more difficult. If anything, donor interest in RBM appears to have waned, though the 2014 sample size is smaller. As a group foundations do not appear to be committed to internal use of RBM or requiring it for their grantees. In contrast, a few small organizations appear to have adopted and internalized OS as organizational business practice (e.g., Wild-Team, Greening Australia, Bush Heritage).

5. *Smaller organizations report better RBM*: Conservation NGOs with smaller budgets were significantly more likely to report that more of their efforts were guided by RBM and that evidence showed that RBM leads to improved conservation. In 2014 this pattern is not at all clear. There is a mix of large and small implementing organizations that do mandate OS and enforce it but equally there is a mix that don't. Asked if they assess their projects for effectiveness there is equally no pattern with the majority of responses clustering around "spottily." CCNet franchise leaders report a small number of small organizations and government agencies that are adopting OS/RBM as the dominant business practice.

New Summary Report - 27 September 2014

1. For what organization do you work? (required)
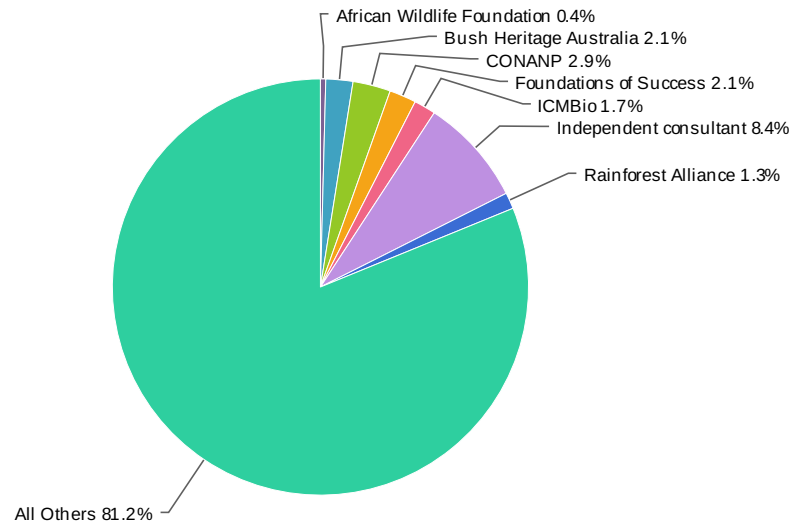
Organization	%		Count
African Wildlife Foundation	0.4%		1
Bush Heritage Australia	2.1%		5
CONANP	2.9%		7
Conservation International	0.0%		0
Defenders of Wildlife	0.0%		0
Foundations of Success	2.1%		5
Greening Australia	0.0%		0
ICMBio	1.7%		4
Independent consultant	8.4%		20
Rainforest Alliance	1.3%		3
RARE - Rare Center for Tropic Conservation	0.8%		2
The Nature Conservancy	21.3%		51
USFWS	0.8%		2
Wildlife Conservation Network	0.4%		1
Wildlife Conservation Society	3.8%		9
WWF	18.8%		45
Other	35.2%		84
		Total	239

2. In what region are you based? (required)
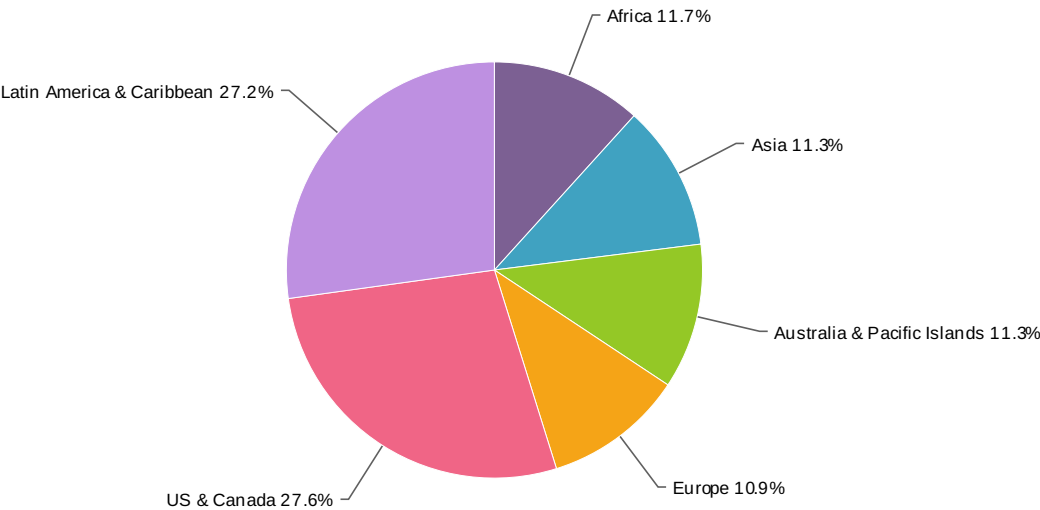
Africa	11.7%		28
Asia	11.3%		27
Australia & Pacific Islands	11.3%		27
Europe	10.9%		26
US & Canada	27.6%		66
Latin America & Caribbean	27.2%		65
Other	0.0%		0
		Total	239

3. In what region(s) do you work? (required)
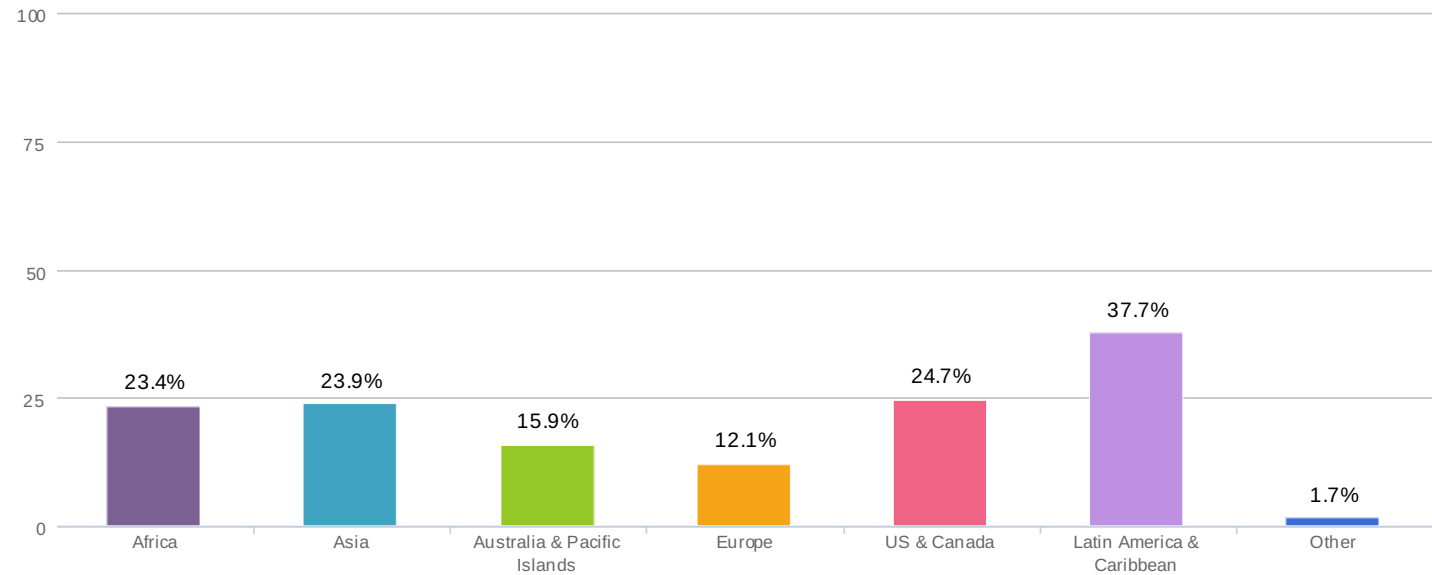
Africa	23.4%		56
Asia	23.9%		57
Australia & Pacific Islands	15.9%		38
Europe	12.1%		29
US & Canada	24.7%		59
Latin America & Caribbean	37.7%		90
Other	1.7%		4
		Total	239

4. How many years have you worked in conservation program/project management? (required)
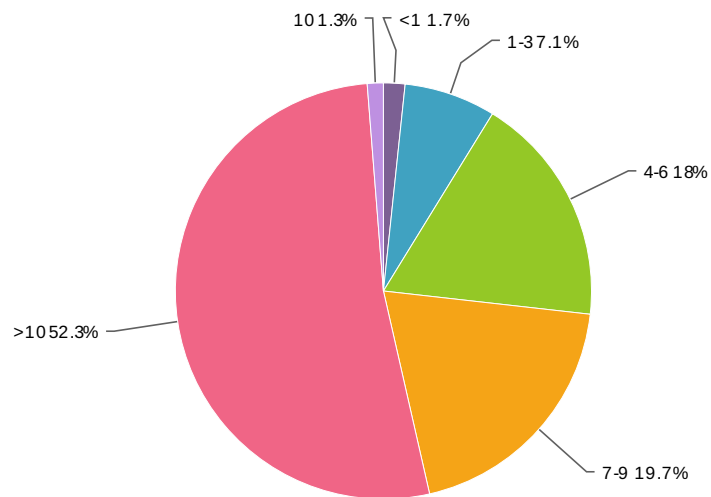
<1	1.7%			4
1-3	7.1%			17
4-6	18.0%			43
7-9	19.7%			47
≥10	52.3%			125
10	1.3%			3
		Total		239

Statistics

Sum	548.0
Average	5.0
StdDev	2.3
Max	10.0

5. Over your career in conservation, how many programs/projects have you helped manage* that used the Open Standards (OS) or other similar Results Based Management (RBM) practice and how many programs/projects have you managed that have not used OS or RBM-based adaptive management? (required) (*helped manage = played a substantial role in directing planning, actions, analysis, or adaptation)

	0 programs/projects	1-2	3-5	6-10	>10 programs/projects	Responses
Used OS/RBM	8 3.4%	62 26.1%	71 29.8%	44 18.5%	53 22.3%	238
Did not use OS/RBM	38 16.3%	38 16.3%	57 24.5%	34 14.6%	66 28.3%	233

6. Please characterize your project management experience. (required)

I never use OS/RBM 2.1%

I only ever use OS/RBM 20.9%

I sometimes use OS/RBM and sometimes use non-OS/RBM 37.7%

I now use OS/RBM, but formerly didn't 36%

I don't use OS/RBM, but formerly did 3.4%
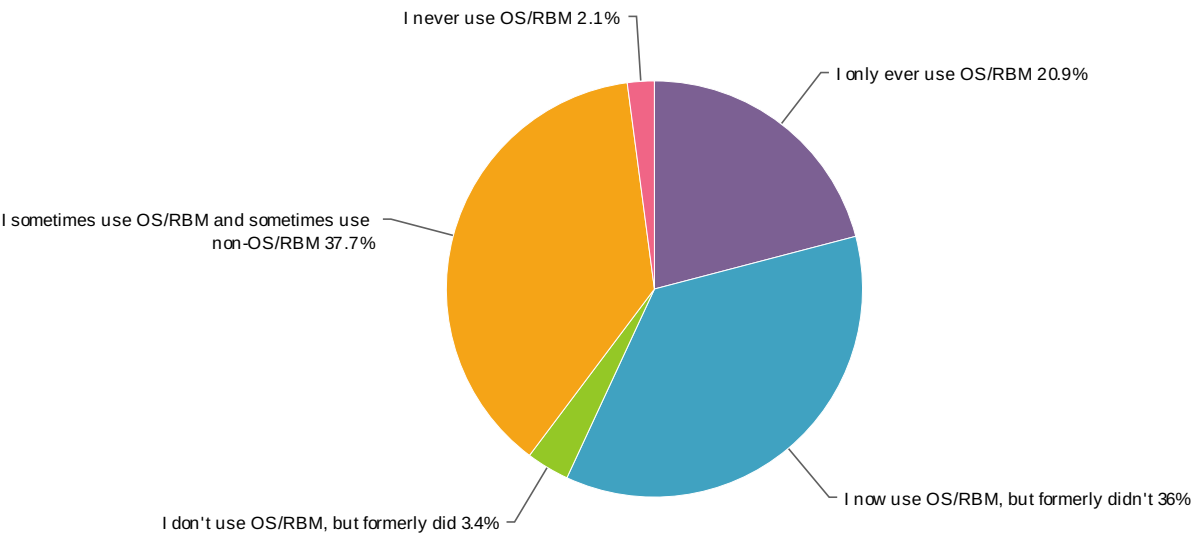
I only ever use OS/RBM	20.9%		50
I now use OS/RBM, but formerly didn't	36.0%		86
I don't use OS/RBM, but formerly did	3.4%		8
I sometimes use OS/RBM and sometimes use non-OS/RBM	37.7%		90
I never use OS/RBM	2.1%		5
		Total	239

7. What is the planning and management framework you use for planning most of your programs/projects? (required)

A different Results Based Management Please specify 1.3%

Other 11%

A planning strategy that is not a <span style="color:#0000FF;" title="A form of project management with a methodology that includes an explicit system of: project planning, implementation, monitoring, and adaptation.">(RBM) method; Please specify 5.5%

A different Results Based Management <span style="color:#0000FF;" title="A form of project management with a methodology that includes an explicit system of: project planning, implementation, monitoring, and adaptation.">(RBM) method; Please specify 11.4%

The Open Standards (OS) 70.9%
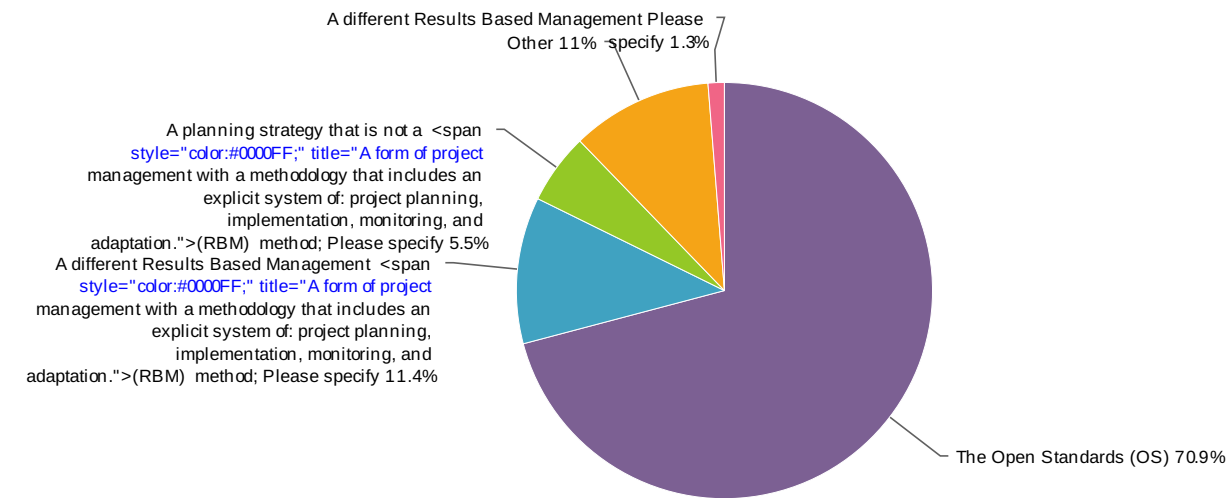
The Open Standards (OS)	70.9%		168
A different Results Based Management (RBM) method; Please specify	11.4%		27
A planning strategy that is not a (RBM) method; Please specify	5.5%		13
Other	11.0%		26
A different Results Based Management Please specify	1.3%		3
		Total	237

Please check all of the types of conservation projects for which you have had professional experience (parenthetic examples are hypothetical and illustrative only). (required)

A multi-organizational conservation program (e.g., the WWF Indonesia program) 33.3%

A single site with a single conservation target 33.3%

Other; Please describe 33.3%
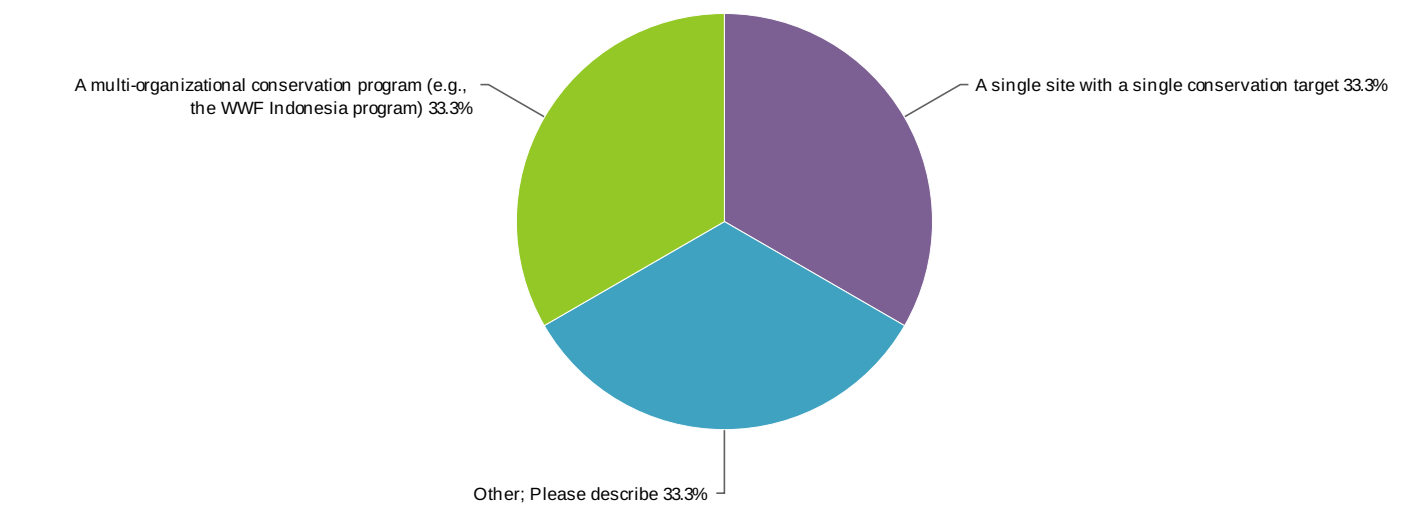
A single site with a single conservation target	33.3%		1
A single site with multiple conservation targets	0.0%		0
Multiple sites with a single target	0.0%		0
Multiple sites with a multiple targets	0.0%		0
A program that spans multiple sites, multiple targets and multiple organizations	0.0%		0
Other; Please describe	33.3%		1
A multi-organizational conservation program (e.g., the WWF Indonesia program)	33.3%		1
	Total		3

8. Please check all of the types of conservation projects for which you have had professional experience. (required)
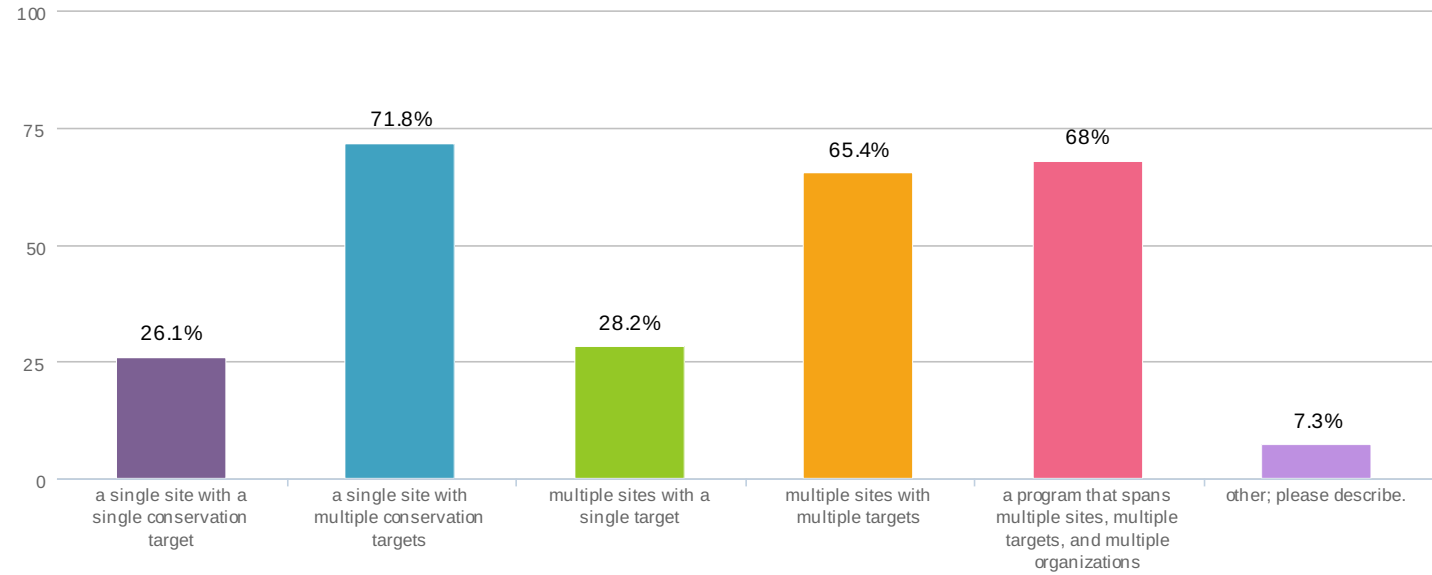
a single site with a single conservation target	26.1%		61
a single site with multiple conservation targets	71.8%		168
multiple sites with a single target	28.2%		66
multiple sites with multiple targets	65.4%		153
a program that spans multiple sites, multiple targets, and multiple organizations	68.0%		159
other; please describe.	7.3%		17
		Total	234

9. With regard to your exposure to and knowledge of the OS/RBM, have you received coaching on the OS within the past 5 years? (required)
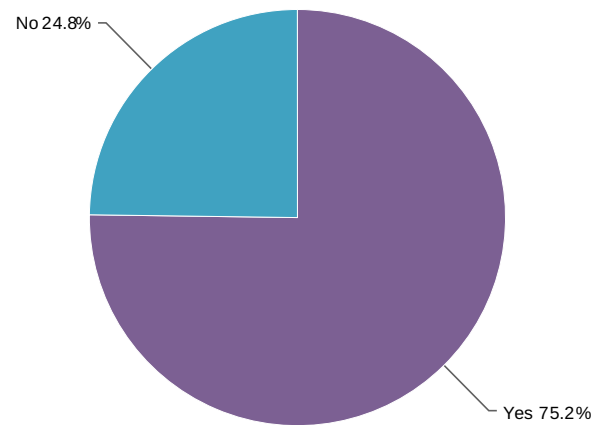
Yes	75.2%		179
No	24.8%		59
		Total	238

10. Do you provide coaching/training on the Open Standards (OS)? (required)
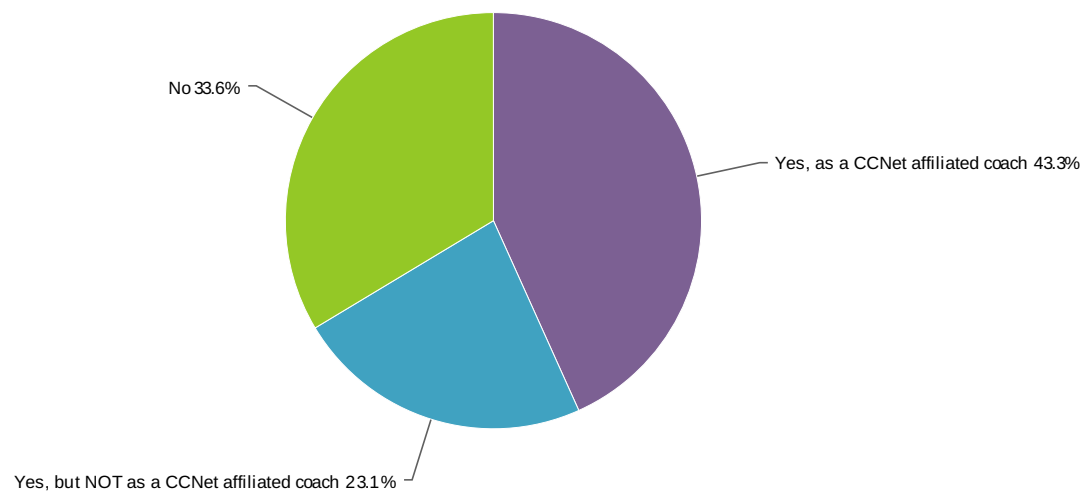
Yes, as a CCNet affiliated coach	43.3%		103
Yes, but NOT as a CCNet affiliated coach	23.1%		55
No	33.6%		80
		Total	238

11. How were you trained in the Open Standards or similar practice?
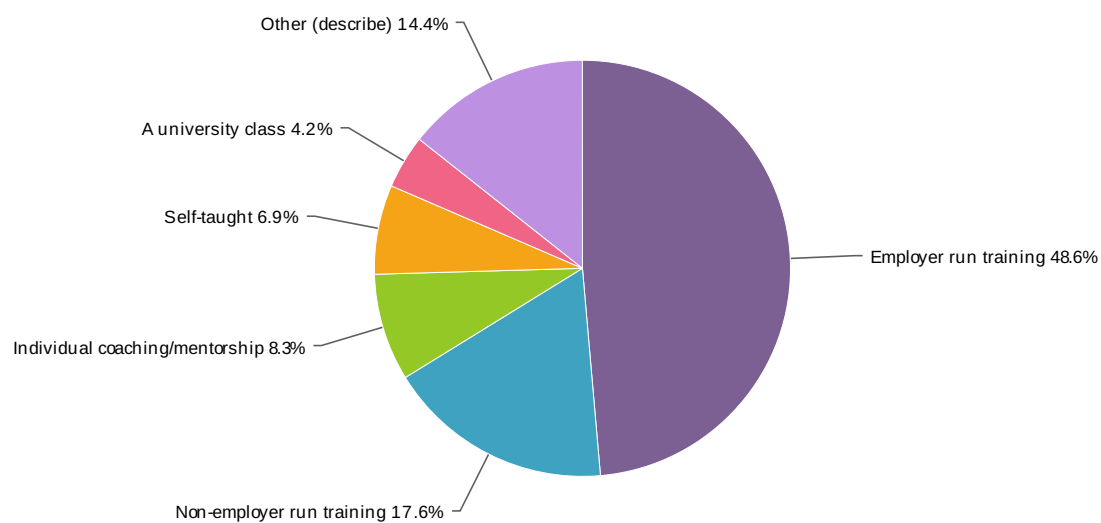
Employer run training	48.6%		105
Non-employer run training	17.6%		38
Individual coaching/mentorship	8.3%		18
Self-taught	6.9%		15
A university class	4.2%		9
Other (describe)	14.4%		31
		Total	216

12. Based on your experience with OS/RBM, rank how use of the OS/RBM approach has contributed to the following aspects of program/project effectiveness.

	Does not contribute		Limited contribution		Average contribution		Above average contribution		Significant contribution		Don't know		Total	
Building a common program/project scope & vision	2	0.9%	4	1.9%	28	13.1%	45	21.1%	133	62.4%	1	0.5%	213	100%
Identifying conservation targets & objectives	1	0.5%	1	0.5%	9	4.2%	46	21.6%	156	73.2%	0	0.0%	213	100%
Increasing team understanding of the program/project	2	1.0%	6	2.9%	21	10.0%	70	33.3%	111	52.9%	0	0.0%	210	100%
Developing & documenting clear theories of change for the program/project	1	0.5%	4	1.9%	24	11.2%	64	29.9%	116	54.2%	5	2.3%	214	100%
Creating a common project language	2	0.9%	5	2.3%	31	14.5%	66	30.8%	110	51.4%	0	0.0%	214	100%
Encouraging increased institutional standards for programs/project management	2	0.9%	16	7.5%	43	20.1%	78	36.4%	70	32.7%	5	2.3%	214	100%
Ceasing ineffective actions	5	2.4%	31	14.7%	63	29.9%	64	30.3%	28	13.3%	20	9.5%	211	100%
Developing monitoring plans	3	1.4%	14	6.5%	46	21.5%	78	36.4%	67	31.3%	6	2.8%	214	100%
Sharing lessons across projects	5	2.3%	25	11.7%	52	24.4%	75	35.2%	45	21.1%	11	5.2%	213	100%
Sharing lessons across institutions	7	3.3%	37	17.3%	63	29.4%	57	26.6%	35	16.4%	15	7.0%	214	100%
Adapting actions based on learning	3	1.4%	21	9.9%	57	26.8%	74	34.7%	51	23.9%	7	3.3%	213	100%
Undertaking more effective budget allocation	7	3.3%	50	23.5%	50	23.5%	50	23.5%	35	16.4%	21	9.9%	213	100%
Engaging with funders/fund-raising to accomplish strategic objectives	10	4.7%	32	15.2%	52	24.6%	57	27.0%	42	19.9%	18	8.5%	211	100%
Increasing collaboration with stakeholders	4	1.9%	14	6.6%	46	21.6%	67	31.5%	74	34.7%	8	3.8%	213	100%
Reducing threats to targets	4	1.9%	14	6.6%	38	18.0%	85	40.3%	44	20.9%	26	12.3%	211	100%
Improving biodiversity status	5	2.4%	16	7.6%	44	20.9%	76	36.0%	34	16.1%	36	17.1%	211	100%
Building capability for cross org learning	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1	100%
Building long term focus (beyond funding cycles)	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100%

	C1	%	C2	%	C3	%	C4	%	C5	%	C6	%	Total	%
Compiling the best informations available for the site	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
Conciliate different positions among stakeholders	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100%
Ensuring what gets planned is actually implemented and monitored	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100%
Improving communications with the project team	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
Increasing project team commitment/seeing how their part contributes to the whole	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
Increasing the understanding for different aims/goals in the society	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100%
Increasing the understanding for different aims/interests/goals in the society (governement-municipalities-politicians-inhabitants-buisness	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
Increasing/improving partnerships	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100%
Interesting/sensitizing to implementers	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
Showing the link between conservation and livelihood	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100%
Training junior staff for conservation project management	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
adressing policy projects	0	0.0%	0	0.0%	1	100.0%	0	0.0%	0	0.0%	0	0.0%	1	100%
learning proccess	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
teaching conservation	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%

13. How would you rate your capacity to achieve the listed phases of adaptive management using OS/RBM compared to what you previously used?

	I have always used OS/RBM	capacity significantly decreased using OS/RBM	decreased slightly using OS/RBM	stayed the same	increased slightly using OS/RBM	capacity increased greatly using OS/RBM	Responses
Planning	35 16.5%	1 0.5%	3 1.4%	4 1.9%	39 18.4%	130 61.3%	212
Implementation	26 12.4%	4 1.9%	2 1.0%	37 17.6%	96 45.7%	45 21.4%	210
Monitoring	29 13.8%	3 1.4%	1 0.5%	36 17.1%	71 33.8%	70 33.3%	210
Analyzing & Learning	26 12.4%	3 1.4%	5 2.4%	32 15.2%	81 38.6%	63 30.0%	210
Adapting	27 12.9%	1 0.5%	7 3.3%	33 15.7%	88 41.9%	54 25.7%	210
Sharing learning	25 11.9%	3 1.4%	3 1.4%	46 21.9%	84 40.0%	49 23.3%	210

14. Based on your experience, rank the utility of OS/RBM when used on the following kinds of conservation projects.

	not useful	somewhat useful	useful	very useful	don't know	Responses
A single site with a single conservation target	8 3.9%	25 12.1%	37 17.9%	103 49.8%	34 16.4%	207
A single site with multiple conservation targets	2 0.9%	8 3.8%	35 16.5%	158 74.5%	9 4.2%	212
Multiple sites with a single target	1 0.5%	23 11.3%	41 20.1%	89 43.6%	50 24.5%	204
Multiple sites with a multiple targets	5 2.4%	15 7.1%	42 19.9%	129 61.1%	20 9.5%	211
A program that spans multiple sites, multiple targets and multiple organizations	7 3.3%	18 8.6%	38 18.1%	111 52.9%	36 17.1%	210

15. Which tools and guidance materials have you used to inform your use of OS/RBM in programs/projects?

|	not useful	somewhat useful	useful	very useful	don't use it	Responses
The Open Standards 1.0 documentation	2 1.2%	6 3.5%	41 23.7%	38 22.0%	86 49.7%	173
The Open Standards 2.0 documentation	1 0.5%	7 3.8%	48 25.9%	68 36.8%	61 33.0%	185
The Open Standards 3.0 documentation	1 0.5%	7 3.6%	57 29.1%	90 45.9%	41 20.9%	196
Miradi software help documentation	1 0.5%	24 11.7%	64 31.2%	88 42.9%	28 13.7%	205
CMP/IUCN threat taxonomy	1 0.5%	29 15.0%	51 26.4%	43 22.3%	69 35.8%	193
The conservation audits guidance	1 0.5%	16 8.4%	28 14.7%	15 7.9%	130 68.4%	190
The Conservation Rosetta Stone	1 0.5%	17 9.1%	16 8.6%	8 4.3%	144 77.4%	186
MiradiShare project database	3 1.5%	19 9.8%	34 17.5%	48 24.7%	90 46.4%	194

16. If you have used Miradi, do you think it is an effective platform for:

	not useful	somewhat useful	useful	very useful	I don't use Miradi	Responses
Structuring an OS/RBM program/project?	1 0.5%	8 3.9%	47 23.0%	128 62.7%	20 9.8%	204
Facilitating cross-project learning	6 3.0%	44 21.8%	67 33.2%	59 29.2%	26 12.9%	202
Facilitating cross-organization collaboration	7 3.5%	46 23.1%	57 28.6%	59 29.6%	30 15.1%	199
Capturing & managing information about projects	2 1.0%	24 11.9%	56 27.7%	96 47.5%	24 11.9%	202
Reporting to donors	22 11.0%	37 18.5%	50 25.0%	48 24.0%	43 21.5%	200

## 18. Do the following groups ask for programs/projects using an OS/RBM structure?

	no	some	most	all	Responses
Senior management	52 25.6%	91 44.8%	49 24.1%	11 5.4%	203
Partners	68 33.0%	116 56.3%	20 9.7%	2 1.0%	206
Funders	62 30.7%	118 58.4%	20 9.9%	2 1.0%	202

Identify the project's location. If the program/project spans multiple locations, you may select more than one. (required)
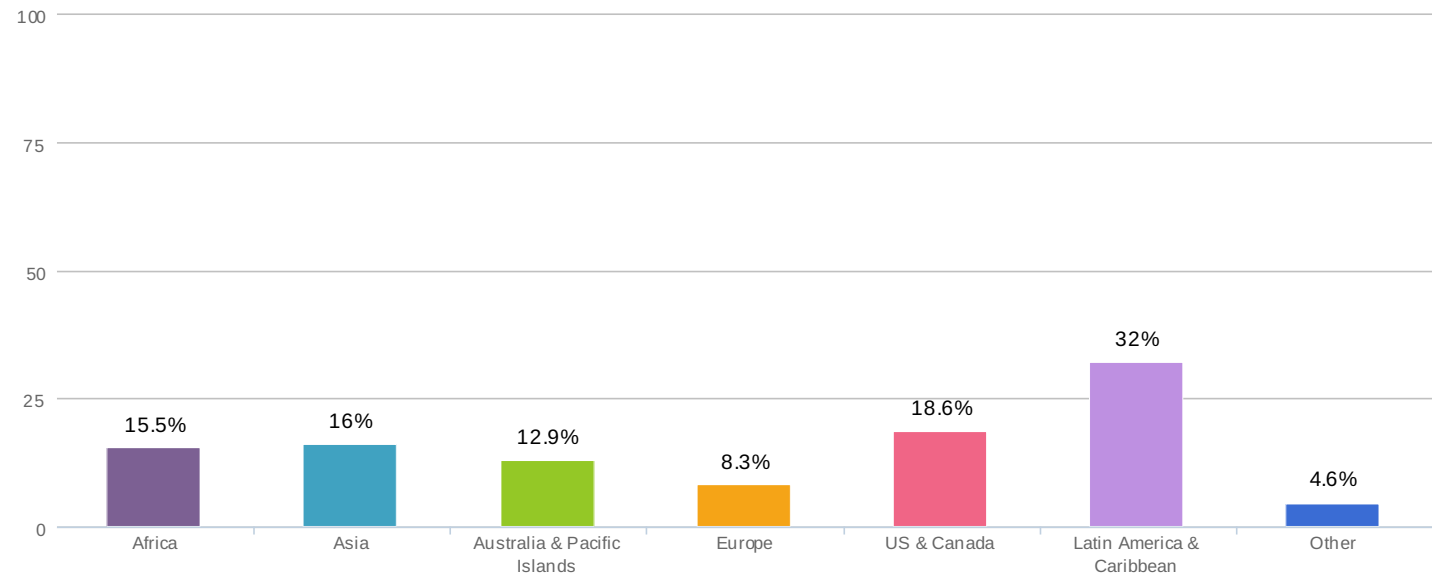
Africa	15.5%		30
Asia	16.0%		31
Australia & Pacific Islands	12.9%		25
Europe	8.3%		16
US & Canada	18.6%		36
Latin America & Caribbean	32.0%		62
Other	4.6%		9
		Total	194

19. Why did you apply the OS/RBM to this program/project? (Select all that apply)
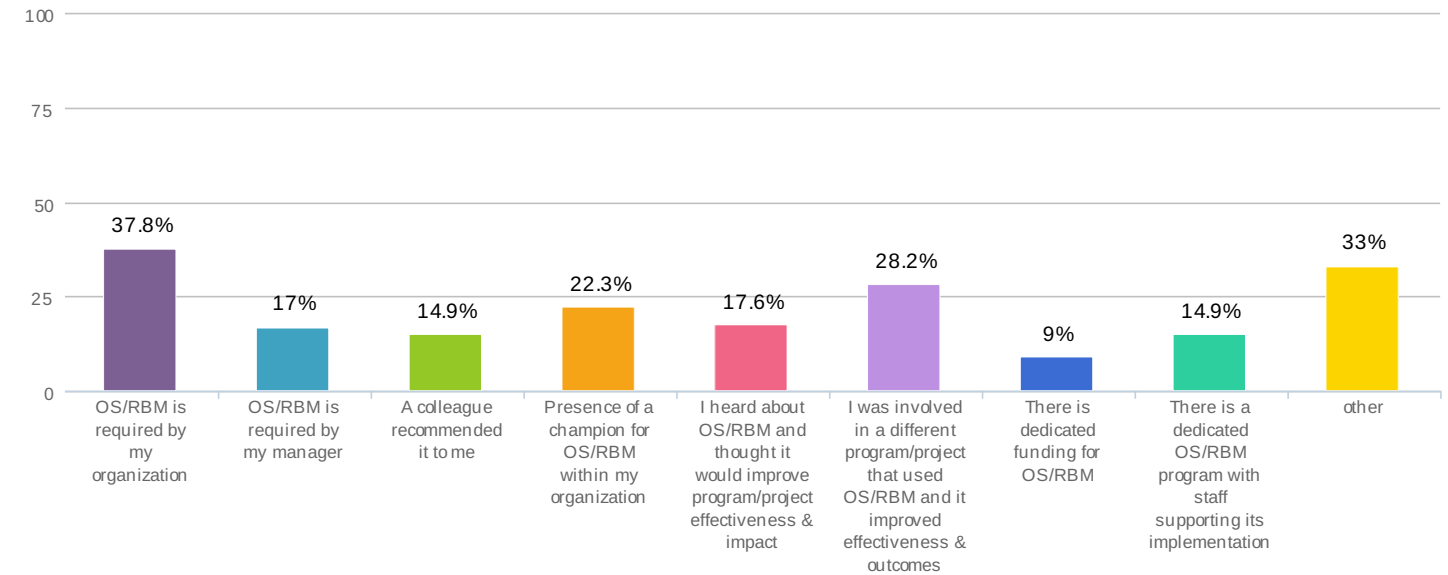
OS/RBM is required by my organization	37.8%		71
OS/RBM is required by my manager	17.0%		32
A colleague recommended it to me	14.9%		28
Presence of a champion for OS/RBM within my organization	22.3%		42
I heard about OS/RBM and thought it would improve program/project effectiveness & impact	17.6%		33
I was involved in a different program/project that used OS/RBM and it improved effectiveness & outcomes	28.2%		53
There is dedicated funding for OS/RBM	9.0%		17
There is a dedicated OS/RBM program with staff supporting its implementation	14.9%		28
other	33.0%		62
		Total	188

20. For your chosen program/project, determine the extent to which you accomplished each of the following OS/RBM stages.

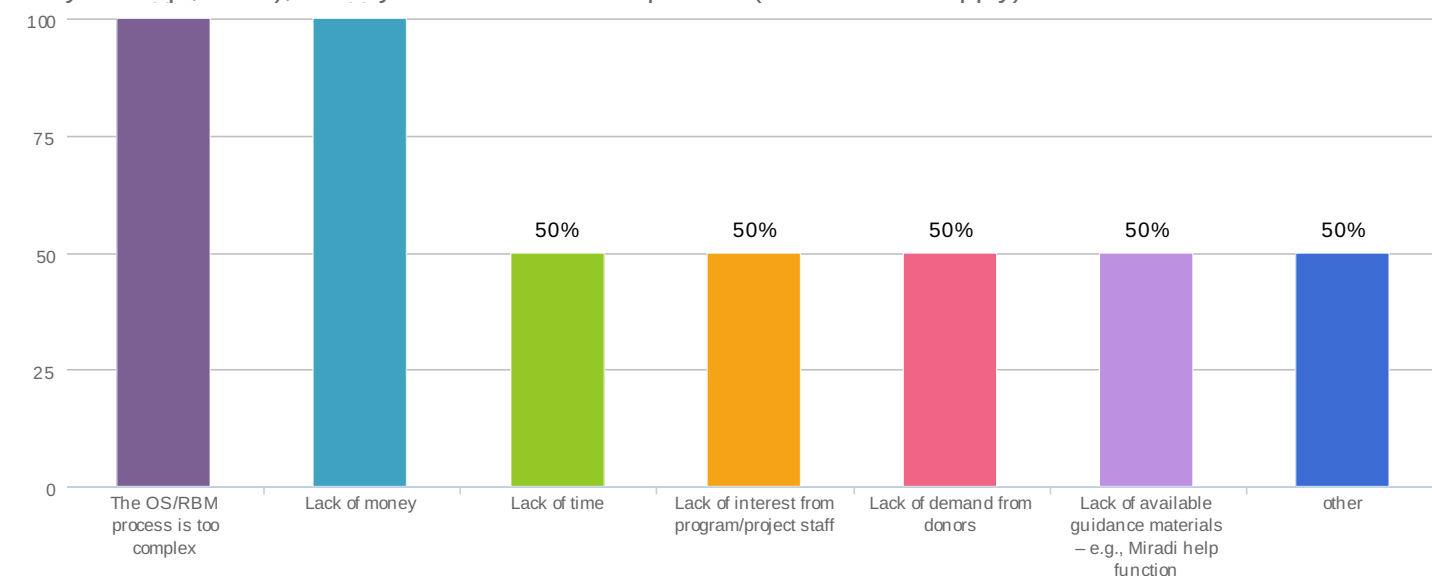|	stage not attempted	not accomplished	partially accomplished	fully accomplished once	fully accomplished more than once	Responses
Conceptualize 1: (scope, vision, & human well-being and/or conservation targets defined)	2 1.1%	0 0.0%	20 10.7%	114 61.0%	51 27.3%	187
Conceptualize 2: (threats identified & prioritized, situation analysis conducted)	1 0.5%	0 0.0%	16 8.6%	117 63.2%	51 27.6%	185
Planning 1: (goals, strategies, objectives developed)	0 0.0%	1 0.5%	21 11.4%	107 58.2%	55 29.9%	184
Planning 2: (monitoring & evaluation plan developed)	14 7.5%	10 5.4%	65 34.9%	63 33.9%	34 18.3%	186
Planning 3: (operation plan developed)	24 13.1%	14 7.7%	50 27.3%	57 31.1%	38 20.8%	183
Implementation 1: (work plan, timeline, & budget developed)	25 13.6%	14 7.6%	55 29.9%	49 26.6%	41 22.3%	184
Implementation 2: (work, operations, & monitoring plans implemented)	27 14.8%	23 12.6%	62 34.1%	38 20.9%	32 17.6%	182
Analyze/adapt 1: (data used to assess changes in target status & effectiveness of actions)	47 25.8%	32 17.6%	47 25.8%	27 14.8%	29 15.9%	182
Analyze/adapt 2: (strategic plan adapted)	48 26.4%	33 18.1%	45 24.7%	30 16.5%	26 14.3%	182
Learning 1: (learning documented)	49 26.9%	35 19.2%	48 26.4%	26 14.3%	24 13.2%	182
Learning 2: (learning shared internally and/or externally)	45 24.6%	30 16.4%	56 30.6%	30 16.4%	22 12.0%	183

21. For your chosen program/project, assess the difficulty of accomplishing each of the following OS/RBM stages.

	stage not attempted	not difficult	moderately difficult	very difficult	Responses
Conceptualize 1: (scope, vision, & human well-being and/or conservation targets defined)	2 1.1%	96 52.2%	79 42.9%	7 3.8%	184
Conceptualize 2: (threats identified & prioritized, situation analysis conducted)	1 0.5%	85 45.9%	90 48.6%	9 4.9%	185
Planning 1: (goals, strategies, objectives developed)	1 0.5%	73 39.5%	101 54.6%	10 5.4%	185
Planning 2: (monitoring & evaluation plan developed)	21 11.5%	56 30.6%	78 42.6%	28 15.3%	183
Planning 3: (operation plan developed)	34 18.6%	76 41.5%	64 35.0%	9 4.9%	183
Implementation 1: (work plan, timeline, & budget developed)	36 20.1%	75 41.9%	54 30.2%	14 7.8%	179
Implementation 2: (work, operations, & monitoring plans implemented)	41 22.8%	43 23.9%	63 35.0%	33 18.3%	180
Analyze/adapt 1: (data used to assess changes in target status & effectiveness of actions)	70 38.7%	23 12.7%	60 33.1%	28 15.5%	181
Analyze/adapt 2: (strategic plan adapted)	70 39.3%	35 19.7%	60 33.7%	13 7.3%	178
Learning 1: (learning documented)	70 39.3%	46 25.8%	51 28.7%	11 6.2%	178
Learning 2: (learning shared internally and/or externally)	67 37.9%	52 29.4%	46 26.0%	12 6.8%	177

22. For your chosen program/project, assess the overall impact of accomplishing each OS/RBM stage on program/project outcomes.

	stage not attempted	no impact	low-moderate impact	high impact	don't know the impact	Responses
Conceptualize 1: (scope, vision, & human well-being and/or conservation targets defined)	3 1.6%	5 2.7%	42 23.0%	115 62.8%	18 9.8%	183
Conceptualize 2: (threats identified & prioritized, situation analysis conducted)	1 0.5%	3 1.6%	38 20.9%	121 66.5%	19 10.4%	182
Planning 1: (goals, strategies, objectives developed)	1 0.5%	5 2.7%	32 17.5%	128 69.9%	17 9.3%	183
Planning 2: (monitoring & evaluation plan developed)	21 11.8%	6 3.4%	56 31.5%	71 39.9%	24 13.5%	178
Planning 3: (operation plan developed)	32 18.2%	5 2.8%	52 29.5%	66 37.5%	21 11.9%	176
Implementation 1: (work plan, timeline, & budget developed)	36 20.3%	9 5.1%	54 30.5%	59 33.3%	19 10.7%	177
Implementation 2: (work, operations, & monitoring plans implemented)	42 23.5%	8 4.5%	52 29.1%	59 33.0%	18 10.1%	179
Analyze/adapt 1: (data used to assess changes in target status & effectiveness of actions)	62 35.0%	10 5.6%	32 18.1%	47 26.6%	26 14.7%	177
Analyze/adapt 2: (strategic plan adapted)	67 38.1%	7 4.0%	37 21.0%	44 25.0%	21 11.9%	176
Learning 1: (learning documented)	63 35.4%	13 7.3%	43 24.2%	32 18.0%	27 15.2%	178
Learning 2: (learning shared internally and/or externally)	60 34.3%	13 7.4%	43 24.6%	35 20.0%	24 13.7%	175

If you have not managed to complete iterative cycles of all major steps (conceptualize, plan, implement, analyze/adapt, learn), identify the barriers to completion. (Select all that apply)


The OS/RBM process is too complex	100.0%		2
Lack of money	100.0%		2
Lack of time	50.0%		1
Lack of interest from program/project staff	50.0%		1
Lack of incentives to change the status quo	0.0%		0
Lack of demand from upper management	0.0%		0
Lack of demand from donors	50.0%		1
Lack of clear best practice standards for OS/RBM	0.0%		0
Lack of available guidance materials – e.g., Miradi help function	50.0%		1
Lack of coaches/trainers who can train practitioners in the use of OS/RBM	0.0%		0
Lack of courses to train practitioners in the use of OS/RBM	0.0%		0
Lack of training materials to help practitioners implement the OS/RBM – e.g., powerpoint, presentations, YouTube, workshop materials	0.0%		0
other	50.0%		1
	Total		2

24. We want to understand how representative the program/project you chose is to other programs/projects. How effective is the program/project you chose compared with other OS/RBM programs/projects with which you are familiar?
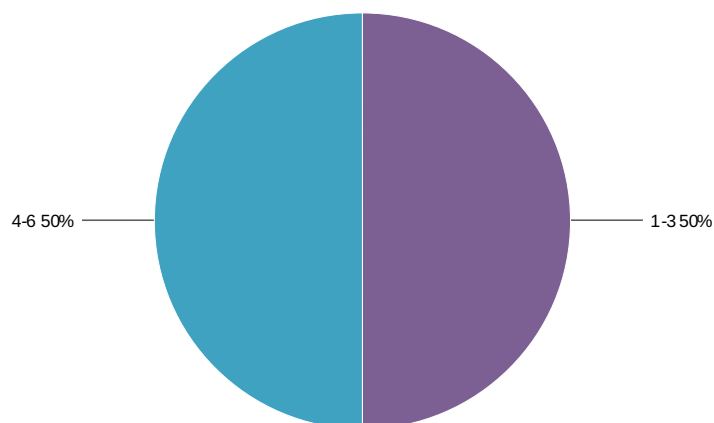
	less effective	about the same	more effective	don't know	Responses
compared to: your overall suite of projects	**16** 9.0%	**56** 31.6%	**83** 46.9%	**22** 12.4%	177
compared to: the programs/projects worked on in your organizational unit (e.g. "Latin America Program")	**15** 8.5%	**52** 29.4%	**62** 35.0%	**48** 27.1%	177
compared to: the programs/projects in your institution	**11** 6.2%	**52** 29.4%	**73** 41.2%	**41** 23.2%	177
compared to: the same project before you applied OS/RBM	**5** 2.8%	**14** 7.9%	**102** 57.6%	**56** 31.6%	177

25. Please identify all agency/NGO collaborators that are participating in your identified project. (Select all that apply)
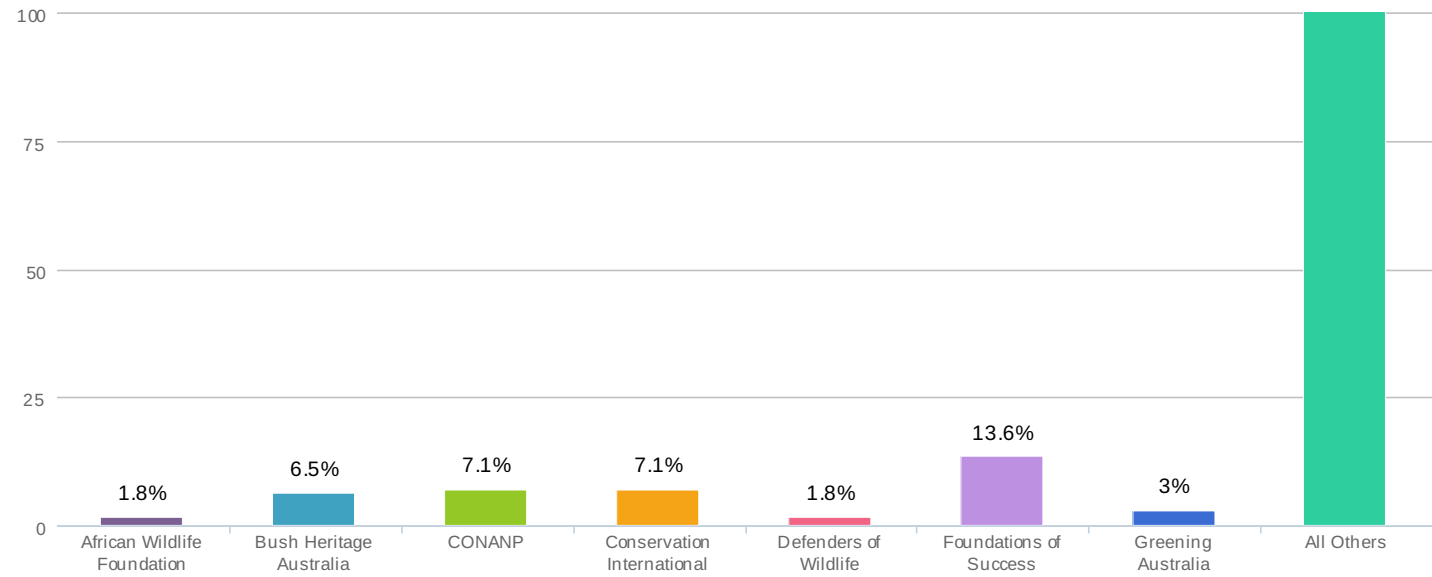
African Wildlife Foundation	1.8%		3
Bush Heritage Australia	6.5%		11
CONANP	7.1%		12
Conservation International	7.1%		12
Defenders of Wildlife	1.8%		3
Foundations of Success	13.6%		23
Greening Australia	3.0%		5
ICMBio	6.5%		11
Rainforest Alliance	2.4%		4
RARE - Rare Center for Tropic Conservation	8.3%		14
The Nature Conservancy	42.6%		72
USFWS	15.4%		26
Wildlife Conservation Network	1.8%		3
Wildlife Conservation Society	8.3%		14
WWF	40.2%		68
other	60.4%		102
		Total	169

Statistics

Sum	21.0
Average	0.1
StdDev	0.5
Max	11.0

On how many program/projects have you worked with a coach to apply OS/RBM?

1-3	50.0%			1
4-6	50.0%			1
7-9	0.0%			0
10 or more	0.0%			0
		Total		2

Statistics	
Sum	5.0
Average	2.5
StdDev	1.5
Max	4.0

26. How often have you worked with a coach to apply OS/RBM?

	0	1-3	4-6	7-9	10 or more	Responses
# of programs/projects	16 12.1%	83 62.9%	18 13.6%	5 3.8%	10 7.6%	132
# of workshops	12 9.4%	60 46.9%	32 25.0%	4 3.1%	20 15.6%	128

27. On average, how would you rate the quality of the coaching you received in terms of improving your ability to deploy OS/RBM?

	very poor	poor	adequate	above average	excellent	no opinion	Responses
Knowledge of core OS/RBM practices	1 0.7%	2 1.5%	14 10.4%	31 23.1%	83 61.9%	3 2.2%	134
Confidence in ability to teach OS/RBM practices	1 0.7%	3 2.2%	18 13.4%	33 24.6%	76 56.7%	3 2.2%	134
Availability for appropriate program/project support	1 0.7%	11 8.2%	22 16.4%	43 32.1%	49 36.6%	8 6.0%	134
Well networked to other coaches	2 1.5%	10 7.5%	25 18.7%	21 15.7%	58 43.3%	18 13.4%	134

28. Based on your experience, rank how receiving OS/RBM coaching/training has contributed to your capacity to:
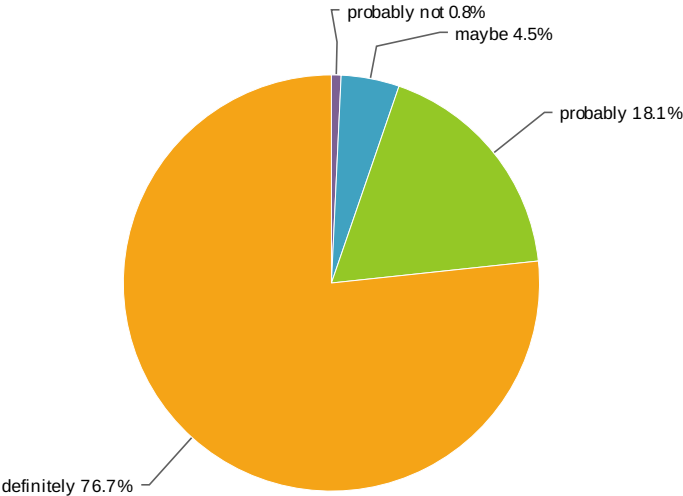
	Does not contribute		Limited contribution		Average contribution		Above average contribution		Significant contribution		Don't know		Total	
Build a common program/project scope & vision	2	1.5%	3	2.3%	17	12.8%	39	29.3%	72	54.1%	0	0.0%	133	100%
Identify conservation targets & objectives	1	0.8%	0	0.0%	8	6.1%	42	32.1%	80	61.1%	0	0.0%	131	100%
Develop & document clear theories of change for the program/project	0	0.0%	8	6.0%	13	9.8%	36	27.1%	76	57.1%	0	0.0%	133	100%
Develop monitoring plans	3	2.3%	13	9.9%	24	18.3%	46	35.1%	39	29.8%	6	4.6%	131	100%
Share lessons across projects	7	5.3%	16	12.1%	30	22.7%	32	24.2%	35	26.5%	12	9.1%	132	100%
Share lessons across institutions	11	8.4%	21	16.0%	30	22.9%	32	24.4%	25	19.1%	12	9.2%	131	100%
Adapt actions based on learning	11	8.5%	15	11.6%	33	25.6%	33	25.6%	27	20.9%	10	7.8%	129	100%
Undertake more effective budget allocation	17	13.0%	23	17.6%	31	23.7%	21	16.0%	17	13.0%	22	16.8%	131	100%
Engage with funders/fund-raising to accomplish strategic objectives	16	12.2%	29	22.1%	16	12.2%	29	22.1%	20	15.3%	21	16.0%	131	100%
Increase collaboration with stakeholders	7	5.4%	17	13.1%	21	16.2%	33	25.4%	43	33.1%	9	6.9%	130	100%
evaluate effectiveness	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100.0%	0	0.0%	1	100%
identify and rank threats	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	100%

29. Does your organization value the coaching you received?

no	3.0%		4
minimally	0.8%		1
neither values nor does not value	7.5%		10
moderately	41.4%		55
highly	41.4%		55
don't know	6.0%		8
		Total	133

Statistics

Sum	531.0
Average	4.0
StdDev	1.3
Max	5.0

30. Would you recommend to your peers a coach for help in using OS/RBM? Why or why not?

definitely not	0.0%			0
probably not	0.8%			1
maybe	4.5%			6
probably	18.1%			24
definitely	76.7%			102
		Total		133

Statistics

Sum	626.0
Average	4.7
StdDev	0.6
Max	5.0

31. Have you sought, or are you planning to seek training to become an OS/RBM coach?

no 14.1%

I may become a coach 17%

I am a coach 54.1%

I place high priority on becoming a coach 9.6%
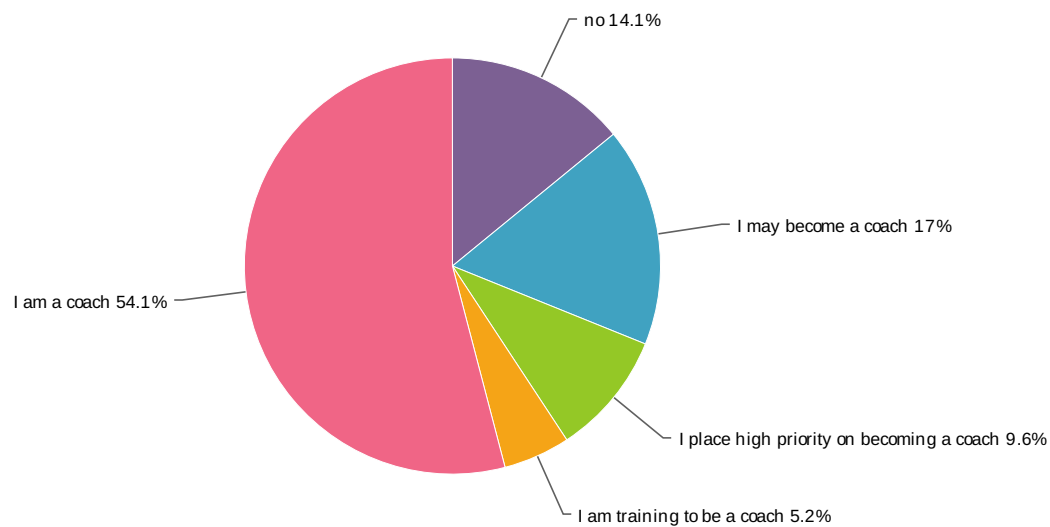
I am training to be a coach 5.2%

no	14.1%		19
I may become a coach	17.0%		23
I place high priority on becoming a coach	9.6%		13
I am training to be a coach	5.2%		7
I am a coach	54.1%		73
		Total	135

Statistics

Sum	497.0
Average	3.7
StdDev	1.6
Max	5.0

32. Identify the project's location. If the program/project spansmultiple locations, you may select more than one. (required)
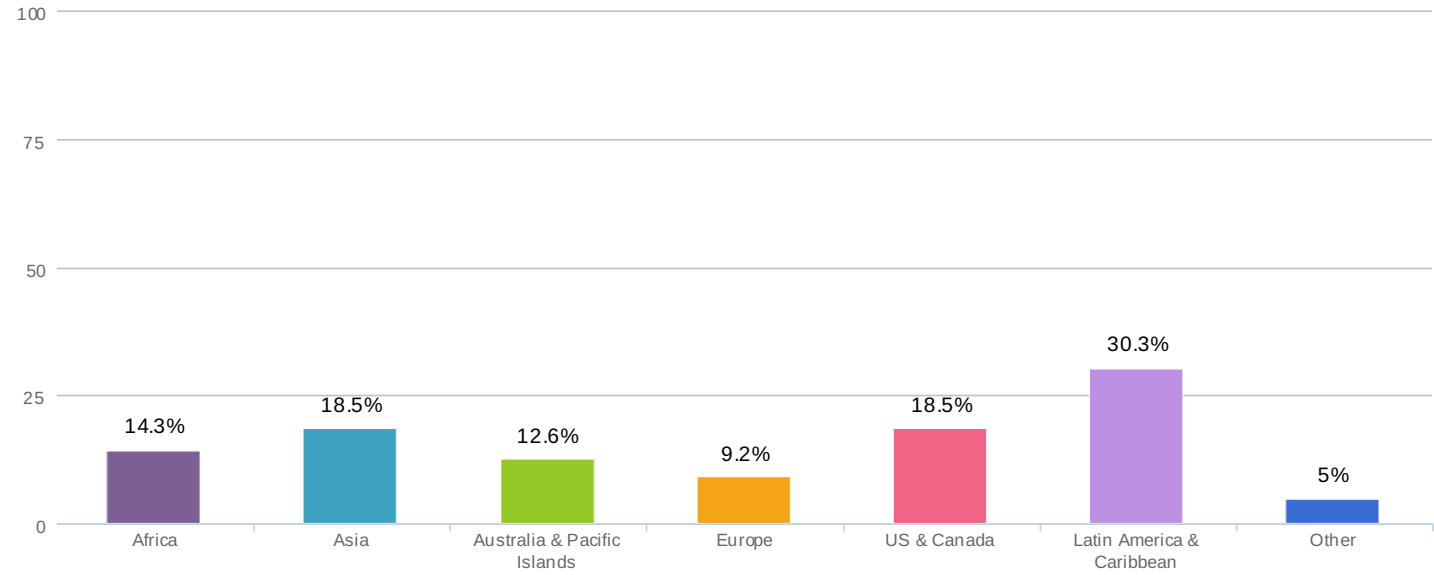
Africa	14.3%		17
Asia	18.5%		22
Australia & Pacific Islands	12.6%		15
Europe	9.2%		11
US & Canada	18.5%		22
Latin America & Caribbean	30.3%		36
Other	5.0%		6
	Total		119

33. For what organization does your coach work? (required)
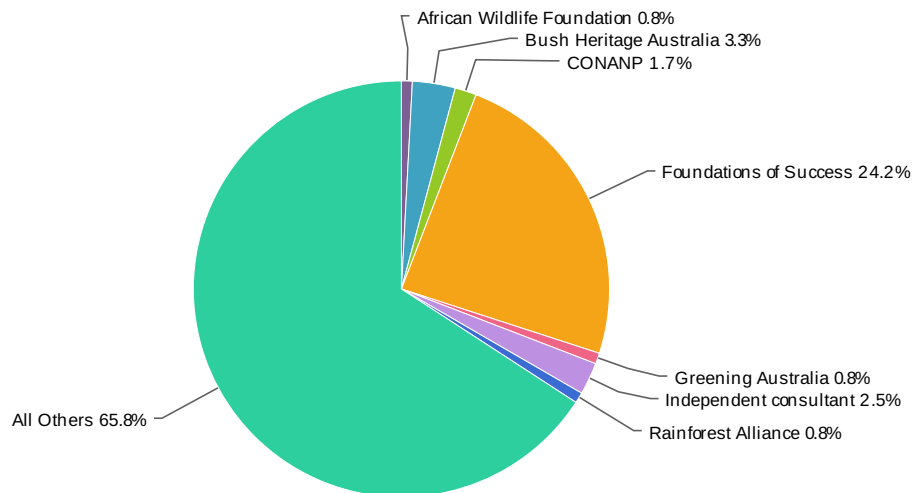
African Wildlife Foundation	0.8%		1
Bush Heritage Australia	3.3%		4
CONANP	1.7%		2
Conservation International	0.0%		0
Defenders of Wildlife	0.0%		0
Foundations of Success	24.2%		29
Greening Australia	0.8%		1
ICMBio	0.0%		0
Independent consultant	2.5%		3
Rainforest Alliance	0.8%		1
RARE - Rare Center for Tropic Conservation	1.7%		2
The Nature Conservancy	25.8%		31
USFWS	0.0%		0
Wildlife Conservation Network	1.7%		2
Wildlife Conservation Society	3.3%		4
WWF - International	2.5%		3
WWF - UK	0.8%		1
WWF - US	3.3%		4
Don't know	3.3%		4
Other	23.3%		28

34. Is your coach part of the Conservation Coaches Network (CCNet)? Please give the name of your coach in the comment box.

Not sure 27.8%
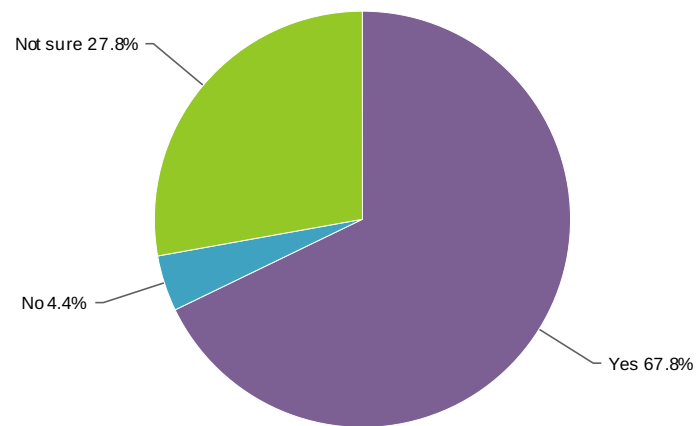
No 4.4%

Yes 67.8%

Yes	67.8%		78
No	4.4%		5
Not sure	27.8%		32
		Total	115

35. How often did you consult your coach on issues concerning this program/project?

other 9.8%

Infrequently (<3 times) 17.9%

Consistently (weekly to monthly for a year or
more) 28.6%

Intensely for a brief period (e.g. a month or
two), but rarely after that 43.8%
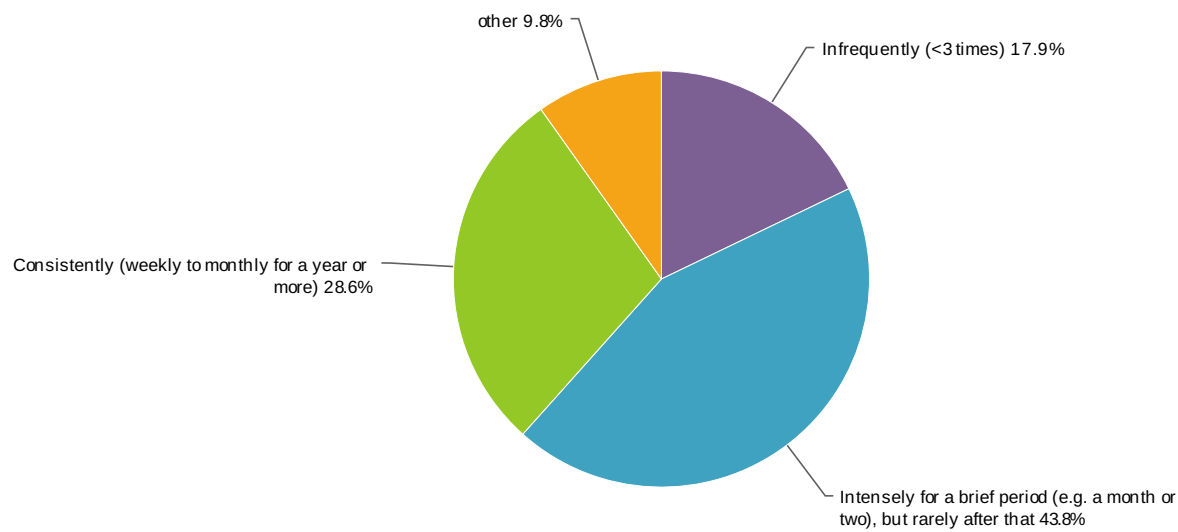
Infrequently (<3 times)	17.9%		20
Intensely for a brief period (e.g. a month or two), but rarely after that	43.8%		49
Consistently (weekly to monthly for a year or more)	28.6%		32
other	9.8%		11
		Total	112

36. For your program/project, specify the OS/RBM steps listed below for which the coaching you received produced the greatest change in effectiveness.

	I did not receive significant coaching for this stage	coaching did not alter effectiveness	coaching somewhat altered effectiveness	coaching moderately altered effectiveness	coaching greatly altered effectiveness	Responses
Conceptualize 1: (scope, vision, & human well-being and/or conservation targets defined)	6 5.5%	4 3.6%	9 8.2%	32 29.1%	59 53.6%	110
Conceptualize 2: (threats identified & prioritized, situation analysis conducted)	1 0.9%	3 2.8%	8 7.3%	35 32.1%	62 56.9%	109
Planning 1: (goals, strategies, objectives developed)	3 2.8%	1 0.9%	9 8.4%	37 34.6%	57 53.3%	107
Planning 2: (monitoring & evaluation plan developed)	19 17.4%	3 2.8%	22 20.2%	34 31.2%	31 28.4%	109
Planning 3: (operation plan developed)	30 28.6%	8 7.6%	17 16.2%	30 28.6%	20 19.0%	105
Implementation 1: (work plan, timeline, & budget developed)	37 35.2%	11 10.5%	22 21.0%	26 24.8%	9 8.6%	105
Implementation 2: (work, operations, & monitoring plans implemented)	42 41.2%	10 9.8%	19 18.6%	23 22.5%	8 7.8%	102
Analyze/adapt 1: (data used to assess changes in target status & effectiveness of actions)	50 48.5%	13 12.6%	15 14.6%	16 15.5%	9 8.7%	103
Analyze/adapt 2: (strategic plan adapted)	49 47.1%	9 8.7%	15 14.4%	19 18.3%	12 11.5%	104
Learning 1: (learning documented)	43 41.7%	10 9.7%	20 19.4%	23 22.3%	7 6.8%	103
Learning 2: (learning shared internally and/or externally)	41 41.0%	12 12.0%	16 16.0%	21 21.0%	10 10.0%	100

37. Did having a coach on this program/project contribute to the use of OS/RBM by others in your organization?
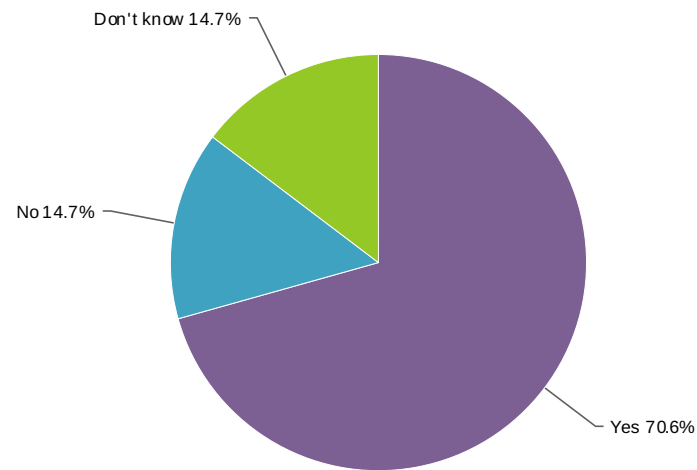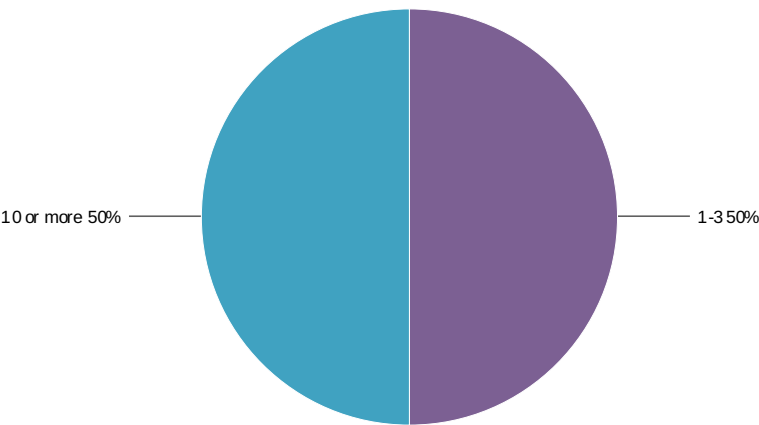

Yes	70.6%		77
No	14.7%		16
Don't know	14.7%		16
		Total	109

38. Did your coach provide support for you on issues other than the implementation of OS/RBM?

Don't know 8.2%

Yes, please specify. 40.9%
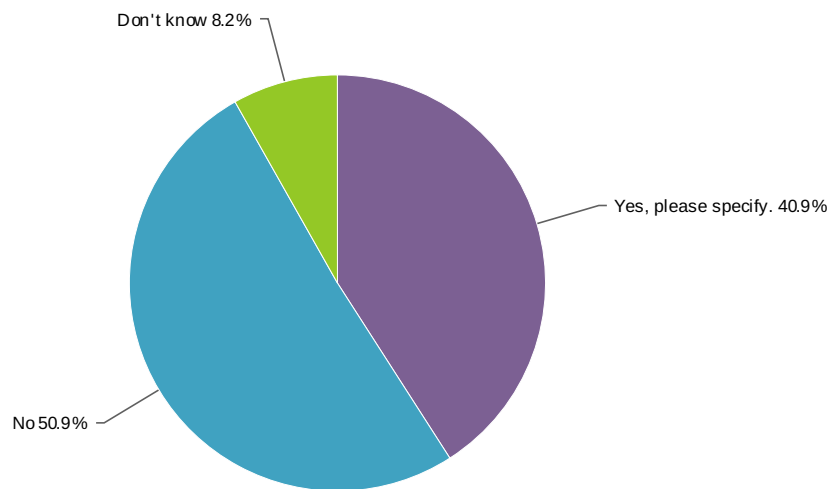
No 50.9%

Yes, please specify.	40.9%		45
No	50.9%		56
Don't know	8.2%		9
		Total	110

For how many program/projects have you provided OS/RBM coaching?

10 or more 50%				1-3 50%

					Statistics	
1-3	50.0%			1	Sum	11.0
4-6	0.0%			0	Average	5.5
7-9	0.0%			0	StdDev	4.5
10 or more	50.0%			1	Max	10.0
		Total		2		

39. How often have you provided OS/RBM coaching?

	0	1-3	4-6	7-9	10 or more	Responses
# of programs/projects	4 5.7%	27 38.6%	13 18.6%	6 8.6%	20 28.6%	70
# of workshops	2 3.2%	25 40.3%	10 16.1%	6 9.7%	19 30.6%	62

40. What is your current coaching status within CCNet?
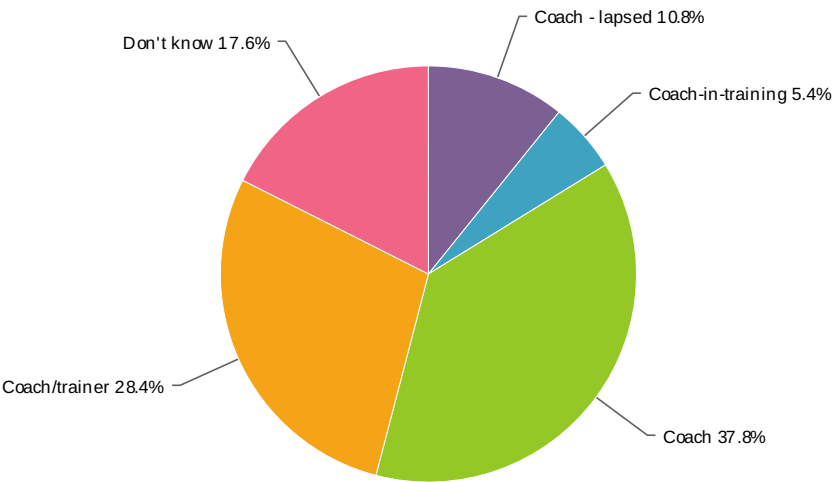
Coach - lapsed	10.8%		8
Coach-in-training	5.4%		4
Coach	37.8%		28
Coach/trainer	28.4%		21
Don't know	17.6%		13
		Total	74

41. How do your 'coach-ees' (those you coach) view you? (select all that apply)
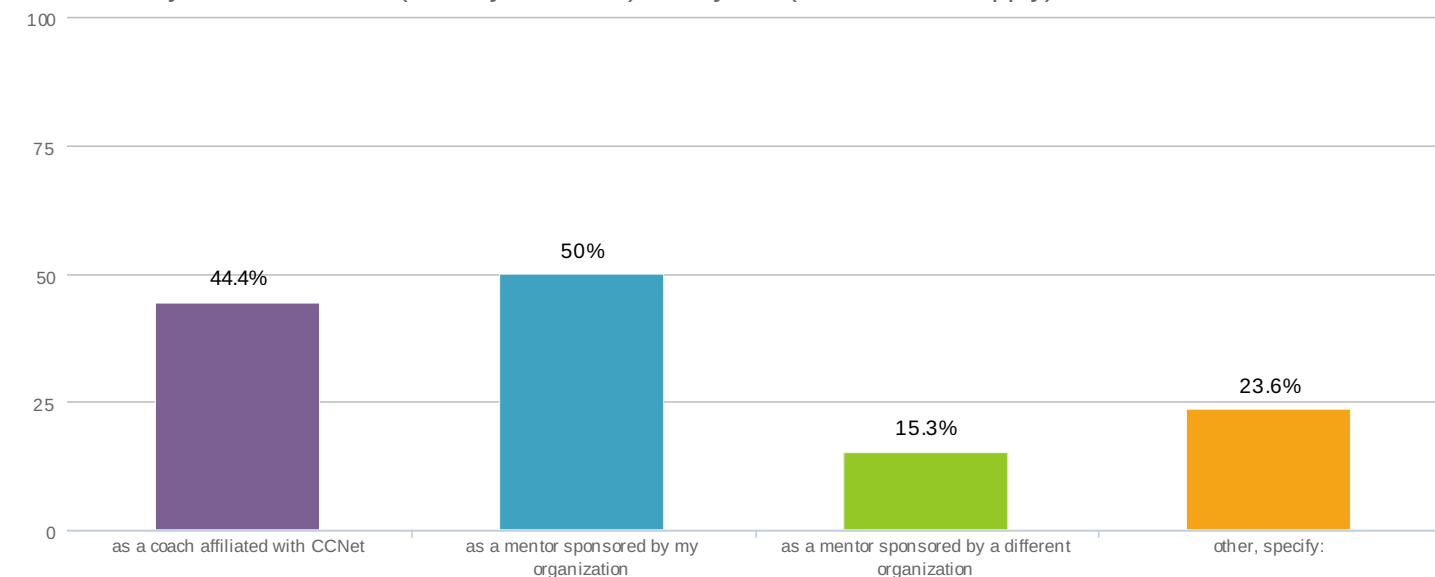
as a coach affiliated with CCNet	44.4%		32
as a mentor sponsored by my organization	50.0%		36
as a mentor sponsored by a different organization	15.3%		11
other, specify:	23.6%		17
		Total	72

42. Which tools and guidance materials have you used to guide your use of OS/RBM in programs/projects?

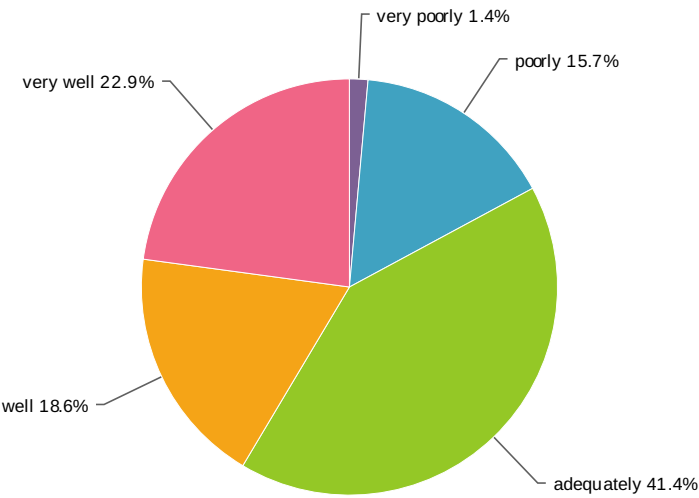|	not useful	somewhat useful	useful	very useful	don't use it	Responses
CCNet tools	1 1.4%	7 10.1%	16 23.2%	42 60.9%	3 4.3%	69
Rallies	2 2.9%	7 10.3%	14 20.6%	32 47.1%	13 19.1%	68
User Forum (website)	2 3.0%	15 22.4%	19 28.4%	6 9.0%	25 37.3%	67
Coach resources (web)	1 1.5%	7 10.8%	18 27.7%	27 41.5%	12 18.5%	65
Project database	0 0.0%	14 21.5%	20 30.8%	11 16.9%	20 30.8%	65
CCNet newsletter	0 0.0%	17 25.4%	24 35.8%	15 22.4%	11 16.4%	67
Coaches marketplace	2 3.1%	9 13.8%	8 12.3%	8 12.3%	38 58.5%	65
Personal interactions with coach	0 0.0%	2 2.9%	10 14.7%	50 73.5%	6 8.8%	68

43. How often do you contribute to the following:

	never	1-3 times/year	4-6 times/year	7-10 times/year	>10 times/year	Responses
CCNet listserve ('The User Forum')	**45** 64.3%	**18** 25.7%	**2** 2.9%	**3** 4.3%	**2** 2.9%	70
CCNet newsletter	**37** 51.4%	**30** 41.7%	**3** 4.2%	**2** 2.8%	**0** 0.0%	72

44. How does your organization value the time you spend providing coaching on the OS/RBM? (e.g., does your supervisor rate this work as being valuable when you are evaluated)
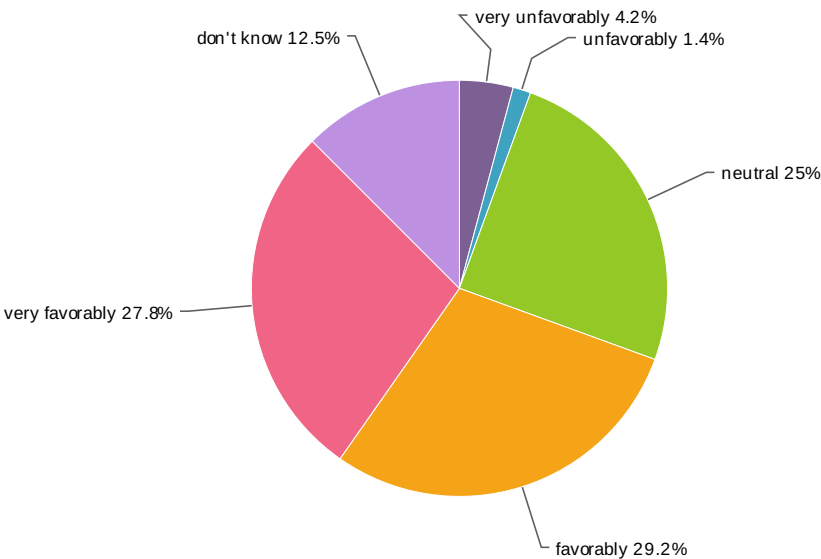
					Statistics	
very unfavorably	4.2%		3		Sum	243.0
unfavorably	1.4%		1		Average	3.4
neutral	25.0%		18		StdDev	1.6
favorably	29.2%		21		Max	5.0
very favorably	27.8%		20			
don't know	12.5%		9			
	Total		72			

45. How well supported are you by CCNet in your role as an OS/RBM coach?

very poorly	1.4%		1
poorly	15.7%		11
adequately	41.4%		29
well	18.6%		13
very well	22.9%		16
		Total	70

Statistics

Sum	242.0
Average	3.5
StdDev	1.1
Max	5.0

46. Thinking of all the programs/projects for which you provided coaching, for how many has your coaching improved the conservation outcomes specified by the program/project?

hardly ever	0.0%		0
occasionally	0.0%		0
sometimes	16.9%		12
frequently	29.6%		21
almost always	25.4%		18
don't know	28.2%		20
		Total	71

Statistics

Sum	350.0
Average	4.9
StdDev	1.4
Max	7.0

47. Thinking of the program/projects you have coached, how much of your coaching has been at each of the below listed program/project stages?.

	none	some	most	Responses
Conceptualize 1: (scope, vision, & human well-being and/or conservation targets defined)	1 1.4%	15 21.4%	54 77.1%	70
Conceptualize 2: (threats identified & prioritized, situation analysis conducted)	1 1.4%	14 20.3%	54 78.3%	69
Planning 1: (goals, strategies, objectives developed)	0 0.0%	10 14.5%	59 85.5%	69
Planning 2: (monitoring & evaluation plan developed)	7 10.0%	35 50.0%	28 40.0%	70
Planning 3: (operation plan developed)	16 23.2%	36 52.2%	17 24.6%	69
Implementation 1: (work plan, timeline, & budget developed)	25 36.2%	33 47.8%	11 15.9%	69
Implementation 2: (work, operations, & monitoring plans implemented)	28 40.6%	34 49.3%	7 10.1%	69
Analyze/adapt 1: (data used to assess changes in target status & effectiveness of actions)	31 44.9%	32 46.4%	6 8.7%	69
Analyze/adapt 2: (strategic plan adapted)	28 40.6%	32 46.4%	9 13.0%	69
Learning 1: (learning documented)	27 39.7%	38 55.9%	3 4.4%	68
Learning 2: (learning shared internally and/or externally)	27 39.7%	37 54.4%	4 5.9%	68

48. Within the organization where you work, how do you rate the quantity and quality of OS/RBM coaching?

	not sufficient	sufficient	don't know	Responses
Quantity of coaching (% of programs/projects with active coaches)	39 54.9%	20 28.2%	12 16.9%	71
Quality of coaching	20 28.6%	35 50.0%	15 21.4%	70

49. Why do you value being a coach? (Choose as many as you want from the below list.)
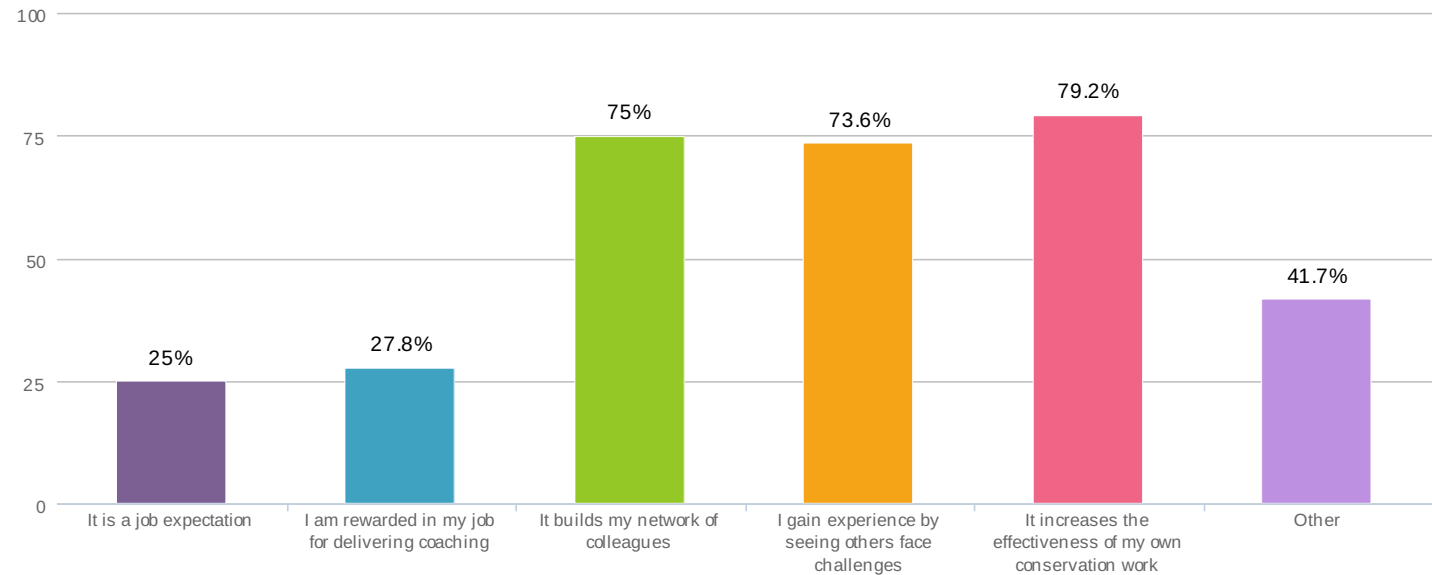
It is a job expectation	25.0%		18
I am rewarded in my job for delivering coaching	27.8%		20
It builds my network of colleagues	75.0%		54
I gain experience by seeing others face challenges	73.6%		53
It increases the effectiveness of my own conservation work	79.2%		57
Other	41.7%		30
		Total	72

51. Do you provide coaching on conservation program/project management topics beyond OS/RBM?(e.g., personnel management, time management, technical expertise)
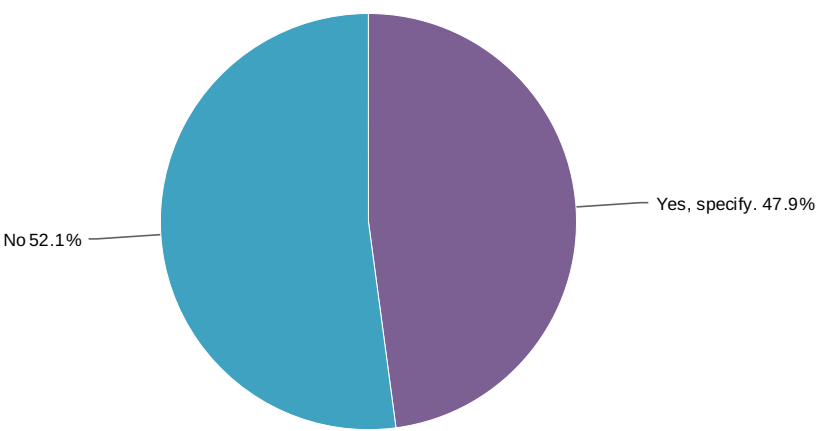
Yes, specify.	47.9%		34
No	52.1%		37
		Total	71

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Appendix 8. Interviewees responses to why full-cycle use of OS was not achieved

Do projects go "full cycle"? Why?

· Coaches focus on particular parts of the cycle and not the full set of steps
· Funding cycles are shorter than project cycles
· Evaluation pushes projects towards doing new things
· Some personality types prefer some steps
· Most projects get to implementation and then stop
· Changes in organizational mission make it difficult
· Most projects don't go full cycle
· Without strong institutional buy-in it is hard to go full cycle
· Coaching isn't supporting the full cycle
· We always go full cycle though not necessarily in order
· We've struggled to go full cycle
· Donors have short memories and care about stories, not results
· Continually changing priorities means hard to complete cycle
· You need to have an institution that has a use for evidence
· We rarely go full cycle
· Projects are understaffed and underfunded
· People are looking for the next big thing so drop what they're doing
· Spend a lot of time in planning and doing but not last steps
· We pick and choose what steps are needed for each project
· We stop where it is useful to us
· Adaptive management happens in lots of different unstructured ways
· Projects stop after coming up with strategy and then implement
· Some collect monitoring data but just as an informal check
· Very full projects go full cycle
· Doesn't happen because donor aren't asking for it
· Some donors demand monitoring but not connected to OS
· One project with six donors has six different monitoring frameworks
· None of our projects go full cycle
· People use the steps they like
· Rare to go full cycle
· Best guidance is for Steps 1 and 2 and other steps little supported
· Miradi can be overwhelmingly complex and scares people off
· People think Miradi is OS and don't want to learn Miradi
· Rare to go full cycle
· Practitioners pick the steps they find useful
· Full cycle only for those with time and training
· Projects go most of the way around but miss final step
· Donors don't want data but stories

- All individuals go all the way around but not always formally
- Happens rarely in an objective, comprehensive way
- We aren't responsible for outcomes but for planning and raising money
- We aren't held accountable so don't do all steps

Appendix 9. Interviewees responses to whether increased use of OS increases conservation effectiveness

To what extent has increased use of RBM led to improved conservation effectiveness?
- Led to development of better strategies
- Led to learning and improvement of projects
- Caused people to have to think critically about strategies and interventions
- 50% more effecitve
- Limited data to prove this
- There are more challenging plans
- Application at broader scales and evidence they have worked (e.g. Amazon)
- More programs have monitoring information
- This change takes a while but we are "on the cusp of major change"
- Still hard to know
- An increase in case studies
- Absolutely convinced but no systematic evidence
- Helping organizations make more informed decisions about spending
- Cannot yet demonstrate results
- 30-40% because of focusing on the right things
- Getting people to focus more on achieving desired outcomes
- Business plans based on OS are primarily responsible for success of projects
- Change in choice of targets has led to better plans and projects
- No good examples
- A lot of anecdotal evidence
- Previously he had no way of evaluating what people were doing
- Gut response is "yes" but has only limited evidence
- OS hasn't been adopted in enough places to make a difference
- No data to answer the question
- Not a lot of evidence out there yet
- After only 10 years you wouldn't expect a lot of change
- a breadcrumb trail of evidence
- very, very few examples
- Use TOCs to get teams to assess what they're doing
- In conservation trends are so negative it is hard to pick out positive responses
- Not a lot of proof
- Better use of limited resources
- Helps getting clarity in working with partners
- There are no data and sceptical about how you'd prove this
- No question use of OS has led to increased effectiveness based on experience
- Makes smarter design and staffing
- Helped by getting managers to ask if their interventions are working

- Works by focusing resources on what really matters
- It is absurd that we don't know the answer to this
- Yes, knowing your assumptions is critical
- Very inconsistent - based on champions
- Good conservation can be done without OS but OS increases chances

Appendix 10. Interviewees answers to whether adoption of RBM/OS has led to more effective conservation

To what extent has increased use of RBM led to improved conservation effectiveness?

· Led to development of better strategies
· Led to learning and improvement of projects
· Caused people to have to think critically about strategies and interventions
· 50% more effective
· Limited data to prove this
· There are more challenging plans
· Application at broader scales and evidence they have worked (e.g. Amazon)
· More programs have monitoring information
· This change takes a while but we are "on the cusp of major change"
· Still hard to know
· An increase in case studies
· Absolutely convinced but no systematic evidence
· Helping organizations make more informed decisions about spending
· Cannot yet demonstrate results
· 30-40% because of focusing on the right things
· Getting people to focus more on achieving desired outcomes
· Business plans based on OS are primarily responsible for success of projects
· Change in choice of targets has led to better plans and projects
· No good examples
· A lot of anecdotal evidence
· Previously he had no way of evaluating what people were doing
· Gut response is "yes" but has only limited evidence
· OS hasn't been adopted in enough places to make a difference
· No data to answer the question
· Not a lot of evidence out there yet
· After only 10 years you wouldn't expect a lot of change
· a breadcrumb trail of evidence
· very, very few examples
· Use TOCs to get teams to assess what they're doing
· In conservation trends are so negative it is hard to pick out positive responses
· Not a lot of proof
· Better use of limited resources
· Helps getting clarity in working with partners
· There are no data and sceptical about how you'd prove this
· No question use of OS has led to increased effectiveness based on experience
· Makes smarter design and staffing
· Helped by getting managers to ask if their interventions are working
· Works by focusing resources on what really matters

- It is absurd that we don't know the answer to this
- Yes, knowing your assumptions is critical
- Very inconsistent - based on champions
- Good conservation can be done without OS but OS increases chances

Appendix 11. Interviewees (a) and Wise People (b) lists of major barriers to adoption of the OS

a) What are major barriers to adoption of OS?
- Measures are too complicated and costly
- Money isn't the barrier most think it is
- Inefficient decision making and accoutablity across programs, especially at Executive level
- Time; settling on the right measures of success; inertia of existing projects
- Competition from perceived other systems
- The "stick" isn't strong enough
- Lack of support from senior leadership
- No demand for accountabilty from funders
- Rise in use of "dashboards" as competitors for use of OS
- Viewed as too complicated, takes forever and expensive
- It isn't coached so as to make it accessible
- People think you have to follow all the steps and use Miradi
- Didn't know OS existed
- Took time to train team
- Thinking they are already doing something equivalent
- Funders don't encourage it
- Implementers don't see the advantages
- Lack of institutional support
- Lack of consistency across the organization
- Lack of institutional support at top and bottom
- Lack of support from board
- Lack of trained staff
- Senior staff focus on crises
- Partners are hesitant to use OS
- Get hung up on Miradi
- Figuring out how to use information to make good decisions
- Not useful at larger scales
- Lack of senior management buy-in
- Lack of thought-leaders

b) Factors Inhibiting Adoption of OS
- Disinclination to admit failure
- Don't see the benefits of good measurement
- No incentives for its adoption
- Desire to maintain institutional brand
- Problems get more attention than opportunities

- OS is like "medicine" and you are told to "take it" and all will be better
- Senior management doesn't have the patience to wait for results
- So difficult to get projects started that no time for M&E
- The process is viewed as taking away from conservation action
- Not suitable for all organizations - less suitable for larger organizations
- Heterogeneity in an organization may make OS suitable for only some parts
- Adoption by whole organization limited by disagreement between some parts
- Senior leadership doesn't care about details of program work
- The business side of organizations don't see its utility
- Turn-over in senior leadership can reverse gains
- Language used to describe OS
- OS can't be used by multiple organizations wanting to collaborate on a project
- Very large projects with lots of interest and funding aren't amenable to application of OS
- People say "we are already successful because we get funding" so don't need OS
- Getting the support of senior leaders
- "Data are not something that drives innovation or change in conservation"
- Lack of resources
- Showing the benefits of going full cycle
- Not using OS on all projects
- Foundations have been a real disappointment in not supporting OS
- People need to be rewarded for using OS - and that requires embracing failure
- Autonomy of field programs means they can decide what they want to do
- The culture makes it feel like a clique - difficult to gain entry
- Mistake to focus on a tool (OS) when what you need is a set of core principles
- Demonstration to leadership that OS is important and effective

Appendix 12. Interviewees responses to evidence of cross-project learning

Have you seen evidence of cross-project learning?
· Yes, between State agencies
· Yes
· Helps build teams to work on similar projects
· Happening more and more, but without OS
· Yes, language of OS helps
· Helps build institutional coherence
· Helps with corporate collaborators
· Yes, but only anecdotal evidence
· Yes, work with multiple donors developing common str
· Yes, being part of CMP allows sharing between groups
· Across country programs in our organization
· Growing interest but not yet
· Helped by common language
· Yes; evidenced by adoption of OS by partner organizati
· Absolutely, but depends on similar scales between two
· Definitely, within organizations
· Yes, but not clear that "learning" group can use the lea
· Yes, but it is a complicated, rigorous and demanding pr
· In practice this doesn't often happen though a few exai
· There are barriers in getting organizations to work toge
· Donors aren't learning from each other
· Shows potential but not successful at scale
· There are not systems in place to transmit and receive

Appendix 13. Interviewees reasons for lack of support from senior management

Goal 4: Organizational uptake of RBM
- Mid-level but not top-level support
- Not enough guidance for uptake of OS above project level
- We started from scratch and got top-level support
- Little interest in senior management
- CMP doesn't supply tools to make the case
- We're slowly getting there
- It was our CEO who brought OS to us
- Support from Board allowed us to adopt OS
- This has been going terribly
- CMP doesn't have the senior people to talk to their peers
- CMP hasn't developed a strong enough case
- There are few carrots and fewer sticks so little change
- Driven by senior leadership
- Too much variation within organizations to make this practical
- No one in our senior leadership has heard of CMP
- CMP has really struggled at this
- Many believe this is the most important factor
- Mismatch between the importance of this goal and CMP's attention to it

Appendix 14. CMP Board self-assessment (October, 2014)

GOAL 1. IMPROVE PROJECTS & PROGRAMS	Rating of importance in Plan	Rating of Achievement	
Obj 1-1. Open Standards = RBM Best Practices			
Initiative 1A. Update/Expand Open Standards	Very High	5	Produced and 'announced' Version 3.0 and working to develop shared guidance with CCNet. New website makes OS stand out more prominently
Obj 1-2.1 CMP Organizations Formally Adopt RBM / Open Standards			
Initiative 1B. Support Pilot Tests of Open Standards in CMP Organizations	Low	2	This was explicitly something CMP member orgs were to do themselves or reach out to bilateral partners such as NFWF piloting sustainability assessments with WWF exchanging information. A new initiative from the 2014 technical meeting might push this to a higher priority
Obj 1-2.2 Other "Key" Organizations Try & Formally Adopt Open Standards			
Initiative 1C. Adapt Open Standards for Specific Types of Projects/Organizations	High	4	Individuals and orgs from CMP Have been actively involved in adaptation of the OS for organizations such as USAID, IFAW, Disney, Puget Sound Partnership
Obj 1-3. Guidance/Tools & Examples of "Good" RBM			
Initiative 1D. Curate and Develop Guidance/Tools	Very High	3.0	Have had some negotiation with the team that took longer than expected though it should run quickly now that all are on board and website set up. Materials in each step of the OS are being evaluated using common criteria by the CMP/CCNET partnership and have been applied to steps 1 and 2. Bilateral case study sharing goes on, and needs to be brought more fully into the network of CMP
Initiative 1E. Share Good Examples	Very High		
Obj 1-4. Organizations Have "Good" RBM Coaches			
Obj 1-5a. Practitioners Have Knowledge & Skills to Practice "Good" RBM			
Obj 1-5b. Development Staff Have Knowledge and Skills to Facilitate "Good" RBM			
Obj 1-6. New Practitioners Have Knowledge & Skills to Practice "Good" RBM			
Obj 1-7. Projects Practice "Good" RBM			
GOAL 2. ENABLE CROSS PROJECT LEARNING			
Obj 2-1. Data Frameworks for Cross-Project Learning			
Initiative 2A. Common Data Frameworks	Very High	4	A lot of progress on the taxonomies of threats and actions with a little progress on the CEDEx standards. The work on CAML also has made some good progress.
Obj 2-2. Joint / Compatible IT Systems and Tools to Collect and Share Information			
Initiative 2B. Miradi Software	Very High	4.5	Miradi continues to be improved, the CMP Board has taken on more ownership" and the technical team working with Sitka asks for and responds

			to improvements from users as possible with budget.
o Initiative 2C. Conservation Project Data Cloud	High	4	FOS has made progress here and Version 1.0 of Miradi Share is being used by some CMP orgs, but buy in is somewhat limited.
Obj 2-3. Modalities for Information Exchange and Analysis Identified and Developed			
Initiative 2D. Joint Research on Promoting Cross-Project Learning	Low	2.5	No joint research but definitely share learning for example on strategy selection, exit and sustainability, common indicator development.
Obj 2-4. Coordinated Learning Agenda / Agreement on Key Topics			
Initiative 2E. Develop Framework for Cross Project Learning	Low	0	This was listed as a low priority and we have not moved forward with this, may need to reconsider in light of recent CMP technical meeting.
Initiative 2F. Set the Agenda for Cross-Project Learning	Low	1	
Obj 2-5. Relevant Practitioner Experience is Captured and Shared			
Obj 2-6. Appropriate Systematic Learning on "Key" Topics is Generated			
Obj 2-7. Learning is Accessed / Received			
Obj 2-8. Application of Learning			
GOAL 3. STREAMLINING & ENHANCED COLLABORATION			
GOAL 4. ORGANIZATIONAL UPTAKE OF RBM			
Obj 4-1. Engage Key Leaders in Advancing RBM Within Their Organizations			
Initiative 4A. Engage with Leaders	Very High		
Initiative 4B. Work with Champions	High	2	Within individual CMP member organisations and community members have reached some leaders, e.g. TNC, WWF, WCS, Greening Australia, FOS, IFAW, though have not yet cracked the 'institutionalization' issue. Will have more active follow up post CMP technical meeting as there is a specific initiative to tackle this issue. It may be based on the new initiative we need to rethink this objective. The new initiative (to be further defined) will specifically address "institutionalization", but with a mandate to focus on how organizations integrate OS principles into all levels of management, decision-making, fundraising, IS, etc.. Special focus is "above project" levels. The operating assumption is that an organization has already adopted OS at project levels.
Objective 4-2. Monitor Uptake of the Open Standards			
Initiative 4C. RBM Survey	Very High	4	The independent review which is ongoing partially repeated the RBM survey
Initiative 4D. Independent Review of OS	High	4	The independent evaluation has been undertaken though we still have not gotten as far as we would like on the impact question.
GOAL 5. EFFICIENT & EFFECTIVE CMP OPERATIONS			
(See Business Plan)	Very High	4	The Board is active, and holds regular business meetings. May need to do more re budget, new members and fundraising. Acts and reacts by reaching out to members

Appendix 15. Summary of E. O'Neill's evaluation of CMP audits

Conservation Audits were developed to assess the extent to which the OS were being followed by implementing organizations – a way of checking on progress. CMP's experience with conservation audits was summarized in a 2007 review by Elizabeth O'Neill.   Defined as "a review of the planning, execution/implementation, and if applicable, the results of a conservation project or program" the Audit program looked at 40 cases between 2003 and 2007.   The results showed that whereas more than 75% had rigorously conceptualized and planned their strategies and were implementing actions, less than one-third had a formal, rigorous system for monitoring and evaluating and adapting. Further, O'Neill found that though projects were producing externally oriented products focusing on education, outreach and fundraising and are confident that their actions are leading to the mitigation of threats "it appears that it is rare that projects have the data necessary to credibly demonstrate their impact, to support and justify decision making with regard to the use of resources available for conservation action, or to follow a scientific process of hypothesis testing, learning, adaptation and professional exchange." The lack of current use of the audit approach is reflected in the fact that 68% of survey respondents did not use the tool (n=186). Audits were discontinued due to lack of interest, lack of resources, the fact that it was auditing behavior not outcomes and, perhaps, because it had had bad news to tell. Finally at least one NGO continues to do audits as part of a their larger conservation effort.

Appendix 16. Interviewees responses to the extent to which increased use of RBM can be attributed to CMP

To what extent can increased use of RBM be attributed to CMP?

- Significant part
- OS were monumental
- 20% - the OS were only one set of guidelines
- Quite significantly - increased by flexibility of OS
- Individuals have been affected more than institutions
- Can't distinguish cause and effect
- Hard to separate precursor systems from OS (like CAP)
- Miradi has increased uptake of OS
- CMP has been very influential
- 50% credit
- There was already a general shift towards accountability not due to CMP
- CMP has gotten everyone to speak the same language
- CMP was part of a general push for more accountability
- Develop common lanugage
- Serves as an excellent outreach organization to partners
- CMP has played a central role with a lot of leaders
- Hard to assign attribution to a single actor
- Can't disaggregate CMP's action from those of its members
- CMP has raised attention
- CMP is part of a general movement across a broad part of society
- Has not contributed nearly as much as hoped
- But if CMP didn't exist then many changes would not have happened
- CMP succeeded only because its members were already interested and a
- In US-based organizations more, outside US less
- CMP was joined by groups already interested in this field
- Members have all done upward management
- Hard to distinguish CMP from organizational members from individuals
- CMP has been "an angel on the shoulder of the conservation community"
- CMP is a shadow entity designed to be visible through the actions of its m
- The real impacts have been by CMP members

Appendix 17. Interviewees responses to the question of CMP sustainability

Goal 5: Efficient and effective CMP operation-Sustainability of CMP

· Hard to continue justifying dues as we don't see value
· Like to hear a broader range of voices - mostly a few running things
· FOS has too dominant a role
· We will continue paying dues
· It is cost-effective
· If we had to pay dues I probably couldn't participate
· CMP is influential and really important
· Important in orienting new staff
· Not clear that there is leadership from the NGOs
· Where are the champions for OS?
· There are not champions at the right scale to ensure viability
· Not a high energy organization but sustainable at a low level
· In danger of losing donors - partially because of loss of key individuals
· Proud of CMP charter and governance model
· Would always need to be someone to update OS
· Energy and engagement has dropped off
· Lacks flash and recognition
· Intellectual capital is fantastic
· Having representatives from large groups is critical
· Not as effective as it could be
· Being voluntary limits impact and focus and delays products
· No clear process for deciding and acting on priorities
· Funding model is ok but don't know how funds are used
· Driven by a few dedicated people
· There is a danger that only a few groups are pushing agenda
· Marketed as a partnership but doesn't behave like one
· CMP needs to build tools to help representatives say why CMP is important
· Home institution doesn't see benefit so worries about continued involvement
· Now that the central "problem" has been solved with OS not clear what group is doing
· Mismatch between organization's priorities and CMP priorities
· Energy has dissipated
· Would help to have a full-time staff person
· Should have core initiatives with money to fund them
· Should pick an important problem and bring groups to answer it
· CMP is "tin-cupping" now
· Existence of some kind of group like CMP is essential
· CMP should be more of an "active community"
· Value is as a forum to interact with other organizations
· Value is as a "seal" to show that our organization is important

- Only a few people in my organization even know we belong
- CMP's future is questionable
- We see it as a competitive advantage to be the first to be a RBM organization
- CMP has stopped adding value to our organization
- Too much navel-gazing; too much focus on CMP as organization
- The power is as a place to learn from other groups
- Too much emphasis on OS and not on getting people started in adaptive management
- Longevity is not a value in and of itself
- Concerned about possible loss of large organizations - especially TNC
- FOS has an "out-sized influence"
- Not seeing clearly where CMP is going
- It is not really an organization but a loose affiliation of organizations
- CMP would not exist now if we had tried to make it well-funded
- the budget isn't the limiting factor, the amount of volunteering is limiting
- Not sure that CMP needs to live forever
- Should CMP become a certification organization?
- If we want more output we'd need paid staff
- Not well enough resourced
- Very important for Foundations to be engaged
- Grow to allow assessment of policy interventions
- Is sustainable as a largely-volunteer organization
- Faltering; lots of great things done but not as many as should have been
- "FOS is CMP"; this can cause tensions and needs clarifying
- Not concerned about sustainability as it has limped along on little
- Confusion about FOS vs CMP - needs clarifying
- Relies on the efficacy of volunteers and key to having the right people
- If OS went away, so would CMP
- By growing too big CMP could dilute interactions between members
- 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
- FOS is perceived as dominant but no one else steps up to do the work
- Representatives have not been good conduits to and from their organizations
- OS does not work for all scales
- As a voluntary organization it will always be slower and less effective
- Well-developed version of OS will only ever be found in organizational members
- CMP, supporting the "lighter" version of OS, might become irrelevant
- CMP is not a service organization to our Foundation
- Our Foundation will probably stop being a member of CMP with no staff interested

Appendix 18. Estimates of Conservation Spending by Groups, with sources of that information.

Table 20.1. Conservation Measures Partnership Organizations program annual budgets as reported in their 2013 annual reports*. Annual budgets reported in US dollars.

Organization	Size classification	2013 Budget
TNC	L	$ 512,860,000.00
WWF	L	$ 226,118,924.00
Conservation International	L	$ 126,437,000.00
Wildlife Conservation Society	M	$ 86,018,000.00
National Audubon Society	M	$ 71,843,000.00
Rainforest Alliance	M	$ 41,537,347.00
Defenders of Wildlife	M	$ 26,765,000.00
RARE Rare Center for Tropical Conservation	M	$ 16,743,803.00
African Wildlife Foundation	M	$ 16,466,052.00
Bush Heritage Australia	S	$ 6,602,000.00
Wildlife Conservation Netwrok	S	$ 5,934,794.00
WildTeam	S	$ 600,000.00
CATIE	S	???
Foundations of Success	S	???
Forever Costa Rica	S	???
Greening Australia	S	???
CONANP	S	???
ICMBio	S	???
TOTAL		$1.138 billion

* Wild-Team reported by organization leadership.

Table 20.2. Environmental Program budgets for Funder members of CMOP. Numbers are reported in annual reports. USAID and USFWS international programs are from the "International Conservation Budget" report, 2014, published by CI, YNC, WCS and WWF.

Foundation	Budget
USAID	$ 200,000,000.00
Packard Fndn	$ 175,680,000.00
Walton Fndn	$ 93,103,003.00
NFWF	$ 88,069,188.00
International Fund for Animal Welfare	$ 74,435,380.00
MacArthur Fndn	$ 16,700,000.00
M.A. Cargill Fndn	$ 14,392,974.00
Margaret A Cargill	$ 14,392,974.00
Helmsley Trust	$ 12,000,000.00
USFWS	$ 327,000.00
Campbell Fndn	???
Moore Fndn	???
Gordon and Betty Moore	???
John D and Catherirne T MacArthur	???
Keith Campbell Foundation for the Environment	???
Leona and Harry Helmsley	???
TOTAL	$689 million

Table 20.3. Budget allocation of the four major land management agencies in the US/

United States Agency	Budget		Budget Notes
US Forest Service	$	1,563,648,000	Nat Forest System Total
USFWS	$	1,233,681,000	Resource Management Appropriation
BLM	$	966,238,000	Management of Land and Resources Appropriation
	$	327,747,000	Resource Management "Operation of the National
National Park Service			Park System"
TOTAL	**$**	**4.09 billion**	
USFS Wildland Fire	$	1,971,390,000	Wildland fire

Appendix 19. Publications evaluating evidence in conservation.

A selection of peer reviewed publications that discuss the need for impact evaluation in conservation, the difficulty with impact evaluation in conservation and some suggestions for how to go about evaluation of impact.

Adams, V. M., E. T. Game, and M. Bode. 2014. Synthesis and review: delivering on conservation promises: the challenges of managing and measuring conservation outcomes. Environmental Research Letters 9.

Andam, K. S., P. J. Ferraro, A. Pfaff, G. A. Sanchez-Azofeifa, and J. A. Robalino. 2008. Measuring the effectiveness of protected area networks in reducing deforestation. Proceedings of the National Academy of Sciences of the United States of America 105:16089-16094.

Bull, J. W., A. Gordon, E. A. Law, K. B. Suttle, and E. J. Milner-Gulland. 2014. Importance of Baseline Specification in Evaluating Conservation Interventions and Achieving No Net Loss of Biodiversity. Conservation Biology 28:799-809.

Cook, C. N., S. Inayatullah, M. A. Burgman, W. J. Sutherland, and B. A. Wintle. 2014. Strategic foresight: how planning for the unpredictable can improve environmental decision-making. Trends in Ecology & Evolution 29:531-541.

Cook, C. N., H. P. Possingham, and R. A. Fuller. 2013. Contribution of Systematic Reviews to Management Decisions. Conservation Biology 27:902-915.

Ferraro, P. J., and S. K. Pattanayak. 2006. Money for nothing? A call for empirical evaluation of biodiversity conservation investments. Plos Biology 4:482-488.

Frondel, M., and C. M. Schmidt. 2005. Evaluating environmental programs: The perspective of modern evaluation research. Ecological Economics 55:515-526.

Maron, M., J. R. Rhodes, and P. Gibbons. 2013. Calculating the benefit of conservation actions. Conservation Letters 6:359-367.

Pattanayak, S. K., S. Wunder, and P. J. Ferraro. 2010. Show Me the Money: Do Payments Supply Environmental Services in Developing Countries? Review of Environmental Economics and Policy 4:254-274.

Pullin, A. S., and T. M. Knight. 2001. Effectiveness in conservation practice: Pointers from medicine and public health. Conservation Biology 15:50-54.

Salafsky, N., and R. Margoluis. 2003. What conservation can learn from other fields about monitoring and evaluation. Bioscience 53:120-+.

Salafsky, N., and K. H. Redford. 2013. Defining the burden of proof in conservation. Biological Conservation 166:247-253.

Salzer, D., and N. Salafsky. 2006. Allocating resources between taking action, assessing status, and measuring effectiveness of conservation actions. Natural Areas Journal 26:310-316.

Stem, C., R. Margoluis, N. Salafsky, and M. Brown. 2005. Monitoring and evaluation in conservation: a review of trends and approaches. Conservation Biology 19:295-309.

Sutherland, W. J., A. S. Pullin, P. M. Dolman, and T. M. Knight. 2004. The need for evidence-based conservation. Trends in Ecology & Evolution 19:305-308.

van den Berg, R. D., and D. Todd. 2011. The full road to impact: the experience of the Global Environment Facility Fourth Overall Performance Study. Journal of Development Effectiveness 3:389-413.

#13. WWF – Africa. This project got a third phase funding (which was not planned) from the Donor because it was well developed addressing all the lessons learned from the 2nd phase

58. WWF – Africa. The conservation outcomes are very clear from the beginning of the project. The implementation of the project is therefore efficient as tools such as Miradi are helpful. We manage to address any issues during the project life, so quality outcomes are achieved.

45. WWF – Asia. The project has been recently concluded and many good achievements and shortfalls have been reported during the project evaluation. The lessons learnt will significantly improve future projects, **particularly in target setting and monitoring**. (I added the bold)

215. Bush Heritage Australia – Australia - In late 2011 we reviewed the plan and re-ranked siam weed as a critical threat, re-evaluated and re-designed our operational strategy and work program and redeveloped a monitoring protocol. This enabled a sucessful 3 year project proposal to increase onground action dramatically and make progress to reduce this threat

93. TNC – US. ID major areas of threat and that we didn't need biologist as much as water policy staff - totally changed shape of project from life cycle population bio to policy and politics (water authority)

173. TNC – US. With partners we have accomplished multiple projects across a large landscape from conservation easements to floodplain ordinances. The group of partners has continued to develop and implement an annual plan for the last four years based on the CAP. We spent a considerable amount of time developing the integrity tables, which I am sorry to see do not have the prominence they deserve in the Miradi approach. While we are not following the integrity tables to the tee - I still find them a useful guide that I referred to as the entire project develops.

92. Rainforest Alliance – Latin America. Project activities were aligned to outcomes, activities with less impact were eliminated; various Rainforest Alliance programs (agriculture, forestry, tourism) were coordinated in one landscape with focus on one overall project goal

80. FOS – US (describing a project TNC in NM) From an email from Anne Bradley of TNC: . Several of the identified strategies- water fund, fire adapted communities, and planning for the burned acres in the forest/watershed sections are underway....What worked for me, was the ability to bring together a comprehensive model that showed the linkages between all our major programs. It is easier to communicate that our work is about forests, fire and water and implications of climate change on these features and processes. Given the amount of time we could dedicate as a whole staff, I thought we did very well. If we could meet together on an ongoing basis to keep making progress on the details, that would be wonderful, but we just don't have that. What also worked was going through the process to find out what we don't know. This was very evident when we started addressing a burned acres conservation strategy. We'll have a workshop in the next year that will bring people together to find out what it is we have to work with and who cares about it. Not sure what

didn't work, other than we couldn't exactly play by the "book" and get to the details on the results chains, including measures. I wonder if an annual review of the model and further work on the details later would be useful. Several of the strategies we identified were so new, we have needed time to understand what was involved and what might need to be fleshed out further.

50. Wildteam – Asia. Increase in number of stray tigers saved from 0 to about 3/year [I included this because it is actually describing a measurable conservation outcome]

192. Consultant (Serra do Tombador Nature Preserve, Brazil). During the OS planning process, we identified the crucial need to work with our neighbors to try and tackle the 'human generated uncontrolled fires'. We made a strategy out of it. In that specific situation, the ones causing negative impacts in the preserve were just these neighbors that use to put unprescribed fires in yearly basis. In the subsequent year, we were able to mobilize the neighbors in a volunteer fire brigade. With environmental education, mobilization and technical training, we were able to reduce the fires within the preserve and also to create some awareness in the region.

67. CONANP – Latin America. Partners working together, coordinated and bringing resources for the plan, in 5 years, the illegal activities (fishing in the core zone) decreased from 71% to close to 10%. Most of the plan was implemented in time.

87. WCS – Latin America. The project was designed using the standards, and data on knowledge about wildlife, attitudes toward wildife, preferences for meat, and consumption of meat, in rigorous experimental design. Data are being analyzed now, but early results suggest positive effects on some of these factors, although full project objectives will unlikely be met (e.g., desired reductions in consumption). [I included this because I think it's an important example of pretty strict adherence to the process without actually meeting objectives]

199. Independent Consultant – Latin America (Describing Golden Lion Tamarin Conservation Program). Our goal of a viable population of GLTs is now expressed as By 2025, 2000 GLTs living in 25,000 ha of protected and connected forest habitat. We began the project in 1983 with 200 GLTs in the wild. As of January 2014, we have achieved 3,200 GLTs living in 3 blocks of connected habitat - no one block with enough protected area. Our strategies have now shifted from reintroduction of zoo-born tamarins to a focus on forest restoration and protection.

246. WWF – Africa. I have over the last 8 years supported project managers in the application of network standards. I can cite two areas of influence: 1) improved protected area management effectiveness of the Rwenzori Mountains NP in Uganda where METT scores improved by 4% in 2013; 2) environmental civil society organisations improved capacity to engage government in policy making, with several bills enacted in Kenya with support of WWF.