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# CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: FY2011 ANNUAL REPORT



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# CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES:

## FY2011 ANNUAL REPORT

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Cover: Field Trip during ENRM LI Training Session in Colombia

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# BACKGROUND

USAID's Capitalizing Knowledge, Connecting Communities (CK2C) Program is being implemented over the period 1 October 2007 to 30 September 2012. CK2C builds on lessons learned and impacts generated by natural resource management (NRM) initiatives. FRAME, CK2C's predecessor project, included Stocktaking and Community-of-Practice (CoP) components designed to help the development community work smarter and more strategically by capitalizing on lessons learned in the field and strengthening the roles played by NRM champions in critical decision making. CK2C will continue to pursue these objectives by managing and developing the FRAME website ([www.frameweb.org](http://www.frameweb.org)), conducting stocktaking activities to research and share NRM best practices, designing a competency-linked NRM training program for USAID, and supporting a range of USAID environmental communication and learning activities.

The CK2C team is comprised of Development Alternatives Inc. (DAI) and Training Resources Group (TRG). (As of June, 2011 AED is no longer part of the CK2C team.)

DAI's Tom Erdmann is CK2C's Chief of Party (since March, 2010) who is also responsible for managing the project's first task: natural resource management stocktakings. Tom is a trained forester, specializing in agroforestry and community-based natural resource management. He also has significant experience in ecoregional conservation and development. Tom has spent most of the last 25 years working on natural resource management projects in developing countries; long-term assignments have included stints in Guinea, Madagascar, Mali and Rwanda.

Carmen Tedesco, (formerly with AED, but as of May 2011, with DAI), is the Knowledge Management Specialist responsible for coordinating and facilitating activities (networks, workshops, trainings, etc.) around topical NRM themes. Carmen's role has been to facilitate the creation of discussion groups and Communities of Practice using the FRAME website (FRAMEweb) and to help integrate geospatial methodologies and tools into FRAMEweb in support of the Communities and other CK2C activities.

Patricia Garcia, of TRG, is CK2C's Adult Learning Specialist and technical lead for USAID Environment, Natural Resource Management (ENRM) training activities. Patricia is a skilled educator with more than 25 years of experience designing and leading adult training programs. She has designed and facilitated workshops in forest transparency and governance, NRM, and managerial effectiveness of professionals working in agriculture, forestry, fisheries, policy, and environment.

Sarah Schmidt, of DAI, is the Assistant Program Manger, responsible for managing and supporting multiple activities under CK2C, including training FRAMEweb members, information technology (IT) support, and communication. Sarah has over ten years of development experience in community-based development, training, and knowledge management, with years of field experience in Panama.

Shereen Abdelaaty, of DAI, is the Senior Communications Specialist, responsible for the Biodiversity and Forestry Communications component (Task 4). She has over ten years of experience in program communications, knowledge management and organizing marquee events such as large conferences. Her field experience includes a recent long-term assignment in Egypt.

The CK2C and FRAMEweb support team include GIS Specialist Brody Dittimore, Project Associate Lauren Gaum, and Karishma Patel who interned with CK2C from June through the end of September.

The present report covers the period from 1 October 2010 to 30 September 2011 – the same period as is covered by the FY2011 work plan. The work to be performed under the CK2C Task Order consists of four tasks. These tasks and associated activities run simultaneously and in parallel.

**Task 1: Assessing and Analyzing Natural Resource Management Successes**

**Task 2: Web-based tools for Building Capacity and Communities**

**Task 3: ENRM Competency-based Training**

**Task 4: Biodiversity Reporting and Communications**

The following report describes progress against the specific activities that were planned to be undertaken in FY2011 on each of these tasks. Under each Task there are identified sub-tasks and activities; the report describes these activities as well as the purpose, the specific outcomes, and next steps for each activity. This information is not reported in the same level of detail as in the work plan, so the work plan should be consulted if more specific information is required.

# TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCE MANAGEMENT SUCCESSES

The overall objective of CK2C's Task 1 is to increase the understanding and raise awareness of successful approaches and actions in integrating natural resource management, economic growth, and governance in programs targeting NRM. Another related goal is to influence and inform NRM policies and decisions, to the extent possible. To accomplish the overall objective, the CK2C team will undertake at least six natural resource impact assessments (also referred to as stocktakings) over the five-year duration of the project. The project will also foster information sharing, dialogue and learning via communities of practice (CoP) and a spatial visualization tool known as GeoExplorer.

Regarding the stocktakings, CK2C uses an assets-based approach to the information-gathering portion of the assessments, emphasizing the full integration of local partners and practitioners as part of the team. With the completion of each assessment, CK2C organizes an in-country (or regional, if appropriate) forum or workshop to present and discuss the findings among NRM champions and other interested stakeholders. To the extent possible, these forums will bring the host-country stocktaking participants together with decision-makers to discuss the findings and analyses. It is possible that some of the findings will not have been anticipated in previous policy formulations. By allowing practitioners and decision-makers to discuss these findings, the possibility that decisions will be informed by NRM experiences is increased.

Stocktaking exercises are also closely aligned with the communities of practice (CoP) that are active on FRAMEweb. In general, each stocktaking exercise corresponds to, or results in the creation of a CoP. Initial dialog and analysis that commence at stocktaking workshops can then be continued virtually by a group of peers with common interests.

## SUB-TASK 1.1: IDENTIFY AND ASSESS APPROPRIATE THEMES AND IMPLEMENT STOCKTAKING

**Purpose:** In the context of CK2C, stocktakings are intended to assess impacts and identify lessons and best practices associated with long-term NRM programs. These assessments should also discern unanticipated outcomes stemming from the NRM programs. Ultimately, the results of these studies should inform and influence policy and decisions related to natural resource management. This latter objective will be advanced via partnerships with organizations in target countries that will provide an institutional home for the exercise, utilize stocktaking results, and advocate for policy reform based on identified challenges and barriers – the overarching objective being conservation and sustainable use of natural resources. We also expect that the results will generate discussion and analysis among CoPs. The specific themes

of these assessments will be chosen based on the interests of USAID, FRAMEweb discussion groups and CoPs, and dialog with NRM practitioners.

**Activities:** During FY11, CK2C facilitated CBNRM stocktaking assessments in Botswana, Mozambique, and the Philippines. The exercises in Botswana and Mozambique constituted a continuation of the southern Africa CBNRM stocktaking effort, due to be completed in the first quarter of FY12. Local consultants in both countries interviewed a number of key CBNRM stakeholders and visited representative field sites. Findings were compiled into draft reports which were discussed at three participatory workshops – two in Mozambique and one in Botswana.

During the first quarter of FY11, the Team Leader for the Philippines CBNRM assessment was hired; he subsequently interviewed and hired four additional consultants to help him undertake the stocktaking. The team subsequently visited 11 CBNRM areas – both coastal/marine and terrestrial – throughout the country and interviewed many CBNRM stakeholders at the site, local government unit (LGU), provincial, and national levels. Several meetings were also held with government stakeholders in Manila in order to ensure buy-in to the stocktaking process. Finally, the team maintained contact with the USAID mission in the Philippines in order to engage them on the scope of the exercise and apprise them of progress.

It should be noted that the CBNRM stocktaking planned for Guinea did not occur. This was principally due to a limited budget available for additional stocktakings coupled with the fact that interest for the Philippines stocktaking was high. The decision was therefore made to increase the budget for the Philippines stocktaking in order to produce maximum impacts, especially to use the study as an input into USAID Philippines programming.

**Outcome and Accomplishments:** The Philippines stocktaking team leader assembled a team of accomplished CBNRM experts, including a natural resource economist, a forester, a coastal/marine expert, and a GIS expert. Discussions with the USAID mission on the scope of the exercise revealed that past CBNRM efforts – both field-level activities and assessments – seemed to have been deficient with respect to monitoring and analyzing socio-economic impacts. Consequently, an agreement was reached to place an accent on this aspect during the stocktaking exercise – this was seen to be a key element of added value for CBNRM in the Philippines. Contact with the USAID mission also enabled dialog and cross-fertilization with a larger environmental assessment that the mission was sponsoring. Meetings with government officials – namely the DENR – yielded approval of the study’s scope as well as access to provincial and local representatives of DENR. After two months of site visits and interviews, the team was able to compile a draft report which was discussed at a multi-stakeholder workshop in Manila in late June (see details on the workshop under sub-task 1.2 below). A CoP for the Philippines stakeholders was also established in order to continue a dialog on CBNRM issues and in anticipation of finalization of the workshop proceedings and the stocktaking report. This CoP was combined with the existing CBFM in Indonesia group to produce a CBNRM in SE Asia CoP.

As with the Philippines, the consultants in Mozambique and Botswana interviewed prominent CBNRM stakeholders and visited representative CBNRM sites. In Botswana, exhaustive interviews were conducted with 16 stakeholders and a number of sites were visited while the team in Mozambique interviewed over 70 stakeholders and also visited a number of sites.

Participatory, consultative workshops on the draft CBNRM profiles (or stocktaking assessments) prompted ample discussion and analysis among stakeholders in Mozambique, Botswana, and the Philippines (see details below under sub-task 1.2). Some of this discussion occurred virtually in the southern Africa CBNRM CoP which was augmented with Mozambican and Botswanan stakeholders after each of the workshops. Local consultants and CK2C staff finalized the proceedings of the workshops and had produced near final versions of the CBNRM profile reports by the end of the fiscal year.

**Next Steps:** The Botswana and Mozambique stocktaking assessment reports will be finalized and posted on FRAMEweb, along with a discussion question, in the first quarter of FY12. Results from the two assessments will be presented at the regional, CBNRM in southern Africa workshop scheduled for early November in Johannesburg. In addition, findings from these two exercises plus the previous exercises from Zimbabwe, Zambia and Malawi will be analyzed in order to discern universal principles for successful CBNRM.

It is expected that the Philippines workshop proceedings and stocktaking assessment report will be finalized during the first half of FY12. Both will be posted on FRAMEweb along with discussion questions. Findings from the Philippines stocktaking will also be presented at CK2C's final, stocktaking workshop tentatively scheduled for the 3<sup>rd</sup> quarter of FY12. It is also expected that findings from the exercise will inform the discussion and process to identify universal principles of CBNRM.

## **SUB-TASK 1.2: HOLD DISCUSSIONS AND LOCAL/REGIONAL WORKSHOPS TO BUILD PARTNERSHIPS AND COMMUNITIES OF PRACTICE**

**Purpose:** Local participation in stocktaking assessments is critical for ensuring ownership and sustained effort to improve NRM. In general, current practices will not evolve and develop without local champions. Workshops to debate and discuss stocktaking results will result in heightened engagement and superior analysis through the consideration of multiple viewpoints. One important aspect of stocktaking workshops is to analyze how to effect behavioral change with regard to NRM. FRAMEweb CoPs can continue these dialogs, identify key issues, and advance the analysis. The ultimate goal is to reach a general consensus on how to scale up best practices and influence NRM policies and decisions.

**Activities:** Due to the large size of the country, two workshops were held in Mozambique in order to obtain feedback on the draft stocktaking report from a representative sample of CBNRM stakeholders. Workshops occurred in Beira and Nampula on 7 and 9 February, respectively. Participants – 27 at the Beira workshop and 27 at Nampula – came from an array of institutions including CBOs, ONGs, the Ministries of Tourism, the National Directorate of Land and Forests, and the private sector.

In collaboration with the COPASSA project, CK2C organized a multi-stakeholder workshop in Botswana in mid-February in order to discuss the results of the CBNRM stocktaking. Thirty-four stakeholders gathered in Gaborone to consider the current status of CBNRM and related issues. As with the other workshops, these stakeholders represented a range of institutional categories including NGOs, the private sector and government.

It should be noted that enhanced engagement with regional decision- and policy-makers was planned as part of preparatory activities for the regional CBNRM in southern Africa workshop. However, after discussions with COPASSA, and due to the fact that CK2C does not have field-level personnel, it was decided that national-level level efforts were more appropriate. In other words, each country-level CBNRM forum should engage with policy- and decision-makers in their respective countries; this model has been effective in Botswana.

The Philippines workshop was held in Manila at the end of June. The workshop was larger than those organized for southern Africa: 59 stakeholders attended. The attendees came from diverse backgrounds and institutions. There were 10 from LGUs and CBOs, 18 from the Philippines Government (mainly the Dept. of Agriculture and the Dept. of Environment and Natural Resources), 5 from donor organizations, and 22 from academia, civil society, and NGOs.

**Outcome and Accomplishments:** The four workshops on CBNRM in Mozambique, Botswana and the Philippines, respectively, provided an excellent opportunity for stakeholders to confer on their CBNRM programs and identify current barriers, challenges, and issues that merited advocacy or action. The workshops in Botswana and Mozambique all had dedicated working group sessions that examined (1) opportunities, priorities and actions for the way forward, (2) challenges, barriers and threats to scaling up CBNRM, and (3) institutional issues such as capacity building, networks, and funding. Some of the key recommendations from the working groups and plenary discussions in Mozambique included (a) the private sector should respect community rights, i.e., comply with agreements signed with communities, and (b) NGOs should focus on training communities in aspects of sustainable NRM, empowering communities to manage the benefits, and advocate/lobby for reform/review of legislation. In Botswana, participants made recommendations such as: (1) In general, there are low economic returns from natural resources other than wildlife; consequently, efforts should be made to add value to natural resource products, and (2) NGO networking and coordination are necessary to lobby for CBNRM activities; lobbying efforts should be focused on assisting communities to establish projects, market them, and provide support for their sustenance.

It is expected that many of the recommendations and issues raised at the Mozambique and Botswana workshops will be discussed at the regional CBNRM stocktaking workshop planned for November in Johannesburg. In addition, the CBNRM Forums in each country gained valuable experience and exposure from the assessments. Overall, these institutions were strengthened and received strong recommendations and guidance with respect to continuing advocacy and promotion of CBNRM in their respective countries.

Discussion at the Philippines workshop was also lively and should benefit the CBNRM movement there. The stocktaking team's accent on the economics of CBNRM was greatly appreciated. As a result, it is expected that CBNRM initiatives in the Philippines will improve efforts to monitor the economic impacts of their activities as well as ensure that revenue is generated and produces positive results at the community level.

**Next Steps:** The regional workshop on CBNRM in southern Africa is the penultimate step in the CBNRM in southern Africa stocktaking process. Not only will issues raised at the Mozambique and Botswana workshops be discussed, but issues from previous stocktaking workshops in Malawi, Zambia and Zimbabwe will also be covered. We anticipate that large segments of the discussion will focus on universal principles for successful CBNRM and how to remove major

barriers and challenges to CBNRM in the region. Proceedings of the regional workshop will likely be posted on FRAMEweb during the 2<sup>nd</sup> quarter of FY12; it is hoped that practitioners from the region will subsequently continue the dialog via the CoP. It is expected that the discussions from the Philippines workshop can be resurrected in the CBNRM in SE Asia CoP; a good opportunity to send out reminders on key issues from the workshop will occur when the workshop proceedings are posted on FRAMEweb.

### **SUB-TASK 1.3: REPORT AND DISSEMINATE FINDINGS**

**Purpose:** Communication of stocktaking results is a vital facet of raising awareness on current issues and advocating for policy reform. The posting of final assessment reports and workshop proceedings on FRAMEweb allows this information to be available to thousands of NRM practitioners across the globe. Highlighting key findings and issues via questions to CoPs comprises another method for elevating the profile of emerging NRM issues and advancing thinking on important challenges. One key set of issues that stocktaking reports will underscore is the linkages between NRM and other broad development issues such as food security and poverty alleviation. Another important component of communication and results dissemination is spatial information: NRM programs need to be able to tell their story spatially; this type of information can depict impacts quickly and can assist policy- and decision-makers with land use planning issues. Moreover, sharing information promotes learning, helps ensure that past shortcomings are not repeated, and enables the replication of successful models and approaches. Finally, communication efforts help increase the awareness of the development community about significant but overlooked impacts.

**Activities:** A summary of CK2C's activities regarding reporting and disseminating stocktaking findings and other NRM information follows.

- CK2C staff continued to post proceedings of CBNRM stakeholder workshops (i.e., Mozambique and Botswana) on FRAMEweb with discussion questions.
- Towards the end of the fiscal year, staff discussed (with COPASSA staff) engaging southern Africa decision- and policy-makers in discussions on CBNRM.
- In preparation for posting workshop proceedings and the stocktaking report, and for generating discussion, a CoP for Filipino CBNRM stakeholders was established.
- CK2C staff continued to enhance and re-launched an updated interactive web-based map of NRM activities – also known as the GeoExplorer – as part of the FRAMEweb site using ESRI ARCGIS software.
- Staff also surveyed outside organizations including ME&A, US Forest Service, WWF, WRI, ACDI/VOCA, MCC, other DAI projects, and FRAMEweb members themselves to identify current and recent NRM activities that relate to FRAMEweb content and would be of interest to FRAMEweb members.

**Outcome and Accomplishments:** CK2C has developed a web-based tool to facilitate the sharing of spatial information related to stocktakings as well as to other NRM practices of interest to the broader FRAMEweb community. CK2C envisions a global user-generated web-based system to share NRM activities geospatially to catalyze discussions. Development and

testing of the Geospatial Activity Explorer began in 2009, using ESRI ARCGIS software, and was successfully launched in 2010. In February 2011, GeoExplorer was presented to the USAID Geospatial Working – a receptive audience of about 20-25 GIS professionals working on development within USAID and other agencies (OTI, EGAT, PPL, NGA, State, and others). We have continued to stay in touch with several members of this group, and are also participating in partner events sponsored by the new USAID GeoCenter.

Enhancements were made to the GeoExplorer site during FY11, including the addition of six new data layers (freshwater ecoregions, protected areas, biomes, landcover, REDD tropical forest cover, and soils); addition of a map key; a new physical imagery layer; and optimizations to the server to allow the maps and layers to draw faster. General user interface improvements were made after feedback was gathered from a core group of users. The upgrades were re-launched in July. The system continues to feature activity display, search, and upload functionalities.

During the summer of 2011, CK2C engaged an intern to help research, populate, and market the GeoExplorer tool. Her in-depth interviews with NGOs and projects helped increase the number of activities displayed on GeoExplorer to just under 100. We have reached out to many NGOs and USAID contractors interested in using the tool and will continue to explore ways to add activities to the site using the tool during 2012. Moreover, a survey sent out to FRAMEweb members in September included questions focused on GeoExplorer, including “What type of data layers would you like to see added to the GeoExplorer?” The results from the survey also indicated that GeoExplorer is the number one feature of FRAMEweb that members would like to learn more about.

The establishment of a dedicated CoP focused on CBNRM in southeast Asia and the continuation of exchanges within the CBNRM in southern Africa CoP constitutes another major accomplishment. The several hundred members of the southern Africa CoP are now poised to continue debate and analysis via FRAMEweb.

Stocktaking workshop proceedings from Mozambique and Botswana were finalized based on participation and working group reports during the workshops. In addition, FRAMEweb was presented at each workshop with an emphasis on the networking and marketing potential for partner organizations such as the National CBNRM Forums. The proceedings were posted on FRAMEweb, often in conjunction with questions for the associated CoP. Sample questions included the following:

- What is the potential for diversifying CBNRM in Botswana and realizing positive impacts for more communities? (CBNRM in southern Africa CoP)?
- How can coordination of CBNRM activities and initiatives be improved? (CBNRM in southern Africa CoP)

As stated above, one of the principal accomplishments and outcomes related to reporting and disseminating findings in FY11 consisted of posting the Mozambique and Botswana workshop proceedings and the ensuing discussions on FRAMEweb. Highlights from the FRAMEweb discussions within the southern Africa CBNRM CoP follow.

- **From the CBNRM in southern Africa CoP:** *“Agree with you on the ‘need to go further with involving local communities in the actual project design for CBNRM initiatives’. Having said that I think project design teams are increasingly aware of the need to enhance inputs of local people in project design and go about doing that with some modifications to PRA methods and methods evolved on ground based on real-time needs in the situation. We do this even as we tread the delicate, sensitive and invisible lines that separate project proponents, the designers and the people who will be actually affected by the project activities positively (or negatively). From my experience for project ownership and success it is critical to have local representatives from project areas including women and men (with a good age range) who can give a fair picture of natural resource history, its use and user rights in the project areas. It helps to have a provincial/national social scientist(s) with sound understanding of social structures, hierarchies, enabling/disabling policies that influence natural resources use and its management. Bringing in international experts with similar national and regional knowledge will strengthen the project design team giving opportunities to transfer lessons learnt from other countries or regions as applicable. Of course all the ‘experts’ on the team should be endowed with great listening skills, the ability to identify and relate to local needs (immediate and long term), should be willing to learn from the ground-up knowledge base and each other, and incorporate this learning into project design..”*
- **From the CBNRM in southern Africa CoP:** *“That’s really one of the critical questions when you have many institutions promoting the same activities for the same beneficiaries. Well, in my opinion, I think it can be improved through early and participatory planning, where all the stakeholders shall be present or represented. Further, the community shall be prepared as well to prioritize their development objectives, especially when there is a new NGO or CBNRM initiative. They cannot remain vulnerable to NGO’s priority. Here in Manic province, Mozambique, through the Community Land initiative (iTC) we use to implement “call of idea,” which is a participatory meeting, prior to any CBNRM project, where every stakeholder in the districts, including the local communities are involved, so that they can have an opinion or recommendation for the implementation of that specific project. With this approach, the chances for coordination of activities are higher, and that will lead to better management of the resources and monitoring impact at the local level, with the involvement of government and other institutions.”*

**Next Steps:** CK2C will continue to conduct outreach to the NRM community at large to publicize and market the GeoExplorer tool to encourage further population and utilization of the site. The team will explore the use of spatial data, including results from the survey, to engage FRAMEweb members in analytical discussions and encourage them to populate GeoExplorer. We plan to continue to extend the GIS functionalities of the GeoExplorer, and to improve the user experience with the site. We also intend to foster more connections between the GeoExplorer and discussions on FRAMEweb. The CK2C team also intends to hold a webinar on GeoExplorer during 2012 to increase user understanding of the site.

Once the Philippines CBNRM stocktaking report and workshop proceedings are finalized and posted on FRAMEweb, questions and recommendations based on the report’s conclusions and issues raised at the workshop will be posed to the Southeast Asia CBNRM CoP in order to generate further discussion and analysis. Similarly, final stocktaking reports from the Botswana

and Mozambique exercises are anticipated during the 1<sup>st</sup> quarter of FY12. These reports will be posted with questions to the CoP.

The regional workshop on CBNRM in southern Africa will also generate a proceedings and a final, consolidated report. The report will contain a section on universal principles of successful CBNRM. These principles are expected to stimulate much debate and discussion and will be shared with the southeast Asia CBNRM CoP as well as presented and discussed at CK2C's final stocktaking workshop scheduled for April in Washington, DC. We also anticipate that the living stocktaking guide, produced by CK2C in collaboration with USAID staff, will be presented at the final stocktaking workshop. Overall, the final workshop will afford an opportunity to present stocktaking results to an array of USID/Washington personnel. Finally, CK2C staff will also strive to share reports and other relevant information with government policy- and decision-makers in southern Africa and southeast Asia.

## **SUB-TASK 1.4: BUILD COALITIONS AND WEB-BASED COMMUNITIES OF PRACTICE**

**Purpose:** CK2C has avoided developing a concise definition of a Community of Practice, e.g., one that distinguishes a CoP from a discussion group. Nevertheless, CK2C will encourage FRAMEweb discussion groups and other potential collaborators to create CoPs if the participants feel that such a step is warranted. We recognize that FRAMEweb-based exchanges will probably be insufficient to sustain a CoP for any significant length of time, so it will be incumbent on CK2C to promote other types of contact that strengthens these communities. In the past, regional workshops or small conferences organized by CoPs have been particularly productive – though we must acknowledge that there is little scope for CK2C to fund such events. CK2C will explore ways in which USAID projects as well as programs funded by other donors or agencies can contribute to building and sustaining CoPs.

**Activities:** CK2C encourages FRAMEweb-based discussion groups to consider becoming formal CoPs on the FRAMEweb site if the participants feel this would be useful for accomplishing their goals. When we identify other groups that might benefit from becoming FRAMEweb CoPs, we will solicit their interest. FRAMEweb CoPs will be supported by CK2C through the development of specific training tools and mentoring.

The team has utilized and integrated FRAMEweb tools into stocktaking activities, specifically regional workshops. Team leaders for stocktakings have introduced and trained local and national stakeholders on FRAMEweb, resulting in 72 new member accounts to the FRAMEweb network from the southern Africa stocktakings (from Botswana and Mozambique), and 110 from the stocktaking in the Philippines.

**Outcome and Accomplishments:** FRAMEweb continued to thrive in 2011, with more new members joining the site, more documents downloaded, and a more diverse assortment of contributions – from comments and blog entries to resources, questions, answers, and GeoExplorer activities – than any other year since its management under CK2C. The focus of the FRAMEweb team on continued member outreach and facilitation, plus a reorganization of the site's content by thematic categories has resulted in FRAMEweb's growth, as described

below, and praise from its newest and oldest members, as illustrated by FRAMEweb member kudos (see Annex A of this report).

Fifteen new Communities of Practice (CoP) were established in FY11<sup>1</sup>. With the new structure of thematic categories, some discussions and resources are now available within a category even if there is no specific community associated with it. For example, there are several discussions and resources related to climate change now under that Community of Practice theme.

A new community was created called “Community-Based Natural Resource Management in Southeast Asia” under the theme Community and Smallholder Farmers. This new community combines the old “Community-Based Forestry in Indonesia” with a more recent addition of the CBNRM stocktaking from the Philippines with over 100 new members. Workshop attendees were excited about the opportunity to continue discussions and this community promises to be active in the coming year once the stocktaking proceedings are published and dialog can begin. A new community under the Biodiversity and Conservation theme was created to support the SCAPES partnership, which is being implemented under Task 4. This community, called “SCAPES” and established by USAID, is a closed group for USAID and implementing partners to share resources, best practices, lessons learned and to dialogue across landscapes.

An experimental community was established under the new Climate Change theme. This CoP called “Integration of NRM, Climate Change, and Food Security” was developed based on a webinar hosted by Agrilinks, and led by Zachary Baquet from the Bureau of Food Security. Though the idea was to continue the discussion from the webinar on FRAMEweb, the lack of a moderator and champion resulted in very little participation. The community was advertised on the Agrilinks page, but FRAMEweb members did not engage with one another on this page. We may want to find other ways to combine these interesting topics in 2012 to keep this community alive.

Another community that originated from a webinar is the “Food Security and Wild Foods” CoP under the Economic and Enterprise Development Theme. This community was established after we hosted a webinar of the same name (see more on the webinar under sub-task 2.3 below). Webinar panelists Diane Russell and Natalie Bailey answered questions live during the event, but some questions were posted on the community afterwards. Examples include: “What steps would you suggest to raise the profile of wild foods within national strategies that focus on food security, climate change, and rural economic growth?” and “How much support of the national governments in East African countries do you receive, and how much effect does this have on your actions?”

In addition to the new communities created, communication blossomed around the site as a whole, with 41 discussions initiated through CK2C facilitation and organically by users. A few illustrative examples of discussion topics and their abbreviated responses follow:

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<sup>1</sup> Ten of these communities are new thematic categories (Biodiversity and Conservation, Climate Change, Communities and Smallholder Farmers – CBNRM, Economic and Enterprise Development, Fisheries, Governance, Land Management, Society and Conservation, Technology, and Water and Drought).

How do we start using what we know from climate change researchers to implement adaptation strategies and take action in responding to its consequences on the ground level? (7 answers)

- *“It would appear that for a while now, we have had relevant innovations in the pipeline that are not fully to scale. In addition to implementing all the new tools reducing vulnerability, the wide scale spread of interventions we already know work well and are relatively cheap, ought to be a major priority. Seemingly simple and straight forward innovations that have been known and practiced at small scales for several decades should be aggressively taken to scale. The example from the sahel of farmer managed natural regeneration of trees and adoption of half moon farming...”*
- *“Science provides a set of more or less plausible scenarios for climate change. The challenge is translating information from those scenarios into guidance for concrete action. The work that must be done is too fine-grained to be done by government; the workload would be overwhelming. The detailed adaptation strategies that are needed have to come from the affected people themselves...”*
- *“Hi, great contributions, briefly , I will say, scientist are doing a 'great' job as usual, but it is no secret that more than 75% of scientific research results will never be implemented, because some are simply to theoretical, so what to do with climate change?...”*

“Can you tell me about any additional programs that are connecting faith and conservation?” (11 answers):

- *“Try ‘Interfaith Power and Light. A Religious Response to Global Warming’ at <http://action.interfaithpowerandlight.org> . This is an interdenominational, nationwide group that strives to bring together people of faith to address global warming and other environmental issues...” “In Malawi, we have some faith based organizations that are engaging their followers in conservation, emphasizing the need for the faithful to respect God's creation for human survival (originates from Genesis Chapter 1.0 in the Bible. I have also read something about the Archbishop of Liverpool...”*
- *“Here in Cambodia we are working with a community forestry group called Sorng Rukavorn CF in Oddar Meanchey province. The community forestry (CF) initiative is composed of 6 villages and is facilitated and guided by a group of Buddhist monks, led by the Venerable Bun Saluth. He recently received the UN Equator Prize in recognition of his efforts. The CF area is by far the largest in the country (more than 18,000 hectares) and is very effectively managed primarily due to the efforts of the monks and the links they draw to Buddhist teachings to further motivate the protection efforts...”*

“Is there an optimum range of trees/ha in FMNR? What are the options if a farmer does not have enough living tree stumps in her/his field?” (5 answers)

- *“If you keep the 'farmer managed' term to the fore, specifics of how many, which species and exactly how and when to prune become less important because at the end of the day, no matter what you decide is optimum, the farmer will choose a regime that suits his/her needs....”*

- *“FMNR has been used for the past 10 years by the Barahogon association in Mali, to restore tree cover on their agricultural lands. I have posted a link to the film BARAHOGON in which farmers from the village of Horé Guendé who are facing problems caused by deforestation, travel to the village Endé to visit the fields of the Barahogon members and see the results for themselves. You can watch the film at <http://vimeo.com/4163389> It is in local languages with French subtitles A transcription in both English and French is available....”*

**Next Steps:** The CK2C team will continue to work with the Philippines group to help them build their discussions once the proceedings and report are published. In addition, CK2C will continue to combine a variety of mentoring methods including face-to-face meetings and teleconference technical assistance calls with current CoP moderators and facilitators to help them better understand the tools and functionalities of the FRAMEweb site. The team will continue to share best practices that may improve community discussions and expand community participation and will “push” provocative questions posted in FRAMEweb discussions to the entire FRAMEweb community in hopes of stimulating broader discussion.



# TASK 2: WEB-BASED TOOLS FOR BUILDING CAPACITY AND COMMUNITIES

The primary objective of this task is to build upon and expand the existing FRAMEweb site under the new CK2C model and provide continued support to communities of practice, NRM and USAID partners. Task 2 supports both Tasks 1 and 4 with online resources and discussions for NRM stocktaking and USAID communications on biodiversity.

Web-based tools offer the benefits of a community commons to share documents and discussions. The CK2C team will maintain and build upon the 2009 FRAMEweb redesign using Tomoye/NewsGator's latest Community of Practice (CoP) software platform - ECCO - to continue to build a more reliable, efficient and easy to use online tool to support stocktaking, communities, partners and communications.

The CK2C team focuses on the following sub-tasks under Task 2:

- Manage the FRAMEweb site;
- Support communities and NRM partner organizations; and
- Capacity building and communications.

## SUB-TASK 2.1: MANAGE THE FRAME WEBSITE

**Purpose:** The FRAMEweb site was developed as both a tool for community collaboration as well as a library for housing technical material contributed by the NRM community. FRAMEweb now functions as a portal to reference materials in the RM Portal Library. The collaborative relationship refocuses the two websites, returning FRAMEweb to its original function as a Community of Practice website. The website has continued its vital role in supporting stocktaking research, Communities of Practice and NRM Partners. The goal in managing the FRAMEweb site is to provide a platform for global access for NRM champions and practitioners to the analytical work and collaboration carried out under CK2C and beyond.

**Activities:** Management of FRAMEweb during FY11 can be summarized as follows:

1. Securely maintained hardware and Tomoye/NewsGator ECCO software. Managed and updated user interface and re-launched the site with the new Ecco 3.2 software.
2. Added and updated content on the website with the use of RSS feeds, blogs, and links to the RM Portal research library, with particular emphasis on emerging issues such as climate change.
3. Maintained collaborative relationship with USAID's RM Portal through the integration of customized web-links and RSS feeds.

**Outcome and Accomplishments:** In March, CK2C partnered with Tomoye/NewsGator to upgrade the FRAMEweb.org software to the latest version called Ecco 3.2. This newer version of the community of practice software incorporates more social media tools including a more robust RSS feed generator and reader, and an improved user interface that makes adding content and questions much simpler. Along with this redesign, the FRAMEweb team decided to reorganize the communities of practice based on feedback we received during the 2010 annual survey. Ten thematic categories were chosen: Biodiversity and Conservation, Climate Change, Communities and Smallholder Farmers (CBNRM), Economic and Enterprise Development, Fisheries, Governance, Land Management, Society and Conservation, Technology, and Water and Drought Issues. This allows for more opportunities to create a discussion and add content thematically. We had received questions in the past from members wanting to add content, but not feeling aligned with a specific established community of practice (especially around climate change).

Following the initial 2008 redesign, the team has continued to explore and utilize new technologies to support communication and analysis including geographic information systems through GeoExplorer, and social media tools. In October 2009, FRAMEweb launched a Twitter account. The account now has 89 followers and has contributed 248 Tweets. The team used Twitter to host two live Tweetinars in 2011 (a live news feed from an event we attended). The first Tweetinar was from the UNFCCC Climate Negotiations COP16 in Cancun, and the second was a question and answer session held in conjunction with a webinar we hosted. FRAMEweb Tweets are also visible to FRAMEweb members on the home page in the News and Events feed.

In 2010, the FRAMEweb team created a customized “smart folder” on the RM Portal for each of the current communities of practice on FRAMEweb. These folders are linked to FRAMEweb through URL web links and RSS news feeds at the community level, providing live updates as resources pertaining to that community and hosted with the RM Portal are added. Prior to the upgrade, an inventory was taken of all RSS feeds on the site, including those linked to the RM Portal so they could be reestablished after the upgrade. While most of the feeds are back up and running, there were some difficulties linking back to the RM Portal because of an outdated feed tool. CK2C has continued to work with the RM Portal to try and find a solution.

During FY11, 568 new members joined FRAMEweb from various sources – USAID, African Wildlife Foundation, Energy for Opportunity, Ministry of Natural Resources and Tourism – Tanzania, Groundswell International, etc. In this period, FRAMEweb received over 2,674 unique visits<sup>2</sup> that led to 108,238 documents being downloaded.

**Next Steps:** The FRAMEweb team will continue to utilize new technologies supporting communications and analysis including geographic information systems and social media such as blogs, Twitter, and news feeds via FRAMEweb. Building upon the FY11 upgrade, the FRAMEweb team will continue to provide reliable, secure access to features supporting online document sharing, discussion forums, and website hosting. In the final year of CK2C, the team also plans to work with USAID (directly or via another USAID contractor) to transition the website and hardware in anticipation of the end the CK2C contract.

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<sup>2</sup> A unique visit is defined as a member who logs-in to FRAMEweb, counted once in a 24 hour period.

## **SUB-TASK 2.2: SUPPORT COMMUNITIES AND PARTNER ORGANIZATIONS**

**Purpose:** Communities for CK2C start with networks. Building from a network of practitioners and champions, or an organic online conversation from practitioners seeking knowledge, to a community with shared interests and goals, requires nurturing and active facilitation. Supporting the core processes of building community and generating value from the interaction requires skilled facilitation, participation by members and an appreciation outside the community for strategic outputs.

Communities under FRAMEweb have been highly successful when there is a shared understanding of the value of collaboration and an appreciation for the outputs from that process. To help support strong communities and include a wide range of participants, CK2C continued to offer existing groups or programs the utilization of FRAMEweb social media tools and skilled facilitation. To help support strong communities and include a wide range of participants, CK2C used a two-tiered approach such as that used with the CBNRM in southern Africa CoP which was created in 2010 but expanded during 2011. The network was developed from the list of participants that attended the stocktaking workshops (Zimbabwe, Zambia, and Malawi in 2010, and Botswana and Mozambique in 2011). The community guidance developed under the project helped set the norms and expectations for community participation. Active engagement and facilitation, of select communities further supports a collaborative environment for shared discovery and solutions.

**Activities:** sub-task 2.2 activities during FY11 can be summarized as follows:

1. Continued outreach and promotion of FRAMEweb social media tools through targeted communications and networking with existing programs and partners.
2. Supported and marketed partner pages to give voice to champions and strengthen the NRM community.

**Outcome and Accomplishments:** In general, FRAMEweb online communities and partners have successfully contributed to the body of NRM knowledge through dialogue, documents and concrete solutions. The FRAMEweb team attended several events to help promote the use of social media tools. We were invited to present the GeoExplorer tool at the USAID Geospatial Working Group meeting (see sub-task 1.3), and applied for and were accepted to present FRAMEweb and the GeoExplorer tool at the InterAction Annual Forum in a specific round of talks called the Adaptation Marketplace. For this event we also updated our FRAMEweb tri-fold brochure and the GeoExplorer postcards. In FY11, the FRAMEweb team also decided to write up two success stories that have blossomed from FRAMEweb. The first focused on “Social Media Mobilizing Development”, and the other on how FRAMEweb as a web-medium is “Fostering South-South Collaboration.”

During the 2011 FRAMEweb redesign, the FRAMEweb team reexamined the role of Partner Pages. Based on conversations with members and the 2010 annual survey, it was clear that the distinction between Communities of Practice and Partner Pages was confusing for many

members. In addition, many Partner Pages were no longer self-managing their communities. It was therefore decided to move many of these pages under the sector theme they best fit (e.g., Extractive Industries is now a community under Economic and Enterprise Development). Some communities did remain Partner Pages (ABCG, the US Forest Service, etc.). The CK2C team continued to support these FRAMEweb Partner Pages through training, customized redesigns and encouraging, through consultation, the application of community-based tools such as discussions. A new Partner Page called Modeling and Managing Watersheds was created at the end of the FY11. This US Forest Service International Programs community was formed out of a series of trainings and workshops in Africa and serves as a virtual space for participants to stay connected and share ideas.

**Next Steps:** The CK2C team will continue to promote FRAMEweb tools through targeted communications, participation in industry events and networking with the NRM community and existing programs and partners. The CK2C team anticipates continued growth with current Partners to further utilize web 2.0 communication tools and extend the use of FRAMEweb to other interested organizations. For example, the team is in discussions with the Africa Bureau about using FRAMEweb to further support the BATS program.

## **SUB-TASK 2.3: CAPACITY BUILDING AND COMMUNICATIONS**

**Purpose:** CK2C offers powerful web tools to enhance valuable collaboration and learning. That power, however, takes some investment in skills and training to be fully realized. Similarly, an investment in communications about the tools and communities themselves is essential to spread their benefit in a readily understandable form to a wide audience. Training and communications will support successful adoption and adaptation of the CK2C approach to collaboration and stocktaking.

**Activities:** sub-task 2.3 activities during FY11 can be summarized as follows:

1. Conducted training sessions with community leaders and champions on FRAMEweb and management of communities for broader use of these tools.
2. Implemented new online tools and technical approaches and e-learning applications to extend the benefits of online tools.
3. Distributed FRAMEgram for improved knowledge sharing.

**Outcome and Accomplishments:** The CK2C team updated quick reference guides (after the re-launch of both FRAMEweb and GeoExplorer), a current FAQ page, and an “About” tab to allow FRAMEweb members to concentrate on content. The use of e-mail-based subscriptions and “push”-based communication strategies, including FRAMEgram newsletters, Twitter, and content-targeted e-mails sent through the CK2C team have kept users informed and involved directly where they do work most, increasing site activity and information flow. Through Twitter, the CK2C team has been able to cover events live including conferences in DC.

This year, FRAMEweb held its first ever webinar. The topic was “Food Security and Wild Food” and featured Diane Russell (USAID) and Natalie Bailey (ABCG) as guest presenters. The goal of the webinar was to demonstrate some basic FRAMEweb functionality while focusing on an interesting topic. Over 100 people (from 36 countries) RSVPed and 58 from 15 countries

(Belgium, Bolivia, Canada, Great Britain, Ghana, Indonesia, Macedonia, Mozambique, Netherlands, Panama, Tanzania, Uganda, USA, Uruguay, and South Africa) actually attended. Opportunities to interact with the panelists were available via the webinar software, Twitter, and the community of practice established before the start of the webinar. One comment we received from the annual survey about the webinar was: “I found the talks given during the last conference very educative and interesting. I was also impressed by the surveys which were carried out as well as the opportunity to ask questions and interact with the panelists.”

The CK2C team has successfully trained partners, members and prospective users through face-to-face trainings, presentations and virtual meetings. The team also presented in June to USAID on “FRAMEweb Application and Impacts,” demonstrating the success that the site has had connecting NRM practitioners from around the world. The team launched a survey in September 2011 to gather feedback from users on how they use the site, what topics and features are of most interest, and what they would like to learn more about. The survey was sent out in English, Spanish and French and we received 107 responses, such as:

- “I find the discussions quite valuable”.
- “Frameweb is very informative and educative.”

With respect to our survey follow-up:

- “Thank you very much for the tips. Very impressive to be contacted personally on the answers one submits in these surveys. It is the first time this has ever happened to me. I do need to set some time to get better acquainted with the tool and the communities. And optimize use of the FRAMEweb. Your personalized approach does motivate one to do so. This is a good practice in my opinion. Congrats...You’ll be glad to know that I have really enjoyed the topics of the last FRAMEgram, which lead me to a discussion on climate change adaptation measures and then to GeoExplorer. And I discovered information that gave me ideas that are applicable to the work I do in mangrove conservation and management (related to climate change).Your personalized approach with people like me who need a little push to use these tools proved to be a positive one. Keep up the good work!”

In 2011, the CK2C team published seven electronic newsletters including one year in review, one FRAMEweb overview edition, and five thematic issues (focused on Wildlife Issues, Food Security, NRM and Natural Disasters, Water, and Geospatial Tools). The issue on Food Security was the most popular with a 19% open rate, 21% click-through rate, and 4 shares on other social media tools such as Facebook, Twitter and LinkedIn.

**Next Steps:** The CK2C team will continue to conduct training sessions with community leaders and champions on the CK2C website and management of communities for broader use of these tools. The CK2C team will host additional webinars for FRAMEweb users, especially around topics related to the BATS program and potentially GeoExplorer. In addition, the CK2C team will research, write and distribute FRAMEweb’s e-newsletter (FRAMEgram) on a bimonthly basis. Staff will work with community members to identify innovative and current information and resources related to emerging topics such as food security and climate change.



# TASK 3: ENRM COMPETENCY-BASED TRAINING

The primary objective of this task is to conceptualize and establish a competency-linked USAID Environment and Natural Resource Management Learning Initiative (ENRM-LI) to update and improve the technical skills, awareness and capacity of USAID staff in the core competencies needed for state-of-the-art Environment and Natural Resource Management (ENRM) programming. Overall, the main objectives for CK2C's Task 3 are to (1) build the capacity of individuals and institutions to improve the management of natural resources and conservation of biologically diverse landscapes, ecosystems and communities of flora and fauna, and (2) build the capacity of individuals and institutions to support adaptation to climate change. By improving the understanding of the importance of biodiversity conservation and natural resource management and providing trainees with the knowledge and tools for implementing improved conservation and management, CK2C will alleviate one of the threats to biodiversity and ecosystems in USAID target countries and regions. In addition, the project will improve the capacity of USAID staff to design and manage the implementation of ENRM programs.

The competency-linked ENRM-LI responds to a critical need for more learning opportunities for staff working on environment programs due to different changes and realities faced by the Agency at present, including the following: a) while the Agency continues to invest in the environment sector, the management of these programs has increasingly become part of the responsibilities of staff that may not possess strong technical skills and experience in natural resource management, and b) USAID is doubling its Foreign Service personnel through the Development Leadership Initiative (DLI).

At present, the ENRM-LI is assisting USAID staff managing environment programs in acquiring, updating and/or improving the technical skills and knowledge required to master a set of selected competencies defined by the CK2C USAID and DAI team during the first year of the project and later incorporated into the USAID Backstop 40 competencies included in the Current Workforce Competencies Manual prepared by the USAID Office of Human Resources (2009).

Last year (FY11), the ENRM-LI delivered one ENRM overview course, the first five-day ENRM applications course (a follow up to the ENRM overview), four 1-day short courses (Environment Matters), and one Water Sanitation and Hygiene (WASH) overview course in Bangkok, Thailand. CK2C also assisted with the design and facilitation of two course deliveries of "Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict (3Ts)." The first 3Ts course was a two-day course delivered in Bogota, Colombia and the second 3Ts course was a three-day course delivered in Accra, Ghana. In FY11 the CK2C team also implemented the Monitoring and Evaluation plan, and upgraded and maintained the ENRM Learning Gateway ([www.enrmlearning.org](http://www.enrmlearning.org)), a centralized learning site that connects and guides USAID environment staff to online and face-to-face (F2F) learning opportunities, providing a clear description of the competency-linked learning path, a training calendar and a resource center.

## **SUB-TASK 3.1: DEVELOP AND BUILD ENRM LEARNING INITIATIVE**

**Purpose:** Finalize the competency-linked learning path and identify the training opportunities and learning resources available to help USAID staff managing ENRM programs acquire proposed competencies. The learning path encompasses a clear set of formal training opportunities (blended or DL courses) and selected learning resources accessible through the ENRM Learning Gateway.

**Approach:** The CK2C method for this competency-linked learning initiative follows a self-directed and experiential learning approach based on three premises: a) staff members want to be able to take the initiative and responsibility for their own learning; b) given current work demands and location of USAID staff around the world, learning resources that staff can access at any time and place need to be offered through a variety of means; and c) adults learn through reflection, discussion and application of the knowledge, skills and tools offered in a training program.

### ***Activity 3.1.1 - Finalize ENRM Competency-Linked Learning Path:***

- CK2C team met with USAID Office of Human Resources to better understand the status of USAID efforts to chart competency-linked learning paths and to present the achievements of the ENRM LI.
- In April 2011, the CK2C team organized one half-day meeting with the CK2C Steering Committee members to discuss and finalize the proposed competency-linked learning path; the meeting was informed by the information collected from HR. This mini-workshop helped to clarify and revise the ENRM Learning Path – i.e., formal and informal learning opportunities required by USAID Staff to effectively manage USAID environment programs and, in general, the language used in the ENRM-LI Gateway.
- As per the previous agreement with the CK2C Steering Committee and as described above, the team hosted one half-day meeting focused on the ENRM-LI learning path. The final work related to this path will be done in FY12.

### **Outcome and Accomplishments:**

- A document with the results of the half-day meeting was produced as the deliverable (See Annex B).

### ***Activity 3.1.2 - ENRM Learning Initiative Monitoring and Evaluation (M&E):***

Since FY10, the CK2C team has implemented the approved monitoring and evaluation plan to capture feedback and lessons learned from each training course (F2F and DL) as well as virtual learning resources. The main objective of the ENRM-LI monitoring and evaluation plan is to determine the effectiveness of the training programs offered under the initiative.

In FY11, CK2C submitted a full Task 3 M&E report (as an annex to CK2C's PMP report). This report presented data about course effectiveness measured for face to face and distance learning courses delivered during 2011. The report was organized in 7 sections as follows:

- **Section I:** ENRM Overview Course (1 delivery)
- **Section II:** ENRM Applications Course (1 delivery)
- **Section III:** WASH Course (1 delivery)

- **Section IV:** Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict (3Ts) Course (2 deliveries – with changes)
- **Section IV:** ENRM Environment Matters Course (1-day short course) (4 deliveries)
- **Section V:** ENRM Foundations Course (stand alone) – ongoing
- **Section VI:** Conclusions and Recommendations
- **Section VII:** Annexes

**Outcome and Accomplishments:**

1. Report presented as an annex of CK2C’s PMP report, as mentioned above.

**SUB-TASK 3.2: TRAINING COMPONENT**

**Purpose:** This competency-linked learning initiative aims at offering key knowledge, skills and abilities required in the environment sector to USAID staff through a blended (DL and F2F) approach. The blended approach is intended to enhance the experiential opportunities during the F2F component.

**Approach:** The CK2C team intended to finalize the designs and materials of the proposed competency-linked training courses (DL or F2F) during FY11. The following sections describe outcomes on each activity as proposed in the FY11 work plan:

**Activity 3.2.1 - ENRM Blended Overview Course Delivery:**

The CK2C team delivered the current five-day blended ENRM (101) Overview course for the sixth time in Accra, Ghana in June 2011.

**Outcome and Accomplishments:**

- ENRM Overview Course delivered in Ghana, June 2011;
- Trainer’s Guide formatted, provided to USAID and ready to be finalized after the FY12 delivery; and
- Participant Workbook formatted, provided to USAID and ready to be finalized after the FY12 delivery.

The evaluation report on course delivery and course application was included in the final FY11 Task 3 M&E report (see CK2C’s PMP report for details). Select data samples include:

**Indicator 1:** Percentage of trainees that rate ENRM Overview training as good to excellent.

*92% of trainees rated the ENRM Overview Course as good to excellent in FY11.*

*90.5% of trainees rated the ENRM Overview Course as good to excellent since its launch in 2008.*

**Indicator 2:** The percentage of participants that, at the end of the course, believe the training event helped them meet the learning objectives, allowing them to apply or understand the approaches or models presented in the course.

*For FY11: 96% of the participants believe the course helped them meet objective 1, 96% objective 2, 100% Objective 3, 96% objective 4, 100% Objective 5 and 100% objective 6.*

*FY 2008 to 2011: 92% of the participants believe the course helped them meet objective 1, 90.3% objective 2, 92.7% Objective 3, 83.4% objective 4, 92.6% Objective 5 and 97.1% objective 6.*

**QUOTES FROM ENRM OVERVIEW COURSE**

“Very good tools and resources and I feel that the materials and instruction was practical and relevant.”

“Very good overview course, but a little too similar to the one-day foundations course.”

“The focus on integrating multiple sectors in a comprehensive stakeholder approach is a valuable skill I will continue to use regularly.”

“I’m getting a feeling for the tools but think it will take some practice with real life examples to really be able to apply them.”

“I would especially recommend to people from other sectors who have very little NRM experience/background.”

“I thought the trainers and facilitators were very knowledgeable in both technical content but also workshop design and implementation.”

“Who’s the intended audience? Need more non-Environment people, so please advertise.”

**Activity 3.2.2 - ENRM Blended Applications (201) Course Designed and Delivered:**

The CK2C team finalized the design and delivered the ENRM (201) Application course - a five-day competency-linked blended course – once in February 2011, in Bogota, Colombia. The course has DL and F2F components. Data about participants and results achieved are summarized in the table below (which was also presented in the FY11 Task 3 M&E report – again, please refer to CK2C’s PMP report for details).

Questions and other course information	Results
<b>No. of participants:</b> <b>No. of participants by gender:</b>	17 Women – 7 Men – 10
<b>Overall how would you rate the course?</b>	100% rated the course from good to excellent
<b>Questions about course content and DL - rated agree to strongly agree:</b>	
<ul style="list-style-type: none"> <li>The course simulation allowed a real USAID-like application of knowledge and skills discussed during the course.</li> </ul>	93.8% agree to strongly agreed
<ul style="list-style-type: none"> <li>The DL foundations course added value to these 5 days.</li> </ul>	81.8%
<ul style="list-style-type: none"> <li>I would recommend this blended course (DL and Face to Face) to others.</li> </ul>	92.3%

Questions and other course information	Results
<b>Course Delivery:</b> (rated Excellent and Very good)	
Course design and content	87.6%
Course material	80.0%
Trainers and facilitator	93.8%
Logistic support and facilities	93.8%

### Outcome and Accomplishments:

- ENRM Blended Applications Course delivered once.
- Trainer's Course Guide updated based on first course delivery results.
- Participant Workbook of first course delivery – updates were not finalized given the postponement of the course to June 2012; agreements on finalization of these materials will be made in a team meeting during the first quarter of FY12.
- Half-day facilitation and coaching skills training delivered before the February 2011 course.
- Evaluation report on course delivery described in FY11 Task 3 M&E report. Select data samples include:

**Indicator 1:** Percentage of trainees that rate ENRM Applications training as good to excellent.

*100% of trainees rated the ENRM Applications Course as good to excellent in FY11.*

**Indicator 2:** The percentage of participants that, at the end of the course, believe the training event helped them meet the learning objectives, allowing them to apply or understand the approaches or models presented in the course.

*For FY11: 93.8% participants believe the course helped them meet objective 1 and 93.8% objective 2.*

#### Quotes ENRM Applications Course:

"Excellent sessions in class, especially the simulations. Great training team! Great logistics team! Excellent learning experience."

"Outstanding technical and presentation style. The trainers are what make the course – an outsourced course would not be the same."

"Great idea to simulate. Was a good learning experience to have to learn-by-doing with formal teach and discussion vs. the on the job 'doing'."

"I think we need more on implementation - we don't need to do a whole module on procurement mechanisms and agreement/contracts management - but instead, how about more on these implementation pieces unique to ENRM, e.g., more on PES; something on host country implementation, examples unique to ENRM."

"All the trainers and facilitators did an excellent job, are very knowledgeable and, took the time to look for answers to our questions."

"Overall, it has been one of the most useful trainings I have taken at USAID. Note: A page with key words and # of pages where the key word is mentioned will facilitate navigating the written material."

### **Activity 3.2.3 - WASH Course Redesigned and Delivered:**

The CK2C team converted the five-day WASH course to a blended course with both DL and F2F components for its second delivery (October 2011) and a finalized/standardized Trainer's Guide and Participant Workbook.

Specifically the team:

- a. Delivered the course in Bangkok in its original version. Subsequently, the course was successfully prepared to be delivered in October 2011 in Washington DC in the blended version.
- b. Adapted the course design for a delivery in Bangkok in March 2011 and then, working with the USAID training team, converted the course to a blended version, incorporating a DL pre-requisite component.
- c. Updated the Trainer's Guide and Participant Workbook based on changes required for both Asia and Washington DC deliveries.

### **Outcome and Accomplishments:**

- ENRM WASH Course delivered once in Bangkok – 20 participants (March 2011). The second delivery was postponed to October 2011.
- Trainer's Guide finalized for the October 2011 delivery. Final Trainer's Guide will be submitted after FY12 delivery.
- Participant Workbook finalized for the October 2011 delivery. Final Participant Workbook will be submitted after FY12 delivery.
- Evaluation report on the Bangkok course delivery was presented in the FY11 Task 3 M&E report. Some highlights include:

#### **Quotes WASH courses:**

"I was given the big task of managing a \$2 million water earmark. I was wondering if I was doing the right thing. The only thing to guide me was the training. The tension wasn't there any more after the training. We were able to award the competitive agreement to an NGO. I would have needed close supervision without the training, but instead was able to do it on my own."

"I have a better idea of WASH in USAID's context. I also understand that in most cases WASH funding is tied to earmarks (water earmark) but other earmarks (GHI, FIF, GCC, etc.) can be used to fund it."

"Governance issue is critical in best practices interventions."

### **Activity 3.2.4 - ENRM Blended Why Environment Matters - Short Course:**

The Team delivered the current Environment Matters course quarterly (four times). The team did not finalize and standardize the Trainer's Guide and Participant Workbook because it was agreed with the ENRM-LI Steering Committee that the course will be re-designed in FY12.

## Outcome and Accomplishments:

- Trainer's Guide finalized for 2011 deliveries.
- Participant Workbook finalized for 2011 deliveries.
- Evaluation report on course delivery described in the FY11 Task 3 M&E report. Select data samples include:

Course delivery date and location		Number of Participants	Overall- How would you rate the course?	Rate Trainers & Facilitators	Rate Logistical Support & Facilities
1	Nov 2010 Arlington VA	26	70.0%	N/A	N/A
2	Feb 2011 RRB	22	100.0%	100.0%	100.0%
3	April 2011, Arlington VA	16	100.0%	100.0%	100.0%
4	August 2011 Arlington VA	13	92.0%	92.0%	92.0%
	Cumulative results FY11		90.5%	97.3%	97.3%
	Cumulative results, All Courses since 2009		89.8%	95.8%	94.5%

**Indicator 1:** Percentage of trainees that rate ENRM Environment Matters course as good to excellent.

*90.5% of trainees rated ENRM Environment Matters course as good to excellent in FY11.*

*89.8% of trainees rated ENRM Environment Matters course as good to excellent since its launch January 2009.*

**Indicator 2:** The percentage of participants that, at the end of the course, believe the training event helped them meet the learning objectives, allowing them to apply or understand the approaches or models presented in the course.

*97.6% participants believed the course helped them meet objective 1 and 91.7% objective 2 in FY11.*

### Quotes from Environment Matters Course

"Great having a workbook to take home."

"What I found most useful: instilling environmental issues into non-environment USAID employees."

"What I found most useful: real good scenarios and on the ground experiences are very helpful to illustrating points."

"Discuss key issues vs. earmarks, and dwell more on directives, as they are also a significant part of the discussion. Do not assume questions will be answered in the earmark round robin too little time."

"What I found most useful was the Madagascar example. What I wondered was, how many more examples like it are out there."

**Activity 3.2.5 - NRM and Conflict Course: Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict:**

The CK2C team worked with the “Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict” (3Ts) course training team, including USAID and ARD, during design and two deliveries in FY11.

Specifically, CK2C:

1. Collaborated with technical course developers in the finalization of the Trainer’s Guide.
2. Developed and managed the delivery of a short DL module using the technical content provided by ARD. The short DL module is a pre-requisite of the current three-day F2F course.
3. Facilitated two deliveries of the course (February 2011 in Colombia and June 2011 in Ghana) with both DL and F2F.
4. Provided minor adult learning support to make course development adjustments after the first delivery.
5. Provided course evaluation analysis for the DL component and worked with ARD technical course developers on the overall evaluation report (DL and F2F).

NB: the first delivery was for a two-day course and the second delivery was for a three-day course.

Below is a summary of the course evaluations:

Questions and information categories	Jan. 2011 - Colombia	June 2011 - Ghana
<b>No. of participants:</b>	20	20
<b>Overall how would you rate the course?</b> (good to excellent were taken into account)	90%	95%
<b>Questions about course content and DL - rated agree to strongly agree:</b>		
• The DL of this course added value to these two/three days	75%	80%
• I would recommend this blended course (DL and Face to Face) to others	85%	85%
<b>Course Design and Content:</b> (Rating included good to excellent).	75%	80%
<b>Course material</b> (Rating included good to excellent).	80%	80%
<b>Trainers and Facilitator</b> (Rating included good to excellent).	100%	95%
<b>Logistic Support and Facilities</b> (Rating included good to excellent).	100%	85%

## Outcome and Accomplishments:

- Course facilitation provided by CK2C.
- DL launched and accessible in the ENRM Learning Gateway.
- Evaluation analysis of the F2F course presented in the M&E report. Select data samples include:

**Indicator 1:** Percentage of trainees that rate the 3Ts course as good to excellent.

*92.5% of trainees rated the 3Ts Course as good to excellent in FY11.*

**Indicator 2:** The percentage of participants that, at the end of the course, believe the training event helped them meet the learning objectives, allowing them to apply or understand the approaches or models presented in the course.

*For FY11 delivery 1(Colombia): 95% participants believed the course helped them meet objective 1, 90% objective 2 and 90% objective 3.*

*For FY11 delivery 2 (Ghana), 95% participants believed the course helped them meet objective 1, 80% objective 2 and 75% objective 3.*

### Quotes from 3Ts Course:

“Feel like I have come away with a greater understanding and appreciation of the links between LTPR, NRM, and conflict and knowledge of the tools that could be applied to such situations.”

“Good intro to conflict and LTPR as they relate to NRM.”

“More application of the tools would have been good, as well as examples from other regions.”

“Good sharing and discussion of available AID tools though wondering what useful tools or methods exist outside of Agency in these technical areas.”

“I enjoyed the group work exercise and flow over the 3 days - building on discussions. I also really enjoyed Mark’s session and group work on Madagascar.”

### 3.2.6- Distance Learning (DL) Stand Alone Foundation Course:

CK2C continued to deliver the DL Foundations Stand Alone course. The team marketed the course and reported on participation and results. The CK2C team:

1. Advertised and marketed the course in USAID’s LMS and through other Agency means.
2. Allowed access to the course and offered technical and training assistance if needed.
3. Prepared a report on course evaluation and trends as part of the FY11 M&E report.

## Outcome and Accomplishments:

- Foundations course permanently accessible in the ENRM Learning Gateway.
- Reports on course evaluation and trends were presented as part of the ENRM Overview and ENRM Applications course deliveries.

- A final summary report of the DL course evaluations and trends was presented as part of the FY11 Task 3 M&E report, delivered to USAID as part of CK2C's FY11 PMP. Select data samples include:

**Indicator 2:** The percentage of participants that, at the end of the course, believe the training event helped them meet the learning objectives, allowing them to apply or understand the approaches or models presented in the course.

*80% of participants believed the course helped them meet course learning objectives in FY 2010.*

**Indicator 3:**

- a) The percentage of participants that passed the initial pre-course assessment with a score of 80% or higher.  
*57.3% of participants passed the pre-course assessment with a score of 80% or higher.*
- b) The percentage of participants that passed the post-course assessments with a score of 80% or higher.  
*100.0% of participants passed the post-course Ecosystems and Biodiversity assessment with a score of 80% or higher.*  
*85.7% of participants passed the post-course NRM and IWRM assessment with a score of 80% or higher.*  
*77.3% of participants passed the post-course Environmental Trends and GCC assessment with a score of 80% or higher.*

**Activity 3.2.7 - Programming Environmental Funding (PEF) Distance Learning Course (previously called Applying ENRM Earmarks):**

The development and launch of this course was scheduled for FY10 and postponed for mid-FY11 given the uncertainty of the budget and potential for major changes in environment funding. Per the decision of the ENRM-LI Steering Committee, the course launch was postponed again until December 2011 (FY12) to give the team more time for content development and for meetings with LPA/BRM offices, in order to obtain approval on the path forward. Throughout FY11, the following activities were conducted:

1. Worked with the USAID team to develop the course objectives, structure and work plan.
2. Collaborated with the USAID team to develop the draft overview module content and PowerPoint-based storyboard.
3. Collaborated with the USAID biodiversity team members to develop the draft biodiversity technical module content and PowerPoint-based storyboard.
4. Developed initial drafts of GCC technical module storyboards for review by USAID GCC team members.

**Outcome and Accomplishments:**

- Course Objectives, Structure and Work Plan developed.
- Draft Overview Module Content and storyboard developed (multiple versions).
- Draft Biodiversity Module Content and storyboard developed (multiple versions).

- Technical Area Outlines Developed for Meeting with LPA/BRM.
- Initial draft GCC Module storyboard developed.

### **Activity 3.2.8. Support to EGAT's Global Climate Change Team Training**

CK2C provided support to EGAT's Global Climate Change team for a training session in July which was facilitated and organized by another contractor (IRG). CK2C's support comprised organizing and delivering printed course materials, scheduling and paying for catering services, and purchase and delivery of other training course supplies (e.g., miscellaneous outreach items, such as USAID branded GCC pens, postcards, USB flash drives).

#### **Outcome and Accomplishments:**

- Provided support (as described above) for one GCC course in July 2011.

## **SUB-TASK 3.3: VIRTUAL LEARNING RESOURCES**

**Purpose:** To provide a one-stop-shop for USAID staff to access ENRM learning resources and events.

**Approach:** CK2C will maintain and manage the interactive ENRM Learning Gateway launched in FY10. CK2C has updated and expanded the calendar and library with new resources and courses during FY11 and included other ENRM courses offered in the Agency.

### **Activity 3.3.1- Maintain the ENRM Learning Web-based Gateway:**

The CK2C Team maintained and managed content on the Learning Gateway through collaboration with other USAID information providers and systems such as the USAID/EGAT Portal, USAID's Resource Management Portal, USAID's Knowledge Management Services and USAID University.

Specifically the Team has:

1. Populated and updated Home Pages with ENRM-LI information and communications.
2. Communicated and worked with the EGAT Portal team, when appropriate, to cross reference common materials and resources.
3. Promoted the Learning Gateway.
4. Maintained links and catalogs with current information.
5. Ensured functionality for distance learning courses.

#### **Outcome and Accomplishments:**

- ENRM-LI Gateway is permanently running and updated. In FY11, the CK2C team launched the 2.0 version of the Gateway, improving its functionality specifically for the distance learning courses.



# TASK 4: BIODIVERSITY AND FORESTRY REPORTING AND COMMUNICATIONS

Task Four responds to the EGAT/FAB team's goal of collecting, synthesizing and "repurposing" information for a variety of internal and external audiences to produce targeted knowledge products related to biodiversity and forestry. Sample products include an updated biodiversity guide, a variety of short publications and updated web pages and interactive tools for USAID's external website.

Task Four helps the EGAT/FAB team to develop and disseminate tools and messages to USAID/WDC and the field that distill lessons and best practices related to biodiversity and natural resource management. It is envisioned that with these tools in hand, field staff will be better equipped to program funds and understand what support is available from USAID/WDC.

Additionally, the Task Four team supports learning activities related to USAID's landscape conservation initiative, SCAPES. Support to SCAPES learning includes the organization of meetings and symposia that will help develop, synthesize and publicize knowledge gained from SCAPES implementation and technical development of several discrete learning activities and tools.

During FY11, USAID introduced a new activity to Task Four, the Conservation for Development Strategy (CDS). The team launched CDS in July 2011 and expects that it will conclude in early 2012. The strategy aims to develop a forward looking, long-term vision for biodiversity conservation for development which recognizes that sound natural resource management is a foundation for economic and social development.

In FY11, CK2C focused on the following sub-tasks under Task Four:

- Support SCAPES learning initiative;
- Facilitate production and dissemination of print and web publications; and
- Organize and facilitate meetings and events.

The Task Four team will continue to ensure that linkages across the CK2C project are identified and leveraged.

## **Sub-task 4.1: Support to SCAPES Learning Initiative**

**Purpose:** CK2C supports a learning component for the SCAPES program – a landscape/seascape conservation initiative. CK2C works with SCAPES partners to develop and promote approaches to scale-up large-scale conservation initiatives worldwide.

**Approach:** Activities are organized to support cross-partner learning and best practices development. Three learning activities have been identified to date- NRM Governance Tools, Climate Change Adaptation and Limiting Factors Analysis.

Specific activities included:

*Activity 4.1.1 – Assist USAID with identification of learning themes using online survey technologies*

*Activity 4.1.2 – Assist USAID with analysis of SCAPES baseline limiting factors survey*

*Activity 4.1.3 – Finalize SCAPES partner brochure*

*Activity 4.1.4 – Assist USAID with development of SCAPES print and online maps and partner pages, and other learning publications as needed*

*Activity 4.1.5 – Assist USAID with organization of 1st annual SCAPES meeting in Luray, VA*

*Activity 4.1.6 – Assist USAID with organization of 2nd annual SCAPES meeting*

*Activity 4.1.7 – Assist USAID with organization of learning meetings and workshops*

*Activity 4.1.8 – Cater and provide note taking or facilitation for four quarterly SCAPES meetings*

### **Outcome and Accomplishments:**

1. Using survey tools, Task Four gauged partner interest in a variety of learning topics. The top two topics were selected for full activity development. These included: NRM Governance Measuring Tools and Climate Change Adaptation.
2. Task Four continued to provide support on the limiting factors survey activity. Currently led by Paul Cowles from PACT, CK2C provided limited support in FY11.
3. After receiving USAID clearance, CK2C was able to finalize the SCAPES brochure and send it to press. Three hundred copies were produced and shared at the SCAPES quarterly meeting.
4. Task Four worked closely with USAID to produce eight individual landscape maps of SCAPES sites for the USAID website. In addition, USAID requested a new publication for the SCAPES community – a quarterly newsletter called the SCAPES Update. Task Four designed, drafted and disseminated two updates in FY11.
5. Task Four worked on all logistics support leading up to the 1<sup>st</sup> annual SCAPES meeting, including preparation of visa letters, assistance with travel bookings, and liaising with the hotel on meal options and room preferences. During the meeting, CK2C served as the

main focal point to ensure that the event went smoothly. Participants and USAID staff, alike, were pleased with the outcome of the four-day meeting.

6. For the 2<sup>nd</sup> annual SCAPES meeting, Task Four support included a survey of five possible venue options in the area and extensive negotiations with the preferred venue. A contract is in place and detailed program planning with USAID will occur in FY12. The event will take place the week of December 5, 2011.
7. The SCAPES learning activities progressed smoothly during FY11. On the NRM Governance Tools activity, CK2C hired an independent consultant to survey current governance systems and means for measuring impact to provide a recommended 'strawman' of best practice. CK2C organized and facilitated a two-day technical workshop to discuss the outputs of the background work with key Partner staff along with associated field staff. The consultant will now take the refined instrument to the field for a pilot test in one of the SCAPES sites. The second learning activity, Climate Change Adaptation (CCA), started more slowly due to schedule conflicts for the core learning team and the challenge of finding a suitable consultant. A consultant has been hired and is actively working on a case study review of adaptation programs in grey literature and a survey of SCAPES partners and their work in adaptation. By delaying the start of this activity, the CCA learning team was able to build a collaborative working relationship with the Cambridge Conservation Initiative (CCI) which is conducting a similar study, but is focused on academic literature. The outputs of both studies will be incorporated into a final product that is shared at the 2<sup>nd</sup> SCAPES annual meeting in December 2011.
8. Task Four catered and provided note taking services to three quarterly SCAPES meetings and one annual meeting.

**Next Steps:** Progress and conclusions from the SCAPES learning activities will be shared at the next annual meeting. It is expected that all learning activities will be complete by spring of 2012. The Task Four team will continue to provide support to the learning activities as they move to the final implementation stage.

## **SUB-TASK 4.2: SUPPORT REPORTING AND TARGETED COMMUNICATIONS ON BIODIVERSITY AND FORESTRY PROGRAM RESULTS AND BEST PRACTICES**

**Purpose:** Support to the EGAT/FAB team's communications efforts enables both DC and field staff to be more efficient at their jobs and meet compliance requirements more easily. USAID produces a number of reports and publications to meet a diverse set of demands. Producing timely and informative publications is critical to USAID's outreach and reporting mission. CK2C worked with the FAB team to identify reporting needs and produce requested publications in a timely fashion.

Using a mix of web and print-based communication tools, this sub-task helps USAID share lessons learned and compliance tools with a broader community. Communications help inform

Congress, the Agency, and the public of USAID's progress in biodiversity and forestry programs, guide mission staff on successful biodiversity programming, and alert missions to developments in the sector and at USAID which affect their work.

**Approach:** CK2C assists USAID with their publication needs - repurposing, writing, copy editing, and publishing - on an as-needed basis. CK2C works with the FAB team to identify and produce appropriate print and web media that can be used to complement, supplement and advertise other communications efforts. The Task Four team identifies opportunities for synergies across FRAMEweb, GeoExplorer, and USAID's RM Portal and other services to ensure broad dissemination of FAB communications.

#### **ACTIVITY 4.2.1 BIODIVERSITY AND FORESTRY REPORT (118/119)**

**Purpose:** The 118/119 Report is a Congressional Report which communicates program successes in the area of Biodiversity and Forestry across USAID missions, and Central Programs. The report has been a combined one since FY05 because forestry and biodiversity programs have had substantial overlap.

**Approach:** A decision by USAID will be made on whether a combined report for 2011 is appropriate or whether a Forestry-only report will be produced, with an electronic update of the Biodiversity report or some other approach to summarizing the information received. The Task Four team will facilitate a collaborative discussion of FAB team members and other EGAT colleagues to better assess the intrinsic value of continuing to publish the report as is, or to explore other approaches. Working with the assumption that a combined report will be produced in 2011, the following sub-activities were planned:

*Sub-Activity 4.2.1.a – Print, distribute and upload 508 compliant 2010 report*

*Sub-Activity 4.2.1.b – Continue to manage online photo database (ongoing) and support annual photo contest*

*Sub-Activity 4.2.1.c – Facilitate discussion on best approach to reporting 118/119 results to a broad audience, meeting the needs of Agency, Congress and the public*

*Sub-Activity 4.2.1.d – Repurpose 2010 118/119 report for web use*

*Sub-Activity 4.2.1.e – Work with new AAAS fellows to manage the drafting and editing of country and region narratives based on mission submissions to FACTS*

*Sub-Activity 4.2.1.f – Manage layout and print 2011 report.*

#### **Outcome and Accomplishments:**

1. Task Four liaised with the selected print shop to ensure that USAID's needs were met in a timely fashion. Nine hundreds copies of the book were published. In addition, USAID requested support in the design and development of a four-page executive summary of the report. CK2C published and shipped to Japan 200 executive summaries for the CBD meeting in October 2010.

2. Task Four continued to upload and catalogue photos in the USAID CK2C Photo Library on Flickr. No photo contest was held this year.
3. The Task Four team facilitated a discussion among FAB team members and others within the EGAT bureau on how best to report on biodiversity and forestry programs. The final decision was to produce a simplified 5-6 page report for Congress that could be re-purposed into a 12-page brochure for wider dissemination.
4. USAID did not request support in the re-purposing of the 2010 118/119 report. It is expected that re-purposing of reports will take place in FY12 with the development of new USAID biodiversity and forestry webpages.
5. CK2C provided limited support to the development of the FY11 report. This is due to the fact that USAID was delayed in getting the material from the missions processed and through USAID clearance.
6. Task Four identified a graphic designer to design the layout for the much-abridged report/brochure. It is expected that much of the design work will take place in November 2011 with a print release to follow.

**Next Steps:** It is expected that CK2C efforts in the area of large publication production will drop in FY12 while support to online publications will rise with the development of the updated webpages. FY12 should also see the publication of two abridged 118/119 reports (FY10 and FY11).

#### **ACTIVITY 4.2.2 BIODIVERSITY GUIDE**

**Purpose:** The Biodiversity Guide provides USAID staff and partners with basic information about designing, managing, and implementing biodiversity conservation programs or activities. USAID would like to maintain the Biodiversity Guide as a *living document*. Accordingly, end users will be invited to give feedback on the content and structure of the guide during the update process.

**Approach:** Task Four works with USAID to provide writing, editing and layout support to complete the update. Task Four helps USAID seek input to the update in a collaborative manner and tap existing networks.

Sub-activities include:

*Sub-Activity 4.2.2.a – Work with USAID to update guide and solicit input from the FAB Team, USAID missions and the ENRM training alumni network as appropriate*

*Sub-Activity 4.2.2.b – Provide support to the layout of the Guide and manage printing process*

*Sub-Activity 4.2.2.c – Facilitate creation of online living Guide*

#### **Outcome and Accomplishments:**

1. CK2C continued to provide targeted writing, editing and process facilitation support for the Biodiversity Guide Update. The process moved very slowly with limited writing

engagement from USAID. This required CK2C to develop creative solutions. In addition to engaging technical writers to help draft select pieces, CK2C organized and hosted a second writer's workshop in July 2011 for USAID staff to dedicate time to updating the Guide. The CK2C team will continue to provide targeted support to the Biodiversity Guide update. It is expected that the Guide will be completed by spring 2012.

2. Due to the delays in completing the guide, publication will now take place in FY12.
3. Similarly, due to the delays in completing the guide, the publication will have an online presence in FY12.

**Next Steps:** CK2C is working closely with USAID to finalize the guide over the coming months. The next two months will be spent focused on producing a complete draft, sharing it with the FAB team for review, and then disseminating it to select external reviewers before submitting it through the USAID clearance process. It is expected that the Guide will be ready for USAID clearance in April 2012, with a print release likely in June 2012.

#### **ACTIVITY 4.2.3 FACT SHEETS**

**Purpose:** Fact sheets are an excellent way to communicate key aspects of timely issues to a wide audience. They are fairly quick to produce and, kept short, can have great reach.

**Approach:** It is envisioned that CK2C will assist the FAB Team with the preparation and publication of key communications pieces. These include: new program fact sheets (e.g., Forest Legality Alliance, and Forests, Climate and Communities Alliance fact sheets), a Lacey Act fact sheet, a Biodiversity Frequently Asked Questions (FAQ) sheet, and other significant, thematic pieces as needed.

#### **Outcome and Accomplishments:**

CK2C received limited requests from USAID to provide support in this area during FY11. Apart from the 118/119 executive summary brochure, and the SCAPES partner brochure, Task Four assisted USAID with creating a 508 compliance version of a Mongolia Environmental Assessment.

**Next Steps:** CK2C will continue to respond to USAID's requests for support for fact sheets and/or other print materials as needed.

### **SUB-TASK 4.3: ORGANIZE AND OTHERWISE SUPPORT EVENTS AND MEETINGS**

**Purpose:** Industry events and other fora are critical to getting USAID's message out to the development community and to forming links for future collaboration and dialogue.

**Approach:** To complement USAID's efforts to disseminate best practices, CK2C will work with the FAB team to gain exposure at industry events and contribute to thought leadership by supporting organization and results dissemination via a regular seminar series.

### **ACTIVITY 4.3.1 SEMINAR SERIES**

**Purpose:** The USAID FAB Team now hosts about four seminars per year related to topics of importance to USAID and the broader conservation and development community. With two seminars in the fall and two in the spring, USAID invites development practitioners to attend and engage in a technical presentation. The primary objective of the series is for USAID to keep abreast of current issues in development and to attract the broader community to these topics.

**Approach:** The CK2C team will continue to assist USAID in the organization and facilitation of the seminar series. Support includes producing flyers and email announcements on the seminar, managing the invitee list and offering videotaping services at the seminars and posting them to the CK2C Vimeo page. In FY10, CK2C partnered with the TransLinks program to offer a wider range of seminar topics which are presented at the same location and time as the FAB seminar, on alternating months. It is envisioned that the Task Four team will continue to liaise with the TransLinks team to offer public outreach support.

Activities include:

*Sub-Activity 4.3.1a – Maintain listserv and produce marketing materials for seminars including flyers and email announcements*

*Sub-Activity 4.3.1b – Provide logistics support for seminars and other support as needed*

*Sub-Activity 4.3.1c – Facilitate space for continued dialogue on the Seminar Series' Partner Page on FRAMEweb*

### **Outcome and Accomplishments:**

It was decided early in FY11 that USAID would limit the Seminar Series to an internal audience. As a result, CK2C assistance was no longer needed. The Task Four team continued to update the listserv and disseminate announcements on request.

**Next Steps:** This sub-task will no longer exist in FY12. It will be replaced by a sub-task dedicated to the newly added Conservation for Development Strategy.



# ANNEX A: FRAMEWEB MEMBER KUDOS 2011

## OCTOBER 2010 – SEPTEMBER 2011

**12/3/2010**

I am happy to start receiving updates from FRAMEweb - such a great information source.  
(Carmen Jaquez, carmen.jaquez@idd.landolakes.com)

**01/05/2011**

En tant qu'un haut cadre de la Direction des Inventaires et Aménagement Forestiers (DIAF), au sein du Ministère de l'Environnement, Conservation de la Nature et Tourisme, de la République Démocratique du Congo, je suis très intéressé au plus haut point par l'existence du Frameweb, qui nous met sur le site internet avec la monde grâce à l'appui de nos partenaires de l'US Forest Service, dont je tiens à féliciter pour avoir tenu promesse sur la réalisation présente.

Le zonage forestier de le RD Congo est d'une très grande importance car il doit déboucher sur une planification concertée des espaces forestiers de ce pays, et surtout qu'il va nous permettre la gestion durable des ressources forestières de ce pays, pour en garantir leur pérennité en vue de satisfaire aux besoins des générations actuelles sans perturber ceux des générations futures.

Je me suis inscrit selon les paramètres qui m'ont été envoyés, et je me tiens prêt à participer aux différents débats qui seront organisés sur les activités de zonage forestier forestier de la RDC, dont notre Direction joue un rôle central dans le processus en cours dans le pays.

Christophe Musampa Kamungandu  
Chef de Division Géomatique à la DIAF.

**1/26/2011**

Thank you, Carmen...I should be able to actively participate in the discussions now that my access to internet has improved. Have always enjoyed being part of FRAME but limited internet access was a bit frustrating.

Runyararo

**2/1/2011**

Le agradezco también personalmente su bienvenida al sitio. Me pareció un sitio donde puede compartirse mucha información y puntos de vista, lo que acelera el aprendizaje. It seems to be a site where you can share a lot of information and your point of view to encourage learning. Como señala creo que el defecto de países en desarrollo y generaciones 50-70 es tener pocas gentes en muchos temas, bueno también debido a que hay pocas plazas de trabajo. Aunque ahora se busca que gente joven se vaya especializando y profesionalizando en temas más específicos. Revisaré la guía y me iré familiarizando con el sitio FRAMEweb para participar más activamente.

Saludos y gracias.

M.en C. María Antonieta Gómez Balandra  
Instituto Mexicano de Tecnología del Agua  
Paseo Cuauhnáhuac 8532  
Progreso, Jiutepec  
62550 Morelos, México

**2/28/2011**

Thank you so much for the personal invite. Having spent some time learning my way around the site, I see great potential personally and look forward to becoming an active participating member. Thanks again!

Best regards,

Wayne

Executive Managing Partner - Project Development  
WECC LLC

**3/11/2011**

Thanks. Looking forward to being part of the community

Regards,

Tshepo Setlhogile

Centre for Applied Research

Gaborone

**3/15/11**

Many thanks for the generosity and guidance/support. I will get in touch when I meet obstacles or indeed when i succeed.

Kind regards and many thanks again

**Eric Chipeta** [echipeta@wwfzam.org](mailto:echipeta@wwfzam.org)

**3/17/11**

Thank you for the information, we are happy to be part of this network.

Best regards,

Mikael Rein

Forestry & Wildlife Advisor, SUNAFOP  
National Directorate of Lands and Forestry, DNTF  
Ministry of Agriculture, MINAG  
Mozambique

**3/23/2011**

From a post to a discussion...." Dear All, I am following the fantastic discussions with alot of interest, ..." Elvis Paul Nfor TANGEM, TREE AID West Africa

**3/31/2011**

je n'ai plus de problème. Je suis très comptant, tu es géniale, merci de penser à moi, et merci pour le français. Si je parlais couramment anglais, j'allais autant faire pour toi aussi.

Merci beaucoup. Biye, Biye.  
Malick TESSOUGUE  
PAFICOT - MALI

**4/20/2011**

Thanks for the information sent. I like the topics, Contributions will come later. Thanks once more.

Morris Kwende, [morriskwende@yahoo.com](mailto:morriskwende@yahoo.com)

### **4/22/2011 From Impact Requests**

- The frame has been very resourceful for me in expanding the landscape, scope and interactions with other colleagues on issues of community based naturals resources. I am convinced that this is a tool and facility that we should uphold and continue to challenge ourselves to make good use of. The limitation in this part of the world is sometimes simply in efficient internet services that makes online engagement sometimes frustrating.  
Great innovation,  
[Noah,gbnaturals@gmail.com](mailto:Noah,gbnaturals@gmail.com)
- I found the other posts useful. Some of the efforts I was aware of but there were others I was not. It is good to hear what others are doing. What may have been missing for me was more of a discussion rather than everyone just posting what they are doing. I know

the intent was primarily to find out what others are doing but it would be interesting to put up a question that might generate more discussion. I will probably refer back to the post as we move ahead with our work. Thanks for all of your efforts.

Dean Current

- I wasn't specifically searching for information on this topic, but the posts are interesting, particularly the fact that this approach is used widely in many different contexts. I've forwarded to a friend at the Alliance for Religions and Conservation to make sure she is connected.

Amanda BRADLEY, CFP Director, Pact Cambodia

- I got very good feedback from my FRAME posting. I am using some of the information to do case studies on the topic of connecting religion and conservation. It's funny, because we posted a document on the ABCG section of the RM portal and didn't get much response, but putting it where we did on FRAME and asking a question yielded a much better response. Thank you very much for your help!

Amy Gambrill, IRG

- These discussions are interesting and productive and useful to shaping policy. Hope I have time to stay involved.

John Mullenax, Agricultural Advisor, Economic Growth Team, USAID Ghana

From Tony Rinaudo, World Vision Australia

1. **Was this discussion useful?** I think so because everywhere I teach FMNR people want specifics - how many trees, which trees, what spacing..... and so now an approach to FMNR is posted for anybody to see it.

2. **Did you learn anything new?** In this case I was answering a question. But I did learn about the Barahogon FMNR work - very exciting. It would be wonderful to ask subscribers to log FMNR action on a global map. Through my work in WV FMNR is spreading in 8 African countries and Myanmar, and later this year I will be speaking at the International Permaculture conference (Jordan) and the ECHO Asia conference (Thailand) on FMNR. Next year we are planning for very large FMNR workshops in Ethiopia, Tanzania and Kenya. I think it could be quite exciting to map the spread of this and perhaps even have the US Geological service keep a spotlight on focal areas.

3. **Did you find it helpful or informative?** I found it helpful in that it provides a forum for information on FMNR to be shared and, while in this instance, apart from learning about the Barahogon work I did not learn anything new, I have found some useful information on the FRAME website generally.

4. **How did you apply the information you gathered from the discussion?** N/A in this instance - even so, I think it is a very valuable website.

**6/20/2011**

Your project is valuable to all working on NRM. We would love to be of any help we can.

Vijaya Thakur  
Resolve Network

**7/13/2011**

Framework is a remarkable effort at synthesizing knowledge and making it available. Our loss is that we do not access it enough.

I.P.A. Manning, ipamanning@gmail.com

**8/30/2010**

I think the ICT is very helpfull infact the accessibility of the web like FRAME web are very useful to s especially here in Tanzania.Infact we re learning a lot about the environment at large. The ICT should be developed to such a way that even development projets concerning environment will be open so that people will discuss about them.

Aneth Sissya  
university of dar es salaam  
Tanzania

**From Fall 2011 Annual Survey (closed 9/17/2011)**

- I find the discussions quite valuable. (pmatakala@wwfzam.org)
- I have learnt alot from the discussions , will need to explore FRAME more to benefit from other opportunities like network, library link etc (tangemelvispaul@yahoo.co.uk)
- Information and articles are informative and constructive (rbtmwinyihali@gmail.com)
- Frameweb is very informative and educative ([pmasupayi@yahoo.co.uk](mailto:pmasupayi@yahoo.co.uk))
- Les domaines soulignés ici sont des sujets brûlants de l'actualité en Afrique et dans le monde. (Anonymous)
- Le service fourni est d'importance et à encourager.L'effet prend souvent de temps à s'observer. (dbsoumaila@yahoo.fr)
- On obtient plein d'informations sur Frame, peut être même trop si on ne maitrise bien la gestion informatique de ces informations techniques et scientifiques. Malgré tout, pour moi je dit Félicitation à Frame pour ce travail indispensable (Anonymous)
- With regard to the Webinar held June 2011: "I found the talks given during the last conference very educative and interesting.I was also impressed by the surveys which were carried out as well as the opportunity to ask questions and interact with the panelists. (arosa\_64@yahoo.com)

**9/22/2011 & 9/29/2011**

Thank you very much for the tips. Very impressive to be contacted personally on the answers one submits in these surveys. It is the first time this has ever happened to me. I do need to set some time to get better acquainted with the tool and the communities. And optimize use of the FRAMEweb. Your personalized approach does motivate one to do so. This is a good practice in my opinion. Congrats.

Very nice Karishma. I am curious to read these results. Thank you very much. You'll be glad to know that I have really enjoyed the topics of the last FRAMEgram, which lead me to a discussion on climate change adaptation measures and then to GeoExplorer. And I discovered information that gave me ideas that are applicable to the work I do in mangrove conservation and management (related to climate change).

Your personalized approach with people like me who need a little push to use these tools proved to be a positive one. Keep up the good work!

Laura Perdomo , [Laura.Perdomo@birdlife.org](mailto:Laura.Perdomo@birdlife.org)

# ANNEX B: ENRM LEARNING INITIATIVE MEETING

**April 14<sup>th</sup>, 2011**

**Participants:** Diane, Hannah, Duane, Roberta, Sarah, Meredith and Patricia

## Objectives

- Agree on the core and elective courses integrating the ENRM LI Learning Path
- Define concrete ways to ensure sustainability of the ENRM LI
- Identify concrete activities for ENRM LI in 2012
- Identify next steps

## Next Steps

The matrix below contains key next steps to take following this meeting. For more details please see the notes on the following pages.

	Next Steps	Who?	By When?
<b>Current/Immediate Next Steps (FY11)</b>			
1	Review latest HR/Administrator Information for the corporate training strategy  Send out the matrix HR id using	Steering Committee  Roberta	
2	See if we can turn off the courses for the LMS evaluation system or re-confirm if we can customize  Ask how they are going to use the data and how it might be integrated into the HR evaluation process for courses.	Sarah will talk to Ferindo. And Duane will report on this based on Climate Change research	
3	Send our M&E data to HR. Discuss what information we want to send to HR and how in a digestible form – Data to be send to: Ferindo, Tony, Anne, Bob, etc. (2007-Present)  Help to ensure the review they are doing is supported by our data.	Patricia and Hannah	
4	Edit the current learning path courses in the Gateway (core and elective) based on decisions made in this meeting	Sarah	

	<b>Next Steps</b>	<b>Who?</b>	<b>By When?</b>
5	Integrate ENRM LI learning path into orientation for new staff (e.g. use breakout groups, host a brownbag)	USAID	<b>August 2011</b>
6	Improve learning path language on Gateway and use in Agency notices and in current courses. Look to HR for language around the different “levels of competencies”. Some additional ideas include: adding participant quotes, think about what will attract people, use on listserv messages as well.	Sarah/Patricia	<b>May 2011</b>
7	Host a one hour session on the ENRM LI	USAID	
8	Update the ENRM Gateway DL courses to make titles clearer, change short course to “Environment Matters” consistently and take out underdevelopment for current courses.	TRG/DAI	
9	Make agreements on Steering Committee meeting moving forward	Full Team	<b>April 20<sup>th</sup>, 2011</b>
10	Continue to work on contracting process for beyond FY11	USAID	
11	Talk about how work will be allocated and backup for Hannah	Full Team	<b>April 20<sup>th</sup>, 2011</b>

<b>Next Steps for Sustainability in 2012 USAID ONLY</b>			
1.	Think of new ways to do outreach – to new staff, current staff and other sectors	Full Team	
2.	Host meetings to influence other groups/initiatives such as PPL and Food Security - consider how we could provide 1-2 hour sessions		
3.	Look for ways to integrate environment into other courses and beyond the course: <ul style="list-style-type: none"> <li>• Create 30min – 1.5 hour sessions for meetings/mini-trainings with Mission on ENRM and integration topics from course materials</li> <li>• Put together workshops for key Mission staff – target program officers</li> <li>• Look at how we can tap into other conference (e.g. Program Officers)</li> </ul>	USAID	
4.	Identify ways to get office support and identify Hannah’s backup	USAID	
5.	Talk to Gregory about future of 3T’s course and connection to the ENRM LI	Diane	
6.	Make it an office rule that all ENRM courses will be included as part of the ENRM LI Learning Path	USAID	
7.	Create opportunities to couple training with Technical Assistance/coaching		

Next Steps for Sustainability in 2012 CK2C Team			
8.	Apply adult education DL method to enhance the SCALE and Tourism trainings	DAI/TRG May need technical Champion	2012 Extension
9.	Update Environment Matters Course (short course)	Need new USAID Champion as Roberta is leaving	2012 Extension
10.	Implement (develop and deliver) TOT program for HQ and Field Based trainers to deliver short course and 101 course <ul style="list-style-type: none"> <li>• Develop trainer criteria</li> <li>• Identify candidates</li> <li>• Develop training/mentoring process</li> </ul> In 2012 start with short course – DC and RDMA	Full Team	
11.	Maintain and Improve the functionality of the ENRM Gateway – looking for new ways to ensure integration with LMS and HR website.	DAI/TRG	2012 Extension
12.	Enhance the M&E process to better measure and communicate impact, including impact of the complete ENRM LI and beyond training impact (from training to coaching/technical assistance) <ul style="list-style-type: none"> <li>• Follow-up with participants who have taken multiple courses on the learning path (Short, 101, 201, electives) – get information on impact and enabling environment.</li> <li>• Follow up/gather data from current course developers/trainers.</li> </ul>	DAI/TRG	2012 Extension
13.	Revised and/or develop consistent language on what the learning path is to use in Agency Notices and other communications as well as in the introduction to the trainings (DL and F2F)	DAI/TRG	Now
14.	Create a graphic of the learning path	DAI/TRG	2012 extension
15.	Provide learning path handout for people to use for Individual Development Planning process in 5 week orientation	DAI/TRG	Needs to be created, 2011

## Summary of Current 2012 Work-plan Items

### *Delivery with Tweaks*

- ENRM Overview
- ENRM Applications
- 3T's Course
- Earmarks
- Foundations
- WASH
- Gateway
  - Illustration of learning path (NEW)

### *New or Enhanced Courses*

- TOT for Field and DC Staff - NEW for ENRM LI
- Short Course – enhanced/redesigned
- SCALE DL – enhance conversion to DL, NEW for ENRM LI
- Tourism DL - enhance conversion to DL, NEW for ENRM LI
- M&E – enhance to support finding of learning path impact
- Communications – enhance to other sectors, stakeholders, etc.

## MEETING NOTES

### 1. Start-up Activity – what we are proud of:

Each person was asked to share one thing I am proud of after almost 4 years of working together to create the ENRM LI. The following were the comments shared in plenary.

- Commitment
- Teamwork – us and the training team
- Working relationships
- Have accomplished our timeline/workplan from 2008
- Proud of how much we have accomplished and the number of people involved
- It has actually come to fruition – thinking back to Morning Glories from the original retreat
- We have led the way – really proud of what we have created and the reputation – I wanted something like the EG course for the ENRM. We have better competencies, the work we do together, how we represent it, we build relationships with people, have USAID to USAID with help from contractors, proud of your work and how you have helped us to get it done (patience and commitment). Will think it is a real strong piece of what I am leaving.
- Feel like the process has contributed to my personal growth – remember saying “it is so hard, but so good” – finally reaching the threshold where it all comes together – profoundly satisfying
- Like all the spin-offs
- Learned a lot about this as we work with others on Adult Learning and Teamwork
  - Now called the PPT Police
- We are modeling the kind of development we believe in – it is needs based, coming from the “bottom up.
- We are now the standard of excellence and people are buying-in.
- Place of a lot of learning and innovation as contractors – not able to do this all the time – the package is really one of the things I am really proud of.
- We have walked the talk! There are many variables that make this a parallel of what we preach about integrated programming.
- When I leave will remember the relationships and the people involved.
- For the most part, this is one of the easiest groups to work with – we are civil, don’t yell, get along and that is critical for the success.
- 

### 2. Learning Initiative Today and HR

The following reflects discussions based on the PPT presentation text.

- Corporate Training Strategy
  - In process of change. Need to review the “matrix” HR sent, which Roberta will share. It follows the 4 components from USAID Forward because they want to prepare USAID staff for the 21<sup>st</sup> strategy challenges. Cross-sectoral,

Coordination (Interagency), Innovation (etc.). HR is asking us to categorize where they fit and the percentage of how much they fit.

- We need to review if the ENRM LI is still following or not the USAID Corporate Training Strategy.
- HR:
  - The COO approval process is going to be changing.
  - Note that both Duane and Hannah are both participating in TQAC meetings.

### **3. The ENRM Learning Initiative – Strengths and areas for improvement: *Strengths (including courses, virtual library, calendar)***

- All of the things we are proud of
- M&E component
- Quality of the training content, delivery methods, adult learning
- Whole package and very transparent – all laid out, makes sense, the path is there and is easy for any new employee to
- Links with other sectors (strength and area for improvement)
- Really embrace the adult learning methodology and we see the good feedback in our evaluations
- USAID being very present from design to delivery – both quality and relevance are enhanced
- Were able to use the training materials to help in other aspects in our work and to educate throughout USAID – 118/119 in the field, biodiversity guide, tourism toolkits, after 3T's going to bring trainers to the Mission to talk about how to integrate your portfolio (will try in Ghana).
- Not a big secret, don't try to keep the materials to ourselves.

#### ***Areas for improvement***

Note: Based on our discussion the items have been identified as 2012 indicating they will be planned for in FY12 as part of a potential contract. USAID indicates that this is something USAID needs to discuss/work on internally.

- Think of ways to do more outreach efforts especially to new staff - Continue outreach to other sectors (2012)
- USAID being very present from design to delivery – both quality and relevance are enhanced, e.g. Applications course – however, really negative about amount of time/effort from USAID; therefore we need to get the message out. Think it will be an ongoing issue. How do we use it to capitalize on it for other parts of our work?
- Really want to have someone go over the SCALE and other trainings for online education. Meredith to work on (2012)
- Stay on top of the one day course – need to watch the audience, what we are sharing, how important environment is to everything else – maybe a little less on Foreign

Assistance, integration and other areas. Also, need to talk about people who should be trainers but need a lot of skill building (2012)

- Are we getting the right audience? can we do 2 hours for PPL or FS, is that really how we are going to embed this in other places in the Agency – DLIs will be good in 10 years ☺ Still have people to educate now. What do we do about it? (USAID, 2012)
  - Influencing the way we do development
- Integrate environment into other courses (e.g. Ag, Food Security) beyond environment only course to integration. How are we relevant to economic growth – how to get in on the EG and other courses? AG on food security has “knocked” and people are asking for Climate Change. The challenge is who is going to help to do it/work with them. (USAID, 2012)
  - Create a 30min -1.5 hours session for meetings/mini training in the Mission – understand integration, key facts
  - Put together a Mission workshop for senior staff to look at integrating – target Program Officers
  - Look at how we can tap into other conferences (e.g. program officers)
- Internally we need to work on office support, the LRM team is just Roberta (doing some hiring), and the NRM office needs an appointed training coordinator (full time job). Really need to work on Office Director and Team Leaders. (USAID, 2012)
  - Needs to be taken up by more people and wider – need someone like Zachary (KM person).
  - Water is hiring a KM person – why not do it at an office level? Might all depend on reorganization?
  - Think the FO and with USAID Forward:
    - The only way to get them on board with these topics is through training.
    - NRM office gets it and shows off. However, as we provide the work, the need is not there. Key question, what will happen when Roberta and Hannah are off doing other things?
- Include 3Ts on CK2C – Diane to talk to Gregory about what does it mean? (USAID, 2012)
- Need to think about champions to do things in field and at HQ, example Emily. Go back to thinking about the regional trainers and doing TOTs/capacity building for some courses (Short Course, GCC, etc. and tack it onto other events)
  - Make a commitment to have RDMA 101 or 201.
  - Don't forget the virtual component
  - Define criteria to be a trainer for each course
- Improve online learning environment. How other people are doing it? Integration with LMS and HR Website.

#### 4. Current Learning Path

- Edits to the learning path on core and elective courses (2011)
  - Elective courses:**
    - LTPR basic – add to elective

- Value Chain – take out
- Any course offered through NRM office as a general office rule
- List out the 5 GCC courses
- Add Water and Adaptation Training

**Core courses:** Remain the same.

- Get data from those taking courses on the learning path (Dan, Emily, Rita, Georgina, etc.)
- Do an illustration of the “learning path or learning tree” – maybe a graphic – and supply sample learning paths. Show that there are linkages. Think of it as an individual learning plan. (2012)
- Need more clarity about how the learning path is competency-linked.
- Do we need to have a point beyond this (301) where people bring the training/knowledge to others beyond 2012. (USAID)
  - TOT or taking of elective courses
- Integrate a brief introduction in the orientation for DLIs - show the LI and the learning path. (USAID, August 2011)
  - Use the breakout rooms on the hot topic. Find out what Jim and others say?
  - Offer a separate brown bag.
  - Improve the language in our gateway
  - Include in the other courses
  - Create a handout for their individual development planning (IDPs)
  - Talk to DLI supervisors and Jim, others about messaging and with HR
  - Include both before and after the 5 week training
  - Look to HR for the language around the different levels and look for incentives
  - Update and use it in the one day course, use to advertise other courses to other sectors
- Need to revamp and make the language consistent for all the announcements and to include the learning path
  - Look beyond the agency notice to listservs
  - Add a quote or two and number of people trained
  - Think about what will attract people to read
- One hours session about the ENRM LI internally
- Continue to make updates to the Gateway
  - Change environment matters in all places
  - Foundations/Applications – Make titles clear
  - Change Applications course to not be “under development”

## 5. Sustainability

What is required for the ENRM LI to be sustainable?

- What is measurable?

- Include metrics
- Focus on impact
- Ways to send updates to alumni and increase our impact
- It is about talking about collective action at longer term scales
- How to get from design to results
- Create instrument to get data about ENRM LI – not only every course\* but also about enabling environment (2012, M&E umbrella)
- Communicate impact (M&E)
- Continue to make course current and relevant – periodic review of content to ensure (2012, Short Course only)
- Have champions for it – active; involve more staff as trainers (those applying this), managers, etc. Trainers need to be able to stay fresh so there isn't burnout (i.e. one day course):
  - Need to look at Washington staff for short and 101 course
  - Recruit more short course trainers
- More intentional process about the impact of pieces of technical assistance/coaching, etc.
- Need to design an instrument to interview trainers and other people from the Office to get the stories of how these trainings are linked to coaching and technical assistance and make the case as well.
- Struggle to get our Team Leaders to take action when we need them to – we don't have Office Leadership, won't make decisions (but are supportive in other elements).
  - Go to Team Leaders meeting and present ourselves and ask for decisions/deadlines
  - Mostly about ENRM legacy planning
    - Who will be the back-up? What happens when we move on?
    - Who will participate on the Land Team?
  - Can we have a training coordinator?
  - Think about influencing PPL.
  - Get back to some consistency on meeting as a Steering Committee on monthly basis (Now) or consider getting together when it is needed. Do we need regular communication virtually? Are we having the conversations we need to have? Talk about in April 20<sup>th</sup> meeting.