



Strategic Plan 2009-2014

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PROCESS FOR THIS STRATEGIC PLAN

The Climate Action Network Australia (CANA) Strategic Plan outlines the following for CANA member organisations and supporters:

- What is CANA's mission and goals?
- What does CANA need to achieve its mission and goals?
- How is CANA progressing towards achieving its mission and goals?
- Will CANA's mission and goals be delivered at the appropriate time and with full accounting?

Development: The CANA Strategic Plan was drafted in 2009 by the CANA Executive Director in consultation with the CANA Steering Committee. This Plan drew on existing CANA policy documents and discussions within the CANA membership. This plan is considered to be a 'living document' that is reviewed annually at both the CANA conference and the Steering Committee's strategic planning day.

Implementation: The Strategic Plan will be implemented by the CANA staff and Steering Committee. Each of the goals and associated activities will be assessed against the Key Performance Indicators and form the basis for monitoring staff and organisational progress throughout the year. The Strategic Plan will be discussed at each annual conference to incorporate member input.

Evaluation: The CANA Steering Committee will revisit the mission, goals and activities within the Strategic Plan annually and consider input from CANA members. During this evaluation, questions will include:

- Is CANA maintaining its mission?
- Have CANA members shifted their focus or needs?
- Are CANA's current themes still appropriate and in the correct priority order?
- Is there enough capacity and commitment within the CANA staff and Steering Committee team to achieve CANA's goals?

MISSION

In 2009, the Climate Action Network Australia (CANA) is the peak non-government body on climate change in Australia with over 65 member organisations. CANA is the Australian node of the Climate Action Network International. CANA brings together the efforts of non-government organisations in Australia that share a common concern regarding scientific projections of climate change impacts. Through the Network, CANA's members work to build civil society's response and achieve an effective climate policy at both a national and international level. CANA achieves this through facilitated dialogue, collaborative projects, climate policy analyses, training and capacity-building, an annual conference, and ongoing information updates to member organisations.

Nationally, CANA will ensure that between 2009 and 2014 the membership are supported and informed to play an active role in introducing and following through the implementation of climate-related policies. In 2009, this includes a focus on the Renewable Energy Target, the proposed Carbon Pollution Reduction Scheme, the Energy White Paper and a gross Feed-In Tariff. 2012 will see the likely operation of the CPRS and the peaking of Australian emissions. CANA will maintain a focus on policy development and support associated campaigns for effective mitigation and adaptation outcomes towards 2014.

Internationally, CANA will continue to coordinate and facilitate the CANA member groups within the Australian NGO delegation at international climate negotiations of the United Nations Framework Convention on Climate Change. Following the climate negotiations in December 2009 in Copenhagen, CANA will work in 2010 with member groups and other NGOs on the two major strands to influence the global agreement: reacting/ analysing and finalising the details of the agreement. The 2010-12 period will involve close monitoring of administrative arrangements set up for financial, REDD and monitoring as well as funding and implementation of adaptation projects. 2013 will be the initial year of the post-2012 global climate agreement. The International Panel on Climate Change's Fifth Assessment Report will be released in 2014, and CANA will analyse, monitor and influence the discussions and decisions that will occur as a result of this report's release.

STRATEGIC APPROACH

CANA seeks to achieve its mission using the following strategies:

- Facilitating CANA member involvement in Climate Action Network International (CAN-I) activities, and sharing CAN-I information with CANA members.
- Facilitating campaign efforts by Australian NGOs before, during and after the United Nations Framework Convention on Climate Change (UNFCCC) negotiations, both in Australia and overseas.
- Coordinating the Australian NGO delegation to attend the UNFCCC negotiations.
- Facilitating dialogue among the member groups on national climate policy.
- Securing meetings on behalf of member groups with relevant politicians, party representatives and bureaucrats on issues relevant to climate change.
- Coordinating collaborative projects among the CANA member groups.
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- Facilitating the analysis of national and international climate policy to form the basis for submissions, lobbying and awareness.
- Providing workshops for training, capacity-building and education on pertinent climate change issues, including emissions trading and international negotiations.
- Convening an annual climate change conference with both member and public days.
- Publishing regular information and action updates to member groups.

CANA may shift or expand the priority of activities and above strategies following an annual reflection on this Strategic Plan.

GOALS, OBJECTIVES, KEY PERFORMANCE INDICATORS AND EVALUATION MEASURES

CANA has identified the following four priority goals and associated objectives:

Goal 1: CANA will create, maintain and provide relevant climate-related information to member organisations.

- **Objective 1.1** CANA facilitates domestic policy analysis on climate policy development and prepares submissions for opt-in sign on by member organisations.
- **Objective 1.2** CANA provides ongoing and current information to CANA members.
- **Objective 1.3** CANA convenes an annual CANA conference for member organisations.
- **Objective 1.4** CANA prepares and delivers one or more issue-specific events each year to build the capacity and knowledge of members and the public.
- **Objective 1.5** CANA will redesign and maintain a comprehensive CANA website with both public and member-only pages.

Goal 2: CANA will build the capacity and unite Australian NGOs to influence international climate agreements, maximising Australia's contribution to a strong international agreement.

- **Objective 2.1** CANA coordinates the NGO climate movement's successful engagement with the international negotiations for post-2012, including crucial engagement and collaboration with CAN-I.
- **Objective 2.2** CANA facilitates capacity building on international negotiations for member organisations.

Goal 3: CANA will facilitate successful collaboration among member organisations.

- **Objective 3.1** CANA facilitates relevant working groups of member organisations on specific issues and projects.
- **Objective 3.2** CANA participates in environmental networks focused on climate change issues
- **Objective 3.3** CANA supports and informs the growth and knowledge of community-based climate action groups.

Goal 4: CANA will function as an efficient and well-governed organisation.

- **Objective 4.1** The CANA Steering Committee meets on a regular basis and guides CANA's strategic direction and governance (see Terms of Reference for the Steering Committee).
- **Objective 4.2** CANA is a transparent and accountable organisation.
- **Objective 4.3** CANA is financially sustainable

CANA has identified the following Key Performance Indicators against which the goals and objectives can be evaluated. Note that some of the evaluation measures are based on annual outcomes.

Goal/Objective	Key Performance Indicator	Evaluation measure
Goal 1: CANA will create, maintain and provide relevant climate-related information to member organisations.		
Objective 1.1 CANA facilitates domestic policy analysis on climate policy development and prepares submissions for opt-in sign on by member organisations.	CANA facilitates the preparation of policy analysis and associated submissions for climate policy relevant to climate change and of interest to CANA members.	<ul style="list-style-type: none"> - CANA notifies members regarding policy consultation opportunities. - CANA supports and distributes submissions for sign-on by members on all significant federal domestic climate policies.
Objective 1.2 CANA provides ongoing and current information to CANA members.	CANA writes and distributes fortnightly newsletters to members; maintains and contributes regularly to e-lists for international and domestic climate issues; prepares and provides climate media summaries by email.	<ul style="list-style-type: none"> - CANA distributes the CANA Member Update every two weeks to members. - CANA staff contribute to CANAchat and CANAInternational e-lists with relevant information at least five times/week. - CANA staff provide a media summary at least 3 mornings/week.
Objective 1.3 CANA convenes an annual CANA conference for member organisations.	CANA develops a two-day annual conference through consultation with CANA members, then convenes, delivers and evaluates the conference through CANA staff and contractors.	<ul style="list-style-type: none"> - CANA delivers a two-day conference each year and receives feedback.
Objective 1.4 CANA prepares and delivers one or more issue-specific events each year to build the capacity and knowledge of members and the public.	CANA prepares, advertises and delivers one or more issue-specific, self-funding events for members and the public each year.	<ul style="list-style-type: none"> - In 2009, CANA delivers information workshops for members and the public on the international UNFCCC negotiations at Copenhagen in October. Equivalent events will be undertaken in 2010-2014.
Objective 1.5 CANA will redesign and maintain a comprehensive CANA website with both public and member-only pages.	The 2009 CANA website is significantly redesigned following consultation with members.	<ul style="list-style-type: none"> - CANA launches a redesigned website by November 2009. -The CANA website is maintained with relevant information and receives 15,000 or more hits per month.

<p>Goal 2: CANA will build the capacity and unite Australian NGOs to influence international climate agreements, maximising Australia's contribution to a strong international agreement.</p>		
<p>Objective 2.1 CANA coordinates the NGO climate movement's successful engagement with the international negotiations for post-2012.</p>	<p>CANA secures meetings for members with Federal bureaucrats and politicians prior to each UNFCCC meeting; CANA provides information to CANA members on the UNFCCC developments; CANA coordinates the CANA NGO member delegation to each major UNFCCC meeting.</p>	<ul style="list-style-type: none"> - CANA liaises closely with CAN International on UNFCCC policy developments. - CANA secures and attends up to four meetings/year for members with Federal bureaucrats and politicians prior to each UNFCCC meeting (including inter-sessional meetings). - CANA provides a summary of international news and UNFCCC development in each fortnightly Member Update newsletter, in addition to 5 or more contributions/week to the CANAInternational e-list. - CANA administers, facilitates and coordinates the CANA NGO delegation at up to three UNFCCC meetings each year.
<p>Objective 2.2 CANA facilitates capacity building on international negotiations for member organisations.</p>	<p>CANA holds information workshops for both members and the public and training workshops for the CANA NGO delegation prior to the UNFCCC meeting each December.</p>	<ul style="list-style-type: none"> - CANA delivers a workshop on the upcoming UNFCCC meetings in Melbourne and Sydney each October. - CANA facilitates training workshops for NGO delegates each November.
<p>Goal 3: CANA will facilitate successful collaboration among member organisations.</p>		
<p>Objective 3.1 CANA facilitates relevant working groups of member organisations on specific issues and projects.</p>	<p>CANA will bring together members on issues and projects of concern and significance to the members, and facilitates a working group with specific goals or meetings on issues of current relevance.</p>	<ul style="list-style-type: none"> - In 2009, CANA convenes a working group on the Carbon Pollution Reduction Scheme and on Big Polluters. - At any one time, there are 2-3 project-based working groups of CANA members. - In 2009, CANA convenes up to six meetings of member for updates and sharing of members' campaign plans and activities. - CANA secures meetings for member groups with external bodies (eg political parties and advisors) when requested.
<p>Objective 3.2 CANA participates in environmental networks focused on climate change issues.</p>	<p>CANA attends relevant meetings and retreats within environmental networks.</p>	<ul style="list-style-type: none"> - In 2009, CANA will attend Australian Environment Network meetings when invited and contribute to relevant AEN discussions and proposals.

<p>Objective 3.3 CANA supports and informs the growth and knowledge of community-based climate action groups.</p>	<p>CANA welcomes community-based Climate Action Groups into the CANA membership and maintains communication with the Community Climate Network.</p>	<ul style="list-style-type: none"> - Community-based Climate Action Groups are welcome to join CANA as members for a reduced membership fee. - CANA staff interact regularly with members of the Community Climate Network. - A representative from a Climate Action Group within the CANA membership will represent the Community Climate on the CANA Steering Committee.
<p>Goal 4: CANA will function as an efficient and well-governed organisation.</p>		
<p>Objective 4.1 The CANA Steering Committee meets on a regular basis and guides CANA's strategic direction.</p>	<p>CANA is overseen by a Steering Committee, consisting of representatives from member organisations and ensuring that the diverse membership is reflected in the make up of the Committee.</p>	<ul style="list-style-type: none"> - The CANA Steering Committee consists of 8 or more representatives from member organisations, elected to office at the Annual General Meeting. - The CANA Steering Committee meets every 4-6 weeks for a regular meeting that includes a report from the Executive Director and Treasurer. - The CANA Steering Committee holds a one-day strategic planning day at the beginning of each calendar year, and reconsiders the goals and objectives set out in the 2009-2014 CANA Strategic Plan. - The CANA Steering Committee and staff prepare an Annual Report for presentation at the Annual General Meeting before December each year and at which the Committee office bearers and ordinary members will be elected/re-elected.
<p>Objective 4.2 CANA is a transparent and accountable organisation.</p>	<p>CANA's Treasurer oversees CANA's finances; CANA audits its finances annually; each Annual Report includes a financial report.</p>	<ul style="list-style-type: none"> - CANA owns bookkeeping software and employs a bookkeeper/ administrator to manage its finances. -The Steering Committee's Treasurer oversees the work of the bookkeeper, in liaison with the Executive Director. - A registered financial auditor undertakes an annual audit of CANA's financial records and transactions. - Each Annual Report includes a Treasurer's report and a financial summary.
<p>Objective 4.3 CANA is financially sustainable</p>	<p>CANA receives sufficient funds from its income sources to continue to maintain paid staff, office costs and other expenses, through membership fee payments, grant making and other income.</p>	<ul style="list-style-type: none"> - CANA collects membership fees from its member organisations at the beginning of each financial year. - CANA maintains working relationships with major donors and grantmaking foundations through annual meetings and email contact with information updates. - CANA prepares and submits applications for philanthropic and government funding. - In early 2010, CANA's staff and Steering Committee will reconsider the staffing levels and roles to ensure member needs are met and financial resources are sufficient.

FINANCIAL PLAN

The following table displays the estimated income and expenditure for CANA from 2009 to 2014. Any number in red and in brackets indicates a loss that will require drawing into the surplus funds.

	Actual 2009	Budget 2010	Estimate 2011	Estimate 2012	Estimate 2013	Estimate 2014
INCOME						
Grants	\$47,000	\$41,500	\$45,000	\$50,000	\$50,000	\$55,000
Conference Income	\$44,811	\$40,000	\$40,000	\$40,000	\$40,000	\$40,000
Membership Fees	\$80,383	\$76,500	\$76,500	\$78,000	\$78,800	\$80,000
Other Income	\$5,631	\$6,747	\$6,400	\$6,400	\$6,400	\$6,400
Total Income	\$177,825	\$164,747	\$167,900	\$174,400	\$175,200	\$181,400
EXPENSES						
Total Personnel Expenses	\$116,791	\$109,972	\$110,565	\$106,064	\$110,000	\$110,000
Total Office Costs	\$16,083	\$18,150	\$10,697	\$10,748	\$11,000	\$11,000
Total Travel & Meeting Costs	\$38,929	\$46,000	\$38,280	\$38,663	\$38,280	\$38,663
Total Expenses	\$171,803	\$174,122	\$159,542	\$155,475	\$159,280	\$159,663
OTHER						
Operating Profit	\$6,022	(\$9,375)	\$8,358	\$18,925		
Cash Balance	\$83,670	\$74,295	\$82,653	\$111,578		
Minimum cash balance (3 months expenses)	\$42,950	\$43,531	\$39,886	\$38,869		

Income

CANA's income in 2009 is drawn from three predominant sources:

- 1) Membership fees.
- 2) CANA annual conference and other event income.
- 3) Philanthropic foundations and Government grants.

A fourth potential income sources is:

- 4) Major donors and business partnerships.

1) Membership fees from CANA's 67 member organisations in 2009 constituted approximately 40 percent of CANA's income. Membership fees will be reviewed prior to the beginning of 2010/11 to consider necessary increases.

2) The CANA conference has the potential to raise increased funds through both registration and sponsorship, according the 2008 'Financial Health Check' by Dave West. However, feedback from CANA member organisations has included requests for a more member-oriented program and the discontinuation of the public day. Under a revised, member-centric model, the CANA annual conference will not increase income to CANA. In lieu of this increased income, CANA will consider increasing the number of public and member events that it holds each year to both increase information sharing and increase CANA income.

3) CANA has benefited from the generosity of philanthropic donors and foundations in the past, and recently received its first Government grant. In 2009, CANA is beginning to investigate Government grants for which it is eligible, with the intention of increasing this source of income. CANA has established a working relationship with the Australian Environmental Grantmaker's Network and personal contact with the trustees and staff of several philanthropic foundations that support climate change work by non-government organisations. CANA

will continue to work with these foundations on projects of mutual interest. CANA has developed a grants calendar to ensure that staff can submit proposals to all main funding opportunities.

4) Two areas in which CANA could potentially raise further income are major donors and partnerships. To build a relationship with a major donor, CANA will require an introduction from a personal contact of the donors. In 2010, the CANA Steering Committee may consider expanding its membership to include people with such contacts and networks. To establish partnerships, the CANA Steering Committee will have to consider which business interests may be interested in supporting CANA's work and ensure that these do not provide a conflict of interest with CANA's work or area of concern. In 2010, the CANA Steering Committee may select a sub-committee to consider a list of potential partner businesses, and to plan how to proceed towards establishing a partnership.

Expenditure

CANA maintains a policy that ensures three months' expenses is maintained as the minimum cash balance at any one time. As long as minimum cash balance not breached, surplus can be drawn down to fund CANA strategies.

Since 2005, the generosity of WWF Australia in providing office space, internet and telephone facilities has ensured that CANA has limited its office expenditure. While it is hoped that this hosting arrangement will continue, there is no guarantee that it will. Independent office costs would add substantially to CANA's expenses although another CANA member may be able to host CANA if WWF could no longer continue this arrangement.

CLIMATE ACTION NETWORK AUSTRALIA STRUCTURE

The relationships between CANA staff, Steering Committee and member organisations are displayed in the figure below (as of 2009). The arrows indicate the direction of communication.

