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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES: 2010 ANNUAL REPORT



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CAPITALIZING KNOWLEDGE, CONNECTING COMMUNITIES:

2010 ANNUAL REPORT

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Cover: Photo of bee rafter, Kalimantan, Indonesia

CONTENTS

- BACKGROUND 1**
- TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCE MANAGEMENT SUCCESSES 3**
 - SUB-TASK 1.1: IDENTIFY AND ASSESS APPROPRIATE THEMES AND IMPLEMENT STOCKTAKING 3**
 - SUB-TASK 1.2: HOLD DISCUSSIONS AND LOCAL/REGIONAL WORKSHOPS TO BUILD PARTNERSHIPS AND COMMUNITIES OF PRACTICE 5**
 - SUB-TASK 1.3: REPORT AND DISSEMINATE FINDINGS 6**
 - SUB-TASK 1.4: BUILD COALITIONS AND WEB-BASED COMMUNITIES OF PRACTICE 9**
- TASK 2: WEB-BASED TOOLS FOR BUILDING CAPACITY AND COMMUNITIES 13**
 - SUB-TASK 2.1: MANAGE THE FRAME WEBSITE 13**
 - SUB-TASK 2.2: SUPPORT COMMUNITIES AND PARTNER ORGANIZATIONS..... 14**
 - SUB-TASK 2.3: CAPACITY BUILDING AND COMMUNICATIONS 15**
- TASK 3: ENRM COMPETENCY-BASED TRAINING..... 17**
 - SUB-TASK 3.1: DEVELOP AND BUILD NRM LEARNING INITIATIVE 17**
 - 3.1.1. Competency-based ENRM Learning Path:..... 18
 - 3.1.2. Trainer Recruitment and Field Adoption of the Learning Initiative..... 18
 - 3.1.3. ENRM Learning Initiative Monitoring and Evaluation 19
 - 3.1.4. Support for Institutionalization and Sustainability of this Learning Initiative..... 20
 - SUB-TASK 3.2: TRAINING COMPONENT 20**
 - 3.2.1 ENRM Blended Overview course finalization: 20
 - 3.2.2 Distance Learning Stand Alone Foundation course: 21
 - 3.2.3 Environment In Development (Short) Course 21
 - 3.2.4 ENRM 201 Blended Course Designed, Delivered and Assessed 22
 - 3.2.5 NRM And Conflict Course..... 22
 - 3.2.6 Reporting and Earmarks Course 23

3.2.7 Support For Global Climate Change Learning and Training Activities.....	23
SUB-TASK 3.3: VIRTUAL LEARNING RESOURCES	24
3.3.1. Create an Interactive Web-Based Learning Gateway	24
3.3.2 Resource Library	25
3.3.3 Training Calendar	25
3.3.4 Community of Practice.....	26
3.3.5 Mentor Connect	26
TASK 4: BIODIVERSITY AND FORESTRY REPORTING AND COMMUNICATIONS	29
SUB-TASK 4.1: MANAGE INFORMATION SHARING OF BEST-PRACTICES THROUGH TARGETED COMMUNICATIONS	29
4.1.1 Strategy	29
4.1.2 Web-based Dissemination of Communications	30
4.1.3 Support to SCAPES Program	31
SUB-TASK 4.2: FACILITATE PRODUCTION OF AND DISSEMINATION OF PUBLICATONS	32
Task 4.2.1 Biodiversity and Forestry Report (118/119)	32
Task 4.2.2 Biodiversity Guide	33
Task 4.2.3 Fact Sheets.....	34
SUB-TASK 4.3: ORGANIZE AND ATTEND INDUSTRY EVENTS AND MEETINGS.....	34
4.3.1 Seminar Series	34
ANNEX A: FRAMEWEB MEMBER KUDOS 2010	37
JANUARY 2010 – SEPTEMBER 2010	37

BACKGROUND

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

The CK2C team is comprised of Development Alternatives Inc. (DAI), Academy for Educational Development (AED), and 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's role has been to facilitate the creation of discussion groups and Communities of Practice using the FRAME website (FRAMEweb) and to help integrate geospatial methodologies and tools into FRAMEweb in support of the Communities and other CK2C activities.

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

Sarah Schmidt, of DAI, is the Assistant Program 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.

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

The CK2C and FRAMEweb Support Team include Web Designer Cynthia Canelas, System Administrator Emir Pilav, and Project Associate Lauren Gaum.

The present report covers the period from 1 October 2009 to 30 September 2010 – the same period as is covered by the 2010 work plan.

The work to be performed under this Task Order shall consist of four tasks. The following tasks do not need to be implemented sequentially, and that a number of the associated activities would run simultaneously and in parallel.

Task 1: Assessing and Analyzing Natural Resources Management Successes

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

Task 3: ENRM Competency-based Training

Task 4: Biodiversity Reporting and Communications

The following report describes progress against the specific activities that were planned to be undertaken in 2010 on each of these tasks. Under each Task there are identified sub-tasks and activities and have described the purpose, the responsibilities, the timing and the specific outcomes of each activity. This information is not repeated in the same level of detail as in the work plan, so the work plan should be consulted if more specific information is required.

TASK 1: ASSESSING AND ANALYZING NATURAL RESOURCE MANAGEMENT SUCCESSES

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

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

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

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

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

Activities: During FY10, CK2C interventions concentrated on continuation of the southern Africa CBNRM stocktaking effort and planning for additional stocktaking exercises. The stocktaking report on community-based forest management in Kalimantan was also finalized at the beginning of the reporting period.

During the first quarter of FY10, local consultants conducted the CBNRM stocktaking in Zimbabwe in collaboration with Zimbabwe's National CBNRM Forum, the COPASSA project, the NORAD-funded Regional CBNRM Capacity Building project, and WWF staff. Oversight and technical input was provided by CK2C's Chief of Party. The National Forum and the consultants organized the consultative workshop on the draft CBNRM profile in early February (see sub-task 1.2 below) and the stocktaking report was finalized in May. At the same time, the CK2C Chief of Party continued to collaborate with the COPASSA Team Leader and the National Forums in Malawi and Zambia in order to select the local consultants and support the stocktaking efforts in these countries. CBNRM stakeholders participated in the consultative workshops in the second half of July in both Zambia and Malawi. The final stocktaking reports for both countries are being finalized at the time of this report. Activities in the last two countries – Botswana and Mozambique – occurred mainly in the last quarter of the fiscal year and were limited to selection of local consultants and the commencement of the hiring process. Both of these exercises are slated to begin in earnest in the first quarter of FY11.

Planning for additional stocktaking exercises progressed during the second half of FY10. CK2C staff discussed previously identified themes (CBFM in Cambodia and Mali and an in-depth analysis of CBNRM in Malawi) with USAID and various NRM practitioners. In an effort to secure partnerships that would guarantee the use and longevity of stocktaking results, queries were sent to the WWF and IUCN networks as well as to the Smithsonian Museum of Natural History. This latter contact resulted in the identification of a Latin American stocktaking theme: community-based conservation and CBFM in the Maya Biosphere Reserve that straddles Mexico, Guatemala and Belize. After discussion with USAID and NRM practitioner colleagues, the other stocktaking themes were modified: CBNRM in the forests and coastal zones of the Philippines and CBFM in Guinea were selected. CK2C staff selected these three themes partly based on the identification of partner organizations that can retain and utilize assessment results and advocate for change based on the stocktaking analyses. A final NRM stocktaking theme may be selected in FY11 based on discussions and interest that emerges from FRAMEweb CoPs.

Outcome and Accomplishments: The Kalimantan CBFM stocktaking report was finalized and an associated CoP was established on FRAMEweb. Overall, this stocktaking generated considerable attention in Indonesia. CK2C held discussions with USAID/Indonesia in October about using the findings to launch a broader debate about forest management opportunities in the country.

Participatory, consultative workshops on the draft CBNRM profiles prompted ample discussion and analysis among stakeholders in Malawi, Zimbabwe and Zambia (see details below under sub-task 1.2). Some of this discussion occurred virtually in the southern Africa CBNRM CoP which was established and augmented after each of the workshops. Local consultants and CK2C staff finalized the Zimbabwe CBNRM stocktaking report; similarly, the consultants have finalized the draft reports for Malawi and Zambia. Finally, a Scope of Work for the Philippines CBNRM stocktaking was developed and revised based on discussions and exchanges with practitioners, and a local Team Leader has been identified for this effort.

Next Steps: CK2C expects the Botswana and Mozambique exercises to be finished by March of 2011. During the first half of FY11, CK2C staff will work with COPASSA and WWF staff to organize a

regional workshop (most likely in Johannesburg) to discuss the southern Africa CBNRM stocktaking results and engage policy- and decision-makers in a dialog on the implications of the assessments. The ultimate goal is to streamline CBNRM via its incorporation into national development policies and programs. The Philippines CBNRM assessment is expected to begin in the first quarter of FY11 with a consultative workshop slated for March or April of 2011. During the second half of FY11, the stocktaking exercise in Guinea or in the Maya Biosphere Reserve will commence. With respect to these new NRM assessments, efforts will be made to involve policy and decision-makers from the start; CK2C will also consider how to include the media as a stakeholder in these exercises.

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

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

Activities: The Zimbabwe consultative workshop on the draft CBNRM stocktaking report was held on 4 February in Harare and was attended by 54 CBNRM stakeholders (the full proceedings can be found on FRAMEweb in the CBNRM in southern Africa CoP). Discussions were highly participatory and animated. Some of the key issues that triggered debate included the level of devolution of NRM rights (current devolution to the Rural District Council level was seen as insufficient) and using the stocktaking as a starting point for a national-level CBNRM database and monitoring mechanism. The recommendations produced by the workshop's working groups were also revealing and informative. Notable recommendations included a high level of participation by National Forum members in the consultative process on Zimbabwe's new constitution to ensure the inclusion of environmental issues and rights, and the need for an integrated CBNRM approach as opposed to approaches focused on a single natural resource (e.g., wildlife).

Twenty-six and twenty-one stakeholders participated in the consultative workshops in Zambia and Malawi, respectively. Both workshops were held in late July (the full proceedings for both workshops can be found on FRAMEweb in the CBNRM in southern Africa CoP). As in Zimbabwe, exchanges during the workshops were lively and highly relevant. In Zambia, some of the most pertinent points that were discussed revolved around establishing appropriate business models for CBNRM products in order to attract private sector funding, expansion of joint forest management (a key opportunity for expanding CBNRM in the country), and creating by-laws at the local chiefdom level to ensure sustainable NRM. Enhancing marketing and financial access or fundraising skills, disjointed, sector-based NR policy (and the need for harmonization), and organic versus imposed or donor-driven CBNRM comprised some of the main concerns as evidenced by the comments and recommendations voiced at the Malawi workshop.

Outcome and Accomplishments: The three workshops on CBNRM in Zimbabwe, Zambia, and Malawi, respectively, provided an excellent opportunity for stakeholders to confer on their CBNRM programs and identify current barriers, challenges, and gaps. All three stakeholder groups recognized the utility of the

assessments but also stressed the need to expand and repeat the exercise in the near future. Many saw the stocktaking as an initial phase of establishing a robust, national CBNRM database and monitoring system. Participants formulated numerous recommendations and identified crucial issues, many of which should be raised at the regional workshop planned for the second quarter of FY11. The National CBNRM Forums in each country gained valuable experience and exposure from the assessments. Overall, these institutions were strengthened and received strong recommendations to continue advocacy and promotion of CBNRM in their respective countries. The establishment of a dedicated CoP focused on CBNRM in southern Africa constitutes another major accomplishment. The 60+ members are now poised to continue debate and analysis via FRAMEweb.

Next Steps: Workshops in Botswana and Mozambique are slated to take place during the first half of FY11. Subsequently, representatives from each of the five stocktaking countries and Namibia will gather in Johannesburg to discuss the overall implications of the CBNRM stocktaking in the southern Africa region with decision- and policy-makers. It is also expected that workshops will occur – linked to stocktaking efforts – in the Philippines and Guinea or the Maya Biosphere Reserve during FY11.

SUB-TASK 1.3: REPORT AND DISSEMINATE FINDINGS

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

Activities:

- Developed and deployed an interactive web-based map of NRM activities as part of the FRAMEweb site using ESRI ARCGIS software, also known as the GeoExplorer.
- Surveyed communities of practice to identify spatial data functionalities and themes to engage them in a discussion about using spatial information to gain insight into climate change adaptation.
- Published and disseminated findings on stocktakings.

Outcome and Accomplishments:

CK2C has developed a web-based tool to facilitate the sharing of spatial information related to stocktakings, and also to the broader FRAMEweb community. CK2C envisions a global user-generated web-based system to share NRM activities geospatially to catalyze discussions. Development and testing of the Geospatial Activity Explorer that began in 2009, using ESRI ARCGIS software, was successfully launched in 2010. The system includes activity display, search and upload functionalities. In April, the

CK2C Team held a GeoExplorer Kick-off meeting with invited USAID staff. Feedback from this meeting was used to help modify the GeoExplorer – specifically to determine what additional spatial attributes would be useful, and how well the user interface functioned. An official launch event for USAID and the public was held at USAID in May with 34 confirmed participants. This event was followed by a second launch event held at AED in June with 62 confirmed guests. Both events were well attended, and follow up conversations were had with several NGO participants that wanted more individual instruction on the site. One outcome from these meetings was the development of a “batch upload tool” which allows organizations to document all the attribute information for multiple activities in one spreadsheet that can be uploaded by CK2C staff to the back-end of the GeoExplorer. We have reached out to a few interested NGOs about using the tool and will continue to explore ways to add activities to the site using the tool during 2011. A survey sent out to FRAMEweb members in September included questions focused on GeoExplorer, including “Explain how a Geographic Information System (GIS) or online mapping would benefit the work you do” and “What type of data layers would you like to see added to the GeoExplorer?” The results from the survey also indicated that there is a strong desire by members to learn more about the GeoExplorer.

Stocktaking reports and workshop proceedings were finalized based on feedback from stakeholders during workshops and other reviews. This included the report on the assessment of CBFM in Kalimantan and the CBNRM assessments and workshops in Zimbabwe, Zambia and Malawi¹. In addition, FRAMEweb was presented at each workshop with an emphasis on the networking and marketing potential for partner organizations such as the National CBNRM Forums. Finally, CK2C envisions printing and disseminating hard copies of these reports in the near future.

All final reports and proceedings were posted on FRAMEweb, often in association with questions for the associated CoP. Sample questions included the following:

- How has a lack of clear forest governance policies led to the success or failure of community-based forest management (CBFM in Indonesia CoP)?
- Do we have organizations or community projects on bamboo development in Zimbabwe? Can bamboo projects be considered as CBNRM projects (CBNRM in southern Africa CoP)?
- How can CBNRM advocates and practitioners expand Joint Forest Management (JFM) in Zambia (CBNRM in southern Africa CoP)?

In FY10, the principal accomplishments and outcomes consisted of disseminating the final reports and workshop proceedings and the ensuing discussions on FRAMEweb. Highlights from the FRAMEweb discussions within the Indonesian CBFM and southern Africa CBNRM CoPs follow.

- **From the CBNRM in southern Africa CoP:** *“The legislative framework for Joint Forest Management activities in Zambia are the Forestry Policy of 1998, the Forests Act of 1999, and the local forests Regulations, Statutory Instrument No. 52 of 1999. The program stalled for years due to the lack of an adequate legal framework to enable some aspects of JFM to be implemented. However, the failure to implement the Forests Act of 1999, which provides the legal framework for JFM, is one of the principle causes of customary communities not being able to benefit from forest resources. In*

¹ It should be noted that, at the time of this report, the Zambia and Malawi reports are still being edited and formatted; final versions should be available shortly.

particular, the issue of how communities may be empowered to collect license revenue on behalf of government, and of how the benefits arising from JFM can be shared between the government and the local communities is still untested... With current legislation unable to accommodate the implementation of joint forestry management, the Local Forests Regulations, Statutory Instrument No. 47 of 2006 was gazetted in April of 2006 to accommodate their establishment.”

- **From the CBNRM in southern Africa CoP:** *“In my opinion the most significant constraint to CBNRM in Zimbabwe is the lack of continuity in giving support to rural communities and the lack of recognition of rural people's potential to contribution to the macro-economy. I think our approaches should be centered on the people and the ecology and we should try to come up with home grown approaches for better participation, since most approaches used are linked to project funds and projects come to an end, at the end of funding. We should also probably stop the problem of brain drain and have officers who work with a community for many years to see them develop from community based organizations to entrepreneurs and management of businesses who can serve not only the local market, but also regionally and internationally. Lastly I think now that we have taken stock of CBNRM projects there is a need to bring in communities and take stock of social aspects that hinder or promote CBNRM project.”*
- **From the CBFM in Indonesia CoP:** *“I would argue at the first place that the absence of clear understanding of the ‘complexities’ and the ‘dynamics’ of the forest as a social-ecological system is the main problem. In my humble opinion, there is a need for paradigm shift in forest governance policies toward the perspective of forest as a dynamic social-ecological system. In this regards, the community-based forest management need to be seen as an emerging institutions with all the values, knowledge, networks, etc. embedded in it and interact each other.”*

Next Steps:

CK2C will continue to 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. The team will explore the use of spatial data, including results from the survey, to engage FRAMEweb members in analytical discussions and encourage them to populate GeoExplorer. We plan to extend the GIS functionalities of the GeoExplorer so that basic spatial analysis will be possible in addition to the current visualization capabilities of the site. We also intend to foster more connections between the GeoExplorer and discussions on FRAMEweb. The CK2C Team also intends to hold a webinar on GeoExplorer during 2011 to increase user understanding of the site.

Once the Malawi and Zambia CBNRM stocktaking reports are finalized and posted on FRAMEweb, questions, based on the reports' conclusions and recommendations, will be posed to the southern Africa CBNRM CoP in order to generate further discussion and analysis and to inform the regional stocktaking workshop. In addition, hard copies of these reports and the reports from the other three countries will be printed and disseminated at the regional workshop slated to be held in Johannesburg. Reports and workshop proceedings from the Botswana and Mozambique exercises are anticipated during the 2nd and 3rd quarters of FY11. New exercises in the Philippines and Guinea or the Maya Biosphere Reserve are also expected to generate assessment reports, workshop proceedings and dedicated CoPs in FY11. CK2C staff will also strive to share reports and other relevant information with government policy- and decision-makers. Finally, we will explore with USAID the possibility of presenting some of the assessment findings at USAID/Washington.

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

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

Activities: CK2C encourages FRAMEweb-based discussion groups to consider becoming formal CoPs on the FRAMEweb site if the participants feel this would be useful for accomplishing their goals. When we identify other groups that might benefit from becoming FRAMEweb CoPs, we will solicit their interest.

The team has utilized and integrated FRAMEweb tools into stocktaking activities, specifically regional workshops. Team leaders for stocktakings have introduced and trained local and national stakeholders on FRAMEweb, resulting in about 75 new member accounts to the FRAMEweb network (from Zimbabwe, Malawi and Zambia).

FRAMEweb CoPs will be supported by CK2C through the development of specific training tools and mentoring.

Outcome and Accomplishments: FRAMEweb thrived in 2010, achieving its highest levels of user-based activity since its management under CK2C. The focus of the FRAMEweb team in 2010 on member outreach and facilitation has resulted in FRAMEweb's growth, as described below, and praise from its newest and oldest members, as illustrated by FRAMEweb member kudos included as an addendum of this report.²

Five new Communities of Practice (CoP) were established in 2010.³

The Community-Based Forestry in Indonesia CoP was established as the first stocktaking community on FRAMEweb. Stacey Crevello of DAI led the stocktaking workshop in Indonesia and followed with a web-based discussion on forest governance policies. The community also includes several stocktaking Lessons Learned documents, resources on lessons for REDD, and a document on forest tenure.

A second community was created to capture the stocktaking research occurring in Southern Africa. The Community-based Natural Resource Management in Southern Africa CoP currently bring together participants from Zimbabwe, Zambia, and Malawi's stocktakings to discuss common issues (additional stocktaking countries will be added as the workshops occur in 2011). This community has been actively posting discussion questions and answers and has attracted other FRAMEweb members from outside the stocktaking activities. The community currently has six ongoing discussions, including "How can

² See Annex A.

³ One community (Global Conservation Program Symposium) was developed in December 2009 and reported on during the last annual report which ran through the calendar year.

CBNRM advocates and practitioners expand Joint Forest Management (JFM) in Zambia?” and “Do we have organizations or community projects on bamboo development in Zimbabwe? Can bamboo projects be considered as CBNRM projects.”

Another community established this year was Information and Communication Technologies (ICT) for Development, initially developed in response to the influx of new staff entering USAID. After a FRAMEgram was developed to help new hires navigate the world of social media and ICTs, a community was established to help foster a knowledge transfer around the growing field of ICT for Development (or ICT4Dev). The community currently features 10 resources focused on ICT for climate change and development, Web 2.0 and development, how to use blogs, and participatory learning using Web 2.0. While few discussions have sparked (there are two open discussions at the moment), this community was flagged in a recent survey as one of interest to a number of FRAMEweb users, and we intend to grow the participation this year.

The most recent community was started by the Forest Service International Program and is focused on the Democratic Republic of Congo. National Steering Committee for Forest Zoning – DNC was just created in September and has yet to go live as the forest service determines how they want participants to use the site, and what information will be discussed and available.

In addition to the new communities created, communication blossomed around the site as a whole with 46 discussions initiated through CK2C facilitation and organically by users. A few illustrative examples of discussion topics and their abbreviated responses are below:

“I need more information on economic production of biogas for rural communities as a way of replacing the cooking wood and the forest dependency” (18 responses):

- *“The African landscape is littered with failed bio-gas projects, many going back decades. I am sure there are others who have looked into this more comprehensively, and hopefully they will weigh in, but I know from having taken a brief look years ago that similar to many other technology transfer type of projects, the problems come down to a failure to take into account the constraints that poor, smallholder farming households usually operate under...”*
- *“I have seen low-cost biogas digesters in use by an NGO in Uganda. I think it was St Jude Family projects: <http://www.innovations.harvard.edu/awards.html?id=6209>”*

“How can we build secure property rights into REDD mechanisms?” (10 answers):

- *“Isn't the real question: how can we possibly implement REDD without secure (semi-secure) property rights?...”*
- *“Outside of the Cities, state, freehold or leasehold land nothing will work unless statutory trusts are established in which land is vested for the benefit of its residents and as a bulwark against open-access regimes taken advantage of by governments and resource plunderers alike. It is an extraordinary recommendation for the State to encourage carbon trading, seemingly oblivious of its pitfalls and vehement criticism from numerous quarters such as the Indigenous Environmental Network at the United Nation's Framework Convention on Climate Change talks in Bangkok in October 2009,...”*

“What are the challenges of approaching conservation from a development lens?” (4 answers):

- *I'm Tanzanian, working for the government as a wildlife officer. It has a very challenge to address both goals at a time. They are very linked goals at least in developing countries where majority of people living next door to protected areas are entirely dependent on the nearby resources for their livelihoods, but most organizations fail to efficiently address both...*
- *I've seen two major difficulties. The first is finding donors who are willing to support combined development/conservation programs. There are a lot of donors who fund projects under one area or the other and very few who explicitly support integrated projects. Convincing a development program to fund an environmental project, or vice versa, can be very challenging. The other challenge is coming up with results that directly link development aims with conservation outcomes...*

Next Steps: The CK2C will continue to work with the Forest Service to build their DRC community. The Team also plans to expand the current discussions in the Community-Based Forest Management community to focus more on “Coping with Climatic Variability” which reflects some of the findings from these initiatives as well as a desire from FRAMEweb members for information on climate change. CK2C will continue to combine a variety of mentoring methods including face-to-face meetings and teleconference technical assistance calls with current CoP moderators and facilitators to help them better understand the tools and functionalities of the FRAMEweb site. The Team will continue to share best practices that may improve community discussions, broaden community participation and to “push” provocative questions posted in FRAMEweb discussions to the entire FRAMEweb community in hopes of stimulating broader discussion.

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

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

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

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

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

SUB-TASK 2.1: MANAGE THE FRAME WEBSITE

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

Activities:

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

Outcome and Accomplishments: CK2C continued to work with Tomoye to update and improve FRAMEweb's software and user interface, including minor upgrades, which helped resolve internal bugs, such as translation functions. During 2010, another software provider specializing in RSS technology,

NewsGator, acquired FRAMEweb’s software provider Tomoye, which has not resulted in any changes in staff, pricing or services.

In continuation of the 2008 redesign, the team has continued to explore and utilize new technologies to support communication and analysis including geographic information systems, through the GeoExplorer, and social media tools. In October 2009, FRAMEweb launched a Twitter account, to host a live news feed from the Oxfam Green Revolution event. The event feed (coined a Tweetinar) was highly successful and the tool is now being used to disseminate FRAMEweb content updates to 58 followers. The FRAMEweb team hosted three Tweetinars in 2010; one from the Climate Change Negotiations in Copenhagen; the TEDxChange Millennium Development Goals Summit, hosted by Melinda Gates; and the Global Land and Poverty Summit in Washington, DC. FRAMEweb Tweets are also visible to FRAMEweb members on the home page in the News and Events feed.

In 2009 the team completed the migration of all library holdings to USAID’s RM Portal and created community customized “smart folders” for user direct access to these resources and archived FRAMEweb communities. In 2010, the Team continued this work with the RM Portal team to create a customized “smart folder” for each of the current communities of practice on FRAMEweb. These folders are linked to FRAMEweb through URL web links and RSS news feeds at the community level, providing live updates as resources pertaining to that community are added to the RM Portal.

From October 2009 – September 2010, 480 new members joined from various disciplines – The World Agroforestry Center (ICRAF), Forestry Development Authority (FDA), Wildlife Enforcement and Joint Research Centre - European Commission. In 2010 FRAMEweb had over 2,115 unique visits⁴ and 77,390 documents downloaded.

Next Steps: The CK2C team anticipates further refinement to FRAMEweb’s 2.0 tools such as an upgrade to Tomoye/NewsGator’s latest version of community software – ECCO 3.2. – that will result in enhanced social media functionality. The Team also plans to use the 2010 the survey results to make improvements such as thematic community links and more “push” information on FRAMEweb functions (see 2.4). The CK2C team will continue to work closely with the RM Portal team to further develop the collaborative relationship between the two sites. Anticipated collaborations include a redesigned Library tab in FRAMEweb to coincide with the RM Portal Library redesign and continued use and refinement of “smart” folders for community customized library links.

SUB-TASK 2.2: SUPPORT COMMUNITIES AND PARTNER ORGANIZATIONS

Purpose: Communities for CK2C start with networks. Building from a network of practitioners and champions to a community with shared interests and goals – whether online or not – may require fostering a group’s development and integration. Supporting the core processes of building communities and generating value from the interaction requires skilled facilitation, participation by members and an appreciation outside the community for strategic outputs.

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

⁴ Unique visit is the number of members who log-in to FRAMEweb, counted once in a 24 hour period.

communities and include a wide range of participants, CK2C used a two-tiered approach such as that used with the Community-based Natural Resource Management in Southern Africa CoP created in 2010 from the list of participants during the stocktaking workshops in Zimbabwe, Zambia, and Malawi. The community guidance developed under the project helped set the norms and expectations for community participation. Active engagement and facilitation, of select communities further supports a collaborative environment for shared discovery and solutions.

Activities:

1. Implemented and publicized guidelines for supporting communities of practice developed in year one to improve Community of Practice (CoP) effectiveness.
2. Supported and marketed partner pages to give voice to champions and strengthen the NRM community, with specific emphasis on engaging Asia and LAC partners.

Outcome and Accomplishments:

Online communities and Partners have successfully contributed to the body of NRM knowledge through dialogue, documents and concrete solutions.

The CK2C team has supported FRAMEweb Partner Pages through training, customized redesigns and encouraging, through consultation, the application of community based tools such as discussions. A new Partner page called Community for Conservation and Society was created during 2010. This US Fish and Wildlife Service community functions in both English and Spanish and was designed as a way of providing participants in a multi-country conservation and society program with a chance to continue their conversations virtually, as well as a place to share resources and documents related to an education program they are creating throughout Central America.

A Partner page was created this year to facilitate discussion related to the GeoExplorer. This page directly links to the GeoExplorer itself, tutorials, and the discussion page. This year we also created a Partner page for the Biodiversity Guide to foster collaboration about the guide.

Next Steps: The CK2C team will continue to promote FRAMEweb tools through targeted communications, participation in industry events and networking with the NRM community and existing programs and partners, with specific emphasis on engaging Asia and LAC regions. The CK2C team anticipates continued growth with current Partners to further utilize web 2.0 communication tools and extend the use of FRAMEweb to other interested organizations. For example, the CK2C team is in discussions with the Forest Service International Program about creating new community focused on the experiences of staff “Detailers” using FRAMEweb as a place to blog about trips and for members to ask questions about new places they may be going and discuss assignments.

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 the audiences for CK2C. Training and communications will support successful adoption and adaptation of the CK2C approach to collaboration and stocktaking.

Activities:

1. Conducted training sessions with community leaders and champions on the CK2C website and management of communities for broader use of these tools.
2. Implemented new online tools and technical approaches and e-learning applications to extend the benefits of online tools.
3. Distributed FRAMEgram for improved knowledge sharing.

Outcome and Accomplishments: Updated quick reference guides, “How To” videos, and a FAQ page allow FRAMEweb members to concentrate on content versus technology. The use of e-mail based subscriptions and “push” based communication strategies, including FRAMEgram newsletters, Twitter, and content-targeted emails sent through the CK2C team have kept users informed and involved directly where they do work most, increasing site activity and information flow. Through Twitter, the CK2C team has been able to cover events live including conferences in DC.

The CK2C team has successfully trained over 189 Partners, members and prospective users through face-to-face trainings, presentations and virtual meetings. The team also presented at the Gov 2.0 webinar attended by approximately 100 participants, and have attended multiple events on using social media such as the TEDxChange global event on the Millennium Challenge Summit.

The team launched a survey in September 2010 to gather feedback from users on how they use the site, what topics and features are of most interest, and what they would like to learn more about. The survey was sent out in English, Spanish and French and we received 106 responses, such as:

- "I think that FRAMEweb provides relevant trustworthy information on various topical issues."
- "It provides critical links between the more practical aspects (experiences, options, possibilities) and the more academic side of things."
- "The worth of the information getting from the FRAMEweb can hardly be quantified. Many at times they are information that you rarely can get elsewhere. It is fascinating and highly interesting!"

In 2010, the CK2C team published seven electronic newsletters including one year in review, two audience tailored editions and four thematic issues such as Carbon. The issue on Carbon highlighted a program in Latin America had an 18% open rate, 20% click-through and 16 shares on other social media tools such as Facebook, Twitter and LinkedIn.

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

TASK 3: ENRM COMPETENCY-BASED TRAINING

The primary objective of this task is to update and improve the technical skills, awareness and capacity of USAID staff in core competencies in state-of-the art natural resources management.

The trainings and materials developed through this task will target both USAID Environment Officers and a broader group of U.S. and Foreign Service National program, project and general development staff who manage natural resources management and related portfolios in the field, as a result the Agency will be able to better integrate and address the sustainable management of natural resources throughout international development programming. Where appropriate, training opportunities shall include and/or target inclusion of host country counterparts and partners.

During this period 1 October 2009 to 30 September 2010, CK2C continued to implement the ENRM Learning Initiative (ENRM-LI). The team finalized the ENRM Overview course design and materials and delivered the training twice; standardized and delivered five Environment in Development (Short) courses; converted the ENRM Foundations course into a stand-alone distance learning (DL) course; and began implementing the Monitoring and Evaluation plan. CK2C conducted a soft launch of the ENRM Learning Gateway (www.enrmlearning.org) and is continuing to enhance the functionality of this centralized learning site. In addition, the CK2C team is currently designing the five-day ENRM (201) Applications (a follow up to the ENRM Overview) and the Applying ENRM Earmarks courses, as well as supporting the development of the two-day blended NRM and conflict course, “Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict.”

As in the previous year, CK2C built upon the set of tools and training resources developed by EGAT/NRM during the last three years and strove to complement with the other training programs being implemented by the Regional bureaus.

The overarching objectives of these training activities are: 1 – to build the capacity of individuals and institutions to improve the management of natural resources and conservation of biological 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 providing trainees with the knowledge and tools for implementing improved conservation, CK2C will alleviate one of the threats to biodiversity in USAID target countries and regions: the project will improve the capacity of USAID staff to design and manage the implementation of biodiversity conservation programs. In this regard, all activities will contribute to achieving positive impact on biodiversity as gauged by the CK2C PMP indicators.

SUB-TASK 3.1: DEVELOP AND BUILD NRM LEARNING INITIATIVE

Purpose: To create a learning path and set of learning resources to help USAID staff managing environment/NRM programs acquire the proposed competencies.

3.1.1. COMPETENCY-BASED ENRM LEARNING PATH:

Purpose: To allow USAID staff access to a Learning Path - a set of learning opportunities and resources which any USAID staff will be able to access at any time across the globe. The access to the Learning Path will be achieved through the Learning Gateway (3.3.1). The learning path encompasses the different components of the ENRM Learning Initiative mentioned in the introduction including training and virtual resources (library and calendar).

Activities:

1. Analyzed and applied the new BS-40 competencies in the development of the learning initiative, learning path, and new and ongoing development of training course objectives.
2. Incorporated the new set of competencies in the Learning Initiative.

Outcome and Accomplishments:

In 2010, CK2C participated in meetings with the USAID HR Competency Development Group and collaborated with the EGAT team working to expand Backstop 40 competencies beyond NRM-related knowledge, skills, and behaviors. As a result, all CK2C competencies have been integrated into the Backstop 40 competencies, found in the OHR document *Current Workforce Competencies*.

An electronic copy of Backstop 40 competencies, excerpted from the document *Current Workforce Competencies*, is available through the LI Gateway

(<http://enrmlearning.org/mod/resource/view.php?id=62>).

Next Steps: The CK2C team plans to continue its communication and relationship with USAID's Office of Human Resource related to the Agency Corporate Training Strategy and competencies.

3.1.2. TRAINER RECRUITMENT AND FIELD ADOPTION OF THE LEARNING INITIATIVE

Purpose: To build a cadre of trainers and facilitators to support ENRM training across the globe.

Activities:

1. Assisted USAID team to develop criteria for selecting new trainers.
2. Defined process for bringing new USAID/ Washington trainers onto the training team.
3. Designed and delivered Training of Trainers (TOT) for current and new trainers.
4. Identified and documented criteria for selection and process for recruiting and incorporating field based trainers.
5. Monitored and guided the progress and path of new trainers.

Outcome and Accomplishments:

In early 2010, CK2C drafted both the process and criteria for selecting new trainers. These guidelines were approved by USAID in February 2010.

The CK2C team delivered two Training of Trainers courses in December 2009 and June 2010; in total 12 ENRM LI trainers have participated. The Participant Workbook for this training was finalized and uploaded to the project management system - TAMIS in June 2010.

Next Steps: The third delivery of a TOT will be offered in conjunction with the delivery of the ENRM Applications (201) course and is expected to be delivered in January 2010.

3.1.3. ENRM LEARNING INITIATIVE MONITORING AND EVALUATION

Purpose: To capture feedback and lessons learned from each training course (face to face -F2F and distance learning -DL) as well as virtual learning resources.

Activities:

1. Course report delivered: including results of participants training evaluation and After Action Review (AAR) after each course.
2. Identified standard set of data to be collected during implementation of this Learning Initiative, periodically do an analysis of course data across multiple deliveries/time periods to identify trends and make adjustments as needed to Learning Initiative training courses and virtual learning resources.
3. Identified methodology to conduct an evaluation of the knowledge or skills acquired by participants as well as the level of application of that knowledge or skills in the workplace (Levels 2 and 3 evaluations –Kirkpatrick model).
4. Annual project report and evaluation on training and virtual learning resources.

Outcome and Accomplishments:

CK2C drafted a Monitoring and Evaluation (M&E) Proposal to outline the process and methodology for determining the effectiveness of courses and learning events offered under the ENRM-LI. Based on Dr. Jim Kirkpatrick's work in training evaluation systems, the evaluation methodology proposed measuring effectiveness on three levels: (1) general satisfaction of participants, (2) participant learning, and (3) changes in behavior. The USAID ENRM-LI Steering Committee approved the proposal in April 2010.

As a result of the M&E proposal, CK2C revised course evaluation forms to capture critical data for reporting; CK2C also designed and implemented an assessment of knowledge acquired during the ENRM Overview course, pre-and post knowledge assessments during the Foundations course and a post-course application of knowledge and skills assessment for the ENRM Overview course.

In addition, the CK2C team conducted and produced After Action Reviews following each ENRM Overview course delivered in FY10. The summary of these results was included in the 2010 Monitoring and Evaluation Report, which is an addendum to the FY10 Performance Management Plan report.

The 2010 Monitoring and Evaluation Report was compiled with the data collected from the ENRM Overview, Environment in Development (Short), and Foundations courses. The report included quantitative and qualitative data collected from the different levels of evaluation applied to the courses. For example, three levels of evaluation were used for the ENRM Overview Course: general satisfaction of participants, participants' learning and changes in behavior. However, only one level evaluation was applied for the Short Course - general satisfaction - and two levels were applied for the Foundations course - general satisfaction and participants' learning. General conclusions about the deliveries thus far,

and recommendations for improving and sustaining a high level of effectiveness for the three courses, were also included in the report.

Next Steps: The CK2C team plans to continue the implementation of 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 offered in FY 2011.

3.1.4. SUPPORT FOR INSTITUTIONALIZATION AND SUSTAINABILITY OF THIS LEARNING INITIATIVE

Purpose: To support USAID ENRM training team to promote institutionalization and sustainability of the Learning Initiative.

Activities:

1. Integrated the new USAID BS-40 competencies into ongoing and new learning efforts.

Outcome and Accomplishments:

CK2C prepared a matrix for the Office of Human Resources that aligns competencies with learning opportunities offered by EGAT and the Regional Bureaus.

The CK2C had also anticipated supporting logistics and facilitation for a workshop and open house for USAID training contractors to share information and gather data on the learning initiative, but due to change in activity priorities made by USAID this activity was cancelled.

Next Steps: The CK2C team plans to continue following the advances and directives provided by USAID's Office of Human Resource in relation to the Agency Corporate Training Strategy and Competencies initiative.

SUB-TASK 3.2: TRAINING COMPONENT

Purpose: To develop, design and deliver trainings for USAID staff to gain the core competencies needed for state-of-the art ENRM programming.

3.2.1 ENRM BLENDED OVERVIEW COURSE FINALIZATION:

Purpose: To review and refine the current DL ENRM Foundations course, and to finalize the design and replicate the ENRM Overview course twice.

Activities:

1. Finalized DL Foundations Course – Designed, delivered and assessed.
2. Finalized ENRM Overview F2F.

Outcome and Accomplishments:

The CK2C team successfully delivered the ENRM Overview (Face-to-Face) course twice in FY10; in Cebu, Philippines (January 2010) and Washington, DC (July 2010). A total of 41 participants completed the courses. The Trainer's Guide for these courses was modified to incorporate feedback from USAID trainers, participants, and CK2C's adult learning specialists and was finalized in September 2010. The

finalized Trainer's Guide was submitted to the project management system - TAMIS. The Team also prepared and delivered course reports and evaluation documents for each Overview course delivery. The summary of these results was included in the 2010 Monitoring and Evaluation Report.

As part of the ENRM Overview Courses the CK2C team effectively delivered the Distance Learning (DL) Foundations course twice. For the July 2010 delivery, the Team worked to format the course as a standalone, piloting the pre- and post- course assessment (see 3.2.2). In support of the Foundations course, the Team created a reference document with information on the ENRM Learning Gateway, log-in procedures, Moodle learning program format, and key Moodle features is posted on the Getting Started section of the DL Foundations Course. This Moodle tutorial can be accessed at the following URL: (<http://enrmlearning.org/mod/resource/view.php?id=39>).

Next Steps: The CK2C team anticipates delivering the ENRM Overview course regularly. The team will also actively market the course and report on participation and results every 3 months. The CK2C team will deliver the ENRM Overview course once in 2011 in Cairo, Egypt.

3.2.2 DISTANCE LEARNING STAND ALONE FOUNDATION COURSE:

Purpose: To provide stand-alone Foundations course for USAID staff.

Activities:

1. Adapted current Foundation Course based on needs and target population.
2. Identified and targeted participants - market the course through the Learning Gateway (3.3.1) and other USAID information channels (USAID University, EGAT Portal, etc).
3. Launched and monitored the course.
4. Conducted AAR after three months.

Outcome and Accomplishments:

In July 2010, the CK2C team launched this course as standalone training independent of the ENRM Overview (although it remains a prerequisite). The course was opened to Agency staff through the ENRM Learning Gateway in its new format that includes pre- and post-course assessments. The official launch and advertising of this course will occur in conjunction with the ENRM Gateway launch in November 2010.

The Team produced and delivered course reports and evaluation documents for each Foundations course delivery. The recommendations for course modifications, based on this participant feedback and CK2C's e-Learning and Adult Learning Specialist, can be found in the 2010 Monitoring and Evaluation Report.

Next Steps: The CK2C team anticipates continuous delivery of the DL Foundations Stand Alone course. The team will also actively market the course and report on participation and results every 3 months.

3.2.3 ENVIRONMENT IN DEVELOPMENT (SHORT) COURSE

Purpose: To finalize the Environment In Development (Short) course and create a methodology that allows multiple year deliveries of the course by different trainers.

Activities:

1. Finalized design of the course.
2. Finalized Trainer's Course Guide (instructor manual, participant workbook, checklist).
3. Monitored first three deliveries and propose any required changes in Trainer's Course Guide.

Outcome and Accomplishments:

CK2C successfully delivered The ENRM Short Course five times in FY10 with the sixth delivery (originally scheduled for August 2010) canceled by the CK2C Steering Committee. The course evaluation reports were completed after each Short course delivery and a summary of these results are included in the 2010 Monitoring and Evaluation Report.

The Trainer's Guide for this course was finalized and submitted in June 2010 to the project management system - TAMIS.

Next Steps: The CK2C team anticipates the delivery of the one-day course four times in FY11 under the new name *Environment Matters*.

3.2.4 ENRM 201 BLENDED COURSE DESIGNED, DELIVERED AND ASSESSED

Purpose: To offer a blended advanced technical course as a follow up of the ENRM overview course. This advanced course will offer specific and deeper technical knowledge/skills related to the competencies identified for backstop 40 positions. The technical areas, final content and delivery methods will be determined in close collaboration with the USAID Task 3 Steering Committee and course manager.

Activities:

1. Identified course development process.
2. Designed the ENRM Application course.

Outcome and Accomplishments:

In FY10, the CK2C team, in coordination with USAID, hired subject matter experts to support content development for the ENRM Applications (201) course. The Team, in coordination with USAID, developed the macro design, finalized the structure of the distance learning (DL), reached agreement on a process for developing a simulation, and completed a first draft of course content. In July 2010, the USAID ENRM-LI Steering Committee decided to postpone the delivery of course pilot to FY11, thereby extending the course development timeline.

Next Steps: The CK2C team will finalize the design and will deliver the competency linked five-day ENRM (201) applications - blended course that will have DL and F2F components. The Team anticipates two deliveries of this course in FY11.

3.2.5 NRM AND CONFLICT COURSE

Purpose: To design and deliver a course focused on conflict and NRM.

Activity: Course scoped and design drafted.

Outcome and Accomplishments:

CK2C assigned an Adult Learning Specialist to support ARD in the development of the course design and facilitation. In July 2010, the USAID ENRM LI Steering Committee decided to postpone the pilot of the *Treasure, Turf and Turmoil: The Dirty Dynamics of Land and Natural Resource Conflict* course to FY11, thereby shifting the course development timeline.

Next Steps: 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, ARD, the Team anticipates completing the design and delivering a short DL module.

3.2.6 REPORTING AND EARMARKS COURSE

Purpose: To design and deliver a course focused on NRM Reporting and Earmarks.

Activity: Course scoping and design drafting.

Outcome and Accomplishments:

In FY10, CK2C supported the creation of the macro and micro design, as well as the development of the distance learning format and content. In July 2010, the USAID ENRM LI Steering Committee decided to postpone the pilot of the Reporting and Earmarks course to FY11, thereby shifting the course development timeline. In addition, the Steering Committee chose to rename the course to “Applying ENRM Earmarks” as they decided that the concepts and issues discussed under the topic of reporting would be captured in the ENRM Applications Course.

Next Steps: The CK2C team anticipates the launch of the Applying ENRM Earmarks Distance Learning Course for pilot testing late February 2011 and the official launch of the course by March 2011.

3.2.7 SUPPORT FOR GLOBAL CLIMATE CHANGE LEARNING AND TRAINING ACTIVITIES

Purpose: CK2C will provide support to the GCC Training Contractor to apply the methodologies (adult learning, etc) and match their GCC training products (design, participant book style, etc.) to the ENRM family of products, and to work with them to utilize the ENRM Learning Initiative gateway. Approach and Activities under this sub-task will be discussed with the GCC USAID team and their partners.

Activity: Provide logistical support and funding for GCC related training activities.

Outcome and Accomplishments: In July and August of 2010, the CK2C team provided support for the delivery of two Global Climate Change related training events – the one-day Integrating Climate Change Into Development Course and Forest and Climate Change Training Workshop. Both courses resulted in over 50 USAID and partner organization staff being trained in environment related topics.

Next Steps: The CK2C team will continue to support and fund GCC related activities and events, such as the Low Emissions Development Strategy (LEDS) Conference tentatively scheduled for January 2011 and regional course to be delivered in Africa Spring/Summer 2011.

SUB-TASK 3.3: VIRTUAL LEARNING RESOURCES

Purpose: To provide USAID staff with web-based access to distance learning opportunities and resources related to the ENRM sector.

3.3.1. CREATE AN INTERACTIVE WEB-BASED LEARNING GATEWAY

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

Activities:

1. Developed and presented proposal of virtual space, structure and design.
2. Built Learning Gateway core structure.
3. Populated home pages with ENRM-LI information and communications.
4. Communicated and worked with EGAT Portal team, when appropriate, to cross reference common materials and resources.
5. Maintained links and catalogs with current information.

Outcome and Accomplishments: In 2010 the CK2C team worked with the ENRM-LI team and staff from USAID's Office of Human Resources and EGAT training and portal coordinators to develop, test and deploy the ENRM Learning Gateway (<http://enrmlearning.org>).

In 2009 the ENRM-LI Steering Committee approved the CK2C proposal to develop an independent web-based platform to meet the Agency's needs for distance learning and access to learning opportunities and resources related the environment and natural resources. In December 2009, the ENRM Learning Gateway made its debut as "ENRMlearning.org" utilizing the latest version of Moodle learning management software (LMS). The initial launch featured the home page describing the new platform and the ENRM Learning Initiative, the calendar of ENRM related courses and ENRM Foundations Course. The Team worked with the EGAT Portal team to create an internal USAID launch page from the EGAT Portal and was featured in the Professional Development section. In March 2010 the calendar launched with access to all ENRM courses from the EGAT Portal Professional Development calendar and the USAID University course catalog. That same month the team met with USAID's Office of Human Resources USAID University team with the objective to better understand and utilize participate data collected internally during the registration process. At this time the CK2C Team was trained and granted administrative access to USAID University, allowing for a more streamlined registration and reporting process as well as access to non-CK2C sponsored course information useful for the Gateway calendar and course catalog.

In April 2010, the CK2C Team successfully presented a proposal for the "look and feel" of the Gateway and the functionality of the course catalog and resource library. The revised look and feel of the Gateway was released in May 2010 and featured a USAID color palette, formatting and branding.

In September 2010, the Team successfully presented a proposal for the virtual ENRM Learning Path to be hosted in the ENRM Gateway. The meeting also served as a feedback session for the content of the website. During this meeting it was decided to move the official launch event of the Gateway to November 2010 (from July) in order to utilize the release of upgraded software and market the event for higher level of attendance.

As of 30 September 2010 the Gateway has 151 account holders.

Next Steps: The CK2C team will host the ENRM Learning Gateway launch November 17 at the Ronald Reagan Building. The Team will continue to market the event through Agency Notices, internal website announcements and communications such as EGAT Morning Glories and issuing event postcards.

Throughout 2011, the Team will continue to build, maintain and grow the website and its content.

3.3.2 RESOURCE LIBRARY

Purpose: To create a central, searchable repository for learning initiative resources.

Activities:

1. Developed and presented proposal for the virtual library including mechanisms for maintenance.
2. Communicated and worked with EGAT Portal team, when appropriate, to cross reference common materials and resources.
3. Populated and organized virtual library content.
4. Maintained links and catalogs with current information.

Outcome and Accomplishments: In April 2010, the CK2C Team successfully presented a proposal for the “look and feel” of the Gateway and the functionality of the course catalog and resource library.

The approved proposal included metadata categories and definitions, such technical sectors, establishing criteria for user ability to sort, filter and search. The approval also included the new title “Resource Center.”

The revised look and feel of the Gateway was released in May 2010 and featured a USAID color palette, formatting and branding. In September 2010, the ENRM-LI team approved the final proposal for the virtual ENRM Learning Path, which provided the final structure for the Resource Center, which will now include a link to resources related to core and elective courses of the Learning Path.

Next Steps: The CK2C team will host the ENRM Learning Gateway launch on 17 November 2010 at the Ronald Reagan Building. The Team will continue to market the event through Agency Notices, internal website announcements and communications such as EGAT Morning Glories and issuing event postcards.

Throughout 2011, the Team will continue to build, maintain and grow the website and its content.

3.3.3 TRAINING CALENDAR

Purpose: To provide a central calendar for ENRM related learning opportunities.

Activities:

1. Developed and presented proposal for the training calendar and process for maintenance.
2. Communicated and worked with EGAT Portal team and USAID Office of Human Resources LMS Team, when appropriate, to cross reference common materials and resources
3. Populated calendar using existing resources.

4. Worked with other technical training coordinators in the ENRM/BS-40 sector to obtain, upload, link and maintain relevant information on their courses and training initiatives to the ENRM Learning Gateway.
5. Developed new database resources, as needed to fill gaps.
6. Maintained links with current information.

Outcome and Accomplishments: In December 2009, the ENRM Learning Gateway made its debut as “ENRMlearning.org” utilizing the latest version of Moodle learning management software (LMS). The initial launch featured the home page describing the new platform and the ENRM Learning Initiative, the calendar of ENRM related courses and ENRM Foundations Course. The Team worked with the EGAT Portal team to create an internal USAID launch page from the EGAT Portal and was featured in the Professional Development section. In March 2010 the calendar launched with access to all ENRM courses from the EGAT Portal Professional Development calendar and the USAID University course catalog.

Next Steps: The CK2C team will host the ENRM Learning Gateway launch November 17 at the Ronald Reagan Building. The Team will continue to market the event through Agency Notices, internal website announcements and communications such as EGAT Morning Glories and issuing event postcards.

Throughout 2011, the Team will continue to build, maintain and grow the website and its content.

3.3.4 COMMUNITY OF PRACTICE

Purpose: To promote knowledge sharing among USAID staff.

Activities:

- Identify lessons learned from current FRAMEweb CoP activities.
- Develop in-course and post-course process for participants to get involved in CoPs.

Outcome and Accomplishments:

In August 2009, the CK2C team launched a survey for ENRM-LI alumni related to the use and functionality of communities of practice. The survey received a low result with five responses from course participants. In 2010 the Team looked at new ways to receive feedback and guidance from course participants using simple color-coded response boards during course deliveries.

In February 2010, the USAID team canceled this activity under CK2C due prioritization of training course development.

3.3.5 MENTOR CONNECT

Purpose: To promote the connection between mentors and mentees through the Learning Gateway. The main audience of “Mentor Connect” are DLIs and/or junior USAID staff working on environment programs.

Activity:

In February 2010, the USAID team canceled this activity under CK2C due prioritization of training course development.

TASK 4: BIODIVERSITY AND FORESTRY REPORTING AND COMMUNICATIONS

Task 4 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.

The primary objective of this task is 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 resources 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. The development of thoughtful communications products for the FAB team helps promote integrated development programs that address environmental issues more holistically.

CK2C will focus on the following sub-tasks under Task 4:

- Manage information sharing of best-practices through targeted communications
- Facilitate production of and dissemination of reports and publications
- Organize events and meetings

SUB-TASK 4.1: MANAGE INFORMATION SHARING OF BEST-PRACTICES THROUGH TARGETED COMMUNICATIONS

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. 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.

A mix of tools will be explored and developed to meet the EGAT/FAB team’s communication needs. The efforts of this sub-task must be grounded in a larger strategy. Accordingly, CK2C will begin by assisting USAID with the development of a three-year communications strategy for the FAB team. Desired communications outputs or activities will be mapped to the overarching communications strategy.

4.1.1 STRATEGY

Purpose: CK2C will help the FAB team to develop a three-year Communications Strategy. The strategy will be developed in consultation with the FAB team along with other staff in EGAT and colleagues in

LPA, regional bureaus, and missions, including junior Foreign Service Officers. Feedback will be sought on the appropriate audience(s) for FAB team communications, the messages needed and the types of media preferred.

Activities:

1. Prepare interview guide/questionnaire for cross-section of interviews in USAID/WDC and missions.
2. Conduct focus group meetings with subset of USAID staff in Washington.
3. Conduct telephone interviews with subset of mission staff.
4. Review data collected and begin to draft strategy.
5. Develop with USAID input and collaboration three-year communications strategy.

Outcome and Accomplishments:

Task 4 held a Communications Strategy retreat for the Biodiversity and Forestry Team in September 2009 to help identify key aspects of a targeted communications message. Target audience, types of communications products and proposed frequency were discussed. The Team agreed to move forward with seeking input from the wider NRM team, EGAT and mission staff to develop improved communications messages and customize outreach products. CK2C and USAID jointly developed survey questions and potential interviewees were identified. The survey, however, was not conducted and focus group discussions on strategy development have not been held. USAID felt that response rates on the survey would be low and would not necessarily add new information. The suggestion was to move forward with the knowledge we have from other survey inputs and discussions with mission staff.

Next Steps: It has been determined by USAID that the strategy is complete. Future communications product will continue to speak to a larger FAB team strategy.

4.1.2 WEB-BASED DISSEMINATION OF COMMUNICATIONS

Purpose: EGAT currently has a number of web-based knowledge management platforms in use– the RM-Portal, USAID internal/external websites and FRAMEweb. CK2C will work with the FAB team to identify appropriate web-based tools that can be used to complement, supplement and advertise other communications efforts.

Activities:

1. Provide technical or content management support to help update USAID’s internal and public websites.

Outcome and Accomplishments:

Task 4 provided technical support to USAID to help upload video content on a third-party site (Vimeo) and link back to FRAMEweb and USAID’s RMPortal for a variety of communications products. Materials from the Global Conservation Program closeout event were also uploaded to FRAMEweb through the creation of a community of practice, and a program video was optimized for USAID’s external site. Additional support was provided to review and edit content for web release of SCAPES partner pages.

Next Steps: CK2C will continue to respond to requests for technical or content management support in support of USAID's internal and external sites.

4.1.3 SUPPORT TO SCAPES PROGRAM

Purpose: CK2C will support a learning component for the newly awarded 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.

Activities:

2. Review and update Limiting Factors Survey.
3. Conduct Baseline Survey.
4. Provide support to SCAPES quarterly meetings.
5. Facilitate selection of 2-3 SCAPES learning activities.
6. Organize and facilitate SCAPES annual meeting.

Outcome and Accomplishments:

In December 2009, CK2C provided technical input to a USAID-led SCAPES retreat with SCAPES partners to discuss best practices for Performance Management Plans. In FY10, CK2C provided note-taking support and catering services for two quarterly SCAPES meetings. To help establish a baseline for the SCAPES program, CK2C reviewed and updated the GCP limiting factors survey to make it relevant to SCAPES. A survey was prepared with inputs from USAID and data were collected. USAID intends to share the data with the SCAPES partners at the annual meeting in December 2010.

The SCAPES annual meeting will be an opportunity for partners to bring in field staff across all landscapes for discussion and sharing of best practices. To date, CK2C has provided a range of support to the event, including travel and venue logistics, agenda development and meeting facilitation.

In the area of learning, CK2C has helped USAID conduct a survey on potential learning topics to get partner feedback. Two learning themes were identified as a result of the survey: NRM Governance Tools and Climate Change Mitigation and Adaptation. The later topic will be further refined in FY11 to allow for implementation of targeted activities.

Next Steps: The SCAPES annual meeting is slated for 30 November – 4 December 2010. The theme of sustainability will be covered from three perspectives: ecological, social and financial. CK2C will continue to provide logistical, technical and facilitation support for the meeting. It is expected that SCAPES learning activities will be discussed in great detail during the meeting. Outputs of the discussion will feed into workplans for the two learning topics. Detailed activities will be developed jointly with USAID and the SCAPES partners and implemented in FY11 and beyond. CK2C expects to play a critical role in harnessing best practices and learning tools for broader dissemination across a diverse group of development practitioners.

SUB-TASK 4.2: FACILITATE PRODUCTION OF AND DISSEMINATION OF PUBLICATIONS

Purpose: 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 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.

TASK 4.2.1 BIODIVERSITY AND FORESTRY REPORT (118/119)

Purpose: The 118/119 Report is a Congressional Report that communicates program successes in the area of Biodiversity and Forestry across USAID missions, and Central Programs. For the past 2 years, the document has been a combined forestry and biodiversity report since it is felt that the two areas complemented each other. While the 118 Report is required and fairly straight forward, the 119 is neither.

Activities:

1. Print 2009 Biodiversity and Forestry Report.
2. Write, edit and layout the 2010 Biodiversity and Forestry Report.
3. Create online photo database.
4. Support USAID's first annual photo contest.

Outcome and Accomplishments:

From June-September 2009, Task 4 was heavily engaged in providing writing, editing and printing support to USAID for the annual Biodiversity and Forestry report. The report was produced and released in October 2009.

Writing and editing of the 2010 report began in February 2010 with the hiring of a technical writer. An untested resource, it became clear that the consultant could not deliver the quality of writing needed for the report. Accordingly, USAID and CK2C staff took over the writing process during the summer months and produced a draft of the report in August 2010. The report spent much of September in clearance and went to print in October 2010.

To support the production of the report and other publication materials, Task 4 created an account for photo storage using the online site *Flickr*. Selecting a pro account, CK2C has unlimited storage capacity for photos across the project to support the Biodiversity and Forestry Team. As of the end of FY10, over 2,160 photos had been uploaded with tags to help sort and organize the photos.

Early in the year, USAID decided to encourage new photo submissions to our library by launching the first ever USAID FAB photo contest in celebration of the Year of Biodiversity. Task 4 helped draft the announcement that went to all mission staff and developed judging criteria. A tremendous success, the contest drew in 178 submissions from 21 countries. All the winners are being featured in the 2010 report along with many honorable mentions.

Next Steps: The 2010 report is in the final stages of printing and will be released to a wide audience in early November 2010. The report writing and associate production continue to demand large chunks of time from USAID and CK2C staff. USAID will convene a meeting in early November to discuss the merits of continuing with future reports in the same fashion, or whether a more streamlined (perhaps

electronic) version of the report is more appropriate. The decision will drive the production of a 2011 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.

Activities:

1. Cost out the printing of the guide in 300 and 500 print runs.
2. Establish a partner page or CoP in FRAME to manage an online community of those invited to participate in the Biodiversity Guide update.
3. Facilitate a brainstorming session with the USAID Biodiversity Working Group to discuss structure and content of the guide.
4. Work with USAID to update guide and solicit input from the FAB Team and USAID missions through FRAMEweb and other tools as appropriate.
5. Print copies of report as needed on a rolling basis.

Outcome and Accomplishments:

Moving toward an interactive online update of the Biodiversity Guide, CK2C created a partner page for the Guide on FRAMEweb in December. The partner page is a closed group where members invited to participate in the update can join in a dialogue on specific sections and download the latest Word copy from the 2005 report. Further, Task 4 created a Google Docs space for the Guide update which allows people to read, draft or edit documents in real time.

To facilitate the writing process, Task 4 helped USAID organize two focus groups discussions to solicit feedback on the format and flow of the Guide in January and February 2010. Feedback from the focus groups helped to better define the content and format of the Guide update. In July 2010, CK2C hosted USAID staff for a successful one-day writing workshop. Ten USAID participants dedicated the day to writing and brainstorming sections of the Guide. CK2C continued to work closely with USAID to manage the writing inputs via Google Docs and updating the table of contents and timeline for the report.

A quote from Spectrum Printing was received and shared with USAID for a rolling print run of the Biodiversity Guide.

Next Steps: Many gaps in the writing of the Guide remain. The next few months will be spent focused on missing pieces and editing the pieces in draft form. CK2C staff will provide targeted inputs to the writing process and will be involved in the final review and layout process. It is expected that the Guide will be ready for USAID clearance in April 2011, with a print release likely in June 2011.

TASK 4.2.3 FACT SHEETS

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

It is envisioned that CK2C will assist the FAB Team with the preparation and publication of key communications pieces starting in 2010. These include: new program fact sheets, Lacey Act fact sheet, Biodiversity FAQ, and other thematic pieces of significance to the FAB Communications Strategy.

Activities:

1. Assist USAID with the drafting, editing and printing of a variety of shorter print materials.

Outcome and Accomplishments:

Task 4 provided support to the production of three print materials: GCP closeout report, 2009 Biodiversity Report announcement post card and Executive Summary brochure of 2010 Biodiversity Report. An additional brochure which features the SCAPES program and associated partners will be finalized and released in November 2010.

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

SUB-TASK 4.3: ORGANIZE AND ATTEND INDUSTRY EVENTS AND MEETINGS

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

4.3.1 SEMINAR SERIES

Purpose: The USAID FAB Team expects to host six seminars in FY 2010 related to topics of importance to USAID and the broader development community. USAID engages development practitioners in technical presentations ranging from landscape restoration to biological diversity. 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.

Activities:

2. Provide support to USAID on listserv maintenance for seminar invitees.
3. Document the seminar and post notes with presentation materials to FRAMEweb CoP / RM Portal.
4. Videotape selected seminar series and post on FRAMEweb / RM Portal.
5. Update seminar series banner to fit USAID branding.
6. Provide space for continued dialogue on a FRAMEweb Community of Practice for select seminar series.

Outcome and Accomplishments:

The CK2C team assisted USAID in the organization and facilitation of nine seminar series in FY 2010. Task 4 managed a growing seminar series mailing list of approximately 575 individuals from a broad range of backgrounds. Activities included working with presenter to craft text for flyers and developing and distributing initiations to mailing list. Presentations and papers for each seminar were uploaded to the FRAMEweb site and RM Portal. Additionally, videos for the last six seminars during FY 2010 were prepared and uploaded to the FRAMEweb site with links to the RM Portal.

Starting with the 2010 winter series, the Task 4 team helped to design and launch a new branded template for seminar series announcements and flyers. A new banner logo was developed to maintain a fresh brand for the series.

To broaden the reach and impact of the presentations, those on the mailing list have been invited to engage in a continued dialogue on the seminar through the seminar series discussion page. Results have been mixed with some seminars drawing a large discussion while others have had not much interaction. It is envisioned that as people become more aware and comfortable with the discussion pages, they will contribute more frequently.

A recent survey of Seminar Series attendees indicated great satisfaction with the series. A few illustrative examples of attendee feedback are below:

- *You're doing a great job! The last one I attended didn't have a huge attendance, however, and few outside USAID were there. Perhaps more frequent reminders and updates would help. Thanks for all that you do.*
- *The seminars are a great resource. I greatly appreciate that they are available on FRAME in the cases where I have not been able to attend. I plan to look at the recent PADDD meeting on FRAME shortly as I wasn't able to attend due to a time conflict. Please keep up this important opportunity to share lessons and bring partners together.*

Next Steps: CK2C will continue to provide support to USAID's Seminar Series. Survey respondents rated presentation utility lowest compared to quality and accessibility. CK2C will continue to work with USAID and the selected speakers to ensure that the subject matter is relevant to wide audience of development practitioners and policy makers and that the message is audience appropriate.

ANNEX A: FRAMEWEB MEMBER KUDOS 2010

JANUARY 2010 – SEPTEMBER 2010

FRAMEgram reconnecting people to FRAMEweb

2/1/10

Dear Carmen,

Thanks for helping me get back into FRAME. One long afternoon, Tony Pryor, Tim Resch, Mike McGahuey, Peter Veit and I talked through the plans for FRAME, probably before 2003. It was not a network but a series of meetings with senior Africans, NGOs, and USAID folks once or twice a year to discuss emerging environment and natural resource management issues. I don't believe I ever attended one and our ongoing cooperative agreement with the AFRICA Bureau stopped three years ago. I know Mike Colby is still engaged, but I must admit I have not read the FRAMEGrams for some time.

Good luck for 2010 and for FRAME.

Best, Dan

Dan Tunstall
Director, International Cooperation
World Resources Institute
10 G. St. NE
Washington D.C. 20002
202 729-7788

2/2/10

Thanks. I read FRAMEgram always with considerable interest.

George Abalu
Managing Consultant
Agrosearch Limited

3/23/10

Thanks Carmen: I find a lot of info in the updates. Keep them coming.

Raymond Carl Daviesson

6/22/2010

Thank you very much for your regular effort in how to perform the FRAMEweb and facilitate its exploitation. So keep on your vision, and each one will try to think and share with others new follows.

Soumaila Dan Baria

7/22/2010

Bjr

MERCI pour toutes ces infos qui ne font que nous grandir dans nos activites avec les communautes salif

Salifou ASSANE SEYNI

Fall Survey 2010 (September 2010)

- The environmental topical issues discussed are informative and relevant. (makingenterprises@yahoo.com)
- FRAME provides up to date info and leads me to excellent professional docs. Thanks. (anonymous)
- The discussion is quite impressive and helps in better informing me on natural resources utilization. (layiagoro@hotmail.com)
- Frame helps me ask questions and find answers I discuss with my colleague Agropo (johann.huguenin@cirad.f)
- Keep it up! (gjambiya@yahoo.com)
- Keep up good work (fp9910@yahoo.com)
- It's a terrific resource!! (sktodd@alaska.edu)