



EMPOWERING COMMUNITIES & LIVELIHOODS

*with conservation plans,
climate change adaptation plans*

EVALUATION

*shows value of
CCNet efforts*

PROTECTING GORILLAS

in Uganda

Open Standards

*take hold in
Bangladesh,
Mongolia &
Canada*

ANNETTE STEWART
in the SPOTLIGHT

Celebrating
25 YEARS
in Palau's
Reefs

SURVEY SAYS:

*conservationists need
project management skills*

*Stakeholders
work together
in Bulgaria
for the first time*

**FISHERIES &
REEF RESILIENCE**
in Hawaii

Need help with
MIRADI?

See you in Spain!
Coaches Rally 2015

WELCOME TO CCNet News

Welcome to the Conservation Coaches Network's bi-annual *News*. In this e-magazine, conservation practitioners from around the world share their stories in their own words. In addition, you will find announcements of events and resources to support the practice of nature conservation.

The Conservation Coaches Network (CCNet) is a community of practitioners who support the application of the *Open Standards for the Practice of Conservation*. Our mission is to catalyze transformational conservation by empowering people to develop, implement, evaluate, adapt, and share effective strategies that achieve tangible conservation results benefiting people and nature all over the world.

A NOTE FROM OUR CHAIR



Hello to All,

Brad is enjoying a well-deserved rest and this Note from Our Chair is being guest-written by John Morrison, CCNet's Global Coordinator.

I hope that everyone is enjoying whatever season they find themselves in

wherever they are in the world. This issue of the CCNet *News* brings more inspiring stories from all corners.

This edition of the newsletter mentions the release of an external evaluation of the Conservation Measures Partnership (CMP) and CCNet. The evaluation, funded by generous donations, concluded that CCNet has accomplished a considerable amount in its short existence, and that we had really and truly established a global network of practitioners, learning, and sharing. The evaluation also helps point the way forward for our network. Other newsletter stories cover mountain gorilla conservation in Africa, pristine forest preservation in Bulgaria, a new Open Standards university course for the Asia-Pacific/Oceania region, and training and planning events that occurred across most CCNet franchises. You'll also find information about upcoming trainings, and a coach-in-the-spotlight story about Annette Stewart and the amazing work that Bush Heritage is doing using MIRADI for total project management.

And of course, as we speak, energetic preparations are underway for the 2015 CCNet Coaches Rally in Barcelona, Spain, at the end of September. See the story inside for more details—we hope to see as many of you as possible!

—John Morrison

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For more information about CCNet, visit our [website](#), or contact:

[John Morrison](#) (CCNet Global Coordinator)

[Cristina Lasch](#) (CCNet Technical Coordinator)

For more information about CCNet Franchises, contact our leaders around the world, or visit the franchise web pages:

[Africa](#)

[Anne Ntongho](#)

[Nancy Chege](#)

[Australia](#)

[Ben Carr](#) (in absence of Natalie Holland)

[Paul Koch](#)

[China](#)

[Jin Tong](#)

[Europe](#)

[Ilke Tilders](#)

[Nicolas Boenisch](#)

[Xavier Escuté](#)

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CCNET RALLY 2015

A global celebration of conservation coaches, our power & potential to deliver results



About every two years, CCNet members come together to share innovations, sharpen our skills, and uplift our spirits, so that we are better able to carry out our mission of empowering people to develop, implement, evaluate, adapt, and share effective strategies that achieve tangible conservation results.

Responding to community requests to foster international participation, our board has decided to host our next global gathering outside the USA, near Barcelona, Spain. This area offers many wonderful attractions for those wishing to explore outside the Rally. On September 18—20, our local hosts, Fundació Catalunya-La Pedrera will be holding their [Delta Birding Festival](#). For Rally participants they will also offer special three-day tours before and after the Rally to the mountains of Alinyà. In addition, on September 24, a few days before our Rally kicks off, Barcelona will hold its annual La Mercè festival, which involves numerous concerts and fun events. For more information, check out the [itinerary](#) or contact [Silvia Garrigos](#) by **July 31**.

RALLY 2015 DETAILS

WHERE? [Món St. Benet](#), located just 20 minutes from Barcelona.

WHEN? September 29 through October 1, 2015. Plan to arrive on September 28, and leave late on October 1.

HOW MUCH? On the [CCNet website](#) you can find a table to that shows per person costs, but hotel costs for three nights are as follows: \$302USD in single occupancy, \$154USD in double occupancy. Hotel fees for the duration of the Rally (three nights) cover lodging, breakfast and taxes. The registration fee of \$350USD will go to CCNet to help pay for materials, food and other event costs. Participants will be responsible for covering their own travel expenses and incidentals.

CAN I STILL REGISTER? We are almost reaching the registration limit, but if you'd like to register before July 31, contact Barbara Allison (ballison@tnc.org). As long as there is space, we can send you an invitation. Only double occupancy is available.

The 2015 Rally planning team and many colleagues from around the world are working hard to put together an enriching and fun program for our community. Check out the [draft program](#) and [preliminary Rally workshop list](#). Please contact [Cristina Lasch](#) if you have questions.

WOULD YOU LIKE TO SUPPORT OUR RALLY OR SPONSOR A SPECIFIC COACH?

Feel free to use our [corporate sponsorship form](#) or [sponsorship form for individuals](#). Contact [Cristina Lasch](#) for more information.



The beautiful and historic Monastery of Sant Benet de Bages is a former Benedictine monastery in Bages, Catalonia, Spain. The site is managed by Fundació Catalunya-La Pedrera, where one of our coaches works. Photo courtesy of Món Sant Benet.

COACHES IN ACTION

Learn about conservation projects & trainings taking place around the world

AFRICA

Using the Open Standards in the Bwindi Impenetrable Forest.



Story from [Nancy Chege](#), GEF Small Grants Programme, UNDP. Approximately half of the world's mountain gorilla population (340 individuals) lives in the dense Bwindi Impenetrable Forest, one of the richest rainforest ecosystems in Africa, located in the southwestern region of Uganda, close to the Democratic Republic of Congo and Rwanda borders. The gorilla population, which is critically endangered, is a flagship species of the Bwindi Forest, and is also a key tourism income earner for Uganda.



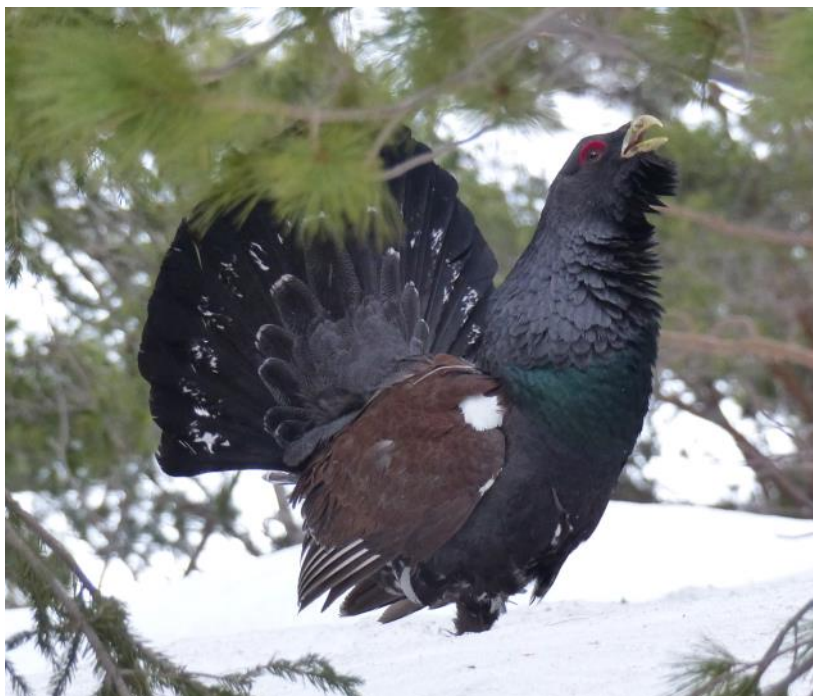
Key stakeholders of the Bwindi forest are keen to enhance the conservation of this globally-appreciated ecosystem (it's been a World Heritage Site since 1994). In May 2015, representatives of local communities, NGOs, local administration, park wardens, academia, NGOs, and fund managers, assembled for four days in the town of Kisoro to discuss and learn about tools and approaches that can improve and strategically support on-going conservation efforts. The sessions were lively and informative as a result of the active and enthusiastic contributions of the participants.



The basis for the discussions was the Community Management of Protected Areas Conservation model (COMPACT), a model that was successfully implemented over a 10-year period at eight World Heritage Sites by the Small Grants Programme of UNDP, with funding from the GEF and the UNF. COMPACT is an initiative that was designed to complement and add value to existing conservation programmes by supporting community-based initiatives that increase the effectiveness of biodiversity conservation and improve livelihoods of local people. Embedded in the training was the use of Open Standards as a tool for conservation planning.

Mountain gorillas at home in the Bwindi Impenetrable Forest. Photo by Julie Larsen Maher, Wildlife Conservation Society.
Bwindi Impenetrable Forest entrance. Photo by Kaj17, Flickr.
Participants of the Bwindi COMPACT training take a break to pose for a photograph. Photo by Nancy Chege.

Open Standards Training in Bulgaria's Pristine Mountain Forests.



Capercaillie on Rila Mountain in Bulgaria. Photo by Vladimir Milushev.

Story from [Vladimir Milushev](#), Bulgarian Biodiversity Foundation. Rila Mountain in Bulgaria is the highest mountain on the Balkan Peninsula and in Eastern Europe. Close to the highest summits of the mountain, the pristine forests are home to bears, chamois, and capercaillies. Recently, experts from the Bulgarian Biodiversity Foundation held a training to teach participants about active civil participation in nature protection and introduce them to the skills and tools of the Open Standards. To practice these skills, the participants developed their own project for reduction of illegal taxidermy in Bulgaria. For most of participants, this was their first acquaintance with the adaptive management methodology. Everyone was happy to use it, and despite the short time available, they developed a structured and thorough operational plan for future conservation activities. This training was one small, but important step in preserving the unique fauna of Bulgaria's pristine forest and sky-scraping mountains.

Stakeholders Work Together on Strategic Plan for Bulgaria's Mountain Pastures.



All major stakeholders, including National Park administration, livestock breeders, and environmentalists helped finalize the Strategic Plan for Management of Mountain Pastures in the Central Balkan National Park. Photo by Vladimir Milushev.

Story from [Vladimir Milushev](#), Bulgarian Biodiversity Foundation. In May 2015, the Bulgarian Biodiversity Foundation team finished their work on the Strategic Plan for Management of Mountain Pastures in the Central Balkan National Park. The Plan was created following the Open Standards with the participation of all the major stakeholders in the area, including National Park administration, livestock breeders, and environmentalists.

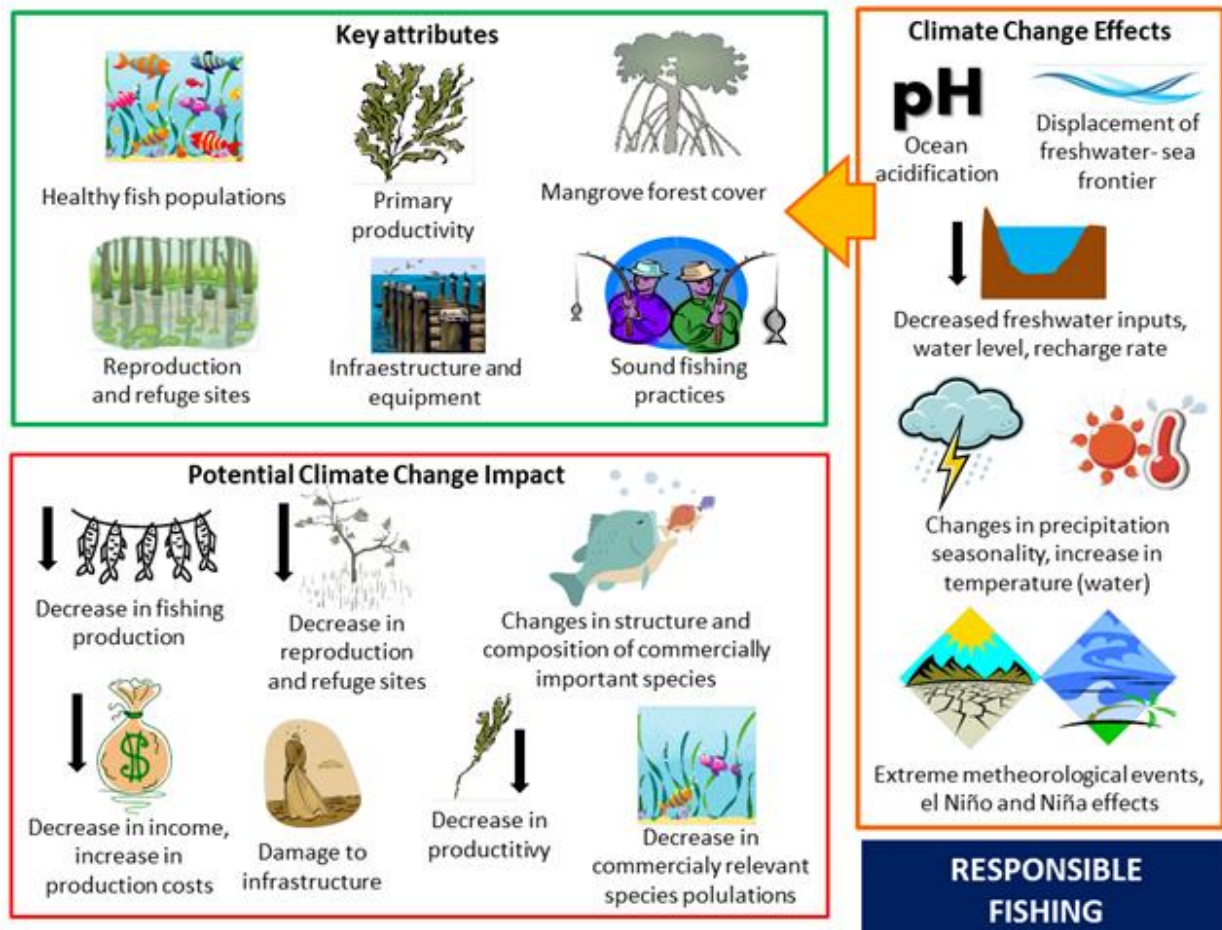
The Plan contains a detailed analysis of the current situation and outlines specific activities that will lead to conservation of biodiversity in the National Park and provide for the cultural, spiritual, and economic needs of society. All strategies and activities

included in the document have been approved by all involved stakeholders. This is the first occasion in which livestock breeders actively participated in strategic planning regarding pasture management in the National Park's territory. Throughout the planning process, the OS proved to be a useful tool for improving communication between different stakeholders involved managing mountain pastures.

The Bulgarian Biodiversity Foundation developed the Strategic Plan as part of the project, "Connecting nature conservation with sustainable rural development," financed by the Bulgarian-Swiss Program of Cooperation, the Fund Reform.

Including People & Livelihoods in Climate Change Adaptation Plans.

Story from [Fernando Secaira](#), TNC. The Nature Conservancy and its partners have learned many lessons during the development of 12 climate change adaptation plans in the Mesoamerican Reef and the Gulf of California from 2009 through 2015. These marine and coastal areas range from small areas like Sandy Bay in Honduras (5,700 hectares), to the Sian Ka'an Biosphere Reserve (687,000 hectares), to the entire Caribbean coastline of Belize, Guatemala, and Honduras.



Undoubtedly, people's resilience depends on the resilience of natural resources. TNC's process for creating these plans, which is consistent with the Open Standards, originally focused mostly on biodiversity, but more and more stakeholders demanded the inclusion of people's needs and livelihoods along with ecosystems and species. Evolving our planning process, we included non-traditional stakeholders and partners to enrich the planning process and recognized fisheries, tourism, agriculture, aquaculture, coastal infrastructure, and

This diagram shows the Responsible Fishing livelihood target from the Climate Change Adaptation Planning Process at Marismas Nacionales, Mexico. This diagram was developed by CONANP, TNC, and Conselva, with support from GIZ.

freshwater as important targets. To make it easier for people to understand complex concepts, we produced diagrams to show how climate change could impact each target. We also found ways to overcome major challenges in defining viability attributes and thresholds, expected results, and strategies.

Most recently, we applied this evolved methodology to help develop the Marismas Nacionales Climate Change Adaptation Plan, in Mexico with the Mexican agency for protected areas (CONANP), non-profit organization Conselva, Costas y Comunidades A.C., and support from the German agency Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). The plan includes three groups of biodiversity targets (wetlands, water bodies, and terrestrial ecosystems) and five livelihoods targets (agriculture, fisheries, aquaculture, tourism, and forestry). During planning it was important to consider current threats as seriously as future threats derived from climate change because ongoing threats jeopardize the resilience of ecosystems, species, and livelihoods to future threats.

We look forward to sharing our experiences with other colleagues and improving our approaches to better assist people and nature to adapt to a changing climate. For more information about the process in Mexico and Central America, contact [Fernando Secaira](#) or [Cristina Lasch](#).

Open Standards Help EcoLogic Draft Conservation Plans that Empower Communities.

Story from [Dave Kramer](#), *EcoLogic Development Fund*. EcoLogic works to empower rural communities in Mesoamerica to restore and conserve tropical ecosystems. Back in 2008, we identified the Open Standards and MIRADI as potential tools to improve the efficacy of our work and help us achieve our conservation goals.

In 2011/2012, Marcia Brown (Foundations of Success) led the first OS training for our staff. Despite a delay caused by a major staffing and leadership transition, EcoLogic discovered a bilingual coach and recommitted to the OS during the summer of 2014. Together, we clarified EcoLogic's overall model, focusing on EcoLogic's social approach and the important role that empowerment plays. We've emphasized empowerment as a feature of human well-being in a way that is atypical, going well beyond the ecosystem service-focused human well-being and socially beneficial intermediate results currently under revision in the OS guidance. We are now coordinating with local staff to redesign each of our projects using the OS and MIRADI.

Since recommitting to the OS, Coach Yven Echeverría has trained EcoLogic staff in Guatemala and Mexico and led our Honduras Program Officer, Carlos Euraque, in a series of one-on-one sessions, during which they produced an exemplary business plan document that is tailored to EcoLogic's approach to empowerment. In April 2015, we launched a series of online screen-share calls that lead seven different teams through the processes of revising projects and composing five-year business plans with solid conceptual models and results chains. We'd love to talk to other CCNet colleagues about this effort!



Left: Coach Yven Echeverría with Abelino Flores at a workshop in Chiapas. Photo by Andrea Savage. Right: Coach Yven Echeverría with EcoLogic's Honduras and Guatemala teams. Photo by Barbara Vallarino.

Guatemala Uses Open Standards to Develop Climate Change Adaptation Plans.



Training participants learned about knowledge transfer for the development of climate change adaptation plans using the Open Standards. TNC photo.

Story from [Juan Carlos Villagrán](#), TNC. In May 2015, a group of staff from The Nature Conservancy's Climate, Nature, and Communities project, The Rainforest Alliance, and some independent consultants received training from TNC coach Fernando Secaira so they can help teams develop climate change adaptation plans in municipalities and micro-watersheds in Guatemala. Participants discussed, learned, and analyzed how the Open Standards can be used to consider climatic vulnerability and its impact on natural resources, infrastructure, and socio-economic activities such as agriculture and ranching.

Open Standards Training & Course Improve Conservation Management in Mongolia.

Story from [Tuguldur Enkhtsetseg](#), TNC. In Mongolia, over 40 protected area management plans were approved by the Ministry of Environment and Green Development in 2013 and 2014. All of these management plans are being implemented, and actions are in progress.

In December 2014, the University of Eco Asia's Science Committee approved a conservation management course based on the Open Standards. The curriculum, developed by Professor Erdenebayar Altangerel, involves 16 hours of lecture and 32 hours of seminar. The course, worth two credits, is intended for third year students of Ecology and Conservation.

Twenty-seven new coaches participated in a training at Mongolia's Khustai National Park in May 2015. Participants practiced applying the OS process and skills on conservation issues in the park, such as the reintroduction of Przewalski's wild horse. The new coaches also discussed next steps for CCNet Mongolia:

- Help each other build capacity for management plan skills among protected area specialists;
- Establish regular coaches meetings to share lessons learned and exchange ideas;
- Review Mongolian language translation of the OS;
- Establish a new structure for the development of the OS in Mongolia;
- Disseminate the OS to every region of Mongolia;
- Encourage every new coach to teach the OS to his or her staff; and,
- Develop a methodology for assessment of protected area management plans.

The training was organized by Munkhchuluun Basan (WWF) and Tuguldur Enkhtsetseg (TNC) and led by trainers John Morrison (TNC) and Chris Pague (TNC). The event was sponsored by CCNet, The Nature Conservancy through its Mongolia Country Program and the Colorado Chapter, WWF's Mongolia Program and WWF US, the United Nations Development Program—Mongolia, and the Wildlife Conservation Society.



Participants in the training course practiced applying the Open Standards to conservation plans for Mongolia's protected areas. TNC photos.



NORTH AMERICA

Parks Canada Adopts Open Standards.

Story from [Emily Gonzales](#), Parks Canada. Parks Canada (in partnership with Foundations of Success) has begun to explore the Open Standards for projects including restoration of rare plant ecosystems, caribou conservation, forest recovery from over-browsing moose, at-risk species, and prescribed fire. In 2015, three webinars offered an introduction to the OS in English and French to more than 50 Parks Canada staff. Workshops were held in British Columbia (Gulf Islands National Park Reserve), Alberta (Jasper National Park), Nova Scotia (Cape Breton Highlands National Park), Ontario (Point Pelee National Park), and Quebec (La Mauricie National Park).

Our next steps are to tailor the OS training materials for conservation and restoration projects in Canadian protected areas and to translate these materials into French. We will also continue to offer workshops across the country, integrating the OS with Parks Canada's existing adaptive management and business processes.



Our colourful Conceptual Model. Photo by Maria O'Hearn.

New Coaches Trained in Canada.

Story from [Michael Palmer](#), TNC. On March 23, three coaches landed in Yellowknife, Northwest Territories (NWT) to run a coaches training supported by the Government of Northwest Territories and TNC Canada. Twenty participants from various backgrounds including fisheries scientists, aboriginal community members, government biologists and ENGO staff learned about coaching projects using the Open Standards. New skills and knowledge were applied to case studies including Blue Nosed Caribou, Dall Sheep, and a proposed protected area in the NWT, and workshop results are currently being used to advance these projects on the ground. The group stayed at an offsite location where we enjoyed the amazing colors of the aurora borealis, pulled fish nets, ate bison stew, and had a conversation with two elders from the neighbouring community of Behchoko. The use of the OS is growing in the NWT as the government incorporates the OS into work planning and participants from the Deline community assist with caribou management planning.

Leadership Changes in North America—Central.

In CCNet North America, we welcome a new franchise leader. We thank [John Heaston](#) (TNC's Platte River Program director, based in Nebraska, USA) for stepping up to serve. We'd also like to express our deep gratitude to Tina Hall for the many years she served as franchise leader for the Central US!



Tina Hall



John Heaston



Where did the forest go? This site illustrates the impacts of hyper-abundant moose that over-browse vegetation. Photo by Matthew Smith.



Coach training participants in Yellowknife, Canada. Photo by Stuart Cowell.

Supporting Community Managed Areas in Hawaii.

From [Emily Fielding](#), TNC. The Nature Conservancy's Hawaii Marine Program supported two Community Managed Makai Area (CMMA) groups in Open Standards/Conservation Action Planning in 2015. The two areas, Maunalei Ahupua'a and Wailuku Ahupua'a are part of the Maui Nui Makai Network, a learning network of community organizations implementing management actions in coastal areas of Maui, Moloka'i, and Lāna'i. These communities have been connected to these coastal areas, in many cases, for generations.

To enhance our conservation action planning, we added a few steps to our community-led process:

- Vision and values: desired future state and how we work together
- Overarching goals to facilitate communication about the plan
- Participatory mapping: participants locate targets, threats, human uses, conflicts, cultural sites, place names, and important ecological areas on large maps (eBeam, a projected mapping technology is used at Maunalei)
- Use of [reef resilience](#) principles
- Assess strategies using Greg Low's probing questions, followed by a results chain analysis
- Stakeholder analysis



The Wailuku Ahupua'a CMMA project team identified a Healthy Harbor Fishery and a Healthy Harbor Community as goals. To achieve these goals, the conservation action plan seeks to improve fisheries and water quality, restore coastal ecosystem services like sand dunes, beaches, and wetlands, and enhance public access and facilities.

The Maunalei Ahupua'a CMMA project expanded its scope from the small land division to include 27 miles of near-shore marine waters and coral reefs surrounding Lāna'i, which required participants to expand their thinking on reef resilience principles and fisheries management tools. TNC's Asia Pacific Senior Scientist and reef resilience expert, Rod Salm, helped the team determine principles for the planning framework: representation and replication, critical areas, connectivity, an effective management. The team is working with partners to develop, maintain, and adapt a community-initiated action plan. Specific goals are resilient reef, community involvement, and broad support for the Ocean Management Plan.



Both CMMA groups brought together diverse stakeholders, agency representatives, and experts. We are grateful for funding by the National Oceanic and Atmospheric Administration's Coral Reef Conservation Program and assistance from TNC Hawaii's Marine Fellows. For more information, visit the Maui Nui Makai Network [web site](#).



Top: Maunalei Ahupua'a's planning team. Photo by Emily Fielding.

Middle: A breakout group works on threats to the Harbor Fishery. Photo by Manuel Mejia.

Bottom: Wailuku Ahupua'a's planning team. Photo by Manuel Mejia.

Planting Clams to Celebrate 25 Years of Reef & Fisheries Conservation in Micronesia.

Story from [Yvonne Ueda](#), TNC Micronesia, Palau Office. The Nature Conservancy opened its first field office outside of the northern hemisphere in Palau in July 1990. One of TNC's first conservation successes was a collaboration with the Palau Conservation Society and Kayangel State to help establish the Ngaruangel Marine Preserve. To help kick off TNC's 25th anniversary, we begun a celebration in Kayangel State. While in Kayangel, we were able to meet with the community to discuss the northern reef fisheries reform project. We provided updates on improving enforcement and further assessed infrastructure and capacity needs to support Kayangel Rangers. One of the highlights of our visit to Kayangel was planting 100 clams in the Kayangel lagoon with the Rangers and members of community. This is part of an effort to re-seed giant clam in the northern reefs of Palau to support the livelihood of fishermen and improve management of the northern reef fisheries. TNC Palau Field Office will continue to schedule similar events throughout the year in other States throughout Palau.



TNC, the Kayangel Rangers, and members of the community planted 100 clams in the Kayangel lagoon as part of an effort to re-seed giant clam in the northern reefs of Palau and support the livelihood of fishermen in the area. Photo by Yvonne Ueda.

SOUTH AMERICA

Leadership Changes in South America.

In CCNet South America, we welcome a new franchise leader. We thank [Irina Montenegro](#) (WWF Chile's Senior Planning and Monitoring Officer, based in Valdivia, Chile) for stepping up to serve. We'd also like to express our gratitude to Armando Valdés-Velásquez for serving as franchise leader for South America!



Irina Montenegro



Armando Valdés- Velásquez

Survey Shows Conservationists Need Project Management Skills Training.

Story from [Lucy Boddam-Whetham](#), WildTeam. In a recent online survey carried out by WildTeam, 98% of respondents (250 conservationists from 141 organizations and 52 countries) thought that project management skills were important for them to be effective in their current role; however, over 66% of respondents had insufficient project management skill sets according to the difference between current and desired skills levels.

The survey, which was designed to assess the need for project management skills in conservation and the current demand and supply of training, also indicated that 70% of the conservationists surveyed had received project management training before through informal on-the-job training, but only 10% of respondents had any type of certification. Over 75% of respondents were interested in additional project management skills training.

Identifying barriers to receiving training in project management skills, 92% of respondents reported lack of funds, 89% noted lack of time, 82% said lack of training courses near to where respondents work, and 62% said lack of institutional value for project management skills.

Overall, the survey results suggest that continuing to work without proficiency in project management will greatly reduce the potential impact the sector is able to achieve. Certified project management training would improve opportunities for conservationists to acquire standardized, transferable skills that can enhance their conservation efforts.

You can find the survey results report [here](#).

MIRADI Skills Training Helps Bangladesh Implement Projects & Track Progress.



Participants at the Miradi skills training. Photo WildTeam.

Story from [Lucy Boddam-Whetham](#), WildTeam. WildTeam Bangladesh has been using the tools of the Open Standards for several years to facilitate planning for their tiger conservation work for planning. Now, the team is using the OS and MIRADI to monitor and evaluate their initiatives. To enable effective use of these tools, CCNet South Asia delivered a two-day training workshop in March 2015 to key members of WildTeam Bangladesh, project staff from USAID's Bagh Activity, and staff from USAID's Bangladesh Mission. The workshop included an introductory session and demonstrations and a full

day of practical MIRADI software training and group work to improve participants' confidence in using these tools. WildTeam is keen to see how OS and MIRADI software will enable them to better track progress and adaptively manage interventions after implementation.

COACH IN THE SPOTLIGHT

Annette Stewart Wins Fulbright Scholarship

The Fulbright scholarship program was established in the aftermath of World War 2 by US Senator J. William Fulbright, and creates opportunities for people from a wide range of countries to study in the US, and for US scholars to study in other countries. Senator Fulbright wanted people and countries to share their cultures and learn from each other, believing that would lay the path for greater peace in the world.

Earlier this year, I was lucky enough to receive the 2015 Fulbright Professional Scholarship in Non-Profit Leadership—one of 40 scholarships available for Australians to study in the US. My scholarship program focusses on studying the adoption of the Open Standards within conservation and donor organizations. The aim is to develop case studies that demonstrate the successes and challenges that various organizations have experienced when implementing the OS and its related tools and skills. The case studies should highlight the constraints and barriers faced by organisations, providing a focus for further work to address these issues. After years of using the OS and MIRADI, in my organisation, Bush Heritage, Australia, we have an understanding of some of the barriers and potential ways to reduce them, and would like to augment this with the experiences and thoughts of others. I'm particularly interested in the challenges that teams have in taking their projects beyond the planning stage and into the implementation and analysing stages. Hopefully, the case studies will also help to demonstrate the benefits of systematic project planning and implementation to the senior leadership of conservation and donor organisations.

I will be based in the US, primarily Washington DC, from mid-September 2015 through late February 2016. I'm hoping to make contact with a wide range of organisations from the conservation and donor communities within the US as well as other countries. I'm keen to meet with people from these organisations, in person or virtually, and hear about their experiences with the OS.

I expect the project to be quite challenging, but ultimately rewarding. And hopefully there'll be some time for the cultural exchange that Senator Fulbright called for – perhaps some baseball games, and maybe sharing a few Rugby World Cup broadcasts if I can find some fellow addicts!

If you know of any organisations that might be a good case study, or if you have some insights that you'd like to share, please [contact me](#).

Many thanks to Dan Salzer (TNC) and Nick Salafsky (Foundations of Success) for supporting my application.



Here I am (left) at the Fulbright presentation dinner with the U.S. Ambassador to Australia, John Berry, and Paul Murnane and Amy Lyden from the Australian Scholarships Foundation, sponsors of my award along with Origin Foundation. Ambassador Berry showed a particular interest in my project and the work of the conservation sector—he previously worked as a Director of the National Fish and Wildlife Foundation and Director of the National Zoo in Washington.

REFLECTIONS

Learn about conservation projects & trainings taking place around the world

Evaluation Finds Great Value in CCNet Efforts.

In April 2014, the Conservation Measures Partnership (CMP) and CCNet contracted with Archipelago Consulting to conduct an independent, summative evaluation of our work to determine the extent to which our collective efforts have strengthened Results Based Management. The evaluation included 73 interviews, a web-survey completed by 250 individuals (a 37% completion rate), and the review of over 50 internal documents.

Major findings related to CCNet:

- CCNet fills a unique niche: it creates a globally distributed, cross-institutional networked community of practice through which to develop and share lessons learned to improve conservation outcomes.
- CCNet can demonstrate achievement of 2012 strategic plan goals for creating a well-trained coaching network that is both globally and culturally diverse and well connected.
- The CMP and CCNet have created broad communities of practitioners using the Open Standards, whose organizations represent an estimated \$1 billion in annual conservation spending. Broad adoption of the OS has resulted in:
 - ◆ Increased funding for conservation projects
 - ◆ Increased stakeholder participation
 - ◆ Increased efficiency of implementation of actions
 - ◆ Increased investment in learning
 - ◆ Increased sharing of lessons
- **Use of the OS has significantly impacted biodiversity in positive ways around the globe.**
- CCNet has achieved its considerable accomplishments efficiently, working with a strong CCNet core of three part-time staff and the efforts of unpaid franchise leaders. These accomplishments were achieved in just 12 years for CMP and five years for CCNet.
- CCNet and CMP, with their aligned goals, show that working together can give Results Based Management efforts greater credence and power. Working together has also raised the collaborative standards across the conservation sector.

Key Recommendations:

Financial Sustainability Recommendations:

- Publish to build more buy-in
- Reach out to practitioners of behavioral economics and related disciplines
- Expand engagement with government sector to fund needs
- Develop “full-cost accounting” information that includes in-kind contributions

Structure and Governance Recommendations:

- Seek ways of more formally integrating CMP and CCNet, including merger

Strategic Direction Recommendations:

- Consider geographies of need (where conservation capacity need is greatest)
- Identify key institutions to spread good practices
- Develop a more hierarchical coaching model (e.g., training for individuals and organizations who have no prior experience), or develop specialty coaches

Open Standard's Implementation Recommendations:

- Use the OS broadly and through the full cycle to realize full power
- Formally consider the role of the OS relative to alternative Results Based Management approaches (e.g., SCP, SDM)
- Consider a more proactive promotion of the OS in different organizations and sectors
- Use the OS to help establish a strong, shared learning system for the biodiversity conservation sector

Measuring Impact Recommendations:

- The fastest, lowest cost, and easiest option is the development of case studies. We recommend that CMP/CCNet develop a set of “test beds” – areas where decision-making bodies are willing to consider results of OS work in determining how and where to deliver conservation results. The desired outcome would be a set of peer-reviewed publications from a broad range of settings that demonstrate that use of OS improves impact at lower cost.

CMP and CCNet Management Response to the Evaluation

The CCNet and CMP Evaluation Steering Committee members have developed a formal response that defines the priority issues and recommends next steps and roles and responsibilities for taking action based on the evaluation's findings. This document has been shared with the CCNet and CMP Board members and continues to receive input from our members. Joint actions to be undertaken in response to the evaluation will be incorporated in the formal “Memorandum of Understanding between CMP and CCNet,” which has defined and guided the implementation of our work together since 2012.

The Gordon and Betty Moore and Margaret A. Cargill Foundations provided generous funding for the evaluation. The full evaluation, which was submitted in January 2015, and additional documents such as the management response can be found [here](#).

BULLETIN BOARD

Announcements, updates & food for thought



Teaching Adaptive Management Webinar

Thanks to everyone who was able to join our webinar on June 30, and special thanks to Heather Eves for sharing her insights about teaching the Open Standards in an academic setting. For those of you who were not able to join us, or for anyone who would like to learn more, please visit our Teach Adaptive Management website for a [recording of the webinar and a four-page summary report of Heather's talk](#). If anyone has suggestions on topics for future TAM webinars, let [Vinaya Swaminathan](#) (Foundations of Success) know.



MIRADI User Group Webinars

MIRADI desktop software is now being used by organizations of all shapes and sizes around the world. MIRADI Share has recently been launched, adding web capabilities to help sharing and reporting of projects. A small user group has been operating for a while and we're now keen to get more people involved, so that we can help each other learn and also to have more input into continued development of the software.

We're aiming to organize a webinar every two months, at a time that suits most parts of the planet. We'll make video recordings for those that can't make it. Each webinar will involve a short demonstration on a topic of interest along with general discussion amongst participants regarding recent experiences, issues, thoughts for improvements, and future meeting topics.

Our first webinar is scheduled for mid-July. If you are interested in joining the group, and/or can suggest some topics for our meetings, contact [Annette Stewart](#), and check our announcement on the [CCNet site](#) for updates.

UPCOMING EVENTS

Mark your calendars

For updated information check our [News & Events](#) space on the CCNet website!

COACH TRAININGS

New Coach Training | Australia | July 2015

CCNet Australia will be hosting a coach training 26-31 July, near Melbourne, Australia. For more information contact [Ben Carr](#).

Coach Refresher | Spain | September 2015

CCNet Europe & CCNet Global, in collaboration with master coaches from around the world will be hosting a coach refresher course for rusty coaches and hot prospects immediately before the Rally in Barcelona. At this time, capacity is full.

Possible New Coach Training | Malaysia | November 2015

CCNet Malaysia-Indonesia is considering a new coach training to be held in Malaysia in November 2015. If you are interested contact [Hui Shim Tan](#).

Possible New Coach Training | North America | early 2016

CCNet North America is considering a new coach training in the Western U.S. for January of 2016. If you are interested, contact [Sara Gottlieb](#) and/or [John Morrison](#).

CCNet RALLY

It's almost time to pack your bags for our 2015 Rally taking place from September 29 through October 1, 2015, in Spain. If you are a CCNet or CMP board member, please plan to stay until noon on October 2. For information, check updates on our [website](#), or contact [Cristina Lasch](#).