

Summary

In his latest book *Blessed Unrest* best-selling author Paul Hawken recognizes that a hopeful new movement is growing all over the world. This movement is springing up from the ground involving millions of people working to address the needs of their communities through local action. The Green Belt Movement in Kenya, the indigenous lands rights movement in the Amazon, the sustainable forestry efforts in rural British Columbia are just a few examples of the kinds of efforts Hawken describes that are engaging people in purposeful actions aimed at healing the wounds of the past and forging a more sustainable future. Hawken claims that this movement isn't a top-down, centrally organized endeavor, but rather it is a spontaneous effort by millions of people in thousands of places to find solutions best suited to their home places.

He goes on to say that this movement is best supported not by top-down decisions but by providing the participants "useful problem-solving tools." Conservation Action Planning is just that — a simple, useful problem-solving tool designed to shape thoughtful, focused conservation action and to learn from this ac-

tion to forge a new healthier future. Efroymsen Coaches support people in their use of this powerful tool, and the aim of the Efroymsen Coaches Network is to provide an arena in which experiences and lessons learned from the thousands of conservation efforts under way all around the world can be shared.

Acknowledgments

More than 200 people helped to create the Efroymsen Coaches Network Strategic Plan. It was developed through an inclusive and iterative process involving network leaders, network coaches, key partners and friends of the Network. Network leaders and coaches ratified the plan in December 2008.

Specific recognition and thanks to Audrey Newman for her steadfast leadership at every step of this planning process and to The Nature Conservancy's and the Efroymsen Coaches Network's extraordinary partners: Phillipa (Pip) Walsh, Greening Australia; John Morrison and Will Reidhead, WWF; and Nick Salasky, Foundations of Success, for their substantial contributions and investment in the development of this plan.

Efroymsen Coaches Network: Planning for the Future

The Efroymsen Coaches Network for Conservation Planning is an interconnected community of conservation practitioners that spans six continents and 15 organizations. The mission of the network is to catalyze effective conservation across lands and waters worldwide through action planning, coaching, knowledge-sharing and innovation.

Members of the Efroymsen Coaches Network do this by supporting conservation teams in the application of Conservation Action Planning (CAP) and committing to ongoing learning and sharing across the Network to enhance their individual skills and share breakthrough ideas and best practices.

All over the world, more local community-based efforts are springing up to address conservation challenges¹, governments have committed to expanding their protected areas networks², and conservation organizations are converging on the need to enhance their approach in order to increase their effectiveness and learn

from their actions³. These encouraging developments have all led to a burgeoning need for simple and effective conservation decision-making tools and a growing request for coach services. Along with the desire for direct support from coaches, there is also an increasing interest in having trained coaches on staff who are affiliated with the Efroymsen Coaches Network.

The following pages outline the three-year strategic plan for enhancing and expanding the Efroymsen Coaches Network to accommodate this demand and to export CAP methodology and training to conservationists worldwide.

¹ Hawken, Paul. 2007. *Blessed Unrest: How the Largest Movement in the World Came into Being*.

² United Nations, Convention on Biological Diversity. 190 governments committed to the "Program of Work on Protected Areas," which calls for building ecologically representative and effectively managed systems of protected areas across habitat types.

³ Conservation Measures Partnership — 11 non-government organizations working in partnership to "seek better ways to design, manage, and measure the impacts of their conservation actions."



Team of coaches, partners and friends of the Efroymsen Coaches Network who developed the first draft of this strategic plan, San Juan Capistrano California, April 2008.



Coach Liu Dachang (third from left) working with farmers and local officials at Dayaoshan Nature Reserve, Guanxi, China.

Conservation Action Planning

The Nature Conservancy has developed a rigorous, science-based approach to the business of conservation called Conservation Action Planning (CAP). CAP helps conservationists define their priorities for action, determine exactly what success looks like and identify threats to that success.

CAP guides project teams to identify effective conservation strategies. It provides an objective, consistent and transparent accounting of conservation actions and the intended and actual outcomes of conservation projects. It enables project staff to responsively adapt their actions to improve strategy effectiveness and achieve greater conservation impact.

CAP works to discipline conservation practitioners to think in hard-hitting ways to build focus and uncover critical new pathways for action wherever they work. CAP's common language and approach provides the Coaches Network a means to capture, communicate, learn and share what is working worldwide.



For a full set of CAP tools, training opportunities, examples and guidance documents, visit www.conservation-gateway.org/cap.

Efroymson Coaches Network — An Overview

Members of the Efroymson Coaches Network advance effective conservation around the globe by helping teams use simple, powerful decision-making tools consistent with the “Open Standards for the Practice of Conservation”⁴ to develop focused and measurable action plans for their sites and projects. The Coaches Network was established in 2004 to support the application of CAP, The Nature Conservancy’s version of the Open Standards, to Conservancy priority projects around the world. Since then, the Network has grown from a few individuals to more than 200 trained coaches in 29 countries and 15 organizations in 2009.

Network coaches facilitate teams through the CAP/Open Standards process to:

- incorporate the best available science,
- identify key conservation targets,
- determine the health of the conservation targets,
- identify critical threats,
- develop strategies with a high potential for countering the primary sources of those threats, and
- establish measures to evaluate the effectiveness of these strategies in order to adapt and learn from direct experience.

In 2008, affiliated coaches supported more than 180 teams that worked on conservation projects ranging widely in size and scope, including government-managed protected areas, private lands, large-scale landscapes and seascapes involving multiple partners and many different uses, and programs to address pervasive cross-project threats. The Coaches Network also aims to continuously improve the CAP methodology, train new coaches, document lessons learned, and help coaches hone their skills and learn from each other.

⁴ A general framework for conservation project design and management developed and adopted by members of the Conservation Measures Partnership.

Coaches’ Organizational Affiliations

Alaska Sea Life Center	Reef Center
Bush Heritage, Australia	Peel Harvey Catchment Council, Australia
Carolinian Canada Coalition	Tasmanian Land Conservancy
Foundations of Success	The Nature Conservancy
Greening Australia	The Nature Conservancy of Canada
Headwaters Coalition, San Antonio, Texas	WWF/Australia
Kosrae Island Resource Management Authority	WWF/International
Palau International Coral	WWF/US

Objective 4: Strengthen and Expand the Network Structure

Network partners agree on a collaborative network structure and expand the network to include new strategic partners in new or under-resourced geographies to use CAP/Open Standards tools and provide coaching support in at least 20 United Nations’ Convention on Biological Diversity signatory countries.

Strategic Action 4.1:

Clarify the work and structure of the Efroymson Coaches Network and the roles, responsibilities and benefits of partner organizations, network support staff, the user community, franchises, coaches and clients.

Strategic Action 4.2:

Promote CAP/Open Standards tools to protected area managers worldwide and other high priority government and nongovernment partners and help these professionals to use these tools to improve conservation outcomes at multiple scales in at least 20 countries.

Strategic Action 4.3:

Organize network franchises to include new strategic partners with special emphasis on new or underserved geographic areas.

Strategic Action 4.4:

Ensure ongoing core network operations and the ability to incorporate new partners and expand into new geographies by collaboratively establishing a network budget and securing funding adequate to support and coordinate network functions as a partnership enterprise by 2012.

objective four

Objective 5: Engage Network Coaches in Research and Development

Engage coaches to improve the CAP/Open Standards process by developing and applying a consistent approach to capture, vet and integrate five to 10 globally relevant user-driven improvements or innovations into the core methodology and tools by 2012.

Strategic Action 5.1:

Establish the Innovations Team and recruit a diverse team of coaches and science experts to participate on the team. The Innovations Team will identify a transparent process that fully integrates the Efroymson Network Coaches community in the identification of field-based adaptations and innovations that will benefit the practice as a whole.

Strategic Action 5.2:

Use the Innovations Team approach to identify five to 10 important CAP/Open Standards adaptations or innovations that would benefit the majority of coaches and practitioners and provide core funding to support the most promising adaptations.

Strategic Action 5.3:

Re-test and verify the most promising innovations in the field.

Strategic Action 5.4:

Synthesize test site findings and incorporate the most successful innovations into the core CAP/Open Standards process and coach training.

Strategic Action 5.5:

Ensure innovations are shared with both the active coaching community and practitioners.

objective five



CAP Coaches support management planning process for Greater Gombe Ecosystem, Tanzania, Africa.

Values that Guide the Network

Results-Oriented. We are committed to tangible conservation outcomes using and adapting the best known approaches to conservation project planning and management.

Inclusive and Diverse. We are committed to engaging many different organizations, partners, and practitioners to operate as a network of peers encouraging diverse ideas, multiple languages, and culturally sensitive and ecologically distinct adaptations and applications.

Innovation and Excellence. We are committed to sharing and learning in an open and supportive manner, encouraging new techniques and enhancements to ensure continual improvement and integrating and being informed by the best available conservation science in every step of the process.

Distributed Responsibility and Non-Hierarchical. We will function as a network of peers assisting each other to achieve his or her full potential as a coach while working in a cooperative and collaborative manner.

Culture of Cooperation. Our network will have a culture of acceptance, cooperation, honest and respectful exchange, and celebration in our work with each other and with our partners.

Summary of Strategic Plan

The first four years of the Efroymsen Coaches Network have demonstrated that by dramatically increasing the rigor of teams that design and implement conservation projects, trained conservation coaches can increase conservation impact at individual projects. By acting as a “network” of coaches, communicating and cooperating across a broad spectrum of conservation interests, the conservation impact can be accelerated globally.

Building on the encouraging progress made in the first four years of the Efroymsen Coaches Network, this Strategic Plan outlines a course of action that aims to respond to the growing global need for coaches who can guide conservation planning teams with simple and effective conservation decision-making tools. It has two primary components.

1. to enrich and strengthen the existing coaches and partner organizations skills and connections; and
2. to lay the groundwork for a truly global and multi-organizational enterprise.

The Strategic Plan outlines a specific course of action for the four current network partners⁵ to take to respond to this global opportunity over a three-year period (2009 – 2012) by positioning the Efroymsen Coaches Network to be a multipartner enterprise dedicated to catalyzing effective conservation across lands and waters worldwide through action planning, coaching, knowledge-sharing and innovation.

The plan has five objectives:

1. Enhance Coach Competencies to Support the Entire CAP Process
2. Enhance Knowledge-Sharing
3. Institutionalize the CAP/Open Standards Adaptive Management Approach
4. Strengthen & Expand the Network Structure
5. Engage Network Coaches in Research & Development

⁵ The Nature Conservancy, Greening Australia, WWF and Foundations of Success.



Team members working on Maya Mountain Marine Corridor Conservation Action Strategy, Belize.

Efroymsen Coaches Network Objectives, 2009 – 2012

To dramatically increase our conservation impact, this strategic plan focuses on five key objectives designed to deepen and strengthen the effectiveness of the field-based conservation work of the Efroymsen Coaches Network’s current four partners and to lay the groundwork for the expansion of the Network into a truly global, multipartner enterprise. The aim is to achieve the following five objectives by the beginning of 2012.



Coach Gala Davaa (right) working with government and NGO partners on conservation strategy for Tosonkhulstai Nature Reserve, Mongolia.

network objectives

Objective 1: Enhance Coach Competencies to Support the Entire CAP/Open Standards Process

At least 60 percent of the plans supported by active network coaches fully incorporate all of the steps of the CAP/ Open Standards process, with an increased emphasis on measures, work plans, implementation, and using results to adapt and improve.

Strategic Action 1.1:

Develop a cadre of specialized “Measures & Implementation” coaches to provide targeted support to project teams and other coaches on the four process steps that are currently underserved (measures, work plans, implementation, and using results to adapt and improve).

Strategic Action 1.2:

Engage deeply experienced conservation practitioners as CAP/Open Standards “strategic advisors” to work with coaches and support project teams to enhance strategy development.

Strategic Action 1.3:

Develop additional materials and support training for the currently underserved steps in the process to assist coaches and practitioners.

Strategic Action 1.4:

Enhance materials and support for project teams to make use of self-assessment tools and existing “audit” processes to do regular updates on their application of CAP/Open Standards processes and the effectiveness of their strategies.

objective one

Objective 2: Enhance Knowledge-Sharing

Mechanisms for sharing best practices, tools, innovations and lessons learned are readily available, communicated and marketed regularly, easily accessed by the wider CAP/Open Standards user community, and accessed annually by the majority of coaches in the Efroymsen Network.

Strategic Action 2.1:

All member organizations commit to include a percentage of time in individual coach's annual goals to participate in knowledge-sharing across the network. Specific knowledge-sharing media will vary but could include exchanges, mentoring, Web site contributions, translations, case studies, ConPro (a shared, fully searchable,

conservation project experience database) updates, open workshops, work groups and participation in Network events.

Strategic Action 2.2:

Develop and actively distribute all CAP/Open Standards tools and products as open-source materials to ensure greater use and widespread application.

Strategic Action 2.3:

Provide a "coach book" forum for all coaches to share information directly with each other.

Strategic Action 2.4:

By 2011 all coaches are fully utilizing ConPro to share information about ongoing projects that use CAP/Open Standards processes.

Strategic Action 3.2:

Strengthen the Network's capacity to support partner organizations' CAP/Open Standards projects by increasing the number of trained coaches, with dedicated time, by at least 25 percent by 2012.

Strategic Action 3.3:

Using The Nature Conservancy as a test case, prioritize providing network coach support to highest priority projects.

Strategic Action 3.4:

Develop and use measures to direct, market and track network progress and impact.

Objective 3: Institutionalize the CAP/Open Standards Adaptive Management Approach

Strengthen each Efroymsen Coaches Network partner organization's priority conservation projects by helping teams integrate the basic principles of the CAP/Open Standards process into their highest priority projects.

Strategic Action 3.1:

Secure support from top leadership in each partner organization for the CAP/Open Standards process by 2009.

objective three



Longleaf Pine, North Florida Project, Coach Doria Gordon.



Coach Paul Koch (right) working with Habitat 141 Team, Victoria, Australia.

Efroymsen Coaches Network Mission & Long-term Goals

The Efroymsen Coaches Network catalyzes effective conservation across lands and waters worldwide through action planning, coaching, knowledge-sharing and innovation. Its long-term goals are to:

1. Provide coaching support to practitioners worldwide in the application of conservation action planning to their project to ensure that practitioners have the confidence to implement their plan of action and achieve tangible conservation results.
2. Ensure continuous improvement of the conservation action planning methodology based on the real experiences and input of field users.
3. Share best practices and lessons learned across the worldwide community of conservation practitioners.
4. Provide a common language and framework for conservation decision-making across multiple scales and organizational program needs and support decision makers to integrate the core components of the CAP/Open Standards framework as appropriate.
5. Expand the Network to include strong "franchises" (or coach groups) within key partner organizations that actively support and promote CAP/Open Standards conservation project management methods and tools as standard practice around the world.