



Conservation Coaches Network

NEWS | January 2014

COACHES *in action*

Mark your calendars!

9 upcoming events

NEW materials
tools
courses

Coach in the
SPOTLIGHT

Special Feature:

Managing the Business of Conservation

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 group 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.

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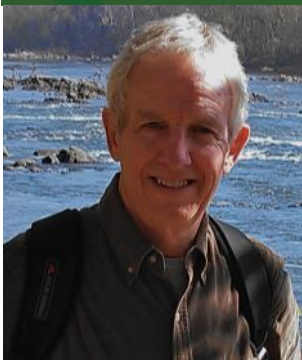
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From the CCNet Chair:



Brad Northrup, CCNet Board Chair. B.N. photo.

My best wishes for a joyful and successful new year to our partners, coaches, supporters, and friends.

As I reviewed the articles in this edition, I was struck not only by the great conservation work our franchises and coaches are accomplishing, but also by the breadth and scope of our growing community of conservation practitioners. This issue showcases actions from over a dozen countries where coaches and partners shared their knowledge to advance conservation strategies and respond to a range of conservation issues—from addressing human well-being and climate change with partners to strengthening the elements of monitoring and analysis in the Open Standards planning cycle and making advances in the conservation tool, Miradi.

You will also find a report on CCNet's core activity of providing new coach training. Here are some inspiring numbers: in just over a year, 102 new coaches representing 36 different institutions have attended six separate training sessions in Southeast Asia, North America, Australia, Africa, Europe, and South America. Looking ahead into 2014, we have training events planned in Africa, Australia, Brazil, North America, the Northern Mariana Islands, and Costa Rica.

As we begin the year, I want to thank our Board members for all they do to keep CCNet a successful, vibrant organization. They are the representatives of our four founding CCNet Partner organizations that provide essential financial support to our core operations—TNC, WWF, Greening Australia, Foundations of Success—as well as the leaders of our 12 Franchises, through which most of our work is achieved. Finally, to the new “Friends of CCNet” who have also contributed financial support to the Network this past year—a special thanks for believing in us.

The reach and diversity of the activities described in the following articles make it clear that CCNet has evolved into the global network of peers envisioned by these partners when we were chartered in 2009—we are collaborating to leverage effective conservation. This is surely something to celebrate even as we set higher goals for the future.

—Brad Northrup, CCNet Board Chair

For more information about CCNet contact: [John Morrison](#) (CCNet Global Coordinator) or [Cristina Lasch](#) (CCNet Technical Coordinator)

For more information about CCNet Franchises, contact our leaders around the world:

- Africa: [Anne Ntongho](#) and [Nancy Chege](#)
- Australia: [Natalie Holland](#) and [Paul Koch](#)
- Europe: [Ilke Tilders](#)
- Mesoamerica: [Bernal Herrera](#)
- North America: [Tina Hall](#) (Central); [Sara Gottlieb](#) (Eastern); [Terri Schulz](#) (Rocky Mt/NW and Canada); [Sandi Matsumoto](#) (Sierra/CA)
- Pacific Islands: [Trina Leberer](#) and [Jason Sumiye](#)
- South America: [Armando Valdés-Velásquez](#)

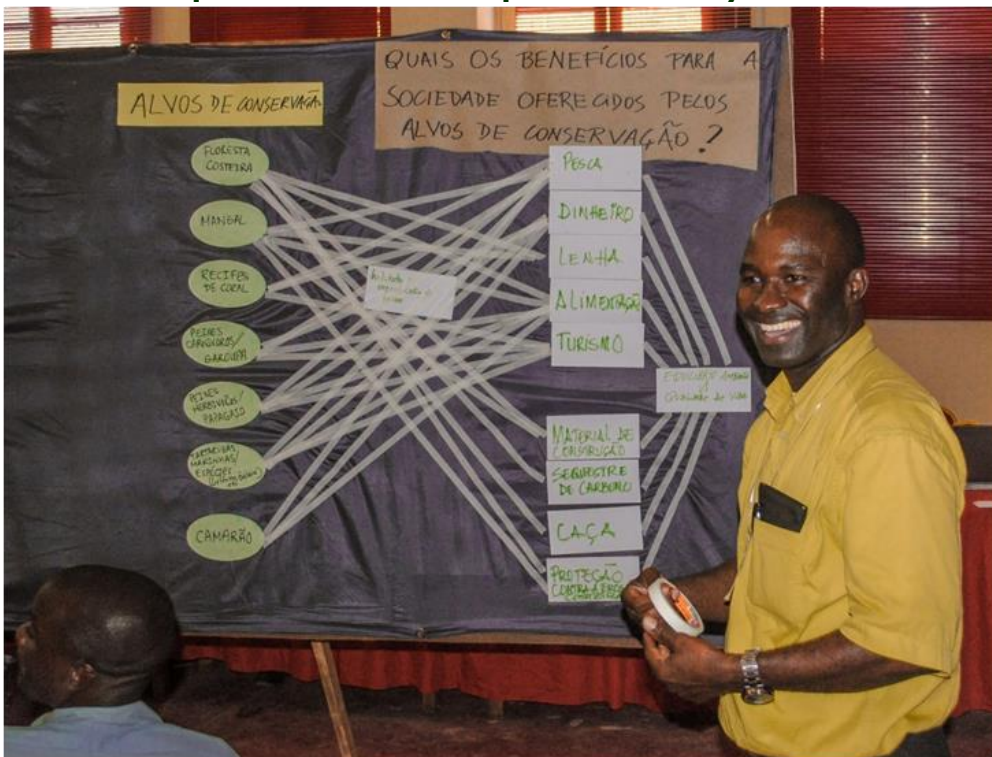
CCNet News Editor: [Sara Delheimer](#)

COACHES IN ACTION

Learn about conservation projects and trainings taking place around the world

AFRICA

Mozambique. Coaches Help Community Chart Course for New National Park.



Volunteer coaches and participants identified critical connections between the needs of the community and the health of the natural systems. Photo by Gustavo Gatti and Anita Diederichsen.

Story sent by: [Anita Diederichsen](#) and Gustavo Gatti

Workshop led by: Ministries of Tourism and Conservation in partnership with the District of Angoche

Participating coaches: Anita Diederichsen and Gustavo Gatti (volunteer coaches from Brazil on sabbatical)

Support from: CARE-WWF Alliance; TNC

For more information go to: <http://primeirassegundas.net/2013/09/13/ministry-of-tourism-hosts-open-standards-conservation-planning-workshop-for-the-primeiras-segundas-environmental-protected-area-psepa/>

Herbivorous Fishes, Shrimp, and Marine Turtles, Dolphins, and Whales. All of these targets were recognized as important to the well-being of the community because of their connections to fisheries, hunting, agriculture, tourism, and/or water quality.

The team's next steps will include reaching out to other experts to help further refine their understanding of these conservation targets and threats to their long-term health and to build effective strategies for management of the new national park.

Interested in enhancing the wellbeing of local populations and ecosystems in Mozambique, governmental and non-governmental organizations have joined forces to chart a course of action for a brand new coastal and marine protected area, Primeiras e Segundas. With the support of two volunteer coaches, 37 participants representing 21 institutions—including national and district government departments, universities, non-governmental organizations, and community fishermen came together for their first working session in September. In this session they developed their shared vision and targets and articulated their common understanding of threats. Drawing from concepts that link human wellbeing and ecosystem health in the newly released Open Standards 3.0 and *Guidance Addressing Social Results and Human Wellbeing Targets in Conservation Projects*, participants were able to highlight targets that provide essential benefits to society including food, health, quality of life, income, basic supplies and resources, artistic inspiration, and climate stability. The targets that the participants identified included: Coastal Forest, Mangrove, Coral Reefs, Carnivorous Fishes,

Kenya. Communities Build Strategies for a Healthy Coast.



Interference with the Tana River by dams and upstream withdrawals and overgrazing is a looming issue for Kenyan ecosystems and communities. During recent community meetings, Kenyan conservancies developed conservation plans to address these and other issues. Bottom photo by Peter Colverson.

Story sent by: [Peter Colverson](#)

Participating conservancies: Hanshak Nyongoro, Lower Tana Delta, Ndera, Ichaqbini from the lower Tana River Basin; Awer near the Somali border; and Pate Island. The community conservancies are part of the Northern Rangelands Trust with assistance from North Coast Conservation.

Meeting facilitators: Peter Colverson, Titus Letaapo, Fred Obiya, and George Maina

Meeting funded by: TNC; Northern Rangelands Trust

Kenyan conservancies are strengthening plans and partnerships needed to promote effective conservation strategies and protect key natural resources in the region. During two-day community planning meetings, six conservancies mapped out strategies for promoting conservation targets—such as reforestation and protecting wildlife—and addressing high priority threats like poaching, deforestation, poor security, and poor education. All of these plans emphasize working with county governments to improve infrastructure (especially roads and water supplies), encouraging investment in ecotourism facilities, and increasing security for both people and wildlife by hiring, training, and arming additional guards. Focusing more on marine resources, which are the primary food source for the community, Pate Island concentrated on incorporating strategies to prevent illegal fishing methods and mangrove destruction. In addition, they recognized the need to modernize fishing equipment so that fishers can go further from shore and catch larger fish.

After formulating conservation plans, the conservancies and coaches engaged with the North Coast Conservation (NCC) board to determine priorities and create measurable objectives that will help the NCC raise funds and work with partners, including county governments. Increased resources, stronger partnerships, and strategic plans will help the NCC and conservancies work together to overcome conservation challenges in Kenya.

Tanzania. Building Capacity for the Future.

Story sent by: Anne Ntongho

2013 workshops sponsored by: Bushmeat Free Eastern Africa Network

For more information contact: [Andimile Martin](#)

Focusing on the bushmeat problem in East Africa, coach Andimile Martin shared the critical problem solving approach of the *Open Standards* with faculty of the College of Wildlife Management, Mweka (CAWM) and the Pasiansi Wildlife Training Institute. Faculty at both institutions expressed interest in sharing this strategy and associated tools with cadres of

students—the country's future conservationists and project managers. Andimile plans to host more workshops in Tanzania and around Africa in 2014.

Gabon. Guiding Conservation of the Bas Ogooue Landscape.



The rich estuaries and swamps of Gabon's Bas Ogooue region are home to large populations of manatees, hippopotamus, and mandrill. To protect these and other critical resources, the government of Gabon reached out to WWF Gabon to help develop a feasible conservation plan for the Bas Ogooue landscape. The plan is needed to guide the expenditure of funds recently provided for conservation work in the region by the Africa Development Bank.



WWF Gabon staff outlined a conservation plan for the picturesque Ogooue River basin during a recent workshop. WWF-CARPO photos.

In response to this request, a team of technical and conservation staff from WWF Gabon used the Open Standards to develop the first draft of a plan of action. The draft will be further refined and enriched with inventory work that will establish a baseline for effectively monitoring the impacts of conservation projects in the area. To ensure the project team can continue to use the OS effectively, a member of their team will attend the upcoming training for new coaches in Cameroon.

Story sent by: [Anne Ntongho](#)

CCNet Africa Receives More Support and Training from CCNet Europe

Story sent by: [Anne Ntongho](#)

For more information contact: [Ilke Tilders](#)

The European Franchise Leader, Ilke Tilders, has supported CCNet Africa by training and motivating a skilled group of people from various organizations in West Africa. Inspired by an Open Standards training organized by the Regional

Marine and Coastal Conservation Program for West Africa, a few talented individuals have expressed interest in becoming coaches and participating in a coach training event. Ilke also worked with La Fiba—a foundation that supports the conservation and management of marine areas in West Africa—and their partners during a multiple team workshop. Encouraged by this workshop, two participants have taken on the challenge of coaching other teams at an upcoming workshop for the International Union for Conservation of Nature and partners in Dakar, Senegal. These participants have been invited to the upcoming French Coach Training workshop planned for March 2014 in Cameroon.

USA. Training Focuses on Building Better Funding Proposals.



A group of participants hard at work during the Adaptive Management short course at the 2013 ICCB meeting. Participants were divided into three groups, each working on a project provided by one of the group members. Photo by Quinn Shurtliff.

Story sent by: [Quinn Shurtliff](#)

Training course coaches: Vinaya Swaminathan (Foundations of Success) and Quinn Shurtliff (Wildlife Conservation Society, now with Gonzales-Stoller Surveillance); pre-course planning discussions with Will Crosse (Rainforest Alliance)

Just before the International Congress for Conservation Biology, two CCNet coaches led a two-day Open Standards training for 13 participants who came from Russia, Ethiopia, Kenya, Ghana, Ecuador, Columbia, Canada, and the U.S. To make the most of such a brief course, the coaches tweaked the training to focus on

components of the OS used to write effective funding proposals for projects (e.g., emphasizing the conceptual model and results chains). The participants worked diligently to learn and practice the material and, since the conference, have inspired colleagues to arrange on-site OS trainings and have incorporated OS components into actual funding proposals.

USA. Virtual Training for Producing Business Plans with Miradi Companion.

In November, CCNet North America hosted a webex training to share how Miradi—a software that facilitates the documentation and organization of project information for adaptive management—can be used to produce conservation business plans through the “Miradi Companion” app.

Story sent by: [Tina Hall](#)

Training by: Dan Salzer (TNC)

Link to Miradi Companion webex recording: <https://nethope.webex.com/nethope/lr.php?AT=pb&SP=MC&rlD=68088042&rKey=06b20217982e8c49>

Costa Rica. Students Get Hands On Experience through CATIE's New Adaptive Management Course.

This summer, 12 students from Costa Rica, Mexico, Colombia, Ecuador, Brazil, Peru, Dominican Republic, and Bolivia took part in the Tropical Agricultural Research and Higher Education Center’s (CATIE’s) first course on adaptive management in the context of biodiversity conservation. After a one-week theoretical introduction to the Open Standards, students spent five weeks preparing conservation plans for three important areas for biodiversity conservation in Costa Rica. Field practice allowed students to confront actual problems encountered during planning and implementation stages of conservation projects. Workshops with local stakeholders provided students with opportunities to hone their facilitation and communication skills.

Story sent by: [Bernal Herrera](#)

Panama. Partners Build New Skills for Protected Area Planning.



Participants learned how to apply the OS steps to conservation projects in Panama.

Story sent by: [Bernal Herrera](#)

Training course funded by: Fundación Natura

In late October, a basic training course for the Open Standards strengthened the skills of 20 conservation practitioners working on two conservation plans in Chiriqui, Panama. Trainees included environmental consultants, staff

from Fundación Natura, Panama’s Environmental National Authority, officials of the Panama Audubon Society and the MARVIVA Foundation. In addition to the training, CATIE-CCNet Mesoamerica will provide technical advice as these conservation plans are developed.

Peru. Master Plan Aims to Protect Nature and Water Supply.

Story sent by: [Armando Valdés-Velásquez](#)

Some of the most beautiful landscapes and oldest cultures in the Peruvian Andes are found within the Nor Yauyos-Cochas Landscape Reserve (RNPYC), southeast of Lima. This protected area also houses the water resources for most of the area's agriculture and is a critical future supply for the expanding city of Lima. As the area faces major changes due to climate change, robust adaptation measures are needed to protect the resources and communities in the area. Coach Armando Valdés-Velásquez and the Tropical Andes Alliance are helping the RNPYC staff develop a five-year master plan for the reserve as well as year-by-year operational plans. In addition to inspiring RNPYC staff to implement their master plan with confidence, this process is empowering them to successfully conduct their own updates and planning

Uruguay. South American Protected Area Staff Exchange Experiences.

Story sent by: [Paola Mejía](#) (National System of Protected Areas)

At the Sixth Uruguayan National Congress on Protected Areas, staff from protected areas in Brazil, Colombia, Ecuador, Peru, Venezuela, and Uruguay came together to share adaptive management experiences. A workshop organized by coach Paola Mejía and Lucía Bartesaghi (National System of Protected Areas in Uruguay) focused on integration across scales and effectiveness in conservation. During the meeting, over 40 participants worked together to synthesize their different experiences in adaptive management of protected areas, outline an approach to innovations and lessons learned, and lay out a strategy to strengthen experience sharing within the region. The group plans to share results from this workshop at the 2014 World Parks Congress in Sydney, Australia.

New Coach Training. CCNet Hosts First Spanish Training in Colombia.

In August, three instructors and 20 students from across Latin America came together at the first Spanish version of the CCNet's Coaches Training. The groundbreaking four-day event laid the foundation for constructing a cadre of coaches who will be able to service South American conservation projects and teams in the near future. Coaches made good use of newly translated Open Standards training materials during sessions held at the Los Andes University in Bogota, Colombia.



Participants at the first OS training in Spanish came from all over Latin America. Photo by Edward Stashko.

Training organizers: CCNet South America, Alianza Andes Tropicales, and CCNet Global

Training by: Cristina Lasch (TNC), Armando Valdés-Velásquez (Alianza Andes Tropicales) and Irina Montenegro (WWF-Chile)

For more information contact: [Cristina Lasch](#) or [Armando Valdés-Velásquez](#)

Venezuela. New Coastal-Marine Protected Areas Management Course Informs Conservation Plan for Margarita Island.



Students of the first course of Management of Protected Coastal-Marine Areas in Venezuela. Photo ACOANA

Story sent by: [Mariapia Bevilacqua](#) (ACOANA)

Under the Planetarium dome of the Marine Research Station on Margarita Island, Venezuela, and just steps from the warm blue waters of the Caribbean Sea, 16 community and institutional representatives and graduate students lived and worked together for two weeks in October during the first training course on Management of Protected Coastal-Marine Areas in Venezuela. The course—based entirely on the use of Open Standards—created a unique learning space for local community members, rangers, students, researchers, practitioners in private practice, NGOs and government actors. With a wide range of interests, cultures, and types of knowledge, trainees were able to apply what they learned to a conservation plan for Margarita Island that promotes a healthy environment and human welfare. As they worked through the planning steps, participants identified threats, outlined

goals, and designed key interventions to address conservation targets including the Margarita Parrot, National Park La Restinga, oysters, deciduous forests, and mangroves. The results were well received by local institutions and communities, who appreciated the contribution of the course to the island's conservation efforts.

Uruguay. Natural Areas Management Course Guided by Open Standards.



In 2013, 17 protected areas managers, park rangers, managers of private conservation areas graduated from the first official postgraduate course on Natural Areas Management in Uruguay. SNAP photo.

Story sent by: [Paola Mejía](#) (National System of Protected Areas)

In 2013, the first generation of students graduated from the official postgraduate course on Natural Areas Management in Uruguay. This formal education program—designed in 2012 by the National Directorate of Environment and the University of the Republic of Uruguay—is building human resources capacity for Uruguay's National System of Protected Areas, a relatively young system that includes 10 areas, covering less than 0.5% of the country. Guided by the Open Standards, the course promotes best practices and coherence with institutional guidelines for management plans. Coach Paola Mejía (National System of Protected Areas) played a key role in incorporating the OS

in the course, and Guillermo Placci (Foundations of Success), a seasoned conservation practitioner and OS advocate, taught the first edition of the course. As Uruguay's National System of Protected Areas matures, this course will ensure the availability of qualified professionals to carry out effective planning and management.

Albania. Workshop Improves Adaptive Management Skills for Balkans Students.



Students from across the Balkans learned how to use the MARISCO method to manage protected areas in the region. The students formed meaningful partnerships that will aide trans-boundary projects in the future. Photo by Jordanka Dineva

Workshop organizers: The German Centre for Ecnics and Ecosystem Management (established by the German "Eberswalde University for Sustainable Development" and the British Writtle College); four universities in Albania, Kosovo, and Montenegro

Participating coaches: CCNet coaches Pierre Ibisch, Lena Strixner, and Daniela Aschenbrenner; coaches-in-training Martin Kühn and Teresa Reubel

Workshop funding: The German Academic Exchange Service

Learn more about MARISCO at: <http://www.centreforecnics.org/publications-and-products/adaptive-conservation-and-vulnerability-marisco/>

For more information contact: [Lena Strixner](#) or [Daniela Aschenbrenner](#)

Over the summer, conservation students from seven different Balkan countries came together to learn about adaptive management in protected areas. During a 12-day workshop in northern Albania, coaches, coaches-in-training, and lecturers from universities across Southeastern Europe led students through the steps of the MARISCO method for conservation planning. MARISCO is a modified version of the Open Standards that places greater emphasis on system dynamics and change. For hands-on practice, coaches and students visited the "Prokletje" National Park—a trans-boundary park shared by Albania, Kosovo, and Montenegro—to conduct an Ecosystem Diagnostics Analysis. Students used data from this field exercise to apply the remaining steps of the methodology.

With a clearer understanding of how to incorporate climate change issues and risk assessments in conservation planning processes, these students are better prepared to become the next generation of conservation leaders in their regions. Partnerships forged during the workshop will also facilitate trans-boundary conservation efforts in the Balkans. The workshop was also a valuable opportunity for the coaches-in-training to practice their leadership and teaching skills.

European Coaches Rally in Bulgaria



European coaches gather at the Rally. Photo by Felix Cybulla.

Rally organizer: CCNet Europe

For more information contact: [Ilke Tilders](#)

CCNet Europe had a powerful and inspiring year, gathering people from a wide diversity of countries, cultures, and organizations near the Central Balkan National Park in Bulgaria for three events in October. Following two informative and productive workshops, a two-day European Coaches Rally attracted 35 coaches from 12 different countries and 15 organizations. Coaches had a chance to connect with one another and share their experiences and insights. The Rally also provided sessions for coaches to dig deeper into facilitation techniques and recent developments like Miradi Share and a monitoring app for smartphones. Some sessions focused more exclusively on European conservation topics, such as the Natura 2000 Network of Special Protection Areas and Special Areas of Conservation for seriously threatened species and habitats across Europe. All participants joined in the "CCNet Europe Strategic Planning Café", to discuss how to advance the four core functions of the European Franchise.

Bulgaria. European Teams Apply Open Standards to Address Regional Issues.



One of the workshop teams hashing out the first two steps of the Open Standards. Photo by Ilke Tilders.

During the October 2013 Multiple-Team Workshop, 46 practitioners from 10 European countries split into teams to practice applying the first two steps of the Open Standards using real cases of regional importance. Two teams from Bulgaria explored issues with grazing on high mountain pastures. A team with members from Albania, Montenegro, and Kosovo planned for a potential trans-boundary project. The fourth team examined the case of the Meric River Delta (between Greece and Turkey).

Multi-team workshop organizers: CCNet Europe; Bulgarian Biodiversity Foundation

For more information contact: [Lena Strixner](#)

New Coach Training: Bulgaria



Eager participants gather for a New Coach Training in Bulgaria. Photo by Felix Cybulla.

The October 2013 Coaches Training in Bulgaria encompassed coaching of the different steps and tools of the Open Standards and described facilitation techniques. Experienced coaches delivered the training to roughly 20 attendees interested in becoming effective conservation coaches.

Training by: Ilke Tilders (Foundations of Success Europe), John Morrison (WWF), Xavier Excute (Fundació Catalunya) and Felix Cybulla

Training organizers: CCNet Europe and CCNet Global

For more information contact: [Ilke Tilders](#)

PACIFIC ISLANDS

Palau. Lessons Learned from CAP/OS in the Pacific Islands.

Story sent by: Coach [Steven Victor](#) from Palau

In October 2013, coaches from Kosrae, Yap, Chuuk, Pohnpei, Guam, American Samoa, and the Commonwealth of the Northern Mariana Islands came together to share lessons learned from their practice of CAP/OS over the years. During this meeting, participants highlighted ways in which the OS have been particularly useful and effective and pinpointed needs and strategies for strengthening and supporting coaches in the Pacific Islands region. Participants summarized key recommendations on how to prepare to help projects with their planning processes, how to ensure effective process facilitation and how to hold successful workshops.

Australia. Northern and Yorke CAP Wins “Big Picture” Government Award.



From left to right: Trevor Naismith and Andy Sharp (Department Environment Water & Natural Resources) and Anne Brown and Todd Berkinshaw (Greening Australia). DEWNR photo.

Learn more about the awards: www.nrm.sa.gov.au

The Northern and Yorke Conservation Action Planning project—a collaborative effort between CCNet Founding Partner Greening Australia and the Northern and Yorke Natural Resources Management (NRM)—is an ambitious conservation project becoming a reality. Recently, the project won the Premier’s NRM Big Picture Award in recognition of the project’s large-scale thinking. Through the CAP/OS process, the “whole of the landscape” has been considered, a joint approach has been taken, and scant resources have been shared—all for the achievement of common goals: ensuring the continued conservation of the region’s biodiversity; improving ecosystem services to the region’s community and agricultural economy; and buffering future effects of climate change. A prestigious award like this helps propel Greening Australia into the future, gives added meaning to the high caliber work they already do, and highlights the value and need for nature conservation to the broader community.

“It has been a pleasure to participate in creating such a strong network of relationships between farmers, ecologists, indigenous land managers, environmental NGOs, and government representatives. We are all passionately interested in the conservation of landscapes and all work tirelessly to see our environmental goals become a success.”

—Todd Berkinshaw, Greening Australia’s State Conservation Planner and project team member.

Australia. Conservation Experts Design Training to “Close the Loop.”



Expert conservation practitioners gathered at the Royal Botanic Gardens, Melbourne, to develop a new OS training to focus on the Implement-Adapt-Learn steps. TNC photo.

Story sent by: [Natalie Holland](#)

In Australia, the Open Standards have been used in many amazing contexts from working with governments and regional authorities to “planning for country” by indigenous groups. While there have been impressive gains as a result of this work, how many of these efforts have actually executed the full adaptive management process? From assessments and experience, we know that teams can and do wane on their commitment to following through with the adaptive management process. However, most of our coaching efforts still focus on helping project teams with the *Conceptualize and Plan Actions* and *Monitoring* steps. There is little support for helping teams to *Implement, Adapt, and Learn*. Finding ways coaches can better support teams to “close the loop” and

complete the adaptive management cycle is an on-going challenge for most of us.

To address this need, TNC’s Australia Program recently pulled together an incredible team of CAP/OS practitioners to help develop a new training focusing specifically on Step 3 (Implement Actions & Monitoring), Step 4 (Analyze, Use, and Adapt), and Step 5 (Capture and Share Learning). Coaches from across Australia joined international coaches dedicated a remarkable amount of knowledge and experience to developing materials and guidance for completing these steps.

After seeking feedback from a wider group of reviewers, the coaches will refine the materials and deliver the new training to the first set of teams from across Northern Australia in early 2014. Feedback from the first participants will be used to fine tune the training workshop before the materials are shared with the broader coaches network.



Coach Stella Vareltzidou. Photo from the Vareltzidou Family Archive.

When Stella was first introduced to the Open Standards she became convinced that this method was exactly what Protected Area Management in Greece needed: a method and toolbox that support rigorous thinking and demand discipline. She engaged her team and stakeholders in a strategic planning process for the Axios Delta National Park, inspired and trained peer protected area managers, and lobbied the government to raise the bar to meet this “international standard for conservation.” But her quest is tough with Greece facing turbulent social and political weather.

Luckily, she has shared her passion and focus with the rest of Europe. As founding co-leader of the CCNet Europe Franchise, she has been part of the beating heart of the organization from the beginning. Today, Stella is surrounded by more than 40 European coaches united by this vibrant network. Stella has played a lead role in inspiring and conducting productive workshops in Finland, Greece, France, Spain, Bulgaria, and The Netherlands. Her commitment to conservation is especially impressive considering she’s done it all in her free time while balancing a family and a full-time job. On behalf of the Global CCNet community and especially everyone at CCNet Europe, we express our sincere gratitude for the Stella(r) job she has done!

Stella is now passing the baton to another European coach; contact [Ilke Tilders](#) if you are interested.



The deltas and lagoons of the Axios Delta, where Stella works, provide important habitat for birds such as the Dalmatian pelican. Photo by Lia Papadranga/ Axios Loudias Aliakmonas Estuaries Management Authority, Greece.

SPECIAL FEATURE

Bush Heritage Using Miradi to Manage the Business of Conservation



Planning workshop under a tree, Bon Bon Station Reserve. Photo by Jen Grindrod.

Story sent by: [Annette Stewart](#)

The business of conservation involves managing considerable amounts of data. You’ve probably used the Miradi adaptive management software that accompanies the Open Standards, to store some of your project information, such as descriptions of targets and tables showing your threat ratings. But have you stopped to think what else you could do with all that data? A few years ago, Bush Heritage Australia started on a path to exploit the power of this information—moving away from storing plans in documents and towards storing raw data in systems like Miradi. Once stored in systems in a nice orderly way, you can start to report on data, add it together, and link it to other systems. And when that happens, you start to get new insights and a whole new set of options for managing your projects—for managing the business of conservation.

We now have all of our project information stored in Miradi, from high-level goals to budgeted expense items and assignments. This lets us use a reporting program to generate our project plans, rather than spending tedious hours writing them. We can pull the budget information out of Miradi and load it directly into our finance system. Now, a team’s budget is no longer one big lump of costs; instead, we can drill through the information to see which strategy an expense relates to, the results chain showing expected outcomes, and the indicators we can use to measure progress. Our fundraisers can see where funding is required and use our “prospectus” report to support their funding applications.

Count of ProgressStatus	Column Labels	Planned	OnTrack	MinorIssues	MajorIssues	Completed	Abandoned	Not Specified
⊕ Finance			1					6
⊕ Conservation Strategy	1	37	7			11		19
⊕ Governance & Business Systems		2	2					
⊕ Fire & Incident Mgmt		18	3					12
⊕ Access & Visitation		4	1					4
⊕ Science & Research	2	15	3			1		13
⊕ Indigenous Partnerships	1	8	1					11
⊕ Major Gifts		1						2
⊕ Land Mgmt - Threat Reduction	5	111	5			3	1	46
⊕ Land Mgmt - Viability Improvement	6	28	7	1			1	17
Grand Total	15	225	29	1		15	2	130

Monthly Progress Report sorted by type of Strategy across the whole portfolio of projects. Clicking on a cell shows the individual reports from each project. This helps us manage key types of activities across all projects.

As implementation proceeds, team members routinely enter progress reports for key activities so everyone can see what is going on. We can record which supporters are funding different parts of the projects, with links to our donor management system.

When all this information is collected in one place, we can be more efficient, it becomes easier to report to supporters and to do Step 4 of the OS cycle: Analyze and Adapt.

Managing individual projects is really only a part of the puzzle. The big challenges come when you need to monitor a whole portfolio of projects and balance resources across them. Thanks to wonderful work by David Berg, a TNC volunteer, we’ve been able to use his Miradi Database to collate our project information and report across our project portfolio. This gives us valuable insights into where our efforts are going and where support is allocated relative to our priorities. In time, these sorts of reports will become available to everyone through [Miradi Share](#).

“I’ve been working in the conservation sector for over 20 years, from government agencies through to NGOs. I am without doubt now in the best “manager” position I’ve ever been in, thanks to Miradi systems support. I was a skeptic early on, but now I’m sold!”

—Dave Whitelaw (Executive Manager, Bush Heritage West Region)

BULLETIN BOARD

Announcements, help wanted, and food for thought



Geocaching Travelbugs



The travelbug set free by Bo Yang—a CCNet coach in China—has already travelled 36,048 kilometers and was recently dropped in South Africa!

For more information contact: [Felix Cybulla](#) or [Sara Gottlieb](#)

Learn more about geocaching: www.geocaching.com

During the 2013 Coaches Rally, the CCNet Planning Committee sent out five notebooks as *geocaching travelbugs*—small items that are moved from cache to cache as members of the geocaching community use GPS devices to track down the hidden caches. Each notebook asks the finder to write down why nature conservation is important and has a tracker so its journey can be traced in real-time. When the travelbugs are collected for the next Rally, they will be full of inspirational quotes from individuals around the world that will show us why our work is important to others.

Geocaching is a real-world treasure hunt in which participants use a GPS device (and sometimes solve puzzles) to navigate to a hidden cache located at a specific set of coordinates. There are many different kinds of caches containing different kinds of treasures, ranging from simple logbooks to letters to goodies that can be taken by the finder as long as she leaves something in its place.



MARISCO Manual Published

For more information contact: [Pierre Ibisch](#) (Centre for Economics and Ecosystem Management, Germany)

Free download of the manual and more information: <http://www.centreforeconomics.org/publications-and-products/adaptive-conservation-and-vulnerability-marisco/>

Standards) facilitates “adaptive management of vulnerability and risk at conservation sites.” With strong theoretical underpinnings that include ecosystem and complex systems theories as well as non-equilibrium thermodynamics, MARISCO can also incorporate adaptation to climate change as part of ecosystem-based climate management or sustainable development plans.

Conservation is expected to draw up strategies and deliver measurable outcomes in an environment of increasing uncertainty and unknowns. The MARISCO methodology (proposed by the Centre for Economics and Ecosystem Management at Eberswalde University for Sustainable development, Germany, and derived from the Open



Protected Area Management Planning Handbook Available in Spanish

For more information contact: [Bernal Herrera](#) (CATIE) or [Cristina Lasch](#) (TNC)

View the manual online or download it for free: http://catie.ac.cr/manual_areas_protegidas/

Contributors to the initial English version: José Courrau, Sue Stolton, Nigel Dudley, Jora Young, Dan Salzer, Cristina Lasch, Oscar Maldonado, and Jamison Ervin.

TNC and CATIE recently published the handbook [Protected area management planning in Latin America: A focus based on the Open Standards for the Practice of Conservation](#). This Spanish language handbook offers a series of practical tools and seeks to empower those who manage protected areas so they can update and develop their own management plans.



French Materials Coming Soon!

CCNet Global and CCNet Africa are collaborating to translate coaching materials to French, so if you are a francophone coach, you will soon have materials to support your projects.

Help Revise the Threats and Actions Taxonomy



Before Linnaeus, the European rose *Rosa canina* was known by some as *pinkish white woodland rose with hairless leaves* and by others as the *odorless dog rose*. Though descriptive, this multitude of terms was a communication barrier for botanists. Photo by Aiwok.

To comment on Threats and Actions:

- 1) [Register](#) for Griffin Groups
- 2) [Log in](#)
- 3) Click the "Request Membership" button on the IUCN-CMP Threats & Actions Taxonomy Update [home page](#). An administrator will accept your request shortly.
- 4) Click the link for the Threat or Action you would like to revise and add a comment to suggest edits, splits, merges, and/or changes to the terms, definitions, and expositions.

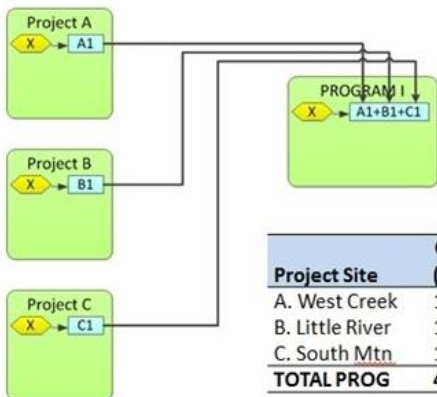
A session at the CCNet Rally in April called for a review of the [IUCN CMP Threat and Action codes](#). The CMP-CCNet Classifications Working Group is now seeking your comments on the taxonomy of conservation actions and threats. This taxonomy for conservation projects is like the Linnean nomenclature for species—a hierarchical naming system in a common language that allows teams involved in projects on similar topics to communicate and learn from each other.

Published [in 2008](#), the Threats and Actions codes have been used in tens of thousands of species assessments, thousands of project descriptions and site evaluations, and by donors to analyze grant portfolios. However, this taxonomy is not static, and some classifications work better than others. For example:

- Should disease be considered a separate category of threat?
- How should actions for managing cultural heritage be incorporated into the taxonomy, if at all?
- Should the taxonomy distinguish between direct action and actions that enable other actions?
- Should the classifications be translated into other languages?

The review comment period goes through February 2014—don't delay and comment today (see instructions in the sidebar).

Miradi Share Out Now, Seeking Testers



Project Site	Obj (ha)	Cumulative Actual (ha)			Current % Obj
		2013	2014	2015	
A. West Creek	120	0	42	95	79%
B. Little River	165	10	80	170	103%
C. South Mtn	140	15	15	15	11%
TOTAL PROG	425	25	137	280	66%

With the new Miradi Share platform, objectives from individual project sites (e.g., hectares of marsh restored) can now be rolled up together to assess progress towards an overall program objective.

Learn more or start sharing your Miradi files: www.miradishare.org.

Use Miradi Share to research what other teams have done, build on their work, and then share your work with the rest of the world.

Rolling up project data across a program. Many Miradi project teams work as part of broader programs. Full license holders can now use Miradi Share to create templates that allow rolling up and reporting on similar factors across multiple projects.

Miradi Share—a web-based system to adaptively manage portfolios of conservation projects and grants—has just been launched and needs teams to help with testing. Already, this exciting new platform has been showering functions on early adopters:

Managing the “hot” file. Ever tried working on a Miradi project with multiple people straining to figure out who has the most recent version? Miradi Share solves the problem by storing the “hot” file in the cloud so that team members can check out the file, make changes, and track version history.

Learning across projects. Starting a new project or exploring a new strategy and don't want to re-invent your viability analysis or results chain from scratch?



BLM Planning for Priority Species Class

The Bureau of Land Management will host a Planning for Priority Species and Vegetation Class in Fairbanks, Alaska during the week of April 14. For more information, contact [Terri Schulz](#).



Open Standards Course for Graduate Students

A course on the Open Standards has been integrated into the graduate student program of the Mbalmayo Forestry School and the Garoua Wildlife College. There is ongoing discussion with the school directors on how to effectively present this course. For more information, contact [Anne Ntongho](#).



Mesoamerica Organizing and Connecting

CCNet Mesoamerica is getting organized: a support person was hired by CATIE to update the coaches database and to help coordinate communications with members in the region. In March, coaches will participate in the IVth Mesoamerican Protected Areas Congress.




New CCNet & CMP Joint Web Site Coming Soon!



CCNet Global has joined forces with the Conservation Measures Partnership (CMP) to develop a joint web space which will allow us to retain our respective identities, but will make resources more accessible for users. We expect to have a skeleton site up and running by May 2014. Please contact [Cristina Lasch](#) if you are interested in helping CCNet test the new site.



CCNet List Serve: We'd like to summarize content

A black rectangular sign with a white border and the text "HELP WANTED" in yellow, hanging from a black string.

Got stuck, need help, or found something cool related to the practical application of the Open Standards for the Practice of Conservation? Tap into our [CCNet List Serve](#)! To sign up, e-mail [Marjorie Bennett](#) or [Cristina Lasch](#).

We're looking for a volunteer to help us summarize List Serve content every three months; please contact [Cristina Lasch](#) if you'd like to help.

UPCOMING EVENTS

Mark your calendars

NEW COACH TRAININGS

March 17-21 | Cameroon

- New Coach Training in **French**. Registration is ongoing. For more information, contact [Anne Ntongho](#) or [John Morrison](#).

March 31-April 4 | Cairns, Australia

- New Coach Training in **English**. TNC Australia is encouraging and seeking participants from the broader Asia-Pacific region to attend. Please let [Natalie Holland](#) know of any potential names.

June/July | Brazil

- New Coach Training in **Portuguese**. Contact [Rogerio Barbosa](#) or [Cristina Lasch](#) if you'd like to attend.

October | Georgia, USA

- New Coach Training in **English**. For more information, contact [Sara Gottlieb](#) and [John Morrison](#).

OPEN STANDARDS METHOD TRAININGS

January-March | Costa Rica

- An OS course will be offered within the Master's program for Wildlife Management at the National University of Costa Rica. Students from different parts of Latin America and Europe are invited to attend. If you are interested, contact [Bernal Herrera](#).

March/April | Saipan, Commonwealth of the Northern Mariana Islands

- OS Training with focus on coaching skills. For more information contact [Steven Victor](#) and [Trina Leberer](#).

April | Costa Rica

- OS Training in **Spanish**. If you're interested in attending, contact [Bernal Herrera](#) and [Marcia Brown](#).

April 7-11 | Broome, Australia

- TNC Australia will be delivering a new "Closing the Loop" workshop, focusing on coaching OS steps 3, 4, and 5 (Implement-Adapt-Learn) to the first set of indigenous teams.

HEALTHY COUNTRY PLANNING TRAININGS

March 10-14 | Darwin, Australia

- TNC Australia will be hosting the first workshop in a new series of Healthy Country Planning Trainings. Six indigenous teams from across Northern Australia have been invited to attend.