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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES

FY2012 WORKPLAN



SEPTEMBER 2011

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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES

FY2012 WORKPLAN

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Cover photo: "Safari" event at 1st Annual SCAPES conference, organized by CK2C.

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ABBREVIATIONS

AAR	After Action Review
ABCG	Africa Biodiversity Collaborative Group
AED	Academy for Educational Development
AOTR	Agreement Officer's Technical Representative
BATS	Biodiversity Analysis and Technical Support
CBNRM	Community-Based Natural Resource Management
CDS	Conservation for Development Strategy
CK2C	Capitalizing Knowledge, Connecting Communities
CoP	Community of Practice
COPASSA	Conservation Partnerships for Sustainability in Southern Africa
DAI	Development Alternatives, Inc.
DL	Distance Learning
DLI	Development Leadership Initiative
EGAT	Economic Growth, Agriculture and Trade
ENRM	Environment, Natural Resource Management
F2F	Face to Face
FAB	Forestry and Biodiversity
GCC	Global Climate Change
GIS	Geographic Information System
IT	Information Technology
LI	Learning Initiative
LMS	Learning Management System
NRM	Natural Resource Management
PMP	Performance Monitoring Plan
RSS	Really Simple Syndication
SCAPES	Sustainable Conservation Approaches in Priority Ecosystems
TAMIS	Technical and Administrative Management Information System

TRG	Training Resources Group
UNFCCC	United Nations Framework Convention on Climate Change
USAID/WDC	United States Agency for International Development/Washington, DC
USG	United States Government

GLOSSARY

After Action Review

An After Action Review is a structured review or de-briefing process for analyzing what happened, why it happened, and how it can be done better, by the participants and those responsible for the project or event.

Backstop 40

Backstop 40 is a USAID occupational category for technical staff managing programs in the Energy, Global Climate Change, Natural Resource Management, and Urban Housing and Development sectors.

Community of Practice

A Community of Practice is a group of people who share an interest and/or a profession. The group facilitates the sharing of information and experiences to learn from each other, as well as to develop themselves professionally.

ESRI ArcGIS

ESRI ArcGIS is a geographic information services software application for web-based mapping and analysis.

Learning Initiative

The competency-linked Learning Initiative is a structured learning approach that incorporates formal training and assessment opportunities (e-learning and face-to-face courses) as well as informal, self-directed learning opportunities all aimed at achieving specific competency-linked learning objectives.

Learning Initiative Steering Committee

This steering committee is comprised of CK2C staff and USAID staff representing the Forestry and Biodiversity, Water, Global Climate Change, and Land teams.

Learning Path

A Learning Path is a set of core and optional courses that will allow staff to acquire proposed competencies.

RM Portal

The Development Resource Management Portal (RM Portal) is a USAID-funded content management system (<http://www.rmportal.net>).

RSS

Really Simple Syndication is a family of web feed formats used to publish frequently updated works—such as blog entries, news headlines, audio, and video—in a standardized format.

Tomoye ECCO

Tomoye ECCO is a community of practice solution software application.

USAID University

The University is USAID's Office of Human Resources web-based Learning Management System.

Wiki

Wiki software is a type of collaborative software that runs a Wiki system. This typically allows web pages to be created and edited using a common web browser.

BACKGROUND

USAID's Capitalizing Knowledge, Connecting Communities (CK2C) project will be implemented during the period October 1st, 2007 to September 30th, 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 has continued to pursue these objectives by managing and developing the FRAMEweb site (www.frameweb.org), conducting stocktaking activities to research and share best NRM practices, designing a competency-linked NRM training program for USAID, and supporting a range of USAID environmental communication and learning activities. The CK2C implementation team is currently comprised of Development Alternatives Inc. (DAI) and the Training Resources Group (TRG). The present annual work plan is the plan for the project's final year.

As of March, 2010, DAI's Tom Erdmann is CK2C's Chief of Party 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 of AED and now with DAI, is the Knowledge Management Specialist responsible for coordinating and facilitating activities (networks, workshops, trainings, etc.) around topical NRM themes. Carmen has over 8 years of experience in international development, specifically in natural resource management and geospatial conceptualization. This has entailed creating innovative knowledge services to share lessons learned, disseminate knowledge, and connect people and communities using a range of information systems and technologies. During CK2C's final year, Carmen's work on CK2C will gradually diminish. She will be replaced by a Junior Communications Specialist.

Patricia Garcia, of TRG, is CK2C's Adult Learning Specialist and technical lead for the 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 women scientists and professionals working in agriculture, forestry, fisheries, policy, and environment.

Sarah Schmidt, of DAI, is the Assistant Program Manager, responsible for managing and supporting multiple activities under CK2C, including training FRAMEweb membership, 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.

DAI's Shereen Abdelaaty is the Senior Communications Specialist responsible for the biodiversity and forestry communications component (Task 4). She has twelve 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 includes a Web Designer, System Administrator Emir Pilav, Project Coordinator Lauren Gaum, and Geographic Information System (GIS) specialist Brody Dittmore.

The work to be performed under this Task Order consists of the following four tasks. Implementation of the activities under each task will occur simultaneously.

Task 1: Assessing and Analyzing Natural Resource Management Successes

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

Task 3: NRM Competency-linked Training

Task 4: Biodiversity Reporting and Communications

The CK2C project was originally designed as a two-year effort that started in 2007. Its overarching goal was to provide in-depth analytical research that would help identify why specific natural resource management initiatives were successful and how those successes could be replicated and expanded. The analytical process – called stocktaking – was designed to involve local experts and key local partner organizations in the research, thereby building their knowledge and improving their visibility among decision makers in the targeted countries. Beyond this aspect of CK2C, the project would also manage USAID's FRAMEweb and this facility would be used to share knowledge and enable discussion among the stocktaking teams and across a community of interested people and organizations. Furthermore, the lessons learned through stocktaking and shared through the use of FRAMEweb were also conceived to be of value to the third component of CK2C: the training of USAID environmental staff through formal, face-to-face courses and e-learning.

The 2009 modification to the CK2C contract extended the project through the end of FY12 and added a fourth dimension to the initiative: reporting and communication of knowledge gained from a suite of USAID programs managed by the Forestry and Biodiversity (FAB) team of the Economic Growth, Agriculture and Trade's (EGAT) NRM Office. This additional component (Task 4) meshes perfectly with the existing components since it provides an added dimension of information and knowledge that will inform and be informed by stocktaking and will enrich the FRAME-based discussions while simultaneously benefitting from the use of FRAMEweb as a communications platform. Moreover, by integrating the research and analysis conducted under the auspices of the FAB team into CK2C training activities, USAID will have a cost-effective mechanism to ensure that the knowledge gained through its investments is internalized by its staff.

It should be noted that the Task 3 activities and budget were condensed and accelerated during FY11 so that funds up to the Task 3 ceiling were expended. At the time of this report, CK2C is expecting to receive additional funds (i.e., a ceiling increase) to continue Task 3 activities in FY12. CK2C is also expecting to receive additional funds (again, a ceiling increase) under Task

4 to assist in the development of USAID’s Conservation for Development Strategy (CDS). A final, new development for the CK2C project in FY12 is that we are expecting buy-in from USAID’s Africa Bureau – specifically from the Biodiversity Analysis and Technical Support (BATS) program. Consequently, some Task 1 and Task 2 activities target support for BATS program partners and activities.

The following work plan describes the specific activities that will be undertaken on each of CK2C’s four tasks during the period beginning October 1st, 2011 and ending September 30th, 2012. Under each task we have identified sub-tasks and activities, and have described the purpose, the responsibilities, the timing and the specific outcomes of each activity.

The updated CK2C performance monitoring plan (PMP) – due to be submitted to USAID on 31 October 2011 – gauges progress towards achieving performance and impact targets. Impact indicators have been selected to correspond to USAID “F-indicators” relating to biodiversity conservation and natural resource management objectives. CK2C reports against three principal biodiversity conservation indicators:

Number of policies, laws, agreements, or regulations promoting sustainable NRM and conservation that are initiated as a result of U.S. government assistance (Task 1);

Number of people receiving U.S. government-supported training in NRM and/or biodiversity conservation (Task 3); and

Number of people receiving United States Government (USG) supported training in global climate change including the UN Framework Convention on Climate Change (UNFCCC), greenhouse gas inventories, mitigation, and adaptation analysis (Task 3).

Task 2 activities will contribute to these objectives by (1) supporting the Task 1 stocktaking activities and related communities of practice, and (2) facilitating web-based e-learning and information sharing related to Task 3 training activities. Task 4 activities contribute via FRAMEweb information sharing and communication as well as learning on the Sustainable Conservation Approaches in Priority Ecosystems (SCAPES) project.

As of 31 August, 2011, CK2C budgetary expenditure against the four tasks and against biodiversity funding was as follows.

TABLE 1: CK2C BUDGETARY EXPENDITURE

	Tasks 1 and 2	Task 3	Task 4
Non-biodiversity funds expended	\$293,866.07	\$183,194.14	n/a
Biodiversity funds expended	\$1,373,182.51	\$1,465,432.99	\$578,127.53
Total spending	\$1,667,048.58	\$1,648,627.13	\$578,127.53

The following table provides information on FY11 funds for all of CK2C.

TABLE 2: FISCAL YEAR 2011 FUNDS FOR CK2C

Earmark by % total of FY11 funds		
Biodiversity earmarked	90.1%	\$1,133,085

Earmark by % total of FY11 funds		
Water earmarked	7.1%	\$89,188
GCC earmarked	2.4%	\$30,331
Not earmarked	0.4%	\$5,225
	TOTAL	\$1,257,829

CK2C will apply this funding to CK2C training, stocktaking and communication efforts in alignment with the proportions ascribed to the Congressional Funding Requirements (“earmarks”). The training modules that are designed and delivered will emphasize integrating ecological aspects into cross-sectoral development programs; the ENRM 201 or applications course also has a strong emphasis on biodiversity conservation. Similarly, CK2C will deliver a number of Water, Sanitation and Hygiene (WASH) courses in FY12. In addition, stocktaking efforts in southern Africa and the Philippines will inform improved management of biodiversity-rich forest, savanna, and (in the case of the Philippines) coastal ecosystems. Task 4 activities in support of learning on the SCAPES project will also make a strong contribution to improved biodiversity conservation efforts.

TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCE MANAGEMENT SUCCESSES

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

Purpose: FRAMEweb has developed and supported several stocktaking exercises and Communities of Practice (CoPs) in the past, but the outcomes have been variable. Some CoPs remain active and vibrant while others have lapsed. Our goal is to select themes for stocktaking that are not only of interest to USAID but that also engender sufficient interest and enthusiasm locally thereby creating self-sustaining CoPs. These local practitioners will advocate for change and catalyze “scaling-up” of interventions that will help combat resource depletion.

Approach: Five possible themes were identified in 2007/2008 and initial e-mail discussions were launched to assess interest in pursuing these. CK2C first canvassed groups of local experts and interested parties to assess their interest in participating in internet-based discussions that may lead to formal stocktaking exercises. The most important goal has been to identify two or three key individuals for each theme who are willing and able to be champions in the process of stocktaking as well as leaders in the discussion forum. Additional themes were discussed with USAID/EGAT and suggested by NRM practitioners and colleagues. An attempt was also made to balance potential themes across regions of the world so that broad geographical representation is ensured. At this point in time, no additional stocktaking assessments are planned for CK2C’s last year, which is largely a consolidation year. We do expect to continue to promote discussions of various stocktaking results via the two principal FRAMEweb CoPs as well as at the CBNRM stocktaking regional workshop (tentatively set to take place in Johannesburg) and the final stocktaking wrap-up workshop in Washington, DC.

Activity 1.1.1 – Complete stocktaking exercise – southern Africa (Botswana, Mozambique and regional workshop)

At present, both the Botswana and Mozambique reports are nearly complete and proceedings of the two workshops have been finalized and posted on FRAMEweb. CK2C will complete editing and formatting of the two reports by October. Work on the consolidated regional report – based on the 5, country-level stocktaking assessments as well as a 6th report on Namibia produced by COPASSA – has commenced. CK2C will also complete the draft of this report in October so that it can be circulated to regional CBNRM stocktaking stakeholders ahead of the regional workshop scheduled for November. The workshop itself will be the last step in the southern Africa CBNRM stocktaking. CK2C will work together with COPASSA to organize and participate in the workshop, though COPASSA will be the lead project for this event.

Subsequent to the workshop, CK2C will produce a summary workshop proceedings report and will finalize the consolidated stocktaking report. Both of these are expected to be completed by January.

Activity 1.1.2 – Complete stocktaking exercise – Philippines

The Philippines CBNRM stocktaking assessment will be completed in the first half of FY12. This will consist of finalizing the stocktaking report, currently in draft form, and producing the workshop proceedings report. Due to the workloads of CK2C staff, the two reports will likely be completed during the November – January timeframe. A FRAMEweb CoP encompassing Philippines CBNRM stakeholders is already functional and includes several members of the government's Department of Environment and Natural Resources. It is hoped that these decision- and policy-makers will take heed of the stocktaking findings and participate in the CoP's discussions.

Outcome: Each stocktaking exercise will produce a report that synthesizes and analyzes important CBNRM topics such as enabling conditions, lessons learned, and best practices. The consolidated CBNRM in southern Africa report will also include a section on global or universal principles of CBNRM. In addition, a report on the proceedings of the regional, southern Africa workshop will be produced. All of these documents will be posted on FRAMEweb and it is hoped that the two CBNRM CoPs will use the findings and analysis in the reports to advance and advocate for CBNRM.

Responsibilities and Timing: Tom Erdmann will lead activities under this sub-task. It is expected that COPASSA staff will contribute to producing the proceedings of the regional workshop for the southern Africa stocktaking. Similarly, Julie Bourns is expected to contribute to finalization of the Philippines report. The Mozambique and Botswana reports should be completed by October while the consolidated southern Africa report and workshop proceedings should be finalized by January. It is expected that the Philippines stocktaking report and workshop proceedings will also be finished by January.

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

Purpose: The CK2C stocktaking activities are aimed at incorporating experiential knowledge about current, best NRM practices into program and project designs. CK2C will identify local institutions in each stocktaking country or region that will use and promote the assessment results. In collaboration with the stocktaking teams, these institutions will help identify key collaborators and local champions who will participate in the exercise. Stocktaking workshops will be used to gather stakeholder representatives who will discuss and reach a consensus on the assessment results; participants will also produce action points in order to implement or utilize these results.

Approach: Stocktaking will involve literature surveys, data collection and, possibly, site-specific field assessments. Once a draft assessment is ready, stakeholder workshops will be convened to discuss the results. The responsibilities for undertaking this work and for funding the different activities will fall to CK2C and partner organizations that CK2C will identify.

The regional stocktaking in southern Africa aims to tap the wealth of experience and knowledge on community-based natural resource management in southern Africa and to assess what basic assets and enabling conditions have engendered success. Southern Africa presents an excellent regional case because there is a diversity of environmental, socio-economic and policy conditions. Some countries have built up effective CBNRM programs around managed hunting of wildlife in community lands. Elsewhere, wildlife management has not played a role but the commercialization of non-timber forest products has produced improved management of natural assets and resulted in improved livelihoods and better governance. The stocktaking will draw on this wealth of experience that stretches back nearly 40 years in some countries.

Activity 1.2.1 – Expanded participation in regional CBNRM stocktaking workshop – southern Africa

CK2C's partner organization in the southern Africa stocktaking – the COPASSA project – will organize a regional workshop in the first quarter of FY12 in order to present and discuss the stocktaking results from each country (Botswana, Malawi, Mozambique, Namibia, Zambia, and Zimbabwe). CK2C will also produce a consolidated report; it is expected that a synopsis of this report will be presented at the workshop. Besides representatives who participated in the stocktaking exercises, it is expected that decision- and policy-makers from each country will be invited.

CK2C staff will work with COPASSA staff to ensure meaningful participation of the decision- and policy-makers. This will include in-depth discussions with COPASSA staff during the planning phase of the regional workshop. The ultimate goal would be to influence policy related to CBNRM and also seize opportunities for incorporating CBNRM into new and evolving development programs and policies. Another emphasis of the workshop will be presenting and discussing universal or global principles for CBNRM drawn from the 6 stocktaking assessments. It is expected that these principles will subsequently be presented to, and discussed by the Southeast Asia CBNRM CoP.

Outcome: For each stocktaking exercise, a formal document (workshop proceedings) that summarizes the discussions and provides an inventory of available information as well as an action plan or action points.

Responsibilities and Timing: Tom Erdmann, with technical support from local experts and consultants and COPASSA staff. The southern Africa regional CBNRM stocktaking workshop is currently scheduled for November. Workshop proceedings should be finalized by January.

SUB-TASK 1.3: REPORT AND DISSEMINATE FINDINGS

Purpose: The goals of the stocktaking exercises include building broader support to help local experts and champions advocate for changes in policies or implementation activities that will promote widespread dissemination and adoption of improved natural resource management strategies. In order to build broader support and effect change, communication and dissemination of stocktaking findings – using a variety of means – is critical.

Approach: CK2C will organize a stocktaking wrap-up workshop in Washington, D.C. The workshop will present findings from each stocktaking (7 in total), comparing and contrasting CBNRM successes and failures. It is expected that one of the focal components of the

workshop will be a presentation and discussion of universal or global, experience-based CBNRM principles and practices, based on results of the 7 stocktaking assessments as well as discussions from the two FRAMEweb CBNRM CoPs. Final stocktaking reports and workshop proceedings will also be posted on FRAMEweb.

The overall objective of these assessments is to increase the understanding of successful approaches and actions in integrating natural resource management, economic growth, and governance in programs targeting NRM. CK2C has also developed a web-based tool (GeoExplorer) that will enable the sharing of spatial information relating to NRM themes. A final element of the toolbox will be a living stocktaking guide that practitioners can use and update.

Activity 1.3.1 – Disseminate Philippines report and begin online discussion of results

We anticipate that the final Philippines stocktaking report will be available for posting on FRAMEweb by January (if not earlier). The report will be posted in the newly created CBNRM in southeast Asia CoP which combines stakeholders involved in both the Philippines and the previous Kalimantan, Indonesia stocktakings. In the meantime, CK2C staff will strive to maintain this group's engagement via discussions and posting of other pertinent content. We expect that some discussion will focus on Filipino data points (in a range of sectors including forestry, fisheries, land management/agriculture, water, and ecotourism) recently contributed to GeoExplorer. The Philippines workshop proceedings will also be shared via FRAMEweb as soon as they are finalized – probably in December or January.

Activity 1.3.2 – Enhance communication of stocktaking results to decision- and policy-makers

In order to influence CBNRM policy and facilitate its incorporation into new and ongoing development programs and policy, CK2C staff will endeavor to develop targeted communication campaigns for decision- and policy-makers. This may include FRAMEgrams focused on CBNRM policy as well as a newsletter summarizing stocktaking results. During the last year of the project, we will focus on the two regions that have dedicated CBNRM CoPs: southern Africa and southeast Asia. One challenge that will need to be overcome will be obtaining contact details for the target group; for the southern Africa region, we anticipate that COPASSA will be able to assist us with this task.

Activity 1.3.3 – Develop and maintain the geospatial visualization tool – GeoExplorer

The CK2C team will continue to develop, test and deploy an interactive, web-based map of NRM activities (GeoExplorer) as part of the FRAMEweb site using ESRI ArcGIS software. We will conduct outreach to the NRM community at large to publicize and market the tool in order to encourage further population and utilization of the site. In addition, the team will explore the use of country specific spatial data to engage FRAMEweb members in analytical discussions and encourage them to populate GeoExplorer, with specific emphasis on USAID's BATS program and partner activity information.

Activity 1.3.4 – Living stocktaking guide

At the request of USAID EGAT staff, CK2C will develop a guide on how to conduct stocktaking assessments. The aim of the guide will be to provide a tool to enable NRM practitioners to implement stocktakings beyond the end date of CK2C. In a bid to maintain relevancy and avoid

the tool becoming outdated, CK2C staff will endeavor to produce a living guide that can be constantly updated. We anticipate that this will be accomplished by putting the guide in wiki format.

Activity 1.3.5 – Stocktaking wrap-up workshop/event

A final stocktaking workshop is planned in Washington, DC in order to present assessment findings to USAID staff and other NRM professionals. It is expected that this will be a day-long event during which results from all 7 CK2C stocktaking assessments will be presented. We anticipate that the universal or global principles of CBNRM will comprise a special focus during the workshop and that a panel discussion or some sort of similar forum regarding these principles will occur. The workshop will also afford an opportunity to present and discuss various facets of FRAMEweb, including the GeoExplorer tool. Finally, it is expected that the living stocktaking guide will also be presented during the workshop.

Outcome: Published materials (reports and proceedings) from the Philippines stocktaking posted on FRAMEweb. Targeted outreach campaign on CBNRM for southern Africa and Southeast Asia decision- and policy-makers. Summary presentations on stocktaking assessments made in Washington during the stocktaking wrap-up workshop. GeoExplorer, an interactive web-based map of NRM activities, populated and maintained on FRAMEweb. Living stocktaking guide produced.

Responsibilities and Timing: Tom Erdmann, supported by CK2C Geospatial and Communication Specialists. In addition, Sarah Schmidt and Carmen Tedesco, with support from the CK2C IT team, will maintain the GeoExplorer tool and conduct outreach and training throughout the year. Philippines materials finalized by January; outreach to policy- and decision-makers will occur during January-February; the draft, living stocktaking guide produced by March; the stocktaking wrap-up workshop planned for April; the GeoExplorer tool will be maintained throughout FY12.

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

Purpose: CK2C will not attempt to develop a concise definition of a Community of Practice (CoP) that distinguishes a CoP from a discussion group, for example. Nevertheless, we will encourage FRAMEweb discussions that are created organically from user-based interest to connect and build upon related, existing CoPs or encourage the development of new CoPs. 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 limited scope for CK2C to fund such events beyond the proposed stocktaking exercises. 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.

Approach: CK2C will encourage FRAMEweb organic discussion groups and pre-existing groups formed outside of FRAMEweb 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. We anticipate that CK2C stocktaking activities will continue to build upon face-to-face workshops by utilizing the social networking tools available on FRAMEweb to share knowledge and ideas.

Activity 1.4.1 – Mentor CoP champions and moderators to effectively manage communities and discussions

We will 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. CK2C will engage USAID BATS team members to become champions of discussions related to existing FRAMEweb thematic communities of practice that correlate with BATS pillars, including Faith and Conservation, and Climate Change. We will also share best practices that may improve their discussions, and broaden their community participation. Finally, CoP champions will be encouraged to share best practices and facilitation tips among themselves.

Activity 1.4.2 – Conduct member outreach to facilitate participation – networking, information sharing, and discussions

We will continue to share provocative questions posted in FRAMEweb discussions with the entire FRAMEweb community to stimulate broader discussion. This will be done through a combination of FRAMEweb-wide emails and Twitter posts. We will also continue to reach out to new members to share communities that may appeal to them based on self-described interests in their profiles. Network building between communities and individuals with shared interests will also be facilitated.

New communities and discussions will be fostered through discussions with potentially interested champions as we have done in the past with specific focus on USAID BATS initiatives and champions. Specifically, in collaboration with the BATS team, CK2C staff will communicate with the FRAMEweb network, highlighting BATS information and products focused on the 8 activity pillar themes. One new target community, in partnership with the Forest Service, would be focused on Nature, Wealth, and Power related specifically to work done through BATS partners in Francophone Africa.

In addition, in collaboration with the STEWARD team, CK2C will host and facilitate at least one webinar to promote and highlight best practices and information produced by STEWARD. Specifically, CK2C will:

- Work with STEWARD to select topics and presenters;
- Work with presenters to develop materials - formatting presentations, collecting bios, interactive questions, etc.;
- Promote and publicize the event;
- Organize and manage logistics and technology – invitations, participant lists, pre-presentation information, technology testing and hosting; and
- Post webinar follow-up – participant communications, promotion of presentation materials and/or videos, management of post-event discussions.

Outcome: The result of mentoring and outreach efforts will be sustained relationships with partners and champions, specifically focused on USAID BATS initiatives, and increased awareness of FRAMEweb members regarding content and networking opportunities. In addition, at least three CoPs will be created and maintained.

Responsibilities and Timing: Sarah Schmidt, Carmen Tedesco, and Junior Communications Specialist with input and collaboration from BATS team members. This outreach will be conducted on a continual basis, with communities created by the end of quarter 3, allowing time for project closedown and handover transition.

TABLE 3: TASK 1 GANTT CHART

Activity/Task Description	Est. cost ¹	Responsibility	Q1	Q2	Q3	Q4
Task 1: Assessing and analyzing natural resource management successes						
Sub-task 1.1: Identify and assess appropriate themes and implement stocktaking						
<i>Activity 1.1.1: Complete stocktaking exercise – southern Africa (Botswana, Mozambique and regional workshop)</i>	\$5,000	Erdmann	▲	▲		
<i>Activity 1.1.2: Complete stocktaking exercise – Philippines</i>	\$7,000	Erdmann		▲		
Sub-task 1.2: Hold discussions and local/regional workshops to build partnerships and communities of practice						
<i>Activity 1.2.1: Expanded participation in regional CBNRM stocktaking workshop – southern Africa</i>	\$5,000	Erdmann		▲		
Sub-task 1.3: Report and disseminate findings						
<i>Activity 1.3.1: Disseminate Philippines report and begin online discussion of results</i>	\$2,000	Erdmann (assisted by Schmidt, Tedesco)		▲		
<i>Activity 1.3.2: Enhance communication of stocktaking results to decision- and policy-makers</i>	\$5,000	Erdmann (assisted by Schmidt, Tedesco)	▲			
<i>Activity 1.3.3: Develop and maintain the geospatial visualization tool – GeoExplorer</i>	\$10,000	Schmidt, Tedesco, CK2C IT Team				
<i>Activity 1.3.4: Living stocktaking guide</i>	\$3,000	Erdmann (assisted by Schmidt)		▲		
<i>Activity 1.3.5: Stocktaking wrap-up workshop/event</i>	\$4,000	Erdmann (assisted by Schmidt, Gaum)			▲	
Sub-task 1.4: Build coalitions and web-based communities of practice						
<i>Activity 1.4.1: Mentor CoP champions and moderators to effectively manage communities and discussions</i>	\$10,000	Jr. Communications Specialist, Schmidt, Tedesco				
<i>Activity 1.4.2: Conduct member outreach to facilitate participation – networking, information sharing, and discussions</i>	\$10,000	Jr. Communications Specialist, Schmidt				

Legend:

-  duration of activity
-  milestone

¹ Figures in this column are illustrative. The definitive CK2C financial document is the approved budget. In addition, it should be noted that CK2C does not track spending by activity.

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

USAID's work in natural resource management (NRM) is by definition multi-sectoral and global in scale in order to capture the complexity of the systems involved and provide benefits at the local level. To support knowledge sharing and adoption of best practices, USAID developed the FRAME project, first under the Africa Bureau and later managed through the EGAT Bureau's Land Resources Management Team and the Capitalizing Knowledge, Connecting Communities (CK2C) project. The original FRAME project developed web-based tools to connect the NRM community, disseminate relevant information, and give voice to NRM champions.

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 and NRM partners. Task Two supports both Tasks One and Four with online resources for NRM stocktaking and communications for the USAID Forestry and Biodiversity Team.

Web-based tools offer the benefits of a community commons to share documents and discussions. The CK2C team will maintain and build upon the FY11 FRAMEweb upgrade of Tomoye/ NewsGator's latest Community of Practice (CoP) software platform - ECCO 3.2 - to continue to build a more reliable, efficient and easy-to-use, online tool to support stocktaking, communities, partners and training.

The CK2C team will focus on the following sub-tasks under Task Two while planning for closedown and transition in quarter 4:

- Manage the FRAMEweb site,
- Support communities and NRM partner organizations, including BATS program partners, and
- Continue capacity building and communications.

The overarching objective of these activities is to contribute to stocktaking exercises and related knowledge sharing in order to support policy and legislative reforms that will improve the management of natural resources and conservation of biologically diverse landscapes, ecosystems and communities of flora and fauna. CK2C will focus its efforts on improved sharing of information in cases where inadequate availability of such information is believed to represent a threat to biodiversity conservation. CK2C will help reduce these threats by improving communication of conservation messages and helping manage knowledge that is believed to be essential for sound conservation of biodiversity in specific countries and regions. In this way, CK2C will help reduce threats to biodiversity by focusing all Task 2 activities on achieving positive impact on biodiversity as gauged by the CK2C PMP indicators.

SUB-TASK 2.1: MANAGE THE FRAMEWEB SITE

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 will now function as a portal to reference materials in the Resource Management (RM) Portal library. The collaborative relationship refocuses the two websites, returning FRAMEweb to its original function as a Community of Practice website. 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.

Approach: The CK2C 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 CK2C team will continue to provide reliable, secure access to features supporting online document sharing, discussion forums, and website hosting. This year, the team also plans to work with USAID (directly or with another USAID contractor) to transition the website and hardware in anticipation of the end of the CK2C contract in FY12.

Activity 2.1.1 – Securely maintain and transition hardware and Tomoye ECCO software

The CK2C Team will continue to manage FRAMEweb servers and software. In quarters 3 and 4 the team will work with USAID (directly or with another contractor) to transfer and transition the hardware and software in anticipation of the end of the CK2C contract. This includes one or two training sessions on the use and management of the software, physical transition of the server (hardware) and account transfers for licensing, domain names, etc.

Activity 2.1.2 – Update FRAMEweb content

The Team will continually, add and update content on the website with the use of really simple syndication (RSS) feeds, blogs, and links to the RM Portal research library, with particular emphasis on emerging issues such as climate change and food security.

Activity 2.1.3 – Cross-reference FRAMEweb and the USAID Resource Management Portal

The team anticipates a continued collaborative relationship with USAID's RM Portal through the integration of customized web-links and RSS feeds.

Outcome: Secure and updated website with current content related to priority NRM information. A collaborative relationship with the RM Portal will allow greater access to NRM research and documents, including FRAMEweb-archived, CoP collections, in a more efficient way. Smoothly transferred hardware and software.

Responsibilities and Timing: Sarah Schmidt, the CK2C IT support team, and the Junior Communications Specialist will coordinate and complete hardware and software transfer during quarter 4. The Junior Communications Specialist and Sarah Schmidt will continue to facilitate content for the topic sections via RSS feeds and customized links to the RM Portal library on an ongoing basis.

SUB-TASK 2.2: SUPPORT COMMUNITIES AND PARTNER ORGANIZATIONS

Purpose: Communities for CK2C start with networks and shared interests. 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 assistance. Supporting the core processes of building communities and generating value from the interaction requires skilled facilitation, participation by members and an appreciation outside the community for strategic outputs.

Approach: 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 will continue to offer the utilization of FRAMEweb social media tools and skilled facilitation to existing groups or programs with an emphasis on working with USAID BATS team members including the Environmental Law Institute and the US Forest Service's International Program. Active engagement and facilitation of select communities – as outlined in sub-task 1.4 above – will further support a collaborative environment for shared discovery and solutions.

Activity 2.2.1 – Outreach and promotion of FRAMEweb social media tools

The CK2C team will continue to promote FRAMEweb tools (e-mail and web-based discussions, blogs, RSS feeds, etc.) through targeted communications, participation in industry events and networking with the NRM community and existing programs and partners, with specific emphasis on engaging BATS team members. The team anticipates delivering at least one presentation on the application of FRAMEweb to a USAID audience as well as presenting at the stocktaking wrap-up workshop in Washington, DC.

Activity 2.2.2 – Support existing FRAMEweb partner pages

The CK2C team will continue to support existing FRAMEweb partners through technical assistance (teleconferences, in-person face-to-face meetings, and web-conferences), dissemination of community tools and resources (such as the Quick Reference Guide, and How To videos), and champion mentoring for improved collaboration results.

In particular, the CK2C will continue to support champions and moderators from the Africa Biodiversity Collaborative Group (ABCG). Specifically, we will:

- Mentor ABCG team members to champion and promote existing topics on the ABCG partner page;
- Provide technical assistance as needed to trouble-shoot the ABCG partner page;
- Share best practices and lessons learned from other partner pages and communities of practice; and
- Pursue opportunities to support ABCG with topics related to BATS pillars such as biodiversity and vector-borne or zoonotic diseases, and biodiversity and food security.

Additionally, in collaboration with the ABCG team, CK2C will host and facilitate at least one webinar to promote and highlight best practices and information produced by the program. Specifically we will:

- Work with ABCG to select topics and presenters;
- Work with presenters to develop materials - formatting presentations, collecting bios, interactive questions, etc.;
- Promote and publicize the event(s);
- Organize and manage logistics and technology – invitations, participant lists, pre-presentation information, technology testing and hosting; and
- Post webinar follow-up – participant communications, promotion of presentation materials and/or videos, management of post-event discussions.

Outcome: Outreach and marketing of FRAMEweb tools will result in well supported, new and existing partners that will enhance and broaden the knowledge base of the FRAMEweb community at large. It is anticipated that the online communities themselves will contribute to the body of NRM knowledge through dialogue, documents and concrete solutions, all captured on FRAMEweb.

Responsibilities and Timing: Sarah Schmidt, Carmen Tedesco, and Junior Communications Specialist, with input from the CK2C and ABCG teams, will facilitate communities and mentor community leaders throughout FY12.

SUB-TASK 2.3: CAPACITY BUILDING AND COMMUNICATIONS

Purpose: CK2C offers powerful web tools to enhance valuable collaboration and learning. That power, however, requires some investment in skills and training in order 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 CK2C audiences. Training and communications will support successful adoption and adaptation of the CK2C approach to collaboration and stocktaking.

Approach: A blended learning approach mixing face-to-face introductions to the site as well as in-depth training sessions on site administration, online conferencing and e-learning material (such as “How to” guides, videos, and downloadable tutorials) will provide a multi-level system to engage learners and deliver targeted training on community participation and use of web tools. Building on the instructional resources created in year two, three, and four of CK2C (videos and Help Guides), staff will revise and update materials for the ECCO 3.2 software as needed. Through e-newsletters and distribution of CK2C products using FRAMEgram, the team will share the ongoing benefits of the FRAMEweb site, the results of the stocktaking assessments, and the products and information produced by the USAID BATS program.

Activity 2.3.1 – Capacity building and information resources for the use and management of FRAMEweb communities

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. By providing simple, step-by-step instructions on utilizing new tools as well as process guides on how to build, grow and manage communities, FRAMEweb will empower users and community leaders or champions to contribute and expand their knowledge and network, and make the most of their online experience. CK2C staff will also continue to update (as needed) and share existing online tools and technical approaches, such as additional or updated “how to” guides and videos, to extend the benefits of online tools. Additionally, the team will conduct at least one training session for BATS team members in administration of FRAMEweb, including approving new members, adding content, and posting questions, re-assigning content, and blogging.

Activity 2.3.3 – Produce and distribute FRAMEgram

The CK2C team will research, write and distribute FRAMEweb’s e-newsletter (FRAMEgram) on a bimonthly basis. Staff will work with USAID BATS members to identify innovative and current information and resources related to emerging topics related to the program, including a FRAMEgram devoted to the Environmental Law Institute report on NRM in a post-conflict environment.

Outcome: Updated quick reference guides and “How To” videos will allow FRAMEweb network members to concentrate on content versus technology. The use of e-mail-based subscriptions and “push-based” communication strategies, including:

- FRAMEgram newsletters,
- Online surveys and events, and
- Targeted dissemination of information.

These strategies will keep users informed and directly involved in preferred areas of interest and CoPs, increasing site activity and information flow.

Responsibilities and Timing: Sarah Schmidt, Carmen Tedesco, and the Junior Communications Specialist will continue to create and publish user and training guides and videos. This team will also provide members and partners with on-demand support. The Junior Communications Specialist and Sarah Schmidt, along with the USAID BATS team, will manage and publish the FRAMEgram newsletter on a bimonthly schedule.

TABLE 4: TASK 2 GANTT CHART

Activity/Task Description	Est. cost ²	Responsibility	Q1	Q2	Q3	Q4
Task 2: Web-Based Tools For Building Capacity And Communities						
Sub-task 2.1: Manage the FRAMEweb Site						
<i>Activity 2.1.1</i> – Securely maintain hardware and Tomoye ECCO software	\$30,000	Schmidt, CK2C IT Team				▲
<i>Activity 2.1.2</i> – Update FRAMEweb content	\$10,000	Jr. Communications Specialist, Schmidt				
<i>Activity 2.1.3</i> – Cross-reference FRAMEweb and the USAID Resource Management Portal	\$5,000	Jr. Communications Specialist, Schmidt				
Sub-task 2.2: Support Communities and Partner Organizations						
<i>Activity 2.2.1</i> – Outreach and promotion of FRAMEweb social media tools	\$20,000	Jr. Communications Specialist, Schmidt, Tedesco				
<i>Activity 2.2.2</i> – Support existing FRAMEweb partner pages	\$15,000	Jr. Communications Specialist, Schmidt, Tedesco		▲	▲	
Sub-task 2.3: Capacity Building and Communications						
<i>Activity 2.3.1</i> – Capacity building for the use and management of FRAMEweb communities	\$20,000	Jr. Communications Specialist, Schmidt, Tedesco				
<i>Activity 2.3.2</i> – Provide FRAMEweb technical training and information resources	\$15,000	Jr. Communications Specialist, Schmidt, Tedesco				
<i>Activity 2.3.3</i> – Produce and distribute FRAMEgram	\$5,000	Jr. Communications Specialist, Schmidt, Tedesco	▲ ▲	▲	▲ ▲	▲

Legend:

-  duration of activity
-  milestone

² Figures in this column are illustrative. The definitive CK2C financial document is the approved budget. In addition, it should be noted that CK2C does not track spending by activity.

TASK 3: ENRM COMPETENCY-LINKED 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) in order 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 Task 3 are (1) to 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) to build the capacity of individuals and institutions to support adaptation to climate change. By improving 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).

The ENRM-LI will help USAID Environment Officers and staff managing environment programs acquire and master proposed competencies by:

- Offering a learning path to keep knowledge and skills current. This learning path will present staff with continuous learning opportunities through blended approaches that will incorporate distance learning (DL) as well as face-to-face (F2F) learning options.
- Creating a virtual gateway to offer self-directed learning resources and stimulate knowledge sharing. The virtual gateway will host the formal distance learning (e-learning) courses, including collaborative learning models to facilitate informal learning activities as well as access to learning resources.

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).

The competencies were developed based on a training needs assessment; the competencies were also the foundation used to develop a five-day, face-to-face ENRM overview course which was delivered six times in Panama City, Pretoria, Cebu, Accra and Washington DC (twice) during the last four years of the project. In order to enrich the learning experience, in April 2009, the CK2C team added a distance learning (DL) component to the ENRM overview course. This DL component, called the “Foundations DL Course,” also received positive feedback and subsequently became a stand-alone DL course (while also being a pre-requisite for the ENRM blended overview course).

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 blended courses devoted to conflict and NRM: “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), 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.

The ENRM-LI has three overarching components on which the CK2C team, in collaboration with USAID EGAT staff, will continue working during FY12: (1) the Learning Initiative itself, which includes overarching management and facilitating the sustainability of the ENRM-LI, (2) Training (F2F, DL and blended courses), and (3) the Learning Gateway. The main focus of the CK2C team will be:

- Overall management of the ENRM Learning Initiative,
- Redesigning the one-day Environment Matters Course and delivering 4 courses in FY12,
- Ensuring the delivery of the three current ENRM five-day blended courses (F2F and DL):
 - One ENRM overview (five-day) course in Washington DC,
 - One ENRM applications (five-day) course in Washington DC (carried over from FY11), as well as
 - One WASH overview (five-day) course in Washington DC,
- Facilitating the full incorporation of water in the ENRM-LI by:
 - Assessing (in collaboration with the USAID Water Team) USAID training needs and identifying core competencies in water management themes including water supply sanitation and hygiene (WASH), water resource management, and water productivity,
 - Developing (in collaboration with the USAID Water Team) a “water” component for the ENRM Learning Initiative including definition of an overall curriculum in the water sector, identification of courses/modules needed (and general content for each), and articulation of a plan of action to develop and implement needed training components,

- Developing an action plan for virtual water-related training as a result of the needs assessment and competencies,
- Evaluating and reporting on all training modules delivered,
- Ensuring the delivery of one three-day F2F specialized water training module: either Water and Climate Change Adaptation – one delivery in DC or RDMA, or Water and Food Security – one delivery in DC or RDMA,
- Launching and offering the Programming for Environmental Funding (PEF) DL course (previously named the Earmarks course),
- Supporting the logistics and facilitating one delivery of the Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict course (3Ts) in Washington DC,
- Managing the continuous delivery of the Foundations stand-alone DL course, and
- Updating and maintaining the ENRM Learning Gateway.

As in the previous fiscal year, CK2C is building upon the set of tools and training resources developed by EGAT/NRM during the last four years and will continue to coordinate with the other training programs being implemented by other EGAT offices and by the USAID Regional Bureaus.

SUB-TASK 3.1: MANAGE THE ENRM LEARNING INITIATIVE

Purpose: In FY12, CK2C will focus on managing, reporting and facilitating the sustainability of the established ENRM Learning Initiative. Activities during the final year of the contract will ensure that all course materials, promotional materials and logistical documents are finalized and transferred to USAID.

Approach: The CK2C team will continue to manage the ENRM-LI, working directly with USAID technical and Human Resources staff to update the Learning Path as needed, attending management and Agency learning meetings, and collecting data and information and reporting on the monitoring and evaluation plan. The team will also work with USAID to finalize and transfer all course and management files.

Activity 3.1.1 – Management and Transfer of the ENRM-LI

The CK2C team will continue to attend and facilitate monthly ENRM-LI Steering Committee Meetings. These meetings are intended to be technical in nature, i.e., focused on course design and delivery, M&E reporting and Learning Gateway management. The Team will also meet with the USAID Office of Human Resources as needed to facilitate sustainability of ENRM-LI activities including the competency-linked learning path and ENRM competencies.

In quarter four, the team will finalize all printed and electronic files for transfer to USAID. This includes all course delivery materials and communications and management files from CK2C's TAMIS system. These materials will be provided in printed and electronic formats (CD ROMs). This process will include discussing the management and transfer of the ENRM Gateway materials to USAID.

Outcomes:

- Final ENRM-LI documents and files; this will include a printed and electronic document clarifying what the new ENRM competency-linked learning path is, what core courses integrate this learning path, and what other courses or learning resources are part of the learning path; it will include the water competencies and learning path as well as Trainer's Guide, Participant Workbook and handouts for all courses designed under this task; and
- A virtual path in the form of recommended learning opportunities organized and displayed on the ENRM Learning Gateway.

Responsibilities and Timing: Patricia Garcia and Sarah Schmidt, completed by September 2012.

Activity 3.1.2 – Water Management Competency Development Process and Learning Path Definition

The purpose of this activity is to define core competencies in water management themes including water supply, sanitation and hygiene (WASH), water resource management, and water productivity, and to develop a learning path (curriculum) for the water sector, identifying the learning opportunities required to master proposed competencies. The learning path will be based on the results of a training needs assessment as well as the competency-building process. CK2C will work collaboratively with the USAID Water Team to identify training needs and competencies required to manage water-related programs at a “knowledgeable practitioner level³” (mid- level). Then, based on a thorough analysis of both the training needs assessment and the competencies identified, the CK2C team, in collaboration with the Water Team, will propose a learning path that allows USAID staff managing water programs to acquire and master proposed competencies. The learning path will include a set of blended and DL-only learning opportunities as well as virtual resources.

Specific activities required to develop the competencies and learning path for USAID staff managing water programs are as follows:

- Assess USAID training needs of target population (staff managing water programs) in collaboration with Water Team members.
- Identify “exemplar USAID staff managing water programs” and interview them to identify core competencies and training needs.
- Analyze data collected from interviews and, in collaboration with Water Team members, develop a draft of knowledgeable practitioner level competencies for USAID staff managing water programs.
- Validate proposed competencies with senior management and exemplars.

³ Knowledgeable Practitioner refers to an employee that sees the situation as a whole and acts from personal conviction, according to Dreyfus and Dreyfus.

- Identify current learning opportunities and identify gaps.
- Propose a learning path to master proposed competencies, including general content per learning opportunity.
- Articulate a plan of action to develop and implement needed training components. This action plan will include a virtual learning plan.

Outcomes:

- Training needs assessment document.
- Water staff competencies document validated by senior management.
- Proposed learning path document (includes general content per learning opportunity) and virtual presence in the ENRM-LI Gateway.
- Action plan articulated to develop and implement needed learning path (training components).

Responsibilities and timing: Patricia Garcia, Meredith MacDonald, and Sarah Schmidt. Needs assessment and competencies ready for senior management validation by second quarter FY12 and learning path incorporated in ENRM-LI Gateway by fourth quarter FY12.

Activity 3.1.3 - ENRM Learning Initiative Monitoring and Evaluation (M&E)

The CK2C team will continue implementing the existing 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. The overall effectiveness of the ENRM-LI will be measured at three levels (following the work of Dr. Jim Kirkpatrick in training evaluation systems). Tasks associated with this activity follow.

Collect data for the ENRM-LI M&E report. This will include FY12 data related to course evaluations, self-assessment quizzes applied during the course (only applicable for the ENRM overview course), After Action Reviews (AAR), and interviews with a sample of participants from five-day courses delivered in FY11 as well as some in FY12. This follows the M&E plan approved by the ENRM-LI Steering Committee in 2010. CK2C will be able to present interview data only of courses delivered through May 2012. After that, there will not be enough time to collect data about course impact (at least 3 months after the course delivery is needed).

Summarize cumulative data for the M&E report. This will comprise data from the face to face and blended courses: Environment Matters, the ENRM overview and applications courses, and the WASH courses.

Summarize cumulative data for the M&E report from the evaluations and trends of DL courses; this will include the ENRM Foundations course and PEF.

Outcomes: The FY12 summary report that includes data collected from each course delivered during FY11 and part of FY12 as specified in the M&E plan; the final ENRM-LI cumulative summary report (data from courses delivered from the start of CK2C) on course satisfaction,

self-assessment quizzes, and behavioral changes or application, provided directly to USAID as a final deliverable of the ENRM-LI M&E plan.

Responsibilities and Timing: Patricia Garcia and Meredith MacDonald, ongoing through September 2012.

SUB-TASK 3.2: TRAINING COMPONENT

Purpose: The 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 experiential opportunities during the F2F component.

Approach: The CK2C team will finalize the designs and materials of the competency-linked training courses (DL and F2F) and deliver all courses designed by the CK2C team using consistent adult learning methods and standards.

Activity 3.2.1 - ENRM Blended Overview Course Delivery

The CK2C team will deliver the current five-day blended ENRM overview course for the seventh time as well as produce a final, standardized Trainer's Guide and Participant Workbook.

Outcomes:

- ENRM Overview course delivered April, 2012.
- Trainer's Guide formatted and provided to USAID as a final course deliverable; Participant Workbook formatted and provided to USAID as a final course deliverable; evaluation report on course delivery (described in Activity 3.1.2 above).

Responsibilities and Timing: Patricia Garcia and Sarah Schmidt. Course delivery in April 2012 and material finalization and delivery by September 2012.

Activity 3.2.2 - ENRM Blended Applications Course Designed and Delivered

The CK2C team will deliver the ENRM applications course – a five-day, competency-linked blended course – for a second time in FY12. This course was budgeted with FY 2010 funds and the course delivered this year will use the FY 2011 budget to support any additional work needed. This delivery corresponds to applications course delivery programmed in the FY11 work plan (this delivery was canceled on September 20, 2011 and postponed for FY12). This course is a follow-on to the ENRM overview course and offers advanced technical knowledge and skills related to ENRM programming.

Specifically the team will:

- Finalize the Trainer's Guide and Participant Workbook.
- Deliver the course once in Washington DC.
- Upload the Trainer's Guide and Participant Workbook to the Technical and Administrative Management Information System (TAMIS) and provide copies to USAID as course deliverables.

Outcomes:

- ENRM blended applications course delivered once in June or July 2012.
- Trainer's Guide uploaded in TAMIS and provided to USAID as a final course deliverable.
- Participant Workbook uploaded in TAMIS and provided to USAID as a final course deliverable.
- Evaluation report on course delivery (as described in Activity 3.1.2 above).

Responsibilities and Timing: Meredith MacDonald and Sarah Schmidt, ongoing (activity tasks in all 4 quarters of FY12) through September 2012.

Activity 3.2.3 - WASH Blended Five-day Course Delivered

The CK2C team will deliver the five-day blended WASH course and will finalize and standardize the Trainer's Guide and Participant Workbook.

Specifically the team will:

- Finalize the Trainer's Guide and Participant Workbook.
- Deliver the course once in Washington DC.
- Upload the Trainer's Guide and Participant Workbook to the Technical and Administrative Management Information System (TAMIS) and provide copies to USAID as course deliverables.

Outcomes:

- WASH Blended Course delivered once in July or August 2012.
- Trainer's Guide uploaded in TAMIS and provided to USAID as a final course deliverable.
- Participant Workbook uploaded in TAMIS and provided to USAID as a final course deliverable.
- Evaluation report on course delivery (as described in Activity 3.1.2 above).

Responsibilities and Timing: Meredith MacDonald and Sarah Schmidt (or the DAI logistics coordinator for the course), ongoing (activity tasks in all 4 quarters of FY12) through September 2012.

Activity 3.2.4 - ENRM Environment Matters (Short Course)

The CK2C team will deliver the current 1-day, Environment Matters course once in November 2011. CK2C will also redesign the course, incorporating feedback from participants and trainers, deliver the new redesigned course three times in 2012 (February, May and summer), and finalize the Trainer's Guide and Participant Workbook.

Outcomes: Course delivered four times; Trainer's Guide delivered to USAID as a final course deliverable; Participant Workbook delivered to USAID as a final course deliverable; Evaluation report on course delivery (as described in Activity 3.1.2 above).

Responsibilities and Timing: Meredith MacDonald and Sarah Schmidt. New redesigned course by February 2012; final Participant Workbook and Trainer's Guide by September 2012.

Activity 3.2.5 - NRM and Conflict Course: Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict (3Ts)

The CK2C team will offer adult learning expertise for minor adjustments to the current 3Ts course and will provide course facilitation for the three-day, "Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict" course. The DL component will continue as is with minor additions developed in collaboration with the technical course content developers- Associates in Rural Development (ARD). CK2C will also offer logistics support (participant registration, catering and location rental).

Specifically the team will:

- Finalize the 3Ts course Trainer's Guide which consists of a document that describes the different sessions. This Trainer's Guide is complemented by the power point presentations developed by trainers and ARD technical specialists. CK2C will also collaborate with technical course developers in the finalization of the Participant Workbook which follows ARD training standards.
- Develop and manage delivery of a short DL module using the technical content provided by ARD. The short DL module will be a pre-requisite for the F2F three-day course.
- Facilitate one delivery of the course (April 2012), both DL and F2F.

Outcomes: Course facilitation (once); DL launched and accessible in the ENRM Learning Gateway; overall course first level evaluation analysis.

Responsibilities and Timing: Patricia Garcia and Meredith MacDonald through September 2012 with course delivery in April 2012.

Activity 3.2.6 - Water Specialized Training Courses

CK2C will offer some support to the design of one three-day face-to-face specialized water training course (either Water and Climate Change Adaptation or Water and Food Security) and will facilitate and coordinate the delivery of the course in FY12 (tentative dates are in conjunction with WASH course delivery or ENRM or agriculture courses in Washington DC or elsewhere).

Specifically the team will:

- Support the design of the selected course by offering adult learning methods and by finalizing the Trainer's Guide and Participant Workbook for the course.
- Course delivery (Washington DC) and finalization:
- Facilitate delivery of selected course on dates defined by the ENRM-LI Steering Committee.
- Manage logistics required to deliver the course.
- Upload the Trainer's Guide and Participant Workbook to the Technical and Administrative Management Information System (TAMIS) and provide to USAID as course deliverables.

Outcomes:

- One specialized water training course delivered once in FY12.
- Trainer's Guide uploaded in TAMIS and provided to USAID as a final course deliverable.
- Participant Workbook uploaded in TAMIS and provided to USAID as a final course deliverable.
- Evaluation report on course delivery (as described in Activity 3.1.2 above).

Responsibility and Timing: Patricia Garcia, Meredith MacDonald and Sarah Schmidt, through September 2012.

Activity 3.2.7 - Distance Learning (DL) Stand-Alone Foundations Course

The CK2C team will continuously deliver the DL Foundations Stand-Alone course. The team will also actively market the course and report on participation and results every 6 months.

Specifically the team will:

- Advertise and market the course in the USAID LMS and through other Agency means.
- Continuously allow access to the course and offer technical and training assistance if needed.
- Prepare a report on course evaluation and trends every six months (March 31st, 2012 and September 30th, 2012).
- NB: this course will continue as a pre-requisite for the ENRM overview course as well.

Outcomes: Foundations course permanently accessible in the ENRM Learning Gateway; reports on course evaluation and trends (March 31st, 2012 and September 30th, 2012); final summary report of the DL course evaluations and trends as part of the ENRM-LI M&E report, delivered to USAID as a final course deliverable.

Responsibility and Timing: Meredith MacDonald and Sarah Schmidt, through September 2012.

Activity 3.2.8 – Programming Environmental Funding (PEF) Distance Learning Course

The development and initial delivery of this course has been postponed since FY10 and was included in the FY11 work plan. The course design will be completed by November 2011 and the course will be launched by early December 2011 per the decision of the USAID ENRM-LI Steering Committee. This is a DL course that may need to be updated once in FY12. The course will also be competency-linked according to the main objectives of the ENRM-LI. The course is being designed by USAID staff in coordination with the CK2C adult e-learning expert. Specifically, the CK2C team will:

- Finalize the course design and content using the best e-learning methodologies available to the ENRM-LI.
- Launch the course by December 5th, 2011.
- Advertise and market the course in the USAID LMS and through other Agency means.
- Continuously allow access to the course and offer technical and training assistance if needed.

- Prepare a report on course evaluation and trends every 4 months after course launch (April 30th, 2012 and September 30th, 2012).

Outcomes: PEF course permanently accessible in the ENRM Learning Gateway by December 5th, 2011; reports on course evaluation and trends (April 30th, 2012 and September 30th, 2012).

Responsibility and Timing: Meredith MacDonald and Jiwon Paik. Course launched December 5th, 2011, and course reports April 30th and September 30th, 2012.

Activity 3.2.9 – Converting the SCALE Course into an Online Format for Delivery

The CK2C team will revise the current SCALE course and work collaboratively with George Washington University technical experts to make changes and improvements required to convert the course to the ENRM-LI distance learning format. Specifically, the CK2C team will:

- Assess the current state of the course and collaborate with the technical content expert to propose a plan to convert the course to the ENRM-LI distance learning format.
- Convert the course.
- Launch the course, including promotion in the USAID LMS.

Outcomes: SCALE course launched in the ENRM LI gateway and permanently accessible in the ENRM Learning Gateway by April, 2012; report on course evaluation and trends (September 30th, 2012).

Responsibility and Timing: Meredith MacDonald and Sarah Schmidt. Course launched April 2012, and course report on September 30th, 2012.

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 will update the calendar and library with new resources and courses as needed and will endeavor to integrate other ENRM courses offered in the Agency.

Activity 3.3.1 - Maintain the ENRM Learning Web-based Gateway

The CK2C team will continue to maintain and manage 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 the USAID University.

Specifically, the team will:

- Populate and update the home page with ENRM-LI information and communications.
- Communicate and work with the EGAT Portal team, when appropriate, to cross reference common materials and resources.
- Promote the Learning Gateway.

- Maintain and update distance learning course functionalities and site resources, such as the Resource Center, Course Catalog and Calendar, with current information.

Outcome: ENRM Learning Gateway successfully running and updated.

Responsibilities and Timing: Sarah Schmidt with DAI's web development team, ongoing (activity tasks in all 4 quarters of FY12) through September 2012.

TABLE 5: TASK 3 GANTT CHART

Activity/Task Description	Est. cost ⁴	Responsibility	Q1	Q2	Q3	Q4
Task 3: ENRM Competency-Linked Training						
Sub-Task 3.1: MANAGE THE ENRM LEARNING INITIATIVE (\$121,500)						
Activity 3.1.1 Management and Transfer of the ENRM-LI	\$58,000	Patricia Garcia				▲
Activity 3.1.2. Water Management Competency Development Process and Learning Path Definition	\$32,000	Patricia Garcia, Meredith MacDonald & Sarah Schmidt		▲		▲
Activity 3.1.3 - ENRM Learning Initiative Monitoring and Evaluation	\$31,500	Patricia Garcia & Meredith MacDonald				▲
Sub-Task 3.2: Training Component (\$234,500)						
Activity 3.2.1 - ENRM Blended Overview Course Delivery	\$50,000	Patricia Garcia & Sarah Schmidt		▲		▲
Activity 3.2.2 - ENRM Blended Applications Course Delivery	\$28,000	Meredith MacDonald & Sarah Schmidt			▲	▲
Activity 3.2.3 - WASH Blended 5-day Course Delivery	\$45,500	Meredith MacDonald & Sarah Schmidt			▲	▲
Activity 3.2.4 - ENRM Environment Matters Course	\$28,000	Patricia Garcia, Meredith MacDonald & Sarah Schmidt	▲	▲	▲	▲

⁴ Figures in this column are illustrative. The definitive CK2C financial document is the approved budget. In addition, it should be noted that, with the exception of the WASH support activities, CK2C does not track spending by activity.

Activity/Task Description	Est. cost ⁴	Responsibility	Q1	Q2	Q3	Q4
Activity 3.2.5 - NRM and Conflict Course: Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict	\$26,000	Patricia Garcia & Meredith MacDonald		▲		▲
Activity 3.2.6- Water Specialized Training Course	\$22,000	Patricia Garcia & Meredith MacDonald		▲	▲	▲
Activity 3.2.7- Distance Learning Stand-Alone Foundations Course	\$9,000	Meredith MacDonald	▲	▲	▲	▲
Activity 3.2.8 – PEF DL Course	\$9,000	Meredith MacDonald	▲			▲
Activity 3.2.9 – SCALE DL Course	\$17,000	Meredith MacDonald & Sarah Schmidt		▲		▲
Sub-Task 3.3: Virtual Learning Resources (\$23,000)						
Activity 3.3.1- Maintain the ENRM Learning Web-based Gateway	\$23,000	Sarah Schmidt	▲	▲	▲	▲

Legend:

□ duration of activity

▲ milestone

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 CK2C 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 as well as 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 the 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.

CK2C will focus on the following sub-tasks under Task Four:

- Support the SCAPES learning initiative;
- Facilitate production and dissemination of print and web publications; and
- Support development of the Conservation for Development Strategy.

The Task Four team will continue to ensure that linkages across the 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. Another learning activity may be identified at a later time.

Specific activities include:

Activity 4.1.1 – Support organization and facilitation of a second SCAPES Annual Meeting in Tidewater, MD in December 2011 (September-December 2011)

This effort will involve agenda development with USAID, arranging for travel logistics and working closely with the venue to ensure the retreat goes as planned.

Activity 4.1.2 – Help plan and support logistics for a SCAPES presentation series at the World Conservation Congress in Korea in September 2012 (September 2011-September 2012)

This effort will involve session development with USAID, arranging for travel logistics and providing additional support as needed, such as publication development.

Activity 4.1.3 – Provide technical assistance and products via the SCAPES NRM Governance Learning Activity (September 2011-March 2012)

This activity involves the development of a NRM governance-measuring tool that will be field tested in several SCAPES sites before it is finalized for broader use. The activity will produce the tool and associated analysis.

Activity 4.1.4 – Provide technical assistance and products via the SCAPES Climate Change Adaptation Learning Activity (September 2011-March 2012)

This activity involves the development of a framework that incorporates climate change adaptation concerns into program design. The activity will also conduct a literature review on relevant case studies in the area of climate change adaptation. Other technical assistance products may be developed at a later date and might include a survey of climate change adaptation tools.

Activity 4.1.5 – Continue support for SCAPES communications including a quarterly update, with three to four updates expected in FY12 (approximately November 2011, February 2012, May 2012, August 2012)

The Task Four Team will continue to produce communications for the SCAPES team, including newsletters/updates.

Activity 4.1.6 – Participate in, take notes and cater for 2 or 3 quarterly meetings of the SCAPES partnership in Washington, DC (March 2012, June 2012, September 2012)

The Task Four team will continue to provide support to the SCAPES quarterly meetings, including notes capture and catering.

Outcome: CK2C expects to play a critical role in harnessing best practices and learning tools for broader dissemination across a diverse group of development practitioners. Serving in this capacity, CK2C will free up SCAPES partners to focus their energies on conservation initiatives.

Responsibilities and Timing: Shereen Abdelaaty and the CK2C team will facilitate the learning component for SCAPES in consultation with Mary Rowen, Andrew Tobiason and other SCAPES AOTRs.

SUB-TASK 4.2: MANAGE INFORMATION SHARING OF BEST PRACTICES THROUGH TARGETED COMMUNICATIONS

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 needs 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 will continue to work with the FAB team to identify reporting needs and produce requested publications in a timely fashion. Products include technical guides, short publications and updated web pages for the FAB team.

Using a mix of web and print-based communications tools, this sub-task will help USAID share lessons learned and compliance tools with a broader community. Communications will 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 will assist USAID with their publication needs - repurposing, writing, copy editing and publishing - on an as needed basis. CK2C will work with the FAB team to create a dynamic web presence on the USAID external site. This will include a revamping of the layout and content of the forestry and biodiversity pages along with a generation of interactive maps to visually display program activities. The Task Four team will also continue to identify opportunities for synergies across FRAMEweb, the CK2C geospatial tool (GeoExplorer), USAID's RM Portal and other information services to ensure broad dissemination of FAB communications.

4.2.1 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 are invited to give feedback on the content and structure of the guide during the update process.

Approach: Much work has been done in FY11 to conceptualize a relevant table of contents for the Guide and draft a majority of the sections. In FY12, CK2C will continue to provide targeted support including writing, editing and layout assistance to complete the update. It is expected that the Guide will be ready for publication by early 2012.

Activities include:

Activity 4.2.1.1 – Work with USAID to update the Guide to Biodiversity Programming through writing and coordination of writing by FAB Team as needed (September 2011-January 2012)

CK2C will continue to provide targeted writing and process management expertise to the Guide update. DAI is working with outside consultants as well as tapping in-house writers to help complete the guide via close collaboration with USAID.

Activity 4.2.1.2 – Provide support to the layout of the Guide and manage printing process (January-March 2012)

CK2C will liaise with a graphic designer to put together a layout for the Guide in close collaboration with USAID. Once a layout is approved, CK2C will work with the printers to produce a printed volume for distribution.

Activity 4.2.1.3 – Facilitate creation of an online Guide web presence, including updatable references (March-April 2012)

CK2C will work with USAID to create a presence for the Guide on the external USAID website, and potentially on FRAMEweb. The team will manage the update with USAID to ensure relevant resources, at a minimum, are kept current.

Outcome: Completing an update of the Guide will ensure that future generations of conservation professionals within USAID and in the wider conservation community will have access to current thinking across a variety of thematic topics. Using a collaborative approach to the update, it is anticipated that the final product will promote cross-sectoral learning on a larger scale and reinforce efforts in the training arena on how best to manage biodiversity programs.

Responsibilities and Timing: Shereen Abdelaaty and DAI staff will work with Diane Russell on the update of the Biodiversity Guide.

4.2.2 Web Support

Purpose: The USAID FAB Team is interested in refreshing the content and design of the forestry and biodiversity web pages on the external USAID site.

Approach: It is envisioned that CK2C will assist the FAB Team with the conceptualization of a new navigation architecture and an update of content for the web pages. It is anticipated that the technical website restructuring work will be performed by a specialized consulting firm under DAI's direction.

Activities include:

Activity 4.2.2.1 – Review existing biodiversity and forestry content at www.usaid.gov and with USAID and determine what to keep, archive, and develop (September 2011-November 2011)

As a first step in an overhaul of the USAID biodiversity and forestry web pages, CK2C will facilitate discussions around content with the FAB team and work to articulate that message to the web designers in collaboration with USAID.

Field Code Changed

Activity 4.2.2.2 – Create a clean navigation architecture to organize biodiversity and forestry content (November 2011-December 2011)

This activity will be handled by a dedicated web design firm that will work with USAID to deliver a new navigation architecture that best showcases the updated content.

Activity 4.2.2.3 – Support development and editing of content, including photos (December 2011-January 2012)

Task Four will work with USAID to repurpose information that is currently being prepared for the 118/119 report and the Biodiversity Guide, in addition to other communication pieces, for use on the website. Task Four will also tap the growing photo library to visually display aspects of USAID work.

Activity 4.2.2.4 – Build a dynamic map to display and find data spatially (December 2011-January 2012)

The web design firm will work with CK2C and USAID to create a map that is likely to include: country-level information on summaries of key biodiversity threats and issues and links to completed 118/119 assessments; biodiversity priorities based on results of the strategy process (see below); forest cover or other data points; and project information.

Outcome: An updated and dynamic web presence will serve the FAB Team's broader communications and outreach goal.

Responsibilities and Timing: Shereen Abdelaaty will work with Andy Tobiason on restructuring the FAB web pages during the first half of FY12.

Activity 4.2.3 - Short Publications

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

Approach: It is envisioned that CK2C will assist the FAB Team with the preparation and publication of key communications pieces as needed.

Outcome: Through the publication of a variety of short publications, USAID staff and partners will become better informed of key issues affecting the development community and program results.

Responsibilities and Timing: Shereen Abdelaaty will work with FAB staff on short publications on an ongoing basis.

SUB-TASK 4.3: CONSERVATION FOR DEVELOPMENT STRATEGY

Purpose: USAID missions are currently reviewing their portfolios in response to the call from Agency leadership to concentrate on a limited number of objectives. This initiative, combined with future constrained resources, has many high priority biodiversity countries proposing to dramatically reduce and/or eliminate their biodiversity programming. Anticipated Congressional earmarks will, however, require missions to then implement programs that are not included in

their long-term planning. Overall, the Agency's biodiversity portfolio risks becoming ad hoc and ineffective.

CK2C has received a request to assist USAID with the development of 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.

Approach: Development of the CDS will be as consultative as possible within USAID at both the headquarters and field level, while ensuring that the process is expeditious and keeps on schedule. The Task Four team will work closely with the USAID team to provide technical and strategic management expertise to this activity.

Activities include:

Activity 4.3.1 – Collaboratively develop a detailed work plan and implementation timeline for the entire strategy process (September-October 2011)

The work plan and timeline will be developed by the CDS Team Leader in close consultation with USAID.

Activity 4.3.2 – Conduct internal and external consultations as agreed upon in work plan, and produce a summary report synthesizing these consultations (September-December 2011)

The CDS Team Leader will work with USAID to identify appropriate individuals and mechanisms for conducting internal and external consultations. A summary report will be prepared on the key messages from the consultations.

Activity 4.3.3 – Produce one final report ranking countries in which USAID works via a conservation priority setting methodology (November-December 2011)

The CDS Team Leader will manage a team of DAI home office technical staff to prepare the report in close consultation with USAID.

Activity 4.3.4 – Produce one final detailed report summarizing current and planned investments and strategic direction of other US Government agencies and major donors in biodiversity conservation (November-December 2011)

The CDS Team Leader will manage a team of DAI home office technical staff to prepare the report in close consultation with USAID.

Activity 4.3.5 – Produce one final detailed report with recommendations for indicators, tools and approaches that can be used to monitor implementation of the strategy (November-December 2011)

The CDS Team Leader will manage a team of DAI home office technical staff to prepare the report in close consultation with USAID.

Activity 4.3.6 – Produce one final detailed report summarizing the current strategic emphases on biodiversity within national governments in the countries where USAID works and a proposed set of criteria for ranking country commitment to biodiversity conservation (November-December 2011)

The CDS Team Leader will manage a team of DAI home office technical staff to prepare the report in close consultation with USAID.

Activity 4.3.7 – Produce reports which assess and summarize issues in biodiversity sub-sectors to be determined, and identify key bottlenecks to biodiversity conservation (November-December 2011)

The CDS Team Leader will manage a team of DAI home office technical staff to prepare the report in close consultation with USAID.

Activity 4.3.8 – Produce one draft, detailed 5-year USAID Conservation for Development Strategy (February 2012)

The CDS Team Leader will draw upon all reports created under the strategy and internal and external consultations with stakeholders to produce a strategy that meets USAID's needs. The strategy will be no more than 20 pages plus annexes in a format to be agreed with USAID, and will include annexes listing people interviewed and documents reviewed.

Outcome: It is expected that from the strategy development process, the Agency will have a well-articulated, integrated and relevant biodiversity strategy that recognizes sound natural resource management as a foundation for economic and social development.

Responsibilities and Timing: Shereen Abdelaaty and DAI staff/consultants will work closely with Hannah Fairbank and the USAID Strategy Steering Committee to complete the strategy.

TABLE 6: TASK 4 GANTT CHART

Activity/Task Description	Est. cost ⁵	Responsibility	Q1	Q2	Q3	Q4
Task 4: Biodiversity and Forestry Reporting and Communications						
Sub-Task 4.1: SCAPES Learning Initiative						
Activity 4.1.1 Support organization and facilitation of a second SCAPES Annual Meeting	\$150,000	Shereen Abdelaaty, Lauren Gaum	▲			
Activity 4.1.2. Help plan and support logistics for a SCAPES presentation series at the World Conservation Congress in Korea	\$100,000	Shereen Abdelaaty, Lauren Gaum	▲			▲
Activity 4.1.3 - Provide technical assistance and products via the SCAPES NRM Governance Learning Activity	\$13,000	Shereen Abdelaaty		▲		
Activity 4.1.4 Provide technical assistance and products via the SCAPES Climate Change Adaptation Learning Activity	\$100,000	Shereen Abdelaaty		▲		
Activity 4.1.5. Continue support for SCAPES communications	\$10,000	Shereen Abdelaaty	▲	▲	▲	
Activity 4.1.6 - Participate in, take notes and cater for quarterly meetings of the SCAPES partnership	\$9,500	Shereen Abdelaaty, Lauren Gaum		▲	▲	▲
Sub-Task 4.2: Manage Information Sharing of Best-Practices through Targeted Communications						

⁵ Figures in this column are illustrative. The definitive CK2C financial document is the approved budget. In addition, it should be noted that CK2C does not track spending by activity.

Activity/Task Description	Est. cost ⁵	Responsibility	Q1	Q2	Q3	Q4
4.2.1 Biodiversity Guide						
Activity 4.2.1.1 - Work with USAID to update the Guide to Biodiversity Programming	\$80,000	Shereen Abdelaaty, DAI staff, outside consultants		▲		
Activity 4.2.1.2 - Provide support to the layout of the Guide and manage printing process	\$80,000	Shereen Abdelaaty, Designer and Printer		▲		
Activity 4.2.1.3- Facilitate creation of an online Guide web presence	\$10,000	Shereen Abdelaaty			▲	
4.2.2 Website Overhaul						
Activity 4.2.2.1 - Review and update of existing biodiversity and forestry content at www.usaid.gov	\$5,000	Shereen Abdelaaty	▲			
Activity 4.2.2.2 - Create a clean navigation architecture to organize content	\$40,000	Shereen Abdelaaty, Web Design Firm	▲			
Activity 4.2.2.3 - Support development and editing of content	\$10,000	Shereen Abdelaaty	▲			
Activity 4.2.2.4 - Build a dynamic map to display and find data spatially	\$7,000	Shereen Abdelaaty, Web Design Firm	▲			
Activity 4.2.3 - Short Publications - Assist the FAB Team with the preparation and publication of key communications pieces as needed	\$30,000	Shereen Abdelaaty, Designer				
Sub-Task 4.3: Conservation for Development Strategy						
Activity 4.3.1 – Collaboratively develop a detailed work plan and implementation timeline for the entire strategy process	\$10,000	Shereen Abdelaaty, CDS Team Leader	▲			

Field Code Changed

Activity/Task Description	Est. cost ⁵	Responsibility	Q1	Q2	Q3	Q4
Activity 4.3.2 – Conduct internal and external consultations, and produce a summary report synthesizing these consultations	\$30,000	Shereen Abdelaaty, CDS Team Leader	▲			
Activity 4.3.3 – Produce final report ranking countries in which USAID works via a conservation priority setting methodology	\$50,000	Shereen Abdelaaty, CDS Team Leader, Analytic Report Writer(s)	▲			
Activity 4.3.4 – Produce final report summarizing current and planned investments and strategic direction of other US Government agencies and major donors in biodiversity conservation	\$40,000	Shereen Abdelaaty, CDS Team Leader, Analytic Report Writer(s)	▲			
Activity 4.3.5 – Produce final report with recommendations for indicators, tools and approaches to monitor implementation of the strategy	\$50,000	Shereen Abdelaaty, CDS Team Leader, Analytic Report Writer(s)	▲			
Activity 4.3.6 – Produce final report summarizing current strategic emphases on biodiversity within national governments	\$40,000	Shereen Abdelaaty, CDS Team Leader, Analytic Report Writer(s)	▲			
Activity 4.3.7 – Produce reports which assess and summarize issues in biodiversity sub-sectors to be determined	\$30,000	Shereen Abdelaaty, CDS Team Leader, Analytic Report Writer(s)	▲			
Activity 4.3.8 – Produce draft, detailed 5-year USAID Conservation for Development Strategy	\$50,000	Shereen Abdelaaty, CDS Team Leader		▲		

Legend:

□ duration of activity

▲ milestone

PROJECT CLOSEDOWN

As this is the final year of the CK2C project, staff will be involved in closedown activities during the final 6 months of the project. Some closedown tasks even commence before the final 6 months of the project. Overall, tasks associated with closedown require significant time and effort. Closedown involves completing CK2C technical and administrative activities and dismantling DAI systems established uniquely for the project. The final year of a project's implementation is considered the closedown phase. DAI must focus on submission of remaining deliverables, ensure that all contractual requirements have been met, and safeguard documentation. To ensure a successful closedown process, a minimum of four experienced and knowledgeable staff must be identified to take on specific roles as part of the closedown team. This team will likely be comprised of Lauren Gaum as Home Office Administrative lead, Olutayo Akingbe as Closedown Manager, and Tom Erdmann and Julie Bourns as Technical Leads.

Twelve months prior to the end of the contract, the Project Team Lead (Julie Bourns) will commence the closedown planning process. The critical tasks during this phase center on review of closedown deliverables and preparation of a unique client closedown plan. The period between eight months and four months remaining on the CK2C project will be spent on moving closedown progress forward and finalizing deliverables. The key deliverable for USAID at this stage is the non-expendable property disposition plan. Also during this period, the team must finalize files, confirm IT closedown support, confirm shipping plans, and finalize staff separation procedures. This is also the phase during which the project should be winding down technical activities and planning for transition of activities to new partners or beneficiaries.

One month prior to contract end, the majority of closedown should be completed. Final activities should be focused on disposing of remaining inventory and packing remaining files. The Home Office Administrative Lead must confirm that remaining subcontractor close-out activities have been completed and invoices have been paid. Ten days before the contract ends, the project should be operating on a skeleton staff that is focused on finishing last minute items, such as submitting the final report to the client. The following table enumerates some of the main closedown tasks and their anticipated timing.

TABLE 7: CK2C CLOSEDOWN GANTT CHART

Activity/Task Description	Responsibility	April	May	June	July	August	Sept.
File Retention and Shipping							
Review home office project files	Lauren Gaum						
Request Bar Code Shipping Labels	Lauren Gaum						
Prepare packing list, number boxes, and pack (Label boxes with bar code, project name, & mark destroy date)	Lauren Gaum						
Ship project documents	Lauren Gaum						
Inventory							
Physical inventory and equipment condition	Lauren Gaum						
Identify potential beneficiaries for equipment disposition and create project wide disposition plan	Lauren Gaum						
Submit complete NXP request to USAID	Curt Beech						
When USAID plan confirmed, transfer, store, and dispose of XP & NXP as planned. Create an MOU for non-DAI recipients to sign and have them sign it as equipment is transferred. Ensure insurance for shipping.	Lauren Gaum						
Verify & collect all equipment assigned to employees	Lauren Gaum						
Finance							
Audit & combine financial files	Lauren Gaum						
Verify all travel advances cleared and travel vouchers processed	Lauren Gaum						
Reconcile project invoice	Lauren Gaum, Katherine Huynh						
Reconcile subcontractor and vendor invoices against budget	Lauren Gaum						
Personnel							

Activity/Task Description	Responsibility	April	May	June	July	August	Sept.
Audit personnel files	Lauren Gaum						
Complete LOE Audit	Lauren Gaum						
Finalize end of employment information for staff, e.g., letters of recommendation/employment verification	Lauren Gaum, in collaboration with HR						
Insurance: health provider participant update	Lauren Gaum, in collaboration with HR						
Notify DAI of last dates of employment, submit termination PAS	Lauren Gaum						
Update and Send EBDs to the Office of Recruitment, Send updated CVs to recruitment for RMS	Lauren Gaum						
Information Technology							
Update computer inventory	Lauren Gaum						
Back up all electronic files and clean hard drives	Lauren Gaum, in collaboration with IT						
Technical Activities							
Submit formal closedown plan to client	Olutayo Akingbe, Lauren Gaum, Tom Erdmann						
Submit contract deliverables to COTR	Tom Erdmann, Sarah Schmidt, Shereen Abdelaaty, Julie Bourns						
Save contract deliverables on CD, plus submit to DAI Library, and USAID DEC	Lauren Gaum						
Work on and complete Final Report	Tom Erdmann, Sarah Schmidt, Shereen Abdelaaty, Julie Bourns						