CAN EECCA Organizational Conception

Summary:

CAN EECCA is moving to a clearer, democratic, and participatory structure that strengthens member involvement, visibility, and regional unity. The new model introduces task-oriented Secretariat teams and four member-led groups – Policy, Action, Fundraising, and Communicators – complemented by a circle of Friends who support expertise and outreach. This structure shifts from individual expertise to teamwork, increases transparency, ensures direct member participation in decision-making, fundraising, and COP negotiations, and makes the network simpler, stronger, and more effective.

Overall Purpose

The proposed improvement of CAN EECCA's structure aims to:

- **Shift from individual expertise → task-oriented teamwork**, ensuring collective ownership.
- **Strengthen democratic governance** by creating clear, transparent, and inclusive mechanisms for decision-making.
- **Enhance member engagement** through active participation in policy development, mobilization, fundraising, and communications.
- **Unify the region** by balancing representation from Eastern Europe, Caucasus, and Central Asia.
- **Increase CAN EECCA's influence** at national, regional, and international levels (UNFCCC COP, donor relations, media visibility).
- **Improve resilience and protection** by embedding crisis response and solidarity mechanisms.

Key Takeaways

1. **Member-Centered Governance:**
   - o General Assembly (GA) is the supreme decision-maker.
   - o Board ensures strategic direction and accountability.
2. **Task-Based Secretariat:**
   - o Secretariat becomes a facilitator of **task clusters**, not a silo of individual experts.
   - o The necessity of Quarterly consultations with members, systematic reporting, and crisis coordination.
3. **Coordination Groups as Engines:**
   - o **PCG**: consolidates expertise into policy positions and COP strategies.
   - o **ACG**: aligns regional and global mobilizations, builds solidarity.
   - o **FWG**: Board-led, implements fundraising strategy with Secretariat support, member involvement in donor work.
   - o **CCG**: develops communication strategy, amplifies members' visibility, builds external partnerships.
4. **Friends of CAN EECCA:**

o   Flexible outer circle of allies (EECCA experts project alumni, journalists, donors, volunteers).
o   Adds expertise, resources, and visibility without complicating governance.
5. **Transparent Communication System:**
o   Decision logs, digests, online workspace.
o   Quarterly cycle of meetings across groups.
o   Annual planning via GA.

Process for Transition

The transformation process requires phased implementation, ensuring inclusivity and stability:

1. **Preparation Phase (Oct – Dec 2025)**
o   Present new structure proposal to GA for discussion and endorsement.
o   Establish a transition task force (Board + Secretariat + 2 members of the network) to guide change.
o   Map current Secretariat staff/roles and realign with new task clusters.
o   Launch an internal communication campaign to explain the new system to all members.
2. **Pilot Phase (Jan – June 2026)**
o   Establish **PCG, ACG, and FWG** formally with facilitators elected from members.
o   Secretariat begins a quarterly consultation cycle with network's members.
o   Publish first decision log & member activity digest.
o   Test crisis response protocol in at least one simulated or real solidarity case.
3. **Expansion Phase (July – Dec 2026)**
o   Launch **CCG (Communicators Community Group)** with an inaugural meeting.
o   Invite and register **Friends of CAN EECCA** into a structured database.
o   Train members in fundraising and communication (capacity building workshops).
o   Align PCG & ACG outputs with CAN International groups for COP 31 (end 2026).
4. **Consolidation Phase (GA 2026)**
o   Review pilot and expansion results.
o   Members provide feedback at GA.
o   Adjust procedures (meeting frequency, roles, communication flows).
o   GA formally adopts any necessary updates to Charter/Regulations.

Action Plan (starting October 2025)

Timeline	Action	Responsible	Outcome
Oct 2025	GA discussion & endorsement of new structure	Board + Secretariat	Political approval of transition
Nov 2025	Form Transition Task Force	Board	Steering mechanism in place
Dec 2025	Staff & role mapping of Secretariat → align into clusters	Secretariat + Board	Secretariat realigned for 2026

Timeline	Action	Responsible	Outcome
Jan 2026	First PCG & ACG meetings under new structure	Secretariat (support), members (facilitation)	Draft workplans and COP prep
Feb 2026	Launch Fundraising WG under Board leadership	Board + Secretariat	Donor mapping & proposal pipeline
Mar 2026	First Quarterly Member Call (new format)	Secretariat	Bottom-up input to all groups
Apr 2026	Publish first consolidated **Member Activity Digest & Decision Log**	Secretariat + CCG	Transparency system in place
June 2026	Crisis protocol tested / activated	Secretariat + Board	Rapid response validated
July 2026	Launch Communicators Community Group (CCG)	Secretariat + members	Communication strategy initiated
Aug 2026	Open call for Friends of CAN EECCA	Secretariat	Ally circle established
Sep 2026	Training sessions: Fundraising & Communications	FWG + CCG	Capacity building delivered
Nov 2026 (COP 31)	Unified regional policy positions + joint mobilization	PCG + ACG	Strong EECCA presence
Dec 2026 (GA)	Evaluation of transformation, adjustments to rules	GA	Consolidation of new system

Expected Impact

By end of 2026, CAN EECCA will have:

- A transparent, democratic, and task-oriented Secretariat.
- Functioning Policy, Action, Fundraising, and Communication groups led by members.
- A growing Friends network extending visibility and resources.
- Stronger member involvement in decision-making, fundraising, and COP negotiations.
- A resilient, unified regional voice in international climate advocacy.

1. General Assembly (GA)

Role:

- The supreme authority of CAN EECCA (Charter, Art. 10–12).
- Composed of all members, one representative per member organisation.

Tasks and Duties:

- Approves strategy, Charter amendments, budget, new members.
- Elects the **Board**.
- Adopts network-wide policies (Code of Ethics, Membership Regulation, etc.).
- Establishes committees, working groups, and endorses major positions (e.g., COP statements).

Communication & Relationship:

- Meets annually (offline/online/hybrid).
- Receives reports from Board, Secretariat, Policy Coordination Group (PCG), Action Coordination Group (ACG), Fundraising Working Group (FWG).

- Ensures accountability of the Board and Secretariat through Q&A and approval procedures.

2. Board

Role:

- Strategic and representative body, elected by GA (max 5 members, regionally balanced).

Tasks and Duties:

- Provides strategic oversight of Secretariat and network direction.
- Appoints/dismisses Secretariat Coordinator.
- Approves annual workplans and fundraising strategies.
- Represents CAN EECCA at high-level external events.
- Ensures compliance with Charter and Code of Ethics.

Communication & Relationship:

- Reports to GA annually.
- Maintains regular dialogue with Secretariat Coordinator.
- Shares updates with members via digest/online summaries.
- Can convene extraordinary GA sessions if needed.

3. Secretariat of CAN EECCA – Structural and Operational Concept

1. Formation of the Secretariat

- **Appointed by the Board** (as per Charter, Art. 18) but with GA endorsement for transparency.
- Staffed not as *individual experts with siloed roles*, but as **Task-Oriented Teams**, each co-led by one Secretariat staff + rotating member representative.
- Flexible size: **5–7 core staff**, supported by volunteers, interns, and member secondments when needed.

2. Core Functions of the Secretariat

The Secretariat is the engine of the network — operational, coordinating, and facilitative, not hierarchical. Its key functions:

1. **Member Coordination & Support**
   o Maintain direct communication with members (structured quarterly consultations).
   o Monitor member activities → map actions, expertise, and needs.
   o Publish regular Network Activity Digest (monthly/quarterly).
   o Facilitate peer-to-peer learning among members.
2. **Regional Cooperation & Unity**
   o Support collaboration across Eastern Europe, Caucasus, and Central Asia.
   o Ensure regional balance in GA, Board, and working group participation.

  o Promote solidarity across national contexts, especially under restrictive laws (foreign agent, shrinking civic space).

3. **Policy & Advocacy Support**
  o Coordinate the **Policy Coordination Group (PCG)**.
  o Draft and consolidate joint EECCA positions for COP, SB sessions, NDC revisions.
  o Provide logistical and technical support for member participation in negotiations.

4. **Action & Mobilization Support**
  o Facilitate the **Action Coordination Group (ACG)**.
  o Organize regional and global mobilizations (days of action, COP side-events, solidarity campaigns).
  o Ensure visibility of EECCA voices in global movements.

5. **Fundraising & Sustainability**
  o Facilitate the **Fundraising Working Group (FWG)**.
  o Draft proposals, identify donors, and co-design fundraising with members.
  o Diversify funding to reduce dependency on single donors.

6. **Emergency Response & Protection**
  o Activate crisis protocols (based on Crisis Management Manual).
  o Coordinate "defending process" when members are under pressure (legal, reputational, political).
  o Maintain links with international allies for rapid solidarity action.

7. **Governance Support**
  o Organize and document **GA, Board, and Working Group meetings**.
  o Ensure institutional memory (archives, reports, accessible decision log).
  o Facilitate elections and consultations with full transparency.

3. Internal Structure of the Secretariat

The Secretariat works as five operational clusters, each task-oriented, with co-leadership:

1. **Member Engagement & Regional Cooperation Cluster**
  o Task: communication with members, mapping activities, quarterly calls, capacity building.
2. **Policy & Negotiations Cluster (PCG Support)**
  o Task: drafting policy positions, coordinating COP preparations, supporting negotiator training.
3. **Mobilization & Campaigns Cluster (ACG Support)**
  o Task: joint actions, regional events, solidarity coordination, media amplification.
4. **Fundraising & Partnerships Cluster (FWG Support)**
  o Task: donor relations, proposals, financial sustainability, member co-design of projects.
5. **Governance & Crisis Management Cluster**
  o Task: GA/Board/Working Group support, emergency protocols, transparency and reporting.

4. Competencies Required of Secretariat Members

Each Secretariat member should demonstrate:

- **Facilitation skills** – ability to guide diverse groups toward consensus.
- **Intercultural competence** – sensitivity to EECCA's diversity (linguistic, cultural, political).
- **Strategic communication** – ability to simplify complex climate issues and amplify members' voices.
- **Organizational capacity** – managing multi-level events (GA, COP, campaigns).
- **Fundraising literacy** – understanding donor logic, proposal writing, budget planning.
- **Negotiation & advocacy knowledge** – familiarity with UNFCCC processes, NDC mechanisms, regional climate policies.
- **Crisis management** – ability to coordinate protection responses for threatened members.
- **Transparency mindset** – commitment to democratic procedures, documentation, and accountability.

5. Secretariat's Operational Cycle

1. **Quarterly Member Engagement Cycle**
   - Secretariat conducts *structured calls with members* (per subregion or thematic area).
   - Collects updates, needs, and proposals → synthesizes in a **Quarterly Report**.
2. **Annual Planning & Review**
   - Before GA: Secretariat coordinates surveys/consultations with members to define priorities.
   - After GA: Secretariat publishes annual workplan & calendar with roles/tasks for PCG, ACG, FWG.
3. **Emergency Response Protocol**
   - Secretariat maintains a Rapid Response Team → coordinates Board + allies when a member is under attack.

6. Communication and Relationship Framework

- **With Members**:
   - Quarterly structured calls.
   - Monthly newsletters/digests.
   - Transparent decision log accessible to all.
- **With GA**:
   - Prepares reports, proposals, and facilitates voting/elections.
   - Provides technical support for GA sessions (online platforms, translation).
- **With Board**:
   - Regular bi-monthly coordination meetings.
   - Submits fundraising applications, activity reports, crisis updates.
- **With Working Groups (PCG, ACG, FWG)**:
   - Serves as facilitator and support system (logistics, communication, documentation).
   - Ensures balance and inclusivity in participation.

CAN EECCA Policy & Action Coordination Groups – Structure & Operations

1. Principles

- Groups are composed of members.
- Secretariat plays only a facilitation & support role (logistics, documentation, dissemination).
- Facilitators are elected from active member organizations.
- Membership is open and transparent: all interested members with relevant expertise or campaign focus can join.
- Groups ensure regional balance (Eastern Europe, Caucasus, Central Asia).

4. Policy Coordination Group (PCG)

Purpose

- To consolidate members' expertise in policy and negotiations focusing on the EECCA regional needs and tasks.
- To draft common policy positions, strategies, and key messages for regional and global processes (COP, SB sessions, NDC revisions).
- To connect EECCA expertise with CAN International's global PCG.

Composition

- Member organizations with policy/advocacy/scientific expertise.
- Each organization nominates at least one representative.
- Secretariat supports with technical assistance.

Operations

- **Meetings:**
  - Every 3 months.
  - Additional meetings before COPs, SBs, or major national/regional policy developments.
- **Facilitation:**
  - Facilitator (under group decision. Decision revise every one year).
  - Secretariat provides agenda prep, note-taking, and dissemination.
- **Outputs:**
  - Draft policy briefs, joint positions, key messages for COP.
  - Regional strategies on NDC revisions, climate neutrality, just transition.
- **Communication Flow:**
  - Drafts → shared with all members via Secretariat for feedback.
  - Finalized → submitted to Board & GA for endorsement.
  - Creating any other topic oriented working group.
  - Disseminated externally through CAN EECCA communication channels.

Member Duties & Benefits

- **Duties:**
  - Attend quarterly meetings, contribute expertise, review drafts.

o   Represent group positions in national/international forums.
- **Benefits:**
  o   Visibility as regional policy experts.
  o   Direct influence on COP messages and EECCA strategy.
  o   Opportunities to co-author policy documents.
  o   Priority in representing CAN EECCA at UNFCCC events.

5. Action Coordination Group (ACG)

Purpose

- To bring together members focused on **mobilization and campaigns**.
- To map, link, and amplify actions across EECCA.
- To align regional mobilizations with CAN International's global campaigns.

Composition

- Member organizations leading or actively engaged in campaigns, mobilization, or climate actions.
- Open and flexible membership — groups can join around specific moments.

Operations

- **Meetings:**
  o   Every 3 months.
  o   More frequent before global mobilizations or regional campaigns (e.g., climate strikes, COP actions).
- **Facilitation:**
  o   Facilitator (member activist or campaigner for revising every one year).
  o   Secretariat provides tools, materials, and reporting support.
- **Outputs:**
  o   Regional action calendar (quarterly updated).
  o   Mobilization toolkits (press releases, visuals, slogans).
  o   Solidarity actions in support of members under threat.
- **Communication Flow:**
  o   Members share upcoming actions → Secretariat compiles → network digest.
  o   Secretariat connects with CAN International ACG → aligns EECCA with global action days.
  o   Results and photos → published on network website and digest.

Member Duties & Benefits

- **Duties:**
  o   Report actions to ACG (planned or completed).
  o   Participate in joint campaigns.
  o   Share visuals, stories, and results for amplification.
- **Benefits:**
  o   Increased visibility for national/local campaigns at regional & global levels.

- o Access to CAN International mobilization support and solidarity.
- o Stronger impact through synchronized regional/global actions.
- o Practical support (press templates, translations, logistics).

Communication & Relationship Between Groups

- **PCG ↔ ACG Link:**
  - o Policy feeds into mobilization (e.g., COP position → campaign demands).
  - o Mobilization provides visibility to policy work (actions highlight EECCA positions).
- **Secretariat Role:**
  - o Organizes meeting logistics.
  - o Publishes outcomes in **quarterly digest** and on website.
  - o Ensures member participation is balanced (no dominance of one country/org).
- **Board & GA Oversight:**
  - o Groups report at GA (annual).
  - o Updates shared with Board quarterly.
- **Transparency:**
  - o Agendas, notes, and outcomes published in member workspace.
  - o Members can join or leave groups freely.

Key Takeaways

- Member-led, Secretariat-supported – ownership rests with members.
- Regular rhythm – quarterly meetings, with extra sessions during high-level moments.
- Outputs with impact – policy briefs, joint actions, mobilization calendars.
- Benefits for members – visibility, influence in COP processes, access to resources, solidarity.
- Democratic & transparent – rotating facilitation, open membership, published outcomes.

6. Fundraising Working Group (FWG) – CAN EECCA

1. Role & Purpose

The FWG is the central body for resource mobilization within CAN EECCA.
It ensures the network's financial sustainability, develops common fundraising approaches, and supports both collective and member-level fundraising efforts. The main task is to organise comprehensive involvement of all units of the CAN EECCA to create financial stability for the network, support its members and raise the image of the CAN EECCA.

2. Leadership & Composition

- Lead: One Board Member (appointed by the Board), providing political oversight and legitimacy.

- Technical Support: Secretariat staff (fundraising/partnerships cluster).
- Members:
  - Open to all CAN EECCA members interested in resource mobilization.
  - Involves both experienced fundraisers and members willing to build skills.
  - Members can join on a flexible basis depending on interest, capacity, and project needs.

3. Core Tasks & Duties

1. **Strategy Implementation**
   - Put into practice the **CAN EECCA Fundraising Strategy** adopted by the Board & GA.
   - Update and adapt fundraising strategy according to network needs.
2. **Donor Relations**
   - Maintain contacts with institutional donors (NDF, Bread for the Future, FES, N-ost, etc.).
   - Explore new partnerships with foundations, bilateral/multilateral donors, and private philanthropy.
   - Ensure transparency in all donor communication.
3. **Proposal Development**
   - Identify funding opportunities, coordinate proposal writing with Secretariat support.
   - Invite members to co-develop project concepts and become implementing partners.
   - Ensure proposals reflect network priorities and member needs.
4. **Member-Based Fundraising Concepts**
   - Explore opportunities for membership-based contributions (voluntary fees, pooled resources, joint crowdfunding).
   - Develop common fundraising campaigns that promote CAN EECCA visibility and solidarity.
5. **Capacity Building**
   - Organize trainings/webinars on donor engagement, proposal writing, and fundraising strategies.
   - Share successful models of member-led fundraising.

4. Operations & Meetings

- **Meeting Frequency:**
  - *Sporadic, demand-driven*: convened when calls for proposals are open, when strategic opportunities arise, or when donor engagement is required.
  - At least **two general meetings per year** for planning & review.
- **Decision-Making:**
  - Board member chair facilitates discussions.
  - Secretariat ensures documentation and follow-up.
- **Working Method:**
  - Ad hoc task teams for specific proposals or donor negotiations.
  - Draft proposals circulated via Secretariat to all interested members for input.

5. Communication & Relationship

- **With Board:**
  - o FWG reports quarterly on fundraising progress.
  - o Board approves strategic directions and final grant applications.
- **With Secretariat:**
  - o Secretariat provides technical support (budget drafting, narrative writing, donor mapping).
  - o Secretariat ensures transparency (tracking applications, sharing updates).
- **With Members:**
  - o Open calls for involvement in specific proposals.
  - o Regular sharing of donor opportunities.
  - o Joint fundraising campaigns to strengthen member ownership.

6. Duties & Benefits for Members

- **Duties:**
  - o Contribute ideas, co-develop proposals, provide expertise.
  - o Represent the network in donor meetings when delegated.
  - o Share fundraising lessons and opportunities with the group.
- **Benefits:**
  - o Opportunity to be part of funded projects as partners.
  - o Increased visibility with donors as part of CAN EECCA.
  - o Access to capacity-building workshops.
  - o Stronger solidarity and shared resources in difficult fundraising environments (esp. under restrictive laws).

7. Communicators Community Group (CCG) – CAN EECCA

1. Role & Purpose

- To act as the network-wide communication hub for CAN EECCA.
- To support development and implementation of a regional communication strategy.
- To strengthen internal communication between members and external communication with media, partners, and global CAN.

2. Composition

- Open to communication managers, journalists, media officers, and storytellers from member organizations and outside of the network.
- Participation is voluntary but encouraged for all members with communication capacity.
- Secretariat Communication Cluster provides coordination and technical assistance. Facilitation of the process during the Board.

3. Core Tasks & Duties

1. **Strategic Communication Development**
   o Draft and review the CAN EECCA Communication & Visibility Strategy.
   o Adapt CAN International global narratives to the EECCA regional context.
2. **Media & Storytelling Support**
   o Share stories, campaigns, and publications from members across the network.
   o Provide visibility to local actions at regional and global level.
   o Build a common visual identity for the network (logos, templates, style guides).
3. **Internal Communication**
   o Strengthen two-way flow between Secretariat ↔ Members.
   o Ensure digestible updates (monthly digests, social media packs).
   o Collect communication needs of members and address them collectively.
4. **Capacity-Building**
   o Organize trainings for members on media relations, digital campaigning, crisis communication.
   o Mentor less experienced organizations in building communication skills.
5. **External Partnerships**
   o Build media partnerships regionally and internationally.
   o Connect CAN EECCA communicators with CAN International and other Nodes' communication groups.

4. Operations

- **Meetings:**
  o Regular quarterly calls.
  o Ad hoc coordination before major campaigns (COP, mobilization days, publications).
- **Facilitation:**
  o The facilitator is one of the Board members (appointed by the Board).
  o Secretariat provides support with tools and distribution.
- **Outputs:**
  o CAN EECCA Communication Strategy & Guidelines.
  o Monthly digest of news from members.
  o Media toolkits for joint actions and COP participation.

5. Member Duties & Benefits

- **Duties:**
  o Share communication updates, stories, and materials with the group.
  o Participate in joint campaigns and communication actions.
  o Contribute to drafting communication strategy.
- **Benefits:**
  o Regional and global visibility for their work.
  o Access to professional communication tools and training.
  o Strengthened media presence of their campaigns.
  o Opportunities to publish content on CAN EECCA platforms.

6. Communication & Relationship

- Reports to Secretariat → Board → GA.
- Works closely with **ACG** (mobilization campaigns) and **FWG** (visibility for fundraising).
- Connects externally with CAN International communication teams.
- Maintains links with **Friends of CAN EECCA** to amplify outreach.

8. **Friends of CAN EECCA**

1. Role & Purpose

- Serve as a circle of supporters and allies of CAN EECCA, who are not formal members but share the network's mission and values.
- Expand the reach of CAN EECCA through collaboration with individuals, experts, academics, journalists, donors, and partner organizations.
- Provide additional resources, expertise, and visibility to strengthen the network's influence.

2. Composition

- Individuals or organizations who support CAN EECCA but do not meet (or do not wish to pursue) full membership criteria.
- Can include:
    - Independent experts and academics.
    - Climate activists and volunteers.
    - Sympathetic media professionals.
    - Partner NGOs or initiatives.
    - Donors and philanthropy supporters.
- No limit to the number of Friends.
- Secretariat maintains a registry/database of Friends.

3. Core Tasks & Duties

1. **Support & Solidarity**
    - Provide expertise, mentorship, or voluntary assistance.
    - Participate in joint campaigns, advocacy letters, or events.
    - Offer solidarity during crisis situations affecting members.
2. **Visibility & Communication**
    - Amplify CAN EECCA messages through media, academia, and social platforms.
    - Help spread knowledge about climate change in the EECCA region.
3. **Fundraising & Resource Support**
    - Contribute as donors or help connect CAN EECCA with funding opportunities.
    - Join network-wide fundraising campaigns.
4. **Knowledge & Expertise Sharing**
    - Contribute to working groups (Policy, Action, Communications) as invited advisors.
    - Share academic research, data, or publications relevant to EECCA climate action.

4. Operations

- **Engagement:**
  - o Invited to participate in open events, webinars, and campaigns.
  - o May be consulted on specific policy or communication questions.
- **Meetings:**
  - o No fixed structure, but invited to relevant quarterly open sessions of ACG/PCG/CCG when expertise is needed.
  - o Annual online meeting to discuss how Friends can support CAN EECCA.
- **Coordination:**
  - o Secretariat manages relations with Friends and integrates them into activities.
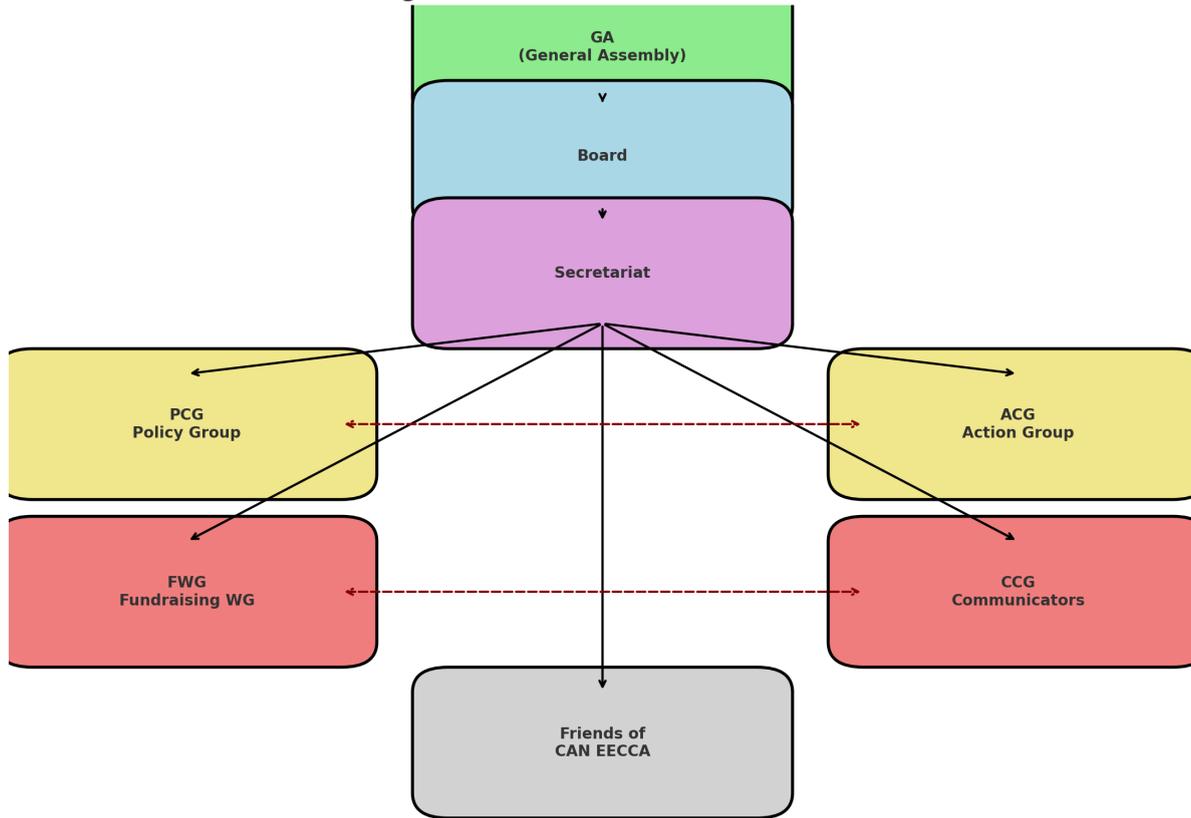 - o Board ensures participation of Friends is aligned with network values and independence.

5. Duties & Benefits

- **Duties:**
  - o Respect CAN EECCA's Charter, Code of Ethics, and principles (no fossil fuel ties, no conflict of interest).
  - o Participate voluntarily in campaigns, fundraising, or expert advisory roles.
  - o Support the visibility and credibility of CAN EECCA.
- **Benefits:**
  - o Formal recognition as "Friend of CAN EECCA."
  - o Opportunity to collaborate with a respected regional network.
  - o Access to selected newsletters, reports, and events.
  - o Platform for sharing their expertise, research, or campaigns.
  - o Potential participation in joint projects, campaigns, or publications.

6. Communication & Relationship

- **With Secretariat:**
  - o Secretariat maintains direct communication, shares digest/newsletters, and invites to activities.
- **With Members:**
  - o Friends may collaborate with member organizations in campaigns or research.
- **With GA & Board:**
  - o Friends have **no voting rights** but can be invited as observers or speakers at GA.
- **With Coordination Groups (PCG, ACG, CCG, FWG):**
  - o Can be invited as guest experts, campaign supporters, or donors.

CAN EECCA – Organizational Structure & Communication Flows

Green (GA) = highest authority.
Blue (Board) = strategic leadership.
Purple (Secretariat) = facilitation & coordination.
Yellow (PCG & ACG) = member-led policy and action.
Red (FWG & CCG) = fundraising and communications.
Grey (Friends) = supportive outer circle.
Dashed arrows show horizontal collaboration (policy ↔ action, fundraising ↔ communications).

Facilitators of the PCG and ACG groups, as well as the "Friends of CAN EECCA" Platform, are part of the extended composition of the Board. They are responsible for informing the Board about the work, decisions, and activities of their respective groups. They may participate, if they wish, in discussions of issues considered by the Board. However, they have an advisory role and do not have the right to vote.

Members of the extended Board do not participate in the election of the Chair of the Board. They are invited to extended Board meetings by the decision of the Chair. They are responsible for communicating the Board's decisions to their respective groups.

CAN EECCA Communication Vision & Concept

This communication system is multi-directional (bottom-up, top-down, horizontal), structured (quarterly/annual cycles), and transparent (decision logs, digests, open access). It allows CAN EECCA to work as a true network, where members are not just beneficiaries, but co-creators of policy, action, fundraising, and communication.

Vision

CAN EECCA's communication system ensures **transparency, inclusivity, and participation**, enabling all structures of the network to work in synergy.

It creates a **two-way flow of information**: from members to governance bodies (bottom-up) and from governance bodies back to members (top-down).

The system is designed to:

- Strengthen unity across the EECCA region.
- Amplify members' voices at international level.
- Support strategic advocacy, mobilization, fundraising, and visibility.
- Protect members under threat through rapid communication channels.

Concept of Operation

1. Communication Principles

- **Transparency** – all decisions, reports, and strategies are accessible to members.
- **Inclusivity** – all members can contribute ideas, join groups, and influence outputs.
- **Regularity** – structured cycles (quarterly calls, annual GA, monthly digests).
- **Flexibility** – ad hoc communication during crises, COPs, or major events.
- **Unity** – ensure coordination across sub-regions (Eastern Europe, Caucasus, Central Asia).

2. Information Flow

- **Bottom-Up (Members → Groups → Secretariat/Board → GA)**
    - o Members share expertise, actions, fundraising ideas, communication materials.
    - o Coordination Groups consolidate and channel these inputs.
    - o Secretariat documents and informs Board/GA.
- **Top-Down (GA/Board → Secretariat → Groups → Members)**
    - o GA and Board set strategic priorities.
    - o The Secretariat translates these into action plans and shares them with groups.
    - o Coordination Groups implement tasks with members' participation.
- **Horizontal (Groups ↔ Groups)**
    - o PCG ↔ ACG: policy informs actions, actions amplify policy.
    - o FWG ↔ All: ensures funding for priorities across policy, mobilization, and communication.
    - o CCG ↔ All: makes outputs visible and strategically framed.

o   Friends ↔ Members: add expertise, solidarity, visibility.

3. Communication Tools

- **Internal Tools**
    - o   Online workspace/intranet for documents, decision logs, calendars.
    - o   Mailing lists (per group + general).
    - o   Regular newsletters/digests summarizing activities.
    - o   Quarterly structured calls with members.
- **External Tools**
    - o   CAN EECCA website, social media (Facebook, Telegram, Twitter, LinkedIn).
    - o   Press releases, media toolkits, storytelling campaigns.
    - o   Partnerships with journalists, external experts, and Friends of CAN EECCA.
- **Crisis Tools**
    - o   Rapid response WhatsApp/Signal groups.
    - o   Emergency communication protocols for members under threat.

4. Operational Cycle

- **Quarterly**
    - o   PCG & ACG meetings (review policy progress, upcoming actions).
    - o   CCG meeting (media strategy + digest coordination).
    - o   Secretariat organizes *Quarterly Member Call* (report + open Q&A).
    - o   FWG meets when donor opportunities appear, at least twice a year.
- **Annually**
    - o   General Assembly – approves strategies, elects Board, reviews all groups' work.
    - o   Secretariat publishes **Annual Report & Workplan**.
    - o   GA ratifies the annual communication strategy proposed by CCG.
- **Ad Hoc**
    - o   Extra sessions of PCG/ACG during COP or regional climate policy events.
    - o   FWG mobilized for calls for proposals and donor opportunities.
    - o   Crisis meetings coordinated by Secretariat & Governance Cluster.

5. Roles in the Communication Ecosystem
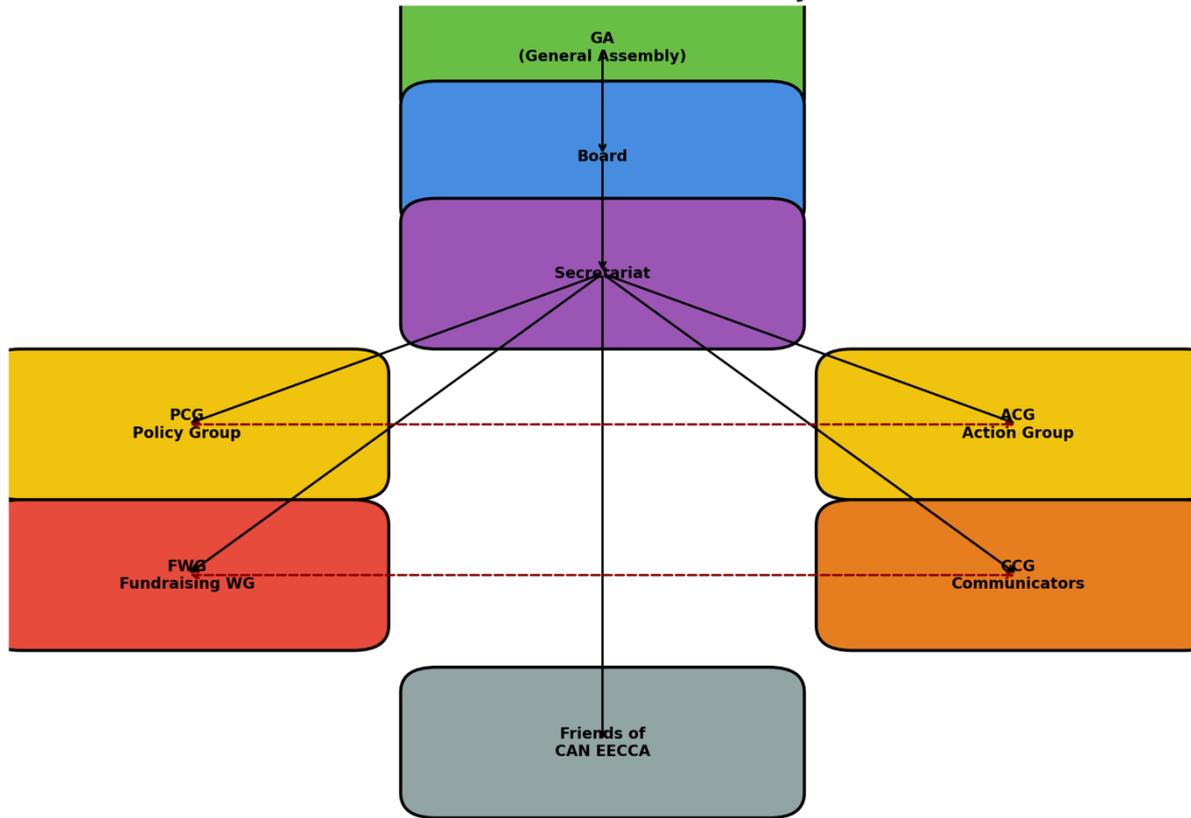
- **General Assembly (GA):**
    - o   The highest platform of accountability.
    - o   Communicates priorities and legitimizes network decisions.
- **Board:**
    - o   Communicates strategic direction to the Secretariat and members.
    - o   Ensures transparency between governance and membership.
- **Secretariat:**
    - o   **Central communication hub.**
    - o   Facilitates, documents, and publishes updates from all groups.
    - o   Guarantees accessible reporting and transparent decision-logs.
- **Policy Coordination Group (PCG):**
    - o   Communicates technical policy knowledge into joint positions.
    - o   Ensures members' expertise shapes CAN EECCA's COP strategy.
- **Action Coordination Group (ACG):**

- o Communicates planned actions and solidarity campaigns.
- o Ensures EECCA mobilization is visible in CAN International.
- **Fundraising Working Group (FWG):**
  - o Communicates donor opportunities to members.
  - o Ensures fundraising is member-based and strategy-driven.
- **Communicators Community Group (CCG):**
  - o Develops and monitors the **communication strategy**.
  - o Ensures consistent branding, storytelling, and media engagement.
- **Friends of CAN EECCA:**
  - o Act as **multipliers** of communication – spreading messages, supporting campaigns, providing expertise and resources.

6. Benefits of the System

- Members:
  - o Influence decisions (bottom-up input).
  - o Gain visibility and recognition for their work.
  - o Access donor and communication opportunities.
- Secretariat:
  - o Clear role as facilitator and connector, not gatekeeper.
  - o Better monitoring of member activities.
- Board & GA:
  - o Transparent oversight over Secretariat and groups.
  - o Clear evidence base for decision-making.
- Network as a whole:
  - o Unified voice at COPs, in media, and in advocacy.
  - o Stronger solidarity during crises.
  - o More sustainable funding and greater visibility regionally and globally.

CAN EECCA – Communication Ecosystem

Green (GA) – the highest authority.
Blue (Board) – strategic oversight.
Purple (Secretariat) – facilitation hub.
Yellow (PCG & ACG) – member-led expertise and actions.
Red & Orange (FWG & CCG) – fundraising and communications.
Grey (Friends) – supportive outer circle.
Solid arrows show top-down and bottom-up flows.
Dashed double arrows show horizontal collaboration (policy ↔ action, fundraising ↔ communications).

Timeframe:

CAN EECCA – Timeline of Work & Meetings

Secretariat	Daily operations
CCG (Communicators Community)	Project- & task-oriented
FWG (Fundraising Working Group)	Sporadic – per donor call/proposal
ACG (Action Coordination Group)	Every 3 months / before mobilizations
PCG (Policy Coordination Group)	Every 3 months / before COP/policy events
Board	Every 2 months / when needed
Friends of CAN EECCA	1x per year
GA (General Assembly)	1x per year (possible 2x)

Meeting Frequency
- Annual / Bi-Annual
- Bi-Monthly
- Quarterly
- Sporadic / Project-Based
- Continuous

Theory of Change – CAN EECCA Structure

1. Situation and Problem

CAN EECCA faces challenges with limited member engagement, insufficient transparency in decision-making, dependence on individual expertise, and unstable funding. These factors restrict the network's potential as a unifying regional actor.

2. Target Groups

- Member CSOs across the EECCA region.
- Experts and communicators within member organizations.
- Friends of CAN EECCA (journalists, academics, donors, activists).
- International partners (CAN International, donors).

3. Desired Long-Term Impact

- CAN EECCA becomes a transparent, democratic, and sustainable network that unites CSOs of EECCA for climate justice.
- Members have a direct role in shaping positions, actively participate in climate negotiations (COP, NDC), coordinate actions, and co-develop resources.
- The network is financially stable and recognized as a key regional climate actor.

4. Outcomes

Short-term:

- Launch of PCG, ACG, FWG, and CCG with member facilitators.
- Regular communication cycles (quarterly calls, digest, decision log).
- First co-authored grant proposals involving members.

Medium-term:

- Members feel ownership and are no longer outsiders to decision-making.
- Unified policy positions and campaigns gain visibility regionally and globally.
- Secretariat functions as a **service to members** instead of a siloed apparatus.

Long-term:

- CAN EECCA has strong influence on national, regional, and international climate policy.
- Financial stability through diversified fundraising and member-based approaches.
- Expanded expertise and leadership of members in global negotiations.

5. Activities

- Establish and facilitate **Policy, Action, Fundraising, and Communication Groups**.
- Quarterly member consultations and publication of digests.
- Joint drafting of policy positions, strategies, and proposals.
- Coordinating campaigns, sharing media materials, and amplifying members' voices.
- Donor engagement and development of membership-based fundraising concepts.
- Crisis response and solidarity mechanisms for members under threat.

6. Mechanisms of Change

- **Co-ownership:** Members are directly engaged in drafting, decision-making, and actions.
- **Transparency:** Decisions and processes documented and openly shared.
- **Network effect:** Collaboration amplifies the impact of each member.
- **Supportive Secretariat:** Focused on enabling members' success.
- **Visibility:** Joint communications and campaigns strengthen external recognition.

7. Change Pathway (Sequence)

1. Restructure the Secretariat into task-oriented clusters.
2. Launch member-led working groups (PCG, ACG, FWG, CCG).
3. Establish quarterly communication cycles and reporting mechanisms.
4. Produce joint outputs (policy positions, campaigns, grant proposals).
5. Gain stronger regional and global visibility.
6. Achieve diversified resources and greater sustainability.
7. Strengthen CAN EECCA's influence on climate policy and negotiations.

8. Stakeholders and Context Factors

- **Supportive:** CAN International, donors, journalists, academic experts.
- **Risks:** restrictive political environment (foreign agent laws), regional crises.
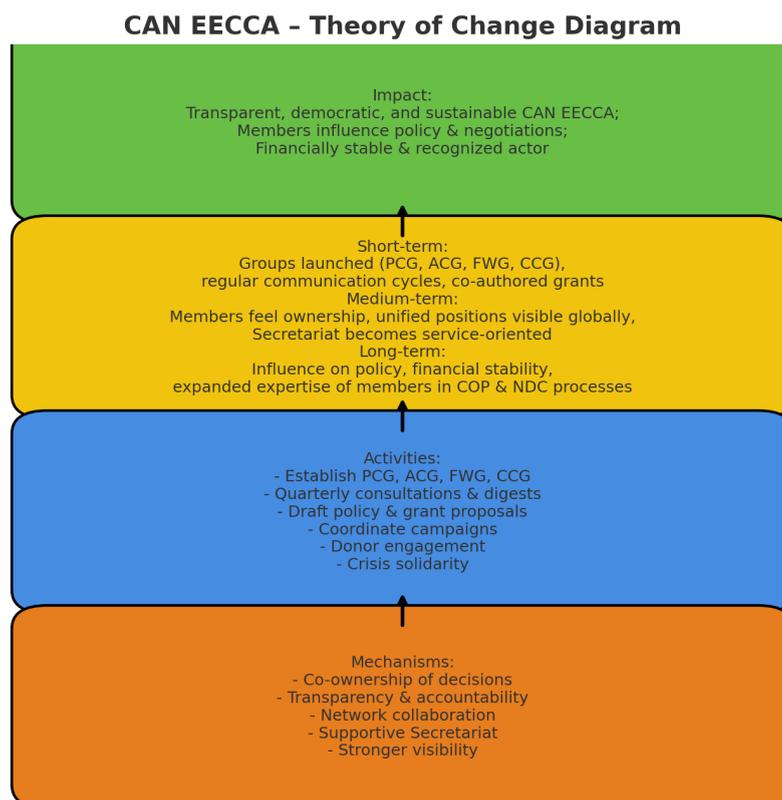
9. Assumptions

- Members are motivated to engage if transparent and inclusive mechanisms exist.
- Donors recognize the importance of regional collaboration.
- Secretariat maintains a service-oriented and task-focused role.

Expected Gains for CAN EECCA

- **Network Development:** more members actively involved in shaping and implementing strategies.
- **Democratic Decision-Making:** structured processes give all members a voice.
- **Member Orientation:** Secretariat becomes supportive and facilitative.
- **Improved Communication:** stronger internal exchange and external visibility.
- **Knowledge & Expertise:** members gain skills and visibility in UNFCCC negotiations.
- **Financial Sustainability:** collective fundraising increases income and stability.
- **Unified Regional Voice:** joint positions and campaigns raise CAN EECCA's impact.

Theory of Change Diagram (Impact → Outcomes → Activities → Mechanisms)

CAN EECCA – Theory of Change Diagram

Impact:
Transparent, democratic, and sustainable CAN EECCA;
Members influence policy & negotiations;
Financially stable & recognized actor

Short-term:
Groups launched (PCG, ACG, FWG, CCG),
regular communication cycles, co-authored grants
Medium-term:
Members feel ownership, unified positions visible globally,
Secretariat becomes service-oriented
Long-term:
Influence on policy, financial stability,
expanded expertise of members in COP & NDC processes

Activities:
- Establish PCG, ACG, FWG, CCG
- Quarterly consultations & digests
- Draft policy & grant proposals
- Coordinate campaigns
- Donor engagement
- Crisis solidarity

Mechanisms:
- Co-ownership of decisions
- Transparency & accountability
- Network collaboration
- Supportive Secretariat
- Stronger visibility

- **Impact (top):** a transparent, democratic, sustainable, and influential regional network.
- **Outcomes (middle):** from short-term group launches and communication cycles → to medium-term member ownership and visibility → to long-term policy influence, expertise, and financial stability.

- **Activities (bottom-mid):** establishment of groups, consultations, joint policy/fundraising outputs, campaigns, donor engagement, crisis solidarity.
- **Mechanisms (foundation):** co-ownership, transparency, collaboration, supportive Secretariat, strong visibility.

Important:

After the adoption of the document on the network structure, all provisions of the Statute that differ from the new structural framework will be amended in accordance with the reform decision, without an additional procedure for discussing changes to the Statute. All technical amendments required to be made to the Statute and other statutory documents will be carried out by the Board of the CAN EECCA.