

# Creative Commons

## Global Network Strategy

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# 創用 CC

## 全球網絡策略

2017 年 4 月

## Context and background information 背景資訊

由社群主導的CC網絡振興和發展歷程

### **A community-led process to revitalize and grow the CC network**

Creative Commons於2001年創立，它是一個美國的慈善機構。它建立了一套版權系統的授權方式，讓作品的創作者和使用者在數位環境(digital context)中可以運用一套標準化，簡單和免費的合法方式去共享和共用其創作的作品。

Creative Commons was established in 2001 as a US-based charity. It developed a set of licences built upon the copyright system, to allow both content creators and users a standardized, easy, and free legal way of sharing and using creative content in the digital context.

在組織創立後不久，創始人勞倫斯·萊絲格(Lawrence Lessig)、CC工作人員和社群成員創建了一個由許多關係機構組成的全球網絡，其中內部大多數人都具有法律專業知識去翻譯和修改(“轉移”)授權概念，並使CC能合法適用在所有的法律行為下。

Shortly after the organization's inception, founder Lawrence Lessig, CC staff and community members created a global network made up of a group of affiliates, most of whom had the legal expertise to translate and adapt (“port”) the licenses and make them legally applicable in all jurisdictions.

對於與CC組織(CC HQ)和當地機構合作夥伴(關係機構)之間的協作有興趣的國家發起了正式提案。

Formal projects were launched in countries with an expressed interest in contributing, framed as collaborations between the CC organization (CC HQ), and a local institutional partner (affiliate).

授權的合法轉移需要清楚當地法律和政策的律師，所以聯盟的模式是建立在這

些人與他們的組織和CC HQ之間的直接關係上，其中包括了正式簽署的備忘錄(MoU)。

The legal porting of the licenses required lawyers with expertise in local laws and policy, so the affiliate model was built upon direct relationships between these people and their organizations and CC HQ, including a formal signed Memorandum of Understanding (MoU).

這些專家被稱為法律領袖 (Legal Leads)。另外，也有一些MoU被授予給從事其他活動的人員，但在HQ或網絡中沒有任何有組織的計劃目標或結構。

These experts were dubbed Legal Leads. Additionally, some MoUs were granted to those engaging in other activities, but without any organized program goals or structures with HQ or the network.

這些人不是律師，而是被稱為公共領導 (Public Leads)。通過這種結構，CC能夠走向全球，並以自己的法律情境和官方語言達到數十億新使用者。

These individuals were not lawyers, and were called public leads. With this structure, CC was able to go global, and reach billions of new users in their own legal contexts and local languages.

多年來，CC社群的發展和改變，是由兩個重要因素驅動：

第一，聯盟網絡開始去吸引其他社群和沒有法律專業背景的人的興趣和貢獻，他們不清楚授權的採用轉移，但對自由文化、開放內容、政策制定、開放資料等感興趣。

Over the years the CC community grew and changed, driven by two important factors: first, the affiliate network started to draw interest and contributions from other communities and professional sectors that didn't have any legal expertise, who were going beyond the adoption of the ported licenses, but were interested in free culture, open content, policy-making, open data, and more.

其次，2011年12月，作為4.0版本的一部分，國際化的授權套件進程開始啟用。

由於國際化趨勢，未來將建構一個全球通用的授權版本，法律移轉(適用)的授權規範不再需要。

And second, in December of 2011, an internationalization process for the license suite was launched as part of the 4.0 versioning. As a result of internationalization — establishing one version of the licenses for the entire world — legal porting of the licenses was no longer necessary.

現在，4.0版授權套件的改編只需要翻譯和基本的法律審查。這從根本上改變了原來各地組織最初的作用。

Now adaptation of the 4.0 license suite requires only a translation and basic legal review. This fundamentally changed the role that the local organizations were originally meant to play.

另外，原先的機構架構（過去發展授權轉移的架構）由於缺乏明確的方式擴張以及新增成員到關係企業中，反而限制了網絡的成長。

（由於沒有明確的方式來擴大和增加新的成員給關係機構，轉移授權的體制結構限制了網絡的發展。）

In addition, the institutional structure that was developed for porting licenses constrained the growth of the network because there was no clear way to expand and add new members to the affiliates.

只有在偶爾的情況下，並經過現有會員的同意，新成員被添加至國家隊（Country Team）。在世界各地，國家隊通常由公共和法律的領導組成，無法授予額外的新成員明確和正式加入CC社群的方式。

Only occasionally, and with the consent of an existing affiliate, were new members added to a **country team**. Around the world, country teams were generally made up of a public and legal lead, with no way to empower additional new members or clear way to officially join the CC community.

不幸的是，這意味著一些熱心的貢獻者被拋在腦後，或被棄置不理。在網絡中，CC運動對共同使命和策略或管理與合作問題討論的不多。

Unfortunately, that meant that some enthusiastic contributors fell by the wayside, or were turned away. Within the network, the CC movement had few discussions on common mission and strategy, or management and cooperation issues.

授權的合法轉移，過去將社群重要組成部分黏合在一起的黏著劑，但現今已不復存在。與此同時，網絡中的團隊開始處理其他超出了原本備忘錄(MoU)協議範圍的其他議題，例如版權改革。

Today, the legal porting of the licenses — the glue that bound an important part of the community together — is absent. Meanwhile, teams in the network started working on other issues, like copyright reform, that went beyond the original scope of the MoU agreements.

隨著網絡的擴大，其重點不僅止於授權轉移，CC HQ也擴大和改變了重點。它開始在開放教育和開放政策領域有所作為。

As the network expanded its focus beyond porting, CC HQ expanded and changed its focus as well. Among other things, it started working in areas of open education and open policy.

儘管有著限制的協議和結構，CC HQ經常與這些項目的關係團隊進行互動，但同時，它們的工作是各自獨立完成的。

Despite the restrictive agreement and structures, CC HQ frequently interacted with affiliate teams on these projects, but the work being done was developed independently.

所以即使CC HQ和網絡在同樣的領域工作，卻往往缺乏整合而成效不彰。2015年，CC HQ提出了一項新的策略，除了對授權進行管理之外，還將協作，倡議和社群強化作為其工作的一個新焦點。

So even if both CC HQ and the network were working on overlapping areas, efforts were often not coordinated. In 2015, CC HQ articulated a new strategy that identified collaboration, advocacy and strengthening community as a new focus of its work, in addition to stewardship of the licenses.

這是為了回應社群成員的呼籲，並為新的關係鋪路。這為網絡創造了一個重要的機會。

This was done in response to calls from community members, and has helped pave the way for a new relationship. This creates an important opportunity for the network.

所有的這些變化現在都需要被處理。2015年CC在韓國首爾的高峰會議是這個方向的轉捩點。一些關係組織在高峰會之前舉辦了零日 (DayZero) 的研討會，討論我們的網絡狀況和未來。

All of these changes now need to be addressed. The 2015 CC Summit in Seoul, South Korea, was a turning point in this direction. A group of affiliates organized the “Day Zero” workshop to take place immediately prior to the Summit to discuss the state of our network and its future.

這是網絡第一次進行這樣的討論，來自聯盟和CC HQ的共識是，目前的網絡模式阻礙了成長，並限制了CC運動達成共同的願景。

This was the first time the network had such a discussion and the consensus from both affiliates and CC HQ was that the current network model was hindering growth and restricting the CC movement from achieving its collective aspirations.

由於首爾研討會的結果，參與者計劃了一個策略流程來解決網絡轉型問題，並建立了一個網絡策略指導委員會 (Network Strategy Steering Committee) 領導。

As a result of the workshop in Seoul, participants planned a strategic process to address the network’s transformation and created a Network Strategy Steering Committee to lead it.

該委員會的參與開放給網絡所有關係機構，大約20人(來自各大洲)自願加入。

Participation in the Committee was open to all current affiliates of the network, and approximately 20 people (from all continents) volunteered to join.

該委員會由網絡成員(波蘭的Alek Tarkowski)和CC HQ首席執行官(Ryan Merkley, 加拿大)共同主持。委員會負責確定議題和機會, 確定調查領域和進一步研究, 開創見解和提出討論模式。

The Committee is co-chaired by a member of the network (Alek Tarkowski, Poland), and CC HQ's CEO (Ryan Merkley, Canada). The committee was responsible for identifying issues and opportunities, defining areas of inquiry and further research, developing insights and proposing models for discussion.

他們在2016年會面過兩次, 並在線共享文檔和在線聊天。他們共同合作寫這個提案。

They met in person twice in 2016, and worked online over shared documents and in online chat. They worked together to collectively write this proposal.

這個過程是一個機會去以最有利於我們社群和運動的方式塑造CC網絡。

This process is an opportunity to shape the CC network in a way that's most beneficial to our community and movement.

我們致力於使其盡可能包容, 並希望大家對參與此過程感到鼓舞和激勵作用, 通過分享我們認為我們可以, 也應該建議和關注我們共同的未來, 發展知識共享的全球網絡。

We are committed to making it as inclusive as possible, and hope that everyone feels encouraged and excited about participating in the process by sharing opinions, suggestions and concerns about what we believe we can and should develop for our common future: the Creative Commons Global Network.

## The Global Network Strategy Steering Committee

全球網絡策略指導委員會成員包括: Carolina Botero(哥倫比亞)、Claudia Cristiani(薩爾瓦多)、RCudio Ruiz(智利)、Delia Browne(澳大利亞)、Kelsey Wiens(加拿大,南非的)、Muid Latif(馬來西亞)、Naeema Zarif(土耳其,黎巴嫩, RC - 委員會成員至11月14日)、Nic Suzor(澳大利亞)、Paul Keller(荷蘭CC董事會)、Evelin Heidel(阿根廷)、Simeon Oriko(肯尼亞)、Soohyun Pae 韓國, RC)和委員會的聯合主席Alek Tarkowski(波蘭)和Ryan Merkley(加拿大總部)。

Members of the Global Network Strategy Steering Committee include Carolina Botero (Colombia), Claudia Cristiani (El Salvador), Claudio Ruiz (Chile, RC), Delia Browne (Australia), Kelsey Wiens (Canada, South Africa), Muid Latif (Malaysia), Naeema Zarif (Turkey, Lebanon, RC - member of the Committee until November 14th), Nic Suzor (Australia), Paul Keller (Netherlands, CC Board), Evelin Heidel (Argentina), Simeon Oriko (Kenya), Soohyun Pae (South Korea, RC), and the Committee's co-chairs Alek Tarkowski (Poland) and Ryan Merkley (Canada, HQ).

由Kamil Śliwowski(波蘭)和Paul Stacey(加拿大總部)在柏林和華盛頓特區舉行的個人會議提供了便利性。

Facilitation was provided for in-person meetings in Berlin and Washington, DC by Kamil Śliwowski (Poland) and Paul Stacey (Canada, HQ).

Jono Bacon(美國)就開源運動中的網絡和協作提供了建議,而Anna Mazgal(波蘭)則協調了“Faces of the Commons”的全球研究。

Jono Bacon (US) provided advice regarding networks and collaboration in open source movements, and Anna Mazgal (Poland) coordinated the “Faces of the Commons” global research.

過程, 投入和結果

指導委員會(SC)在這一階段的目標是審查網絡的現狀, 並提出一個新的模式。其目的是制定一個強而有力的提案, 引發討論, 並引導出社區將會支持的最終提案。而它仍然需要更多利益相關者的投入, 見解和建議。

Process, inputs, and outcomes



The goal of the Steering Committee (SC) for this stage of the process was to review the current state of the network and to propose a new model for it. The intention is to create a strong proposal that will engender discussion and lead to a final recommended proposal that the community will support. It still requires input, insights, and advice from more stakeholders.

委員們工作實際上是通過電話和整合文件，並於五月份在華盛頓特區和2016年11月在柏林舉行了兩次會議。

The committee members worked virtually through calls and collaborative documents and met together in person twice — in Washington DC in May and in Berlin in November 2016.

為了審查網絡的現狀，委員會委託獨立研究，授予“the Faces of the Commons”去獲取循證的資訊。

To review the current state of the network, the committee commissioned independent research dubbed the Faces of the Commons to obtain evidence-based information.

這項研究發生在6個存在著CC的不同區域(非洲，阿拉伯世界，南美洲，中美洲，亞太和歐洲)。

This research took place in six different regions where CC has presence (Africa, Arab World, South America, Central America, Asia-Pacific and Europe).

全球和區域報告都可以在這裡找到。區域和全球報告被當作是對指導委員會有影響投入和觀點，值得投資時間去閱讀的背景。

The global and regional reports can be found here. The regional and global reports were used as input and the insights were influential for the Steering Committee, and they are worth investing the time to read for background.

CC HQ目前已經在考慮和實施關於網絡翻譯和支持的一些建議。

Some of the recommendations regarding translation and support for the network have already been considered and implemented by CC HQ.

在開發和提出新模式時，進行了幾項活動，包括審查策略和結構對其他全球性組織是否有效，並接受專門委託專家的意見去幫助其進展。

In developing and proposing the new model, several activities were carried out, including reviewing strategies and structures that work (and don't) for other organizations that operate globally, and receiving input from experts specially commissioned to help with the process.

這些活動是由網絡為網絡設計的「全球網絡策略」提案的結果。

The outcome of these activities is this Global Network Strategy proposal designed by the network, for the network.

## 網絡設計 **A new network designed by the network**

一個由網絡設計的新網絡

### **A new network designed by the network**

在確定Creative Commons全球網絡(CCGN)的同時，我們考慮了四個主要的想法或問題，這些想法或問題提供了我們認為將使CCGN取得成功和CC運動成為一個更強大和更有權力的社區的必要要素。

While defining the Creative Commons Global Network (CCGN), we have considered four major ideas or issues that provide what we believe are the necessary elements that will make the CCGN successful and the CC movement a stronger and more empowered community.

1 分享理念。CCGN定義了一個願景、使命、價值觀和指導原則，使我們能夠建立一個社區的未來，並在共同基礎上一起合作。

1 **Shared ideals.** The CCGN defines a vision, mission, values, and guiding principles that will enable us to build our future as a community and work together based on common ground.

1 新的聯繫機制。CCGN建立在個人成員身上，而不是依賴於與CC總部形成正式關係的當地組織或機構的團隊。成員連接和組織為管轄團隊，但也在國際上工作。我們設想在CC總部的支持和參與下，人員、組織和機構，共同追求價值，實現共同目標，並作為社群個人成員負責CCGN的維護和發展。

1 **A new affiliation mechanism.** The CCGN is built on individual membership rather than teams that depend on a local organization or institution that assumes a formal relationship with CC HQ. Members connect and organize as jurisdictional teams but also work internationally. We envision a community of peers – people, organizations, and institutions – who share values, work towards common goals and are responsible, as individual members of the community, for the CCGN's maintenance and development, with the support and participation of CC HQ.

1 一個的新合作架構。根據我們的興趣、目標和需求，我們提出的平台框架有望使CCGN正式CCGN結構中的成員，更廣泛的CC運動之間的成員，直接和更強大的關係和協作成為可能。

**1 A new structure to working together.** The platform framework we propose will hopefully allow more successful, direct, and stronger relationships and collaboration among members within the formal CCGN structure and across the broader CC movement, based on our interests, goals, and needs.

1 賦予多元的參與權。CCGN提供了一個框架和治理結構，從根本上尋求使每個人都能參與到網絡中，無論我們居住在哪裡，我們說什麼語言，我們具體的能力是什麼，或者我們需要合作的地方環境。

**Empowering diverse participation.** The CCGN provides a framework and governance structure that fundamentally seeks to enable and ensure participation of everyone in the network, regardless of where we live, what language we speak, what our particular capacities are, or what local circumstances we need to work with.

最後，要注意的是，這個過程是代表CC總部和許多社群成員花費大量時間和精力投入的，以澄清和定義與CC HQ關係相關的關鍵問題，包括溝通管道和治理結構，而這將更好地服務於網絡，並認知到CC作為全球社區的價值。

Finally, it is important to note this process constitutes a substantial investment of time and energy on behalf of CC HQ, and many community members, to clarify and define key issues related to the network's relationship to CC HQ, including channels of communication and governance structures that will better serve the network and acknowledge the value of CC as a global community.

討論和修正

## **Consultation and revisions**

在最終確定策略之前，與廣泛的CC社群共享，包括CC附屬機構、現有合作夥伴、資助者、支持者以及許多表示有興趣且積極地致力於CC工作的人。諮詢過程是在2017年1月至3月底之間進行的。諮詢是在線上進行的，在公開的網絡研討會和會議上進行的，以及一對一的會議。該策略被翻譯成西班牙文、阿拉伯文和法文。並建立了一個諮詢網站，可以讓任何人發表意見、問題或批評。指導委員會成員舉辦了在線會議和網絡研討會、組會議和一對一諮詢。指導委員會成員舉辦了22場的實體會議和網絡研討會，通過諮詢網站收到了230多條具體評論，89%的會員團隊積極對該提案作出了回應。

Before finalizing the strategy, it was shared with the broad CC community, including CC affiliates, current partners, funders, supporters, and many who have expressed interest in contributing more actively to CC's work. A consultation process was run from January to the end of March, 2017. The consultation was conducted online, in public webinars and meetings, and in one-on-one sessions. The strategy was translated into Spanish, Arabic, and French. A consultation website was set up, allowing anyone to submit comments, questions, or criticisms. Members of the steering committee hosted online sessions and webinars, group meetings, and one-on-one consultations. The steering committee members hosted 22 in-person meetings and webinars, received over 230 specific comments via the consultation website, and 89 percent of all active affiliate teams provided responses to the proposal.

在整個諮詢過程中，得到了不少廣泛的支持，以幫助建立一個強大的，不斷增長的網絡，分享全球範圍的領導力和決策。但是也出現了一些重要的改進領域，特別是在支持強大的國家工作隊，管理公共職位和籌款的流程和管理方面。許多社群成員提出了有益的建議和想法。在與指導委員會的一些成員進行了為期一整天的會議之後，其中許多建議已被納入本文件，他們審查了每一項意見，並進行建議、修改和增補。

Throughout the consultation, there was broad support for the insights, ideas, and direction to help build a strong and growing network, and to 分享 leadership and

decision-making on a global scale. But some important areas for improvement also emerged, particularly around processes and administration supporting strong country teams, managing public positions, and fundraising. Many community members submitted helpful suggestions and ideas. Many of those suggestions have been incorporated into this document, following a full-day session with some members of the steering committee, who reviewed every suggestion, and recommended changes and additions.

本文是最終的指導性策略文本，適用於設計向新網絡模型的轉型。這不是一個法律文本，我們不鼓勵社群成員透過這個角度來閱讀。這其中將有許多細節會有反饋和評估的機會，然而這是實現我們社群目標重要的一步。

This document is the final guiding strategy document, which will be used to design the transition to the new network model. It is not meant to be a legal text, and we discourage community members from reading it through this lens. There will be many details to work through with opportunities for feedback and evaluation along the way, but this is an important step towards our community goals.

## 全球網絡設計計畫書 **Global Network Strategy Proposal**

### 願景、任務、價值與指導方針 (**Vision, Mission, Values and**

### **Guiding Principles**)

- 願景 (Vision)

我們提議Creative Commons Global Network共享由Creative Commons建立的願景：“我們對Creative Commons Global Network的願景不過是想實現網路全部的潛力－能普遍連接至研究和教育、充分參與的文化－以至於推動一個有發展、能成長和有生產力的新時代。

We propose that the Creative Commons Global Network shares the vision defined by Creative Commons: *“Our vision for the Creative Commons Global Network is nothing less than realizing the full potential of the Internet — universal access to research and education, full participation in culture — to drive a new era of development, growth, and productivity.”*

- 任務 (Mission)

我們為Creative Commons Global Network提出了一個不同但互補的任務宣言，最後，CC的運作和組織可能透過社區和委員會的過程決定調整這兩個任務。委員會已經認知到更新現有任務的需求，但這超出了這個過程的範圍。而現在，這兩個任務是歡迎來達成的，也讓每個人都能專注在他們的核心活動：

We propose a different, but complementary, mission statement for the Creative Commons Global Network. Eventually, CC’s movement and organization may decide to align these two missions through a community and board process. The board has acknowledge the need for an update to the existing mission, but that is beyond the scope of this process. For now, these two missions are complimentary, and allow each to focus on their core activities:

“Creative Commons Global Network的任務是去建立全球共用的創意知識共享，並倡議發展一個促進全世界更開放和共享的運動。

*“The mission of the Creative Commons Global Network is to build a global commons of creativity and knowledge, and grow a movement that advocates, promotes and enables openness and sharing around the world.”*

- 價值和指導方針 (Values and Guiding Principles)

這部分強調了CC運動相信的一系列價值，以及我們要遵守的原則。這些不應該被視為是需要遵守的具體要求或規則，它們反而是為了讓我們能一起工作的

指導原則，而且也將會支持社群所有成員都同意的發展。

This section outlines a set of values that CC's movement believes in, and the principles that we seek to follow. These should not be understood as specific requirements or rules that need to be precisely obeyed. Instead, they serve as guidelines for our work together, and will support the community development of the charter, which all members will agree to support.

Creative Commons Global Network共享接納多樣性的文化，並受到在全球內增加獲取知識和文化的目標之限制。

The Creative Commons Global Network shares a culture of appreciation that embraces diversity and is bound by the goal of increasing access to knowledge and culture worldwide.

我們重視：

We value:

- 開放(Openness)

我們重視和認可我們一起工作的一項關鍵要素，即分享、修改和改善我們共享文化和知識的權利。我們支持CC工具和公共領域，Creative Commons Global Network的核心目標是倡導能促進和支持「開放」和「共享」的法律、政策、規範和實踐，而這些是關鍵的社會價值。

We value and recognize the right to share, modify and improve our shared culture and knowledge as a key element of our work together. We support the CC tools and the public domain. The core goal of the Creative Commons Global Network is to advocate for laws and policies, as well as norms and practices, that promote and support openness and sharing as key societal values.



- 數位共享(**The Digital Commons**)

我們相信數位共享的力量能夠創造和培育更多共享的資源。

We believe in the power of the digital commons to create and nurture common pools of resources that are shared by all.

我們廣泛地了解數位共享－幾乎所有共享的工作都以數位的格式存在，我們依賴網路的協作力量來擴展我們的影響範圍。我們提供法律的基礎設施來實現分享和協作，而為了要更好地反映出數位共享的要求，我們也提倡世界各地改革版權法。更廣泛的說，我們也致力於支持數位社會中可行和可持續的合作共享，且保護數位共享。

We understand the digital commons broadly — nearly every shared work exists in a digital form, and we rely on the collaborative power of the internet to expand our reach and impact. We provide the legal infrastructure to enable sharing and collaboration, and we advocate to reform copyright legislation around the world to better reflect the needs of the digital commons. More broadly, we also work to support viable and sustainable collaborative sharing in a digital society, and defend the digital commons from enclosure.

我們致力於管理和發展一個健康的數位共享，我們支持個人和組織共享知識和文化，且相信在這個基礎上所建立的協作和成長。

We are committed to stewarding and developing a healthy digital commons. We support the sharing of knowledge and culture by individuals and organizations, and believe in collaboration and growth that is built based upon it.

我們相信一個有力量的數位共享需要有普及的數位基礎設施，和使用它的必要技能。

We believe that a strong digital commons requires universal access to basic digital infrastructure and the necessary competencies and skills to use it.

- 多樣性 (**Diversity**)

我們相信培育一個國際、多樣性和全球的運動和網絡的重要，我們重視多元性，積極倡導平等、反對歧視。我們特別意識到在我們的網絡中，成員對於文化和語言的差異性，以及在使用科技上的差距。我們致力於調整我們的做法並使我們的工具國際化，讓它們在全球都可以被使用。

We believe in fostering an international, diverse, global movement and network. We value our diversity, actively promote equality, and oppose discrimination. We are especially aware of the differences that exist among members of our network in relation to culture and language, and the disparities in relation to access in the use of technology. We are committed to adapting our practices and internationalizing our tools to make them available and accessible around the world.

- 透明和課責 (**Transparency and Accountability**)

我們相信透明、對我們的社區和夥伴、支持者、以及大眾課責。透明是要求在網絡和大眾間，要誠實且系統性的分享資訊，包括我們發展的工作、用來發展它的過程，以及有所貢獻的資訊。

We believe in transparency and accountability to each other, to our communities and partners, to our supporters, and to the public. Transparency requires honest and systematic sharing of information on the work we develop, the processes we use to develop it, and those who contributed to it, both within the network and to the public.

基於這些價值觀，我們已經為我們的工作和協作提出以下指導原則：

Building on these values, we have outlined the following guiding principles for our work and collaboration:

- 我們協作(**We collaborate**)

身為Creative Commons Global Network的積極份子、支持者和貢獻者，我們透過和Creative Commons HQ特別的夥伴關係，來共同努力達成我們的目標。我們在整個運動中分享同一願景，且在團隊、網絡和那些分享我們價值的組織中，彼此互相合作。

As activists, supporters and contributors to the Creative Commons Global Network, we work together to reach our goals in a special partnership with Creative Commons HQ. We share a common vision across the movement, and we collaborate with each other, across our teams, the network and other organizations that share our values.

- 我們開放地工作(**We work openly**)

開放性為一個更透明的社區和社會提供了一個重要的架構，它可以改善決策制定的過程、對大眾負責且把多樣性的問題處理得更好。我們盡可能開放地工作，在參與、決策制定和協作的部分都有清楚的過程。我們分享策略、內容和編碼來鼓勵貢獻和參與。我們致力於使用開放格式、開源軟體和開放工具。

Openness provides an important framework towards a more transparent community and society, one that can improve decision making processes, be accountable to all, and be better prepared to deal with diversity. We work in the open wherever possible and practical, with clear processes for participation, decision-making, and collaboration. We share strategies, content, and code openly to encourage contribution and engagement. We strive to use open formats, open source software and open tools.

- 我們使用免費和開放的授權並支持公共領域(**We use free and open licensing and support the public domain**)

對於那些我們建立如網絡的內容，我們使用免費且開放的授權。我們支持和維護Creative Commons授權和工具。我們把強大的公共領域視為數位共享能發展和繁榮的重要因素。

We use free and open licensing for all the content we create as the network. We support and maintain the Creative Commons licenses and tools. We value a strong public domain as essential for the digital commons to grow and thrive.

- 我們互相尊重(**We respect each other**)

我們是一個擁抱意見分歧和討論的社群，且致力於總是根據共識做決定。我們尊重彼此與彼此的差異，所以對我們的工作和能力來說，互相傾聽別人的觀點和想法是很重要的。身為一個全球的社群，我們認可和尊重來自成員間文化、語言、種族和宗教的差異。在我們的社群裡，我們不能容忍騷擾或歧視，**工作上也是一樣**。我們積極地擁抱全球協作的機會，並努力確保翻譯我們的工作內容以達有效的協作。

We are a community that embraces disagreement and discussion and we strive to always make decisions by consensus. We respect each other and our differences, so it is essential to our work and our capacity to listen to each other's views and ideas. As a global community, we recognize and respect cultural, linguistic, ethnic, and religious differences among members. We do not tolerate harassment or discrimination in our communities, **or as part of our work**. We actively embrace opportunities for global collaboration and work to ensure translation of our work for effective collaboration.

- 我們參與和貢獻(**We participate and contribute**)

我們的網絡積極地尋求涵融及擴展參與的機會。我們相信我們工作的成功取決於邀請那些共同分享我們價值的新人加入改革，並有意義地參與我們的工作。我們在那些對我們來說是有趣的區域參與，且我們對有助於加強和維持一個健康網絡的過程和活動有所貢獻。

Our network actively seeks inclusivity and broadening opportunities for participation. We believe the success of our work depends on inviting new people who share our values to join the movement and participate meaningfully in our work. We are an engaged community. We participate in those areas that are of interest to us and we contribute to the processes and activities that serve to strengthen and sustain a healthy network.

# 創用CC全球網絡模型Creative Commons Global Network

## Model

### 一般性概念

全球網絡植基於夥伴關係模型，共同分享願景、價值以及分享式的決策制定(shared decision-making)。此概念是CC總部是持續性的作為，並且不是獨立的法人。

The Global Network is network based on a membership model, shared principles and values, and with newly-established areas of shared decision-making. It is supported by CC HQ as part of its ongoing operations, and is not a separate legal entity.

全球網絡共有三項要素，包含國家團隊(Country Teams)、平台(Platforms)以及治理(Governance)。

There are three key elements of the Global Network: Country Teams, Platforms, and Governance (through the Global Network Council).

在未來，創用CC也許會在網絡以及國家團隊串聯上上考慮採納一個更正式的法律結構，但是如此正式的結構也不是在這個時間點上所必須採納來確保分享式的決策制定(shared decision-making)以及協作(collaboration)等網絡核心目標的作為。創用CC全球網絡(The Creative Commons Global Network, CCGN)是一個總體的結構，用以協助調和並提供全球創用CC運動指引，其內涵包含：

In the future, CC and its board may consider a more formal legal structure for the network and its country teams, but such a formal structure is not required at this time to enable the shared decision-making and collaboration that are the core goals of growing the network.

The Creative Commons Global Network (CCGN) is the overarching structure to help co-ordinate and provide leadership in the global Creative Commons movement. The CCGN serves to:

- 提供一個給全球國家團隊參考的代表性架構。
- 提供一個給創用CC運動策略以及授權許可管理的指引。
- 建構管理以及支持的平台;定義各地區的專案以及成員。
- 成長、評估以及改進的網絡。
- 在創用CC定位與策略上提供建議並建立共識。
- 提供建議來改善並增強支持該網絡串連的員工能力。
- 協助提成員之間爭議處理的解決方案。
- 在資源分配上提供建議並建立共識。
- 參與全球募款行動。
- Provide a structure of representation for CC country teams globally
- Provide guidance to the movement by collaboratively defining strategy and providing stewardship for the CC licenses
- Steward and support Platforms — defined areas of activity or work programs among members
- Grow, evaluate and improve the network
- Advise and build consensus on global CC positions and strategy
- Provide advice to improve and enhance staff support for the network
- Facilitate dispute resolution among members
- Advise and build consensus on resource allocation
- Participate in global fundraising efforts

創用CC全球網絡使用夥伴關係模型, 由網絡成員(個人)以及夥伴(組織)所組成, 在夥伴組織工作的個人亦能加入網絡當中成為網絡成員。全球網絡評議會(The Global Network Council ,GNC)由網絡成員以及創用CC總部代表遴選而成, 是一個為了網絡成員與夥伴的治理與決策制定的實體。

The CCGN uses a membership model. It is composed of Network Members (individuals) and Partners (organisations). Individuals working in Partner organisations can join the network as individual Members as well. The Global

Network Council (GNC) comprised of elected Network Members and CC HQ representatives is the governing and decision-making body for Network Members and Partners.

成員與夥伴組織都同樣擁有巨大的權力以及義務，網絡成員可以在全球網絡評議會中代表各自的國家團隊並享有投票權。然而，一旦網絡夥伴組織改變，投票權將僅限於個人網絡成員可以享有(這群人當然也能是夥伴組織的受雇者)。

Both Members and Partners largely have the same rights and responsibilities. Network Members can represent their country teams in the GNC and have voting rights. However, as staff at Network Partners can change at any time, voting is restricted to individual members (who, notably, can also be employees of Network Partner organizations).

網絡成員以及夥伴組織都被賦予代表在創用CC議題上所涵蓋的所有活動平台的所屬國家團隊話語權(例如a statement of support for Freedom of Panorama, as CC Poland)。國家團隊能選出發言人或是選出關心的議題，而這些團隊將會共同協作來建構最好的架構確保工作完成。

Network Members and Partners may be empowered to speak on behalf of their country teams as CC (e.g., a statement of support for Freedom of Panorama, as CC Poland) in relation to issues covered in any of the activity Platforms defined by the CCGN. Country teams may establish spokespeople or subject matter leads for various issues, as needed, and teams will work collaboratively to determine the best structure to enable the work in their country.



## 成員與夥伴

成為成員與夥伴需要做到：

1. 提供想成為成員與夥伴的簡介。
2. 提供兩個網絡成員的擔保陳述，需標註作為投入創用CC運動的活動追蹤紀錄。
3. 簽署網絡憲章。

To become a Member or a Partner, individuals and organizations must:

1. Provide a brief summary of why they want to be a member
2. Provide a vouching statement from two Network Members highlighting their track record as an active contributor to the CC movement,
3. Sign the Network Charter

原則上，任何服膺CCGN價值以及原則的參與者，同時有意願主動並穩定參與活動者，都可以成為CCGN的成員(個人)或是夥伴(組織)。

In principle, any contributor to the movement with a track record of contribution who commits to the CCGN's values and guiding principles and is willing to actively contribute to its activities and sustainability can be approved as a formal CCGN Member (if it concerns an individual) or Partner (if it concerns an organisation).

標記：CCGN 成員可能不是以下正式法治觀念上的「成員」，包含聯邦法律或是任何管理創用CC總部成員的適用法。同時CCGN夥伴也可能不會是以下正式法治觀念上的「夥伴」，包含聯邦法律或是其他管理法律上夥伴責任以及其他法律用途的適用法。

*Note: CCGN Members would not be “members” in formal legal sense under state, federal or other applicable laws governing CC HQ that would grant members rights thereunder. And CCGN Partners would not be “partners” in the formal sense under state, federal or other applicable laws governing legal “partnerships” for liability or any other legal purpose.*

CCGN旨在促進現有子團隊以及組織之外更多的成員參與。我們期待現有的子團隊成員以及子機構成立一個初始的CCGN成員關係，但是我們承認並非所有在子網絡中的成員以及組織會想要成為CCGN中治理與領導的角色。大多數的創用CC活動會發生在平台上，工作內容包含建立目標、與活動，而夥伴關係並非必須。我們同樣不期待投注在創用CC運動的每一個人都要參與CCGN的治理架構。無論如何，我們歡迎所有人都能投入創用CC運動的所有活動，而且不需要任何正式成員關係與許可。

The CCGN is designed to encourage broader membership beyond the current affiliate teams and organizations. We expect current affiliate team members and affiliate institutions to form the initial membership of the CCGN, but we recognize that not all people and organisations currently in the affiliate network may want to participate in governance and leadership roles as Members or Partners of the CCGN. The majority of the activities of the movement will take place in platforms — defined areas of work with established goals, objectives, and activities — for which no membership is required. We also do not expect every person contributing to the CC movement to join the CCGN structure to participate in governance. Regardless, everyone is welcome to contribute to activities as part of the movement without approval or formal membership.

### 成為CCGN的成員與夥伴

網絡成員關係對所有致力於CCGN目標的個人開放，網絡夥伴關係對所有致力於CCGN目標的組織開放。

Network membership is open to any individual **that has a demonstrated record of activities that are advancing the goals of the CCGN**. Network partnership is open to any organisation **that has a demonstrated record of activities that are advancing the goals of the CCGN**.

欲成為網絡成員與夥伴，個人與組織需要受到至少兩個CCGN成員推薦，CCGN成員將描述候選人在支持創用CC目標的活動，並且受到全球網絡評議會(the Global Network Council,GNC)的認可(想要成為網絡夥伴的組織不可以被其所屬職員以及子公司受雇者擔保)。

To become a Network Member or Partner, the individual or organisation needs to be recommended by at least two existing members of the CCGN, who will describe the candidate's activities in support of CC's goals and objectives, and then approved by the Global Network Council (organisations that want to become Network Partners cannot be vouched for by their employees or people directly affiliated with the organisation).

現役網絡成員可以要求成員關係申請轉介到GNC的爭議處理部門，如此可以減少申請案件。

Existing Network Members can request, on stated grounds, that a membership application be referred to the GNC's Dispute Resolution Committee, which may decline the application.

網絡的成員以及夥伴需要簽署規範權利義務的全球網絡憲章( the Global Network Charter), 由CCGN在評議會中與全球社群共同制定。目前的備忘錄架構(MoU)會慢慢被取消，未來會由憲章(結合創用CC的商標使用)取代之。這個正式的流程以及最終憲章的樣態會在未來被定義出來。這些會變成個人或是組織與社群網絡還有CC總部的協定。組織成員與夥伴必須每2年週期性的更新成員關係協定。

Network Members and Partners need to sign the Global Network Charter, **to be developed by the CCGN in consultation with the global community**, which defines the rights and responsibilities of Network Members and Partners. The current MoU structure will be eliminated, and the Charter, combined with a trademark agreement for use of the CC name, will replace it for Network Members and Partners. The formal process and final Charter will be defined at a later date. This will be the new agreement between both the individual or organization and the network, and the individual or organization with CC HQ. Network Members and Partners will have to renew their membership periodically every 2 years.

## Country Teams 國家團隊

一個國家團隊由網絡成員、夥伴以及其他特定地區致力於此的貢獻者與組織所組成。行動者即便不是網絡成員也能夠參與國家團隊。國家團隊如何組織起來端賴各地區特色、偏好、需求、資源以及優先順序來決定。在這領域沒有打算限制每個國家團隊的發展與維持其組織架構的能力，包含管理協調、治理流程、特定發言人或是特定主題選定。國家團隊可以對其成員提出指導方針來保持團隊的運作以及發言可以在該國代表 CC。

A Country Team is constituted by all Network Members, Partners and other contributing people and organizations working in a particular country. Contributors who are not Members may also participate in country teams. How Country Teams organize themselves should be determined locally, and will depend on local characteristics, preferences, needs, resources, and priorities. Nothing in this section is intended to limit the ability of county teams to develop and maintain an organizational structure that could include management and coordination, governance processes, designated spokespeople, or designated subject matter leads who speak on key issues. Country teams may also define limits and offer guidance to members in their team as to how they can operate and speak on behalf of CC in that country.

在某些有限的情況下，一個既有的管轄權內可以擁有多於一個團隊。全球網絡評議會(GNC)將會進行個案審查。

There may be limited circumstances where there is good reason to have more than one team within a given jurisdiction. The GNC will review these on a case-by-case basis.

CC全球網絡建立四個基本原則需要由全球所有國家團隊遵守：

The CCGN establishes four basic rules that need to be adhered to by every Country Team:

- 國家團隊必須對所有在這個國家工作的網絡成員以及夥伴開放。(一個網絡成員或是夥伴也許不會一次只附屬在一個國家團隊。然而，這種情況也不該排除他們在其他國家的參與以及貢獻。)

- 每一個國家團隊都將送出一個代表參加全球網絡評議會(GNC)。代表經由遴選而出，每一到兩年遴選一次。
- 每一個國家團隊會選出一個個人負責協調與溝通在該國家團隊內的活動事項，同時也必須回應CC總部對於該國家團隊運作的詢問。在現有架構中，這是一種類似公眾領導(Public Lead)的模式，但是每一個團體可以自行選定一個喜歡的職稱。這個人可以是全球網絡評議會(GNC)的代表，但不一定得由其出任。
- 國家團隊以共識決來運作。這不代表所有成員都需要聚在一起來決定所有國家團隊的業務，只要團隊運作是開放的並且確保在做出最終決定前所有的聲音都能被聽到以及考量。當衝突發生時，國家團隊可以將該案件上訴到全球網絡評議會(GNC)的爭議處理委員會(the Global Network Council's Dispute Resolution Committee)
- Country Teams must be open to all Network Members and Partners that are working in that country. (A Network Member or Partner may only be affiliated with one Country Team at a time. However, this does not preclude them from doing projects or contributing in other countries).
- Each Country Team will send one representative to the Global Network Council. Representatives are elected for a period, likely 1 or 2 years, to be determined at a later date.
- Each Country Team will select an individual to be responsible for coordinating and communicating on behalf of Country Team activities. They will serve as a point of contact for CC HQ when forwarding or responding to inquiries regarding activities in that country. This is analogous to the “public lead” in the current model, but each community may select their own appropriate title for the position. This person may be the representative to the Global Network Council but is not required to be.
- Country Teams agree to work by consensus. This does not mean that all members must make every decision together, **or that structures of authority and decision-making cannot be established using a consensus model**; it requires that teams work openly, and voices must be heard and considered before making a final decision. In situations of conflict, Country Teams can appeal to the Global Network Council's Dispute Resolution Committee.

國家團隊的責任包括：

The responsibilities of the Country Team are:

- 舉辦活動並提供各地居專案支持。
- 作為一個CC的接觸與資訊傳遞節點。

- 代表CCGN與政府及其他組織互動。
- 維護並更新一個具有國家特色的網站在 cc.org 上(xx.creativecommons.org)。
- 在CCGN的基礎上建立管轄權共識。
- 在CC評議會上發表成果報告。
- 遴選各國的全球網絡評議會代表(GNC)並確保其充分達成其責任。
- 確保管轄權地位(jurisdictional positions)連同全球地位的平台(global positions of platforms)存在。
- Run activities and provide support to local projects.
- Serve as a contact and information point for questions about CC.
- Represent the CCGN in interactions with governments and organisations.
- Maintain and update a country-specific website on cc.org (xx.creativecommons.org)
- Establish jurisdictional consensus on positions related to the CCGN.
- Report on accomplishments to the Global Network Council.
- Elect a representative for the Global Network Council and ensure their role and responsibilities are actively fulfilled.
- Ensure jurisdictional positions align with global positions of platforms, where they exist.

目前，一些附屬團隊透過其他組織與機構來接收並管理資源，這些團隊管理著補助與資金來運作各地方團隊。在這個模型中，這種形式的支持並不被允許持續。在新的模型中，組織應該變成網絡夥伴而且他們的正式參與必須作為國家團隊的一部份才能夠被允許管理這些募款。這些網絡夥伴也必須要有CC總部同意授予的商標。

Currently, some affiliate teams receive and manage resources via another organization or institution, which hosts a grant or funds that are applied to the work of the local team. In this model, that kind of support should be allowed to continue. In the new model, the organization should become a Network Partner, and their official participation as part of the country team would allow them to host the funding as they do currently. That Network Partner will also have to have a signed trademark agreement with CC HQ.

## **The Broader CC Movement更廣泛的CC運動**

將在CCGN治理架構下運作的CC運動標記起來是重要的。其中包含了多元的貢獻者、專家以及相關活動來在每天的個人與組織、政府機構的貢獻更進一步達成CC的目標。這些貢獻是出自於個人所負責的專案、專業業務的部分以及個人的熱情所產製。

It is important to underscore that the Creative Commons movement goes well beyond the CCGN governance structure outlined in this proposal. It includes a multitude of contributors, professionals and activists working to further the goals of Creative Commons in their daily work and personal pursuits, and through organizations, governments, and institutions. All who contribute do so in projects and/or as part of their everyday professional activities or personal passions.

我們使用通用性的詞彙「貢獻者」來形容個人或是組織主動參與CC運動，儘管本身並非隸屬於CCGN架構之下，需要與全球網絡的成員與夥伴有所區隔。作為一個貢獻者(個人或是組織)仍然可以參與在各地區的CC運動中，包含平台、CC國家團隊或是在其他活動上合作。

We use the general term “Contributor” to describe people and organizations active in the CC movement who are not part of the CCGN structure, to distinguish them from formal Network Members and Partners. As a Contributor, any person or organisation still can participate and engage in the movement in areas including Platforms, CC Country Teams, or collaborating in another capacity.

## **Governance: Global Network Council 治理：全球網絡評議會**

全球網絡評議會(GNC)是在CCGN中治理與決策制定的主體。GNC由各國家團隊的遴選代表所組成，並同時代表CC總部。評議會一年間會開會數次，一個人一年至少得出席一次(理想上是全球高峰會 Global Summit)並帶著各代表國家的工作到次級委員會(分享)。CCGN工作的語言將會是英文，但主要文件將會被翻譯成西班牙語、阿拉伯語以及法文。

The Global Network Council (GNC) is the governing and decision-making body of the CCGN. It consists of elected representatives of all Country Teams and representatives from CC HQ. It meets multiple times annually, and at least once a year in person (ideally at the Global Summit) and carries out its work through subcommittees. The working language of the CCGN will be English, but major documents will be translated into Spanish, Arabic, and French.

GNC的工作由受雇於CC總部的秘書處支持，提供行政與組織上的協助。

The work of the GNC is supported by a Secretariat, employed at CC HQ, that provides administrative and organizational support.

GNC有一個九人組成的執行委員會，其中6位代表從CCGN選出，剩下三位則代表CC總部，由CC總部以及CC的CEO指派，將會是一個依職權行使投票權的成員。CCGN的代表選舉每年都會舉辦，且一次服務兩年(3位成員在奇數年選舉，4位成員則在偶數年選舉)。未來雖不會進行連續改選，但是代表能在離職後一年後重新指派。

The GNC has an Executive Committee that consists of 9 members. 6 members represent the CCGN, elected by the GNC, and 3 members represent CC HQ, 2 appointed by CC HQ and CC's CEO, who will be an **ex-officio voting member**. Elections for the CCGN representatives will be held annually and they will serve for 2 years (3 members elected in odd-number years and 4 members elected in even-number years). **There will be no reelection in consecutive terms, but representatives can be reappointed after a leave of one year.**

全球網絡評議會須遵守下列責任：

The Global Network Council has the following responsibilities:

- 發展並照看CCGN的策略運作，並且投入CC總部的策略執行。
  - 批准(或拒絕)新的網絡成員與夥伴的加入與更新。
  - 致力於發展CC全球網絡並且擴展CC運動以及評估CCGN。
  - 透過爭議處理委員會提供解決方案。
  - 透過授權管理委員會管理授權機制。
  - 提供改善與增強網絡成員支持的建議。
  - 為CCGN募款。
- 
- It develops and monitors the strategy of the CCGN and provides input for the CC HQ strategy
  - It approves Platforms (defined areas of activity, based on a shared set of objectives that Network Members and Partners engage in) and resources at their disposal, including a budget
  - It approves (or denies) new Network Members and Partners and their renewals.



- It is tasked with growing the overall CC Global Network and the broader movement, and evaluating the CCGN
- Provides conflict resolution (via the Dispute Resolution Committee)
- Contributes to the license stewardship (via the License Stewardship Committee)
- Provide advice to improve and enhance staff support for the network
- It raises funds for the CCGN

CCGN的細部決策制定流程(包含GNC以及次級委員會)將會以共識決的方式被定義出來。

The detailed decision-making procedures of the CCGN, including the GNC and its subcommittees, will need to be defined, and should be based on consensus where possible.

# Platform Framework平台架構

平台是一個「工作區域(area of work)」, 包含目標、目的、政策定位、個人與合作活動或者是特定專案, 平台是一種組織與調和網絡之間合作的方法, 而不會只凸顯特定區域的利益。

A Platform is an “area of work” that can have goals, objectives, policy positions, individual and collaborative activities, and possibly also specific programs. It is a way of organizing and coordinating collaboration across the network, rather than simply an area of interest.

平台能確保成員與夥伴所舉辦的活動能符合CCGN的架構。平台是由全球網絡評議會(GNC)所批准。平台確保參與的多元與廣泛, 同時確保成員與夥伴所舉辦的活動能策略性的延續。至少, 平台架構是一個能作為讓成員與夥伴創用CC名義下服務的證明。

Platforms are enabling structures for activities carried out by Members and Partners of the Creative Commons Global Network (CCGN). Platforms are approved by the Global Network Council (GNC). Platforms enable diverse and widespread participation while ensuring that activities of Network Members and Partners are strategically consistent. At a minimum, a Platform frames what a Network Member or Partner can say and do under the Creative Commons banner.

平台可以是以議題為基礎(例如: 版權改革、開放教育、GLAM等)、以區域為基礎以及以功能為基礎(例如: 師徒功能)。所有的平台植基於共享式的目標( the shared set of objectives)文件中(有關於任務、參與幅度、工作坊以及資源)。

Platforms can be issue based (e.g., copyright reform, open education, GLAM, etc), region based or function based (e.g., mentoring). All platforms are based on a shared set of objectives defined in a document (relation to mission / scope of engagement / ways of working / resources).

一個平台須建構在:

A Platform is based upon:

- 一個定位文件, 描述在特定利益分類中的共享目標(全球議題、網絡功能或是區域工作整合)。文件需要從平台與CCGN的任務; 參與幅度還有網絡成員、夥伴、貢獻者的參與工作的方式寫起。

- A position document that describes the shared set of objectives on a specific category of interest (global issue, network function, or regional coordination of work). The document sets out the Platform's relationship to the CCGN's mission, its scope of engagement, and the channels and ways through which Network Members, Network Partners, and contributors can participate in its work
- 工作計畫(包含策略、成功衡量、評估與記錄的方法)。
- A plan of work (including strategy, measures for success, methods for evaluation and reporting)
- 一套支援工作項目的資源(清單), 包含至少一位平台協調人員。
- A set of resources that are available to support work, including at a minimum a Platform Coordinator

平台可以被任何在更廣泛的運動中的人所提議。每一個平台需要通過GNC的核准。一旦平台核准通過, 評議會將推薦一位協調人員以及資源來支援其運作。

A platform can be proposed by anyone in the broader movement. Each platform needs to be approved by the Global Network Council. Once a platform is approved, the Council will recommend a coordinator and resources to support its operations.

雖然網絡成員們能做的決策有限, 但是平台的參與是對所有人開放。網絡成員、夥伴以及貢獻者可以參與平台並期待能通過一同工作來達成目標。平台必須提供清楚的貢獻途徑, 包含強化參與多元性的策略。

While decision-making is limited to Network Members, participation in platform activities is open to anyone. Network Members, Network Partners, and contributors may join any platform and are expected to work together to achieve its goals. Platforms must provide clear, inclusive pathways for contribution, including a strategy for enhancing the diversity of participants.

平台將發展出以自身的以共識為基礎的系統, 用以組織參與、責任授權以及協作。Platforms will develop their own consensus-based systems for organising participation, delegating responsibilities, and collaborating.

平台需要每年向GNC報告各自的活動, 這個責任由平台的協調人員承擔。植基於其報告, GNC可以為下一年更新平台。平台協調人員同時也需要負責每個月向GNC提供輕量級的進行中活動紀錄。協調人員是一個行政職, 並非GNC的成員。

Platforms need to report on their activities to the GNC on an annual basis. Reporting falls within the responsibility of the Platform Coordinator. Based on the reports, the GNC can renew a Platform for another year. The Platform Coordinator is also responsible for providing light-weight monthly updates on ongoing activities to the GNC. The Coordinator is an administrative role, and is not a member of the Global Network Council.

## Role of CC HQ within the Global Network

### 在全球網絡中的CCHQ角色

全球慈善創用CC機構(CC總部, CCHQ)是一個US-based 501(c)(3)。CC總部直接參與GNC的執行委員會, 同時也作為在CCGN中的關鍵成員以及參與者。CC總部有作為在US 501(c)(3)法律上所需履行的義務以及要求, 包含組織任務、法律明文, 創辦人協議可能在特定情況下禁止某些掛在創用CC名義下的活動、支出以及夥伴關係。同時, CC總部也有其他附加的責任, 包含: 提供CCGN核心支援、更廣泛的CC運動、管理法律以及技術基礎設施(例如CC授權、管理品牌與商標)。CC總部有一個組織策略以及任務是要免費(complimentary)以及支援性的協助CCGN任務。

The global charity Creative Commons Corporation (CC HQ) is a US-based 501(c)(3)<sup>1</sup>. CC HQ directly participates in the GNC's Executive Committee and is thus a key member and partner of the CCGN. CC HQ has legal obligations as a US 501(c)(3) and requirements within its mission, bylaws, and funder agreements that may, in some circumstances, require it to prohibit certain activities, expenditures, or partnerships under the CC name. It also has several additional responsibilities, including: providing core support for the Creative Commons Global Network (CCGN) and broader CC movement, stewarding legal and technical infrastructure, including the CC licenses, and managing the brand and trademark. CC HQ has an organization strategy and mission that is complimentary and supportive of the CCGN's mission.

CC總部作為主動參與活動的成員參與CCGN, 同時也要促進與協助CCGN。CC總部協助CCGN與運動的責任包括:

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<sup>1</sup> See: [https://en.wikipedia.org/wiki/501\(c\)\\_organization](https://en.wikipedia.org/wiki/501(c)_organization)

CC HQ is an active member of the movement, participates in the CCGN, and supports and facilitates the CCGN. CC HQ's responsibilities in support of the CCGN and the movement will include:

- 支援GNC秘書處。秘書處提供GNC與其次級委員會每年在行政與組織上的協助。
- 支援CCGN平台的協調人員。
- 與GNC共同組織全球高峰會。
- 諮詢GNC進一步的(既存)法律工具發展(透過授權管理委員會)。
- 提供內部(電子信箱清單、Slack管道)、與外部溝通工具(國家團隊網站、Slack管道)。
- 諮詢GNC的策略規劃。
- 管理全球商標與品牌。
- 與CCGN合作募款來支持CC總部以及CCGN初始行動方案。
- It supports the Secretariat of the Global Network Council (GNC). The Secretariat provides administrative and organisational support for the GNC and its subcommittees and organizes its annual meeting
- It supports Platform Coordinators for CCGN's Platforms
- It co-organizes Global Summits with the GNC
- It consults further development of the (existing) legal tools with the GNC (via the License Stewardship Committee)
- It provides communication tools for internal (i.e., mailing lists, slack channels) and external (i.e., Country Team websites, slack channels) communication
- It consults the GNC as part of its own strategic planning
- It manages the global trademark and brand
- It fundraises to support CC HQ and CCGN initiatives in collaboration with the CCGN

## **HQ support and funding HQ支援以及資金**

創用CC由許多相互連結的元素所組成：全球網絡的成員、夥伴、貢獻者還有慈善基礎的CC總部。募款由CC總部進行全球性的領導，該組織有設置一個成長與支援網絡的策略性優先順序。這個部分勾勒出CC總部如何提供支援；CCGN未來將如何參與募款活動(與國家團隊專案一起)；以及如何資助平台活動。CC總部將提供直接的財務投資與管理在以下幾個地方，以支援CCGN活動：

CC is made up of several interconnected elements: the global network of Network Members, Network Partners, and contributors, and the charity based in the United

States (CC HQ). Fundraising is led globally by CC HQ, and the organization has set a strategic priority of growing and supporting the network. This section outlines where and how CC HQ will provide support; how the CCGN will participate in fundraising activities (together and for Country Team projects); and how we will fund Platform activities. CC HQ will provide direct financial investment and management in the following areas, to support the activities of the CCGN:

## **Staff員工**

創用CC將雇用與管理員工來支援CCGN。目前，包含三種正職缺：網絡管理者(Simeon Oriko, Kenya)，提供網絡成員與夥伴的每日支援、溝通以及行政管理；活動項目協調者 (Alison Pearce)，領導活動規劃、支援全球高峰會；生態系統策略主任 (Claudio Ruiz, Chile)，負責支援CCGN流程設計、執行以及組織再造來確保可以在開放、協作的環境中工作。其他職位或續會在未來被需要。員工致力於支援CCGN，由CC總部所管理，將在CCGN中分享各自的活動以及接收回饋與意見。

CC will hire and manage staff dedicated to supporting the CCGN. Currently, those positions include three full-time positions: a Network Manager (Simeon Oriko, Kenya), who provides daily support, communications, and administration for Network Members and Partners; an Events Coordinator (Alison Pearce), who leads event planning and support, particularly for the Global Summit; and a Director of Ecosystem Strategy (Claudio Ruiz, Chile), who is responsible for supporting the CCGN design process, implementation, and organizational transformation to work in an open, collaborative environment. Other positions may be required in the future. Staff dedicated to supporting the CCGN, who are managed by HQ, will have accountability to the CCGN by sharing reports on their activities, and receiving feedback and advice regarding the support they provide.

另外，創用CC員工會參與投入改變CCGN的工作方式以及在的創用CC專案協作上轉變成具備全球性、多元以及開放文化。GNC將定期建議支援提供方式的改善方式。Further, CC staff are all engaged and committed to changing the way we work with the CCGN, and transforming CC programs to operate in a global, diverse, open culture of collaboration. The GNC will advise regularly on the supports provided and recommend improvements and changes.

## **Secretariat**秘書處

GNC以及其次級委員會需要行政上的職員來管理議程、促進應用、更新網絡成員與夥伴、管理流程(例如爭議處理、資金分配)以及協助決策制定。CC總部將與其在(可得預算使用上, 由CCGN建議、董事會批准)員工一同協助進行。

The Global Network Council and its subcommittees will require administrative support to manage agendas, facilitate applications and renewals for Network Members and Partners, manage processes (e.g., dispute resolution, fund allocation), and support decision-making. CC HQ will support this with its staff subject to available budget that will be established with advice from with the CCGN and as approved by the Board of Directors.

## **Global Summit**全球高峰會

創用CC全球高峰會是一個傳統的活動, 讓夥伴具在一起來學習與規劃未來的工作。在CCGN的部份協助下, 高峰會未來將變成年會, 包含GNC成員的見面會議。CC總部將發展網絡成員與夥伴的協作項目, 並且將領導募款以及贊助來協助專案與旅行補貼。

The Creative Commons Global Summit is an event that traditionally brings affiliates together with partners to learn and plan for future work. As part of its support for the CCGN, the Global Summit will become an annual event, and will include the annual in-person meeting of the Global Network Council. CC HQ will develop the event in collaboration with Network Members and Partners, and will lead on fundraising and sponsorship to support the event and travel subsidies.

## **Activities Fund**活動資金

CC總部將建立小規模的資金來提供小量的資源給美日的活動與平台專案(例如: 列印、活動餐點以及聚會訂位)。這些資金將由CC總部以一個簡單但有法律相容與實時的應用與核銷流程來管理。

CC HQ will establish a small fund to provide small amounts of resources for everyday activities that support Platform projects (e.g., printing, food for small events and bookings for gatherings). These funds will be administered by CC HQ with a simple but legally compliant, real time process for application and reimbursement.

## **Platform Coordinators** 平台協調人員

GNC將會建立許多「平台」-在CC運動中工作與協作的領域。舉例來說, 「開放教育」就能是一個平台。GNC會去定義各領域的利益、目標、專案甚至是政策定位。更進一步地

描述會出現在本計畫書後頭。每一個平台將會有一個協調人員擔負許多責任。CC總部將會支援這個角色不只是與員工、外部契約或是夥伴組織。平台協調人員同時對CC總部以及CCGN透過定期報告來負責。

The Global Network Council will establish a set of “Platforms” — these are areas of work and collaboration within the CC movement. For example, “open education” could be a Platform. It would have defined areas of interest, goals, projects, and even policy positions. A more extensive description appears later in this proposal. Each Platform will have a Coordinator with a defined set of responsibilities. CC HQ will support this role either with staff, with external contracts, or with partner organizations who fulfill the role. Platform Coordinators are accountable both to CC HQ and to the CCGN through regular reporting.

### **Global Initiative Fund for Platform Activities** 平台活動的全球倡議資金

為了支援這些活動、專案以及CCGN倡議，CC總部將主導與CCGN合作發展出全球倡議資金。CC總部將提供發展員工來設計募款呼籲方式，包含外部接觸活動、贊助者募款以及補助計畫書等。CC總部也將提供行政支援來頒發補助以及獎勵金。

To support the activities, projects, and initiatives of the CCGN, CC HQ will lead the development of a Global Initiative Fund in collaboration with the CCGN. CC HQ will provide development staff support to design fundraising appeals, including outreach campaigns, donor solicitation, and grant proposals. CC HQ will also provide administrative support to issue grants and awards from the fund.

資金規模將每年由兩個因素所決定：由CC總部與CCGN一同募得來致力於此的資金；CC總部的年度預算。

The size of the fund will be determined annually by two factors: the amount of funds raised by CC HQ and the CCGN that are dedicated for use as part of the Fund; and funds CC HQ contributes directly from its annual budget.

### **資源分配**

Allocation of resources from the Fund will be done based on recommendations from a subcommittee of the Global Network Council, acting as a grant review board. CC HQ will act as the administrator and supporter of the fund, providing development leadership, financial management, administration for contract/grant awards, and auditing, and will draw a reasonable annual overhead from it to support these



activities. It will report annually to the Global Network Council on the status and activities of the Fund.

The grant review subcommittee will be comprised of 7 people, including 2 representatives from CC HQ. It will make recommendations to CC HQ as the administrator of the fund, who will issue the awards. Funds will be allocated to projects within an established Platform (as defined by the Global Network Council). The subcommittee will also define annual priorities (e.g., focus on a particular Platform), maximum grant sizes and allocations within Platforms, solicit applications, review proposals, and recommend grantees and allocations. It will review grantee reports as required.

## **Fundraising**

There are two issues pertaining to fundraising: how CC HQ and the CCGN collaborate to support the CCGN's activities, including the Global Initiative Fund, and how teams may fundraise using the CC brand.

### **Fundraising for the CCGN**

As the Global Network Strategy is intended to establish a new level of cooperation and collaboration across the movement, it is important that Network Members and Partners also participate in activities that help to raise funds for the CCGN's activities. CC HQ and the Global Network Council will collaborate in the design and implementation of initiatives to raise funds dedicated to network activities, including, but not limited to: the Global Summit, the Global Initiatives Fund, major donor outreach, public fundraising campaigns, and grants that could be applied to provide support. CC HQ development and communications staff will lead these initiatives in collaboration with Network Members and Partners.

### **Fundraising for Country Teams and projects**

Many CC network teams (country or project based) will need to solicit funds for specific projects they wish to undertake. The goal is to enable effective project work with positive outcomes in the name of Creative Commons. In some cases, it will be appropriate to do so as a CC Member. This section outlines the ways that this will be permitted, and the necessary accountability required from network teams, and CC HQ.

It is in the interest of the CC network that we co-ordinate appeals to international funders to ensure they do not receive concurrent (or even overlapping) requests from multiple network teams. CC HQ manages a global fundraising pipeline of funders and needs to be able to set priorities for funding and manage relationships. In addition, multiple and sometimes conflicting appeals will reduce our success in raising funds. Sharing information regarding funders and funds received also helps build a more resilient network, and ensure we are maximizing our fundraising potential through co-ordination. Finally, CC HQ has an obligation to meet specific requirements to maintain its tax status in the US, to adhere to grant reporting and other obligations imposed by funders when funding is secured in the name of, or as endorsed or supported by, CC, and to protect the integrity of the brand and reputation of the organization.

Network teams may seek funding for local in-country projects under the name of their CC Country Team (e.g., CC El Salvador). A set of detailed processes will be developed, but in general, the following rules will apply:

- Network Members and Partners must have the express support of their Country Team to solicit funding for their project as a CC country initiative
- Teams, Network Members, and Network Partners must report annually on funds raised under the CC country name to their Country Team and to CC HQ. This information will be shared with the Global Network
- When fundraising with international funders (those who fund beyond the jurisdiction of the Country Team), Teams, Network Members, and Network Partners must notify CC HQ in advance of their project and their intended funder list, and receive approval from CC HQ to appeal for funds using their CC affiliation. Solicitations may not identify CC HQ as a project supporter, partner, or participant without express permission from CC HQ. CC HQ may provide advice and support, including grant or proposal review, and strategic advice. CC HQ reserves the right to lead or co-ordinate the approach with the funder
- CC HQ may, at any time, cancel or withdraw support for a project if it contravenes its policies, endangers its tax statutes, violates agreements with CC funders, or otherwise is considered harmful or damaging to CC

- Teams, Network Members, and Network Partners may not establish independent legal organizations using “Creative Commons” or “CC” in its name, or with organizing documents that suggest any affiliation, support, partnership or other relationship with CC that might reasonably be interpreted as being legally-related to CC
- Teams, Network Members, and Network Partners may not solicit general individual (often known as “small dollar”) donations for their Country Teams using the CC country name (e.g., Donate to CC El Salvador) without CC HQ permission.

CC HQ and network teams may also collaborate directly to raise funds for a specific project (e.g., a grant to CC HQ and sub-grants to a network team for a specific initiative). Those allocations are governed by the participating network teams, not by the CCGN governance structure.

## Glossary / List of Entities

- **Creative Commons Global Network:** The core structure for the global Creative Commons movement that is composed of formal Network Members and Network Partners
- **Creative Commons movement:** A broader community that includes not only formal Members and Partners of CCGN but also individual and organization contributors
- **Network Member:** An individual who has been approved as a formal member of the CCGN. Needs to have a demonstrated commitment to the objectives of the CCGN and must have signed the Global Network Charter
- **Network Partner:** An institution or organisation that has been approved as a formal member of the CCGN. Needs to have a demonstrated commitment to the objectives of the CCGN and must have signed the Global Network Charter
- **Contributor:** An individual or an organization who actively participates in the CC movement, but is not a formal member of the CCGN. Contributors can, in particular, participate in Platforms
- **Country Team:** A group consisting of all Network Members and Partners based in a particular country. Country Team members may also work internationally with other teams
- **Global Network Council:** Consists of 1 representative from each Country Team, plus 3 representatives from CC HQ, including CC's CEO, who is ex-officio member. Convenes once a year
- **Dispute Resolution Committee of the GNC:** Consists of 5 elected members of the GNC. Meets as needed
- **Executive Committee of the GNC:** Consists of 7 elected members of the GNC plus 3 representatives from CC HQ, including CC's CEO, who is ex-officio member
- **License Stewardship Committee of the GNC:** Consists of elected Network Members (not necessarily members of the GNC). Serves as an advisory board to CC HQ on the maintenance, versioning, and other issues relating to the license suite
- **Development Committee of the GNC:** Consists of elected Network Members (not necessarily members of the GNC). Tasked with providing

leadership and advice to collaborative fundraising with CC HQ for the CC network

- **Platform:** A defined area of activity that the CCGN engages in. Supported by a Platform Coordinator

