

Statement of Purpose of CMP

This charter describes the agreement among the members¹ of the Conservation Measures Partnership (CMP), including membership terms, the work we do in broad terms, and how we communicate and make decisions. This charter lays out our values, the ways in which we work together, and the principles for engagement that we have mutually developed and freely adopted. While this charter is not legally binding, we see it as our social contract.

CMP is a partnership of conservation-oriented NGOs, government agencies, funders, and private businesses that work collectively to achieve greater impact. We seek better ways to design, manage, and measure the impacts of our conservation actions so that we can learn and improve our efforts and contribute our learning to the broader evidence base.

CMP was formed with a mission to advance the practice of conservation by developing, testing, and promoting principles and tools to assess and improve the effectiveness of conservation actions, and provide evidence of results achieved. By participating in CMP, member institutions seek to capitalize on their individual and collective experience to avoid duplication of effort, bypass tried but failed approaches, and quickly identify and adopt better practices.

Each CMP member has biodiversity conservation as one of its primary goals, is focused on achieving tangible conservation results, and is working to improve approaches to program and project² design, management, and assessment. CMP is firmly rooted in open collaboration and sharing because we believe that, collectively, we can enhance results, improve impacts, and accelerate learning by transcending often-present institutional barriers. We believe that good conservation practice should help practitioners test assumptions and learn from both successes and failures.

Core Values

To facilitate our work, we honor the following core values:

- **Commitment to Learning** – We are committed to improving the practice of conservation by sharing our experiences and learning together. To this end, we work to test new concepts and approaches. We share not only success stories but also lessons learned from efforts that did not turn out as planned.
- **Trust** – We understand that, for CMP to function as a catalytic force, we must trust one another to act with the best interest of the partnership and the conservation community at large.

¹ “Members” refers to institutions in CMP; each member institution has one to three staff members who serves as primary representative to CMP.

² A project is any set of actions undertaken by any group of managers, researchers, or local stakeholders interested in achieving certain defined goals and objectives.

- **Integrity** – CMP must function with great respect, honesty and clarity of purpose. It is important that we maintain patience as we grapple with complex issues and diverse perspectives.

Our Work

CMP members pool efforts and capitalize on collective experience to develop and recommend approaches that improve the effectiveness of conservation actions. Our flagship product, *the Open Standards for the Practice of Conservation* (shorthand, *Conservation Standards*), lay out our agreed-upon set of best practices for designing, implementing, assessing, and improving conservation programs and projects.

These standards, updated regularly, represent our collective vision for quality adaptive management and evidence-based conservation. They serve as a resource for all CMP members, the broader *Conservation Standards* community, and the conservation community at large to use and adapt to their specific needs. Following the principles of adaptive management, we aspire to continually learn, innovate, and improve as we promote and apply the *Conservation Standards*.

Through our [strategic plan](#), we regularly identify the key strategies we need to help the conservation community use principles and practices described in the *Conservation Standards*. The CMP board periodically reviews and proposes updates to the CMP strategic plan, which the broader membership reviews and approves, as appropriate.

Membership

CMP requires the active engagement of its membership. It is not a passive network of institutions that occasionally meets to discuss relevant issues. Instead, for CMP to function effectively, it requires the involvement of individuals who work together in a productive and respectful manner. As such, while specific institutional involvement is important, the individuals who represent each institution are just as important. Membership in CMP should help maintain CMP's focus and promote a sense of ownership among members.

Members

Institutional Members: CMP seeks to involve like-minded institutions from around the world. To this end, CMP members may include not-for-profit/non-government organizations (NGOs), private foundations, government agencies, donor organizations, conservation consortia (e.g., CCNet, WCPA), and private sector businesses. The CMP Board has the option of modifying any membership requirements for an individual institution as it deems warranted and in keeping with the spirit of CMP.

Current criteria for full membership in CMP include the following (all must be met):

- Conservation of biodiversity is an important part of the mission of the institution.
- The institution is committed to learning from and improving conservation actions
- The institution commits to open and shared learning with the other CMP members.
- An experienced and capable staff member of each institution is designated by the institution's senior management as a representative to CMP. Each institution must also



designate one or more alternates, who are welcome to participate fully in CMP activities. (However, each member institution has only one vote in all CMP affairs.)

- The institution supports regular and active participation of representatives in meetings and initiatives, contributes to general costs of CMP, and where possible, allocates resources to host events.

Obligations of Membership

Specific obligations of member institutions (coordinated through their representatives) include:

- **Apply the *Conservation Standards*** – CMP members agree to design, manage, monitor, and evaluate their conservation actions consistent with the *Open Standards for the Practice of Conservation* or equivalent frameworks.
- **Attend meetings** – Members are expected to attend quarterly calls and biennial retreats.
- **Do the work** – Members are collectively responsible for engaging in and completing CMP prioritized work. Members are also strongly encouraged to participate in at least one initiative.
- **Provide working capital** – Member institutions will cover the costs associated with their participation – including staff time and expenses. They will also pay annual dues of US \$2,500 to support core and coordination costs associated with the operations of CMP.
- **Develop proposals** – Member institutions are encouraged to develop and promote proposals to fund priority activities that cannot be covered by member institution dues.

Benefits of Membership

Benefits of membership include:

- **Having a say in the course and direction of CMP** – Current members will set policy and determine focus areas.
- **Determination of the activities undertaken by CMP** – The members will regularly review and prioritize activities CMP will undertake.
- **Participation in all activities organized by CMP** – Current members will have the option to participate in any and all of the activities developed by CMP.
- **Joint authorship of core CMP products** – When appropriate, products that are developed and published by CMP, including the *Conservation Standards*, will be produced under joint authorship.
- **Input to the development of CMP products** – CMP members will enjoy first rights to the materials and products resulting from CMP activities. CMP members will also be able to participate in the pretesting of draft products.
- **Network with leaders in the conservation community** – CMP members interact with one another and have many opportunities to connect and engage in intellectual and practical exchanges with fellow conservation leaders. This networking also allows our members to work collectively toward an impact greater than the sum of our parts.

[Click here for a more detailed list of membership benefits.](#)

Individual Partners: The CMP Board may invite individuals (including sole proprietorships) to participate in CMP activities, including attending CMP regular meetings. These individuals are valued for their contributions to the conservation sector, but are not considered full voting

members and are not eligible to serve as CMP Board members though the board may designate key individuals to participate in relevant board activities.

Determination of Membership

Membership is open to any institution that meets the criteria for membership. Membership decisions will be made by the full membership, based on a recommendation by the CMP Board. Interested institutions must identify candidate representatives to the CMP Board that will uphold the values of CMP and contribute actively and significantly to CMP activities.

Potential new members can request membership in CMP by contacting one of the existing Board members with a brief letter describing why the institution would like to join, and who the representatives will be (one lead and one additional). Once the Board vets the application against the criteria for membership, it will pass the request to the CMP general membership for final confirmation.

A member institution can voluntarily terminate its membership in CMP by giving written notice to the Board. In the unlikely event that it becomes necessary to revoke membership, the Board will undertake an inquiry, solicit input from the general membership as appropriate, and decide on the status of the membership in question. In order for membership to be rescinded, a unanimous vote by the Board is required (excluding the member in question if it holds a Board seat).

Governance

CMP is governed by a Board elected from and by the membership. The Board is responsible for the following duties:

- **Draft and propose policy** – Suggest new policy to the full membership for its review and approval.
- **Propose activities** – Take advice from the full membership to suggest potential new directions in activities. These activities are periodically incorporated into the CMP Strategic Plan.
- **Select and manage coordinator** – Select one or more members to serve as the coordinator/facilitator for CMP. The Board develops an MOU with the coordinator and supervises the coordinator.
- **Develop the annual budget** – In collaboration with the coordinator, develop, approve, and manage the annual budget.
- **Seek funding and oversee finances** – Seek funding for CMP activities and review and approve annual budgets and finances.
- **Represent CMP and provide external exposure** – Represent CMP at meetings, conferences, and other venues.
- **Act as liaison with other institutions and initiatives** – Represent CMP and work with other parties.
- **Make recommendations for membership** – Receive, review, and recommend (as appropriate) potential members to existing membership for final approval.

The Board is comprised of five to twelve CMP members. No institution can hold more than one seat on the Board. To the extent possible, the Board should represent the major CMP



constituencies. One of these seats is filled by an appointed representative of the Conservation Coaches Network (CCNet) who is a voting member of the Board. The CMP Board has the right to approve any candidate that CCNet nominates to fill this position. The remaining Board members are elected by a majority vote of all CMP member institutions in good standing. The current Board will solicit interest from the full CMP membership for serving on the future Board. Each institution has one vote for each open seat on the Board. Board members will serve two-year staggered terms so that approximately one-half of Board members will be elected to full terms each year. Board members may be re-elected to multiple terms. The Board has the flexibility to decide its own structure and officer positions.

Board members are committed to managing CMP in a productive, collegial, and efficient manner. While we wish to maintain a sense of informality to our interactions, we strive to bring sufficient structure and process to our activities to ensure we meet expectations of good governance and achieve our ambitious goals.

Certain policy decisions and oversight of day-to-day activities are carried out by the Board, ideally using consensus-based decision making. If consensus within the Board is impossible, then the Board will take the issue to the general membership for a simple majority of all member institutions participating in a vote (the Board will make an effort to contact all members to obtain their votes). Each member institution will have only one vote.

In addition, some decisions are exclusively the right and responsibility of the general membership. In most cases, decisions will be made during quarterly calls or in-person meetings and will be taken based on a simple majority of member institutions present. Depending on the timing, some decisions may be requested via email. General membership decisions include:

- **Amendments to the charter** – In order to amend the CMP charter, two-thirds of the entire membership must agree to the change.
- **Changes to Membership** – Changes to the way members are approved and final approval of new members are the right and responsibility of the general members.
- **Approval of new CMP initiatives** – Any partnership or funding request proposed in the name of CMP must be approved by the general membership.
- **Election of CMP board members and officers** – Board members (comprised of member representatives) are elected by the general membership. The general membership also ratifies officer positions on the board.
- **Ratification of coordinator recommended by Board** – Once recommended by the Board, full members approve the coordinator.
- **Confirmation of location and timing of meetings** – General membership is consulted (by the Board) in order to decide on the appropriate dates and venues of in-person meetings.

Property Rights, Intellectual and Real

The success of CMP is based on the partners sharing approaches, training, data, analyses, and other products. To this end, it is critical that we have clearly defined guidelines for using one another's intellectual property and for providing proper credit to the intellectual property that we mutually develop. Some basic principles for managing intellectual property include:

- Products produced by a specific institution remain the property of that institution, unless otherwise stated in advance.



- Products produced or substantially modified through joint work between two or more institutions under the auspices of CMP will belong to all the institutions that were involved in producing it. This ownership will be joint and non-exclusive; all parties will have the same rights to use and distribute the products.

We endeavor to make our products available to all interested non-profit organizations that have goals that are compatible with ours. To this end, we utilize licensing language developed by the Creative Commons (<https://creativecommons.org/licenses/by-nc-sa/4.0/>). This licensing stipulates that other entities may use our material for non-commercial purposes, but they must attribute it to CMP, and they must share whatever they create with the broader community under the same type of license.

Authorship of specific products will be addressed on a case-by-case basis. CMP members commit to discuss and resolve this topic as early as possible in the development of any given product.

CMP members will be credited equally in all work produced under the auspices of CMP. For example, either no logos will be used, or all logos will be used. However, any institution has the right to refuse including its name or logo on any CMP product.



Annex 1: Description and Operations

Given the dispersed nature of the institutions that make up CMP, much of our interaction and communications (including voting and decision-making) takes place virtually via phone and email. The Board organizes quarterly members' calls and a biennial in-person meeting of all members to discuss new initiatives, set policy, develop work plans, and undertake specific initiatives. The biennial meetings are held in the years between CCNet Rallies.

Coordination

The CMP Board nominates one or more members of the partnership to serve as CMP's coordinator. The full membership reviews and approves (as appropriate) this appointment. If needed, CMP may contract coordination services. The specific nature of the relationship with the coordinator is spelled out in a scope of work and memorandum of understanding agreed upon by the CMP Board and the coordinator. Specific functions that the coordinator undertakes includes:

- **Develop and manage an annual budget** – Develop a draft annual budget for approval by the CMP board.
- **Organize meetings and conference calls** – Determine dates for calls and in-person meetings, work with members to find venues, create draft agendas for meetings, and track results of the meeting.
- **Support initiatives** – As needed, provide support to initiatives (e.g., help with coordination site maintenance, making connections to other members).
- **Maintain website** – Update or oversee the updating of the CMP website.
- **Receive and manage funds** – Work with the Board to invoice for and collect dues, manage all other CMP income, and issue and manage contracts on behalf of CMP.
- **Represent CMP at appropriate functions** – Attend meetings and workshops and represent CMP.

Financial Management

Financial management of CMP is the responsibility of the Board. The appointed coordinator is responsible for the day-to-day management of the CMP budget under supervision of the Board. The management and distribution of core funds, generated by membership dues and other sources of income, are the responsibility of the Board. The coordinator, working with the Board, produces an annual budget that must be proposed to and approved by (as appropriate) the general membership. In support of good governance, one member of the CMP Board will serve as Treasurer.

Threshold for CMP Initiatives

CMP actively engages in advancing new tools, products, and concepts. As such, CMP forms working groups of various members to propose and manage initiatives. In order for an initiative to be officially endorsed by CMP, it must fulfill the following requirements:

- **Comprised of at least three CMP member institutions** – All initiatives should include at least three CMP member institutions. With CMP Board approval, fewer than three members may start new initiatives that directly address CMP's strategic plan. Over time, however, initiatives should broaden their membership to at least three members. Membership roles in an initiative may vary and could include active contribution and/or oversight and guidance.



- **Vetted by the Board** – The Board serves as the primary vetting body for potential new initiatives. Once the Board deems a concept clear and relevant enough for full review, it will pass the concept proposal on to the general membership.
- **Approved by the general membership** – All new initiatives must be approved by the general membership by a simple majority vote.
- **Reported on regularly** – All official CMP initiatives must report on progress, management, finances, and any other relevant issue periodically at quarterly member meetings, and at in-person biennial meetings. In addition, the CMP Board has the right to request and receive an update on each initiative at its discretion.

Rights of official CMP endorsement include:

- **Management of the initiative according to the proposal** – Coordinators of the initiative may conduct the business of the initiative within the framework of what was endorsed by CMP.
- **Use of the CMP name and logo** – The initiative may use the CMP name and logo on all relevant communications materials.
- **Fundraising** – Coordinators of the initiative may fundraise for the initiative in the name of CMP.

The CMP Board has the authority to terminate endorsement of any initiative at any time for any cause.

