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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: FY2011 WORKPLAN



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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: FY2011 WORKPLAN

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ABBREVIATIONS

AAAS	American Association for the Advancement of Science
AAR	After Action Review
AED	Academy for Educational Development
AOTR	Agreement Officer's Technical Representative
CBNRM	Community-Based Natural Resource Management
CK2C	Capitalizing Knowledge, Connecting Communities
CoP	Community of Practice
COPASSA	Conservation Partnership 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
FACTS	Foreign Assistance Coordination and Tracking System
FAQ	Frequently Asked Question
GCC	Global Climate Change
GIS	Geographic Information System
IT	Information Technology
LAC	Latin America and the Caribbean
LI	Learning Initiative
LMS	Learning Management System
NRIA	Natural Resource Impact Assessment
NRM	Natural Resource Management
PMP	Performance Monitoring Plan

REDD	Reducing Emissions from Deforestation and Degradation
RSS	Really Simple Syndication
SCAPES	Sustainable Conservation Approaches in Priority Ecosystems
TAMIS	Technical and Administrative 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

AAAS Fellows

American Association for the Advancement of Science (AAAS) Fellows are elected annually by the AAAS council based on their distinguished contributions to the advancement of science. Fellows serve in a variety of positions including research, teaching and government. USAID hosts AAAS fellows across its bureaus in positions that help bring science and technology to the public.

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.

Development Opportunities

Development Opportunities are experiential learning activities such as office or position exchanges or rotations.

ESRI ArcGIS

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

FACTS

The Foreign Assistance Coordination and Tracking System (FACTS) is a database that USAID uses to collect reporting information from USAID missions for the annual 118/119 report.

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.

Level Two Evaluation

The Kirkpatrick model Level Two Evaluation measures learning results, i.e., did the students actually learn the knowledge, skills, and attitudes the program was supposed to teach?

Level Three Evaluation

The Kirkpatrick model Level Three Evaluation measures behavior in the workplace, i.e., did the students' behaviors actually change as a result of new learning?

Metadata

Metadata documents data pertaining to data elements or attributes, such as name, size, type, association, ownership, or context.

Moodle

Moodle is an open source software application used for course management systems, learning management systems (LMS) or a virtual learning environment.

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 will continue 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 comprised of Development Alternatives Inc. (DAI), the Academy for Educational Development (AED), and the Training Resources Group (TRG).

As of March, 2010, DAI's Tom Erdmann is CK2C's new 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, of AED, 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.

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 members, information technology (IT) support, and communication. Sarah has over ten years of development experience in community-based development, training, and knowledge management, with years of field experience in Panama.

DAI's Shereen Abdelaaty manages the new biodiversity and forestry communications component (Task 4). She has over ten years of experience in program communications 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 Web Designer Cynthia Canelas, 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 can 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 countries concerned. 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 other USAID programs managed by the Forestry and Biodiversity (FAB) team of 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.

The following work plan describes the specific activities that will be undertaken on each of these tasks during the period beginning October 1st 2010 and ending September 30th 2011. 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.

Annex 1 of the CK2C annual report comprises the updated CK2C performance monitoring plan (PMP) which 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 September 24, 2010, CK2C budgetary expenditure¹ 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	\$271,246.76	\$60,071.21	n/a
Biodiversity funds expended	\$849,634.24	\$1,032,740.26	\$243,891.04
Total spending	\$1,120,881.00	\$1,092,811.47	\$243,891.04

The following table represents the FY2010 funds for all of CK2C:

TABLE 2: FISCAL YEAR 2010 FUNDS FOR CK2C

Earmark by % total of FY10 funds		
Biodiversity earmarked	74%	\$975,000
Water earmarked	20%	\$260,000
Not earmarked	6%	\$90,000
	TOTAL	\$1,325,000

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

¹ This is through September 24, 2010 instead of September 30, 2010 due to an internal, financial reporting deadline and does not include the fixed fee.

TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCE MANAGEMENT SUCCESSES

The overall objective of this task is to increase the understanding of successful natural resource management approaches and actions. Analyses and assessments of programs that integrate economic growth, governance and natural resource management will be targeted.

During the life of the project, the CK2C team will undertake at least six natural resource impact assessments (NRIAs – also known as stocktakings). The final report of the Kalimantan community-based forest management project was completed last year and the stocktaking exercise on community-based natural resource management (CBNRM) in southern Africa is ongoing. During FY11, we plan on conducting additional assessments in the Philippines and Guinea. As stated in previous work plans, the continuation of the NRIAs is crucial to positioning CK2C as a platform for thought leaders and champions of natural resource management (NRM), not only to showcase lessons learned, but also to develop relationships to be nurtured as communities of practice (CoPs).

The overarching objective of these stocktaking exercises is to contribute to 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. This is the specific biodiversity conservation objective of Task 1 of CK2C. CK2C will help identify (1) – policy weaknesses and (2) - deficiencies in people’s understanding of the benefits of biodiversity conservation in places where these shortcomings are believed to contribute to the threats facing biodiversity in specific countries and regions. In this regard, all activities will contribute to achieving positive impacts on biodiversity through threat reduction as gauged by the CK2C PMP indicators.

The ongoing assessment of the status of CBNRM in southern Africa (in five of the countries where the Conservation Partnerships for Sustainability in Southern Africa [COPASSA] cooperative agreement works) will be concluded in the first half of FY 2011. A stocktaking of the approximately 20-year-old CBNRM program in the Philippines will be undertaken at the beginning of the fiscal year; it is anticipated that the results of this study will be able to inform younger CBNRM programs in the region – in Indonesia or Cambodia for example. The second stocktaking planned for FY11 will focus on community-based forest management in Guinea where decentralization and an anticipated new, democratically elected government have created opportunities for expanding this model of forest management.

During FY12, we will complete the final two stocktaking analyses. For budgetary and planning purposes, we have identified two possible themes though these will require further assessment to evaluate their potential and value. We anticipate close coordination with USAID/EGAT on finalizing the specific themes and topics of the remaining stocktaking activities. The two potential themes are as follows: community management of conservation areas in Malawi, which has seen some significant gains in CBNRM policy, implementation successes and public awareness in recent years; and an analysis of co-

management of Protected Areas in the Maya Biosphere Reserve in Mexico, Guatemala and Belize. In Malawi, after decades of minimal progress, recent investments in CBNRM that are based on market incentives are beginning to bear fruit. The protection of terrestrial and aquatic ecosystems that harbor important biological diversity is beginning to take root. It is of crucial importance to identify the root causes of these successes so that these initial gains can be replicated and expanded.

Upon completing the field-based exercises and meetings, we will organize a wrap-up workshop in Washington DC with senior members of some of the assessment teams presenting the findings. The proceedings of all workshops, along with the assessments, will be cataloged on FRAMEweb for access by the larger NRM community.

CK2C will also continue development and promotion of GeoExplorer – a web-based tool that will enable us to facilitate the sharing of spatial information relating to stocktaking themes and other NRM issues as well as catalyze discussion. The CK2C team envisions this tool going beyond a “best practice” database to gather and disseminate NRM activities, to an analytical tool where FRAMEweb members can actually contribute and share geospatial data.

CK2C will continue to encourage FRAMEweb-based discussion groups to consider becoming formal CoPs on FRAMEweb 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 create momentum and interest in forming CoPs – either using FRAMEweb or other ways to share knowledge and ideas.

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 a formal stocktaking exercise. 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 have been discussed with USAID/EGAT and suggested by NRM practitioners and colleagues. These discussions are ongoing but have allowed the CK2C team to identify potential topics and areas for the final three or four stocktaking exercises. An attempt was also made to balance potential themes across regions of the world so that broad geographical representation is ensured.

For the final assessments, we intend to identify and collaborate with a partner organization. It is expected that this organization will provide an institutional home for the stocktaking results while also using the results as part of its ongoing activities. In addition, we expect that the partner organization will champion CBNRM, advocating for its incorporation into appropriate development programs and policies.

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

In collaboration with the COPASSA project and national CBNRM Forums, CK2C will conduct CBNRM stocktaking assessments in Botswana and Mozambique. It is anticipated that workshops will be held in each country during the month of November and that the reports will be completed by the end of December. Work on the consolidated regional report will commence in December; this report should be finished by late January or early February. CK2C staff will also work together with COPASSA to organize and participate in the regional workshop which is currently slated to be held in February 2011.

Activity 1.1.2 – Conduct stocktaking exercise – Philippines

An assessment of CBNRM in the Philippines is planned for the first half of FY11. The stocktaking will focus on how CBNRM has evolved in the context of decentralization and will examine the impacts on marginalized coastal and upland communities. One key issue that will be explored is co-financing of CBNRM initiatives by the government in order to achieve, concomitantly, rural development and improved natural resource management. An attempt will be made to include decision- and policy-makers in the process from the start as a means to enhance subsequent influence on national policies.

Activity 1.1.3 – Conduct stocktaking exercise – Guinea

The CK2C team plans a second stocktaking assessment in Guinea during the second half of FY11. Community management of natural forest resources will be examined in light of opportunities for expansion under a new government. Lessons learned from older sites such as the Nialama Forest Reserve will be captured and analyzed and the scope for further application of the model in the biodiversity-rich Forest Region will be explored. As with the Philippines, we expect to include policy- and decision-makers throughout the process.

Activity 1.1.4 – Utilize FRAMEweb-based discussions to further identify and/or refine FY12 stocktaking topics

The CK2C Team will utilize the rich experience of FRAMEweb community members and existing CoPs to help identify possible stocktaking themes and activities through facilitated outreach and online discussions.

Outcome: Two new stocktaking initiatives launched in FY11. At least two stocktaking exercises completed and two associated CoPs established and functioning. List of potential FY12 stocktaking topics identified.

Responsibilities and Timing: Tom Erdmann – CBNRM in southern Africa stocktaking completed by the end of February; Philippines stocktaking completed by the end of March; Guinea stocktaking completed by the end of September. In addition, Carmen Tedesco and Sarah Schmidt will work with Tom Erdmann to help identify potential FY12 stocktaking themes suggested by FRAMEweb members or discussions by the fourth quarter of FY11.

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

Purpose: The CK2C stocktaking activities will be 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. Oversight will be provided by CK2C.

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 – Hold stakeholder workshop to discuss stocktaking findings – Philippines

In collaboration with local consultants and, potentially, the Environmental Science for Social Change institute², the CK2C team will identify key CBNRM stakeholders for a national-level workshop. It is expected that representatives from indigenous as well as upland and coastal communities will participate. Workshop participants will be requested to draft an action plan based on the principal stocktaking results. It is expected that this plan will include actions aimed at influencing CBNRM policy and advocating for its incorporation in general development programs and policies.

Activity 1.2.2 – Hold stakeholder workshop to discuss stocktaking findings – Guinea

During the second half of FY11, CK2C staff will collaborate with local consultants and a to-be-identified local institution to organize a workshop to discuss the stocktaking results. A representative cross-section of key stakeholders will be identified and invited to participate in the workshop. The workshop proceedings will be publicized via FRAMEweb and workshop participants will be invited to form a CoP and continue an online discussion of pertinent CBNRM-related issues. As with the Philippines, one output of the workshop will be an action plan which should include elements targeting policy advocacy and reform.

² The SOW for the Team Leader of the Philippines stocktaking assessment includes the following task: “Identify a collaborating institution that works in the domain of CBNRM (such as the Environmental Science for Social Change (ESSC) institute, the Marine Science Institute of UP Diliman, or the UP College of Forestry and Natural Resources), and that will participate in the stocktaking assessment and use and house the stocktaking results once the study is completed; ensure engagement of this institution throughout the stocktaking process.”

Activity 1.2.3 – 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 2011 in order to present and discuss the stocktaking results from each country. 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 concept of establishing a working group of policy- and decision-makers from the participating countries will be explored. 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. The experience with policy- and decision-makers in southern Africa will be an initial pilot but could be replicated in other regions such as southeast Asia. For example, the results from the Philippines stocktaking could inform nascent CBNRM programs and policies in Indonesia and Cambodia via a southeast Asia dialogue or working group composed of regional decision- and policy-makers.

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. The first stocktaking exercise will be launched in the first quarter of FY11. The second stocktaking will be scheduled for the second half of the fiscal year.

SUB-TASK 1.3: REPORT AND DISSEMINATE FINDINGS

Purpose: The goals of the stocktaking exercises are at least two-fold – first, to provide local experts with the resources and tools to be able to undertake a formal analysis of a crucial natural resource management issue that has been successfully addressed but perhaps has not been widely communicated. Second, build 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 management strategies.

Approach: CK2C will organize briefings and other forums in Washington or in regional locations that will enable champions to describe the results of the stocktaking initiatives. Final stocktaking reports and workshop proceedings will be posted on FRAMEweb. In addition, we expect to elevate discussions and information sharing to a full Community of Practice on FRAMEweb for each stocktaking stakeholder group.

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 us to facilitate the sharing of spatial information relating to stocktaking themes.

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 the end of March (if not earlier). The posting of the report will be accompanied by the establishment of a “CBNRM in the Philippines” CoP; simultaneously, a provocative question linked to the report will be

submitted in order to stimulate discussion. The workshop proceedings will also be shared via FRAMEweb as soon as they are finalized – probably in December or January.

Activity 1.3.2 – Disseminate Guinea report and begin online discussion of results

The Guinea stocktaking results will also be disseminated using the same steps and channels described above. The CoP should be active and discussing the stocktaking results and related topics by the end of September. In addition, we will explore – with USAID – the possibility of presenting the results of all 3 stocktaking exercises slated for completion in FY11 (southern Africa, Philippines, Guinea) at a convenient location in Washington.

Activity 1.3.3 – 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. How to engage the media in the stocktaking process – and thereby boost communication of stocktaking results – will also be considered. Another concept that will be explored is establishing a CoP of natural resource policy- and decision-makers and then facilitating dialogue among this group. 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 1.3.4 – Develop and maintain the geospatial visualization tool – GeoExplorer

The CK2C team will continue to develop, test and deploy the use of 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 spatial data to engage FRAMEweb members in analytical discussions and encourage them to populate GeoExplorer.

Outcome: Published materials (reports and proceedings) posted on FRAMEweb and distributed via other channels. Summary presentation made in Washington. GeoExplorer, an interactive web-based map of NRM activities, maintained on FRAMEweb.

Responsibilities and Timing: Tom Erdmann supported by CK2C Geospatial Specialists. Philippines final report planned to be available by the end of February; Guinea final report planned for the end of September. In addition, Sarah Schmidt and Carmen Tedesco with support of the CK2C IT team will maintain the GeoExplorer tool and conduct outreach and training throughout the year.

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

Purpose: CK2C will avoid attempting 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 formed groups 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. 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 all-FRAMEweb 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.

Activity 1.4.3 – Initiate and manage at least three online discussions to expand understanding of key topics for the NRM community

New communities and discussions will be fostered through discussions with potentially interested champions as we have done in the past. This will be accomplished through a combination of methods including responding to interest from organizations that wish to create their own community of practice or partner page, or by soliciting new communities or partner pages when we hear of a possible collaborative opportunity that would be a good fit for a FRAMEweb community. We may also initiate discussions within communities that have already formed around topics of interest to the broader NRM community via conferences, events, or talks that CK2C team members attend (including the Cancun UNFCCC meeting in December). In general, FRAMEweb CoPs will be supported by CK2C through the development of training tools (such as videos and user guides), tutorials, and mentoring.

Outcome: The result of mentoring and outreach efforts will be sustained relationships with partners and champions, 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: Carmen Tedesco and Sarah Schmidt. This outreach will be conducted on a continual basis, with communities created by the end of FY11.

TABLE 3: TASK 1 GANTT CHART

Activity/Task Description	Est. cost ³	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:</i> Complete stocktaking exercise – southern Africa (Botswana and Mozambique)	\$70,000	Erdmann				
<i>Activity 1.1.2:</i> Conduct stocktaking exercise – Philippines	\$100,000	Erdmann				
<i>Activity 1.1.3:</i> Conduct stocktaking exercise – Guinea	\$100,000	Erdmann				
<i>Activity 1.1.4:</i> Utilize FRAMEweb-based discussions to further identify and/or refine FY12 stocktaking topics	\$10,000	Schmidt, Tedesco				
Sub-task 1.2: Hold discussions and local/regional workshops to build partnerships and communities of practice						
<i>Activity 1.2.1:</i> Hold stakeholder workshop to discuss stocktaking findings – Philippines	(see 1.1.2 above)	Erdmann		▲		
<i>Activity 1.2.2:</i> Hold stakeholder workshop to discuss stocktaking findings – Guinea	(see 1.1.3 above)	Erdmann				▲
<i>Activity 1.2.3:</i> Expanded participation in regional CBNRM stocktaking workshop – southern Africa	\$5,000 ⁴	Erdmann		▲		
Sub-task 1.3: Report and disseminate findings						
<i>Activity 1.3.1:</i> Disseminate Philippines report to workshop participants and begin online discussion of results	(see 1.1.1b above)	Erdmann		▲		
<i>Activity 1.3.2:</i> Disseminate Guinea report to workshop participants and begin online discussion of results	(see 1.1.1c above)	Erdmann				▲
<i>Activity 1.3.3:</i> Enhance communication of stocktaking results to decision- and policy-makers	\$5,000	Erdmann (assisted by Schmidt, Tedesco)				
<i>Activity 1.3.4:</i> Develop and maintain the geospatial visualization tool – GeoExplorer	\$20,000	Schmidt, Tedesco, CK2C IT Team				
Sub-task 1.4: Build coalitions and web-based communities of practice						
<i>Activity 1.4.1:</i> Mentor CoP champions and moderators to effectively manage communities and discussions	\$10,000	Schmidt, Tedesco				
<i>Activity 1.4.2:</i> Conduct member outreach to facilitate participation – networking, information sharing, and discussions	\$5,000	Schmidt, Tedesco				

³ 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.

⁴ Pending approval by the CK2C COTR and availability of funds, these resources will be used to support the participation of the CK2C COP in the workshop; it is expected that he will make a presentation on the consolidated southern Africa CBNRM stocktaking report and will actively engage in discussions with decision-makers and others throughout the workshop.

Activity/Task Description	Est. cost ³	Responsibility	Q1	Q2	Q3	Q4
<i>Activity 1.4.3:</i> Initiate and manage at least three online discussions to expand understanding of key topics for the NRM community	\$5,000	Schmidt, Tedesco				▲

Legend

-  duration of activity
-  milestone

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 FRAMEweb 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, as well as provide additional support to USAID training efforts. 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 FY09 FRAMEweb redesign using Tomoye's latest Community of Practice (CoP) software platform - ECCO 3.1- 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:

- Manage the FRAMEweb site,
- Support communities and NRM partner organizations, 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 web site's vital role in supporting stocktaking research, Communities of Practice and NRM partners may also be extended to include support to online learning. 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 and news feeds via FRAMEweb. Building upon the FY09 redesign, the CK2C team will continue to provide reliable, secure access to features supporting online document sharing, discussion forums, and website hosting by upgrading to Tomoye's⁵ ECCO 3.1.

Activity 2.1.1 – Securely maintain hardware and Tomoye ECCO software

The CK2C Team will continue to manage FRAMEweb servers and software, including an upgrade of the user interface utilizing Tomoye's latest software - ECCO 3.1.

Activity 2.1.2 – Update FRAMEweb content

The Team will continually, add and update content on the web site 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.

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: The FRAMEweb upgrade to Tomoye's latest version of community software – ECCO 3.1. – will result in enhanced social media functionality and an improved user interface. 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.

Responsibilities and Timing: Sarah Schmidt and Carmen Tedesco, with the support of the CK2C IT team, will coordinate the upgrade to ECCO 3.1, to be launched in the second quarter. They will continue to facilitate content for the topic sections via RSS feeds and customized links to the RM Portal Library on an ongoing basis. Relationships with Tomoye and RM Portal managers will continue throughout the life of the project.

SUB-TASK 2.2: SUPPORT COMMUNITIES AND PARTNER ORGANIZATIONS

Purpose: Communities for CK2C start with networks and a shared interest. 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

⁵ NewsGator Technologies acquired Tomoye in 2010; it is now a division known as Tomoye Community Software.

processes of building community and generating value from the interaction requires skilled facilitation, participation by members and an appreciation outside the community for strategic outputs.

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. Active engagement and facilitation, as outlined in sub-task 1.4 above, of select communities 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 (email 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 the Asia and Latin America and the Caribbean (LAC) regions.

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), development of community tools and resources (such as the Quick Reference Guide, and How To videos), and champion mentoring for improved collaboration results.

Outcome: Outreach and marketing of FRAMEweb tools will result in new 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 and Carmen Tedesco, with input from the CK2C team, will facilitate communities and mentor community leaders throughout the life of the project.

SUB-TASK 2.3: CAPACITY BUILDING AND COMMUNICATIONS

Purpose: CK2C offers powerful web tools to enhance valuable collaboration and learning. That power, however, takes some investment in skills and training to be fully realized. Similarly, an investment in communications about the tools and communities themselves is essential to spread their benefit in a readily understandable form to 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 and three of CK2C (videos and Help Guides), staff will revise and update materials for the ECCO 3.1 software. Through e-newsletters and distribution of CK2C products using FRAMEgram, the team will share the ongoing benefits of the FRAMEweb site and the results of the stocktaking assessments.

Activity 2.3.1 – Capacity building 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.

Activity 2.3.2 – Provide FRAMEweb technical training and information resources

CK2C staff will implement new as well as upgrade existing online tools and technical approaches, such as additional or updated “how to” guides and videos, to extend the benefits of online tools. The CK2C team will also look for opportunities to host a webinar for FRAMEweb users.

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 community members to identify innovative and current information and resources related to emerging topics such as food security and climate change.

Outcome: Updated quick reference guides and “How To” videos will allow FRAMEweb network members to concentrate on content versus technology. The use of email-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 involved directly in preferred areas of interest and CoPs, increasing site activity and information flow.

Responsibilities and Timing: Sarah Schmidt, Carmen Tedesco, and the CK2C IT support team will continue to create and publish user and training guides and videos. This team will also provide members and partners with on-demand support. Sarah Schmidt will manage and publish the FRAMEgram newsletter on a bimonthly schedule, with input from the CK2C team.

TABLE 4: TASK 2 GANTT CHART

Activity/Task Description	Est. cost ⁶	Responsibility	Q1	Q2	Q3	Q4
Task 2: Web-Based Tools For Building Capacity And Communities						
Sub-task 2.1: Manage the FRAMEweb site						
Activity 2.1.1 – Securely maintain hardware and Tomoye ECCO software	\$30,000	Sarah Schmidt, CK2C IT Team		▲		
Activity 2.1.2 – Update FRAMEweb content	\$10,000	Sarah Schmidt, Carmen Tedesco				
Activity 2.1.3 – Cross-reference FRAMEweb and the USAID Resource Management Portal	\$5,000	Sarah Schmidt, Carmen Tedesco				
Sub-task 2.2: Support Communities and Partner Organizations						
Activity 2.2.1 – Outreach and promotion of FRAMEweb social media tools	\$20,000	Sarah Schmidt, Carmen Tedesco				
Activity 2.2.2 – Support existing FRAMEweb Partner Pages	\$15,000	Sarah Schmidt, Carmen Tedesco				
Sub-task 2.3: Capacity Building and Communications						
Activity 2.3.1 – Capacity building for the use and management of FRAMEweb communities	\$20,000	Sarah Schmidt, Carmen Tedesco				
Activity 2.3.2 – Provide FRAMEweb technical training and information resources	\$15,000	Sarah Schmidt, Carmen Tedesco				
Activity 2.3.3 – Produce and distribute FRAMEgram	\$5,000	Sarah Schmidt, Carmen Tedesco	▲ ▲	▲	▲ ▲	▲

Legend
 duration of activity
 milestone

⁶ 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 population 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.

As of today, 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.

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 five times in Panama City, Pretoria, Cebu and Washington DC (twice) during the first three 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 standalone DL course (while also being a pre-requisite of the ENRM blended overview course).

Last year (FY10) the ENRM-LI delivered two ENRM overview courses, finalized the ENRM Overview Trainer’s Guide and Participant Workbook, standardized and delivered multiple, 1-day short courses (Environment in Development), launched the Monitoring and Evaluation plan, started the design of the new, five-day ENRM (201) Applications course (a follow up to the ENRM Overview) and started its collaboration in the design of the two-day blended course devoted to conflict and NRM: “Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict.” Also during FY10, the CK2C team launched the ENRM Learning Gateway (www.enrmlearning.org), a centralized learning site that connects and guides USAID environment staff to online and F2F learning opportunities, providing a clear description of the competency-linked learning path, a training calendar and a resource center. In addition, as of FY11, the Water Sanitation and Hygiene (WASH) overview course is becoming part of the ENRM Learning Initiative.

The ENRM-LI has three overarching components on which the CK2C team, with USAID EGAT staff, will continue working during FY11: (1) the Learning Initiative itself, which includes the definition of the Learning Path USAID staff will follow to acquire proposed competencies, (2) Training (F2F, DL and blended courses), and (3) the Learning Gateway. The main focus of the CK2C team will be:

- finalizing the ENRM Learning Initiative definitions and learning path (curriculum),
- finalizing the Trainer’s Guide and Participant’s Workbook for the ENRM overview course, based on minor feedback received from the July 2010 delivery,
- ensuring the delivery of the proposed blended courses: ENRM (101) Overview, ENRM (201) Applications, WASH, and Why Environment Matters (short course),
- launching and offering the Earmarks distance learning course,
- supporting the design and facilitation of the Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict course,
- managing the continuous delivery of the Foundations standalone 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 three 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: DEVELOP AND BUILD THE ENRM LEARNING INITIATIVE

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

Approach: The CK2C approach for this competency-linked learning initiative follows a self-directed and experiential learning approach based on three premises: a) staff members want to be able to take the

initiative and responsibility for their own learning; b) given current work demands and location of USAID staff around the world, learning resources that staff can access at any time and place need to be offered through a variety of channels; and c) adults learn through reflection, discussion and application of the knowledge, skills and tools offered in a training program.

Activity 3.1.1 - Finalize ENRM Competency-Linked Learning Path

This activity will entail the following tasks:

- Meet with the USAID Office of Human Resources to better understand the status of USAID efforts to chart competency-linked learning paths. This information will inform and feed into the finalization of the ENRM Competency-Linked Learning Path.
- Organize two, half-day working session(s) (if necessary) with CK2C Steering Committee members to finalize the proposed competency-linked learning path. These sessions will clarify and revise the formal and informal learning opportunities required by USAID staff to effectively manage USAID environment programs.
- Document the conclusions of the working session(s) and incorporate the proposed path into the Learning Gateway.

Outcomes: A 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; a virtual path in the form of recommended learning opportunities organized and displayed on the ENRM Learning Gateway.

Responsibilities and Timing: Patricia Garcia, completed by March 2011.

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

The CK2C team will implement the approved monitoring and evaluation plan to capture feedback and lessons learned from each training course (F2F and DL) as well as virtual learning resources. The main objective of the ENRM-LI monitoring and evaluation plan is to determine the effectiveness of the training programs offered under the initiative. The overall effectiveness of the ENRM-LI will be measured at three levels (following the work of Dr. Jim Kirkpatrick in training evaluation systems⁷). Tasks associated with this activity follow.

1. Collect data for the ENRM-LI M&E report. This will include FY11 data related to course evaluations, self-assessment quizzes applied during the course (only applicable for the ENRM overview and ENRM application courses), After Action Reviews (AAR), and interviews with a sample of participants from five-day courses delivered in FY11. This follows the M&E plan approved by the Steering Committee in 2010. In terms of the interviews required to measure course application, given the period required between the delivery of the course and the follow-up interviews, this report will only include data from the five-day courses delivered between October 1st, 2010 and March 31st, 2011.

⁷ Kirkpatrick, Donald L. & Kirkpatrick, James D. Evaluating Training Programs. © 2006.

- Level One - general satisfaction of the participants in the training programs,
- Level Two - participant learning - knowledge acquisition and skills developed or improved, and
- Level Three - changes in behavior which refers in our case to the percentage of participants that are able to apply one concept or skill acquired in the five-day blended courses in their work.

2. Summarize cumulative data for the M&E report. This will comprise data from the Why Environment Matters short courses, the ENRM overview courses and WASH.
3. Summarize cumulative data for the M&E report from the evaluations and trends of DL courses.

Outcomes: the FY11 summary report that includes data collected from each course delivered during FY11 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 (activity tasks in all 4 quarters of FY11) with final, cumulative, summary M&E report delivered in September.

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 the experiential opportunities during the F2F component.

Approach: The CK2C team will finalize the designs and materials of the proposed 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 (101) overview course for the sixth time as well as a final, standardized Trainer's Guide and Participant Workbook.

Outcomes: Trainer's Guide formatted and provided to USAID as a final deliverable of the contract; Participant Workbook formatted and provided to USAID as a final deliverable of the contract; evaluation report on course delivery described in Activity 3.1.2.

Responsibilities and Timing: Patricia Garcia and Sarah Schmidt, ongoing (activity tasks in all 4 quarters of FY11) through September.

Activity 3.2.2 - ENRM Blended Applications Course Designed and Delivered

The CK2C team will finalize the design and deliver the ENRM (201) applications course - a five-day, competency-linked blended course that will have DL and F2F components. This course is a follow-on to the ENRM overview course and will offer specific technical knowledge and skills related to ENRM programming. The course will require advanced facilitation skills to ensure learning from experiential activities such as simulations and role playing; therefore, a half-day facilitation or coaching skills training may be required.

Specifically the team will:

1. Finalize the design of the course:
 - a. Finalize content development - a team composed of an adult learning specialist, subject matter experts, and USAID trainers will finalize the content of the course.
 - b. Design and develop the Trainer's Guide and Participant Workbook.

- c. Promote the course and register participants: draft Agency Notices, Learning Management System (LMS) posting, registration, and follow-up.
2. Course delivery and finalization:
 - a. Deliver a short Training of Trainers session on advanced facilitation skills for course trainers.
 - b. First delivery of the course: DL component November 2010 through January 2011 and F2F January or February 2011.
 - c. Incorporate changes based on the first delivery and finalize the course DL component, Trainer's Guide and Participant Workbook.
 - d. Second delivery of the course: Summer/Fall 2011 (DL component at least a month before the F2F).
 - e. Upload Trainer's Guide and Participant Workbook to the Technical and Administrative Management Information System (TAMIS) and provide to USAID as course deliverables.

Outcomes:

- ENRM Blended Applications Course delivered twice (January-February 2011 and Summer/Fall 2011). (NB: the January-February delivery was postponed from FY10 per agreement with USAID ENRM-LI Steering Committee.)
- Trainer's Course Guide uploaded in TAMIS and provided to USAID as a final deliverable of the contract.
- Participant Workbook uploaded in TAMIS and provided to USAID as a final deliverable of the contract.
- Half-day facilitation and coaching skills training delivered and support materials delivered to USAID as a final deliverable of the contract.
- Evaluation report on course delivery as described in Activity 3.1.2.

Responsibilities and Timing: Meredith MacDonald and Sarah Schmidt, ongoing (activity tasks in all 4 quarters of FY11) through September 2011.

Activity 3.2.3 - WASH Course Redesigned and Delivered

The CK2C team will adapt the current design of the five-day WASH course to the ENRM-LI course model to become a blended course with both DL and F2F components for the second delivery of FY11 (Summer 2011) as well as a finalized and standardized Trainer's Guide and Participant Workbook.

Specifically the team will:

1. Finalize the design of the course:
 - a. Adjust the content of the course for the Asia and Washington, DC deliveries. CK2C will offer the support required by the USAID trainers to adjust the content from previous Africa deliveries to a delivery in Asia and a delivery in Washington DC. CK2C will offer adult learning expertise and logistics support.

- b. Redesign the Trainer’s Guide and Participant Workbook based on changes required for both Asia and Washington DC deliveries. The CK2C team will also make changes in the Trainer’s Guide following ENRM-LI format and standards.
 - c. Create a DL prerequisite course to be launched during the summer of 2011.
 - d. Promote the course and register participants: draft Agency Notices for distribution, LMS posting, registration, and follow up.
2. Course delivery and finalization:
- a. Deliver a F2F only WASH course in Asia (January 2011) and a blended course in Washington, DC (summer 2011).
 - b. Finalize the Trainer’s Guide and Participant Workbook based on Washington DC delivery.

Outcomes: ENRM WASH course delivered twice (January 2011 and summer 2011); Trainer’s Guide delivered to USAID as a final deliverable of the Contract; Participant Workbook delivered to USAID as a final deliverable of the contract; and evaluation report on course delivery as described in Activity 3.1.2.

Responsibilities and Timing: Kathy Alison, Meredith MacDonald and Logistics Coordinator (DAI), through September 2011 (activity tasks in all 4 quarters of FY11) with course deliveries in January and summer 2011.

Activity 3.2.4 - ENRM Blended Why Environment Matters Short Course

The CK2C team will deliver the current 1-day, Why Environment Matters course four times and will finalize or standardize the Trainer’s Guide and Participant Workbook.

Outcomes: course delivered four times; Trainer’s Guide delivered to USAID as a final deliverable of the contract; Participant Workbook delivered to USAID as a final deliverable of the contract; Evaluation report on course delivery described in Activity 3.1.2.

Responsibilities and Timing: Sarah Schmidt and Meredith MacDonald. Deliveries will be October 2010, February 2011, April 2011, and August 2011.

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

The CK2C team will offer adult learning expertise for the design and provide course facilitation for the two-day, “Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict” course. In collaboration with the technical course content developers (Associates in Rural Development [ARD] only), the team will design and deliver a short DL module.

Specifically the team will:

- 1. Finalize course design:
 - a. Collaborate with technical course developers in the finalization of a Trainer’s Guide and Participant Workbook following ENRM-LI standards.
 - b. 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 of the F2F two-day course.

2. Course delivery and finalization:

- a. Facilitate two deliveries of the course (February 2011 in Colombia and summer/fall 2011), both DL and F2F.
- b. Provide minor adult learning support to make course development adjustments after the first delivery.
- c. Provide course evaluation analysis for the DL component and work with the ARD technical course content developers on the overall evaluation report (DL and F2F).

Outcomes: Course facilitation (twice); DL launched and accessible in the ENRM Learning Gateway; evaluation analysis of DL component; evaluation analysis of the F2F course (previously coordinated by ARD).

Responsibilities and Timing: Ed Salt and Meredith MacDonald through September 2011 with deliveries in January and summer/fall 2011.

Activity 3.2.6- 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 3 months. Specifically the team will:

1. Advertise and market the course in the USAID LMS and through other Agency means.
2. Continuously allow access to the course and offer technical and training assistance if needed.
3. Prepare a report on course evaluation and trends every three months (December 31st, 2010; March 31st, 2011; June 30th, 2011 and September 30th, 2011).

NB: this course will continue as a pre-requisite of the ENRM Overview course as well.

Outcomes: Foundations course permanently accessible in the ENRM Learning Gateway; reports on course evaluation and trends (December 31st, 2010; March 31st, 2011; and June 30th, 2011, and September 30th 2011); 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 deliverable of the contract.

Responsibility and Timing: Meredith MacDonald and Sarah Schmidt, through September 2011.

Activity 3.2.7 - Applying ENRM Earmarks Distance Learning Course

The development and initial delivery of this course was included in the FY10 work plan. The course design was initiated as planned in FY10 and, per the decision of the USAID ENRM-LI Steering Committee, the course launch was postponed to FY11. This is a DL course that will be updated as needed (at least once in FY11). The course will also be competency-linked according to the main objectives of the ENRM-LI. The course will be designed by USAID staff in coordination with the CK2C adult e-learning expert. Specifically the CK2C team will:

1. Work with USAID to develop the course design and content using the best e-learning methodologies for the reporting and earmarks topic areas.
2. Launch the course for pilot testing by February 15th, 2011.

3. Advertise and market the course in the USAID LMS and through other Agency means.
4. Continuously allow access to the course and offer technical and training assistance if needed.
5. Prepare a report on course evaluation and trends every three months after course launch (June 30th, 2011 and September 30th, 2011)

Outcomes: draft content by January 15, 2011 (technical content provided by USAID); course test and improvements by March 15, 2011; Applying ENRM Earmarks course permanently accessible in the ENRM Learning Gateway by March 31st, 2011; reports on course evaluation and trends (June 30, 2011 and September 30, 2011).

Responsibility and Timing: Meredith MacDonald and Sarah Schmidt. Course launched in second quarter (Jan-March 2011), evaluation reports June 30th, 2011 and final summary report on September 30th, 2011.

Activity 3.2.8. – Support to EGAT Global Climate Change (GCC) Training

The CK2C team will provide funding support to EGAT’s Global Climate Change team for training, outreach, and meeting venues (e.g., room rental for events, catering, and miscellaneous outreach items, such as USAID-branded GCC pens, postcards, and USB flash drives). The CK2C team will work with USAID GCC staff and other contractors who will coordinate all logistics and event support.

Outcomes:

1. Provide venue for Low Emissions Development Strategy (LEDS) Conference tentatively scheduled for January 2011 in Washington DC (includes venue rental and catering for roughly 3 days for approximately 40 individuals).
2. Provide venue for GCC course in the Africa region in spring/summer of 2011 (includes venue rental and catering for roughly 7 days for approximately 40 individuals).
3. Provide venue for GCC team retreat in Washington DC (date TBD) (includes venue rental and catering).
4. Provide venue for ENRM Learning Gateway launch in Washington, DC in November 2010 (preferably a room in the Ronald Reagan Building, accessible to the public).
5. Order/deliver USAID-branded GCC pens with six rotating messages (roughly 2,000 units).
6. Order/deliver postcards with USAID GCC Intranet URL (roughly 1,000 units).
7. Order/deliver USAID-branded flash drives (2 GB) (roughly 1,000 units).

Responsibility and timing: Sarah Schmidt, through September 2011.

SUB-TASK 3.3: VIRTUAL LEARNING RESOURCES

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

Approach: CK2C will maintain and manage the interactive ENRM Learning Gateway launched in FY10. CK2C 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:

1. Populate and update the home page with ENRM-LI information and communications.
2. Communicate and work with the EGAT Portal team, when appropriate, to cross reference common materials and resources.
3. Promote the Learning Gateway.
4. 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 FY11) through September 2011.

TABLE 5: TASK 3 GANTT CHART

Activity/Task Description	Est. cost ⁸	Responsibility	Q1	Q2	Q3	Q4
Task 3: ENRM Competency-linked Training						
Sub-Task 3.1: Develop and Build the ENRM Learning Initiative						
Activity 3.1.1 - Finalize ENRM Competency-Linked Learning Path	\$11,800	Patricia Garcia		▲		
Activity 3.1.2 - ENRM Learning Initiative Monitoring and Evaluation	\$23,500	Patricia Garcia & Meredith Macdonald				▲
Sub-Task 3.2: Training Component						
Activity 3.2.1 - ENRM Blended Overview Course Delivery	\$64,700	Patricia Garcia & Sarah Schmidt			▲	▲
Activity 3.2.2 - ENRM Blended Applications Course Designed and Delivered	\$133,000	Meredith MacDonald & Sarah Schmidt		▲		▲
Activity 3.2.3 - WASH Course Redesigned and Delivered	\$225,000	Kathy Alison, Meredith MacDonald and Lauren Gaum		▲		▲
Activity 3.2.4 - ENRM Blended Why Environment Matters - Short Course	\$17,700	Meredith MacDonald & Sarah Schmidt	▲	▲	▲	▲
Activity 3.2.5 - NRM and Conflict Course: Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict	\$37,500	Ed Salt & Meredith MacDonald		▲		▲
Activity 3.2.6- Distance Learning Stand Alone Foundations Course	\$8,000	Meredith MacDonald				▲
Activity 3.2.7 - Earmarks Course	\$14,600	Meredith MacDonald		▲		▲
Activity 3.2.8 – Support to EGAT GCC training	\$50,000	Sarah Schmidt & Lauren Gaum				▲
Sub-Task 3.3: Virtual Learning Resources						
Activity 3.3.1- Maintain the ENRM Learning Web-based Gateway	\$30,700	Sarah Schmidt	▲			▲

Legend

-  duration of activity
-  milestone

⁸ 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 and GCC support activities, CK2C does not track spending by activity.

TASK 4: BIODIVERSITY AND FORESTRY REPORTING AND COMMUNICATIONS

Task Four is designed to respond 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 118/119 reports, an updated biodiversity guide and topical fact sheets. Other communication tools are under consideration and may be added at a later time.

Task Four will continue to help the EGAT/FAB team 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.

During FY10, the Task Four team began to support learning activities related to the recently launched landscape conservation initiative, SCAPES. Support to SCAPES learning will expand in FY11 to include the organization of meetings and symposia that will help develop, synthesize and publicize knowledge gained from SCAPES implementation.

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

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

During FY10, the Task Four team continued to support reporting and communications efforts while helping to launch support to the newly awarded SCAPES activity. The team helped USAID to write, edit and publish the FY2009 Biodiversity and Forestry Report; provide writing support to the Biodiversity Guide update; deliver eight seminar series; and provide support to the SCAPES learning initiative. The Task Four team will continue to ensure that linkages across the CK2C project are identified and leveraged.

SUB-TASK 4.1: SUPPORT TO SCAPES LEARNING INITIATIVE

Purpose: CK2C will support a learning component for the SCAPES program. A landscape/seascape conservation initiative, SCAPES will work with CK2C to develop and promote approaches to scale-up large-scale conservation initiatives worldwide.

Approach: Activities will be organized to support cross-partner learning and best practice development. Detailed activities will be developed jointly with USAID and the SCAPES partners starting in October, and implementation could start as early as November 2010.

Specific activities include:

Activity 4.1.1 – Assist USAID with identification of learning themes using online survey technologies (September-October 2010)

Using survey tools, Task Four will work with USAID to gauge partner interest in a variety of learning topics. Subsequently, it is expected that USAID will fund no more than 3 learning activities.

Activity 4.1.2 – Assist USAID with analysis of SCAPES baseline limiting factors survey (September-October 2010)

Task Four will work with USAID to prepare analysis of the survey results to share with the SCAPES partners during the October 7 quarterly meeting as well as the SCAPES annual meeting.

Activity 4.1.3 – Finalize SCAPES partner brochure (October 2010)

Over the past couple of months, Task Four provided graphic design support to prepare a draft of the SCAPES partner brochure. Final editing and map placement remains. The brochure should be finalized by the end of October 2010.

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

Task Four will continue to provide support to USAID to edit partner pages for web release and help produce other SCAPES related learning materials as needed.

Activity 4.1.5 – Assist USAID with organization of 1st annual SCAPES meeting in Luray, VA (September-December 2010)

Task Four support in this area will include logistics, process management and technical assistance support as needed.

Activity 4.1.6 – Assist USAID with organization of 2nd annual SCAPES meeting in Shepherdstown, WV or field (July-September 2011)

Task Four support in this area will include logistics, process management and technical assistance support as needed.

Activity 4.1.7 – Assist USAID with organization of learning meetings and workshops (ongoing)

It is expected that USAID will select 2-3 learning activities to fund into next year. Task four will provide support to these activities as needed. It is unclear at the time of writing what the nature or size of the selected activities will be.

Activity 4.1.8 – Cater and provide note taking or facilitation for four quarterly SCAPES meetings (ongoing)

Task Four will continue to provide catering and note taking services to the quarterly SCAPES meetings.

Outcome: CK2C expects to play a critical role in harnessing NRM 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. Specific

outcomes include: targeted SCAPES brochure and interactive maps; launch of two learning activities; and organization of 2010 SCAPES Annual Meeting.

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 Agreement Officer's Technical Representatives (AOTR).

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

Purpose: Support to the EGAT/FAB team's communications efforts will enable 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. Publications include congressional reports, technical guides and topical fact sheets.

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 (such as Reducing Emissions from Deforestation and Degradation [REDD], overlap of biodiversity programs with GCC, etc.).

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

TASK 4.2.1 BIODIVERSITY AND FORESTRY REPORT (118/119)

Purpose: The 118/119 Report is a Congressional Report which communicates program successes in the area of Biodiversity and Forestry across USAID missions, and Central Programs. The report has been a combined one since FY2005 because forestry and biodiversity programs have had substantial overlap.

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

Activity 4.2.1.a – Print, distribute and upload 508 compliant 2010 report (October 2010)

Task Four will liaise with the selected print shop to ensure that USAID's needs are met in a timely fashion.

Activity 4.2.1.b – Continue to manage online photo database (ongoing) and support annual photo contest (February-April, if held in FY11)

Task Four will continue to upload and catalogue photos in the USAID CK2C Photo Library on Flickr. Support may also be provided to the 2nd annual USAID FAB photo contest (if held).

Activity 4.2.1.c – Facilitate discussion on best approach to reporting 118/119 results to a broad audience, meeting the needs of Agency, Congress and the public (November-December 2011)

The Task Four team will facilitate a discussion among FAB team members and others within the EGAT bureau on how best to report on biodiversity and forestry programs.

Activity 4.2.1.d – Repurpose 2010 118/119 report for web use (December-January 2011)

Task Four will work with USAID to extract information from the 2010 report to feature online. Extracted information will be on select themes.

Activity 4.2.1.e – Work with new AAAS fellows to manage the drafting and editing of country and region narratives based on mission submissions to FACTS (beginning in March 2011)

Unlike previous years, two, new American Association for the Advancement of Science (AAAS) fellows will be engaged in the report writing for the 2011 Biodiversity and Forestry report. Task Four will provide targeted writing, editing and photo selection support to the fellows.

Activity 4.2.1.f – Manage layout and print 2011 report. (May-July 2011)

Task Four will identify a graphic designer to prepare (layout) the report for printing, and liaise with the selected print shop to ensure USAID's needs are met in a timely fashion.

Outcome: To date, print copies of the 118/119 Report have generated much interest in the development community. This sub-task will ensure that past efforts are built-upon meaningfully and effectively. Specific output includes the production of the 2010 and 2011 Biodiversity and Forestry Reports.

Responsibilities and Timing: Shereen Abdelaaty and Andrew Tobiason, with significant input from AAAS fellows, will manage the production of the report.

TASK 4.2.2 BIODIVERSITY GUIDE

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

Approach: Much work has been done in FY10 to develop an updated table of contents for the Guide. Writers have been assigned (both from USAID and DAI) and a successful writer's workshop occurred in mid-July. In FY11, the CK2C team will continue to provide targeted support to the Biodiversity Guide update. Task Four will work with USAID to provide writing, editing and layout support to complete the update. Task Four will also help USAID seek input to the update in a collaborative manner and tap existing networks, such as the ENRM training alumni network. It is expected that the Guide will be ready for publication by April 2011.

Activities include:

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

Task Four will work with USAID staff to produce updated chapters of the Guide. It is expected that this will include process management and some editing.

Activity 4.2.2.b – Provide support to the layout of the Guide and manage printing process (March-May 2011)

Task Four will liaise with the selected graphic designer and print shop to ensure USAID's needs are met in a timely fashion.

Activity 4.2.2.c – Facilitate creation of online living Guide (starting in May 2011)

Task Four will work with USAID to create an online presence for the Guide that is managed and updated. USAID.gov is the preferred hosts, but FRAMEweb and the RM Portal are other possibilities.

Outcome: Using a collaborative approach to the update of the Biodiversity Guide will promote cross-learning on a larger scale and reinforce efforts in the training arena on how best to manage biodiversity programs. It is anticipated that contributions to the guide from the end users themselves will enrich the guide and its relevance. Specific output includes the updated Biodiversity Guide.

Responsibilities and Timing: Shereen Abdelaaty and DAI staff will work with Diane Russell on the update of the Biodiversity Guide. The guide is to be updated and distributed on a rolling basis throughout the life of the project.

TASK 4.2.3 FACT SHEETS

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

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

Outcome: Through the publication of thematic fact sheets, USAID staff and partners will become more informed of key issues affecting the development community and program results. Specific outputs include the production of 2-3 fact sheets.

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

Sub-task 4.3: Organize and otherwise support events and meetings

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

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

TASK 4.3.1 SEMINAR SERIES

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

Approach: The CK2C team will continue to assist USAID in the organization and facilitation of the seminar series. Support includes producing flyers and email announcements on the seminar, managing the invitee list and offering videotaping services at the seminars and posting them to the CK2C Vimeo page. In FY10, CK2C partnered with the TransLinks program to offer a wider range of seminar topics which are presented at same location and time as the FAB seminar (USAID Info Center, 2nd Wednesday each month, 1:30-3pm), on alternating months. It is envisioned that the Task Four team will continue to liaise with the TransLinks team to offer public outreach support.

Activities include:

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

Task Four will continue to update the mailing list with new names and produce email announcements and flyers for seminars.

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

Task Four will continue to secure room reservations for seminar and liaise with a film company to videotape select seminars. Post-seminar, Task Four will upload any videos to Vimeo, and link to FRAMEweb and the RM Portal.

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

Task Four will continue to foster dialogue on seminar series presentations through FRAMEweb discussions post-event.

Outcome: A regular seminar series creates a forum by which USAID and the development community can keep abreast of and dialogue on industry issues. By hosting these seminar series, the FAB team will contribute to further positioning USAID as a thought leader in the field of development. Specific outcomes include: organization and videotaping of four seminar series.

Responsibilities and Timing: Shereen Abdelaaty will continue to work with Diane Russell and the FAB team to manage the seminar series throughout the year.

TABLE 6: TASK 4 GANTT CHART

Activity/Task Description	Est. cost ⁹	Responsibility	Q1	Q2	Q3	Q4
Task 4: Biodiversity and Forestry Reporting and Communications						
Sub-task 4.1: Support to SCAPES learning	\$400,000					
<i>Activity 4.1.1:</i> Assist USAID with identification of learning themes using online survey technologies		Abdelaaty				
<i>Activity 4.1.2:</i> Assist USAID with analysis of SCAPES baseline limiting factors survey		Abdelaaty				
<i>Activity 4.1.3:</i> Produce SCAPES partner brochure		Abdelaaty, Kent	▲			
<i>Activity 4.1.4:</i> Assist USAID with development of SCAPES print and online maps and partner pages		Abdelaaty, Kent, Schuetz				
<i>Activity 4.1.5:</i> Assist USAID with organization of 1 st annual SCAPES meeting in Luray, VA		Abdelaaty, Gaum, TRG	▲			
<i>Activity 4.1.6:</i> Assist USAID with organization of 2 nd annual SCAPES meeting in Shepherdstown, WV or field		Abdelaaty, Gaum, TRG				
<i>Activity 4.1.7:</i> Assist USAID with organization of learning meetings and workshops		Abdelaaty, Gaum, TRG				
<i>Activity 4.1.8:</i> Cater and provide note taking or facilitation for 4 quarterly SCAPES meetings		Abdelaaty, Gaum, TRG				
Sub-task 4.2: Support reporting and targeted communications on biodiversity and forestry program results and best practices	\$200,000					
<i>Activity 4.2.1a:</i> Print, distribute and upload 508 compliant FY09 report		Abdelaaty	▲			
<i>Activity 4.2.1b:</i> Continue to manage online photo database and support annual photo contest		Abdelaaty				
<i>Activity 4.2.1c:</i> Facilitate discussion on revising 118/119 reporting		Abdelaaty				
<i>Activity 4.2.1d:</i> Repurpose FY 09 118/119 report for web use		Abdelaaty				
<i>Activity 4.2.1e:</i> Work with new AAAS fellows to manage the drafting and editing of country and region narratives based on mission submissions to FACTS		Abdelaaty				
<i>Activity 4.2.1f:</i> Manage layout and print report		Abdelaaty				▲
<i>Activity 4.2.2a:</i> Work with USAID to update Biodiversity Guide and solicit input from the FAB Team, USAID missions and the ENRM training alumni network as appropriate		Abdelaaty				
<i>Activity 4.2.2b:</i> Provide support to the layout of the Guide and manage printing process		Abdelaaty				
<i>Activity 4.2.2c:</i> Facilitate creation of online living Guide		Abdelaaty			▲	
<i>Activity 4.2.3:</i> Assist USAID in the production of fact sheets		Abdelaaty				

⁹ 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. However, for Task 4, CK2C is tracking spending on SCAPES learning or sub-task 4.1 versus sub-tasks 4.2 and 4.3.

Activity/Task Description	Est. cost ⁹	Responsibility	Q1	Q2	Q3	Q4
Sub-task 4.3: Organize and otherwise support meetings and events	\$28,000					
<i>Activity 4.3.1a:</i> Maintain listserv and produce marketing materials for seminars including flyers and email announcements		Abdelaaty				
<i>Activity 4.3.1b:</i> Provide logistics support for seminars and other support as needed		Abdelaaty				
<i>Activity 4.3.1c:</i> Maintain FrameWeb page and facilitate continued dialogue on seminars		Abdelaaty				

Legend

-  duration of activity
-  milestone