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# CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: FY2013 ANNUAL REPORT



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# CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES:

## FY2013 ANNUAL REPORT

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Cover: SCAPES Annual Meeting participants in a breakout session.



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# BACKGROUND

USAID's Capitalizing Knowledge, Connecting Communities (CK2C) Program was implemented over the period 1 October 2007 to 30 September 2013. CK2C built on best practices and impacts generated by natural resource management (NRM) initiatives. CK2C's predecessor project included NRM impact assessments or stocktakings 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 continued to pursue these objectives by managing and developing the FRAME website ([www.frameweb.org](http://www.frameweb.org)), conducting stocktaking activities to research and share NRM best practices, designing and delivering a competency-based environment and NRM training program for USAID, and supporting a range of USAID environmental communication and learning activities.

During FY2013, the CK2C team was comprised of Development Alternatives Inc. (DAI) and Training Resources Group (TRG). DAI's Tom Erdmann was Chief of Party and was also responsible for managing the project's first task: natural resource management stocktakings. Sarah Schmidt, who left CK2C in May, filled the Assistant Program Manager position and was responsible for managing and supporting multiple activities under CK2C including training FRAMEweb members, information technology support, and communication. Patricia Garcia, of TRG, was CK2C's Adult Learning Specialist and technical lead for USAID Environment and Natural Resource Management (ENRM) training activities. Shereen Abdelaaty, of DAI, was the Senior Communications Specialist, responsible for the Biodiversity and Forestry communications and learning component (Task 4). Karishma Patel of DAI was the Knowledge Management and Communications Specialist, responsible for coordinating and facilitating activities (networks, workshops, trainings, etc.) around topical NRM themes. Jeremy Keeton of DAI, the Administrative and Technical Support Specialist, played multiple roles on CK2C, supporting field testing of the stocktaking guide, providing oversight and support to ENRM training activities, and leading administrative and financial tasks.

The present report covers the program's final year, from 1 October 2012 to 30 September 2013 – the same period as is covered by the FY2013 work plan. The work performed under the CK2C Task Order consisted of four tasks. These tasks and associated activities ran simultaneously and in parallel.

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

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

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

## **Task 4: Biodiversity Reporting and Communications**

This report describes progress against the specific activities that were planned to be undertaken in FY2013 on each of these tasks. Under each Task there are identified sub-tasks and activities; the report describes these activities as well as the purpose and the specific outcomes. This

information is not reported in the same level of detail as in the work plan, so the work plan should be consulted if more specific information is required. The CK2C final report, covering all 6 years of the program, also provides additional information on program results and impacts, lessons learned, and best practices.

# TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCE MANAGEMENT SUCCESSES

The overall objective of CK2C's Task 1 was to increase the understanding of and raise awareness about successful approaches and actions in integrating natural resource management, economic growth, and governance in programs targeting NRM. Another related goal was to influence and inform NRM policies and decisions, to the extent possible. To accomplish the overall objective, the CK2C team undertook seven natural resource impact assessments (also referred to as stocktakings) over the six-year duration of the project. A final, wrap-up workshop in Washington, DC, highlighted the contributions of community-based natural resource management (CBNRM) to multiple development objectives and also helped achieve this objective. In addition, the program fostered information sharing, dialogue and learning via communities of practice (CoPs) and a spatial visualization tool known as GeoExplorer.

Regarding the stocktakings, CK2C employed an assets-based approach to the information-gathering portion of the assessments, emphasizing the full integration of local partners and practitioners as part of the team. With the completion of each assessment, CK2C organized an in-country (or regional, if appropriate) forum or workshop to present and discuss the findings among NRM champions and other interested stakeholders. These forums brought the host-country stocktaking participants together with decision-makers to discuss the findings and analyses. Stocktaking exercises were also closely aligned with the communities of practice (CoPs) that were active on FRAMEweb. Initial dialog and analysis that commenced at stocktaking workshops was continued virtually by a group of peers and practitioners with common interests.

## SUB-TASK 1.1: INSTITUTIONALIZE AND STANDARDIZE THE STOCKTAKING ASSESSMENT METHODOLOGY

**Purpose:** During FY2013, the purpose of this activity coalesced into codifying the NRM stocktaking methodology in a written guide. Ultimately, the intent is that this guide will be used by USAID and other development practitioners and donors to conduct NRM stocktakings. These stocktakings will in turn inform NRM and development policy and programming.

**Activities:** The main activities during FY2013 consisted of the following:

- Development of the stocktaking guide, version 1.0 mainly by a team of 4 individuals – 2 from USAID's Land Tenure and Resources Management (LTRM) Office, and 2 from the CK2C team;
- Field tests of the draft stocktaking guide in northern, and southern Malawi, respectively.

**Outcome and Accomplishments:** The main outcomes and accomplishments are summarized below:

- Drafted process map and defined the major phases of the stocktaking methodology (prepare, discover, analyze and apply),
- Drafted learning objectives for each phase,
- Produced draft content for each phase of the stocktaking guide,
- Field tested the draft guide in northern Malawi in June; this included a small workshop at the end of the test in Lilongwe to discuss the findings,
- Produced a report of the first field test (finalized in August),
- Field tested the draft guide in southern Malawi in August,
- Held briefing discussions with USAID/Malawi; their participation in the first field test demonstrated a strong interest in the stocktaking tool,
- Revised the stocktaking guide based on both field tests,
- Finalized version 1.0 of the guide in September of 2013.

## **SUB-TASK 1.2: REPORT AND DISSEMINATE FINDINGS**

**Purpose:** The general intent of producing stocktaking reports and communicating findings is to improve natural resource management. The expectation is that dissemination of best practices, lessons and impacts will assist with NRM decision-making and policy reform. The purpose of the GeoExplorer tool is to provide a platform for NRM practitioners to show where promising NRM practices and initiatives occurred or are occurring and to encourage sharing of information about these practices and initiatives.

**Activities:** Following are the principal reporting and dissemination activities during FY2013:

- Planning, organizing and conducting CBNRM wrap-up workshop (included planning with USAID steering committee to shape agenda, identify speakers, etc., and engagement, via FRAMEweb, of CBNRM CoPs leading up to workshop [identification and voting on current and emerging topics in CBNRM], and during workshop [live feed and online questions]);
- Producing video clips from wrap-up workshop footage;
- Organizing and conducting southern Africa CBNRM policy-maker webinar or virtual roundtable;
- Finalizing and posting southern Africa consolidated CBNRM stocktaking report (and associated policy briefs); and
- Continuing to enhance and re-launch an updated interactive web-based map of NRM activities – known as the GeoExplorer – as part of the FRAMEweb site using ESRI ARCGIS software.

**Outcome and Accomplishments:** Information on the main outcomes and accomplishments of the reporting and dissemination activities follows:

- Organized and facilitated a 2-day wrap-up workshop in Washington, DC in January entitled “CBNRM workshop: Cutting across multi-sector divides;” workshop attended by over 90 participants from a wide range of organizations, including donors, development

contractors, NGOs and research institutions; live feed or webcast allowed the virtual participation of an additional 154 CBNRM stakeholders from over 30 countries (many of them posed online questions that were communicated to presenters during question and answer periods); members of CBNRM CoPs also participated in workshop planning: voted on important and emerging CBNRM topics that should be addressed in workshop sessions; approximately 35 members took part in this discussion, helping to shape the workshop's content; workshop proceedings subsequently posted on FRAMEweb;

- Produced 8 video vignettes of selected workshop presentations and discussions; vignettes specifically targeted decision makers [5 shorter videos] and practitioners [3 longer videos] and were posted on FRAMEweb in the second half of September;
- Confirmed CBNRM's cross-cutting nature and positive contributions to a range of development sectors during the workshop; as noted during the closing remarks on day 1, CBNRM can serve as a platform, not only for improved NRM, but also for good governance and economic growth; multiple examples of contributions to climate change resiliency were also noted throughout the workshop;
- Posted the workshop presentations and supplementary reports in a new community on FRAMEweb called USAID CBNRM Workshop. The community was designed to support planning, design, and communications around the event. An example of a discussion question and one (of 7) response follows:
  - How can community rights best be protected against privatization of customary land or resources?
  - Response: *I believe that community rights over customary land or resources can be protected by recognising customary law and harmonising with legislation. In addition national policies should allow for registration of collective rights over commons. This should be supported by efforts to ensure that women and men have equal opportunities to own land. the best way to address threat of privatization in the next 2 to 3 years is to raise awareness of the communities on implications of privatisation of customary land or resources and empower them so a process can be facilitated to push for changes to have their rights recognized;*
- Finalized consolidated southern Africa CBNRM stocktaking report and 5 associated policy briefs targeting policy- and decision-makers; briefs covered an introduction to CBNRM and then CBNRM in relation to rural development, conservation, rural democracy, and climate change; documents posted on FRAMEweb with associated question;
- In June, organized a virtual roundtable or webniar on CBNRM in southern Africa for regional decision- and policy-makers; roundtable expanded the discussion on CBNRM, focusing on how CBNRM contributed to rural development (and how it could be incorporated into rural development policy); the virtual meeting format was the first of its kind in connection with CBNRM; as a best practice, the roundtable demonstrated that information and communication technology (ICT) tools like internet conferencing can provide an innovative, convenient, and cost-effective alternative to face-to-face meetings among experts and policy makers across a region or around the world; feedback, respectively, from two participants and a presenter, follows:
  - *“On behalf the National CBNRM Forum - Malawi, I would like to thank you and your team for organizing the discussion. I wish it could be repeated so that we inform a wider spectrum of stakeholders.”*

- *“I would like to thank you personally and in my own capacity as CURE Advocacy Officer, in Malawi for organising High Level CBNRM Forum through Webner. It was not only an experience but also informative. I hope this is not the first and last.”*
- *“Overall, I think this went quite well...Perhaps for future events, one could try to get clusters of people in a room for the presentation via the CBNRM Forums. This would require a bigger screen and perhaps speakers, but it might allow for greater impact.”;*
- Worked on migrating and upgrading GeoExplorer throughout much of FY2013; upgrade aimed to improve user experience and make it easier to navigate and populate the website; challenges persisted throughout the year with changes in personnel and new technologies being introduced; however, by August, the new version was launched; subsequently, CK2C hosted an online GeoExplorer Open House to introduce FRAMEweb members to the upgraded version, take them on a tour of its various features and functionalities, promote its use, and gain initial feedback; the new system offered better search functionality, a user-friendly interface, and improved rendering of maps.

### **SUB-TASK 1.3: BUILD COALITIONS AND WEB-BASED COMMUNITIES OF PRACTICE**

**Purpose:** CK2C avoided developing a concise definition of a Community of Practice, e.g., one that distinguishes a CoP from a discussion group. Nevertheless, CK2C encouraged FRAMEweb discussion groups and other potential collaborators to create CoPs if the participants felt that such a step was warranted. The overall purpose of this sub-task was to augment exchanges of information and experience among NRM and environmental practitioners and stakeholders.

**Activities:** Following are the principal activities related to CoPs during FY2013:

- supporting and building on existing communities (instead of starting new ones) to maintain a user-friendly FRAMEweb, avoid duplication, and properly build and sustain activity within these communities; and
- supporting new communities that came about via events (e.g. the CBNRM wrap-up workshop), requests from partners (e.g., platform for feedback on the Nature, Wealth, and Power Framework), and links to knowledge products (e.g., the SCAPES natural resource [NR] governance tool).

**Outcome and Accomplishments:** Information on the main outcomes and accomplishments linked to FRAMEweb’s CoPs follows:

- Prioritized supporting and building on existing communities (as opposed to starting new ones); FRAMEweb team focused on continued member outreach and facilitation; reorganization of the site’s content by thematic categories resulted in FRAMEweb’s growth, as described below, and included praise from its newest and oldest members; some feedback follows:
  - *“FRAMEWEB looks to be a great resource with a lot of potential for communication.”*
  - *“Thank you very much for the report. In fact [today I was looking] for the report. You are really professional as you make my life easy.”*

- *“It is my pleasure to join such a wonderful forum to exchange knowledge and expertise.”*
- *“[Water Cooperation,] an important topic, so interesting and exciting. I just came out of a meeting of a session of Local Water Committee (CLE) to one of the largest watersheds in Burkina Faso...the presentation I made this session aims to draw the attention of both partners as decision-makers in the country for urgent action. I also try to share this presentation with all members of FRAME...This is useful in exchanges” (translated from French).*
- Supported establishment of four new CoPs: Linking Science to Policy for Climate Change, Integrated Approaches, Water Cooperation, and Peacebuilding through NRM; new communities created based on specific requests or events, e.g., request for feedback on the Nature, Wealth, and Power framework, need to post resources linked to a climate change event, and sharing knowledge products linked to webinars; for example, following the World Water Day webinar on Strengthening Water Resource Management through Cooperation and Multilateral Collaboration with the USAID Global Water Coordinator, an assistant professor from the University of Washington, and a representative from Rare Conservation in Mexico, CK2C published a FRAMEgram newsletter to reach a broader audience and created a community of practice to accommodate continued networking and dialogue;
- Started a new community (moderated throughout much of FY2013) linked to the CBNRM wrap-up workshop; the workshop steering committee used FRAMEweb to support discussions, planning, and design of the workshop sessions as well as to engage practitioners and expand participation globally; discussions gained momentum from the CBNRM in Southern Africa and Southeast Asia CoPs that were established in 2010 and 2011;
- Continued mentoring, combining a variety of methods including face-to-face meetings and teleconference technical assistance calls with current CoP moderators and facilitators to help them better understand FRAMEweb tools and functionalities; for example, CK2C supported the SCAPES NR governance tool community, using screen-share technology to connect to and train a moderator based in Nairobi, Kenya;
- Assisted with strengthening CoPs including the US Forest Service’s Sustainable and Thriving Environments for West African Regional Development (STEWART) Program and its Program in Environmental Governance in Guinea (PEGG) for Capacity Building and Biodiversity Conservation; in its second year, 206 tools and resources were uploaded to the PEGG community and FRAMEweb continues to be a space to support the program’s knowledge management;
- Engaged with partners to do outreach and trainings at various events; for example, CK2C staff presented to 42 practitioners during a session with the Washington, DC Climate Change Adaptation Working group; the presentation demonstrated how FRAMEweb was used to support climate change adaptation and mitigation in the past and aimed to demonstrate how knowledge management could play a role in building capacity within the community;
- Facilitated CoP communication which generally blossomed around the FRAMEweb site as a whole during FY2013, with 24 discussions initiated through CK2C facilitation and organically by users; one illustrative example of a discussion topic and its abbreviated responses follows:

- Do the principles under NATURE for Nature, Wealth and Power seem applicable today? Do you disagree, agree, want to add or modify any or all of the principles? (6 answers total)
- *In the local community situation, NATURE is expected to provide for everything however in most of the developing countries this has not occurred very well and instead NATURE is providing less and less. We need to come up with innovative ways in which NATURE can provide more than it is doing now. Especially to increase income and human welfare of the communities. This is possible. In Tanzania (East Africa) several NGOs including the Wildlife Conservation Society are working with local communities to form Wildlife Management Areas (WMA) which are supported by Government policy as a type of wildlife protected area but owned and managed by the local communities (for example next to Ruaha National Park in Southern Tanzania). The communities earn directly from tourists and all the income goes to the community who have set up management structures for the collection and management of these funds to cover their own needs. With this approach local communities are earning directly from wildlife (NATURE) and they give value to it much more than they did in the past. By this example NATURE is taking lead and the other factors - Wealth and Power - are automatically coming on board. Hope this example helps.*
- *The major reason why natural resources have not translated into economic well-being of local communities is related to both the question of (a) how power keeps local communities from legally deriving economic benefits from these resources, and (b) how corruption results in the bulk of the wealth accruing from these resources being shared among few elites and ruling class. Therefore, a country may have highly valuable natural resources which are actually commercial exploited, but the revenue from these first of all goes to a few pockets and even where it gets to public coffers, it is spirited away.*
- *The co-management model is implied in the principles but in my view it merits being drawn out, being expounded upon and examined in the light of the potential it holds to balance out on the principles of nature, wealth and power. This model primarily presents a legal basis to involve local communities in, not only decision-making on natural resources, but also in the actual management and utilization of these resources.*

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

The primary objective of CK2C's Task 2 was to build upon and expand the existing FRAMEweb site under the new CK2C model and provide continued support to communities of practice, NRM stakeholders and USAID partners. Task 2 also supported both Tasks 1 and 4 with online resources and discussions for NRM stocktaking and USAID communications on biodiversity. Web-based tools offered the benefits of a community commons to share documents and discussions. The CK2C team maintained and built upon the 2009 FRAMEweb redesign using Tomoye/NewsGator's latest Community of Practice (CoP) software platform - ECCO - to continue to build a more reliable, efficient and easy-to-use online tool to support stocktaking, communities, partners and communications.

During FY2013, the CK2C team focused on the following sub-tasks under Task 2:

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

## SUB-TASK 2.1: MANAGE THE FRAME WEBSITE

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

**Activities:** Management of FRAMEweb during FY2013 can be summarized as follows:

- Renewed the [www.frameweb.org](http://www.frameweb.org) domain for another year;
- Maintained collaborative relationship with USAID's RM Portal through cross-references;
- Translated content including the homepage, carousel, FRAMEgrams, blogs, surveys, and general links and made it available to members in English, French, and Spanish;
- Kept content additions tracked and available in real time on a feed on the homepage as well as pushed out using Twitter and a monthly digest;

- Presented FRAMEweb at the USAID Knowledge Management (KM) Expo in February 2013, the Food Security Network KM Exhibit, and at a Washington, DC Climate, Environment, and Development Group meeting in July 2013;
- Updated the help guides, videos, and other tools and resources in the FRAMEweb Help CoP; and
- With USAID, developed and implemented the transition of FRAMEweb and GeoExplorer and their accompanying hardware disposition as part of the project closedown.

### **Outcome and Accomplishments:**

Following the initial 2008 redesign, the FRAMEweb team continued to explore and utilize new technologies to support communication and analysis including geographic information systems through GeoExplorer, and social media tools. In October 2009, FRAMEweb launched a Twitter account that was revived in FY2012. The account now has 228 new followers and contributed 454 new tweets in 2013. The team used Twitter to keep members up to date with new uploads around the site and partner events related to NRM. Tweets are also visible to FRAMEweb members on the home page in the News and Events feed. Among the 10 theme-oriented communities of practice, there are a total of 25 links to relevant libraries and content on the RM Portal. For example, at the tools and resources section, the Land Management Community on FRAMEweb is linked to the Co-Management Resources page, the Transfer of Management for Protected Areas Resources page, and the Sustainable Land Management in Africa Resources page on the RM Portal. The collaborative relationship with the RM Portal allows FRAMEweb to focus on acting as a tool for community collaboration while being connected to sector information resources and reference materials as well as enabling traffic between the sites. During FY2013, 313 new members joined FRAMEweb from various sources – USAID, African Wildlife Foundation, Energy for Opportunity, and government Ministries linked to Natural Resources, Tourism, etc. In this period, FRAMEweb received over 1,941 unique visits<sup>1</sup> that led to 75,043 documents being downloaded.

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

**Purpose:** The overarching goal of this sub-task was to provide assistance and facilitation to FRAMEweb CoPs and partner page organizations. To help support strong communities that include a wide range of participants, CK2C continued to offer existing groups or programs the utilization of FRAMEweb social media tools and skilled facilitation. The program used a two-tiered approach such as that employed with the CBNRM in Southeast Asia and Southern Africa CoPs which were created in 2011 and expanded during 2012. The community guidance developed under the program helped set the norms and expectations for community participation. Active engagement and facilitation, of select communities, further supported a collaborative environment for shared discovery and solutions.

**Activities:** Sub-task 2.2 activities during FY2013 can be summarized as follows:

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<sup>1</sup> A unique visit is defined as a member who logs-in to FRAMEweb, counted once in a 24 hour period.

- Continued outreach and promotion of FRAMEweb social media tools through targeted communications and networking with existing programs and partners.
- Supported and marketed partner pages to give voice to champions and strengthen the NRM community.
- Continued support of US Forest Service (USFS) programs including STEWARD and Program in Environmental Governance in Guinea (PEGG) for Capacity Building and Biodiversity Conservation.
- Continued support for the African Biodiversity Collaborative Group's (ABCG) homepage which is housed on FRAMEweb and is to be transitioned to a website the consortium is currently developing.

**Outcome and Accomplishments:** In general, FRAMEweb online communities and partners successfully contributed to the body of NRM knowledge through dialogue, documents and concrete solutions. The FRAMEweb team attended several events to help promote the use of social media tools. In FY2013, CK2C was invited to present FRAMEweb at the USAID KM Expo, a Food Security Network event, an ABCG brown bag on ICT4D, the Global Health Knowledge Collaborative's KM Share Fair, and the Washington, DC Climate, Environment, & Development (CED) Working Group. Presenting FRAMEweb at events with varied sector focuses pointed to the vastness of the FRAMEweb community, and also demonstrated the potential for using knowledge management to potentially integrate collaborative efforts across multiple sectors.

CK2C continued to support USAID's BATS-supported programs online, specifically ABCG and STEWARD. ABCG has housed their homepage and URL on the FRAMEweb site, using it as a library and communications space for their work. ABCG uploaded 705 documents to its community, and distributed 2,274 downloaded documents, presentations, or tools to FRAMEweb members. As a partner, FRAMEweb supported ABCG by featuring and publishing blogs, including ABCG activity in monthly blogs, and tweeting about new additions and events happening at ABCG. We also approved new members and sent them welcomes to help them get started using the platform. Among its priorities, in its final year, CK2C also provided closedown support for its partners and their pages.

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

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

**Activities:** sub-task 2.3 activities during FY2013 can be summarized as follows:

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

- Organized and facilitated three webinars around peacebuilding, water cooperation, and integrating CBNRM principles in national strategies by engaging partners including USAID, the Environmental Law Institute (ELI), Rare, the University of Washington, the World Wildlife Fund (WWF), and independent consultants in the design and presentation.
- Organized and facilitated a virtual open house and tour of GeoExplorer using webinar software.
- Redesigned the blog started in FY2012 to become an email series called the “FRAME of Things” that continued to keep members updated about activity in and around FRAMEweb and its members, as well as demonstrating how to apply FRAMEweb to various sectors and topics in NRM. Ten “Frame of Things” communications were disseminated in FY2013.

**Outcome and Accomplishments:** In FY2013, CK2C was able to take full advantage of the FY2012 upgrade of the Tomoye/ECCO platform. The front page became easier to manipulate and more aesthetically pleasing with an improved look and feel for FRAMEweb and easier access to content and communications for users. For example, the use of e-mail-based subscriptions and “push”-based communication strategies, including FRAMEgram newsletters, Twitter, and content-targeted e-mails sent by the CK2C team kept users informed and involved directly where they do work most, increasing site activity and information flow. Through Twitter, the CK2C team covered events live including conferences in Washington, DC and content on FRAMEweb. The account had 325 followers in 2013, 228 of which were new, and contributed a total of 1,089 Tweets.

The FRAMEweb team also organized two webinars, engaging our partners and the member network. Before, during, and after, staff and presenters engaged in discussion and uploaded content to maintain collaboration around topics of interest. In the spring of 2013, FRAMEweb hosted a webinar called “Strengthening Water Resource Management through Cooperation and Multilateral Collaboration” with Christian Holmes of USAID, Joe Cook of the University of Washington, and Paloma Chavez of Rare. The webinar discussed practical water cooperation at community, national, and international levels to strengthen water resource management for populations around the globe. With the presenters arriving from three distinct backgrounds and three geographic areas, we discussed the topic from a policy perspective, an economic perspective, and a field perspective. One hundred thirty-nine people RSVPed and 57 actually attended. Opportunities to interact with the panelists were available via the webinar software, Twitter, and the community of practice established before the start of the webinar. In a similar fashion, in November 2012, FRAMEweb hosted a webinar “Peace Building through Natural Resource Management” with Carl Bruch of ELI and Chris Huggins. Eighty-two people registered. One comment we received at the end of the webinar was, “*Please host more webinars like this.*”

The CK2C team successfully trained partners, members and prospective users through face-to-face trainings, presentations and virtual meetings. The team also presented to USAID at the February KM Expo, demonstrating the success that the site has had connecting NRM practitioners from around the world. The team launched a survey in July 2013 to gather feedback from users on how they use the site, what topics and features are of most interest, and what they would like to learn more about. The survey was sent out in English, Spanish, and French and received 87 responses. Feedback from members included comments like the following: “*Most of the discussions and blogs posted provide an update on new thinking and*

*ideas on NRM and the challenges there in. It also poses excellent questions that may shape scientific thinking and seeking solutions to mitigate NRM due to unsustainable economic development pressures.”*

In 2012, the CK2C team published 5 thematic issues of FRAMEweb newsletters (a.k.a. FRAMEgrams) focused on water cooperation, peace building, gender, policy, and the African diaspora. The final and 6<sup>th</sup> FRAMEgram in FY2013 was a celebration of FRAMEweb’s 10 years, featuring social media and KM for NRM. In the FY2013 survey, one member denoted, *“FRAMEgram is very helpful. I use it as the prompt to log into the web-site, look at other things, and utilize the resources.”*



# TASK 3: ENRM COMPETENCY-BASED TRAINING

The overarching objectives for CK2C's Task 3 have been (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 is improving the capacity of USAID staff to design and manage the implementation of ENRM programs.

The competency-linked ENRM Learning Initiative (ENRM-LI) responds to a critical need for more learning opportunities for USAID 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 has recently doubled its Foreign Service personnel through the Development Leadership Initiative (DLI).

At present, the ENRM-LI is assisting USAID staff managing environment programs in acquiring, updating and/or improving the technical skills and knowledge required to master a set of selected competencies defined by the USAID and CK2C team during the first year of the program 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).

During FY2013, the ENRM-LI delivered one 5-day ENRM Overview Course, one 5-day Applied ENRM Programming Course, two Environment Matters Courses (1-day short course), one Water, Sanitation and Hygiene (WASH) Overview Course, one 3-day Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict (3Ts) and one 1.5-hour webinar on the same topic. CK2C also supported the re-design of the Water and Food Security

## ENRM Learning Initiative primary objective:

*Update and improve the technical skills, awareness and capacity of USAID staff in the core competencies needed for state-of-the-art Environment and NRM programming. The ENRM-LI will help USAID staff acquire and master competencies by:*

- 1. Offering a learning path which includes a mix of face-to-face courses, online modules, and experiential-based opportunities to keep knowledge and skills current.*
- 2. Creating virtual spaces to offer different self-directed learning resources and stimulate networking and knowledge sharing.*
- 3. Improving the strategic coordination of course offerings and learning efforts in the ENRM sector.*

Course and developed a trainer's guide for the next delivery. In addition to the face-to-face courses, CK2C supported the continuous online delivery of the Programming Environmental Funding (PEF) and Foundations Courses and finalized the e-learning SCALE (System-wide Collaborative Action for Livelihoods and the Environment) course in partnership with FHI360. FY2013 was also the fourth year of implementing the ENRM-LI's monitoring and evaluation (M&E) system. In FY2013 CK2C finalized, in close collaboration with the Water Office, the water competencies, a gap analysis of current courses available, and a preliminary learning path for staff managing water programs.

## **SUBTASK 3.1: MANAGE THE ENRM LEARNING INITIATIVE (ENRM-LI)**

**Purpose:** In FY2013, CK2C focused on managing, reporting and facilitating the sustainability of the established ENRM-LI. FY2013 was the last year of the CK2C contract, therefore much of the work focused on documenting the learning initiative through a success story and finalizing a description of the adult learning methodology implemented during the 6 years of the program. CK2C also supported the organization of a learning capstone event on June 26<sup>th</sup>, 2013. During the event, the CK2C team presented lessons learned on building competency-linked training initiatives and establishing an M&E system for training.

### Activity 3.1.1 – Management and Transfer of the ENRM-LI

The CK2C team organized and facilitated ENRM-LI steering committee meetings. These meetings were focused on contract finalization efforts, clarifying details about deliverables, and agreements about final tasks. As part of developing promotional materials, the Task 3 team created two success stories, one focused on the ENRM-LI experience and another on the ENRM-LI's M&E system.

#### **Outcomes:**

- ENRM-LI success story documenting the learning path (see CK2C final report annexes for more information), and
- Adult learning guide documenting the methodology used during the life of the CK2C program (see CK2C final report annexes for more information).

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

The purpose of this activity was to define core competencies in water management themes including water supply, sanitation and hygiene (WASH), water resource management, and water productivity, as well as to develop a learning path (curriculum) for the water sector, identifying the learning opportunities required to master proposed competencies. The learning path was based on the results of a training needs assessment as well as the competency definition process.

In FY2013, CK2C finalized data collection for competency development, including input from the new Water Office Director and staff. Two Water Office meetings were held to discuss data results and to discuss proposed competencies. After agreeing on the core competencies, CK2C developed the Knowledge, Skills and Abilities (KSA) descriptions for each competency, received

approval from the Water Office task manager and staff, and facilitated and documented a meeting to discuss the learning path for staff managing water programs in the Agency. There was agreement with the Water Office Director to not pursue a certification process at this point in time.

**Outcomes:**

CK2C delivered the following documents:

- Competencies data summary and learning needs assessment,
- Gap analysis,
- Approved competencies and KSAs,
- Curriculum/learning path proposal, and
- Action plan with next steps.

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

The CK2C team continued implementing the existing monitoring and evaluation plan to capture feedback and lessons learned from each training course – both face-to-face (F2F) and distance learning (DL) courses. The main objective of the ENRM-LI monitoring and evaluation plan is to determine the effectiveness of the training programs offered under the initiative.

In FY2013, CK2C submitted a full, cumulative Task 3 M&E report (Annex B of CK2C’s final Performance Monitoring Plan [PMP] report). This report presents data about course effectiveness measured for face-to-face and distance learning courses delivered during FY2013. The report presents 10 sections as follows:

- Section I: ENRM Overview Course
- Section II: Applied ENRM Programming Course (previously called ENRM Applications Course)
- Section III: WASH Overview Course
- Section IV: Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict (3Ts) Course
- Section V: Water and Food Security Course
- Section VI: Environment Matters
- Section VII: ENRM Foundations Course (DL)
- Section VIII. Programming Environmental Funding (PEF) (DL)
- Section IX: Succeeding at SCALE (DL)
- Section X: Conclusions and Recommendations
- Section XI - Annexes

**Outcomes:**

- Report included as an annex of CK2C’s final PMP report, as mentioned above.

## **SUBTASK 3.2: TRAINING COMPONENT**

**Purpose:** CK2C’s competency-linked learning initiative aims at offering key knowledge, skills and abilities required in the environment sector to USAID staff through a blended (DL and F2F) approach. The blended approach is intended to enhance the experiential opportunities provided during the F2F component. The CK2C team finalized the designs and materials of the proposed

competency-linked training courses (DL and F2F) during FY2013. The following sections describe the outcomes of each activity as proposed in the FY2013 workplan.

Activity 3.2.1 - ENRM Blended Overview Course Delivery

The CK2C team delivered the current five-day, blended ENRM Overview course for the eighth time in Washington, DC in June 2013.

**Outcomes:**

- ENRM Overview course delivered in Washington, DC, June 2013.
- Trainer's guide formatted and provided to USAID as a final contract deliverable.
- Participant workbook, PowerPoint presentations and handouts provided to USAID as a final contract deliverable.
- Evaluation report on course delivery and course application included in the final FY2013 M&E report (see Annex B of CK2C's final PMP report).

Activity 3.2.2 – Applied ENRM Programming Blended Course Designed and Delivered:

The CK2C team delivered, for a third time, the Applied ENRM Programming course. This is a five-day, competency-linked, blended course.

**Outcomes:**

- Applied ENRM Programming course delivered once in April 2013.
- Trainer's guide formatted, provided to USAID as a final contract deliverable.
- DL facilitator's guide and online learning course materials, provided to USAID as a final contract deliverable.
- Two simulation cases developed and delivered as part of the finalized materials: Guatemala and Indonesia.
- Participant workbook, PowerPoint presentations and handouts provided to USAID as a final contract deliverable.
- Evaluation report on course delivery and course application included in the final FY2013 M&E report (see Annex B of CK2C's final PMP report).

Activity 3.2.3 - WASH Overview Blended Five-Day Course Delivered

In FY2013, the project delivered the WASH course for the sixth time (in total the course was delivered three times in Africa, once in Bangkok, and twice in Washington, DC). This year was the third time the course was delivered as a blended course with the DL component. The course was delivered in Washington, DC in March 2013.

**Outcomes:**

- WASH Blended course delivered once in March 2013.
- Trainer's guide formatted and provided to USAID as a final contract deliverable.
- DL facilitator's guide and online learning course materials provided to USAID as a final contract deliverable.

- Participant workbook, PowerPoint presentations and handouts provided to USAID as a final contract deliverable.
- Evaluation report on course delivery and course application included in the final FY2013 M&E report (see Annex B of CK2C's final PMP report).

#### Activity 3.2.4 - ENRM Environment Matters Short Course

In FY2013 the Environment Matters course was delivered twice for a total of 15 deliveries over the life of the CK2C program.

##### **Outcomes:**

- Trainer's guide formatted and provided to USAID as a final contract deliverable.
- Participant workbook, PowerPoint presentations and handouts provided to USAID as a final contract deliverable.
- Evaluation report on course delivery and course application included in the final FY2013 M&E report (see Annex B of CK2C's final PMP report).

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

The CK2C team coordinated and facilitated the fourth delivery of the Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict course in Washington, DC in 2013. This is a three-day, competency-linked course. In addition, the CK2C team designed and facilitated the delivery of a 1.5-hour webinar about the course; the webinar was promoted via the FRAMEweb site ([www.frameweb.org](http://www.frameweb.org))<sup>2</sup>.

##### **Outcomes:**

- 3Ts course delivered once in May 2013.
- Trainer's guide formatted, provided to USAID as a final contract deliverable.
- Participant workbook, PowerPoint presentations and handouts provided to USAID as a final contract deliverable.
- Evaluation report on course delivery and course application included in the final FY2013 M&E report (see Annex B of CK2C's final PMP report).
- Webinar trainer's guide provided to USAID as a final contract deliverable.
- Webinar PowerPoint presentations provided to USAID as final contract deliverable.

#### 3.2.6. Water and Food Security Course

The CK2C team delivered the Water and Food Security course once in FY2012 and in FY2013 worked with the Water Office trainers to re-design and finalize the trainer's guide of the three-day course. The course is now named Water Smart Food Security.

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<sup>2</sup> The final number of webinar participants was not known at the time of the submission of this report.

**Outcomes:**

- Water and Food Security Course trainer's guide formatted and provided to USAID as a final contract deliverable.

**Activity 3.2.7- ENRM Foundations Course (DL)**

The CK2C program continuously delivered the DL Foundations stand-alone course. Overall, the team marketed the course and reported on participation and results. Specifically in FY2013 the CK2C team:

1. Advertised and marketed the course in the USAID LMS and through other Agency means.
2. Continuously provided access to the course and offered technical and training assistance as needed.
3. Prepared a report on course evaluation and trends as part of the Task 3 FY2013 M&E report.

**Outcomes:**

- Foundations course permanently accessible via the ENRM Learning Gateway.
- Foundations course e-files captured on a CD.

**Activity 3.2.8 - Programming Environmental Funding (PEF) (DL)**

The course was fully launched in FY2013; all three components were finalized – 1) Biodiversity, 2) Global Climate Change, and 3) Water. The CK2C program continuously delivered the PEF course via the ENRM Learning Gateway. Specifically, the CK2C team:

1. Advertised and marketed the course in the USAID LMS and through other Agency means.
2. Continuously provided access to the course and offered technical and training assistance as needed.
3. Prepared a report on course evaluation and trends as part of the Task 3 FY2013 M&E report.

**Outcomes:**

- PEF course permanently accessible via the ENRM Learning Gateway.
- PEF course e-files captured on a CD.

**Activity 3.2.9 – Succeeding at SCALE (DL)**

The course was launched in FY2013, in partnership with FHI360. The CK2C team continuously delivered the SCALE course throughout the year via both the ENRM Gateway and RM Portal. The team marketed the course and reported on participation and results. CK2C was responsible for providing adult learning methodologies as well as e-learning methods and technologies, while FHI 360 provided the content, including videos. Specifically, the CK2C team:

1. Advertised and marketed the course in the USAID LMS and through other Agency means.
2. Made the course available via the ENRM Learning Gateway and the RM portal.
3. Continuously provided access to the course and offered technical and training assistance as needed.
4. Prepared a report on course evaluation and trends as part of the Task 3 FY2013 M&E report.

**Outcomes:**

- SCALE course permanently accessible via the ENRM Learning Gateway.
- SCALE course e-files on a CD.

*Activity 3.2.10 - Training of Trainers*

The CK2C team delivered a one-day Trainer of Trainers (TOT) course for USAID staff in January, 2013. The TOT had 14 participants, 12 from USAID and 2 from DAI.

**Outcomes:**

- 12 USAID staff trained on adult learning methods and facilitation.

*Activity 3.2.11 - Communications and outreach strategy for stand-alone distance learning courses*

The CK2C team developed a communication strategy to promote the distance learning courses developed under CK2C, namely, the ENRM Foundations, PEF and SCALE courses.

**Outcomes:**

- Document describing the communication strategy produced.
- 5 fliers promoting the DL courses ready to be published.

*Activity 3.2.12 - Incorporating Gender into ENRM-LI Materials*

The CK2C team provided technical assistance and incorporated revisions to course materials to include and integrate gender as a cross-cutting approach. Three courses were reviewed and revised accordingly: 1) Environment Matters, 2) ENRM Overview course, and 3) ENRM Foundations course.

**Outcomes:**

- Revised course materials (participant workbook, PowerPoint presentations and trainer's guide) for Environment Matters, ENRM Overview course and ENRM Foundations course. The finalized materials for each of those courses included the gender review and revision (integration).

## SUBTASK 3.3: VIRTUAL LEARNING RESOURCES

**Purpose:** To provide a one-stop shop for USAID staff to access ENRM learning resources and events. CK2C maintained and managed the interactive ENRM Learning Gateway that was launched in FY2010. CK2C updated and expanded the calendar and library with new resources and courses during FY2013 and included other ENRM courses offered in the Agency.

### Activity 3.3.1- Maintain and Transfer the ENRM Learning Gateway

The CK2C program maintained and managed content on the Learning Gateway through collaboration with other USAID information providers and systems such as the USAID/E3 Portal, USAID's Resource Management (RM) Portal, USAID's Knowledge Management Services, and USAID University. Specifically, the team:

1. Populated and updated the home page with ENRM-LI information and communications and included links to other references including FRAMEWeb.
2. Communicated and worked with the E3 Portal team, when appropriate, to cross reference common materials and resources.
3. Promoted the Learning Gateway.
4. Maintained links and catalogs with current information.
5. Ensured functionality for distance learning courses and added resources connected to F2F courses.

#### **Outcome:**

- ENRM Learning Gateway permanently running and updated. In FY2013, the CK2C team launched version 2.0 of the Gateway, improving its functionality, specifically for the distance learning courses.
- Gateway transferred to USAID at the end of the program, including the domain name, platform, and all DL course content.

# TASK 4: BIODIVERSITY AND FORESTRY REPORTING AND COMMUNICATIONS

CK2C's Task 4 responded to the Forestry and Biodiversity (FAB) Office's goal of collecting, synthesizing and "repurposing" information for a variety of internal and external audiences to produce targeted knowledge products. Sample products included an updated biodiversity handbook, a variety of short publications, and updated web pages and interactive tools for USAID's external website. Task 4 helped the FAB Office 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 4 team supported learning activities related to USAID's landscape conservation initiative, Sustainable Conservation Approaches in Priority Ecosystems (SCAPES). Support to SCAPES learning included the organization of meetings and symposia, helping to develop, synthesize and publicize knowledge gained from SCAPES implementation, as well as technical development of several discrete learning activities and tools. Learning activities produced two technical tools: a natural resource governance tool and a climate change adaptation tool.

During FY2011, USAID introduced a new activity to Task 4: the development of USAID's Biodiversity Strategy (now, Policy). The Policy 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. The bulk of the work was completed in FY2012, with final analyses and discrete support provided in FY2013.

CK2C focused on the following sub-tasks under Task 4 during FY2013:

- Support the SCAPES learning initiative;
- Facilitate production and dissemination of print and web publications; and
- Support the Biodiversity Policy.

The Task 4 team also continued to ensure that linkages across CK2C's other three tasks were identified and leveraged.

## **SUB-TASK 4.1: SUPPORT TO SCAPES LEARNING INITIATIVE**

**Purpose:** CK2C continued to support a learning component for the SCAPES program – a landscape/seascape conservation initiative. CK2C worked with SCAPES partners to develop and promote approaches to scale-up large-scale conservation initiatives worldwide. Activities were organized to support cross-partner learning and development of best practices. Three learning activities were identified during the life of the CK2C program: development of a Natural Resource (NR) Governance tool, development of a Climate Change Adaptation (CCA) tool, and a limiting factors analysis.

**Activities:** Specific activities during FY2013 included:

- Activity 4.1.1 – Support organization and facilitation of a third SCAPES Annual Meeting
- Activity 4.1.2 – Provide technical assistance and products for SCAPES NR Governance Learning
- Activity 4.1.3 – Provide technical assistance and products for SCAPES Climate Change Adaptation Learning
- Activity 4.1.4 – Participate in, take notes and cater for 2 or 3 quarterly meetings

### **Outcome and Accomplishments:**

- The CK2C Task 4 team worked on a range of administration and logistics support activities leading up to the 3<sup>rd</sup> annual SCAPES meeting, including agenda development with USAID, preparation of visa letters, assistance with travel bookings, and liaising with the hotel on meal options and room preferences. During the meeting, CK2C served as the main focal point to ensure that the event went smoothly. Participants and USAID staff, alike, were pleased with the outcome of the five-day meeting.
- CK2C hosted a workshop to explore and assess different types of natural resource governance tools to better understand the pros and cons of each tool. Tool designers and implementers of a number of comparable tools participated in the workshop, including staff from: ProFor, Mercy Corps, CARE, WRI and SCAPES. Academics with a focus on natural resource governance also participated in the 1-day workshop. Proceedings were prepared and shared with the participants. CK2C also provided layout and printing support for the revised NR governance tool.
- CK2C supported phase two of the SCAPES CCA learning activity. An in-house expert was hired to develop a climate change adaptation tool for conservation program managers and implementers. The tool was developed, in consultation with SCAPES partners and the USAID FAB and Global Climate Change Offices, on a web-based platform to promote dynamic, user-friendly engagement. It is envisioned that the beta tool that CK2C developed will be pilot tested by field programs and further enhanced by the SCAPES partners post-project.
- The Task 4 team catered and provided note taking services for three quarterly SCAPES meetings (December 2012, June 2013 and September 2013).

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

**Purpose:** Support to the FAB Office's communications efforts enabled both Washington, DC and field staff to be more efficient at their jobs and meet compliance needs more easily. USAID

produced a number of reports and publications to meet a diverse set of demands. Producing timely and informative publications is critical to USAID's outreach and reporting mission. CK2C worked with the FAB Office to identify reporting needs and produce requested publications in a timely fashion. Products included technical guides, short publications, and updated web pages for the FAB Office.

Using a mix of web and print-based communications tools, this sub-task helped USAID share lessons learned and compliance tools with a broader community. Communications helped to 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.

CK2C assisted USAID with their publication needs – repurposing, writing, copy editing, and publishing – on an as needed basis. CK2C worked with the FAB Office to create a dynamic web presence on the USAID external site. This included suggestions for an updated layout and development of country page content for the forestry and biodiversity pages along with generating an interactive map to visually display program activities. The Task 4 team also worked to identify opportunities for synergies across FRAMEweb, USAID's RM Portal, and other information services to ensure broad dissemination of FAB Office communications.

#### **4.2.1 Biodiversity Guide**

**Purpose:** The Biodiversity Guide (now, Handbook) intends to provide USAID staff and partners with basic information about designing, managing, and implementing biodiversity conservation programs or activities. USAID aims to maintain the Biodiversity Handbook as a *living document* once it is posted internally for review.

**Activities:** In FY2013, CK2C continued to provide targeted support to production of the Guide, including writing, editing and overall management assistance to complete the update. Specific activities included:

- Activity 4.2.1.a – Editing and finalization of the Biodiversity Guide
- Activity 4.2.1.b – Layout and printing of the Guide
- Activity 4.2.1.c – Facilitate creation of an online Guide web presence

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

- CK2C continued to provide targeted writing, editing and process facilitation support for the Biodiversity Guide update. Mid-way through FY2013, USAID requested that specific chapters of the Handbook be provided to another contractor for review and finalization, due to their specialized expertise in conservation monitoring and evaluation and program planning. The process of dividing chapters and working on the review went smoothly. The final Handbook comprised four technical chapters and a robust annex and was posted on the USAID intranet.
- During FY2012, CK2C identified a graphic designer to manage the layout process for the Guide. Several sample layouts were prepared and one was selected by USAID as the preferred model. Due to delays in completing the Handbook, actual layout and publication took place in the form of a PDF file that was uploaded to the USAID intranet.
- Similarly, due to delays in completing the Handbook, the publication's online presence was limited to USAID's intranet.

#### 4.2.2 Web Support

**Purpose:** The USAID FAB Office expressed interest in refreshing the content and design of the forestry and biodiversity web pages on the external USAID site. CK2C assisted the FAB Office with the conceptualization of a new navigation architecture and an update of content for the web pages. Additionally, CK2C hired a specialized web design and development firm to build a dynamic map to display data spatially.

**Activities:** Specific activities during FY2013 included:

- Activity 4.2.2.a – Refine the USAID biodiversity and forestry external web pages and update FAB and LTRM intranet navigation architecture and web pages
- Activity 4.2.2.b – Support development and editing of web page content

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

- CK2C worked with a communications and knowledge management firm to perform an audit of knowledge needs for the FAB Office, broadly speaking, and with a focus on the FAB Office web presence. The firm made suggestions for an updated navigation architecture that will best showcase updated content. Additionally, another firm worked to develop an interactive map that features and displays: country-level information summarizing key biodiversity threats and issues and links to completed 118/119 assessments; biodiversity priorities based on results of the Biodiversity Policy process (Tier 1 countries/programs); forest cover and other data layers; and project information.
- CK2C worked on creating country pages for the interactive map. This involved the collection of all country 118/119 reports and drafting of a 1-2 page country descriptor page for all USAID presence countries.
- It should be noted that the update of the FAB and LTRM intranet navigation architecture and web pages was handled internally by USAID.

#### 4.2.3 - Short Publications

**Purpose:** CK2C continued to assist the FAB Office with the preparation and publication of key communications pieces on an as needed basis.

**Activities, Outcome and Accomplishments:** CK2C provided layout and publication support to both the FY2011 and FY2012 118/119 executive summary brochures. Task 4 also provided updating and publication support for a series of brochures, flyers and newsletters.

#### 4.2.4 – Communications strategy

**Purpose:** The FAB Office requested the development of a three-year communications strategy. Desired communications outputs or activities will be mapped to the overarching communications strategy.

**Activities, Outcome and Accomplishments:** Through a communications firm, CK2C assisted the FAB Office with the development and finalization of a communications strategy. A communications implementation plan was also developed along with a detailed knowledge management audit.

#### **4.2.5 – Writer’s workshop**

**Purpose:** The FAB Office requested a writer’s workshop as a way to impart best practices and train FAB staff on writing techniques to improve the quality of communications and advance the communications strategy.

**Activities, Outcome and Accomplishments:** CK2C provided three in-house publications staff to develop and deliver the half-day writer’s workshop. DAI staff also prepared a workshop handbook for participants and distributed a book with writing tips.

#### **Activity 4.2.6 – Retreats**

**Purpose:** USAID often requires space and facilitation assistance for FAB and LTRM Office retreats, workshops or short meetings throughout the year.

**Activities, Outcome and Accomplishments:** CK2C assisted the FAB Office with the preparation and facilitation of 2, multi-day retreats during FY2013.

### **SUB-TASK 4.3: CONSERVATION FOR DEVELOPMENT STRATEGY**

**Purpose:** In FY2011, CK2C 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. The Task 4 team worked closely with the USAID team to provide technical and strategic management expertise to this activity.

**Activities:** Specific, planned FY2013 activities included:

- 4.3.1 - Assist FAB Office with internal and external consultations for Biodiversity Policy
- 4.3.2 – Assist FAB Office with the production of an implementation plan for the Biodiversity Policy
- 4.3.3 – Assist FAB Office with targeted analysis in support of the Biodiversity Policy
- 4.3.4 – Assist FAB Office with a launch event and targeted outreach of the Biodiversity Policy

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

- CK2C provided notes capture for three internal and external consultations for the Biodiversity Policy. USAID also asked for assistance, subsequently provided by the Task 4 team, to conduct a survey on the FAB office’s role in communications. Lastly, CK2C was tapped to collate and organize public comments on the Biodiversity (BD) Policy in a useful spreadsheet and Word format for review by the Policy steering committee.
- Under the knowledge management assessment effort, CK2C provided targeted inputs for an implementation plan for the BD Policy.
- CK2C also provided targeted analysis in support of the BD Policy by developing integration case studies for biodiversity and climate change adaptation. The case studies will be shared with USAID Missions to provide guidance on best practices for integration of biodiversity conservation activities with adaptation activities and vice versa.
- CK2C provided recommendations for the organization and delivery of a launch event and roll-out activities for the Biodiversity Policy. Recommendations were based on consultations with other USAID Offices that have recently rolled out strategies and policies.